OPERATING BUDGET

City of Independence, Missouri

FOR THE FISCAL YEAR
JULY 1, 1997 THROUGH JUNE 30, 1998

MAYOR

Rondell F. Stewart

CITY COUNCIL

Wm. "Bill" McDonald	**At-Large**
Mark Swope	**At-Large**
Don B. Reimal	**District #1**
John Perkins	**District #2**
Al Van Iten	**District #3**
William J. Baker, Mayor Pro Tem	**District #4**

City Manager

Larry N. Blick

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, 1996.

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

The **Combined Summary** section represents consolidated financial, operating and employee staffing data across all fund and department lines.

The **Appendix** section contains the following: budget calendar, budget procedures and policies, demographic statistics, financial statistics, debt to maturity schedules and a glossary of key budget terms.

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. Nine of these funds have formal budgets which are included in the Operating Budget. Of the remaining thirteen funds, six are capital project funds and are part of the Capital Budget. The other seven funds are special purpose funds that do not require the use of formal budgetary procedures.

The nine 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.

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.

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.

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, 1997

Honorable Mayor and Members of the City Council:

This budget complies with Section 3.5 (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 1997-98.

The 1996-97 total operating budget, including the electric, water and sewer utilities, was $120,716,672. This year's budget is $124,460,733. The difference represents a 3.1% increase.

Budget Objectives for 1997-98

Preparation of this budget was done keeping in mind the following objectives. The objectives reflect direction you set for the City government as expressed at your council retreat earlier in the year. These objectives also reflect my judgment and that of our professional staff. They are:

(1) Continue to address the strategic goals -- streets, neighborhood revitalization, economic development and training our employees.

(2) Adjust employee compensation to remain competitive, in accordance with the salary survey conducted by the Human Resources (Personnel) department.

(3) Implement pay for performance for non-union employees.

(4) Assure the continued financial integrity of the Stay Well Health Care program.

(5) Establish an Action Center to make the organization more customer responsive.

Two-year lease/purchase of Police investigation vehicles	($68,321)	
Maintenance of computer software systems	38,418	
Miscellaneous decreases/increases in operating accounts	(120,005)	
Increase in City's share of grant for four police officers	142,642	
Total cost of doing business		**$1,378,274**

Improvements in Services

Change from 3 to 2 municipal judges	($ 9,145)	
Increase domestic violence docket one day per month	4,362	
Change to full-time City 7 camera operator	29,891	
Implement Action Center	38,818	
Youth services coordinator -- City's share	30,605	
Street maintenance -- intersection replacements	200,000	
Parks & Recreation -- improve maintenance at Sermon Center	32,302	
Parks facilities repairs	15,566	
Total improvements in services		**$342,399**
TOTAL ALL CHANGES -- GENERAL FUND		**$1,957,127**

Operating Costs

The increased cost of maintaining existing services next year amounts to $1,378,274, or an increase of 3.2%. This represents 68% of new General Fund income. After meeting the increased cost

of doing business and bringing storm water maintenance back into the General Fund, $367,323 is available for improvements in service to our residents. It is proposed that the following service changes be made:

1. Eliminate one of the three Municipal Court judge positions (savings $9,145):

We considered a full-time judge and a two-judge system as a less expensive alternative to the present three-judge system. It appears that a full-time judge would cost more, but more importantly, the volume of work does not justify a full-time judge. Changing to two judges would require each judge to work two additional days per month and to handle one extra domestic violence docket per month. The change would save $18,291 per year, however at the City Council's direction half of the savings was added back to the Municipal Court's budget to allow for a six month's review of the effectiveness of this change..

2. Increase the domestic violence docket one day per month (cost $4,362):

The Police department, in conjunction with Hope House, has received two domestic violence grants. It is expected that an extra court docket will be required.

3. Change to full-time camera operator (cost $29,891):

This will allow us to produce additional City 7 programs on a regular basis to inform the public about the services we provide.

4. Implement the Action Center (net cost $38,818):

This will create a central location to respond to all walk-in and telephone customer inquiries and to operate the main telephone number switchboard in a timely and efficient manner.

5. Youth Services Coordinator (cost $30,605):

Youth are our most precious resource. There is evidence that an increasing number are at risk of dropping out of school, becoming drug users, becoming unwed mothers and of not becoming

productive citizens. A number of organizations, including the City government and the school districts, are involved in programs that affect youth. A youth services coordinator would develop a system to ensure that existing services provide the maximum benefit toward solving youth problems.

The objectives are to: (a) facilitate open communication among youth service providers; (b) establish a computer network to connect all providers with a common records system; (c) conduct case management so that specific youth are not overlooked; and (d) expand the Youth Commission to include troubled youth and help them plan intervention strategies.

The City's cost is being matched by an equal amount from the Truman Heartland Community Foundation and the United Way.

6. Street maintenance (cost $200,000):

The intersections of 39th Street & Noland, Truman & Noland and Walnut & Noland have fairly steep grades. When the asphalt heats up in the summer, traffic in the process of stopping causes the asphalt to roll up. This creates a rough and dangerous situation. It also damages the traffic signal timing loops. Therefore, it is recommended that the asphalt at the intersections of these three side streets be replaced with concrete.

7. Improve janitorial/maintenance at Sermon Center (cost $32,302):

The Parks & Recreation community center is used extensively by the public for recreation activities and meetings. It is vital that this high-profile facility be well-maintained at all times. Therefore, it is recommended that full-time custodial services, and new carpet, tables and chairs be purchased for this facility.

8. Park facility repairs (cost $15,566):

Over $3.5 million in repairs is required in our Parks & Recreation facilities. These repairs would have been the highest priority for the one-fourth cent sales tax if it had passed. These funds will be spent

on the most necessary repairs, such as for bathrooms, tennis court nets, ballfield lights, swing sets and painting supplies for neighborhood cleanup groups.

Strategic Goals Proposals for 1997-98

Due to carryover of some funds on June 30, there is $628,913 available in your Strategic Goals budget. I recommend that the City Council use $250,000 for street maintenance. One option for your consideration is rehabilitating Noland Road from 35th Street to I-70. This section of Noland Road is our most heavily traveled street. It would have been the highest priority rehabilitation project if the one-half cent sales tax increase had passed. I also recommend that $81,402 be spent for park facility repairs.

Other needs for your consideration include spending:

(a) $75,000 to demolish dangerous buildings;

(b) $8,000 to maintain our historic buildings;

(c) $31,564 to expand the citywide cleanup and brush drop-off site;

(d) $25,000 for zoning ordinance and development ordinance revisions;

(e) $50,000 to develop the Little Blue Valley economic development strategy and comprehensive plan;

(f) $28,000 to develop an historic preservation plan;

(g) $18,000 to develop a 39th Street special business district plan; and

(h) $61,947 for the City's match of the ISTEA enhancement grants of $185,793 for a walking trail between McCoy and Mill Creek parks, and to construct gateway features at entrances to the City.

Compensation

The City must provide appropriate salaries to retain a professional staff. Therefore, I am recommending that all non-union employees receive a 3 ½% across-the-board pay increase.

Furthermore, two years ago we began implementing a pay for performance system to replace the old merit system. Last year, we initiated use of a performance appraisal form. Now it is time to tie-in the pay aspects of the program. Therefore, I am recommending a 1% pay for performance pool be established for non-union employees who perform excellent customer service and quality work, as determined by their evaluations. Pay for performance is an incentive to improve the performance of our organization. Those who qualify to receive pay for performance will receive it in January 1998. The amount will depend on their evaluation rating score.

Increases for union personnel in the General Fund costs $267,329. The cost of health insurance for employees and retirees will cost $259,363 more next year. Health insurance for employees and retirees now amounts to 9.3% of all General Fund costs.

Cost increases for benefits include $94,675 for retirement contributions due to a rate increase and $32,709 caused by a life insurance rate increase. The 1997-98 cost of the salary increase given to entry-level firefighters in the fall of 1996 will be $125,000.

Departmental Objectives

All of our departments have established many fine objectives to help meet the needs of the community. Here are just a few of the highlights:

(a) Public Works -- crack seal 75 lane miles; complete eight miles of overlay; maintain safe driving conditions during snow and ice storms; sweep 3,000 curb miles; respond to pothole hotline calls within 24 hours; and regrade 10 lane miles of roadside ditches.

(b) Parks & Recreation -- improve mowing schedule for public properties from ten to seven days; work with other agencies to inform seniors of nutrition and recreation programs; work with neighborhood groups to improve facilities; and construct a new rear entrance to Woodlawn Cemetery.

(c) Community Development -- increase pro-active code compliance efforts; enforce zoning regulations in residential areas; prepare an economic development strategy for the Little Blue Valley; remove development constraints in the I-70/Selsa Road area; form a special business district in the 39th Street/M-291 business area; and initiate one-stop permit service for commercial applications.

(d) Police -- implement a drug complaint hotline; target driving-while-intoxicated drivers to reduce accidents; eliminate more drug houses; monitor emergency call answering and response times; and improve the customer service front desk function.

(e) Fire -- maintain continuing education units and recertification of emergency medical technicians; complete firefighter I and II certification; and complete training on use of a new pumper.

Utilities

The rates of our three utilities -- electric, water and sewer -- are quite favorable, when compared to neighboring cities. By managing our resources carefully, we are able to maintain the current rates for 1997-98.

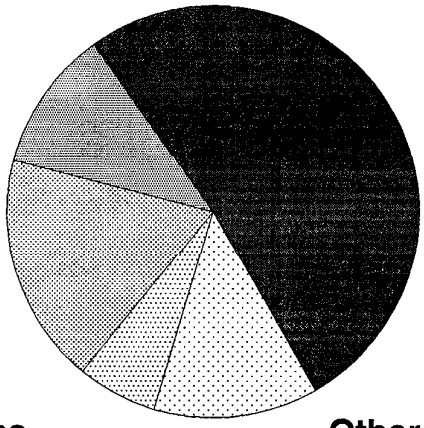
Power & Light Fund

Income for 1996-97 was $63,778,840. Income for 1997-98 is estimated at $66,578,112. This is an increase of 4.4%.

Expenses for 1996-97 were $55,607,840 for operations and $14,037,000 for capital improvements. Expenses for 1997-98 are estimated at $57,586,394 for operations and $6,978,000 for

GENERAL FUND

Source of Budget Dollars



State & Co. Shared Rev. (11.2%)

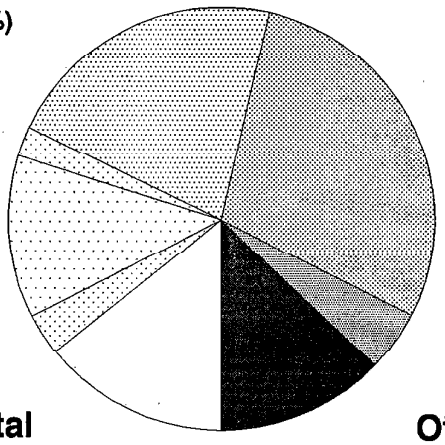
Taxes (51.5%)

Pymts. in Lieu of Taxes (18.1%)

Interfund Charges (6.3%)

Other Rev./Sources (12.9%)

Allocation of Budget Dollars



Fire (21.6%)

Health (2.4%)

Police (29.6%)

Public Works (12.6%)

Parks & Rec. (3.2%)

Community Dev. (4.8%)

Non-Dept./Debt/Capital (12.9%)

Other Depts./Uses (12.9%)

CITY OF INDEPENDENCE, MISSOURI
1997-98 Operating Budget

Budget Summary - General Fund

For the Fiscal Years 1996-97 and 1997-98

Description	1996-97 Original Budget	% of Total	1997-98 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Prior Years' Savings-						
Undesignated Fund Balance	$290,000	0.7%	$290,000	0.6%	$0	0.0%
Transfers from Other Funds-						
CDBG Fund	60,927	0.1%	60,927	0.1%	0	0.0%
Estimated Revenues-						
Taxes	$22,689,410	52.1%	$23,460,429	51.5%	$771,019	3.4%
Licenses & Permits	2,109,300	4.8%	2,157,375	4.7%	48,075	2.3%
Grants-Federal & State	310,368	0.7%	409,080	0.9%	98,712	31.8%
State & County Shared Rev.	4,980,730	11.4%	5,111,965	11.2%	131,235	2.6%
Payments in Lieu of Taxes	7,708,425	17.7%	8,262,382	18.1%	553,957	7.2%
Charges for Current Serv.	537,414	1.2%	630,754	1.4%	93,340	17.4%
Fines and Forfeitures	1,596,759	3.7%	1,762,318	3.9%	165,559	10.4%
Interfund Charges	2,781,290	6.4%	2,850,370	6.3%	69,080	2.5%
Other Revenue	456,460	1.0%	551,690	1.2%	95,230	20.9%
Total Estimated Revenues	$43,170,156	99.2%	$45,196,363	99.2%	$2,026,207	4.7%
Total Sources	**$43,521,083**	**100.0%**	**$45,547,290**	**100.0%**	**$2,026,207**	**4.7%**
Allocation of Budget Dollars						
Operating Departments-						
City Council	$359,518	0.8%	337,360	0.7%	($22,158)	-6.2%
City Clerk	349,011	0.8%	358,153	0.8%	9,142	2.6%
City Manager	358,367	0.8%	556,846	1.2%	198,479	55.4%
Nat. Frontier Trails Center	272,950	0.6%	298,093	0.7%	25,143	9.2%
Technology Services	1,475,169	3.4%	1,498,425	3.3%	23,256	1.6%
Municipal Court	465,810	1.1%	476,009	1.0%	10,199	2.2%
Law	531,249	1.2%	549,803	1.2%	18,554	3.5%
Finance	1,173,507	2.7%	1,220,103	2.7%	46,596	4.0%
Personnel	300,607	0.7%	306,607	0.7%	6,000	2.0%
Community Development	2,005,775	4.6%	2,172,394	4.8%	166,619	8.3%
Police	13,020,658	29.9%	13,485,399	29.6%	464,741	3.6%
Fire	9,656,181	22.2%	9,840,188	21.6%	184,007	1.9%
Health	1,055,779	2.4%	1,077,010	2.4%	21,231	2.0%
Public Works	5,180,542	11.9%	5,493,353	12.1%	312,811	6.0%
Water Pollution Control	0	0.0%	228,850	0.5%	228,850	n/a
Parks and Recreation	1,416,690	3.3%	1,455,864	3.2%	39,174	2.8%
Non-Departmental	3,975,816	9.1%	4,257,805	9.4%	281,989	7.1%
Strategic Goals	400,000	0.9%	400,000	0.9%	0	0.0%
Debt Service	170,726	0.4%	172,522	0.4%	1,796	1.1%
Capital Outlay	1,000,000	2.3%	1,000,000	2.2%	0	0.0%
Total Operating Departments	$43,168,355	99.2%	$45,184,784	99.2%	$2,016,429	4.7%
Transfers to Reserves-						
For Capital Projects	150,000	0.3%	150,000	0.3%	0	0.0%
Transfers to Other Funds-						
Employee Benefits Fund	52,728	0.1%	52,728	0.1%	0	0.0%
Street Improv. Fund	150,000	0.3%	150,000	0.3%	0	0.0%
Total Allocations	**$43,521,083**	**100.0%**	**$45,537,512**	**100.0%**	**$2,016,429**	**4.6%**
Balance Available	**$0**		**$9,778**		**$9,778**	

CITY OF INDEPENDENCE, MISSOURI

1997-98 Operating Budget

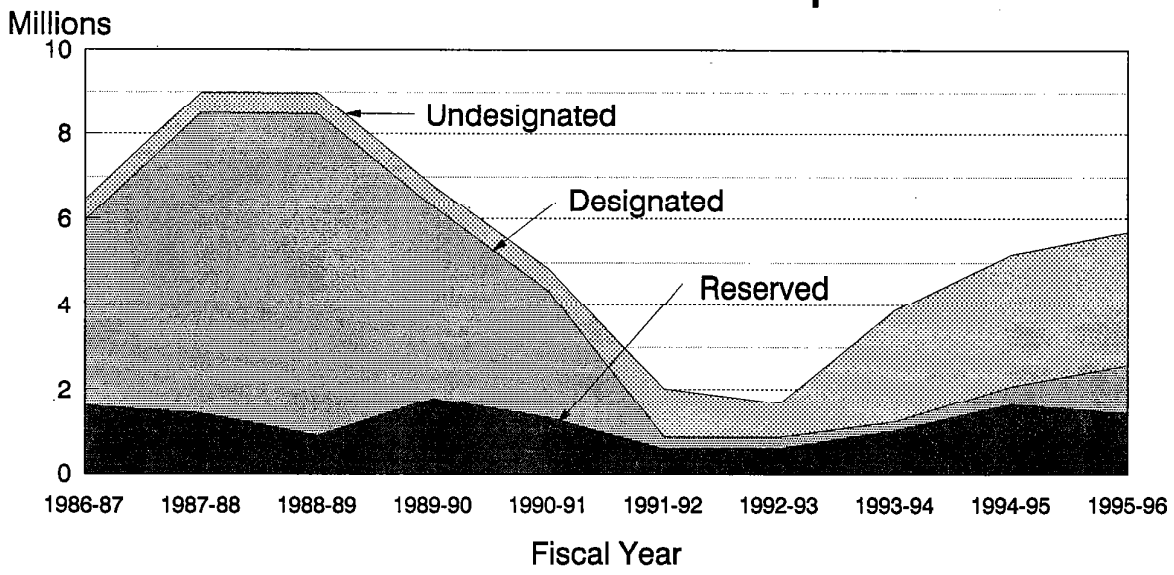
Fund Balance Summary - General Fund

For the Fiscal Years Ending June 30, 1992 through June 30, 1997

Description	Actual 6/30/92	Actual 6/30/93	Actual 6/30/94	Actual 6/30/95	Actual 6/30/96	Unaudited 6/30/97
Fund Balance Components						
Reserved for:						
Encumbrances	$513,592	$513,335	$944,407	$1,564,536	$1,341,706	
Certificates of Participation	62,818	62,818	62,818	56,836	62,818	
Domestic Violence	0	17,727	3,313	8,335	4,614	
Total Reserved	$576,410	$593,880	$1,010,538	$1,629,707	$1,409,138	
Designated for:						
Police Equipment	$19,345	$16,050	$28,300	$3,839	$11,562	
Worker's Compensation	125,000	125,000	125,000	150,000	150,000	
Capital Projects	130,315	122,441	62,725	229,831	470,142	
Equipment Replacement	0	0	0	0	186,869	
Working Capital	3,232	0	0	0	0	
City Council Strategic Goals	0	0	0	54,500	341,950	
Total Designated	$277,892	$263,491	$216,025	$438,170	$1,160,523	
Undesignated	**1,154,875**	**800,519**	**2,669,053**	**3,109,939**	**3,125,939**	**4,252,927**
Total Fund Balance	$2,009,177	$1,657,890	$3,895,616	$5,177,816	$5,695,600	
Fund Balance Target *	1,754,310	1,856,134	2,002,572	2,033,868	2,142,194	2,260,622
Actual over (under) Target	(599,435)	(1,055,615)	666,481	1,076,071	983,745	1,992,305

* based on 5% of Annual Revenues (compared to Undesginated Fund Balance)

Ten Year Fund Balance Comparison



CITY OF INDEPENDENCE, MISSOURI
1997-98 Operating Budget

Fund Balance Summary - General Fund

Projected Fund Balance for 1997-98

Projected Fund Balance at June 30, 1997	$4,252,927
Proposed Fund Balance Uses for 1996-97:	
Transfer funding for the Storm Water Construction crew from the Storm Water Fund to the General Fund	(293,773)
Proposed Fund Balance Uses for 1997-98:	
Transfer from Undesignated Fund Balance for Capital Outlay	(290,000)
Projected Fund Balance at June 30, 1998	**$3,669,154**

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

CITY OF INDEPENDENCE, MISSOURI
1997-98 Operating Budget

Revenue Summary - General Fund

For the Fiscal Years 1995-96, 1996-97 and 1997-98

Acct. No.	Description	1995-96 Actual	1996-97 Original Budget	1996-97 Current Estimate	1997-98 Projected Budget	% Chg. *
	General Fund					
	Property Taxes-					
3001	Real Estate, Including Penalties	$4,428,377	$4,622,310	$4,682,310	$4,782,375	3.5%
3021	Railroad and Other Utilities	56,733	58,600	60,981	62,900	7.3%
	Total Property Taxes	4,485,110	4,680,910	4,743,291	4,845,275	3.5%
	Sales and Use Taxes-					
3041	Local Option Sales Tax	11,775,155	12,412,500	11,907,200	12,145,344	-2.2%
3042	Cigarette Tax	513,102	490,000	410,000	490,000	0.0%
3044	Local Option Use Tax	524,057	0	0	0	n/a
	Total Sales and Use Taxes	12,812,314	12,902,500	12,317,200	12,635,344	-2.1%
	Utility Franchise Fees-					
3052	Water	16,643	18,000	18,000	18,000	0.0%
3053	Gas	2,914,581	2,500,000	3,300,000	3,160,000	26.4%
3054	Telephone	1,927,309	1,954,000	2,130,000	2,343,000	19.9%
3055	Electricity	352,710	334,000	350,000	133,810	-59.9%
3057	Cable Television	313,897	300,000	320,000	325,000	8.3%
	Total Utility Franchise Fees	5,525,140	5,106,000	6,118,000	5,979,810	17.1%
	Total Taxes	$22,822,564	$22,689,410	$23,178,491	$23,460,429	3.4%
	Business Licenses and Permits-					
3101	Occupation Licenses	$907,331	$870,000	$925,000	$940,000	8.0%
3102	Liquor Licenses	70,496	60,000	73,000	74,000	23.3%
3103	Exams and Licenses - Planning	39,833	35,000	35,000	35,000	0.0%
3104	Other Lic. & Permits - Finance	43,384	38,000	47,000	48,000	26.3%
3108	Building Permits	443,205	560,000	560,000	560,000	0.0%
3120	Nursing Home Permits	50	300	325	325	8.3%
3121	Day Care Permits	0	12,000	6,000	6,000	-50.0%
3122	Food Handler's Permits	44,766	42,000	45,000	35,000	-16.7%
3123	Massage Therapist Applic. Fee	130	3,000	1,000	2,000	-33.3%
3124	Food Establishment Permits	14,060	49,000	49,000	67,050	36.8%
	Total Bus. Lic. & Permits	1,563,255	1,669,300	1,741,325	1,767,375	5.9%
	Non-Business Licenses and Permits-					
3151	Motor Vehicle Licenses	327,772	440,000	380,000	390,000	-11.4%
	Total Licenses and Permits	$1,891,027	$2,109,300	$2,121,325	$2,157,375	2.3%

* This amount represents the percentage change from the Original Budget

CITY OF INDEPENDENCE, MISSOURI
1997-98 Operating Budget

Revenue Summary - General Fund

For the Fiscal Years 1995-96, 1996-97 and 1997-98

Acct. No.	Description	1995-96 Actual	1996-97 Original Budget	1996-97 Current Estimate	1997-98 Projected Budget	% Chg. *
	Grants-					
	Federal Government Grants-					
3210	Civil Defense Program	$36,002	$35,000	$35,000	$35,000	0.0%
3211	Public Health Nursing	90,246	82,280	82,280	75,052	-8.8%
3213	I-70 Enforcement (55MPH)	21,138	3,750	3,750	0	0.0%
3218	Dial-a-Ride	10,066	13,000	13,000	13,000	0.0%
3219	Other	229,106	151,338	473,340	228,508	51.0%
	Total Federal Grants	386,558	285,368	607,370	351,560	23.2%
	State Government Grants-					
3241	Financial Institutions Grant	28,504	30,000	24,000	24,000	-20.0%
3242	Gasoline Tax	2,693,228	3,046,400	3,100,000	3,200,000	5.0%
3243	Motor Vehicle License Fees	516,396	520,000	520,000	540,000	3.8%
3244	Motor Vehicle Sales Tax	657,690	700,000	675,000	700,000	0.0%
3250	Other	0	0	71,682	32,520	n/a
	Total State Grants	3,895,818	4,296,400	4,390,682	4,496,520	4.7%
	Other Sources-					
3272	Jackson Co. Drug Task Force	390,629	385,129	385,129	357,113	-7.3%
3274	Jackson Co. DARE Program	301,004	299,201	332,575	290,852	-2.8%
3275	Mid-America Regional Council	43,172	25,000	67,456	25,000	0.0%
	Total Other Sources	734,805	709,330	785,160	672,965	-5.1%
	Total Grants	$5,017,181	$5,291,098	$5,783,212	$5,521,045	4.3%
	Payments in Lieu of Taxes					
3281	Power & Light Fund - PILOT	$5,772,577	$5,862,340	$5,806,340	$6,331,708	8.0%
3282	Water Fund - PILOT	865,242	907,662	882,662	940,674	3.6%
3283	Sanitary Sewer Fund - PILOT	846,443	938,423	938,423	990,000	5.5%
	Total Pymt. in Lieu of Taxes	$7,484,262	$7,708,425	$7,627,425	$8,262,382	7.2%
	Charges for Services-					
	General Government-					
3302	Planning and Zoning Fees	$9,772	$7,000	$7,000	$7,000	0.0%
3303	Board of Adjustment Fees	2,243	1,900	1,900	2,000	5.3%
3304	Sale of Maps, Books, & Plans	5,370	3,400	3,400	4,000	17.6%
3305	Sale of Police Reports	48,465	52,000	52,000	52,000	0.0%
3306	Sale of Fire Reports	826	500	500	500	0.0%
3307	Computer Service Charges	36,250	55,000	55,000	60,000	9.1%

* This amount represents the percentage change from the Original Budget

CITY OF INDEPENDENCE, MISSOURI
1997-98 Operating Budget

Revenue Summary - General Fund

For the Fiscal Years 1995-96, 1996-97 and 1997-98

Acct. No.	Description	1995-96 Actual	1996-97 Original Budget	1996-97 Current Estimate	1997-98 Projected Budget	% Chg. *
	Charges for Services (continued)-					
	Health-					
3311	Animal Shelter Fees	57,390	63,000	63,000	65,000	3.2%
3312	Animal Identification Tags	230	1,000	1,000	1,000	0.0%
3317	Spay/Neuter Fees	12,431	0	0	0	n/a
	Public Safety-					
3313	Reimb. for Police Services	4,385	0	0	71,720	n/a
3314	School Resource Officers	18,124	68,493	71,682	65,534	-4.3%
3315	Alarm Charges - Police	5,940	7,200	7,200	0	n/a
3316	Alarm Charges - Fire	1,500	1,500	1,500	1,500	0.0%
	Recreation-					
3322	Class Fees	21,173	18,221	18,221	20,300	11.4%
3323	Park Concessions	6,506	14,000	11,500	11,500	-17.9%
3326	Pool Fees	7,131	10,000	8,000	8,000	-20.0%
3327	Sermon Center Fees	11,947	12,400	10,200	10,200	-17.7%
3329	Recreation Rentals	25,987	22,000	22,000	15,500	-29.5%
	National Frontier Trails Center-					
3330	Admissions	25,873	30,000	30,000	30,000	0.0%
3332	Gift Shop Sales	32,736	35,000	35,000	46,000	31.4%
	Cemetery-					
3341	Sale of Cemetery Lots	27,156	30,000	30,000	33,000	10.0%
3342	Sale of Monument Bases	11,550	10,000	10,000	10,000	0.0%
3343	Grave Opening Charges	54,668	53,000	53,000	55,000	3.8%
	Other Charges-					
3391	Excavation Repair Charges	(114)	0	0	0	n/a
3392	Sale of Street Signs	1,408	800	800	1,000	25.0%
3393	Special Assessments	44,091	21,000	40,000	40,000	90.5%
3398	Miscellaneous Charges	16,499	20,000	20,000	20,000	0.0%
	Total Charges for Services	$489,537	$537,414	$552,903	$630,754	17.4%
	Fines and Court Costs-					
3401	Fines and Forfeitures	$1,318,663	$1,320,000	$1,425,000	$1,449,692	9.8%
3402	Court Costs	209,851	209,000	225,000	232,994	11.5%
3403	Police Training Court Costs	32,072	31,759	35,000	36,536	15.0%
3404	Domestic Violence Court Costs	15,821	14,500	14,500	18,182	25.4%
3405	DWI/Drugs Court Costs	21,423	19,100	19,100	20,746	8.6%
3406	Special Warrant Collections	4,314	2,400	2,400	4,168	73.7%
	Total Fines & Court Costs	$1,602,144	$1,596,759	$1,721,000	$1,762,318	10.4%

* This amount represents the percentage change from the Original Budget

CITY OF INDEPENDENCE, MISSOURI
1997-98 Operating Budget

Revenue Summary - General Fund

For the Fiscal Years 1995-96, 1996-97 and 1997-98

Acct. No.	Description	1995-96 Actual	1996-97 Original Budget	1996-97 Current Estimate	1997-98 Projected Budget	% Chg. *
	Interest Income-					
3411	Interest	$284,466	$155,000	$265,000	$250,000	61.3%
3412	Interest on Special Assessments	4,876	4,000	4,500	4,500	12.5%
	Total Interest Income	$289,342	$159,000	$269,500	$254,500	60.1%
3421	**Interfund Chgs for Support Ser.**	$2,828,007	$2,781,290	$2,781,290	$2,850,370	2.5%
	Other Revenue-					
3431	Sale of Land	$0	$0	$0	$0	n/a
3432	Sale of Fixed Assets	58,494	5,000	5,000	5,000	0.0%
3433	Rental Income	188,216	155,260	155,260	154,990	-0.2%
3434	Damage Claims	25,636	20,000	20,000	20,000	0.0%
3435	Contributions	29,959	2,000	5,380	2,000	0.0%
3437	Housing Authority - PILOT	0	14,200	14,200	14,200	0.0%
3439	Cash Over/Short	1,257	1,000	1,000	1,000	0.0%
3449	Misc. Non-Operating Revenue	116,252	100,000	100,000	100,000	0.0%
	Total Other Revenue	$419,814	$297,460	$300,840	$297,190	-0.1%
	Total General Fund Revenues	**$42,843,878**	**$43,170,156**	**$44,335,986**	**$45,196,363**	**4.7%**

* This amount represents the percentage change from the Original Budget

CITY OF INDEPENDENCE, MISSOURI
1997-98 Operating Budget

Appropriation Summary - General Fund

For the Fiscal Years 1995-96, 1996-97 and 1997-98

Description	1995-96 Actual	1996-97 Original Budget	1996-97 Revised Budget	1997-98 City Council Adopted Budget
General Government:				
City Council	$309,669	$359,518	$359,518	$337,360
City Clerk	333,321	349,011	349,011	358,153
City Manager	322,974	358,367	358,367	556,846
Technology Services	1,471,716	1,475,169	1,475,169	1,498,425
Municipal Court	449,684	465,810	465,810	476,009
Total General Government	$2,887,364	$3,007,875	$3,007,875	$3,226,793
National Frontier Trails Center	275,534	272,950	272,950	298,093
Law Department	760,435	531,249	531,249	549,803
Finance Department:				
Administration	$198,726	$204,589	$204,589	$219,848
Accounting	495,817	497,306	497,306	537,931
Purchasing	326,696	333,000	333,000	316,714
Occupation Licensing	133,851	138,612	138,612	145,610
Total Finance Department	$1,155,090	$1,173,507	$1,173,507	$1,220,103
Personnel Department	$267,933	$300,607	$300,607	$306,607
Community Development Department:				
Administration	$328,501	$138,400	$205,553	$142,041
Planning	134,201	419,489	416,881	421,327
Transportation	631,288	647,888	642,688	641,703
Historic Preservation	96,468	111,934	117,314	121,496
Inspection	358,753	386,154	391,591	409,352
Code Compliance	284,430	301,910	301,910	436,475
Total Planning and Permits	$1,833,641	$2,005,775	$2,075,937	$2,172,394
Police Department:				
Administration	$1,152,530	$1,114,475	$1,185,533	$752,357
Police Operations	7,834,288	8,046,456	8,537,939	8,687,511
Police Services	3,598,312	3,859,727	3,949,220	4,045,531
Total Police Department	$12,585,130	$13,020,658	$13,672,692	$13,485,399
Fire Department:				
Administration	$280,199	$230,006	$232,006	$237,536
Suppression	8,735,947	8,452,510	8,452,510	8,637,714
Fire Prevention	444,499	399,438	399,438	407,010
Maintenance	391,769	394,168	392,168	397,102
Training	0	180,059	180,059	160,826
Total Fire Department	$9,852,414	$9,656,181	$9,656,181	$9,840,188

(continued on the next page)

CITY OF INDEPENDENCE, MISSOURI
1997-98 Operating Budget

Appropriation Summary - General Fund

For the Fiscal Years 1995-96, 1996-97 and 1997-98

Description	1995-96 Actual	1996-97 Original Budget	1996-97 Revised Budget	1997-98 City Council Adopted Budget
Health Department:				
General Services	$650,150	$696,803	$690,199	$707,511
Animal Control	338,633	358,976	358,976	369,499
Total Health Department	$988,783	$1,055,779	$1,049,175	$1,077,010
Public Works:				
Administration	$208,047	$258,466	$300,922	$164,213
Engineering	1,158,346	1,146,128	1,150,423	1,309,248
Facility Management	653,870	628,480	628,480	639,609
Street Maintenance	2,911,326	3,147,468	3,143,173	3,380,283
Total Public Works	$4,931,589	$5,180,542	$5,222,998	$5,493,353
Water Pollution Control-				
Storm Water Maintenance	$0	$0	$0	$228,850
Parks and Recreation:				
Administration	$136,369	$135,308	$135,508	$142,082
Park Maintenance	724,382	760,066	764,141	767,462
Recreation	363,178	374,249	373,589	415,942
Cemetery Maintenance	148,688	147,067	143,542	130,378
Total Parks and Recreation	$1,372,617	$1,416,690	$1,416,780	$1,455,864
Non-Departmental	$3,664,846	$4,375,816	$4,452,426	$4,657,805
Debt Service (Lease Purchases)	74,155	170,726	170,726	172,522
Capital Outlay	692,366	1,000,000	1,000,000	1,000,000
Total General Fund	$41,341,897	$43,168,355	$44,003,103	$45,184,784

CITY OF INDEPENDENCE, MISSOURI
1997-98 Operating Budget

Appropriations by Type Summary - General Fund

Description		Personal Services	Other Services	Supplies	Capital Outlay/ Other
City Council		$303,114	$30,161	$4,085	$0
	Percent of Total	89.8%	8.9%	1.2%	0.0%
City Clerk		307,453	32,635	18,065	0
	Percent of Total	85.8%	9.1%	5.0%	0.0%
City Manager		481,560	45,440	29,846	0
	Percent of Total	86.5%	8.2%	5.4%	0.0%
National Frontier Trails Center		208,153	59,240	30,700	0
	Percent of Total	69.8%	19.9%	10.3%	0.0%
Technology Services		1,104,116	373,559	20,750	0
	Percent of Total	71.5%	24.2%	1.3%	0.0%
Municipal Court		443,956	29,691	2,362	0
	Percent of Total	93.3%	6.2%	0.5%	0.0%
Law		392,603	149,150	8,050	0
	Percent of Total	71.4%	27.1%	1.5%	0.0%
Finance		1,099,380	108,755	11,968	0
	Percent of Total	90.1%	8.9%	1.0%	0.0%
Personnel		283,819	21,188	1,600	0
	Percent of Total	92.6%	6.9%	0.5%	0.0%
Community Development		1,279,535	872,620	20,239	0
	Percent of Total	58.9%	40.2%	0.9%	0.0%
Police		11,945,860	821,556	393,474	324,509
	Percent of Total	88.6%	6.1%	2.9%	2.4%
Fire		8,822,906	844,089	173,193	0
	Percent of Total	89.7%	8.6%	1.8%	0.0%
Health Department		920,324	102,835	53,851	0
	Percent of Total	85.5%	9.5%	5.0%	0.0%
Public Works		3,525,852	903,661	863,840	200,000
	Percent of Total	64.2%	16.5%	15.7%	3.6%
Water Pollution Control		181,671	15,180	16,999	15,000
	Percent of Total	79.4%	6.6%	7.4%	6.6%
Parks and Recreation		1,153,480	206,150	80,668	15,566
	Percent of Total	79.2%	14.2%	5.5%	1.1%
Non-Departmental		1,736,677	2,198,397	4,100	718,631
	Percent of Total	37.3%	47.2%	0.1%	15.4%
Debt Service (Lease Purchases)		0	0	0	172,522
	Percent of Total	0.0%	0.0%	0.0%	100.0%
Capital Outlay		0	0	0	1,000,000
	Percent of Total	0.0%	0.0%	0.0%	100.0%
Total General Fund		$34,190,459	$6,814,307	$1,733,790	$2,446,228
	Percent of Total	75.6%	15.1%	3.8%	5.4%

CITY OF INDEPENDENCE, MISSOURI
1997-98 Operating Budget

Authorized Positions Summary - General Fund

For the Fiscal Years 1991-92 through 1997-98

Description	1991-92	1992-93	1993-94	1994-95	1995-96	1996-97	Adopted Budget 1997-98
City Council	12.00	12.00	12.00	12.00	12.00	12.00	11.00
City Clerk	7.00	7.00	7.00	7.00	7.00	7.00	7.00
City Manager	5.00	5.00	5.00	4.00	5.00	5.00	9.38
National Frontier Trails Center	7.40	6.76	6.55	6.55	6.55	6.55	6.55
Mgmt. Information Systems	19.50	19.00	19.00	19.00	21.00	21.00	21.00
Municipal Court	13.00	13.00	13.00	13.00	13.00	13.00	12.00
Law	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Finance	28.00	26.00	26.00	26.00	25.00	25.00	25.00
Personnel	4.50	5.00	5.00	5.00	6.00	6.00	6.00
Community Development	16.00	16.00	15.00	21.50	24.50	28.00	28.00
Police	222.93	232.25	240.53	240.25	245.00	255.00	260.00
Fire	190.00	189.00	183.28	174.00	173.00	173.00	173.00
Health	32.49	29.49	30.49	24.99	26.74	27.74	26.74
Public Works	103.00	93.00	92.00	86.00	86.00	86.50	87.90
Water Pollution Control	0.00	0.00	0.00	0.00	0.00	0.00	5.00
Parks and Recreation	40.52	39.40	39.90	39.90	40.15	39.15	39.15
Total General Fund	707.34	698.90	700.75	685.19	696.94	710.94	723.72

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

Note 2: Changes by department and position from 1996-97 to 1997-98 are shown on the following page.

