

1996-97

OPERATING BUDGET

CITY COUNCIL

Rondell F. Stewart	Mayor
Wm. "Bill" McDonald	At-Large
Mark Swope	At-Large
Don Reimal	District #1
John Perkins	District #2
Susan P. Block	District #3
William J. Baker, Mayor Pro Tem	District #4

City Manager

Larry N. Blick



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO
City of Independence,
Missouri

For the Fiscal Year Beginning
July 1, 1995

Timothy H. Rivdan *Jeffrey L. Esser*
President Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an Award of Distinguished Budget Presentation to the City of Independence for its annual budget for the fiscal year beginning July 1, 1995.

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 communication device.

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

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Guide to Independence's Budget Document

Organization of the Budget

The budget document is intended as a tool for residents, elected officials and City staff. It contains narratives, graphics and financial data at summary and detailed levels. It is hoped 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 five main sections . . .

. . . the Budget Message,

the Financial Summary,

Estimated Revenues,

Appropriations,

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 **Financial Summary** section represents consolidated financial and employee staffing data across all fund and department lines.

The **Estimated Revenues** section represents the financing source from which substantially all of the budget appropriations will be funded. The section first provides an overview of consolidated revenue data and then provides detail schedules listing data for each revenue account within each fund.

The largest part of the document is the **Appropriations** section which summarizes appropriations by division and department within each fund. In addition, detail appropriation data for each department is included in this section. 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 **Appendix** section contains the following: budget ordinance, budget calendar, budget procedures and policies, employee staffing by department and fund and a glossary of key budget terms.

Guide to Independence's Budget Document

Structure of the City's Finances

Funds -

The City has twenty-two separate funds. Each fund is separately accounted for with its own set of self-balancing accounts. Ten of these funds have formal budgets which are included in the Operating Budget. Of the remaining twelve funds, six are capital project funds and are part of the Capital Budget. The other six funds are special purpose funds that do not require the use of formal budgetary procedures.

The ten Operating Budget funds are broken down into four general fund classifications. The classifications and purpose for each fund are listed below:

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

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.

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.

Storm Water Fund - Accounts for Storm Water Utility operations.

Water Fund - Accounts for Water Utility operations.

Guide to Independence's Budget Document

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.

Refer to pages 15 - 16 for a further discussion of the City's fund structure.

Operating Departments -

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

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.

Object of Expenditures -

Departmental appropriations 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.

The following two pages illustrate sample forms that are found throughout the document.

Guide to Independence's Budget Document

Estimated Revenues

Revenue needed to support activities within each fund are presented in detail by fund. The schedule includes last year's actual, the original and revised estimate for the current year, actual 8 months and estimated 4 months for the current year along with the estimated amounts for the new fiscal year.

CITY OF INDEPENDENCE, MISSOURI									
COMPARISON OF ESTIMATED REVENUES FOR THE 1996-97 FISCAL YEAR WITH THE ACTUAL REVENUES FOR 1994-95 AND ACTUAL REVENUES FOR PRIOR FISCAL YEARS									
ACCT. NO.	GENERAL FUND DESCRIPTION	ACTUAL	ACTUAL	ORIGINAL	ACTUAL	ESTIMATE	REVISED	ESTIMATE	% CHG.
		1994-95	1994-95	1994-95	8 MONTHS	4 MONTHS	1996-97	1996-97	(INCR)
PROPERTY TAXES:									
3001	GENERAL PROPERTY TAXES:								
	REAL ESTATE INCLUDING PENALTIES	4,168,302	4,430,591	4,375,400	4,621,122	(195,722)	4,425,400	4,622,310	5.8
3021	R.R. & OTHER UTILITY	51,898	54,444	54,444	56,733	0	56,733	58,600	7.6
	TOTAL PROPERTY TAXES	4,220,048	4,485,035	4,429,844	4,677,855	(195,722)	4,482,133	4,680,910	5.7
SALES AND USE TAXES:									
3041	LOCAL OPTION SALES TAX	10,302,960	11,111,658	11,916,422	8,034,186	3,755,814	11,790,000	12,412,500	4.2
3042	CGARETTE TAX	464,768	498,211	475,000	475,000	341,284	148,716	490,000	3.2
3044	LOCAL OPTION USE TAX	685,814	713,200	730,000	524,057	0	524,057	0	(100.0)
	TOTAL SALES AND USE TAXES	11,453,642	12,314,145	13,121,422	8,699,527	3,904,530	12,804,057	12,802,500	(1.7)
UTILITY FRANCHISE FEES:									
3003	GAS	2,786,527	2,117,856	2,355,020	1,675,960	624,010	2,500,000	2,500,000	7.1
3054	TELEPHONE	1,773,923	1,894,061	1,823,349	1,256,377	626,623	1,803,000	1,954,000	7.2
3055	ELECTRICITY	304,194	333,702	328,758	230,814	88,974	328,788	334,000	1.6
3057	CABLE TELEVISION	278,568	294,198	285,239	151,247	143,753	285,000	300,000	5.2
3000	WATER	20,000	18,819	16,000	13,000	3,000	17,000	18,000	...
*Franchise Fees reported by utility companies rather than the utility companies.									
	TOTAL UTILITY FRANCHISE FEES	5,168,082	4,458,125	4,789,198	3,337,387	1,686,391	5,023,788	5,100,000	6.8
	TOTAL TAXES	20,871,752	21,257,305	22,340,462	16,814,779	5,395,199	22,309,979	22,689,410	1.6
BUSINESS LICENSES & PERMITS:									
3101	OCCUPATION LICENSES	798,754	837,000	827,000	259,358	592,712	850,000	870,000	5.2
3102	LICENSOR LICENSES	64,544	59,882	62,000	5,800	54,020	60,000	60,000	(3.2)
3103	PLANNING EXAMS & LICENSE	29,872	32,562	25,000	23,409	8,591	33,000	35,000	40.0
3104	FINANCE - OTHER LICENSES & PERMITS	58,289	38,227	38,000	29,928	8,071	38,000	38,000	...
3108	BUILDING PERMITS	358,247	353,368	380,000	257,122	122,878	380,000	500,000	47.4
3120	NURSING HOME PERMITS	300	325	300	50	250	300	300	0.0
3121	DAY CARE PERMITS	0	0	0	0	0	0	12,000	...
3122	FOOD HANDLER'S PERMITS	28,443	24,832	23,000	32,655	12,345	45,000	42,000	82.8
3123	MESSAGE THERAPIST APPLICATION	0	0	0	0	0	0	3,000	...
3124	OTHER FOOD PERMITS	0	0	0	100	0	100	49,000	...
*Food Handler License Fees, Permits, Costs, and Other Fees Reported by Licensee									
	SUBTOTAL BUS. LICENSES & PERMITS	1,340,249	1,347,138	1,355,300	607,633	798,787	1,408,400	1,680,300	23.2

Appropriations

CITY OF INDEPENDENCE, MISSOURI						
COMPARISON OF APPROPRIATIONS FOR THE 1996-97 FISCAL YEAR WITH THE ACTUAL EXPENDITURES FOR 1994-95 AND THE AMENDED BUDGET 1995-96						
GENERAL FUND -	Actual	Original	Actual	Amended	Amended	City Manager/ City Council
	Expenditures	Budget	Revised Budget	Budget	Budget	Proposed / Address
	1994-95	1995-96	For 8 Months	For 4 Months	1995-96	1996-97
GENERAL GOVERNMENT:						
City Council	\$334,450	\$335,588	\$194,523	\$158,846	\$332,369	\$355,861
City Clerk	317,491	325,269	216,686	16,600	332,226	343,893
City Manager	356,987	335,561	269,512	429,264	338,916	311,811
Management Information Service	1,625,815	1,433,084	943,533	530,370	1,476,232	1,632,976
Municipal Court	416,224	431,770	288,109	157,052	445,171	462,323
Total General Government	\$2,801,567	\$2,901,572	\$1,892,363	\$1,092,642	\$2,945,003	\$2,966,866
Health Services/Police Traffic Officer	\$169,847	\$164,514	\$170,738	\$177,095	\$169,813	\$168,043
Law Department	530,855	514,823	510,709	521,279	467,988	510,770
Finance Department:						
Administration	\$211,355	\$192,686	\$128,107	\$65,233	\$193,740	\$199,668
Accounting	473,439	476,680	339,849	143,314	485,163	489,030
Cashiering	83,864	0	0	0	0	0
Purchasing	237,870	317,008	215,970	86,955	322,925	327,311
Occupational Licenses	71,508	132,483	88,301	45,260	133,741	135,257
Total Finance Department	\$1,176,066	\$1,181,857	\$772,227	\$365,862	\$1,105,569	\$1,151,666
Personnel Department	\$278,893	\$288,812	\$166,332	\$104,084	\$290,816	\$293,491
Community Development Department:						
Administration	\$365,781	\$301,063	\$198,254	\$103,606	\$337,960	\$335,040
Planning	117,406	128,072	82,542	46,838	129,380	169,111
Inspection	320,261	340,885	220,353	123,834	344,187	376,812
Transportation	400,433	373,894	63,479	62,181	652,908	647,888
Historic Preservation	67,679	865,888	48,112	58,437	865,589	809,888
Code Enforcement	339,308	246,331	187,455	70,880	238,233	300,660
Total Planning and Permits	\$1,575,970	\$1,697,134	\$137,193	\$457,825	\$1,829,420	\$1,979,253
Police Department:						
Administration	\$1,099,691	\$1,017,224	\$740,244	\$325,458	\$1,066,003	\$1,101,081
Police Operations	7,626,239	7,579,267	5,151,919	2,697,903	7,159,493	7,893,210
Police Services	3,286,730	3,530,558	2,338,260	1,294,687	3,632,947	3,818,418
Total Police Department	\$12,012,759	\$12,127,049	\$8,230,394	\$4,218,059	\$12,658,444	\$12,803,612

Appropriations are presented by department and division within each fund. The schedule includes last year's actual, the original and amended budget, actual 8 months and estimated 4 months for the current year with the City Manager Proposed and City Council Adopted amounts for the new fiscal year.

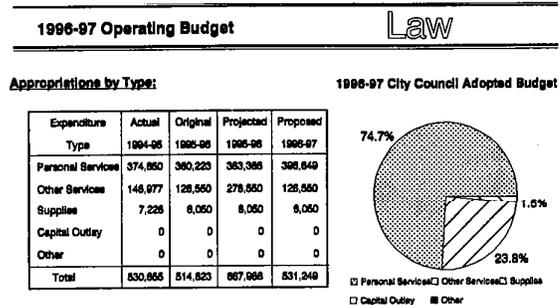
Guide to Independence's Budget Document

The following sections are organized by operating department.

City of Independence Departmental Budget Summary					
Department: 4100 Law		1996-97 Operating Budget			
Departmental Description: CONDUCT AND CARRY ON ALL CIVIL SUITS, ACTIONS AND PROCEEDINGS; REPRESENTING THE CITY ON ALL LEGAL MATTERS IN WHICH THE CITY IS A PARTY OR INTERESTED; ADVISE THE COUNCIL, CITY MANAGER AND ALL DEPARTMENTS, BOARDS AND COMMISSIONS CONCERNING ANY LEGAL ISSUES AFFECTING THE CITY'S INTEREST; DRAFT OR REVIEW PROPOSED CITY ORDINANCES AND AMENDMENTS; PREPARE OR OFFICIALLY APPROVE AS TO FORM ALL CONTRACTS, DEEDS, BONDS, AND OTHER DOCUMENTS; DIRECT AND SUPERVISE THE REVISION OF THE CITY'S ORDINANCES; DIRECT AND SUPERVISE THE FUTURE CODIFICATIONS OF ORDINANCES; AND PERFORM SUCH OTHER LEGAL DUTIES AS REQUIRED.					
Prog. No.	Description	1994-95 Actual	1995-96 Original	1996-97 Amended	1996-97 Adopted Budget
Budget by Major Program Category:					
02 4100	LAW	530,855	514,823	667,968	531,249
Total		530,855	514,823	667,968	531,249
Staffing:					
Full Time Positions		0.00	8.00	8.00	8.00
Part Time Positions		0.00	0.00	0.00	0.00
Total		0.00	8.00	8.00	8.00
Source of Funding:					
GENERAL FUND		530,855	514,823	667,968	531,249
Total		530,855	514,823	667,968	531,249

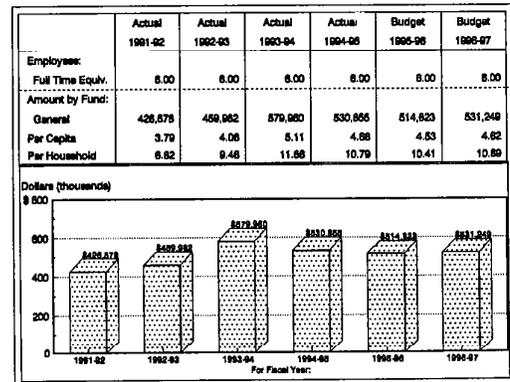
Represents a departmental description, summary of detail program sheets within the department for budget dollars and number of positions, and funding source.

Graphical and Chart summary of departmental budget data.



City of Independence Detail Program Sheet				
Department: 4100 Law		1996-97 ORIGINAL BUDGET		
Program: 4196 Law		FUND: 05-GENERAL		
Description: CONDUCT AND CARRY ON ALL CIVIL SUITS, ACTIONS AND PROCEEDINGS; REPRESENTING THE CITY ON ALL LEGAL MATTERS IN WHICH THE CITY IS A PARTY OR INTERESTED; ADVISE THE COUNCIL, CITY MANAGER AND ALL DEPARTMENTS, BOARDS AND COMMISSIONS CONCERNING ANY LEGAL ISSUES AFFECTING THE CITY'S INTEREST; DRAFT OR REVIEW PROPOSED CITY ORDINANCES AND AMENDMENTS; PREPARE OR OFFICIALLY APPROVE AS TO FORM ALL CONTRACTS, DEEDS, BONDS, AND OTHER DOCUMENTS; DIRECT AND SUPERVISE THE REVISION OF THE CITY'S ORDINANCES; DIRECT AND SUPERVISE THE FUTURE CODIFICATIONS OF ORDINANCES; AND PERFORM SUCH OTHER LEGAL DUTIES AS REQUIRED.				
1996-97 Objectives:				
<ul style="list-style-type: none"> * BEGIN THE CONVERSION OF THE LAW LIBRARY TO AN ELECTRONIC SYSTEM * UPGRADE THE OFFICE EQUIPMENT TO ENABLE STAFF TO MAKE MORE EFFICIENT USE OF TIME, THEREBY INCREASING PRODUCTIVITY WITHOUT INCREASING STAFF SIZE * PARTICIPATION IN SPECIALIZED CONTINUING LEGAL EDUCATION 				
1995-96 Accomplishments:				
<ul style="list-style-type: none"> * DISPOSED OF 11 LAWSUITS PREVIOUSLY ON FILE, INCLUDING A FAVORABLE JURY VERDICT IN RINEHART VS. CITY * PROCESSED 3 CONDEMNATION CASES * SETTLED 14 WORKERS' COMPENSATION CLAIMS * PARTICIPATED IN THE REDRAFT OF THE PROPERTY MAINTENANCE CODE, CITY CHARTER REVISIONS, DRAFTED ETHICS ORDINANCE, CREATED WORK COMP REVIEW COMMITTEE AND WORKED ON 2 TR PROJECTS 				
Program Costs:				
Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	374,850	360,223	383,386	368,649
OTHER SERVICES	148,977	128,550	278,550	128,550
SUPPLIES	7,226	8,050	8,050	8,050
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	530,855	514,823	667,968	531,249

Historical Comparison:



Represents a description, next year's objectives, current year accomplishments, program costs, performance indicators and staffing at the detail program level within each department.

... Continued

BUDGET MESSAGE



City of Independence

111 EAST MAPLE • P.O. BOX 1019 • INDEPENDENCE, MISSOURI 64051-0519 • (816) 325-7000

AN EQUAL OPPORTUNITY EMPLOYER

July 1, 1996

Introduction

Honorable Mayor and Members of the City Council:

This budget complies with Section 3.3(5) of the City Charter, which requires that the City Manager advise the Council of the financial condition and future needs of the City. In accordance with Section 8.2 of the City Charter, I previously presented my proposed budget for fiscal year 1996-97.

Revenues for 1995-96 General Fund were \$41,931,864. Revenues for 1996-97 are estimated at \$43,170,156. This is an increase of 3%. Appropriations for 1995-96 were \$41,225,261. Appropriations for 1996-97 are estimated at \$43,168,355, an increase of 4.7%.

This budget has four principle objectives: (1) To support the Council's Four Strategic Goals; (2) To absorb the loss of the Local Option Use Tax, estimated at \$810,000, without cutting services; (3) To use Community Development Department fee increases of \$190,000 to improve service delivery, and (4) To improve Police Department services through grants, partnerships with the public school district and funding from the Anti-Drug Sales Tax for Drug Abuse Resistance Education (D.A.R.E.) programming.

Strategic Goals

Your Four Strategic Goals are to: (1) revitalize neighborhoods, (2) support economic development, (3) preserve the street system and (4) retain a professional, customer-responsive staff.

Goal #1 -- Revitalize Neighborhoods

The budget includes the following: (a) a citywide cleanup program to be funded at \$25,000; (b) increased funding by \$22,550 to mow and clean up of private property -- the cost is placed as a lien against the property; (c) \$150,000 to continue support for the Midtown/Truman Road Corridor Redevelopment project -- the amount will be used specifically to fund model blocks, the second of a five-year program; (d) \$4,800 has been added to increase funding for advertising code enforcement public notices; and (e) a zoning code enforcement officer position has been added at \$34,512.

Goal #2 -- Economic Development

The budget contains the following: (a) In addition to the \$70,050 we contribute to support the Independence Council for Economic Development (ICED) every year, we are providing \$18,000 in year two of a contract with the Missouri Innovation Center-Independence (MICI); (b) \$25,000 from the Strategic Goals money for the new Telecommunity Center at the Metropolitan Community College-Independence campus -- year two of a four-year commitment; (c) to provide a portion of a salary for the new position of Manager of Comprehensive Planning -- this staff member's time will be devoted to planning studies, such as the redevelopment of Noland Road; and (d) \$28,468 for a Building Permits Technician to improve turn-around time on building permits -- this position will be paid from the building permit fees that were increased earlier this year.

Goal #3 -- Street Maintenance

The budget contains \$262,000 to overlay (resurface) our streets. This amount will pay for eight miles of overlay. There is a backlog of about 180 miles of overlay to be done.

Goal #4 -- Professional, Customer-Responsive Staff

Our commitment to improving customer service is demonstrated by increasing citywide

training funding by \$86,800 for a total amount of \$149,800. This amount will provide all 1,135 of our employees with at least eight hours of training per year. This amount is from the General Fund plus the three utility funds.

Power & Light

Revenues for 1995-96 were \$63,311,854. Revenues for 1996-97 are estimated at \$63,778,840. This is an increase of .7%, which represents normal growth.

Appropriations for 1995-96 were \$57,630,019. Appropriations for 1996-97 are estimated at \$55,606,759. This is a decrease of 3.5%. This amount does not include capital projects. The primary cause for the decrease is a shift from buying purchased power to generating electricity at the Blue Valley power plant. Purchased power costs decreased by \$6,165,796 while coal purchases for producing power increased by \$2,721,314. The shift from buying purchased power to generating electricity increased plant maintenance costs by \$159,000. Other factors include a \$200,000 increase for inventory purchases and a \$141,000 increase in the tree trimming contract.

Sanitary Sewer

Revenues for 1995-96 were \$10,142,259. Revenues for 1996-97 are estimated at \$11,221,742. This is an increase of 10.6%, due to the approved rate increase which will go into effect on July 1.

Appropriations for 1995-96 were \$9,223,442. Appropriations for 1996-97 are estimated at \$9,859,729. This is an increase of 6.9%. This amount does not include capital projects. The increase includes \$100,000 for an ash inventory removal and disposal project; \$50,000 for a household hazardous waste removal program. Other increases include \$50,000 for payments to the Little Blue Valley Sewer District and other intermunicipal wastewater agreements.

Water

Revenues for 1995-96 were \$14,973,339. Revenues for 1996-97 are estimated at

\$16,118,012. This is an increase of 7.6%, primarily due to increased interest earnings of \$817,000. Water service charges are projected to increase by \$253,000 or 1.9%, which is a reflection of normal customer growth.

Appropriations for 1995-96 were \$13,849,505. Appropriations for 1996-97 are estimated at \$14,738,302. This is an increase of 6.4%. This amount does not include capital projects. The increase is primarily due to projected interest costs of \$523,869 on outstanding revenue bonds. Additional factors include \$163,230 for interfund charges for support services, municipal building rental charges, and the full annual impact of transferring Utilities Customer Service from the Power & Light Fund to the Water Fund.

Police

Several measures are being implemented to strengthen our public safety efforts. This budget calls for: (a) \$130,388 to add four police officers through the COPS Ahead Federal Grant -- the City furnishes \$35,333 of that amount; (b) three police officers from increased funding from the D.A.R.E. Program in the amount of \$109,515; (c) one detention officer from increased funding from the D.A.R.E. Program in the amount of \$30,280; (d) increased the department overtime from the D.A.R.E. Program increased funding in the amount of \$35,206 -- this brings the total amount to \$175,000 for the three D.A.R.E. programs; and (e) a contract with the Independence School District will add two high school resource officers at a cost of \$47,493.

Health

One Public Health Investigator I position has been funded from increased food inspection fees totaling \$68,000. A total of \$26,929 will be spent to expand restaurant food inspections.

Community Development

The following new positions have been created in order to improve customer service: (a) a Manager of Comprehensive Planning position has been added in the amount of \$56,135; (b) a

Building Permits Technician position is being funded in the amount of \$28,468; and (c) a Zoning Code Enforcement Officer position has been added in the amount of \$34,512. The funding for these positions is from increased building permit and planning fees.

Fire

The budget includes: (a) \$100,000 for lease purchasing an additional pumper and other department capital outlay items totaling \$716,671; (b) \$85,000 in training costs for six new recruits to minimize minimum manning costs and avoid vacancies and overtime -- an estimated \$102,000 will be saved in overtime; and (c) salaries have decreased by approximately \$125,000 due to replacing senior employees, who have retired, with new recruits.

Public Transportation

The budget calls for us to modify the contract with the Kansas City Area Transportation Authority to be on a fiscal year basis consistent with other contracts, rather than the current calendar year basis. This will create a one-time budgetary savings in the 1995-96 fiscal year which has been included in the 1996-97 budget as capital outlay purchases. We do not want to commit to future continuing costs with one year only available funding. The amount is \$290,000.

Facilities

It is necessary for us to invest the previously mentioned \$290,000 in our facilities in order to ensure they are well-maintained. We propose to use: (a) \$200,000 to replace the Police Building roof; (b) \$25,000 to maintain and repair our fire stations; (c) \$85,000 to make additional maintenance and repairs to the Police Building; (d) \$6,000 to make Americans with Disabilities Act (ADA) modifications to the National Frontier Trails Center restrooms; and (e) \$36,957 to make exterior repairs and to waterproof City Hall and the Police Building.

In addition, we are currently faced with deferred maintenance costs related to replacing the heating and air conditioning systems at the Police Building and Sermon Center in the amount

of \$540,000. We should be spending between \$300,000-\$400,000 annually on major repairs such as roof replacement, heating and air conditioning, etc.

Capital Outlay

The budget calls for \$523,168 to fund mobile equipment replacements. Based on the current condition and age of our fleet (including Police and Fire vehicles), we need to spend \$4,000,000 to bring it up to an appropriate standard. Annual funding for replacing the fleet should be \$1,000,000 for equipment other than the Police and Fire departments. Police and Fire require an additional \$900,000.

We will purchase \$35,975 in computer hardware and software to increase productivity. Additional capital outlay replacements total \$87,900.

Wages and Benefits

The budget calls for a 3% employee wage adjustment. Contract requirements with Service Employees International Union (SEIU) and the Communications Workers of America (CWA) will total \$121,758 in the General Fund and \$195,153 for all funds. Non-union increases will total \$404,200 in the General Fund and \$805,365 for all funds.

Health insurance for employees and retirees will cost the General Fund an additional \$560,919 and \$451,874 for all other funds.

Debt Service

I am pleased to report that the City of Independence has no outstanding general obligation debt. We have \$77,705,000 outstanding in revenue bonds, the debt service of which is paid from Power & Light and Water revenues.

Conclusion

In conclusion, I'd like to draw your attention to four of our most pressing needs. They are our: (1) streets, (2) parks, (3) benefits structure and (4) the loss of the use tax.

1. Streets -- We must find a way to deal with our deteriorating street system. The total cost of deferred maintenance of the overlay program is \$34,000,000. In addition, to reconstruct our streets and bridges and bring them up to current standards is another \$31,000,000.

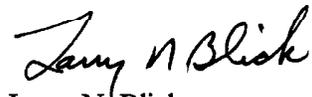
2. Parks -- We also must find a way to save our deteriorating park system. The estimated cost of repairs and refurbishments is \$5,000,000. To upgrade our level of maintenance is an additional cost of \$250,000.

3. Benefits -- We need to conduct an analysis of the overall employee benefit structure. We must find ways to manage rapidly rising health care costs and accumulated liabilities for our current level of benefits.

4. Use Tax -- We need to address the loss of the Local Option Use Tax and the potential for refunding previous amounts received.

I extend my gratitude to budget officer Calvin Holst and all staff who assisted me in preparing this budget. Your help is greatly appreciated.

Very truly yours,



Larry N. Blick
City Manager

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FINANCIAL SUMMARY

CITY OF INDEPENDENCE, MISSOURI
1996-97 OPERATING BUDGET
COMPARISON OF ESTIMATED REVENUES AND APPROPRIATIONS - ALL FUNDS
FOR THE FISCAL YEARS 1995-96 AND 1996-97

	1995-96 Original Budget	% of Total	1996-97 City Council Adopted Budget	% of Total	Increase (Decrease) over Prev. Year	% Change
Estimated Revenues						
Taxes	\$22,659,462	17.6%	\$23,047,910	17.4%	\$388,448	1.7%
Licenses & Permits	1,795,620	1.4%	2,109,300	1.6%	313,680	17.5%
Intergovernmental Revenue	6,497,771	5.1%	6,822,098	5.2%	324,327	5.0%
Intragovernmental Revenue	7,581,392	5.9%	7,708,425	5.8%	127,033	1.7%
Charges for Current Serv.	405,371	0.3%	537,414	0.4%	132,043	32.6%
Utility Service Charges	84,005,232	65.4%	85,917,370	65.0%	1,912,138	2.3%
Fines and Forfeitures	1,648,996	1.3%	1,596,759	1.2%	(52,237)	-3.2%
Miscellaneous Revenue	3,852,018	3.0%	4,501,264	3.4%	649,246	16.9%
Total Estimated Revenue	\$128,445,862	100.0%	\$132,240,540	100.0%	\$3,794,678	3.0%
Appropriations						
City Council	\$351,588	0.3%	\$359,518	0.3%	\$7,930	2.3%
City Clerk	325,369	0.3%	349,011	0.3%	23,642	7.3%
City Manager	335,761	0.3%	358,367	0.3%	22,606	6.7%
Tourism	331,000	0.3%	358,000	0.3%	27,000	8.2%
Nat. Frontier Trails Center	285,534	0.2%	272,950	0.2%	(12,584)	-4.4%
Management Information	1,453,084	1.2%	1,517,045	1.3%	63,961	4.4%
Municipal Court	437,770	0.4%	465,810	0.4%	28,040	6.4%
Law	514,823	0.4%	531,249	0.4%	16,426	3.2%
Finance	1,122,159	0.9%	1,179,507	1.0%	57,348	5.1%
Personnel	288,812	0.2%	300,607	0.2%	11,795	4.1%
Community Development	2,345,913	2.0%	2,640,158	2.2%	294,245	12.5%
Police	12,187,149	10.2%	13,020,658	10.8%	833,509	6.8%
Fire	9,782,917	8.2%	9,656,181	8.0%	(126,736)	-1.3%
Health	976,952	0.8%	1,055,779	0.9%	78,827	8.1%
Water	9,035,580	7.6%	9,216,875	7.6%	181,295	2.0%
Public Works	4,958,593	4.2%	5,180,542	4.3%	221,949	4.5%
Water Pollution Control	7,366,295	6.2%	8,006,424	6.6%	640,129	8.7%
Parks and Recreation	1,349,675	1.1%	1,416,690	1.2%	67,015	5.0%
Power and Light	45,515,915	38.2%	43,001,025	35.6%	(2,514,890)	-5.5%
Non-Departmental	14,003,419	11.7%	14,694,575	12.2%	691,156	4.9%
Debt Service	5,615,083	4.7%	6,135,701	5.1%	520,618	9.3%
Capital Outlay	703,885	0.6%	1,000,000	0.8%	296,115	42.1%
Total Appropriations	\$119,287,276	100.0%	\$120,716,672	100.0%	\$1,429,396	1.2%
Revenues over (under) Appropriations	\$9,158,586	-	\$11,523,868	-	\$2,365,282	-
Net Transfers (to) from Reserves/Designations of Fund Balance	(\$1,681,208)	-	(\$928,302)	-	\$752,906	-
Net Transfer (to) from Undesignated Fund Balance	\$7,477,378	-	\$10,595,566	-	\$3,118,188	-

See the accompanying Notes to Combined Financial Summaries

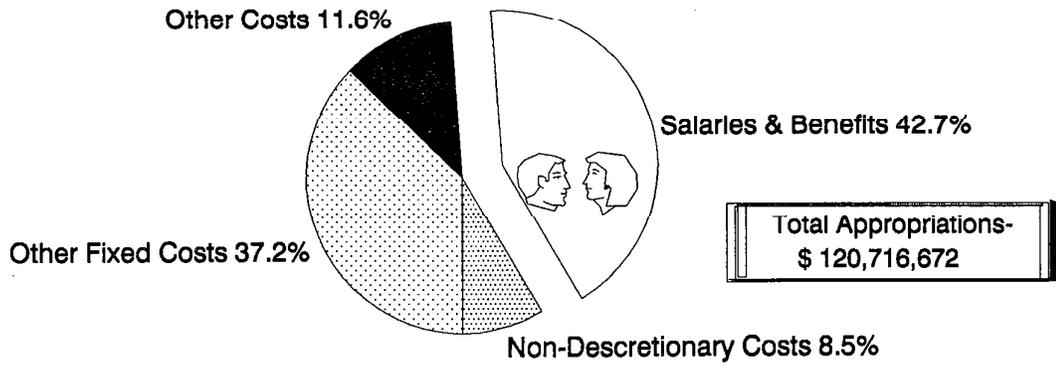
CITY OF INDEPENDENCE, MISSOURI
1996-97 OPERATING BUDGET
COMPARISON OF BUDGET COMPONENTS - ALL FUNDS
FOR THE FISCAL YEARS 1995-96 AND 1996-97

The Budget is Composed of-	1995-96	%	1996-97	%
Non Discretionary Costs:	Original	of	City Council	of
Debt Service	Budget	Total	Adopted	Total
Lease Purchase Payments			Budget	
Debt Service	\$5,271,925	4.4%	\$5,793,632	4.8%
Lease Purchase Payments	703,409	0.6%	796,201	0.7%
Little Blue Valley Sewer District	2,450,000	2.1%	2,480,000	2.1%
Sewer Intermunicipal Agreement	315,000	0.3%	345,000	0.3%
Worker's Compensation	604,940	0.5%	730,140	0.6%
City Audit	42,000	0.0%	43,000	0.0%
Police Training	54,624	0.0%	54,624	0.0%
Total Non Discretionary Costs	\$9,441,898	7.9%	\$10,242,597	8.5%
Other Fixed Costs:				
Utility Payments in Lieu of Taxes	\$7,581,392	6.4%	\$7,708,425	6.4%
P & L - Power Generation Fuel	3,000,000	2.5%	5,721,314	4.7%
Purchased Power	23,749,558	19.9%	17,583,762	14.6%
Stores Purchases (Inventory)	1,652,000	1.4%	1,905,000	1.6%
Plant Maintenance	1,214,956	1.0%	1,229,000	1.0%
Operating Supplies	222,050	0.2%	212,200	0.2%
Maintenance Supplies	167,100	0.1%	167,100	0.1%
Water - Stores Purchases (Inventory)	1,025,000	0.9%	1,025,000	0.8%
Operating Supplies	1,428,700	1.2%	1,439,000	1.2%
Maintenance Supplies	123,000	0.1%	151,000	0.1%
Water Pollution Control - Plant Maint.	204,210	0.2%	203,960	0.2%
Fuel Oil	80,000	0.1%	100,000	0.1%
Maint. Materials & Supplies	222,986	0.2%	240,579	0.2%
Street Maint. - Maintenance Materials	748,370	0.6%	741,270	0.6%
Public Transportation	573,894	0.5%	640,944	0.5%
Electricity	1,611,400	1.4%	1,531,800	1.3%
Telephone	446,516	0.4%	499,083	0.4%
Other Utility Costs	438,413	0.4%	457,016	0.4%
Postage	272,000	0.2%	307,550	0.3%
Insurance	685,778	0.6%	699,263	0.6%
Rental Costs	737,394	0.6%	829,218	0.7%
Prisoner Detention	205,403	0.2%	201,807	0.2%
Health Insurance - Retirees	1,019,000	0.9%	1,307,600	1.1%
Total Other Fixed Costs	\$47,409,120	39.7%	\$44,901,891	37.2%
Other Costs:				
Employee Salaries (Including Longevity)	\$38,137,913	32.0%	\$39,459,617	32.7%
Employee Benefits	11,334,690	9.5%	12,028,020	10.0%
Professional Services	2,132,367	1.8%	2,382,020	2.0%
Printing	230,847	0.2%	243,897	0.2%
Fuel for Vehicles	471,516	0.4%	341,361	0.3%
Vehicle Maintenance	1,457,897	1.2%	1,305,041	1.1%
Other Maintenance Costs	1,305,408	1.1%	1,262,397	1.0%
Allowances-Car, Tool, Clothing, etc.	299,369	0.3%	302,152	0.3%
Employee Education/Training	370,993	0.3%	481,475	0.4%
Capital Outlay	2,775,089	2.3%	3,260,088	2.7%
Contingencies	1,559,186	1.3%	1,359,466	1.1%
Other Costs not Separately Identified	2,360,983	2.0%	3,146,650	2.6%
Total Other Costs	\$62,436,258	52.3%	\$65,572,184	54.3%
Grand Total	\$119,287,276	100.0%	\$120,716,672	100.0%

See the accompanying Notes to Combined Financial Summaries

1996-97 Operating Budget

Budget Components

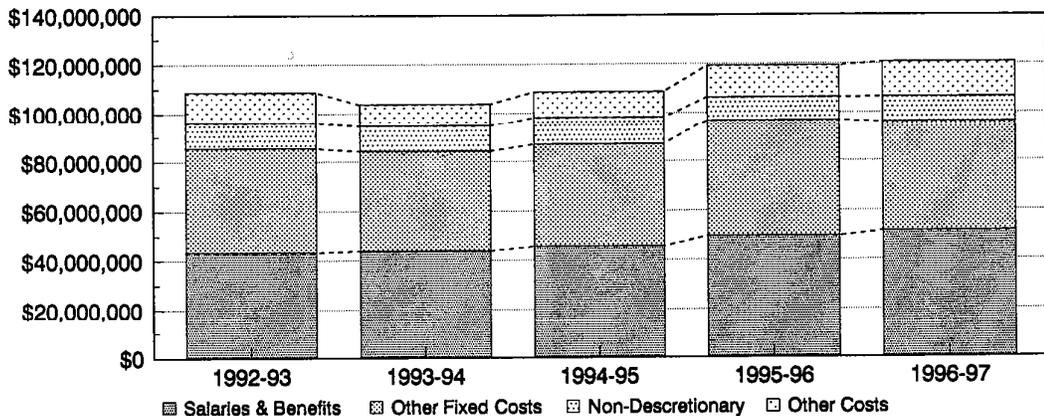


Employee Salaries and Benefits comprise the largest single expense category in the City, representing \$51.5 million or forty two percent of the total budget. This large percentage of payroll costs reflects one of the basic purposes of City Government in being a service organization for the benefit of the community.

The Non-discretionary category is principally made up of Debt Service costs; \$5.8 million or 4.8 percent of the total budget. Included in the category of Other Fixed costs are expenditures related to utility operations such as fuel, purchased power, maintenance and operating supplies that are variable in relation to the amount of utility services provided, i.e. revenues will vary in direct proportion to changes in expenditure levels. These utility related expenditures total \$37.7 million or thirty one percent of the total budget.

Comparison of Operating Budget Components

For Fiscal Years 1992-93 through 1996-97



Source: 1992-93 through 1996-97 Adopted Budgets

CITY OF INDEPENDENCE, MISSOURI
1996-97 OPERATING BUDGET
COMPARISON OF ACTUAL AND PROJECTED FUND BALANCE COMPONENTS
FOR FISCAL YEARS ENDING 6/30/93 THROUGH 6/30/97

Fund/Description	Actual 6/30/93	Actual 6/30/94	Actual 6/30/95	Unaudited 6/30/96	Projected 6/30/97	Variance 6/30/95 to 6/30/96
General Fund:						
Reserved For:						
Encumbrances	\$513,335	\$944,407	\$1,564,536	\$1,341,706	\$1,341,706	\$0
Certificates of Participation	62,818	62,818	56,836	62,818	62,818	0
Advances to Other Funds	0	0	0	0	0	0
Prepaid Expenses	0	0	0	8,141	8,141	0
Domestic Violence Court Cost	17,727	3,313	8,335	4,614	4,614	0
Police Training Court Cost	0	0	0	0	0	0
Total Reserved	\$593,880	\$1,010,538	\$1,629,707	\$1,417,279	\$1,417,279	\$0
Designated For:						
Police Equipment	\$16,050	\$28,300	\$3,839	\$11,562	\$11,562	\$0
Equipment Replacement	0	0	0	186,869	186,869	0
Insurance Reserves	125,000	125,000	150,000	150,000	150,000	0
Capital Projects	122,441	62,725	229,831	470,142	470,142	0
Working Capital	0	0	0	0	0	0
City Council Strategic Goals	0	0	54,500	341,950	341,950	0
Total Designated	\$263,491	\$216,025	\$438,170	\$1,160,523	\$1,160,523	\$0
Undesignated	800,519	2,669,053	3,109,939	3,641,854	3,641,854	0
Total Fund Balance	\$1,657,890	\$3,895,616	\$5,177,816	\$6,219,656	\$6,219,656	\$0
Tourism Fund:						
Reserved for Encumbrances	\$4,685	\$9,573	\$7,340	\$12,270	\$12,270	\$0
Designated For:						
Working Capital	36,174	36,174	36,174	36,174	36,174	0
Undesignated	119,259	165,137	154,599	217,613	230,113	12,500
Total Fund Balance	\$160,118	\$210,884	\$198,113	\$266,057	\$278,557	\$12,500

CDBG/HOME Program Funds:

These are "Zero Balance" Funds whereby grant funds are only received at the time that grant approved Expenditures are made.

Note 1> Refer to "Summary of Sources and Uses by Fund and Fund Type" for details of the above variance amounts (page 12).

CITY OF INDEPENDENCE, MISSOURI
1996-97 OPERATING BUDGET
SUMMARY OF SOURCES AND USES BY FUND AND FUND TYPE
CITY COUNCIL ADOPTED BUDGET

DESCRIPTION / FUND=>	SPECIAL REVENUE FUNDS					ENTERPRISE FUNDS				INTERNAL SERVICE FUNDS	GRAND TOTAL ALL FUNDS
	GENERAL FUND	TOURISM FUND	C.D.B.G. FUND	HOME FUND	POWER & LIGHT FUND	SANITARY SEWER FUND	WATER FUND	STORM SEWER FUND			
SOURCES:											
Undesignated Fund Balance	\$290,000										\$290,000
Estimated Revenues	43,170,156	370,500	1,094,000	437,000	63,778,840	11,221,742	16,118,012	0	6,674,123		142,864,373
Transfers In-											
From Employee Benefits Fund	60,927				160,365	34,815	58,936	293,773			254,116
From Other Operating Funds											354,700
TOTAL SOURCES	\$43,521,083	\$370,500	\$1,094,000	\$437,000	\$63,939,205	\$11,256,557	\$16,176,948	\$293,773	\$6,674,123		\$143,763,189
USES:											
Operating Budgets-											
City Council	\$559,518										\$559,518
City Clerk	349,011										349,011
City Manager	358,367										358,367
Tourism		358,000									358,000
National Frontier Trails Center	272,950										272,950
Management Information	1,475,169				41,876						1,517,045
Municipal Court	465,810										465,810
Law	531,249										531,249
Finance	1,173,507		6,000								1,179,507
Personnel	300,607										300,607
Community Development	2,005,775		197,383	437,000							2,640,158
Police	13,020,658										13,020,658
Fire	9,656,181										9,656,181
Health	1,055,779										1,055,779
Water	5,180,542						9,216,875		1,099,133		9,216,875
Public Works						7,712,651					7,712,651
Water Pollution Control	1,416,690							293,773			1,416,690
Parks and Recreation											
Power and Light	4,375,816			43,001,025							43,001,025
Non-Departmental	170,726			9,309,699		2,147,078	2,811,692		5,574,990		24,219,275
Debt Service/Lease Purchase	1,000,000			3,255,240			2,709,735				6,135,701
Capital Outlay											1,000,000
Total Operating Budgets	\$43,168,355	\$358,000	\$203,383	\$437,000	\$55,607,840	\$9,859,729	\$14,738,302	\$293,773	\$6,674,123		\$131,340,505
Transfers Out-											
Desig. for CDBG Programming			\$829,600								\$829,600
Desig. for Council Strat. Goals											0
Desig. for Capital Projects	150,000					293,773					150,000
To Other Operating Funds	52,728		60,927								354,700
To Employee Benefits Fund	150,000										52,728
To Capital Project Funds											150,000
TOTAL USES	\$43,521,083	\$358,000	\$1,094,000	\$437,000	\$55,607,840	\$10,153,502	\$14,738,302	\$293,773	\$6,674,123		\$132,877,623
Transfer To (From) Undesignated Fund Balance/Retained Earnings	\$0	\$12,500	\$0	\$0	\$8,331,365	\$1,103,055	\$1,438,646	\$0	\$0		\$10,885,566

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CITY OF INDEPENDENCE, MISSOURI
1996-97 OPERATING BUDGET
SUMMARY OF DEPARTMENTAL APPROPRIATIONS ALLOCATED BY EXPENDITURE CLASS
CITY COUNCIL ADOPTED BUDGET
MAY 6, 1996

Department	Personal Services	Percent of Total	Other Services	Percent of Total	Supplies	Percent of Total	Capital Outlay	Percent of Total	Other	Percent of Total	Total
City Council	\$325,272	90.5%	\$30,161	8.4%	\$4,085	1.1%	\$0	0.0%	\$0	0.0%	\$359,518
City Clerk	298,006	85.4%	31,935	9.2%	19,070	5.5%	0	0.0%	0	0.0%	349,011
City Manager	306,582	85.5%	46,620	13.0%	5,165	1.4%	0	0.0%	0	0.0%	358,367
Tourism	137,481	38.4%	217,569	60.8%	2,950	0.8%	0	0.0%	0	0.0%	358,000
NFTC	189,848	69.6%	57,327	21.0%	25,775	9.4%	0	0.0%	0	0.0%	272,950
Mgmt. Information Ser.	1,116,936	73.6%	383,409	25.3%	10,900	0.7%	5,800	0.4%	0	0.0%	1,517,045
Municipal Court	433,757	93.1%	29,691	6.4%	2,362	0.5%	0	0.0%	0	0.0%	465,810
Law	396,649	74.7%	126,550	23.8%	8,050	1.5%	0	0.0%	0	0.0%	531,249
Finance	1,058,022	89.7%	105,685	9.0%	15,800	1.3%	0	0.0%	0	0.0%	1,179,507
Personnel	277,819	92.4%	21,188	7.0%	1,600	0.5%	0	0.0%	0	0.0%	300,607
Community Development	1,445,590	54.8%	760,526	28.8%	25,185	1.0%	408,857	15.5%	0	0.0%	2,640,158
Police	11,412,498	87.6%	866,247	6.7%	304,512	2.3%	437,401	3.4%	0	0.0%	13,020,658
Fire	8,643,549	89.5%	832,405	8.6%	139,727	1.4%	40,500	0.4%	0	0.0%	9,656,181
Health	934,356	88.5%	71,700	6.8%	49,723	4.7%	0	0.0%	0	0.0%	1,055,779
Water	4,533,546	49.2%	2,612,944	28.3%	1,368,445	14.8%	601,940	6.5%	100,000	1.1%	9,216,875
Public Works	3,377,477	65.2%	939,275	18.1%	863,790	16.7%	0	0.0%	0	0.0%	5,180,542
Water Pollution Control	3,081,233	38.5%	4,259,613	53.2%	390,378	4.9%	275,200	3.4%	0	0.0%	8,006,424
Parks and Recreation	1,140,369	80.5%	192,980	13.6%	83,341	5.9%	0	0.0%	0	0.0%	1,416,690
Power and Light	12,390,696	28.8%	4,082,227	9.5%	25,811,252	60.0%	466,850	1.1%	250,000	0.6%	43,001,025
Non-Departmental	2,324,019	15.8%	11,322,925	77.1%	26,250	0.2%	18,750	0.1%	1,002,631	6.8%	14,694,575
Debt Service	0	0.0%	0	0.0%	0	0.0%	0	0.0%	6,135,701	100.0%	6,135,701
Capital Outlay	0	0.0%	0	0.0%	0	0.0%	1,000,000	100.0%	0	0.0%	1,000,000
Totals	\$53,823,705	44.6%	\$26,990,977	22.4%	\$29,158,360	24.2%	\$3,255,298	2.7%	\$7,488,332	6.2%	\$120,716,672

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CITY OF INDEPENDENCE, MISSOURI
1996-97 OPERATING BUDGET
SUMMARY OF OPERATING/OTHER TRANSFERS AND DESIGNATIONS OF FUND BALANCE
FOR FISCAL YEARS 1995-96 AND 1996-97

DESCRIPTION	GENERAL FUND	C.D.B.G. FUND	HOME PROGRAM FUND	POWER & LIGHT FUND	SANITARY SEWER FUND	STORM SEWER FUND	WATER FUND	GRAND TOTAL ALL FUNDS
1995-96:								
Designations-								
For CDBG Programming	(400,000)	(\$866,596)						(\$866,596)
For City Council Strategic Goals	(100,000)							(400,000)
For Capital Projects (Street Improv.)	(200,000)							(100,000)
For Capital Projects (Storm Drainage Improv.)								(200,000)
Total Designations	(\$700,000)	(\$866,596)	\$0	\$0	\$0	\$0	\$0	(\$1,566,596)
Operating Transfers-								
From (To) Street Improv. Fund (Gas Tax Alloc.)	(\$316,000)							(\$316,000)
From (To) CDBG Fund	62,125	(62,125)		160,365	34,815	196,120	58,936	201,388
From (To) Emp. Benefits Fund	(52,728)				(196,120)			196,120
From (To) Sanitary Sewer Fund					(\$161,305)			(196,120)
From (To) Storm Water Fund						\$196,120		
Total Operating Transfers	(\$306,603)	(\$62,125)	\$0	\$160,365	(\$161,305)	\$196,120	\$58,936	(\$114,612)
Net Transfers	(\$1,006,603)	(\$928,721)	\$0	\$160,365	(\$161,305)	\$196,120	\$58,936	(\$1,681,208)
1996-97:								
Designations-								
For CDBG Programming		(\$829,690)						(\$829,690)
For Capital Projects (Mid Town Truman Road)	(150,000)							(150,000)
Total Designations	(\$150,000)	(\$829,690)	\$0	\$0	\$0	\$0	\$0	(\$979,690)
Operating Transfers-								
From (To) Street Improv. Fund (Gas Tax Alloc.)	(\$150,000)							(\$150,000)
From (To) CDBG Fund	60,927	(60,927)		160,365	34,815	293,773	58,936	201,388
From (To) Emp. Benefits Fund	(52,728)				(293,773)			293,773
From (To) Sanitary Sewer Fund					(\$258,958)			(293,773)
From (To) Storm Water Fund	(\$141,801)	(\$60,927)	\$0	\$160,365	(\$258,958)	\$293,773	\$58,936	\$51,388
Total Operating Transfers	(\$291,801)	(\$890,617)	\$0	\$160,365	(\$258,958)	\$293,773	\$58,936	(\$928,302)
Net Transfers	(\$291,801)	(\$890,617)	\$0	\$160,365	(\$258,958)	\$293,773	\$58,936	(\$928,302)

**CITY OF INDEPENDENCE, MISSOURI
1996-97 OPERATING BUDGET
NOTES TO COMBINED FINANCIAL SUMMARIES**

NOTE 1 > The financial summaries do not include the Internal Service Funds (Central Garage and Staywell Health Care Funds) since their costs are allocated to and included in the appropriations for each of the Operating Departments. The total estimated revenues and appropriations relating to these Funds are:

	<u>Central Garage</u>	<u>Staywell</u>
Estimated Revenues -	\$1,285,623	\$5,388,500
Appropriations -	1,285,623	5,388,500

NOTE 2 > Interfund charges for support services have been excluded from estimated revenues and appropriations in the following amounts:

	<u>Actual 1994-95</u>	<u>Revised 1995-96</u>	<u>Adopted 1996-97</u>
Estimated Revenues	\$3,282,979	\$3,824,454	\$3,949,710
Estimated Appropriations	3,282,979	3,824,454	3,949,710

NOTE 3 > The total Appropriations graph (see page 32) summarizes the operating departments into the following categories:

<p>General Government:</p> <ul style="list-style-type: none"> City Council City Clerk City Manager Municipal Court Law <p>Finance and Administration:</p> <ul style="list-style-type: none"> Finance Management Information Services Personnel <p>Community Services:</p> <ul style="list-style-type: none"> Parks and Recreation Health Public Works Tourism National Frontier Trails Center <p>Community Development</p>	<p>Public Safety:</p> <ul style="list-style-type: none"> Police Fire <p>Utility</p> <ul style="list-style-type: none"> Power and Light Sanitary Sewer Storm Sewer Water <p>Non-Departmental (utility)</p> <p>Non-Departmental:</p> <ul style="list-style-type: none"> Non-Departmental (non-utility) <p>Debt Service:</p> <ul style="list-style-type: none"> Debt Service
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NOTE 4 > FUND STRUCTURE -

Governmental Fund Types

Governmental Funds are those through which most governmental functions of the City are financed. The receipt, utilization 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:

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.

CITY OF INDEPENDENCE, MISSOURI
1996-97 OPERATING BUDGET
NOTES TO COMBINED FINANCIAL SUMMARIES (Cont'd.)

Special Revenue Funds 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. The City's Special Revenue Funds are: Community Development Grant Act, Home Program, Tourism and Independence Square Benefit District funds.

Capital Projects Funds are used to account for financial resources segregated for the acquisition or construction of major capital facilities other than those financed by Enterprise Funds and the Special Assessment Fund. The City's Capital Project funds are: Street Improvements, Tax Increment Financing, Building and Other Improvements, Storm Drainage Improvements, Park Improvements and Revolving Public Improvements funds.

Property Fund Types

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 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. The City's Enterprise funds are: Power and Light, Sanitary Sewer, Storm Sewer and Water funds.

Internal Service Funds 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. The City's Internal Service funds are: Central Garage and Staywell Health Care Funds.

Fiduciary Fund Type

Fiduciary Funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, other governmental units, and/or other funds.

Trust Funds - Trust Funds include nonexpendable and expendable trust funds. The City's nonexpendable trust fund is the Waggoner Memorial Trust Fund. The City's expendable trust fund is the Miscellaneous Expendable Trust Fund.

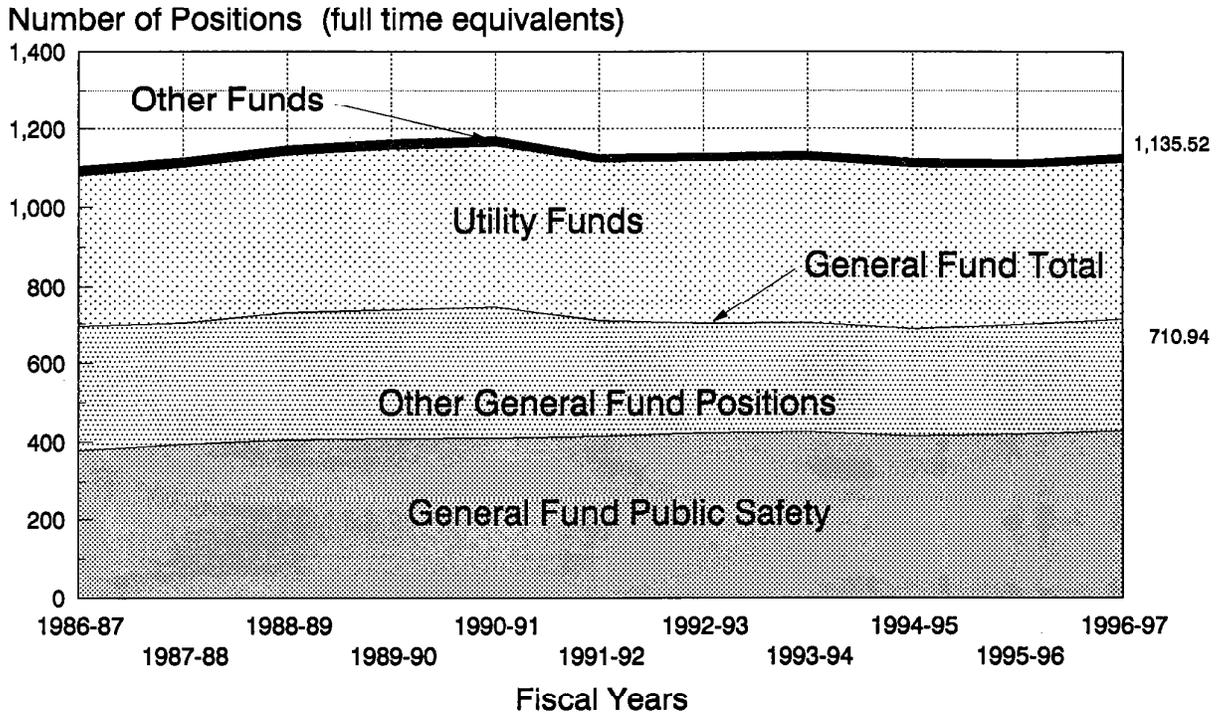
Agency Funds - Agency Funds include a deferred compensation plan fund to account for the City's deferred compensation plans and the Flexible Benefit Plan Fund.

Accounts Groups

General Fixed Assets Account Group - This group of accounts is established to account for all fixed assets of the City, other than those accounted for in the Proprietary Funds.

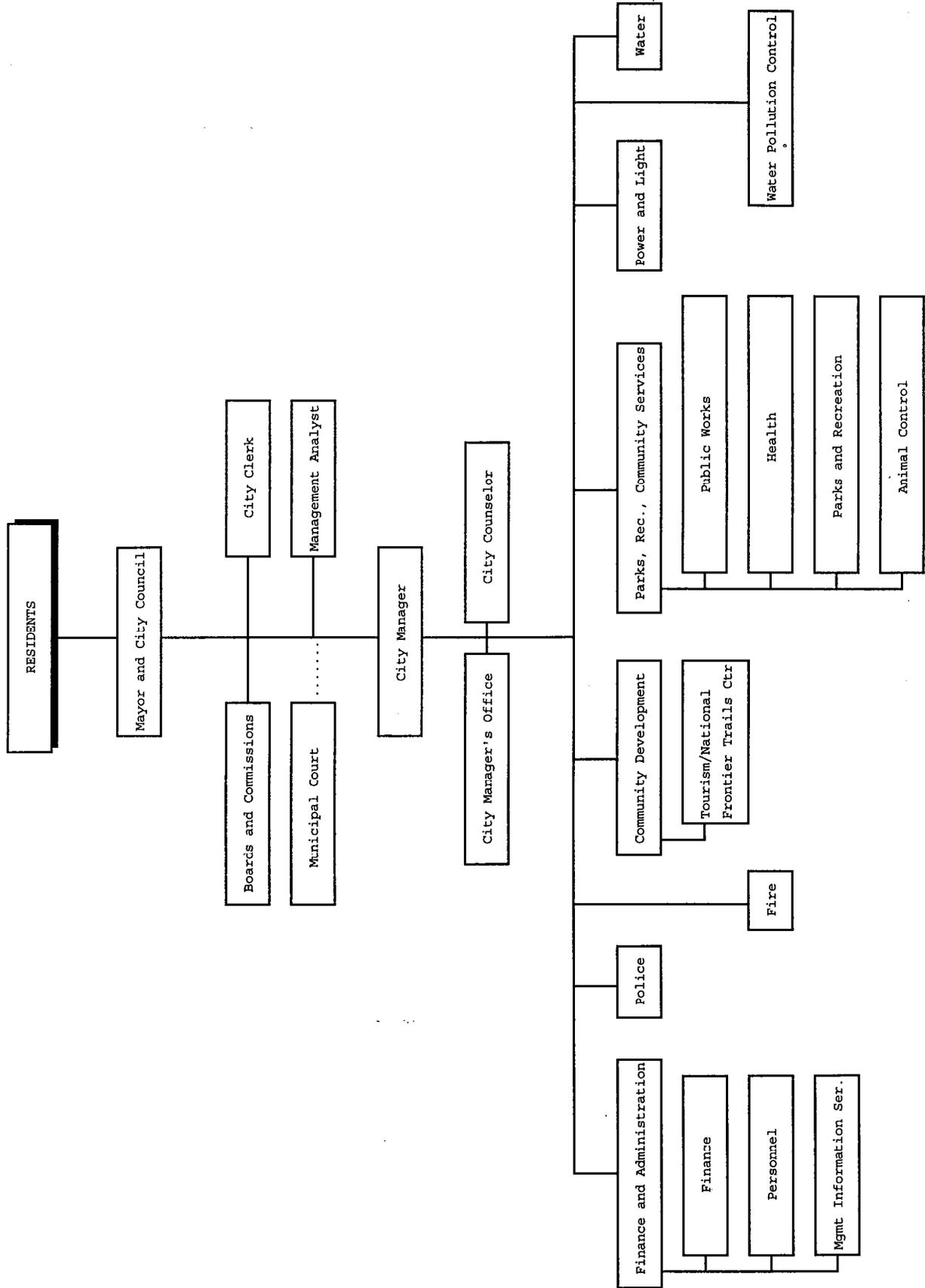
The General Long-Term Debt Account Group is established to account for all long-term indebtedness of the City, except that accounted for in the Proprietary Funds.

Positions Authorized by the Table of Organization



The number of full and part time employees (based on full time equivalents-FTE) has increased by 31.68 FTE positions since 1986-87 representing an average annual increase of less than one half of one percent per year. For the General Fund the number of employees increased by 17.75 FTE positions. During this same period, the number of positions within the Police Department increased by 52.75 FTE positions. Since 1986-87 the number of positions in the Utility Funds has increased by 17.33 FTE positions. This increase includes 12.50 FTE positions in the Sanitary Sewer Fund, 8.15 FTE positions in the Water Fund and a decrease of 3.32 FTE positions in the Power and Light Fund.

Refer to the "Budgeted Employee Positions by Department and Fund" schedule in Appendix section of this document for details relating to the above graph.

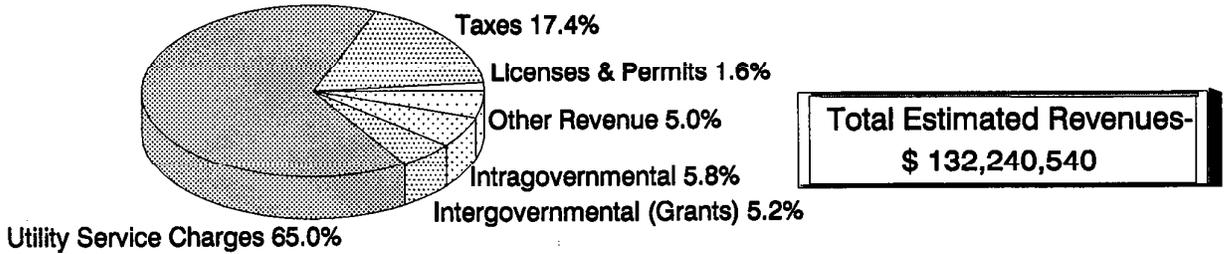


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ESTIMATED REVENUES



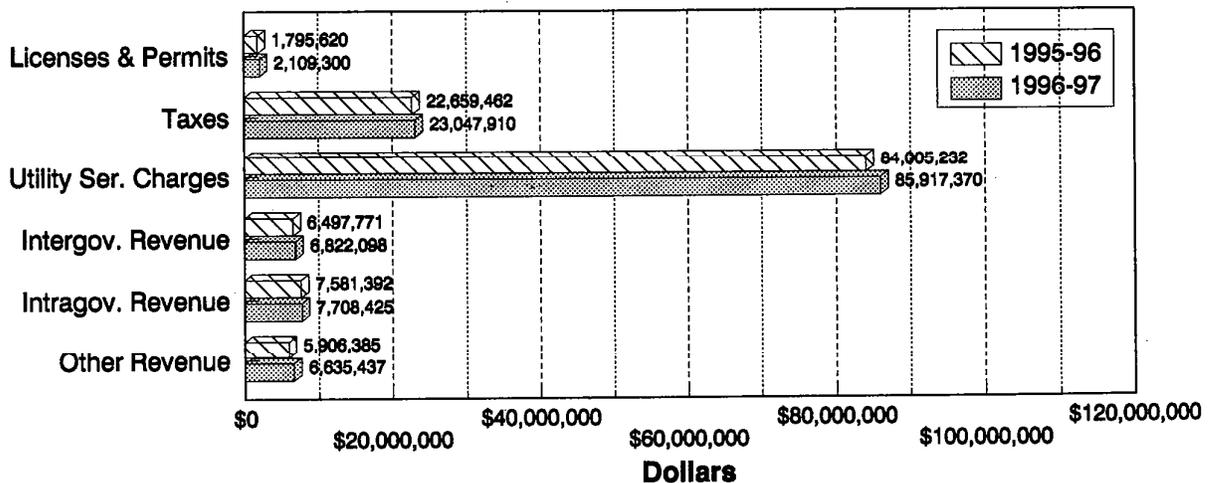
1996-97 Estimated Revenues



The single largest source of revenue for the City is Utility Service Charges from the City's electric, water and sewer utilities; comprising two-thirds of total revenues. Taxes represent the second largest category making up seventeen percent of the total. For the General Fund alone, taxes represent fifty three percent of total revenues.

Component revenues between the 1995-96 and 1996-97 fiscal years have remained largely unchanged. Total revenues are projected to increase in 1996-97 by 3.0 percent over the 1995-96 fiscal year. The largest single increase is in Utility Service Charges in the amount of \$1.9 million, or a 2.3 percent increase. Part of the increase in the Taxes category is offset by a loss of \$810,000 in Local Option Use Taxes that have recently been declared unconstitutional by the Missouri Supreme Court.

**Comparison of Estimated Revenues
For Fiscal Years 1995-96 and 1996-97**

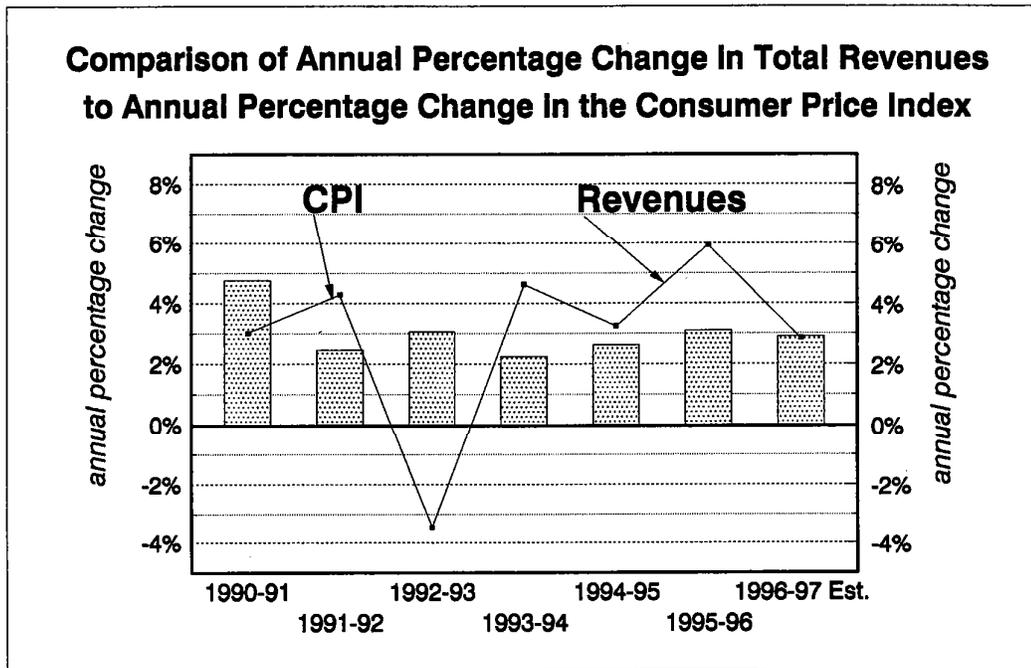


**CITY OF INDEPENDENCE, MISSOURI
1996-97 OPERATING BUDGET
REVENUE OVERVIEW/PROJECTIONS**

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 provided to the community. The economic environment locally as well as nationally creates conditions that affect the receipt of revenues. Therefore, the City's budget is based on the latest economic forecast available and must be flexible to change. 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.

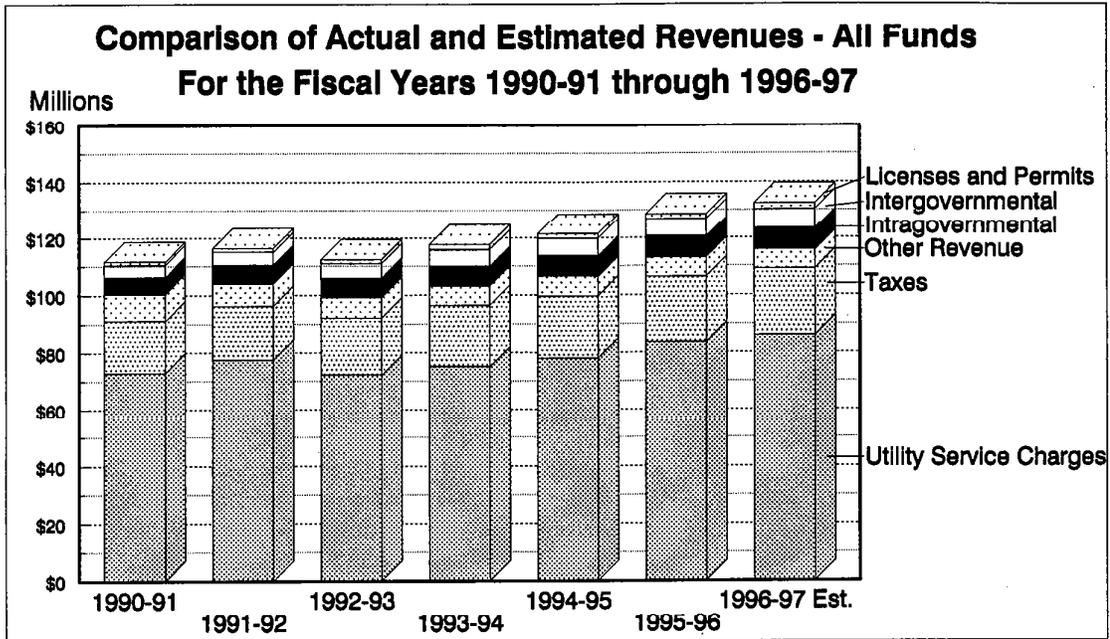
The following chart compares the annual percentage change in total revenues to the percentage change in the Consumer Price Index (CPI) for the local area. Generally, on an overall basis, expenditures have a stronger degree of correlation in relation to inflation based changes than revenues. Therefore, this comparison helps to identify the ability of revenues to adjust to inflation driven demands on the expenditure side.



The large decrease in estimated revenues for 1992-93 is attributable to utility service charges which declined due to mild temperatures (lower electricity usage) and above average rainfall (lower water usage) during the summer. Total Revenues for 1996-97 are estimated to increase at a rate of 3.0 percent compared to a projected consumer price index increase of 2.9 percent.

**CITY OF INDEPENDENCE, MISSOURI
1996-97 OPERATING BUDGET
REVENUE OVERVIEW/PROJECTIONS**

Shown below is a comparison of the actual total revenues by source for the 1990-91 fiscal year through the 1994-95 fiscal year. Also listed are revised estimated amounts for the 1995-96 fiscal year and estimated amounts for the 1996-97 fiscal year. The component mix of revenues has remained largely unchanged over the listed period of time. Revenues have increased at an average annual rate of 3.1 percent.



Revenue Estimates by Fund -

General Fund

Taxes - Taxes comprise 53 percent of the total revenue within the General Fund. Included in this category are Real Estate Taxes, Local Option Sales Taxes and Utility Franchise Fees. Projections in these three categories are based on historical trend analysis with adjustments for projected changes in economic conditions and rate changes as applicable.

Intragovernmental Revenue - The second largest category of revenues in the General Fund is Payment in Lieu of Taxes from the City owned electric, sewer and water utilities representing 18 percent of total revenues. Revenue from this source is based on 9.08 percent of the gross receipts collected by each utility, hence projections are calculated as a factor of the revenue estimates in each utility.

Intergovernmental Revenue - Grant revenues represent 12.3 percent of the total revenues in the General Fund. These revenue sources particularly at the Federal level continue to decline. 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 5%. Revenue estimates are based on a historical trend analysis with adjustments for projected changes in occupancy rates.

Community Development Fund

Federal Grant - CDRGA - Revenue in this fund comes directly from the Federal Government. Estimates are based on the latest available information from the Federal Government.

**CITY OF INDEPENDENCE, MISSOURI
1996-97 OPERATING BUDGET
REVENUE OVERVIEW/PROJECTIONS**

Home Program

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

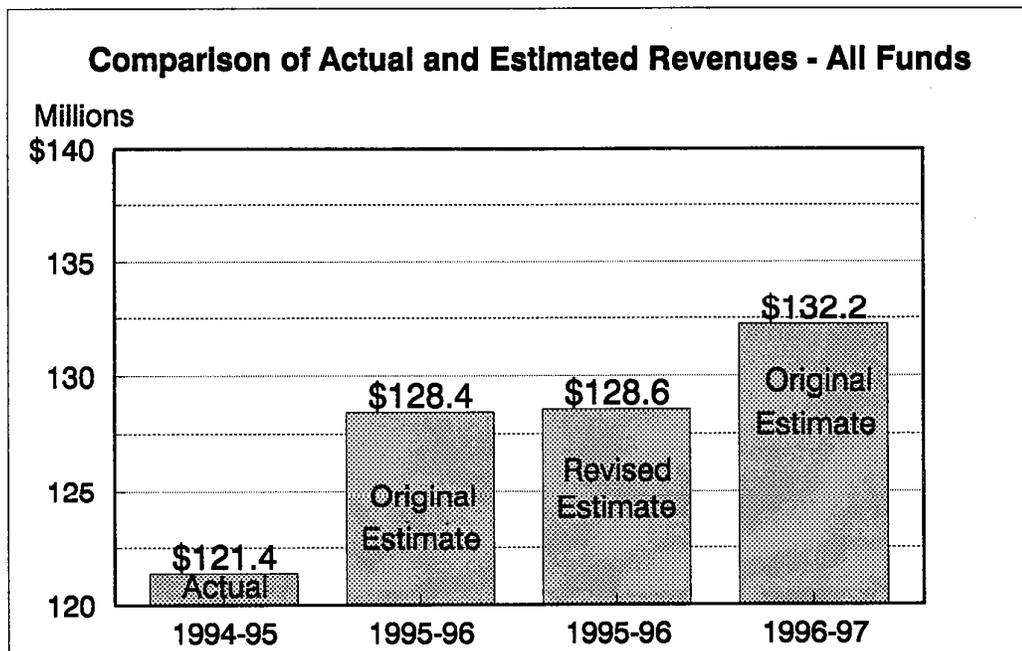
The City has four enterprise funds: Electric, Sanitary Sewer, Storm Water and Water. Service charge revenue estimates for each utility are based on projected consumption, as determined by historical trends and anticipated changes in service area, factored into the rate structure including changes for 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 revised estimated revenue amounts for 1995-96 as a measure of the previous year's projection accuracy. The difference between the original and year end revised was a variance of \$135 thousand representing a projection surplus of one tenth of one percent. Also, shown on the chart for comparison purposes is the estimate for 1996-97 and the actual for 1994-95.



For additional 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

COMPARISON OF ESTIMATED REVENUES FOR THE 1996-97 FISCAL YEAR WITH REVISED ESTIMATED REVENUES FOR 1995-96 AND ACTUAL REVENUES FOR PRIOR FISCAL YEARS

ACCT. NO.	GENERAL FUND DESCRIPTION	ACTUAL REVENUE		ORIGINAL ESTIMATE		ACTUAL REVENUE		ESTIMATE REVENUE		REVISED ESTIMATE		ESTIMATED REVENUE		% OVER (UNDER) FY ORIG
		1993-94	1994-95	1995-96	1995-96	8 MONTHS	8 MONTHS	4 MONTHS	1995-96	1995-96	1996-97			
PROPERTY TAXES:														
GENERAL PROPERTY TAXES:														
3001	REAL ESTATE, INCLUDING PENALTIES	4,166,362	4,430,591	4,375,400	4,621,122	(195,722)	4,425,400	4,622,310	5.6					
3021	R.R. & OTHER UTILITY	51,686	54,444	54,444	56,733	0	56,733	58,600	7.6					
	TOTAL PROPERTY TAXES	4,220,048	4,485,035	4,429,844	4,677,855	(195,722)	4,482,133	4,680,910	5.7					
SALES AND USE TAXES:														
3041	LOCAL OPTION SALES TAX	10,302,960	11,111,668	11,916,422	8,034,186	3,755,814	11,790,000	12,412,500	4.2					
3042	CIGARETTE TAX	464,768	489,211	475,000	341,284	148,716	490,000	490,000	3.2					
3044	LOCAL OPTION USE TAX	685,914	713,266	730,000	524,057	0	524,057	0	(100.0)					
	TOTAL SALES AND USE TAXES	11,453,642	12,314,145	13,121,422	8,899,527	3,904,530	12,804,057	12,902,500	(1.7)					
UTILITY FRANCHISE FEES:														
3053	GAS	2,766,527	2,117,956	2,335,020	1,675,990	824,010	2,500,000	2,500,000	7.1					
3054	TELEPHONE	1,773,923	1,694,061	1,823,349	1,256,377	626,623	1,883,000	1,954,000	7.2					
3055	ELECTRICITY	354,164	333,702	328,788	239,814	88,974	328,788	334,000	1.6					
3057	CABLE TELEVISION	279,588	294,196	285,239	151,247	143,753	295,000	300,000	5.2					
3052	WATER	23,860	18,210	16,800	13,969	3,031	17,000	18,000	--					
	TOTAL UTILITY FRANCHISE FEES	5,198,062	4,458,125	4,789,196	3,337,397	1,686,391	5,023,788	5,106,000	6.6					
	TOTAL TAXES	20,871,752	21,257,305	22,340,462	16,914,779	5,395,199	22,309,978	22,689,410	1.6					
BUSINESS LICENSES & PERMITS:														
3101	OCCUPATION LICENSES	798,754	837,090	827,000	259,288	590,712	850,000	870,000	5.2					
3102	LIQUOR LICENSES	64,544	59,682	62,000	5,080	54,920	60,000	60,000	(3.2)					
3103	PLANNING EXAMS & LICENSE	29,672	32,582	25,000	23,409	9,591	33,000	35,000	40.0					
3104	FINANCE - OTHER LICENSES & PERMITS	59,289	39,227	38,000	29,929	8,071	38,000	38,000	--					
3108	BUILDING PERMITS	359,247	353,398	380,000	257,122	122,878	380,000	560,000	47.4					
3120	NURSING HOME PERMITS	300	325	300	50	250	300	300	0.0					
3121	DAY CARE PERMITS					0	0	12,000	--					
3122	FOOD HANDLER'S PERMITS	28,443	24,832	23,000	32,655	12,345	45,000	42,000	82.6					
3123	MASSAGE THERAPIST APPLICATION					0	0	3,000	--					
3124	OTHER FOOD PERMITS				100	0	100	49,000	--					
	SUBTOTAL BUS. LICENSES & PERMITS	1,340,249	1,347,136	1,355,300	607,633	798,767	1,406,400	1,669,300	23.2					

*Franchise Fees reorganized by utility type rather than specific company.

*Food Handler & Loading Zone Permits comb. with Other Food Permits (3124)

CITY OF INDEPENDENCE, MISSOURI

COMPARISON OF ESTIMATED REVENUES FOR THE 1996-97 FISCAL YEAR WITH REVISED ESTIMATED REVENUES FOR 1995-96 AND ACTUAL REVENUES FOR PRIOR FISCAL YEARS

ACCT. NO.	GENERAL FUND DESCRIPTION	ACTUAL	ACTUAL	ORIGINAL	ACTUAL	ESTIMATE	ESTIMATE	REVISED	ESTIMATED	% OVER (UNDER) PY ORIG
		REVENUE 1993-94	REVENUE 1994-95	ESTIMATE 1995-96	REVENUE 8 MONTHS	ESTIMATE 1995-96	REVENUE 4 MONTHS	ESTIMATE 1995-96	REVENUE 1996-97	
NON-BUSINESS LICENSES & PERMITS:										
3151	MOTOR VEHICLE LICENSES	416,648	381,174	440,000	441,644	(21,644)	420,000	440,000	440,000	0.0
	SUBTOTAL NON-BUS. LIC. & PERMITS	416,648	381,174	440,000	441,644	(21,644)	420,000	440,000	440,000	0.0
	TOTAL LICENSES & PERMITS	1,756,897	1,728,310	1,795,300	1,049,277	777,123	1,826,400	2,109,300	2,109,300	17.5
INTERGOVERNMENTAL REVENUE:										
FEDERAL SOURCES:										
3210	CIVIL DEFENSE PROGRAM	36,021	49,554	34,500	15,762	18,738	34,500	35,000	35,000	1.4
3211	PUBLIC HEALTH NURSING	82,272	82,272	84,000	66,229	17,771	84,000	82,280	82,280	(2.0)
3212	COMMUNITY HEALTH EDUCATION	0	0	0	0	0	0	10,000	10,000	--
3213	I-70 ENFORCEMENT (55MPH)	32,420	35,963	35,000	12,397	22,603	35,000	3,750	3,750	(89.3)
3218	DIAL-A-RIDE	18,052	30,171	31,750	6,961	7,039	14,000	13,000	13,000	(59.1)
3219	OTHER	114,859	258,258	18,554	72,237	60,632	132,869	141,338	141,338	661.8
	SUBTOTAL FEDERAL SOURCES	283,624	456,218	203,804	173,586	126,783	300,369	285,368	285,368	40.0
STATE SOURCES:										
3241	FINANCIAL INSTITUTIONS TAX	22,818	10,265	25,000	28,504	496	29,000	30,000	30,000	20.0
3242	GASOLINE TAX	2,319,601	2,733,676	2,940,000	1,716,553	983,447	2,700,000	3,046,400	3,046,400	3.6
3243	MOTOR VEHICLE LICENSE FEES	484,522	474,798	519,160	342,346	176,814	519,160	520,000	520,000	0.2
3244	MOTOR VEHICLE SALES TAX	586,841	619,766	698,585	413,002	264,151	677,153	700,000	700,000	0.2
3250	OTHER	13,651	13,090	37,045	0	15,047	15,047	0	0	(100.0)
	SUBTOTAL STATE SOURCES	3,427,433	3,851,595	4,219,790	2,500,405	1,439,955	3,940,360	4,296,400	4,296,400	1.8
LOCAL SOURCES										
3272	JACKSON COUNTY DRUG TASK FORCE	364,298	389,827	338,770	216,976	121,794	338,770	385,129	385,129	13.7
3274	JACKSON COUNTY DARE PROGRAM	127,775	114,506	122,000	10,152	111,848	122,000	299,201	299,201	145.2
3275	MARC		38,828	33,407	34,839	5,161	40,000	25,000	25,000	
	SUBTOTAL LOCAL SOURCES	492,073	543,161	494,177	261,967	238,803	500,770	709,330	709,330	43.5
	TOTAL INTERGOVERNMENTAL REV.	4,203,130	4,850,974	4,917,771	2,935,958	1,805,541	4,741,499	5,291,098	5,291,098	7.6
INTRAGOVERNMENTAL REVENUE:										
3281	POWER & LIGHT IN LIEU OF TAXES	5,426,410	5,526,810	5,847,392	4,134,472	1,612,920	5,747,392	5,862,340	5,862,340	0.3
3282	WATER SERVICE IN LIEU OF TAXES	815,481	884,331	890,000	584,937	305,063	890,000	907,662	907,662	2.0
3283	SEWER PMTS IN LIEU OF TAXES	640,652	717,420	844,000	557,556	286,444	844,000	938,423	938,423	11.2
	TOTAL INTRAGOVERNMENTAL REVENUE	6,882,543	7,128,561	7,581,392	5,276,965	2,204,427	7,481,392	7,708,425	7,708,425	1.7

CITY OF INDEPENDENCE, MISSOURI

COMPARISON OF ESTIMATED REVENUES FOR THE 1996-97 FISCAL YEAR WITH REVISED ESTIMATED REVENUES FOR 1995-96 AND ACTUAL REVENUES FOR PRIOR FISCAL YEARS

GENERAL FUND

ACCT. NO.	DESCRIPTION	1993-94		1994-95		1995-96		1995-96		1996-97		% OVER (UNDER) PY ORIG
		ACTUAL REVENUE	ESTIMATE	ACTUAL REVENUE	ESTIMATE	ORIGINAL ESTIMATE	ACTUAL REVENUE	ESTIMATE REVENUE	REVISED ESTIMATE	ESTIMATED REVENUE		

CHARGES FOR CURRENT SERVICES:

GENERAL GOVERNMENT:

3302	PLANNING & ZONING FEES	6,572	7,000	6,764	4,227	2,773	7,000	7,000	7,000	7,000	0.0
3303	BOARD OF ADJUSTMENT FEES	2,401	1,900	1,319	1,467	433	1,900	1,900	1,900	1,900	0.0
3304	SALE OF MAPS, BOOKS, PLANS	3,209	2,500	6,362	3,232	68	3,300	3,300	3,400	3,400	36.0
3305	SALE OF POLICE REPORTS	48,095	52,000	44,821	34,005	17,995	52,000	52,000	52,000	52,000	0.0
3306	SALE OF FIRE REPORTS	660	500	573	506	4	510	510	500	500	0.0
3307	COMPUTER SERVICE CHARGES	23,977	43,000	49,448	19,623	23,377	43,000	43,000	55,000	55,000	27.9

HEALTH:

3311	ANIMAL SHELTER FEES	39,818	48,000	52,401	36,526	21,299	57,825	57,825	63,000	63,000	31.3
3312	ANIMAL ID TAGS	0	0	0	204	296	500	500	1,000	1,000	-
3317	SPAY/NEUTER FEES	0	0	0	4,558	42	4,600	4,600	0	0	-

PUBLIC SAFETY:

3313	POLICE SERVICE REIMBURSE	30,890	20,000	30,890	4,385	0	4,385	4,385	0	0	0
3314	SCHOOL RESOURCE OFFICERS	37,830	21,000	6,620	9,650	11,350	21,000	21,000	68,493	68,493	226.2
3315	ALARM CHARGES - POLICE	7,200	7,200	1,500	5,940	1,260	7,200	7,200	7,200	7,200	0.0
3316	ALARM CHARGES - FIRE	5,280	0	0	1,500	0	1,500	1,500	1,500	1,500	-

RECREATION:

3322	ARTS & CRAFTS CLASS FEES	24,861	18,221	17,974	10,413	7,908	18,221	18,221	18,221	18,221	0.0
3323	PARK CONCESSIONS	1,625	1,400	1,202	6,506	5,494	12,000	12,000	14,000	14,000	900.0
3326	POOL FEES	8,919	10,000	7,262	3,162	6,318	10,000	10,000	10,000	10,000	0.0
3327	SERMON CENTER	9,629	10,000	12,092	8,137	3,463	11,600	11,600	12,400	12,400	24.0
3329	RECREATION RENTALS	14,957	9,000	21,622	12,386	5,514	18,000	18,000	22,000	22,000	144.4

NAT'L FRONTIER TRAIL CTR.:

3330	NFTC-ADMISSIONS	23,051	22,000	25,764	15,452	11,048	26,500	26,500	30,000	30,000	36.4
3332	NFTC-GIFT SHOP	39,780	29,000	32,132	19,847	13,153	33,000	33,000	35,000	35,000	20.7

CEMETERY:

3341	SALE OF CEMETERY LOTS	28,870	28,000	41,285	18,530	9,470	28,000	28,000	30,000	30,000	7.1
3342	SALE OF MONUMENT BASES	5,333	10,000	15,868	3,554	4,446	8,000	8,000	10,000	10,000	0.0
3343	GRAVE OPENING CHARGES	55,420	45,000	53,017	31,725	18,275	50,000	50,000	53,000	53,000	17.8

MISC. CHARGES FOR CURR. SERVICES:

3391	EXCAVATION REPAIR CHARGES	8,716	7,000	1,432	0	0	0	0	0	0	(100.0)
3392	SALE OF STREET SIGNS	1,410	650	1,552	428	222	650	650	800	800	23.1
3393	SPECIAL ASSESSMENTS	4,282	10,000	25,723	20,571	429	21,000	21,000	21,000	21,000	110.0

CITY OF INDEPENDENCE, MISSOURI

COMPARISON OF ESTIMATED REVENUES FOR THE 1996-97 FISCAL YEAR WITH REVISED ESTIMATED REVENUES FOR 1995-96 AND ACTUAL REVENUES FOR PRIOR FISCAL YEARS

GENERAL FUND

ACCT. NO.	DESCRIPTION	ACTUAL REVENUE 1993-94	ACTUAL REVENUE 1994-95	ORIGINAL ESTIMATE 1995-96	ACTUAL REVENUE 8 MONTHS	ESTIMATE REVENUE 4 MONTHS	REVISED ESTIMATE 1995-96	ESTIMATED REVENUE 1996-97	% OVER (UNDER) PY ORIG
PUBLIC PARKING:									
3394	LEASED SPACES	0	0	0	0	0	0	0	--
3398	MISCELLANEOUS CHARGES	166,069	150,336	2,000	15,221	779	16,000	20,000	900.0
TOTAL CHARGES - CURR. SERVICES									
		570,764	607,959	405,371	291,775	165,916	457,691	537,414	32.6
FINES AND COURT COSTS									
3401	FINES & FORFEITURES	1,813,851	1,385,996	1,367,528	806,293	393,707	1,200,000	1,320,000	(3.5)
3402	COURT COSTS	289,969	218,208	209,734	127,642	62,358	190,000	209,000	(0.3)
3403	POLICE TRAINING	39,696	31,088	28,872	19,396	9,476	28,872	31,759	10.0
3404	DOMESTIC VIOLENCE	21,683	16,332	16,004	9,606	5,394	15,000	14,500	--
3405	DW/DRUG	21,207	25,021	20,794	13,698	7,096	20,794	19,100	--
3406	SPEC WARRANT COLLECTIONS	6,798	5,587	6,064	1,767	633	2,400	2,400	--
TOTAL FINES AND COURT COSTS									
		2,193,204	1,682,232	1,648,996	978,402	478,664	1,457,066	1,596,759	(3.2)
INTEREST INCOME									
3411	INTEREST	72,564	225,730	175,000	163,698	66,302	230,000	155,000	(11.4)
3412	SPECIAL ASSESSMENTS - INTEREST	859	4,535	4,000	4,360	140	4,500	4,000	0.0
TOTAL INTEREST INCOME									
		73,423	230,265	179,000	168,058	66,442	234,500	159,000	(11.2)
3421	INTERFUND CHGS. FOR SUPPORT SER	2,622,481	2,686,712	2,705,700	1,810,456	895,244	2,705,700	2,781,290	2.8
OTHER REVENUE:									
3431	SALE OF LAND	14,250	510	0	0	0	0	0	--
3432	SALE OF FIXED ASSETS	108,206	261,618	5,000	36,494	506	37,000	5,000	0.0
3433	RENTS	220,738	110,121	110,017	74,272	35,745	110,017	155,260	41.1
3434	DAMAGE CLAIMS	23,748	23,845	20,000	13,511	6,489	20,000	20,000	0.0
3435	CONTRIBUTIONS	1,297	22,695	0	29,439	561	30,000	2,000	--
3437	HOUSING AUTH. IN LIEU OF TAXES	14,170	11,856	14,200	0	14,200	14,200	14,200	0.0
3439	CASH OVER/SHORT	1,328	964	1,000	771	229	1,000	1,000	--
3449	MISC. NON-OPERATING REVENUE	234,962	292,740	207,655	65,403	34,597	100,000	100,000	(51.8)
TOTAL OTHER REVENUE									
		618,900	724,349	357,872	219,890	92,327	312,217	297,460	(16.9)
TOTAL REVENUE BEFORE TRANSFERS									
		39,793,094	40,896,667	41,931,864	28,645,560	11,880,883	41,526,443	43,170,156	3.0

CITY OF INDEPENDENCE, MISSOURI

COMPARISON OF ESTIMATED REVENUES FOR THE 1996-97 FISCAL YEAR WITH REVISED ESTIMATED REVENUES FOR 1995-96 AND ACTUAL REVENUES FOR PRIOR FISCAL YEARS

ACCT. NO.	GENERAL FUND DESCRIPTION	ACTUAL REVENUE	ACTUAL REVENUE	ORIGINAL ESTIMATE	ACTUAL REVENUE	ESTIMATE REVENUE	REVISED ESTIMATE	ESTIMATED REVENUE	% OVER (UNDER)
		1993-94	1994-95	1995-96	8 MONTHS	4 MONTHS	1995-96	1996-97	PY ORIG
	TRANSFERS:								
	MISC TRANSFERS	0	0	0	0	0	0	0	--
	LESS: EQUIPMENT PURCHASES	0	0	0	0	0	0	0	--
	OPERATING BUDGET TRANSFER	0	0	0	0	0	0	0	--
	NET EQUIPMENT REPLACEMENT	0	0	0	0	0	0	0	--
	FOR COUNCIL STRATEGIC GOALS	0	0	(400,000)	0	0	0	0	--
	FROM DEBT PROCEEDS	203,000	1,961,905	0	92,031	0	92,031	0	--
	FOR CAPITAL PROJECTS	0	0	(300,000)	0	0	0	(150,000)	--
	FOR POLICE TRAINING RESERVE	0	0	0	0	0	0	0	--
	TOTAL TRANSFERS TO DESIG.	203,000	1,961,905	(700,000)	92,031	0	92,031	(150,000)	--
	(TO) FROM OTHER FUNDS:								
	(TO) FROM CDBG FUND	0	0	62,125	0	62,125	62,125	60,927	--
	(TO) FROM CAPITAL PROJECT FUNDS	0	0	(316,000)	0	(316,000)	(316,000)	(150,000)	--
	(TO) FROM EMPL BEN TRUST FUND	0	0	(52,728)	0	(52,728)	(52,728)	(52,728)	--
	(TO) FROM TIF CAP PROJECT FUNDS	0	0	0	0	0	0	0	--
	TO GEN. DEBT & INTEREST FUND	0	0	0	0	0	0	0	--
	UTILITY FUND TRANSFERS:								
	(TO) FROM WATER FUND	0	0	0	0	0	0	0	--
	TOTAL TRANS. TO OTHER FUNDS	0	0	(306,603)	0	(306,603)	(306,603)	(141,801)	(53.8)
	TOTAL TRANSFERS	203,000	1,961,905	(1,006,603)	92,031	(306,603)	(214,572)	(291,801)	(71.0)
	TOTAL CURRENT SOURCES	39,995,094	42,858,572	40,925,261	29,737,591	11,574,280	41,311,871	42,878,355	4.8

CITY OF INDEPENDENCE, MISSOURI

COMPARISON OF ESTIMATED REVENUES FOR THE 1996-97 FISCAL YEAR WITH REVISED ESTIMATED REVENUES FOR 1995-96 AND ACTUAL REVENUES FOR PRIOR FISCAL YEARS

ACCT. NO.	DESCRIPTION	ACTUAL REVENUE 1993-94	ACTUAL REVENUE 1994-95	ORIGINAL ESTIMATE 1995-96	ACTUAL REVENUE 8 MONTHS	ESTIMATE REVENUE 4 MONTHS	REVISED ESTIMATE 1995-96	ESTIMATED REVENUE 1996-97	% OVER (UNDER) PY ORIG
<u>TOURISM FUND</u>									
3043	TRANSIENT GUEST TAX	306,082	327,070	318,500	245,910	112,090	358,000	358,000	12.4
3061	INTEREST AND PENALTIES	930	320	500	755	45	800	500	0.0
3411	INTEREST INCOME	7,240	13,439	12,000	9,647	5,353	15,000	12,000	0.0
3449	OTHER	20	28,370	0	727	0	727	0	-
TOTAL REVENUE BEFORE TRANSFERS		314,272	369,199	331,000	257,039	117,488	374,527	370,500	11.9
TRANSFERS:									
(TO) FROM GENERAL FUND		0	0	0	0	0	0	0	-
TOTAL CURRENT SOURCES		314,272	369,199	331,000	257,039	117,488	374,527	370,500	11.9
<u>COMMUNITY DEVELOPMENT FUND-</u>									
3204	FEDERAL GRANT-CDBG	1,341,200	914,375	1,132,000	801,310	330,890	1,132,000	1,094,000	(3.4)
3433	RENT	989	0	0	0	0	0	0	-
3449	OTHER	24,018	0	0	2,917	0	2,917	0	-
REVENUE BEFORE TRANSFERS		1,366,207	914,375	1,132,000	804,227	330,890	1,134,917	1,094,000	(3.4)
TRANSFERS -									
TRANSFER TO GENERAL FUND				(62,125)	0	0	(62,125)	(60,927)	
TRANSFER TO CAPITAL PROJ. FUNDS				(866,596)	0	(866,596)	(866,596)	(829,690)	
TOTAL CURRENT SOURCES		1,366,207	914,375	203,279	804,227	(535,906)	206,196	203,383	0.1
<u>RENTAL REHAB</u>									
3219	OTHER	327,075	418,786	448,000	272,296	175,704	448,000	437,000	(2.5)

CITY OF INDEPENDENCE, MISSOURI

COMPARISON OF ESTIMATED REVENUES FOR THE 1996-97 FISCAL YEAR WITH REVISED ESTIMATED REVENUES FOR 1995-96 AND ACTUAL REVENUES FOR PRIOR FISCAL YEARS

ACCT. NO.	DESCRIPTION	ACTUAL REVENUE 1993-94	ACTUAL REVENUE 1994-95	ORIGINAL ESTIMATE 1995-96	ACTUAL REVENUE 8 MONTHS 1995-96	ESTIMATE REVENUE 4 MONTHS 1995-96	REVISED ESTIMATE 1995-96	ESTIMATED REVENUE 1996-97	% OVER (UNDER) PY ORIG
GENERAL DEBT AND INTEREST FUND-									
GENERAL PROPERTY TAXES:									
3001	REAL ESTATE	232,340	0	0	0	0	0	0	--
3021	R.R. & OTHER UTILITY	2,814	0	0	0	0	0	0	--
	TOTAL TAXES	235,154	0	0	0	0	0	0	--
3411	INTEREST INCOME	1,366	0	0	0	0	0	0	--
	TOTAL REVENUE BEFORE TRANSFERS	236,520	0	0	0	0	0	0	--
TRANSFERS:									
	LOCAL OPTION SALES TAX TRANS. IN FROM GENERAL FUND	0	0	0	0	0	0	0	--
	TOTAL CURRENT SOURCES	236,520	0	0	0	0	0	0	--
POWER AND LIGHT FUND-									
3360	ELECTRIC SERVICE CHARGES	54,577,936	55,835,641	60,785,000	41,493,843	19,291,157	60,785,000	61,332,000	0.9
3411	INTEREST INCOME	1,922,341	2,367,703	1,800,000	1,524,642	275,358	1,800,000	1,760,000	(2.2)
OTHER REVENUE:									
3421	INTERFUND CHARGES	19,939	0	521,854	371,122	150,732	521,854	481,840	(7.7)
3431	SALE OF LAND	0	0	0	0	0	0	0	--
3432	SALE OF FIXED ASSETS	44,185	58,263	10,000	24,413	0	24,413	10,000	0.0
3433	RENT	0	0	0	3,100	0	3,100	0	--
3438	BAD DEBT RECOVERY	107	50	45,000	0	45,000	45,000	45,000	0.0
3449	MISC. NON-OPERATING INCOME	13,871	30,667	150,000	5,845	144,155	150,000	150,000	0.0
3452	DEBT RESERVE	83,777	0	0	0	0	0	0	--
	TOTAL OTHER REVENUE	161,879	88,980	726,854	404,480	339,887	744,367	686,840	(5.5)
	TOTAL CURRENT SOURCES	56,682,156	58,292,324	63,311,854	43,422,965	19,906,402	63,329,367	63,778,840	0.7

CITY OF INDEPENDENCE, MISSOURI
COMPARISON OF ESTIMATED REVENUES FOR THE 1996-97 FISCAL YEAR WITH REVISED ESTIMATED REVENUES FOR
1995-96 AND ACTUAL REVENUES FOR PRIOR FISCAL YEARS

ACCT. NO.	DESCRIPTION	ACTUAL REVENUE 1993-94	ACTUAL REVENUE 1994-95	ORIGINAL ESTIMATE 1995-96	ACTUAL REVENUE 8 MONTHS	ESTIMATE REVENUE 4 MONTHS	REVISED ESTIMATE 1995-96	ESTIMATED REVENUE 1996-97	% OVER (UNDER) PY ORIG
SANITARY SEWER FUND-									
SEWER SERVICE CHARGES:									
3350	RESIDENTIAL & COMMERCIAL CHARGES	6,809,675	7,743,508	9,296,045	5,853,118	3,109,882	8,963,000	10,548,405	13.5
3351-2	CONTRACT WASTE & SERVICES	532,336	290,967	335,000	234,439	25,561	260,000	156,000	(53.4)
3353-7	INTERMUNICIPAL AGREEMENTS	125,345	131,127	298,748	182,020	129,980	312,000	337,337	12.9
3355	ENVIRONMENTAL ASSESSMENTS	0	0	0	450	0	450	0	--
TOTAL SEWER SERVICE CHARGES									
		7,467,356	8,165,602	9,929,793	6,270,027	3,265,423	9,535,450	11,041,742	11.2
3108	BUILDING PERMITS	30,512	63,937	45,000	125	5,875	6,000	6,000	(86.7)
3411	INTEREST INCOME	194,747	214,803	92,466	176,473	13,527	190,000	100,000	8.1
OTHER REVENUE:									
3421	INTERFUND CHARGES	0	0	0	0	0	0	0	--
3432	SALE OF FIXED ASSETS	0	6,749	10,000	6,355	0	6,355	10,000	0.0
3449	OTHER REVENUE	99,286	41,266	65,000	6,762	50,983	57,645	64,000	(1.5)
TOTAL OTHER REVENUE									
		99,286	48,015	75,000	13,117	50,983	64,000	74,000	(1.3)
TOTAL CURRENT SOURCES									
		7,791,901	8,492,357	10,142,259	6,459,742	3,335,708	9,795,450	11,221,742	10.6
STORM SEWER FUND-									
TRANSFER FROM SANITARY SEWER FUND									
		1,200	0	196,120	0	0	0	0	--
WATER FUND-									
3370	WATER SERVICE CHARGES	12,993,270	13,903,486	13,290,439	9,373,493	3,916,946	13,290,439	13,543,628	1.9
3411	INTEREST INCOME	682,987	1,058,005	683,000	1,089,988	410,012	1,500,000	1,500,000	119.6
3421	INTERFUND CHARGES	137,244	596,267	596,900	397,928	198,972	596,900	686,580	
3432	SALE OF FIXED ASSETS	5,691	1,192	0	6,704	296	7,000	0	--
3449	OTHER REVENUE	127,811	(270,723)	138,000	26,281	111,719	138,000	147,804	7.1
CONTRIBUTION FROM DEVELOPERS									
		0	0	265,000	0	265,000	265,000	240,000	(9.4)
TOTAL CURRENT SOURCES									
		13,950,003	15,288,227	14,973,339	10,894,394	4,902,945	15,797,339	16,118,012	7.6

CITY OF INDEPENDENCE, MISSOURI
COMPARISON OF ESTIMATED REVENUES FOR THE 1996-97 FISCAL YEAR WITH REVISED ESTIMATED REVENUES FOR
1995-96 AND ACTUAL REVENUES FOR PRIOR FISCAL YEARS

ACCT. NO.	DESCRIPTION	ACTUAL REVENUE 1993-94	ACTUAL REVENUE 1994-95	ORIGINAL ESTIMATE 1995-96	8 MONTHS ACTUAL REVENUE	ESTIMATE REVENUE 4 MONTHS	REVISED ESTIMATE 1995-96	ESTIMATED REVENUE 1996-97	% OVER (UNDER) PY ORIG
CENTRAL GARAGE FUND-									
3380	CENTRAL GARAGE CHARGES	1,055,708	905,899	1,293,010	670,764	329,236	1,000,000	1,285,623	(0.6)
	TOTAL CURRENT SOURCES	1,055,708	905,899	1,293,010	670,764	329,236	1,000,000	1,285,623	(0.6)
STAYWELL HEALTH CARE FUND-									
	PREMIUMS	4,582,905	4,812,255	4,861,500	3,042,858	1,789,470	4,832,328	5,388,500	10.8
	TOTAL CURRENT SOURCES	4,582,905	4,812,255	4,861,500	3,042,858	1,789,470	4,832,328	5,388,500	10.8
SUMMARY - TOTAL REVENUE BEFORE TRANSFERS:									
	TOTAL BUDGET - ALL FUNDS:	126,081,041	130,390,089	138,424,826	95,469,845	42,768,526	138,238,371	142,864,373	3.2
	LESS:								
	CENTRAL GARAGE FUND	(1,055,708)	(905,899)	(1,293,010)	(670,764)	(329,236)	(1,000,000)	(1,285,623)	(0.6)
	STAYWELL HEALTH CARE FUND	(4,582,905)	(4,812,255)	(4,861,500)	(3,042,858)	(1,789,470)	(4,832,328)	(5,388,500)	10.8
	INTERFUND CHARGES FOR SUPPORT SER.	(2,779,664)	(3,282,979)	(3,824,454)	(2,579,506)	(1,244,948)	(3,824,454)	(3,949,710)	3.3
	NET TOTAL BUDGET - ALL FUNDS	117,662,764	121,388,956	128,445,862	89,176,717	39,404,872	128,581,589	132,240,540	3.0

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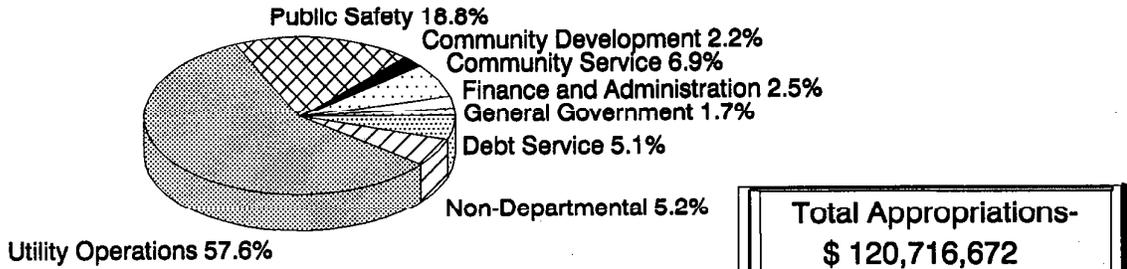
APPROPRIATIONS



Appropriations

1996-97 Operating Budget

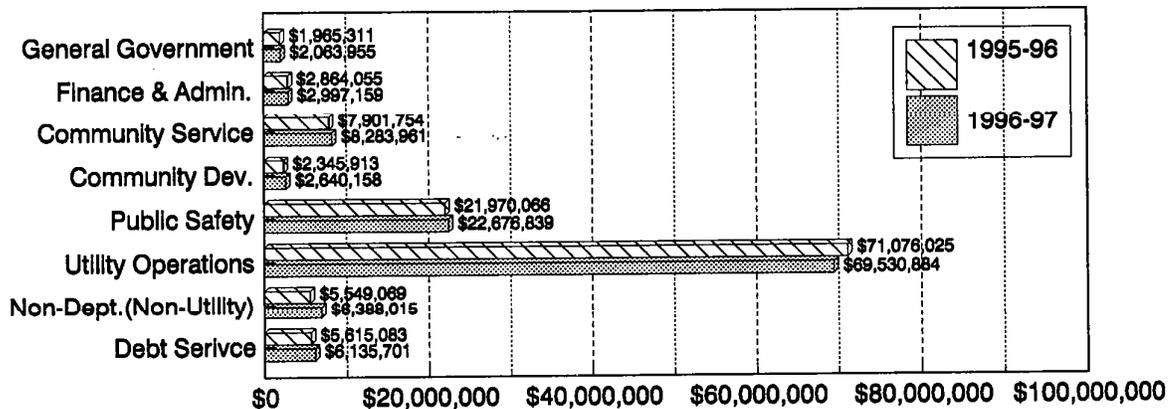
1996-97 Appropriations



Utility costs represent fifty seven percent of the total budget. Debt Service represents five percent of the total budget. Within the Debt Service category, 97 percent or \$6 million is for utility operations, the remainder is for Lease Purchase payments. For the General fund separately, the largest category is Public Safety costs comprising fifty two percent of that fund's budget.

Total Appropriations Increased by 1.2 percent between the two fiscal years. Total appropriations are proposed to increase by \$1.4 million. Included in this amount is an increase of \$833 thousand in the Police department. This increase primarily reflects an increase of 10 new positions which are all largely funded by outside grant funding. The \$2.5 million decrease in the Power and Light department reflects a decline in purchased power costs and a shift of part of those costs to increased fuel costs.

Comparison of Appropriations For Fiscal Years 1995-96 and 1996-97



1996-97 OPERATING BUDGET
 COMPARISON OF APPROPRIATIONS FOR THE 1996-97 FISCAL YEAR WITH THE ACTUAL EXPENDITURES FOR 1994-95
 AND THE AMENDED BUDGET 1995-96

	Actual Expenditures 1994-95	Original Budget 1995-96	Actual Expenditures For 8 Months	Estimated Expenditures For 4 Months	Amended Budget 1995-96	City Manager Proposed 1996-97	City Council Adopted 1996-97
GENERAL FUND-							
General Government:							
City Council	\$334,450	\$351,588	\$194,523	\$158,846	\$353,369	\$355,861	\$359,518
City Clerk	317,491	325,369	214,616	116,610	331,226	343,895	349,011
City Manager	306,987	335,761	209,552	129,364	338,916	351,811	358,367
Management Information Service	1,426,415	1,453,084	945,553	530,770	1,476,323	1,452,976	1,475,169
Municipal Court	416,224	437,770	288,119	157,052	445,171	462,323	465,810
Total General Government	\$2,801,567	\$2,903,572	\$1,852,363	\$1,092,642	\$2,945,005	\$2,966,866	\$3,007,875
National Frontier Trails Center	\$260,967	\$285,534	\$170,738	\$122,095	\$292,833	\$268,943	\$272,950
Law Department	530,855	514,823	515,709	152,279	667,988	520,770	531,249
Finance Department:							
Administration	\$251,355	\$192,686	\$128,407	\$65,333	\$193,740	\$199,668	\$204,589
Accounting	477,439	476,680	339,849	145,314	485,163	489,030	497,306
Cashiering	133,064	0	0	0	0	0	0
Purchasing	237,070	317,808	215,970	106,955	322,925	327,511	333,000
Occupation Licensing	71,568	132,485	88,501	45,260	133,761	135,257	138,612
Total Finance Department	\$1,170,496	\$1,119,659	\$772,727	\$362,862	\$1,135,589	\$1,151,466	\$1,173,507
Personnel Department	\$238,893	\$288,812	\$166,332	\$124,484	\$290,816	\$293,691	\$300,607
Community Development Department:							
Administration	\$365,781	\$301,063	\$198,354	\$139,606	\$337,960	\$135,040	\$138,400
Planning	117,406	128,072	82,542	46,838	129,380	409,111	419,489
Inspection	330,561	340,885	220,353	123,834	344,187	376,812	386,154
Transportation	460,435	573,894	634,759	18,210	652,969	647,888	647,888
Historic Preservation	62,679	106,589	48,132	58,457	106,589	109,818	111,934
Code Enforcement	239,108	246,631	187,455	70,880	258,335	300,606	301,910
Total Planning and Permits	\$1,575,970	\$1,697,134	\$1,371,595	\$457,825	\$1,829,420	\$1,979,275	\$2,005,775
Police Department							
Administration	\$1,094,691	\$1,057,224	\$740,544	\$325,458	\$1,066,002	\$1,091,981	\$1,114,475
Police Operations	7,626,329	7,579,367	5,151,590	2,607,905	7,759,495	7,893,213	8,046,456
Police Services	3,386,739	3,550,558	2,338,260	1,294,687	3,632,947	3,818,418	3,859,727
Total Police Department	\$12,107,759	\$12,187,149	\$8,230,394	\$4,228,050	\$12,458,444	\$12,803,612	\$13,020,658

(Continued on Next Page)

1996-97 OPERATING BUDGET
 COMPARISON OF APPROPRIATIONS FOR THE 1996-97 FISCAL YEAR WITH THE ACTUAL EXPENDITURES FOR 1994-95
 AND THE AMENDED BUDGET 1995-96

	Actual Expenditures 1994-95	Original Budget 1995-96	Actual Expenditures For 8 Months 1995-96	Estimated Expenditures For 4 Months 1995-96	Amended Budget 1995-96	City Manager Proposed 1996-97	City Council Adopted 1996-97
GENERAL FUND (Cont)-							
Fire Department:							
Administration	\$300,267	\$373,853	\$192,244	\$195,213	\$387,457	\$226,831	\$230,006
Suppression	9,137,124	8,547,735	5,640,934	3,131,767	8,772,701	8,440,904	8,452,510
Fire Prevention	373,659	429,668	281,571	126,274	407,845	397,592	399,438
Maintenance	335,427	431,661	286,003	162,664	448,667	394,168	394,168
Training	0	0	0	0	0	178,175	180,059
Total Fire Department	\$10,146,477	\$9,782,917	\$6,400,752	\$3,615,918	\$10,016,670	\$9,637,670	\$9,656,181
Health Department:							
General Services	\$579,920	\$622,750	\$411,401	\$232,515	\$643,916	\$687,488	\$696,803
Animal Control	304,911	354,202	207,100	174,807	381,907	357,110	358,976
Total Health Department	\$884,831	\$976,952	\$618,501	\$407,322	\$1,025,823	\$1,044,598	\$1,055,779
Public Works:							
Administration	\$245,643	\$229,306	\$151,155	\$80,285	\$231,440	\$255,268	\$258,466
Engineering	1,097,440	1,097,813	733,875	373,749	1,107,624	1,123,121	1,146,128
Facility Management	643,159	598,203	402,597	209,888	612,485	625,492	628,480
Street Maintenance	3,271,147	3,033,271	1,942,325	1,246,137	3,188,462	3,137,576	3,147,468
Total Public Works	\$5,257,389	\$4,958,593	\$3,229,952	\$1,910,059	\$5,140,011	\$5,141,457	\$5,180,542
Parks and Recreation:							
Administration	\$120,973	\$131,666	\$85,294	\$49,858	\$135,152	\$132,150	\$135,308
Park Maintenance	684,096	697,447	508,636	208,178	716,814	756,036	760,066
Recreation	327,826	385,575	225,409	157,453	382,862	371,988	374,249
Cemetery Maintenance	144,082	134,987	87,388	50,294	137,682	145,942	147,067
Total Parks and Recreation	\$1,276,977	\$1,349,675	\$906,727	\$465,783	\$1,372,510	\$1,406,116	\$1,416,690
Non-Departmental	\$3,104,544	\$4,286,654	\$2,396,124	\$2,240,446	\$4,636,370	\$4,783,165	\$4,375,816
Debt Service (Lease Purchases)	73,309	169,902	169,261	641	169,902	170,726	170,726
Capital Outlay	485,795	703,885	157,682	546,203	703,885	1,000,000	1,000,000
TOTAL GENERAL FUND	\$39,915,829	\$41,225,261	\$26,958,857	\$15,726,609	\$42,685,466	\$43,168,355	\$43,168,355

1996-97 OPERATING BUDGET
 COMPARISON OF APPROPRIATIONS FOR THE 1996-97 FISCAL YEAR WITH THE ACTUAL EXPENDITURES FOR 1994-95
 AND THE AMENDED BUDGET 1995-96

	Actual Expenditures 1994-95	Original Budget 1995-96	Actual Expenditures For 8 Months	Estimated Expenditures For 4 Months	Amended Budget 1995-96	City Manager Proposed 1996-97	City Council Adopted 1996-97
TOURISM FUND -							
Tourism	\$371,330	\$331,000	\$206,041	\$124,959	\$331,000	\$358,000	\$358,000
National Frontier Trails Center	8,975	0	0	0	0	0	0
TOTAL TOURISM FUND	\$380,305	\$331,000	\$206,041	\$124,959	\$331,000	\$358,000	\$358,000
COMMUNITY DEV. BLOCK GRANT FUND-							
Finance	\$2,500	\$2,500	\$2,500	\$0	\$2,500	\$6,000	\$6,000
Community Development	293,680	200,779	221,052	488,752	709,804	206,177	197,383
Parks and Recreation	22,277	0	0	0	0	0	0
TOTAL COMMUNITY DEVELOPMENT BLOCK GRANT FUND	\$318,457	\$203,279	\$223,552	\$488,752	\$712,304	\$212,177	\$203,383
HOME PROGRAM FUND-							
Community Development	\$481,062	\$448,000	\$243,320	\$279,275	\$522,595	\$453,043	\$437,000
CENTRAL GARAGE FUND-							
Public Works	\$949,478	\$1,087,977	\$776,904	\$320,155	\$1,097,059	\$1,096,258	\$1,099,133
Non-Departmental	174,531	205,033	119,224	76,727	195,951	189,365	186,490
TOTAL CENTRAL GARAGE FUND	\$1,124,009	\$1,293,010	\$896,128	\$396,882	\$1,293,010	\$1,285,623	\$1,285,623
GENERAL DEBT AND INTEREST FUND-							
	\$0	\$0	\$0	\$0	0	\$0	\$0
STAYWELL HEALTH CARE FUND-							
	\$5,129,400	\$4,861,500	\$3,325,064	\$1,536,436	\$4,861,500	\$5,388,500	\$5,388,500

(Continued on Next Page)

1996-97 OPERATING BUDGET
 COMPARISON OF APPROPRIATIONS FOR THE 1996-97 FISCAL YEAR WITH THE ACTUAL EXPENDITURES FOR 1994-95
 AND THE AMENDED BUDGET 1995-96

	Actual Expenditures 1994-95	Original Budget 1995-96	Actual Expenditures For 8 Months 1995-96	Estimated Expenditures For 4 Months 1995-96	Amended Budget 1995-96	City Manager Proposed 1996-97	City Council Adopted 1996-97
POWER AND LIGHT FUND-							
Mgmt. Information Systems Department:							
Management Information Systems	\$20,112	\$0	\$0	\$0	\$0	\$40,795	\$41,876
Finance Department:							
Purchasing	50,000	0	0	0	0	0	0
Power and Light Department:							
Administration	409,632	521,151	198,380	308,075	506,455	516,067	519,952
Support Services	4,008,855	4,611,826	3,252,369	1,391,103	4,643,472	4,803,084	4,812,737
Production	30,164,373	33,013,636	23,513,273	9,521,488	33,034,761	29,862,802	29,877,675
Distribution	5,411,309	5,504,713	3,568,070	1,949,046	5,517,116	5,635,049	5,639,904
Engineering	1,784,826	1,864,589	1,238,354	637,498	1,875,852	2,135,334	2,150,757
Total Power and Light Department	\$41,778,995	\$45,515,915	\$31,770,446	\$13,807,210	\$45,577,656	\$42,952,336	\$43,001,025
Non-Departmental	\$8,342,044	\$8,854,789	\$6,209,473	2,583,575	\$8,793,048	\$9,358,388	\$9,309,699
Debt Service	3,263,367	3,259,315	1,139,250	2,120,065	3,259,315	3,255,240	3,255,240
TOTAL POWER AND LIGHT FUND	\$53,454,518	\$57,630,019	\$39,119,169	\$18,510,850	\$57,630,019	\$55,606,759	\$55,607,840

SANITARY SEWER FUND-

Finance Department							
Purchasing	\$23,712	\$0	\$0	\$0	\$0	\$0	\$0
Public Works Department:							
Design and Contracts	60,668	0	0	0	0	0	0
Water Pollution Control Department:							
Administration	514,093	689,475	389,335	299,361	688,696	616,043	627,526
Treatment Facilities	5,023,378	5,072,426	2,720,836	2,423,768	5,144,604	5,332,882	5,339,412
Collection System Maintenance	1,076,937	-107,413	741,724	391,905	1,133,629	1,514,227	1,524,654
Environmental Compliance	222,653	295,757	112,299	186,785	299,084	219,937	221,059
Total Water Pollution Control Dept.	\$6,837,061	\$7,165,071	\$3,964,194	\$3,301,819	\$7,266,013	\$7,683,089	\$7,712,651
Non-Departmental	\$1,724,811	\$2,058,371	\$1,334,374	\$695,951	\$2,030,325	\$2,176,640	\$2,147,078
TOTAL SANITARY SEWER FUND	\$8,646,252	\$9,223,442	\$5,298,568	\$3,997,770	\$9,296,338	\$9,859,729	\$9,859,729

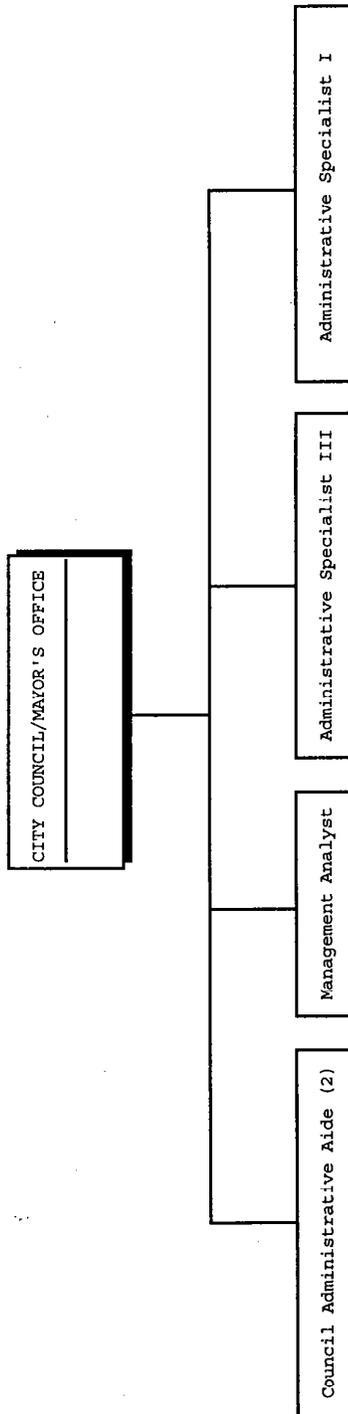
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1996-97 OPERATING BUDGET
 COMPARISON OF APPROPRIATIONS FOR THE 1996-97 FISCAL YEAR WITH THE ACTUAL EXPENDITURES FOR 1994-95
 AND THE AMENDED BUDGET 1995-96

	Actual Expenditures 1994-95	Original Budget 1995-96	Actual Expenditures For 8 Months	Estimated Expenditures For 4 Months	Amended Budget 1995-96	City Manager Proposed 1996-97	City Council Adopted 1996-97
WATER FUND-							
Finance Department:							
Purchasing	\$23,714	\$0	\$0	\$0	\$0	\$0	\$0
Water Department	8,498,290	9,035,580	7,416,206	3,050,816	10,467,022	9,178,437	9,216,875
Non-Departmental	1,867,799	2,628,059	1,682,195	905,114	2,587,309	2,850,130	2,811,692
Debt Service	2,670,962	2,185,866	2,160,628	25,238	2,185,866	2,709,735	2,709,735
TOTAL WATER FUND	\$13,060,765	\$13,849,505	\$11,259,029	\$3,981,168	\$15,240,197	\$14,738,302	\$14,738,302
STORM SEWER FUND-							
Water Pollution Control-							
Storm Sewer Maintenance	\$202,219	\$201,224	\$128,654	\$75,535	\$204,189	\$293,773	\$293,773
GRAND TOTAL BUDGET -- ALL FUNDS	\$122,712,816	\$129,266,240	\$87,658,382	\$45,118,236	\$132,776,618	\$131,364,261	\$131,340,505
Less:							
Central Garage Fund	(1,124,009)	(1,293,010)	(896,128)	(396,882)	(1,293,010)	(1,285,623)	(1,285,623)
Staywell Health Care Fund	(5,129,400)	(4,861,500)	(3,325,064)	(1,536,436)	(4,861,500)	(5,388,500)	(5,388,500)
Interfund Charges for Support Ser.	(3,282,979)	(3,824,454)	(2,579,506)	(1,244,948)	(3,824,454)	(3,949,710)	(3,949,710)
NET TOTAL BUDGET -- ALL FUNDS	\$113,176,428	\$119,287,276	\$80,857,684	\$41,939,970	\$122,797,654	\$120,740,428	\$120,716,672

OPERATING DEPARTMENTS

CITY OF INDEPENDENCE, MISSOURI
CITY COUNCIL/MAYOR'S OFFICE
TABLE OF ORGANIZATION



**City of Independence
Departmental Budget Summary**

Department: 4000-CITY COUNCIL

1996-97 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.

Prog. No.	Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
<u>Budget by Major Program Category-</u>					
02 4002	CITY COUNCIL	163,982	174,269	174,693	174,274
02 4003	MANAGEMENT ANALYST	74,180	76,093	76,840	76,547
02 4004	MAYOR'S OFFICE	96,288	101,226	101,836	108,697
	Total	334,450	351,588	353,369	359,518
<u>Staffing-</u>					
	Full Time Positions	12.00	12.00	12.00	12.00
	Part Time Positions	0.00	0.00	0.00	0.00
	Total	12.00	12.00	12.00	12.00
<u>Source of Funding-</u>					
	GENERAL FUND	334,450	351,588	353,369	359,518
	Total	334,450	351,588	353,369	359,518

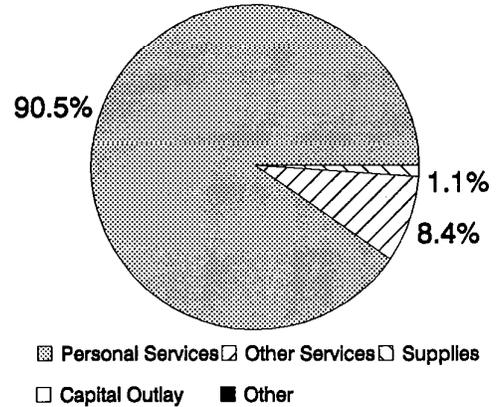
1996-97 Operating Budget

City Council

Appropriations by Type:

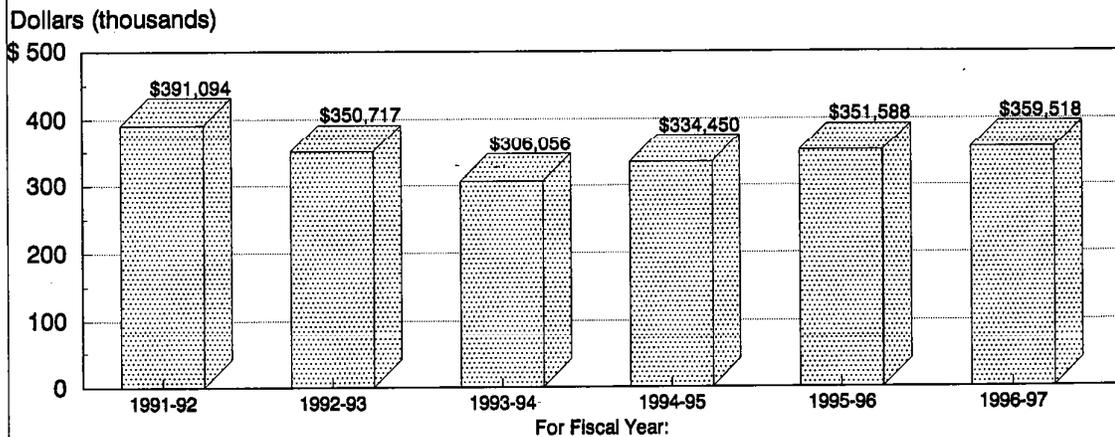
1996-97 City Council Adopted Budget

Expenditure Type	Actual 1994-95	Original 1995-96	Projected 1995-96	Adopted 1996-97
Personal Services	305,923	315,857	317,638	325,272
Other Services	23,689	31,796	29,289	30,161
Supplies	4,838	3,935	6,442	4,085
Capital Outlay	0	0	0	0
Other	0	0	0	0
Total	334,450	351,588	353,369	359,518



Historical Comparison:

	Actual 1991-92	Actual 1992-93	Actual 1993-94	Actual 1994-95	Budget 1995-96	Budget 1996-97
Employees:						
Full Time Equiv.	12.00	12.00	12.00	12.00	12.00	12.00
Amount by Fund:						
General	391,094	350,717	306,056	334,450	351,588	359,518
Per Capita	3.47	3.10	2.70	2.94	3.09	3.13
Per Household	8.08	7.21	6.26	6.80	7.11	7.24



**City of Independence
Detail Program Sheet**

Department: 4000-CITY COUNCIL
Program: 4002-CITY COUNCIL

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

THE COUNCIL IS THE LEGISLATIVE AND GOVERNING BODY OF THE CITY, CONSISTING OF TWO AT-LARGE MEMBERS AND FOUR DISTRICT MEMBERS, 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.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	159,147	166,439	166,863	166,444
OTHER SERVICES	3,755	6,900	4,393	6,900
SUPPLIES	1,080	930	3,437	930
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	163,982	174,269	174,693	174,274

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
COUNCIL ADMINISTRATIVE AIDE	2.00	2.00	2.00	2.00
COUNCILMEMBER	6.00	6.00	6.00	6.00
Total	8.00	8.00	8.00	8.00

**City of Independence
Detail Program Sheet**

Department: 4000-CITY COUNCIL
Program: 4003-MANAGEMENT ANALYST

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

THE CITY MANAGEMENT ANALYST CONDUCTS PERFORMANCE AUDITS OF THE CITY'S DEPARTMENTS AND PROGRAMS. THESE AUDITS ARE FOCUSED ON IDENTIFYING OPPORTUNITIES TO REDUCE COSTS, INCREASE EFFICIENCY, IMPROVE PROGRAM EFFECTIVENESS, AND ENHANCE MANAGEMENT AND ADMINISTRATION OF THE CITY ACTIVITIES.

<u>Program Costs:</u>				
Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	71,915	71,553	72,300	73,742
OTHER SERVICES	1,643	3,935	3,935	2,050
SUPPLIES	622	605	605	755
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	74,180	76,093	76,840	76,547
	=====	=====	=====	=====

<u>Staffing:</u>				
Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
MANAGEMENT ANALYST	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00
	=====	=====	=====	=====

**City of Independence
Detail Program Sheet**

Department: 4000-CITY COUNCIL
Program: 4004-MAYOR'S OFFICE

1996-97 Operating Budget
Fund: 02-GENERAL

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 COMMISSIONS, 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.

Program Costs:

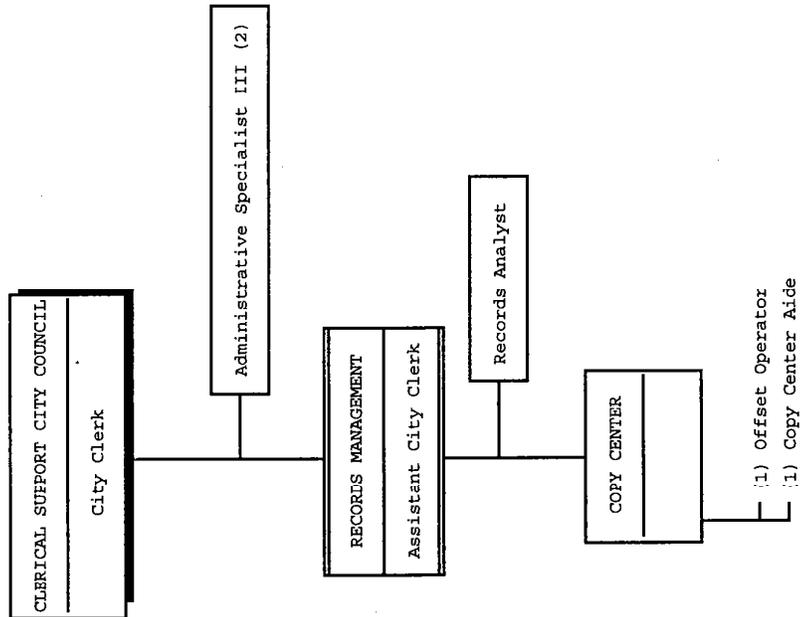
Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	74,861	77,865	78,475	85,086
OTHER SERVICES	18,291	20,961	20,961	21,211
SUPPLIES	3,136	2,400	2,400	2,400
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	96,288	101,226	101,836	108,697
	=====	=====	=====	=====

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
ADMINISTRATIVE SPECIALIST I	1.00	1.00	1.00	1.00
ADMIN SPEC III, MAYOR	1.00	1.00	1.00	1.00
MAYOR	1.00	1.00	1.00	1.00
Total	3.00	3.00	3.00	3.00
	=====	=====	=====	=====

CITY OF INDEPENDENCE, MISSOURI
CITY CLERK

TABLE OF ORGANIZATION



**City of Independence
Departmental Budget Summary**

Department: 4010-CITY CLERK

1996-97 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; ADMINISTER OATHS OF OFFICE; WRITE AND TYPE ORDINANCES AND RESOLUTIONS; MAINTAIN RECORD OF TITLE TO CITY VEHICLES; PREPARE AND MAINTAIN RECORD OF DEEDS FOR WOODLAWN CEMETERY; 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 COUNTY BOARD OF ELECTION COMMISSIONERS IN THE HANDLING OF ELECTIONS FOR THE CITY.

Prog. No.	Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
<u>Budget by Major Program Category-</u>					
02 4012	CLERICAL SUP-CITY COUN.	149,809	154,809	156,270	165,713
02 4014	RECORDS MANAGEMENT	79,404	80,390	82,294	86,247
02 4015	COPY CENTER	88,278	90,170	92,662	97,051
	Total	317,491	325,369	331,226	349,011

Staffing-

Full Time Positions	7.00	7.00	7.00	7.00
Part Time Positions	0.00	0.00	0.00	0.00
Total	7.00	7.00	7.00	7.00

Source of Funding-

GENERAL FUND	317,491	325,369	331,226	349,011
Total	317,491	325,369	331,226	349,011

Significant Changes from FY 1995-96 to FY 1996-97:

* SOFTWARE PURCHASE AND TRAINING FOR AN UPGRADE TO THE CODEMASTER COMPUTER PROGRAM - \$4,240

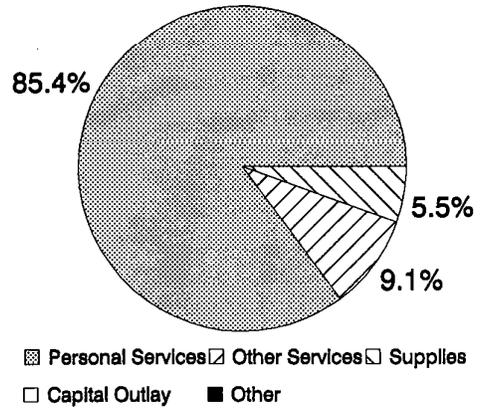
1996-97 Operating Budget

City Clerk

Appropriations by Type:

1996-97 City Council Adopted Budget

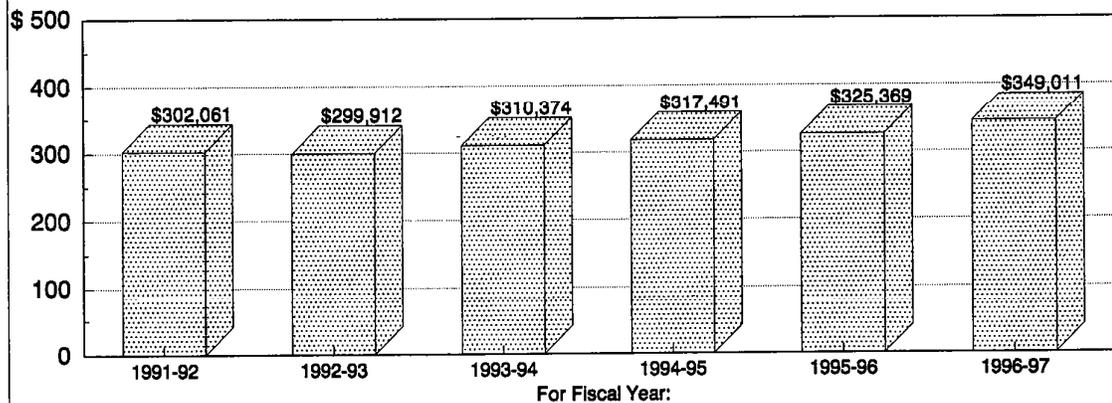
Expenditure Type	Actual 1994-95	Original 1995-96	Projected 1995-96	Adopted 1996-97
Personal Services	277,463	281,431	287,288	298,006
Other Services	24,730	27,698	27,698	31,935
Supplies	15,249	16,240	16,240	19,070
Capital Outlay	49	0	0	0
Other	0	0	0	0
Total	317,491	325,369	331,226	349,011



Historical Comparison:

	Actual 1991-92	Actual 1992-93	Actual 1993-94	Actual 1994-95	Budget 1995-96	Budget 1996-97
Employees:						
Full Time Equiv.	7.00	7.00	7.00	7.00	7.00	7.00
Amount by Fund:						
General	302,061	299,912	310,374	317,491	325,369	349,011
Per Capita	2.68	2.65	2.73	2.79	2.86	3.04
Per Household	6.24	6.17	6.35	6.45	6.58	7.03

Dollars (thousands)



**City of Independence
Detail Program Sheet**

Department: 4010-CITY CLERK
Program: 4012-CLERICAL SUP-CITY COUN.

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

RESPONSIBLE FOR KEEPING THE JOURNAL OF COUNCIL PROCEEDINGS; AUTHENTICATING AND RECORDING ALL ORDINANCES AND RESOLUTIONS; EDITING AND PRINTING THE CITY CODE; CERTIFYING THE VALIDITY OF CITY DOCUMENTS FOR COURT EVIDENCE; ATTESTING TO SIGNATURES ON CONTRACTS AND PROCLAMATIONS; APPLYING THE CITY SEAL WHEN APPROPRIATE; ADMINISTERING OATHS OF OFFICE; WRITING AND TYPING ORDINANCES AND RESOLUTIONS AND MINUTES OF ALL CITY COUNCIL MEETINGS, MAINTAINING A RECORD OF THE TITLES TO CITY VEHICLES; PREPARING AND MAINTAINING A RECORD OF DEEDS FOR WOOD-LAWN CEMETERY; AND WORKING WITH THE JACKSON COUNTY BOARD OF ELECTION COMMISSIONERS IN THE HANDLING OF ELECTIONS FOR THE CITY.

1996-97 Objectives:

- * KEEP CURRENT WITH ENTERING ORDINANCES, RESOLUTIONS AND CITY CODE PAGES INTO COMPUTERIZED INDEXING SYSTEM AND ENTER ADDITIONAL PRIOR YEARS ORDINANCES AND RESOLUTIONS.
- * ENTER INTO THE INDEXING SYSTEM CITY COUNCIL MINUTES FROM PRIOR YEARS
- * ESTABLISH WITHIN THE COMPUTERIZED INDEX THE STUDY SESSION TOPICS.

1995-96 Accomplishments:

- * ENTERED FOUR YEARS OF ORDINANCES AND THREE YEARS OF RESOLUTIONS INTO THE NEW COMPUTERIZED INDEX SYSTEM, AS WELL AS THREE CHAPTERS OF THE CITY CODE.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	140,614	145,119	146,580	151,843
OTHER SERVICES	8,451	8,750	8,750	10,700
SUPPLIES	695	940	940	3,170
CAPITAL OUTLAY	49	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	149,809	154,809	156,270	165,713

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
ORDINANCES PASSED	286	300	230	240

...Continued

**City of Independence
Detail Program Sheet**

Department: 4010-CITY CLERK
Program: 4012-CLERICAL SUP-CITY COUN.

1996-97 Operating Budget
Fund: 02-GENERAL

Performance Indicators: (Continued)

RESOLUTIONS PASSED	131	120	120	120
CITY COUNCIL MEETINGS	28	28	28	30
STUDY SESSIONS	30	30	30	30

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
CITY CLERK	1.00	1.00	1.00	1.00
ADMINISTRATIVE SPECIALIST III	2.00	2.00	2.00	2.00
 Total	 3.00	 3.00	 3.00	 3.00
	=====	=====	=====	=====

**City of Independence
Detail Program Sheet**

Department: 4010-CITY CLERK
Program: 4014-RECORDS MANAGEMENT

1996-97 Operating Budget
Fund: 02-GENERAL

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 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

1996-97 Objectives:

- * GAIN CITY COUNCIL ACCEPTANCE OF AN ORDINANCE ADOPTING THE MISSOURI MUNICIPAL RECORDS MANUAL WHICH WILL ALLOW DESTRUCTION OF RECORDS FOLLOWING SPECIFIC STAFF PROCEDURES.
- * TO ACQUIRE COMPUTER AND SOFTWARE TO BEGIN COMPUTERIZATION OF THE INDEX OF STORED RECORDS.

1995-96 Accomplishments:

- * DESTROYED 611 CUBIC FEET OF OBSOLETE RECORDS.
- * ACCEPTED 411 CUBIC FEET OF RECORDS FOR RETENTION AND RETRIEVAL FROM VARIOUS CITY DEPARTMENTS.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	78,607	79,990	81,894	85,847
OTHER SERVICES	245	200	200	100
SUPPLIES	552	200	200	300
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	79,404	80,390	82,294	86,247
	=====	=====	=====	=====

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
RECORDS STORED - CUBIC FEET	2,665	2,700	2,465	2,500
RECORDS MICROFILMED - CUBIC FEET	21	55	15	20

Continued

*City of Independence
Detail Program Sheet*

Department: 4010-CITY CLERK
Program: 4014-RECORDS MANAGEMENT

1996-97 Operating Budget
Fund: 02-GENERAL

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
RECORDS ANALYST	1.00	1.00	1.00	1.00
ASSISTANT CITY CLERK	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00
	=====	=====	=====	=====

**City of Independence
Detail Program Sheet**

Department: 4010-CITY CLERK
Program: 4015-COPY CENTER

1996-97 Operating Budget
Fund: 02-GENERAL

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.

1996-97 Objectives:

- * 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 AVAILABLE.
- * TO ADOPT NEW MAIL PREPARATION STANDARDS TO MAXIMIZE POSTAGE SAVINGS WITH THE MAIL CLASSIFICATION REFORM.

1995-96 Accomplishments:

- * ACCOMPLISH A 50,000 PIECE MAILING REQUIRING 100,000 PRINTING IMPRESSIONS
- * ACCOMPLISH A 50,000 PIECE MAILING REQUIRING 200,000 PRINTING IMPRESSIONS
- * ACQUIRED EQUIPMENT TO ALLOW FOR OPEN WINDOW ENVELOPES FOR UTILITY BILLS.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	58,242	56,322	58,814	60,316
OTHER SERVICES	16,034	18,748	18,748	21,135
SUPPLIES	14,002	15,100	15,100	15,600
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	88,278	90,170	92,662	97,051

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PRINTING IMPRESSIONS	3,381,063	3,400,000	3,309,700	3,400,000
ITEMS MAILED	1,018,541	850,000	1,020,000	950,000

Continued

*City of Independence
Detail Program Sheet*

Department: 4010-CITY CLERK
Program: 4015-COPY CENTER

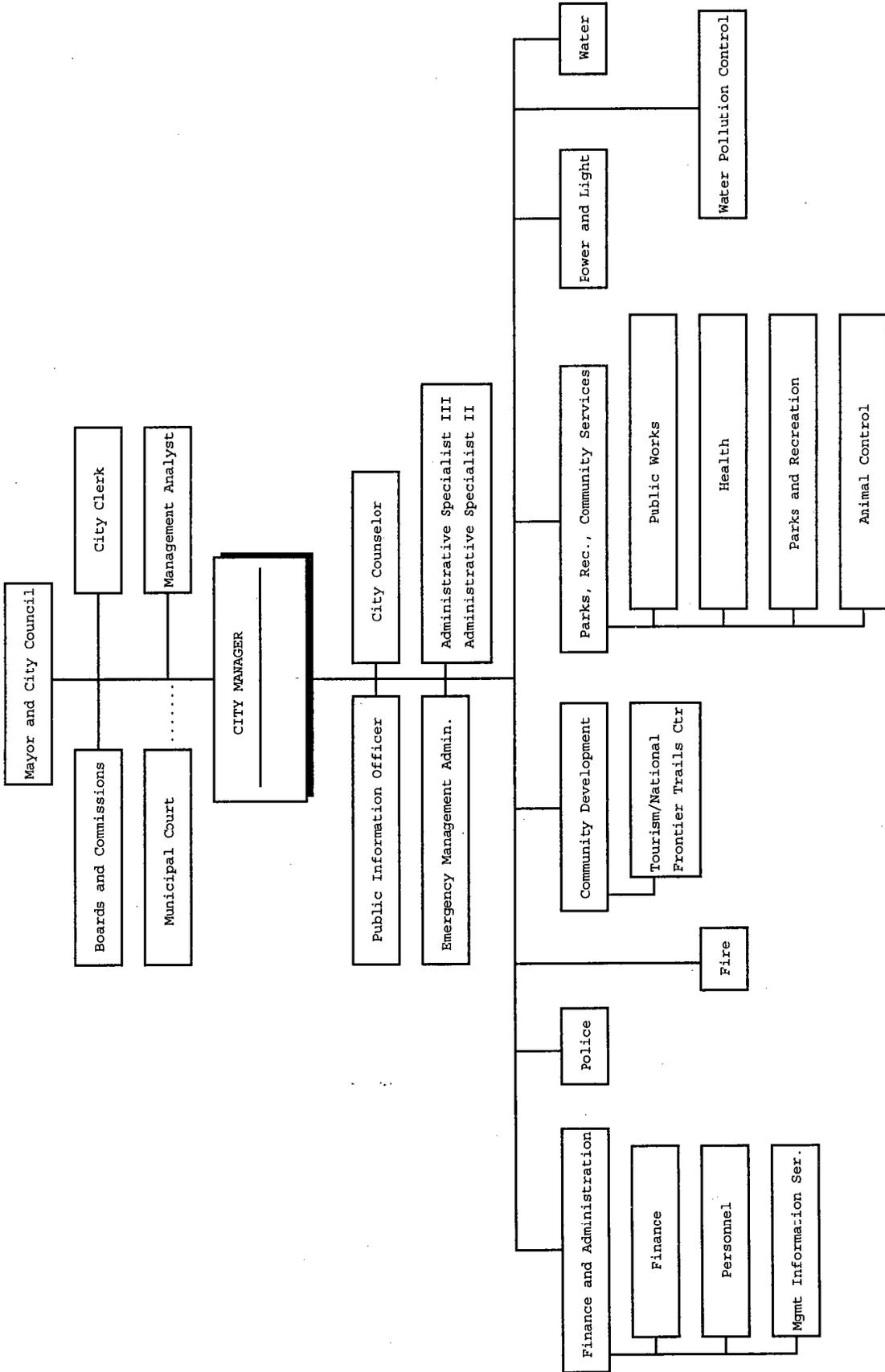
1996-97 Operating Budget
Fund: 02-GENERAL

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
OFFSET OPERATOR	1.00	1.00	1.00	1.00
COPY CENTER AIDE	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

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CITY OF INDEPENDENCE, MISSOURI
 CITY MANAGER'S OFFICE
 TABLE OF ORGANIZATION



**City of Independence
Departmental Budget Summary**

Department: 4020-CITY MANAGER

1996-97 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.

Prog. No.	Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
<u>Budget by Major Program Category-</u>					
02 4021	CITY MANAGER	211,684	263,305	250,066	267,311
02 4023	EMERGENCY MANAGEMENT	95,303	72,456	88,850	91,056
	Total	306,987	335,761	338,916	358,367
<u>Staffing-</u>					
	Full Time Positions	4.00	5.00	5.00	5.00
	Part Time Positions	0.00	0.00	0.00	0.00
	Total	4.00	5.00	5.00	5.00
<u>Source of Funding-</u>					
	GENERAL FUND	306,987	335,761	338,916	358,367
	Total	306,987	335,761	338,916	358,367
<u>Direct/Offsetting Revenues-</u>					
	CIVIL DEFENSE PROGRAM GRANT	49,554	34,500	34,500	35,000
	Total	49,554	34,500	34,500	35,000

Continued

*City of Independence
Departmental Budget Summary*

Department: 4020-CITY MANAGER

1996-97 Operating Budget

Significant Changes from FY 1995-96 to FY 1996-97:

* SUPPORT COSTS FOR CONDUCTING A CITIZEN SURVEY - \$10,000

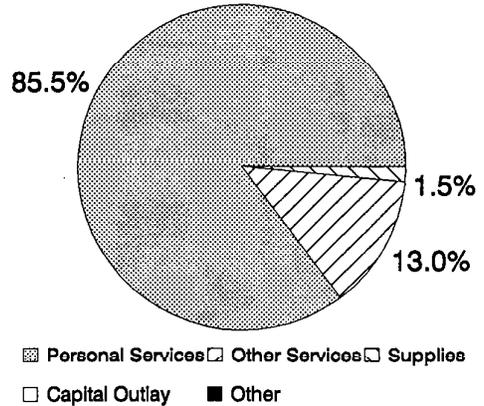
1996-97 Operating Budget

City Manager

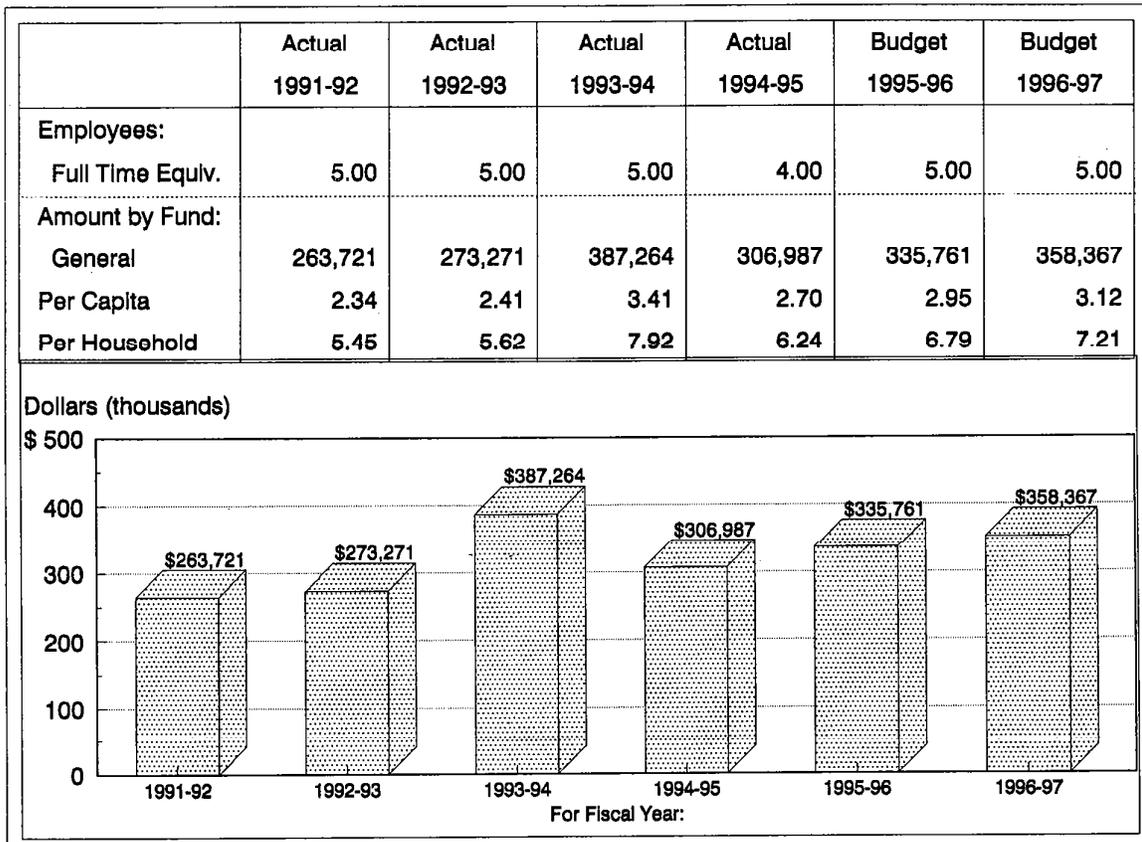
Appropriations by Type:

1996-97 City Council Adopted Budget

Expenditure Type	Actual 1994-95	Original 1995-96	Projected 1995-96	Adopted 1996-97
Personal Services	277,340	293,987	297,142	306,582
Other Services	19,362	36,633	34,483	46,620
Supplies	6,113	5,141	5,021	5,165
Capital Outlay	4,172	0	2,270	0
Other	0	0	0	0
Total	306,987	335,761	338,916	358,367



Historical Comparison:



**City of Independence
Detail Program Sheet**

Department: 4020-CITY MANAGER
Program: 4021-CITY MANAGER

1996-97 Operating Budget
Fund: 02-GENERAL

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.

1996-97 Objectives:

- * SUPPORT THE DEVELOPMENT OF THE JACKSON COUNTY ROADWAY
- * MANAGE CABLE TELEVISION CHANNEL OPERATIONS
- * SUPPORT QUALITY TRAINING PROGRAMS FOR ALL EMPLOYEES
- * SUPPORT STRATEGIC VISIONING PROCESS (FAST FORWARD INDEPENDENCE)
- * DEVELOP MONTHLY COLUMNS FOR INSIGHT!
- * IMPLEMENT INTERNET HOMEPAGE
- * COORDINATE CONDUCTING A CITIZEN OPINION SURVEY
- * FURTHER THE ACCOMPLISHMENT OF THE CITY COUNCIL'S STRATEGIC GOALS

1995-96 Accomplishments:

- * INCREASED CITYSCENE PRODUCTION FROM BI-MONTHLY TO MONTHLY
- * ESTABLISHED A CORRESPONDENCE REVIEW COMMITTEE TO ENHANCE CUSTOMER CO UNICATIONS
- * COORDINATED A CITYWIDE OPEN HOUSE
- * BEGAN DISTRIBUTING A NEW RESIDENTS GUIDE
- * COMPUTERIZED SERVICE REQUESTS
- * RESEARCHED CABLE BROADCAST POSSIBILITIES AND SIGNED LETTER AGREEMENT WITH CABLE COMPANY
- * ESTABLISHED UTILITY TASK FORCE TO ADDRESS CUSTOMER SERVICE NEEDS
- * GENERATED POSITIVE PUBLICITY FOR THE CITY VIA NEWS RELEASES AND MEDI RELATIONS
- * DEVELOPED MISSION STATEMENT AND STATEMENT OF ORGANIZATION VALUES
- * PRODUCED ANNUAL REPORT AND STRATEGIC GOAL UPDATES
- * ENHANCED INTERNAL COMMUNICATIONS BY PUBLISHING INSIGHT! COLUMN
- * EMPLOYED A NEW TOURISM DIRECTOR

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	195,460	237,190	223,951	231,196

...Continued

**City of Independence
Detail Program Sheet**

Department: 4020-CITY MANAGER
Program: 4021-CITY MANAGER

1996-97 Operating Budget
Fund: 02-GENERAL

Program Costs: (Continued)

OTHER SERVICES	6,803	21,450	21,450	31,450
SUPPLIES	5,249	4,665	4,665	4,665
CAPITAL OUTLAY	4,172	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	211,684	263,305	250,066	267,311
	=====	=====	=====	=====

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
CITYSCENE ISSUES PUBLISHED	0	12	12	12
NEW RESIDENTS GUIDES	0	1,000	1,000	1,000

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
CITY MANAGER	1.00	1.00	1.00	1.00
PUBLIC INFORMATION OFFICER	1.00	1.00	1.00	1.00
ADMINISTRATIVE SPECIALIST II	0.00	1.00	0.50	0.50
ADMINISTRATIVE SPECIALIST III	1.00	1.00	1.00	1.00
Total	3.00	4.00	3.50	3.50
	=====	=====	=====	=====

**City of Independence
Detail Program Sheet**

Department: 4020-CITY MANAGER
Program: 4023-EMERGENCY MANAGEMENT

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

THE EMERGENCY PREPAREDNESS COORDINATOR IS RESPONSIBLE FOR THE PREPARATION AND PLANNING OF EMERGENCY FUNCTIONS, TO INCLUDE EMERGENCY MANAGEMENT OF RESOURCES AND ADMINISTRATION OF SUCH ECONOMIC CONTROLS AS MAY BE NEEDED TO PROVIDE FOR THE WELFARE OF THE PEOPLE.

1996-97 Objectives:

- * CONTINUED INVOLVEMENT IN STRATEGIC VISIONING PROCESS
- * ACTIVE ROLE IN CUSTOMER SERVICE IMPROVEMENTS
- * REVISE EMERGENCY OPERATION PLAN
- * PREPARE FOR CHANGES IN SOCIAL SERVICE FUNDING
- * CONTINUE LEGISLATIVE EFFORTS

1995-96 Accomplishments:

- * ASSISTED CHARTER AMENDMENT ADVISORY BOARD
- * PRIMARY LOBBYIST CONTACT
- * ASSISTED THE STRATEGIC VISIONING PROCESS
- * ACTIVE INVOLVEMENT IN CUSTOMER SERVICE IMPROVEMENTS
- * CONTRACT ADMINISTRATOR OF EMERGENCY MEDICAL PROVIDER

Program Costs:

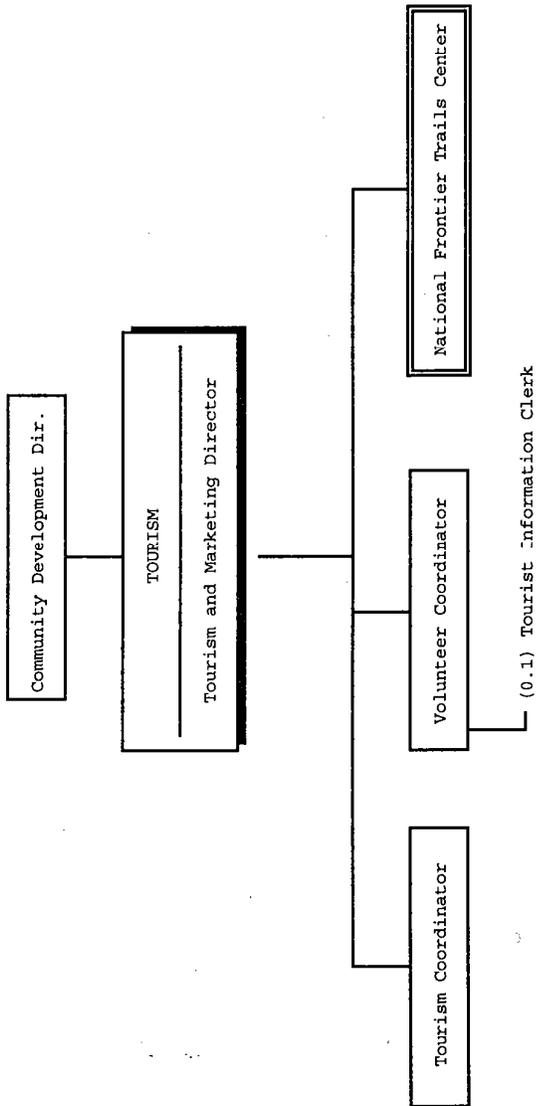
Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	81,880	56,797	73,191	75,386
OTHER SERVICES	12,559	15,183	13,033	15,170
SUPPLIES	864	476	356	500
CAPITAL OUTLAY	0	0	2,270	0
DEBT SERVICE/OTHER	0	0	0	0
Total	95,303	72,456	88,850	91,056
	=====	=====	=====	=====

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
EMERGENCY MANAGEMENT ADMIN.	1.00	1.00	1.00	1.00
ADMINISTRATIVE SPECIALIST II	0.00	0.00	0.50	0.50
Total	1.00	1.00	1.50	1.50
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CITY OF INDEPENDENCE, MISSOURI
TOURISM
TABLE OF ORGANIZATION



**City of Independence
Departmental Budget Summary**

Department: 4024-TOURISM

1996-97 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 CONVENTION TRAVELER THROUGH VARIOUS MARKETING ACTIVITIES INCLUDING LOCAL, REGIONAL AND NATIONAL ADVERTISING, PUBLIC RELATIONS ACTIVITIES ON THE LOCAL, REGIONAL AND NATIONAL LEVEL AND PRODUCTION AND DISSEMINATION OF COLLATERAL MATERIALS. IN ADDITION TO MARKETING AND PROMOTIONAL ACTIVITIES, THE TOURISM DEPARTMENT ADMINISTERS A CITY VOLUNTEER PROGRAM WHICH STAFFS HISTORIC SITES WITHIN THE CITY.

Prog. No.	Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
<u>Budget by Major Program Category-</u>					
04	4024 TOURISM	371,330	331,000	331,000	358,000
	Total	371,330	331,000	331,000	358,000
<u>Staffing-</u>					
	Full Time Positions	3.00	3.00	3.00	3.00
	Part Time Positions	0.10	0.10	0.10	0.10
	Total	3.10	3.10	3.10	3.10
<u>Source of Funding-</u>					
	TOURISM FUND	371,330	331,000	331,000	358,000
	Total	371,330	331,000	331,000	358,000
<u>Direct/Offsetting Revenues-</u>					
	TRANSIENT GUEST TAXES	327,070	318,500	358,000	358,000
	Total	327,070	318,500	358,000	358,000

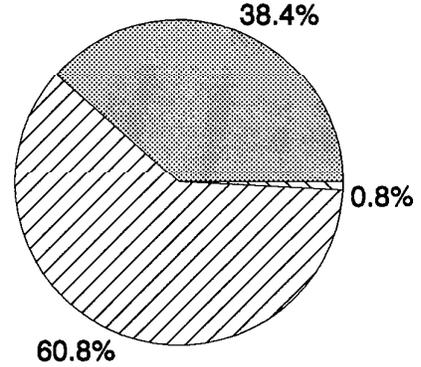
1996-97 Operating Budget

Tourism

Appropriations by Type:

1996-97 City Council Adopted Budget

Expenditure Type	Actual 1994-95	Original 1995-96	Projected 1995-96	Adopted 1996-97
Personal Services	134,178	135,669	112,760	137,481
Other Services	217,056	192,381	215,290	217,569
Supplies	20,096	2,950	2,950	2,950
Capital Outlay	0	0	0	0
Other	0	0	0	0
Total	371,330	331,000	331,000	358,000

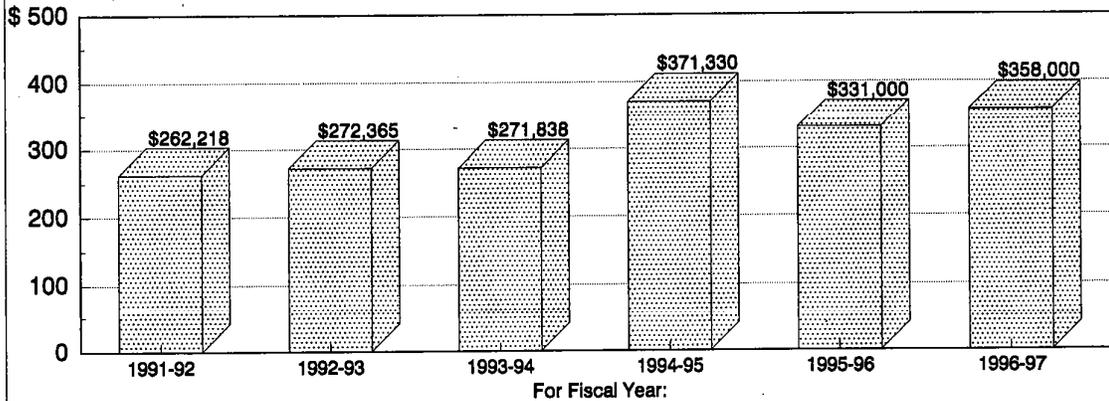


Personal Services
 Other Services
 Supplies
 Capital Outlay
 Other

Historical Comparison:

	Actual 1991-92	Actual 1992-93	Actual 1993-94	Actual 1994-95	Budget 1995-96	Budget 1996-97
Employees:						
Full Time Equiv.	3.10	3.10	3.10	3.10	3.10	3.10
Amount by Fund:						
Tourism	262,218	272,365	271,838	371,330	331,000	358,000
Per Bed/Room Units	337.47	350.53	349.86	486.03	433.25	480.54

Dollars (thousands)



**City of Independence
Detail Program Sheet**

Department: 4024-TOURISM
Program: 4024-TOURISM

1996-97 Operating Budget
Fund: 04-TOURISM

Description:

RESPONSIBLE FOR MARKETING ACTIVITIES TO ATTRACT OUT-OF-TOWN VISITORS TO THE CITY OF INDEPENDENCE AND INCREASE VISITOR SPENDING IN THE COMMUNITY THEREBY GENERATING REVENUE TO THE CITY. THE DEPARTMENT IS RESPONSIBLE FOR DEVELOPMENT AND IMPLEMENTATION OF MARKETING CAMPAIGNS AND PROGRAMS DIRECTED TO THE INDIVIDUAL AND GROUP TRAVELER. ACTIVITIES INCLUDE REGIONAL AND NATIONAL ADVERTISING PROGRAMS, PUBLIC RELATIONS ACTIVITIES, DIRECT SALES EFFORTS, AND THE PRODUCTION AND DISSEMINATION OF COLLATERAL MARKETING MATERIALS. ADDITIONALLY, THE DEPARTMENT ADMINISTERS A CITY HISTORIC SITE VOLUNTEER PROGRAM WHICH PROVIDES STAFFING FOR THE VAILE MANSION, BINGHAM-WAGGONER ESTATE, 1827 LOG COURTHOUSE, TRUMAN HOME TICKET/TOURIST INFORMATION CENTER, NATIONAL FRONTIER TRAILS CENTER, AND TRUMAN LIBRARY.

1996-97 Objectives:

- * FINALIZE AND ADOPT MISSION AND VISION STATEMENTS AS SET FORTH BY THE TOURISM ADVISORY BOARD.
- * DEVELOP STRATEGIC LONG RANGE PLAN FOR TOURISM MARKETING AND PRODUCT DEVELOPMENT.
- * DEVELOP MARKETING MATERIALS AND SIGNAGE FOR HISTORIC SITES WALKING TRAILS IN THE DOWNTOWN AREA.
- * IMPLEMENT MARKET RESEARCH PROGRAM TO MEASURE VISITOR IMPACT AND DEMOGRAPHICS.
- * RESEARCH, FOR IMPLEMENTATION, AN INDEPENDENCE VISITOR COUPON PROGRAM TO INCREASE EXPENDITURES OF VISITORS TO INDEPENDENCE.