CITY OF INDEPENDENCE, MISSOURI
1997-98 Operating Budget

Authorized Positions Changes for 1996-97 and 1997-98

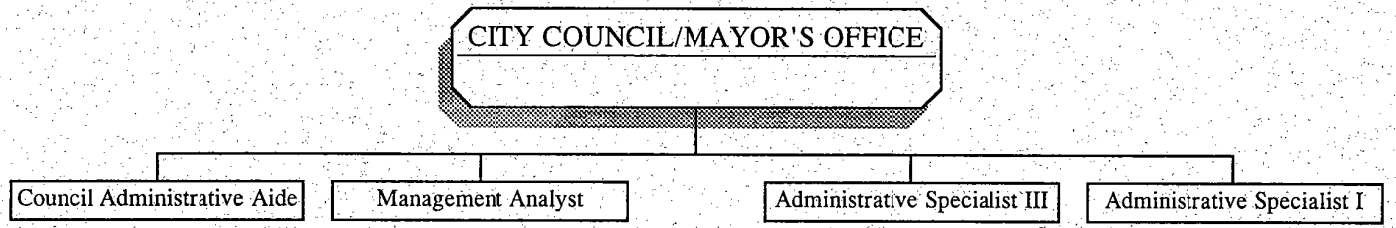
Fund/ Department/Function/Position Title	Authorized Changes for 1997-98	Comments
General Fund		
City Council		
City Council		
Council Administrative Aide	(1.00)	Delete vacant position
City Manager		
Communications		
Camera Operator	1.00	This position was created as a part time position in 1996-97 and is now being proposed to be full time.
Action Center		New proposed function for 1997-98
Action Center Supervisor III	0.75	
Administrative Specialist II	0.75	
Customer Service Specialist I	1.50	
Customer Service Specialist I (part time)	0.38	
Department Total	4.38	
Municipal Court		
Municipal Judge	(1.00)	Reduce total number of Municipal Judges from three to two
Community Development		
Comprehensive Planning		
Planning Manager	(1.00)	The newly created position was filled at a different level
Planner	1.00	
Current Planning		
Code Officer Zoning Enforcement	(1.00)	The newly created position was filled at a different level
Zoning Technician	1.00	
Department Total	0.00	
Police		
Chief of Police		
Police Lieutenant	(2.00)	Reclassified two lieutenant positions to Police Officer
Police Officer	2.00	
Uniform Unit		
Police Officer	4.00	Funded (partially over four years) by the Federal COPS Ahead Program
Traffic Unit		
Parking Enforcement Officer	(1.00)	Reclassified the Parking Enforcement Officer to a Police Officer
Police Officer	1.00	
Police Crime Scene		
Criminalist	1.00	This position is 100% funded by the Eastern Jackson Co. Drug Task Force
Department Total	5.00	

CITY OF INDEPENDENCE, MISSOURI
1997-98 Operating Budget

Authorized Positions Changes for 1996-97 and 1997-98

Fund/ Department/Function/Position Title	Authorized Changes for 1997-98	Comments
Health		
Community Health Promotion		
Community Health Educator	(1.00)	Due to a vacancy the services of this position are now provided by Jackson County
Public Works		
Design and Contracts		
Recycling Coordinator	0.50	This position was upgraded from part time to full time
Recycling Site Operator (part time)	0.90	
Traffic Engineer	1.00	
Engineer I	(1.00)	Delete vacant (will be retiring) position
Department Total	1.40	
Water Pollution Control		
Storm Water Construction		The funding for this crew is proposed
Maintenance Supervisor	1.00	to be transferred from the Storm
WPC Heavy Equipment Operator	2.00	Water Fund to the General Fund due
WPC Light Equipment Operator	2.00	to a lack of revenues in the Storm Water Fund.
Department Total	5.00	
General Fund Total	12.78	

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



City of Independence
Departmental Budget Summary

Department: 4000-CITY COUNCIL **1997-98 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	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
Budget by Major Program Category-					
02 4002	CITY COUNCIL	137,830	174,274	159,785	143,367
02 4003	MANAGEMENT ANALYST	77,049	76,547	76,547	78,544
02 4004	MAYOR'S OFFICE	94,790	108,697	123,186	115,449
	Total	309,669	359,518	359,518	337,360
Staffing-					
	Full Time Positions	12.00	12.00	12.00	11.00
	Part Time Positions	0.00	0.00	0.00	0.00
	Total	12.00	12.00	12.00	11.00
Source of Funding-					
	GENERAL FUND	309,669	359,518	359,518	337,360
	Total	309,669	359,518	359,518	337,360

Significant Issues/Changes:

* ELIMINATED A COUNCIL ADMINISTRATIVE AIDE POSITION AT A SAVINGS OF $34,979

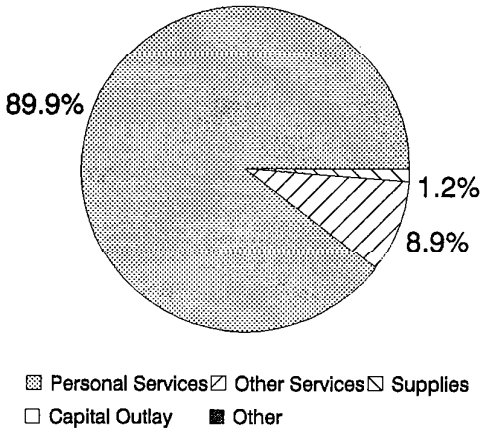
1997-98 Operating Budget

City Council

Appropriations by Type:

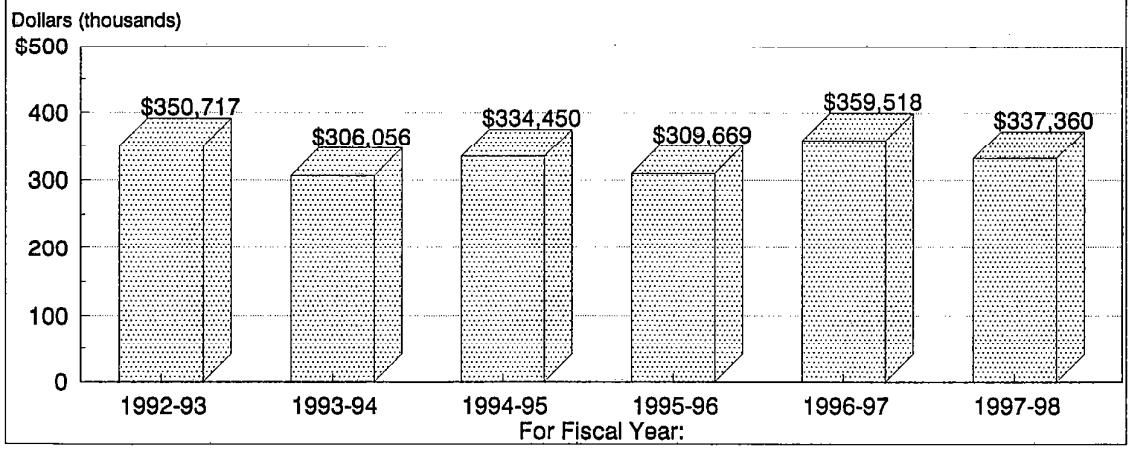
Expenditure Type	Actual 1995-96	Original 1996-97	Projected 1996-97	Adopted 1997-98
Personal Services	288,354	325,272	325,272	303,114
Other Services	13,979	30,161	30,161	30,161
Supplies	5,049	4,085	4,085	4,085
Capital Outlay	2,287	0	0	0
Other	0	0	0	0
Total	309,669	359,518	359,518	337,360

1997-98 City Council Adopted Budget



Historical Comparison:

	Actual 1992-93	Actual 1993-94	Actual 1994-95	Actual 1995-96	Budget 1996-97	Budget 1997-98
Employees:						
Full Time Equiv.	12.00	12.00	12.00	12.00	12.00	11.00
Amount by Fund:						
General	350,717	306,056	334,450	309,669	359,518	337,360
Per Capita	3.10	2.70	2.94	2.72	3.13	2.92
Per Household	7.21	6.26	6.80	6.26	7.24	6.74



City of Independence
Detail Program Sheet

Department: 4000-CITY COUNCIL — **1997-98 Operating Budget**
Program: 4002-CITY COUNCIL — **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	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	134,106	166,444	151,955	135,537
OTHER SERVICES	1,766	6,900	6,900	6,900
SUPPLIES	1,958	930	930	930
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	137,830	174,274	159,785	143,367

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
COUNCIL ADMINISTRATIVE AIDE	2.00	2.00	2.00	1.00
COUNCILMEMBER	6.00	6.00	6.00	6.00
Total	8.00	8.00	8.00	7.00

City of Independence
Detail Program Sheet

Department: 4000-CITY COUNCIL **1997-98 Operating Budget**
Program: 4003-MANAGEMENT ANALYST **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.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	73,371	73,742	73,742	75,739
OTHER SERVICES	1,160	2,050	2,050	2,050
SUPPLIES	231	755	755	755
CAPITAL OUTLAY	2,287	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	77,049	76,547	76,547	78,544

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 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 | **1997-98 Operating Budget**
Program: 4004-MAYOR'S OFFICE | **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.

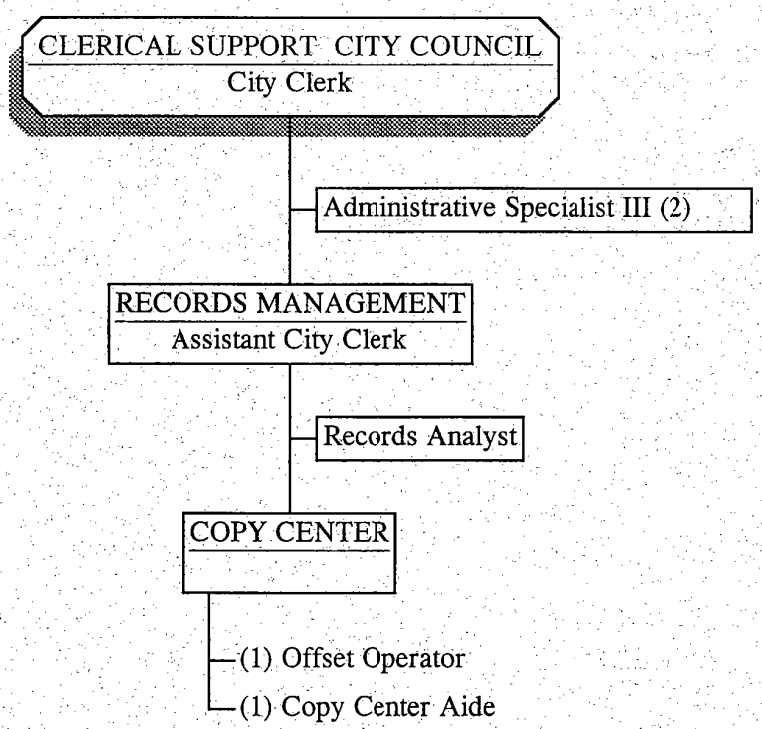
Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	80,877	85,086	85,086	91,838
OTHER SERVICES	11,053	21,211	20,511	21,211
SUPPLIES	2,860	2,400	5,850	2,400
CAPITAL OUTLAY	0	0	11,739	0
DEBT SERVICE/OTHER	0	0	0	0
Total	94,790	108,697	123,186	115,449

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
ADMIN. SPECIALIST III, MAYOR	1.00	1.00	1.00	1.00
ADMIN. SPECIALIST I, 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



City of Independence
Departmental Budget Summary

Department: 4010-CITY CLERK **1997-98 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	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
Budget by Major Program Category-					
02 4012	CLERICAL SUP-CITY COUN.	156,861	165,713	165,713	170,914
02 4014	RECORDS MANAGEMENT	82,704	86,247	86,247	89,891
02 4015	COPY CENTER	93,756	97,051	97,051	97,348
	Total	333,321	349,011	349,011	358,153
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	333,321	349,011	349,011	358,153
	Total	333,321	349,011	349,011	358,153

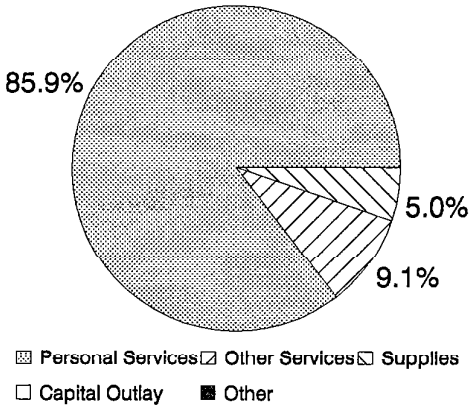
1997-98 Operating Budget

City Clerk

Appropriations by Type:

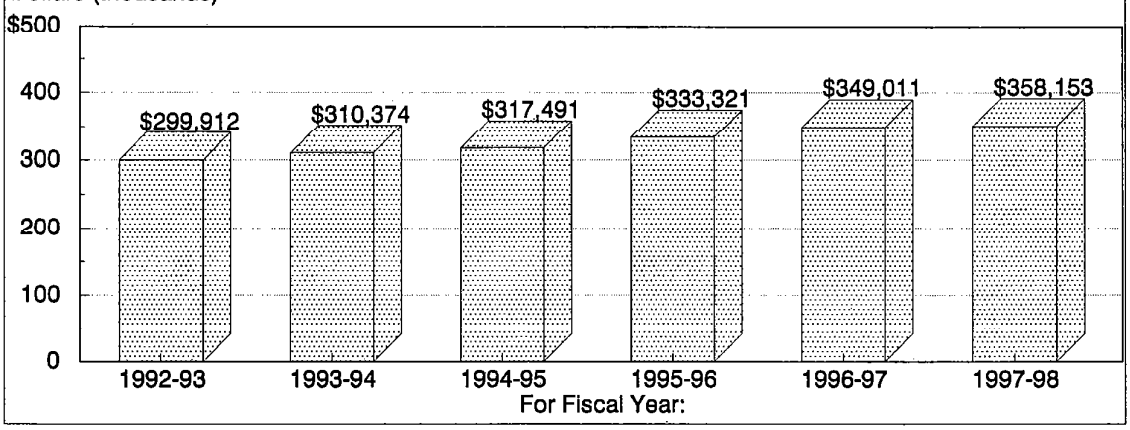
Expenditure Type	Actual 1995-96	Original 1996-97	Projected 1996-97	Adopted 1997-98
Personal Services	289,343	298,006	298,006	307,453
Other Services	27,343	31,935	31,935	32,635
Supplies	16,635	19,070	19,070	18,065
Capital Outlay	0	0	0	0
Other	0	0	0	0
Total	333,321	349,011	349,011	358,153

1997-98 City Council Adopted Budget



Historical Comparison:

	Actual 1992-93	Actual 1993-94	Actual 1994-95	Actual 1995-96	Budget 1996-97	Budget 1997-98
Employees:						
Full Time Equiv.	7.00	7.00	7.00	7.00	7.00	7.00
Amount by Fund:						
General	299,912	310,374	317,491	333,321	349,011	358,153
Per Capita	2.65	2.73	2.79	2.93	3.04	3.10
Per Household	6.17	6.35	6.45	6.74	7.03	7.15



City of Independence
Detail Program Sheet

Department: 4010-CITY CLERK **1997-98 Operating Budget**
Program: 4012-CLERICAL SUP-CITY COUN. **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 WOODLAWN CEMETERY; AND WORKING WITH THE JACKSON COUNTY BOARD OF ELECTION COMMISSIONERS IN THE HANDLING OF ELECTIONS FOR THE CITY.

1996-97 Accomplishments:

* ENTERED TWO MORE YEARS OF ORDINANCES AND THREE MORE YEARS OF RESOLUTIONS INTO THE NEW COMPUTERIZED INDEX SYSTEM, AS WELL AS ENTERING THE ENTIRE CITY CODE.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	147,592	151,843	151,843	160,149
OTHER SERVICES	8,459	10,700	10,700	9,200
SUPPLIES	810	3,170	3,170	1,565
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	156,861	165,713	165,713	170,914

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
ORDINANCES PASSED	304	240	286	260
RESOLUTIONS PASSED	134	120	102	110
CITY COUNCIL MEETINGS	28	30	28	28
STUDY SESSIONS	30	30	30	30

Continued

City of Independence
Detail Program Sheet

Department: 4010-CITY CLERK **1997-98 Operating Budget**
Program: 4012-CLERICAL SUP-CITY COUN. **Fund: 02-GENERAL**

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 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 — 1997-98 Operating Budget
Program: 4014-RECORDS MANAGEMENT — 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

1997-98 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.

1996-97 Accomplishments:

* ACCEPTED 250 CUBIC FEET OF RECORDS FOR RETENTION AND RETRIEVAL FROM VARIOUS CITY DEPARTMENTS.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	82,554	85,847	85,847	89,191
OTHER SERVICES	0	100	100	300
SUPPLIES	150	300	300	400
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	82,704	86,247	86,247	89,891

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
RECORDS STORED - CUBIC FEET	2,585	2,500	2,581	2,500
RECORDS MICROFILMED - CUBIC FEET	12	20	22	20

Continued

City of Independence
Detail Program Sheet

Department: 4010-CITY CLERK **1997-98 Operating Budget**
Program: 4014-RECORDS MANAGEMENT **Fund: 02-GENERAL**

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 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 — 1997-98 Operating Budget
Program: 4015-COPY CENTER — 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.

1997-98 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.

1996-97 Accomplishments:

* IMPLEMENTED THE MAIL PREPARATION STANDARDS FOR THE MOST COMPREHENSIV MAIL CLASSIFICATION REFORM IN THE HISTORY OF THE POST OFFICE.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	59,197	60,316	60,316	58,113
OTHER SERVICES	18,884	21,135	21,135	23,135
SUPPLIES	15,675	15,600	15,600	16,100
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	93,756	97,051	97,051	97,348

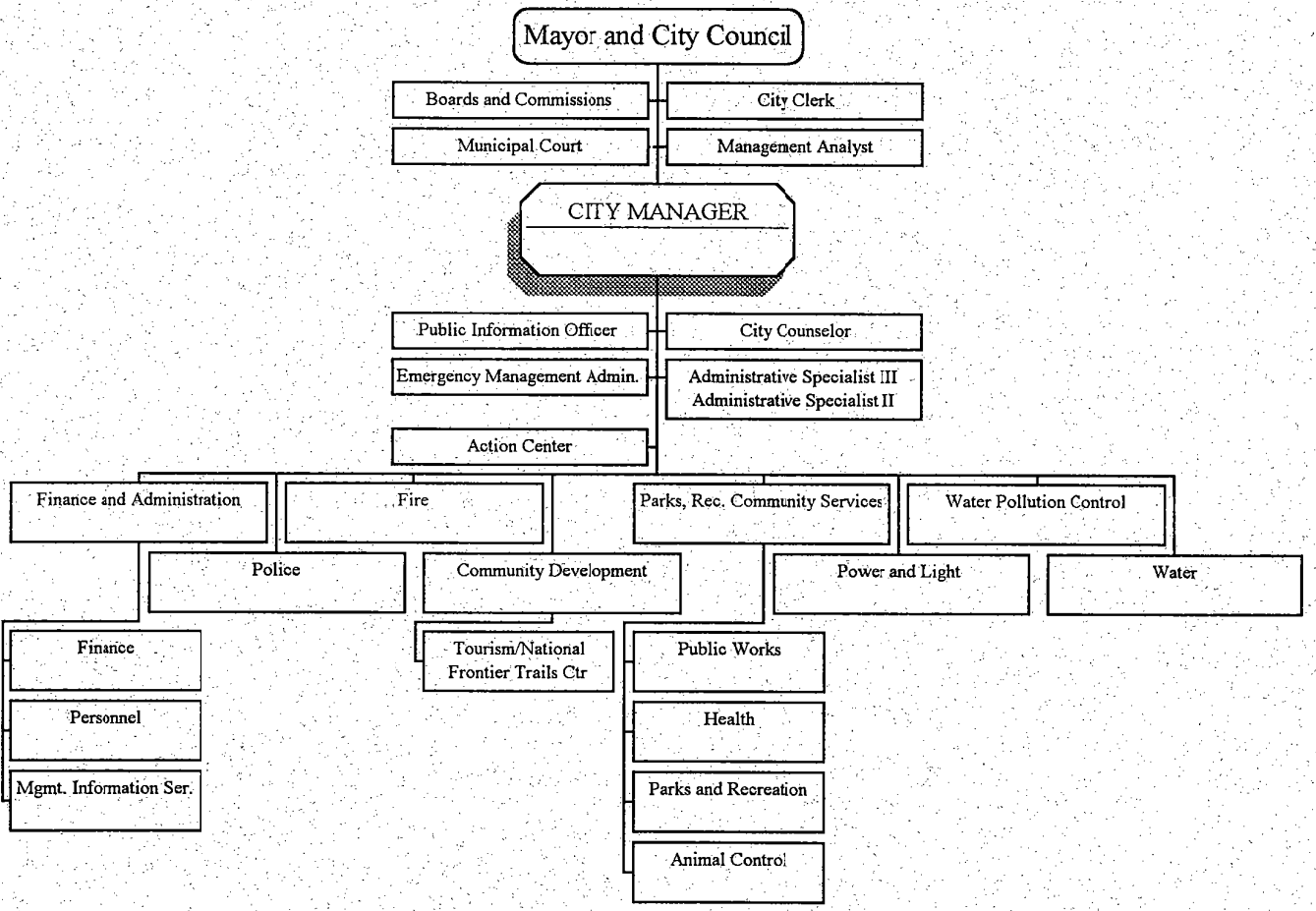
Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PRINTING IMPRESSIONS	3,183,879	3,400,000	3,128,412	3,200,000
ITEMS MAILED	909,537	950,000	970,000	975,000

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 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

City of Independence, Missouri
City Manager's Office



City of Independence
Departmental Budget Summary

Department: 4020-CITY MANAGER **1997-98 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	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
Budget by Major Program Category-					
02 4021	CITY MANAGER	237,336	267,311	266,553	228,119
02 4022	COMMUNICATIONS	0	0	0	100,554
02 4023	EMERGENCY MANAGEMENT	85,638	91,056	91,814	66,600
02 4026	ACTION CENTER	0	0	0	161,573
	Total	322,974	358,367	358,367	556,846
Staffing-					
	Full Time Positions	5.00	5.00	5.50	9.00
	Part Time Positions	0.00	0.00	0.00	0.38
	Total	5.00	5.00	5.50	9.38
Source of Funding-					
	GENERAL FUND	322,974	358,367	358,367	556,846
	Total	322,974	358,367	358,367	556,846

Continued

Direct/Offsetting Revenues-				
CIVIL DEFENSE PROGRAM GRANT	36,002	35,000	35,000	35,000
Total	36,002	35,000	35,000	35,000

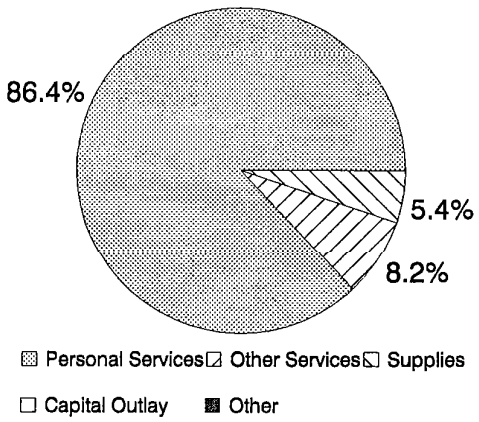
Significant Issues/Changes:

* THE CITY 7 CAMERA OPERATOR POSITION HAS BEEN CHANGED FROM PART TIME TO A FULL TIME POSITION AT AN INCREASED COST OF $29,891.
* AN ACTION CENTER HAS BEEN ADDED AT A TOTAL COST OF $161,573, INCLUDING 3.38 NEW POSITIONS, TO IMPROVE THE CITY'S RESPONSE TO TELEPHONE CALLS AND RESIDENT INQUIRIES. THE INCREASE IN POSITIONS IS OFFSET BY THE ELIMINATION OF A COUNCIL ADMINISTRATIVE AIDE IN THE CITY COUNCIL BUDGET. THE NET COST OF THE ACTION CENTER AFTER THE ELIMINATION OF THE ABOVE POSITION AND THE INCREASED INTERFUND CHARGE TO THE CITY'S UTILITIES FOR EXPANDED SERVICES WILL BE $38,818

Appropriations by Type:

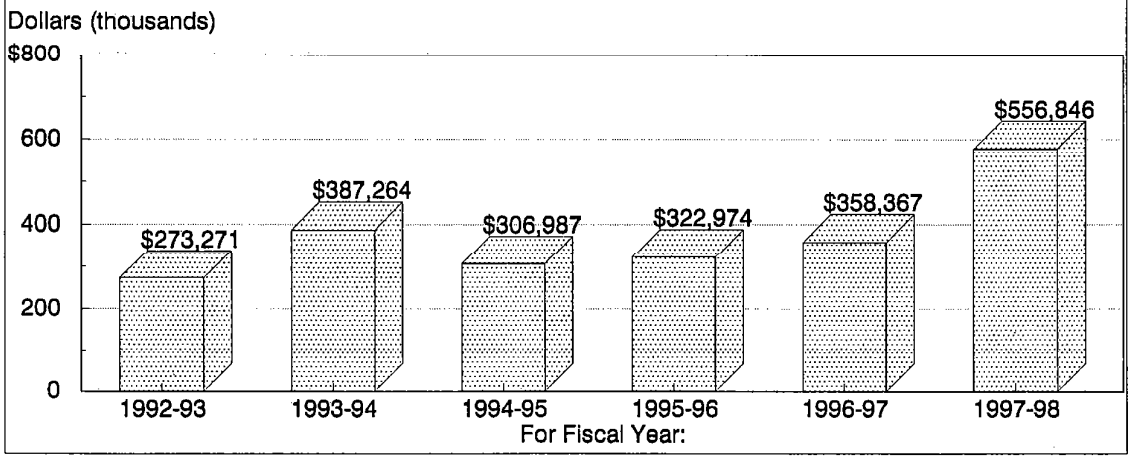
Expenditure Type	Actual 1995-96	Original 1996-97	Projected 1996-97	Adopted 1997-98
Personal Services	300,298	306,582	306,582	481,560
Other Services	17,981	46,620	46,620	45,440
Supplies	2,121	5,165	5,165	29,846
Capital Outlay	2,574	0	0	0
Other	0	0	0	0
Total	322,974	358,367	358,367	556,846

1997-98 City Council Adopted Budget



Historical Comparison:

	Actual 1992-93	Actual 1993-94	Actual 1994-95	Actual 1995-96	Budget 1996-97	Budget 1997-98
Employees:						
Full Time Equiv.	5.00	5.00	4.00	5.00	5.00	9.38
Amount by Fund:						
General	273,271	387,264	306,987	322,974	358,367	556,846
Per Capita	2.41	3.41	2.70	2.84	3.12	4.82
Per Household	5.62	7.92	6.24	6.53	7.21	11.12



City of Independence
Detail Program Sheet

Department: 4020-CITY MANAGER | **1997-98 Operating Budget**
Program: 4021-CITY MANAGER | **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.

1997-98 Objectives:

* FURTHER THE ACCOMPLISHMENTS OF THE CITY COUNCIL STRATEGIC GOALS AND THE OBJECTIVES CONTAINED THROUGHOUT THE 97-98 BUDGET
* SUPPORT THE DEVELOPMENT OF THE JACKSON COUNTY ROADWAY
* SUPPORT STRATEGIC VISIONING PROCESS (FAST FORWARD INDEPENDENCE)
* SUPPORT QUALITY TRAINING PROGRAMS FOR ALL EMPLOYEES
* DEVELOP 12 MONTHLY COLUMNS FOR INSIGHT!

1996-97 Accomplishments:

* INVOLVED AND ASSISTED IN THE ACCOMPLISHMENTS OF VARIOUS DEPARTMENTS

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	229,395	231,196	231,196	215,519
OTHER SERVICES	5,738	31,450	30,692	10,600
SUPPLIES	1,664	4,665	4,665	2,000
CAPITAL OUTLAY	539	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	237,336	267,311	266,553	228,119

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
CITY MANAGER	1.00	1.00	1.00	1.00
ADMIN OFFICER/EMER PREP COORD	0.00	0.00	0.00	0.50
ADMINISTRATIVE SPECIALIST II	1.00	0.50	0.50	0.50

...Continued

Staffing: *(Continued)*

ADMINISTRATIVE SPECIALIST III	1.00	1.00	1.00	1.00
PUBLIC INFORMATION OFFICER	1.00	1.00	1.00	0.00
Total	4.00	3.50	3.50	3.00

City of Independence
Detail Program Sheet

Department: 4020-CITY MANAGER **1997-98 Operating Budget**
Program: 4022-COMMUNICATIONS **Fund: 02-GENERAL**

Description:

THE COMMUNICATIONS DIVISION IS RESPONSIBLE FOR TIMELY DISSEMINATING KNOWLEDGE OF MUNICIPAL PROGRAMS AND SERVICES, USING ALL METHODS NECESSARY TO ENSURE A WELL-INFORMED CITIZENRY.

1997-98 Objectives:

* INCREASE PROGRAMS ON CITY 7
* COMPLETE CORRESPONDENCE REVIEW COMMITTEE PROCESS FOR ALL DEPARTMENTS
* COORDINATE CITY WIDE OPEN HOUSE
* PUBLISH 12 ISSUES OF CITYSCENE
* DISTRIBUTE NEW RESIDENTS GUIDES THROUGHOUT THE YEAR
* PRODUCE ANNUAL REPORT
* GENERATE NEWS STORIES THROUGHOUT THE YEAR

1996-97 Accomplishments:

* SECURED AND BEGAN MANAGING A GOVERNMENT-ACCESS CABLE TV CHANNEL
* PUBLISHED 12 ISSUES OF CITYSCENE
* GENERATED 70 NEWS STORIES BASED ON NEWS RELEASES AND MEDIA CALLS
* COORDINATED CORRESPONDENCE REVIEW COMMITTEE REVISION OF 144 CUSTOMER COMMUNICATIONS DOCUMENTS FOR FIVE DEPARTMENTS/DIVISIONS
* DISTRIBUTED 850 NEW RESIDENTS GUIDES
* ENHANCED COUNCIL CHAMBER TO IMPROVE PRESENTATIONS (SCREEN, LIGHTING, MICROPHONES)
* PRODUCED ANNUAL REPORT

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	0	0	0	87,154
OTHER SERVICES	0	0	0	10,400
SUPPLIES	0	0	0	3,000
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	0	0	0	100,554

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PUBLIC INFORMATION OFFICER	0.00	0.00	0.00	1.00
CAMERA OPERATOR	0.00	0.00	0.50	1.00
Total	0.00	0.00	0.50	2.00

City of Independence
Detail Program Sheet

Department: 4020-CITY MANAGER — **1997-98 Operating Budget**
Program: 4023-EMERGENCY MANAGEMENT — **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.

1997-98 Objectives:

* ASSIST JONES INTERCABLE IN REVIEWING AND IMPROVING THE CABLE TV EMERGENCY OVERRIDE SYSTEM
* REVIEW AND REVISE THE EMERGENCY OPERATIONS PLAN
* REVIEW OUTDOOR TORNADO WARNING SYSTEM

1996-97 Accomplishments:

* WORKED ON REVISIONS TO AMBULANCE CODE
* PARTICIPATED IN STATE-WIDE TORNADO DRILL
* COMPUTERIZED FORMS FOR STATE REPORTING

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	70,903	75,386	76,761	49,814
OTHER SERVICES	12,243	15,170	14,703	15,940
SUPPLIES	457	500	350	846
CAPITAL OUTLAY	2,035	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	85,638	91,056	91,814	66,600

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
ADMIN OFFICER/EMER PREP COORD	1.00	1.00	1.00	0.50
ADMINISTRATIVE SPECIALIST II	0.00	0.50	0.50	0.50
Total	1.00	1.50	1.50	1.00

City of Independence
Detail Program Sheet

Department: 4020-CITY MANAGER
Program: 4026-ACTION CENTER

1997-98 Operating Budget
Fund: 02-GENERAL

Description:

THE ACTION CENTER IS DESIGNED TO IMPROVE CUSTOMER SERVICE BY PROVIDING AN INFORMATION SOURCE WITH THE PRIMARY FUNCTION OF HELPING CUSTOMERS LEARN ABOUT MUNICIPAL SERVICES ACCURATELY AND QUICKLY BY PROVIDING ASSISTANCE TO WALK-IN AND CALL-IN TRAFFIC TO CITY HALL.

1997-98 Objectives:

* HIRE EMPLOYEES TO STAFF THE ACTION CENTER
* DEVELOP AN IN-HOUSE PROGRAM TO TRAIN ACTION CENTER EMPLOYEES
* BEGIN OPERATION OF THE ACTION CENTER AS SOON AS POSSIBLE

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	0	0	0	129,073
OTHER SERVICES	0	0	0	8,500
SUPPLIES	0	0	0	24,000
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	0	0	0	161,573

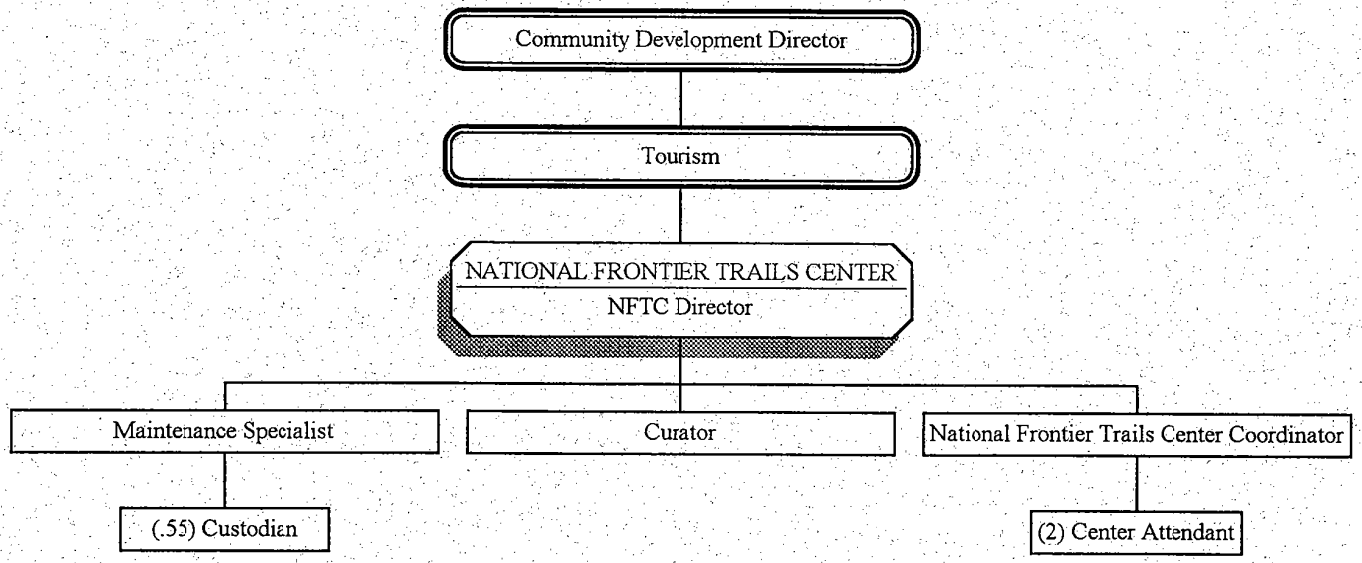
Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
ACTION CENTER SUPERVISOR III	0.00	0.00	0.00	0.75
ADMINISTRATIVE SPECIALIST II	0.00	0.00	0.00	0.75
CUSTOMER SERVICE SPECIALIST I	0.00	0.00	0.00	1.88
Total	0.00	0.00	0.00	3.38

Significant Issues/Changes:

* THE ACTION CENTER HAS BEEN ADDED TO IMPROVE THE CITY'S RESPONSE TO TELEPHONE CALLS AND RESIDENT INQUIRIES. THE INCREASE IN POSITIONS IS OFFSET BY THE ELIMINATION OF A COUNCIL ADMINISTRATIVE AIDE IN THE
* CITY COUNCIL BUDGET. THE NET COST OF THE ACTION CENTER AFTER THE ELIMINATION OF THE ABOVE POSITION AND THE INCREASED INTERFUND CHARGE TO THE CITY'S UTILITIES FOR EXPANDED SERVICES WILL BE $63,742.

City of Independence, Missouri
National Frontier Trails Center



City of Independence
Departmental Budget Summary

Department: 4025-NAT'L FRONT. TRAILS CTR. 1997-98 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	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
Budget by Major Program Category-					
02 4025	NAT'L FRONT. TRAILS CTR.	275,534	272,950	272,950	298,093
	Total	275,534	272,950	272,950	298,093
Staffing-					
	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
Source of Funding-					
	GENERAL FUND	275,534	272,950	272,950	298,093
	Total	275,534	272,950	272,950	298,093
Direct/Offsetting Revenues-					
	ADMISSIONS	25,873	30,000	30,000	30,000
	GIFT SHOP SALES	32,736	35,000	35,000	46,000
	Total	58,609	65,000	65,000	76,000

Continued

City of Independence
Departmental Budget Summary

Department: 4025-NAT'L FRONT. TRAILS CTR. 1997-98 Operating Budget

Significant Issues/Changes:

* THERE ARE NO SIGNIFICANT CHANGES WHICH ARE REFLECTED IN THE PROPOSED BUDGET.
* THE ANNUAL BUDGET PROVIDES BASIC OPERATION AND SERVICES AT THE NFTC, WHILE MOST OF THE ONGOING IMPROVEMENTS AND ADDITIONS TO THE EXHIBITS, LIBRARY, AND EDUCATIONAL PROGRAMING ARE BEING FUNDED BY GRANTS.
* THE GIFT SHOP INVENTORY PURCHASES ACCOUNT WAS INCREASED BY $5,000 RESULTING IN AN ANTICIPATED INCREASE IN GIFT SHOP SALES OF $8,000.

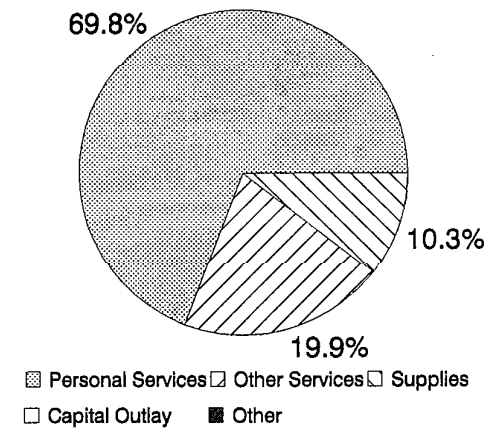
1997-98 Operating Budget

NFTC

Appropriations by Type:

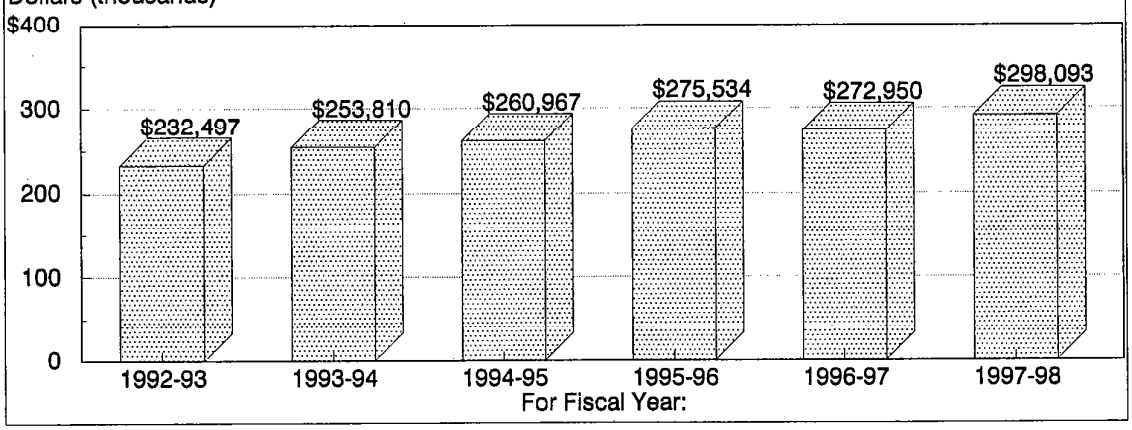
Expenditure Type	Actual 1995-96	Original 1996-97	Projected 1996-97	Adopted 1997-98
Personal Services	185,205	189,848	189,848	208,153
Other Services	57,987	57,327	56,439	59,240
Supplies	29,568	25,775	25,775	30,700
Capital Outlay	2,774	0	888	0
Other	0	0	0	0
Total	275,534	272,950	272,950	298,093

1997-98 City Council Adopted Budget



Historical Comparison:

	Actual 1992-93	Actual 1993-94	Actual 1994-95	Actual 1995-96	Budget 1996-97	Budget 1997-98
Employees:						
Full Time Equiv.	6.76	6.55	6.55	6.55	6.55	6.55
Amount by Fund:						
General	232,497	253,810	260,967	275,534	272,950	298,093
Tourism	0.00	0.00	8,975.00	0.00	0.00	0.00
Per Capita	2.05	2.24	2.37	2.42	2.37	2.58
Per Household	4.78	5.19	5.49	5.57	5.49	5.95



City of Independence
Detail Program Sheet

Department: 4025-NAT'L FRONT. TRAILS CTR. **1997-98 Operating Budget**
Program: 4025-NAT'L FRONT. TRAILS CTR. **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.

1997-98 Objectives:

* CREATE A STRATEGIC PLAN FOR NFTC MARKETING, EXHIBITS, AND PROGRAMMING BY JANUARY, 1998.
* CONSTRUCT A "NATURAL HABITAT" OF EARTH, GRASSES AND OTHER PLANTS UNDER THE WAGON AND MURAL IN THE OREGON-CALIFORNIA TRAIL EXHIBIT BY JULY, 1997.
* CONSTRUCT A PERMANENT EXHIBIT ON LEWIS AND CLARK AND OTHER TRAIL BLAZERS BY MAY, 1998.
* MAKE APPLICATION FOR GRANTS TOTALING $20,000 FOCUSED ON EXPANDING THE CENTER'S EXHIBITS AND PROGRAMS.
* INCREASE GIFT SHOP AND ATTENDANCE REVENUE BY 8%.

1996-97 Accomplishments:

* ESTABLISHED AN EDUCATION COORDINATOR POSITION, FUNDED BY A GRANT, TO EXPAND EDUCATIONAL PROGRAMMING.
* AWARDED TWO GRANTS TOTALING $20,600 TO EXPAND EXHIBITS AND FINISH CATALOGING THE RESEARCH LIBRARY.
* CREATED A SPECIAL EXHIBIT FOR THE 175TH ANNIVERSARY OF THE SANTA FE TRAIL, WHICH IS SPURING THE CREATION OF A BOOK ABOUT THE EXHIBIT SUBJECT.
* HOSTED THE LAST TWO OF FIVE MAJOR EVENTS RELATIVE TO THE 1996 SANTA FE TRAIL ANNIVERSARY.
* INCREASED ATTENDANCE REVENUE BY 4.8% AND GIFT SHOP REVENUE BY 7.6%.
* SOLICITED AND RECEIVED GIFTS TOTALING NEARLY $3,500 FOR PURCHASING VOLUMES FOR THE RESEARCH LIBRARY.
* AWARDED A $9,985 GRANT TO SPONSOR AN ELEVEN-SITE LECTURE TOUR IN MISSOURI FOR TWO WESTERN SCHOLARS IN MAY, 1997.

Continued

City of Independence
Detail Program Sheet

Department: 4025-NAT'L FRONT. TRAILS CTR. 1997-98 Operating Budget
Program: 4025-NAT'L FRONT. TRAILS CTR. Fund: 02-GENERAL

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	185,205	189,848	189,848	208,153
OTHER SERVICES	57,987	57,327	56,439	59,240
SUPPLIES	29,568	25,775	25,775	30,700
CAPITAL OUTLAY	2,774	0	888	0
DEBT SERVICE/OTHER	0	0	0	0
Total	275,534	272,950	272,950	298,093

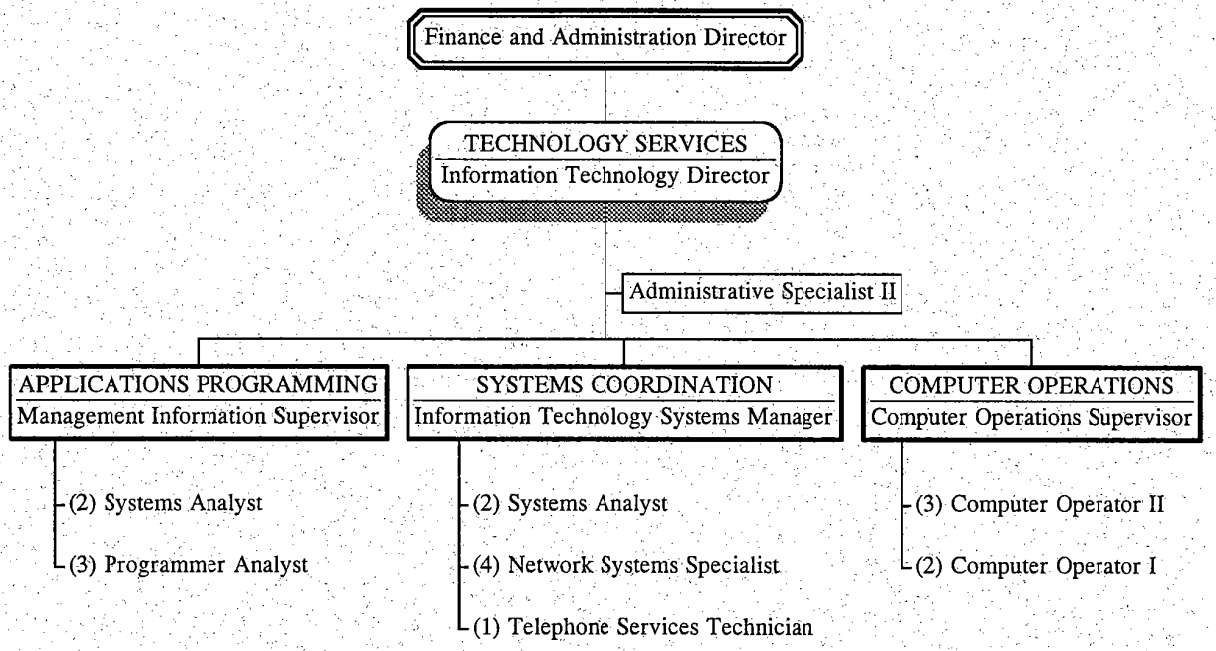
Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
VISITING SCHOOL GROUPS	94	100	106	120
SCHEDULED TOURS	90	90	70	70
SPECIAL PROGRAMS, TALKS & MEETINGS HOSTED	46	45	55	60
TOTAL NUMBER OF VISITORS	18,673	22,000	21,000	23,000
GIFT SHOP REVENUE	32,405	33,000	35,500	38,000

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
NAT'L FRONTIER TRAILS CTR. DIR	1.00	1.00	1.00	1.00
CURATOR	1.00	1.00	1.00	1.00
CUSTODIAN	0.55	0.55	0.55	0.55
NAT'L FRONT. TRIALS CTR. COORD	1.00	1.00	1.00	1.00
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
Technology Services



City of Independence
Departmental Budget Summary

Department: 4050-TECHNOLOGY SERVICES **1997-98 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	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
Budget by Major Program Category-					
02 4050	TECHNOLOGY SERVICES	1,471,716	1,517,045	1,517,045	1,543,600
	Total	1,471,716	1,517,045	1,517,045	1,543,600
Staffing-					
	Full Time Positions	21.00	22.00	22.00	22.00
	Part Time Positions	0.00	0.00	0.00	0.00
	Total	21.00	22.00	22.00	22.00
Source of Funding-					
	GENERAL FUND	1,471,716	1,475,169	1,475,169	1,498,425
	POWER & LIGHT FUND		41,876	41,876	45,175
	Total	1,471,716	1,517,045	1,517,045	1,543,600
Direct/Offsetting Revenues-					
	OUTSIDE COMPUTER SER. CHARGES	36,250	55,000	55,000	60,000
	Total	36,250	55,000	55,000	60,000

Continued

Significant Issues/Changes:

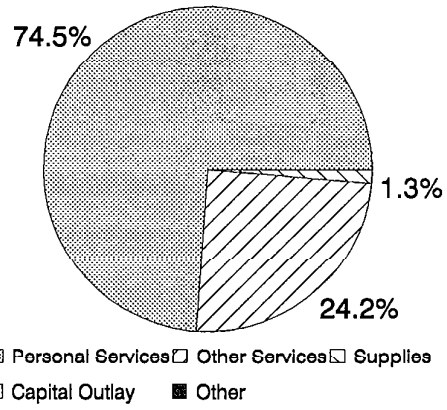
* CONVERSION FROM UNISYS COMPUTER TO IBM AS/400 PLATFORM CONTINUES.
* FIXING YEAR 2000 DATE PROBLEM CONTINUES.
* REDUCE BACKLOG OF HELPDESK REQUESTS.
* RESEARCH ELECTRONIC CREATION OF REPORTS TO SIGNIFICANTLY REDUCE PAPER USE.
* ENHANCE DIAL-IN CAPABILITIES ON THE WIDE AREA NETWORK.

1997-98 Operating Budget — Technology Serv.

Appropriations by Type:

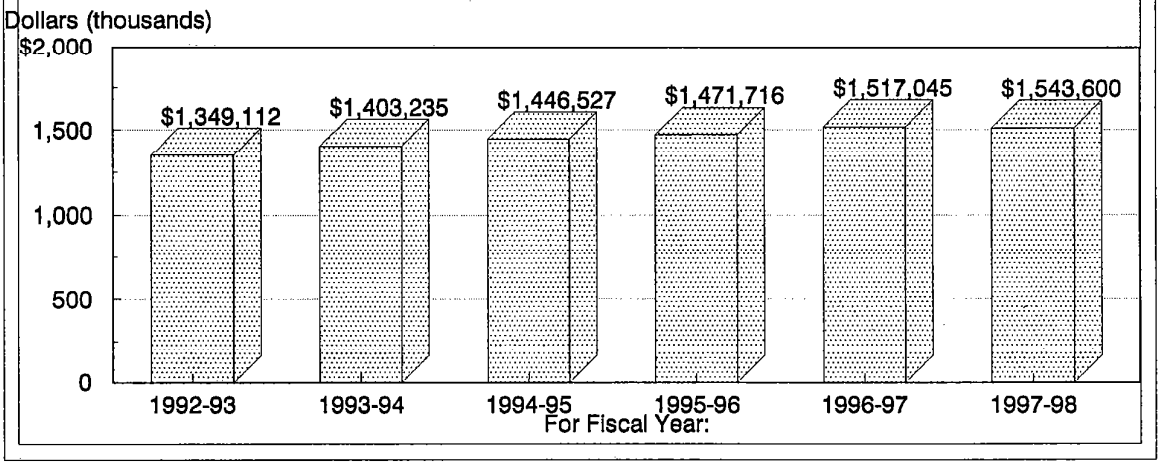
Expenditure Type	Actual 1995-96	Original 1996-97	Projected 1996-97	Adopted 1997-98
Personal Services	1,017,428	1,116,936	1,116,936	1,149,291
Other Services	312,514	383,409	383,409	373,559
Supplies	79,652	10,900	10,900	20,750
Capital Outlay	62,122	5,800	5,800	0
Other	0	0	0	0
Total	1,471,716	1,517,045	1,517,045	1,543,600

1997-98 City Council Adopted Budget



Historical Comparison:

	Actual 1992-93	Actual 1993-94	Actual 1994-95	Actual 1995-96	Budget 1996-97	Budget 1997-98
Employees:						
Full Time Equiv.	20.00	20.00	20.00	21.00	22.00	22.00
Amount by Fund:						
General	1,293,686	1,347,240	1,426,415	1,471,716	1,475,169	1,498,425
Power and Light	55,426	55,995	20,112	0	41,876	45,175
Per Capita	11.92	12.36	12.71	12.94	13.20	13.36
Per Household	27.74	28.69	29.39	29.74	30.54	30.82



City of Independence
Detail Program Sheet

Department: 4050-TECHNOLOGY SERVICES **1997-98 Operating Budget**
Program: 4050-TECHNOLOGY SERVICES **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.

1997-98 Objectives:

* CONTINUE THE CONVERSION OF SOFTWARE APPLICATIONS TO THE IBM AS400 INCLUDING FIXING THE YEAR 2000 PROBLEM.
* PLAN AND NEGOTIATE THE UPGRADE OF NON-PUBLIC-SAFETY IBM AS400 TO HANDLE ALL REMAINING WORK LOAD FROM THE UNISYS COMPUTER WHICH WILL BE ELIMINATED.
* REDUCE THE NUMBER OF OUTSTANDING MICRO COMPUTER REQUESTS BY 10%.
* IMPLEMENT HELP DESK SOFTWARE TO BETTER TRACK REQUESTS OR PROBLEMS.
* IF AN ADDITIONAL MICRO STAFF POSITION IS AUTHORIZED, NEGOTIATE A MICRO SYSTEM MAINTENANCE CONTRACT ADDENDUM WITH THE JACKSON COUNTY BOARD OF ELECTION COMMISSIONERS.

1996-97 Accomplishments:

* CONVERTED MORE THAN EIGHT (8) SYSTEMS TO THE IBM AS400 AND FIXED THE YEAR 2000 PROBLEM.
* PROVIDED EXTENSIVE TRAINING TO THE PROGRAMMING STAFF ON IBM AS400 RPG AND CL LANGUAGES TO TRANSITION THEM FROM THE UNISYS COMPUTER.
* INSTALLED AND IMPLEMENTED A NEW VOICE MAIL SYSTEM AND EQUIPMENT TO REFURBISH THE PBX TO ADD NEW FEATURES AND EXTEND THE LIFE OF THE SYSTEM SEVERAL YEARS.
* INSTALLED AND IMPLEMENTED A NEW WEB SERVER TO ALLOW ALL CITY STAFF ACCESS TO THE INTERNET IF AUTHORIZED. INDIVIDUAL LICENSES WITH PRIVATE INTERNET PROVIDERS ARE NO LONGER NECESSARY.
* INSTALLED/IMPLEMENTED DIAL-IN-ACCESS TO THE NETWORK FOR E-MAIL,WORD PROCESSING, MIDRANGE APPLICATION ACCESS, ETC. THIS ALLOWS STAFF TO WORK FROM NON-CITY LOCATIONS INCLUDING CELLULAR PERS. COMP. ACCESS.
* NEGOTIATED A NEW CONTRACT FOR COMPUTER SERVICES WITH THE JACKSON COUNTY BOARD OF ELECTION COMMISSIONERS.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	1,017,428	1,116,936	1,116,936	1,149,291

...Continued

City of Independence
Detail Program Sheet

Department: 4050-TECHNOLOGY SERVICES — **1997-98 Operating Budget**
Program: 4050-TECHNOLOGY SERVICES — **Fund: 02-GENERAL**

Program Costs: *(Continued)*

OTHER SERVICES	312,514	383,409	373,609	373,559
SUPPLIES	79,652	10,900	21,319	20,750
CAPITAL OUTLAY	62,122	5,800	5,181	0
DEBT SERVICE/OTHER	0	0	0	0
Total	1,471,716	1,517,045	1,517,045	1,543,600

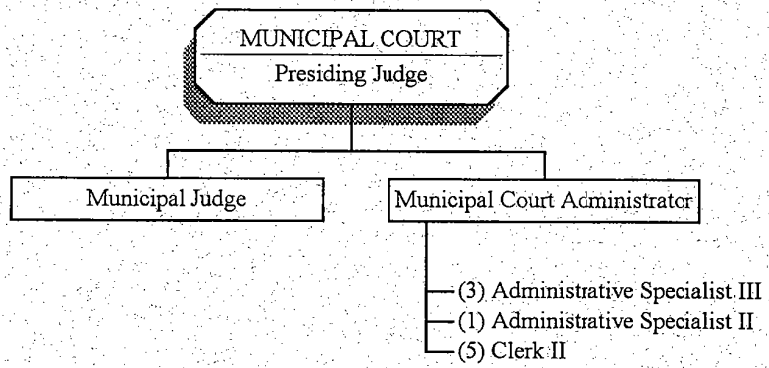
Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
UNISYS ON-LINE TRANSACTIONS	5,599,544	5,400,000	5,930,000	5,000,000
AS/400 ON-LINE TRANSACTIONS	10,323,247	11,000,000	13,700,000	15,000,000
COMPUTER TERMINALS ON-LINE	365	375	400	425
REQUESTS FOR COMPUTER SERVICES	160	140	165	140
STANDARD UNITS OF PROCESSING	30,871,538	30,000,000	25,500,000	20,000,000

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 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	3.00	4.00	4.00	4.00
PROGRAMMER/ANALYST	3.00	3.00	3.00	3.00
SYSTEMS ANALYST	4.00	4.00	4.00	4.00
TELEPHONE SERVICES TECHNICIAN	1.00	1.00	1.00	1.00
ADMINISTRATIVE SPECIALIST II	1.00	1.00	1.00	1.00
Total	21.00	22.00	22.00	22.00

City of Independence, Missouri
Municipal Court



City of Independence
Departmental Budget Summary

Department: 4090-MUNICIPAL COURT **1997-98 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	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
Budget by Major Program Category-					
02 4090	MUNICIPAL COURT	449,684	465,810	465,810	476,009
	Total	449,684	465,810	465,810	476,009
Staffing-					
	Full Time Positions	13.00	13.00	13.00	12.00
	Part Time Positions	0.00	0.00	0.00	0.00
	Total	13.00	13.00	13.00	12.00
Source of Funding-					
	GENERAL FUND	449,684	465,810	465,810	476,009
	Total	449,684	465,810	465,810	476,009

Significant Issues/Changes:

* ADD A DOMESTIC VIOLENCE DOCKET BECAUSE OF INCREASED CASELOAD AND TO BETTER SERVE THE NEEDS OF THE COMMUNITY AT A COST OF $4,362.
* TO PROVIDE ADDITIONAL TRAINING AND EDUCATION FOR ALL COURT PERSONNEL
* REDUCE THE NUMBER OF MUNICIPAL COURT JUDGES FROM THREE TO TWO AT A TOTAL COST SAVINGS OF $18,291.

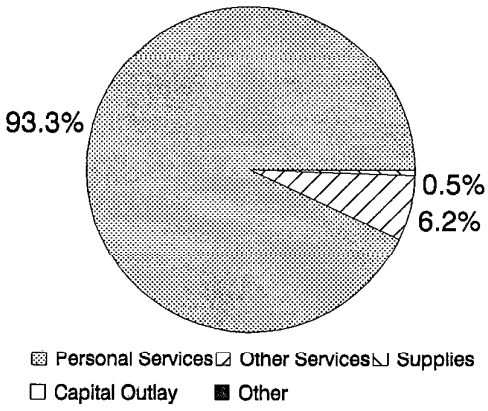
1997-98 Operating Budget

Municipal Court

Appropriations by Type:

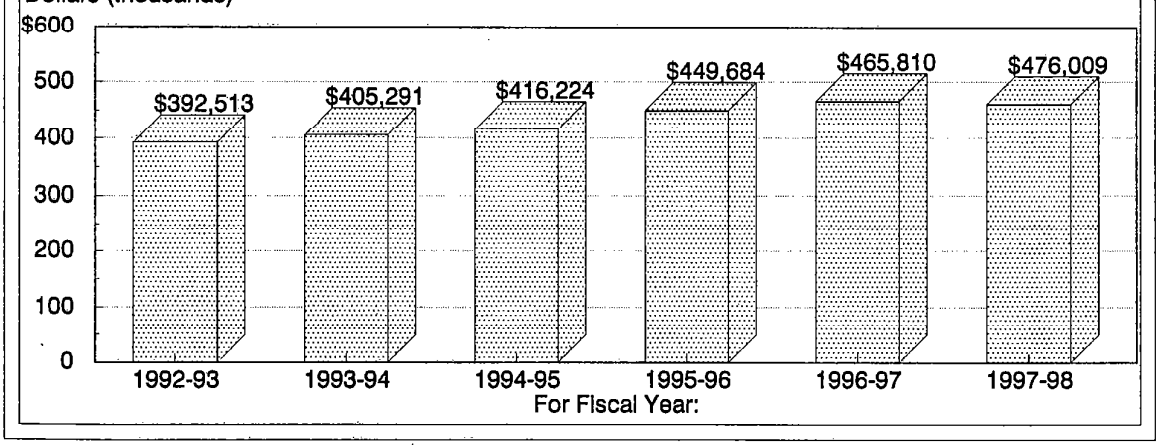
Expenditure Type	Actual 1995-96	Original 1996-97	Projected 1996-97	Adopted 1997-98
Personal Services	422,721	433,757	433,757	443,956
Other Services	19,732	29,691	29,691	29,691
Supplies	4,758	2,362	2,362	2,362
Capital Outlay	2,473	0	0	0
Other	0	0	0	0
Total	449,684	465,810	465,810	476,009

1997-98 City Council Adopted Budget



Historical Comparison:

	Actual 1992-93	Actual 1993-94	Actual 1994-95	Actual 1995-96	Budget 1996-97	Budget 1997-98
Employees:						
Full Time Equiv.	13.00	13.00	13.00	13.00	13.00	12.00
Amount by Fund:						
General	392,513	405,291	416,224	449,684	465,810	476,009
Per Capita	3.47	3.57	3.66	3.95	4.05	4.12
Per Household	8.07	8.29	8.46	9.09	9.38	9.50



City of Independence
Detail Program Sheet

Department: 4090-MUNICIPAL COURT | **1997-98 Operating Budget**
Program: 4090-MUNICIPAL COURT | **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.

1997-98 Objectives:

* OBTAIN COMPUTER CAPABILITIES AT JUDGES' BENCH FOR EASIER ACCESS TO RECORDS.
* TO PROVIDE ADDITIONAL TRAINING AND EDUCATION FOR ALL COURT PERSONNEL
* EXPAND DOMESTIC VIOLENCE DOCKET
* OBTAIN TV/VCR UNIT FOR EVIDENTIARY PURPOSES.

1996-97 Accomplishments:

* OBTAINED SHREDDER TO COMPLY WITH SUPREME COURT ADMINISTRATIVE RULE 8 WHICH REQUIRES THAT ALL RECORDS BE DESTROYED BY SHREDDING OR BURNING
* BETTER DOCKETING MANAGEMENT BY CHANGING PROBATION VIOLATION HEARINGS TO 10:30 A.M. DOCKETS
* INCREASED SECURITY IN THE COURTROOM WITH PANIC BUTTON INSTALLATION FOR BAILIFF, JUDGES AND PROSECUTOR
* INSTALLED A SECOND PRINTER IN MUNICIPAL COURT THAT ALLOWS ALL MUNICIPAL COURT CLERKS TO PRINT IN THE OFFICE RATHER THAN GOING TO OUTSIDE DEPARTMENTS

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	422,721	433,757	433,757	443,956
OTHER SERVICES	19,732	29,691	29,691	29,691
SUPPLIES	4,758	2,362	2,362	2,362
CAPITAL OUTLAY	2,473	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	449,684	465,810	465,810	476,009

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
NO. OF COMPLAINTS	4,544	4,025	4,025	4,226

...Continued

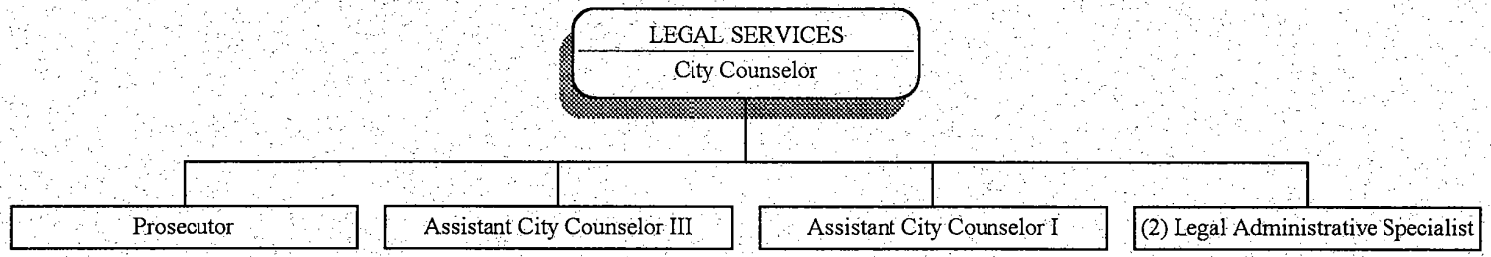
Performance Indicators: *(Continued)*

NO. OF CASES DISPOSED BY COURT	22,216	30,060	30,060	31,563
NO OF CASES DISPOSED BY TVB	5,416	10,586	10,586	11,116
SUBPOENAS ISSUED	4,560	6,102	6,102	6,407
WARRANTS ISSUED	10,490	12,915	12,915	13,560
WARRANT OF COMMITMENTS	679	822	822	863
NO. OF PARKING TICKETS PAID	1,581	4,186	4,186	4,396

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 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	1.00
PRESIDING JUDGE	1.00	1.00	1.00	1.00
Total	13.00	13.00	13.00	12.00

City of Independence, Missouri
Law



City of Independence
Departmental Budget Summary

Department: 4100-LAW **1997-98 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	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
Budget by Major Program Category-					
02 4100	LAW	760,435	531,249	531,249	549,803
	Total	760,435	531,249	531,249	549,803
Staffing-					
	Full Time Positions	6.00	6.00	7.00	6.00
	Part Time Positions	0.00	0.00	0.00	0.00
	Total	6.00	6.00	7.00	6.00
Source of Funding-					
	GENERAL FUND	760,435	531,249	531,249	549,803
	Total	760,435	531,249	531,249	549,803

Significant Issues/Changes:

* ADDED $22,600 TO CONTRACT LEGAL SERVICES AS A RESULT OF LOSING AN EXPERIENCED ASSISTANT CITY COUNSELOR. THIS AMOUNT REPRESENTS THE SALARY SAVINGS BETWEEN THE NEW POSITION AND THE REPLACED POSITION.
* LAW LIBRARY CONVERSION FROM BOOKS TO CDROM HAS BEGUN AND WILL CONTINUE ON A SELECTED BASIS

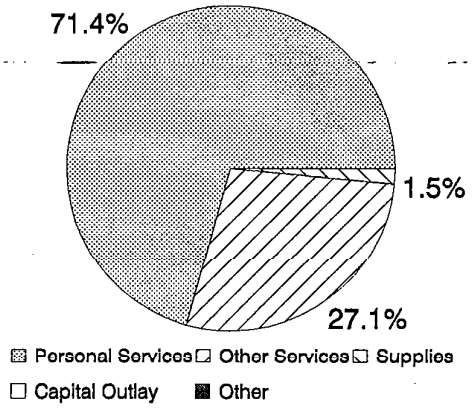
1997-98 Operating Budget

Law

Appropriations by Type:

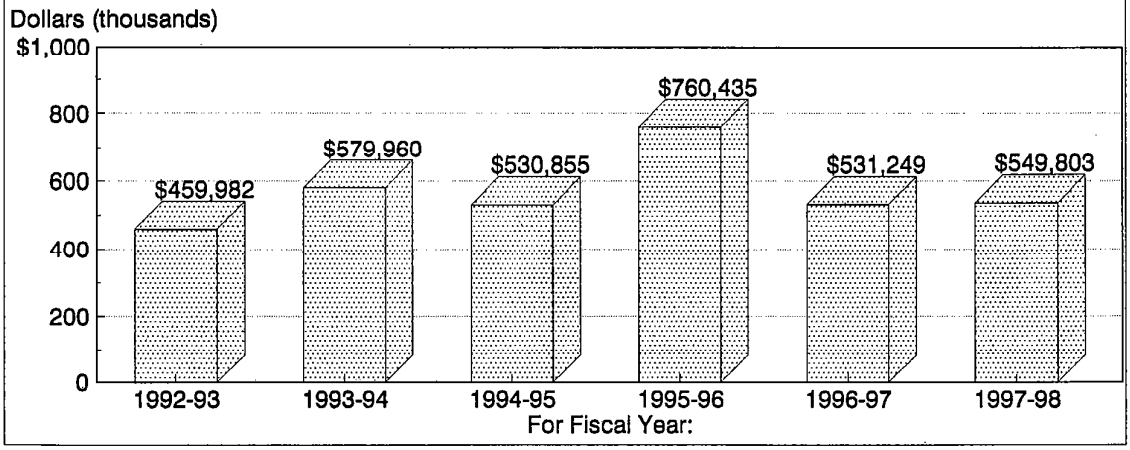
Expenditure Type	Actual 1995-96	Original 1996-97	Projected 1996-97	Adopted 1997-98
Personal Services	384,381	396,649	396,649	392,603
Other Services	367,455	126,550	126,550	149,150
Supplies	8,599	8,050	8,050	8,050
Capital Outlay	0	0	0	0
Other	0	0	0	0
Total	760,435	531,249	531,249	549,803

1997-98 City Council Adopted Budget



Historical Comparison:

	Actual 1992-93	Actual 1993-94	Actual 1994-95	Actual 1995-96	Budget 1996-97	Budget 1997-98
Employees:						
Full Time Equiv.	6.00	6.00	6.00	6.00	6.00	6.00
Amount by Fund:						
General	459,982	579,960	530,855	760,435	531,249	549,803
Per Capita	4.06	5.11	4.66	6.68	4.62	4.76
Per Household	9.46	11.86	10.79	15.37	10.69	10.98



City of Independence
Detail Program Sheet

Department: 4100-LAW
Program: 4100-LAW

1997-98 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.

1997-98 Objectives:

* CONTINUE THE CONVERSION OF THE LAW LIBRARY TO AN ELECTRONIC SYSTEM AND PROVIDE TRAINING ON THE NEW SYSTEMS TO ALLOW FOR QUICKER RESPONSES TO REQUESTS FOR ASSISTANCE
* TRANSFER WORKERS' COMPENSATION TO A THIRD PARTY ADMINISTRATOR TO FREE UP SUBSTANTIAL DEPARTMENTAL STAFF TIME FOR OTHER FUNCTIONS
* HIRE A PROSECUTOR FOR THE DOMESTIC VIOLENCE DOCKET (FEDERAL GRANT) THEREBY ALLOWING EXISTING STAFF TO HANDLE OTHER MATTERS

1996-97 Accomplishments:

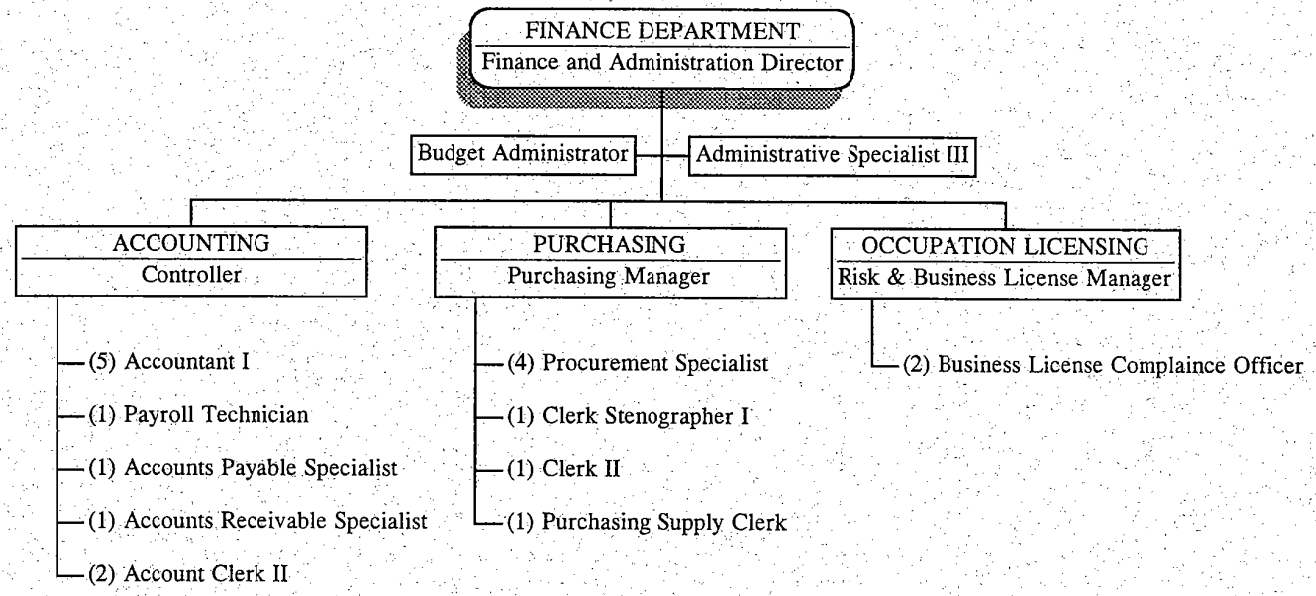
* DISPOSED OF 7 LAWSUITS PREVIOUSLY ON FILE
* PROCESSED 3 CONDEMNATION CASES
* SETTLED 22 WORKERS' COMPENSATION CLAIMS
* WORKED ON 2 TIF PROJECTS

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	384,381	396,649	396,649	392,603
OTHER SERVICES	367,455	126,550	126,550	149,150
SUPPLIES	8,599	8,050	8,050	8,050
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	760,435	531,249	531,249	549,803

Continued

City of Independence, Missouri
Finance



City of Independence
Departmental Budget Summary

Department: 4200-FINANCE **1997-98 Operating Budget**

Department Description-

THE FINANCE DEPARTMENT IS RESPONSIBLE FOR 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	1995-96 Actual	1996-97 Original	1996 97 Amended	1997-98 Adopted Budget
Budget by Major Program Category-					
02 4201	ADMINISTRATION	198,726	204,589	204,589	219,848
02 4210	ACCOUNTING	498,317	503,306	503,306	537,931
02 4240	PURCHASING	301,301	309,820	309,820	316,714
02 4250	CENTRAL SERVICES	25,395	23,180	23,180	0
02 4260	OCCUPATION LICENSING	133,851	138,612	138,612	145,610
	Total	1,157,590	1,179,507	1,179,507	1,220,103
Staffing-					
	Full Time Positions	25.00	25.00	25.00	25.00
	Part Time Positions	0.00	0.00	0.00	0.00
	Total	25.00	25.00	25.00	25.00
Source of Funding-					
	GENERAL FUND	1,155,090	1,173,507	1,173,507	1,220,103
	COMMUNITY DEV. BLOCK GRANT FUND	2,500	6,000	6,000	0
	Total	1,157,590	1,179,507	1,179,507	1,220,103

Significant Issues/Changes:

* THE FINANCE DEPARTMENT WILL BE IMPLEMENTING AN INTEGRATED COMPUTER

...Continued

Changes: (Continued)

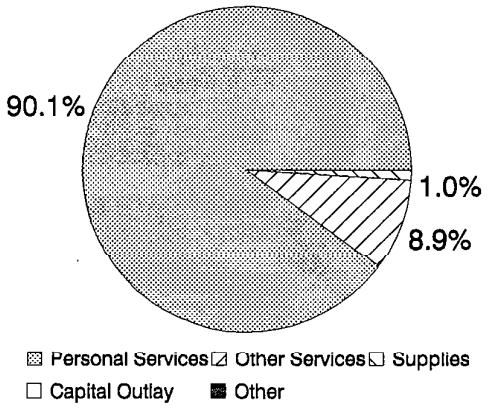
SYSTEM IN 1997-98 AFFECTING MOST FUNCTIONS ADMINISTERED BY THE ACCOUNTING AND PURCHASING DIVISIONS.

* THE OCCUPATION LICENSING DIVISION WILL ALSO BE IMPLEMENTING A NEW LICENSING COMPUTER SYSTEM IN 1997-98.
* THE CENTRAL SERVICES FUNCTION WAS MOVED TO NON-DEPARTMENTAL FOR 1997-98 DUE TO THE NAUTRE OF THE COSTS CHARGED TO THIS COST CENTER

Appropriations by Type:

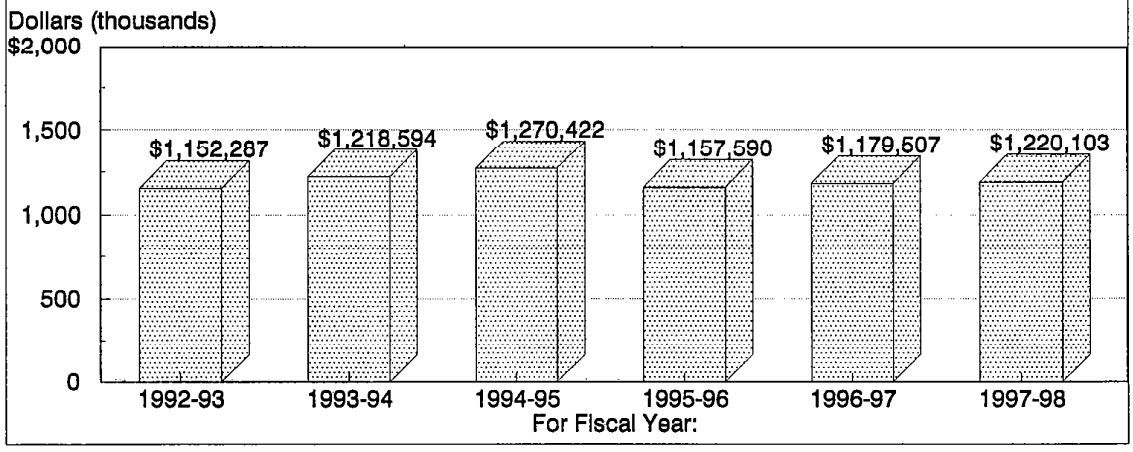
Expenditure Type	Actual 1995-96	Original 1996-97	Projected 1996-97	Adopted 1997-98
Personal Services	1,032,563	1,058,022	1,058,022	1,099,380
Other Services	97,076	86,605	86,605	108,755
Supplies	22,195	11,700	11,700	11,968
Capital Outlay	5,756	0	0	0
Other	0	23,180	23,180	0
Total	1,157,590	1,179,507	1,179,507	1,220,103

1997-98 City Council Adopted Budget



Historical Comparison:

	Actual 1992-93	Actual 1993-94	Actual 1994-95	Actual 1995-96	Budget 1996-97	Budget 1997-98
Employees:						
Full Time Equiv.	29.00	29.00	29.00	25.00	25.00	25.00
Amount by Fund:						
General	1,056,889	1,122,784	1,170,496	1,155,090	1,173,507	1,220,103
Community Dev.	2,500	2,500	2,500	2,500	6,000	0
Power and Light	47,557	47,833	50,000	0	0	0
Sanitary Sewer	22,676	22,739	23,712	0	0	0
Water	22,665	22,738	23,714	0	0	0
Per Capita	10.18	10.73	11.16	10.18	10.26	10.56
Per Household	23.69	24.91	25.81	23.40	23.74	24.36



City of Independence
Detail Program Sheet

Department: 4200-FINANCE | **1997-98 Operating Budget**
Program: 4201-ADMINISTRATION | **Fund: 02-GENERAL**

Description:

PROVIDES ADMINISTRATIVE SUPPORT TO THE FINANCE DEPARTMENT. THE FINANCE DEPARTMENT'S OVERALL RESPONSIBLITY 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.