1995-96 Accomplishments:

- * PRODUCED COOPERATIVE ADVERTISING WITH THE STATE IN FIRST TIME EVER ADS ON TRAVEL CHANNEL AND IN NATIONAL SENIOR PUBLICATION. DEVELOPED COMMERCIAL SCRIPT AND VIDEO FOR TV AD.
- * HOSTED EIGHT GROUP TOUR OPERATOR FAMILIARIZATION TOURS, ONE INTERNATIONAL GROUP FAM TOUR AND TWO TRAVEL WRITERS.
- * IMPLEMENTED NEW ADVERTISING THEME "PIONEERS TO PRESIDENTS" PROMOTING 175TH ANNIVERSARY OF SANTA FE TRAIL AND NEWLY RENOVATED TRUMAN LIBRARY.
- * INCREASED VOLUNTEER HOURS AT HISTORIC SITES BY 2% OVER 1994/95.
- * PARTICIPATED IN MISSOURI TRAVELER INTERCEPT STUDY DURING SUMMER.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	134,178	135,669	112,760	137,481
OTHER SERVICES	217,056	192,381	215,290	217,569

...Continued

**City of Independence
Detail Program Sheet**

Department: 4024-TOURISM
Program: 4024-TOURISM

1996-97 Operating Budget
Fund: 04-TOURISM

Program Costs: (Continued)

SUPPLIES	20,096	2,950	2,950	2,950
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
 Total	<hr/> 371,330 <hr/> =====	<hr/> 331,000 <hr/> =====	<hr/> 331,000 <hr/> =====	<hr/> 358,000 <hr/> =====

Performance Indicators:

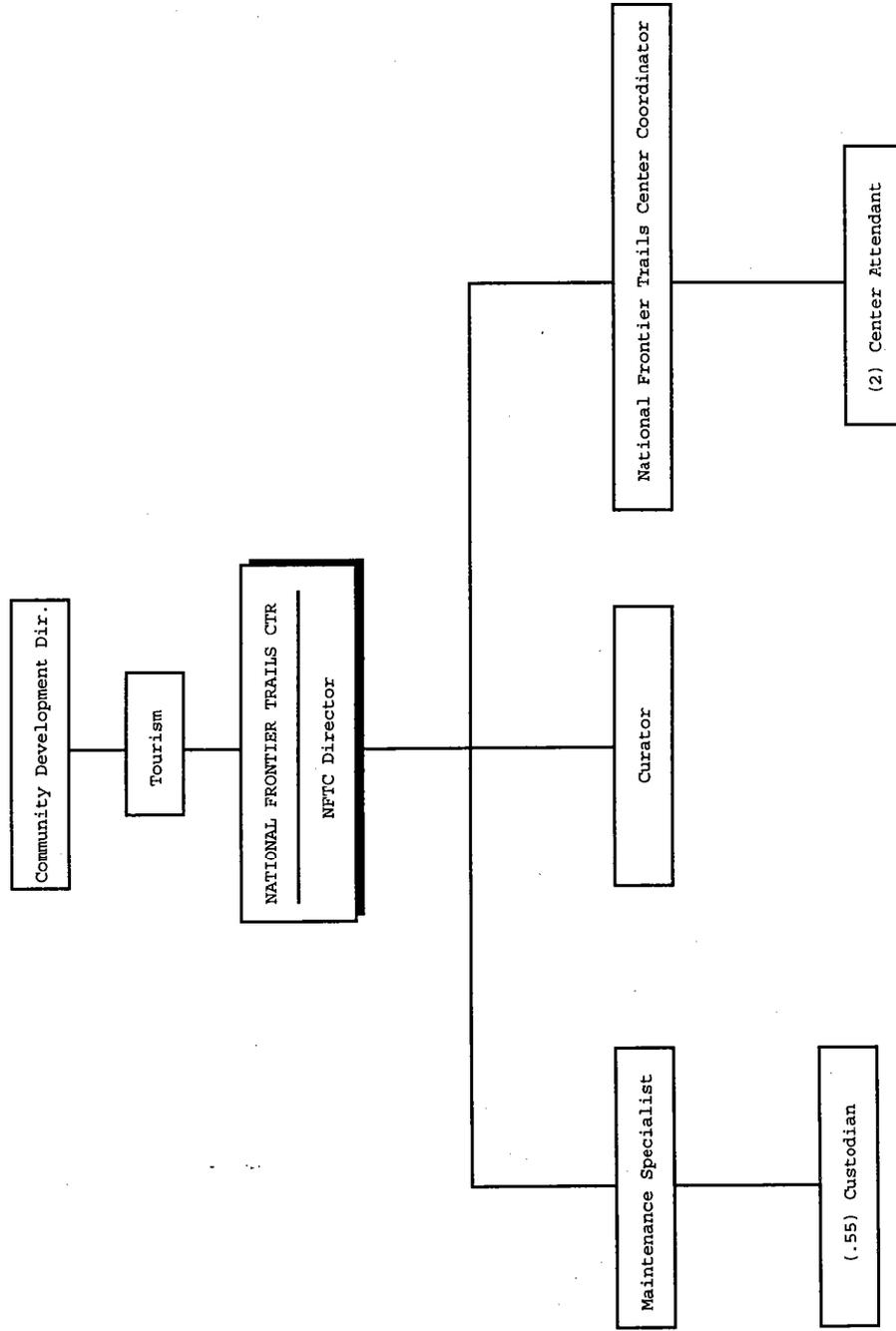
Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
VISITOR INQUIRIES	19,697	20,000	16,241	18,000
GROUP TOUR BOOKINGS	342	375	268	300
GROUP TOUR INQUIRIES	1,512	1,600	1,229	1,400
CONVENTION PACKETS	13,995	15,000	13,945	14,500
VOLUNTEER HOURS	14,444	14,450	14,734	15,000

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
TOURISM AND MARKETING DIRECTOR	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 INFORMATION CLERK	0.10	0.10	0.10	0.10
 Total	<hr/> 3.10 <hr/> =====			

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CITY OF INDEPENDENCE, MISSOURI
 NATIONAL FRONTIER TRAILS CENTER
 TABLE OF ORGANIZATION



**City of Independence
Departmental Budget Summary**

Department: 4025-NAT'L FRONT. TRAILS CTR.

1996-97 Operating Budget

Department Description-

THE NATIONAL FRONTIER TRAILS CENTER 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 NFTC MAINTAINS AN INTERPRETIVE CENTER, SPECIAL EXHIBIT GALLERY, THEATER, ARCHIVES, RESEARCH LIBRARY, BOOKSTORE AND GIFT SHOP. CHANGING EXHIBITS AND AN EXPANDING RESEARCH FACILITY MARK THE GROWTH OF THE CENTER AS IT STRIVES TO BECOME A MAJOR TOURIST ATTRACTION, DRAWING TRAILS ENTHUSIASTS FROM ACROSS THE COUNTRY. THE CENTER ALSO SERVES THE LOCAL COMMUNITY BY HOSTING MEETINGS OF AN HISTORICAL NATURE, COMMUNITY GATHERINGS AND EDUCATIONAL EVENTS.

Prog. No.	Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
<u>Budget by Major Program Category-</u>					
02	4025 NAT'L FRONT. TRAILS CTR.	260,967	285,534	292,833	272,950
04	4025 NAT'L FRONT. TRAILS CTR.	8,975	0	0	0
	Total	269,942	285,534	292,833	272,950
<u>Staffing-</u>					
	Full Time Positions	4.00	4.00	4.00	4.00
	Part Time Positions	2.55	2.55	2.55	2.55
	Total	6.55	6.55	6.55	6.55
<u>Source of Funding-</u>					
	GENERAL FUND	260,967	285,534	292,833	272,950
	TOURISM FUND	8,975	0	0	0
	Total	269,942	285,534	292,833	272,950

Continued

*City of Independence
Departmental Budget Summary*

Department: 4025-NAT'L FRONT. TRAILS CTR.

1996-97 Operating Budget

Direct/Offsetting Revenues-

ADMISSIONS	25,764	22,000	26,500	30,000
GIFT SHOP SALES	32,132	29,000	33,000	35,000
 Total	<u>57,896</u>	<u>51,000</u>	<u>59,500</u>	<u>65,000</u>
	=====	=====	=====	=====

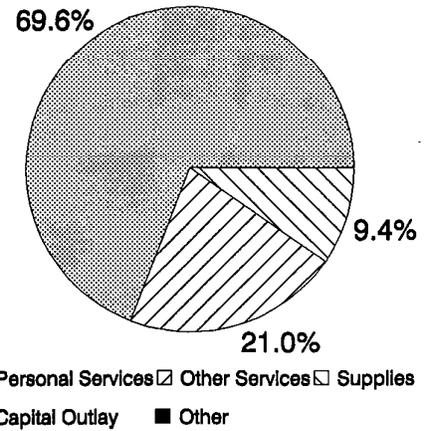
1996-97 Operating Budget

NFTC

Appropriations by Type:

1996-97 City Council Adopted Budget

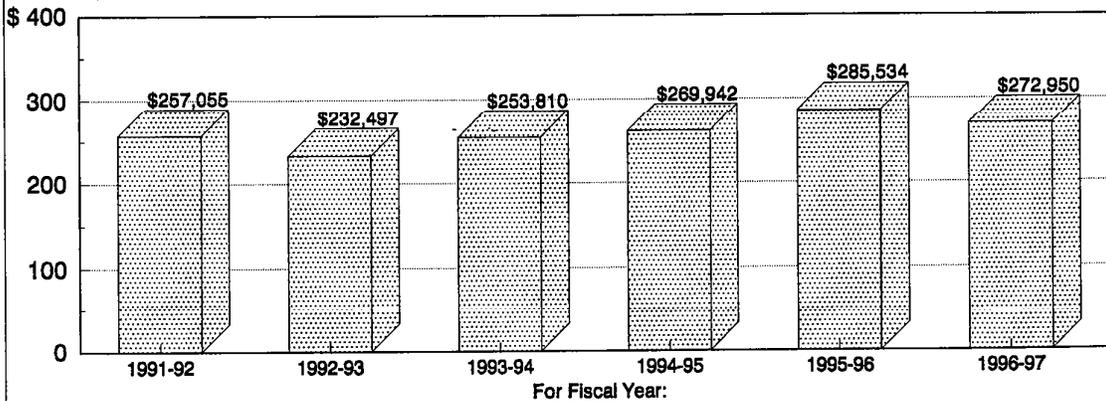
Expenditure Type	Actual 1994-95	Original 1995-96	Projected 1995-96	Adopted 1996-97
Personal Services	179,221	202,432	203,966	189,848
Other Services	55,669	54,827	60,692	57,327
Supplies	26,128	28,275	28,275	25,775
Capital Outlay	9,024	0	0	0
Other	0	0	0	0
Total	269,942	285,534	292,833	272,950



Historical Comparison:

	Actual 1991-92	Actual 1992-93	Actual 1993-94	Actual 1994-95	Budget 1995-96	Budget 1996-97
Employees:						
Full Time Equiv.	7.40	6.76	6.55	6.55	6.55	6.55
Amount by Fund:						
General	257,055	232,497	253,810	260,967	285,534	272,950
Tourism	0	0	0	8,975	0	0
Per Capita	2.28	2.05	2.24	2.37	2.51	2.37
Per Household	5.31	4.78	5.19	5.49	5.77	5.49

Dollars (thousands)



**City of Independence
Detail Program Sheet**

Department: 4025-NAT'L FRONT. TRAILS CTR.
Program: 4025-NAT'L FRONT. TRAILS CTR.

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

THE NATIONAL FRONTIER TRAILS CENTER 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 NFTC MAINTAINS AN INTERPRETIVE CENTER, SPECIAL EXHIBIT GALLERY, THEATER, ARCHIVES, RESEARCH LIBRARY, BOOK STORE AND GIFT SHOP. CHANGING EXHIBITS AND AN EXPANDING RESEARCH FACILITY MARK THE GROWTH OF THE CENTER AS IT STRIVES TO BECOME A MAJOR TOURIST ATTRACTION, DRAWING TRAILS ENTHUSIASTS FROM ACROSS THE COUNTRY. THE CENTER ALSO SERVES THE LOCAL COMMUNITY BY HOSTING MEETINGS OF AN HISTORICAL NATURE, COMMUNITY GATHERINGS, AND EDUCATIONAL EVENTS.

1996-97 Objectives:

- * CONSTRUCT A PERMANENT EXHIBIT ON LEWIS AND CLARK AND OTHER TRAIL BLAZERS BY MAY 1997
- * PLAN A PERMANENT EXHIBIT ON INDEPENDENCE'S ROLE WITH THE TRAILS BY JUNE 1997
- * INCREASE BOTH ATTENDANCE AND REVENUE AT THE NFTC BY 10%
- * INCREASE RESEARCHER USE OF THE LIBRARY AND ARCHIVES BY 10%
- * MAKE APPLICATION FOR TWO GRANTS TOTALING OVER \$7,000 FOCUSED ON EXPANDING THE CENTER'S EXHIBITS AND PROGRAMS

1995-96 Accomplishments:

- * INCREASED ATTENDANCE REVENUE BY 20% AND GIFT SHOP REVENUE BY 13.4% IN 1995
- * HELPED FACILITATE THE MOVE OF THE HISTORIC CHICAGO AND ALTON DEPOT TO THE NFTC FOR REUSE IN EXPANDING THE CENTER'S INTERPRETIVE PROGRAM
- * PLANNED AND BEGAN HOSTING FIVE MAJOR EVENTS RELATED TO THE 175TH ANNIVERSARY OF THE SANTA FE TRAIL IN 1996
- * PLANNED THE NEXT PHASE OF THE PERMANENT EXHIBIT EXPANSION ON LEWIS & CLARK AND OTHER TRAIL BLAZERS
- * APPLIED FOR THREE GRANTS FOCUSED ON EXPANDING THE CENTER'S EXHIBITS AND PROGRAMS; \$5,000 AWARDED AND \$9,000 PENDING
- * ADDED NEARLY 300 VOLUMES TO THE RESEARCH LIBRARY THROUGH PURCHASES OR BY SECURING DONATIONS

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	179,221	202,432	203,966	189,848
OTHER SERVICES	46,594	54,827	60,592	57,327

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**City of Independence
Detail Program Sheet**

Department: 4025-NAT'L FRONT. TRAILS CTR.
Program: 4025-NAT'L FRONT. TRAILS CTR.

1996-97 Operating Budget
Fund: 02-GENERAL

Program Costs: (Continued)

SUPPLIES	26,128	28,275	28,275	25,775
CAPITAL OUTLAY	9,024	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	260,967	285,534	292,833	272,950
	=====	=====	=====	=====

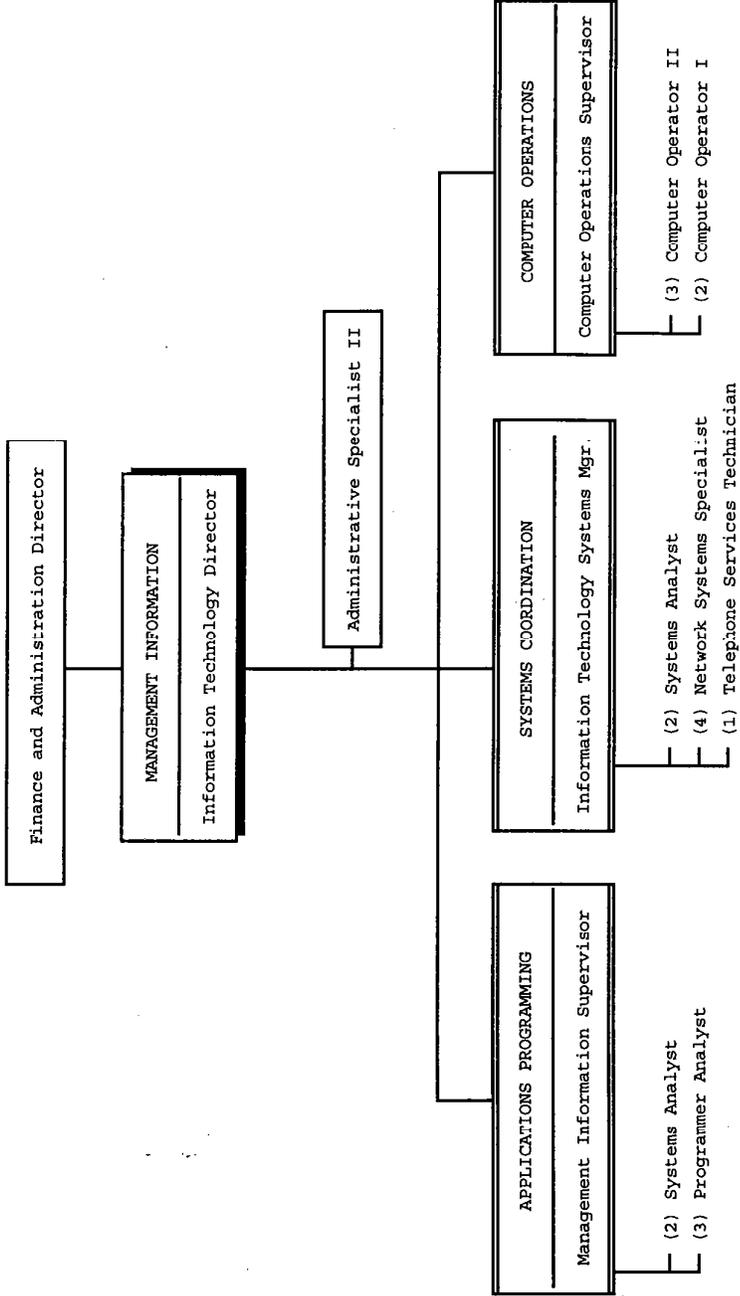
Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
VISITING SCHOOL GROUPS	110	120	94	100
SCHEDULED TOURS	78	80	90	90
SPECIAL PROGRAMS, TALKS & MEETINGS HOSTED	40	45	46	45
TOTAL NUMBER OF VISITORS	19,170	22,000	19,762	22,000
GIFT SHOP REVENUES	27,040	29,000	33,000	35,000

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
NAT'L FRONTIER TRAILS CTR DIR. CURATOR	1.00	1.00	1.00	1.00
CUSTODIAN	0.55	0.55	0.55	0.55
NAT'L FRONT. TRAILS CTR. COORD MAINTENANCE SPECIALIST	1.00	1.00	1.00	1.00
CENTER ATTENDANT	2.00	2.00	2.00	2.00
Total	6.55	6.55	6.55	6.55
	=====	=====	=====	=====

CITY OF INDEPENDENCE, MISSOURI
 MANAGEMENT INFORMATION
 TABLE OF ORGANIZATION



**City of Independence
Departmental Budget Summary**

Department: 4050-MANAGEMENT INFORMATION

1996-97 Operating Budget

Department Description-

MANAGEMENT INFORMATION SERVICES PROVIDES ANALYSIS, PROGRAMMING, AND COMPUTER PROCESSING SUPPORT SERVICES TO ALL CITY DEPARTMENTS. THE CITY'S COMPUTER FACILITY CONSISTS OF FOUR MIDRANGE COMPUTERS, A SERIES OF LOCAL AREA NETWORK FILE SERVERS, AND A COMMUNICATION NETWORK OF TERMINALS WHICH CONNECT WITH USER DEPARTMENTS. MANAGEMENT INFORMATION SERVICES IS ALSO RESPONSIBLE FOR ADMINISTERING A TELEPHONE SYSTEM CONSISTING OF AN AT&T PBX WITH 350 TELEPHONE STATIONS, ADMINISTRATION OF VOICE MAIL, AND COORDINATING LONG DISTANCE SERVICE WITH APPROPRIATE VENDORS.

Prog. No.	Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
<u>Budget by Major Program Category-</u>					
02	4050 MANAGEMENT INFORMATION	1,446,527	1,453,084	1,476,323	1,517,045
	Total	<u>1,446,527</u>	<u>1,453,084</u>	<u>1,476,323</u>	<u>1,517,045</u>
		=====	=====	=====	=====
<u>Staffing-</u>					
	Full Time Positions	20.00	21.00	21.00	22.00
	Part Time Positions	0.00	0.00	0.00	0.00
	Total	<u>20.00</u>	<u>21.00</u>	<u>21.00</u>	<u>22.00</u>
		=====	=====	=====	=====
<u>Source of Funding-</u>					
	GENERAL FUND	1,426,415	1,453,084	1,476,323	1,475,169
	POWER & LIGHT FUND	20,112	0	0	41,876
	Total	<u>1,446,527</u>	<u>1,453,084</u>	<u>1,476,323</u>	<u>1,517,045</u>
		=====	=====	=====	=====
<u>Direct/Offsetting Revenues-</u>					
	OUTSIDE COMPUTER SER. CHARGES	49,448	43,000	43,000	55,000
	Total	<u>49,448</u>	<u>43,000</u>	<u>43,000</u>	<u>55,000</u>
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*City of Independence
Departmental Budget Summary*

Department: 4050-MANAGEMENT INFORMATION

1996-97 Operating Budget

Significant Changes from FY 1995-96 to FY 1996-97:

- * ADD A NETWORK SYSTEM SPECIALIST POSITION TO THE WIDE AREA NETWORK GROUP. AN EQUIVALENT FULL TIME POSITION OUT OF THIS GROUP WILL BE DEDICATED TO AND FUNDED FROM THE POWER AND LIGHT FUND.
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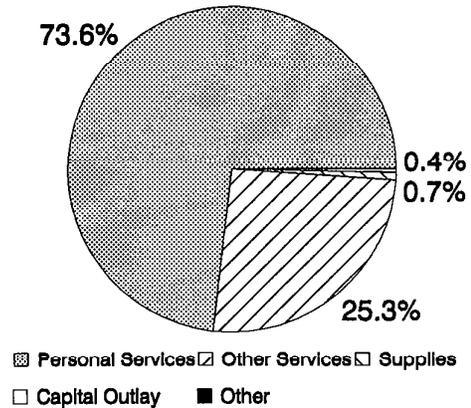
1996-97 Operating Budget

Mgmt. Information

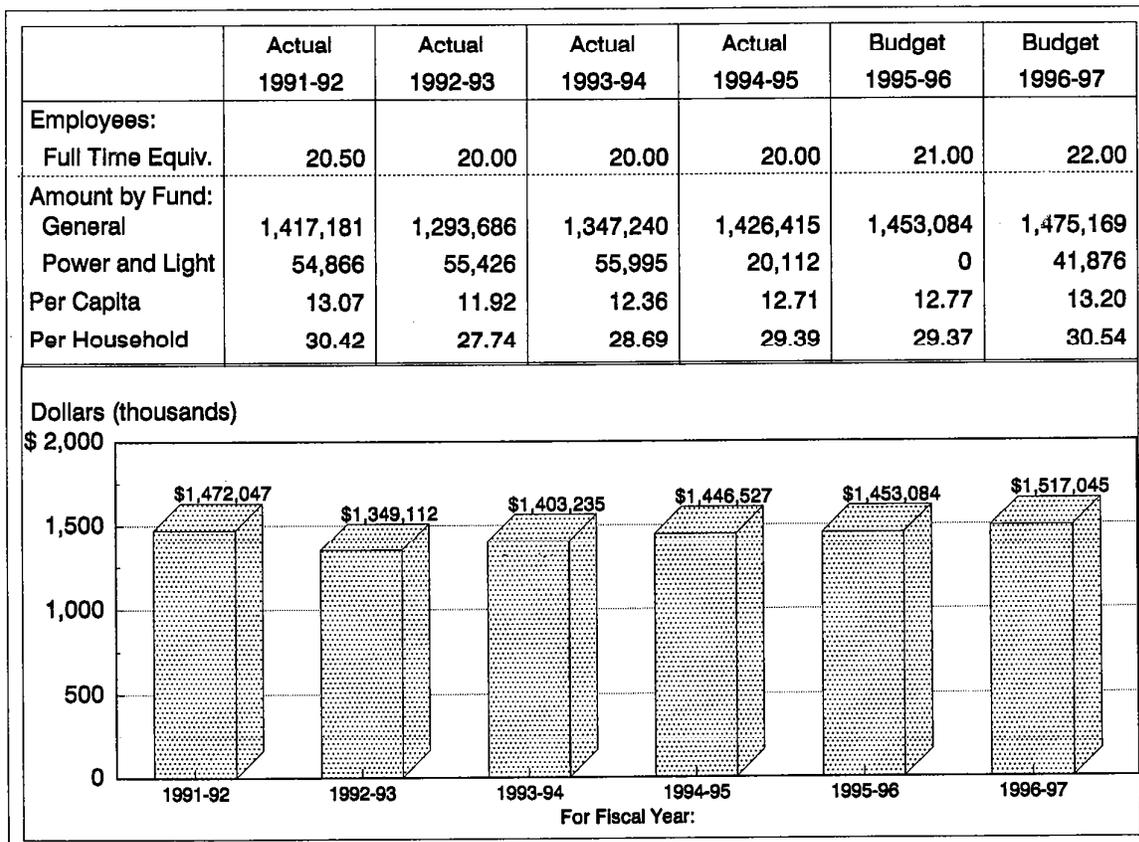
Appropriations by Type:

1996-97 City Council Adopted Budget

Expenditure Type	Actual 1994-95	Original 1995-96	Projected 1995-96	Adopted 1996-97
Personal Services	1,023,010	1,052,962	1,067,717	1,116,936
Other Services	277,690	320,680	321,349	383,409
Supplies	48,009	32,782	39,972	10,900
Capital Outlay	97,818	46,660	47,285	5,800
Other	0	0	0	0
Total	1,446,527	1,453,084	1,476,323	1,517,045



Historical Comparison:



**City of Independence
Detail Program Sheet**

Department: 4050-MANAGEMENT INFORMATION
Program: 4050-MANAGEMENT INFORMATION

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

MANAGEMENT INFORMATION SERVICES PROVIDES ANALYSIS, PROGRAMMING, AND COMPUTER PROCESSING SUPPORT SERVICES TO ALL CITY DEPARTMENTS. THE CITY'S COMPUTER FACILITY CONSISTS OF FOUR MIDRANGE COMPUTERS, A SERIES OF LOCAL AREA NETWORK FILE SERVERS, AND A COMMUNICATION NETWORK OF TERMINALS WHICH CONNECT WITH USER DEPARTMENTS. MANAGEMENT INFORMATION SERVICES IS ALSO RESPONSIBLE FOR ADMINISTERING A TELEPHONE SYSTEM CONSISTING OF AN AT&T PBX WITH 350 TELEPHONE STATIONS, ADMINISTRATION OF VOICE MAIL, AND COORDINATING LONG DISTANCE SERVICE WITH APPROPRIATE VENDORS.

1996-97 Objectives:

- * CONTINUE THE CONVERSION OF SOFTWARE APPLICATIONS TO THE IBM AS400 COMPLETING AT LEAST EIGHT (8) APPLICATIONS, INCLUDING FIXING THE YEAR 2000 PROBLEM.
- * COMPLETE RE-EDUCATION OF PROGRAMMING STAFF TO IBM AS400 RPG.
- * RE-EVALUATE AND MAKE A RECOMMENDATION ON VOICE MAIL AND PBX EQUIPMENT.
- * ACQUIRE AND IMPLEMENT A NEW FILE SERVER TO ALLOW DIAL IN ACCESS TO THE CITY'S ENTIRE NETWORK AND NETWORK DIAL OUT CAPABILITIES TO THE INTERNET IF THE EQUIPMENT IS APPROVED IN THE CAPITAL BUDGET.

1995-96 Accomplishments:

- * COMPLETED THE INSTALLATION OF ALL ELEVEN (11) PLANNED LOCAL AREA NETWORKS.
- * ACQUIRED NEW AS400 EQUIPMENT TO USE AS THE COMPUTER PLATFORM FOR THE CITY INTO THE NEXT CENTURY AND ALLOW DEPARTMENTS BETTER SOFTWARE AVAILABILITY.
- * CONVERTED THREE SOFTWARE APPLICATIONS TO THE AS400, ALSO FIXING THE YEAR 2000 PROBLEM (TWO-DIGIT YEAR TO FOUR-DIGIT YEAR).
- * REPLACED 10 YEAR-OLD PERSONAL COMPUTERS TO ALLOW MIS STAFF THE USE OF E-MAIL AND CURRENT LEVELS OF OTHER SOFTWARE.
- * NEGOTIATED A NEW CONTRACT FOR COMPUTER PROCESSING WITH THE JACKSON COUNTY BOARD OF ELECTION COMMISSIONERS.
- * INVENTORIED ALL PHONE EQUIPMENT IN CITY HALL AND THE POLICE BUILDING

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	1,023,010	1,052,962	1,067,717	1,116,936
OTHER SERVICES	277,690	320,680	321,349	383,409
SUPPLIES	48,009	32,782	39,972	10,900
CAPITAL OUTLAY	97,818	46,660	47,285	5,800

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**City of Independence
Detail Program Sheet**

Department: 4050-MANAGEMENT INFORMATION
Program: 4050-MANAGEMENT INFORMATION

1996-97 Operating Budget
Fund: 02-GENERAL

Program Costs: (Continued)

DEBT SERVICE/OTHER	0	0	0	0
 Total	<u>1,446,527</u>	<u>1,453,084</u>	<u>1,476,323</u>	<u>1,517,045</u>
	=====	=====	=====	=====

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
UNISYS ON-LINE TRANSACTIONS	5,535,960	5,500,000	5,599,544	5,400,000
AS/400 ON-LINE TRANSACTIONS	6,842,466	6,900,000	10,323,247	11,000,000
COMPUTER TERMINAL ON-LINE	326	350	365	375
REQUESTS FOR COMPUTER SERV.	141	140	160	140
STANDARD UNITS OF PROCESSING	25,845,860	25,850,000	30,871,538	30,000,000

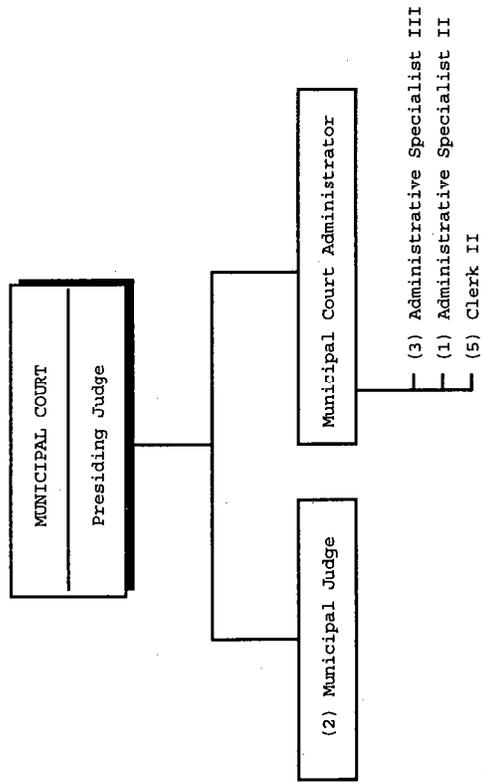
Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
INFORMATION TECHNOLOGY DIR.	1.00	1.00	1.00	1.00
INFORMATION TECH. SYSTEMS MGR.	1.00	1.00	1.00	1.00
COMPUTER OPERATION SUPERVISOR	1.00	1.00	1.00	1.00
COMPUTER OPERATOR I	2.00	2.00	2.00	2.00
COMPUTER OPERATOR II	3.00	3.00	3.00	3.00
MANAGEMENT INFORMATION SUPV.	1.00	1.00	1.00	1.00
NETWORK SYSTEM SPECIALIST	2.00	3.00	3.00	4.00
PROGRAMMER/ANALYST	3.00	3.00	3.00	3.00
SYSTEMS ANALYST	5.00	5.00	4.00	4.00
TELEPHONE SERVICES TECHNICIAN	0.00	0.00	1.00	1.00
ADMINISTRATIVE SPECIALIST II	1.00	1.00	1.00	1.00
 Total	<u>20.00</u>	<u>21.00</u>	<u>21.00</u>	<u>22.00</u>
	=====	=====	=====	=====

Significant Changes from FY 1995-96 to FY 1996-97:

- * ADD ONE INTERMEDIATE LEVEL POSITION TO THE WIDE AREA NETWORK GROUP.
- * ALLOW WIDE AREA NETWORK ACCESS TO THE INTERNET.
- * ALLOW DIAL IN ACCESS TO THE CITY'S NETWORK.

CITY OF INDEPENDENCE, MISSOURI
MUNICIPAL COURT
TABLE OF ORGANIZATION



**City of Independence
Departmental Budget Summary**

Department: 4090-MUNICIPAL COURT

1996-97 Operating Budget

Department Description-

THE MUNICIPAL COURT HAS JURISDICTION OF CASES INVOLVING VIOLATION OF CITY ORDINANCES, ESTABLISHES AND COLLECTS ALL FINES, COURT COST, 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.

Prog. No.	Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
<u>Budget by Major Program Category-</u>					
02	4090 MUNICIPAL COURT	416,224	437,770	445,171	465,810
	Total	416,224	437,770	445,171	465,810
		=====	=====	=====	=====
<u>Staffing-</u>					
	Full Time Positions	13.00	13.00	13.00	13.00
	Part Time Positions	0.00	0.00	0.00	0.00
	Total	13.00	13.00	13.00	13.00
		=====	=====	=====	=====
<u>Source of Funding-</u>					
	GENERAL FUND	416,224	437,770	445,171	465,810
	Total	416,224	437,770	445,171	465,810
		=====	=====	=====	=====

Significant Changes from FY 1995-96 to FY 1996-97:

- * IMPLEMENTED VIDEO ARRAIGNMENT SYSTEM.
- * INSTALLATION OF FAX MACHINE FOR ELECTRONIC FILING OF DOCUMENTS.

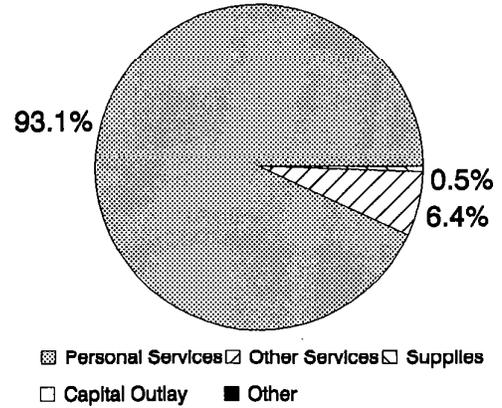
1996-97 Operating Budget

Municipal Court

Appropriations by Type:

1996-97 City Council Adopted Budget

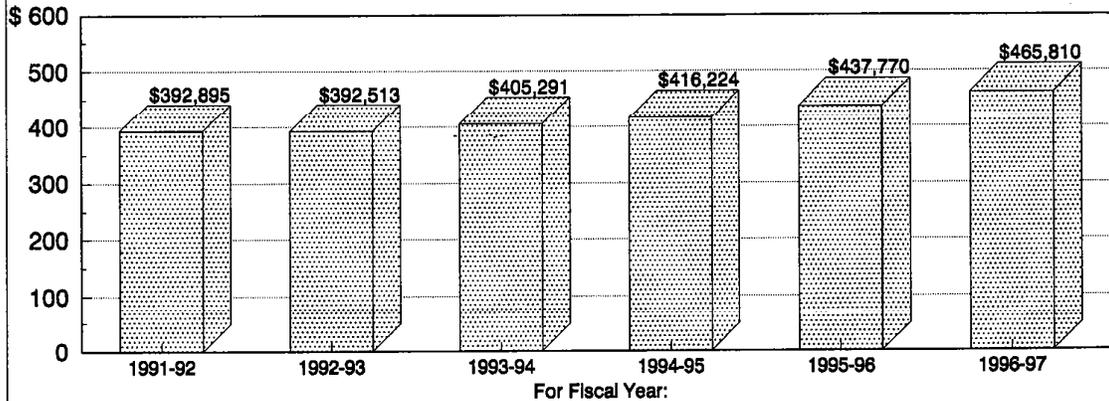
Expenditure Type	Actual 1994-95	Original 1995-96	Projected 1995-96	Adopted 1996-97
Personal Services	396,602	405,717	413,118	433,757
Other Services	19,300	29,691	29,691	29,691
Supplies	322	2,362	2,362	2,362
Capital Outlay	0	0	0	0
Other	0	0	0	0
Total	416,224	437,770	445,171	465,810



Historical Comparison:

	Actual 1991-92	Actual 1992-93	Actual 1993-94	Actual 1994-95	Budget 1995-96	Budget 1996-97
Employees:						
Full Time Equiv.	13.00	13.00	13.00	13.00	13.00	13.00
Amount by Fund:						
General	392,895	392,513	405,291	416,224	437,770	465,810
Per Capita	3.49	3.47	3.57	3.66	3.85	4.05
Per Household	8.12	8.07	8.29	8.46	8.85	9.98

Dollars (thousands)



**City of Independence
Detail Program Sheet**

Department: 4090-MUNICIPAL COURT
Program: 1090-MUNICIPAL COURT

1996-97 Operating Budget
Fund: 02-GENERAL

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.

1996-97 Objectives:

- * INCREASE SECURITY IN COURTROOM
- * OBTAIN COMPUTER CAPABILITIES AT JUDGES' BENCH FOR EASIER ACCESS TO RECORDS.
- * TO PROVIDE ADDITIONAL TRAINING AND EDUCATION FOR ALL COURT PERSONNEL

1995-96 Accomplishments:

- * IMPLEMENTED VIDEO ARRAIGNMENTS SYSTEM.
- * ESTABLISHED A SEPARATE ANIMAL CONTROL DOCKET.
- * INSTALLATION OF FAX MACHINE TO FACILLITATE EASIER FILING OF MOTIONS, CONTINUANCE REQUESTS, AND INTERDEPARTMENTAL CORRESPONDENCE.
- * EXPANDED USE OF COMMUNITY SERVICE.
- * INCREASED SECURITY OF COURTROOM WITH THE ADDITION OF A POLICE OFFICE IN THE COURTROOM.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	396,602	405,717	413,118	433,757
OTHER SERVICES	19,300	29,691	29,691	29,691
SUPPLIES	322	2,362	2,362	2,362
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	416,224	437,770	445,171	465,810

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
NO. OF COMPLAINTS	3,650	3,833	3,833	4,025
NO OF CASES DISPOSED BY COURT	27,266	28,629	28,629	30,060
NO OF CASES DISPOSED BY TVB	9,601	10,081	10,081	10,586

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*City of Independence
Detail Program Sheet*

Department: 4090-MUNICIPAL COURT
Program: 4090-MUNICIPAL COURT

1996-97 Operating Budget
Fund: 02-GENERAL

Performance Indicators: (Continued)

SUBPOENAS ISSUED	5,534	5,811	5,811	6,102
WARRANTS ISSUED	11,714	12,300	12,300	12,915
WARRANTS OF COMMITMENT	746	783	783	822
NO OF PARKING TICKETS PAID	3,797	3,987	3,987	4,186

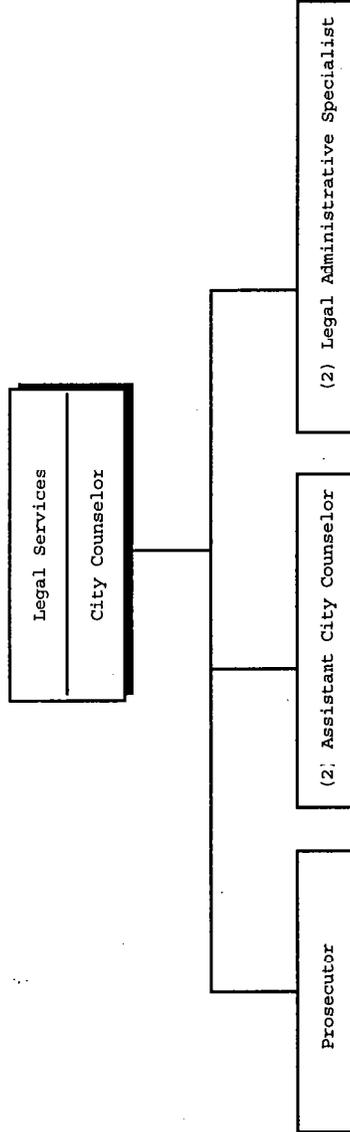
Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
MUNICIPAL COURT ADMINISTRATOR	1.00	1.00	1.00	1.00
CLERK II	5.00	5.00	5.00	5.00
ADMINISTRATIVE SPECIALIST II	1.00	1.00	1.00	1.00
ADMINISTRATIVE SPECIALIST III	3.00	3.00	3.00	3.00
MUNICIPAL JUDGE	2.00	2.00	2.00	2.00
PRESIDING JUDGE	1.00	1.00	1.00	1.00
Total	13.00	13.00	13.00	13.00
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CITY OF INDEPENDENCE, MISSOURI
LAW

TABLE OF ORGANIZATION



**City of Independence
Departmental Budget Summary**

Department: 4100-LAW

1996-97 Operating Budget

Department Description-

CONDUCT AND CARRY ON ALL CIVIL SUITS, ACTIONS AND PROCEEDINGS; REPRESENT THE CITY ON ALL LEGAL MATTERS IN WHICH THE CITY IS A PARTY OR INTERESTED; ADVISE THE COUNCIL, CITY MANAGER AND ALL DEPARTMENTS, BOARDS AND COMMISSIONS CONCERNING ANY LEGAL ISSUES AFFECTING THE CITY'S INTEREST; DRAFT OR REVIEW PROPOSED CITY ORDINANCES AND AMENDMENTS; PREPARE OR OFFICIALLY APPROVE AS TO FORM ALL CONTRACTS, DEEDS, BONDS AND OTHER DOCUMENTS; DIRECT AND SUPERVISE THE REVISION OF THE CITY'S ORDINANCES; DIRECT AND SUPERVISE THE FUTURE CODIFICATIONS OF ORDINANCES; AND PERFORM SUCH OTHER LEGAL DUTIES AS REQUIRED.

Prog. No.	Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
<u>Budget by Major Program Category-</u>					
02	4100 LAW	530,855	514,823	667,988	531,249
	Total	530,855	514,823	667,988	531,249
		=====	=====	=====	=====
<u>Staffing-</u>					
	Full Time Positions	6.00	6.00	6.00	6.00
	Part Time Positions	0.00	0.00	0.00	0.00
	Total	6.00	6.00	6.00	6.00
		=====	=====	=====	=====
<u>Source of Funding-</u>					
	GENERAL FUND	530,855	514,823	667,988	531,249
	Total	530,855	514,823	667,988	531,249
		=====	=====	=====	=====

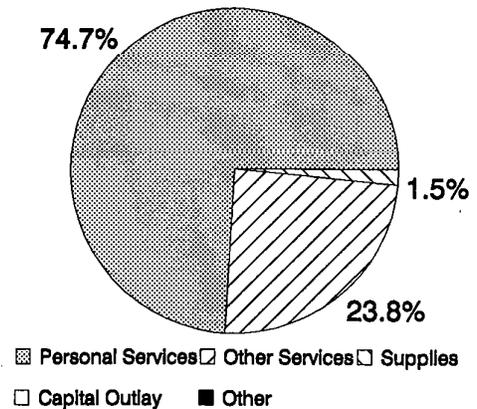
1996-97 Operating Budget

Law

Appropriations by Type:

1996-97 City Council Adopted Budget

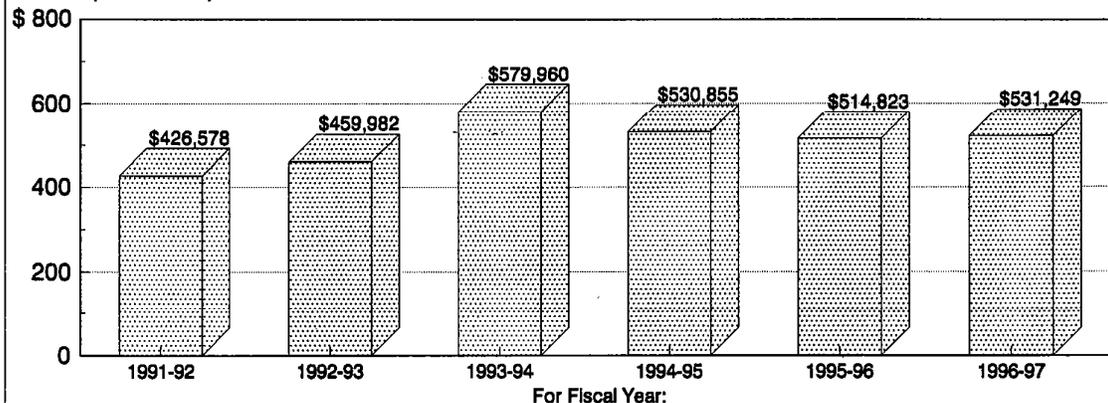
Expenditure Type	Actual 1994-95	Original 1995-96	Projected 1995-96	Adopted 1996-97
Personal Services	374,650	380,223	383,388	396,649
Other Services	148,977	126,550	276,550	126,550
Supplies	7,228	8,050	8,050	8,050
Capital Outlay	0	0	0	0
Other	0	0	0	0
Total	530,855	514,823	667,988	531,249



Historical Comparison:

	Actual 1991-92	Actual 1992-93	Actual 1993-94	Actual 1994-95	Budget 1995-96	Budget 1996-97
Employees:						
Full Time Equiv.	6.00	6.00	6.00	6.00	6.00	6.00
Amount by Fund:						
General	426,578	459,982	579,960	530,855	514,823	531,249
Per Capita	3.79	4.06	5.11	4.66	4.53	4.62
Per Household	8.82	9.46	11.86	10.79	10.41	10.69

Dollars (thousands)



**City of Independence
Detail Program Sheet**

Department: 4100-LAW
Program: 4100-LAW

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

CONDUCT AND CARRY ON ALL CIVIL SUITS, ACTIONS AND PROCEEDINGS; REPRESENT THE CITY ON ALL LEGAL MATTERS IN WHICH THE CITY IS A PARTY OR INTERESTED; ADVISE THE COUNCIL, CITY MANAGER AND ALL DEPARTMENTS, BOARDS AND COMMISSIONS CONCERNING ANY LEGAL ISSUES AFFECTING THE CITY'S INTEREST; DRAFT OR REVIEW PROPOSED CITY ORDINANCES AND AMENDMENTS; PREPARE OR OFFICIALLY APPROVE AS TO FORM ALL CONTRACTS, DEEDS, BONDS AND OTHER DOCUMENTS; DIRECT AND SUPERVISE THE REVISION OF THE CITY'S ORDINANCES; DIRECT AND SUPERVISE THE FUTURE CODIFICATIONS OF ORDINANCES; AND PERFORM SUCH OTHER LEGAL DUTIES AS REQUIRED.

1996-97 Objectives:

- * BEGIN THE CONVERSION OF THE LAW LIBRARY TO AN ELECTRONIC SYSTEM
- * UPGRADE THE OFFICE EQUIPMENT TO ENABLE STAFF TO MAKE MORE EFFICIENT USE OF TIME, THEREBY INCREASING PRODUCTIVITY WITHOUT INCREASING STAFF SIZE
- * PARTICIPATION IN SPECIALIZED CONTINUING LEGAL EDUCATION

1995-96 Accomplishments:

- * DISPOSED OF 11 LAWSUITS PREVIOUSLY ON FILE, INCLUDING A FAVORABLE JURY VERDICT IN RINEHART V. CITY
- * PROCESSED 3 CONDEMNATION CASES
- * SETTLED 14 WORKERS' COMPENSATION CLAIMS
- * PARTICIPATED IN THE REDRAFT OF THE PROPERTY MAINTENANCE CODE, CITY CHARTER REVISIONS, DRAFTED ETHICS ORDINANCE, CREATED WORK COMP REVIEW COMMITTEE AND WORKED ON 2 TIF PROJECTS

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	374,650	380,223	383,388	396,649
OTHER SERVICES	148,977	126,550	276,550	126,550
SUPPLIES	7,228	8,050	8,050	8,050
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	530,855	514,823	667,988	531,249
	=====	=====	=====	=====

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**City of Independence
Detail Program Sheet**

Department: 4100-LAW
Program: 4100-LAW

1996-97 Operating Budget
Fund: 02-GENERAL

Performance Indicators:

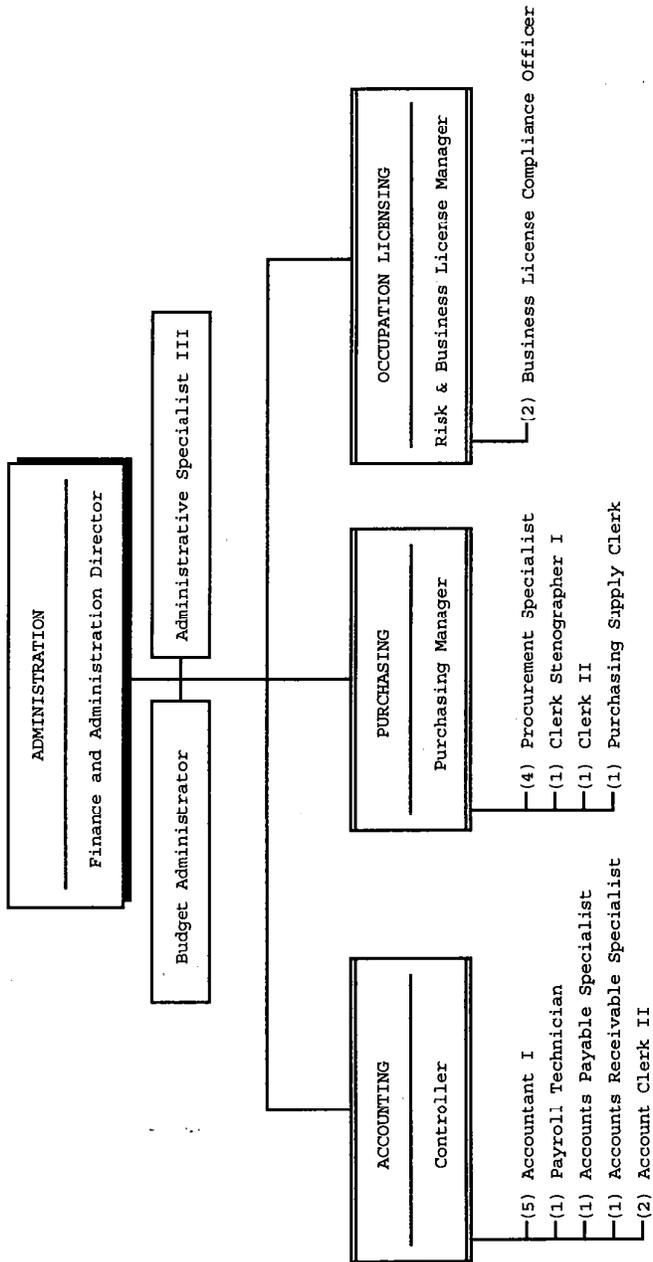
Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PROSECUTION CASES DOCKETED	39,941	40,886	35,000	36,000
WORK COMP CLAIMS FILED	211	218	186	200
LITIGATION LAWSUITS FILED	13	7	27	25
DAMAGE CLAIMS	169	168	213	200

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
CITY COUNSELOR	1.00	1.00	1.00	1.00
CITY PROSECUTOR	1.00	1.00	1.00	1.00
ASSISTANT CITY COUNSELOR	2.00	2.00	2.00	2.00
LEGAL ADMIN. SPECIALIST	2.00	2.00	2.00	2.00
Total	6.00	6.00	6.00	6.00
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CITY OF INDEPENDENCE, MISSOURI
 FINANCE
 TABLE OF ORGANIZATION



City of Independence Departmental Budget Summary

Department: 4200-FINANCE

1996-97 Operating Budget

Department Description-

THE FINANCE DEPARTMENT IS CHARGED WITH THE ADMINISTRATION OF ALL FINANCIAL AFFAIRS OF THE CITY. WE MAINTAIN ACCOUNTING SYSTEMS FOR THE CITY, APPROVE ALL DISBURSEMENTS, PREPARE PAYROLLS, AND PRE-AUDIT ALL CLAIMS AND DEMANDS AGAINST THE CITY. FINANCE BILLS FOR ESTABLISHED REVENUE SOURCES AND ALL OTHER AMOUNTS DUE THE CITY, AS WELL AS, COLLECTS AND INVESTS ALL SUCH CITY FUNDS. WE PREPARE THE ANNUAL FINANCIAL STATEMENT 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.

Prog. No.	Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
<u>Budget by Major Program Category-</u>					
02 4201	ADMINISTRATION	251,355	192,686	194,610	204,589
02 4210	ACCOUNTING	479,939	479,180	486,793	503,306
02 4230	CASHIERING	133,064	0	0	0
02 4240	PURCHASING	311,806	294,628	299,745	309,820
02 4250	CENTRAL SERVICES	22,690	23,180	23,180	23,180
02 4260	OCCUPATION LICENSING	71,568	132,485	133,761	138,612
	Total	1,270,422	1,122,159	1,138,089	1,179,507
<u>Staffing-</u>					
	Full Time Positions	29.00	25.00	25.00	25.00
	Part Time Positions	0.00	0.00	0.00	0.00
	Total	29.00	25.00	25.00	25.00
<u>Source of Funding-</u>					
	GENERAL FUND	1,170,496	1,119,659	1,135,589	1,173,507
	COMMUNITY DEV.	2,500	2,500	2,500	6,000
	BLOCK GRANT FUND				
	POWER & LIGHT FUND	50,000	0	0	0
	SANITARY SEWER FUND	23,712	0	0	0
	WATER FUND	23,714	0	0	0
	Total	1,270,422	1,122,159	1,138,089	1,179,507

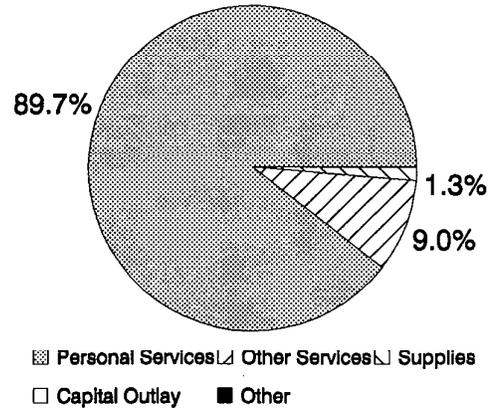
1996-97 Operating Budget

Finance

Appropriations by Type:

1996-97 City Council Adopted Budget

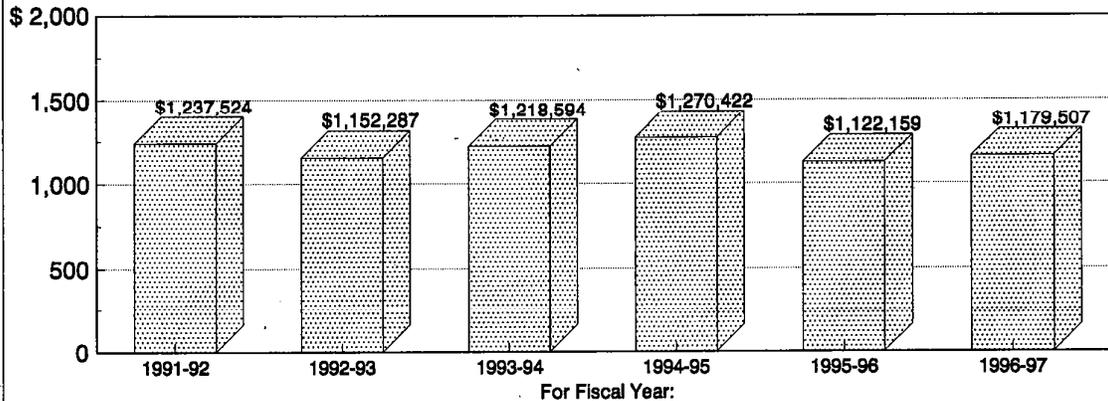
Expenditure Type	Actual 1994-95	Original 1995-96	Projected 1995-96	Adopted 1996-97
Personal Services	1,098,475	1,005,174	1,020,539	1,058,022
Other Services	110,948	103,451	104,016	105,685
Supplies	40,331	13,534	13,534	15,800
Capital Outlay	20,668	0	0	0
Other	0	0	0	0
Total	1,270,422	1,122,159	1,138,089	1,179,507



Historical Comparison:

	Actual 1991-92	Actual 1992-93	Actual 1993-94	Actual 1994-95	Budget 1995-96	Budget 1996-97
Employees:						
Full Time Equiv.	31.00	29.00	29.00	29.00	25.00	25.00
Amount by Fund:						
General	1,147,432	1,056,889	1,122,784	1,170,496	1,119,659	1,173,507
Community Dev.	2,500	2,500	2,500	2,500	2,500	6,000
Power and Light	44,974	47,557	47,833	50,000	0	0
Sanitary Sewer	21,309	22,676	22,739	23,712	0	0
Water	21,309	22,665	22,738	23,714	0	0
Per Capita	10.99	10.18	10.73	11.16	9.86	10.26
Per Household	25.57	23.69	24.91	25.81	22.68	23.74

Dollars (thousands)



**City of Independence
Detail Program Sheet**

Department: 4200-FINANCE
Program: 4201-ADMINISTRATION

1996-97 Operating Budget
Fund: 02-GENERAL

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.

1996-97 Objectives:

- * CONTINUE WITH LABOR NEGOTIATIONS.
- * ASSIST TIF PROJECT ANALYSIS.
- * EVALUATE CHANGES TO THE FINANCIAL ACCOUNTING OF THE CENTRAL GARAGE . TO ASSURE THAT THE OBJECTIVES ARE MET.
- * CONTINUE TRAINING AND INCREASE THE UTILIZATION OF WORKLOAD INDICATORS AND PERFORMANCE MEASURES FOR EVALUATING SERVICE AND PROGRAM DELIVERY

1995-96 Accomplishments:

- * RECEIVED "DISTINGUISHED BUDGET PRESENTATION AWARD" FROM GFOA FOR THE 1995-96 BUDGET REPRESENTING THE 10TH YEAR IN A ROW FOR THIS AWARD.
- * COMPLETED TIF PROJECT EVAL. FOR SCHNUCK'S AND ONYX DEVELOPMENTS
- * COMPLETED WAGE OPENERS FOR BOTH SEIU AND CWA BARGAINING UNITS.
- * CONTINUED TO COORDINATE LABOR RELATIONS ACTIVITIES FOR THE CITY MANAGER'S OFFICE.
- * ESTABLISHED ACCOUNTING PROCEDURES FOR TAX INCREMENT FINANCING PROJECTS
- * REVISED THE PURCHASING MANUAL USING A COMMITTEE OF STAFF MEMBERS FROM SEVERAL DEPARTMENTS.
- * IMPLEMENTED THE CITY'S NEW PERFORMANCE APPRAISAL SYSTEM IN THE DEPARTMENT AND DEVELOPED UNIFORM REVIEW APPRAISAL STANDARDS.
- * STARTED LABOR NEGOTIATIONS WITH THE INTERNATIONAL BROTHERHOOD OF ELECTRICAL WORKERS AND THE STEELWORKERS.
- * COMPLETED STAFF TRAINING IN THE USE OF WINDOWS/WORDPERFECT PROGRAMS

Program Costs:

Expenditure Category	1994-95	1995-96	1995-96	1996-97
	Actual	Original	Amended	Adopted Budget
PERSONAL SERVICES	221,607	180,116	182,040	190,244
OTHER SERVICES	13,048	9,700	9,700	10,290
SUPPLIES	3,349	2,870	2,870	4,055
CAPITAL OUTLAY	13,351	0	0	0

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**City of Independence
Detail Program Sheet**

Department: 4200-FINANCE
Program: 4201-ADMINISTRATION

1996-97 Operating Budget
Fund: 02-GENERAL

Program Costs: (Continued)

DEBT SERVICE/OTHER	0	0	0	0
 Total	<u>251,355</u>	<u>192,686</u>	<u>194,610</u>	<u>204,589</u>
	=====	=====	=====	=====

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
FINANCE & ADMINISTRATION DIR.	1.00	1.00	1.00	1.00
BUDGET ADMINISTRATOR	1.00	1.00	1.00	1.00
ADMINISTRATIVE SPECIALIST III	1.00	1.00	1.00	1.00
BUDGET ANALYST	1.00	0.00	0.00	0.00
 Total	<u>4.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>
	=====	=====	=====	=====

**City of Independence
Detail Program Sheet**

Department: 4200-FINANCE
Program: 4210-ACCOUNTING

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

RESPONSIBLE FOR MAINTAINING THE ACCOUNTING RECORDS FOR ALL OF THE CITY'S OPERATIONS INCLUDING THE FOUR 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, CITY AUDIT/ANNUAL REPORTING, GENERAL LEDGER, ACCOUNTS RECEIVABLE, GRANTS/CONTRACT ACCOUNTING, AND PROPERTY ACCOUNTING.

1996-97 Objectives:

- * INSTALL NEW FINANCIAL SOFTWARE AND TRAIN STAFF FROM BOTH FINANCE AND OTHER DEPARTMENTS ON THE USE AND CAPABILITIES OF THE NEW SYSTEMS.
- * EVALUATE THE MONTH END CLOSING PROCEDURE AND MAKE THE NECESSARY CHANGES TO EXPEDITE THE PROCESS AND MINIMIZE THE USE OF PAPER DOCUMENTS IN CONVEYING FINANCIAL INFORMATION.
- * FULLY IMPLEMENT THE PERFORMANCE EVALUATION PROCESS AND PERFORM REVIEWS ON A TIMELY BASIS.
- * EVALUATE ALL POSITIONS TO ASSURE THAT PERSONNEL ARE BEST UTILIZED ACCORDING TO THEIR ABILITIES AND SUPPLEMENT THOSE SKILLS WITH TRAINING WHERE APPROPRIATE.

1995-96 Accomplishments:

- * RECEIVED "CERTIFICATE OF ACHIEVEMENT FOR EXCELLENCE IN FINANCIAL REPORTING" FROM GFOA FOR '95 COMPREHENSIVE ANNUAL FINANCIAL REPORT.
- * SUCCESSFUL COMPLETION OF INDEPENDENT AUDIT WITH NO MAJOR AUDIT FINDINGS.
- * MADE SIGNIFICANT PROGRESS IN CROSS TRAINING OF KEY DIVISION EMPLOYEE BY IDENTIFYING THE DESIGNATED BACK-UP PERSON AND ACTUALLY PERFORMING DUTIES OF THAT POSITION AS APPROPRIATE.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	422,191	426,980	434,593	450,106
OTHER SERVICES	47,535	47,800	47,800	48,800
SUPPLIES	7,147	4,400	4,400	4,400
CAPITAL OUTLAY	3,066	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	479,939	479,180	486,793	503,306
	=====	=====	=====	=====

Continued

**City of Independence
Detail Program Sheet**

Department: 4200-FINANCE
Program: 4210-ACCOUNTING

1996-97 Operating Budget
Fund: 02-GENERAL

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PAYROLL CHECKS PROCESSED	32,978	32,800	32,950	32,900
TOTAL INVESTMENTS	38,113,000	58,000,000	58,000,000	60,000,000
DISBURSEMENT CHECKS PROCESSED	11,501	10,900	11,500	11,400

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
ACCOUNT CLERK II	2.00	2.00	2.00	2.00
ACCOUNTS PAYABLE SPECIALIST	1.00	1.00	1.00	1.00
ACCOUNTS RECEIVABLE SPECIALIST	1.00	1.00	1.00	1.00
CONTROLLER	1.00	1.00	1.00	1.00
ACCOUNTANT I	5.00	5.00	5.00	5.00
PAYROLL TECHNICIAN	1.00	1.00	1.00	1.00
Total	11.00	11.00	11.00	11.00

**City of Independence
Detail Program Sheet**

Department: 4200-FINANCE
Program: 4240-PURCHASING

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

THE PURCHASING DIVISION IS RESPONSIBLE FOR THE EFFECTIVE AND EFFICIENT MEANS OF OBTAINING ALL GOODS AND SERVICES FOR CITY DEPARTMENTS, WHILE ENSURING THAT IT IS DONE WITHIN ESTABLISHED POLICIES AND GUIDELINES.

1996-97 Objectives:

- * ESTABLISH A SURPLUS PROPERTY PROGRAM THAT OPERATES WITHIN OUR CURRENT PURCHASING SOFTWARE.
- * INITIATE A NEW VENDOR APPLICATION AND UPDATE CURRENT COMPUTERIZED VENDOR LISTING.
- * ESTABLISH A QUARTERLY PURCHASING INFORMATIONAL NEWSLETTER
- * DEVELOP AND DISTRIBUTE INFORMATION ON ALL COOPERATIVE CONTRACTS AVAILABLE TO US THROUGH OTHER GOVERNMENTAL AGENCIES.

1995-96 Accomplishments:

- * COMPLETED THE REVISION OF THE CITY'S PURCHASING POLICIES & PROCEDURES MANUAL.
- * COMPLETED THE CONVERSION OF OUR CONTRACT IDENTIFICATION SYSTEM FROM ALPHA TO NUMERIC, WITH AN INDEXING SYSTEM FOR ALPHA CROSS REFERENCE.
- * INSTALLED AND IMPLEMENTED LATEST VERSION OF OUR PURCHASING SOFTWARE.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	278,554	279,568	284,120	293,560
OTHER SERVICES	8,177	12,996	13,561	13,115
SUPPLIES	22,357	2,064	2,064	3,145
CAPITAL OUTLAY	2,718	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	311,806	294,628	299,745	309,820

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PURCHASE ORDERS ISSUED	2,455	2,500	2,550	2,500
PRICE AGREEMENTS MAINTAINED	121	122	130	133

Continued

*City of Independence
Detail Program Sheet*

Department: 4200-FINANCE
Program: 4240-PURCHASING

1996-97 Operating Budget
Fund: 02-GENERAL

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PURCHASING MANAGER	1.00	1.00	1.00	1.00
CLERK II	1.00	1.00	1.00	1.00
CLERK STENOGRAPHER I	1.00	1.00	1.00	1.00
PROCUREMENT SPECIALIST	4.00	4.00	4.00	4.00
PURCHASING SUPPLY CLERK	1.00	1.00	1.00	1.00
Total	8.00	8.00	8.00	8.00
	=====	=====	=====	=====

**City of Independence
Detail Program Sheet**

Department: 4200-FINANCE
Program: 4250-CENTRAL SERVICES

1996-97 Operating Budget
Fund: 02-GENERAL

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, AND ARE IN PURCHASING'S CHARGE.

1996-97 Objectives:

- * REORGANIZE STORAGE AREA FOR ENVELOPES, PAPER, TONER, DEVELOPER AND OTHER ITEMS CURRENTLY PURCHASED AND STORED FOR, AND DISTRIBUTED TO OTHER CITY DEPARTMENTS.
- * SURVEY OUR CUSTOMERS TO DETERMINE OTHER ITEMS THAT COULD BEST BE PURCHASED, STORED, AND DISTRIBUTED BY CENTRAL SERVICES, AND HOW WELL THE CURRENT SERVICES ARE WORKING.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	0	0	0	0
OTHER SERVICES	17,054	19,080	19,080	19,080
SUPPLIES	5,636	4,100	4,100	4,100
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	22,690	23,180	23,180	23,180
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**City of Independence
Detail Program Sheet**

Department: 4200-FINANCE
Program: 4260-OCCUPATION LICENSING

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

THE OCCUPATION LICENSING DIVISION IS RESPONSIBLE FOR THE ISSUANCE AND MONITORING OF ALL BUSINESS LICENSES AUTHORIZED IN CHAPTERS 2, 5 AND 19 OF THE CITY CODE AND RISK MANAGEMENT SERVICES.

1996-97 Objectives:

- * INCREASE REVENUES BY LICENSING BUSINESSES THROUGH REVIEW OF YELLOW PAGES, CLASSIFIED ADS AND BUILDING PERMITS.
- * UPDATE CHAPTER FIVE OF THE CITY CODE.
- * SUBMIT SUGGESTED REVISIONS TO CHAPTER 19 OF THE CITY CODE TO THE LAW DEPARTMENT FOR REVIEW.
- * REVIEW AND UPDATE FORMS AND CORRESPONDENCE.
- * UPDATE STANDARD INDUSTRIAL CODES IN THE OCCUPATION LICENSE SYSTEM.
- * HAVE ALL DEPARTMENTS ON-LINE FOR OCCUPATION LICENSE INSPECTIONS.
- * BID & AWARD PRICE AGREEMENT FOR RISK MANAGEMENT CONSULTING SERVICES.
- * BID AND AWARD CONTRACT FOR TPA FOR THE CITY'S SECTION 125 FLEXIBLE BENEFIT PLAN.
- * SOLICIT PROPOSALS FOR TPA, PPO, PHARMACY SERVICES AND REINSURANCE FOR THE STAY WELL PLAN.
- * RENEW PROPERTY AND LIABILITY INSURANCE.

1995-96 Accomplishments:

- * DEVELOPED AND DISTRIBUTED ALCOHOLIC BEVERAGE CODE BOOKLET TO LIQUOR LICENSEES.
- * REVISED LIQUOR LICENSE APPLICATION.
- * EVALUATED THE NEED TO INCREASE BASE OCCUPATION LICENSE FEE.
- * SUBMITTED REVISIONS TO CHAPTER 5 OF THE CITY CODE TO LAW DEPARTMENT FOR REVIEW.
- * BID AND AWARDED EXCESS WORKERS COMPENSATION INSURANCE.
- * BID AND AWARDED GROUP DENTAL INSURANCE COVERAGE.
- * EVALUATED COST CONTAINMENT OPTIONS FOR THE STAY WELL PLAN.
- * CHANGED HEALTH AND DENTAL CARE PLAN YEAR TO COINCIDE WITH BUDGET PREPARATION.
- * AMENDED SECTION 125 PLAN AND DISTRIBUTED NEW PLAN DOCUMENT.
- * BID & AWARDED PRICE AGREEMENT FOR ACTUARIAL STUDY OF STAY WELL PLAN.
- * RENEWED PROPERTY AND LIABILITY INSURANCE.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	67,773	118,510	119,786	124,112
OTHER SERVICES	1,643	13,875	13,875	14,400
SUPPLIES	619	100	100	100

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**City of Independence
Detail Program Sheet**

Department: 4200-FINANCE
Program: 4260-OCCUPATION LICENSING

1996-97 Operating Budget
Fund: 02-GENERAL

Program Costs: (Continued)

CAPITAL OUTLAY	1,533	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
 Total	<u>71,568</u>	<u>132,485</u>	<u>133,761</u>	<u>138,612</u>
	=====	=====	=====	=====

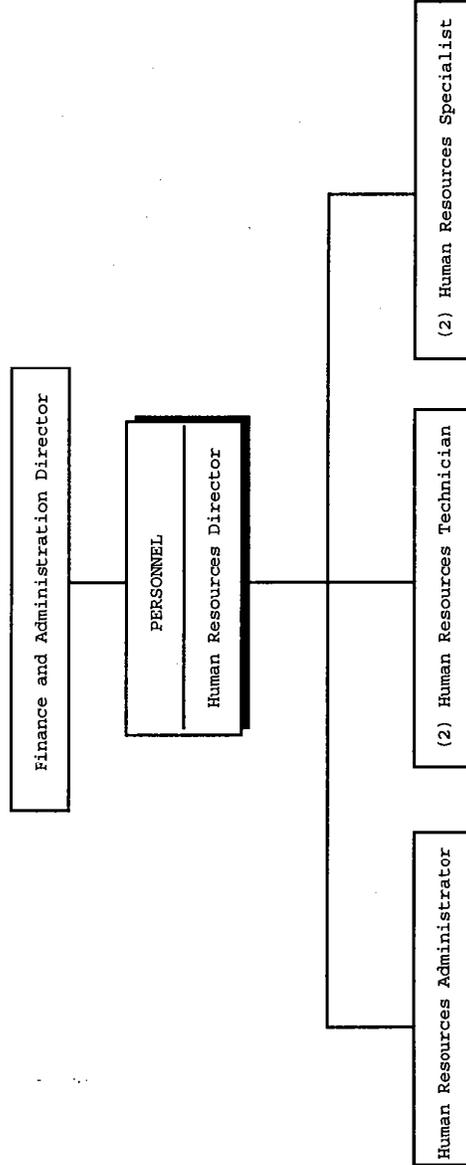
Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
OCCUPATION LICENSES	4,760	4,850	5,000	5,100
LIQUOR LICENSES	240	240	244	250
EMPLOYEE PERMITS	1,475	1,475	1,525	1,550

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
RISK & BUSINESS LICENSE MGR	0.00	1.00	1.00	1.00
BUS. LIC. COMPLIANCE OFFICER	2.00	2.00	2.00	2.00
 Total	<u>2.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>
	=====	=====	=====	=====

CITY OF INDEPENDENCE, MISSOURI
PERSONNEL
TABLE OF ORGANIZATION



**City of Independence
Departmental Budget Summary**

Department: 4300-PERSONNEL

1996-97 Operating Budget

Department Description-

RESPONSIBLE FOR ENSURING EQUAL EMPLOYMENT OPPORTUNITY FOR THE CITY OF INDEPENDENCE WITHIN THE GUIDELINES PRESCRIBED BY THE CITY CHARTER, LOCAL, STATE AND FEDERAL LAW. MANAGES RECRUITMENT AND SELECTION PROCESS. RESPONSIBLE FOR POSITION CLASSIFICATIONS AND RECOMMENDING PAY RATES WHICH INSURE INTERNAL EQUITY AND EXTERNAL COMPETITIVENESS. MANAGES EMPLOYEE RELATIONS. NEGOTIATES AND ADMINISTERS WORK AGREEMENTS. INITIATES AND COORDINATES EMPLOYEE TRAINING AND DEVELOPMENT. IMPLEMENTS PERSONNEL POLICIES AND PROCEDURES. MAINTAINS HUMAN RESOURCES INFORMATION AND EMPLOYEE RECORDS. PROVIDES TECHNICAL ASSISTANCE AND MONITORS PERFORMANCE APPRAISAL PROCESS.

Prog. No.	Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
<u>Budget by Major Program Category-</u>					
02 4302	PERSONNEL	238,893	288,812	290,816	300,607
	Total	238,893	288,812	290,816	300,607
<u>Staffing-</u>					
	Full Time Positions	5.00	6.00	6.00	6.00
	Part Time Positions	0.00	0.00	0.00	0.00
	Total	5.00	6.00	6.00	6.00
<u>Source of Funding-</u>					
	GENERAL FUND	238,893	288,812	290,816	300,607
	Total	238,893	288,812	290,816	300,607

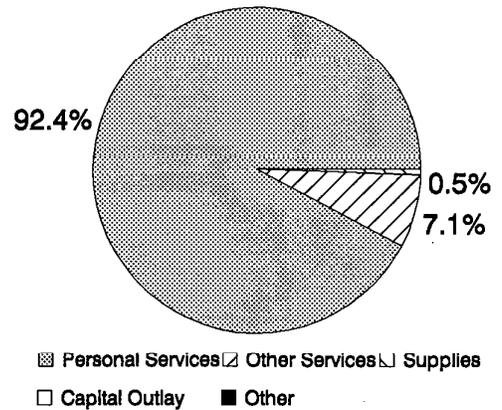
1996-97 Operating Budget

Personnel

Appropriations by Type:

1996-97 City Manager Proposed Budget

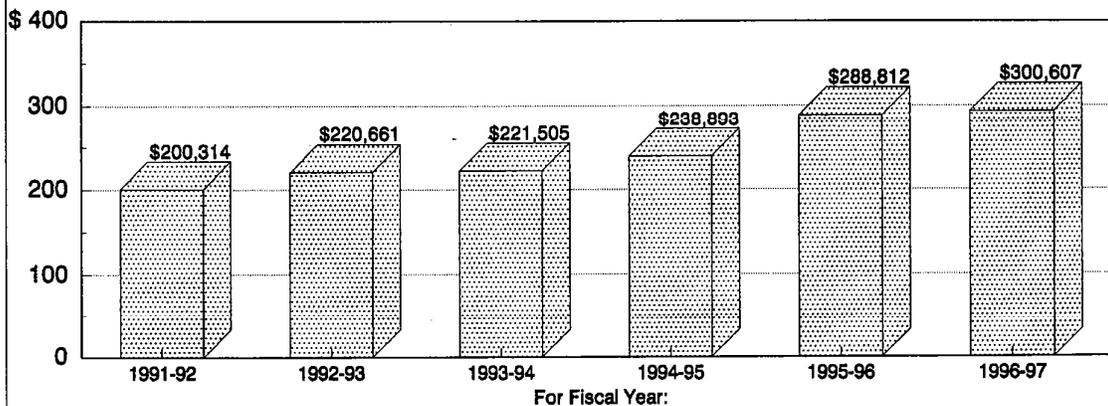
Expenditure Type	Actual 1994-95	Original 1995-96	Projected 1995-96	Adopted 1996-97
Personal Services	220,032	266,024	268,028	277,819
Other Services	12,557	21,813	21,263	21,188
Supplies	3,190	975	1,525	1,600
Capital Outlay	3,114	0	0	0
Other	0	0	0	0
Total	238,893	288,812	290,816	300,607



Historical Comparison:

	Actual 1991-92	Actual 1992-93	Actual 1993-94	Actual 1994-95	Budget 1995-96	Budget 1996-97
Employees:						
Full Time Equiv.	4.50	5.00	5.00	5.00	6.00	6.00
Amount by Fund:						
General	200,314	220,661	221,505	238,893	288,812	300,607
Per Capita	1.78	1.95	1.95	2.10	2.54	2.62
Per Household	4.14	4.54	4.53	4.85	5.84	6.05

Dollars (thousands)



**City of Independence
Detail Program Sheet**

Department: 4300-PERSONNEL
Program: 4302-PERSONNEL

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

RESPONSIBLE FOR ENSURING EQUAL EMPLOYMENT OPPORTUNITY FOR THE CITY OF INDEPENDENCE WITHIN THE GUIDELINES PRESCRIBED BY THE CITY CHARTER, LOCAL, STATE AND FEDERAL LAW. MANAGES RECRUITMENT AND SELECTION PROCESS. RESPONSIBLE FOR POSITION CLASSIFICATIONS AND RECOMMENDING PAY RATES WHICH INSURE INTERNAL EQUITY AND EXTERNAL COMPETITIVENESS. MANAGES EMPLOYEE RELATIONS. NEGOTIATES AND ADMINISTERS WORK AGREEMENTS. INITIATES AND COORDINATES EMPLOYEE TRAINING AND DEVELOPMENT. IMPLEMENTS PERSONNEL POLICIES AND PROCEDURES. MAINTAINS HUMAN RESOURCES INFORMATION AND EMPLOYEE RECORDS. PROVIDES TECHNICAL ASSISTANCE AND MONITORS PERFORMANCE APPRAISAL PROCESS.