1997-98 Objectives:

* CONTINUE WITH LABOR NEGOTIATIONS.
* ASSIST WITH TAX INCREMENT FINANCING PROJECT ANALYSIS.
* ASSIST WITH AN ANAYLSIS OF EMPLOYEE BENEFITS.
* CONTINUE DEPARTMENT STAFF TRAINING AND INCREASE THE UTILIZATION OF WORKLOAD INDICATORS AND PERFORMANCE MEASURES FOR EVALUATING SERVICE AND PROGRAM DELIVERY EFFECTIVENESS.

1996-97 Accomplishments:

* RECEIVED THE "DISTINGUISHED BUDGET PRESENTATION AWARD" FROM GFOA FOR THE 1996-97 BUDGET REPRESENTING THE 11TH YEAR IN A ROW FOR THIS AWARD.
* COMPLETED A TIF PROJECT EVALUATION FOR BOLGER SQUARE.
* COMPLETED WORK AGREEMENT NEGOTIATIONS 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.
* COMPLETED LABOR NEGOTIATIONS WITH THE INTERNATIONAL BROTHERHOOD OF ELECTRICAL WORKERS AND THE STEELWORKERS BARGAINING UNITS.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	183,507	190,244	190,244	200,801
OTHER SERVICES	6,101	10,290	10,290	14,992
SUPPLIES	3,362	4,055	4,055	4,055
CAPITAL OUTLAY	5,756	0	0	0

...Continued

Program Costs: *(Continued)*

DEBT SERVICE/OTHER	0	0	0	0
Total	198,726	204,589	204,589	219,848

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
FINANCE & ADMINSTRATION 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
Total	3.00	3.00	3.00	3.00

City of Independence
Detail Program Sheet

Department: 4200-FINANCE | **1997-98 Operating Budget**
Program: 4210-ACCOUNTING | **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, PROPERTY ACCOUNTING, AND ACCOUNTING FOR THE FINANCIAL ACTIVITIES OF THE TAX INCREMENT FINANCING AGREEMENTS.

1997-98 Objectives:

* SUCCESSFULLY IMPLEMENT A NEW FINANCIAL SOFTWARE SYSTEM WHICH WILL ELIMINATE THE NEED FOR SEPARATE GOVERNMENTAL AND UTILITY SYSTEMS.
* STREAMLINE THE MONTHLY CLOSING PROCESS AND ISSUE INTERIM STATEMENTS BY THE 20TH OF THE MONTH BY MARCH 1998.

1996-97 Accomplishments:

* SUCCESSFULLY COMPLETED THE ANNUAL AUDIT WITH NO MAJOR FINDINGS OR QUALIFICATION AND PRODUCED AN ANNUAL REPORT WHICH RECEIVED THE CERTIFICATE OF ACHIEVEMENT FOR EXCELLENCE IN FINANCIAL REPORTING.
* WORKED WITH OTHER FINANCE DIVISIONS AND CITY DEPARTMENTS IN DEVELOPING SELECTION CRITEREA AND REQUEST FOR PROPOSAL, AND SUBSEQUENTLY SELECTED A VENDOR FOR A NEW FINANCIAL SOFTWARE PACKAGE.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	443,995	450,106	450,106	461,093
OTHER SERVICES	46,862	48,800	48,800	72,028
SUPPLIES	7,460	4,400	4,400	4,810
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	498,317	503,306	503,306	537,931

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PAYROLL CHECKS PROCESSED	30,055	32,900	30,381	30,660

...Continued

Performance Indicators: *(Continued)*

DISBURSEMENT CHECKS PROCESSED	12,104	11,400	12,400	13,000
TOTAL INVESTMENTS	46,682,000	60,000,000	53,000,000	60,000,000

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 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 | **1997-98 Operating Budget**
Program: 4240-PURCHASING | **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.

1997-98 Objectives:

* TO SUCESSFULLY IMPLEMENT THE PURCHASING MODULE OF THE CITY'S NEW FINANCIAL SOFTWARE, AND TO ESTABLISH AND PREPARE MEANINGFUL REPORTS THAT WILL BENEFIT DEPARTMENTS IN THEIR OPERATION.
* TO INCREASE THE NUMBER OF ACTIVE PRICE AGREEMENTS
* TO ENSURE A WELL TRAINED STAFF, AND TO FORMALIZE THE TRAINING OF CITY DEPARTMENT STAFF MEMBERS IN THE PURCHASING AREA.

1996-97 Accomplishments:

* INITIATED A NEW VENDOR APPLICATION
* INITIATED AND ESTABLISHED A COMPUTERIZED VENDOR BASE FOR USE IN THE NOTIFICATION OF SALES OF SURPLUS PROPERTY.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	285,061	293,560	293,560	306,376
OTHER SERVICES	14,008	13,115	13,115	7,335
SUPPLIES	2,232	3,145	3,145	3,003
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	301,301	309,820	309,820	316,714

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PURCHASE ORDERS ISSUED	2,550	2,500	400	3,000
PRICE AGREEMENTS MAINTAINED	130	133	135	138

Continued

City of Independence
Detail Program Sheet

Department: 4200-FINANCE **1997-98 Operating Budget**
Program: 4240-PURCHASING **Fund: 02-GENERAL**

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 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 **1997-98 Operating Budget**
Program: 4260-OCCUPATION LICENSING **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.

1997-98 Objectives:

* ISSUE, RENEW, & MONITOR BUSINESS LICENSES IN ACCORDANCE WITH THE CITY CODE.
* INCREASE REVENUES BY LICENSING NEW BUSINESSES & IDENTIFYING UNLICENSED BUSINESSES.
* UPDATE CHAPTER 5 (BUSINESS & OCCUPATION LICENSES) OF THE CITY CODE.
* EVALUATE PREMIUM OPTIONS FOR STAY WELL HEALTH CARE PLAN.
* BID & AWARD HEALTH INSURANCE CONTRACTS FOR HEALTH MAINTENANCE ORGANIZATION PLANS.
* BID & AWARD GROUP LIFE, LIABILITY, & LONG-TERM DISABILITY INSURANCE.
* RENEW PROPERTY INSURANCE COVERAGE.
* RENEW EXCESS WORKERS' COMPENSATION INSURANCE COVERAGE.
* WORK WITH CABLE CONSORTIUM ON JONES INTERCABLE FRANCHISE RENEWAL.
* DEVELOP MASTER CABLE TELEVISION ORDINANCE.

1996-97 Accomplishments:

* GREATER ENFORCEMENT OF LICENSING CODE RESULTED IN INCREASED REVENUES
* REVISED TAXICAB CODE & DISTRIBUTED CODE BOOKLET TO TAXICAB OPERATORS
* REVISED ITINERANT LICENSE CODE.
* UPDATED STANDARD INDUSTRIAL CODES IN OCCUPATION LICENSE SYSTEM.
* WORKED WITH MIS DEPARTMENT ON SOFTWARE CONVERSION PROJECT.
* BID & AWARDED PRICE AGREEMENT FOR RISK MANAGEMENT CONSULTING SERVICE
* BID & AWARDED CONTRACT FOR TPA SERVICES FOR THE CITY'S FLEXIBLE BENEFIT PLAN.
* BID & AWARDED CONTRACT FOR TPA, PPO, PHARMACY SERVICES & REINSURANCE FOR STAY WELL HEALTH CARE PLAN.
* EVALUATED PREMIUM OPTIONS FOR THE STAY WELL HEALTH CARE PLAN.
* BID & AWARDED PROPERTY INSURANCE COVERAGE.
* RENEWED LIABILITY & EXCESS WORKERS' COMPENSATION INSURANCE COVERAGE.
* WORKED WITH CABLE CONSORTIUM ON JONES INTERCABLE FRANCHISE RENEWAL.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	120,000	124,112	124,112	131,110
OTHER SERVICES	13,638	14,400	14,191	14,400
SUPPLIES	213	100	309	100
CAPITAL OUTLAY	0	0	0	0

...Continued

Program Costs: ***(Continued)***

DEBT SERVICE/OTHER	0	0	0	0
Total	133,851	138,612	138,612	145,610

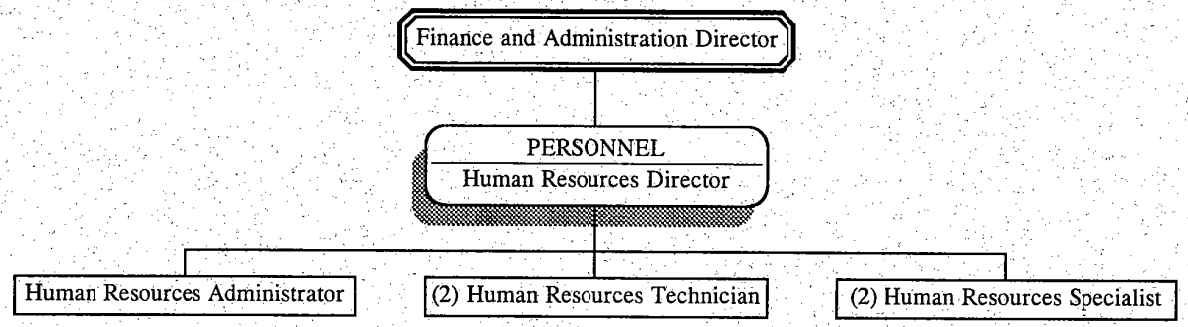
Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
OCCUPATION LICENSES	4,844	5,100	5,250	5,300
LIQUOR LICENSES	240	250	243	245
EMPLOYEE PERMITS	1,468	1,550	1,300	1,350

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
RISK & BUSINESS LICENSE MGR	1.00	1.00	1.00	1.00
BUS. LIC. COMPLIANCE OFFICER	2.00	2.00	2.00	2.00
Total	3.00	3.00	3.00	3.00

City of Independence, Missouri
Personnel



City of Independence
Departmental Budget Summary

Department: 4300-PERSONNEL 1997-98 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 ENSURE INTERNAL EQUITY AND EXTERNAL COMPETITIVENESS. ADVISES ON EMPLOYEE RELATIONS. NEGOTIATES AND ADMINISTERS WORK AGREEMENTS. INITIATES AND COORDINATES EMPLOYEE TRAINING AND DEVELOPMENT. ESTABLISHES, IMPLEMENTS AND ADMINISTERS PERSONNEL POLICIES AND PROCEDURES. MAINTAINS HUMAN RESOURCES INFORMATION AND EMPLOYEE RECORDS SYSTEMS. PROVIDES TECHNICAL ASSISTANCE AND MONITORS PERFORMANCE APPRAISAL PROCESS. COUNSELS EMPLOYEES AND DEPARTMENTS ON VARIOUS HUMAN RESOURCES ISSUES.

Prog. No.	Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
Budget by Major Program Category-					
02 4300	PERSONNEL	267,933	300,607	300,607	306,607
	Total	267,933	300,607	300,607	306,607
Staffing-					
	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
Source of Funding-					
	GENERAL FUND	267,933	300,607	300,607	306,607
	Total	267,933	300,607	300,607	306,607

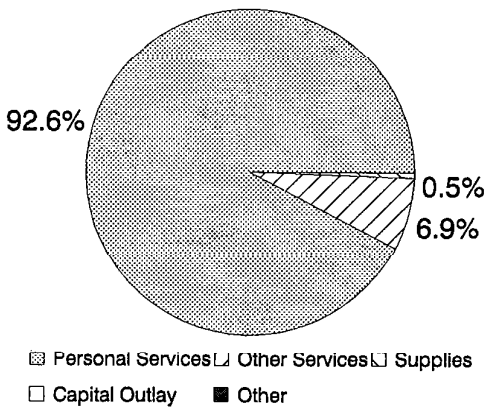
Significant Issues/Changes:

* IMPLEMENTATION OF JD EDWARDS HUMAN RESOURCES INFORMATION AND PAYROLL COMPUTER SYSTEMS.
* DEVELOPMENT OF COMPREHENSIVE EMPLOYEE ORIENTATION.

Appropriations by Type:

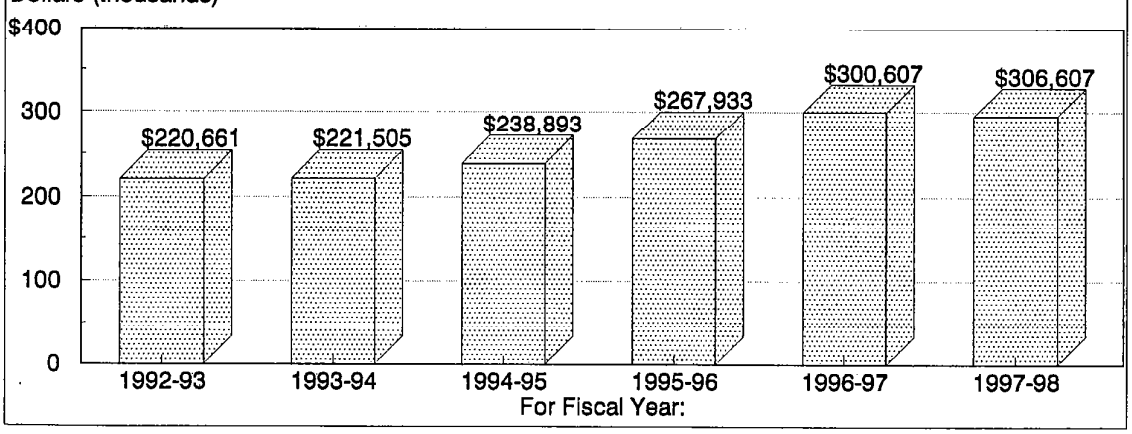
Expenditure Type	Actual 1995-96	Original 1996-97	Projected 1996-97	Adopted 1997-98
Personal Services	233,771	277,819	277,819	283,819
Other Services	24,694	21,188	21,188	21,188
Supplies	6,527	1,600	1,600	1,600
Capital Outlay	2,941	0	0	0
Other	0	0	0	0
Total	267,933	300,607	300,607	306,607

1997-98 City Council Adopted Budget



Historical Comparison:

	Actual 1992-93	Actual 1993-94	Actual 1994-95	Actual 1995-96	Budget 1996-97	Budget 1997-98
Employees:						
Full Time Equiv.	5.00	5.00	5.00	6.00	6.00	6.00
Amount by Fund:						
General	220,661	221,505	238,893	267,933	300,607	306,607
Per Capita	1.95	1.95	2.10	2.36	2.62	2.65
Per Household	4.54	4.53	4.85	5.42	6.05	6.12



City of Independence
Detail Program Sheet

Department: 4300-PERSONNEL
Program: 4300-PERSONNEL

1997-98 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 ENSURE INTERNAL EQUITY AND EXTERNAL COMPETITIVENESS. ADVISES ON EMPLOYEE RELATIONS. NEGOTIATES AND ADMINISTERS WORK AGREEMENTS. COORDINATES TRAINING AND DEVELOPMENT FOR THE ORGANIZATION. ESTABLISHES, IMPLEMENTS AND ADMINISTERS PERSONNEL POLICIES AND PROCEDURES. MAINTAINS HUMAN RESOURCES INFORMATION AND EMPLOYEE RECORDS SYSTEMS. PROVIDES TECHNICAL ASSISTANCE AND MONITORS PERFORMANCE APPRAISAL PROCESS. COUNSELS EMPLOYEES AND DEPARTMENTS ON VARIOUS HUMAN RESOURCES ISSUES.

1997-98 Objectives:

* IMPLEMENTATION OF THE JD EDWARDS HUMAN RESOURCE INFORMATION SYSTEM.
* DEVELOP A COMPREHENSIVE EMPLOYEE ORIENTATION.
* UPDATE EMPLOYEE HANDBOOK.
* COORDINATE EMPLOYEE TRAINING AND DEVELOPMENT.
* PREPARE INDEX FOR PERSONNEL POLICIES AND PROCEDURES.

1996-97 Accomplishments:

* CONDUCTED MARKET SALARY SURVEY AND RECOMMENDED COMPENSATION PLAN ADJUSTMENTS.
* SERVED AS LIAISON ON MID AMERICA REGIONAL COUNCIL TRAINING COMMITTEE
* PROVIDED TECHNICAL ASSISTANCE FOR IMPLEMENTING PERFORMANCE APPRAISAL SYSTEM.
* DEVELOPED COMPENSATION PROCEDURES.
* SELECTED SOFTWARE AND HARDWARE FOR PROGRESSIVE AND FLEXIBLE HRIS.
* COMPLETED AND DISTRIBUTED EMPLOYMENT INFORMATION PAMPHLET.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	233,771	277,819	273,819	283,819
OTHER SERVICES	24,694	21,188	19,893	21,188
SUPPLIES	6,527	1,600	5,007	1,600
CAPITAL OUTLAY	2,941	0	1,888	0

...Continued

Program Costs: *(Continued)*

DEBT SERVICE/OTHER	0	0	0	0
Total	267,933	300,607	300,607	306,607

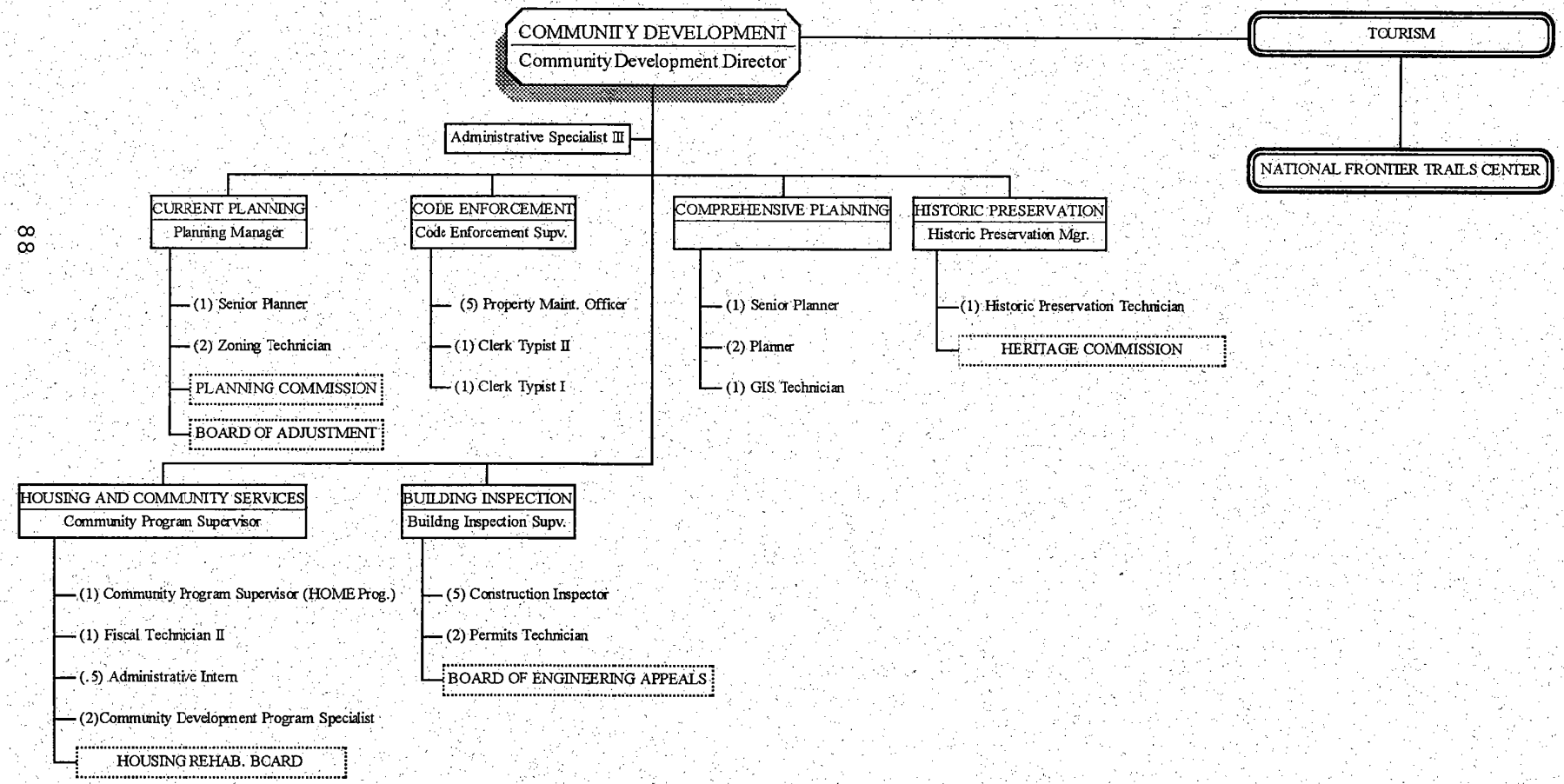
Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
APPLICATIONS PROCESSED	1,549	2,400	2,367	2,350
TESTS ADMINISTERED	277	400	411	360
NEW HIRES	113	115	105	105
PROMOTIONS	62	60	72	75
RETIREMENTS	35	35	32	35
GRIEVANCES PROCESSED	6	10	11	12
BENEFIT PACKETS/ORIENTATIONS/ OPEN ENROLLMENT	150	150	175	175
JOB ANNOUNCEMENTS	119	120	117	120
SURVEYS/INTERNAL AND EXTERNAL RESPONSES	35	39	39	43

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
HUMAN RESOURCES DIRECTOR	1.00	1.00	1.00	1.00
HUMAN RESOURCES SPECIALIST	2.00	2.00	2.00	2.00
HUMAN RESOURCES ADMINISTRATOR	1.00	1.00	1.00	1.00
HUMAN RESOURCES TECHNICIAN	2.00	2.00	2.00	2.00
Total	6.00	6.00	6.00	6.00

City of Independence, Missouri
Community Development



City of Independence
Departmental Budget Summary

Department: 4400-COMMUNITY DEVELOPMENT **1997-98 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	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
Budget by Major Program Category-					
02 4401	ADMINISTRATION	328,501	138,400	205,553	142,041
02 4412	COMPREHENSIVE PLANNING	134,201	197,510	194,902	194,780
02 4413	CURRENT PLANNING	0	221,979	221,979	226,547
02 4414	TRANSPORTATION	631,288	647,888	642,688	641,703
02 4420	HISTORIC PRESERVATION	96,468	111,934	117,314	121,496
02 4431	BUILDING INSPECTION	358,753	386,154	391,591	409,352
02 4440	CODE COMPLIANCE	284,430	301,910	301,910	436,475
08 6601	CDBG - ADMINISTRATION	128,847	145,091	145,091	153,486
08 6604	REHAB GRANT/LOAN OWNER	256,747	52,292	326,417	50,676
09 6602	HOME-ADMINISTRATION	37,794	42,843	42,843	44,862
09 6606	HOUSING REHAB PROGRAM	92,847	0	0	0
09 6607	HOME RENTAL REHAB PROG.	305,000	228,542	228,542	4,789
09 6609	HOME - HOUSING PROGRAM	166,804	165,615	165,615	2,395
	Total	2,821,680	2,640,158	2,984,445	2,428,602
Staffing-					
	Full Time Positions	30.00	33.00	33.00	33.00
	Part Time Positions	0.00	0.50	0.50	0.50
	Total	30.00	33.50	33.50	33.50
Source of Funding-					
	GENERAL FUND	1,833,641	2,005,775	2,075,937	2,172,394
	CDBG FUND	385,594	197,383	471,508	204,162
	HOME PROGRAM FUND	602,445	437,000	437,000	52,046
	Total	2,821,680	2,640,158	2,984,445	2,428,602

City of Independence
Departmental Budget Summary

Department: 4400-COMMUNITY DEVELOPMENT **1997-98 Operating Budget**

Direct/Offsetting Revenues-				
PLANNING EXAMS & LICENSES	39,833	35,000	35,000	35,000
BUILDING PERMITS	443,205	560,000	560,000	560,000
PLANNING & ZONING FEES	9,772	7,000	7,000	7,000
BOARD OF ADJUSTMENT FEES	2,243	1,900	1,900	2,000
SALE OF MAPS, BOOKS, PLANS	5,370	3,400	3,400	4,000
DIAL-A-RIDE GRANT	10,066	13,000	13,000	13,000
CDBG/HOME GRANTS	988,039	634,383	908,508	256,208
Total	1,498,528	1,254,683	1,528,808	877,208

Significant Issues/Changes:

* PREPARATION OF A COORDINATED ECONOMIC DEVELOPMENT STRATEGY FOR THE LITTLE BLUE VALLEY AND DEVELOPMENT REGULATIONS FOR EASTERN INDEP. THAT ARE COMPATIBLE WITH THE COMPREHENSIVE PLAN.
* PREPARATION AND ADOPTION OF A UNIFIED DEVELOPMENT CODE.
* UPDATING HISTORIC PRESERVATION ORDINANCES AND PLANS BASED ON COMMUNITY INPUT AND SUPPORT.
* DEVELOP COORDINATED STRATEGIC PLANS FOR TOURISM, HISTORIC PRESERVATION AND ECONOMIC DEVELOPMENT.
* CONTINUED IMPROVEMENT OF COMMUNITY APPEARANCE THROUGH INCREASED CODE COMPLIANCE CAPABILITY AND PUBLIC AWARENESS.
* ESTABLISHMENT OF COORDINATED DEVELOPMENT INCENTIVES AND MECHANISMS FOR INFRASTRUCTURE AND TO REMOVE DEVELOPMENT CONSTRAINTS IN THE I-70/SELSA ROAD AREA.

1997-98 Operating Budget — Community Dev.

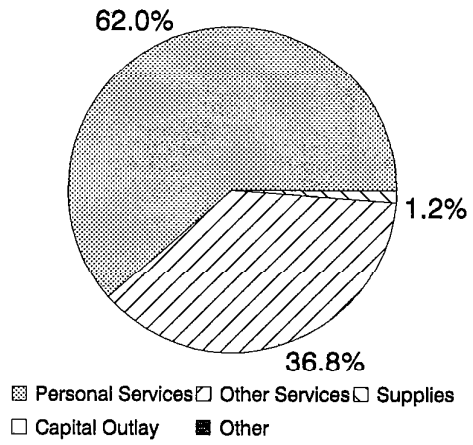
Appropriations by Type:

02

1,279,535
872,020
20,039
2,172,394

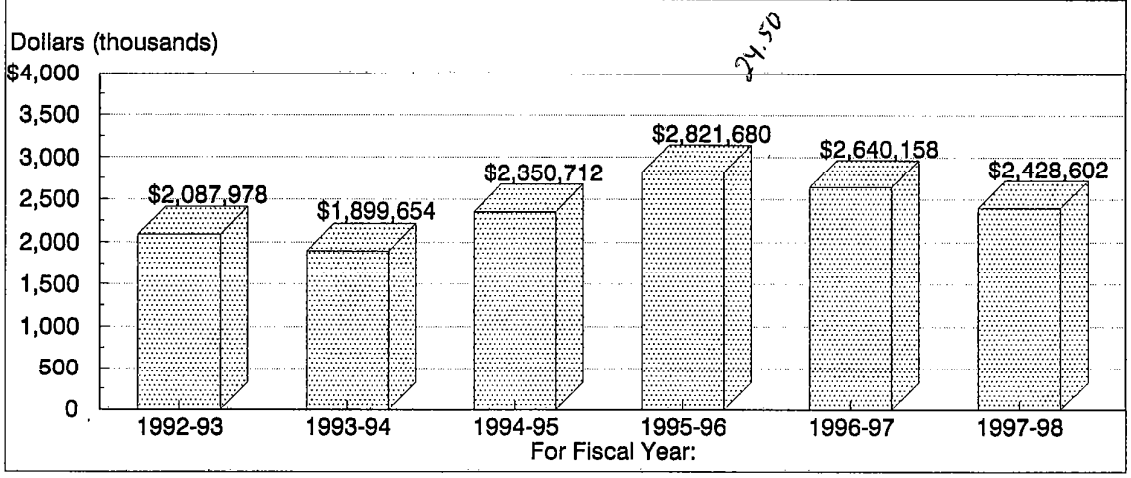
Expenditure Type	Actual 1995-96	Original 1996-97	Projected 1996-97	Adopted 1997-98
Personal Services	1,255,112	1,445,590	1,420,829	1,505,658
Other Services	713,668	760,526	1,057,542	894,274
Supplies	34,128	25,185	91,780	28,670
Capital Outlay	818,772	408,857	414,294	0
Other	0	0	0	0
Total	2,821,680	2,640,158	2,984,445	2,428,602

1997-98 City Council Adopted Budget



Historical Comparison:

	Actual 1992-93	Actual 1993-94	Actual 1994-95	Actual 1995-96	Budget 1996-97	Budget 1997-98
Employees:						
Full Time Equiv.	19.50	20.50	28.00	30.00	33.50	33.50
Amount by Fund:						
General	1,195,545	1,136,090	1,575,970	1,833,641	2,005,775	2,172,394
Community Dev.	301,146	306,703	293,680	385,594	197,383	204,162
HOME Program	591,287	456,861	481,062	602,445	437,000	52,046
Per Capita	18.45	16.73	20.66	24.80	22.97	21.02
Per Household	42.93	38.84	47.77	57.03	53.14	48.49



City of Independence
Detail Program Sheet

Department: 4400-COMMUNITY DEVELOPMENT — 1997-98 Operating Budget
Program: 4401-ADMINISTRATION — 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.

1997-98 Objectives:

* PREPARE AN ECONOMIC DEVELOPMENT STRATEGY FOR THE LITTLE BLUE VALLEY.
* REVISE HISTORIC PRESERVATION ORDINANCE AND ADOPT A COMPREHENSIVE HISTORIC PRESERVATION PLAN.
* INITIATE A COMPREHENSIVE ZONING AND DEVELOPMENT ORDINANCE EVALUATION AND REVISIONS.
* DEVELOP A COMPREHENSIVE TOURISM AND MARKETING STRATEGIC PLAN IN SUPPORT OF HISTORIC PRESERVATION AND ECONOMIC DEVELOPMENT.
* INCREASE COMMUNITY UNDERSTANDING AND THE LEVEL OF VOLUNTARY COMPLIANCE FOR THE PROPERTY MAINTENANCE CODE.
* ESTABLISH IMPLEMENTATION MECHANISMS FOR INFRASTRUCTURE AND TO REMOVE DEVELOPMENT CONSTRAINTS IN THE I-70/SELSA ROAD AREA.

1996-97 Accomplishments:

* REVIEWED AND PROCESSED THE RECOVERY SALES OUTLET TIF AND THE BOLGER SQUARE TIF.
* ESTABLISHED NEW REVOLVING LOAN FUNDS UNDER THE CDBG HOME PROGRAMS TO CREATE PROGRAM INCOME.
* ESTABLISED ONE STOP SERVICES FOR RESIDENTIAL BUILDING PERMIT APPLICATIONS.
* IMPLEMENTED NEW SOFTWARE FOR BUILDING PERMITS AND CODE ENFORCEMENT.
* DEVELOPED AN IMPROVEMENT PLAN FOR NOLAND ROAD BETWEEN 23RD STREET AND 40 HWY., AND COMPLETTED REQUIREMENTS FOR THE ESTABLISHMENT OF A SPECIAL BUSINESS DISTRICT.
* INITIATED A PROCESS TO FORM A 39TH STREET/M-291 SPECIAL BUSINESS DISTRICT.
* IMPLEMENTED A REVISED LANDSCAPE ORDINANCE AND A NEW TREE PRESERVATION ORDINANCE.
* PREPARED A MARKETING STRATEGY FOR THE I-70/SELSA ROAD AREA.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997 98 Adopted Budget
PERSONAL SERVICES	297,546	131,600	131,871	135,841
OTHER SERVICES	23,767	6,450	9,785	5,850

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City of Independence
Detail Program Sheet

Department: 4400-COMMUNITY DEVELOPMENT **1997-98 Operating Budget**
Program: 4401-ADMINISTRATION **Fund: 02-GENERAL**

Program Costs: *(Continued)*

SUPPLIES	4,665	350	63,897	350
CAPITAL OUTLAY	2,523	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	328,501	138,400	205,553	142,041

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
COMMUNITY DEVELOPMENT 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: 4400-COMMUNITY DEVELOPMENT — 1997-98 Operating Budget
Program: 4412-COMPREHENSIVE PLANNING — 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 IMPROVEMENTS AND CHANGES FOR ZONING AND SUBDIVISION REGULATIONS, ASSISTS IN THE DEVELOPMENT AND APPLICATION OF THE GEOGRAPHIC INFORMATION SYSTEM.

1997-98 Objectives:

* ESTABLISH A DIGITAL PARCEL DATA BASE AND CITY-WIDE MAPPING PROGRAM.
* PROCEED WITH THE FORMATION OF A SPECIAL BUSINESS DISTRICT FOR THE 39TH STREET/M-291 BUSINESS AREA.
* COMPREHENSIVE PLAN UPDATES (PARKS, EAST INDEPENDENCE, ETC.) AND COORDINATE WITH ZONING MAP AND ORDINANCE.
* DEVELOP NEW RURAL AND MINOR SUBDIVISION REGULATIONS FOR THE AGRICULTURAL PORTION OF THE COMMUNITY.
* ASSIST IN THE FORMATION OF A REDEVELOPMENT PLAN FOR THE FAIRMOUNT BUSINESS AREA.
* DEVELOP AN ECONOMIC ANALYSIS AND MARKETING STRATEGY FOR THE COMMUNITY'S COMMERCIAL AREAS.
* UPGRADE AND DEVELOP NEW ZONING DISTRICTS.
* DEVELOP A PARK AND OPEN SPACE DEDICATION REQUIREMENTS FOR THE SUBDIVISION REGULATIONS.
* UPGRADE ZONING DISTRICTS AND REGULATIONS.

1996-97 Accomplishments:

* COMPLETED PROCESS REQUIRED FOR THE FORMATION OF THE NOLAND ROAD SPECIAL BUSINESS DISTRICT.
* ASSISTED IN THE IMPELEMTATION OF HTE CODES AND SOFTWARE.
* DEVELOPED A TREE PRESERVATION AND CONSERVATION ORDINANCE.
* UPDATED TRANSIT PLAN AND KCATA CONTRACTS.
* UPDATED 1997-98 CAPITAL IMPROVEMENTS PROJECTS REPORT.
* DEVELOPED AND COMPLETED THE ANNUAL TIF PROJECT REPORT.
* PREPARED A MARKETING STRATEGY FOR THE DEVELOPMENT OF THE I-70/SELSA ROAD INTERCHANGE AREA.
* DEVELOPED CITY BEAUTIFICATION PROJECTS FOR THE ENHANCEMENT OF THE BUILT ENVIRONMENT.
* COMPLETED APPLICATIONS REQUESTING ISTEA FUNDS FOR 4 LANDSCAPING SITE

Continued

City of Independence
Detail Program Sheet

Department: 4400-COMMUNITY DEVELOPMENT **1997-98 Operating Budget**
Program: 4412-COMPREHENSIVE PLANNING **Fund: 02-GENERAL**

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	125,817	186,640	175,932	184,010
OTHER SERVICES	765	8,820	17,013	8,920
SUPPLIES	5,333	2,050	1,957	1,850
CAPITAL OUTLAY	2,286	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	134,201	197,510	194,902	194,780

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PLANNING PROJECTS - STUDIES, GRANTS, REPORTS, AND PLANS	33	35	30	40
G.I.S. GENERATED MAPS FOR CITIZENS AND VARIOUS DEPTS.	67	100	70	70

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PLANNER	1.00	2.00	2.00	2.00
SENIOR PLANNER	1.00	1.00	1.00	1.00
GIS TECHNICIAN	1.00	1.00	1.00	1.00
Total	3.00	4.00	4.00	4.00

Significant Issues/Changes:

* NO SIGNIFICANT CHANGES.

City of Independence
Detail Program Sheet

Department: 4400-COMMUNITY DEVELOPMENT **1997-98 Operating Budget**
Program: 4413-CURRENT PLANNING **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.

1997-98 Objectives:

* DEVELOP PERMANENT WIRELESS COMMUNICATIONS FACILITIES ORDINANCE.
* DEVELOP SYSTEM FOR ENFORCEMENT OF TIMED DEVELOPMENT PERMIT APPROVALS
* BEGIN PREPARATION OF A UNIFIED DEVELOPMENT CODE.
* CREATE DEVELOPMENT REGULATIONS BROCHURES.
* DEVELOP RESIDENTIAL SUBDIVISION DESIGN GUIDELINES.
* CREATE INTER-DEPARTMENTAL BI-MONTHLY DEVELOPMENT APPLICATION REVIEW COMMITTEE.
* CONTINUE PLANNING COMMISSION AND BOARD OF ADJUSTMENT TRAINING.
* EVALUATE DEVELOPMENT IMPACT FEES.

1996-97 Accomplishments:

* BEGAN IMPLEMENTATION OF THE I-70/SELSA ROAD ECONOMIC DEVELOPMENT STRATEGY.
* ESTABLISHED AND IMPLEMENTED AN OVERLAY ZONING DISTRICT FOR SOUTHEAST INDEPENDENCE.
* INITIATED ZONING AND SIGN CODE ENFORCEMENT.
* REVIEWED DEVELOPMENT APPLICATION PROCESSING AND PROCEDURES.
* IMPLEMENTED THE REVISED LANDSCAPE ORDINANCE.
* REZONING OF THE EASTERN PORTION OF THE INDEPENDENCE SQUARE.
* MIDTOWN TRUMAN ROAD CORRIDOR RESIDENTIAL REZONING TO LOWER DENSITY.
* BEGAN PLANNING COMMISSION AND BOARD OF ADJUSTMENT TRAINING.
* DEVELOPED INTERIM GUIDELINES FOR WIRELESS COMMUNICATION FACILITIES.
* REVISED SEVERAL SECTIONS OF THE SIGN CODE.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	0	208,488	207,973	212,281
OTHER SERVICES	0	11,260	11,585	11,260
SUPPLIES	0	2,231	2,421	3,006
CAPITAL OUTLAY	0	0	0	0

...Continued

Program Costs: ***(Continued)***

DEBT SERVICE/OTHER	0	0	0	0
Total	0	221,979	221,979	226,547

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
SITE PLAN HEARINGS BY PLANNING COMMISSION	26	20	21	30
REZONING HEARINGS BY PLANNING COMMISSION	31	30	35	40
HOME OCCUPATION HEARINGS BY PLANNING COMMISSION	21	30	18	25
SUBDIVISION HEARINGS BY PLANNING COMMISSION	39	40	51	40
OTHER CASES HEARD BY PLANNING COMMISSION	43	40	35	40
BOARD OF ZONING ADJUSTMENT CASES	18	18	10	10
ZONING AND SIGN ENFORCEMENT CASES	0	600	600	700
BUILDING PERMIT PLANS REVIEWED	921	1,400	1,400	1,500

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PLANNING DIRECTOR	1.00	1.00	1.00	1.00
SENIOR PLANNER	1.00	1.00	1.00	1.00
ZONING TECHNICIAN	1.00	2.00	2.00	2.00
Total	3.00	4.00	4.00	4.00

City of Independence
Detail Program Sheet

Department: 4400-COMMUNITY DEVELOPMENT | **1997-98 Operating Budget**
Program: 4414-TRANSPORTATION | **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.

1997-98 Objectives:

* DEVELOP SERVICE CHANGES FOR THE INTRA-CITY BUS SERVICE THAT WILL PROVIDE IMPROVED BUS SERVICE WITHIN THE COMMUNITY.
* PROVIDE MANAGEMENT AND OPERATIONS ANALYSIS OF THE INTER-CITY AND INTRA-CITY BUS SERVICE.

1996-97 Accomplishments:

* IMPLEMENTED CHANGES TO THE INTER-CITY BUS SERVICE AS OUTLINED IN THE TRANSIT PLAN FOR THE CITY.
* ESTABLISHED A PARK AND RIDE EXPRESS BUS SERVICE AT 39TH STREET AND NOLAND ROAD.
* ASSISTED IN THE DEVELOPMENT OF PLANS TO PROMOTE AND CONTINUE THE AMTRAK RAIL PASSENGER SERVICE IN MISSOURI.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	0	0	0	0
OTHER SERVICES	624,727	647,388	642,137	641,703
SUPPLIES	1,138	500	551	0
CAPITAL OUTLAY	5,423	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	631,288	647,888	642,688	641,703

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
DIAL-A RIDE COUPONS	40,260	41,124	40,260	40,260
INTER CITY RIDERSHIP	195,391	206,000	212,932	212,932
INTRA CITY RIDERSHIP	68,494	64,000	63,220	63,220

Continued

Significant Issues/Changes:

* VENDORS PROVIDE HANDICAPED VEHICLES FOR THE DIAL-A-RIDE PROGRAM, REDUCING MAINTENANCE AND GAS COSTS THAT WERE PROVIDED BY THE CITY.
* ROUTE CHANGES FOR THE INTER CITY BUS SERVICE RESULTED IN REDUCED CHARGES IN THE CONTRACT FROM KCATA.

City of Independence
Detail Program Sheet

Department: 4400-COMMUNITY DEVELOPMENT — **1997-98 Operating Budget**
Program: 4420-HISTORIC PRESERVATION — **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.

1997-98 Objectives:

* DEVELOP MASTER PLAN FOR VAILE MANSION RESTORATION.
* DEVELOP MASTER PLAN FOR BINGHAM/WAGGONER ESTATE RESTORATION.
* COMPLETE HISTORIC PRESERVATION PLAN, A COMPONENT OF THE COMPREHENSIVE PLAN.
* INCREASE LEVEL OF FUNDING AND ACTIVITY OF THE CDBG HISTORIC LOAN PROGRAM.
* COMPLETEION OF TRUMAN AND C&A DEPOT PROJECTS.

1996-97 Accomplishments:

* CONTRACTED TWO PHASES OF TRUMAN DEPOT INCLUDING WORK ON AMTRAK WAITING AREA.
* CONTRACTED EXTERIOR WORK ON C&A DEPOT AND PREPARED FOR SECOND PHASE WORK.
* ESTABLISHED A LONG RANGE PLANNING COMMITTEE OF THE VAILE VICTORIAN SOCIETY.
* COMPLETED SURVEY OF MIDTOWN/TRUMAN ROAD CORRIDOR 353 AREA AND SOUTH MAIN AREA.
* ESTABLISHED HISTORIC REVOLVING LOAN FUNDS FOR RESIDENTIAL AND COMMERCIAL BUILDINGS AND OBLIGATED THOSE FUNDS.
* ESTABLISHED PRESERVATION ORDINANCE REVIEW PROCESS AND INITIATED COMPREHENSIVE PERSERVATION PLANNING PROCESS.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	67,403	85,259	88,490	90,021
OTHER SERVICES	20,634	25,675	27,824	30,475
SUPPLIES	2,694	1,000	1,000	1,000
CAPITAL OUTLAY	5,737	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	96,468	111,934	117,314	121,496

Continued

City of Independence
Detail Program Sheet

Department: 4400-COMMUNITY DEVELOPMENT — **1997-98 Operating Budget**
Program: 4420-HISTORIC PRESERVATION — **Fund: 02-GENERAL**

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
TRUMAN DISTRICT CASES	5	10	6	10
DEMOLITION PERMITS	87	100	100	125
DANGEROUS BUILDINGS	72	100	80	100
NATIONAL REGISTER	0	2	2	2
PRESERVATION SAVES	0	20	15	20

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 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	2.00	2.00	2.00	2.00

Significant Issues/Changes:

* NO SIGNIFICANT CHANGES

City of Independence
Detail Program Sheet

Department: 4400-COMMUNITY DEVELOPMENT — **1997-98 Operating Budget**
Program: 4431-BUILDING INSPECTION — **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.

1997-98 Objectives:

* ESTABLISH FULL UTILIZATION OF NEW SOFTWARE SYSTEM BY ALL DEPARTMENTS
* TRAINING ON 1996 NATIONAL ELECTRICAL CODE.
* CONTINUE TRAINING ON CODES, NEW CONSTRUCTION MATERIALS & TECHNIQUES.
* INITIATE ESTABLISHMENT OF A ONE STOP PERMIT SERVICE FOR COMMERCIAL APPLICATIONS.

1996-97 Accomplishments:

* ADOPTION OF 1996 NATIONAL ELECTRICAL CODE.
* INSTALLATION OF A BUILDING PERMIT AND INSPECTION SOFTWARE.
* TRAINING FOR INSPECTORS ON THE PERSONAL COMPUTER SOFTWARE.
* TRAINING FOR INSPECTORS IN THE NEW CODE.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	329,649	356,838	356,838	381,435
OTHER SERVICES	20,350	24,516	24,516	22,682
SUPPLIES	5,933	4,800	4,800	5,235
CAPITAL OUTLAY	2,821	0	5,437	0
DEBT SERVICE/OTHER	0	0	0	0
Total	358,753	386,154	391,591	409,352

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
INSPECTIONS PERFORMED	10,136	11,000	10,000	10,000
PERMITS ISSUED	5,338	7,000	5,500	5,500

Continued

City of Independence
Detail Program Sheet

Department: 4400-COMMUNITY DEVELOPMENT **1997-98 Operating Budget**
Program: 4431-BUILDING INSPECTION **Fund: 02-GENERAL**

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 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	2.00	2.00	2.00	2.00
Total	8.00	8.00	8.00	8.00

Significant Issues/Changes:

* CHANGED TO COMPUTERIZED PERMIT SYSTEM FOR ISSUING AND TRACKING PERMIT AND INSPECTIONS.

City of Independence
Detail Program Sheet

Department: 4400-COMMUNITY DEVELOPMENT **1997-98 Operating Budget**
Program: 4440-CODE COMPLIANCE **Fund: 02-GENERAL**

Description:

THE CODE COMPLIANCE PROGRAM IS DESIGNED TO IMPROVE THE QUAILIY OF PROPERTIES THROUGH A COOPERATIVE PARTNERSHIP WITH PROPERTY OWNERS AND TENANTS. IMPROVEMENT IS ACHIEVED THROUGH GAINING COMPLIANCE WITH PROPERTY MAINTENANCE CODES, ASSISTING RESIDENTS AND BUSINESS IN MEETING OR EXCEEDING THOSE CODE REQUIREMENTS.

1997-98 Objectives:

* INCREASE EFFORDS TO EDUCATE CITIZENS ABOUT CODE REQUIREMENTS THROUGH NEIGHBORHOOD MEETINGS, CIVIC GROUPS, DOOR HANGERS, ETC.
* CONTINUE CODE COMPLIANCE POLICY IN RESPONSE TO CITIZEN COMPLAINTS.
* INCREASE PRO-ACTIVE COMPLIANCE EFFORDS IN HIGHLY VISIBLE AREAS.
* 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.

1996-97 Accomplishments:

* OBTAINED NEW COMPUTER SYSTEM TO TRACK CASE HISTORY FOR CODE VIOLATIO
* COMPLETED SUCCESSFUL TRAINING OF NEW COMPUTER SYSTEM FOR CLERICAL AN FIELD STAFF.
* OBTAINED 3 NEW VEHCILES FOR FIELD STAFF.
* RESOLVED 53 DANGEROUS BUILDING SITUATIONS FROM JULY 1, 1996 THRU FEBRUARY 28, 1997, EITHER BY OWNER REPAIR, OWNER DEMOLITIONS OR CITY DEMOLITIONS.
* REMOVED 61 NUISANCE VEHICLES FROM RESIDENTIAL PROPERTY FROM JULY 1, 1996 THRU DECEMBER 31, 1996.
* MOWED 21 NUISANCE WEED LOTS FROM JULY 1, 1996 TO FEBRUARY 28, 1997.
* REMOVED REFUSE FROM 19 PROPERTIES SINCE JULY 1, 1996.
* 40 COMBINED WEED/REFUSE REMOVALS SINCE JULY 1, 1996.
* OBTAINED CELLULAR PHONES FOR FIELD STAFF.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	242,582	259,741	259,741	275,947
OTHER SERVICES	13,815	19,898	16,198	151,730
SUPPLIES	6,765	5,571	9,271	8,798
CAPITAL OUTLAY	21,268	16,700	16,700	0

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City of Independence
Detail Program Sheet

Department: 4400-COMMUNITY DEVELOPMENT — 1997-98 Operating Budget
Program: 4440-CODE COMPLIANCE — Fund: 02-GENERAL

Program Costs: *(Continued)*

DEBT SERVICE/OTHER	0	0	0	0
Total	284,430	301,910	301,910	436,475

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
COMPLAINTS	6,931	7,000	7,000	7,500
VIOLATIONS	12,741	12,800	12,800	13,500
INSPECTIONS	23,098	23,000	23,000	24,000

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
CLERK TYPIST I	1.00	1.00	1.00	1.00
CLERK TYPIST II	0.00	1.00	1.00	1.00
CODE ENFORCEMENT SUPERVISOR	1.00	1.00	1.00	1.00
PROPERTY MAINTENANCE OFFICER	5.00	5.00	5.00	5.00
Total	7.00	8.00	8.00	8.00

Significant Issues/Changes:

* CHANGED TO COMPUTERIZED SYSTEM FOR TRACKING CODE COMPLIANCE VIOLATIONS
* DEMOLITION OF DANGEROUS BUILDINGS ($75,000) AND WEED MOWING/REFUSE CLEANUP OF PRIVATE PROPERTY ($47,550) HAVE BEEN TRANSFERRED TO THIS PROGRAM FROM THE NON-DEPARTMENTAL SECTION OF THE BUDGET.

City of Independence
Detail Program Sheet

Department: 4400-COMMUNITY DEVELOPMENT — 1997-98 Operating Budget
Program: 6601-CDBG - ADMINISTRATION — 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.

1997-98 Objectives:

* INCREASE CAPACITY OF SINGLE FAMILY HISTORIC HOME REHAB BY 1 LOAN.
* INCREASE CAPACITY OF THE HISTORIC COMMERCIAL CENTERS LOCATED IN THE CDBG AREA.
* INCRASE CAPACITY OF REVOLVING LOAN FUND FOR ECONOMIC DEVELOPMENT LOANS BY 1.

1996-97 Accomplishments:

* IMPLEMENTED LOAN PROGRAMS - APPROVED 2 HISTORIC SINGLE FAMILY REHAB LOANS AND 1 ECONOMIC DEVELOPMENT LOAN.
* FORMED LOAN REVIEW COMMITTEE.
* 60 HOUSES PAINTED UNDER THE I.M.A.G.E. PAINT PROGRAM. SUBRECIPIENT AGENCY DEVELOPED VOLUNTEER BASE TO PAINT HOMES OF ELDERLY AND HANDICAPPED HOMEOWNERS.
* STAFF SUCCESSFULLY COMPLETED ECONOMIC DEVELOPMENT CERTIFICATION TRAINING.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	103,602	122,607	105,567	127,856
OTHER SERVICES	9,171	10,715	28,555	17,935
SUPPLIES	6,245	7,769	6,969	7,695
CAPITAL OUTLAY	9,829	4,000	4,000	0
DEBT SERVICE/OTHER	0	0	0	0
Total	128,847	145,091	145,091	153,486

Continued

City of Independence
Detail Program Sheet

Department: 4400-COMMUNITY DEVELOPMENT — **1997-98 Operating Budget**
Program: 6601-CDBG - ADMINISTRATION — **Fund: 08-COMM DEVEL GRANT ACT**

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PUBLIC HEARINGS	3	4	4	4
GRANTS ADMINISTERED	3	3	3	3
SUBRECEIPIENT AGENCIES MONITORED	11	11	11	11
PROJECTS ADMINISTERED	20	20	20	20

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 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	0.00
FISCAL TECHNICIAN II	0.00	0.00	0.00	1.00
ADMINISTRATIVE INTERN	0.00	0.50	0.50	0.50
Total	3.00	3.50	3.50	3.50

City of Independence
Detail Program Sheet

Department: 4400-COMMUNITY DEVELOPMENT — 1997-98 Operating Budget
Program: 6604-REHAB GRANT/LOAN OWNER — 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.

1997-98 Objectives:

* TO VIDEO ALL REHAB PROJECTS BEFORE AND AFTER REHABILITATION.
* TO IMPLEMENT PROGRAM POLICIES WHICH WILL GENERATE PROGRAM INCOME FOR THE REHABILITATION PROGRAM.

1996-97 Accomplishments:

* IMPLEMENTED DEED OF TRUST/PROMISSORY NOTE TO RECAPTURE REHABILITATIO FUNDS IF HOME IS SOLD WITHIN 5 YEARS OF REHAB.
* # REHABILITATION PROJECTS COMPLETED OR UNDERWAY, FUNDS OBLIGATED FOR # MORE.
* EMPOWERED COMMUNITY PROGRAM SPECIALISTS TO MAKE DECISIONS IN THE FIELD REGARDING REHAB RELATED EMERGENCIES.
* INCREASED BIDDING CONTRACTORS BY FOUR.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	45,992	47,752	47,752	48,526
OTHER SERVICES	389	2,950	277,075	1,713
SUPPLIES	602	590	590	437
CAPITAL OUTLAY	209,764	1,000	1,000	0
DEBT SERVICE/OTHER	0	0	0	0
Total	256,747	52,292	326,417	50,676

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
HOUSES INSPECTED FOR FTHB	0	5	5	15
BUILDING ANALYSIS REPORTS PERFORMED	20	15	15	20
HOUSES REHABILITATED	23	18	18	15

Continued

City of Independence
Detail Program Sheet

Department: 4400-COMMUNITY DEVELOPMENT **1997-98 Operating Budget**
Program: 6604-REHAB GRANT/LOAN OWNER **Fund: 08-COMM DEVEL GRANT ACT**

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
COMMUNITY DEV. PROGRAM SPEC.	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

Significant Issues/Changes:

* IMPLEMENTED DEED OF TRUST/PROMISSORY NOTE FOR ALL REHAB PROJECTS.

City of Independence
Detail Program Sheet

Department: 4400-COMMUNITY DEVELOPMENT | **1997-98 Operating Budget**
Program: 6602-HOME-ADMINISTRATION | **Fund: 09-HOME PROGRAM**

Description:

ADMINISTRATION OF CITY PROGRAMS FUNDED THROUGH THE CITY'S FEDERAL HOME INVESTMENT PARTNERSHIP PROGRAM. FISCAL YEAR 1997-98 WILL BE THE 4TH 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 1997-98 INCLUDE: REHABILITATION OF RENTAL REAL PROPERTY THAT IS OR WILL BE OCCUPIED BY VERY LOW OR LOW TO MODERATE INCOME TENANTS; OWNER OCCUPIED REHAB-ILITATION; AND THE FIRST TIME BUYERS PROGRAM, AND THE ADMINISTRATION OF A COMMUNITY HOUSING DEVELOPMENT ORGANIZATION (CHDO).

1997-98 Objectives:

* MANAGE THE HOME PROGRAM AS A PARTICIPATING JURISDICTION FOR THE FOURTH YEAR.
* TARGET UNITS WILL INCLUDE 50 RENTAL REHAB UNITS, 40 UNITS FOR HOME BUYER ACQUISITION ASSISTANCE, 3 UNITS FOR SINGLE FAMILY ACQUISITION REHAB AND RESALE, AND 2 HOME IMPROVEMENT LOAN PROGRAM UNITS.

1996-97 Accomplishments:

* CONTINUING TO WORK WITH THE COMMUNITY DEVELOPMENT ORGANIZATION (CHDO) TO FACILITATE THE REHABILITATION AND EXPANSION OF 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 PROVIDING TECHNICAL ASSISTANCE FOR BOARD TRAINING.
* COMPLETED REHAB ON 30 RENTA UNITS, 32 UNDERWAY.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	37,397	39,665	39,665	42,557
OTHER SERVICES	316	2,854	2,854	2,006
SUPPLIES	81	324	324	299
CAPITAL OUTLAY	0	0	0	0

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Program Costs: *(Continued)*

DEBT SERVICE/OTHER	0	0	0	0
Total	37,794	42,843	42,843	44,862

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
REHAB OF RENTAL UNITS	56	50	50	50
FIRST TIME HOME BUYERS	10	10	20	20

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
COMMUNITY PROGRAM SUPERVISOR	1.00	0.85	0.85	0.85
Total	1.00	0.85	0.85	0.85

City of Independence
Detail Program Sheet

Department: 4400-COMMUNITY DEVELOPMENT — 1997-98 Operating Budget
Program: 6607-HOME RENTAL REHAB PROG. — 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.

1997-98 Objectives:

* COMPLETE THE REHABILITATION OF 50 UNITS OF RENTAL PROPERTY.

1996-97 Accomplishments:

* COMPLETED A TOTAL OF 30 UNITS OF RENTAL REHABILITATION, STARTED WORK ON ANOTHER 32 UNITS.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	0	4,666	4,666	4,789
OTHER SERVICES	0	0	0	0
SUPPLIES	0	0	0	0
CAPITAL OUTLAY	305,000	223,876	223,876	0
DEBT SERVICE/OTHER	0	0	0	0
Total	305,000	228,542	228,542	4,789

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
REHAB OF RENTAL PROPERTIES	62	50	50	50

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
COMMUNITY PROGRAM SUPERVISOR	0.00	0.10	0.10	0.10
Total	0.00	0.10	0.10	0.10

City of Independence
Detail Program Sheet

Department: 4400-COMMUNITY DEVELOPMENT **1997-98 Operating Budget**
Program: 6609-HOME - HOUSING PROGRAM **Fund: 09-HOME PROGRAM**

Description:

IN THE FISCAL YEAR 1997-98, THE CITY WILL USE HOME FUNDS FOR THREE HOUSING PROGRAMS. THEY ARE: 1) REVOLVING HOME IMPROVEMENTS LOAN. THE CITY PROVIDES A LOAN FOR QUAILIFIED 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.

1997-98 Objectives:

* CONTINUE REVOLVING HOME IMPROVEMENT LOAN PROGRAM, AND MAKE TWO LOANS.
* PROVIDE DOWN PAYMENT ASSISTQANCE TO 20 FIRST TIME HOME BUYERS.
* CONTINUE TO FACILITATE THE PROVISION OF TECHNICAL ASSISTANCE TO THE CHDO FOR STAFF CAPACITY DEVELOPMENT.
* ASSIST THE CHDO WITH ACQUISITION, REHAB AND RESALE OF 3 PROPERTIES.

1996-97 Accomplishments:

* SECURED CAPACITY BUILDING TECHNICAL ASSISTANCE FOR CHDO STAFF THROUGHT L I S C.
* AXQUIRED, REHAB AND REESOLD 1 PROPERTY, 2 UNDER WAY.
* CLOSED OF 40 FIRST TIME HOME BUYER PROJECTS.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	0	2,334	2,334	2,395
OTHER SERVICES	0	0	0	0
SUPPLIES	0	0	0	0
CAPITAL OUTLAY	166,804	163,281	163,281	0
DEBT SERVICE/OTHER	0	0	0	0
Total	166,804	165,615	165,615	2,395

Continued

City of Independence
Detail Program Sheet

Department: 4400-COMMUNITY DEVELOPMENT **1997-98 Operating Budget**
Program: 6609-HOME - HOUSING PROGRAM **Fund: 09-HOME PROGRAM**

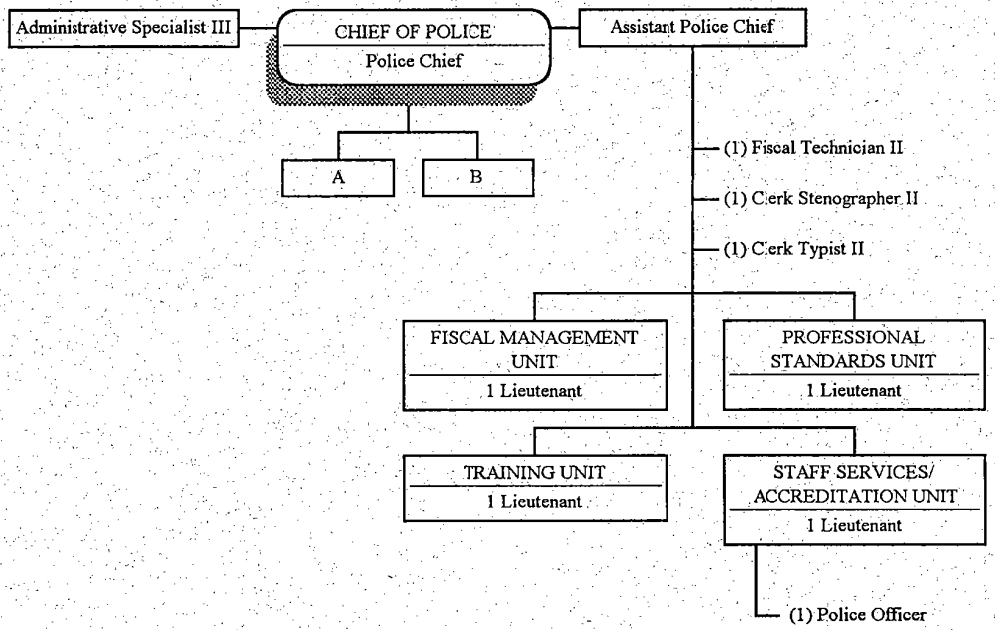
Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
REHAB AND RESALE	3	3	3	3

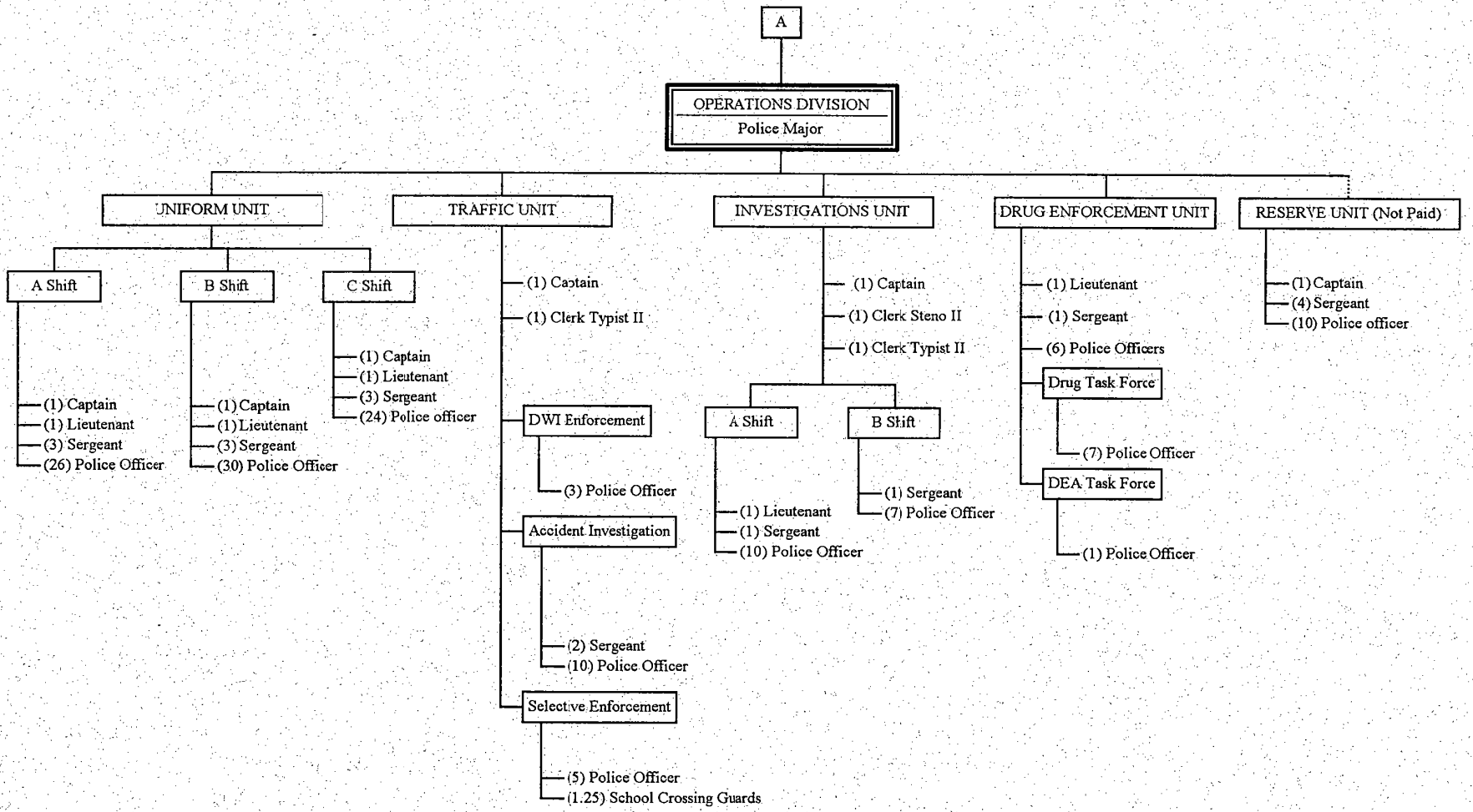
Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
COMMUNITY PROGRAM SUPERVISOR	0.00	0.05	0.05	0.05
Total	0.00	0.05	0.05	0.05

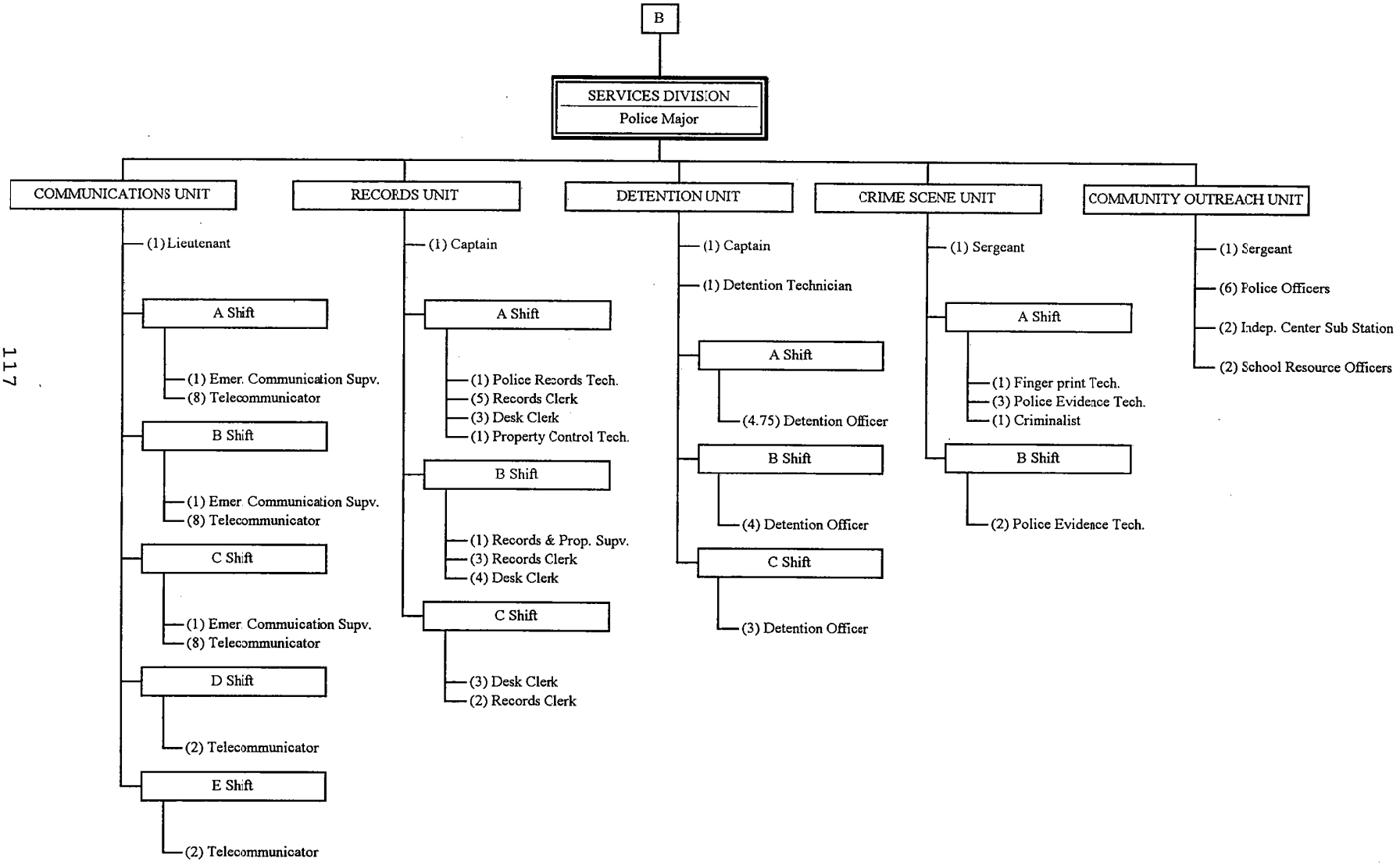
City of Independence, Missouri
Police Department



City of Independence
Police Department (Cont'd)



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



City of Independence
Departmental Budget Summary

Department: 4500-POLICE — 1997-98 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	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
Budget by Major Program Category-					
02 4511	CHIEF OF POLICE	1,069,691	1,059,851	1,130,909	681,753
02 4513	POLICE TRAINING	82,839	54,624	54,624	70,604
02 4531	POLICE OPER. - COMMAND	78,310	80,150	246,375	101,819
02 4532	UNIFORM UNIT	4,879,528	5,027,356	5,238,241	5,171,352
02 4533	TRAFFIC UNIT	1,128,445	1,185,672	1,167,045	1,278,185
02 4534	INVESTIGATIONS	1,214,306	1,217,570	1,350,585	1,200,291
02 4535	DRUG ENFORCEMENT UNIT	533,699	535,708	535,693	935,864
02 4541	POLICE SER. - COMMAND	79,503	77,999	77,999	84,302
02 4542	CRIME SCENE	294,374	327,350	327,350	393,305
02 4543	DETENTION	662,706	708,254	707,414	721,438
02 4544	RECORDS AND PROPERTY	808,109	848,980	982,709	855,692
02 4545	COMMUNICATIONS	1,277,169	1,366,770	1,321,121	1,397,342
02 4546	COMMUNITY OUTREACH	476,451	530,374	532,627	593,452
	Total	12,585,130	13,020,658	13,672,692	13,485,399
Staffing-					
	Full Time Positions	243.75	253.75	258.75	258.75
	Part Time Positions	1.25	1.25	1.25	1.25
	Total	245.00	255.00	260.00	260.00
Source of Funding-					
	GENERAL FUND	12,585,130	13,020,658	13,672,692	13,485,399
	Total	12,585,130	13,020,658	13,672,692	13,485,399

Continued

Direct/Offsetting Revenues-

FEDERAL AND STATE GRANTS	91,170	101,055	355,474	227,132
JACKSON CO DRUG TASK FORCE	390,629	385,129	385,129	357,113
JACKSON CO DARE PROGRAM	301,004	299,201	332,575	290,852
POLICE SERVICES REIMB.	4,385	0	0	71,720
SALE OF POLICE REPORTS	48,465	52,000	52,000	52,000
ALARM CHARGES	5,940	7,200	7,200	0
SCHOOL RESOURCE OFFICERS	18,124	68,493	71,682	65,534
Total	859,717	913,078	1,204,060	1,064,351

Significant Issues/Changes:

* WE WILL CONTINUE TO EXPAND THE COMMUNITY PARTNER NETWORK TO INCLUDE AT LEAST FOUR ADDITIONAL RETAIL CONVENIENCE STORES.
* THE DEPARTMENT WILL BE PURCHASING NEW SOFTWARE THAT WILL COMPUTERIZE THE COLLECTION OF PAWN SHOP TRANSACTIONS TO PROVIDE TIMELY ACCESS AND COMPLIANCE REVIEW.
* A MOBILE COMMUNITY POLICING SUBSTATION WILL BE ESTABLISHED AS WELL AS THE GUIDELINES FOR ITS USE.
* BY UTILIZING A HAZARDOUS MOVING VIOLATION GRANT FROM THE STATE, THE TRAFFIC UNIT WILL TARGET SELECTIVE ENFORCEMENT EFFORTS TOWARDS HIGH ACCIDENT LOCATIONS IN THE CITY.
* THE COMMUNITY OUTREACH UNIT WILL BE COMPLETING A GRANT ON TRUANCY THAT WILL RESULT IN THE IMPLEMENTATION OF A THIRD RESOURCE OFFICER TO TARGET REDUCING TRUANCY AT TRUMAN AND CHRISMAN HIGH SCHOOLS.
* THE DEPARTMENT WILL BE IMPLEMENTING A VOLUNTEER PROGRAM AND WILL BEGIN TRAINING ONCE THE VOLUNTEERS HAVE BEEN IDENTIFIED.

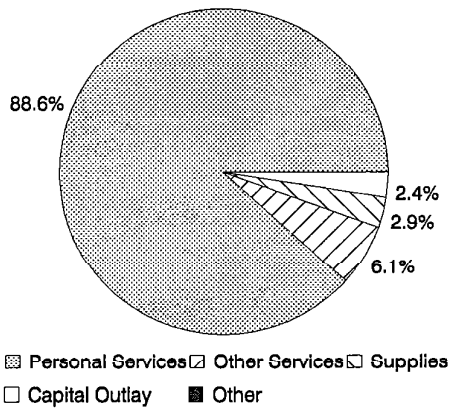
1997-98 Operating Budget

Police

Appropriations by Type:

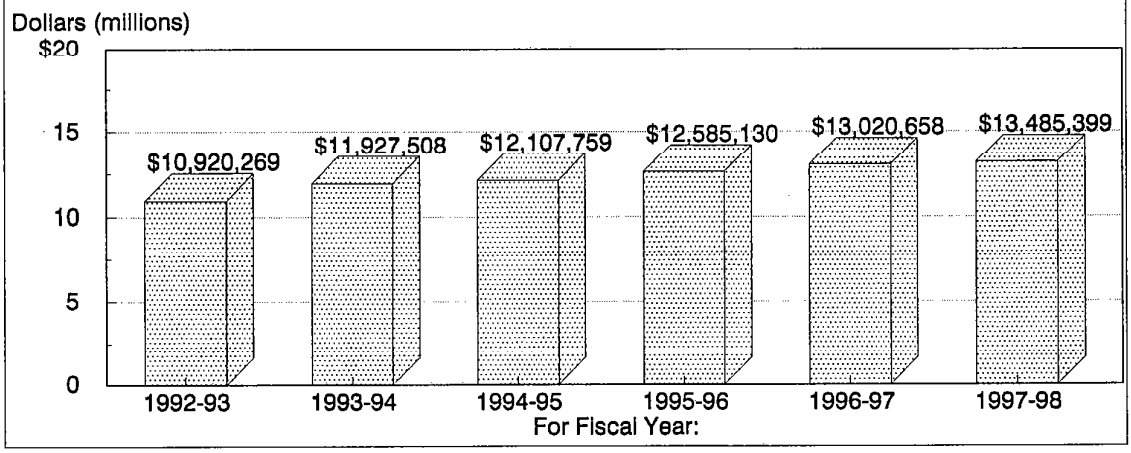
Expenditure Type	Actual 1995-96	Original 1996-97	Projected 1996-97	Adopted 1997-98
Personal Ser.	10,942,783	11,412,498	11,657,086	11,945,860
Other Services	829,709	866,247	898,043	821,556
Supplies	342,174	304,512	302,251	393,474
Capital Outlay	470,464	437,401	815,312	324,509
Other	0	0	0	0
Total	12,585,130	13,020,658	13,672,692	13,485,399

1997-98 City Council Adopted Budget



Historical Comparison:

	Actual 1992-93	Actual 1993-94	Actual 1994-95	Actual 1995-96	Budget 1996-97	Budget 1997-98
Employees:						
Full Time Equiv.	232.25	240.53	240.25	245.00	255.00	260.00
Amount by Fund:						
General	10,920,269	11,927,508	12,107,759	12,585,130	13,020,658	13,485,399
Per Capita	96.50	105.03	106.39	110.63	113.29	116.73
Per Household	224.54	243.86	246.02	254.36	262.09	269.25



City of Independence
Detail Program Sheet

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

1997-98 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, FOUR 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. ADDITIONALLY, SEVEN 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. ONE POLICE OFFICER IS ASSIGNED TO THE DEA TASK FORCE ON METH LABS.