1996-97 Objectives:

- * CONDUCT MARKET SALARY SURVEY AND MAKE RECOMMENDATIONS FOR ADJUSTING RANGES.
- * SERVE AS LIASON WITH MID AMERICA REGIONAL COUNCIL TO PROVIDE QUALITY TRAINING OPPORTUNITY FOR CITY EMPLOYEES.
- * PROVIDE TECHNICAL ASSISTANCE FOR IMPLEMENTING PERFORMANCE APPRAISAL SYSTEM.
- * ASSESS VARIOUS SOFTWARE AND HARDWARE NEEDED TO PROVIDE PROGRESSIVE AND FLEXIBLE HUMAN RESOURCE INFORMATION SYSTEM.
- * PREPARE EMPLOYMENT INFORMATION BROCHURE FOR APPLICANTS

1995-96 Accomplishments:

- * REVISED ARTICLES III, IV, V, VI, & VII OF THE PERSONNEL POLICIES AND PROCEDURES.
- * IMPLEMENTED NEW PERFORMANCE APPRAISAL SYSTEM AND MADE RECOMMENDATION FOR PAY FOR PERFORMANCE.
- * UPDATED AFFIRMATIVE ACTION PLAN
- * PARTICIPATED IN NEGOTIATIONS WITH IBEW & STEELWORKERS
- * PRIORITIZED & COMPLETED SEVERAL DEPARTMENT PROCEDURES
- * IMPLEMENTED NEW CLASSIFICATION AND COMPENSATION PLANS
- * IMPLEMENTED NEW PROCEDURES FOR RANDOM ALCOHOL & DRUG TESTING IN ACCORDANCE WITH 49CFR 40.25 AND PROVIDED MANDATED DOT TRAINING TO SUPERVISORS AND EMPLOYEES.
- * CONDUCTED SUPERVISOR TRAINING ON THE PERFORMANCE APPRAISAL SYSTEM AND PROVIDED DIVERSITY TRAINING FOR FIREFIGHTER RECRUITS
- * IMPROVED SELECTION PROCESS FOR PUBLIC SAFETY POSITIONS

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	220,032	266,024	268,028	277,819

...Continued

**City of Independence
Detail Program Sheet**

Department: 4300-PERSONNEL
Program: 4302-PERSONNEL

1996-97 Operating Budget
Fund: 02-GENERAL

Program Costs: (Continued)

OTHER SERVICES	12,557	21,813	21,263	21,188
SUPPLIES	3,190	975	1,525	1,600
CAPITAL OUTLAY	3,114	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	238,893	288,812	290,816	300,607
	=====	=====	=====	=====

Performance Indicators:

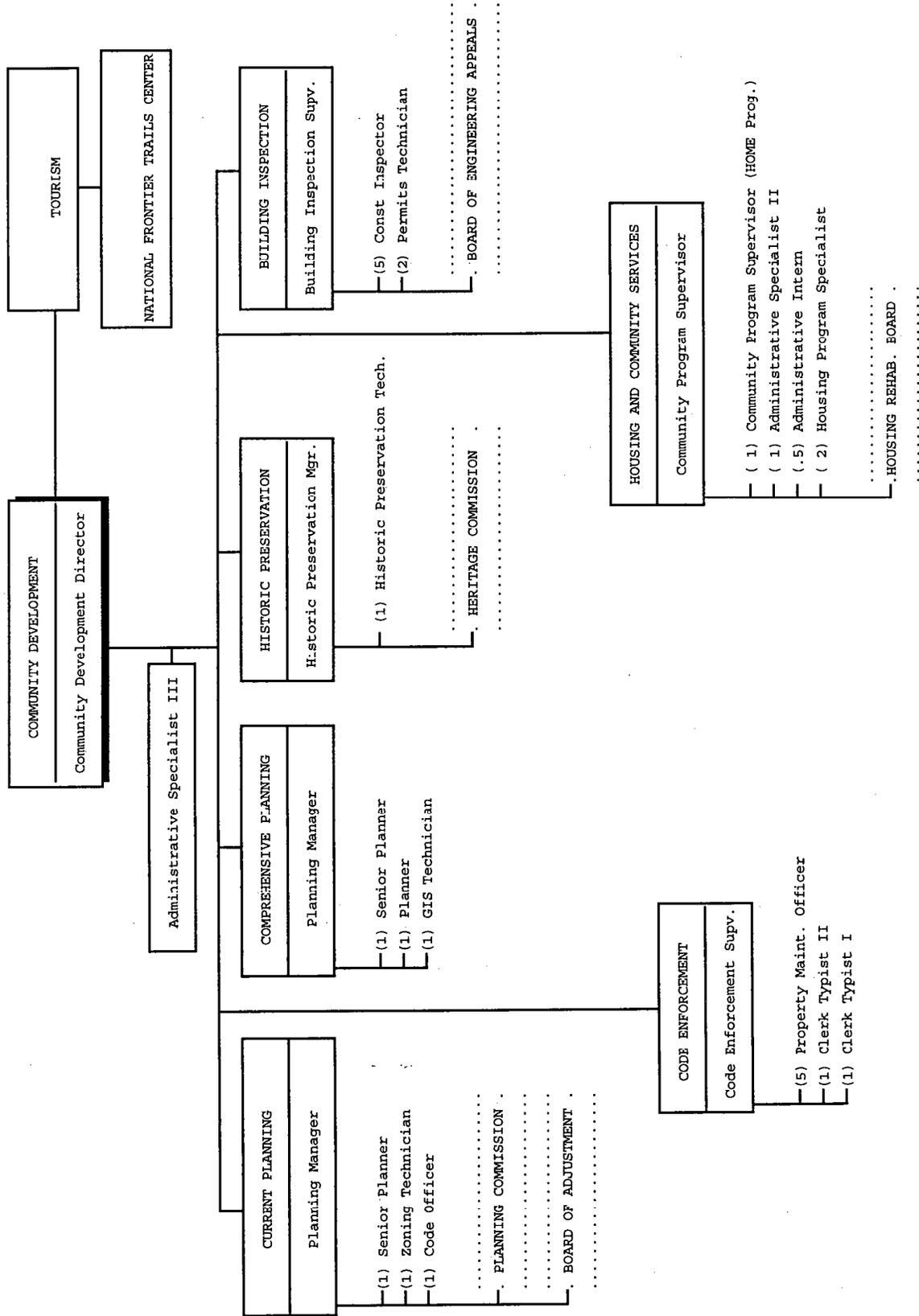
Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
APPLICATIONS PROCESSED	1,650	1,549	2,412	2,400
TESTS ADMINISTERED	250	277	411	400
NEW HIRES	105	95	113	115
PROMOTIONS	44	39	62	60
RETIREMENTS	44	36	35	35

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
HUMAN RESOURCES DIRECTOR	1.00	1.00	1.00	1.00
HUMAN RESOURCES SPECIALIST	1.00	2.00	2.00	2.00
HUMAN RESOURCES ADMINISTRATOR	1.00	1.00	1.00	1.00
HUMAN RESOURCES TECHNICIAN	1.00	1.00	2.00	2.00
CLERICAL TECHNICIAN	1.00	1.00	0.00	0.00
Total	5.00	6.00	6.00	6.00
	=====	=====	=====	=====



CITY OF INDEPENDENCE, MISSOURI
 COMMUNITY DEVELOPMENT
 TABLE OF ORGANIZATION



**City of Independence
Departmental Budget Summary**

Department: 4400-COMMUNITY DEVELOPMENT

1996-97 Operating Budget

Department Description-

THE COMMUNITY DEVELOPMENT DEPARTMENT IS TO DEVISE AND IMPLEMENT A COMPREHENSIVE PLAN FOR COMMUNITY DEVELOPMENT, PRESERVE AND ENHANCE THE HISTORIC RESOURCES OF THE COMMUNITY, ADMINISTER ZONING AND SUBDIVISION CONTROLS, ASSURE MINIMUM STANDARDS FOR BUILDING CONSTRUCTION, PROMOTE SAFE AND HEALTHFUL HOUSING CONDITIONS, PROVIDE HOUSING OPPORTUNITIES FOR LOW AND MODERATE INCOME RESIDENTS, PLAN FOR THE ENHANCEMENT OF THE ENVIRONMENT, IMPLEMENT THE GOALS OF COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAMMING, PROVIDE FOR THE PUBLIC TRANSIT NEEDS OF LOCAL RESIDENTS, AND PLAN AND MARKET FOR TOURISM.

Prog. No.	Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
<u>Budget by Major Program Category-</u>					
02 4401	ADMINISTRATION	365,781	301,063	337,960	138,400
02 4412	COMPREHENSIVE PLANNING	117,406	128,072	129,380	197,510
02 4413	CURRENT PLANNING	0	0	0	221,979
02 4414	TRANSPORTATION	460,435	573,894	652,969	647,888
02 4420	HISTORIC PRESERVATION	62,679	106,589	106,589	111,934
02 4431	BUILDING INSPECTION	330,561	340,885	344,187	386,154
02 4440	CODE ENFORCEMENT	239,108	246,631	258,335	301,910
08 6601	HOUSING & COM. SER ADMIN	114,446	154,233	412,385	145,091
08 6604	REHAB GRANT/LOAN OWNER	179,234	46,546	297,419	52,292
09 6602	HOME-ADMINISTRATION	48,387	50,583	52,671	42,843
09 6607	HOME RENTAL REHAB PROG.	332,675	230,217	252,724	228,542
09 6609	HOME - HOUSING PROGRAM	100,000	167,200	217,200	165,615
	Total	2,350,712	2,345,913	3,061,819	2,640,158
<u>Staffing-</u>					
	Full Time Positions	27.50	29.50	32.00	33.00
	Part Time Positions	0.50	0.50	0.50	0.50
	Total	28.00	30.00	32.50	33.50
<u>Source of Funding-</u>					
	GENERAL FUND	1,575,970	1,697,134	1,829,420	2,005,775
	CDBG FUND	293,680	200,779	709,804	197,383
	HOME PROGRAM FUND	481,062	448,000	522,595	437,000
	Total	2,350,712	2,345,913	3,061,819	2,640,158

**City of Independence
Departmental Budget Summary**

Department: 4400 COMMUNITY DEVELOPMENT

1996-97 Operating Budget

Direct/Offsetting Revenues-

PLANNING EXAMS & LICENSES	32,582	25,000	33,000	35,000
BUILDING PERMITS	353,398	380,000	380,000	560,000
PLANNING & ZONING FEES	6,764	7,000	7,000	7,000
BOARD OF ADJUSTMENT FEES	1,319	1,900	1,900	1,900
SALE OF MAPS, BOOKS, PLANS	6,362	2,500	3,300	3,400
DIAL-A-RIDE GRANT	30,171	31,750	14,000	13,000
CDBG/HOME GRANTS	774,742	648,779	1,232,399	659,220
 Total	 <u>1,205,338</u>	 <u>1,096,929</u>	 <u>1,671,599</u>	 <u>1,279,520</u>
	=====	=====	=====	=====

Significant Changes from FY 1995-96 to FY 1996-97:

- * ADDED POSITION OF COMPREHENSIVE PLANNING MANAGER TO BETTER SERVE THE COMMUNITY WITH THE COMPREHENSIVE PLAN MAINTENANCE, AND TO INCREASE CAPACITY IN NEIGHBORHOOD PLANNING AND ECONOMIC DEVELOPMENT - \$56,135.
- * ADVERTISING FOR CODE ENFORCEMENT PUBLIC NOTICES INCREASED BY \$4,800 FOR A TOTAL BUDGETED COST OF \$8,400.
- * CREATED ONE STOP PERMITTING SERVICE TO SIMPLIFY RESIDENTIAL CONSTRUCTION PERMITTING.
- * HIRED PERMITS TECHNICIAN TO HELP FACILITATE ONE STOP PERMITTING SERVICE - \$28,468.
- * ADDED A CODE OFFICER TO STRENGTHEN ZONING CODE ENFORCEMENT - \$34,512.

1996-97 Operating Budget

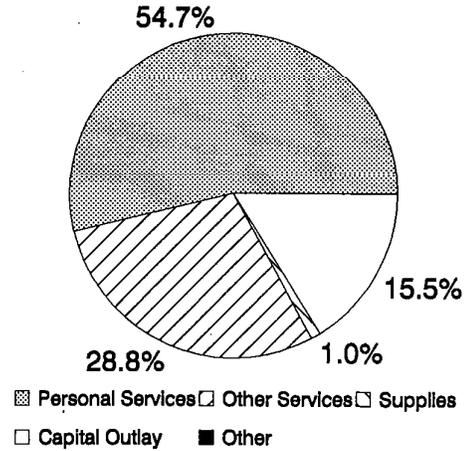
Community Dev.

Appropriations by Type:

1996-97 City Council Adopted Budget

02
 228,566
 744,007
 16,502
 16,700
 2,005,725

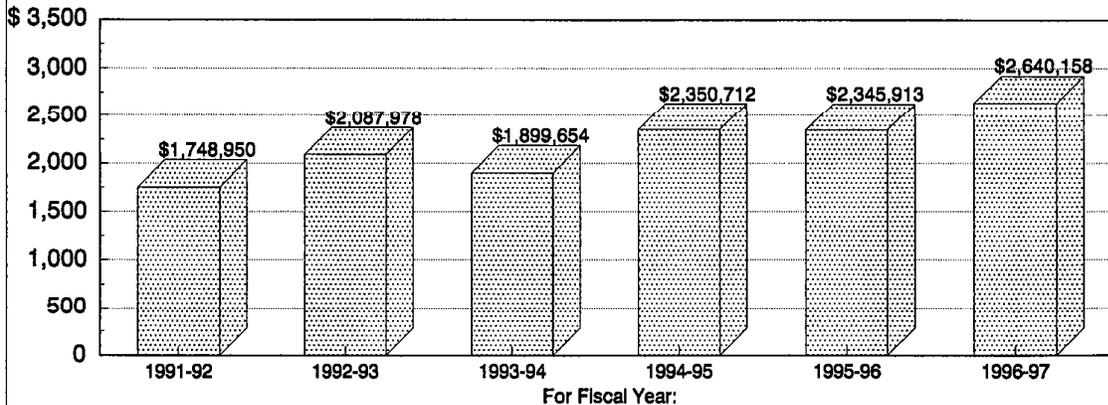
Expenditure Type	Actual 1994-95	Original 1995-96	Projected 1995-96	Adopted 1996-97
Personal Services	1,127,857	1,257,437	1,271,887	1,445,590
Other Services	597,620	660,329	762,082	760,526
Supplies	21,608	21,730	25,231	25,185
Capital Outlay	603,627	406,417	1,002,619	408,857
Other	0	0	0	0
Total	2,350,712	2,345,913	3,061,819	2,640,158



Historical Comparison:

	Actual 1991-92	Actual 1992-93	Actual 1993-94	Actual 1994-95	Budget 1995-96	Budget 1996-97
Employees:						
Full Time Equiv.	20.00	19.50	20.50	28.00	30.00	33.50
Amount by Fund:						
General	1,138,015	1,195,545	1,136,090	1,575,970	1,697,134	2,005,775
Community Dev.	267,204	301,146	306,703	293,680	200,779	197,383
HOME Program	343,731	591,287	456,861	481,062	448,000	437,000
Per Capita	15.53	18.45	16.73	20.66	20.62	22.97
Per Household	36.14	42.93	38.84	47.77	47.41	53.14

Dollars (thousands)



*City of Independence
Detail Program Sheet*

Department: 4400-COMMUNITY DEVELOPMENT
Program: 4401-ADMINISTRATION

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

THE COMMUNITY DEVELOPMENT DEPARTMENT ADMINISTRATION PROVIDES OVERALL DIRECTION TO PROGRAMS WITHIN THE DEPARTMENT INCLUDING: BUILDING PERMITS AND INSPECTIONS; PROPERTY MAINTENANCE CODE ENFORCEMENT; CURRENT PLANNING; COMPREHENSIVE PLANNING AND TRANSPORTATION; HISTORIC PRESERVATION; HOUSING AND COMMUNITY SERVICES, INCLUDING CDBG AND THE HOME PROGRAMS; AND TOURISM AND MARKETING.

1996-97 Objectives:

- * ESTABLISH NEW REVOLVING LOAN FUNDS UNDER THE CDBG AND HOME PROGRAMS TO CREATE PROGRAM INCOME.
- * REVISE HISTORIC PRESERVATION ORDINANCES AND ADOPT A COMPREHENSIVE HISTORIC PRESERVATION PLAN.
- * INITIATE A COMPREHENSIVE ZONING AND DEVELOPMENT ORDINANCE EVALUATION AND REVISIONS.
- * ESTABLISH ONE STOP SERVICES FOR RESIDENTIAL BUILDING PERMIT APPLICATIONS.
- * IMPLEMENT NEW SOFTWARE FOR BUILDING PERMITS, CODE ENFORCEMENT AND PLANNING AND DEVELOPMENT REVIEW.
- * ESTABLISH A COMPREHENSIVE TOURISM AND MARKETING PROGRAM IN SUPPORT OF HISTORIC PRESERVATION AND ECONOMIC DEVELOPMENT.
- * INCREASE COMMUNITY UNDERSTANDING AND THE LEVEL OF VOLUNTARY COMPLIANCE FOR THE PROPERTY MAINTENANCE CODE.

1995-96 Accomplishments:

- * INCREASED PLANNING COMMISSION AND STAKEHOLDER INVOLVEMENT IN DEVELOPING RECOMMENDATIONS.
- * FORMED PROPERTY MAINTENANCE CODE REVIEW COMMITTEE, FACILITATED A SUCCESSFUL COMPLETION OF THEIR WORK AND THE ADOPTION OF A REVISED PROPERTY MAINTENANCE CODE.
- * INCREASED FUNDING LIMITS AND DELIVERY CAPACITY FOR OWNER OCCUPIED HOUSING REHABILITATION PROGRAM.
- * FACILITATED THE FORMATION OF THE INDEPENDENCE HOUSING COALITION CHDO.
- * COMPLETED THE NEIGHBORHOOD STRATEGIC PLAN FOR FAIRMOUNT.
- * FACILITATED REVIEW, APPROVAL AND IMPLEMENTATION OF THE MIDTOWN/TRUMAN ROAD 353 PLAN.
- * DEVELOPED TIF POLICIES, INCREASED DESIGN STANDARDS AND REVIEWED AND MADE DETAILED RECOMMENDATIONS ON THE SCHNUCKS AND ONYX TIF APPLICATIONS.

Continued

**City of Independence
Detail Program Sheet**

Department: 4400-COMMUNITY DEVELOPMENT
Program: 4401-ADMINISTRATION

1996-97 Operating Budget
Fund: 02-GENERAL

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	270,795	293,988	297,124	131,600
OTHER SERVICES	88,881	6,725	15,176	6,450
SUPPLIES	1,927	350	1,850	350
CAPITAL OUTLAY	4,178	0	23,810	0
DEBT SERVICE/OTHER	0	0	0	0
Total	365,781	301,063	337,960	138,400
	=====	=====	=====	=====

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
COMMUNITY DEVELOPMENT DIRECTOR	1.00	1.00	1.00	1.00
PLANNING DIRECTOR	1.00	1.00	1.00	0.00
SENIOR PLANNER	1.00	1.00	1.00	0.00
ZONING TECHNICIAN	1.00	1.00	1.00	0.00
ADMINISTRATIVE SPECIALIST III	1.00	1.00	1.00	1.00
Total	5.00	5.00	5.00	2.00
	=====	=====	=====	=====

*City of Independence
Detail Program Sheet*

Department: 4400-COMMUNITY DEVELOPMENT
Program: 4412-COMPREHENSIVE PLANNING

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

THE COMPREHENSIVE PLANNING DIVISION PREPARES AND KEEPS CURRENT THE COMPREHENSIVE PLAN TO GUIDE THE FUTURE DEVELOPMENT OF THE COMMUNITY, PREPARES THE ANNUAL CAPITAL IMPROVEMENTS PROGRAM FOR THE CITY, REVIEWS APPLICATIONS FOR DEVELOPMENT TO ASSURE COMPLIANCE WITH VARIOUS ELEMENTS OF THE COMPREHENSIVE PLAN, PROVIDES SUPPORT TO THE PLANNING COMMISSION, DEVELOPS LANDSCAPE ENHANCEMENT AND CITY BEAUTIFICATION PROGRAMS, AND ASSISTS IN THE DEVELOPMENT AND APPLICATION OF THE GEOGRAPHIC INFORMATION SYSTEM.

1996-97 Objectives:

- * ASSIST IN THE FORMATION OF A REDEVELOPMENT PLAN FOR THE NOLAND ROAD BUSINESS AREA (23RD ST. TO US 40 HWY.).
- * DEVELOP A TREE PRESERVATION AND CONSERVATION ORDINANCE.
- * ESTABLISH A DIGITAL PARCEL DATA BASE AND CITY-WIDE MAPPING PROGRAM.
- * FACILITATE THE FORMATION OF A SPECIAL BUSINESS DISTRICT FOR THE 39TH ST/M-291 BUSINESS AREA.
- * ASSIST IN THE FORMATION OF A REDEVELOPMENT PLAN FOR THE FAIRMOUNT BUSINESS AREA.
- * PREPARE A MARKETING STRATEGY FOR THE DEVELOPMENT OF THE I-70/SELSA ROAD INTERCHANGE AREA.
- * DEVELOP AN ECONOMIC ANALYSIS AND MARKETING STRATEGY FOR THE COMMUNITY'S COMMERCIAL AREAS, INCLUDING THE SQUARE.
- * DEVELOP CITY BEAUTIFICATION PROJECTS FOR THE ENHANCEMENT OF THE BUILT ENVIRONMENT.

1995-96 Accomplishments:

- * COMPLETED 1996-97 SIX YEAR CAPITAL IMPROVEMENTS PROGRAM.
- * COMPLETED TRAFFIC SURVEY FOR EXISTING TRAFFIC VOLUMES ON 39TH ST, LEE'S SUMMIT RD. TO INDEPENDENCE CENTER.
- * COMPLETED ANALYSIS OF EXISTING USE AND PROPOSED LAND USE PROJECTS IN THE SOUTHWEST PORTION OF THE CITY FOR THE ONYX TRAFFIC STUDY.
- * COMPLETED LANDSCAPING PLANS FOR GLENDALE PARK, PITCHER PARK, MAYOR'S WISHING WELL, MCCOY PARK, AND COLONEL DRIVE MEDIAN.
- * COMPLETED BUILDING PERMIT FEE INCREASE STUDY AND PROJECTIONS.
- * COMPLETED LANDSCAPE ORDINANCE REVISION.
- * COMPLETED APPLICATIONS REQUESTING ISTEAF FUNDS FOR LANDSCAPING 3 INTERSECTIONS.
- * COMPLETED DESIGN FOR FAIRMOUNT WALKING TRAIL; COMPLETED THE FAIRMOUNT NEIGHBORHOOD PLAN.
- * COMPLETED PARKING SURVEY FOR CITY PARKING LOT AT OSAGE AND MAPLE.

Continued

**City of Independence
Detail Program Sheet**

Department: 4400-COMMUNITY DEVELOPMENT
Program: 4412-COMPREHENSIVE PLANNING

1996-97 Operating Budget
Fund: 02-GENERAL

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	114,982	125,772	127,080	186,640
OTHER SERVICES	577	750	608	8,820
SUPPLIES	1,847	1,550	1,692	2,050
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	117,406	128,072	129,380	197,510

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
GIS GENERATED MAPS FOR CITIZENS & VARIOUS DEPTS.	56	75	75	100
LANDSCAPE PLANS FOR VARIOUS PROJECTS	30	30	30	35

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PLANNER	1.00	1.00	1.00	1.00
SENIOR PLANNER	1.00	1.00	1.00	1.00
PLANNING MANAGER	0.00	0.00	1.00	1.00
GIS TECHNICIAN	1.00	1.00	1.00	1.00
Total	3.00	3.00	4.00	4.00

Significant Changes from FY 1995-96 to FY 1996-97:

* ADD POSITION OF COMPREHENSIVE PLANNING MANAGER TO BETTER SERVE THE COMMUNITY WITH THE COMPREHENSIVE PLAN MAINTENANCE, AND TO INCREASE CAPACITY IN NEIGHBORHOOD PLANNING & ECONOMIC DEVELOPMENT.

*City of Independence
Detail Program Sheet*

Department: 4400-COMMUNITY DEVELOPMENT
Program: 4413-CURRENT PLANNING

1996-97 Operating Budget
Fund: 02-GENERAL

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.

1996-97 Objectives:

- * IMPLEMENT THE I-70/SELSA RD. ECONOMIC DEVELOPMENT STRATEGY.
- * ESTABLISH AN OVERLAY ZONE WITH DESIGN GUIDELINES FOR I-70/SELSA ROAD AREA.
- * INITIATE ZONING AND SIGN CODE ENFORCEMENT.
- * REVIEW DEVELOPMENT APPLICATION PROCESSING AND PROCEDURES.
- * IMPLEMENT A REVISED LANDSCAPE ORDINANCE.
- * EVALUATE DEVELOPMENT IMPACT FEES.
- * EVALUATE ZONING CODE AND SUBDIVISION REGULATIONS FOR DEFICIENCIES.

1995-96 Accomplishments:

- * PREPARED AND RECEIVED COUNCIL APPROVAL ON ZONING ORDINANCE REVISION FOR SCREENING OF DUMPSTERS, SPECIAL USE PERMITS ON PAWN SHOPS, AND A COMMERCIAL DISTRICT AMENDMENT FOR ALLOWING RESIDENTIAL USE.
- * INCREASED PLANNING COMMISSION AND STAKEHOLDER INVOLVEMENT IN DEVELOPING PLANNING RECOMMENDATIONS THROUGH THE USE OF COMMISSION/CITIZEN COMMITTEES.
- * BEGAN COMPREHENSIVE PLAN AMENDMENTS WITH DEVELOPMENT APPROVAL APPLICATIONS WHERE NECESSARY.
- * ADOPTED A REVISED LANDSCAPE ORDINANCE.
- * INCORPORATED THE I-70/SELSA ROAD ECONOMIC DEVELOPMENT STRATEGY INTO THE COMPREHENSIVE PLAN.
- * REVISED THE AGRICULTURAL DISTRICT, PLANNED AGRICULTURAL DISTRICT, AND MINOR SUBDIVISION ORDINANCES.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	0	0	0	208,488
OTHER SERVICES	0	0	0	11,260
SUPPLIES	0	0	0	2,231
CAPITAL OUTLAY	0	0	0	0

...Continued

**City of Independence
Detail Program Sheet**

Department: 4400-COMMUNITY DEVELOPMENT
Program: 4413-CURRENT PLANNING

1996-97 Operating Budget
Fund: 02-GENERAL

Program Costs: (Continued)

DEBT SERVICE/OTHER	0	0	0	0
Total	<u>0</u>	<u>0</u>	<u>0</u>	<u>221,979</u>
	=====	=====	=====	=====

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
SITE PLAN HEARINGS BY PLANNING COMMISSION	19	15	15	20
REZONING HEARINGS BY PLANNING COMMISSION	20	20	30	30
HOME OCCUPATION HEARINGS BY PLANNING COMMISSION	17	30	30	30
SUBDIVISION HEARINGS BY PLANNING COMMISSION	50	40	40	40
OTHER CASES HEARD BY PLANNING COMMISSION	51	15	15	40
BOARD OF ZONING ADJUSTMENT CASES	18	17	17	18

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PLANNING DIRECTOR	0.00	0.00	0.00	1.00
SENIOR PLANNER	0.00	0.00	0.00	1.00
CODE OFFICER ZONING ENFORCE.	0.00	0.00	0.00	1.00
ZONING TECHNICIAN	0.00	0.00	0.00	1.00
Total	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>4.00</u>
	=====	=====	=====	=====

**City of Independence
Detail Program Sheet**

Department: 4400-COMMUNITY DEVELOPMENT
Program: 4414-TRANSPORTATION

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

THE TRANSPORTATION FUNCTION IS CARRIED OUT BY THE COMPREHENSIVE PLANNING DIVISION. STAFF PROVIDES MONTHLY REVIEWS OF THE SERVICE PROVIDED AND PERFORMED BY THE KANSAS CITY AREA TRANSPORTATION AUTHORITY AND THE CHECKER CAB COMPANY. THESE SERVICES INCLUDE THE INTRA-CITY AND INTER-CITY BUS SERVICE AND THE DIAL-A-RIDE PARATRANSIT SERVICE. YEARLY CONTRACT RENEWALS, FEDERAL GRANT APPLICATIONS AND AUDIT REPORTS RELATED FOR FEDERAL GRANTS ARE PREPARED.

1996-97 Objectives:

- * PROVIDE MANAGEMENT AND OPERATIONS ANALYSIS OF THE INTER-CITY AND INTRA CITY BUS SERVICE.
- * PROVIDE PARATRANSIT SERVICES FOR THE ELDERLY AND PERSONS WITH DISABILITIES WITH A DIAL-A-RIDE DEMAND RESPONSE SERVICE.

1995-96 Accomplishments:

- * COMPLETED SERVICE CHANGE FOR THE INTRA-CITY BUS SERVICE TO WALMART STORE AT NO INCREASED COST.
- * COMPLETED BUS ROUTE SURVEY THROUGH TRUMAN HISTORIC DISTRICT TO HERITAGE HOUSE APARTMENTS.
- * COMPLETED BUS PASSENGER SURVEY RELATED TO CITY PARKING LOT AT OSAGE AND MAPLE AND INSTITUTED CHANGES IN PARKING HOURS.
- * FACILITATED THE COMPLETION OF A TRANSIT STUDY TO REVIEW THE EXISTING BUS SERVICE AND RECOMMEND IMPROVEMENTS.
- * ASSISTED IN THE DEVELOPMENT OF PLANS TO PROMOTE AND CONTINUE THE AMTRAK RAIL PASSENGER SERVICE IN MISSOURI.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	0	0	0	0
OTHER SERVICES	459,935	573,313	647,543	647,388
SUPPLIES	500	581	581	500
CAPITAL OUTLAY	0	0	4,845	0
DEBT SERVICE/OTHER	0	0	0	0
Total	460,435	573,894	652,969	647,888
	=====	=====	=====	=====

Continued

**City of Independence
Detail Program Sheet**

Department: 4400-COMMUNITY DEVELOPMENT
Program: 4414-TRANSPORTATION

1996-97 Operating Budget
Fund: 02-GENERAL

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
DIAL-A-RIDE COUPONS PER YEAR	45,396	43,200	39,204	41,124
INTER-CITY RIDERSHIP	175,203	176,000	203,441	206,000
INTRA-CITY RIDERSHIP	54,756	56,000	62,560	64,000

Significant Changes from FY 1995-96 to FY 1996-97:

- * FEDERAL FUNDING WILL BE REDUCED BY APPROXIMATELY 50% PER YEAR FOR THE NEXT TWO YEARS AND BE TOTALLY ELIMINATED BY 1998 (AS CURRENTLY APPROVED BY THE U.S. SENATE).

*City of Independence
Detail Program Sheet*

Department: 4400-COMMUNITY DEVELOPMENT
Program: 4420-HISTORIC PRESERVATION

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

THE HISTORIC PRESERVATION DIVISION ADMINISTERS THE DEVELOPMENT AND OPERATION OF CITY OWNED AND OPERATED HISTORIC PROPERTY; PROVIDES STAFF SUPPORT TO THE HERITAGE COMMISSION; MONITORS THE HARRY S. TRUMAN HERITAGE DISTRICT; ADMINISTERS THE CERTIFIED LOCAL GOVERNMENT PROGRAM; ADMINISTERS GRANT ACTIVITIES FOR HISTORIC PRESERVATION, AND PROVIDES SERVICES FOR OTHER HISTORIC PRESERVATION ACTIVITIES.

1996-97 Objectives:

- * COMPLETE EXPENDITURE OF ISTEAFUNDS FOR TRUMAN DEPOT RESTORATION, AND HAVE BUILDING IN USE.
- * COMPLETE EXPENDITURE OF ISTEAFUNDS FOR C & A DEPOT EXTERIOR RESTORATION AND SECURE GRANT FOR COMPLETION.
- * FORMALIZE A WORKING RELATIONSHIP WITH BINGHAM/WAGGONER AND VAILE ORGANIZATIONS FOR RESTORATION AND OPERATION OF MUSEUMS.
- * COMPLETE SURVEY OF MTRC 353 AND SOUTH MAIN AREAS.
- * INITIATE LOCAL HISTORIC PRESERVATION INCENTIVES, INCLUDING REVOLVING LOAN FUNDS.
- * REVISE HISTORIC PRESERVATION ORDINANCES AND ADOPT A COMPREHENSIVE PRESERVATION PLAN.

1995-96 Accomplishments:

- * IMPLEMENTED EXPANDED PRESERVATION PLANNING COMPONENT PROVIDING TECHNICAL ASSISTANCE AND FACILITATION FOR PRESERVATION ACTIVITIES CITY WIDE.
- * SUBMITTED ISTEAFUNDS GRANT PSE'S FOR TRUMAN AND C&A DEPOT.
- * INITIATED FIRE DAMAGE REPAIR AT TRUMAN DEPOT.
- * COMPLETED ROOF RESTORATION AT LOG COURTHOUSE.
- * INITIATED MTRC 353 AND SOUTH MAIN SURVEY PROJECT.
- * INITIATED RESTORATION AT BINGHAM/WAGGONER CARRIAGE HOUSE AND AT VAILE MANSION.
- * SUBMITTED GRANT APPLICATIONS FOR OVER \$200,000 IN PRESERVATION FUNDS FOR 96-97 PROJECTS.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	51,254	81,383	80,383	85,259
OTHER SERVICES	10,888	24,206	21,861	25,675
SUPPLIES	537	1,000	1,000	1,000
CAPITAL OUTLAY	0	0	3,345	0

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**City of Independence
Detail Program Sheet**

Department: 4400-COMMUNITY DEVELOPMENT
Program: 4420-HISTORIC PRESERVATION

1996-97 Operating Budget
Fund: 02-GENERAL

Program Costs: (Continued)

DEBT SERVICE/OTHER	0	0	0	0
 Total	<u>62,679</u>	<u>106,589</u>	<u>106,589</u>	<u>111,934</u>
	=====	=====	=====	=====

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
TRUMAN DISTRICT CASES	2	5	5	10
DEMOLITION PERMITS	80	90	100	100
DANGEROUS BUILDINGS	40	50	70	100
NATIONAL REGISTER	0	5	0	2
PRESERVATION SAVES	0	0	15	20

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
HISTORIC PRESERVATION TECH.	1.00	1.00	1.00	1.00
HISTORIC PRESERVATION MANAGER	1.00	1.00	1.00	1.00
 Total	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
	=====	=====	=====	=====

**City of Independence
Detail Program Sheet**

Department: 4400-COMMUNITY DEVELOPMENT
Program: 4431-BUILDING INSPECTION

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

THE BUILDING INSPECTION DIVISION REVIEWS PLANS AND INSPECTS SITES FOR ALL TYPES OF BUILDING CONSTRUCTION FOR THE PURPOSE OF PROVIDING MINIMUM STANDARDS TO SAFEGUARD HEALTH, SAFETY, PROPERTY, AND PUBLIC WELFARE BY REGULATING AND CONTROLLING THE DESIGN, CONSTRUCTION, QUALITY OF MATERIALS, USE AND OCCUPANCY, LOCATION AND MAINTENANCE OF ALL BUILDINGS AND STRUCTURES.

1996-97 Objectives:

- * ADOPTION OF THE 1996 NATIONAL ELECTRIC CODE.
- * INSTALLATION OF A BUILDING PERMIT AND INSPECTION SOFTWARE SYSTEM.
- * TRAINING FOR INSPECTORS ON PERSONAL COMPUTER SOFTWARE.
- * TRAINING FOR INSPECTORS IN THE NEW CODE.
- * INITIATE ESTABLISHMENT OF A ONE STOP PERMIT SERVICE FOR COMMERCIAL APPLICATIONS.

1995-96 Accomplishments:

- * ADDITION OF SECOND PERMIT TECHNICIAN TO BETTER SERVE RESIDENTIAL PERMITTING.
- * ONE STOP PERMIT SERVICE ON RESIDENTIAL APPLICATIONS.
- * PERMITS FEE INCREASE TO KEEP UP WITH RISING COSTS OF SERVICES.
- * ALL INSPECTORS NOW HAVE PERSONAL COMPUTERS.
- * ADOPTION OF 1994 UNIFORM BUILDING CODE, UNIFORM PLUMBING CODE AND UNIFORM MECHANICAL CODE.
- * NEW WORKSTATIONS AT FRONT COUNTER.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	312,364	316,069	319,371	356,838
OTHER SERVICES	11,318	19,766	19,766	24,516
SUPPLIES	6,879	5,050	5,050	4,800
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	330,561	340,885	344,187	386,154
	=====	=====	=====	=====

Continued

**City of Independence
Detail Program Sheet**

Department: 4400-COMMUNITY DEVELOPMENT
Program: 4431-BUILDING INSPECTION

1996-97 Operating Budget
Fund: 02-GENERAL

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
INSPECTIONS PERFORMED	9,936	10,000	10,000	11,000
PERMITS ISSUED	5,122	5,500	5,500	7,000

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
BUILDING INSPECTION SUPERVISOR	1.00	1.00	1.00	1.00
CONSTRUCTION INSPECTOR	5.00	5.00	5.00	5.00
PERMITS TECHNICIAN	1.00	1.00	2.00	2.00
Total	7.00	7.00	8.00	8.00
	=====	=====	=====	=====

Significant Changes from FY 1995-96 to FY 1996-97:

- * CREATED ONE STOP PERMITTING SERVICE TO SIMPLIFY RESIDENTIAL CONSTRUCTION PERMITTING.
- * HIRED PERMITS TECHNICIAN TO HELP FACILITATE ONE STOP PERMITTING SERVICE.

**City of Independence
Detail Program Sheet**

Department: 4400-COMMUNITY DEVELOPMENT
Program: 4440-CODE ENFORCEMENT

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

THE CODE ENFORCEMENT PROGRAM IS A NEW PROGRAM THAT IS DESIGNED TO IMPROVE THE QUALITY OF PROPERTIES BY ENFORCEMENT OF THE NEW PROPERTY MAINTENANCE CODE.

1996-97 Objectives:

- * INCREASE EFFORTS TO EDUCATE CITIZENS ABOUT CODE ENFORCEMENT THROUGHOUT THE CITY.
- * CONTINUE AN ENFORCEMENT POLICY IN RESPONSE TO CITIZEN COMPLAINTS.
- * CONTINUE ENFORCING ZONING REGULATIONS IN RESIDENTIAL AREAS.
- * CONTINUE WORKING WITH TARGETED NEIGHBORHOODS, ASSISTING WITH THEIR REVITALIZATION GOALS.
- * COORDINATE PROPERTY OWNERS WHO MAY QUALIFY FOR ASSISTANCE WITH APPROPRIATE PROGRAMS.

1995-96 Accomplishments:

- * COMPLETED NATIONALLY RECOGNIZED CERTIFICATION OF ALL PROPERTY MAINTENANCE CODE OFFICERS, CROSS TRAINED THEM IN DANGEROUS BUILDING PROCESSING, AND COMPLETED SUPPLEMENTAL CUSTOMER SERVICE TRAINING.
- * INSTITUTED ENFORCEMENT OF EXISTING PROPERTY MAINTENANCE CODE WITH FLEXIBILITY AND ASSISTANCE FOR HARDSHIP CASES.
- * FORMED PROPERTY MAINTENANCE CODE REVIEW COMMITTEE, PRESENTED A WORK-ABLE RECOMMENDATION FOR THE CODE WHICH WAS ADOPTED BY THE COUNCIL. IT IS EASER TO UNDERSTAND AND ADMINISTER, AND HAS HIGHER STANDARDS.
- * RESOLVED 28 DANGEROUS BUILDING SITUATIONS FROM JULY 1, 1995 THRU FEB 29, 1996, EITHER BY OWNER REPAIR OR CITY DEMOLITION.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	213,869	230,162	237,866	259,741
OTHER SERVICES	15,570	11,293	13,793	19,898
SUPPLIES	4,809	5,176	6,676	5,571
CAPITAL OUTLAY	4,860	0	0	16,700
DEBT SERVICE/OTHER	0	0	0	0
Total	239,108	246,631	258,335	301,910
	=====	=====	=====	=====

Continued

**City of Independence
Detail Program Sheet**

Department: 4400-COMMUNITY DEVELOPMENT
Program: 4440-CODE ENFORCEMENT

1996-97 Operating Budget
Fund: 02-GENERAL

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
DANGEROUS BUILDINGS TAGGED	30	48	48	48
DANGEROUS BUILDINGS DEMOLISHED	15	15	28	30
ABATEMENTS	128	175	160	160

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
CLERK TYPIST I	0.50	0.50	1.00	1.00
CLERK TYPIST II	1.00	1.00	1.00	1.00
CODE ENFORCEMENT SUPERVISOR	1.00	1.00	1.00	1.00
PROPERTY MAINTENANCE OFFICER	3.00	5.00	5.00	5.00
Total	5.50	7.50	8.00	8.00
	=====	=====	=====	=====

Significant Changes from FY 1995-96 to FY 1996-97:

- * ADOPTION OF A NEW PROPERTY MAINTENANCE CODE.
- * UPGRADED THE PART TIME CLERK POSITION INTO A PERMANENT FULL TIME POSITION.

**City of Independence
Detail Program Sheet**

Department: 4400-COMMUNITY DEVELOPMENT
Program: 5501-HOUSING & COM. SER ADMIN

1996-97 Operating Budget
Fund: 08-COMM DEVEL GRANT ACT

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.

1996-97 Objectives:

- * DESIGN FOUR NEW NEIGHBORHOOD PRESERVATION/REVITALIZATION PROGRAMS.
- * IMPLEMENT CODE ABATEMENT PROGRAM FOR LOW INCOME RESIDENTS WITH CODE VIOLATIONS.
- * IMPLEMENT REVOLVING LOAN FUND FOR SINGLE FAMILY HISTORIC HOME REHABILITATION.
- * IMPLEMENT REVOLVING LOAN FUND FOR HISTORIC COMMERCIAL BUILDING REHABILITATION IN NEIGHBORHOOD COMMERCIAL CENTERS LOCATED IN THE CDBG AREA. (2-3 LOANS.)
- * IMPLEMENTATION OF REVOLVING LOAN FUND FOR ECONOMIC DEVELOPMENT LOANS (2-3 LOANS.)

1995-96 Accomplishments:

- * INCREASED CAPACITY BY HIRING ONE STAFF PERSON TO ASSIST WITH REHABILITATION, AND PROGRAM DEVELOPMENT FOR NEIGHBORHOOD PRESERVATION/REVITALIZATION.
- * DESIGNED PROGRAM FOR CODE ABATEMENT ASSISTANCE FOR LOW INCOME RESIDENTS.
- * DESIGNED AND IMPLEMENTED THE PAINT PROGRAM FOR LOW INCOME RESIDENTS.
- * CONSOLIDATED PLAN - A STRATEGY FOR MEETING INDEPENDENCE COMMUNITY DEVELOPMENT.
- * IMPLEMENTED REVISED REHABILITATION POLICIES AND PROCEDURES FOR OWNER OCCUPIED REHABILITATION PROGRAM.
- * STAFF SUCCESSFULLY COMPLETED PART ONE OF ECONOMIC DEVELOPMENT CERTIFICATION TRAINING.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	72,784	118,670	118,670	122,607
OTHER SERVICES	4,667	19,523	36,494	10,715
SUPPLIES	4,663	7,040	7,399	7,769

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**City of Independence
Detail Program Sheet**

Department: 4400-COMMUNITY DEVELOPMENT
Program: 6501-HOUSING & COM. SER ADMIN

1996-97 Operating Budget
Fund: 08-COMM DEVEL GRANT ACT

Program Costs: (Continued)

CAPITAL OUTLAY	32,332	9,000	249,822	4,000
DEBT SERVICE/OTHER	0	0	0	0
Total	114,446	154,233	412,385	145,091

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PUBLIC HEARINGS	3	3	4	4
GRANTS ADMINISTERED	3	3	3	3
SUBRECEIPIENT AGENCIES MONITORED	10	11	11	11
PROJECTS ADMINISTERED	18	18	20	20

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
COMMUNITY DEV. PROGRAM SPEC.	1.00	1.00	1.00	1.00
COMMUNITY PROGRAM SUPERVISOR	1.00	1.00	1.00	1.00
ADMINISTRATIVE SPECIALIST II	1.00	1.00	1.00	1.00
ADMINISTRATIVE INTERN	0.50	0.50	0.50	0.50
Total	3.50	3.50	3.50	3.50

**City of Independence
Detail Program Sheet**

Department: 4400-COMMUNITY DEVELOPMENT
Program: 6604-REHAB GRANT/LOAN OWNER

1996-97 Operating Budget
Fund: 08-COMM DEVEL GRANT ACT

Description:

UNDER THIS HOUSING PROGRAM, QUALIFIED LOW INCOME HOME OWNERS RECEIVE A ZERO INTEREST DECLINING BALANCE TO REHABILITATE THEIR HOME. THE LOAN IS FORGIVEN AT 20% /YEAR IF LOAN OWNER CONTINUES TO RESIDE IN THE REHABILITATED HOME AND KEEP TAXES AND INSURANCE UP TO DATE. GENERALLY APPROVED PROJECTS INVOLVE SUBSTANTIAL REHABILITATION. IN ALL CASES THE HOME IS BROUGHT UP TO CITY CODE.

1996-97 Objectives:

- * TO REHABILITATE 12 OWNER OCCUPIED HOMES.
- * TO IMPLEMENT PROGRAM POLICIES WHICH WILL GENERATE INCOME FOR THE REHABILITATION PROGRAM.

1995-96 Accomplishments:

- * REHABILITATED 23 OWNER OCCUPIED HOMES - DOUBLE THE NUMBER OF HOUSES FROM PREVIOUS YEAR.
- * IMPLEMENTED BUILDING ANALYSIS EVALUATION OF POTENTIAL OWNER OCCUPIED PROJECTS.
- * COORDINATED WITH PUBLIC WORKS DEPARTMENT TO OBTAIN APPRAISALS FOR REHAB PROJECTS.
- * PROCESSING/APPROVAL TIME FOR APPLICATIONS HAS SHORTENED BY 3 WEEKS.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	45,681	43,250	43,250	47,752
OTHER SERVICES	1,209	2,601	2,601	2,950
SUPPLIES	262	695	695	590
CAPITAL OUTLAY	132,082	0	250,873	1,000
DEBT SERVICE/OTHER	0	0	0	0
Total	179,234	46,546	297,419	52,292
	=====	=====	=====	=====

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
OWNER OCCUPIED HOUSES REHABILITATED	10	12	23	12

Continued

**City of Independence
Detail Program Sheet**

Department: 4400-COMMUNITY DEVELOPMENT
Program: 6604-REHAB GRANT/LOAN OWNER

1996-97 Operating Budget
Fund: 08-COMM DEVEL GRANT ACT

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
COMMUNITY DEV. PROGRAM SPEC.	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00
	=====	=====	=====	=====

Significant Changes from FY 1995-96 to FY 1996-97:

* PROCESSING/APPROVAL TIME FOR APPLICATIONS HAS SHORTENED BY 3 WEEKS.

**City of Independence
Detail Program Sheet**

Department: 4400-COMMUNITY DEVELOPMENT
Program: 6602-HOME-ADMINISTRATION

1996-97 Operating Budget
Fund: 09-HOME PROGRAM

Description:

ADMINISTRATION OF CITY PROGRAMS FUNDED THROUGH THE CITY'S FEDERAL HOME INVESTMENT PARTNERSHIP PROGRAM. FISCAL YEAR 1996-76 WILL BE THE 3RD 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 FIRST TIME HOME BUYERS 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 1996-97 INCLUDE: REHABILITATION OF RENTAL REAL PROPERTY THAT IS OR WILL BE OCCUPIED BY VERY LOW OR LOW TO MODERATE INCOME TENANTS; OWNER OCCUPIED REHABILITATION; AND THE ADMINISTRATION OF A COMMUNITY HOUSING DEVELOPMENT ORGANIZATION (CHDO).

1996-97 Objectives:

- * MANAGE THE HOME PROGRAM AS A PARTICIPATING JURISDICTION FOR THE THIRD YEAR.
- * TARGET UNITS WILL INCLUDE 50 RENTAL REHAB UNITS, 10 UNITS FOR HOME BUYER ACQUISITION ASSISTANCE, 3 UNITS FOR SINGLE FAMILY ACQUISITION REHAB AND RESALE, AND 2 HOME IMPROVEMENT LOAN PROGRAM UNITS.

1995-96 Accomplishments:

- * FACILITATED THE FORMATION OF THE COMMUNITY DEVELOPMENT ORGANIZATION (CHDO) TO REHABILITATE AND EXPAND THE MODERATE INCOME HOUSING BASE IN THE COMMUNITY.
- * SUCCESSFULLY ADMINISTERED PROGRAMS UNDER THE HOME PROGRAM WHICH INCLUDED RENTAL AND FIRST TIME HOME BUYERS PROGRAM.
- * FACILITATED THE DEVELOPMENT OF CHDO STAFF CAPACITY BY HIRING AN EXECUTIVE DIRECTOR.
- * COMPLETED REHAB ON 60 RENTAL UNITS, EXCEEDING OUR OBJECTIVE BY 7 UNITS.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	46,128	48,143	48,143	39,665
OTHER SERVICES	2,075	2,152	4,240	2,854
SUPPLIES	184	288	288	324
CAPITAL OUTLAY	0	0	0	0

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**City of Independence
Detail Program Sheet**

Department: 4400-COMMUNITY DEVELOPMENT
Program: 6602-HOME-ADMINISTRATION

1996-97 Operating Budget
Fund: 09-HOME PROGRAM

Program Costs: (Continued)

DEBT SERVICE/OTHER	0	0	0	0
Total	<u>48,387</u>	<u>50,583</u>	<u>52,671</u>	<u>42,843</u>
	=====	=====	=====	=====

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
REHAB OF RENTAL UNITS	60	56	56	50
FIRST TIME HOME BUYERS	2	20	20	10

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
COMMUNITY PROGRAM SUPERVISOR	1.00	1.00	1.00	0.85
Total	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.85</u>
	=====	=====	=====	=====

**City of Independence
Detail Program Sheet**

Department: 4400-COMMUNITY DEVELOPMENT
Program: 6607-HOME RENTAL REHAB PROG.

1996-97 Operating Budget
Fund: 09-HOME PROGRAM

Description:

REHABILITATION OF RENTAL REAL PROPERTY THAT IS OR WILL BE OCCUPIED BY VERY LOW OR LOW TO MODERATE INCOME TENANTS.

1996-97 Objectives:

* COMPLETE THE REHABILITATION OF 50 UNITS OF RENTAL PROPERTY.

1995-96 Accomplishments:

* COMPLETED A TOTAL OF 60 UNITS OF RENTAL REHABILITATION, STARTED WORK ON ANOTHER 48 UNITS.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	0	0	0	4,666
OTHER SERVICES	2,500	0	0	0
SUPPLIES	0	0	0	0
CAPITAL OUTLAY	330,175	230,217	252,724	223,876
DEBT SERVICE/OTHER	0	0	0	0
Total	332,675	230,217	252,724	228,542

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
REHAB OF RENTAL PROPERTIES	60	53	60	50

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
COMMUNITY PROGRAM SUPERVISOR	0.00	0.00	0.00	0.10
Total	0.00	0.00	0.00	0.10

Continued

*City of Independence
Detail Program Sheet*

Department: 4400-COMMUNITY DEVELOPMENT
Program: 6607-HOME RENTAL REHAB PROG.

1996-97 Operating Budget
Fund: 09-HOME PROGRAM

Significant Changes from FY 1995-96 to FY 1996-97:

- * SINGLE FAMILY PROPERTIES AND ACQUISITION ASSISTANCE ARE NO LONGER ELIGIBLE ACTIVITIES UNDER THE RENTAL REHAB PROGRAM.
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**City of Independence
Detail Program Sheet**

Department: 4400-COMMUNITY DEVELOPMENT
Program: 6609-HOME - HOUSING PROGRAM

1996-97 Operating Budget
Fund: 09-HOME PROGRAM

Description:

IN THE FISCAL YEAR 1996-97, THE CITY WILL USE HOME FUNDS FOR THREE HOUSING PROGRAMS. THEY ARE: 1) REVOLVING HOME IMPROVEMENTS LOAN. THE CITY PROVIDES A LOAN FOR QUALIFIED LOW INCOME HOMEOWNERS TO REHABILITATE THEIR PROPERTY; 2) FIRST TIME HOME BUYERS DOWN PAYMENT ASSISTANCE FOR LOW-MODERATE HOME BUYERS. 3) ADMINISTRATION OF A COMMUNITY HOUSING DEVELOPMENT ORGANIZATION. UNDER HOME ADMINISTRATION, THE CITY MUST SET ASIDE 15% OF ITS HOME GRANT FOR USE BY COMMUNITY HOUSING DEVELOPMENT ORGANIZATIONS (CHDO). THE 15% SET ASIDE MAY ONLY BE USED TO FUND A CHDO OR DEVELOP A CHDO. IF THESE FUNDS ARE NOT USED, THEY ARE RETURNED TO THE FEDERAL GOVERNMENT.

1996-97 Objectives:

- * DESIGN AND IMPLEMENT REVOLVING HOME IMPROVEMENT LOAN PROGRAM, AND MAKE TWO LOANS.
- * PROVIDE DOWN PAYMENT ASSISTANCE TO 10 FIRST TIME HOME BUYERS.
- * FACILITATE THE PROVISION OF TECHNICAL ASSISTANCE TO THE NEW CHDO FOR STAFF CAPACITY DEVELOPMENT.
- * ASSIST THE CHDO WITH ACQUISITION, REHAB AND RESALE OF 3 PROPERTIES.

1995-96 Accomplishments:

- * FACILITATE THE DEVELOPMENT OF THE CHDO STAFF CAPACITY BY HIRING EXECUTIVE DIRECTOR.
- * ACQUIRED, REHAB AND RESOLD 1 PROPERTY.
- * CLOSED ON 2 FIRST TIME HOME BUYER PROJECTS.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	0	0	0	2,334
OTHER SERVICES	0	0	0	0
SUPPLIES	0	0	0	0
CAPITAL OUTLAY	100,000	167,200	217,200	163,281
DEBT SERVICE/OTHER	0	0	0	0
Total	100,000	167,200	217,200	165,615
	=====	=====	=====	=====

Continued

**City of Independence
Detail Program Sheet**

Department: 4400-COMMUNITY DEVELOPMENT
Program: 6609-HOME - HOUSING PROGRAM

1996-97 Operating Budget
Fund: 09-HOME PROGRAM

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
REHAB & RESALE	2	2	3	3

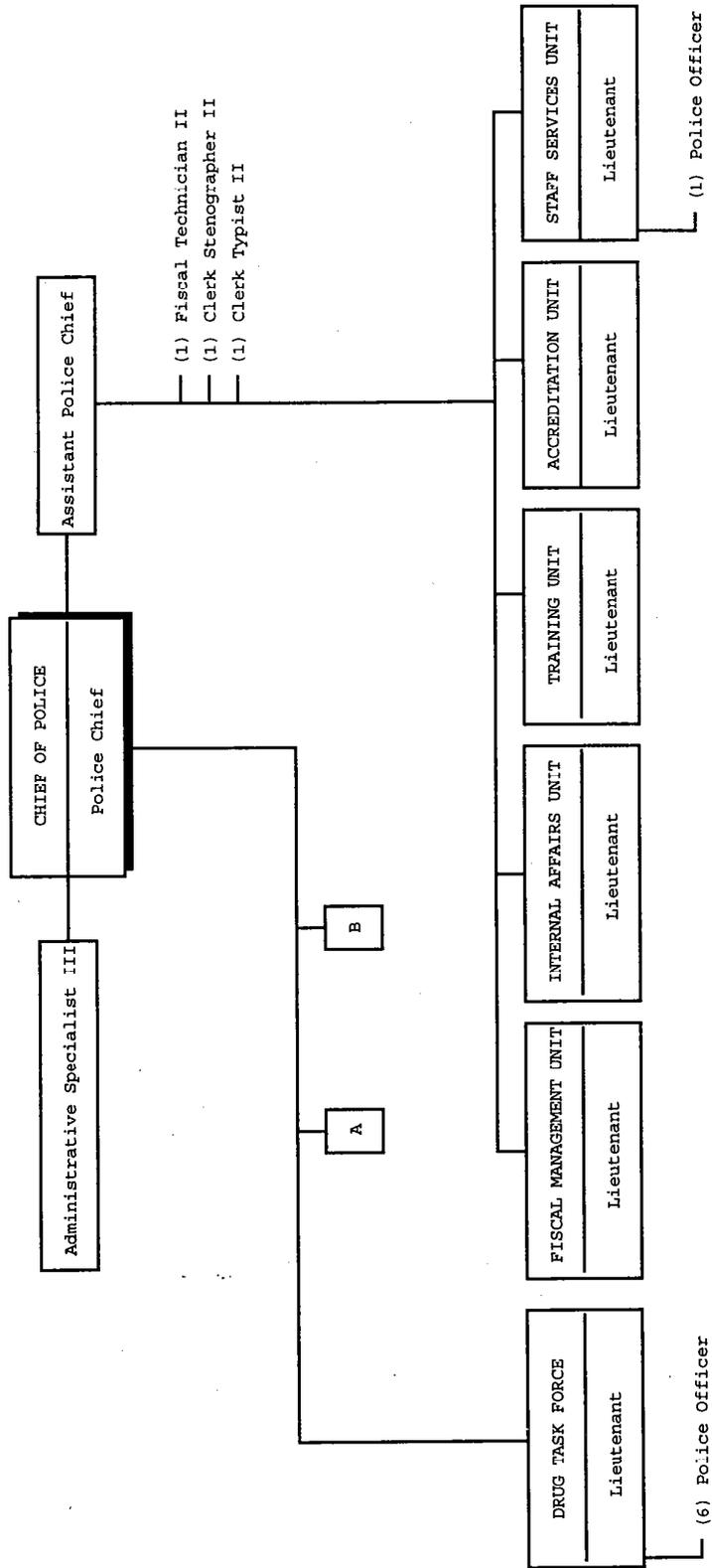
Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
COMMUNITY PROGRAM SUPERVISOR	0.00	0.00	0.00	0.05
Total	0.00	0.00	0.00	0.05
	=====	=====	=====	=====

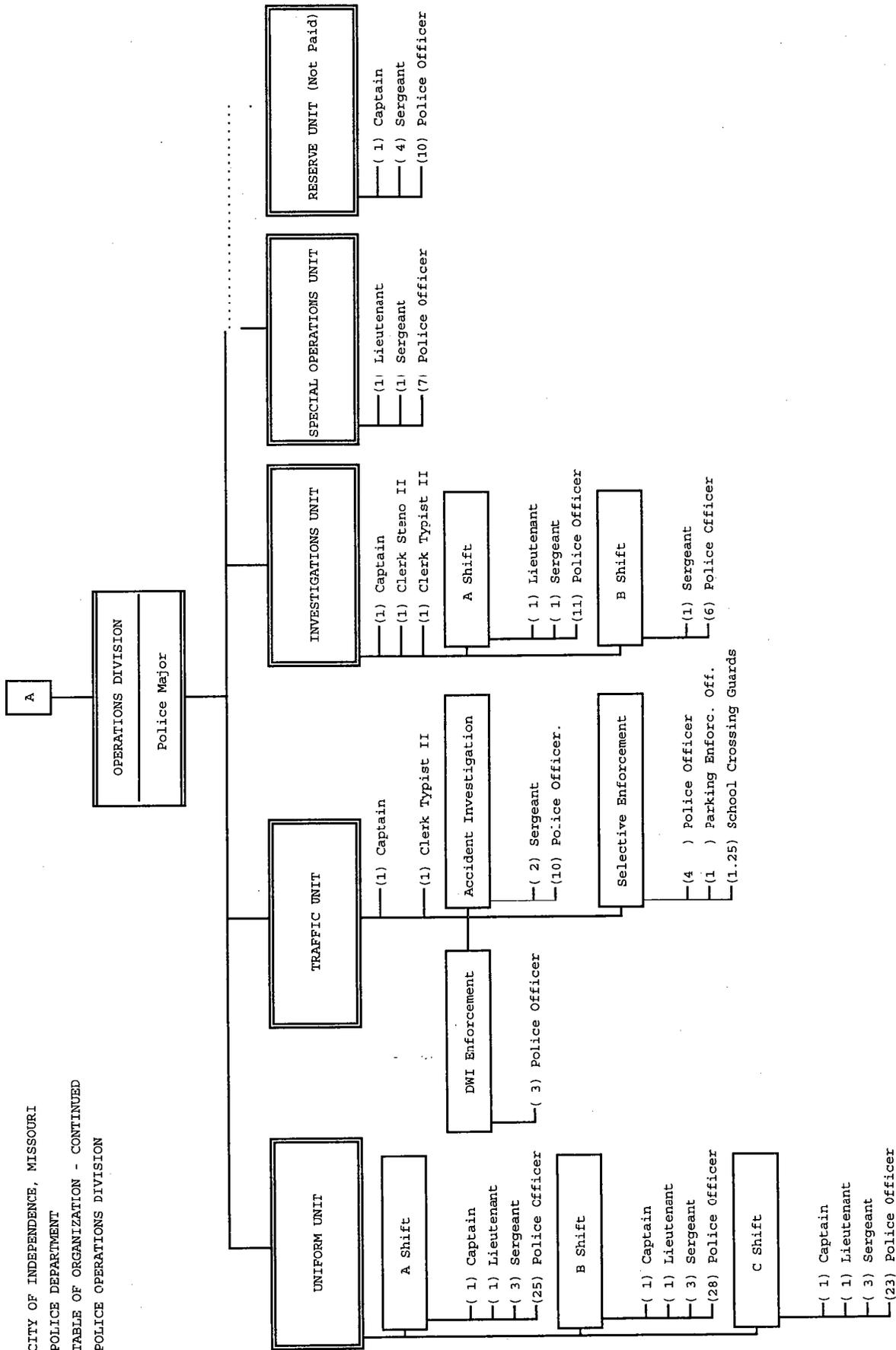
Significant Changes from FY 1995-96 to FY 1996-97:

* DESIGN AND IMPLEMENT A REVLOVING HOME IMPROVEMENT LOAN PROGRAM.

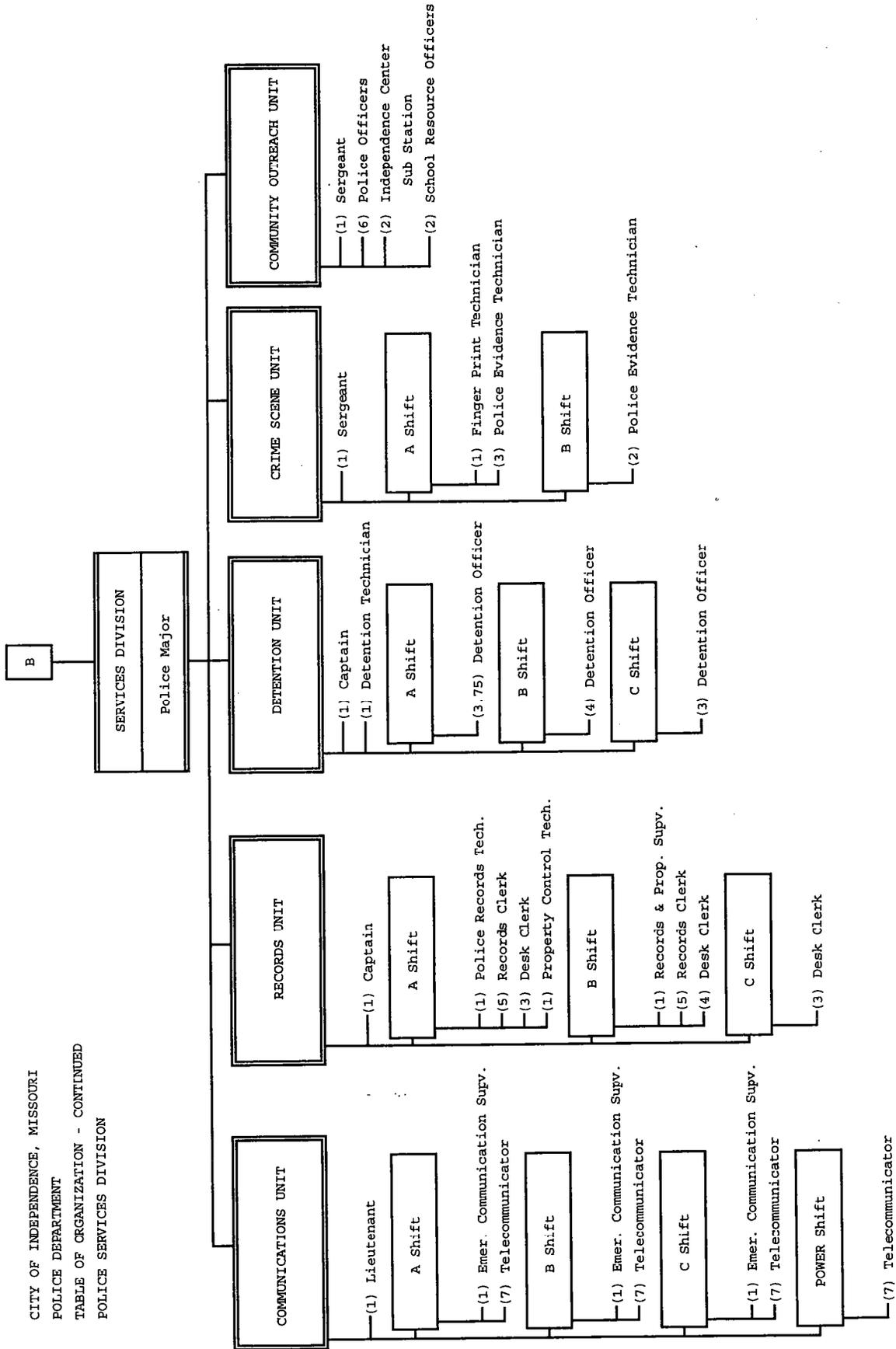
CITY OF INDEPENDENCE, MISSOURI
 POLICE DEPARTMENT
 TABLE OF ORGANIZATION



CITY OF INDEPENDENCE, MISSOURI
 POLICE DEPARTMENT
 TABLE OF ORGANIZATION - CONTINUED
 POLICE OPERATIONS DIVISION



CITY OF INDEPENDENCE, MISSOURI
 POLICE DEPARTMENT
 TABLE OF ORGANIZATION - CONTINUED
 POLICE SERVICES DIVISION



**City of Independence
Departmental Budget Summary**

Department: 4500-POLICE

1996-97 Operating Budget

Department Description-

THE POLICE DEPARTMENT IS CHARGED WITH 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.

Prog. No.	Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
<u>Budget by Major Program Category-</u>					
02 4511	CHIEF OF POLICE	1,024,825	1,002,600	1,011,478	1,059,851
02 4513	POLICE TRAINING	69,866	54,624	54,068	54,624
02 4531	POLICE OPER. - COMMAND	75,444	79,440	80,247	80,150
02 4532	UNIFORM UNIT	4,896,012	4,653,225	4,862,182	5,027,356
02 4533	TRAFFIC UNIT	1,090,589	1,177,368	1,166,114	1,185,672
02 4534	INVESTIGATIONS	1,065,941	1,118,621	1,129,727	1,217,570
02 4535	SPECIAL OPERATIONS	498,343	550,713	521,806	535,708
02 4541	POLICE SER. - COMMAND	72,115	74,270	75,046	77,999
02 4542	CRIME SCENE	301,409	313,240	315,977	327,350
02 4543	DETENTION	638,274	672,927	676,423	708,254
02 4544	RECORDS AND PROPERTY	798,396	806,821	825,756	848,980
02 4545	COMMUNICATIONS	1,177,603	1,306,202	1,357,432	1,366,770
02 4546	COMMUNITY OUTREACH	398,942	377,098	382,188	530,374
	Total	<u>12,107,759</u> =====	<u>12,187,149</u> =====	<u>12,458,444</u> =====	<u>13,020,658</u> =====

Staffing-

Full Time Positions	239.00	243.00	249.00	253.75
Part Time Positions	1.25	2.00	2.00	1.25
Total	<u>240.25</u> =====	<u>245.00</u> =====	<u>251.00</u> =====	<u>255.00</u> =====

Source of Funding-

GENERAL FUND	12,107,759	12,187,149	12,458,444	13,020,658
Total	<u>12,107,759</u> =====	<u>12,187,149</u> =====	<u>12,458,444</u> =====	<u>13,020,658</u> =====

Continued

**City of Independence
Departmental Budget Summary**

Department: 4500-POLICE

1996-97 Operating Budget

Direct/Offsetting Revenues-

55 MPH COMPLIANCE GRANT	35,963	35,000	35,000	3,750
JACKSON CO DRUG TASK FORCE	389,827	338,770	338,770	385,129
JACKSON CO DARE PROGRAM	114,506	122,000	122,000	299,201
POLICE SERVICES REIMB.	37,510	41,000	25,385	68,493
SALE OF POLICE REPORTS	44,821	52,000	52,000	52,000
DWI GRANT	25,237	6,819	6,819	2,250
SOBRIETY/SMOTKA GRANTS	26,595	7,735	7,735	0
HIGH SCH. RESOURCE OFFICER	0	0	0	68,493
 Total	 674,459	 603,324	 587,709	 879,316
	=====	=====	=====	=====

Significant Changes from FY 1995-96 to FY 1996-97:

- * ONE CRIMINALIST II POSITION THAT IS CURRENTLY VACANT WILL BE RECLASSIFIED TO EVIDENCE TECHNICIAN. THIS WILL RESULT IN A SAVINGS OF APPROXIMATELY \$4,862.
- * THE DEPARTMENT WILL BECOME FULLY ACCREDITED WITH THE "COMMISSION ON ACCREDITATION FOR LAW ENFORCEMENT AGENCIES, INC."
- * TWO "SCHOOL RESOURCE OFFICERS" TO BE ASSIGNED TO TRUMAN AND CHRISMAN HIGH SCHOOLS WILL BE ADDED TO THE COMMUNITY OUTREACH UNIT - \$65,126. 75% OF THEIR SALARIES/BENEFITS WILL BE PAID BY THE SCHOOL DISTRICT.
- * WE WILL CONTINUE TO UPDATE THE QUALITY OF OUR FLEET WITH THE PURCHASE OF NINETEEN NEW CARS AND FOUR NEW MOTORCYCLES.
- * FOUR POLICE OFFICER POSITIONS HAVE BEEN ADDED (TOTAL COST - \$130,388) WITH 73% OF THE FUNDING PROVIDED BY THE FEDERAL "COPS AHEAD" PROGRAM.
- * THE DARE GRANT FUNDING HAS BEEN INCREASED BY \$175,001 PROVIDING FOR THREE ADDITIONAL POLICE OFFICER POSITIONS, ONE ADDITIONAL DETENTION OFFICER AND INCREASED OVERTIME.

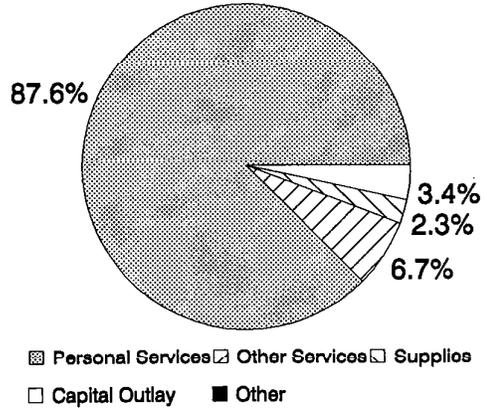
1996-97 Operating Budget

Police

Appropriations by Type:

Expenditure Type	Actual 1994-95	Original 1995-96	Projected 1995-96	Adopted 1996-97
Personal Ser.	10,457,417	10,574,116	10,833,401	11,412,498
Other Services	837,267	831,645	830,143	866,247
Supplies	349,213	317,068	332,258	304,512
Capital Outlay	463,862	464,320	462,642	437,401
Other	0	0	0	0
Total	12,107,759	12,187,149	12,458,444	13,020,658

1996-97 City Council Adopted Budget



Historical Comparison:

	Actual 1991-92	Actual 1992-93	Actual 1993-94	Actual 1994-95	Budget 1995-96	Budget 1996-97
Employees:						
Full Time Equiv.	222.93	232.25	240.53	240.25	245.00	255.00
Amount by Fund:						
General	10,739,597	10,920,269	11,927,508	12,107,759	12,187,149	13,020,658
Per Capita	95.38	96.50	105.03	106.39	107.13	113.29
Per Household	221.93	224.54	243.86	246.02	246.31	262.09

Dollars (millions)

A bar chart showing the historical comparison of the Police budget in millions of dollars from 1991-92 to 1996-97. The y-axis represents Dollars (millions) from 0 to 20. The x-axis represents the fiscal year. The bars show a steady increase in the budget over the period.

Fiscal Year	Amount (Millions)
1991-92	\$10,739,597
1992-93	\$10,920,269
1993-94	\$11,927,508
1994-95	\$12,107,759
1995-96	\$12,187,149
1996-97	\$13,020,658

For Fiscal Year:

**City of Independence
Detail Program Sheet**

Department: 4500-POLICE
Program: 4511-CHIEF OF POLICE

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

PERSONNEL ASSIGNED TO THE OFFICE OF THE CHIEF OF POLICE CONSISTS OF THE CHIEF OF POLICE, ASSISTANT CHIEF OF POLICE, FIVE POLICE LIEUTENANTS, ONE POLICE OFFICER, ONE ADMINISTRATIVE SPECIALIST III, ONE FISCAL TECHNICIAN II, ONE CLERK STENOGRAPHER II, AND ONE CLERK TYPIST II. THIS OFFICE IS RESPONSIBLE FOR THE OVERALL OPERATION AND LEADERSHIP OF THE POLICE DEPARTMENT. IT PROMULGATES POLICY AND PROCEDURE, MAINTAINS DISCIPLINE AND REPRESENTS THE DEPARTMENT TO THE PUBLIC. IT ALSO IMPLEMENTS THE ANNUAL BUDGET AND IS RESPONSIBLE FOR THE FISCAL MANAGEMENT, STAFF SERVICES, INTERNAL AFFAIRS, TRAINING, AND ACCREDITATION FUNCTIONS OF THE DEPARTMENT. ALSO, ONE LIEUTENANT AND SIX POLICE OFFICERS ARE ASSIGNED TO WORK AS MEMBERS OF THE JACKSON COUNTY DRUG TASK FORCE. THE MEMBERS ASSIGNED TO THAT UNIT WORK THROUGHOUT THE COUNTY AND WITH THE FEDERAL DEA, DEPARTMENT OF AGRICULTURE, AND ARE FUNDED BY THE JACKSON COUNTY C.O.M.B.A.T. 1/4 CENT SALES TAX.

1996-97 Objectives:

- * COMPLETE ALL REQUIREMENTS TO ATTAIN NATIONAL ACCREDITATION DURING FISCAL YEAR 96/97.
- * REFINE AND EXPAND THE CRIME ANALYSIS FUNCTION BY DEVELOPING INTER-DEPARTMENTAL INTERACTIVE CAPABILITIES ALLOWING EXCHANGE OF CRIME INFORMATION IN REAL TIME FORMATS, INCLUDING "IN HOUSE" MAPPING.
- * CONTINUED DEVELOPMENT OF THE COMPUTER SUPPORT POSITION TO ALLOW ITS FUNCTION TO BE OF GREATER DEPARTMENTAL VALUE.
- * DEVELOP AND IMPLEMENT MORE INTENSIVE COST ANALYSIS PROCEDURES ON LARGE BUDGETARY ITEMS.

1995-96 Accomplishments:

- * THE IMPLEMENTATION OF THE SAFE STREETS ORDINANCE THROUGH DIRECTED PATROL PROCEDURES RESULTED IN A DECREASE IN WEAPONS, ALCOHOL AND DRUG RELATED INCIDENTS ALONG THE NOLAND ROAD CORRIDOR.
- * DEVELOPED AND IMPLEMENTED A CRIME ANALYSIS PROGRAM CONSISTING OF INFORMATION THAT IS BEING UTILIZED BY BOTH LAW ENFORCEMENT AND THE COMMUNITY AT LARGE.
- * SUCCESSFULLY COMPLETED THE SELF-ASSESSMENT PHASE OF THE NATIONAL ACCREDITATION PROCESS.
- * ESTABLISHED AN IN-HOUSE PHYSICAL QUALIFICATION TESTING PROCEDURE WHICH IS BETTER JOB RELATED TO THE POSITION OF POLICE OFFICER.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	924,546	955,900	964,700	1,014,303

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**City of Independence
Detail Program Sheet**

Department: 4500-POLICE
Program: 4511-CHIEF OF POLICE

1996-97 Operating Budget
Fund: 02-GENERAL

Program Costs: (Continued)

OTHER SERVICES	58,194	29,285	29,285	41,753
SUPPLIES	12,095	6,432	8,164	2,745
CAPITAL OUTLAY	29,990	10,983	9,329	1,050
DEBT SERVICE/OTHER	0	0	0	0
Total	1,024,825	1,002,600	1,011,478	1,059,851

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
POLICE OFFICER APPLICANTS PROCESSED	296	469	469	492
POLICE OFFICERS HIRED	13	10	10	11
POLICE CIVILIAN APPLICANTS PROCESSED	291	643	643	675
POLICE CIVILIANS HIRED	12	13	13	14

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
ASSISTANT POLICE CHIEF	1.00	1.00	1.00	1.00
POLICE CHIEF	1.00	1.00	1.00	1.00
CLERK STENOGRAPHER II	1.00	1.00	1.00	1.00
CLERK TYPIST II	0.00	1.00	1.00	1.00
POLICE LIEUTENANT	6.00	6.00	6.00	6.00
POLICE OFFICER	6.00	8.00	8.00	7.00
ADMINISTRATIVE SPECIALIST III	1.00	1.00	1.00	1.00
FISCAL TECHNICIAN II	1.00	1.00	1.00	1.00
Total	17.00	20.00	20.00	19.00

**City of Independence
Detail Program Sheet**

Department: 4500-POLICE
Program: 4513-POLICE TRAINING

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

THE TRAINING SECTION NOT ONLY PROVIDES IN-SERVICE TRAINING BUT MAKES ARRANGEMENTS FOR POLICE PERSONNEL TO ATTEND OUTSIDE MEETINGS, CONFERENCES, AND TRAINING SEMINARS. SINCE THIS UNIT IS RESPONSIBLE FOR ESTABLISHING THE TRAINING CURRICULUM FOR NEW POLICE OFFICERS, THE FIELD TRAINING OFFICERS EVALUATE RECRUITS AND SUBMIT EVALUATIONS THROUGH THE TRAINING UNIT SUPERVISOR. THIS UNIT IS ALSO RESPONSIBLE FOR THE DEPARTMENT VIDEO LAB, MAINTAINING THE DEPARTMENT FIRING RANGE, AND IS RESPONSIBLE FOR THE PURCHASE OF TRAINING AMMUNITION, DUTY AMMUNITION, AND BULLET PROOF VESTS.

1996-97 Objectives:

- * DESIGN A COMPREHENSIVE TRAINING UNIT FILING SYSTEM MAINTAINING TRAINING RECORDS OF ALL PERSONNEL IN COMPLIANCE WITH THE MISSOURI DEPARTMENT OF PUBLIC SAFETY AND NATIONAL ACCREDITATION STANDARDS.
- * DESIGN AND COORDINATE A DEPARTMENT IN-SERVICE DEFENSIVE TACTICS PROGRAM ESTABLISHING A USE OF FORCE CONTINUUM AND REDUCING THE DEPARTMENT'S LIABILITY IN THE USE OF FORCE ISSUES.
- * TRAIN NEW PERSONNEL ON THE USE OF VIDEO LAB EQUIPMENT TO ASSIST IN THE FACILITATION OF IN-SERVICE TRAINING.
- * DEVELOP AND IMPLEMENT TRAINING OF SERGEANTS, SHIFT CAPTAINS, AND COMMANDERS ON CRITICAL INCIDENTS.

1995-96 Accomplishments:

- * UPDATED, DEVELOPED, AND IMPLEMENTED A COMPREHENSIVE FIREARMS PROGRAM TO COMPLY WITH CURRENT I.A.C.P. NATIONAL TRAINING STANDARDS AND RECOMMENDATIONS.
- * ASSISTED THE METROPOLITAN COMMUNITY COLLEGE IN THE DEVELOPMENT OF THE NEW REGIONAL POLICE ACADEMY.
- * CONDUCTED AND COORDINATED A 20-HOUR IN-SERVICE TRAINING AND CERTIFICATION FOR ALL POLICE OFFICERS FOR C.P.R, O.C. PEPPER SPRAY, AND BENELLI 12-GAUGE SHOTGUN.
- * DEVELOPED AND IMPLEMENTED IN-SERVICE TRAINING IN THE USE OF THE NEW PAY FOR PERFORMANCE APPRAISAL SYSTEM FOR ALL SWORN AND CIVILIAN SUPERVISORS IN THE DEPARTMENT.
- * COMPLETED A PERFORMANCE EVALUATION TRAINING COURSE FOR ALL SUPERVISORS IN THE DEPARTMENT.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	0	0	0	0
OTHER SERVICES	45,420	31,200	31,126	34,477

...Continued

**City of Independence
Detail Program Sheet**

Department: 4500-POLICE
Program: 4513-POLICE TRAINING

1996-97 Operating Budget
Fund: 02-GENERAL

Program Costs: (Continued)

SUPPLIES	22,495	19,647	19,165	20,147
CAPITAL OUTLAY	1,951	3,777	3,777	0
DEBT SERVICE/OTHER	0	0	0	0
 Total	<u>69,866</u>	<u>54,624</u>	<u>54,068</u>	<u>54,624</u>
	=====	=====	=====	=====

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
IN-SERVICE TRAINING HOURS	10,272	35,471	35,471	37,246
SPECIALIZED TRAINING HOURS	3,190	17,582	17,582	18,461

**City of Independence
Detail Program Sheet**

Department: 4500-POLICE
Program: 4531-POLICE OPER. - COMMAND

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

DEVELOP POLICIES AND ASSIGN RESOURCES IN ACCORDANCE WITH DEMANDS FOR POLICE SERVICE. REVIEW TRAINING AND EQUIPMENT NEEDS FOR ALL MEMBERS OF THE UNIFORM, TRAFFIC, INVESTIGATION, SPECIAL OPERATIONS, AND RESERVE UNITS. MONITOR BUDGET EXPENDITURES AND DAILY CERTIFICATION OF PAYROLL RECORDS.

1996-97 Objectives:

- * COMPLETE CRITICAL INCIDENT COMMAND TRAINING FOR ALL POLICE OPERATION DIVISION SUPERVISORS.
- * IMPROVE THE QUALITY OF POLICE REPORTS THROUGH MORE INTENSE MONITORING AT THE FIRST LINE SUPERVISORY LEVEL FOR BOTH CORRECTNESS AND COMPLETENESS.
- * EXPAND THE UTILIZATION AND GROWTH OF CITIZEN VOLUNTEER GROUPS WITHIN THE POLICE DEPARTMENT.
- * REDUCE AND ELIMINATE SOME OF THE CURRENT PAPERWORK REQUIREMENTS TO IMPROVE OFFICER AVAILABILITY.
- * IMPROVE THE QUALITY OF CRIMINAL INVESTIGATIONS THROUGH STAFF REDEPLOYMENT AND NEW TECHNOLOGY.

1995-96 Accomplishments:

- * FORMED PARTNERSHIPS BETWEEN PUBLIC SCHOOLS AND THE POLICE DEPARTMENT TO HELP SOLVE MUTUAL PROBLEMS AND ENHANCE RELATIONSHIPS.
- * IMPLEMENTED INVESTIGATIVE DISTRICT ASSIGNMENTS FOR DETECTIVES TO FURTHER THE DEPARTMENT'S COMMITMENT TO THE COMMUNITY POLICING CONCEPT.
- * SUCCESSFULLY REDUCED THE NUMBER OF ALCOHOL RELATED VEHICULAR ACCIDENTS.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	74,583	75,943	76,750	79,268
OTHER SERVICES	511	470	470	385
SUPPLIES	350	210	210	497
CAPITAL OUTLAY	0	2,817	2,817	0
DEBT SERVICE/OTHER	0	0	0	0
Total	75,444	79,440	80,247	80,150

Continued

*City of Independence
Detail Program Sheet*

Department: 4500-POLICE
Program: 4531-POLICE OPER. - COMMAND

1996-97 Operating Budget
Fund: 02-GENERAL

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
POLICE MAJOR	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

**City of Independence
Detail Program Sheet**

Department: 4500-POLICE
Program: 4532-UNIFORM UNIT

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

THE UNIFORM UNIT HAS EIGHTY-EIGHT SWORN POLICE PERSONNEL AND IS THE INITIAL RESPONDER FOR ALL CALLS RECEIVED FROM CITIZENS. THIS UNIT OPERATES TWENTY-FOUR HOURS A DAY, THREE HUNDRED SIXTY-FIVE DAYS PER YEAR. THE UNIT IS STAFFED ACCORDING TO WORKLOADS AND GEOGRAPHICAL RESPONSE AREAS.

1996-97 Objectives:

- * IMPROVE POLICE RESPONSE TIMES TO EMERGENCY AND NON-EMERGENCY CALLS FOR SERVICE BY 10%.
- * IMPROVE THE PUBLIC'S PERCEPTIONS OF THE POLICE SERVICES WITHIN THE CITY OF INDEPENDENCE.
- * ELIMINATE THE NEED FOR OFFICER LOG SHEETS AND HANDWRITTEN REPORTS THROUGH COMPUTERIZATION.
- * REDUCE OFFICER SAFETY CONCERNS BY STAFFING MORE POLICE OFFICERS AT TIMES WHEN DEMAND FOR SERVICE IS GREATEST.