1997-98 Objectives:

* CONTINUE THE DEVELOPMENT OF CRIME ANALYSIS MAPPING AND PLOTTING CAPABILITIES TO DISPLAY CRIME TRENDS BY GEOGRAPHIC, TIME, TYPE, AND METHODOLOGY INFORMATION.
* EXPAND THE COMMUNITY PARTNER NETWORK TO INCLUDE AT LEAST FOUR ADDITIONAL RETAIL CONVENIENCE STORES.
* COMPUTERIZE THE LAST FIVE YEARS OF INTERNAL INVESTIGATION FILES.

1996-97 Accomplishments:

* ATTAINED FULL ACCREDITATION STATUS FOR THE DEPARTMENT FROM THE COMMISSION ON ACCREDITATION OF LAW ENFORCEMENT AGENCIES.
* DEVELOPED AND IMPLEMENTED THE PAPERLESS AUTOMATED CASE ENTRY (PACE) PROGRAM.
* ENHANCED MONTHLY EXPENDITURE REPORTS TO INCLUDE FUNCTION AND ACCOUNT ANALYSIS.
* REFINED THE POSITION OF COMPUTER SUPPORT COORDINATOR THROUGH ADDITIONAL POSITION SPECIFIC TRAINING TO INCREASE EXPERTISE, IMPROVE CREDIBILITY, AND PROVIDE FOR AN IN-HOUSE COMPUTER TRAINER.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	1,007,929	1,014,303	1,052,805	615,561
OTHER SERVICES	32,537	41,753	69,588	30,824
SUPPLIES	12,570	2,745	2,834	16,468
CAPITAL OUTLAY	16,655	1,050	5,682	18,900

...Continued

City of Independence
Detail Program Sheet

Department: 4500-POLICE — 1997-98 Operating Budget
Program: 4511-CHIEF OF POLICE — Fund: 02-GENERAL

Program Costs: *(Continued)*

DEBT SERVICE/OTHER	0	0	0	0
Total	1,069,691	1,059,851	1,130,909	681,753

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PARTICIPATE IN COLLEGIATE AND PUBLIC RECRUITMENT	4	7	7	10
POLICE OFFICER APPLICANTS	512	492	492	120
POLICE OFFICERS HIRED	12	11	11	10
CIVILIAN APPLICANTS	651	675	675	185
CIVILIANS HIRED	13	14	14	15

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 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	1.00	1.00	1.00	1.00
POLICE LIEUTENANT	6.00	6.00	4.00	4.00
POLICE OFFICER	8.00	7.00	9.00	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	20.00	19.00	19.00	11.00

Significant Issues/Changes:

* WE WILL CONTINUE TO EXPAND THE COMMUNITY PARTNER NETWORK TO INCLUDE AT LEAST FOUR ADDITIONAL RETAIL CONVENIENCE STORES.

City of Independence
Detail Program Sheet

Department: 4500-POLICE | **1997-98 Operating Budget**
Program: 4513-POLICE TRAINING | **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 RECOMMENDING PURCHASES OF TRAINING AND DUTY AMMUNITION AND BULLET PROOF VESTS.

1997-98 Objectives:

* DEVELOP AND DISTRIBUTE A TRAINING SURVEY TO ALL COMMISSIONED OFFICERS AND CIVILIAN EMPLOYEES TO DETERMINE DEPARTMENT TRAINING PRIORITIES.
* DESIGN & COORDINATE A CONTINUING EDUCATION PROGRAM WITH THE EASTERN JACKSON COUNTY POLICE ACADEMY FOR ALL DEPARTMENT CERTIFIED OFFICERS TO COMPLY WITH THE MISSOURI POLICE OFFICER STANDARDS AND TRAINING.
* DEVELOP AND IMPLEMENT A FOUR-PHASE IN-SERVICE FIREARMS TRAINING PROGRAM FOR ALL CERTIFIED OFFICERS TO INCLUDE SKILL DEVELOPMENT AND QUALIFICATIONS WITH DEPARTMENT ISSUED HANDGUNS AND SHOTGUNS.
* DEVELOP AND IMPLEMENT EXPANDED TRAINING OF PATROL SUPERVISORS IN THE USE OF DEPARTMENT ISSUED SEMI-AUTOMATIC RIFLES, DEPLOYMENT OF CHEMICAL MUNITIONS, AND RESPONSE TO TACTICAL SITUATIONS.

1996-97 Accomplishments:

* COMPLETED A MANUAL FILING SYSTEM FOR TRAINING RECORDS OF ALL DEPARTMENT PERSONNEL TO COMPLY WITH THE MISSOURI DEPARTMENT OF PUBLIC SAFETY AND NATIONAL ACCREDITATION STANDARDS.
* COORDINATED THE IMPLEMENTATION OF USE OF FORCE TRAINING AND PR-24 POLICE BATON CERTIFICATION IN DEFENSIVE TACTICS, REDUCING THE DEPARTMENT'S LIABILITY IN USE OF FORCE ISSUES.
* IMPLEMENTED THE TRAINING OF SERGEANTS, SHIFT CAPTAINS AND COMMANDERS ON THE INCIDENT COMMAND SYSTEM FOR CRITICAL INCIDENTS.
* COORDINATED AND SUPERVISED THE ORIENTATION AND FIELD TRAINING PROGRAM OF TWENTY-SEVEN NEW POLICE OFFICERS.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	0	0	0	0
OTHER SERVICES	59,683	34,477	34,477	47,625
SUPPLIES	23,156	20,147	20,147	22,979

...Continued

Program Costs: *(Continued)*

CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	82,839	54,624	54,624	70,604

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
IN-SERVICE TRAINING HOURS	36,280	37,246	37,246	34,336
SPECIALIZED TRAINING HOURS	16,821	18,461	18,461	8,721

Significant Issues/Changes:

* THE DEPARTMENT WILL BE IMPLEMENTING A VOLUNTEER PROGRAM AND WILL BEGIN TRAINING ONCE THE VOLUNTEERS HAVE BEEN IDENTIFIED.

City of Independence
Detail Program Sheet

Department: 4500-POLICE — **1997-98 Operating Budget**
Program: 4531-POLICE OPER. - COMMAND — **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.

1997-98 Objectives:

* MAINTAIN RESPONSE TIMES FOR EMERGENCY CALLS FOR SERVICE AT SIX (6) MINUTES OR LESS.
* COMPUTERIZE THE COLLECTION OF PAWN SHOP TRANSACTIONS TO PROVIDE TIMELY ACCESS AND COMPLIANCE REVIEW.
* IMPLEMENT A DRUG HOTLINE FOR REPORTING DRUG COMPLAINTS FROM WHICH COMPLAINANTS WILL BE CONTACTED WITHIN 72 HOURS OF THE REPORT BY A DRUG UNIT DETECTIVE.

1996-97 Accomplishments:

* COMMAND LEVEL OFFICERS RECEIVED TRAINING ON THE CRITICAL INCIDENT COMMAND SYSTEM.
* REDUCED THE AMOUNT OF TIME REQUIRED TO PREPARE POLICE REPORTS AND IMPROVED CONTENT OF REPORTS BY UTILIZING THE P.A.C.E. SYSTEM.
* IMPLEMENTED TWELVE NEW CALL DISPOSITION CODES WHICH REDUCED PAPERWORK REQUIREMENTS BY ELIMINATING OFFICER ACTIVITY LOG SHEETS.
* IMPLEMENTED A NEW DOMESTIC VIOLENCE UNIT WITHIN THE INVESTIGATIONS UNIT TO PROVIDE INTENSIFIED REVIEW AND CASE MANAGEMENT WITH THE VICTIMS OF DOMESTIC VIOLENCE.
* CREATED A DRUG ENFORCEMENT UNIT AND FORMED A SPECIAL RESPONSE TEAM TO SEPARATE THE FUNCTIONS FROM WHAT WAS THE SPECIAL OPERATIONS UNIT.
* REDUCED EMERGENCY RESPONSE TIME TO UNDER SIX MINUTES.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	77,370	79,268	241,533	82,641
OTHER SERVICES	504	385	4,345	600
SUPPLIES	436	497	497	788
CAPITAL OUTLAY	0	0	0	17,790
DEBT SERVICE/OTHER	0	0	0	0
Total	78,310	80,150	246,375	101,819

Continued

City of Independence
Detail Program Sheet

Department: 4500-POLICE **1997-98 Operating Budget**
Program: 4531-POLICE OPER. - COMMAND **Fund: 02-GENERAL**

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 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 | **1997-98 Operating Budget**
Program: 4532-UNIFORM UNIT | **Fund: 02-GENERAL**

Description:

THE UNIFORM UNIT HAS NINETY-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.

1997-98 Objectives:

* IMPROVE NON-EMERGENCY RESPONSE TIMES ON CALLS FOR SERVICE.
* ESTABLISH A MOBILE COMMUNITY POLICING SUBSTATION AND INSTITUTE GUIDELINES FOR ITS USE.
* RE-EMPHASIZE THE USE OF THE SAFE STREETS ORDINANCE.

1996-97 Accomplishments:

* LOWERED POLICE RESPONSE TIME TO EMERGENCY AND NON-EMERGENCY CALLS FOR SERVICE.
* ELIMINATED THE NEED FOR OFFICER LOG SHEETS AND HANDWRITTEN REPORTS THROUGH IMPROVED SOFTWARE APPLICATIONS AND P.A.C.E.
* REDUCED OFFICER SAFETY CONCERNS BY RESCHEDULING POLICE OFFICERS TO CORRESPOND TO TIMES WHEN SERVICES ARE NEEDED MOST.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	4,089,754	4,311,468	4,311,468	4,574,822
OTHER SERVICES	236,381	290,556	290,556	211,977
SUPPLIES	180,748	159,246	167,757	213,283
CAPITAL OUTLAY	372,645	266,086	468,460	171,270
DEBT SERVICE/OTHER	0	0	0	0
Total	4,879,528	5,027,356	5,238,241	5,171,352

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997 98 Adopted Budget
POLICE INCIDENT CALLS	67,523	70,069	7,200	77,000
VIOLENT CRIMES REPORTED	2,020	2,233	2,300	2,300

Continued

City of Independence
Detail Program Sheet

Department: 4500-POLICE **1997-98 Operating Budget**
Program: 4532-UNIFORM UNIT **Fund: 02-GENERAL**

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
POLICE CAPTAIN	3.00	3.00	3.00	3.00
POLICE LIEUTENANT	3.00	3.00	3.00	3.00
POLICE OFFICER	71.00	76.00	80.00	80.00
POLICE SERGEANT	6.00	9.00	9.00	9.00
Total	83.00	91.00	95.00	95.00

Significant Issues/Changes:

* A MOBILE COMMUNITY POLICING SUBSTATION WILL BE ESTABLISHED AS WELL AS THE GUIDELINES FOR ITS USE.

City of Independence
Detail Program Sheet

Department: 4500-POLICE
Program: 4533-TRAFFIC UNIT

1997-98 Operating Budget
Fund: 02-GENERAL

Description:

THE TRAFFIC UNIT HAS TWENTY SWORN POLICE PERSONNEL FOR TRAFFIC ENFORCEMENT, ONE POLICE OFFICER FOR PARKING ENFORCEMENT, ONE CIVILIAN FOR CLERICAL DUTIES, AND PART-TIME SCHOOL CROSSING GUARDS. THIS UNIT IS STAFFED TWENTY-ONE 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.

1997-98 Objectives:

* TARGET DWI ENFORCEMENT TO REDUCE ACCIDENTS RESULTING FROM DRUG AND ALCOHOL IMPAIRED DRIVERS.
* INCREASE THE PERCENTAGE OF ACCIDENTS INVESTIGATED TO RELIEVE UNIFORM UNITS FOR PATROL RELATED DUTIES.
* TARGET SELECTIVE ENFORCEMENT EFFORTS TOWARDS HIGH ACCIDENT LOCATIONS IN THE CITY BY UTILIZING A HAZARDOUS MOVING VIOLATION GRANT FROM THE STATE.

1996-97 Accomplishments:

* INCREASED DWI ARRESTS BY 19.1% OVER THE PREVIOUS YEAR TO DETER DRINKING AND DRIVING IN THE COMMUNITY.
* ADDED ONE SELECTIVE ENFORCEMENT OFFICER TO THE UNIT TO FACILITATE ADDITIONAL ENFORCEMENT AND ACCIDENT INVESTIGATION CAPABILITIES.
* IMPLEMENTED THE ARRIVE ALIVE GRANT PROGRAM TARGETED TO YOUTH ALCOHOL OFFENDERS.
* REDUCED OVERALL ACCIDENTS WITHIN THE CITY BY 3.5%.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	1,053,104	1,078,531	1,089,531	1,162,048
OTHER SERVICES	24,644	30,946	30,946	31,609
SUPPLIES	29,015	23,129	23,358	28,548
CAPITAL OUTLAY	21,682	53,066	23,210	55,980
DEBT SERVICE/OTHER	0	0	0	0
Total	1,128,445	1,185,672	1,167,045	1,278,185

Continued

City of Independence
Detail Program Sheet

Department: 4500-POLICE **1997-98 Operating Budget**
Program: 4533-TRAFFIC UNIT **Fund: 02-GENERAL**

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
VEHICULAR ACCIDENTS REPORTED	3,616	3,433	3,486	3,520
TRAFFIC UNIT SUMMONS ISSUED	12,156	16,352	16,352	16,515
DWI ARRESTS	671	866	821	829
HIT AND RUN ACCIDENTS INVESTIGATED	873	867	867	876

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 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	17.00	17.00	18.00	18.00
POLICE SERGEANT	2.00	2.00	2.00	2.00
SCHOOL CROSSING GUARD	1.25	1.25	1.25	1.25
Total	22.25	22.25	23.25	23.25

Significant Issues/Changes:

* BY UTILIZING A HAZARDOUS MOVING VIOLATION GRANT FROM THE STATE, THE TRAFFIC UNIT WILL TARGET SELECTIVE ENFORCEMENT EFFORTS TOWARDS HIGH ACCIDENT LOCATIONS IN THE CITY.

City of Independence
Detail Program Sheet

Department: 4500-POLICE | **1997-98 Operating Budget**
Program: 4534-INVESTIGATIONS | **Fund: 02-GENERAL**

Description:

THE DETECTIVE UNIT HAS TWENTY-TWO 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.

1997-98 Objectives:

* UPGRADE THE INTERVIEW ROOM IN THE INVESTIGATIONS UNIT WITH AUDIO AND VIDEO EQUIPMENT.
* REFINE THE VIDEO IMAGING SYSTEM AND ENCOURAGE ITS USE TO FILE COMPLAINTS WITH THE JACKSON COUNTY PROSECUTOR AND TO ARRAIGN PRISONERS IN THE CIRCUIT COURT SYSTEM.
* INITIATE A CASE MANAGEMENT SYSTEM TO BETTER CONTROL THE INVESTIGATIVE ACTION ON CASES.
* INCREASE THE DOMESTIC VIOLENCE UNIT BY TWO INVESTIGATORS TO ACHIEVE QUALITY CONTROL OF THE DEPARTMENT'S RESPONSE AND TO BETTER MEET THE NEEDS OF THE COMMUNITY.
* CONTINUE SELECTIVE GANG ENFORCEMENT AND THE GATHERING OF INTELLIGENCE BY THE GANG UNIT.

1996-97 Accomplishments:

* SELECTED AND TRAINED TWO DETECTIVES FOR ARSON FOLLOW-UP INVESTIGATION.
* MAINTAINED A CLEARANCE RATE OF 42%, WHICH WAS ABOVE THE NATIONAL AVERAGE CLEARANCE RATE OF 21%.
* CONTINUED INVESTIGATING CASES WITHIN THE CHILD PROTECTION CENTER.
* FORMED A GANG UNIT FOR THE GATHERING OF INTELLIGENCE AND INFORMATION ON GANGS IN OUR CITY.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	1,138,486	1,125,347	1,158,168	1,150,791
OTHER SERVICES	15,053	8,675	8,675	13,300
SUPPLIES	6,646	4,741	5,338	8,123
CAPITAL OUTLAY	54,121	78,807	178,404	28,077
DEBT SERVICE/OTHER	0	0	0	0
Total	1,214,306	1,217,570	1,350,585	1,200,291

Continued

City of Independence
Detail Program Sheet

Department: 4500-POLICE **1997-98 Operating Budget**
Program: 4534-INVESTIGATIONS **Fund: 02-GENERAL**

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
CRIMINAL CASES ASSIGNED	3,306	2,912	4,046	3,950

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 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	1.00	1.00	1.00	1.00
POLICE LIEUTENANT	1.00	1.00	1.00	1.00
POLICE OFFICER	16.00	18.00	17.00	17.00
POLICE SERGEANT	2.00	2.00	2.00	2.00
Total	22.00	24.00	23.00	23.00

Significant Issues/Changes:

* THE DEPARTMENT WILL BE PURCHASING NEW SOFTWARE THAT WILL COMPUTERIZE THE COLLECTION OF PAWN SHOP TRANSACTIONS TO PROVIDE TIMELY ACCESS AND COMPLIANCE REVIEW.

City of Independence
Detail Program Sheet

Department: 4500-POLICE **1997-98 Operating Budget**
Program: 4535-DRUG ENFORCEMENT UNIT **Fund: 02-GENERAL**

Description:

THIS UNIT IS STAFFED WITH ONE LIEUTENANT, ONE SERGEANT, AND SEVEN INVESTIGATORS FOR A TOTAL OF NINE POLICE PERSONNEL. THIS UNIT HAS THE FUNDAMENTAL DUTY TO INVESTIGATE ALL DRUG COMPLAINTS AND VIOLATIONS. THIS DUTY IS TO BE CARRIED OUT USING A VARIETY OF STREET LEVEL INVESTIGATIVE INITIATIVES, MAXIMIZING HIGH PROFILE ATTENTION AND TACTICS BROUGHT AGAINST DRUG HOUSES AND HABITUAL OFFENDERS. MEMBERS OF THIS UNIT FOLLOW-UP ON ALL REPORTED DRUG COMPLAINTS RECEIVED FROM THE PUBLIC AND WORK WITH COMPLAINANTS AND NEIGHBORHOOD GROUPS TO RESOLVE DRUG ISSUES.

1997-98 Objectives:

* ESTABLISH PROCEDURES FOR DEALING WITH THE HEALTH AND SAFETY NEEDS RELEVANT TO DEALING WITH METHAMPHETAMINE LABS.
* COMPUTERIZE ALL DRUG INVESTIGATIONS.
* ELIMINATE MORE DRUG HOUSES BY UTILIZING THE JACKSON COUNTY PROSECUTOR'S OFFICE D.A.R.T. PROGRAM.

1996-97 Accomplishments:

* ESTABLISHED A FULL TIME DRUG ENFORCEMENT UNIT.
* ESTABLISHED A SPECIAL RESPONSE TEAM.
* SUCCESSFULLY ELIMINATED 75 METHAMPHETAMINE LABS IN THE CITY.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	500,741	473,680	473,680	881,080
OTHER SERVICES	10,253	13,990	13,990	8,135
SUPPLIES	19,805	14,146	14,131	34,849
CAPITAL OUTLAY	2,900	33,892	33,892	11,800
DEBT SERVICE/OTHER	0	0	0	0
Total	533,699	535,708	535,693	935,864

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
DEU SEARCH WARRANTS OBTAINED	34	74	70	40
DRUG CASES ASSIGNED	347	462	440	1,000

...Continued

Performance Indicators: *(Continued)*

CONTACTS MADE WITHIN 72 HOURS	0	0	0	1,021
METH LABS	20	75	75	100

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
POLICE LIEUTENANT	1.00	1.00	1.00	1.00
POLICE OFFICER	7.00	7.00	7.00	15.00
POLICE SERGEANT	1.00	1.00	1.00	1.00
Total	9.00	9.00	9.00	17.00

Significant Issues/Changes:

* THE CONTINUED PROLIFERATION OF METHAMPHETAMINE LABS WILL REQUIRE GREATER ATTENTION TO THE SAFETY OF OFFICERS AND THE PUBLIC. THE PURCHASE OF SAFETY EQUIPMENT AND PUBLIC AWARENESS WILL BE A PRIORITY

City of Independence
Detail Program Sheet

Department: 4500-POLICE **1997-98 Operating Budget**
Program: 4541-POLICE SER. - COMMAND **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.

1997-98 Objectives:

* EXPAND THE VIDEO IMAGING PROJECT TO INCLUDE DIGITAL CAMERAS FOR IN-FIELD USE FOR LIMITED EVIDENTIARY COLLECTION.
* DESIGN/IMPLEMENT A VOLUNTEER PROGRAM WITH SPECIFIC JOB DESCRIPTIONS FOR VARIOUS POSITIONS THROUGHOUT THE DEPARTMENT.
* CONTINUE UPGRADES TO FORENSIC ANALYTICAL EQUIPMENT UTILIZING THE MISSOURI CRIME LABORATORY UPGRADE GRANTS PROGRAM.
* CONTINUE TO MONITOR EMERGENCY CALL ANSWERING TIMES (16 SECONDS OR LESS) AND RESPONSE TIMES FOR EMERGENCY CALLS (7 MINUTES OR LESS).

1996-97 Accomplishments:

* EXPANDED THE COVERAGE OF THE INDEPENDENCE CENTER SUBSTATION TO INCLUDE INDEPENDENCE COMMONS AND CROSSROADS.
* EXPANDED ON-LINE REPORTING IN THE CRIME SCENE AND INVESTIGATIONS UNITS THROUGH THE USE OF THE P.A.C.E. SYSTEM.
* INITIATED THE SCHOOL RESOURCE OFFICER PROGRAM AT CHRISMAN AND TRUMAN HIGH SCHOOLS.
* REMODELED THE INFORMATION DESK AND RECORDS AREA UTILIZING ERGONOMIC WORKSTATIONS.
* EXPANDED THE VIDEO TELECONFERENCING PROJECT TO INCLUDE JUVENILE INTERVIEWS.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	74,189	76,627	76,627	80,444
OTHER SERVICES	1,640	385	385	2,747
SUPPLIES	1,213	987	987	1,111
CAPITAL OUTLAY	2,461	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	79,503	77,999	77,999	84,302

Continued

City of Independence
Detail Program Sheet

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

1997-98 Operating Budget
Fund: 02-GENERAL

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
AVERAGE EMERGENCY CALL RESPONSE TIME IN MINUTES	8	8	6	6
E9-1-1 CALLS FOR SERVICE	116,536	116,500	134,357	153,167

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 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

1997-98 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.

1997-98 Objectives:

* OBTAIN SAFETY EQUIPMENT FOR EVIDENCE TECHNICIANS WORKING HAZARDOUS SCENES.
* INCREASE QUANTITY AND QUALITY OF CRIME SCENE WORK.
* DEVELOP NEW FILING SYSTEM AND DISPLAY OF SUPPLY ITEMS.
* TRAIN CRIMINALIST IN FORENSICS.
* STRIVE TO IMPROVE COMMUNICATIONS BETWEEN CRIME SCENE UNIT AND THE DEPARTMENT.

1996-97 Accomplishments:

* EMPLOYMENT OF CRIMINALIST WITH JACKSON COUNTY DRUG TASK FORCE FUNCTIONS.
* FORENSIC LABORATORY BROUGHT UP TO STANDARDS.
* EMPLOYMENT AND TRAINING OF EVIDENCE TECHNICIAN.
* NEW GUIDELINES FOR MORE EFFICIENT FOLLOW-UP AND PROCESSING OF EVIDENCE.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	267,604	293,326	293,326	358,219
OTHER SERVICES	2,742	7,136	7,136	6,229
SUPPLIES	24,028	26,888	25,643	26,357
CAPITAL OUTLAY	0	0	1,245	2,500
DEBT SERVICE/OTHER	0	0	0	0
Total	294,374	327,350	327,350	393,305

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
CRIME SCENES PROCESSED	673	644	889	889
LATENT PRINTS PROCESSED	2,018	1,988	1,695	1,800

Continued

City of Independence
Detail Program Sheet

Department: 4500-POLICE — **1997-98 Operating Budget**
Program: 4542-CRIME SCENE — **Fund: 02-GENERAL**

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
CRIMINALIST	1.00	0.00	1.00	1.00
EVIDENCE TECHNICIAN	4.00	5.00	5.00	5.00
FINGER PRINT TECHNICIAN	1.00	1.00	1.00	1.00
POLICE SERGEANT	1.00	1.00	1.00	1.00
Total	7.00	7.00	8.00	8.00

Significant Issues/Changes:

* THE CRIME SCENE UNIT WILL BE OBTAINING SAFETY EQUIPMENT FOR EVIDENCE TECHNICIANS WORKING HAZARDOUS SCENES.

City of Independence
Detail Program Sheet

Department: 4500-POLICE | **1997-98 Operating Budget**
Program: 4543-DETENTION | **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.

1997-98 Objectives:

* REMODEL THE DETAINEE INTAKE AREA OF THE DEPARTMENT'S DETENTION FACILITY.
* INSTALL EQUIPMENT AND INITIATE VIDEO IMAGING OF ARRESTED PERSONS.
* TRAIN ALL EMPLOYEES ON VIDEO IMAGING.
* TRAIN ALL EMPLOYEES ON ELECTRONIC BOOKING.
* TRAIN ALL DETENTION EMPLOYEES ON INMATE CONTROL TACTICS.

1996-97 Accomplishments:

* COMPLETED FIRST AID CERTIFICATION FOR ALL DETENTION EMPLOYEES.
* COMPLETED FIRE SUPPRESSION TRAINING FOR ALL DETENTION EMPLOYEES.
* COMPLETED TRAINING IN TACTICAL COMMUNICATIONS FOR NON LAW ENFORCEMENT PERSONNEL FOR ALL DETENTION EMPLOYEES.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	462,371	506,447	506,447	517,239
OTHER SERVICES	194,498	194,466	194,466	199,008
SUPPLIES	5,837	7,341	4,517	5,191
CAPITAL OUTLAY	0	0	1,984	0
DEBT SERVICE/OTHER	0	0	0	0
Total	662,706	708,254	707,414	721,438

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PRISONERS BOOKED	9,589	10,135	10,295	11,118
PRISONER DAYS SERVED	4,615	4,723	4,848	5,235

Continued

City of Independence
Detail Program Sheet

Department: 4500-POLICE **1997-98 Operating Budget**
Program: 4543-DETENTION **Fund: 02-GENERAL**

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
POLICE CAPTAIN	1.00	1.00	1.00	1.00
POLICE DETENTION OFFICER	0.75	0.75	0.75	0.75
DETENTION OFFICER	10.00	11.00	11.00	11.00
DETENTION TECHNICIAN	1.00	1.00	1.00	1.00
Total	12.75	13.75	13.75	13.75

Significant Issues/Changes:

* PHOTO IMAGING AND ELECTRONIC BOOKING WILL STREAMLINE THE BOOKING PROCEDURE AND CREATE A USEFUL DATABASE OF HIGH QUALITY COLOR PHOTOS.

City of Independence
Detail Program Sheet

Department: 4500-POLICE — 1997-98 Operating Budget
Program: 4544-RECORDS AND PROPERTY — 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.

1997-98 Objectives:

* COMPLETE UPDATE OF AUDIT AND MAINTENANCE OF PROPERTY UNIT.
* COMPLETE REORGANIZATION OF STORAGE AREAS FOR POLICE RECORDS.
* IMPROVE CUSTOMER SERVICE AT THE DESK WITH TRAINING, ADDITION OF PERSONNEL, AND RESTRUCTURING.
* COMPLETE THE REFURBISHING AND INSTALLATION OF CARPET AND DESKS IN THE RECORDS AREA.
* INSTITUTE A NEW AND MORE THOROUGH METHOD OF VALIDATING DATA BASES.

1996-97 Accomplishments:

* BEGAN A COMPLETE AUDIT AND REORGANIZATION OF THE PROPERTY UNIT.
* REFURBISHED THE DESK AREA WITH NEW DESKS AT THE WINDOW AND NEW CABINETS FOR STORAGE.
* COMPLETED THE TRAINING OF EMPLOYEES IN THE P.A.C.E. SYSTEM.
* DEVELOPED AND IMPLEMENTED A NEW POLICE TOW PROCEDURE THAT SATISFIES THE REQUIREMENTS OF THE NEW STATE LAW.
* IMPROVED CUSTOMER SERVICE AT THE DESK BY REORGANIZING SHIFT TIMES AND DAYS OFF TO PROVIDE FOR THE MOST EFFICIENT USE OF LABOR.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	662,601	730,693	730,693	736,663
OTHER SERVICES	119,351	88,782	123,678	92,591
SUPPLIES	26,157	27,005	27,903	23,938
CAPITAL OUTLAY	0	2,500	100,435	2,500
DEBT SERVICE/OTHER	0	0	0	0
Total	808,109	848,980	982,709	855,692

Continued

City of Independence
Detail Program Sheet

Department: 4500-POLICE **1997-98 Operating Budget**
Program: 4544-RECORDS AND PROPERTY **Fund: 02-GENERAL**

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
MUNICIPAL WARRANTS IN	10,420	10,850	12,304	12,900
MUNICIPAL WARRANTS OUT	9,596	9,866	9,200	9,750
P.A.C.E. REPORTS ENTERED - (ON LINE JULY 1, 1996)	0	59,250	59,250	62,250

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 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 & PROPERTY 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

Significant Issues/Changes:

* THE RECORDS UNIT PLANS TO REORGANIZE THE STORAGE OF POLICE REPORTS. DUE TO THE QUANTITY OF REPORTS STORED, THIS MAY LEAD TO THE UTILIZATION OF MICROFILM.

City of Independence
Detail Program Sheet

Department: 4500-POLICE **1997-98 Operating Budget**
Program: 4545-COMMUNICATIONS **Fund: 02-GENERAL**

Description:

RECEIVES EMERGENCY AND NON-EMERGENCY TELEPHONE CALLS FROM THE PUBLIC AND ROUTES 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.

1997-98 Objectives:

* CONTINUE TO MONITOR EMERGENCY PHONE CALLS FOR SERVICE TO ELIMINATE DELAYED CALLS.
* CONTINUE TO MONITOR RESPONSE TIMES FOR PRIORITY ONE CALLS TO ACHIEVE A ONE MINUTE RESPONSE TIME FROM CALLS RECEIVED TO CALLS DISPATCHED.
* INSTALL A SECOND FIRE DEPARTMENT RADIO AT THE SUPERVISOR'S WORKSTATION.
* TRAIN ALL PERSONNEL IN THE OPERATION OF THE ECC BACKUP CENTER AT 950 N. SPRING.
* IMPLEMENT A FALSE ALARM REDUCTION PROGRAM.

1996-97 Accomplishments:

* MONITORED PRIORITY ONE CALL RESPONSE TIMES AND REDUCED CALL RECEIVED TO CALL DISPATCHED TIME AVERAGE TO 1.24 FOR JANUARY 1997.
* REDUCED EMERGENCY PHONE CALL ANSWER TIME TO A THREE SECOND AVERAGE.
* TRAINED ALL UNIT PERSONNEL IN THE USE OF THE NEW TCI TELEPHONE SYSTEM.
* ELIMINATED THE DIRECT ALARM SYSTEM IN THE RADIO ROOM.
* ELIMINATED THE SCHOOL CLOSING NOTIFICATION PROGRAM.
* REVAMPED THE ORAL BOARD PORTION OF THE TELECOMMUNICATOR I SELECTION PROCESS.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	1,149,130	1,205,512	1,205,512	1,227,166
OTHER SERVICES	121,841	149,241	112,093	160,820
SUPPLIES	6,198	10,017	1,516	2,380
CAPITAL OUTLAY	0	2,000	2,000	6,976
DEBT SERVICE/OTHER	0	0	0	0
Total	1,277,169	1,366,770	1,321,121	1,397,342

Continued

City of Independence
Detail Program Sheet

Department: 4500-POLICE
Program: 4545-COMMUNICATIONS

1997-98 Operating Budget
Fund: 02-GENERAL

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
E9-1-1 CALLS	107,386	132,509	134,357	153,167
CAD INCIDENTS	105,419	111,883	120,629	135,104

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
TELECOMMUNICATOR I	28.00	28.00	28.00	28.00
EMERGENCY COMM SUPERVISOR	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

Significant Issues/Changes:

* INSTALLATION OF A NEW 9-1-1 PHONE SYSTEM WILL ALLOW THE INCORPORATION OF ALL RADIO ROOM TELEPHONES INTO ONE HEADSET. THIS WILL REDUCE THE NECK/SHOULDER WORKERS COMPENSATION INJURIES.

City of Independence
Detail Program Sheet

Department: 4500-POLICE — 1997-98 Operating Budget
Program: 4546-COMMUNITY OUTREACH — 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.

1997-98 Objectives:

* WRITE A GRANT ON TRUANCY AND IMPLEMENT A THIRD RESOURCE OFFICER TO TARGET REDUCING TRUANCY AT TRUMAN AND WILLIAM CHRISMAN HIGH SCHOOLS.
* IMPLEMENT VOLUNTEER PROGRAM AND BEGIN TRAINING ONCE THE VOLUNTEERS HAVE BEEN IDENTIFIED.

1996-97 Accomplishments:

* IMPLEMENTED SCHOOL RESOURCE OFFICER PROGRAM AT TRUMAN AND WILLIAM CHRISMAN HIGH SCHOOLS.
* CREATED A DESIGN FOR A VOLUNTEER PROGRAM.
* PROVIDED TWO SESSIONS OF THE CITIZENS' POLICE ACADEMY.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	459,504	517,296	517,296	559,186
OTHER SERVICES	10,582	5,455	7,708	16,091
SUPPLIES	6,365	7,623	7,623	9,459
CAPITAL OUTLAY	0	0	0	8,716
DEBT SERVICE/OTHER	0	0	0	0
Total	476,451	530,374	532,627	593,452

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
D.A.R.E. CLASSES	1,519	1,081	935	1,000
G.R.E.A.T. CLASSES	410	431	620	650

Continued

City of Independence
Detail Program Sheet

Department: 4500-POLICE **1997-98 Operating Budget**
Program: 4546-COMMUNITY OUTREACH **Fund: 02-GENERAL**

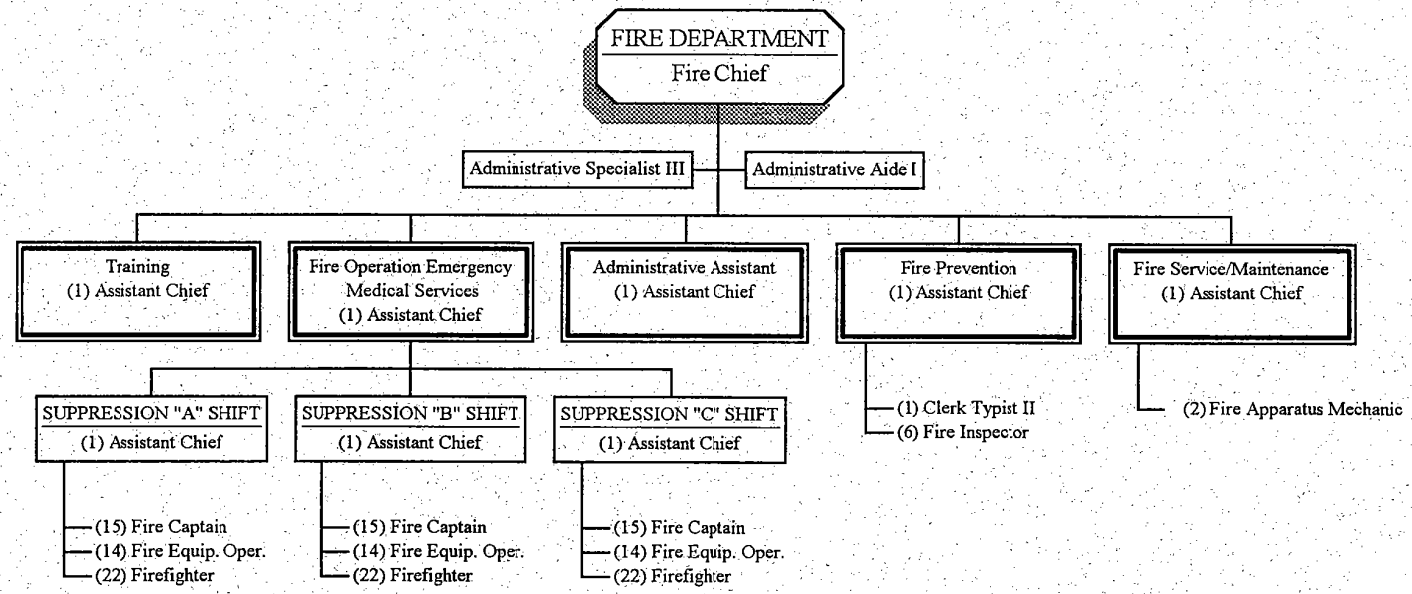
Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
POLICE OFFICER	10.00	10.00	10.00	10.00
POLICE SERGEANT	1.00	1.00	1.00	1.00
Total	11.00	11.00	11.00	11.00

Significant Issues/Changes:

* THE COMMUNITY OUTREACH UNIT WILL BE COMPLETING A GRANT ON TRUANCY THAT WILL RESULT IN THE IMPLEMENTATION OF A THIRD RESOURCE OFFICER TO TARGET REDUCING TRUANCY AT TRUMAN AND CHRISMAN HIGH SCHOOLS.

City of Independence, Missouri
Fire Department



City of Independence
Departmental Budget Summary

Department: 4600-FIRE **1997-98 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	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
Budget by Major Program Category-					
02 4611	ADMINISTRATION	280,199	230,006	232,006	237,536
02 4621	SUPPRESSION	8,677,293	8,304,190	8,304,190	8,493,532
02 4622	EMERGENCY MEDICAL SERV.	58,654	148,320	148,320	144,182
02 4631	FIRE PREVENTION	444,499	399,438	399,438	407,010
02 4641	MAINTENANCE	391,769	394,168	392,168	397,102
02 4651	TRAINING	0	180,059	180,059	160,826
	Total	9,852,414	9,656,181	9,656,181	9,840,188
Staffing-					
	Full Time Positions	173.00	173.00	173.00	173.00
	Part Time Positions	0.00	0.00	0.00	0.00
	Total	173.00	173.00	173.00	173.00
Source of Funding-					
	GENERAL FUND	9,852,414	9,656,181	9,656,181	9,840,188
	Total	9,852,414	9,656,181	9,656,181	9,840,188

Significant Issues/Changes:

* COMPLETED EMT CERTIFICATION CLASSES FOR ALL CHIEF OFFICERS AND ALL FIRE SUPPRESSION PERSONNEL.
* INCREASE IN FUEL COSTS DUE TO INCREASE IN PRICE PER GALLON OF

...Continued

Changes: (Continued)

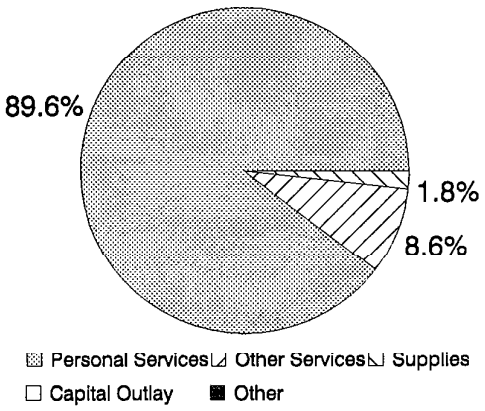
GASOLINE.

* INCREASE IN 202 ACCOUNT DUE TO INSTALLATION OF FIRE STATION RELAY EQUIPMENT FOR THE COMPUTERIZATION OF FIRE STATIONS.
* COMPUTERIZATION OF FIRE STATIONS.

Appropriations by Type:

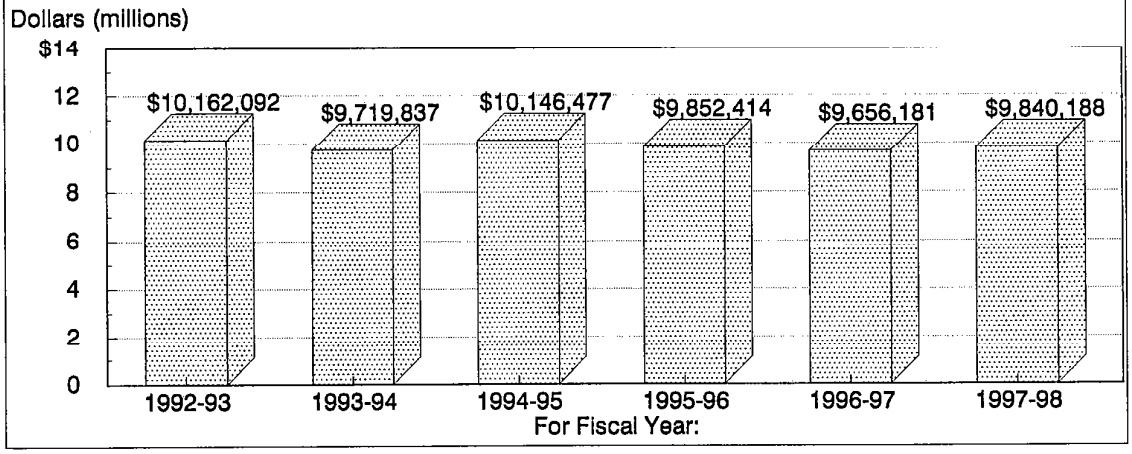
Expenditure Type	Actual 1995-96	Original 1996-97	Projected 1996-97	Adopted 1997-98
Personal Ser.	8,805,391	8,643,549	8,643,549	8,822,906
Other Services	822,397	832,405	832,405	844,089
Supplies	126,011	139,727	138,439	173,193
Capital Outlay	98,615	40,500	41,788	0
Other	0	0	0	0
Total	9,852,414	9,656,181	9,656,181	9,840,188

1997-98 City Council Adopted Budget



Historical Comparison:

	Actual 1992-93	Actual 1993-94	Actual 1994-95	Actual 1995-96	Budget 1996-97	Budget 1997-98
Employees:						
Full Time Equiv.	189.00	183.28	174.00	173.00	173.00	173.00
Amount by Fund:						
General	10,162,092	9,719,837	10,146,477	9,852,414	9,656,181	9,840,188
Per Capita	89.80	85.59	89.16	86.61	84.02	85.17
Per Household	208.95	198.72	206.17	199.13	194.36	196.47



City of Independence
Detail Program Sheet

Department: 4600-FIRE — 1997-98 Operating Budget
Program: 4611-ADMINISTRATION — 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.

1997-98 Objectives:

* PROPOSE MEDICAL REQUIREMENTS FOR FIRE FIGHTERS USING NFPA 1582 AS . THE MODEL.
* REVIEW AND REVISE ALL STANDARD OPERATING GUIDELINES (SOGS) AND STANDARD OPERATING PROCEDURES (SOPS) AS NECESSARY.
* CONTINUE TO REVIEW AND WHEN AVAILABLE REDUCE THE COSTS OF MINIMUM MANNING AND OVERTIME.
* MAINTAIN CURRENT STAFFING LEVELS BY RECRUITMENT, HIRING AND TRAINING NEW FIRE FIGHTERS.
* COMPLETE A STANDARD OF COVER STUDY AND PRESENT THE RESULTS OF THE STUDY TO THE CITY MANAGER.
* CONTINUE FIRE FIGHTER I & II CERTICATION FOR ALL FIRE OPERATIONS PERSONNEL.
* CONTINUE FUNDING FOR IN-SERVICE TRAINING AND OUTSIDE PROFESSIONAL DEVELOPMENT TRAINING.
* CONTINUE THE 7-YEAR VEHICLE REPLACEMENT PROGRAM WHICH IS NOW IN ITS

1996-97 Accomplishments:

* COMPLETED EMT CERTIFICATION FOR ALL CHIEF OFFICERS AND ALL OPERATIONS DIVISION PERSONNEL.
* RECRUITED, HIRED AND PLACED 13 NEW FIRE FIGHTERS INTO THE METRO CHIEFS TRAINING ACADEMY.
* PURCHASED ONE NEW PUMPER AND WITH ITS DELIVERY, 60% OF FIRST LINE PUMPERS WILL BE LESS THAN TWO YEARS OLD. ALSO PURCHASED 3 SEDANS AND A NEW CHASSIS FOR RESCUE 2.
* REVIEWED ALL EXISTING STANDARD OPERATING PROCEDURES AND STANDARD OPERATING GUIDELINES AND REVISED AS NECESSARY. ALSO DEVLOPED NEW STANDARD OPERATING GUIDELINES AS NECESSARY.
* IMPLEMENTED A STANDARD OF COVER STUDY PURSUANT TO 96-97 OBJECTIVES.
* REDUCED OVERTIME AND MINIMUM COSTS FOR THE THIRD CONSECUTIVE YEAR.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	150,520	152,319	152,319	159,788

...Continued

City of Independence
Detail Program Sheet

Department: 4600-FIRE | **1997-98 Operating Budget**
Program: 4611-ADMINISTRATION | **Fund: 02-GENERAL**

Program Costs: *(Continued)*

OTHER SERVICES	108,887	69,187	69,187	69,187
SUPPLIES	17,216	4,400	6,400	8,561
CAPITAL OUTLAY	3,576	4,100	4,100	0
DEBT SERVICE/OTHER	0	0	0	0
Total	280,199	230,006	232,006	237,536

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 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
Total	3.00	3.00	3.00	3.00

Significant Issues/Changes:

* INCREASE IN FUEL COSTS DUE TO INCREASE IN PRICE PER GALLON OF GASOLINE

City of Independence
Detail Program Sheet

Department: 4600-FIRE **1997-98 Operating Budget**
Program: 4621-SUPPRESSION **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 BUSINESSES IN THE COMMUNITY TO ASSURE COMPLIANCE WITH THE FIRE CODE. THEY ALSO ASSIST THE FIRE PREVENTION DIVISION IN PUBLIC EDUCATION BY PARTICIPATING IN EDUCATIONAL TALKS IN SCHOOLS, BUSINESSES AND OTHER AGENCIES.

1997-98 Objectives:

* CONTINUE IN-SERVICE TRAINING UTILIZING THE COURSE CURRICULUM FOR . FIRE FIGHTER I & II CERTIFICATION.
* CONTINUE PROGRAM FOR MAINTAINING CONTINUING EDUCATION UNITS (CEU'S) TO MAINTAIN AND RE-CERTIFY EMERGENCY MEDICAL TECHNICIAN PERSONNEL.
* CONTINUE PROGRAM OF PRE-FIRE PLANNING FOR ALL TARGET HAZARDS.
* CONDUCT DRIVER TRAINING PROGRAMS.
* PURCHASE ADDITIONAL WASHER AND DRYER TO BE USED IN FIRE STATIONS. FOR CLEANING UNIFORMS AND TURN OUT GEAR.
* PURCHASE ADDITIONAL RESCUE ROPE AND EQUIPMENT TO BE USED IN LOW . ANGLE RESCUE AND UTILITY APPLICATIONS.
* COMPLETE ALL COMPANY INSPECTIONS OF COMMERCIAL BUSINESSES AS ASSIGNED.

1996-97 Accomplishments:

* COMPLETED ANNUAL REQUIREMENTS FOR HAZARDOUS MATERIALS TRAINING AS MANDATED BY FEDERAL LAW.
* COMPLETED THE FINAL EMERGENCY MEDICAL TECHNICIAN TRAINING CLASS FOR ALL SUPPRESSION PERSONNEL.
* REVIEWED AND REVISED EXISTING STANDARD OPERATING GUIDELINES.
* PURCHASED NEW UTILITY RESCUE ROPE AND EQUIPMENT FOR ALL APPARATUS.
* DEVELOPED THE PRE-FIRE PLAN WORK SHEET AND LIST OF TARGET HAZARDS.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	8,126,616	7,807,351	7,807,351	7,989,428
OTHER SERVICES	456,049	380,457	380,457	400,424
SUPPLIES	71,591	96,832	96,832	103,680
CAPITAL OUTLAY	23,037	19,550	19,550	0

...Continued

Program Costs: *(Continued)*

DEBT SERVICE/OTHER	0	0	0	0
Total	8,677,293	8,304,190	8,304,190	8,493,532

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
COMMERCIAL ALARMS	418	60	207	227
RESIDENTIAL ALARMS	579	150	612	0
VEHICLE FIRES	287	150	315	315
GRASS/TRASH	312	300	274	274
OPEN BURNING	33	75	185	185
SPECIAL SERVICE	1,241	1,225	1,200	1,178
BOMB THREAT	56	65	80	70
HAZ MAT ALARMS	100	100	100	91
ALARM SYSTEMS	0	0	245	245
CO GAS CHECK	388	0	765	765

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
FIRE CAPTAIN	45.00	45.00	45.00	45.00
FIRE EQUIPMENT OPERATOR	42.00	42.00	42.00	42.00
FIREFIGHTER	66.00	66.00	66.00	66.00
ASSISTANT FIRE CHIEF	7.00	6.00	6.00	6.00
Total	160.00	159.00	159.00	159.00

Significant Issues/Changes:

* PURCHASE OF ONE PUMPER COMPANY.
* COMPUTERIZATION OF ALL FIRE STATIONS.
* INCREASE IN 202 ACCOUNT DUE TO INSTALLATION OF FIRE STATION RELAYS EQUIPMENT FOR THE COMPUTERIZATION OF ALL FIRE STATIONS.
* IMPLEMENTATION OF STATION SELECT TONE OUT.
* REPLACEMENT OF BUNKER/TURN OUT GEAR.

City of Independence
Detail Program Sheet

Department: 4600-FIRE
Program: 4622-EMERGENCY MEDICAL SERV.

1997-98 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 EMERGENCY MEDICAL TECHNICIAN-DEIBRILLATOR CERTIFIED WHICH IS THE BASIC FIRST RESPONDER CERTIFICATION.

1997-98 Objectives:

* CONTINUE UNITS (CEU'S) TRAINING EACH MONTH TO MAINTAIN THE EMERGENCY MEDICAL TECHNICIAN CERTIFICATION OF ALL FIRE OPERATION DIVISION PERSONNEL.
* PURCHASE AND REPLACE MEDICAL SUPPLIES AS NEEDED.
* MEET WITH THE AMBULANCE SERVICE PROVIDING ADVANCED LIFE SUPPORT ON A MONTHLY BASIS.
* REVIEW THE DOCUMENTATION SYSTEM USED TO RECORD PATIENT MEDICAL INFORMATION.
* PURCHASE BURN KITS FOR ALL APPARATUS.
* MAINTAIN MEMBERSHIP ON THE MEDICAL ADVISORY BOARD.

1996-97 Accomplishments:

* COMPLETED EMERGENCY MEDICAL TECHNICIAN TRAINING FOR ALL CHIEF OFFICE AND OPERATIONS DIVISION PERSONNEL.
* PROVIDED CONTINUING EDUCATION UNITS FOR EXISTING EMT PERSONNEL TO MAINTAIN THE STATE OF MISSOURI EMT CERTIFICATION.
* PURCHASED, STOCKED AND ISSUED MEDICAL SUPPLIES AS NEEDED.
* ISSUED NEW RESCUE ROPE TO BE USED IN EMERGENCY SITUATIONS INCLUDING LOW ANGLE AND EXTRICATION EMERGENCY ALARMS.
* RECEIVED TWO NEW PEDIATRIC TRAUMA MATTRESSES AND ONE PEDIATRIC BURN KIT.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	0	77,920	77,920	73,782
OTHER SERVICES	24,187	52,400	52,400	52,400
SUPPLIES	14,744	16,000	16,000	18,000
CAPITAL OUTLAY	19,723	2,000	2,000	0
DEBT SERVICE/OTHER	0	0	0	0
Total	58,654	148,320	148,320	144,182

Continued

City of Independence
Detail Program Sheet

Department: 4600-FIRE **1997-98 Operating Budget**
Program: 4622-EMERGENCY MEDICAL SERV. **Fund: 02-GENERAL**

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
EMT/D	139	184	0	162
CEU TRAINING HOURS	807	875	1,615	7,632
MEDICAL ALARMS	6,498	7,800	7,632	8,000

Significant Issues/Changes:

* COMPLETED EMT CERTIFICATION CLASSES FOR ALL CHIEF OFFICERS AND ALL FIRE SUPPRESSION PERSONNEL.
* NEGOTIATED CONTRACT WITH SOUTH METRO FIRE DISTRIST TO PROVIDE CONTINUING EDUCATION UNITS IN ORDER TO MAINTAIN CURRENT EMT/D CERTIFICATION.
* ALL FIRST - LINE APPARATUS ARE EQUIPPED WITH AUTOMATIC - EXTERNAL DEFIBRILLATORS.

City of Independence
Detail Program Sheet

Department: 4600-FIRE — **1997-98 Operating Budget**
Program: 4631-FIRE PREVENTION — **Fund: 02-GENERAL**

Description:

THE FIRE PREVENTION BUREAU PROVIDES FOR THE INSPECTION OF ALL NEW BUSINESSES WITHIN THE CITY, FIRE CODE ENFORCEMENT, PLANS REVIEW, FIRE SAFETY EDUCATION, FIRE INVESTIGATION, AND THE REINSPECTION OF ALL VIOLATIONS FOUND BY COMPANY INSPECTIONS. THIS DIVISION MAINTAINS ALL ALARM RECORDS AND REPORTS AND DEVELOPS STATISTICAL DATA FOR THE FIRE DEPARTMENT'S ANNUAL REPORT.

1997-98 Objectives:

* IMPLEMENT PROFESSIONAL QUALIFICATIONS STANDARDS INTO THE BUREAU.
* RESTRUCTURE AND DEVELOP COMPANY INSPECTION PROGRAMS.
* DEVELOP, SPECIFY AND SUPPORT FIRE PREVENTION TRAINING TO SUPPRESSION PERSONNEL.
* CONVERT ARCHIVED PAPER RECORDS INTO DIGITAL RECORDS.

1996-97 Accomplishments:

* AUTOMATED INCIDENT REPORTING, INSPECTION RECORDS, AND FACILITATED TH INSTALLATION OF ELECTRONIC COMMUNICATION MEDIA INTO ALL DIVISIONS OF THE FIRE DEPARTMENT.
* ENHANCED FIRE STATION ALERTING AND STAFF RECALL BY THE IMPLEMENTATIO OF AUTOMATED PAGING EQUIPMENT INTO FIRE DISPATCH.
* UPGRADE VEHICULAR COMMUNICATIONS EQUIPMENT.
* DEVELOP AND IMPLEMENT DIVISION STANDARD OPERATING GUIDELINES AND PROCEDURES.
* COMPLETE DEVELOPMENT OF BACK UP COMMUNICATIONS CENTER.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	412,201	393,498	393,498	400,986
OTHER SERVICES	2,087	1,360	1,360	1,360
SUPPLIES	5,004	4,580	4,580	4,664
CAPITAL OUTLAY	25,207	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	444,499	399,438	399,438	407,010

Continued

City of Independence
Detail Program Sheet

Department: 4600-FIRE — **1997-98 Operating Budget**
Program: 4631-FIRE PREVENTION — **Fund: 02-GENERAL**

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
COMPANY REINSPECTION	1,757	1,810	1,810	1,147
PLANS REVIEWED	287	295	287	389
OCCUPATION LICENSE INSPECTIONS	1,038	1,070	1,038	1,055
CONSTRUCTION FINAL INSPECTIONS	264	270	270	40
ADULT TALKS AND LECTURES	33	34	34	287
ADULT AUDIENCE	3,968	4,090	3,968	3,351
JUVENILE TALKS AND LECTURES	172	175	175	231
JUVENILE AUDIENCE	6,047	6,230	6,230	8,246
PIECES OF LITERATURE DISTRIBUTED	18,198	18,740	18,740	23,368

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 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

Significant Issues/Changes:

* COMPLETED ALL ASSIGNED INSPECTIONS
* IMPLEMENTED JUVENILE FIRE SETTER COUNSELING PROGRAM.
* IMPLEMENT ALTERCATIONS TO THE EXISTING CAD TO ALLOW MANAGEMENT OF INCOMING AND OUTGOING MUTUAL AID WITH FORT OSAGE.

City of Independence
Detail Program Sheet

Department: 4600-FIRE | **1997-98 Operating Budget**
Program: 4641-MAINTENANCE | **Fund: 02-GENERAL**

Description:

THE MAINTENANCE DIVISION PROVIDES VEHICLE MAINTENANCE AND SERVICE TO THE AUTOMOTIVE FLEET AND EQUIPMENT. THE MAINTENANCE DIVISION COORDINATES 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.

1997-98 Objectives:

* TAKE DELIVERY OF AND TRAIN THE SUPPRESSION DIVISION ON ONE NEW 1250 G.P.M. PUMPER.
* IMPLEMENT A COMPUTERIZED MAINTENANCE AND REPAIR PROGRAM FOR APPARATUS AND FACILITIES.
* ANNUAL TEST FOR NFPA FIFTY-FOUR (54) IN-SERVICE AIR PACKS.
* REMODEL TWO FIRE STATIONS.
* IMPROVE EFFICIENCY AND SAFETY OF SHOP THROUGH INSTALLATION OF NEW EQUIPMENT AND TRAINING.
* CONTINUE PROGRAM OF IMPROVING THE APPEARANCE OF DEPARTMENT VEHICLES.

1996-97 Accomplishments:

* PREPARED SPECIFICATIONS, BIDS, AND TOOK DELIVERY AND TRAINED SUPPRESSION PERSONNEL ON ONE NEW PUMPER.
* UPDATED AND REPLACED RESCUE TOOLS, COMMUNICATIONS SYSTEM (I.E. MOBLE RADIOS, PORTABLE RADIOS), AND INSTALLED DAVID CLARK HEARING PROTECTI SYSTEM ON FIRST LINE APPARATUS.
* INSTALLED EMERGENCY SCENE LIGHTING ON ALL APPARATUS.
* REMODELED THE OUTSIDE OF TWO FIRE STATIONS AND COMPLETED FIRST YEAR OF A THREE YEAR STATION DRIVEWAY IMPROVEMENT PROJECT.
* COMPUTERIZED RECORD KEEPING SYSTEM.
* ISSUED NEW IMPROVED SCBA MASKS FOR ALL FIRE CAPTAINS.
* REPAIRS, UPDATES, RETROFITS AND ANNUAL INSPECTIONS OF ALL SLEF-CONTAINED BREATHING APPARATUS (SCBA) ARE DONE IN OUR SHOP.
* INSTALLED NOISE REDUCTION SYSTEM, EXHAUST SYSTEM, AND NEW LIGHTING IN SHOP.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	116,054	123,298	123,298	122,992
OTHER SERVICES	231,187	254,425	254,425	252,142
SUPPLIES	17,456	16,445	12,497	21,968
CAPITAL OUTLAY	27,072	0	1,948	0

...Continued

Program Costs: *(Continued)*

DEBT SERVICE/OTHER	0	0	0	0
Total	391,769	394,168	392,168	397,102

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PREVENTIVE MAINT. SERVICES	80	82	100	120
MAINT. REQUESTS PROCESSED	1,500	1,530	1,000	1,000
AIR BOTTLE HYDROSTATIC TESTS	60	61	36	89
AERIAL CERTIFICATION TESTS	3	3	3	3
SERVICE CALLS	90	92	100	200
RETROFIT AIR PACKS	10	10	12	54
OFF SITE TRAIN MECHANICS/HRS	100	100	80	160

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
FIRE APPARATUS MECHANIC	2.00	2.00	2.00	2.00
Total	2.00	2.00	2.00	2.00

Significant Issues/Changes:

* PLACED TWO NEW PUMPERS INTO SERVICE.
* IMPROVED LIGHTING IN THE SHOP AND INSTALLED AN EXHAUST AIR SYSTEM TO REMOVE EXHAUST FUMES FROM THE SHOP AREA.
* BOTH MECHANICES CERTIFIED AS EMERGENCY SERVICES TECHNICIANS.
* REFURBISHED STATION 7, AND OUTSIDE TRIM OF STATION 4.

City of Independence
Detail Program Sheet

Department: 4600-FIRE | **1997-98 Operating Budget**
Program: 4651-TRAINING | **Fund: 02-GENERAL**

Description:

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

- FIRE DEPARTMENT INSTRUCTORS
- FIRE FIGHTER I & II
- FIRE OFFICER
- FIRE INSPECTOR
- FIRE INVESTIGATOR
- EMERGENCY MEDICAL TECHNICIAN-DEFIBRILLATOR
- EMERGENCY SERVICES VEHICLE MECHANIC

1997-98 Objectives:

* FIRE FIGHTER I & II CERTIFICATION (1/2 COMPLETED).
* FIRE EQUIPMENT OPERATOR COURSE DEVELOPED AND IMPLEMENTED.
* FIRE SERVICE INSTRUCTOR I CERTIFICATION (CAPTAINS).
* UPDATE STANDARD OPERATING GUIDELINES RELATING TO TRAINING ISSUES.

1996-97 Accomplishments:

* RECRUITED 13 NEW FIRE FIGHTERS, REPLACING EMPLOYEES WHO TERMINATED EMPLOYMENT WITH THE CITY.
* IMPLEMETED FIRE FIGHTER I & II CERTIFICATION PROGRAM.
* INSTRUCTIONAL TECHNIQUES FOR COMPANY OFFICERS FOR ALL PERSONNEL.
* IMPLEMENTED TRAINING ASSIGNMENT SYSTEM.
* ANNUAL HAZARDOUS MATERIALS INCIDENT RESPONSE - AWARENESS LEVEL COURS

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	0	89,163	89,163	75,930
OTHER SERVICES	0	74,576	74,576	68,576
SUPPLIES	0	1,470	2,130	16,320
CAPITAL OUTLAY	0	14,850	14,190	0
DEBT SERVICE/OTHER	0	0	0	0
Total	0	180,059	180,059	160,826

Continued

City of Independence
Detail Program Sheet

Department: 4600-FIRE **1997-98 Operating Budget**
Program: 4651-TRAINING **Fund: 02-GENERAL**

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
INSTRUCTIONAL TECHNIQUES FOR COMPANY OFFICERS	0	129	129	13
HAZ MAT INCIDENT RESPONSE AWARENESS RECERTIFIED	0	96	96	0
HAZ MAT INCIDENT RESPONSE OPERATIONAL CERTIFIED	0	0	0	130
FIRE EQUIPMENT OPERATOR	0	0	0	66
TOTAL TRAINING CLASSROOM HOURS	0	1,616	1,616	2,000
TOTAL TRAINING MAN HOUS	4,112	7,487	7,487	9,000

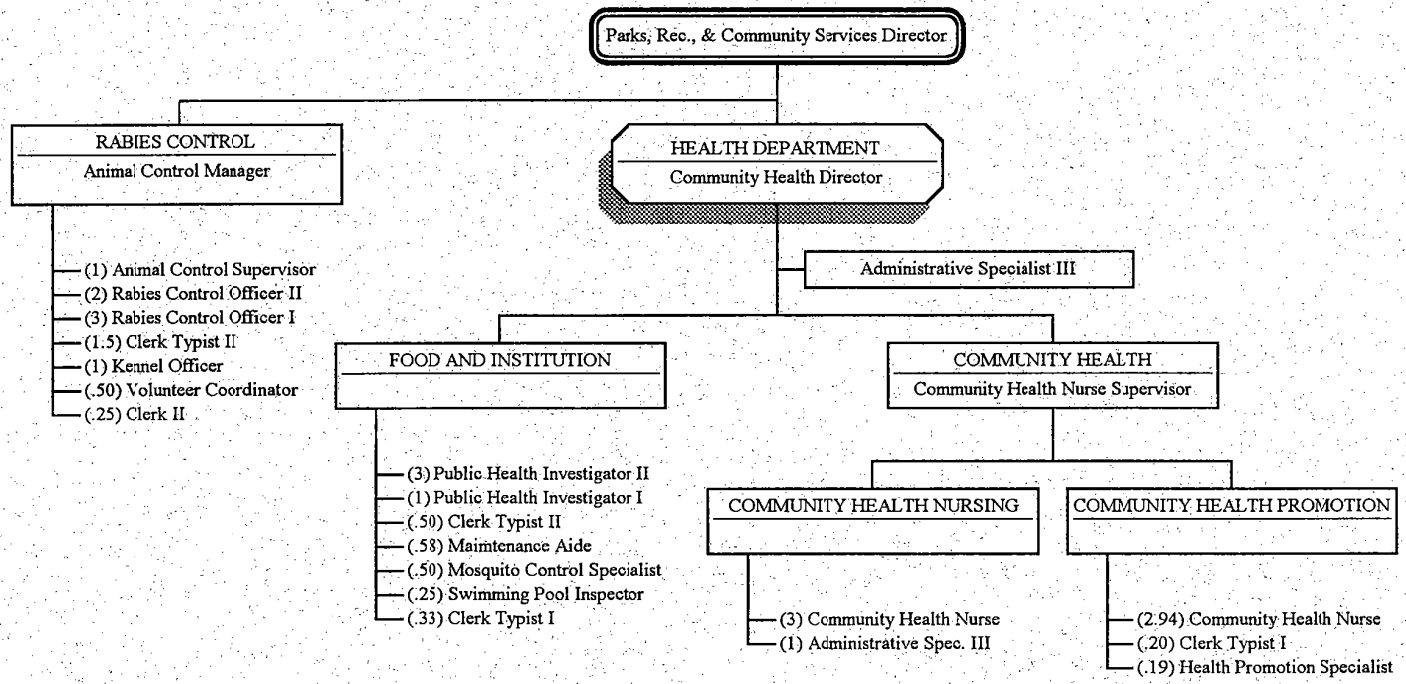
Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
ASSISTANT FIRE CHIEF	0.00	1.00	1.00	1.00
Total	0.00	1.00	1.00	1.00

Significant Issues/Changes:

* COMPLETE AN HAZ-MAT CERTIFICATION COURSE FOR ALL SUPPRESSION PERSONNEL.
* COMPLETED COMPANY OFFICER INSTRUCTOR CERTIFICATION FOR ALL SUPPRESSI PERSONNEL.
* COMPLETED TRAINING FOR PERSONNEL ACCOUNTABILITY SYSTEM.
* IMPLEMENTED FIRE FIGHTER II CERTIFICATOION TRAINING JANUARY 1997.
* SPONSORED 15-PERSONNEL TO ATTEND STATE FIRE FIGHTER SCHOOL.
* COMPLETED FIRE ACADEMY TRAINING OF 21-FIRE FIGHTERS

City of Independence, Missouri
Health Department



City of Independence
Departmental Budget Summary

Department: 4700-HEALTH **1997-98 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 COMMUNITY NURSING SERVICES. THE DEPARTMENT ALSO ASSESSES COMMUNITY HEALTH NEEDS, MOBILIZES COMMUNITY RESOURCES TO MEET THE NEEDS AND EVALUATES THE EFFECTIVENESS OF SUCH EFFORTS.

Prog. No.	Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
Budget by Major Program Category-					
02 4711	ADMINISTRATION	113,108	117,091	117,091	153,999
02 4713	FOOD & INSTITUTION	191,891	213,629	213,629	228,498
02 4714	NURSING SERVICES	202,763	212,930	212,930	224,066
02 4715	COMMUNITY HLTH PROMOTION	142,388	153,153	146,549	100,948
02 4721	ANIMAL/RABIES CONTROL	338,633	358,976	358,976	369,499
	Total	988,783	1,055,779	1,049,175	1,077,010
Staffing-					
	Full Time Positions	21.00	22.00	22.00	21.00
	Part Time Positions	5.74	5.74	5.74	5.74
	Total	26.74	27.74	27.74	26.74
Source of Funding-					
	GENERAL FUND	988,783	1,055,779	1,049,175	1,077,010
	Total	988,783	1,055,779	1,049,175	1,077,010

Continued

Direct/Offsetting Revenues-				
COMMUNITY HEALTH PROM. GRANTS	142,388	153,153	146,549	100,948
FOOD HANDLER'S PERMITS	44,766	42,000	45,000	35,000
ANIMAL SHELTER FEES	70,051	64,000	64,000	66,000
FOOD ESTABLISHMENT PERMITS	14,060	49,000	49,000	67,050
OTHER HEALTH FEES AND PERMITS	180	15,300	7,325	8,325
Total	271,445	323,453	311,874	277,323

Significant Issues/Changes:

* THE HEALTH DEPARTMENT BUDGET FOR FY 97-98 IS ONLY SLIGHTLY CHANGED FROM PREVIOUS YEARS. STAFF ASSIGNMENT CHANGES WHICH AFFECT PROGRAM/ SERVICE EMPHASIS WILL BE OUR ENGINE OF CHANGE.
* THE DEPARTMENT WILL BE ADAPTING TO MAJOR CHANGES CAUSED BY WELFARE REFORM AT THE NATIONAL AND STATE LEVELS. EXTRA EFFORT WILL BE PLACED ON COORDINATION OF HEALTH AND SOCIAL SERVICES IN THE COMMUNITY.
* THE PROBLEMS IDENTIFIED BY RECENT HEALTH SURVEYS AND TASK FORCES WILL BE ADDRESSED THROUGH LONG-RANGE PLANNING.
* STAFF WILL EMPHASIZE TRAINING AND CONSULTATION AS A MECHANISM FOR IMPROVING FOOD AND INSTITUTIONAL HEALTH.
* GREATER EMPHASIS WILL BE PLACED ON YOUTH SERVICES AIMED AT PREVENTING YOUTH RISK-TAKING BEHAVIOR. ADDED PARTIAL FUNDING FOR A YOUTH SERVICES COORDINATOR POSITION AT A COST OF $30,605.

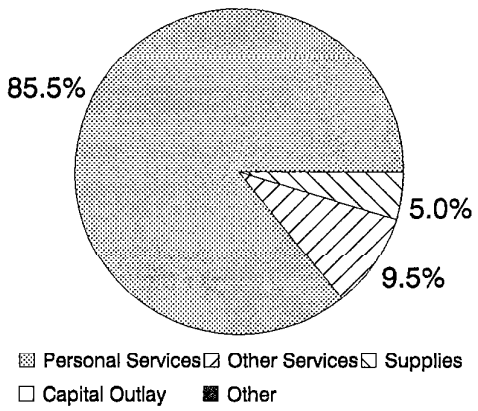
1997-98 Operating Budget

Health

Appropriations by Type:

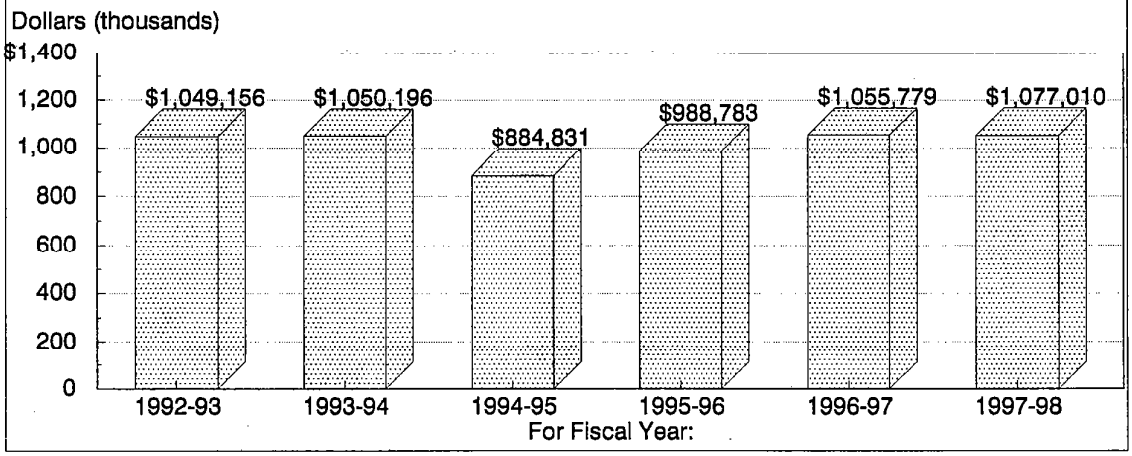
Expenditure Type	Actual 1995-96	Original 1996-97	Projected 1996-97	Adopted 1997-98
Personal Services	864,322	934,356	928,456	920,324
Other Services	70,928	71,700	72,390	102,835
Supplies	53,533	49,723	48,329	53,851
Capital Outlay	0	0	0	0
Other	0	0	0	0
Total	988,783	1,055,779	1,049,175	1,077,010

1997-98 City Council Adopted Budget



Historical Comparison:

	Actual 1992-93	Actual 1993-94	Actual 1994-95	Actual 1995-96	Budget 1996-97	Budget 1997-98
Employees:						
Full Time Equiv.	29.49	30.49	24.99	26.74	27.74	26.74
Amount by Fund:						
General	1,049,156	1,050,196	884,831	988,783	1,055,779	1,077,010
Per Capita	9.27	9.25	7.78	8.69	9.19	9.32
Per Household	21.57	21.47	17.98	19.98	21.25	21.50



City of Independence
Detail Program Sheet

Department: 4700-HEALTH
Program: 4711-ADMINISTRATION

1997-98 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.

1997-98 Objectives:

* DEVELOP A STRATEGIC HEALTH PLAN FOR THE CITY.
* ASSIST THE STATE TO DETERMINE THE GRANT FUNDING LEVELS NEEDED TO SUPPORT THE PROPOSED STATE "CORE PUBLIC HEALTH SERVICES" IT PLANS TO BE PROVIDED BY LOCAL HEALTH DEPARTMENTS.
* UPDATE THE CITY'S RESTAURANT CODE.

1996-97 Accomplishments:

* TRAINED ALL FOOD AND INSTITUTIONAL STAFF IN ENHANCED FOOD SAFETY MONITORING.
* ASSISTED FAST FORWARD INDEPENDENCE IN THEIR PLANNING PROCESS.
* UPGRADED THE CITY AMBULANCE SERVICE, DAY CARE AND LONG-TERM CARE CODES TO BETTER MEET THE NEEDS OF THE COMMUNITY.
* OBTAINED $78,246 IN GRANT FUNDS FOR HEALTH SERVICE PROJECTS IN THE HEALTH DEPARTMENT.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	112,030	115,341	115,341	121,644
OTHER SERVICES	230	910	910	31,315
SUPPLIES	848	840	840	1,040
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	113,108	117,091	117,091	153,999

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
SERVICE REQUESTS PROCESSED	12	10	7	10
PUBLIC HEARINGS CONDUCTED	2	6	1	3

...Continued

Performance Indicators: *(Continued)*

COORDINATION MEETINGS HELD	182	180	274	250
ORDINANCES UPGRADED	2	2	3	2

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 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

Significant Issues/Changes:

* THIS YEAR ADMINISTRATION WILL EMPHASIZE ASSISTING COMMUNITY HEALTH AND SOCIAL SERVICE AGENCY EFFORTS TO DEVELOP LONG RANGE PLANS TO ADDRESS SERVICE COORDINATION PROBLEMS.
* THE HEALTH PROBLEMS IDENTIFIED IN THE 1992 AND 1995 HEALTH SURVEYS, AND THE 1997 FINDINGS OF THE EASTERN JACKSON COUNTY HEALTH AND HUMAN SERVICES TASK FORCE WILL BE MATCHED WITH AVAILABLE RESOURCES.
* THE ADMINISTRATION DIVISION WILL CONTINUE TO EMPHASIZE EFFORTS TO IMPROVE THE QUALITY OF SERVICE AND INCREASE THE AMOUNT OF TEAM ACTIVITIES IN THE HEALTH DEPARTMENT.

City of Independence
Detail Program Sheet

Department: 4700-HEALTH | **1997-98 Operating Budget**
Program: 4713-FOOD & INSTITUTION | **Fund: 02-GENERAL**

Description:

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

1997-98 Objectives:

* 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.