1995-96 Accomplishments:

- * IMPROVED INTERACTION BETWEEN SCHOOLS AND UNIFORM POLICE OFFICERS WITH AN EMPHASIS ON PROBLEM RESOLUTION.
- * UTILIZED THE SAFE STREETS ORDINANCE TO ACHIEVE POSITIVE RESULTS IN AREAS IDENTIFIED AS PROBLEM LOCATIONS.
- * CONDUCTED QUARTERLY STUDIES TO BALANCE THE NUMBER OF CALLS FOR SERVICE BETWEEN UNIFORM PATROL DISTRICTS.

Program Costs:

Expenditure Category	1994-95	1995-96	1995-96	1996-97
	Actual	Original	Amended	Adopted Budget
PERSONAL SERVICES	4,051,432	3,905,161	4,060,232	4,311,468
OTHER SERVICES	254,005	274,083	274,083	290,556
SUPPLIES	193,653	173,629	171,358	159,246
CAPITAL OUTLAY	396,922	300,352	356,509	266,086
DEBT SERVICE/OTHER	0	0	0	0
Total	4,896,012	4,653,225	4,862,182	5,027,356

Performance Indicators:

Description	1994-95	1995-96	1995-96	1996-97
	Actual	Original	Amended	Adopted Budget
POLICE INCIDENT CALLS	52,771	66,732	66,732	70,069
VIOLENT CRIMES REPORTED	2,279	2,126	2,126	2,233

Continued

**City of Independence
Detail Program Sheet**

Department: 4500-POLICE
Program: 4532 UNIFORM UNIT

1996-97 Operating Budget
Fund: 02-GENERAL

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
POLICE CAPTAIN	3.00	3.00	3.00	3.00
POLICE LIEUTENANT	3.00	3.00	3.00	3.00
POLICE OFFICER	76.00	71.00	72.00	76.00
POLICE SERGEANT	6.00	6.00	9.00	9.00
 Total	 88.00	 83.00	 87.00	 91.00
	=====	=====	=====	=====

**City of Independence
Detail Program Sheet**

Department: 4500-POLICE
Program: 4533-TRAFFIC UNIT

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

THE TRAFFIC UNIT HAS TWENTY SWORN POLICE PERSONNEL FOR TRAFFIC ENFORCEMENT, TWO CIVILIAN PERSONNEL FOR PARKING ENFORCEMENT AND CLERICAL DUTIES, AND PART-TIME SCHOOL CROSSING GUARDS. THIS UNIT IS STAFFED TWENTY-FOUR HOURS PER DAY, THREE HUNDRED SIXTY-FIVE DAYS PER YEAR. PERSONNEL ASSIGNED TO THIS UNIT HAVE RECEIVED ADDITIONAL TRAINING IN RADAR OPERATION, ACCIDENT RECONSTRUCTION, AND PHOTOGRAPHY AND PROVIDES SUPPORT AND COORDINATION TO THE UNIFORM UNIT AS NEEDED. PLANS/HANDLES SPECIAL EVENTS, I.E. SANTA-CALI-GON, HALLOWEEN PARADE, ETC.

1996-97 Objectives:

- * CONTINUE TO TARGET DWI ENFORCEMENT TO REDUCE ACCIDENTS RESULTING FROM ALCOHOL IMPAIRMENT.
- * INCREASE SELECTIVE ENFORCEMENT EFFORTS ON INTERSTATE HIGHWAYS TO GAIN VOLUNTARY COMPLIANCE WITH SPEED LIMITS.
- * IMPLEMENT ALCOHOL AND DRUG ENFORCEMENT STRATEGIES THAT TARGET YOUTHFUL OFFENDERS.

1995-96 Accomplishments:

- * REDUCED ALCOHOL INVOLVED ACCIDENTS BY 20% FROM THE PREVIOUS YEAR.
- * INVESTIGATED 74% OF ALL REPORTED TRAFFIC ACCIDENTS, THEREBY RELIEVING UNIFORM UNITS FOR PATROL RELATED DUTIES.
- * RECEIVED A DWI VAN FROM THE DEPARTMENT OF PUBLIC SAFETY THAT IS BEING USED IN DWI ROAD BLOCKS AND SELECTIVE ENFORCMENT OF ALCOHOL IMPAIRED DRIVERS.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	1,004,699	1,062,236	1,071,745	1,078,531
OTHER SERVICES	35,141	31,784	31,784	30,946
SUPPLIES	29,786	27,918	27,282	23,129
CAPITAL OUTLAY	20,963	55,430	35,303	53,066
DEBT SERVICE/OTHER	0	0	0	0
Total	1,090,589	1,177,368	1,166,114	1,185,672
	=====	=====	=====	=====

Continued

**City of Independence
Detail Program Sheet**

Department: 4500-POLICE
Program: 4533-TRAFFIC UNIT

1996-97 Operating Budget
Fund: 02-GENERAL

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
TRAFFIC COMPLAINT AREAS	328	375	375	394
VEHICULAR ACCIDENTS REPORTED	3,702	3,614	3,614	3,433
D.W.I. ARRESTS	790	912	912	866

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
POLICE CAPTAIN	1.00	1.00	1.00	1.00
CLERK TYPIST II	1.00	1.00	1.00	1.00
POLICE OFFICER	15.00	17.00	17.00	17.00
POLICE SERGEANT	2.00	2.00	2.00	2.00
PARKING ENFORCEMENT OFFICER	1.00	1.00	1.00	1.00
SCHOOL CROSSING GUARD	1.25	1.25	1.25	1.25
Total	21.25	23.25	23.25	23.25

**City of Independence
Detail Program Sheet**

Department: 4500-POLICE
Program: 4534-INVESTIGATIONS

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

THE DETECTIVE UNIT HAS TWENTY-ONE SWORN POLICE PERSONNEL, ONE CLERK TYPIST, AND ONE CIVILIAN STENOGRAPHER II. THE MEMBERS OF THIS UNIT WORK DURING TWO SHIFTS (DAYS AND EVENINGS), ARE ON DUTY THREE HUNDRED SIXTY-FIVE DAYS PER YEAR, AND CONDUCT FOLLOW-UP INVESTIGATIONS OF MAJOR CRIMES.

1996-97 Objectives:

- * SELECT AND TRAIN TWO DETECTIVES IN ARSON FOLLOW-UP INVESTIGATION.
- * MAINTAIN A CLEARANCE RATE ABOVE THE NATIONAL AVERAGE FOR ALL CRIMINAL CASES ASSIGNED.
- * CONTINUE PARTICIPATION IN THE CHILD PROTECTION CENTER WITH INVESTIGATIVE COMMITMENT.
- * IMPLEMENT A VIDEO IMAGING SYSTEM TO FILE COMPLAINTS WITH THE JACKSON COUNTY PROSECUTOR AND TO ARRAIGN PRISONERS IN THE CIRCUIT COURT SYSTEM.

1995-96 Accomplishments:

- * IMPLEMENTED INVESTIGATIVE DISTRICTS TO ENHANCE COMMUNITY POLICING AND CRIME ANALYSIS EFFORTS.
- * INITIATED JOINT SHIFT MEETINGS WITH UNIFORM PATROL.
- * FORMED A PARTNERSHIP WITH CHILDRENS MERCY HOSPITAL AND THE JACKSON COUNTY PROSECUTOR'S OFFICE TO BETTER INVESTIGATE CHILD SEXUAL ASSAULT CASES.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	1,054,651	1,054,172	1,065,035	1,125,347
OTHER SERVICES	8,520	7,817	7,817	8,675
SUPPLIES	2,770	4,518	4,785	4,741
CAPITAL OUTLAY	0	52,114	52,090	78,807
DEBT SERVICE/OTHER	0	0	0	0
Total	1,065,941	1,118,621	1,129,727	1,217,570

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
CRIMINAL CASES ASSIGNED	3,040	2,773	2,773	2,912

...Continued

**City of Independence
Detail Program Sheet**

Department: 4500-POLICE
Program: 4534-INVESTIGATIONS

1996-97 Operating Budget
Fund: 02-GENERAL

Performance Indicators: (Continued)

CRIMINAL CASES CLEARED	2,051	2,074	2,074	2,118
CLEARANCE RATE	68	75	75	75

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
POLICE CAPTAIN	1.00	1.00	1.00	1.00
CLERK STENOGRAPHER II	1.00	1.00	1.00	1.00
CLERK TYPIST II	0.00	1.00	1.00	1.00
POLICE LIEUTENANT	1.00	1.00	1.00	1.00
POLICE OFFICER	16.00	17.00	17.00	17.00
POLICE SERGEANT	2.00	2.00	2.00	2.00
 Total	 21.00	 23.00	 23.00	 23.00
	=====	=====	=====	=====

**City of Independence
Detail Program Sheet**

Department: 4500-POLICE
Program: 4535-SPECIAL OPERATIONS

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

THIS UNIT HAS NINE SWORN PERSONNEL. THE SPECIAL OPERATIONS UNIT WORKS ON SPECIAL INVESTIGATIONS, TARGETS DRUG HOUSES, AND IS THE THE DEPARTMENTAL TACTICAL ENTRY TEAM. THIS UNIT PROVIDES SPECIALIZED SUPPORT AND TACTICS FOR WARRANT SERVICE, EXECUTES DRUG SEARCH WARRANTS, AND HANDLES LOCAL DRUG COMPLAINTS AND HIGH RISK BARRICADE INCIDENTS. THEY ALSO PROVIDE SUPPORT TO THE UNIFORM UNIT.

1996-97 Objectives:

- * DECREASE UNIT OVERTIME EXPENDITURES THROUGH ENHANCED COORDINATION WITH THE JACKSON COUNTY DRUG TASK FORCE.
- * INCREASE THE NUMBER OF COMPLETED DRUG HOUSE INVESTIGATION BY 5%.
- * DEVELOP STRATEGIES TO ASSIST UNIFORM UNITS WITH THE NOLAND ROAD CRUISING PROBLEM.
- * IMPLEMENT CRIMINAL INTELLIGENCE INVESTIGATIONS.

1995-96 Accomplishments:

- * SUCCESFULLY ELIMINATED 20 METHAMPHETAMINE LABS IN THE CITY.
- * IMPLEMENTED A PROGRAM TO TRACK OFFENDERS RELEASED OR PAROLED FROM PRISON THAT WERE INVOLVED IN VIOLENT OR DRUG RELATED CRIMES.
- * MADE A SIGNIFICANT IMPACT ON REDUCING THE NUMBER OF CRIMINAL INCIDENTS ASSOCIATED WITH THE NOLAND ROAD CORRIDOR.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	476,531	486,075	490,230	473,680
OTHER SERVICES	12,581	13,673	13,120	13,990
SUPPLIES	7,422	14,935	18,456	14,146
CAPITAL OUTLAY	1,809	36,030	0	33,892
DEBT SERVICE/OTHER	0	0	0	0
Total	498,343	550,713	521,806	535,708

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
SEARCH WARRANTS SERVED	51	70	70	74
CASES ASSIGNED	240	440	440	462
TACTICAL OPERATIONS	1	5	5	6

Continued

*City of Independence
Detail Program Sheet*

Department: 4500-POLICE
Program: 4535-SPECIAL OPERATIONS

1996-97 Operating Budget
Fund: 02-GENERAL

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
POLICE LIEUTENANT	1.00	1.00	1.00	1.00
POLICE OFFICER	7.00	7.00	7.00	7.00
POLICE SERGEANT	1.00	1.00	1.00	1.00
Total	9.00	9.00	9.00	9.00
	=====	=====	=====	=====

**City of Independence
Detail Program Sheet**

Department: 4500-POLICE
Program: 4541-POLICE SER. - COMMAND

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

RESPONSIBLE FOR THE DELIVERY OF ALL INTERNAL AND EXTERNAL SERVICES OF THE DEPARTMENT TO INCLUDE COMMUNICATIONS, RECORDS, DETENTION, CRIME SCENE INVESTIGATION, PROPERTY AND EVIDENCE, CRIME PREVENTION, D.A.R.E., HEADQUARTERS SECURITY AND BUILDING MAINTENANCE.

1996-97 Objectives:

- * DESIGN/IMPLEMENT A VOLUNTEER PROGRAM.
- * DESIGN/IMPLEMENT PAPERLESS AUTOMATED CASE ENTRY (P.A.C.E.)
- * CONTINUE TO MONITOR EMERGENCY CALL ANSWERING TIME (16 SECONDS OR LESS) AND RESPONSE TIMES FOR EMERGENCY CALLS (7 MINUTES OR LESS).

1995-96 Accomplishments:

- * PROVIDED A TRAINING PROGRAM FOR JUVENILES REFERRED BY YOUTH COURT.
- * IMPLEMENTED A POLICE ROOM AT THE INDEPENDENCE CENTER TO HANDLE CALLS FOR SERVICE.
- * MONITORED E9-1-1 TELEPHONE CALLS FOR DELAYS IN ANSWER TIME AND CALL TO DISPATCH TIMES.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	69,089	70,435	71,211	76,627
OTHER SERVICES	2,251	474	474	385
SUPPLIES	775	544	544	987
CAPITAL OUTLAY	0	2,817	2,817	0
DEBT SERVICE/OTHER	0	0	0	0
Total	72,115	74,270	75,046	77,999

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
E9-1-1 CALLS ANSWERED IN MORE THAN 16 SECONDS	623	469	469	446
AVG. EMERGENCY CALL RESPONSE TIME IN MINUTES	9	8	8	8

Continued

**City of Independence
Detail Program Sheet**

Department: 4500-POLICE

Program: 4541-POLICE SRR. - COMMAND

1996-97 Operating Budget

Fund: 02-GENERAL

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
POLICE MAJOR	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

**City of Independence
Detail Program Sheet**

Department: 4500-POLICE
Program: 4542-CRIME SCENE

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

PROCESSES MAJOR CRIME SCENES TO GATHER EVIDENCE AND OTHER DATA TO SUPPORT CRIMINAL CHARGES. CONDUCTS FORENSIC EXAMINATIONS TO DEVELOP INFORMATION RELATIVE TO CRIMINAL INVESTIGATIONS. THIS UNIT ALSO PROVIDES DEPARTMENTAL SUPPLY FUNCTIONS.

1996-97 Objectives:

- * SELECT AND PROVIDE BASIC TRAINING TO NEW EVIDENCE TECHNICIAN.
- * DEVELOP RETENTION SCHEDULE FOR INKED IMPRESSIONS; PURGE FILES BASED ON SCHEDULE.

1995-96 Accomplishments:

- * TWO EVIDENCE TECHNICIANS COMPLETED BASIC TRAINING COURSE.
- * DESIGNED AND IMPLEMENTED DATABASE FOR FINGERPRINT RECORDS.
- * DESIGNED AND IMPLEMENTED FORENSIC ANALYSIS OF DRUGS THROUGH OUTSIDE LABORATORY.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	257,899	281,040	283,777	293,326
OTHER SERVICES	6,814	7,006	7,031	7,136
SUPPLIES	26,347	25,194	25,169	26,888
CAPITAL OUTLAY	10,349	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	301,409	313,240	315,977	327,350

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
CRIME SCENES PROCESSED	422	613	613	644
LATENT PRINTS PROCESSED	2,216	1,893	1,893	1,988

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
EVIDENCE TECHNICIAN	4.00	4.00	4.00	5.00

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**City of Independence
Detail Program Sheet**

Department: 4500-POLICE
Program: 4542-CRIME SCENE

1996-97 Operating Budget
Fund: 02-GENERAL

Staffing: (Continued)

FINGER PRINT TECHNICIAN	1.00	1.00	1.00	1.00
POLICE SERGEANT	1.00	1.00	1.00	1.00
CRIMINALIST	1.00	1.00	1.00	0.00
 Total	 7.00	 7.00	 7.00	 7.00
	=====	=====	=====	=====

Significant Changes from FY 1995-96 to FY 1996-97:

- * CRIMINALIST II VACANT POSITION WILL BE RECLASSIFIED TO EVIDENCE TECHNICIAN. WITH THIS RECLASSIFICATION, DRUG ANALYSIS WILL BE PERFORMED AT THE MISSOURI HIGHWAY PATROL REGIONAL LAB AT NO COST.

**City of Independence
Detail Program Sheet**

Department: 4500-POLICE
Program: 4543-DETENTION

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

RECEIVES AND PROCESSES PRISONERS ARRESTED IN THE CITY AND/OR BY OTHER JURISDICTIONS ON CITY WARRANTS. MAINTAINS PRISONERS IN A SECURE ENVIRONMENT UNTIL RELEASE.

1996-97 Objectives:

- * TRAIN ALL EMPLOYEES IN CONTINUUM OF FORCE POLICIES AND PROCEDURES.
- * FIRST AID CERTIFICATION FOR ALL EMPLOYEES.
- * IMPLEMENT UPGRADED BOOKING MODULE.

1995-96 Accomplishments:

- * DESIGNED AND IMPLEMENTED VIDEO ARRAIGNMENTS FOR MUNICIPAL COURT.
- * TRAIN/CERTIFY DETENTION OFFICERS IN CARDIOPULMONARY RESUSCITATION.
- * DESIGNED UPGRADE MODIFICATIONS FOR ELECTRONIC BOOKING.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	434,857	467,524	471,020	506,447
OTHER SERVICES	193,646	200,314	200,314	194,466
SUPPLIES	9,537	5,089	5,089	7,341
CAPITAL OUTLAY	234	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	638,274	672,927	676,423	708,254

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PRISONERS BOOKED	10,009	9,642	9,642	10,135
PRISONER DAYS SERVED	6,697	4,497	4,497	4,723

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
POLICE CAPTAIN	1.00	1.00	1.00	1.00
POLICE DETENTION OFFICER	0.00	0.75	0.75	0.75

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**City of Independence
Detail Program Sheet**

Department: 4500-POLICE
Program: 4543-DETENTION

1996-97 Operating Budget
Fund: 02-GENERAL

Staffing: (Continued)

DETENTION OFFICER	10.00	10.00	10.00	11.00
DETENTION TECHNICIAN	0.00	1.00	1.00	1.00
POLICE OFFICER	1.00	0.00	0.00	0.00
 Total	<u>12.00</u>	<u>12.75</u>	<u>12.75</u>	<u>13.75</u>
	=====	=====	=====	=====

**City of Independence
Detail Program Sheet**

Department: 4500-POLICE
Program: 4544-RECORDS AND PROPERTY

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

PROVIDES CUSTOMER SERVICE AT THE MAIN LOBBY INFORMATION DESK. RECEIVES, INDEXES, DISSEMINATES, AND ARCHIVES POLICE REPORTS FOR THE GENERAL PUBLIC. PARTICIPATES IN INTERNAL AND EXTERNAL INFORMATIONAL DATA BASES CONCERNING CRIMINAL RECORD AND WARRANT INFORMATION. ACCEPTS FOR STORAGE OR RETURNS TO OWNER STOLEN/RECOVERED PROPERTY AND EVIDENCE.

1996-97 Objectives:

- * UPGRADE IBM AS400 MINI MAINFRAME.
- * IMPLEMENT P.A.C.E. AND TRAIN EMPLOYEES TO USE THE SYSTEM.
- * IMPLEMENT PROPERTY MODULE UPGRADE.

1995-96 Accomplishments:

- * INSTALLED NEW SHELVING/STORAGE FOR PROPERTY AND EVIDENCE.
- * IDENTIFIED P.A.C.E. SOFTWARE TO EXPEDITE CASE REPORTING AND ENHANCE IMPACT SYSTEM.
- * MODIFIED PROPERTY MODULE IN IMPACT SYSTEM AND ADDED MANAGEMENT REPORTING TOOLS.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	668,480	699,000	717,861	730,693
OTHER SERVICES	107,798	81,049	81,129	88,782
SUPPLIES	20,549	26,772	26,766	27,005
CAPITAL OUTLAY	1,569	0	0	2,500
DEBT SERVICE/OTHER	0	0	0	0
Total	798,396	806,821	825,756	848,980
	=====	=====	=====	=====

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
MUNICIPAL WARRANTS IN	10,943	10,333	10,333	10,850
MUNICIPAL WARRANTS OUT	10,015	9,396	9,396	9,866
CASES PROCESSED	29,511	30,247	30,247	31,759

Continued

**City of Independence
Detail Program Sheet**

Department: 4500-POLICE
Program: 4544-RECORDS AND PROPERTY

1996-97 Operating Budget
Fund: 02-GENERAL

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
RECORDS UNIT CLERK	10.00	10.00	10.00	10.00
POLICE CAPTAIN	1.00	1.00	1.00	1.00
POLICE RECORDS & PROP. SUPV.	1.00	1.00	1.00	1.00
POLICE DESK CLERK	10.00	10.00	10.00	10.00
PROPERTY CONTROL TECHNICIAN	1.00	1.00	1.00	1.00
POLICE RECORDS TECHNICIAN	1.00	1.00	1.00	1.00
Total	24.00	24.00	24.00	24.00
	=====	=====	=====	=====

**City of Independence
Detail Program Sheet**

Department: 4500-POLICE
Program: 4545-COMMUNICATIONS

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

TO RECEIVE EMERGENCY AND NON-EMERGENCY TELEPHONE CALLS FROM THE PUBLIC AND ROUTE THEM TO THE PROPER DISPATCHER IN ORDER TO DIRECT THE APPROPRIATE FIELD UNITS AND PROVIDE THE REQUIRED SERVICES. SUPPORT TO ALL DEPARTMENT ENTITIES IS PROVIDED THROUGH VARIOUS INTERNET SYSTEMS.

1996-97 Objectives:

- * CONTINUE TO MONITOR E9-1-1 EMERGENCY TELEPHONE CALLS FOR SERVICE TO ELIMINATE DELAYED CALLS.
- * CONTINUE TO MONITOR RESPONSE TIMES FOR PRIORITY CALLS TO ACHIEVE A 7 MINUTE OR LESS RESPONSE TIME.

1995-96 Accomplishments:

- * MONITORED E9-1-1 EMERGENCY TELEPHONE CALLS FOR SERVICE TO ELIMINATE DELAYED CALLS. 1995 AVERAGE 1.3 DELAYED CALLS PER DAY.
- * MONITORED RESPONSE TIMES FOR PRIORITY CALLS TO ACHIEVE 7 MINUTE OR LESS RESPONSE TIME. 1995 AVERAGE RESPONSE TIME 8.2 MINUTES.
- * INSTALLED NEW 9-1-1 COMPUTER BASED PHONE SYSTEM WITH TOUCH SCREEN CAPABILITIES.
- * IMPLEMENTED NEW RELEASE OF FIRE C.A.D.
- * TRAINED TELECOMMUNICATORS IN FIRE INCIDENT COMMAND SYSTEM.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	1,058,377	1,148,949	1,189,399	1,205,512
OTHER SERVICES	105,993	149,036	148,056	149,241
SUPPLIES	13,158	8,217	19,977	10,017
CAPITAL OUTLAY	75	0	0	2,000
DEBT SERVICE/OTHER	0	0	0	0
Total	1,177,603	1,306,202	1,357,432	1,366,770
	=====	=====	=====	=====

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
E9-1-1 CALLS RECEIVED	127,750	126,199	126,199	132,509
CAD INCIDENTS	95,252	106,555	106,555	111,883

Continued

*City of Independence
Detail Program Sheet*

Department: 4500-POLICE
Program: 4545-COMMUNICATIONS

1996-97 Operating Budget
Fund: 02-GENERAL

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
TELECOMMUNICATOR I	28.00	28.00	28.00	28.00
EMERGENCY COMM SUPVR	3.00	3.00	3.00	3.00
POLICE LIEUTENANT	1.00	1.00	1.00	1.00
Total	32.00	32.00	32.00	32.00
	=====	=====	=====	=====

**City of Independence
Detail Program Sheet**

Department: 4500-POLICE
Program: 4546-COMMUNITY OUTREACH

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

PROVIDES THE D.A.R.E. PROGRAM TO THIRTY-ONE ELEMENTARY SCHOOLS (GRADES K-6), D.A.R.E. CAMP FOR HIGH RISK YOUTH, AND THE G.R.E.A.T. PROGRAM IN SIX JUNIOR HIGH SCHOOLS (EIGHTH GRADE LEVEL). CONDUCTS THE SCHOOL RESOURCE OFFICER PROGRAM IN TWO HIGH SCHOOLS, FALL AND SPRING SESSIONS OF THE CITIZENS'S ACADEMY, AND SAFE STREETS CLASSES FOR JUVENILES REFERRED BY YOUTH COURT. STAFFS THE POLICE SUBSTATION AT THE INDEPENDENCE CENTER AND PROVIDES COMMUNITY EDUCATION ON CRIME PREVENTION THROUGH SECURITY SURVEYS, PAMPHLETS, PUBLIC PRESENTATIONS, NEIGHBORHOOD WATCH PROGRAMS, AND SEMINARS.

1996-97 Objectives:

- * IMPLEMENT SCHOOL RESOURCE OFFICER PROGRAM AT TRUMAN AND CHRISMAN HIGH SCHOOLS.
- * DESIGN AND IMPLEMENT A VOLUNTEER PROGRAM.
- * CONTINUE TO PROVIDE FALL AND SPRING SESSIONS (14 WEEKS EACH) OF CITIZEN'S ACADEMY.

1995-96 Accomplishments:

- * CONDUCTED FALL AND SPRING CITIZEN'S ACADEMY SESSIONS.
- * CONDUCTED SAFE STREETS CLASSES FOR JUVENILES REFERRED BY INDEPENDENCE YOUTH COURT.
- * DESIGNED AND IMPLEMENTED POLICE SUBSTATION AT INDEPENDENCE CENTER.
- * DESIGNED SCHOOL RESOURCE OFFICER PROGRAM FOR HIGH SCHOOL.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	382,273	367,681	371,441	517,296
OTHER SERVICES	6,393	5,454	5,454	5,455
SUPPLIES	10,276	3,963	5,293	7,623
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	398,942	377,098	382,188	530,374
	=====	=====	=====	=====

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
D.A.R.E. CLASSES	1,178	1,029	1,029	1,081
G.R.E.A.T. CLASSES	240	410	410	431

Continued

**City of Independence
Detail Program Sheet**

Department: 4500-POLICE
Program: 4546-COMMUNITY OUTREACH

1996-97 Operating Budget
Fund: 02-GENERAL

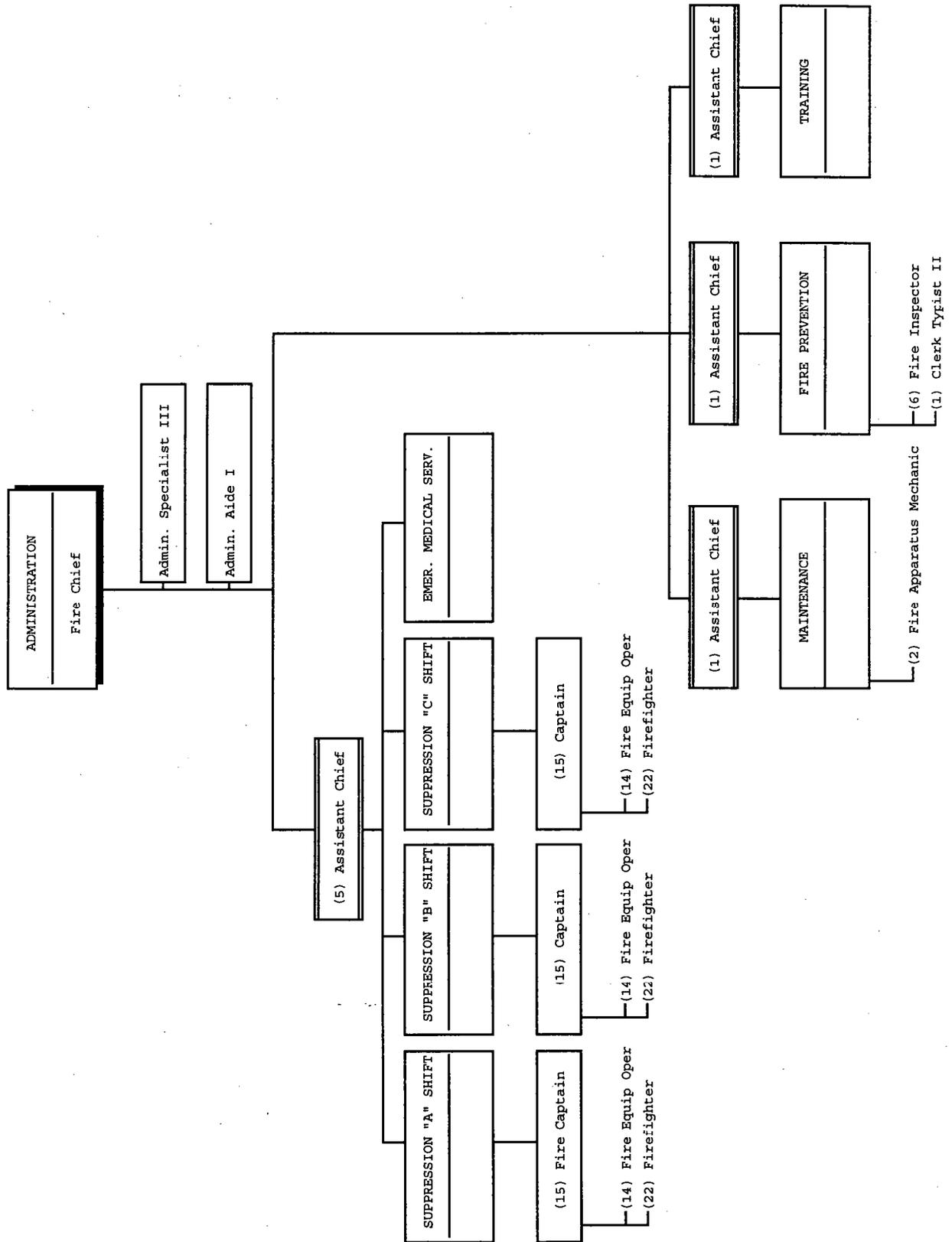
Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
POLICE OFFICER	6.00	8.00	10.00	10.00
POLICE SERGEANT	1.00	1.00	1.00	1.00
Total	7.00	9.00	11.00	11.00
	=====	=====	=====	=====

CITY OF INDEPENDENCE, MISSOURI

FIRE

TABLE OF ORGANIZATION



**City of Independence
Departmental Budget Summary**

Department: 4600-FIRE

1996-97 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 EMERGENCY MEDICAL CALLS AND AS A LEAD AGENCY IN PREPARATION, RESPONSE, MITIGATION, AND RECOVERY FROM CHEMICAL SPILLS AND TOXIC SUBSTANCES. THE FIRE PREVENTION DIVISION ASSISTS IN CONSTRUCTION PLAN REVIEW AND IN THE INSPECTION OF COMMERCIAL ESTABLISHMENTS. THE FIRE MAINTENANCE DIVISION PROVIDES VEHICLE MAINTENANCE AND SERVICE TO THE DEPARTMENT'S AUTOMOTIVE FLEET AND AUXILIARY EQUIPMENT.

Prog. No.	Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
<u>Budget by Major Program Category-</u>					
02 4611	ADMINISTRATION	300,267	373,853	382,857	230,006
02 4621	SUPPRESSION	9,019,193	8,333,836	8,565,926	8,304,190
02 4622	EMERGENCY MED. SERVICE	117,931	213,899	212,675	148,320
02 4631	FIRE PREVENTION	373,659	429,668	405,960	399,438
02 4641	MAINTENANCE	335,427	431,661	449,252	394,168
02 4651	TRAINING	0	0	0	180,059
	Total	<u>10,146,477</u> =====	<u>9,782,917</u> =====	<u>10,016,670</u> =====	<u>9,656,181</u> =====
<u>Staffing-</u>					
	Full Time Positions	174.00	173.00	173.00	173.00
	Part Time Positions	0.00	0.00	0.00	0.00
	Total	<u>174.00</u> =====	<u>173.00</u> =====	<u>173.00</u> =====	<u>173.00</u> =====
<u>Source of Funding-</u>					
	GENERAL FUND	10,146,477	9,782,917	10,016,670	9,656,181
	Total	<u>10,146,477</u> =====	<u>9,782,917</u> =====	<u>10,016,670</u> =====	<u>9,656,181</u> =====

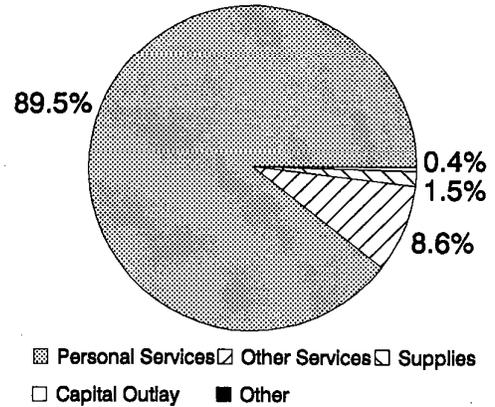
1996-97 Operating Budget

Fire

Appropriations by Type:

1996-97 City Council Adopted Budget

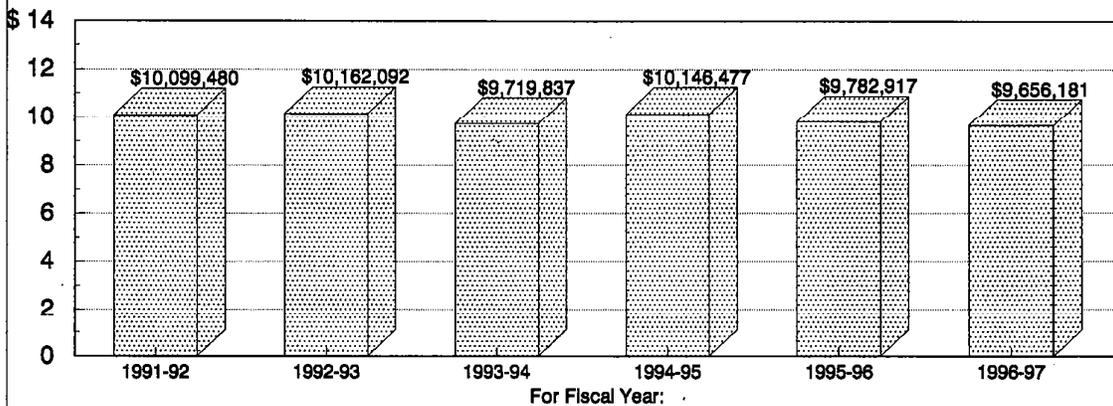
Expenditure Type	Actual 1994-95	Original 1995-96	Projected 1996-96	Adopted 1996-97
Personal Services	9,422,991	8,783,784	9,004,487	8,643,549
Other Services	378,254	794,258	799,525	832,405
Supplies	108,648	115,175	128,224	139,727
Capital Outlay	236,584	89,700	84,434	40,500
Other	0	0	0	0
Total	10,146,477	9,782,917	10,016,670	9,656,181



Historical Comparison:

	Actual 1991-92	Actual 1992-93	Actual 1993-94	Actual 1994-95	Budget 1995-96	Budget 1996-97
Employees:						
Full Time Equiv.	190.00	189.00	183.28	174.00	173.00	173.00
Amount by Fund:						
General	10,099,480	10,162,092	9,719,837	10,146,477	9,782,917	9,656,181
Per Capita	89.69	89.80	85.59	89.16	86.00	84.02
Per Household	208.71	208.95	198.72	206.17	197.72	194.36

Dollars (millions)



**City of Independence
Detail Program Sheet**

Department: 4600-FIRE
Program: 4611-ADMINISTRATION

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

THE ADMINISTRATION DIVISION IS RESPONSIBLE FOR THE OVERALL MANAGEMENT OF THE FIRE DEPARTMENT IN THE MATTERS OF ESTABLISHING POLICY AND PROCEDURE, PAYROLL, BUDGET ADMINISTRATION, PURCHASING SUPPLIES AND EQUIPMENT, AND PERSONNEL MATTERS. THIS PROGRAM ALSO INSURES THAT THE ACTIVITIES OF THE DEPARTMENT ARE PERFORMED TO MEET THE MISSION AND VISION OF THE DEPARTMENT.

1996-97 Objectives:

- * CONTINUE THE 7-YEAR VEHICLE REPLACEMENT PROGRAM FOR THE DEPARTMENT BY PURCHASING 1 NEW PUMPER, 1 RESCUE VEHICLE AND 3 SEDANS.
- * CONTINUE TO REDUCE THE COSTS OF OVERTIME AND MINIMUM MANNING.
- * REVIEW AND REVISE ALL SOPS/SOGS AS NECESSARY.
- * CONTINUE FUNDING FOR DEPARTMENT'S IN-SERVICE TRAINING AND PROFESSIONAL DEVELOPMENT PROGRAMS.
- * COMPLETE EMT TRAINING FOR ALL CHIEF OFFICERS AND FIRE SUPPRESSION PERSONNEL.
- * MAINTAIN CURRENT STAFFING LEVELS BY RECRUITING, HIRING AND TRAINING NEW FIRE FIGHTERS.
- * PRESENT A MODEL FOR UPGRADING FIRE PROTECTION THROUGH A STUDY OF FIRE STATION LOCATIONS AND RESPONSE TIMES.

1995-96 Accomplishments:

- * PURCHASED AND PLACED 3 NEW PUMPERS IN SERVICE.
- * PLACED 3 ASSISTANT FIRE CHIEFS ON 24-HOUR SHIFT WORK AS SHIFT SUPERVISORS IN THE FIRE SUPPRESSION DIVISION.
- * HIRED, TRAINED AND ASSIGNED 21 NEW FIRE FIGHTER/EMTS.
- * REDUCED PERSONNEL COSTS BY 7.4%.
- * UPGRADED RADIO COMMUNICATIONS OF HAND HELDS AND IN STATIONS.
- * COMPLETED FY94/95 MANAGEMENT REORGANIZATION PLAN.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	200,738	224,046	225,600	152,319
OTHER SERVICES	79,144	132,227	136,427	69,187
SUPPLIES	10,605	11,980	16,919	4,400
CAPITAL OUTLAY	9,780	5,600	3,911	4,100
DEBT SERVICE/OTHER	0	0	0	0
Total	300,267	373,853	382,857	230,006
	=====	=====	=====	=====

Continued

**City of Independence
Detail Program Sheet**

Department: 4600-FIRE
Program: 4611-ADMINISTRATION

1996-97 Operating Budget
Fund: 02-GENERAL

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
REDUCE MIN. MANNING COSTS/%	26	15	33	33

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
ADMINISTRATIVE AIDE I	1.00	1.00	1.00	1.00
FIRE CHIEF	1.00	1.00	1.00	1.00
ADMINISTRATIVE SPECIALIST III	1.00	1.00	1.00	1.00
ASSISTANT FIRE CHIEF	1.00	0.00	0.00	0.00
Total	4.00	3.00	3.00	3.00
	=====	=====	=====	=====

**City of Independence
Detail Program Sheet**

Department: 4600-FIRE
Program: 4621-SUPPRESSION

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

THE SUPPRESSION DIVISION SERVES THE NEEDS OF THE COMMUNITY BY RESPONDING TO EMERGENCY MEDICAL CALLS, FIRES AND EXPLOSIONS, BOMB THREATS, VEHICLE ACCIDENTS, HAZARDOUS CHEMICAL SPILLS, SERVICE CALLS, AND VARIOUS OTHER EMERGENCY CALLS. SUPPRESSION CONDUCTS ANNUAL INSPECTIONS OF THE BUSINESSES IN THE COMMUNITY TO ASSURE COMPLIANCE TO THE FIRE CODE. THEY ALSO ASSIST THE FIRE PREVENTION DIVISION IN PUBLIC EDUCATION BY RESPONDING TO EDUCATIONAL TALKS IN SCHOOLS, BUSINESSES AND OTHER AGENCIES.

1996-97 Objectives:

- * COMPLETE ANNUAL 8 HOUR REQUIREMENT OF HAZARDOUS MATERIAL TRAINING AS MANDATED BY FEDERAL LAW.
- * COMPLETE EMERGENCY MEDICAL TECHNICIAN TRAINING FOR ALL SUPPRESSION PERSONNEL.
- * DEVELOP STANDARD OPERATING PROCEDURES FOR: MILEAGE REIMBURSEMENT, SICK LEAVE, APPARATUS RESPONSE, CITIZEN RIDE OUT PROGRAM.
- * CONTINUE DRIVERS TRAINING PROGRAM INCLUDING TRAINING ON NEW APPARATUS.
- * PURCHASE AND INSTALL A WASHER AND DRYER FOR DUTY UNIFORMS.
- * PURCHASE NEW UTILITY AND RESCUE ROPE AND ACCESSORIES FOR APPARATUS.
- * CONTINUE PROGRAM OF PRE-FIRE PLANNING OF ALL TARGET HAZARDS.

1995-96 Accomplishments:

- * RESPONDED TO ALL EMERGENCY CALLS FOR SERVICE FROM CITIZENS.
- * COMPLETED ASSIGNED COMPANY INSPECTIONS.
- * COMPLETED THE HAZARDOUS MATERIALS TRAINING AS REQUIRED BY FEDERAL LAW.
- * SIXTY-ONE (61) PERSONNEL COMPLETED EMT TRAINING INCLUDING 21 RECRUIT PERSONNEL.
- * ANNUAL TESTING OF APPARATUS PUMPS AND HOSE COMPLETED.
- * ESTABLISHED MINIMUM MANNING POLICY TO PREFERENCE EMT PERSONNEL.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	8,737,830	7,917,560	8,131,826	7,807,351
OTHER SERVICES	76,353	322,137	334,437	380,457
SUPPLIES	63,575	72,039	76,239	96,832
CAPITAL OUTLAY	141,435	22,100	23,424	19,550

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**City of Independence
Detail Program Sheet**

Department: 4600-FIRE
Program: 4621-SUPPRESSION

1996-97 Operating Budget
Fund: 02-GENERAL

Program Costs: (Continued)

DEBT SERVICE/OTHER	0	0	0	0
 Total	<u>9,019,193</u>	<u>8,333,836</u>	<u>8,565,926</u>	<u>8,304,190</u>
	=====	=====	=====	=====

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
COMMERCIAL FIRES	13	43	43	60
RESIDENTIAL FIRES	108	128	128	150
VEHICLE FIRES	146	148	148	150
GRASS/TRASH FIRES	392	268	268	300
MISCELLANEOUS FIRES	33	59	59	75
SPECIAL SERVICES	1,294	1,204	1,204	1,225
BOMB THREAT RESPONSES	8	58	58	65
HAZARDOUS CONDITIONS	186	86	86	100
MUTUAL AID	8	6	6	10
FALSE/NEEDLESS RESPONSES	467	944	944	1,200

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
FIRE CAPTAIN	45.00	45.00	45.00	45.00
FIRE EQUIPMENT OPERATOR	45.00	42.00	42.00	42.00
FIREFIGHTER	59.00	66.00	66.00	66.00
ASSISTANT FIRE CHIEF	6.00	7.00	7.00	6.00
DISTRICT CHIEF	5.00	0.00	0.00	0.00
 Total	<u>160.00</u>	<u>160.00</u>	<u>160.00</u>	<u>159.00</u>
	=====	=====	=====	=====

**City of Independence
Detail Program Sheet**

Department: 4600-FIRE
Program: 4622-EMERGENCY MED. SERVICE

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

THE EMERGENCY MEDICAL SERVICES DIVISION IS RESPONSIBLE FOR THE TRAINING AND COORDINATION OF EMERGENCY MEDICAL SERVICES PROVIDED BY THE FIRE DEPARTMENT TO THE CITIZENS OF THE CITY OF INDEPENDENCE. THE PRIMARY GOAL IS TO HAVE PERSONNEL TRAINED TO THE LEVEL OF CERTIFICATION THAT MEETS THE NEEDS OF THE COMMUNITY.

1996-97 Objectives:

- * COMPLETE EMERGENCY MEDICAL TECHNICIAN TRAINING FOR REMAINING SUPPRESSION PERSONNEL.
- * PROVIDE TRAINING FOR CONTINUING EDUCATION UNITS (CEU) FOR 160 EMT PERSONNEL.
- * PURCHASE REPLACEMENT MEDICAL SUPPLIES.
- * DEVELOP MEDICAL PROTOCOL.

1995-96 Accomplishments:

- * TRAINED AND CERTIFIED AN ADDITIONAL 37 EMPLOYEES AND 21 RECRUITS AS EMT'S.
- * INCREASED THE NUMBER OF CONTINUING EDUCATION UNIT TRAINING CLASSES NEEDED FOR RECERTIFICATION.
- * EQUIPPED TWO (2) TRUCK COMPANIES WITH AUTOMATIC EXTERNAL DEFIBRILLATORS.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	0	131,599	131,599	77,920
OTHER SERVICES	14,779	45,300	45,300	52,400
SUPPLIES	19,668	15,000	15,000	16,000
CAPITAL OUTLAY	83,484	22,000	20,776	2,000
DEBT SERVICE/OTHER	0	0	0	0
Total	117,931	213,899	212,675	148,320

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
EMT/D	30	139	139	184
RESCUE/EMERGENCY RESPONSES	5,098	6,498	6,498	7,800

**City of Independence
Detail Program Sheet**

Department: 4600-FIRE
Program: 4631-FIRE PREVENTION

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

THE FIRE PREVENTION BUREAU PROVIDES FOR THE INSPECTION OF ALL NEW BUSINESSES WITH FIRE CODE ENFORCEMENT, PLAN REVIEW, PUBLIC EDUCATION, FIRE INFESTIGATION, AND OF ALL VIOLATIONS FOUND BY COMPANY INSPECTIONS. THIS DIVISION MAINTAINS ALL ARSON REPORTS AND DEVELOPS STATISTICAL DATA FOR THE ANNUAL REPORT.

1996-97 Objectives:

- * IMPLEMENT PROFESSIONAL QUALIFICATIONS STANDARDS INTO THE BUREAU.
- * AUTOMATE INCIDENT REPORTING, INSPECTION RECORDS, AND FACILITATE THE INSTALLATION OF COMMUNICATION MEDIA INTO ALL DIVISIONS OF THE FIRE DEPARTMENT.
- * ENHANCE FIRE STATION ALERTING AND STAFF RECALL BY THE IMPLEMENTATION OF AUTO EQUIPMENT INTO FIRE DISPATCH.
- * RESTRUCTURE AND DEVELOP COMPANY INSPECTION PROGRAMS.
- * DEVELOP, SPECIFY AND SUPPORT FIRE PREVENTION TRAINING TO SUPPRESSION PERSONNEL.
- * CONVERT ARCHIVED PAPER RECORDS INTO DIGITAL RECORDS.
- * UPGRADE VEHICULAR COMMUNICATIONS EQUIPMENT.
- * DEVELOP AND IMPLEMENT DIVISION STANDARD OPERATING GUIDELINES AND PROCEDURES.
- * COMPLETE DEVELOPMENT OF BACK UP COMMUNICATIONS CENTER.

1995-96 Accomplishments:

- * ADOPTION OF THE 1994 UNIFORM FIRE CODE, AND 1994 LIFE SAFETY CODE.
- * COMPLETED CONSOLIDATION OF FIRE DISPATCH INTO THE EMERGENCY COMMUNICATIONS CENTER.
- * COMPLETED ANNUAL REPORT DEVELOPMENT AND DISTRIBUTION.
- * DEVELOPED A TRACKING PROGRAM FOR INSPECTIONS.
- * CONDUCTED 90% OF FOLLOW-UP INSPECTIONS WITHIN 15 DAYS OF ORIGINAL INSPECTION.
- * COMPUTERIZATION OF BUREAU.
- * OUTFITTED ALL FIRE STATIONS WITH NEW OVERHEAD SPEAKER SYSTEMS AND BASE RADIO.
- * PURCHASED AND PLACED INTO SERVICE 22 PORTABLE FIRE GROUND RADIOS.
- * PROVIDED 224 COMMUNITY EDUCATION PROGRAMS TO OVER 10,000 CITIZENS.
- * TRAINED 80% OF THE BUREAU IN PLAN REVIEW.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	370,251	386,335	390,127	393,498
OTHER SERVICES	1,269	778	778	1,360

...Continued

**City of Independence
Detail Program Sheet**

Department: 4600-FIRE
Program: 4631-FIRE PREVENTION

1996-97 Operating Budget
Fund: 02-GENERAL

Program Costs: (Continued)

SUPPLIES	2,139	2,555	5,049	4,580
CAPITAL OUTLAY	0	40,000	10,006	0
DEBT SERVICE/OTHER	0	0	0	0
Total	373,659	429,668	405,960	399,438
	=====	=====	=====	=====

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
COMPANY REINSPECTIONS	0	1,757	1,757	1,810
PLANS REVIEWED	337	287	287	295
OCCUPATION LICENSE INSPECTIONS	872	1,038	1,038	1,070
CONSTRUCTION FINAL INSPECTIONS	324	264	264	270
ADULT TALKS AND LECTURES	26	33	33	34
ADULT AUDIENCE	2,436	3,968	3,968	4,090
JUVENILE TALKS AND LECTURES	122	172	172	175
JUVENILE AUDIENCE	6,827	6,047	6,047	6,230
PIECES OF LITERTATURE DIST.	16,724	18,198	18,198	18,740

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
ASSISTANT FIRE CHIEF	1.00	1.00	1.00	1.00
FIRE INSPECTOR	6.00	6.00	6.00	6.00
CLERK TYPIST II	1.00	1.00	1.00	1.00
Total	8.00	8.00	8.00	8.00
	=====	=====	=====	=====

**City of Independence
Detail Program Sheet**

Department: 4600-FIRE
Program: 4641-MAINTENANCE

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

THE MAINTENANCE DIVISION PROVIDES VEHICLE MAINTENANCE AND SERVICE TO THE AUTOMOTIVE FLEET AND EQUIPMENT. THE MAINTENANCE DIVISION PROVIDES REPAIRS AND UPDATES TO THE DEPARTMENT'S FACILITIES. MAINTENANCE TAKES AN ACTIVE ROLE IN TRAINING THE SUPPRESSION DIVISION IN THE CARE AND USE OF APPARATUS AND FACILITIES.

1996-97 Objectives:

- * WRITE SPECIFICATIONS, BID, TAKE DELIVERY AND TRAIN PERSONNEL ON ONE NEW PUMPER.
- * IMPROVE WORKING CONDITIONS IN SHOP THROUGH NOISE REDUCTION AND EXHAUST REMOVAL.
- * HANDLE AIR PACK REPAIRS AND UPDATES IN OUR SHOP.
- * CHANGE METHOD OF RECORD KEEPING AND REQUEST SYSTEM.
- * INSTALL EMERGENCY SCENE LIGHTING ON ALL EQUIPMENT.
- * IMPROVE THE OUTSIDE APPEARANCE OF FIRE STATIONS.
- * CONTINUE PROGRAM OF UPDATING AND REPLACING EQUIPMENT.

1995-96 Accomplishments:

- * PROCESSED AND COMPLETED 850 REQUESTS FOR VEHICLE MAINTENANCE.
- * SET UP AN AIR PAK REPAIR ROOM AND CERTIFIED TWO TECHNICIANS.
- * COMPLETED NFPA RECOMMENDED TESTS.
- * CHANGED METHOD OF AIR QUALITY TESTS AND POSTED ALL RESULTS IN STATIONS.
- * TOOK DELIVERY OF NEW PUMPERS, CARS, RADIOS, AND RESCUE TOOLS.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	114,172	124,244	125,335	123,298
OTHER SERVICES	206,709	293,816	282,583	254,425
SUPPLIES	12,661	13,601	15,017	16,445
CAPITAL OUTLAY	1,885	0	26,317	0
DEBT SERVICE/OTHER	0	0	0	0
Total	335,427	431,661	449,252	394,168
	=====	=====	=====	=====

Continued

**City of Independence
Detail Program Sheet**

Department: 4600-FIRE
Program: 4641-MAINTENANCE

1996-97 Operating Budget
Fund: 02-GENERAL

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PREVENTIVE MAINT. SERVICES	0	80	80	82
MAINT. REQUESTS PROCESSED	0	1,500	1,500	1,530
AERIAL CERTIFICATION TESTS	0	3	3	3
AIR BOTTLE HYDROSTATIC TESTS	0	60	60	61
SERVICE CALLS	0	90	90	92
RETROFIT AIR PACKS	0	10	10	10
OFF SITE TRAINL MECHANICS/HRS.	0	100	100	100

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
FIRE APPARATUS MECHANIC	2.00	2.00	2.00	2.00
Total	2.00	2.00	2.00	2.00
	=====	=====	=====	=====

**City of Independence
Detail Program Sheet**

Department: 4600-FIRE
Program: 4651-TRAINING

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

THE TRAINING DIVISION IS RESPONSIBLE FOR THE TRAINING AND COORDINATION OF ALL FIRE DEPARTMENT PERSONNEL. TO PROVIDE A MORE EFFICIENT AND EFFECTIVE EMERGENCY RESPONSE SERVICE TO THE CITIZENS OF THE CITY OF INDEPENDENCE. THE PRIMARY GOAL IS TO HAVE PERSONNEL TRAINED TO THE LEVEL OF STATE CERTIFICATION WHICH INCLUDES:

- FIRE SERVICE INSTRUCTORS
- FIREFIGHTER I & II
- FIRE OFFICER
- ADVANCE PUMP OPERATIONS

1996-97 Objectives:

- * INSTRUCTOR TECHNIQUES FOR COMPANY OFFICERS.
- * FIRE SERVICE INSTRUCTOR I.
- * TRAINING REPORTS AND RECORDS.
- * ADVANCE PUMP OPERATIONS.

1995-96 Accomplishments:

- * IMPLEMENTATION OF THE INCIDENT COMMAND SYSTEM.
- * IMPLEMENT THE USE OF LARGE DIAMETER HOSE.
- * DRIVER TRAINING CERTIFICATION PROGRAM.
- * RECRUITED, HIRED AND TRAINED 21 NEW FIREFIGHTERS TO REPLACE EMPLOYEES WHO TERMINATED THEIR EMPLOYMENT WITH THE CITY.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	0	0	0	89,163
OTHER SERVICES	0	0	0	74,576
SUPPLIES	0	0	0	1,470
CAPITAL OUTLAY	0	0	0	14,850
DEBT SERVICE/OTHER	0	0	0	0
Total	0	0	0	180,059
	=====	=====	=====	=====

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
TRAINING HOURS	2,040	4,112	4,112	4,800

Continued

*City of Independence
Detail Program Sheet*

Department: 4600-FIRE
Program: 4651-TRAINING

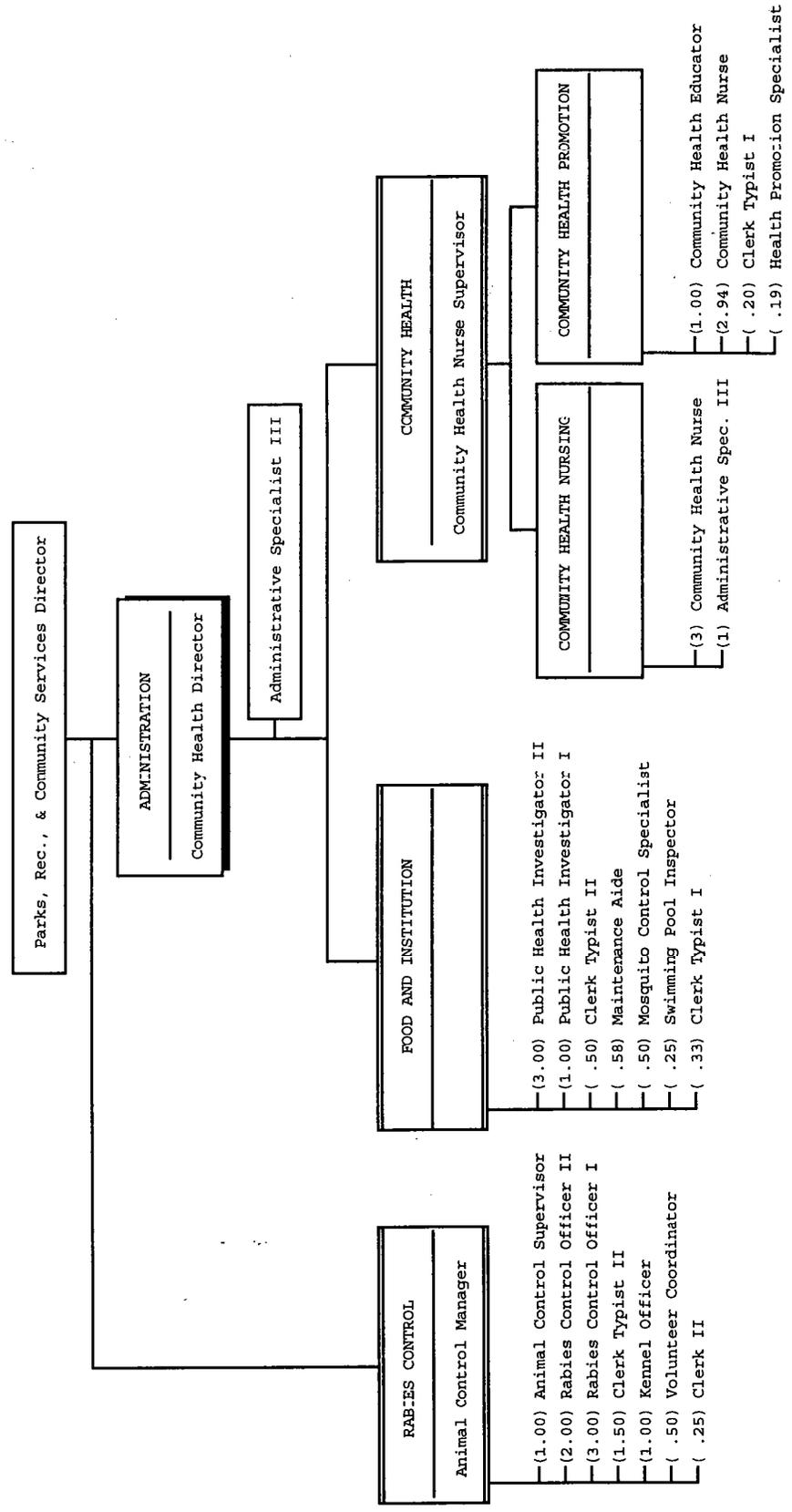
1996-97 Operating Budget
Fund: 02-GENERAL

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
ASSISTANT FIRE CHIEF	0.00	0.00	0.00	1.00
Total	0.00	0.00	0.00	1.00

CITY OF INDEPENDENCE, MISSOURI
HEALTH

TABLE OF ORGANIZATION



**City of Independence
Departmental Budget Summary**

Department: 4700-HEALTH

1996-97 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 SANITATION. THE DEPARTMENT ENDEAVORS TO CONTROL OR COUNTERACT AS MUCH AS POSSIBLE PHYSICAL, SOCIAL AND ENVIRONMENTAL CONDITIONS THAT THREATEN THE HEALTH OF THE CITIZENS OF INDEPENDENCE THROUGH SANITATION ENFORCEMENT, HEALTH PROMOTION AND DIRECT SERVICE PROGRAMS. THE DEPARTMENT ALSO IDENTIFIES UNMET COMMUNITY HEALTH NEEDS, MOBILIZES COMMUNITY RESOURCES TO MEET THE NEEDS AND EVALUATES THE EFFECTIVENESS OF EFFORTS TO MEET COMMUNITY HEALTH NEEDS.

Prog. No.	Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
<u>Budget by Major Program Category-</u>					
02 4711	ADMINISTRATION	106,407	111,781	112,950	117,091
02 4713	FOOD & INSTITUTION	157,345	187,406	192,946	213,629
02 4714	NURSING SERVICES	186,629	200,606	200,942	212,930
02 4715	COMMUNITY HLTH PROMOTION	129,539	122,957	137,078	153,153
02 4721	ANIMAL/RABIES CONTROL	304,911	354,202	381,907	358,976
	Total	884,831	976,952	1,025,823	1,055,779
<u>Staffing-</u>					
	Full Time Positions	20.00	21.00	21.00	22.00
	Part Time Positions	4.99	5.74	5.74	5.74
	Total	24.99	26.74	26.74	27.74
<u>Source of Funding-</u>					
	GENERAL FUND	884,831	976,952	1,025,823	1,055,779
	Total	884,831	976,952	1,025,823	1,055,779

Continued

*City of Independence
Departmental Budget Summary*

Department: 4700-HEALTH

1996-97 Operating Budget

Direct/Offsetting Revenues-

COMMUNITY HEALTH PROM. GRANTS	129,539	122,957	137,078	151,976
FOOD HANDLER'S PERMITS	24,832	23,000	45,000	42,000
ANIMAL SHELTER FEES	52,401	48,000	62,925	64,000
 Total	<u>206,772</u>	<u>193,957</u>	<u>245,003</u>	<u>257,976</u>
	=====	=====	=====	=====

Significant Changes from FY 1995-96 to FY 1996-97:

- * A PUBLIC HEALTH INVESTIGATOR I POSITION HAS BEEN ADDED IN THE FOOD AND INSTITUTION FUNCTION TO PROVIDE INCREASED FOOD ESTABLISHMENT INSPECTIONS - \$26,929.
- * FUNDING IN THE COMMUNITY HEALTH PROMOTION FUNCTION HAS BEEN INCREASED BY \$30,514 FOR PART TIME COMMUNITY HEALTH NURSING SERVICES.

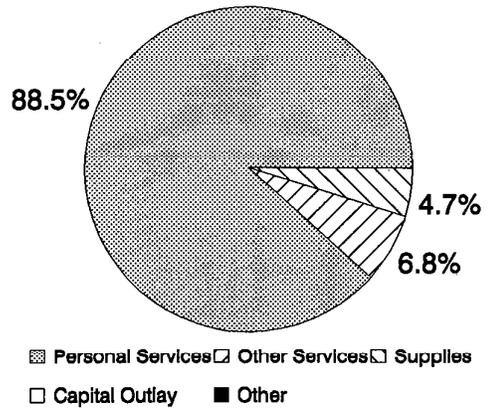
1996-97 Operating Budget

Health

Appropriations by Type:

1996-97 City Council Adopted Budget

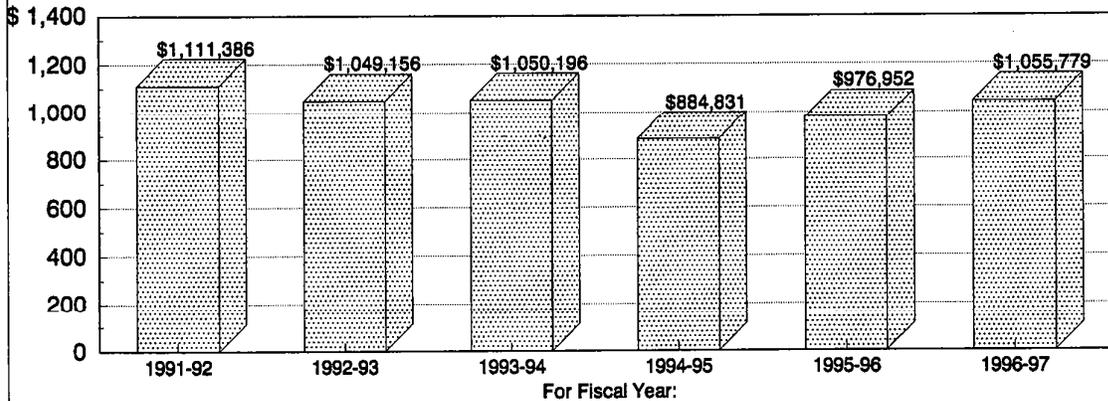
Expenditure Type	Actual 1994-95	Original 1995-96	Projected 1995-96	Adopted 1996-97
Personal Services	775,437	851,205	875,845	934,356
Other Services	48,970	76,191	98,534	71,700
Supplies	54,026	49,556	51,444	49,723
Capital Outlay	6,398	0	0	0
Other	0	0	0	0
Total	884,831	976,952	1,025,823	1,055,779



Historical Comparison:

	Actual 1991-92	Actual 1992-93	Actual 1993-94	Actual 1994-95	Budget 1995-96	Budget 1996-97
Employees:						
Full Time Equiv.	32.49	29.49	30.49	24.99	26.74	27.74
Amount by Fund:						
General	1,111,386	1,049,156	1,050,196	884,831	976,952	1,055,779
Per Capita	9.87	9.27	9.25	7.78	8.59	9.19
Per Household	22.97	21.57	21.47	17.98	19.75	21.25

Dollars (thousands)



*City of Independence
Detail Program Sheet*

Department: 4700-HEALTH
Program: 4711-ADMINISTRATION

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

ADMINISTRATION TAKES THE LEAD IN COORDINATING AGENCY AND COMMUNITY EFFORTS TO IMPROVE OR PRESERVE LOCAL HEALTH AND PROVIDES HEALTH EVALUATION FEEDBACK TO CITIZENS. THE ADMINISTRATION DIVISION PROVIDES SUPPORT TO THE DEPARTMENT'S THREE DIRECT SERVICE DIVISIONS IN THEIR EFFORTS TO ACCOMPLISH THEIR PORTION OF THE DEPARTMENT'S MISSION.

1996-97 Objectives:

- * ASSIST THE STATE TO DETERMINE THE GRANT FUNDING LEVELS NEEDED TO SUPPORT THE PROPOSED STATE "CORE PUBLIC HEALTH SERVICES" TO BE PROVIDED BY LOCAL HEALTH DEPARTMENTS.
- * TRAIN ALL FOOD AND INSTITUTIONAL STAFF IN ENHANCED FOOD SAFETY MONITORING.
- * ASSIST "FAST FORWARD INDEPENDENCE" IN THEIR ISSUES AND SOLUTIONS DEVELOPMENT.

1995-96 Accomplishments:

- * COMPLETED AN IN-DEPTH COMMUNITY HEALTH ASSESSMENT OF NORTH INDEPENDENCE AND PUBLISHED A REPORT. THIS ACCOMPLISHMENT RECEIVED THE GOVERNOR'S AWARD.
- * ASSISTED FAST FORWARD INDEPENDENCE WITH INFORMATION TO ADDRESS THE UNMET HEALTH CARE NEEDS OF AREA RESIDENTS.
- * UPGRADED THE CITY FOOD SERVICE AND MASSAGE PARLOR CODES TO BETTER MEET THE NEEDS OF THE COMMUNITY.
- * OBTAINED \$137,078 IN GRANT FUNDS FOR HEALTH SERVICE PROJECTS IN THE HEALTH DEPARTMENT.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	105,622	110,031	111,200	115,341
OTHER SERVICES	300	910	910	910
SUPPLIES	485	840	840	840
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	106,407	111,781	112,950	117,091
	=====	=====	=====	=====

Continued

**City of Independence
Detail Program Sheet**

Department: 4700-HEALTH
Program: 4711-ADMINISTRATION

1996-97 Operating Budget
Fund: 02-GENERAL

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
SERVICE REQUESTS PROCESSED	10	28	15	10
PUBLIC HEARINGS CONDUCTED	4	20	8	6
COORDINATION MEETINGS HELD	200	210	160	180

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
COMMUNITY HEALTH DIRECTOR	1.00	1.00	1.00	1.00
ADMINISTRATIVE SPECIALIST III	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00
	=====	=====	=====	=====

**City of Independence
Detail Program Sheet**

Department: 4700-HEALTH
Program: 4713-FOOD & INSTITUTION

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

THE FOOD AND INSTITUTION DIVISION IS CHARGED BY THE CITY CHARTER TO INSPECT THE PRODUCTION, HANDLING, STORAGE AND SALE OF ALL COMMODITIES INTENDED FOR HUMAN CONSUMPTION TO INSURE THEIR SAFETY. THE DIVISION ALSO INSPECTS ALL INSTITUTIONS PROVIDING HOUSING OR CARE TO INDIVIDUALS AND GROUPS IN INDEPENDENCE TO INSURE THE SANITATION AND SAFETY OF THE INSTITUTIONAL ENVIRONMENT.

1996-97 Objectives:

- * INSTITUTE THE HAZARD APPRAISAL OF CRITICAL CONTROL POINTS (HACCP) SYSTEM IN ALL FOOD SERVICE INSPECTIONS TO IMPROVE FOOD SAFETY.
- * REDUCE THE NUMBER OF FOOD/INSTITUTIONAL CUSTOMER COMPLAINTS FROM THE HISTORICAL 250 TO LESS THAN 200 FOR THE YEAR.
- * INVESTIGATE AND CONTAIN ALL FOOD BORNE ILLNESS OUTBREAKS.
- * TRAIN 3,200 FOOD HANDLERS IN SAFE FOOD HANDLING TECHNIQUES.
- * DEVELOP A FOOD SERVICE MANAGER TRAINING PROGRAM IN CONJUNCTION WITH LOCAL SCHOOLS.
- * UPGRADE BY AT LEAST 50% THE SANITATION AND SAFETY IN ALL CHILD CARE FACILITIES.

1995-96 Accomplishments:

- * DEVELOPED A FOOD SAFETY RISK APPRAISAL SYSTEM TO RATE AND RECOGNIZE THE HAZARDS IN RESTAURANTS.
- * INSTITUTED SERVICE FEES TO INCREASE REVENUES BY OVER \$64,000.
- * RESPONDED TO 239 FOOD/INSTITUTIONAL COMPLAINTS.
- * INVESTIGATED 44 FOOD BORNE ILLNESS COMPLAINTS.
- * TRAINED A RECORD 4,021 FOOD HANDLERS IN SAFE FOOD HANDLING TECHNIQUES.
- * HELD 8 PERMIT REVOCATION HEARINGS TO BRING SUB-STANDARD RESTAURANTS UP TO MINIMUM STANDARDS.
- * ORDERED 4 FOOD ESTABLISHMENTS CLOSED FOR SITUATIONS ENDANGERING PUBLIC HEALTH.
- * COORDINATED THE OPENING OF 38 NEW OR REMODELED FOOD BUSINESSES.
- * SUPERVISED 214 TEMPORARY FOOD BOOTHS TO INSURE THE SAFETY OF FOODS SOLD AT SHORT-TERM SPECIAL EVENTS.
- * CONTAINED 4 FOOD RELATED ILLNESS OUTBREAKS.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	128,756	159,089	164,629	186,441
OTHER SERVICES	5,205	8,181	8,181	8,183
SUPPLIES	23,384	20,136	20,136	19,005

...Continued

**City of Independence
Detail Program Sheet**

Department: 4700-HEALTH
Program: 4713-FOOD & INSTITUTION

1996-97 Operating Budget
Fund: 02-GENERAL

Program Costs: (Continued)

CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	157,345	187,406	192,946	213,629
	=====	=====	=====	=====

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
LONG-TERM CARE FACILITIES LICENSED	13	13	13	13
RESPONSE TO COMPLAINTS	254	254	239	260
NEW FOOD ESTABLISHMENTS OPENED	26	66	38	30
INVESTIGATE FOOD BORNE ILLNESS	4	8	4	4
TRAIN FOOD HANDLERS	2,318	3,100	4,021	4,000
RESTAURANTS UNDER INSPECTION	287	222	240	240
GROCERY/CONVENIENCE STORE INSPECTIONS	194	237	200	220
SCHOOL CAFETERIAS UNDER INSPECTIONS	37	36	37	37
HOTEL/MOTEL INSPECTIONS	23	15	20	26
DAY CARE FACILITIES UNDER INSPECTION	68	90	55	100

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
MAINTENANCE AIDE	0.58	0.58	0.58	0.58
CLERK TYPIST I	0.33	0.33	0.33	0.33
CLERK TYPIST II	0.50	0.50	0.50	0.50
MOSQUITO CONTROL SPECIALIST	0.50	0.50	0.50	0.50
SWIMMING POOL INSPECTOR	0.25	0.25	0.25	0.25
PUBLIC HEALTH INVESTIGATOR I	0.00	0.00	0.00	1.00
PUBLIC HEALTH INVESTIGATOR II	3.00	3.00	3.00	3.00
Total	5.16	5.16	5.16	6.16
	=====	=====	=====	=====

*City of Independence
Detail Program Sheet*

Department: 4700-HEALTH
Program: 4714-NURSING SERVICES

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

THE PUBLIC HEALTH NURSING DIVISION SEEKS TO PRESERVE, PROTECT AND PROMOTE THE PERSONAL HEALTH OF THE COMMUNITY. HEALTH MEASURES ARE AIMED AT THE PERSONAL HEALTH HABITS AND RISKS OF INDIVIDUALS AND THE SOCIAL, EMOTIONAL AND PHYSICAL FACTORS AFFECTING GROUPS OF PEOPLE. THESE MEASURES ARE ACCOMPLISHED THROUGH THE PUBLIC HEALTH TOOLS OF EPIDEMIOLOGIC INVESTIGATION, TEACHING, COUNSELING, EARLY SCREENING PROGRAMS AND HOME VISITS. THE MAJOR PROGRAM AREAS IN THIS DIVISION ARE MATERNAL CHILD HEALTH, CHRONIC DISEASE PREVENTION AND CONTROL, AND COMMUNICABLE DISEASE CONTROL.

1996-97 Objectives:

- * MAINTAIN A COMMUNITY-WIDE COMMUNICABLE DISEASE SURVEILLANCE AND CONTROL SYSTEM IN COOPERATION WITH SELECTED HEALTH CARE PROVIDERS AND OTHER CITY & COUNTY HEALTH SERVICES AND IMPROVE CITIZEN AWARENESS.
- * FOLLOW UP ON 300 MATERNAL CHILD HEALTH HIGH RISK REFERRALS AND CASE FINDINGS TO PREVENT INFANT DEATHS, CHILD ABUSE & FAILURE TO THRIVE SYNDROME.
- * INVESTIGATE AND FOLLOW UP ON COMMUNITY REFERRALS OF HEALTH COMPROMISED SENIOR ADULTS. CONDUCT SPECIFIC CHRONIC DISEASE SCREENING CLINICS FOR HIGH BLOOD PRESSURE, HEART DISEASE, ETC.
- * NETWORK WITH 40+ COMMUNITY AGENCIES TO ASSIST IN MEETING THE HEALTH NEEDS OF INDIVIDUALS, FAMILIES AND THE COMMUNITY.
- * PROVIDE EDUCATION IN PARENTING SKILLS TO 150 PARENTS.
- * PROVIDE HEALTH EDUCATION AND SCREENING CLINICS FOR CITY EMPLOYEES AS REQUESTED.

1995-96 Accomplishments:

- * CONDUCTED 1060 COMMUNICABLE DISEASE INVESTIGATIONS AND PREVENTED THE SPREAD OF HEPATITIS A,B,&C, E.COLI 0157:H71, INFLUENZA, SALMONELLA, STREP A, GIARDIA, MENINGITIS, WHOOPING COUGH AND SHIGELLOSIS.
- * HEPATITIS-A EPIDEMIC WAS CONTAINED WITHIN 12 MONTHS DUE TO TIMELY INVESTIGATIONS & PROVIDING IMMUNE GLOBULIN SHOTS TO OVER 1200 CONTACTS
- * EDUCATED 1645 PEOPLE ABOUT LYME DISEASE, THUS INCREASING THE PUBLIC KNOWLEDGE & AWARENESS OF THIS INCREASINGLY PREVALENT DISEASE.
- * CONDUCTED 58 HYPERTENSION MONITORING CLINICS AND SERVED 1693 PERSONS
- * VACCINATED 1112 HIGH RISK PERSONS AGAINST INFLUENZA THUS PREVENTING AN ESTIMATED 100 UNTIMELY DEATHS.
- * VACCINATED 46 POLICE & FIRE DEPT PERSONNEL AGAINST HEPATITIS-B PREVENTING FUTURE WORKER COMPENSATABLE SICKNESS.
- * COMPLETED 1204 HIGH RISK CHILD HEALTH CONTACTS TO REDUCE INFANT DEATHS, CHILD ABUSE AND NEGLECT, DEVELOPMENTAL LAGS AND FAILURE TO THRIVE SYNDROME IN 270 CHILDREN.

Continued

**City of Independence
Detail Program Sheet**

Department: 4700-HEALTH
Program: 4714-NURSING SERVICES

1996-97 Operating Budget
Fund: 02-GENERAL

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	181,819	195,185	195,521	207,509
OTHER SERVICES	2,038	2,795	2,795	2,795
SUPPLIES	2,772	2,626	2,626	2,626
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	186,629	200,606	200,942	212,930

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
MCH HOME/OFFICE VISITS	590	1,313	1,204	600
COMMUNICABLE DISEASE INVEST.	1,189	550	1,060	500
FLU SHOTS GIVEN	1,350	1,200	1,112	1,200
BLOOD PRESSURE CLINIC SERVICES	1,907	2,000	1,693	1,800

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
COMMUNITY HEALTH NURSE	3.00	3.00	3.00	3.00
COMM HLTH NURSE SUPV.	1.00	1.00	1.00	1.00
ADMINISTRATIVE SPECIALIST III	1.00	1.00	1.00	1.00
Total	5.00	5.00	5.00	5.00

*City of Independence
Detail Program Sheet*

Department: 4700-HEALTH
Program: 4715-COMMUNITY HLTH PROMOTION

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

THE HEALTH PROMOTION DIVISION STAFF INFORMS, MOTIVATES, AND HELPS PEOPLE (INDIVIDUALS AND GROUPS) TO ASSUME RESPONSIBILITY FOR IMPROVING AND MAINTAINING OPTIMAL HEALTH FOR 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.

1996-97 Objectives:

- * SCREEN 2,000 STUDENTS TO HELP THEM RECOGNIZE THEIR HEALTH RISKS AND MAKE POSITIVE LIFESTYLE CHANGES.
- * ASSIST 800 SENIOR ADULTS TO MAINTAIN THEIR HEALTH THROUGH GROWING YOUNGER/WISER CLASSES, HEALTH SCREENINGS AND CONSULTATIONS.
- * RESPOND TO 1,200+ HEALTH INFORMATION REQUESTS FROM INDIVIDUALS AND GROUPS.
- * ACT AS A CONSULTANT AND HEALTH RESOURCE TO AREA SCHOOLS' EFFORTS TO IMPLEMENT COMPREHENSIVE HEALTH EDUCATION FOR ALL YOUTH.
- * PREVENT FUTURE UNWANTED TEEN PREGNANCIES BY PROVIDING PARENT/CHILD SEXUALITY CLASSES.

1995-96 Accomplishments:

- * ASSISTED WITH THE NORTH, NE JACKSON COUNTY COMMUNITY HEALTH ASSESSMENT AND DISSEMINATED FINDINGS WIDELY BY MARCH, 1996.
- * PROVIDED HEALTH RESOURCE AND CONSULTATION SERVICES TO 30 AREA SCHOOLS.
- * SCREENED 2,088 STUDENTS AND RECOGNIZED 576 LIFESTYLE HEALTH RISKS. HELPED 62% TO MAKE POSITIVE LIFESTYLE CHANGES.
- * PROVIDED PARENT/CHILD SEXUALITY CLASSES TO 47 PARENT/CHILD TEAMS.
- * ASSISTED 600 SENIOR ADULTS TO MAINTAIN THEIR HEALTH THROUGH GROWING YOUNGER/WISER CLASSES, HEALTH SCREENINGS AND CONSULTATIONS.
- * ASSISTED 40+ COMMUNITY GROUP/AGENCIES WITH CHRONIC DISEASE SCREENING AND EDUCATION SERVICES FOR 2,450 ADULTS.
- * RESPONDED TO HEALTH INFORMATION REQUESTED FROM 1,200 INDIVIDUALS.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	108,147	107,884	118,949	142,275
OTHER SERVICES	11,057	11,251	12,369	7,056
SUPPLIES	5,704	3,822	5,760	3,822
CAPITAL OUTLAY	4,631	0	0	0

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**City of Independence
Detail Program Sheet**

Department: 4700-HEALTH

Program: 4715-COMMUNITY HLTH PROMOTION

1996-97 Operating Budget

Fund: 02-GENERAL

Program Costs: (Continued)

DEBT SERVICE/OTHER	0	0	0	0
Total	129,539	122,957	137,078	153,153
	=====	=====	=====	=====

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
IM/HEP SCREENINGS (7TH GRADE)	1,008	1,150	1,100	1,000
IM/HEP SERVICES PROVIDED	16,064	14,000	15,000	16,000
IM/HEP SCREENINGS (9TH GRADE)	1,006	710	1,080	1,000
GROWING YOUNGER/WISER CLIENTS	160	200	600	800
PARENT/CHILD SEXUALITY CLIENTS	60	70	94	80

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
COMMUNITY HEALTH EDUCATOR	1.00	1.00	1.00	1.00
COMMUNITY HEALTH NURSE	2.94	2.94	2.94	2.94
CLERK TYPIST I	0.20	0.20	0.20	0.20
HEALTH PROMOTION SPECIALIST	0.19	0.19	0.19	0.19
Total	4.33	4.33	4.33	4.33
	=====	=====	=====	=====

**City of Independence
Detail Program Sheet**

Department: 4700-HEALTH
Program: 4721-ANIMAL/RABIES CONTROL

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

THE MISSION OF ANIMAL CONTROL IS TO MAKE THE CITY'S RESIDENTS SAFE FROM WILD AND DOMESTIC ANIMALS BY ENFORCING REGULATIONS REGARDING RESPONSIBLE ANIMAL OWNERSHIP AND PREVENTION OF RABIES; AND TO PREVENT CRUEL AND ABUSIVE TREATMENT OF ANIMALS.

1996-97 Objectives:

- * HAVE ALL FIELD OFFICERS CERTIFIED BY THE MISSOURI ASSOCIATION OF ANIMAL CONTROL.
- * EXPAND COMMUNITY EDUCATION PROGRAM THROUGH SCHOOL AND NEIGHBORHOOD GROUP MEETINGS.
- * PROVIDE EXPANDED TELEPHONE HOURS FOR THE PUBLIC.
- * PROVIDE "NO COST" SMALL ANIMAL LIVE TRAPS TO THE PUBLIC FOR PRIVATE USE.

1995-96 Accomplishments:

- * STAFF PROVIDED INFORMATION TO OVER 15,000 CITIZENS.
- * RESPONSIBLE FOR THE DISPOSITION OF OVER 5,000 UNWANTED ANIMALS.
- * REMOVED OVER 700 DEAD ANIMALS OFF THE STREETS OF INDEPENDENCE.
- * REDUCED REPORTED ANIMAL BITES BY 10% FROM PREVIOUS YEAR.
- * RETURNED OVER 40% MORE LOST ANIMALS TO THEIR OWNERS FROM PREVIOUS YEAR.
- * ERECTED A 40 X 100 FENCED AREA FOR THE ANIMALS TO EXERCISE AT NO COST TO THE CITY.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	251,093	279,016	285,546	282,790
OTHER SERVICES	30,370	53,054	74,279	52,756
SUPPLIES	21,681	22,132	22,082	23,430
CAPITAL OUTLAY	1,767	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	304,911	354,202	381,907	358,976

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
SERVICE CALLS	6,686	6,750	6,820	6,800

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**City of Independence
Detail Program Sheet**

Department: 4700-HEALTH
Program: 4721-ANIMAL/RABIES CONTROL

1996-97 Operating Budget
Fund: 02-GENERAL

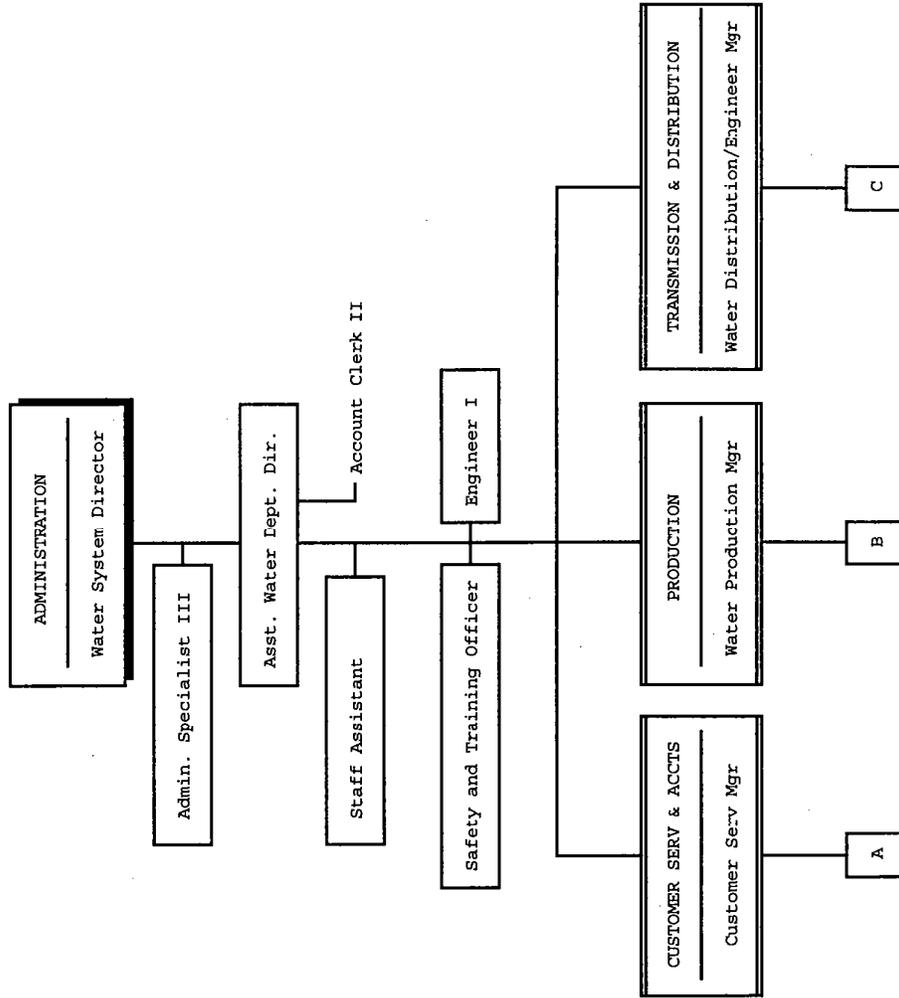
Performance Indicators: (Continued)

SUMMONS ISSUED	695	700	750	700
ANIMALS PROCESSED	4,986	5,000	5,200	5,200

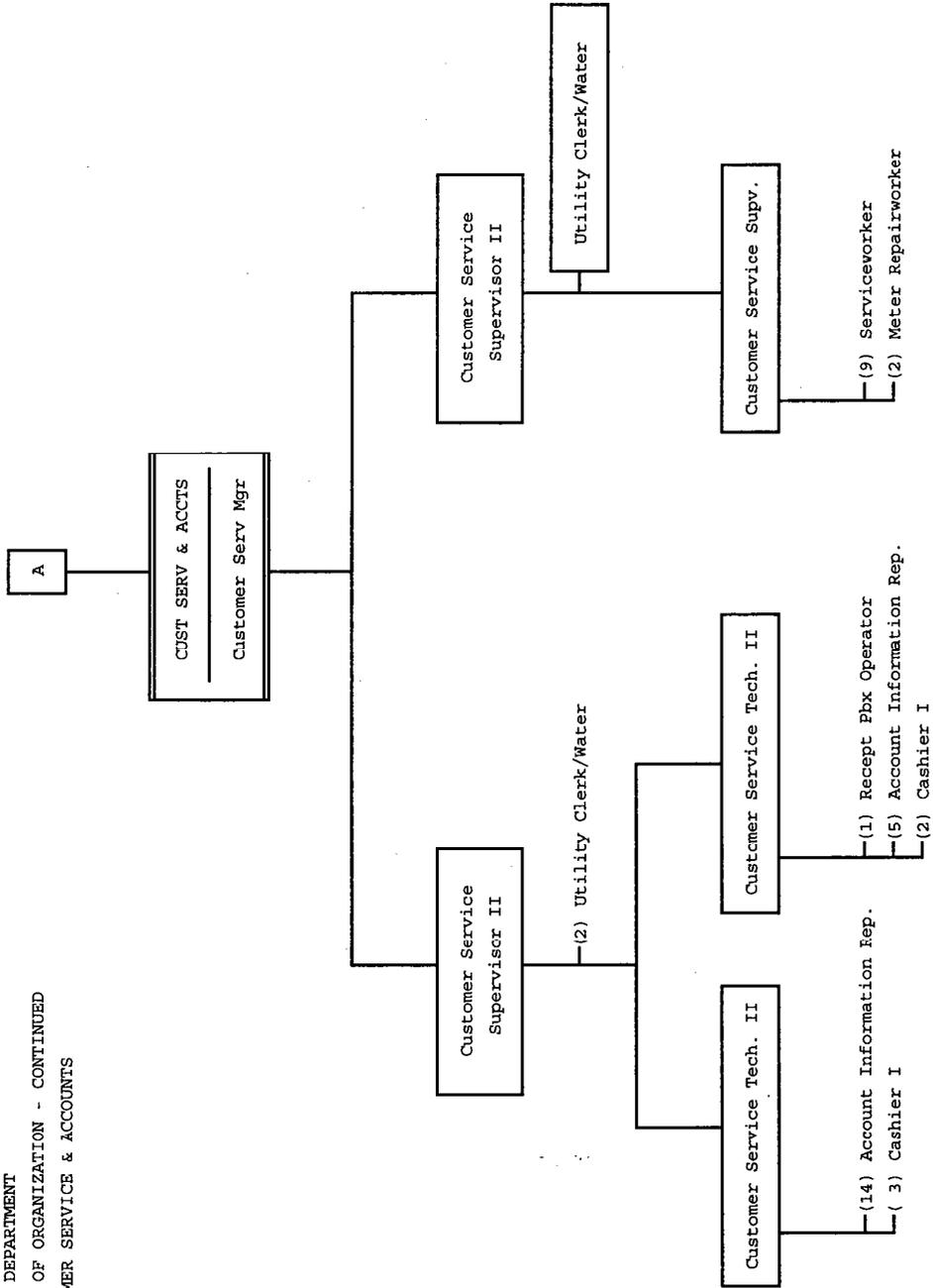
Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
RABIES CONTROL OFFICER I	2.00	3.00	3.00	3.00
RABIES CONTROL OFFICER II	3.00	2.00	2.00	2.00
KENNEL OFFICER	1.00	1.00	1.00	1.00
ANIMAL CONTROL MANAGER	1.00	1.00	1.00	1.00
CLERK TYPIST I	0.00	0.25	0.25	0.25
CLERK TYPIST II	0.50	1.50	1.50	1.50
ANIMAL CONTROL SUPERVISOR	1.00	1.00	1.00	1.00
VOLUNTEER COORDINATOR	0.00	0.50	0.50	0.50
Total	8.50	10.25	10.25	10.25
	=====	=====	=====	=====

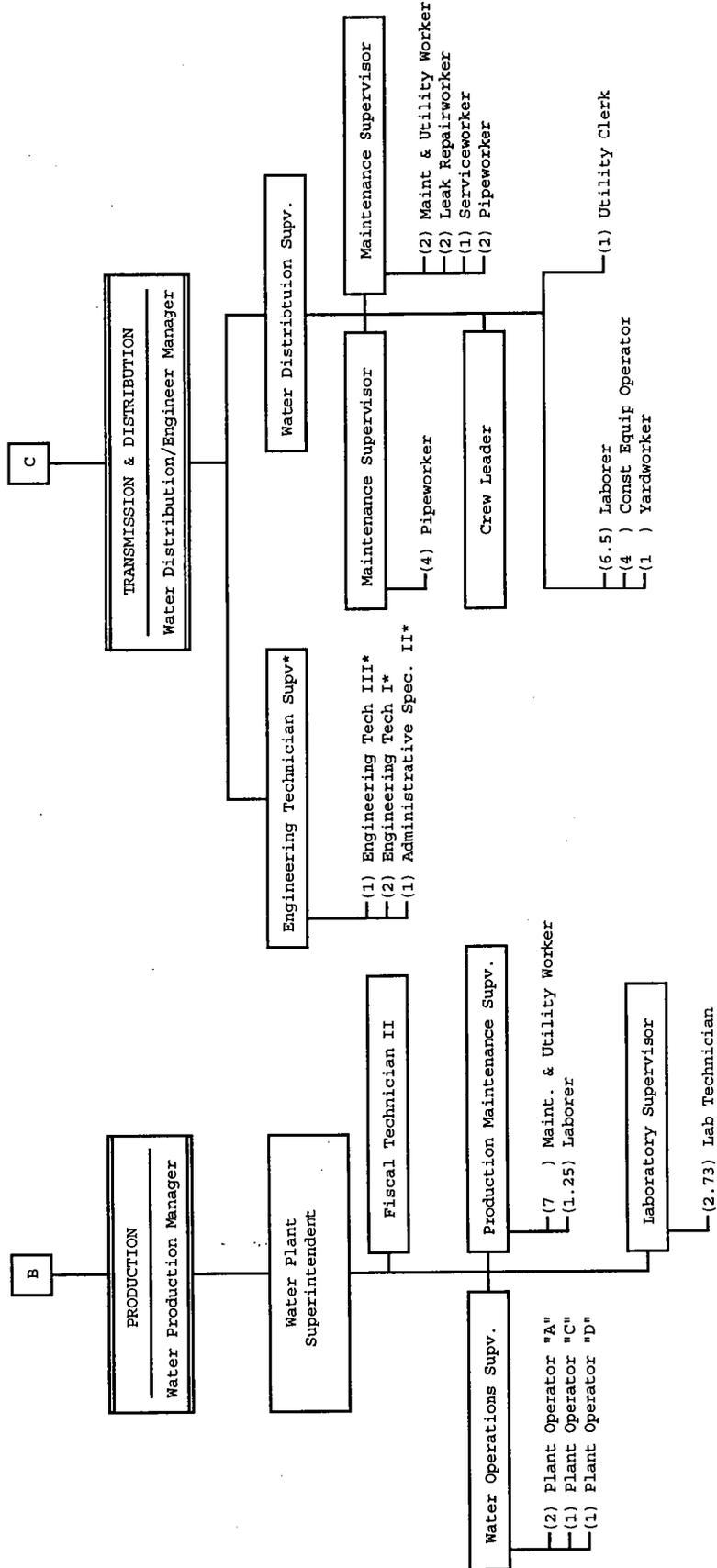
CITY OF INDEPENDENCE, MISSOURI
 WATER DEPARTMENT
 TABLE OF ORGANIZATION



CITY OF INDEPENDENCE, MISSOURI
 WATER DEPARTMENT
 TABLE OF ORGANIZATION - CONTINUED
 CUSTOMER SERVICE & ACCOUNTS



CITY OF INDEPENDENCE, MISSOURI
 WATER DEPARTMENT
 TABLE OF ORGANIZATION - CONTINUED
 PRODUCTION AND TRANSMISSION & DISTRIBUTION



* - These employees are funded in function 4810 - Administration

**City of Independence
Departmental Budget Summary**

Department: 4800-WATER DEPT

1996-97 Operating Budget

Department Description-

THE WATER DEPARTMENT PRODUCES AND SUPPLIES DRINKING WATER TO APPROXIMATELY 44,000 CUSTOMERS THAT ARE SERVED DIRECTLY, AND ANOTHER 50,000 SERVED THROUGH 11 WHOLESALERS. THE DEPARTMENT OPERATES, MAINTAINS AND MANAGES, 665 MILES OF MAIN, MORE THAN 3617 FIRE HYDRANTS, 34 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 ALL STANDARDS OF THE MISSOURI DEPARTMENT OF NATURAL RESOURCES.

Prog. No.	Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
<u>Budget by Major Program Category-</u>					
40 4810	ADMINISTRATION & GENERAL	941,114	969,179	1,860,464	901,138
40 4820	CUSTOMER SERVICE & ACCTS	2,041,561	1,801,763	1,838,313	2,006,389
40 4830	PRODUCTION	3,215,764	3,802,692	4,146,540	3,767,549
40 4840	TRANSMISSION & DIST.	2,299,851	2,461,946	2,621,705	2,541,799
	Total	8,498,290	9,035,580	10,467,022	9,216,875
		=====	=====	=====	=====
<u>Staffing-</u>					
	Full Time Positions	114.00	105.00	105.00	105.00
	Part Time Positions	1.73	1.73	1.73	1.48
	Total	115.73	106.73	106.73	106.48
		=====	=====	=====	=====
<u>Source of Funding-</u>					
	WATER FUND	8,498,290	9,035,580	10,467,022	9,216,875
	Total	8,498,290	9,035,580	10,467,022	9,216,875
		=====	=====	=====	=====

Continued

*City of Independence
Departmental Budget Summary*

Department: 4800-WATER DEPT

1996-97 Operating Budget

Significant Changes from FY 1995-96 to FY 1996-97:

- * ADDITIONAL EXPENSES FOR NEW STREET CUT REPAIR PROGRAM- \$50,000.
 - * PURCHASE OF 15 NEW PERSONAL COMPUTERS TO REPLACE OUTDATED SVT'S IN CUSTOMER SERVICE- \$54,765.
 - * LEASE/PURCHASE AGREEMENT FOR A NEW BACKHOE- \$40,000 (3 YR. LEASE)
-

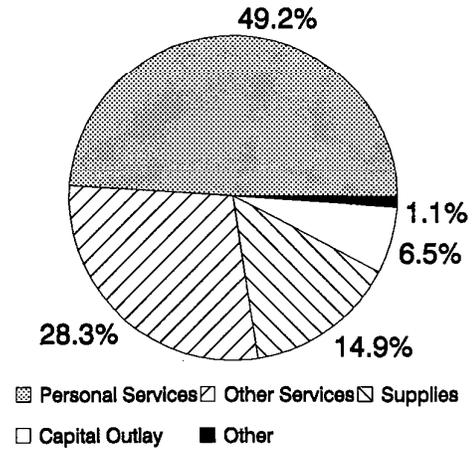
1996-97 Operating Budget

Water

Appropriations by Type:

1996-97 City Council Adopted Budget

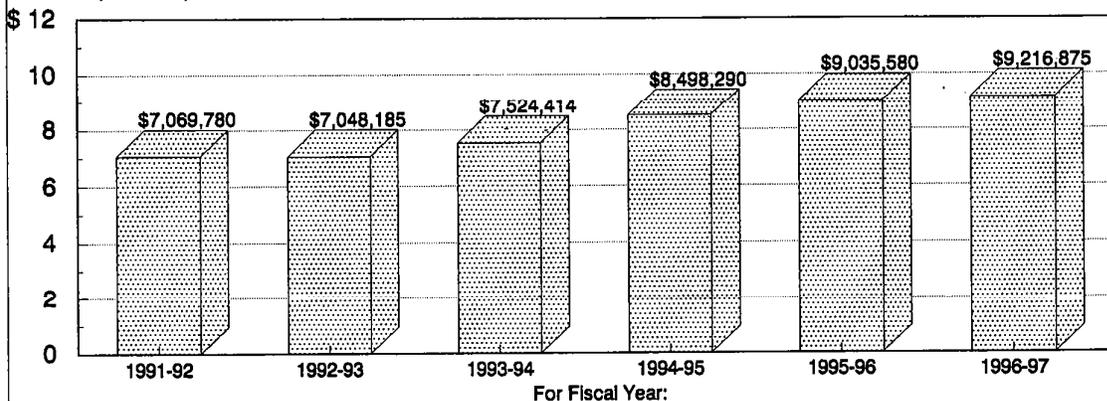
Expenditure Type	Actual 1994-95	Original 1995-96	Projected 1995-96	Adopted 1996-97
Personal Services	4,518,037	4,340,751	4,390,181	4,533,546
Other Services	2,198,932	2,689,014	3,249,925	2,612,944
Supplies	1,298,607	1,324,475	1,299,127	1,368,445
Capital Outlay	482,714	581,340	1,481,001	601,940
Other	0	100,000	46,788	100,000
Total	8,498,290	9,035,580	10,467,022	9,216,875



Historical Comparison:

	Actual 1991-92	Actual 1992-93	Actual 1993-94	Actual 1994-95	Budget 1995-96	Budget 1996-97
Employees:						
Full Time Equiv.	101.73	101.73	101.73	115.73	106.73	106.48
Amount by Fund:						
Water	7,069,780	7,048,185	7,524,414	8,498,290	9,035,580	9,216,875
Per 1,000 Gals. of Water Pumped	0.80	0.85	0.88	0.95	1.04	1.00
Per Capita	62.79	62.28	66.26	74.68	79.43	80.19
Per Household	146.10	144.93	153.84	172.68	182.62	185.52

Dollars (millions)



**City of Independence
Detail Program Sheet**

Department: 4800-WATER DEPT
Program: 4810-ADMINISTRATION & GENERAL

1996-97 Operating Budget
Fund: 40-WATER

Description:

RESPONSIBLE FOR THE COMPLETE OPERATION AND MONTHLY REPORTING OF THE WATER DEPARTMENT. MAJOR AREAS OF RESPONSIBILITIES WITHIN ADMINISTRATION ARE: SPECIAL PROJECTS, SAFETY & TRAINING, AND MANAGEMENT OF THE CUSTOMER SERVICE, PRODUCTION, AND TRANSMISSION AND DISTRIBUTION AREAS.

1996-97 Objectives:

- * CONSOLIDATE OFFICE AND FIELD CUSTOMER SERVICE EMPLOYEES TO BECOME MORE EFFICIENT AND CUSTOMER RESPONSIVE.
- * ESTABLISH A WELLFIELD PROTECTION PROGRAM WITH MONITORING WELLS TO PROTECT THE WATER SUPPLY AQUIFER FROM CONTAMINATION.
- * DEVELOP A WATER MAIN REPLACEMENT PROGRAM.
- * PROVIDE TRAINING TO ALL EMPLOYEES TO BECOME MORE EFFICIENT AND CUSTOMER RESPONSIVE.

1995-96 Accomplishments:

- * PURCHASED LAND ON NORTH SIDE AND SOUTH SIDE OF WATER PLANT FOR WELLFIELD EXPANSION AND WELLFIELD PROTECTION.
- * REPAIRED APPROXIMATELY 150 CUSTOMER SERVICE LINE LEAKS IN STREET DURING THE FIRST YEAR OF NEW PROGRAM.
- * DEVELOPED AN ELECTRONIC BILL PAYMENT PROGRAM GIVING CUSTOMERS THE OPTION OF PAYING THEIR UTILITY BILLS AUTOMATICALLY FROM THEIR CHECKING ACCOUNTS.
- * PROVIDED TECHNICAL AND CUSTOMER SERVICE TRAINING TO EMPLOYEES TO DEVELOP A WELL TRAINED STAFF.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	631,065	626,370	635,546	570,719
OTHER SERVICES	212,077	177,664	207,437	183,394
SUPPLIES	26,662	19,075	19,075	38,725
CAPITAL OUTLAY	71,310	46,070	951,618	8,300
DEBT SERVICE/OTHER	0	100,000	46,788	100,000
Total	941,114	969,179	1,860,464	901,138
	=====	=====	=====	=====

Continued

**City of Independence
Detail Program Sheet**

Department: 4800-WATER DEPT

Program: 4810-ADMINISTRATION & GENERAL

1996-97 Operating Budget

Fund: 40-WATER

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
NUMBER OF CUSTOMERS	43,870	44,000	44,023	44,337
REVENUE (AVG. RESIDENTIAL)	14	14	14	14
GAL. OF WATER SOLD (AVG. RES.)	5,980	6,300	6,300	6,300

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
ACCOUNT CLERK II	1.00	1.00	1.00	1.00
ASSISTANT DEPARTMENT DIRECTOR	1.00	1.00	1.00	1.00
WATER SYSTEM DIRECTOR	1.00	1.00	1.00	1.00
ENGINEER I	1.00	1.00	1.00	1.00
SAFETY & TRAINING OFFICER	1.00	1.00	1.00	1.00
ENGINEERING TECHNICIAN I	2.00	2.00	2.00	2.00
ENGINEERING TECHNICIAN III	1.00	1.00	1.00	1.00
ENGINEERING TECHNICIAN SUPV.	1.00	1.00	1.00	1.00
ADMINISTRATIVE SPECIALIST II	1.00	1.00	1.00	1.00
ADMINISTRATIVE SPECIALIST III	2.00	2.00	2.00	1.00
STAFF ASSISTANT	0.00	0.00	0.00	1.00
RECEPTIONIST & PBX OPERATOR	1.00	1.00	0.00	0.00
UTILITY CLERK	2.00	2.00	0.00	0.00
PAYROLL CLERK	1.00	0.00	0.00	0.00
PROJECT ENGINEER II	1.00	0.00	0.00	0.00
Total	17.00	15.00	12.00	12.00
	=====	=====	=====	=====

**City of Independence
Detail Program Sheet**

Department: 4800-WATER DEPT
Program: 4820-CUSTOMER SERVICE & ACCTS

1996-97 Operating Budget
Fund: 40-WATER

Description:

RESPONSIBLE FOR FIELD SERVICE, BILLING, CASHIERING, COLLECTION AND CUSTOMER INQUIRY. MAJOR AREAS OF RESPONSIBILITIES WITHIN THE CUSTOMER SERVICE AREA ARE: SERVICE WHICH INSTALLS AND MAINTAINS METERS AND APPURTENANCES FOR OVER 44,000 CUSTOMERS, CASHIERING WHICH SERVES ALL DEPARTMENTS, AND CUSTOMER SERVICE WHICH HANDLES NEW CUSTOMERS, TRANSFERS, BILLING, DELINQUENT ACCOUNTS, AND OTHER CUSTOMER RELATED QUESTIONS.

1996-97 Objectives:

- * CONTINUE FIFTH YEAR OF FIVE YEAR PLAN TO INSTALL REMOTE METER READING DEVICES ON CUSTOMER METERS THAT ARE INACCESSIBLE FOR METER READING.
- * COMPLETE THE CONSOLIDATION OF FIELD SERVICE OPERATION IN ORDER TO BE MORE EFFICIENT AND RESPONSIVE TO CUSTOMER REQUESTS.
- * CONTINUE TRAINING OF ALL CUSTOMER SERVICE EMPLOYEES IN ALL ASPECTS OF CUSTOMER SERVICE.
- * IMPLEMENT A FIELD PILOT TEST PROGRAM FOR AUTOMATIC METER READING OF DIFFICULT AND TIME CONSUMING METERS TO READ.

1995-96 Accomplishments:

- * DESIGNED AND IMPLEMENTED A SUSPENDED BILLING PROGRAM WHICH ALLOWS CUSTOMERS TO MAINTAIN ELECTRICAL SERVICE AND SUSPEND BILLING FOR WAT AND SEWER WHEN SERVICES ARE NOT NEEDED FOR EXTENDED PERIODS OF TIME.
- * IMPLEMENTED AN ELECTRONIC BILL PAYMENT PROGRAM ALLOWING CUSTOMERS THE OPTION OF HAVING UTILITY PAYMENTS AUTOMATICALLY DEDUCTED FROM THEIR CHECKING ACCOUNTS.
- * CONTRACTED THE CITY'S BANKING INSTITUTION TO PROCESS UTILITY BILL PAYMENTS THROUGH A "LOCK BOX" WHICH PROVIDED FASTER POSTING OF PAYMENTS TO CUSTOMER ACCOUNTS.
- * WILL HAVE INSTALLED APPROXIMATELY 1500 REMOTE READING DEVICES ON CUSTOMER SERVICE METERS THIS FISCAL YEAR. THESE UNITS ACCOUNT FOR 94% OF THE TOTAL METERS INSIDE BASEMENTS COMPARED WITH 85% LAST YEAR

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	1,806,752	1,473,863	1,502,397	1,649,224
OTHER SERVICES	62,060	104,300	112,316	138,800
SUPPLIES	16,314	18,800	18,800	22,480
CAPITAL OUTLAY	156,435	204,800	204,800	195,885

...Continued

**City of Independence
Detail Program Sheet**

Department: 4800-WATER DEPT

Program: 4820-CUSTOMER SERVICE & ACCTS

1996-97 Operating Budget

Fund: 40-WATER

Program Costs: (Continued)

DEBT SERVICE/OTHER	0	0	0	0
 Total	<u>2,041,561</u>	<u>1,801,763</u>	<u>1,838,313</u>	<u>2,006,389</u>
	=====	=====	=====	=====

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
TAPS MADE	334	300	340	350
SHUT-OFF CUSTOMER ACCOUNTS	2,174	2,800	3,500	3,500
HIGH BILL INSPECTIONS	237	300	180	180
REMOTE METER READING DEVICES	1,567	1,500	1,500	1,300

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
CASHIER I	2.00	5.00	5.00	5.00
ACCOUNT INFORMATION REP.	19.00	19.00	19.00	19.00
CUSTOMER SERVICE MANAGER	1.00	1.00	1.00	1.00
CUSTOMER SERVICE SUPERVISOR I	0.00	1.00	1.00	1.00
CUSTOMER SERVICE SUPERVISOR II	0.00	2.00	2.00	2.00
CUSTOMER SERVICE TECHNICIAN II	0.00	2.00	2.00	2.00
UTILITY CLERK	1.00	1.00	3.00	3.00
RECEPTIONIST & PBX OPERATOR	0.00	0.00	1.00	1.00
METER REPAIR WORKER - WATER	2.00	2.00	2.00	2.00
SERVICE WORKER	9.00	9.00	9.00	9.00
SERVICE FOREMAN	1.00	0.00	0.00	0.00
SERVICE SUPERVISOR	1.00	0.00	0.00	0.00
CUSTOMER ACCOUNTS SUPERVISOR	1.00	0.00	0.00	0.00
CUSTOMER SERVICE SUPERVISOR	2.00	0.00	0.00	0.00
CLERK II	1.00	0.00	0.00	0.00
METER READER FOREMAN-WATER	1.00	0.00	0.00	0.00
METER READER-WATER	5.00	0.00	0.00	0.00
 Total	<u>46.00</u>	<u>42.00</u>	<u>45.00</u>	<u>45.00</u>
	=====	=====	=====	=====

**City of Independence
Detail Program Sheet**

Department: 4800-WATER DEPT
Program: 4830-PRODUCTION

1996-97 Operating Budget
Fund: 40-WATER

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 42 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, STATE, AND LOCAL HEALTH REQUIREMENTS.

1996-97 Objectives:

- * USE THE INFORMATION FROM THE GROUNDWATER FLOW STUDY TO DEVELOP A GROUNDWATER PROTECTION PLAN AND SELECT SITES FOR THE EARLY WARNING MONITORING WELLS.
- * PREPARE AND EXECUTE THE SAMPLING, TREATMENT AND REPORTING REQUIREMENTS OF THE ENVIRONMENTAL PROTECTION AGENCY MANDATED INFORMATION COLLECTION RULE.
- * CONTINUE THE MAINTENANCE PROGRAM AT THE COURTNEY BEND PLANT TO IMPROVE, UPDATE AND MODIFY THE WATER TREATMENT EQUIPMENT.

1995-96 Accomplishments:

- * PURCHASED AND PUT INTO OPERATION A TOTAL ORGANIC CARBON ANALYZER TO PROVIDE MORE TIMELY WATER QUALITY INFORMATION FOR MORE PRECISE WATER TREATMENT.
- * BEGAN A FORMAL PROGRAM TO BRING ALL AVAILABLE PLANT PERSONNEL TOGETH ON A REGULAR BASIS TO DISCUSS WATER QUALITY ISSUES TO INSURE THAT AN QUALITY CONCERNS ARE ADDRESSED UNIFORMLY.
- * CONTINUED THE MAJOR MAINTENANCE PROGRAM BY REPLACING A LIME SLAKER, REBUILDING A SAND FILTER, PAINTING A SETTLING BASIN AND NORTH MAIN TOWER, REWIRING THE WELL FIELD, AND REPLACING MOTOR CONTROL CENTER.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	897,842	947,642	951,678	989,749
OTHER SERVICES	1,555,956	2,053,550	2,391,643	1,911,750
SUPPLIES	638,422	726,600	726,519	724,500
CAPITAL OUTLAY	123,544	74,900	76,700	141,550
DEBT SERVICE/OTHER	0	0	0	0
Total	3,215,764	3,802,692	4,146,540	3,767,549
	=====	=====	=====	=====

Continued

**City of Independence
Detail Program Sheet**

Department: 4800-WATER DEPT
Program: 4830-PRODUCTION

1996-97 Operating Budget
Fund: 40-WATER

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
THOUSANDS OF GALLONS PUMPED	8,945,098	8,730,000	9,617,000	9,200,000
CHEMICAL COST	500,174	650,000	650,000	650,000
PUMPING POWER COST	1,054,920	1,350,000	1,350,000	1,350,000
COST PER MILLION GALLONS PUMPED	359	435	431	407

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
WATER PLANT SUPERINTENDENT	1.00	1.00	1.00	1.00
WATER PRODUCTION MANAGER	1.00	1.00	1.00	1.00
LABORATORY SUPERVISOR	1.00	1.00	1.00	1.00
LABORATORY TECHNICIAN	2.73	2.73	2.73	2.73
WATER OPERATIONS SUPERVISOR	1.00	1.00	1.00	1.00
FISCAL TECHNICIAN II	1.00	1.00	1.00	1.00
PRODUCTION MAINTENANCE SUPV.	1.00	1.00	1.00	1.00
PLANT OPERATOR 'A'	2.00	2.00	3.00	3.00
PLANT OPERATOR 'D'	2.00	1.00	1.00	1.00
MAINTENANCE & UTILITY WORKER	7.00	7.00	7.00	7.00
LABORER	1.00	1.00	1.00	1.00
LABORER-TEMPORARY	0.50	0.50	0.50	0.25
PLANT OPERATOR "C"	2.00	1.00	0.00	0.00
Total	23.23	21.23	21.23	20.98
	=====	=====	=====	=====

**City of Independence
Detail Program Sheet**

Department: 4800-WATER DEPT
Program: 4840-TRANSMISSION & DIST.

1996-97 Operating Budget
Fund: 40-WATER

Description:

THE TRANSMISSION AND DISTRIBUTION DIVISION IS RESPONSIBLE FOR ENGINEERING, CONSTRUCTION AND MAINTENANCE OF THE TRANSMISSION AND DISTRIBUTION SYSTEM THAT CONVEYS THE WATER TO THE CUSTOMERS. PIPELINE CONSTRUCTION IS PERFORMED TO WATER DEPARTMENT ENGINEERING STANDARDS THAT MEET OR EXCEED THE MISSOURI DEPARTMENT OF NATURAL RESOURCES REQUIREMENTS. MAINTENANCE IS PERFORMED ON APPROXIMATELY 665 MILES OF MAIN AND OVER 3617 FIRE HYDRANTS.

1996-97 Objectives:

- * TEST AND INSPECT 60% OF THE PUBLIC FIRE HYDRANTS.
- * IMPLEMENT FIRST YEAR OF A LEAK DETECTION SURVEY.
- * CONTINUE TO IMPLEMENT THE CITY'S BACKFLOW PREVENTION PROGRAM.
- * DEVELOP AND IMPLEMENT AN ON-GOING MAIN REPLACEMENT PROGRAM.
- * CONTINUE 2ND YEAR OF 10-YEAR PROGRAM TO RECONNECT SERVICES FROM A SMALLER TO A LARGER MAIN IN AREAS WHERE TWO MAINS ARE PARALLEL.

1995-96 Accomplishments:

- * TESTED AND INSPECTED OVER 63% OF THE CITY'S FIRE HYDRANTS.
- * INSTALLED OVER 6 MILES OF PROMOTER AND CITY WATER MAIN EXTENSIONS.
- * VERIFIED THAT OVER 1200 BACKFLOW PREVENTORS MET ALL STATE REQUIREMENTS.
- * COMPLETED FIRST YEAR OF 10-YEAR PROGRAM TO RECONNECT SERVICES FROM A SMALLER TO A LARGER MAIN IN THE AREAS WHERE TWO MAINS ARE PARALLEL
- * ADJUSTED OR REPAIRED OVER 800 VALVES AND VALVE BOXES.
- * REPAIRED APPROXIMATELY 150 LEAKS ON CUSTOMER WATER SERVICE LINES DURING FIRST YEAR OF SERVICE LINE LEAK REPAIR PROGRAM.

Program Costs:

Expenditure Category	1994-95	1995-96	1995-96	1996-97
	Actual	Original	Amended	Adopted Budget
PERSONAL SERVICES	1,182,378	1,292,876	1,300,560	1,323,854
OTHER SERVICES	368,839	353,500	538,529	379,000
SUPPLIES	617,209	560,000	534,733	582,740
CAPITAL OUTLAY	131,425	255,570	247,883	256,205
DEBT SERVICE/OTHER	0	0	0	0
Total	2,299,851	2,461,946	2,621,705	2,541,799

Continued

**City of Independence
Detail Program Sheet**

Department: 4800-WATER DEPT
Program: 4840-TRANSMISSION & DIST.

1996-97 Operating Budget
Fund: 40-WATER

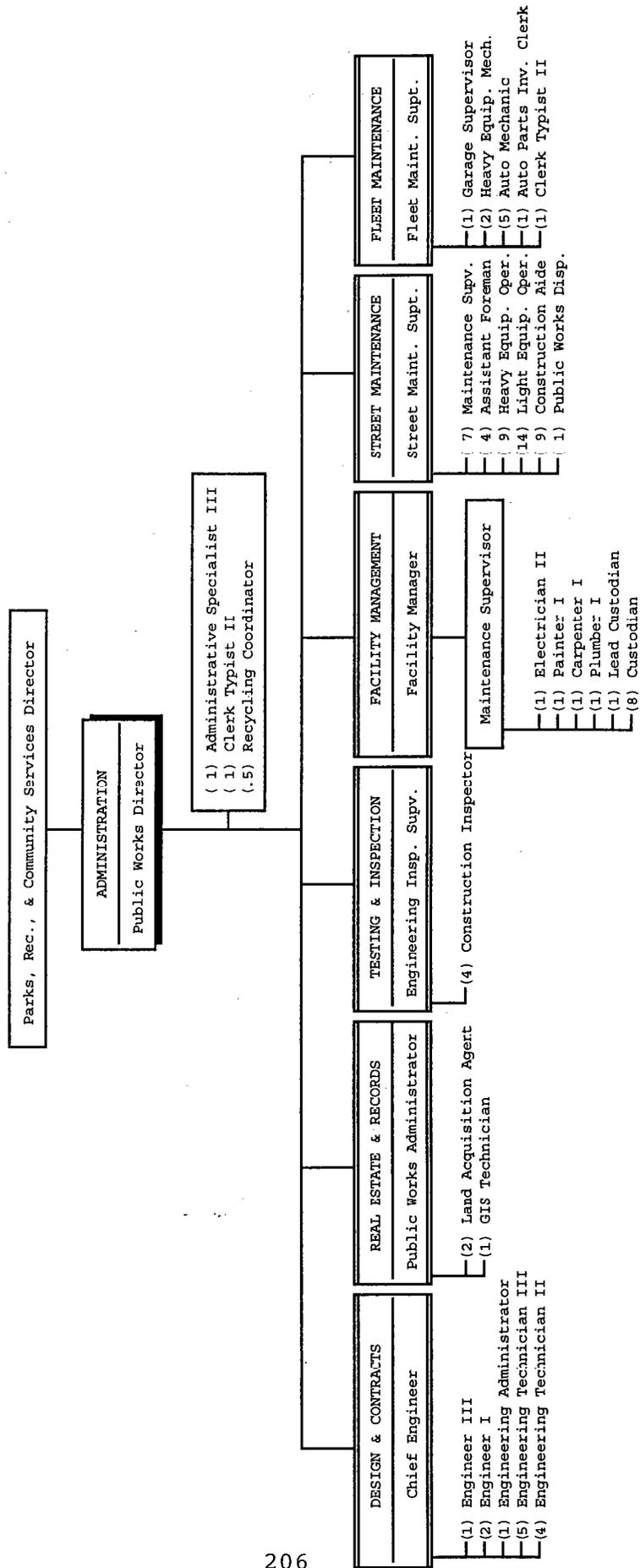
Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
MAIN BREAKS	139	176	210	200
MILES OF MAINS INSTALLED	7	5	6	5
FIRE HYDRANTS INSTALLED	77	60	70	60
SERVICE LINES REPAIRED	0	120	150	120
FIRE HYDRANTS TESTED	1,924	2,160	2,300	2,200
FIRE HYDRANTS PAINTED	1,206	1,000	1,150	1,000
VALVES & VALVE BOXES REPAIRED OR ADJUSTED	977	800	850	800

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
WATER DIST./ENGINEER MANAGER	1.00	1.00	1.00	1.00
MAINTENANCE SUPERVISOR	2.00	2.00	2.00	2.00
WATER DISTRIBUTION SUPERVISOR	1.00	1.00	1.00	1.00
CREW LEADER	1.00	1.00	1.00	1.00
UTILITY CLERK-WATER	1.00	1.00	1.00	1.00
MAINTENANCE & UTILITY WORKER	1.00	1.00	1.00	1.00
MAINTENANCE & UTILITY WORKER	1.00	1.00	1.00	1.00
CONSTRUCTION EQUIPMENT OPER.	4.00	4.00	4.00	4.00
SERVICE WORKER	1.00	1.00	1.00	1.00
LEAK REPAIR WORKER	2.00	2.00	2.00	2.00
PIPE WORKER	6.00	6.00	6.00	6.00
YARD WORKER	1.00	1.00	1.00	1.00
LABORER	3.00	3.00	3.00	3.00
LABORER	3.50	3.50	3.50	3.50
CONST. EQUIP. OPERATOR HELPER	1.00	0.00	0.00	0.00
Total	29.50	28.50	28.50	28.50
	=====	=====	=====	=====

CITY OF INDEPENDENCE, MISSOURI
PUBLIC WORKS
TABLE OF ORGANIZATION



**City of Independence
Departmental Budget Summary**

Department: 5000-PUBLIC WORKS

1996-97 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 AND BLASTING PERMITS, MAINTAIN RECORDS OF CITY OWNED 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. MAINTAIN APPROXIMATELY 570 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 THROUGH THE FLEET MAINTENANCE DIVISION.

Prog. No.	Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
<u>Budget by Major Program Category-</u>					
02	5001 ADMINISTRATION	245,643	229,306	231,440	258,466
02	5011 DESIGN & CONTRACTS	716,364	659,608	664,079	691,679
02	5012 REAL ESTATE & RECORDS	153,902	174,979	177,743	181,782
02	5014 TESTING INSPECTION	287,842	263,226	265,802	272,667
02	5015 FACILITY MANAGEMENT	643,159	598,203	612,485	628,480
02	5111 STREET MAINTENANCE	3,271,147	3,033,271	3,188,462	3,147,468
90	5121 CENTRAL GARAGE	949,478	1,087,977	1,097,059	1,099,133
	Total	6,267,535	6,046,570	6,237,070	6,279,675
<u>Staffing-</u>					
	Full Time Positions	99.00	97.00	97.00	97.00
	Part Time Positions	0.00	0.00	0.50	0.50
	Total	99.00	97.00	97.50	97.50
<u>Source of Funding-</u>					
	GENERAL FUND	5,257,389	4,958,593	5,140,011	5,180,542
	SANITARY SEWER FUND	60,668	0	0	0
	CENTRAL GAR. FUND	949,478	1,087,977	1,097,059	1,099,133
	Total	6,267,535	6,046,570	6,237,070	6,279,675

Continued

*City of Independence
Departmental Budget Summary*

Department: 5000-PUBLIC WORKS

1996-97 Operating Budget

Significant Changes from FY 1995-96 to FY 1996-97:

- * PREPARED REPORTS ON DEPARTMENTAL OBJECTIVES, BY WORKING THROUGH TEAMS.
 - * REVISED COSTING OF CENTRAL GARAGE TO BETTER MATCH OUTSIDE SERVICES.
 - * ORGANIZED TEAM TO DESIGN AND IMPLEMENT A CENTRAL FILING SYSTEM.
 - * IMPROVE STREET SWEEPING PROGRAM, TO SWEEP 3,000 CURB MILES PER YEAR.
 - * IMPROVE STREET PAINTING, AND USE A WATER BASE PAINT.
 - * ADDED SUPPORT COSTS FOR A CITY WIDE CLEANUP PROGRAM - \$25,000.
-

1996-97 Operating Budget

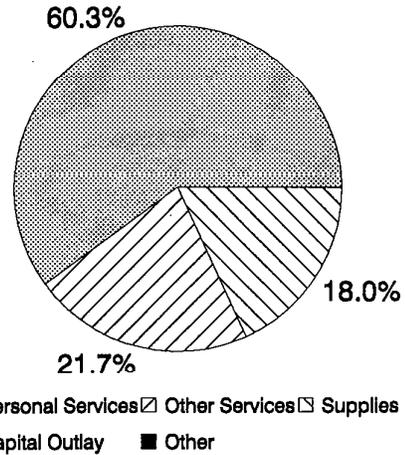
Public Works

Appropriations by Type:

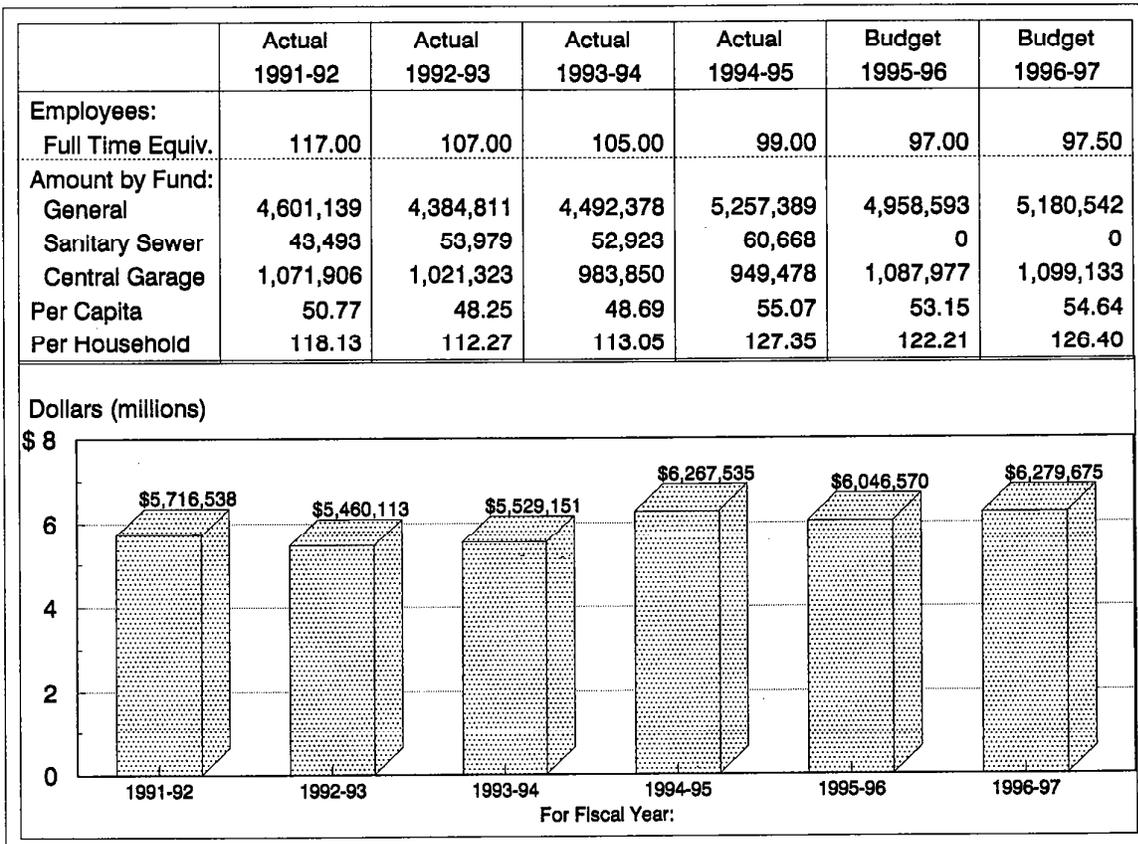
1996-97 City Council Adopted Budget

02
 3,377,477
 939,275
 863,770
 5,180,542

Expenditure Type	Actual 1994-95	Original 1995-96	Projected 1995-96	Adopted 1996-97
Personal Services	3,444,497	3,576,286	3,641,821	3,785,291
Other Services	1,024,352	1,333,210	1,330,928	1,360,630
Supplies	747,645	1,137,074	1,132,046	1,133,754
Capital Outlay	1,038,435	0	132,275	0
Other	12,606	0	0	0
Total	6,267,535	6,046,570	6,237,070	6,279,675



Historical Comparison:



**City of Independence
Detail Program Sheet**

Department: 5000-PUBLIC WORKS
Program: 5001-ADMINISTRATION

1996-97 Operating Budget
Fund: 02-GENERAL

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, AND FLEET MAINTENANCE.

1996-97 Objectives:

- * RESPOND TO CITY MANAGER, CITY COUNCIL, AND CITIZEN REQUESTS WITHIN REQUESTED RESPONSE TIME.
- * ORGANIZE STAFF TO MEET PROGRAM GOALS.
- * COORDINATE PROGRAM SCHEDULES, AND ASCERTAIN SCHEDULING IS MET.
- * COORDINATE AND FACILITATE PROJECT GRANT FUNDING; SURFACE TRANSPORTATION PROGRAM, CDBG, AND CURS.
- * MEET ALL PROGRAM GOALS AS IT RELATES TO FUNDING AND SCHEDULE.
- * DEVELOP A CAPITAL IMPROVEMENTS PROGRAM FOR STREETS FOR ANTICIPATED REVENUES.

1995-96 Accomplishments:

- * IDENTIFIED STREET NEEDS TOTALING \$5,000,000 PER YEAR.
- * OBTAINED STP FUNDS FOR CRYSLER AVENUE.
- * OBTAINED STREET SWEEPER FOR IMPROVED STREET SWEEPING PROGRAM.
- * COORDINATED RECYCLING DROP OFF SITE, AND WORKED WITH SOLID WASTE COMMITTEE, AND OBTAINED GRANT.
- * PARTICIPATED IN ADOPT A STREET PROGRAM.
- * BID STATE STORMWATER AND SANITARY SEWER PROJECTS.
- * USED PETROMAT ON STERLING OVERLAY.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	138,611	141,646	143,780	160,806
OTHER SERVICES	91,054	83,660	83,660	93,660
SUPPLIES	2,626	4,000	4,000	4,000
CAPITAL OUTLAY	13,352	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	245,643	229,306	231,440	258,466
	=====	=====	=====	=====

Continued

*City of Independence
Detail Program Sheet*

Department: 5000-PUBLIC WORKS
Program: 5001-ADMINISTRATION

1996-97 Operating Budget
Fund: 02-GENERAL

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PUBLIC WORKS DIRECTOR	1.00	1.00	1.00	1.00
CLERK TYPIST II	1.00	1.00	1.00	1.00
RECYCLING COORDINATOR	0.00	0.00	0.50	0.50
ADMINISTRATIVE SPECIALIST III	1.00	1.00	1.00	1.00
ADMINISTRATIVE SPECIALIST II	1.00	0.00	0.00	0.00
Total	4.00	3.00	3.50	3.50
	=====	=====	=====	=====

**City of Independence
Detail Program Sheet**

Department: 5000-PUBLIC WORKS
Program: 5011-DESIGN & CONTRACTS

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

THIS PROGRAM PROVIDES PUBLIC WORKS SERVICES THROUGH THE FOLLOWING WORK ELEMENTS: CODE ENFORCEMENT, PLAN REVIEW, DESIGN, INVESTIGATIONS, STUDIES, CONTRACT SPECIFICATIONS, INSPECTIONS, AND CONSTRUCTION STAKING.

1996-97 Objectives:

- * PROVIDE CODE REVIEW AND INVESTIGATE REPORTED CODE VIOLATIONS, AND ASCERTAIN ABATEMENT OF VIOLATIONS.
- * REVIEW BUILDING PERMIT APPLICATIONS AND PLAN FOR PUBLIC IMPROVEMENTS BY PRIVATE DEVELOPMENT. REVIEW ALL PUBLIC WORKS PROJECTS.
- * DEVELOP ENGINEERING PLANS FOR STREET, STORM AND SANITARY SEWER PROJECTS. COMPLETE PHASE I & III PLANS FOR THE LITTLE BLUE EXPRESSWAY AND ADVERTISE THEM FOR BIDS.
- * INVESTIGATE ALL CITIZEN REQUESTS FOR SERVICES ABOUT STREETS, STORM SEWERS AND SANITARY SEWERS.
- * DO CONSTRUCTION INSPECTION AND CONTRACT ADMINISTRATION FOR PUBLIC WORKS PROJECTS BUILT BY THE CITY.
- * PERFORM TRAFFIC ENGINEERING AND INFRASTRUCTURE MANAGEMENT.
- * PREPARE TECHNICAL SPECIFICATIONS AND CONTRACT DOCUMENTS FOR PUBLIC WORKS PROJECTS TO BE ADVERTISED FOR BIDS.

1995-96 Accomplishments:

- * CITY PROJECTS WITH AN ESTIMATED CONTRACTUAL CONSTRUCTION COST OF \$2,437,000 WERE DESIGNED.
- * THE CRYSLER AVENUE IMPROVEMENTS WERE 59 PERCENT COMPLETED THROUGH DECEMBER, 1995.
- * LITTLE BLUE EXPRESSWAY-MAJOR INVESTMENT STUDY WAS COMPLETED AND APPROVED. DESIGN PLANS HAVE BEEN APPROVED FOR PH. 3. PLANS HAVE BEEN SUBMITTED FOR PH. 1. ENVIRONMENTAL ISSUES & HEARING COMPLETED.
- * A PAVEMENT MANAGEMENT SYSTEM WAS ACQUIRED AND WORK WAS STARTED. TRAFFIC SIGNAL CONTROLLERS WERE REPLACED AT MOST SIGNAL LOCATIONS. TRAFFIC STUDIES WERE DONE.
- * FOURTEEN CONSTRUCTION CONTRACTS WERE AWARDED FOR PUBLIC WORKS PROJECTS AT A COST OF \$2,340,433.62.
- * PUBLIC WORKS CONSTRUCTION CONTRACT WORK WAS ADMINISTERED WITH A VALUE OF \$1,864,663.48.
- * 469 BUILDING PERMIT APPLICATIONS WERE REVIEWED.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	695,576	647,256	652,427	679,234

...Continued

**City of Independence
Detail Program Sheet**

Department: 5000-PUBLIC WORKS
Program: 5011-DESIGN & CONTRACTS

1996-97 Operating Budget
Fund: 02-GENERAL

Program Costs: (Continued)

OTHER SERVICES	7,036	6,916	6,916	6,915
SUPPLIES	9,158	5,436	4,736	5,530
CAPITAL OUTLAY	4,594	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	716,364	659,608	664,079	691,679

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
SURVEY AND DESIGN EFFORT	3,031,000	2,437,000	2,437,000	2,500,000
CAPITAL IMPROVEMENTS CONSTRUCTION VALUE	1,870,000	1,865,000	1,865,000	2,000,000
CONSTRUCTION PERMIT PLANS REVIEWED	630	469	469	500
DEVELOPMENT PLANS REVIEWED	76	126	126	100
CITIZEN REQUESTED FIELD INVESTIGATIONS	202	289	289	250

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
CHIEF ENGINEER	1.00	1.00	1.00	1.00
ENGINEER I	2.00	2.00	2.00	2.00
ENGINEERING ADMINISTRATOR	1.00	1.00	1.00	1.00
ENGINEER III	1.00	1.00	1.00	1.00
ENGINEERING TECHNICIAN II	4.00	4.00	4.00	4.00
ENGINEERING TECHNICIAN III	5.00	5.00	5.00	5.00
GIS TECHNICIAN	1.00	0.00	0.00	0.00
ENG. AIDE III	1.00	0.00	0.00	0.00
Total	16.00	14.00	14.00	14.00

**City of Independence
Detail Program Sheet**

Department: 5000-PUBLIC WORKS
Program: 5012-REAL ESTATE & RECORDS

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

THIS PROGRAM PROVIDES PUBLIC WORKS SERVICES THROUGH THE FOLLOWING ELEMENTS: PLAN REVIEW, DESIGN, STUDIES, REAL ESTATE AND RECORDS.

1996-97 Objectives:

- * PERFORM STUDIES FOR THE DEPARTMENT AND CITY MANAGER.
- * ACQUIRE REAL ESTATE AND RIGHT OF WAY FOR THE PUBLIC WORKS DEPARTMENT AND FOR OTHER DEPARTMENTS AS REQUESTED.
- * PERFORM APPRAISAL REVIEW, LEGAL DESCRIPTION WRITING, NEGOTIATION, RECORD SEARCH AND CONDEMNATION SERVICES.
- * INCREASE DEPARTMENT'S EFFECTIVENESS IN THE USE OF TECHNOLOGY.
- * WORK WITH OTHER DEPARTMENTS TO DEVELOP A CITY WIDE DIGITAL MAPPING STANDARD.
- * COMPUTERIZE SANITARY SEWER AND STORM SEWER MAPS FOR USE BY OFFICE STAFF AND FIELD CREWS.

1995-96 Accomplishments:

- * ACQUIRED 100 PARCELS FOR VARIOUS PROJECTS.
- * DEVELOPED AND IMPLEMENTED COURSES ON LOTUS FREELANCE, WINDOWS 3.11, PARADOX AND THE USE OF THE NEW COMPUTERIZED INDEX SYSTEM.
- * DEVELOPED A SYSTEM AND ACQUIRED THE EQUIPMENT NECESSARY FOR THE COMPUTERIZATION OF THE SANITARY SEWER AND STORM SEWER SYSTEMS.
- * INCREASED THE CITY'S POINT TOTAL IN THE COMMUNITY RATING SYSTEM WHICH LOWERS FLOOD INSURANCE RATES.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	122,587	167,362	168,161	174,682
OTHER SERVICES	1,357	5,893	5,893	5,150
SUPPLIES	8,040	1,724	1,724	1,950
CAPITAL OUTLAY	21,918	0	1,965	0
DEBT SERVICE/OTHER	0	0	0	0
Total	153,902	174,979	177,743	181,782

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PARCELS ACQUIRED	143	120	120	100

...Continued

**City of Independence
Detail Program Sheet**

Department: 5000-PUBLIC WORKS
Program: 5012-REAL ESTATE & RECORDS

1996-97 Operating Budget
Fund: 02-GENERAL

Performance Indicators: (Continued)

DOCUMENTS RECORDED	51	35	35	27
EASEMENT REVIEW	28	28	28	43
PROJECT VIDEOS	7	8	8	7
PROPERTY DECLARED SURPLUS	2	3	3	0

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PUBLIC WORKS ADMINISTRATOR	1.00	1.00	1.00	1.00
GIS TECHNICIAN	0.00	1.00	1.00	1.00
LAND ACQUISITION AGENT	2.00	2.00	2.00	2.00
Total	3.00	4.00	4.00	4.00

**City of Independence
Detail Program Sheet**

Department: 5000-PUBLIC WORKS
Program: 5014-TESTING INSPECTION

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

THIS PROGRAM PROVIDES PUBLIC WORKS SERVICES THROUGH THE FOLLOWING WORK ELEMENTS: CODE ENFORCEMENT, PLAN REVIEW, DESIGN, INVESTIGATIONS, STUDIES, RECORDS, AND INSPECTIONS.

1996-97 Objectives:

- * COORDINATE UPCOMING CITY ROADWAY IMPROVEMENTS WITH THE VARIOUS PUBLIC AND PRIVATE UTILITIES TO REDUCE THE NEED FOR PAVEMENT CUTS IN RECENTLY CONSTRUCTED OR OVERLAYED STREETS.
- * MAINTAIN ACCURATE RECORDS OF CONSTRUCTION PERMITS, PROJECTS ACCEPTED FOR CITY MAINTENANCE AND STREET OPENINGS.
- * COMPLETE ENTRY OF CONTRACT SPECIFICATIONS INTO COMPUTER.
- * PROVIDE NECESSARY CONSTRUCTION INSPECTION ON PUBLIC WORKS PROJECTS.

1995-96 Accomplishments:

- * INSPECTED 1,346 UTILITY AND PLUMBER STREET OPENINGS.
- * INSPECTED SANITARY SEWERS, STORM SEWERS AND NEW STREETS FOR INDEPENDENCE COMMONS.
- * INSPECTED 39TH STREET WIDENING AND NEW SIGNALIZATION AT BOLGER ROAD FOR CROSSROADS OF INDEPENDENCE.
- * HELD MEETINGS WITH INFRASTRUCTURE CONTRACTORS TO DISCUSS THEIR CONCERNS WITH PERMITTING, INSPECTION PROCEDURES, AND CONSTRUCTION METHODS.
- * INSTITUTED PREBID MEETINGS, AS REQUESTED BY CONTRACTORS, FOR PROJECT WHOSE ESTIMATED VALUE EXCEEDS \$150,000.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	240,897	246,619	249,195	257,592
OTHER SERVICES	12,188	13,156	12,739	11,460
SUPPLIES	3,029	3,451	3,868	3,615
CAPITAL OUTLAY	31,728	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	287,842	263,226	265,802	272,667
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Continued

**City of Independence
Detail Program Sheet**

Department: 5000-PUBLIC WORKS
Program: 5014-TESTING INSPECTION

1996-97 Operating Budget
Fund: 02-GENERAL

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
ACCEPTED STREETS (LINEAL FEET)	1,530	1,562	1,562	10,000
ACCEPTED STORM SEWERS (LINEAL FEET)	3,211	0	0	5,000
ACCEPTED STORM SEWERS (STRUCTURES)	32	0	0	50
ACCEPTED SANITARY SEWERS (LINEAL FEET)	8,774	0	0	12,000
ACCEPTED SANITARY SEWERS (MANHOLES)	45	0	0	65
STREET OPENINGS INSPECTED	2,382	0	0	2,000

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
CONSTRUCTION INSPECTOR	4.00	4.00	4.00	4.00
ENGINEER INSPECTIONS SUPV.	1.00	1.00	1.00	1.00
Total	5.00	5.00	5.00	5.00
	=====	=====	=====	=====

**City of Independence
Detail Program Sheet**

Department: 5000-PUBLIC WORKS
Program: 5015-FACILITY MANAGEMENT

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

THE FACILITY MANAGEMENT DIVISION IS RESPONSIBLE TO COORDINATE, MAINTAIN, AND UPGRADE 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.

1996-97 Objectives:

- * UPGRADE THE HVAC EQUIPMENT AT THE SERMON CENTER AND THE POLICE BUILDING.
- * PROVIDE STAFF TRAINING PROGRAMS.
- * INCREASE THE LEVEL OF CLEANLINESS IN OUR FACILITIES.
- * CLOSELY MONITOR THE COSTS AND BENEFITS OF OUR PROGRAMS.

1995-96 Accomplishments:

- * COMPLETION OF THE FIRST YEAR OF THE ENERGY SAVINGS PROGRAM. DURING THIS YEAR WE HAVE DOCUMENTED A SAVINGS OF \$85,000.00.
- * REPLACEMENT OF THE ENTIRE FUEL STORAGE SYSTEM AND THE DECONTAMINATION OF THE SOIL AROUND THE PREVIOUS FUEL TANK AT THE POLICE BUILDING.
- * REMODELING OF THE MANAGEMENT SERVICES DIVISION OFFICES.
- * REBUILT THE BOILER AND REPLACED ALL THE TEMPERATURE CONTROLS AT THE MEMORIAL BUILDING.
- * MODIFIED COUNCIL CHAMBERS FOR TELEVISIONING OF MEETINGS.
- * COMPLETED EDUCATIONAL PROGRAMS FOR THREE STAFF MEMBERS.
- * REPLACED THE ROOF AT THE SERMON CENTER.
- * REMODELING OF THE PUBLIC WORKS DEPARTMENT OFFICES.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	412,414	439,761	454,953	465,570
OTHER SERVICES	148,339	110,870	110,828	113,070
SUPPLIES	45,355	47,572	46,662	49,840
CAPITAL OUTLAY	37,051	0	42	0
DEBT SERVICE/OTHER	0	0	0	0
Total	643,159	598,203	612,485	628,480
	=====	=====	=====	=====

Continued

**City of Independence
Detail Program Sheet**

Department: 5000-PUBLIC WORKS
Program: 5015-FACILITY MANAGEMENT

1996-97 Operating Budget
Fund: 02-GENERAL

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
WORK ORDERS COMPLETED	784	790	790	800
ENERGY SAVINGS	16,000	95,000	95,000	95,000

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
CARPENTER I	1.00	1.00	1.00	1.00
PAINTER I	1.00	1.00	1.00	1.00
LEAD CUSTODIAN	1.00	1.00	1.00	1.00
ELECTRICIAN II	1.00	1.00	1.00	1.00
FACILITY MANAGER	1.00	1.00	1.00	1.00
PLUMBER I	1.00	1.00	1.00	1.00
MAINTENANCE SUPERVISOR	1.00	1.00	1.00	1.00
CUSTODIAN	8.00	8.00	8.00	8.00
Total	15.00	15.00	15.00	15.00
	=====	=====	=====	=====

*City of Independence
Detail Program Sheet*

Department: 5000-PUBLIC WORKS
Program: 5111-STREET MAINTENANCE

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

STREET MAINTENANCE IS RESPONSIBLE FOR MAINTAINING APPROXIMATELY 1,200 LANE MILES OF CITY STREETS AND 38 BRIDGE STRUCTURES. MAINTENANCE INCLUDES CRACK SEALING, OVERLAYING, POTHOLE REPAIRS, ROADSIDE DITCHES, LARGE STREET REPAIRS, ROAD BASE REPAIRS, SWEEPING, REPLACEMENT OF DAMAGED OR UNDERSIZED CROSSROAD CULVERTS, TRASH AND BRUSH CLEAN UP, PLACEMENT OF BARRICADES, REMOVAL OF SNOW AND ICE, MAINTENANCE OF SAND AND SALT STOCKPILES, PAINTING OF CENTER AND EDGE LINES, CROSSWALKS, SCHOOL CROSSINGS, STOP BARS AND TURN LANES, PARKING STALLS AND CITY PARKING LOTS, ALSO INCLUDED IS THE MAINTENANCE AND INSTALLATION OF STREET NAME SIGNS, TRAFFIC CONTROL SIGNS, ADVISORY SIGNS, HAZARD SIGNS AND INSTALLATION AND MAINTENANCE OF GUARDRAIL.

1996-97 Objectives:

- * RESPOND TO ALL POTHOLE COMPLAINTS AND CALLS WITHIN 24 HOURS.
- * CRACK SEAL 75 LANE MILES OF STREET; REGRADE 10 MILES OF ROADSIDE DITCHES; REPAIR AND REGRADE 5 MILES OF SHOULDERS.
- * COMPLETE 40 CROSSROAD AND DRIVE PIPE PROJECTS.
- * COMPLETE 8 MILES OF WEDGING OR OVERLAY.
- * MAINTAIN SAFE DRIVING CONDITIONS DURING ALL SNOW AND ICE STORMS.
- * RESPOND TO ALL DUMPED BRUSH AND TRASH COMPLAINTS IN A TIMELY MANNER.
- * CONTINUE MAKING IMPROVEMENTS AT CENTRAL GARAGE AND MASSMAN FARM LOTS.
- * PAINT APPROXIMATELY 350 MILES OF CENTERLINE, 250 MILES OF EDGE LINE, 850 DIRECTIONAL ARROWS, 350 PARKING STALLS, AND 2,700 CROSS-WALKS AND STOP BARS.
- * SWEEP 3,000 CURB MILES.

1995-96 Accomplishments:

- * 1,745 PATCHING TICKETS COMPLETED.
- * 49 LANE MILES CRACK SEALED.
- * 8 MILES OVERLAID OR WEDGED.
- * 3 MILES DITCHED.
- * 765 MILES SWEEPED.
- * 32 CROSSROAD OR DRIVE PIPE PROJECTS COMPLETED.
- * 4,126 STREET SIGN LOCATIONS SERVICED.
- * 9 SNOW REMOVAL CALL OUTS.
- * 14 MISCELLANEOUS PROJECTS.
- * ADDITIONAL TRAINING FOR SUPERVISORS.

Continued

**City of Independence
Detail Program Sheet**

Department: 5000-PUBLIC WORKS
Program: 5111-STREET MAINTENANCE

1996-97 Operating Budget
Fund: 02-GENERAL

Program Costs:

Expenditure Category	1994-95	1995-96	1995-96	1996-97
	Actual	Original	Amended	Adopted Budget
PERSONAL SERVICES	1,450,617	1,537,275	1,567,856	1,639,593
OTHER SERVICES	434,597	690,351	690,551	709,020
SUPPLIES	456,141	805,645	801,831	798,855
CAPITAL OUTLAY	929,792	0	128,224	0
DEBT SERVICE/OTHER	0	0	0	0
Total	3,271,147	3,033,271	3,188,462	3,147,468

Performance Indicators:

Description	1994-95	1995-96	1995-96	1996-97
	Actual	Original	Amended	Adopted Budget
STREET PATCHING JOBS	796	800	1,745	1,000
CRACK SEAL (LANE MILES)	77	75	49	75
DITCHING (MILES)	16	16	3	10
STREET SWEEPING (CURB MILES)	504	1,500	765	3,000
CROSS ROAD PIPE	8	10	8	10
CHIP SEAL (MILES)	0	20	0	0
SNOW REMOVAL (CALL OUTS)	5	10	9	10
STREET SIGNS	2,083	2,000	1,591	2,000
STREET PAINTING (MILES)	553	600	475	600
OVERLAY (MILES)	4	8	8	8

Staffing:

Description	1994-95	1995-96	1995-96	1996-97
	Actual	Original	Amended	Adopted Budget
HEAVY EQUIPMENT OPERATOR	9.00	9.00	9.00	9.00
STREET MAINTENANCE SUPT.	1.00	1.00	1.00	1.00
LIGHT EQUIPMENT OPERATOR	14.00	14.00	14.00	14.00
ASSISTANT FOREMAN	4.00	4.00	4.00	4.00
MAINTENANCE SUPERVISOR	7.00	7.00	7.00	7.00

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*City of Independence
Detail Program Sheet*

Department: 5000-PUBLIC WORKS
Program: 5111-STREET MAINTENANCE

1996-97 Operating Budget
Fund: 02-GENERAL

Staffing: *(Continued)*

CONSTRUCTION AIDE	9.00	9.00	9.00	9.00
PUBLIC WORKS DISPATCHER	1.00	1.00	1.00	1.00
 Total	 45.00	 45.00	 45.00	 45.00
	=====	=====	=====	=====

**City of Independence
Detail Program Sheet**

Department: 5000-PUBLIC WORKS
Program: 5121-CENTRAL GARAGE

1996-97 Operating Budget
Fund: 90-CENTRAL GARAGE

Description:

RESPONSIBLE FOR MAINTAINING THE CITY'S FLEET, COMPRISED OF 326 UNITS OF ROLLING STOCK. ALSO RESPONSIBLE FOR ACQUISITION, REPAIRS, PREVENTATIVE MAINTENANCE, AND FUEL MANAGEMENT USED IN LAW ENFORCEMENT, HEALTH, SOCIAL SERVICES, PARKS, PUBLIC WORKS, AND OTHER GOVERNMENT ACTIVITIES. RESPONSIBLE FOR MAINTAINING THE CITY FLEET OF AUTOMOBILES AND PICK-UP TRUCKS. ALSO RESPONSIBLE FOR PERFORMING THE MAJORITY OF PREVENTATIVE MAINTENANCE ORDERS ON THE CITY'S FLEET. MAINTAINS HEAVY TRUCKS AND CONSTRUCTION EQUIPMENT AND RESPONSIBLE FOR FABRICATION AND WELDING REQUESTS BY ALL DEPARTMENTS. RESPONSIBLE FOR MAINTAINING THE CITY'S AUTOMOTIVE PARTS INVENTORY OF 50,000 PARTS AND FOR MAINTAINING EQUIPMENT PARTS AND MAINTENANCE MANUALS FOR ALL CITY EQUIPMENT. ALSO ESTABLISHES INVENTORY LEVELS.

1996-97 Objectives:

- * EQUIPMENT INFORMATION SYSTEM COMPUTER TRAINING FOR ALL GARAGE PERSONNEL.
- * IMPLEMENTATION OF PARTS AND TIME COST GUIDE PROGRAM FOR LIGHT EQUIPMENT MECHANICS.
- * CERTIFICATION OF ALL MECHANICS BY THE INSTITUTE OF AUTOMOTIVE SERVICE EXCELLENCE.
- * TEST USEFUL LIFE SPAN OF STAINLESS STEEL SALT SPREADERS (5 YEARS).
- * FORM AN EQUIPMENT SERVICES USERS GROUP.
- * EVALUATE CURRENT BILLING METHOD FOR CUSTOMERS.

1995-96 Accomplishments:

- * COMPLETED YEARLY INSPECTION BY DEPARTMENT OF NATURAL RESOURCES WITH NO VIOLATIONS.
- * BEGIN INSTALLING STAINLESS STEEL SALT SPREADERS.
- * REDUCTION OF AUTOMOTIVE PARTS INVENTORY \$2,136.00.
- * 84% EMPLOYEE BILLING.

Program Costs:

Expenditure Category	1994-95	1995-96	1995-96	1996-97
	Actual	Original	Amended	Adopted Budget
PERSONAL SERVICES	383,795	396,367	405,449	407,814
OTHER SERVICES	329,781	422,364	420,341	421,355
SUPPLIES	223,296	269,246	269,225	269,964
CAPITAL OUTLAY	0	0	2,044	0

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*City of Independence
Detail Program Sheet*

Department: 5000-PUBLIC WORKS
Program: 5121-CENTRAL GARAGE

1996-97 Operating Budget
Fund: 90-CENTRAL GARAGE

Program Costs: (Continued)

DEBT SERVICE/OTHER	12,606	0	0	0
Total	949,478	1,087,977	1,097,059	1,099,133
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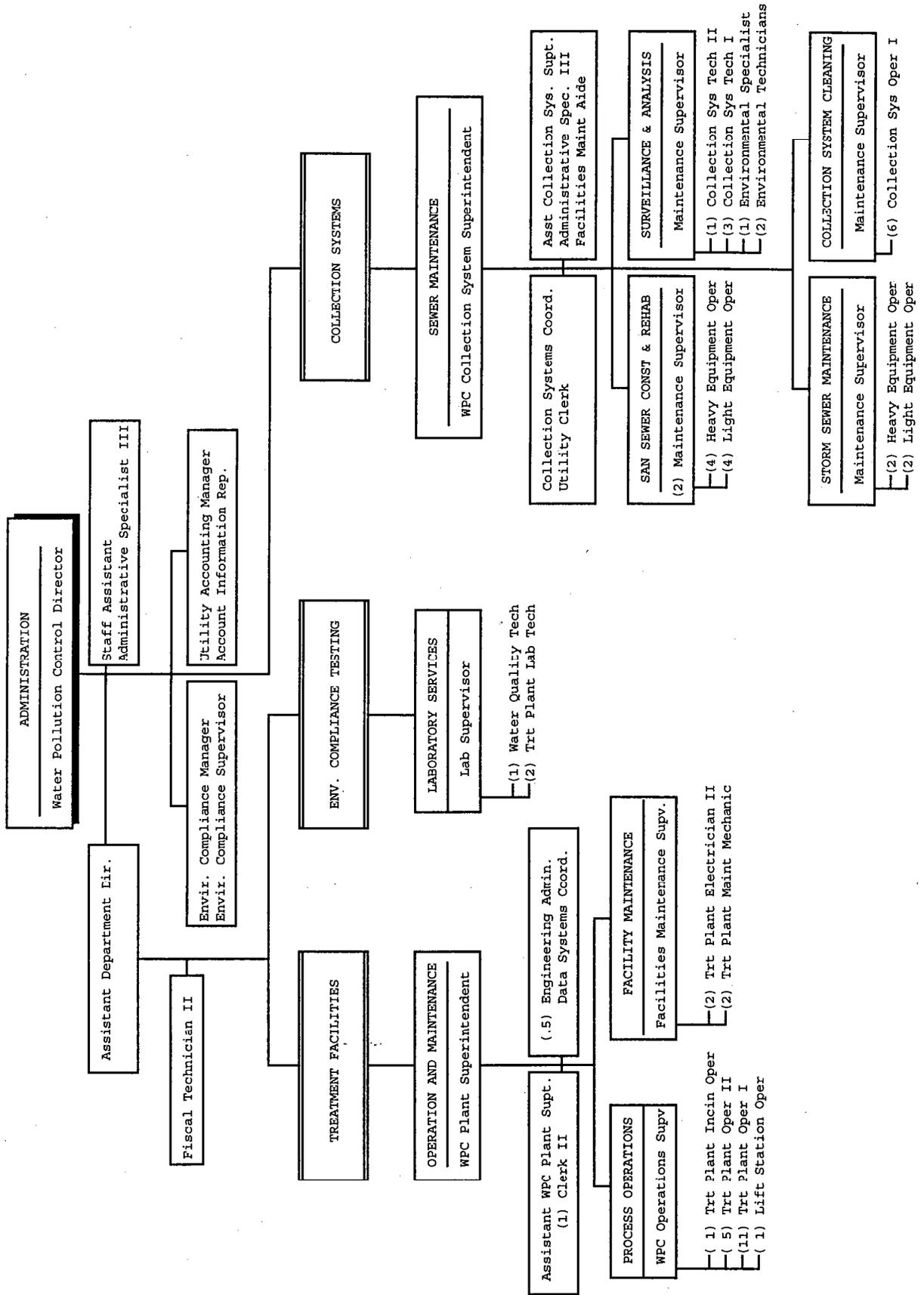
Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
MECHANIC HOURS BILLED (%)	78	80	79	83
FUEL DISPENSED (GALLONS)	274,589	277,000	265,265	265,265
ROAD SERVICE CALLS	43	35	31	30

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
HEAVY EQUIPMENT MECHANIC	2.00	2.00	2.00	2.00
FLEET MAINTENANCE SUPT.	1.00	1.00	1.00	1.00
CLERK TYPIST II	1.00	1.00	1.00	1.00
AUTO MECHANIC	5.00	5.00	5.00	5.00
AUTO PARTS INVENTORY CLERK	1.00	1.00	1.00	1.00
GARAGE SUPERVISOR	1.00	1.00	1.00	1.00
Total	11.00	11.00	11.00	11.00
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CITY OF INDEPENDENCE, MISSOURI
 WATER POLLUTION CONTROL
 TABLE OF ORGANIZATION



**City of Independence
Departmental Budget Summary**

Department: 5200-WATER POLLUTION CONTROL

1996-97 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, SEVEN PUMPING STATIONS, 510 MILES OF SANITARY SEWER AND 250 MILES OF STORM WATER SEWER SYSTEMS. THE DEPARTMENT ADMINISTERS SEWER SERVICE AGREEMENTS WITH AREA JURISDICTIONS; ENFORCES THE CITY, STATE AND FEDERAL WATER POLLUTION CONTROL AND HAZARDOUS WASTE REGULATIONS; AND, MANAGES THE BILLING FOR SEWER USE THROUGHOUT THE CITY'S SERVICE AREA. WATER POLLUTION CONTROL PROVIDES EMERGENCY RESPONSE AND PROCEDURAL GUIDANCE FOR HAZARDOUS SPILLS WITHIN THE COMMUNITY.

Prog. No.	Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
<u>Budget by Major Program Category-</u>					
30	5201 ADMINISTRATION	514,093	689,475	688,696	627,526
30	5210 INTER-JURIS. AGENCIES	2,612,255	2,800,000	2,800,000	2,900,000
30	5220 TREATMENT FACILITIES	2,411,123	2,272,426	2,344,604	2,439,412
30	5230 COLLECTION SYSTEM MAINT.	1,076,937	1,107,413	1,133,629	1,524,654
30	5240 ENVIRONMENTAL COMPLIANCE	222,653	295,757	299,084	221,059
35	5250 STORM SEWER MAINTENANCE	202,219	201,224	204,189	293,773
	Total	7,039,280	7,366,295	7,470,202	8,006,424
<u>Staffing-</u>					
	Full Time Positions	79.00	77.00	77.00	77.00
	Part Time Positions	0.50	0.50	0.50	0.50
	Total	79.50	77.50	77.50	77.50
<u>Source of Funding-</u>					
	SANITARY SEWER FUND	6,837,061	7,165,071	7,266,013	7,712,651
	STORM WATER FUND	202,219	201,224	204,189	293,773
	Total	7,039,280	7,366,295	7,470,202	8,006,424

Continued

*City of Independence
Departmental Budget Summary*

Department: 5200-WATER POLLUTION CONTROL

1996-97 Operating Budget

Significant Changes from FY 1995-96 to FY 1996-97:

- * INTER-JURISDICTIONAL PAYMENTS TO THE LITTLE BLUE VALLEY SEWER DIST. AND FOR OTHER INTERMUNICIPAL WASTEWATER AGREEMENTS INCREASED \$50,000
 - * HOUSEHOLD HAZARDOUS WASTE PROGRAM INCREASE - \$50,000
 - * ASH INVENTORY REMOVAL AND DISPOSAL PROJECT INCREASE - \$100,000
 - * EMPLOYEE TRAINING AND EDUCATION COSTS INCREASED BY \$11,315.
 - * TREATMENT FACILITY FUEL OIL AND TREATMENT CHEMICAL COSTS INCREASED BY \$28,000.
 - * CAPITAL OUTLAY ITEMS IN THE COLLECTION SYSTEM MAINTENANCE FUNCTION INCLUDE THE PURCHASE OF A BACKHOE AT \$107,000 AND A SEWER LATERAL 2" CAMERA AT A COST OF \$18,000.
 - * CAPITAL OUTLAY ITEMS IN THE STORM SEWER MAINTENANCE FUNCTION INCLUDE A DUMP TRUCK AT A COST OF \$53,500 AND A UTILITY TRUCK AT A COST OF \$27,300.
 - * INCREASED LATERAL REPAIR PROGRAM COSTS - \$11,500
 - * REDUCED TREATMENT PLANT OVERTIME COSTS BY \$20,000
-

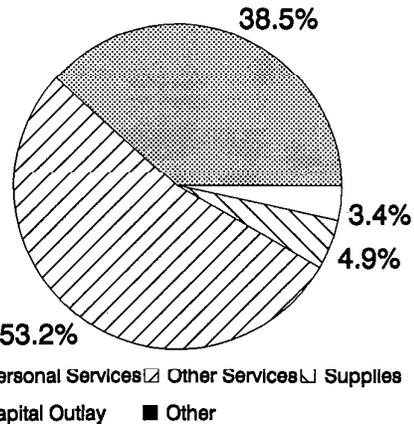
1996-97 Operating Budget Water Poll. Control

Appropriations by Type:

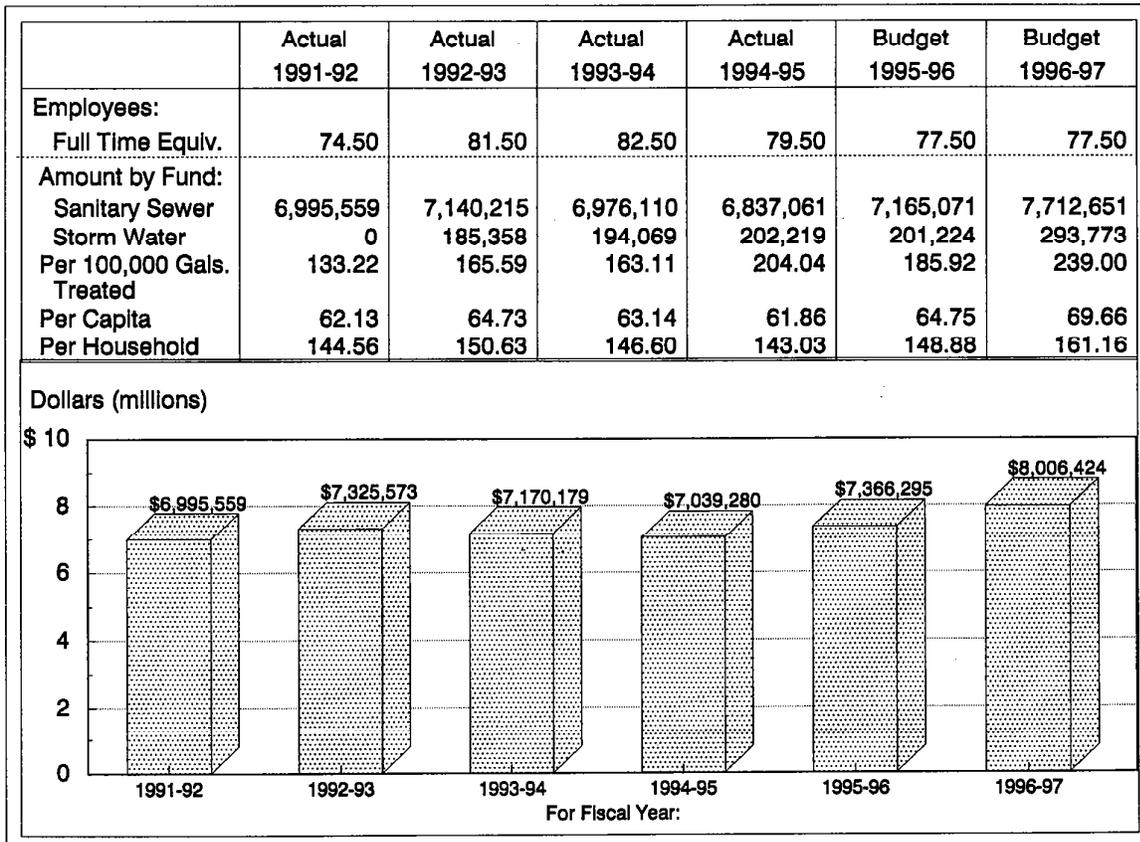
1996-97 City Council Adopted Budget

Expenditure Type	Actual 1994-95	Original 1995-96	Projected 1995-96	Adopted 1996-97
Personal Services	2,819,000	2,923,814	2,989,921	3,081,233
Other Services	3,760,603	4,026,530	4,065,992	4,259,613
Supplies	282,158	349,151	345,761	390,378
Capital Outlay	177,519	31,800	33,528	275,200
Other	0	35,000	35,000	0
Total	7,039,280	7,366,295	7,470,202	8,006,424

2,899,837
 4,244,433
 373,979
 194,400
 7,712,651



Historical Comparison:



**City of Independence
Detail Program Sheet**

Department: 5200-WATER POLLUTION CONTROL
Program: 5201-ADMINISTRATION

1996-97 Operating Budget
Fund: 30-SANITARY SEWER

Description:

PROVIDES ADMINISTRATIVE SUPPORT FOR THE FUNDING, CONSTRUCTION, OPERATION AND MAINTENANCE OF THE CITY'S SANITARY AND STORM SEWER COLLECTION 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.

1996-97 Objectives:

- * DEVELOP AN EMPLOYEE TRAINING STRATEGY DESIGNED TO STRENGTHEN TEAM BUILDING SKILLS AND ENCOURAGE EMPLOYEE DEVELOPMENT. APPLY THE CONTINUOUS IMPROVEMENT CONCEPTS TO DEPARTMENT PROCEDURES.
- * MAINTAIN CUSTOMER & NEIGHBORHOOD CONTACT THROUGH VISITS & PRESENTATIONS OF ISSUES AND SERVICE DELIVERY. INTEGRATE FEEDBACK WITH CAPITAL IMPROVEMENT PROGRAM PROCESS.
- * MONITOR AND PARTICIPATE IN THE STATE RULEMAKING PROCESS THROUGH CLEAN WATER COMMISSION HEARINGS AND SCHEDULED MEETINGS WITH THE MISSOURI DEPARTMENT OF NATURAL RESOURCES.
- * CONTINUE THE TREATMENT PLANT LIFE EXTENSION PROGRAM THAT FOCUSES ON ENERGY SAVING RETROFIT AND ADVANCED INSTRUMENTATION FOR OPERATIONAL EFFICIENCY.

1995-96 Accomplishments:

- * IMPLEMENTED TEAM BUILDING WORKSHOP TRAINING FOR ALL SUPERVISORY AND ADMINISTRATIVE SUPPORT EMPLOYEES; EMPHASIZED TRAINING OF CONTINUOUS IMPROVEMENT PROCESSES.
- * ACCOMPLISHED FIRST OF FOUR YEAR CAPITAL IMPROVEMENT GOAL OF DOUBLING LINEAR FOOTAGE OF SANITARY SEWER REHABILITATION (26,175 FEET OF SEWER IN FY 1995-96).
- * INITIATED "TRENCHLESS TECHNOLOGY" FOR REHABILITATION OF PORTIONS OF THE CITY'S SANITARY SEWER SYSTEM.
- * DEVELOPED FIXED ASSET INVENTORY SYSTEM TO DESCRIBE, IDENTIFY AND LOCATE SANITARY SEWER AND STORMWATER ASSETS.
- * PARTICIPATED WITH PUBLIC WORKS/ENGINEERING IN THE DEVELOPMENT OF GIS CONVERSION OF SEWER AND STORMWATER SYSTEM MAPPING.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	418,172	444,457	449,478	465,658
OTHER SERVICES	61,303	227,368	221,568	143,718
SUPPLIES	15,053	14,650	14,650	14,650

...Continued

**City of Independence
Detail Program Sheet**

Department: 5200-WATER POLLUTION CONTROL
Program: 5201-ADMINISTRATION

1996-97 Operating Budget
Fund: 30-SANITARY SEWER

Program Costs: (Continued)

CAPITAL OUTLAY	19,565	3,000	3,000	3,500
DEBT SERVICE/OTHER	0	0	0	0
Total	514,093	689,475	688,696	627,526
	=====	=====	=====	=====

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
SANITARY SEWER CUSTOMERS (RESIDENTIAL)	35,919	35,500	36,050	36,125
SANITARY SEWER CUSTOMERS (COMMERCIAL)	3,553	3,520	3,560	3,570
ENVIRON. COMPLIANCE REPORTS TO OTHER AGENCIES	69	69	66	58

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
ACCOUNT INFORMATION REP.	1.00	1.00	1.00	1.00
ASSISTANT DEPARTMENT DIRECTOR	1.00	1.00	1.00	1.00
WATER POLLUTION CONTROL DIR.	1.00	1.00	1.00	1.00
UTILITY ACCOUNTING MANAGER	1.00	1.00	1.00	1.00
ENVIRONMENTAL COMPLIANCE MGR.	1.00	1.00	1.00	1.00
ENVIRONMENTAL COMPLIANCE SUPV.	1.00	1.00	1.00	1.00
STAFF ASSISTANT	1.00	1.00	1.00	1.00
ADMINISTRATIVE SPECIALIST III	1.00	1.00	1.00	1.00
FISCAL TECHNICIAN II	1.00	1.00	1.00	1.00
Total	9.00	9.00	9.00	9.00
	=====	=====	=====	=====

**City of Independence
Detail Program Sheet**

Department: 5200-WATER POLLUTION CONTROL
Program: 5210-INTER-JURIS. AGENCIES

1996-97 Operating Budget
Fund: 30-SANITARY SEWER

Description:

PROVIDES ADMINISTRATION AND FUNDING FOR COOPERATIVE SEWER SERVICES
WITHIN THE CONTIGUOUS WATERSHEDS OF ADJOINING MUNICIPALITIES AND THE
LITTLE BLUE VALLEY SEWER DISTRICT.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	0	0	0	0
OTHER SERVICES	2,612,255	2,765,000	2,765,000	2,900,000
SUPPLIES	0	0	0	0
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	35,000	35,000	0
Total	2,612,255 =====	2,800,000 =====	2,800,000 =====	2,900,000 =====

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
WASTEWATER TO OTHER AGENCIES (MILLION GALLONS)	3,286	3,626	3,357	3,334
COST PER MILLION GALLONS (DOLLARS)	796	772	823	840

**City of Independence
Detail Program Sheet**

Department: 5200-WATER POLLUTION CONTROL
Program: 5220-TREATMENT FACILITIES

1996-97 Operating Budget
Fund: 30-SANITARY SEWER

Description:

RESPONSIBLE FOR THE OPERATION AND MAINTENANCE OF THE ROCK CREEK WASTE-WATER TREATMENT PLANT AND SEVEN PUMPING STATIONS THROUGHOUT THE CITY. PERFORMS PROCESS EFFICIENCY TESTS TO DETERMINE NECESSARY ADJUSTMENTS TO PUMPS, BLOWERS, BOILERS AND REACTORS FOR THE OPTIMUM PHYSICAL AND BIOLOGICAL TREATMENT OF WASTEWATERS AND THE CONDITIONING AND REMOVAL OF SOLIDS. PERFORMS CLEANING AND PREVENTATIVE MAINTENANCE OF ALL TREATMENT, PUMPING AND INCINERATION PROCESS EQUIPMENT AND PROVIDES FOR MECHANICAL AND ELECTRICAL REPAIR AS NECESSARY.

1996-97 Objectives:

- * IMPROVE INFORMATION MANAGEMENT TO PROVIDE IMMEDIATE AVAILABILITY OF INFORMATION AND DEVELOP SUMMARY FORMS OF EXISTING REPORTS.
- * PROVIDE A CONTINUING EMPLOYEE EDUCATION PROGRAM THAT HAS A FOCUS ON KINDS OF WORK OUR EMPLOYEES PERFORM TO ENHANCE THEIR SKILLS AND CAPABILITIES.
- * CROSS-TRAIN ONE EMPLOYEE FOR THERMAL CONDITIONING AND INCINERATION PROCESSES TO PROVIDE ADDITIONAL BACK-UP DURING ABSENCES.
- * DEVELOP AN ALTERNATIVE PLAN FOR SOLIDS TREATMENT AND DISPOSAL DURING THE EXTENSIVE PROCESS DOWN-TIME DUE TO SLUDGE DEWATERING EQUIPMENT REPLACEMENT.
- * DEVELOP AND ADMINISTER A PLAN TO ACQUIRE AND INSTALL REPLACEMENT EQUIPMENT PURSUANT TO THE MASTER PLAN FOR FY 1996-97.

1995-96 Accomplishments:

- * ACHIEVED 100% COMPLIANCE WITH TREATMENT PLANT DISCHARGE PERMIT; AWARDED ASSOCIATION OF METROPOLITAN SEWERAGE AGENCIES' GOLD AWARD.
- * INSTALLED PROGRAMMABLE MOTOR CONTROLS AT THE KENTUCKY I LIFT STATION WHICH ELIMINATED PUMP AND DRIVE SHAFT BREAKAGE.
- * COMPUTERIZED REPAIR PARTS INVENTORY.
- * ACQUIRED SURPLUS MOTORS AND GEAR REDUCERS FOR SIGNIFICANT SAVINGS IN REPAIR OF AERATION PROCESSES AND THE REDUCTION OF DOWN-TIME.
- * ROCK CREEK TREATMENT PLANT EMPLOYEES RECEIVED 365.5 HOURS OF OUTSIDE JOB RELATED TRAINING AND DEVELOPMENT CLASSES.

Program Costs:

Expenditure Category	1994-95	1995-96	1995-96	1996-97
	Actual	Original	Amended	Adopted Budget
PERSONAL SERVICES	1,191,804	1,147,806	1,182,184	1,181,037
OTHER SERVICES	973,023	907,285	946,272	1,017,440
SUPPLIES	153,798	199,635	196,720	226,735
CAPITAL OUTLAY	92,498	17,700	19,428	14,200

...Continued

**City of Independence
Detail Program Sheet**

Department: 5200-WATER POLLUTION CONTROL
Program: 5220-TREATMENT FACILITIES

1996-97 Operating Budget
Fund: 30-SANITARY SEWER

Program Costs: (Continued)

DEBT SERVICE/OTHER	0	0	0	0
Total	2,411,123	2,272,426	2,344,604	2,439,412
	=====	=====	=====	=====

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
WASTEWATER TREATED (MILLION GALLONS)	3,450	3,962	3,383	3,350
COST PER MILLION GALLONS (DOLLARS)	699	587	693	707
SOLIDS REMOVAL EFFICIENCY (%) (85% REQUIRED)	93	93	93	94
OXYGEN DEMAND REMOVAL (%) (85% REQUIRED)	89	88	89	90
SOLIDS INCINERATED (DRY TONS)	1,306	1,326	1,289	1,310

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
TREATMENT PLANT ELECTRICIAN II	2.00	2.00	2.00	2.00
TREATMENT PLANT INCIN. OPER.	1.00	1.00	1.00	1.00
TREATMENT PLANT MAINT. MECH.	2.00	2.00	2.00	2.00
TREATMENT PLANT OPERATOR I	13.00	11.00	11.00	11.00
TREATMENT PLANT OPERATOR II	5.00	5.00	5.00	5.00
WPC PLANT SUPERINTENDENT	1.00	1.00	1.00	1.00
LIFT STATION OPERATOR	1.00	1.00	1.00	1.00
ENGINEERING ADMINISTRATOR	0.50	0.50	0.50	0.50
CLERK II	1.00	1.00	1.00	1.00
ASSISTANT WPC PLANT SUPT.	1.00	1.00	1.00	1.00
DATA SYSTEM COORDINATOR	1.00	1.00	1.00	1.00
FACILITIES MAINTENANCE SUPV.	1.00	1.00	1.00	1.00
WPC OPERATIONS SUPERVISOR	1.00	1.00	1.00	1.00
Total	30.50	28.50	28.50	28.50
	=====	=====	=====	=====

**City of Independence
Detail Program Sheet**

Department: 5200-WATER POLLUTION CONTROL
Program: 5230-COLLECTION SYSTEM MAINT.

1996-97 Operating Budget
Fund: 30-SANITARY SEWER

Description:

THE SEWER MAINTENANCE DIVISION IS RESPONSIBLE FOR MAINTAINING APPROXIMATELY 510 MILES (2.67 MILLION FEET) OF SANITARY SEWER PIPE AND 11,770 MANHOLES. THE MAINTENANCE SERVICE DELIVERY IS BOTH PREVENTATIVE AND CORRECTIVE. MAINTENANCE IS CHIEFLY ACCOMPLISHED WITH THE USE OF HYDRAULIC PRESSURE CLEANING EQUIPMENT AND MECHANICAL RODDING AND SAWING. THE DIVISION'S CONSTRUCTION AND REPAIR TEAMS CORRECT FAULTY SEWER LINES, MANHOLES, AND SERVICE LATERALS IN EASEMENTS AND RIGHT-OF-WAY AREAS. SURVEILLANCE AND ANALYSIS OF THE SEWER SYSTEM IS ACCOMPLISHED THROUGH THE USE OF CLOSED CIRCUIT VIDEO INSPECTION, PORTABLE FLOW METERS AND SAMPLER TECHNOLOGY. THE SURVEILLANCE TEAM ALSO GROUTS JOINTS IN SEWERS, PERFORMS INVESTIGATIVE WORK WITH TRACER DYES AND SMOKE, AND SAMPLES WASTEWATERS FOR CHARACTERIZATION AND IDENTIFICATION.

1996-97 Objectives:

- * UPGRADE THE UNDERGROUND FUEL STORAGE TANKS LOCATED AT THE SEWER MAINTENANCE FACILITY (14909 E. TRUMAN ROAD) IN ORDER TO COMPLY WITH STATE AND FEDERAL REGULATIONS.
- * DEVELOP SERVICE DELIVERY SURVEYS FOR BENCHMARKING AND COST EFFECTIVE COMPARISONS.
- * IMPROVE THE LATERAL REPAIR PROGRAM BY UTILIZING VIDEO AND LOCATOR DETECTION TECHNOLOGIES.
- * DEVELOP AN INFORMATION TECHNOLOGY PLAN TO IMPROVE COMMUNICATIONS AND DATA MANAGEMENT.
- * DEVELOP AND IMPLEMENT SELF-STARTING REPAIR TEAMS TO IMPROVE NEIGHBORHOOD SEWER SYSTEM REPAIR PRODUCTIVITY.
- * PERFORM FLOW STUDIES AND WASTEWATER SAMPLING IN TARGETED AREAS.

1995-96 Accomplishments:

- * IMPLEMENTED THE COMPUTERIZED CUSTOMER SERVICE REQUEST ASSIGNMENT AND TRACKING SYSTEM.
- * CONVERTED THE CARD FILE MAINTENANCE HISTORY SYSTEM TO A COMPUTER DATA BASE.
- * CROSS-TRAINED SIX EMPLOYEES IN THE USE OF SEWER RODDING EQUIPMENT.
- * COMPLETED THE ADAIR LAGOON SEWER RELOCATION PROJECT (#9515).
- * COMPLETED TWO CAPITAL PROJECTS WHICH WERE CARRIED OVER FROM FISCAL YEAR 94/95 DUE TO INCLEMENT WEATHER (ELM STREET AND 26TH & COLLIN)

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	859,749	927,098	947,514	1,100,530

...Continued

**City of Independence
Detail Program Sheet**

Department: 5200-WATER POLLUTION CONTROL
Program: 5230-COLLECTION SYSTEM MAINT.

1996-97 Operating Budget
Fund: 30-SANITARY SEWER

Program Costs: (Continued)

OTHER SERVICES	73,844	81,399	87,674	154,780
SUPPLIES	80,812	95,916	95,441	111,344
CAPITAL OUTLAY	62,532	3,000	3,000	158,000
DEBT SERVICE/OTHER	0	0	0	0
Total	1,076,937	1,107,413	1,133,629	1,524,654

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
SERVICE REQUEST RESPONSES	1,332	1,300	1,520	1,400
SEWER CONSTRUCTION/REHAB (LINE INSTALLATION IN FEET)	2,302	0	3,727	2,000
REPAIR PROJECTS	158	175	144	180
TELEVISED INSPECTION (FEET)	58,570	60,000	58,000	70,000
SMOKE TESTING OF SEWERS (FEET)	55,600	60,000	53,980	60,000

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
FACILITIES MAINTENANCE AIDE	1.00	1.00	1.00	1.00
WPC HEAVY EQUIPMENT OPERATOR	4.00	4.00	4.00	4.00
WPC COLLECTION SYSTEM SUPT.	1.00	1.00	1.00	1.00
WPC LIGHT EQUIPMENT OPERATOR	4.00	4.00	4.00	4.00
ENVIRONMENTAL TECHNICIAN	0.00	0.00	0.00	2.00
ASST. COLLECTION SYSTEM SUPT.	1.00	1.00	1.00	1.00
COLLECTION SYSTEM COORDINATOR	1.00	1.00	1.00	1.00
COLLECTION SYSTEM OPERATOR I	6.00	6.00	6.00	6.00
COLLECTION SYSTEM TECHNICIAN I	3.00	3.00	3.00	3.00
COLLECTION SYSTEM TECH. II	1.00	1.00	1.00	1.00
ENVIRONMENTAL SPECIALIST	0.00	0.00	0.00	1.00
MAINTENANCE SUPERVISOR	4.00	4.00	4.00	4.00
ADMINISTRATIVE SPECIALIST III	1.00	1.00	1.00	1.00
UTILITY CLERK	1.00	1.00	1.00	1.00
Total	28.00	28.00	28.00	31.00

**City of Independence
Detail Program Sheet**

Department: 5200-WATER POLLUTION CONTROL
Program: 5240-ENVIRONMENTAL COMPLIANCE

1996-97 Operating Budget
Fund: 30-SANITARY SEWER

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.

1996-97 Objectives:

- * DEVELOP THE SAMPLING AND ANALYSIS STRATEGY FOR THE EXPANDED TESTING REQUIREMENTS OF A NEW WASTEWATER DISCHARGE PERMIT. DOCUMENT THE PROTOCOLS FOR INCLUSION IN THE LABORATORY PROCEDURES MANUAL.
- * REVISE THE ANALYTICAL REPORTING FORMAT TO INCORPORATE ADDITIONAL TESTING REQUIREMENTS OF NEW PERMIT AND TREATMENT PROCESS CONTROL ANALYSES. ELIMINATE DUPLICATE DATA ENTRY OF ANALYTICAL RESULTS.
- * INCREASE IN-HOUSE ANALYTICAL CAPABILITIES FOR EFFECTIVE TESTING FOR NEW PERMIT REQUIREMENTS. IMPLEMENT SHIFT OF ANALYSIS TO CONTRACT LABORATORIES AS APPROPRIATE.

1995-96 Accomplishments:

- * CONDUCTED FIVE REQUIRED QUALITY ASSURANCE STUDIES WITH 100% COMPLIANCE (TESTED UNKNOWN SAMPLES AND REPORTED RESULTS OF REQUIRED PARAMETERS WITHIN 5% OF ACTUAL CONCENTRATIONS).
- * IMPLEMENTED TRAINING AND AWARENESS PROGRAM FOR LABORATORY TECHNICIAN FOR DETECTION AND EARLY NOTIFICATION OF PROCESS THREATENING TEST RESULTS.
- * INITIATED COMPUTERIZED DATA ENTRY OF INDUSTRIAL DISCHARGE TESTING TO PROVIDE INFORMATION ACCESS & ELIMINATE HANDWRITTEN DATA TRANSFER.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	178,993	232,812	236,139	152,614
OTHER SERVICES	25,616	30,295	30,295	28,495
SUPPLIES	18,044	25,750	25,750	21,250
CAPITAL OUTLAY	0	6,900	6,900	18,700

...Continued

**City of Independence
Detail Program Sheet**

Department: 5200-WATER POLLUTION CONTROL
Program: 5240-ENVIRONMENTAL COMPLIANCE

1996-97 Operating Budget
Fund: 30-SANITARY SEWER

Program Costs: (Continued)

DEBT SERVICE/OTHER	0	0	0	0
 Total	<u>222,653</u>	<u>295,757</u>	<u>299,084</u>	<u>221,059</u>
	=====	=====	=====	=====

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
SAMPLES RECEIVED	10,952	11,000	10,850	10,700
TREATMENT OPERATIONS ANALYSES	32,570	32,744	32,970	33,500
INDUSTRIAL DISCHARGE ANALYSES	1,364	2,203	1,460	1,450
QUALITY ASSURANCE ANALYSES	4,897	5,411	5,237	5,500

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
TREATMENT PLANT LAB TECHNICIAN	2.00	2.00	2.00	2.00
WATER QUALITY TECHNICIAN	1.00	1.00	1.00	1.00
ENVIRONMENTAL TECHNICIAN	2.00	2.00	2.00	0.00
ENVIRONMENTAL SPECIALIST	1.00	1.00	1.00	0.00
LABORATORY SUPERVISOR	1.00	1.00	1.00	1.00
 Total	<u>7.00</u>	<u>7.00</u>	<u>7.00</u>	<u>4.00</u>
	=====	=====	=====	=====

**City of Independence
Detail Program Sheet**

Department: 5200-WATER POLLUTION CONTROL
Program: 5250-STORM SEWER MAINTENANCE

1996-97 Operating Budget
Fund: 35-STORM WATER

Description:

THE STORM SEWER MAINTENANCE TEAM IS RESPONSIBLE FOR PERFORMING PREVENTATIVE AND CORRECTIVE MAINTENANCE TO THE CITY'S STORM WATER SEWER SYSTEM. THE SYSTEM HAS APPROXIMATELY 250 MILES (1.32 MILLION FEET) OF STORM SEWER AND APPROXIMATELY 10,000 STRUCTURES. MAINTENANCE OF THE SYSTEM INVOLVES THE USE OF CONSTRUCTION AND REPAIR EQUIPMENT, HYDRAULIC 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.

1996-97 Objectives:

- * DEVELOP A COMPUTERIZED DATA BASE OF MAINTENANCE HISTORY.
- * CROSS-TRAIN APPROXIMATELY 6 EMPLOYEES IN THE USE OF VACUUM TRUCK TECHNOLOGY.
- * IMPLEMENT A SELF-STARTING TEAM APPROACH TO MAINTAIN AND REPAIR THE SYSTEM.

1995-96 Accomplishments:

- * IMPLEMENTED EMERGENCY STORM PROCEDURES FOR CLEANING STORM WATER STRUCTURES DURING RAIN EVENTS.
- * COMPLETED TWO RECHANNELIZATION PROJECTS; 25TH AND RACE AND 27TH AND ARLINGTON.
- * REPLACED 100 FEET OF 15" PVC PIPE AND RECONSTRUCTED YARDS AT 2800 BLOCK OF SWEET BRIAR.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	170,282	171,641	174,606	181,394
OTHER SERVICES	14,562	15,183	15,183	15,180
SUPPLIES	14,451	13,200	13,200	16,399
CAPITAL OUTLAY	2,924	1,200	1,200	80,800
DEBT SERVICE/OTHER	0	0	0	0
Total	202,219	201,224	204,189	293,773

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
SEWER CONSTRUCTION (FEET)	0	300	303	300

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**City of Independence
Detail Program Sheet**

Department: 5200-WATER POLLUTION CONTROL
Program: 5250-STORM SEWER MAINTENANCE

1996-97 Operating Budget
Fund: 35-STORM WATER

Performance Indicators: (Continued)

RECHANNELIZATION (FEET)	0	0	500	300
REPAIR PROJECTS	109	120	47	120
STORM WATER STRUCTURE CLEANING	875	900	2,134	2,300
SEWER REHABILITATION	0	0	400	400

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
WPC HEAVY EQUIPMENT OPERATOR	2.00	2.00	2.00	2.00
WPC LIGHT EQUIPMENT OPERATOR	2.00	2.00	2.00	2.00
MAINTENANCE SUPERVISOR	1.00	1.00	1.00	1.00
Total	5.00	5.00	5.00	5.00
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**City of Independence
Departmental Budget Summary**

Department: 6000-PARKS & RECREATION

1996-97 Operating Budget

Department Description-

THE FUNCTION OF THE DEPARTMENT OF PARKS AND RECREATION IS TO PROVIDE RECREATIONAL OPPORTUNITIES AND TO IMPROVE THE QUALITY OF LIFE FOR ALL RESIDENTS OF THE CITY OF INDEPENDENCE, MISSOURI. TO FULFILL OUR GOALS AND OBJECTIVES, THIS DEPARTMENT IS RESPONSIBLE FOR THE RECREATIONAL NEEDS AND DESIRES OF ALL INDIVIDUALS AND GROUPS. THIS DEPARTMENT WILL ENDEAVOR TO PROVIDE RECREATIONAL OPPORTUNITIES FOR ALL CITIZENS, REGARDLESS OF AGE, SEX, NATIONAL ORIGIN OR ECONOMIC STATUS. THE DEPARTMENT STRIVES TO IMPROVE UPON THIS THROUGH THE CONSTANT EVALUATION OF OUR PRESENT AND FUTURE PROGRAMS.

Prog. No.	Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
<u>Budget by Major Program Category-</u>					
02 6001	ADMINISTRATION	120,973	131,666	132,985	135,308
02 6011	SUPV. & SUPPORT SERVICES	130,669	142,325	149,383	155,290
02 6012	TURF & FACILITIES MAINT	354,833	346,781	356,661	380,598
02 6013	ROADSIDE MAINTENANCE	198,594	208,341	211,310	224,178
02 6021	SUPV & SUPPORT SERVICES	155,625	156,572	160,306	140,690
02 6022	SENIOR CITIZEN NUTRITION	31,709	49,635	49,635	52,749
02 6027	DICKINSON LAKES POOL	13,714	15,366	15,366	16,069
02 6028	RT SERMON COMMUNITY CTR	80,722	118,111	110,879	80,084
02 6029	OWENS NATURE PARK	46,056	45,891	48,303	84,657
02 6031	CEMETERY MAINTENANCE	144,082	134,987	137,682	147,067
08 6022	SENIOR CITIZEN NUTRITION	22,277	0	0	0
	Total	1,299,254	1,349,675	1,372,510	1,416,690
<u>Staffing-</u>					
	Full Time Positions	30.75	30.00	30.00	29.00
	Part Time Positions	10.15	10.15	10.15	10.15
	Total	40.90	40.15	40.15	39.15
<u>Source of Funding-</u>					
	GENERAL FUND	1,276,977	1,349,675	1,372,510	1,416,690
	COMMUNITY DEV. FUND	22,277	0	0	0
	Total	1,299,254	1,349,675	1,372,510	1,416,690

Continued

*City of Independence
Departmental Budget Summary*

Department: 6000-PARKS & RECREATION

1996-97 Operating Budget

Direct/Offsetting Revenues-

ARTS & CRAFT CLASS FEES	17,974	18,221	18,221	18,221
PARK CONCESSIONS	1,202	1,400	12,000	14,000
SWIMMING POOL FEES	7,262	10,000	10,000	10,000
SERMON CENTER MEMBERSHIPS	12,092	10,000	11,600	12,400
RECREATION RENTALS	21,622	9,000	18,000	22,000
CEMETERY CHARGES	110,170	83,000	86,000	93,000
 Total	 <u>170,322</u>	 <u>131,621</u>	 <u>155,821</u>	 <u>169,621</u>
	=====	=====	=====	=====

Significant Changes from FY 1995-96 to FY 1996-97:

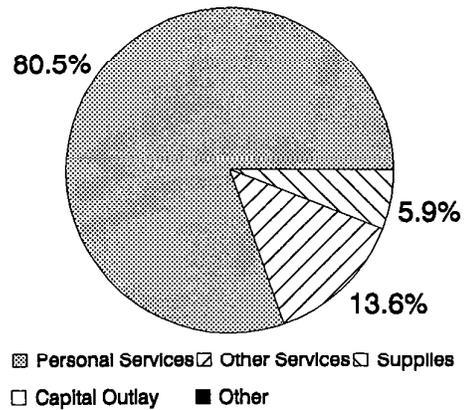
* ELIMINATED A VACANT COMMUNITY CENTER SUPERVISOR POSITION.

1996-97 Operating Budget Parks & Recreation

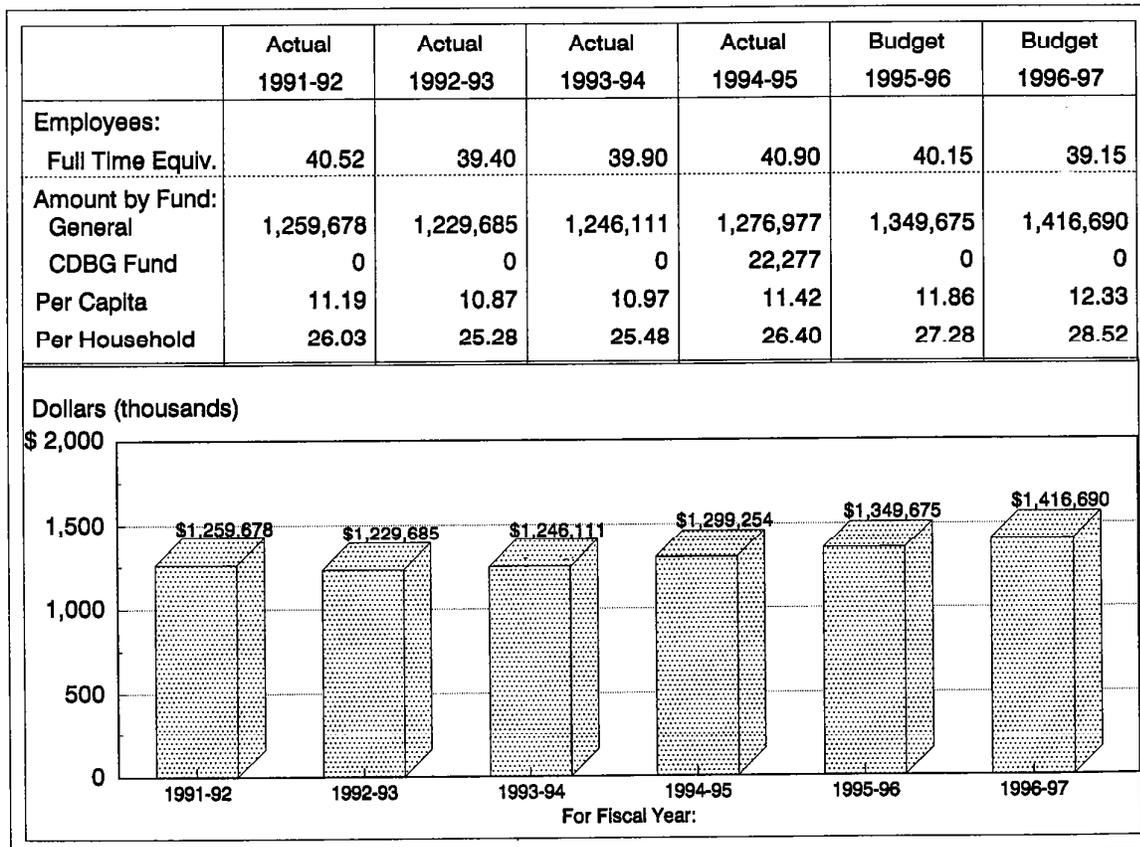
Appropriations by Type:

Expenditure Type	Actual 1994-95	Original 1995-96	Projected 1995-96	Adopted 1996-97
Personal Services	1,060,604	1,113,168	1,120,037	1,140,369
Other Services	139,954	165,629	173,905	192,980
Supplies	80,888	70,878	77,561	83,341
Capital Outlay	17,808	0	1,007	0
Other	0	0	0	0
Total	1,299,254	1,349,675	1,372,510	1,416,690

1996-97 City Council Adopted Budget



Historical Comparison:



**City of Independence
Detail Program Sheet**

Department: 6000-PARKS & RECREATION
Program: 6001-ADMINISTRATION

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

IT IS THE MISSION OF THE PARKS AND RECREATION DEPARTMENT TO PROVIDE CITIZENS, REGARDLESS OF AGE, SEX, RACE, INTERESTS, OR FINANCIAL CONSIDERATION, WITH A YEAR ROUND FUNCTIONAL PARKS SYSTEM THAT PROMOTES EDUCATIONAL AND RECREATIONAL EXPERIENCES.

1995-96 Accomplishments:

* PREPARED COMPREHENSIVE STATUS REPORT FOR PARKS SYSTEM.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	112,628	117,611	118,531	122,853
OTHER SERVICES	4,936	13,105	13,504	11,505
SUPPLIES	1,159	950	950	950
CAPITAL OUTLAY	2,250	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	120,973	131,666	132,985	135,308

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PARKS, REC & COMMUNITY SER DIR	1.00	1.00	1.00	1.00
ADMINISTRATIVE SPECIALIST III	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

**City of Independence
Detail Program Sheet**

Department: 6000-PARKS & RECREATION
Program: 6011-SUPV. & SUPPORT SERVICES

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

THE SUPERVISORY AND SUPPORT FUNCTION IS RESPONSIBLE FOR THE DAILY OPERATION OF PARK MAINTENANCE. SCHEDULING WORK PRIORITIES, PURCHASING MATERIALS, SCHEDULING REPAIRS, AND RESPONDING TO INQUIRIES FROM CITIZENS AND OTHER DEPARTMENTS ARE EXAMPLES RELATED TO THIS FUNCTION.

1996-97 Objectives:

- * TO FURTHER IDENTIFY AND REFINE MOWING OPERATIONS COSTS AND IDENTIFY AREAS FAVORABLE FOR CONTRACT MAINTENANCE.
- * TO INCREASE BY TEN PERCENT THE PARTICIPANTS IN THE ADOPT-A-PARK PROGRAM.

1995-96 Accomplishments:

- * COMPUTERIZED THE MONITORING AND TRACKING OF ALL TURF AND EQUIPMENT MAINTENANCE COSTS.
- * ASSISTED THE ESTABLISHMENT AND/OR UPGRADING OF ADOPT-A-PARK PROJECTS AT GLENDALE, POLLY'S POP, MCCOY, AND FAIRMOUNT PARKS.
- * HARD-SURFACED PARKING LOT AT LITTLE BLUE PARK AND ACCESS ROAD AT SANTA FE PARK.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	88,249	98,841	100,254	103,348
OTHER SERVICES	33,480	38,801	39,350	46,567
SUPPLIES	8,940	4,683	9,779	5,375
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	130,669	142,325	149,383	155,290

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PARKS & GROUNDS MANAGER	1.00	1.00	1.00	1.00
AUTO MECHANIC	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

**City of Independence
Detail Program Sheet**

Department: 6000-PARKS & RECREATION
Program: 6012-TURF & FACILITIES MAINT

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

MOWING AND TRIMMING ALL CITY PARKS, CITY FACILITIES, AND OTHER CITY PROPERTIES IS THE PRIMARY RESPONSIBILITY OF THIS GROUP. SEEDING ATHLETIC FIELDS, SPRAYING FOR BROADLEAF, AND WINTER SNOW REMOVAL CHARACTERIZE THIS OPERATION.

1996-97 Objectives:

- * MOW AND TRIM SMALL PARKS, MEDIAN ISLANDS, AND CITY PROPERTY WITHIN A TEN DAY SCHEDULE.
- * IMPROVE REFUSE PICK UP IN THE PARKS VIA CONTRACTING OR PURCHASING A NEW TRASH COMPACTOR.
- * LANDSCAPE NOLAND ROAD ACROSS FROM HIRAM YOUNG PARK.
- * EDGE ALL PARK SIDEWALKS, MUNICIPAL GROUNDS, AND MISCELLANEOUS PROPERTIES MAINTAINED BY THE PARKS DEPARTMENT.

1995-96 Accomplishments:

- * CONSTRUCTED AND SET NEW PARK SIGNS AT LITTLE BLUE, BECKETT, AND HIGH RIDGE PARKS.
- * CONSTRUCTED AND SET TWO BULLETIN BOARDS AT GLENDALE (ADOPT-A-PARK PROGRAM).
- * CONSTRUCTED FOOTBRIDGE AT SYCAMORE HILLS PARK.
- * EDGED CURBS AND SIDEWALKS AROUND ALL CITY BUILDINGS.
- * CONSTRUCTED, INSTALLED ADDITIONAL TRASH BARREL HOLDERS AT FAIRMOUNT PARK.
- * COMPLETED COMPREHENSIVE GUARDRAIL INVENTORY AND REPORT TO INITIATE HERBICIDE PROGRAM.
- * CLEARED BRUSH AND WEEDS ALONG CREEK BANKS IN GLENDALE AND COUNTRY CLUB PARKS.
- * CONSTRUCTED AND INSTALLED KESTREL HAWK NESTING BOXES AROUND INDEPENDENCE SQUARE TO CONTROL STARLING POPULATION.
- * REPLACED 12 SECTIONS OF OUTFIELD FENCE AT CRYSLER STADIUM.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	264,660	260,132	264,045	286,318
OTHER SERVICES	48,922	52,724	53,224	52,725
SUPPLIES	38,787	33,925	39,392	41,555
CAPITAL OUTLAY	2,464	0	0	0

...Continued

**City of Independence
Detail Program Sheet**

Department: 6000-PARKS & RECREATION
Program: 6012-TURF & FACILITIES MAINT

1996-97 Operating Budget
Fund: 02-GENERAL

Program Costs: (Continued)

DEBT SERVICE/OTHER	0	0	0	0
Total	<u>354,833</u>	<u>346,781</u>	<u>356,661</u>	<u>380,598</u>
	=====	=====	=====	=====

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
MAINTENANCE AIDE	2.00	2.00	2.00	2.00
MAINTENANCE MECHANIC	1.00	1.00	1.00	1.00
CHEMICAL APPLICATIONS OPERATOR	1.00	1.00	1.00	1.00
LIGHT EQUIPMENT OPERATOR	2.00	2.00	2.00	2.00
ASSISTANT FOREMAN	1.00	1.00	1.00	1.00
MAINTENANCE SUPERVISOR	1.00	1.00	1.00	1.00
MAINTENANCE AIDE TRAINEE	2.34	2.34	2.34	2.34
Total	<u>10.34</u>	<u>10.34</u>	<u>10.34</u>	<u>10.34</u>
	=====	=====	=====	=====

*City of Independence
Detail Program Sheet*

Department: 6000-PARKS & RECREATION
Program: 6013-ROADSIDE MAINTENANCE

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

THE RIGHT OF WAY WORK GROUP IS RESPONSIBLE FOR MAINTAINING CITY RIGHTS OF WAY. THIS IS CONTINUOUS FOR APPROXIMATELY EIGHT MONTHS OF THE YEAR. ADDITIONAL PARK MAINTENANCE IS PERFORMED DURING THE REMAINDER OF THE YEAR, WHICH ALSO INCLUDES WINTER SNOW REMOVAL. PARK MAINTENANCE PROJECTS CONSIST OF CLEARING DITCH LINES, MULCHING TREES AND SHRUBS, PLAYGROUND CONSTRUCTION, SHELTER HOUSE MAINTENANCE, NEW CONSTRUCTION, AND SERVICE REQUESTS.

1996-97 Objectives:

- * MAINTAIN A SEVEN DAY MOWING CYCLE FOR ALL MAJOR PARKS, A TEN DAY MOWING CYCLE FOR DETENTION BASINS, AND IMPLEMENT A SPRAY PROGRAM FOR FENCE LINES AROUND DETENTION BASINS.
- * MOW ALL MAJOR STREETS AND FEEDER ARTERIES ONCE EVERY TEN DAYS AND KEEP R.O.W. HEIGHT AT SIX INCHES OR LESS.
- * IMPLEMENT DATA PROGRAM TO TRACK PARK MOWING COSTS PER ACRE AND R.O.W. MOWING COSTS PER MILE OF R.O.W.

1995-96 Accomplishments:

- * RESURFACED AND STRIPED TENNIS COURTS AT SANTA FE PARK AND MILL CREEK PARK.
- * INSTALLED DUGOUT FENCING AT LITTLE BLUE PARK TO CONFORM TO ASA REGULATIONS.
- * REMOVED DETERIORATED OUTFIELD FENCES AT LITTLE BLUE AND MILL CREEK PARKS.
- * COMPLETED CLEARING CITY-OWNED PROPERTY NORTH OF TRUMAN ROAD AT MAPLE, BACKFILLED WITH TOPSOIL AND OVERSEEDDED.
- * GROUNDPLANED BALLFIELDS AT MAJOR PARKS.
- * REMOVED DETERIORATED EQUIP. IDENTIFIED IN COMPREHENSIVE PARK REPTS, INCLUDING: TIRE SWINGS & JUMPING BOARDS, CONCRETE STEPS AT CHOPLIN HOOD, CONCRETE TABLES AT FAIRMOUNT, CHOPLIN HOOD, AND MCCOY PARKS.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	170,452	175,138	179,459	186,074
OTHER SERVICES	20,758	23,540	23,540	28,542
SUPPLIES	6,734	9,663	8,311	9,562
CAPITAL OUTLAY	650	0	0	0

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**City of Independence
Detail Program Sheet**

Department: 6000-PARKS & RECREATION
Program: 6013-ROADSIDE MAINTENANCE

1996-97 Operating Budget
Fund: 02-GENERAL

Program Costs: (Continued)

DEBT SERVICE/OTHER	0	0	0	0
Total	<u>198,594</u>	<u>208,341</u>	<u>211,310</u>	<u>224,178</u>
	=====	=====	=====	=====

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
LIGHT EQUIPMENT OPERATOR	5.00	5.00	5.00	5.00
MAINTENANCE SUPERVISOR	1.00	1.00	1.00	1.00
Total	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>
	=====	=====	=====	=====

**City of Independence
Detail Program Sheet**

Department: 6000-PARKS & RECREATION
Program: 6021-SUPV & SUPPORT SERVICES

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

THE SUPERVISORY AND SUPPORT FUNCTION IS RESPONSIBLE FOR THE DAY TO DAY OPERATIONS OF THE RECREATION DIVISION; BUDGET PREPARATION, ATTENDING LOCAL MEETINGS, SCHEDULING STAFF, AND RESPONDING TO INQUIRIES FROM CITIZENS AND OTHER CITY DEPARTMENTS.

1996-97 Objectives:

- * ESTABLISH A COUNCIL FOR YOUTH TO FOSTER GREATER INVOLVEMENT IN MUNICIPAL GOVERNMENT, ACTIVITIES, AND CONCERNS OF YOUTH AS THEY RELATE TO CITY RECREATION PROGRAMS OR PROJECTS.
- * DETERMINE THE USABILITY OF THE MEMORIAL BUILDING AND EXPAND ITS USEAGE OR SHUT IT DOWN.
- * CONTINUE THE COOPERATIVE SUPPORT WITH THE MANY ASSOCIATIONS, CLUBS, AND SCHOOLS THAT SHARE OUR FACILITIES.

1995-96 Accomplishments:

- * INITIATED YOUTH COMMISSION.
- * ACQUIRED NEW DIGITAL PAGER SYSTEM.
- * ALL PERMANENT STAFF ATTENDED PROFESSIONAL CONFERENCES, JOINED MPRA AND NRPA.
- * COORDINATED VOLUNTEERS TO STAFF DEPARTMENT BOOTH FOR EXPO '95.
- * ACQUIRED NEW COMPUTERS AND INSTALLED E-MAIL SYSTEM.
- * INITIATED SHELTER HOUSE RENTAL PROGRAM - 89 RENTALS.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	135,159	141,992	144,943	117,785
OTHER SERVICES	12,245	10,547	12,107	16,975
SUPPLIES	3,958	4,033	3,256	5,930
CAPITAL OUTLAY	4,263	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	155,625	156,572	160,306	140,690

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PARK RANGER	2.00	1.00	1.00	0.00
RECREATION SPECIALIST	1.00	1.00	1.00	1.00

...Continued

**City of Independence
Detail Program Sheet**

Department: 6000-PARKS & RECREATION
Program: 6021-SUPV & SUPPORT SERVICES

1996-97 Operating Budget
Fund: 02-GENERAL

Staffing: (Continued)

RECREATION PROGRAM MANAGER	1.00	1.00	1.00	1.00
RECREATION ASSISTANT	3.12	3.12	3.12	3.12
 Total	<u>7.12</u>	<u>6.12</u>	<u>6.12</u>	<u>5.12</u>
	=====	=====	=====	=====

Significant Changes from FY 1995-96 to FY 1996-97:

* MOVED PARK RANGER POSITION TO OWENS NATURE PARK

**City of Independence
Detail Program Sheet**

Department: 6000-PARKS & RECREATION
Program: 6022-SENIOR CITIZEN NUTRITION

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

AN ONGOING PROGRAM FOR SENIOR CITIZENS 60 AND OLDER AND DISABLED INDIVIDUALS 18-59, PROVIDING A NUTRITIONALLY BALANCED MEAL, SOCIAL INTEGRATION, RECREATIONAL OPPORTUNITIES, CONSUMER AND NUTRITION EDUCATION, ASSISTANCE IN APPLICATION OF SOCIAL SERVICES, I.E. FOOD STAMPS, SOCIAL SECURITY INFORMATION, PUBLIC HOUSING, TAX ASSISTANCE, AND VOLUNTEER OPPORTUNITIES. THE NUTRITION SITE ALSO DELIVERS MEALS TO HOMEBOUND CLIENTS AND ASSESSES THEIR NEEDS SEMI-ANNUALLY.

1996-97 Objectives:

- * MAINTAIN REQUIREMENTS SET FORTH BY MID-AMERICA REGIONAL COUNCIL TO KEEP THE SERMON CENTER NUTRITION SITE AT A COMMUNITY FOCAL POINT STATUS.
- * SET UP NEW OPPORTUNITIES FOR SENIOR ADULTS TO INTERACT WITH OTHER AGE GROUPS AT THE SERMON CENTER.
- * WORK WITH OTHER COMMUNITY AGENCIES IN INDEPENDENCE TO PROMOTE AND SET UP A SENIOR COMPANION PROGRAM FOR THOSE WHO LIVE ALONE AND ARE ONLY OUT OF THEIR HOMES ON A LIMITED BASIS.

1995-96 Accomplishments:

- * SERVED AVERAGE OF 60 MEALS PER DAY.
- * PROVIDED DELIVERY OF MEALS TO HOME-BOUND CLIENTS.
- * PROVIDED SUPPORT SERVICES VIA VOLUNTEER ASSOCIATES; BLOOD PRESSURE, TAX PREPARATION, ETC.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	30,350	46,405	46,405	49,519
OTHER SERVICES	118	980	980	980
SUPPLIES	1,241	2,250	2,250	2,250
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	31,709	49,635	49,635	52,749
	=====	=====	=====	=====

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
RECREATION SUPERVISOR I	0.25	0.25	0.25	0.25

...Continued

*City of Independence
Detail Program Sheet*

Department: 6000-PARKS & RECREATION

1996-97 Operating Budget

Program: 6022-SENIOR CITIZEN NUTRITION

Fund: 02-GENERAL

Staffing: (Continued)

CUSTODIAN	0.75	0.75	0.75	0.75
SENIOR PROGRAM SPECIALIST	0.75	1.00	1.00	1.00
	<u>1.75</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
Total	=====	=====	=====	=====

**City of Independence
Detail Program Sheet**

Department: 6000-PARKS & RECREATION
Program: 6027-DICKINSON LAKES POOL

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

PROVIDES THE CITIZENS OF INDEPENDENCE AN OUTDOOR SWIMMING FACILITY FOR LESSONS, EXERCISE CLASSES, AND OPEN SWIM TIME. THE POOL STAFF MAINTAINS 72,000 GALLONS OF WATER AND IS OPEN FOR TEN WEEKS EACH SUMMER.

1996-97 Objectives:

- * TO OPERATE WITHIN THE PARAMETERS OF THE BUDGET.
- * INCREASE POOL PASSES BY SEVEN PERCENT.

1995-96 Accomplishments:

- * REPLACED EXTERIOR METAL DOORS THAT WERE TORN OFF BY VANDALS TO PUMP AND CHEMICAL ROOMS.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	11,173	12,784	12,784	12,784
OTHER SERVICES	928	850	2,116	1,385
SUPPLIES	1,613	1,732	466	1,900
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	13,714	15,366	15,366	16,069
	=====	=====	=====	=====

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
LIFEGUARD	1.16	1.16	1.16	1.16
POOL MANAGER	0.29	0.29	0.29	0.29
Total	1.45	1.45	1.45	1.45
	=====	=====	=====	=====

**City of Independence
Detail Program Sheet**

Department: 6000-PARKS & RECREATION
Program: 6028-RT SERMON COMMUNITY CTR

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

PROVIDES A HIGHLY VISIBLE COMMUNITY FACILITY SERVING THE VARIED RECREATIONAL NEEDS OF THE POPULATION. THE ROGER T. SERMON COMMUNITY CENTER IS A PLACE WHERE PEOPLE COME TOGETHER FOR SERVICE AND ACTIVITIES THAT REFLECT THEIR EXPERIENCE AND SKILLS, RESPONDS TO THEIR DIVERSE NEEDS AND INTERESTS, AND ENCOURAGES THEIR INVOLVEMENT IN AND WITH THE CENTER AND COMMUNITY.

1996-97 Objectives:

- * INSTALL A BUILDING MONITORING SYSTEM.
- * PURCHASE NEW EQUIPMENT FOR THE WEIGHT ROOM.
- * MAINTAIN PRESENT STAFF LEVELS.
- * REDESIGN THE OFFICE TO BE MORE EFFICIENT.

1995-96 Accomplishments:

- * INSTALLATION OF NEW CARPET AND FLOOR TILE.
- * INSTALLED NEW HANDICAPPED ACCESS DOOR SYSTEM.
- * UPDATED DEPARTMENTAL BROCHURE.
- * ACQUIRED AEROBICS STEPS AND STARTED NEW STEP-AEROBICS PROGRAM.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	57,340	100,085	88,529	57,638
OTHER SERVICES	11,992	15,571	17,985	19,246
SUPPLIES	11,390	2,455	3,358	3,200
CAPITAL OUTLAY	0	0	1,007	0
DEBT SERVICE/OTHER	0	0	0	0
Total	80,722	118,111	110,879	80,084

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
RECREATION SPECIALIST	0.00	1.00	1.00	1.00
RECREATION SUPERVISOR I	0.75	0.75	0.75	0.75
COMMUNITY CENTER SUPERVISOR	1.00	1.00	1.00	0.00
RECREATION ASSISTANT	1.17	1.17	1.17	1.17
CLERK II	1.00	0.00	0.00	0.00
Total	3.92	3.92	3.92	2.92

*City of Independence
Detail Program Sheet*

Department: 6000-PARKS & RECREATION
Program: 6029-OWENS NATURE PARK

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

GEORGE OWENS NATURE PARK IS 85 ACRES OF NATURAL PARK LAND LOCATED IN EAST INDEPENDENCE, WITH FOUR MILES OF WALKING TRAILS, TWO SHELTER HOUSES THAT MAY BE RESERVED, A NATURE LODGE, AND A SMALL CAMPING AREA THAT CAN BE UTILIZED BY SCOUT GROUPS. PROGRAMS INCLUDE SCOUT DAY CAMPS, FISHING, HIKING, NATURE IDENTIFICATION CLASSES, EASTER EGG HUNT, HAUNTED FOREST, AND VARIOUS OTHER OUTDOOR ACTIVITIES.

1996-97 Objectives:

- * EVALUATE ADDING HANDICAP TRAILS AND DOCK ASSESSIBILITY FOR FISHING.
- * ENLARGE CAMP AREA OR ADD A SECOND AREA.
- * ADD PLAYGROUND EQUIPMENT TO THE PARK.
- * EVALUATE REESTABLISHING THE DAY CAMP.

1995-96 Accomplishments:

- * INCREASED ATTENDANCE AT ENCHANTED FOREST PROGRAM (3,000 PARTICIPANTS) AND EASTER EGG HUNT (843 PARTICIPANTS).
- * COORDINATED DONATION OF NEW FURNITURE FOR NATURE CENTER FROM LOCAL COMMUNITY GROUP.
- * ACQUIRED NEW PAGER/VOICE MAIL SYSTEM.
- * REBUILT WALKING TRAILS WITH COMMUNITY SERVICE WORKERS.
- * COORDINATED WITH WATER POLLUTION CONTROL TO CORRECT COLLAPSED SEWER.
- * HOSTED MORE THAN 34,000 VISITORS, INCLUDING: CUB SCOUT DAY CAMP - 3,745 PARTICIPANTS, GIRL SCOUT DAY CAMP - 200 PARTICIPANTS. RESERVATIONS: 8300 VISITORS AT LODGE, 467 AT LOWER SHELTER, 700 AT CAMP.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	41,085	39,816	40,988	72,227
OTHER SERVICES	1,864	3,104	4,692	8,085
SUPPLIES	3,107	2,971	2,623	4,345
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	46,056	45,891	48,303	84,657
	=====	=====	=====	=====

Continued

**City of Independence
Detail Program Sheet**

Department: 6000-PARKS & RECREATION
Program: 6029-OWENS NATURE PARK

1996-97 Operating Budget
Fund: 02-GENERAL

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PARK RANGER	0.00	0.00	0.00	1.00
PARKS NATURALIST	1.00	1.00	1.00	1.00
RECREATION ASSISTANT	0.91	0.91	0.91	0.91
Total	1.91	1.91	1.91	2.91
	=====	=====	=====	=====

Significant Changes from FY 1995-96 to FY 1996-97:

* MOVED PARKED RANGER POSITION FROM RECREATION SUPERVISORY AND SUPPORT SERVICES

*City of Independence
Detail Program Sheet*

Department: 6000-PARKS & RECREATION
Program: 6031-CEMETERY MAINTENANCE

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

WOODLAWN CEMETERY IS MAINTAINED BY THE CITY TO SERVE THE NEEDS OF THE COMMUNITY. SERVICES PROVIDED INCLUDE INTERMENTS, CONSTRUCTION OF MONUMENT BASES, AND MAINTENANCE OF THE GROUNDS AND FACILITIES.

1996-97 Objectives:

- * MOW ON A TEN DAY CYCLE AND IMPLEMENT A MAINTENANCE PROGRAM FOR SPRAYING OF FENCE LINE.
- * REPAIR PERIMETER FENCE, REPLACE AS NEEDED.
- * INSTALL NEW ENTRANCE SIGNS INDICATING BUSINESS HOURS.
- * CONTRUCT NEW REAR ENTRANCE TO CEMETERY.

1995-96 Accomplishments:

- * OPENED SECTION 16, LOTS 56-93.
- * RESET OVER 103 HEADSTONES TIPPED OVER BY VANDALS.
- * EDGED SIDEWALKS AND CURBS THROUGHOUT THE CEMETERY.
- * CLEARED BRUSH FROM SEVERTY-FIVE PERCENT OF FENCE LINE AROUND CEMETERY.

Program Costs:

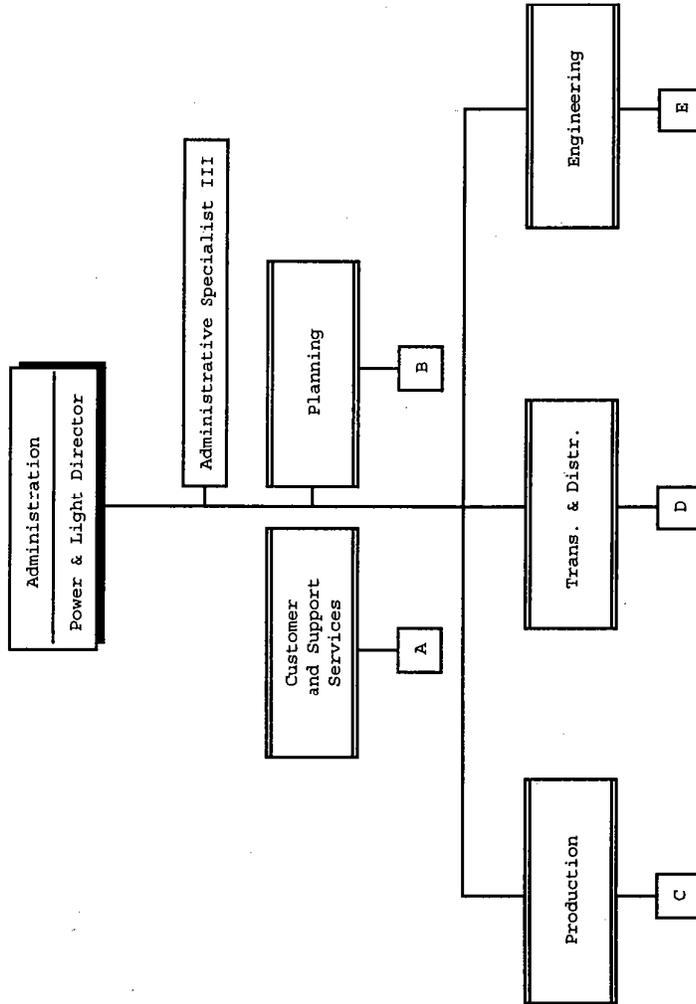
Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	127,231	120,364	124,099	131,823
OTHER SERVICES	4,711	6,407	6,407	6,970
SUPPLIES	3,959	8,216	7,176	8,274
CAPITAL OUTLAY	8,181	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	144,082	134,987	137,682	147,067
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Staffing:

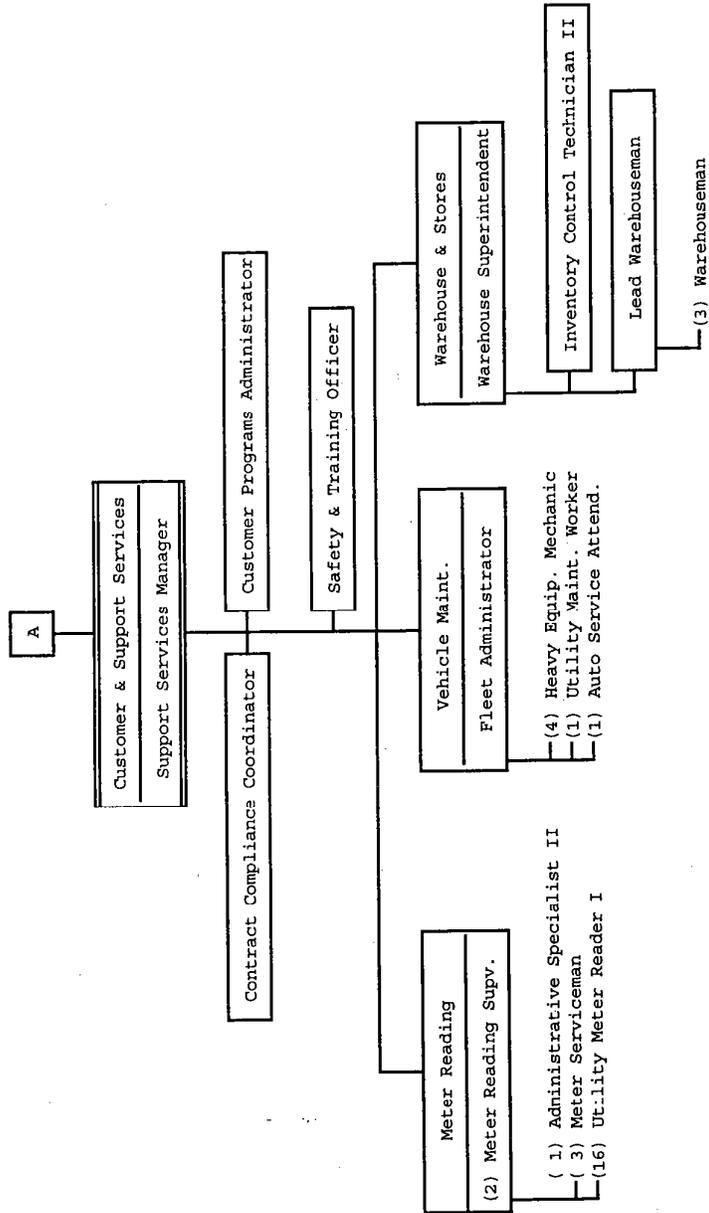
Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
MAINTENANCE AIDE	2.00	2.00	2.00	2.00
ASSISTANT FOREMAN	1.00	1.00	1.00	1.00
CEMETERY SEXTON	1.00	1.00	1.00	1.00
MAINTENANCE AIDE TRAINEE	0.41	0.41	0.41	0.41
Total	4.41	4.41	4.41	4.41
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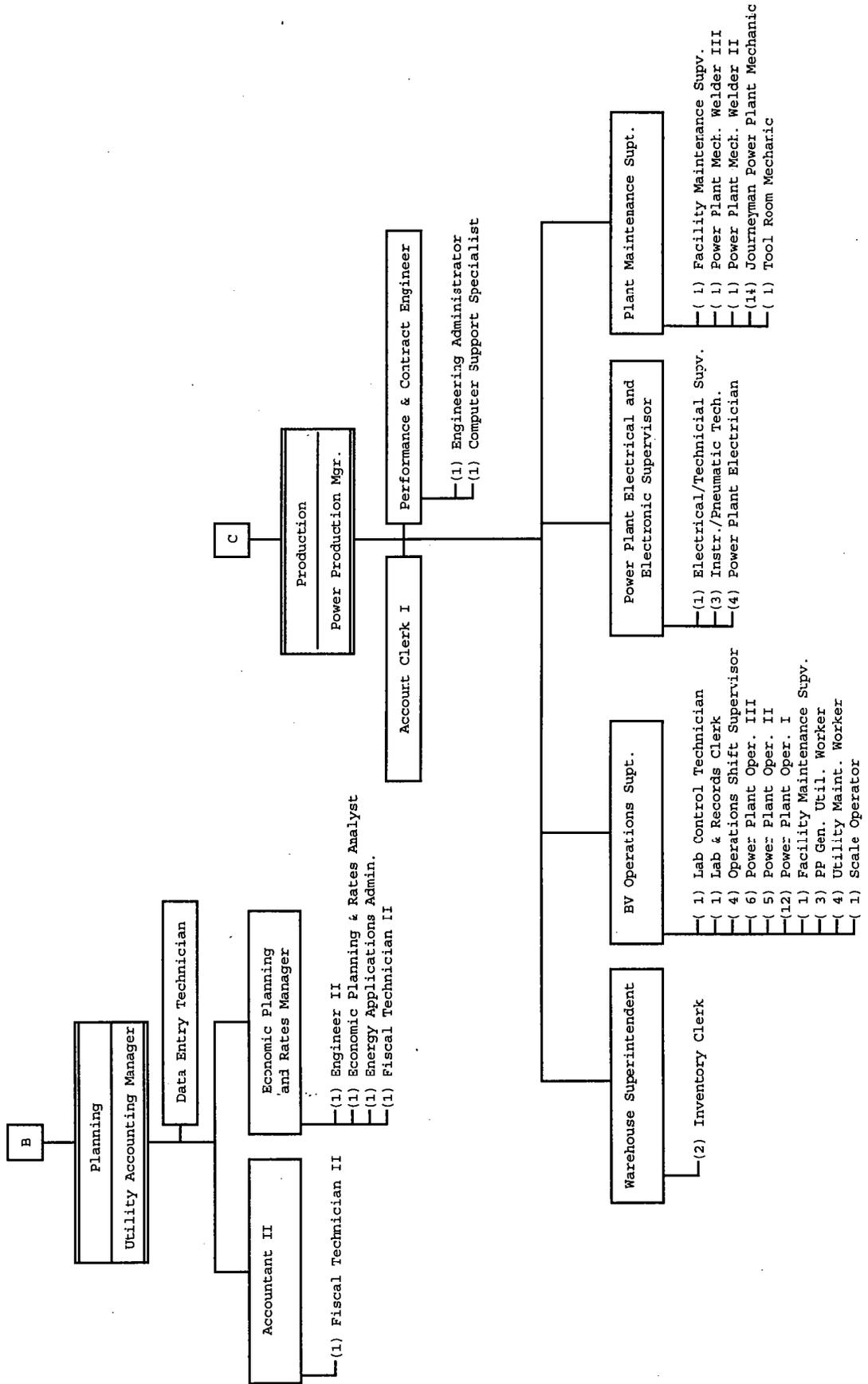
City of Independence, Missouri
Power and Light Department
Table of Organization



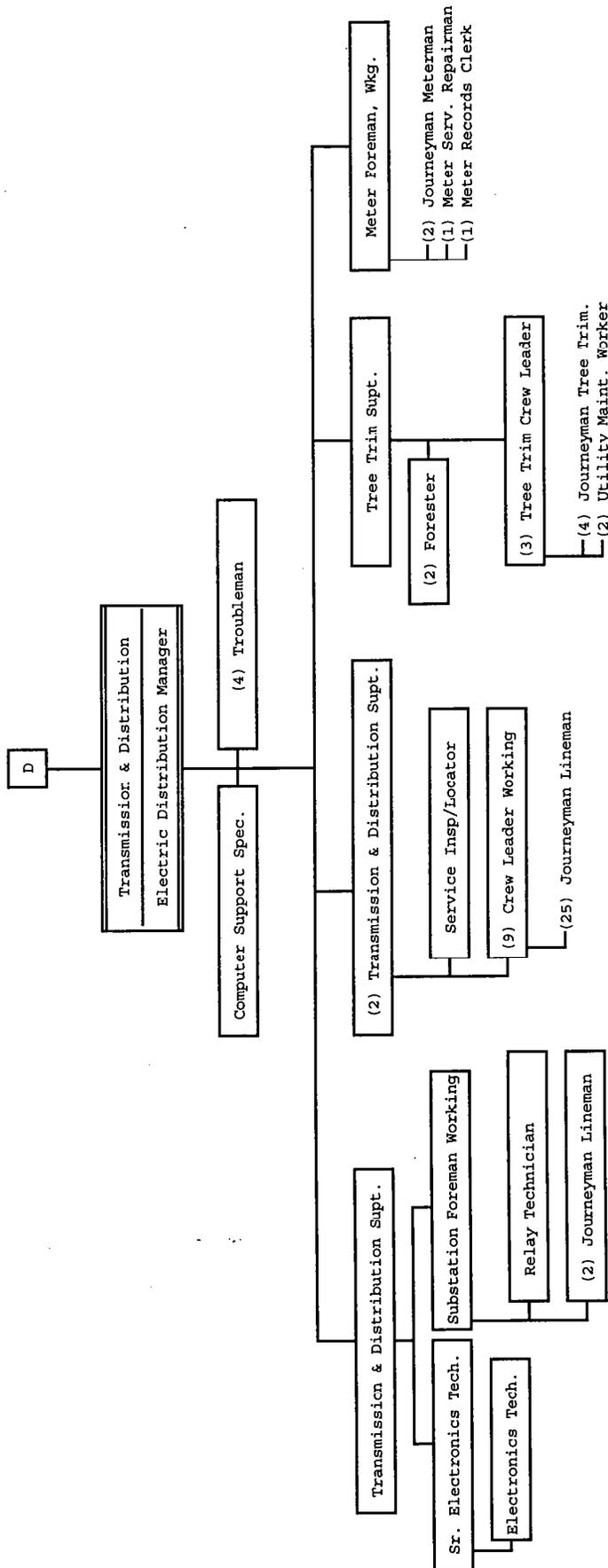
CITY OF INDEPENDENCE, MISSOURI
 POWER & LIGHT
 TABLE OF ORGANIZATION - CONTINUED
 CUSTOMER AND SUPPORT SERVICES



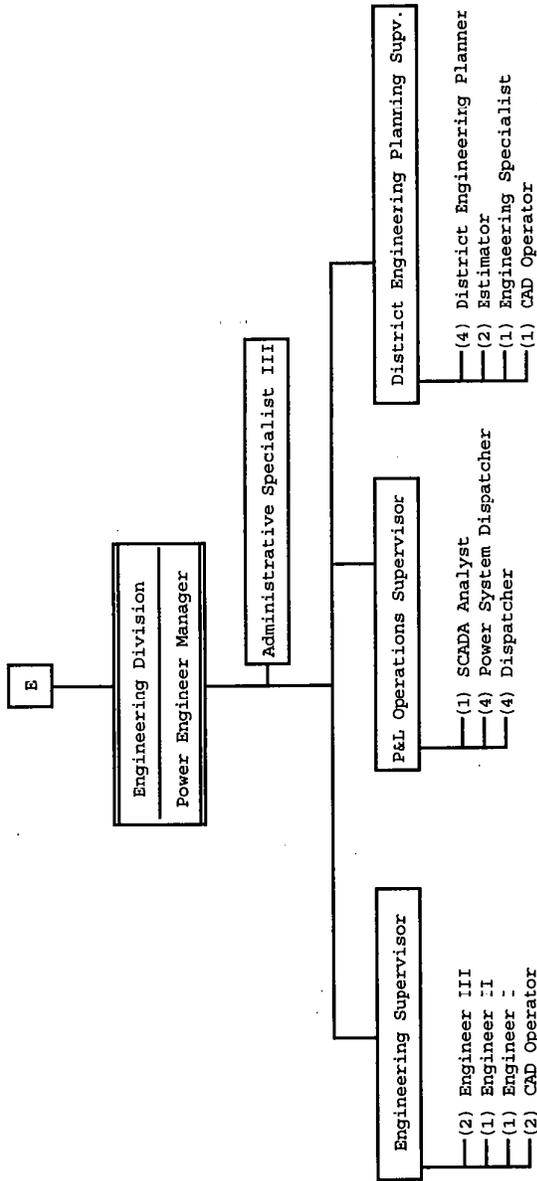
CITY OF INDEPENDENCE, MISSOURI
 POWER & LIGHT
 TABLE OF ORGANIZATION - CONTINUED
 PLANNING/PRODUCTION



CITY OF INDEPENDENCE, MISSOURI
 POWER & LIGHT
 TABLE OF ORGANIZATION - CONTINUED
 TRANSMISSION & DISTRIBUTION



CITY OF INDEPENDENCE, MISSOURI
 POWER & LIGHT
 TABLE OF ORGANIZATION - CONTINUED
 ENGINEERING



**City of Independence
Detail Program Sheet**

Department: 6100-POWER & LIGHT
Program: 6121-CUSTOMER & SUPPORT SERV

1996-97 Operating Budget
Fund: 20-POWER AND LIGHT

Description:

RESPONSIBLE FOR PROVIDING ADMINISTRATIVE SUPPORT SERVICES, COORDINATING TRAINING AND SAFETY PROGRAMS, AND MONITORING CONSTRUCTION CONTRACTS AND EXPENDITURES TO ENSURE COMPLIANCE WITH CITY POLICY.

1996-97 Objectives:

- * PROVIDE ADMINISTRATIVE SUPPORT TO OPERATING DIVISIONS.
- * COMPLETE UPDATE OF STORM RECOVERY PLAN.
- * EVALUATE CUSTOMER SERVICE PROGRAMS & RECOMMEND IMPROVEMENTS.
- * REVIEW & ENHANCE DEPARTMENTAL HEALTH & SAFETY PLANS.
- * REVIEW & MONITOR ALL CONTRACTS & BID DOCUMENTS.

1995-96 Accomplishments:

- * CONDUCTED 148 SAFETY & TRAINING SESSIONS.
- * COMPLETED 45 ACCIDENT/INJURY INVESTIGATIONS.
- * REVIEWED & MONITORED 30 CONSTRUCTION CONTRACTS & AGREEMENTS FOR PRODUCTION, TRANSMISSION & DISTRIBUTION, & ENGINEERING.
- * PREPARED CONTRACTUAL DOCUMENTATION INCLUDING BID & AWARD DOCUMENTS, CHANGES TO DOCUMENTS, & AGENDA REPORTS.
- * EVALUATED SAFETY & TRAINING. A DRAFT REPORT IS IN PROGRESS & WILL BE COMPLETED PRIOR TO FISCAL YEAR END.
- * COMPLETED DRAFT CONTRACT PROCEDURAL MANUAL.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	201,448	186,079	187,944	231,849
OTHER SERVICES	2,445	2,500	2,500	13,300
SUPPLIES	0	0	0	0
CAPITAL OUTLAY	0	0	3,746	5,000
DEBT SERVICE/OTHER	0	0	0	0
Total	203,893	188,579	194,190	250,149

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
NUMBER OF INJURIES WITH LOST TIME.	9	6	6	5

...Continued

*City of Independence
Detail Program Sheet*

Department: 6100-POWER & LIGHT
Program: 6121-CUSTOMER & SUPPORT SERV

1996-97 Operating Budget
Fund: 20-POWER AND LIGHT

Performance Indicators: (Continued)

NUMBER OF DAYS WORK LOST DUE TO INJURIES	43	65	50	40
NUMBER OF DAYS OF LIGHT DUTY	151	85	116	100
PROJECTS BID	14	12	13	12
CHANGE ORDERS PROCESSED	20	20	17	20

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
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.	0.00	0.00	0.00	1.00
CONTRACT COMPLIANCE COORD.	1.00	1.00	1.00	1.00
Total	3.00	3.00	3.00	4.00
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**City of Independence
Detail Program Sheet**

Department: 6100-POWER & LIGHT
Program: 6122-WAREHOUSE & STORES

1996-97 Operating Budget
Fund: 20-POWER AND LIGHT

Description:

RESPONSIBLE FOR ISSUING, RECEIVING, ORDERING, AND MAINTAINING INVENTORY OF MATERIAL AND TOOLS FOR LINE CREWS AND MAINTENANCE PERSONNEL TO PERFORM THEIR DUTIES.

1996-97 Objectives:

- * REARRANGE STOCK IN THE POLE YARD TO ACCOMMODATE NEW STREET LIGHTING POLES.
- * IMPROVE STORES LAYOUT TO INCREASE EFFICIENCY IN MATERIAL HANDLING.
- * IMPROVE WORK FLOW WITH THE HELP OF MIS, BY REVAMPING CERTAIN AREAS OF THE MATERIAL MANAGEMENT SYSTEM TO REDUCE REDUNDANCY IN ENTERING & OBTAINING INFORMATION.
- * TRAIN WAREHOUSE PERSONNEL TO ENTER MATERIAL ISSUES INTO THE MATERIAL MANAGEMENT SYSTEM.
- * REVIEW & EVALUATE MATERIAL PROCUREMENT PROCESS TO IMPROVE DELIVERY OF CRITICAL ITEMS.

1995-96 Accomplishments:

- * ROADS IN THE POLE YARD WERE REPAIRED WITH 105 TONS OF ROCK TO ALLOW BETTER DRAINAGE AND ACCESS.
- * OUTSIDE MATERIAL AREA WAS IDENTIFIED & MARKED WITH PAINT & STOCK REARRANGED TO BETTER FACILITATE FILLING ORDERS.
- * IMPROVED RECORD KEEPING WAS ACCOMPLISHED THROUGH ENHANCED COMPUTERIZATION.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	480,159	499,011	500,262	296,081
OTHER SERVICES	69,945	74,264	85,264	75,400
SUPPLIES	1,347,005	1,468,300	1,467,800	1,688,300
CAPITAL OUTLAY	25,781	0	0	8,200
DEBT SERVICE/OTHER	0	0	0	0
Total	1,922,890	2,041,575	2,053,326	2,067,981

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PROCESSED PURCHASE REQUISITIONS	456	500	550	550

...Continued

*City of Independence
Detail Program Sheet*

Department: 6100-POWER & LIGHT
Program: 6122-WAREHOUSE & STORES

1996-97 Operating Budget
Fund: 20-POWER AND LIGHT

Performance Indicators: (Continued)

PROCESSED WORK ORDERS	1,200	1,203	1,250	1,400
FILLED JOB ORDER MATERIAL REQUESTS	1,452	1,500	1,500	2,000
FILLED MAINTENANCE MATERIAL REQUESTS	1,143	1,150	1,150	1,500

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
INVENTORY CONTROL TECH. II	1.00	1.00	1.00	1.00
WAREHOUSE SUPERINTENDENT	1.00	1.00	1.00	1.00
SCALE OPERATOR	1.00	1.00	1.00	0.00
LEAD WAREHOUSEMAN	1.00	1.00	1.00	1.00
WAREHOUSEMAN	3.00	3.00	3.00	3.00
Total	7.00	7.00	7.00	6.00
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**City of Independence
Detail Program Sheet**

Department: 6100-POWER & LIGHT
Program: 6123-VEHICLE MAINTENANCE

1996-97 Operating Budget
Fund: 20-POWER AND LIGHT

Description:

RESPONSIBLE FOR PROCUREMENT, MAINTENANCE, ACCOUNTING & REPLACEMENT OF POWER & LIGHT FLEET & RELATED FACILITIES. MAJOR OBJECTIVES INCLUDE PROVIDING A SAFE FLEET, KEEPING EQUIPMENT DOWN TIME TO A MINIMUM, & PROVIDING SUPPORT SERVICES AS REQUIRED TO POWER & LIGHT DEPARTMENT DIVISIONS.

1996-97 Objectives:

- * ANALYZE AND EVALUATE EQUIPMENT DOWNTIME & TARGET AREAS NEEDING IMPROVEMENT TO REDUCE UNSCHEDULED EQUIPMENT DOWNTIME.
- * ESTABLISH REQUIREMENTS FOR OPERATOR TRAINING & CERTIFICATION.
- * INITIATE PHASE 1 OF A COMPUTERIZED PARTS INVENTORY CONTROL SYSTEM (FILTERS, TIRES, AND SERVICE ITEMS).
- * CONTINUE CROSS TRAINING PERSONNEL IN FLEET SOFTWARE APPLICATIONS.
- * ESTABLISH SPECIFICATIONS FOR MOBILE TRUCK WASHING, IN COMPLIANCE WITH EPA REGULATIONS FOR WASTEWATER HANDLING, FOR THE PURPOSE OF OUTSOURCING THIS TASK.
- * REVIEW & EVALUATE HEAVY EQUIPMENT FLEET.

1995-96 Accomplishments:

- * COMPLETED TRUCK SAFETY TESTS AND REPAIRS AHEAD OF SCHEDULE.
- * COMPLETED PREVENTIVE MAINTENANCE WORK ON SCHEDULE.
- * COMPLETED AUTOMOBILE & LIGHT TRUCK FLEET EVALUATION.
- * PROCURED ALL BUDGETED EQUIPMENT.
- * UPDATED MAINTENANCE AND REPAIR MANUAL LIBRARY.
- * INVESTIGATED TRUCK WASHWATER RECYCLING REQUIREMENTS.
- * CONDUCTED BASIC COMPUTER CROSS-TRAINING FOR DIVISION PERSONNEL.

Program Costs:

Expenditure Category	1994-95	1995-96	1995-96	1996-97
	Actual	Original	Amended	Adopted Budget
PERSONAL SERVICES	330,440	327,881	330,938	338,476
OTHER SERVICES	147,067	134,900	134,900	136,300
SUPPLIES	62,642	73,400	73,400	73,400
CAPITAL OUTLAY	8,824	0	0	10,000
DEBT SERVICE/OTHER	0	0	0	0
Total	548,973	536,181	539,238	558,176
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**City of Independence
Detail Program Sheet**

Department: 6100-POWER & LIGHT
Program: 6123-VEHICLE MAINTENANCE

1996-97 Operating Budget
Fund: 20-POWER AND LIGHT

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
IN-HOUSE REPAIRS	1,392	1,400	1,661	1,600
OUTSIDE REPAIRS	253	300	330	350
PREVENTIVE MAINTENANCE SERVICES	1,234	1,200	1,256	1,300
SAFETY INSPECTIONS	38	40	40	50
OTHER ASSIGNMENTS	42	46	34	40

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
FLEET ADMINISTRATOR	1.00	1.00	1.00	1.00
AUTO SERVICE ATTENDANT P & L	1.00	1.00	1.00	1.00
UTILITY MAINTENANCE WORKER	1.00	1.00	1.00	1.00
HEAVY EQUIPMENT MECHANIC	4.00	4.00	4.00	4.00
Total	7.00	7.00	7.00	7.00
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**City of Independence
Detail Program Sheet**

Department: 6100-POWER & LIGHT
Program: 6126-METER READING

1996-97 Operating Budget
Fund: 20-POWER AND LIGHT

Description:

RESPONSIBLE FOR THE READING OF UTILITY CONSUMPTION METERS ON A REGULARLY SCHEDULED BASIS, CONNECTION/DISCONNECTION OF ELECTRIC METERS FOR NEW/EXISTING CUSTOMERS, AND COLLECTION OF DELINQUENT ACCOUNTS.

1996-97 Objectives:

- * ELIMINATE COMPUTER ESTIMATED METER READING DUE TO INCLEMENT WEATHER BY ENTERING FIELD ESTIMATES.
- * REDUCE THE NUMBER OF ESTIMATED METER READINGS BY IDENTIFYING ACCESSIBILITY PROBLEMS & WORKING WITH THE CUSTOMER TO CORRECT THE PROBLEM.
- * EVALUATE & IMPROVE METER READING REPORTS (ABNORMAL READS, SERVICE REQUESTS, & WORK ORDERS).
- * KEEP UP WITH CHANGES IN NEW TECHNOLOGY FOR ELECTRONIC METER READING.

1995-96 Accomplishments:

- * COMPLETED TRAINING OF EMPLOYEES IN READING COMBINED ROUTES.
- * SUBSTANTIALLY COMPLETED RENOVATION OF THE OFFICE AREA FOR METER READING.
- * AN EVALUATION OF METER READING ROUTES IS CURRENTLY IN PROCESS & WILL BE COMPLETED PRIOR TO FISCAL YEAR END.
- * METER READING PROCEDURES HAVE BEEN REVIEWED AND UPDATED PROCEDURES WILL BE ISSUED PRIOR TO FISCAL YEAR END.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	726,319	1,073,352	1,080,834	1,137,031
OTHER SERVICES	11,724	30,000	28,256	26,400
SUPPLIES	10,401	10,750	11,119	11,000
CAPITAL OUTLAY	57,171	0	1,375	14,000
DEBT SERVICE/OTHER	0	0	0	0
Total	805,615	1,114,102	1,121,584	1,188,431
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Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
METER READS	643,580	1,116,000	1,116,000	1,152,000
RECHECKS, COMPLAINTS, CAN'T READS	3,100	3,100	3,400	3,400

Continued

*City of Independence
Detail Program Sheet*

Department: 6100-POWER & LIGHT
Program: 6126-METER READING

1996-97 Operating Budget
Fund: 20-POWER AND LIGHT

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
ADMINISTRATIVE SPECIALIST II	1.00	1.00	1.00	1.00
METER READER SUPERVISOR	1.00	2.00	2.00	2.00
METER SERVICEMAN	3.00	3.00	3.00	3.00
UTILITY METER READER I	10.00	10.00	10.00	10.00
UTILITY METER READER I REGULAR	6.00	6.00	6.00	6.00
Total	21.00	22.00	22.00	22.00
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**City of Independence
Detail Program Sheet**

Department: 6100-POWER & LIGHT
Program: 6130-PLANNING

1996-97 Operating Budget
Fund: 20-POWER AND LIGHT

Description:

MAINTAIN ACCOUNTING RECORDS FOR PAYROLL, PROPERTY, PLANT, EQUIPMENT, MATERIAL & SUPPLY INVENTORY, & DEPARTMENT WORK ORDERS. ASSIST FINANCE DEPARTMENT IN PREPARATION OF FINANCIAL STATEMENTS. ADMINISTER OPERATING & CAPITAL BUDGETS. PREPARE FINANCIAL & ECONOMIC ANALYSES FOR LONG RANGE PLANNING, & RATE ADJUSTMENTS. RATE APPLICATION ANALYSIS REVIEW FOR EXISTING & POTENTIAL CUSTOMERS. ADMINISTER & DEVELOP NEW COST EFFECTIVE CUSTOMER LOAD MANAGEMENT PROGRAMS. OVERSEE INTER-UTILITY POWER SUPPLY CONTRACTUAL ARRANGEMENTS.

1996-97 Objectives:

- * RECOMMEND NEW AND/OR MODIFIED CUSTOMER SERVICE CONSERVATION & TECHNICAL ASSISTANCE PROGRAMS.
- * CONTINUE IATAN #2 FOR CONTRACT NEGOTIATIONS & BOND FINANCING OF CITY'S 65MW JOINT OWNERSHIP PARTICIPATION.
- * REVIEW CUSTOMER RATE-REVENUE REQUIREMENTS FOR NEXT 5 TO 10 YEAR PERIOD & CUSTOMER RATE SCHEDULE DESIGN.
- * REVIEW FUTURE CUSTOMER LOAD & ENERGY PROJECTIONS.
- * UPDATE AND DOCUMENT POWER SUPPLY RESOURCE PLANS.
- * EXAMINE ECONOMIC DEVELOPMENT ISSUES & RECOMMEND IPL INVOLVEMENT.
- * ASSIST IN NEGOTIATIONS WITH KCPL FOR ACQUISITION OF KCPL DISTRIBUTION PROPERTIES IN FAR EASTERN CITY LIMITS OF INDEPENDENCE.
- * ACQUIRE & PLACE INTO OPERATION A COMPUTER SOFTWARE PRODUCTION COST MODEL FOR ALTERNATIVE POWER RESOURCE COST EVALUATIONS.

1995-96 Accomplishments:

- * EXTENDED THE PURCHASE POWER AGREEMENT WITH KCPL TO 2001 & REDUCED THE "TRIGGER" FOR EASTERN INDEPENDENCE AREA ACQUISITION.
- * COMPLETED NEW COAL PROCUREMENT CONTRACT.
- * EXTENDED & BROADENED THE APPLICATION OF THE ECONOMIC DEVELOPMENT RIDER.
- * IMPROVED RATE STRUCTURE FOR LARGE POWER CUSTOMERS & SECURITY LIGHTING.
- * VERIFIED CUSTOMER LOAD & ENERGY PROJECTIONS.
- * NEGOTIATED POTENTIAL SETTLEMENT WITH MID-AMERICAN ENERGY COMPANY.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	397,916	426,139	429,884	480,700
OTHER SERVICES	104,108	214,450	214,450	200,500
SUPPLIES	9,991	83,800	83,800	64,800
CAPITAL OUTLAY	15,469	7,000	7,000	2,000

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**City of Independence
Detail Program Sheet**

Department: 6100-POWER & LIGHT
Program: 6130-PLANNING

1996-97 Operating Budget
Fund: 20-POWER AND LIGHT

Program Costs: (Continued)

DEBT SERVICE/OTHER	0	0	0	0
Total	527,484	731,389	735,134	748,000
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Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
ENERGY REBATES	447	525	450	400
WORK ORDERS OPENED	1,079	1,340	1,200	1,200
WORK ORDERS CLOSED	1,002	1,140	1,050	1,050
CAPITAL ADDITIONS TO PLANT	13,508,418	12,000,000	25,000,000	15,800,000

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
DATA ENTRY TECHNICIAN	1.00	1.00	1.00	1.00
ECONOMIC PLANNING & RATES MGR.	1.00	1.00	1.00	1.00
UTILITY ACCOUNTING MANAGER	1.00	1.00	1.00	1.00
ACCOUNTANT II	1.00	1.00	1.00	1.00
ECON. PLANNING & RATES ANALYST	1.00	1.00	1.00	1.00
ENERGY APPLICATIONS ADMIN.	1.00	1.00	1.00	1.00
ENGINEER II	0.00	1.00	1.00	1.00
CLERK STENOGRAPHER II	1.00	1.00	1.00	0.00
FISCAL TECHNICIAN II	2.00	2.00	2.00	2.00
Total	9.00	10.00	10.00	9.00
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**City of Independence
Detail Program Sheet**

Department: 6100-POWER & LIGHT
Program: 6140-PRODUCTION

1996-97 Operating Budget
Fund: 20-POWER AND LIGHT

Description:

RESPONSIBLE FOR THE MAINTENANCE, SAFE, & EFFICIENT OPERATION OF ALL POWER PRODUCTION EQUIPMENT. RESPONSIBLE FOR MONTHLY & YEARLY GENERATION REPORTS & RECEIVING REPORTS ON POWER PRODUCTION PURCHASE ORDERS INCLUDING COAL PURCHASES. RESPONSIBLE FOR ALL MONTHLY FUEL REPORTS, FEDERAL & STATE FUEL CONSUMPTION & ASH REPORTS, DELIVERY, EXPENDITURE & INVENTORY REPORTS.

1996-97 Objectives:

- * INSTALLATION & SUCCESSFUL OPERATION OF UPGRADES TO BLUE VALLEY PLANT COAL HANDLING SYSTEM.
- * COMPLETE ONLINE UNIT TESTING TO ESTABLISH CURRENT HEAT RATES, & MAXIMUM/MINIMUM CAPACITY RATINGS FOR BV UNITS 1, 2 & 3 UTILIZING THE NEW DISTRIBUTED CONTROL SYSTEM.
- * IMPLEMENT RADIO TELEMETRY OF 5 BLUE VALLEY WATER WELLS TO IMPROVE PLANT OPERATIONS.
- * EVALUATE THE RELIABILITY, EFFICIENCY, CAPITAL & TOTAL OPERATING COSTS TO RETURN MO CITY UNITS 1 & 2 TO ACTIVE SERVICE. THIS INFORMATION WILL BE INPUT TO POWER & LIGHT FUTURE RESOURCE PLANS.
- * CONDUCT OPERATIONAL TESTING TO ASSESS CAPITAL & O&M COST IMPACTS OF CLEAN AIR ACT AMENDMENT (CAA) NOX REDUCTION REQUIREMENTS ON BLUE VALLEY UNIT #3.
- * PROCURE MATERIAL & COMPLETE OVERHAULS OF CT'S AT SUB J.

1995-96 Accomplishments:

- * ASSISTED IN DEVELOPMENT OF NEW COAL PROCUREMENT CONTRACT.
- * AWARDED & IMPLEMENTED TOTAL OVERHAUL OF THE COAL HANDLING SYSTEM AT BLUE VALLEY PLANT.
- * COMPLETED REPLACEMENT OF MO CITY UNDERGROUND WATER & FUEL OIL PIPING SYSTEM.
- * PAINTING COMPLETED TO ADDRESS STRUCTURAL DETERIORATION CAUSED BY EXPOSURE TO THE ELEMENTS AT BLUE VALLEY PLANT.
- * COMPLETED RE-LIGHTING OF THE BLUE VALLEY PLANT'S INTERIOR ALONG WITH THE EMERGENCY LIGHTING INTEGRATION TO THE EMERGENCY DIESEL GENERATOR
- * COMPLETED ROOF REPLACEMENT ON THE ENTIRE PLANT ALONG WITH REPLACEMENT OF BOILER & TURBINE ISLAND PLANT WINDOWS.

Program Costs:

Expenditure Category	1994-95	1995-96	1995-96	1996-97
	Actual	Original	Amended	Adopted Budget
PERSONAL SERVICES	3,818,264	3,962,344	3,981,781	4,203,495
OTHER SERVICES	793,239	1,711,440	1,694,364	1,785,904
SUPPLIES	4,018,638	3,511,200	3,510,455	6,277,514

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**City of Independence
Detail Program Sheet**

Department: 6100-POWER & LIGHT
Program: 6140-PRODUCTION

1996-97 Operating Budget
Fund: 20-POWER AND LIGHT

Program Costs: (Continued)

CAPITAL OUTLAY	114,552	79,094	98,603	27,000
DEBT SERVICE/OTHER	0	0	0	0
Total	8,744,693	9,264,078	9,285,203	12,293,913

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
TOTAL NET GENERATION AT IPL PLANTS (MWH)	76,627	115,814	115,814	335,000
TOTAL COAL BURNED (TON)	43,774	54,969	54,969	171,000
TOTAL GAS BURNED (MCF)	179,557	86,520	86,520	325,000
TOTAL OIL BURNED (GAL)	36,216	86,520	86,520	315,000

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
ACCOUNT CLERK I	1.00	1.00	1.00	1.00
BLUE VALLEY OPERATIONS SUPT.	1.00	1.00	1.00	1.00
POWER PRODUCTION MANAGER	1.00	1.00	1.00	1.00
ENGINEERING ADMINISTRATOR	1.00	1.00	1.00	1.00
POWER PLANT ELECT. ENG. SUPV.	1.00	1.00	1.00	1.00
FACILITIES MAINTENANCE SUPV.	2.00	2.00	2.00	2.00
PERFORMANCE & CONTRACT ENG.	1.00	1.00	1.00	1.00
WAREHOUSE SUPERINTENDENT	1.00	1.00	1.00	1.00
COMPUTER SUPPORT SPECIALIST	1.00	1.00	1.00	1.00
ELECTRICAL/TECHNICAL SUPV.	1.00	1.00	1.00	1.00
OPERATIONS SHIFT SUPERVISOR	4.00	4.00	4.00	4.00
POWER PLANT MAINTENANCE SUPT.	1.00	1.00	1.00	1.00
SCALE OPERATOR	0.00	0.00	0.00	1.00
INSTRUMENT/PNEUMATICS TECH.	3.00	3.00	3.00	3.00
INVENTORY CLERK	2.50	2.50	2.50	2.00
LAB & RECORDS CLERK	1.00	1.00	1.00	1.00
LAB CONTROL TECHNICIAN	1.00	1.00	1.00	1.00
POWER PLANT ELECTRICIAN	4.00	2.00	2.00	4.00
POWER PLANT GEN UTILITY WORKER	3.00	3.00	3.00	3.00
JOURNEYMAN POWER PLANT MECH.	14.00	13.00	13.00	13.00
POWER PLANT OPERATOR I	12.00	12.00	12.00	12.00
POWER PLANT OPERATOR II	5.00	5.00	5.00	5.00
POWER PLANT OPERATOR III	6.00	6.00	6.00	6.00
UTILITY MAINTENANCE WORKER	4.00	4.00	4.00	4.00

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**City of Independence
Detail Program Sheet**

Department: 6100-POWER & LIGHT
Program: 6140-PRODUCTION

1996-97 Operating Budget
Fund: 20-POWER AND LIGHT

Staffing: (Continued)

TOOL ROOM MECHANIC	1.00	1.00	1.00	1.00
APPRENTICE P P MECHANIC	1.00	1.00	1.00	1.00
POWER PLANT MECHANIC/WELDER II	1.00	1.00	1.00	1.00
POWER PLANT MECH./WELDER III	1.00	1.00	1.00	1.00
 Total	 75.50	 72.50	 72.50	 75.00
	=====	=====	=====	=====

**City of Independence
Detail Program Sheet**

Department: 6100-POWER & LIGHT
Program: 6145-PURCHASED POWER

1996-97 Operating Budget
Fund: 20-POWER AND LIGHT

Description:

THIS FUNCTION IS USED TO ACCUMULATE COSTS OF PURCHASE POWER AGREEMENTS WITH OTHER UTILITIES, INCLUDING THE COST OF ENERGY, DEMAND OR RESERVATION CHARGE, TRANSMISSION WHEELING, AND LOAD REGULATION FEES.

1996-97 Objectives:

- * THROUGH EFFORTS OF PERSONNEL IN FUNCTIONS 6110 & 6130 NEGOTIATE MOST FAVORABLE TERMS & PRICES OF PURCHASING POWER & REVIEW TRANSACTIONS MONTHLY TO ASSURE COMPLIANCE WITH TERMS OF AGREEMENTS.
- * JOIN WESTERN SYSTEM POWER POOL TO IMPROVE ACCESS TO FAVORABLE POWER PURCHASE/SALES OPPORTUNITIES.
- * IMPLEMENT THE SOUTHWEST POWER POOL'S NEXT HOUR ENERGY EXCHANGE PROGRAM TO INCREASE POSITIVE POWER PURCHASE/SALES OPPORTUNITIES.

1995-96 Accomplishments:

- * NEGOTIATED EXTENSION OF CONTRACT WITH KANSAS CITY POWER & LIGHT TO 2001+.
- * NEGOTIATED SETTLEMENT WITH MIDAMERICAN ENERGY CO. ON MORE FAVORABLE TERMS FOR ENERGY, DEMAND, & WHEELING.
- * ESTABLISHED AGREEMENT WITH CONTINENTAL POWER EXCHANGE TO BROADEN PURCHASE POWER/SALE OPPORTUNITIES.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	0	0	0	0
OTHER SERVICES	0	0	0	0
SUPPLIES	21,419,680	23,749,558	23,749,558	17,583,762
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	21,419,680	23,749,558	23,749,558	17,583,762
	=====	=====	=====	=====

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PURCHASED ENERGY	10,742,748	11,881,339	11,600,000	8,507,062
DEMAND	9,799,980	10,087,800	10,179,360	7,730,000
WHEELING	1,811,724	1,680,547	1,834,824	1,147,500

...Continued

*City of Independence
Detail Program Sheet*

Department: 6100-POWER & LIGHT
Program: 6145-PURCHASED POWER

1996-97 Operating Budget
Fund: 20-POWER AND LIGHT

Performance Indicators: (Continued)

LOAD CONTROL	117,437	99,872	100,000	199,200
PURCHASED ENERGY (MWH)	803,738	800,064	829,000	601,460

**City of Independence
Detail Program Sheet**

Department: 6100-POWER & LIGHT
Program: 6152-TRANSMISSION & DISTR.

1996-97 Operating Budget
Fund: 20-POWER AND LIGHT

Description:

RESPONSIBLE FOR THE MAINTENANCE, REPAIR, AND CONSTRUCTION OF THE CITY'S ELECTRICAL TRANSMISSION AND DISTRIBUTION SYSTEMS. RESPONSIBLE FOR PROVIDING MONTHLY AND YEARLY PROGRESS REPORTS AND CUSTOMER SERVICE OUTAGE REPORTS. DIVISION'S MAJOR RESPONSIBILITIES INCLUDE ELECTRIC SERVICE, TREE TRIMMING LINE CLEARANCE, ELECTRIC SERVICE METERING, AND SUBSTATION MAINTENANCE & OPERATIONS.

1996-97 Objectives:

- * MAINTAIN THE CUSTOMER'S ELECTRIC SERVICE CONTINUITY AT 99.98%.
- * EVALUATE ALL CUSTOMER OUTAGES & COMPLAINTS PROVIDING QUALITY ELECTRICAL SERVICE.
- * RECONDUCTOR & CONVERT 3 MILES OF THE EXISTING 4 KV SYSTEM TO 13 KV
- * ESTABLISH & MAINTAIN A SUBSTATION SPARE PARTS INVENTORY SYSTEM.
- * MAINTAIN THE TREE TRIMMING CYCLES OF 5 YEARS IN REAR PROPERTY & 3 YEAR ROTATION ON STREET BY TRIMMING 21 AREA MAP GRIDS.
- * MAINTAIN ELECTRIC SERVICE METER ACCURACY THROUGH PLANNED AREA METER ROTATION OF 1,500 METERS.
- * IMPROVE TECHNICAL TRAINING FOR ALL T&D PERSONNEL.
- * CONTINUE THE SUBSTATION LANDSCAPING (PHASE II) FOR SUBSTATIONS B, D, H, I, & E.
- * EVALUATE & RECOMMEND COST-EFFECTIVE PROGRAMS TO CUT OPERATING EXPENSES.

1995-96 Accomplishments:

- * 3.2 MILES OF THE PROJECTED CONVERSION WORK WAS COMPLETED.
- * RECONDUCTING OF FEEDER CIRCUITS E-013-1, H-013-10 & B-013-1 WERE COMPLETED AS SCHEDULED.
- * CONSTRUCTION OF NEW FEEDER CIRCUIT J-013-11 WAS COMPLETED.
- * 3 YR TREE TRIMMING CYCLE FOR STREET RIGHTS-OF-WAY WAS MET. ALL 46 GRIDS COMPLETED IN 1995 & THE 5 YR TREE TRIMMING CYCLE FOR REAR PROPERTY IS 96% COMPLETE, 44 OF THE 46 GRID MAPS HAVE BEEN CYCLED.
- * METER SHOP ROTATED 1,681 METERS WHICH REPRESENTS 32% ABOVE GOAL.
- * PHASE I OF AREA SUBSTATION LANDSCAPING WAS COMPLETED WHICH INCLUDED SUBSTATIONS B, H, I, J, & M.
- * MCGRUFF TRUCK PROGRAM WAS ESTABLISHED IN ALL CITY'S DEPARTMENTS.
- * STREET LIGHT HOT LINE WAS ESTABLISHED.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	3,943,650	4,094,477	4,106,880	3,901,706
OTHER SERVICES	1,034,196	1,075,636	1,075,636	1,322,648

...Continued

**City of Independence
Detail Program Sheet**

Department: 6100-POWER & LIGHT
Program: 6152-TRANSMISSION & DISTR.

1996-97 Operating Budget
Fund: 20-POWER AND LIGHT

Program Costs: (Continued)

SUPPLIES	62,478	55,650	54,971	71,200
CAPITAL OUTLAY	370,985	278,950	279,629	344,350
DEBT SERVICE/OTHER	0	0	0	0
Total	5,411,309	5,504,713	5,517,116	5,639,904
	=====	=====	=====	=====

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
COMPLETED CONSTRUCTION J.O.	822	850	850	850
4 KV CONVERSION MILE COMP.	3	4	4	3
SERVICES INSTALLED	896	1,150	1,150	900
SERVICES REMOVED	599	600	600	600
ROTATION OF METERS	1,682	1,200	1,200	1,300
TOTAL NO. TREES TRIMMED	29,585	25,000	25,000	29,000
PROPERTIES TRIMMED	7,298	6,200	6,200	6,700
LIGHTS ADDED	198	150	150	150
YEARLY CONTINUITY PERCENTAGE	99	99	99	99

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
ELECTRIC DISTRIBUTION MANAGER	1.00	1.00	1.00	1.00
TREE TRIMMING SUPERINTENDENT	1.00	1.00	1.00	1.00
COMPUTER SUPPORT SPECIALIST	1.00	1.00	1.00	1.00
TRANSMISSION & DIST. SUPT.	3.00	3.00	3.00	3.00
FORESTER	1.00	2.00	2.00	2.00
CREW LEADER, WORKING	9.00	9.00	9.00	9.00
SENIOR ELECTRONICS TECHNICIAN	1.00	1.00	1.00	1.00
ELECTRONICS TECHNICIAN	1.00	1.00	1.00	1.00
JOURNEYMAN LINEMAN	27.00	27.00	27.00	27.00
RELAY TECHNICIAN	1.00	1.00	1.00	1.00
JOURNEYMAN METERMAN	2.00	2.00	2.00	2.00
JOURNEYMAN TREE TRIMMER	5.00	5.00	5.00	4.00
METER FOREMAN, WORKING	1.00	1.00	1.00	1.00
METER SERVICE REPAIRMAN	1.00	1.00	1.00	1.00
SERVICE INSPECTOR/LOCATOR	1.00	1.00	1.00	1.00
SUBSTATION FOREMAN, WORKING	1.00	1.00	1.00	1.00
TREE TRIM CREW LEADER, WORKING	3.00	3.00	3.00	3.00
TROUBLEMAN	4.00	4.00	4.00	4.00
UTILITY MAINTENANCE WORKER	2.00	2.00	2.00	2.00
METER RECORDS CLERK	1.00	1.00	1.00	1.00
Total	67.00	68.00	68.00	67.00
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**City of Independence
Detail Program Sheet**

Department: 6100-POWER & LIGHT
Program: 6160-ENGINEERING

1996-97 Operating Budget
Fund: 20-POWER AND LIGHT

Description:

RESPONSIBLE FOR THE OVERALL ENGINEERING & OPERATIONS OF THE CITY'S HIGH VOLTAGE ELECTRICAL POWER SYSTEM. THIS SYSTEM CONSISTS OF APPROXIMATELY 23 MILES 161 KV & 41 MILES OF 69 KV TRANSMISSION LINES, 515 MILES OF 13 KV & 44 MILES OF 4 KV OVERHEAD & UNDERGROUND DISTRIBUTION, & 14 SUBSTATIONS. MAJOR AREAS OF RESPONSIBILITY ARE: TRANSMISSION, SUBSTATION, & DISTRIBUTION DESIGN & OPERATIONS; ENVIRONMENTAL IMPACT MONITORING, REPORTING, & PERMITTING FOR THE POWER & LIGHT DEPARTMENT; POWER PURCHASE & SALE; & CONSTRUCTION JOB ORDER & CONTRACT DEVELOPMENT, ESTIMATING, & ADMINISTRATION.

1996-97 Objectives:

- * DESIGN & CONSTRUCT FIRST DEMO BLOCK OF THE MIDTOWN REVITALIZATION PROJECT.
- * IMPLEMENT A QUICK RESPONSE HIGH VOLUME CALL ANSWERING (HVCA) SYSTEM
- * CONVERT THE STORM RESTORATION MANAGEMENT SYSTEM FROM MAPPER TO ONE THAT IS GIS BASED.
- * DESIGN ONE NEW SUBSTATION & MODIFICATIONS TO 3 EXISTING SUBSTATIONS.
- * CONTRACT THE CONSTRUCTION OF APPROXIMATELY 10 MILES OF 13.2 KV DISTRIBUTION RECONDUCTORING.
- * DESIGN 500 MISCELLANEOUS DISTRIBUTION SYSTEM IMPROVEMENT & EXPANSION PROJECTS.

1995-96 Accomplishments:

- * COMPLETED DEVELOPMENT OF UNDERGROUND CONVERSION PROGRAM.
- * COMPLETED ENHANCEMENT OF SECURITY & PUBLIC LIGHTING PROGRAM.
- * INSTALLED AN AUTOMATED MAPPING/FACILITIES MANAGEMENT/GEORGRAPHIC INFORMATION SYSTEM.
- * COMPLETED CONSTRUCTION OF APPROXIMATELY 9 MILES OF 13.2 KV DISTRIBUTION RECONDUCTORING.
- * DESIGNED 475 MISCELLANEOUS DISTRIBUTION SYSTEM IMPROVEMENT & EXPANSION PROJECTS.
- * JOINED CONTINENTAL POWER EXCHANGE PROJECT.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	1,464,615	1,383,436	1,394,426	1,647,806
OTHER SERVICES	139,405	339,297	339,297	413,475
SUPPLIES	76,133	52,856	52,856	33,176
CAPITAL OUTLAY	104,673	89,000	89,273	56,300

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**City of Independence
Detail Program Sheet**

Department: 6100-POWER & LIGHT
Program: 6160-ENGINEERING

1996-97 Operating Budget
Fund: 20-POWER AND LIGHT

Program Costs: (Continued)

DEBT SERVICE/OTHER	0	0	0	0
 Total	<u>1,784,826</u>	<u>1,864,589</u>	<u>1,875,852</u>	<u>2,150,757</u>
	=====	=====	=====	=====

Performance Indicators:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
CONTRACTED RECONDUCTORING	0	1,500,000	998,000	470,000
CODE 2 JOB ORDERS (LESS THAN \$25,000)	1,171,952	1,200,000	1,350,000	1,500,000
CODE 4 JOB ORDERS (MORE THAN (\$25,000)	1,846,245	1,000,000	950,000	1,200,000
CODE 6 JOB ORDERS (STREET LIGHTING)	143,175	200,000	160,000	200,000
CODE 7 JOB ORDERS (PRIVATE LIGHTING)	18,889	20,000	52,000	60,000

Staffing:

Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
DISTRICT ENG. PLANNING SUPV.	1.00	1.00	1.00	1.00
POWER ENGINEER MANAGER	1.00	1.00	1.00	1.00
DISTRICT ENGINEERING PLANNER	4.00	4.00	4.00	4.00
ENGINEER I	1.00	1.00	1.00	1.00
ENGINEER II	1.00	1.00	1.00	1.00
ENGINEER III	2.00	2.00	2.00	2.00
ENGINEERING SUPERVISOR	0.00	1.00	1.00	1.00
P&L OPERATIONS SUPERVISOR	1.00	1.00	1.00	1.00
POWER SYSTEM DISPATCHER	4.00	4.00	4.00	4.00
SCADA ANALYST	1.00	1.00	1.00	1.00
ADMINISTRATIVE SPECIALIST III	1.00	1.00	1.00	1.00
ENGINEERING SPECIALIST	2.00	2.00	2.00	1.00
C A D OPERATOR	3.00	3.00	3.00	3.00
ESTIMATOR	2.00	2.00	2.00	2.00
DISPATCHER	0.00	4.00	4.00	4.00
 Total	<u>24.00</u>	<u>29.00</u>	<u>29.00</u>	<u>28.00</u>
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**City of Independence
Departmental Budget Summary**

Department: 6500-NON-DEPARTMENTAL

1996-97 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.

Prog. No.	Description	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
<u>Budget by Major Program Category-</u>					
02	6500 NON-DEPARTMENTAL	3,104,544	4,286,654	4,636,570	4,375,816
20	6500 NON-DEPARTMENTAL	8,342,044	8,854,789	8,793,048	9,309,699
30	6500 NON-DEPARTMENTAL	1,724,811	2,058,371	2,030,325	2,147,078
40	6500 NON-DEPARTMENTAL	1,867,799	2,628,059	2,587,309	2,811,692
90	6500 NON-DEPARTMENTAL	174,531	205,033	195,951	186,490
91	6500 NON-DEPARTMENTAL	5,129,400	4,861,500	4,861,500	5,388,500
	Total	20,343,129	22,894,406	23,104,703	24,219,275
<u>Staffing-</u>					
	Full Time Positions	0.00	0.00	0.00	0.00
	Part Time Positions	0.00	0.00	0.00	0.00
	Total	0.00	0.00	0.00	0.00
<u>Source of Funding-</u>					
	GENERAL FUND	3,104,544	4,286,654	4,636,570	4,375,816
	POWER & LIGHT FUND	8,342,044	8,854,789	8,793,048	9,309,699
	SANITARY SEWER FUND	1,724,811	2,058,371	2,030,325	2,147,078
	WATER FUND	1,867,799	2,628,059	2,587,309	2,811,692
	INTERNAL SERVICE	5,303,931	5,066,533	5,057,451	5,574,990
	Total	20,343,129	22,894,406	23,104,703	24,219,275

*City of Independence
Detail Program Sheet*

Department: 6500-NON-DEPARTMENTAL
Program: 6500-NON-DEPARTMENTAL

1996-97 Operating Budget
Fund: 02-GENERAL

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.

<u>Program Costs:</u>	1994-95	1995-96	1995-96	1996-97
Expenditure Category	Actual	Original	Amended	Adopted Budget
PERSONAL SERVICES	1,200,756	1,380,100	1,380,100	1,374,000
OTHER SERVICES	1,902,285	1,959,554	2,064,304	2,283,185
SUPPLIES	1,503	0	4,400	0
CAPITAL OUTLAY	0	0	699,485	0
DEBT SERVICE/OTHER	0	947,000	488,281	718,631
Total	3,104,544	4,286,654	4,636,570	4,375,816
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**City of Independence
Detail Program Sheet**

Department: 6500-NON-DEPARTMENTAL
Program: 6500-NON-DEPARTMENTAL

1996-97 Operating Budget
Fund: 20-POWER AND LIGHT

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, PAYMENTS IN LIEU OF TAXES, AND INTERFUND CHARGES FOR SUPPORT SERVICES.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	345,354	338,552	338,552	675,459
OTHER SERVICES	7,994,605	8,339,737	8,339,737	8,430,240
SUPPLIES	1,326	0	0	8,750
CAPITAL OUTLAY	759	0	0	6,250
DEBT SERVICE/OTHER	0	176,500	114,759	189,000
Total	8,342,044	8,854,789	8,793,048	9,309,699
	=====	=====	=====	=====

**City of Independence
Detail Program Sheet**

Department: 6500-NON-DEPARTMENTAL
Program: 6500-NON-DEPARTMENTAL

1996-97 Operating Budget
Fund: 30-SANITARY SEWER

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, PAYMENTS IN LIEU OF TAXES, AND INTERFUND CHARGES FOR SUPPORT SERVICES.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	50,666	87,196	87,196	101,900
OTHER SERVICES	1,672,478	1,915,675	1,923,675	1,989,178
SUPPLIES	1,326	0	0	8,750
CAPITAL OUTLAY	341	0	0	6,250
DEBT SERVICE/OTHER	0	55,500	19,454	41,000
Total	1,724,811	2,058,371	2,030,325	2,147,078
	=====	=====	=====	=====

*City of Independence
Detail Program Sheet*

Department: 6500-NON-DEPARTMENTAL
Program: 6500-NON-DEPARTMENTAL

1996-97 Operating Budget
Fund: 40-WATER

Description:

REPRESENTS EXPENDITURES OF A FUND-WIDE NATURE THAT ARE NOT DIRECTLY CHARGEABLE TO A SPECIFIC OPERATING DEPARTMENT. INCLUDES SUCH ITEMS AS WORKER COMPENSATION EXPENDITURES, POSTAGE, TELEPHONE, INSURANCE AND UTILITY COSTS.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	139,052	119,255	119,255	172,660
OTHER SERVICES	1,727,022	2,432,804	2,432,804	2,570,032
SUPPLIES	1,326	0	0	8,750
CAPITAL OUTLAY	399	0	0	6,250
DEBT SERVICE/OTHER	0	76,000	35,250	54,000
Total	<u>1,867,799</u>	<u>2,628,059</u>	<u>2,587,309</u>	<u>2,811,692</u>

**City of Independence
Detail Program Sheet**

Department: 6500-NON-DEPARTMENTAL
Program: 6500-NON-DEPARTMENTAL

1996-97 Operating Budget
Fund: 90-CENTRAL GARAGE

Description:

REPRESENTS EXPENDITURES OF A FUND-WIDE NATURE THAT ARE NOT DIRECTLY CHARGEABLE TO A SPECIFIC OPERATING DEPARTMENT. INCLUDES SUCH ITEMS AS WORKER COMPENSATION EXPENDITURES, POSTAGE, TELEPHONE, INSURANCE AND UTILITY COSTS.

Program Costs:

Expenditure Category	1994-95 Actual	1995-96 Original	1995-96 Amended	1996-97 Adopted Budget
PERSONAL SERVICES	6,034	30,923	30,923	17,000
OTHER SERVICES	168,497	169,110	169,110	167,490
SUPPLIES	0	0	0	0
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	5,000	-4,082	2,000
Total	174,531	205,033	195,951	186,490

*City of Independence
Detail Program Sheet*

Department: 6500-NON-DEPARTMENTAL
Program: 6500-NON-DEPARTMENTAL

1996-97 Operating Budget
Fund: 91-STAY WELL HEALTH PLAN

Description:

THIS PROGRAM IS USED TO ACCOUNT FOR THE COSTS OF THE CITY'S SELF-FUNDED HEALTH CARE PLAN.

<u>Program Costs:</u>	1994-95	1995-96	1995-96	1996-97
Expenditure Category	Actual	Original	Amended	Adopted Budget
PERSONAL SERVICES	0	0	0	0
OTHER SERVICES	5,129,400	4,861,500	4,861,500	5,388,500
SUPPLIES	0	0	0	0
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
 Total	 5,129,400	 4,861,500	 4,861,500	 5,388,500
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**City of Independence
Detail Program Sheet**

Department: 6503-CAPITAL OUTLAY
Program: 6503-CAPITAL OUTLAY

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

REPRESENTS CAPITAL OUTLAY ITEMS FOR THE GENERAL FUND OPERATING BUDGET

Description	Buildings	Mobile Equip.	Other	Total
<u>National Frontier Trails Center-</u>				
Computer File Server			\$2,300	\$2,300
ADA Modifications to Restrooms	6,000			6,000
<u>Management Information Services-</u>				
Netware Connect Server (\$25,000 X 25%)			6,250	6,250
<u>Municipal Court-</u>				
Laser Printer, Twin-ax Card, and 1 Cable Drop			2,275	2,275
Paper Shredder			7,300	7,300
<u>Law-</u>				
Fax Machine			600	600
<u>Finance-</u>				
Laser Printer with Check Printing Capabilities			2,000	2,000
Computer Replacements (4)			10,000	10,000
<u>Personnel-</u>				
Human Resource Information System (\$35,000 x 25%)			8,750	8,750
<u>Community Development-</u>				
Black Line Printer			14,000	14,000
Microcomputer (2)			4,400	4,400
Compact Car		12,500		12,500
Vehicle Replacements (6)		81,768		81,768
<u>Police-</u>				
Replace Emergency Generator Transfer Switch	25,000			25,000
Replace Front Sidewalk and Lights	10,000			10,000
Replace First Floor Carpet	50,000			50,000
<u>Fire-</u>				
Repair Station Driveways	10,000			10,000
Modify Floor Drain for Station Nos. 6 & 8	15,000			15,000
<u>Health-</u>				
Animal Control 3/4 Ton Pickup (2)		34,400		34,400
Replace Vehicle		12,500		12,500
<u>Public Works-</u>				
Roof Replacement at the Police Building	200,000			200,000
Repairs and Waterproofing at City Hall/Police Bldg.	36,957			36,957
4 Wheel Dr. Pickup (2)		36,000		36,000
Patcher Unit		95,000		95,000
One Ton Flat Bed Truck		29,000		29,000
Air Compressor			19,000	19,000
Oil Distributor		55,000		55,000
<u>Parks and Recreation-</u>				
Trash Compactor		60,000		60,000
Slope Mower			35,000	35,000
15ft. Rotary Mower			10,000	10,000
1 Ton Flatbed Truck (2)		52,000		52,000
Tractor		55,000		55,000
Jacobsen Trailer			2,000	2,000
Total	\$352,957	\$523,168	\$123,875	\$1,000,000

DEBT SERVICE



CITY OF INDEPENDENCE, MISSOURI

DEBT SERVICE

FOR THE 1996-97 FISCAL YEAR

Long Term Debt Policies

- All unmatured long-term indebtedness of the City, other than long-term indebtedness applicable to the Enterprise Fund, is accounted for in the Debt Service Fund. The general long-term debt is secured by the general credit and taxing powers of the City.
- The City's debt limit is set by State Statutes at 20% of the City's assessed property valuation.
- Specific purpose capital lease payments are budgeted in each applicable operating department's budget whereas City-wide or general purpose capital lease payments are budgeted in Non-Department.

Debt Service

As of June 30, 1996, the City had no outstanding General Obligation Bonds and \$77,705,000 outstanding in Revenue Bonds. Included in the outstanding revenue bonds is \$33,205,000 for Power and Light Operations and \$44,500,000 for Water Utility Operations. The City has a legal debt limit of \$163,848,483 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 and capital lease obligations.
- 3) Computation of Legal Debt Margin.

**City of Independence
Detail Program Sheet**

Department: 6520-LEASE PURCH/DEBT SERVICE
Program: 6520-LEASE PURCH/DEBT SERVICE

1996-97 Operating Budget
Fund: 02-GENERAL

Description:

CAPITAL LEASE PAYMENTS AND DEBT SERVICE PAYMENTS FOR ALL FUNDS.

<u>SERIES</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>FISCAL AGENTS FEES</u>	<u>TOTAL REQUIREMENTS</u>
<u>GENERAL FUND-</u>				
<u>CAPITAL EQUIPMENT LEASE-</u>				
1989 SERIES (02-6362)	\$59,827	\$13,090	\$500	\$73,417
1995 SERIES (02-6365)	49,243	47,566	500	97,309
TOTAL GENERAL FUND	<u>\$109,070</u>	<u>\$60,656</u>	<u>\$1,000</u>	<u>\$170,726</u>
<u>POWER AND LIGHT FUND-</u>				
<u>REVENUE BONDS (REFUNDING)-</u>				
1989 SERIES A AND B (20-6231)	\$950,000	\$1,777,305	\$1,500	\$2,728,805
<u>REVENUE BONDS (REFUNDING)-</u>				
1993 SERIES (20-6233)	95,000	430,935	500	526,435
TOTAL POWER AND LIGHT FUND	<u>\$1,045,000</u>	<u>\$2,208,240</u>	<u>\$2,000</u>	<u>\$3,255,240</u>
<u>WATER FUND-</u>				
<u>REVENUE BONDS-</u>				
1986 SERIES (40-6352)	\$750,000	\$1,633,940	\$154,452	\$2,538,392
<u>CAPITAL EQUIPMENT LEASE-</u>				
1989 SERIES (40-6362)	140,173	30,670	500	171,343
TOTAL WATER FUND	<u>\$890,173</u>	<u>\$1,664,610</u>	<u>\$154,952</u>	<u>\$2,709,735</u>
GRAND TOTAL ALL FUNDS	<u><u>\$2,044,243</u></u>	<u><u>\$3,933,506</u></u>	<u><u>\$157,952</u></u>	<u><u>\$6,135,701</u></u>

CITY OF INDEPENDENCE, MISSOURI
DEBT SERVICE REQUIREMENTS TO MATURITY - ALL BONDS
FOR THE FISCAL YEARS ENDING JUNE 30,

	General Obligation Bonds			Power and Light Fund		
	Principal	Fees and Interest	Total	Principal	Fees and Interest	Total
1997	-	-	-	\$1,045,000	\$2,208,240	\$3,253,240
1998	-	-	-	1,115,000	2,134,615	3,249,615
1999	-	-	-	1,205,000	2,056,065	3,261,065
2000	-	-	-	1,290,000	1,969,765	3,259,765
2001	-	-	-	1,370,000	1,877,390	3,247,390
2002	-	-	-	1,465,000	1,791,430	3,256,430
2003	-	-	-	1,555,000	1,699,040	3,254,040
2004	-	-	-	1,560,000	1,600,155	3,160,155
2005	-	-	-	1,665,000	1,498,620	3,163,620
2006-2019	-	-	-	20,935,000	7,519,904	28,454,904
Total	\$0	\$0	\$0	\$33,205,000	\$24,355,224	\$57,560,224

	Sanitary Sewer Fund			Water Fund			Total All Funds
	Principal	Fees and Interest	Total	Principal	Fees and Interest (1)	Total	
1997	-	-	-	\$750,000	\$2,793,395	\$3,543,395	\$6,796,635
1998	-	-	-	800,000	2,743,957	3,543,957	6,793,572
1999	-	-	-	900,000	2,689,140	3,589,140	6,850,205
2000	-	-	-	1,000,000	2,628,111	3,628,111	6,887,876
2001	-	-	-	1,050,000	2,562,491	3,612,491	6,859,881
2002	-	-	-	1,150,000	2,491,965	3,641,965	6,898,395
2003	-	-	-	1,250,000	2,414,993	3,664,993	6,919,033
2004	-	-	-	1,400,000	2,329,807	3,729,807	6,889,962
2005	-	-	-	1,500,000	2,236,808	3,736,808	6,900,428
2006-2019	-	-	-	34,700,000	15,586,110	50,286,110	78,741,014
Total	\$0	\$0	\$0	\$44,500,000	\$38,476,777	\$82,976,777	\$140,537,001

(1) The Water Revenue Bonds bear interest at variable rates. This column reflects interest at the 6% rate used by management in setting rates and Fiscal Agents's fees for the Letter of Credit, Trustee, Paying Agent, Registrar and Remarketing Agent. Letter of credit fees were renegotiated in 1995 and have been included at the current rate through 2019.



CAPITAL BUDGET



CITY OF INDEPENDENCE, MISSOURI

CAPITAL PROJECTS

FOR THE 1996-97 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 period between July 1, and the date when the Capital Budget appropriation ordinance is approved. The third and final component is the Capital Budget appropriation ordinance which is generally adopted after the start of the fiscal year.

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.

The following Capital Budget schedules provide the information as listed below.

Summary of 1995-96 Carryover Appropriations

This schedule lists the carryover appropriation balances as of July 1 for each capital project fund (including enterprise funds) broken down by project, funding source and amount. Page three of the summary represents a summary of the various funding sources.

Summary of 1996-97 Appropriations to Date

This schedule lists the appropriation changes approved by the City Council during the 1996-97 fiscal year to date, broken down by project number, ordinance number, funding source and amount. This schedule also includes the adopted 1996-97 Capital Budget.

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.

Capital expenditures affect the City's operating budget as well. New large capital projects may 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 estimated annual operating cost impact for each capital project is listed on the Summary of 1995-96 Carryover Appropriations Report.

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). 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
1995-96 CAPITAL BUDGET
SUMMARY OF 1994-95 CARRYOVER APPROPRIATIONS

Project No.	Project Description	Source	Carryover Appropriation	Est. Annual Operating Budge Cost Impact
Power and Light Fund-				
9034	PCB Testing Program	Power & Light	\$82,306.40	None
9036	Blue Valley Life Extension - Eng.	Power & Light	947,095.67	None
9205	Substation K Modification	Power & Light	48,358.42	None
9305	Blue Valley Unit 1 Overhaul	Power & Light	77,189.67	Minimal Dec.
9306	Blue Valley Unit 2 Overhaul	Power & Light	141,452.15	Minimal Dec.
9307	Blue Valley Unit 3 Overhaul	Power & Light	3,153,897.51	Minimal Dec.
9308	Blue Valley Common Equipment	Power & Light	315,626.84	None
9309	CT Unit Life Extension Study	Power & Light	249,700.00	None
9310	Missouri City Power Production	Power & Light	845,804.69	None
9402	Reconductoring Elec. Dist. Circuit	Power & Light	587,034.52	None
9407	Substation & Turbine Siting Sudy	Power & Light	371,045.45	None
9603	Blue Valley Operation Center Renovation	Power & Light	29,390.50	None
Total Power and Light Fund			\$6,848,901.82	\$0.00
Water Fund-				
9501	M291 Widening (24 Hwy. to 210 Hwy.)	Water	\$1,987,338.05	None
Total Water Fund			\$1,987,338.05	\$0.00
Sanitary Sewer Fund-				
6448	Sewer Benefit District Number 446	Sanitary Sewer	\$53,970.00	Minimal Inc.
8766	Forest to Truman & River	Sanitary Sewer	72,215.29	Minimal Dec.
9317	Berry Street Sanitary Sewer	CDBG	9,860.68	Minimal Inc.
9317	Berry Street Sanitary Sewer	Sanitary Sewer	8,684.32	Minimal Inc.
9403	35th & Leslie Sanitary Sewer	Sanitary Sewer	43,808.91	Minimal Dec.
9514	41st & Stonewall Phase II Sanitary Sewer	Sanitary Sewer	59,113.17	Minimal Dec.
9515	Adair Lagoon Sewer Relocation	Sanitary Sewer	24,489.57	Minimal Dec.
9516	39th & Adams Sanitary Sewer	Sanitary Sewer	157,478.40	Minimal Dec.
9517	48th & Norfleet Sanitary Sewer	Sanitary Sewer	90,000.00	Minimal Dec.
9518	Treatment & Pumping Facility Improvements	Sanitary Sewer	211,953.73	Minimal Dec.
9605	15th & Hedges Sanitary Sewer	Sanitary Sewer	329,000.00	Minimal Dec.
Total Sanitary Sewer Fund			\$1,060,574.07	\$0.00
Street Improvements Fund-				
8560	Jackson Drive	Street Improv.	(\$7,000.00)	None
9012	Independence Ave. - M291 to Lacy	CURS	19,527.89	None
9026	Lake City Valley Rd/Heidelberger Rd.	Street Improv.	8,361.69	None
9115	Strode (College to Parker) Curb/Gutter/Storm	Street Improv.	1,203.25	None
9122	Salisbury Road Phase I	CURS	404,474.43	None
9155	Pleasant St. Realignment	Rev. Public Improv.	7,755.79	None
9208	Little Blue Expressway	CURS	111,869.44	Minimal Inc.
9212	Crysler - 39th to City Limits	Surface Trans. Program	162,882.15	None
9212	Crysler - 39th to City Limits	CURS	49,310.19	None
9303	I-70 & Noland Beautification	Contributions	2,843.53	None
9315	Hub Drive Extension Benefit District	Street Improv.	186,520.60	Minimal Inc.
9328	Jennings Street (Salisbury to Randall School)	CDBG	7,622.67	None
9329	River Boulevard (Truman to 24 Hwy)	CDBG	8,254.62	None

CITY OF INDEPENDENCE, MISSOURI
1995-96 CAPITAL BUDGET
SUMMARY OF 1994-95 CARRYOVER APPROPRIATIONS

Project No.	Project Description	Source	Carryover Appropriation	Est. Annual Operating Budg. Cost Impact
Street Improvements Fund (continued)-				
9508	Jennings Street Improvements Phase II	CDBG	\$72,214.76	None
9509	River Boulevard Improv. (College to 24 Hwy.)	CDBG	64,694.00	None
9511	Lee's Summit & Truman Slurry Sealing	Street Improv.	6,825.00	None
9601	Short Street Improvements	General	143,780.89	None
9601	Short Street Improvements	Street Improv.	100,000.00	None
Total Street Improvements			\$1,351,140.90	\$0.00
Buildings and Other Improvements Fund-				
8768	Historic Preservation	CDBG	\$10,321.13	Minimal Dec.
8768	Historic Preservation	Contributions	2,996.00	Minimal Dec.
8902	Kritzer House Historic Preservation	General	585.33	Minimal Dec.
9001	Truman Railroad Depot Restoration	General	2,092.18	Minimal Dec.
9001	Truman Railroad Depot Restoration	Contributions	27,715.79	Minimal Dec.
9001	Truman Railroad Depot Restoration	State	5,007.80	Minimal Dec.
9001	Truman Railroad Depot Restoration	Surface Trans. Program	50,830.00	Minimal Dec.
9001	Truman Railroad Depot Restoration	Insurance	65,000.00	Minimal Dec.
9512	1879 Chicagg & Alton Railroad Depot	Surface Trans. Program	54,612.13	Minimal Dec.
9513	Historic Truman Walking Trail	Surface Trans. Program	42,059.82	None
Total Buildings and Other Improvements			\$261,220.18	\$0.00
Storm Drain Improvements Fund-				
9010	Kiger and Walnut Detention Basin	State Grant	\$33,501.90	Minimal Dec.
9101	714 North Kiger Storm Sewer	State Grant	4,703.85	Minimal Dec.
9101	714 North Kiger Storm Sewer	Street Improv.	(1,696.33)	Minimal Dec.
9102	324 Hunter Storm Sewer	State Grant	771.02	Minimal Dec.
9104	Truman & Elizabeth Storm Sewer	State Grant	7,649.39	Minimal Dec.
9104	Truman & Elizabeth Storm Sewer	Street Improv.	1,343.43	Minimal Dec.
9105	34th & Grand Storm Sewer	State Grant	11,183.36	Minimal Dec.
9105	34th & Grand Storm Sewer	Street Improv.	(1,896.53)	Minimal Dec.
9106	Pearl, North of Ranking Storm Sewer	State Grant	907.22	Minimal Dec.
9106	Pearl, North of Ranking Storm Sewer	Street Improv.	176.20	Minimal Dec.
9107	6th Street, West of Sterling Storm Sewer	State Grant	16,266.83	Minimal Dec.
9107	6th Street, West of Sterling Storm Sewer	Street Improv.	(1,323.80)	Minimal Dec.
9108	Ditzler & Shope Storm Sewer	State Grant	15,489.11	Minimal Dec.
9108	Ditzler & Shope Storm Sewer	Street Improv.	13,889.61	Minimal Dec.
9109	10th & Vermont Storm Sewer	State Grant	1,584.08	Minimal Dec.
9109	10th & Vermont Storm Sewer	Street Improv.	721.18	Minimal Dec.
9311	25th & Race Channelization	State Grant	16,301.89	Minimal Dec.
9330	220 E. Farmer	CDBG	10,585.07	Minimal Dec.
9330	220 E. Farmer	State Grant	10,578.68	Minimal Dec.
9331	Crysler South of Truman	State Grant	5,246.25	Minimal Dec.
9334	Willis South of Maple Story Sewer	CDBG	141,597.00	Minimal Dec.
9506	35th & Leslie Storm Sewer Phase I	State Grant	8,833.53	Minimal Dec.
9506	35th & Leslie Storm Sewer Phase I	General	74,323.49	Minimal Dec.
Total Storm Drain Improvements			\$370,736.43	\$0.00

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CITY OF INDEPENDENCE, MISSOURI
1996-97 CAPITAL BUDGET
SUMMARY OF 1996-97 APPROPRIATIONS TO DATE

Project No.	Ord. No.	Project Description	Source	Appropriation Amount
Street Improvements Fund-				
9622	13366	Little Blue Expressway, Phase I	Street Improv.	\$8,000
9622	13366	Little Blue Expressway, Phase I	CURS	432,000
9622	13366	Little Blue Expressway, Phase I	Surface Trans. Program	1,960,000
9623	13366	College Ave, Noland to U.S. 24	CDBG	100,000
9624	13366	Indep, Square Handicap Ramps	CDBG	10,000
9626	13388	1996 Milling/Overlay Contract	Street Improv.	583,462
Total Street Improvements Fund				<u>\$3,093,462</u>
Buildings and Other Improvements Fund-				
9512	13366	Chicago/Alton Depot Restoration	CDBG	\$5,000
9512	13366	Chicago/Alton Depot Restoration	Surface Trans. Program	101,000
8768	13366	Bingham/Waggoner Repairs & Restoration	CDBG	8,000
8768	13366	Vaile Mansion Repairs & Restoration	CDBG	8,000
8768	13366	Log Courthouse Repairs & Restoration	CDBG	3,000
8768	13366	Brady Cabin Repairs & Restoration	CDBG	2,000
8768	13366	Kritser House Repairs & Restoration	CDBG	5,000
9001	13366	Truman Depot Exterior Painting	Surface Trans. Program	75,000
9513	13366	Truman Walking Trail, Phase 2	Surface Trans. Program	59,000
Total Buildings and Other Improvements Fund				<u>\$266,000</u>
Storm Sewer Improvements Fund-				
9621	13366	South Cottage Storm Drain	CDBG	\$150,000
Total Storm Sewer Improvements Fund				<u>\$150,000</u>
Grand Total All Funds				<u><u>\$24,940,877</u></u>
SUMMARY OF FUNDING SOURCES:				
Power and Light Fund				
Power and Light Fund Unreserved Retained Earnings				\$16,992,415
Sanitary Sewer Fund				
Sanitary Sewer Fund Unreserved Retained Earnings				\$3,338,000
Water Fund-				
Water Fund Unreserved Retained Earnings				\$1,101,000
Street Improvements Fund				
Street Improvements Fund Designated for Capital Projects				\$591,462
Community Development Block Grant Act				110,000
County Urban Road System Program				432,000
Surface Transportation Program				1,960,000
Buildings and Other Improvements Fund				
Community Development Block Grant Act				\$31,000
Surface Transportation Program				235,000
Storm Sewer Improvements Fund				
Community Development Block Grant Act				150,000
Grand Total All Funds				<u><u>\$24,940,877</u></u>

APPENDIX

BILL NO. 96-99

ORDINANCE NO. 13366

AN ORDINANCE ADOPTING THE ANNUAL OPERATING AND CAPITAL BUDGETS OF THE CITY OF INDEPENDENCE, MISSOURI, FOR THE FISCAL YEAR JULY 1, 1996 - JUNE 30, 1997, ESTIMATING THE REVENUES FOR SAID FISCAL YEAR; APPROPRIATING SUMS FOR THE PURPOSES STATED IN SAID BUDGET, ESTABLISHING OPERATING TRANSFERS, DESIGNATING FUND BALANCE ALLOCATIONS, ESTABLISHING THE AUTHORIZED TABLE OF ORGANIZATION, AND DESIGNATING THOSE WHO MAY MAKE A REQUISITION FOR ENCUMBRANCES AGAINST APPROPRIATIONS.

WHEREAS, in accordance with Section 8.5 of the City Charter, the City Council does hereby adopt the Budget for the 1996-97 Fiscal Year, including estimates of revenues to be received and appropriations for authorized expenditures; and,

WHEREAS, said appropriations and authorizations are not in excess of the estimate of revenues from property taxes, other authorized charges and fees and other available resources set forth in said Budget; and,

WHEREAS, the City Council has held a public hearing on the July 1, 1996 - June 30, 1997 Annual Budget as required by Section 8.4 of the City Charter;

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF INDEPENDENCE, MISSOURI, AS FOLLOWS:

SECTION 1. That the statements and schedules hereinafter set forth are hereby adopted for the purposes as set forth in the Budget for the City of Independence, Missouri, for the fiscal year July 1, 1996 - June 30, 1997.

SECTION 2. That upon the recommendation of the City Manager and with the approval of the City Council, supplemental appropriations may be made from unappropriated fund balances. Transfer of any amounts within any specific appropriation require only the approval of the City Manager.

SECTION 3. That the detailed estimated revenues of the City for the fiscal year July 1, 1996 - June 30, 1997, are set forth in said Budget in budget summary schedules

SECTION 4. That the attached budget message, budget summaries, and detail of appropriation accounts are hereby made a part of this ordinance, the same as if contained herein in full.

SECTION 5. That the staffing contained within the Budget represents the authorized Table of Organization for the City. Furthermore, the City Manager is authorized to make changes to the authorized Table of Organization provided that said changes do not authorize expenditures in excess of currently approved appropriations.

SECTION 6. That outstanding encumbrances as of the end of the 1995-96 fiscal year are hereby authorized to be reappropriated in the following fiscal year for the same purposes as that of the outstanding encumbrance.

SECTION 7. That employees represented by the Communications Workers of America (CWA) and the Service Employees International Union (SEIU) bargaining units will receive wage adjustments in accordance with terms provided for in their work agreement.

SECTION 8. That employees not represented by a bargaining unit will receive a maximum of a three percent (3%) increase to all wages that are provided for within the employees classification pay range.

SECTION 9. That the following statement of appropriations, designations and requisitioning authority for the departments/purpose listed below for the General Fund is hereby adopted. The Director of Finance and Administration, upon specific authority of the designated Requisitioning Authority, may also make a requisition for encumbrance out of said appropriations.

in the amount of One Hundred Ten Thousand and NO/100 Dollars (\$110,000.00); that Estimated Operating Transfers In within the Buildings and Other Improvements Fund are hereby increased in the amount of Thirty One Thousand and NO/100 Dollars (\$31,000.00); that Estimated Operating Transfers In within the Storm Drainage Improvements Fund are hereby increased in the amount of One Hundred Fifty Thousand and NO/100 Dollars (\$150,000.00);

SECTION 15. That the following statement of appropriations for the 1996-97 Capital Budget for the Tax Increment Financing Projects in the Tax Increment Financing Project Capital Projects Fund as listed below is hereby adopted.

TIF Capital Projects Fund-

<u>Project No.</u>	<u>Description</u>	<u>Appropriation Amount</u>
6701	I-470 Redevelopment Project	\$ 801,215
6702	39th and Jackson Drive Redevelopment Project	591,098
6703	Mid-Town Truman Road Corridor Redevelopment Project	348,805
6704	Schnucks Redevelopment Project	76,403
6705	Onyx Group Redevelopment Project	<u>764,033</u>
Total TIF Capital Projects Fund		<u>\$2,581,554</u>

SECTION 16. That a copy of this ordinance shall be kept on file in the office of the City Clerk.

SECTION 17. That all ordinances in conflict herewith are hereby repealed.

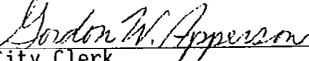
SECTION 18. That this ordinance shall go into effect upon the date of its adoption.

PASSED THIS 17th DAY OF June, 1996, BY THE CITY COUNCIL OF THE CITY OF INDEPENDENCE, MISSOURI.

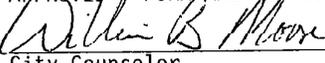


Presiding Officer of the City Council
of the City of Independence, Missouri

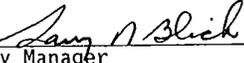
ATTEST:



Assistant City Clerk

APPROVED A FORM AND LEGALITY


City Counselor

REVIEWED BY:


City Manager

I hereby certify that there is a balance, otherwise unencumbered, to the credit of the appropriation to which the foregoing expenditure is to be charged, and a cash balance, otherwise unencumbered, in the treasury, to the credit of the fund from which payment is to be made, sufficient to meet the obligation hereby incurred.

Source is: As Indicated


Director of Finance & Administration
City of Independence, Missouri

**CITY OF INDEPENDENCE, MISSOURI
1996-97 OPERATING BUDGET
BUDGET CALENDAR**

<u>ACTIVITY</u>	<u>FOOTNOTES</u>	<u>DATE</u>
Preparation of Departmental Requested Budgets		January 19 March 8
Preparation of City Manager's Proposed Budget		March 11 - May 6
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 6
Publication of Budget Summary with proposed use of funds and Legal Notice on Budget Hearing (at least 10 days prior to hearing)	a	May 10
Public Hearing by City Council on Proposed Budget	a	May 20
First reading of 1996-97 Operating Budget Appropriation Ordinance	a	June 3
Council Adoption of 1996-97 Operating Budget Appropriation Ordinance (must be on or prior to June 27 or proposed budget as amended will become effective by default)	a	June 17
Preparation and public filing in City Clerk's office of Adopted Budget	a	July 1
Receive Certification of Assessed Valuation from Jackson and Clay Counties	b	July 1
Legal Notice of Public Hearing on Tax Levy Rate (at least 7 days prior to hearing)	b	July 29
Public Hearing on Tax Levy Rate and first reading on Tax Levy Ordinance	b	August 5
Council adoption of Tax Levy Ordinance (tax rates must be Certified to the County by September 1)	b	August 19

Footnotes

a City Charter Requirement

b Tax Levy Requirement under the "Open Window Law"

**CITY OF INDEPENDENCE, MISSOURI
1996-97 OPERATING BUDGET
BUDGET PROCEDURES/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, Power and Light, Sanitary Sewer, Storm Water, Water, Stay Well Health Care and Central Garage Funds. Expenditures may not exceed appropriations for any department within each applicable fund. Unexpended operating budget appropriations lapse at year end.

Annual operating budgets are not prepared for Capital Project Funds although budgets are prepared on a life to date project basis.

City Charter, Section 8.2 Budget: Preparation and submission. At least forty-five (45) days before the beginning of the fiscal year, the City Manager shall prepare and submit to the Council a proposed budget for the next fiscal year, which shall contain detailed estimates of anticipated revenues including any resources available from the current fiscal year, and proposed expenditures for the year, and an explanatory message. The budget shall include the general fund and at least all other regular operating funds which are deemed to require formal annual budgeting, and shall be in such form as the City Manager deems desirable or as the Council may require. The total of the proposed expenditures from any fund shall not exceed the total of the anticipated resources thereof. The budget and budget message shall be public records in the office of the City Clerk, and shall be open to public inspection. Copies of the budget, and budget message shall be made for distribution to persons on request.

Prior to June 27, the Council shall adopt the budget. If the Council fails to adopt the budget on or before that date, the budget, as submitted or amended, shall go into effect.

City Charter, Section 8.3 Comparison of anticipation revenues and proposed expenditures with prior years.

(1) In parallel columns opposite the several items of anticipated revenues in the budget, there shall be placed the amount of revenue during the last preceding fiscal year, and the amount of revenue up to the time of preparing the budget plus anticipated revenue for the remainder of the current fiscal year estimated as accurately as may be.

(2) In parallel columns opposite the several items of proposed expenditures in the budget, there shall be placed the amount of each such item actually expended

during the last preceding fiscal year, and the amount of each such item actually expended up to the time of preparing the budget plus the expenditures for the remainder of the current fiscal year estimated as accurately as may be.

City Charter, Section 8.4 Budget: Public hearing. The Council shall hold a public hearing on the proposed budget at least one (1) week after a notice of the time of the hearing has been published in a newspaper of general circulation within the City; and any interested person shall have an opportunity to be heard. The Council may continue the hearing at later meetings without further notice.

City Charter, Section 8.5 Budget: Amendment, adoption, appropriations. The Council may insert, strike out, increase, or decrease items in the budget, and otherwise amend it, but may not increase any estimate of anticipated revenues therein unless the City Manager certifies that, in the City Manager's judgement, the amount estimated will be revenue of the fiscal year. The Council, not later than the twenty-seventh (27th) day of the last month of the fiscal year, shall adopt the budget and make the appropriations for the next fiscal year. If the Council fails to adopt the budget and make the appropriations on or before that day, the budget as submitted or as amended, shall go into effect and be deemed to have been finally adopted by the Council; and the proposed expenditures therein shall become the appropriations for the next fiscal year. The appropriations, when made by the Council by a general appropriation ordinance separate from the budget document, need not be in as great detail as the proposed expenditures in the budget. Appropriations from a fund shall never exceed the anticipated resources thereof in the budget as adopted.

City Charter, Section 8.6 Budget: Transfer of appropriation balances, amendment. After the appropriations are made, and except as the Council by ordinance may provide otherwise, the City Manager may transfer unencumbered appropriation balances or parts thereof from any item of appropriation within a department, office, or agency to any other items of appropriation, including new items within the same department, office, or agency; and upon recommendation by the City Manager, the Council may transfer unencumbered appropriation balances or parts thereof from any item of appropriation, including an item for contingencies, in a fund to any other item of appropriation, including new items, in the fund.

Upon recommendation by the City Manager, the Council by ordinance may also amend the budget as adopted by changing the estimates of anticipated revenues or proposed expenditures of a fund and otherwise; and may increase or decrease the total appropriations from a fund when a change in revenues or conditions justify such action; but total appropriations from any fund shall never exceed the anticipated revenues thereof in the budget as adopted or as amended, as the case may be. The Council shall not increase any estimate of anticipated revenues in the budget unless the City Manager certifies that, in the City Manager's judgement, the amount estimated will be revenue of the fiscal year.

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) 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, Storm Water, Water) are used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges or where the periodic determination of net income or loss is deemed appropriate.

Internal Service Funds (Central Garage/Staywell Health Care Fund) are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City on a cost-reimbursement basis.

Basis of Accounting/Measurement Focus for Budgets

Basis of accounting refers to when revenues and expenditures or expenses are recognized in the accounts and recorded in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied. Measurement focus determines what actually is being recorded, not when. The measurement focus for governmental funds is based upon expenditures - decreases in net financial resources. The measurement focus

for proprietary funds is based upon expenses - decreases in net total assets. The principal difference between expenditures and expenses is that with expenditures, the primary concern is the flow of resources, however with expenses, the primary concern is the substance of transactions and events which may not specifically relate to the actual flow of resources.

As already indicated, the basis of accounting relates to when transactions are recorded, not what is actually being recorded. The three different types of accounting basis are 1) Cash, 2) Modified Accrual, and 3) Accrual. The latter two are recognized as Generally Accepted Accounting Principles (GAAP); the Cash basis is not.

The modified accrual basis of accounting is utilized by all governmental fund types and expendable trust funds. Under the modified accrual basis of accounting, revenues are recorded as collected unless susceptible to accrual, i.e., amounts measurable and available to finance the City's operations or of a material amount and not received at the normal time of receipt. Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Significant revenues which are considered susceptible to accrual include real estate taxes, sales taxes, utility franchise taxes, interest, and certain State and Federal grants and entitlements. Expenditures, other than interest on long-term debt, are recorded when the liability is incurred.

In applying the susceptible to accrual concept to intergovernmental revenues (i.e. grants), the legal and contractual requirements of the individual program is used as guidance. There are, however, essentially two types of these revenues. In one, monies must be expended on the specific purpose or project before any amounts will be paid to the City; therefore, revenues are recognized based upon the expenditures recorded. In the other, monies are virtually unrestricted as to purposes or expenditures and nearly irrevocable, i.e., revocable only for failure to comply with prescribed compliance requirements. These resources are reflected as revenues at the time of receipt or earlier if they meet the available and measurable criteria.

Real estate taxes levied and expected to be collected within sixty days after the fiscal year-end are considered available and, therefore, are recognized as revenues.

Licenses and permits, fines and forfeitures, charges for services, and miscellaneous revenues are recorded as revenues when received in cash because they are generally not measurable until actually received.

The accrual basis of accounting is utilized by the proprietary and nonexpendable trust fund types. Under this basis of accounting, revenues are recognized when earned (including unbilled revenue) and expenses are recorded when liabilities are incurred.

Encumbrances

The City's policy is to prepare the annual operating budget on a basis which includes encumbrances as the equivalent of expenditures in order to assure effective budgetary control and accountability and to facilitate effective cash planning and control. Encumbrance accounting

is where purchase orders, contracts, and other commitments for the expenditures of funds are recorded in order to reserve that portion of the applicable appropriation.

Encumbrances outstanding at year-end represent the estimated amount of the expenditures ultimately to result if unperformed contracts in process at year-end are completed. Encumbrances outstanding at year-end are reported in the Comprehensive Annual Financial Report (CAFR) as reservations of fund balances because they do not constitute expenditures or liabilities. Outstanding encumbrances at year-end are re-appropriated in the following fiscal year in order to provide authority to complete these transactions.

Difference between Budget Basis and Financial Reporting Basis

The City's Comprehensive Annual Financial Report (CAFR) reports on the status of the City's finances in accordance with the GAAP basis of accounting. In most cases this is also the same basis of accounting as used in preparing the budget. Exceptions to the basis of accounting used for financial reports and in preparing the budget are listed below:

Governmental Fund Types - All governmental fund types use the same basis of accounting for reporting and budgeting with the exception that the budget also recognizes encumbrance accounting. In the CAFR, the "Combined Statement of Revenues, Expenditures and Changes in Fund Balance - All Governmental Fund Types and Expendable Trust Funds" presents revenues and expenditures in accordance with the GAAP basis of accounting. The "Combined Statement of Revenues, Expenditures and Changes in Fund Balance - Budget and Actual (Budget Basis)" in the CAFR presents the same information, however it also includes the recognition of encumbrances. This later statement provides a reconciliation of the presented data to the GAAP basis statement.

Proprietary Fund Types - All proprietary fund types use the same basis of accounting for reporting and budgeting with the exception of "non-cash" expenses and disbursements that affect balance sheet accounts. "Non-cash" expenses are included in the financial reports but not in the budget. An example of this type of expense would be depreciation where an expense is recorded but a cash disbursement does not take place. Balance sheet account disbursements are items that are included in the budget as expenditures, however they do not affect the "Combined Statement of Revenues, Expenses and Changes in Retained Earnings/Fund Balances - All Proprietary Fund Types and Nonexpendable Trust Funds" (i.e. the operating statement) in the CAFR. An example of these types of items would be inventory purchases, debt principal payments, and capitalized labor and material costs.

City of Independence, Missouri
Authorized Personnel (In full time equivalents - FTE) by Fund/Operating Department
For Fiscal Years 1985-86 through 1995-96

Description	1986-87	1987-88	1988-89	1989-90	1990-91	1991-92	1992-93	1993-94	1994-95	1995-96	1996-97
General Fund-											
City Council	12.00	12.00	12.00	12.00	13.00	12.00	12.00	12.00	12.00	12.00	12.00
City Clerk	7.00	8.00	8.00	8.00	8.00	7.00	7.00	7.00	7.00	7.00	7.00
City Manager	8.00	6.80	7.30	6.00	6.00	5.00	5.00	5.00	4.00	5.00	5.00
National Frontier Trails Center	0.00	0.00	0.00	2.00	9.00	7.40	6.76	6.55	6.55	6.55	6.55
Mgmt. Information Systems	16.50	18.50	22.25	22.00	22.00	19.50	19.00	19.00	19.00	21.00	21.00
Municipal Court	12.00	12.00	12.00	12.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00
Law	3.00	3.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Finance	36.82	37.82	41.37	41.37	38.37	28.00	26.00	26.00	26.00	25.00	25.00
Personnel	5.00	5.00	5.00	6.00	6.00	4.50	5.00	5.00	5.00	6.00	6.00
Community Development	19.00	19.00	19.00	21.00	20.00	16.00	16.00	15.00	21.50	24.50	28.00
Police	202.25	202.25	213.25	215.25	217.25	222.93	232.25	240.53	240.25	245.00	255.00
Fire	176.00	191.00	191.00	192.00	192.00	190.00	189.00	183.28	174.00	173.00	173.00
Health	41.08	30.58	36.96	36.96	37.16	32.49	29.49	30.49	24.99	26.74	27.74
Public Works	116.00	116.00	113.00	112.00	111.00	103.00	93.00	92.00	86.00	86.00	86.50
Parks and Recreation	38.54	38.54	39.54	42.54	43.66	40.52	39.40	39.90	39.90	40.15	39.15
Total General Fund	693.19	700.49	726.67	735.12	742.44	707.34	698.90	700.75	685.19	696.94	710.94
Tourism Fund	2.00	1.20	1.20	3.00	3.10						
Community Dev. Block Grant Act Fund-											
Community Development	3.00	5.00	5.00	5.00	4.29	4.00	3.50	5.50	5.50	4.50	4.50
Parks and Recreation	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00
Total CDBG Fund	3.00	5.00	5.00	5.00	4.29	4.00	3.50	5.50	6.50	4.50	4.50
HOME Program Fund	0.00	1.00	1.00	1.00							
Power and Light Fund-											
Mgmt. Information Systems	0.00	0.00	0.00	0.00	1.00	1.00	1.00	1.00	1.00	0.00	1.00
Finance	0.00	0.00	0.00	0.00	0.00	1.50	1.50	1.50	1.50	0.00	0.00
Power and Light	224.32	228.32	236.83	241.33	243.33	225.50	230.62	230.50	215.50	220.50	220.00
Total Power and Light Fund	224.32	228.32	236.83	241.33	244.33	228.00	233.12	233.00	218.00	220.50	221.00

auth_pos

City of Independence, Missouri
Authorized Personnel (in full time equivalents - FTE) by Fund/Operating Department
For Fiscal Years 1985-86 through 1995-96

Description	1986-87	1987-88	1988-89	1989-90	1990-91	1991-92	1992-93	1993-94	1994-95	1995-96	1996-97
Sanitary Sewer Fund-											
Finance	0.00	0.00	0.00	0.00	0.00	0.75	0.75	0.75	0.75	0.75	0.00
Public Works	0.00	0.00	0.00	0.00	0.00	2.00	2.00	2.00	2.00	2.00	0.00
Water Pollution Control	65.00	68.00	70.00	70.33	70.50	74.50	76.50	77.50	74.50	72.50	72.50
Total Sanitary Sewer Fund	65.00	68.00	70.00	70.33	70.50	77.25	79.25	80.25	77.25	72.50	72.50
Storm Water Fund-											
Water Pollution Control	0.00	0.00	0.00	0.00	0.00	0.00	5.00	5.00	5.00	5.00	5.00
Water Fund-											
Finance	0.00	0.00	0.00	0.00	0.00	0.75	0.75	0.75	0.75	0.75	0.00
Water	98.33	105.33	99.33	100.73	100.73	101.73	101.73	101.73	115.73	106.73	106.48
Total Water Fund	98.33	105.33	99.33	100.73	100.73	102.48	102.48	102.48	116.48	106.73	106.48
Central Garage Fund	18.00	17.00	17.00	15.00	15.00	12.00	12.00	11.00	11.00	11.00	11.00
Grand Total All Funds	1,103.84	1,125.34	1,156.03	1,170.51	1,180.39	1,134.17	1,137.35	1,141.08	1,123.52	1,121.27	1,135.52

**CITY OF INDEPENDENCE, MISSOURI
1996-97 OPERATING BUDGET
DEMOGRAPHIC STATISTICS**

Date of Organization: 1827
Date of Incorporation: 1849
Date Charter Adopted: December 5, 1961
Form of Government: City Council/City Manager
Area: 78 Square Miles

Population:	1988 - 115,636	1991 - 112,601	1994 - 113,802
	1989 - 116,092	1992 - 113,165	1995 - 113,761
	1990 - 115,759	1993 - 113,561	1996 - 114,931

**Retail Sales as of
June 30, 1996:** \$1,190,909,091
Number of Households: 49,681

Median Age: 34.3
Registered Voters: 64,642
Unemployment Rate: 4.2%

Fire Protection:

Number of Stations 10
 No. of Authorized Employees 173
 Number of Vehicles 42

Communications (served by):

Newspapers (daily) 2
 Radio Stations 28
 TV Stations 7
 (cable TV service available)

Police Protection:

Number of Stations 1
 No. of Authorized Employees 255
 Number of Vehicles 99

Recreation:

Nature Lodge 1
 Community Centers 2
 Fitness Centers 3
 Number of Pools (public) 3
 Golf Courses (public) 2
 Parks (total acres - 885) 41

Education:

Elementary and High School enrollment 16,286
 Elementary Schools 21
 Junior High Schools 3
 Senior High Schools 3
 Parochial & Private 13
 Pre-School & Kindergartens 24
 Teachers 1,188
 Administrators 44
 Colleges 8

Airports:

Runway 1
 Runway 2,565 ft.
 Runway Lights minimal
 Tower Communications none

Community Facilities:

Hospitals 2
 Beds 576
 Motels/Hotels 13
 Theatres 4
 Drive-In Theatres 1
 Churches 163

Public Works Infrastructure:

Paved Streets (miles)	575	Sidewalks	180
Sanitary Sewers (miles)	510	Curbs & Gutters	510

**CITY OF INDEPENDENCE, MISSOURI
1996-97 OPERATING BUDGET
FINANCIAL STATISTICS**

Real Estate Taxes

Real Estate Tax Rate Per \$100 assessed valuation)			Real Estate Revenue by Levy Type		
Debt Levy Purpose	1995-96	1996-97	Debt Levy Purpose	Actual 1995-96	Budget 1996-97
General Purposes	\$0.520	\$0.530	General Purposes	\$3,109,676	\$3,221,925
Public Health & Recreation	0.230	0.240	Public Health & Recreation	1,375,434	1,458,985
Debt Service	0.000	0.000	Debt Service	0	0
Total	\$0.750	\$0.770	Total	\$4,485,110	\$4,680,910
Indep. School District	\$3.350	not avail.			
Jackson Co./State of Mo.	\$1.053	not avail.			
Indep. Square Special Benefit District	\$0.440	\$0.430			

Local Option Sales Taxes

Description	Percent		Actual 1995-96	Budget 1996-97
State of Missouri	4.000			
Mo. State Conservation	0.125	Local Option Sales Tax	\$11,775,155	\$12,412,500
Mo. State Parks and Soil	0.100			
Jackson County	0.750	Local Option Use Tax	524,057	0
City of Independence	1.000			
Total	5.975			

Fee Structure

Transient Guest Tax	5%	of Gross Daily Rent
Cigarette Tax	\$2.50	per thousand Cigarettes
Utility Franchise Fee	9.08%	of Gross Receipts (3% for Cable TV)
Occupation License Fee	\$25.00	Annual Gross Revenue under \$25,000; \$25.00 plus \$0.29 per thousand Annual Gross Revenue over \$25,000 (maximum fee \$30,000)
Motor Vehicle License	\$4.50	Motorcycles & Motortricycles
	5.00	Passenger Cars
	6.00	Commercial Vehicles and Recreational Vehicles

Outstanding Debt as of June 30, 1996

General Obligation Bonds	\$0
Revenue Bonds-	
Power and Light	\$ 33,205,000
Water	\$ 44,500,000

GLOSSARY OF BUDGET AND FINANCE TERMS

- Account -** A sub-unit of the accounting system used to record the financial activity of similar transactions.
- Accounting System -** The total set of records and procedures that are to record, classify, and report information on financial status and operations.
- Accrual Accounting -** A basis of accounting in which revenues and expenditures are recorded at the time they are earned or incurred as opposed to when cash is actually received or spent. For example, in accrual accounting, a revenue which was earned between June 1 and June 30, but for which payment was not received until July 10, is recorded as a revenue of June rather than July.
- Appropriation -** An authorization made by the Council that allows the City to incur obligations and to make expenditures of resources for the procurement of goods and services.
- Assessed Valuation -** A value that is established for real or personal property for use as a basis for levying property taxes.
- Budget (Capital Improvement) -** A Capital Improvement Budget is a separate budget from the operating budget. Items in the Capital Budget are usually construction projects designed to improve the value of the government assets. Examples of capital improvement projects include roads, sewer lines, buildings, recreational facilities and large scale remodeling. The Council receives a separate document that details the Capital Budget costs for the upcoming fiscal year. The Capital Budget is based on a Capital Improvement Program (CIP).
- Budget (Operating) -** A plan of financial operation embodying an estimate of proposed expenditures for a given period (a fiscal year) and the proposed means of financing them (revenue estimates). The term is also sometimes used to denote the officially approved expenditure ceilings under which the departments operate.

- Capital Outlay -** Represents expenditures which result in the acquisition or addition to fixed assets including land, buildings, improvements, machinery or equipment. Most equipment or machinery expenditures are included in the Operating Budget. Capital improvements such as acquisition of land and related construction and engineering fees are generally in the Capital Budget.
- Contingency -** A budgetary appropriation set aside for emergencies and expenditures not otherwise planned for.
- Debt Service -** Debt Service expenditures are the result of bonded indebtedness of the City. Debt Service expenditures include principal, interest, fiscal agent's fees, and bond reserve requirements on the City's outstanding debt.
- Department -** A major administrative division of the City that has management responsibility for an operation or a group of related operations within a functional area.
- Designated Fund Balance-** An account used to show that a portion of fund balance was segregated for a specific purpose. The account is not legally restricted and is therefore available for general appropriation.
- Encumbrances -** Obligations in form of purchase orders, contracts or salary commitments that are chargeable to an appropriation and that an appropriation is restricted. They cease to be encumbrances when paid or when an actual liability is created.
- Enterprise Fund -** Separate financial accounting used for government operations that are financial and operated in a manner similar to private sector operations. Enterprise funds for the City are Power & Light, Sanitary Sewer and Water.
- Estimated Revenue -** The amount of projected revenue to be collected during the fiscal year.
- Expenditure -** This term refers to the outflow of funds paid or to be paid for an asset obtained or goods and services obtained despite when the expense occurs. This term applies to all funds. Note: An encumbrance is not an expenditure. An encumbrance reserves funds to be expended.
- Fiscal Year -** The period signifying the beginning and ending period for recording financial transactions. The Charter specifies July 1 to June 30 as the fiscal year.

Fund -	An independent fiscal and accounting entity with a self-balancing set of accounts recording cash or other resources with all related liabilities, obligations, reserves, and equities that are segregated to carrying on specific activities or attaining certain objectives.
Fund Balance -	The Fund Balance is the excess of a governmental fund's assets over its liabilities. A negative fund balance is a deficit.
General Fund -	The largest governmental fund, the General Fund accounts for most of the financial resources of the general government. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund usually includes most of the basic operating services, such as fire and police protection, finance, data processing, parks and recreation, public works and general administration.
Internal Service Funds -	Proprietary funds used to account for the furnishing of goods or services by one department or agency to other departments or agencies on a cost-reimbursement basis; for example, the Central Garage.
Object of Expenditure -	Expenditure classifications based upon the types or categories of goods and services purchased. Objects of expenditures are: <ul style="list-style-type: none"> * 100 - Personal Services (salaries and wages); * 200 - Services (utilities, maintenance contracts, travel) * 300 - Supplies; * 400 - Capital (automobiles, trucks, computers)
Objective -	A program objective is an operationalized statement of a program goal, containing specific descriptions of desired results. An objective states a result in which the achievement is measurable within a given time frame and cost parameter. Objectives usually contain verbs such as "increase," "reduce," or "maintain."
Reserved Fund Balance -	An account used to show that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.
Resources -	Total dollars available for appropriations including estimated revenues, fund transfers, and beginning fund balances.
Revenue -	Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

- Sources -** That portion of Revenues and Fund Balance (Resources) that are identified to balance the budget.
- Special Revenue Fund -** A fund used to account for the proceeds of specific revenue sources (other than expendable trusts of major capital projects) that are restricted to expenditure for specified purposes.
- Undesignated Fund Balance -** That portion of the fund balance that has neither been restricted nor designated for a specific purpose. The account is available for general appropriation.
- Uses -** The appropriations and transfer authorizations that create the budget for each Fund.
- Working Capital (Designated) -** An account within the fund balance of the General Fund in which a certain amount of resources were set aside for purposes of maintaining a positive cash flow, shortfalls in the revenue projections, and emergencies during the fiscal year.