1996-97 Accomplishments:

* INSTITUTED THE HAZARD APPRAISAL OF CRITICAL CONTROL POINTS (HACCP) SYSTEM IN ALL FOOD SERVICE INSPECTIONS TO IMPROVE FOOD SAFETY.
* RESPONDED TO 276 FOOD/INSTITUTIONAL COMPLAINTS.
* INVESTIGATED 38 FOOD BORNE ILLNESS COMPLAINTS.
* TRAINED 3,540 FOOD HANDLERS IN SAFE FOOD HANDLING TECHNIQUES.
* HELD 1 PERMIT REVOCATION HEARING TO BRING A SUB-STANDARD RESTAURANT UP TO MINIMUM STANDARDS.
* ORDERED 9 FOOD ESTABLISHMENTS TEMPORARILY CLOSED FOR SITUATIONS ENDANGERING PUBLIC HEALTH.
* COORDINATED THE OPENING OF 27 NEW OR REMODELED FOOD BUSINESSES.
* SUPERVISED 222 TEMPORARY FOOD BOOTHS TO INSURE THE SAFETY OF FOODS SOLD AT SHORT-TERM SPECIAL EVENTS.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	162,468	186,441	186,441	194,310
OTHER SERVICES	10,944	8,183	8,213	10,683
SUPPLIES	18,479	19,005	18,975	23,505
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	191,891	213,629	213,629	228,498

Continued

City of Independence
Detail Program Sheet

Department: 4700-HEALTH **1997-98 Operating Budget**
Program: 4713-FOOD & INSTITUTION **Fund: 02-GENERAL**

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
LONG-TERM CARE FACILITIES LICENSED	13	13	13	13
FOOD RELATED COMPLAINTS RESOLVED	239	260	276	200
NEW FOOD ESTABLISHMENTS OPENED	38	30	27	25
FOOD BORNE ILLNESSES INVESTIGATED	4	4	38	20
INVESTIGATED FOOD HANDLERS TRAINED	4,021	4,000	3,540	3,600
RESTAURANTS IN COMPLIANCE	240	240	240	260
GROCERY/CONVENIENCE STORE INSPECTIONS	200	220	220	220
SCHOOL CAFETERIAS UNDER INSPECTION	37	37	37	37
HOTEL/MOTEL INSPECTIONS	20	26	26	26
DAY CARE FACILITIES UNDER INSPECTION	55	100	100	110

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 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	1.00	1.00	1.00
PUBLIC HEALTH INVESTIGATOR II	3.00	3.00	3.00	3.00
Total	5.16	6.16	6.16	6.16

Significant Issues/Changes:

* THE FOOD AND INSTITUTION DIVISION WILL CONCENTRATE ON INCREASING FOOD SERVICE MANAGER TRAINING AND RESPONSIBILITY.
* STAFF WILL EMPHASIZE CONSULTATION VISITS WITH FOOD AND INSTITUTIONAL OPERATORS TO IMPROVE COOPERATIVE RELATIONSHIPS BETWEEN THEM AND THE HEALTH DEPARTMENT TO INCREASE THE QUALITY OF THE SAFEGUARD SYSTEM.

City of Independence
Detail Program Sheet

Department: 4700-HEALTH | **1997-98 Operating Budget**
Program: 4714-NURSING SERVICES | **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 COMMUNICABLE DISEASE CONTROL, CHRONIC DISEASE PREVENTION AND CONTROL, AND MATERNAL CHILD HEALTH.

1997-98 Objectives:

* MAINTAIN A COMMUNITY-WIDE COMMUNICABLE DISEASE TRACKING AND PREVENTION SYSTEM IN COOPERATION WITH HEALTH CARE PROVIDERS AND OTHER CITY AND COUNTY HEALTH SERVICES, AND IMPROVE CITIZEN AWARENESS.
* ADMINISTER STATE PROVIDED FLU VACCINE TO 900 HIGH RISK SENIOR CITIZENS.
* FOLLOW UP ON 300 MATERNAL CHILD HEALTH HIGH RISK REFERRALS AND CASE FINDINGS TO PREVENT INFANT DEATHS, CHILD ABUSE AND FAILURE TO THRIVE SYNDROME.
* PROVIDE EDUCATION IN PARENTING SKILLS TO 150 PARENTS.
* 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.

1996-97 Accomplishments:

* CONDUCTED 879 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.
* EDUCATED 415 PEOPLE ABOUT LYME DISEASE, THUS INCREASING THE PUBLIC KNOWLEDGE AND AWARENESS OF THIS INCREASINGLY PREVALENT DISEASE.
* CONDUCTED 77 HYPERTENSION MONITORING CLINICS AND SERVED 1,847 PERSON
* VACCINATED 1,049 HIGH RISK PERSONS AGAINST INFLUENZA THUS PREVENTING AN ESTIMATED 100 UNTIMELY DEATHS.
* VACCINATED 44 POLICE AND FIRE DEPT PERSONNEL AGAINST HEPATITIS-B PREVENTING FUTURE WORKER COMPENSATABLE SICKNESS.
* COMPLETED 618 HIGH RISK CHILD HEALTH CONTACTS TO REDUCE INFANT DEATHS, CHILD ABUSE AND NEGLECT, DEVELOPMENTAL LAGS AND FAILURE TO THRIVE SYNDROME IN 240 CHILDREN.
* PROVIDED PUBLIC HEALTH NURSE CONSULTATION SERVICES TO 26 DAY CARES AND GAVE IN-SERVICE TRAINING TO 179 DAY CARE WORKERS.

Continued

City of Independence
Detail Program Sheet

Department: 4700-HEALTH — 1997-98 Operating Budget
Program: 4714-NURSING SERVICES — Fund: 02-GENERAL

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	197,757	207,509	207,509	218,645
OTHER SERVICES	2,954	2,795	2,795	2,795
SUPPLIES	2,052	2,626	2,626	2,626
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	202,763	212,930	212,930	224,066

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
MCH HOME/OFFICE VISITS	928	600	452	720
COMMUNICABLE DISEASE INVEST.	1,261	500	879	500
FLU SHOTS GIVEN	1,049	1,200	1,049	900
BLOOD PRESSURE CLINIC SERVICES	2,345	1,800	1,847	2,000

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
COMMUNITY HEALTH NURSE	3.00	3.00	3.00	3.00
COMMUNITY HEALTH 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

Significant Issues/Changes:

* SOME OF THE EXISTING COMMUNITY HEALTH NURSING STAFF WILL BE RE-ASSIGNED TO WORK WITH THE 7 CARING COMMUNITY HEALTH CENTERS IN INDEPENDENCE TO IMPROVE OUTREACH AND CLIENT COMMUNICATION.

City of Independence
Detail Program Sheet

Department: 4700-HEALTH — 1997-98 Operating Budget
Program: 4715-COMMUNITY HLTH PROMOTION — Fund: 02-GENERAL

Description:

THE HEALTH PROMOTION DIVISION STAFF INFORMS, MOTIVATES, AND HELPS INDIVIDUALS AND GROUPS TO ASSUME RESPONSIBILITY FOR IMMPROVING 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.

1997-98 Objectives:

* SCREEN 2,000 STUDENTS TO HELP THEM RECOGNIZE THEIR HEALTH RISKS AND MAKE POSITIVE LIFESTYLE CHANGES.
* ASSIST 300 SENIOR ADULTS TO MAINTAIN THEIR HEALTH THROUGH GROWING YOUNGER/WISER CLASSES AND CONSULTATIONS.
* RESPOND TO 1,200+ HEALTH INFORMATION REQUESTS FROM INDIVIDUALS AND GROUPS.
* ACT AS 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.

1996-97 Accomplishments:

* PROVIDED HEALTH RESOURCE AND CONSULTATION SERVICES TO 30 AREA SCHOOLS.
* SCREENED 1,066 STUDENTS AND RECOGNIZED 624 LIFESTYLE HEALTH RISKS. STUDENTS AVERAGED REACHING 64% COMPLETION OF HEALTH CHANGE GOALS.
* PROVIDED PARENT/CHILD SEXUALITY CLASSES TO 64 PARENT/CHILD TEAMS.
* ASSISTED 257 SENIOR ADULTS TO MAINTAIN THEIR HEALTH THROUGH GROWING YOUNGER/WISER CLASSES AND CONSULTATIONS.
* ASSISTED 40+ COMMUNITY GROUP/AGENCIES WITH CHRONIC DISEASE SCREENING AND EDUCATION SERVICES FOR 704 ADULTS.
* RESPONDED TO HEALTH INFORMATION REQUESTED FROM 1,600 INDIVIDUALS.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	129,945	142,275	136,825	92,412
OTHER SERVICES	7,005	7,056	7,056	4,936
SUPPLIES	5,438	3,822	2,668	3,600
CAPITAL OUTLAY	0	0	0	0

...Continued

Program Costs: *(Continued)*

DEBT SERVICE/OTHER	0	0	0	0
Total	142,388	153,153	146,549	100,948

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
IM/HEP SCREENINGS (7TH GRADE)	1,107	1,000	1,073	1,000
IM/HEP SERVICES PROVIDED	11,005	16,000	12,748	13,000
IM/HEP SCREENINGS (9TH GRADE)	1,083	1,000	948	1,000
GROWING YOUNGER/WISER CLIENTS	315	800	171	200
PARENT/CHILD SEXUALITY CLIENTS	103	80	128	120

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
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
HEALTH EDUCATOR I	1.00	1.00	1.00	0.00
Total	4.33	4.33	4.33	3.33

Significant Issues/Changes:

* HEALTH PROMOTION WILL CONTINUE TO EMPHASIZE SENIOR CITIZEN SERVICES AND YOUTH SERVICES.
* STAFF WILL WORK CLOSELY WITH THE EASTERN JACKSON COUNTY YOUTH SERVICE COORDINATOR IN FINDING AND ADDRESSING THE CAUSES OF YOUTH RISK-TAKING BEHAVIOR.
* FUNDING FOR THE STATE-FUNDED HEALTH EDUCATOR POSITION WAS TRANSFERRED TO THE JACKSON COUNTY HEALTH DEPARTMENT; HOWEVER, SERVICES TO THE RESIDENTS OF INDEPENDENCE WILL REMAIN THE SAME.

City of Independence
Detail Program Sheet

Department: 4700-HEALTH **1997-98 Operating Budget**
Program: 4721-ANIMAL/RABIES CONTROL **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.

1997-98 Objectives:

* ADOPT A MINIMUM OF 110 ANIMALS PER MONTH.
* EXPAND SUMMERTIME FIELD COVERAGE HOURS.
* USE CITY CHANNEL 7 TO COMMUNICATE INFORMATION TO THE PUBLIC.
* COOPERATE WITH AREA WIDE "PETWORK" FOR LOST AND ADOPTABLE ANIMALS.

1996-97 Accomplishments:

* 10% INCREASE IN SHELTER VISITORS.
* 12% INCREASE IN GENERAL ORDINANCE SUMMONS ISSUED.
* 47% INCREASE OF ANIMALS RETURNED TO OWNERS.
* 16% INCREASE OF ANIMALS ADOPTED.
* 25% INCREASE OF ANIMALS HANDLED THROUGH THE SHELTER.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	262,122	282,790	282,340	293,313
OTHER SERVICES	49,795	52,756	53,416	53,106
SUPPLIES	26,716	23,430	23,220	23,080
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	338,633	358,976	358,976	369,499

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
SERVICE CALLS	8,705	6,800	8,751	8,750
SUMMONS ISSUED	851	700	1,041	1,050
ANIMALS PROCESSED	6,077	5,200	6,903	7,000

Continued

City of Independence
Detail Program Sheet

Department: 4700-HEALTH **1997-98 Operating Budget**
Program: 4721-ANIMAL/RABIES CONTROL **Fund: 02-GENERAL**

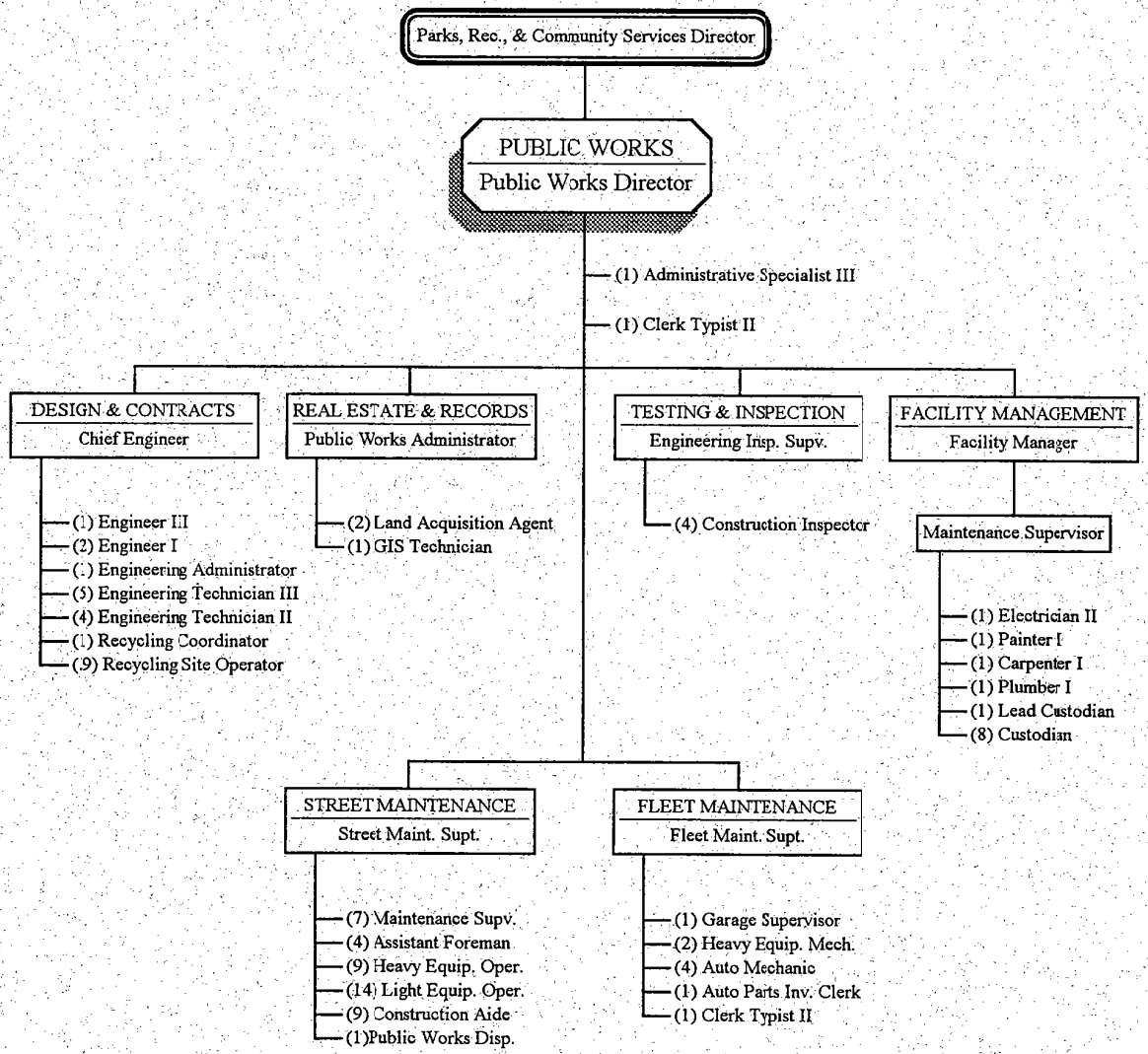
Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
RABIES CONTROL OFFICER I	3.00	3.00	3.00	3.00
RABIES CONTROL OFFICER II	2.00	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	0.25	0.25	0.25	0.25
CLERK TYPIST II	1.50	1.50	1.50	1.50
ANIMAL CONTROL SUPERVISOR	1.00	1.00	1.00	1.00
VOLUNTEER COORDINATOR	0.50	0.50	0.50	0.50
Total	10.25	10.25	10.25	10.25

Significant Issues/Changes:

* THE NUMBER OF IMPOUNDED ANIMALS HAS INCREASED BY 60% IN THE LAST TWO YEARS. WE EXPECT THIS TREND TO CONTINUE AT A LOWER RATE. OVER 7,000 ANIMALS WILL BE HANDLED THIS YEAR.

City of Independence, Missouri
Public Works



City of Independence
Departmental Budget Summary

Department: 5000-PUBLIC WORKS **1997-98 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 580 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	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
Budget by Major Program Category-					
02 5001	ADMINISTRATION	208,047	258,466	300,922	164,213
02 5011	DESIGN & CONTRACTS	674,946	691,679	691,696	829,200
02 5012	REAL ESTATE & RECORDS	202,864	181,782	186,060	191,553
02 5014	TESTING INSPECTION	280,536	272,667	272,667	288,495
02 5015	FACILITY MANAGEMENT	653,870	628,480	628,480	639,609
02 5111	STREET MAINTENANCE	2,911,326	3,147,468	3,143,173	3,380,283
90 5121	CENTRAL GARAGE	962,088	1,099,133	1,099,133	1,042,264
	Total	5,893,677	6,279,675	6,322,131	6,535,617
Staffing-					
	Full Time Positions	97.00	97.00	98.00	97.00
	Part Time Positions	0.00	0.50	0.90	0.90
	Total	97.00	97.50	98.90	97.90
Source of Funding-					
	GENERAL FUND	4,931,589	5,180,542	5,222,998	5,493,353
	CENTRAL GAR. FUND	962,088	1,099,133	1,099,133	1,042,264
	Total	5,893,677	6,279,675	6,322,131	6,535,617

Continued

Significant Issues/Changes:

* CONTINUE PAVEMENT MANAGEMENT PROGRAM THAT WILL GIVE DIRECTION TO THE CAPITAL IMPROVEMENTS PROGRAM.
* EXPANDED SOLID WASTE PROGRAM THAT INCLUDES TWO CITY-WIDE CLEANUPS.
* IMPLEMENTATION OF IMPROVED COSTING OF CENTRAL GARAGE TO BETTER MATCH OUTSIDE SERVICES. REDUCED AN AUTO MECHANIC POSITION IN THE GARAGE AT AN ANNUAL SAVINGS OF $29,572.
* DESIGN AND IMPLEMENT A CENTRAL FILING SYSTEM.
* IMPROVE STREET PAINTING.
* IMPROVE TRAFFIC ENGINEERING FUNCTION THAT REVIEWS AND IMPROVES TRAFFIC MOVEMENTS TO REMOVE CONGESTION.
* ADDED $200,000 FOR AN INTERSECTION REPLACEMENT PROGRAM.

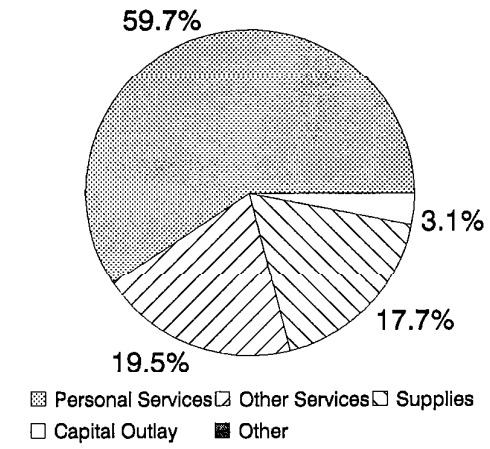
1997-98 Operating Budget

Public Works

Appropriations by Type:

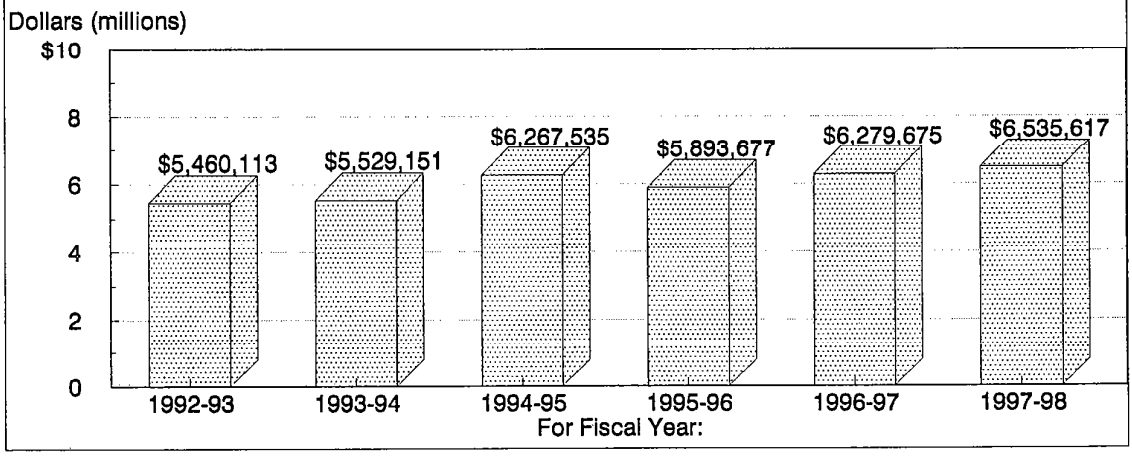
Expenditure Type	Actual 1995-96	Original 1996-97	Projected 1996-97	Adopted 1997-98
Personal Ser.	3,523,608	3,785,291	3,780,996	3,900,162
Other Services	1,112,000	1,360,630	1,394,742	1,276,626
Supplies	996,269	1,133,754	1,113,912	1,158,829
Capital Outlay	261,800	0	32,481	200,000
Other	0	0	0	0
Total	5,893,677	6,279,675	6,322,131	6,535,617

1997-98 City Council Adopted Budget



Historical Comparison:

	Actual 1992-93	Actual 1993-94	Actual 1994-95	Actual 1995-96	Budget 1996-97	Budget 1997-98
Employees:						
Full Time Equiv.	107.00	105.00	99.00	97.00	97.50	97.90
Amount by Fund:						
General	4,384,811	4,492,378	5,257,389	4,931,589	5,180,542	5,493,353
Sanitary Sewer	53,979	52,923	60,668	0	0	0
Central Garage	1,021,323	983,850	949,478	962,088	1,099,133	1,042,264
Per Capita	48.25	48.69	55.07	51.81	54.64	56.57
Per Household	112.27	113.05	127.35	119.12	126.40	130.49



City of Independence
Detail Program Sheet

Department: 5000-PUBLIC WORKS | **1997-98 Operating Budget**
Program: 5001-ADMINISTRATION | **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.

1997-98 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.

1996-97 Accomplishments:

* PROVIDE TWO CITY WIDE CLEANUPS.
* OBTAINED STP FUNDS FOR TRUMAN ROAD.
* PROVIDE BRUSH DROP OFF SITE AND LIMB PICKUP FROM OCTOBER 22, 1996 STORM.
* COMPLETED OVERLAY ON STERLING AVENUE, AND OVERLAID PORTIONS OF NOLAND AND LEE'S SUMMIT ROADS.
* COMPLETED 16 LANE MILES OF OVERLAY BY CITY CREWS.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	149,401	160,806	160,806	156,553
OTHER SERVICES	55,801	93,660	136,116	3,660
SUPPLIES	2,845	4,000	4,000	4,000
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	208,047	258,466	300,922	164,213

Continued

City of Independence
Detail Program Sheet

Department: 5000-PUBLIC WORKS **1997-98 Operating Budget**
Program: 5001-ADMINISTRATION **Fund: 02-GENERAL**

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 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	1.00	0.00
ADMINISTRATIVE SPECIALIST III	1.00	1.00	1.00	1.00
RECYCLING SITE OPERATOR	0.00	0.50	0.90	0.00
Total	3.00	3.50	4.90	3.00

Significant Issues/Changes:

* BRUSH DROP OFF PROGRAM. OPEN TWICE A YEAR.
* TRAFFIC ENGINEERING PROGRAM.
* IMPROVED SNOW REMOVAL PROGRAM TO INCLUDE THE USE OF SALT BRINE.
* EXPANDED SOLID WASTE PROGRAM THAT INCLUDES TWO CITY WIDE CLEANUPS.
* PROGRAM TO IMPROVE THE APPEARANCE OF PUBLIC WORKS EQUIPMENT.

City of Independence
Detail Program Sheet

Department: 5000-PUBLIC WORKS — 1997-98 Operating Budget
Program: 5011-DESIGN & CONTRACTS — 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.

1997-98 Objectives:

* 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.
* PROVIDE CODE REVIEW AND INVESTIGATE REPORTED CODE VIOLATIONS, AND ASCERTAIN ABATEMENT OF VIOLATIONS.
* REVIEW BUILDING PERMIT APPLICATIONS AND PLANS FOR PUBLIC IMPROVEMENTS BY PRIVATE DEVELOPMENT. REVIEW ALL PUBLIC WORKS PROJECTS.

1996-97 Accomplishments:

* CITY PROJECTS WITH AN ESTIMATED CONTRACTUAL CONSTRUCTION COST OF $2,416,000 WERE DESIGNED.
* THE CRYSLER AVENUE IMPROVEMENTS WERE COMPLETED IN SEPTEMBER, 1996.
* LITTLE BLUE EXPRESSWAY-RIGHT OF WAY HAS BEEN APPROVED FOR PH. 3. RIGHT OF WAY PLANS HAVE BEEN SUBMITTED FOR PH. 1. ENVIRONMENTAL ISSUES & HEARING COMPLETED.
* A PAVEMENT MANAGEMENT SYSTEM WAS ACQUIRED AND WORK WAS STARTED. TRAFFIC STUDIES WERE DONE.
* TEN CONSTRUCTION CONTRACTS WERE AWARDED FOR PUBLIC WORKS PROJECTS AT A COST OF $2,054,783.
* PUBLIC WORKS CONSTRUCTION CONTRACT WORK WAS ADMINISTERED WITH A VALUE OF $2,253,229.
* 463 BUILDING PERMIT APPLICATIONS WERE REVIEWED.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	658,874	679,234	679,234	763,019
OTHER SERVICES	10,750	6,915	6,932	61,691

...Continued

Program Costs: *(Continued)*

SUPPLIES	5,322	5,530	5,530	4,490
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	674,946	691,679	691,696	829,200

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
SURVEY AND DESIGN EFFORT	2,437,000	2,500,000	2,416,000	2,500,000
CAPITAL IMPROVEMENTS CONSTRUCTION VALUE	1,865,000	2,000,000	2,253,228	2,000,000
CONSTRUCTION PERMIT PLANS REVIEWED	469	500	463	500
DEVELOPMENT PLANS REVIEWED	126	100	158	100
CITIZEN REQUESTED FIELD INVESTIGATIONS	289	250	265	250

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
TRAFFIC ENGINEER	0.00	0.00	0.00	1.00
CHIEF ENGINEER	1.00	1.00	1.00	1.00
ENGINEER I	2.00	2.00	2.00	1.00
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
RECYCLING COORDINATOR	0.00	0.00	0.00	1.00
RECYCLING SITE OPERATOR	0.00	0.00	0.00	0.90
Total	14.00	14.00	14.00	15.90

Significant Issues/Changes:

* ADDED FULL TIME RECYCLING COORDINATOR AND TWO PART-TIME RECYCLING SITE OPERATORS TO OPERATE THE RECYCLING CENTERS.
* ADDED NEW PROGRAMS ON STP ENHANCEMENTS AND TRUMAN ROAD REDEVELOPMENT CORRIDOR PROJECTS.

City of Independence
Detail Program Sheet

Department: 5000-PUBLIC WORKS | **1997-98 Operating Budget**
Program: 5012-REAL ESTATE & RECORDS | **Fund: 02-GENERAL**

Description:

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

1997-98 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.
* COMPLETE SCANNING OF ALL ENGINEERING DRAWINGS, ALLOWING FOR DISPOSAL OF LARGE MICROFILM READER.

1996-97 Accomplishments:

* ACQUIRED 100 PARCELS FOR VARIOUS PROJECTS.
* SCANNING OF APPROXIMATELY 12,000 ENGINEERING DRAWINGS IS 65% COMPLETE.
* COMPLETED SCANNING ALL SUBDIVISION DRAWINGS FOR USE BY THE FIRE DEPARTMENT IN THEIR PLANNING PROCESS.
* STARTED PROGRAM FOR ACQUISITION OF ALL POWER AND LIGHT EASEMENTS.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	168,729	174,682	174,682	184,453
OTHER SERVICES	2,900	5,150	5,150	3,150
SUPPLIES	8,870	1,950	6,228	3,950
CAPITAL OUTLAY	22,365	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	202,864	181,782	186,060	191,553

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PARCELS ACQUIRED	120	100	105	100
DOCUMENTS RECORDED	35	35	37	40
EASEMENT REVIEW	28	28	3	10

...Continued

Performance Indicators: *(Continued)*

PROJECT VIDEOS	8	8	7	7
PROPERTY DECLARED SURPLUS	3	3	0	0
EASEMENT VACATION	0	0	6	5

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PUBLIC WORKS ADMINISTRATOR	1.00	1.00	1.00	1.00
GIS TECHNICIAN	1.00	1.00	1.00	1.00
LAND ACQUISITION AGENT	2.00	2.00	2.00	2.00
Total	4.00	4.00	4.00	4.00

Significant Issues/Changes:

* CONVERSION FROM MICROFILM TO A COMPUTER SYSTEM. ENGINEERING DRAWINGS AND SUBDIVISION PLATS WILL BE SCANNED ELIMINATING THE NEED FOR MICROFILM MACHINES. PROVIDES EASIER RECORD ACCESS,SPACE AND COST

City of Independence
Detail Program Sheet

Department: 5000-PUBLIC WORKS — **1997-98 Operating Budget**
Program: 5014-TESTING INSPECTION — **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.

1997-98 Objectives:

* UPGRADE STORM WATER DETENTION BASIN INSPECTION PROGRAM.
* REDUCE BACKLOG OF PROJECTS THAT HAVE NOT BEEN ACCEPTED FOR CITY MAINTENANCE.
* MAINTAIN ACCURATE RECORDS OF CONSTRUCTION PERMITS, ACCEPTED PROJECTS AND STREET OPENINGS.
* PROVIDE NECESSARY CONSTRUCTION INSPECTION ON PUBLIC WORKS PROJECTS.

1996-97 Accomplishments:

* INSPECTED 1,330 UTILITY AND PLUMBER STREET OPENINGS.
* INSPECTED RIVER BLVD. PH. II, JENNINGS RD. PH. II, AND HUB DRIVE STREET IMPS., 35TH & LESLIE STORM & SANITARY, 41ST & STONEWALL, 15TH & HEDGES, TRUMAN & FOREST, S.S. DISTRICTS 446 & 447 SANITARY PROJECT
* PROVIDED INSPECTION ON THE FOLLOWING SUBDIVISIONS:GLEN VIEW, HIDDEN VALLEY CLUB, HALLS OF MILTON EST., VICTORIAN EST., SADDLE RIDGE, LEANNE'S PLACE, REGENCY HEIGHTS, SHERWOOD EST. AND CAPE OF THE WOODS
* PROVIDED INSPECTION ON THE FOLLOWING COMMERCIAL DEVELOPMENTS: SCHNUCKS, HOME TOWN INN, 7TH GRADE ATTENDANCE CENTER, AND INDEPENDENCE COMMONS.
* CONTINUED CONTRACTOR'S EXCHANGE MEETINGS WITH INFRASTRUCTURE CONTRACTORS TO DISCUSS THEIR CONCERNS WITH PERMITTING, INSPECTION PROCEDURES, AND CONSTRUCTION METHODS.
* COMPLETED COMPUTER ENTRY OF STANDARD CONTRACT SPECIFICATIONS.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	252,458	257,592	257,592	273,420
OTHER SERVICES	18,289	11,460	11,460	11,460
SUPPLIES	3,978	3,615	3,615	3,615
CAPITAL OUTLAY	5,811	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	280,536	272,667	272,667	288,495

Continued

City of Independence
Detail Program Sheet

Department: 5000-PUBLIC WORKS — **1997-98 Operating Budget**
Program: 5014-TESTING INSPECTION — **Fund: 02-GENERAL**

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
ACCEPTED STREETS (LINEAL FEET)	1,562	10,000	4,117	10,000
ACCEPTED STORM SEWERS (LINEAL FEET)	0	5,000	3,667	4,000
ACCEPTED STORM SEWERS (STRUCTURES)	0	50	34	40
ACCEPTED SANITARY SEWERS (LINEAL FEET)	0	12,000	5,978	10,000
ACCEPTED SANITARY SEWERS (MANHOLES)	0	65	29	60
STREET OPENINGS INSPECTED	1,346	2,000	1,330	1,250

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 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 — 1997-98 Operating Budget
Program: 5015-FACILITY MANAGEMENT — 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.

1997-98 Objectives:

* BECOME AN ACTIVE MEMBER IN THE EPA'S GREEN LIGHTS PROGRAM AND RECEIVED AN AWARD FOR OUR ENERGY SAVINGS.
* IMPLEMENT A SAFETY AWARENESS PROGRAM SPECIFICALLY FOR THE TRADESMEN AND THE CUSTODIANS.
* DEVELOP A SPECIFIC PROCEDURES MANUAL FOR ALL ASPECTS OF CUSTODIAL CARE.
* STRICTLY ADHERE TO THE FACILITIES INSPECTION PROGRAM.

1996-97 Accomplishments:

* COMPLETION OF THE SECOND YEAR OF THE ENERGY CONSERVATION PROGRAM WITH A DOCUMENTED ENERGY SAVINGS OF OVER $100,000.
* SUCCESSFUL COMPLETION OF EDUCATIONAL PROGRAMS THAT WERE ATTENDED BY FACILITY MANAGEMENT STAFF.
* INSTALLATION OF NEW ROOF AT FIRE STATION NO. 5 AND NO. 8, THE SERMON CENTER, AND THE STARTING OF THE ROOF REPLACEMENT AT THE POLICE BUILDING.
* INSTALLATION OF NEW CARPET AND NEW WORK STATIONS ON THE MAIN FLOOR OF THE POLICE BUILDING.
* MAJOR IMPROVEMENTS TO THE EMERGENCY ELECTRICAL SYSTEM AT THE POLICE BUILDING.
* MAJOR REMODELING OF THE INTERIOR OF THE PUBLIC WORKS MAINTENANCE CENTER.
* THE DEVELOPMENT OF AN INSPECTION PROGRAM FOR MONITORING THE CUSTODIAL SERVICES.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	445,810	465,570	465,570	475,999
OTHER SERVICES	138,813	113,070	112,748	114,680
SUPPLIES	44,162	49,840	49,340	48,930
CAPITAL OUTLAY	25,085	0	822	0

...Continued

Program Costs: *(Continued)*

DEBT SERVICE/OTHER	0	0	0	0
Total	653,870	628,480	628,480	639,609

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
WORK ORDERS COMPLETED	790	800	800	810
ENERGY SAVINGS	95,000	95,000	95,000	95,000

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 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

Significant Issues/Changes:

* IMPLEMENTATION OF A NEW PROGRAM TO ASSURE QUALITY CUSTODIAL SERVICES. A PROGRAM OF INSPECTIONS AND CUSTOMER FEEDBACK WILL BE IMPLEMENTED.
* A PROGRAM OF DUCT CLEANING AND REPLACEMENT AIR FILTRATION WILL BE INSTALLED TO IMPROVE AIR QUALITY IN THE OFFICE AREAS.

City of Independence
Detail Program Sheet

Department: 5000-PUBLIC WORKS | **1997-98 Operating Budget**
Program: 5111-STREET MAINTENANCE | **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.

1997-98 Objectives:

* RESPOND TO ALL POTHOLE COMPLAINTS AND CALLS WITHIN 24 HOURS.
* CRACK SEAL 75 LANE MILES OF STREETS.
* REGRADE 10 LANE MILES OF ROADSIDE DITCHES. REGRADE OR REPAIR FIVE LANE 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.
* PAINT APPROXIMATELY 350 MILES OF CENTER LINE, 250 MILES OF EDGE LINE, 850 DIRECTIONAL ARROWS, 350 PARKING STALLS, AND 2,700 CROSS-WALKS AND STOP BARS.
* SWEEP 3,000 CURB MILES.
* STORAGE OF ICE REMOVAL CHEMICALS WILL BE IMPROVED. A SALT DOME WILL BE PURSUED, AND METHODS TO MITIGATE ENVIRONMENTAL CONCERNS WILL BE IMPLEMENTED. SNOW REMOVAL PROCEDURES WILL BE REVIEWED AND IMPROVED.

1996-97 Accomplishments:

* 1,980 PATCHING TICKETS COMPLETED.
* 44 LANE MILES CRACK SEALED.
* 16 LANE MILES OVERLAID OR WEDGED.
* 2 MILES DITCHED AND ALL MAINTENANCE REQUESTS FOR DITCHING COMPLETED.
* MAINTAINED SAFE DRIVING CONDITIONS THROUGH 7 SNOW STORM CALLOUTS.
* RESPONDED TO 199 COMPLAINTS FOR TRASH BEING DUMPED.
* PAINTED 382.7 MILES OF CENTER AND EDGE LINES.
* SERVICED 6,114 SIGN LOCATIONS.
* SWEPT 3,255 CURB MILES.
* 7,500 HOURS WERE SPENT PICKING UP BRUSH AND LIMBS AFTER THE OCTOBER SNOW STORM.
* INSTALLED WALKING TRAIL AT GLENDALE PARK.
* ASSISTED WATER POLLUTION CONTROL WITH THE COLONEL DRIVE AND LIBERTY STORM SEWER PROJECT.

Continued

City of Independence
Detail Program Sheet

Department: 5000-PUBLIC WORKS — 1997-98 Operating Budget
Program: 5111-STREET MAINTENANCE — Fund: 02-GENERAL

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	1,486,727	1,639,593	1,635,298	1,672,408
OTHER SERVICES	536,589	709,020	709,239	709,020
SUPPLIES	683,291	798,855	775,371	798,855
CAPITAL OUTLAY	204,719	0	23,265	200,000
DEBT SERVICE/OTHER	0	0	0	0
Total	2,911,326	3,147,468	3,143,173	3,380,283

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
STREET PATCHING JOBS	1,745	1,000	800	1,000
CRACK SEAL (LANE MILES)	49	75	75	75
DITCHING (MILES)	3	10	10	10
STREET SWEEPING (CURB MILES)	765	3,000	3,000	3,000
CROSS ROAD PIPE	8	10	10	10
SNOW REMOVAL (CALL OUTS)	9	9	10	10
STREET SIGNS	1,591	2,000	2,000	2,000
STREET PAINTING (MILES)	475	600	600	600
OVERLAY (MILES)	8	8	8	8

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 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
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

Continued

Significant Issues/Changes:

* ILLEGAL SIGNS IN THE RIGHT OF WAY PROGRAM.
* USE SALT BRINE AS PART OF THE SNOW REMOVAL PROGRAM.

City of Independence
Detail Program Sheet

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

1997-98 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.

1997-98 Objectives:

* PERFORM 1,400 PREVENTATIVE MAINTENANCE SERVICES.
* INTERFACE AUTOMATED FUEL SYSTEM AND EQUIPMENT INFORMATION SYSTEM.
* INSTALL FIVE CALCIUM CHLORATE DISPENSING SYSTEMS ON STAINLESS STEEL SALT SPREADERS.
* CONTINUE REFURBISHING AND PAINTING PUBLIC WORKS DUMP TRUCK FLEET.
* INSTALL USED WASTE OIL HEATERS TO HEAT GARAGE AND DISPOSE OF WASTE OIL.
* 24 HOURS AUTOMOTIVE TRAINING PER GARAGE MECHANICS.
* RESEARCH USE OF ALTERNATIVE FUEL VEHICLES.

1996-97 Accomplishments:

* COMPLETED YEARLY INSPECTION BY DEPARTMENT OF NATURAL RESOURCES WITH NO VIOLATIONS.
* COMPLETED FIRST YEAR OF 5 YEAR EVALUATION OF STAINLESS STEEL SALT SPREADERS.
* COMPLETED INSTALLATION OF AUTOMATED FUEL DISPENSING SYSTEM.
* FORMED AN EQUIPMENT SERVICES USERS GROUP COMPRISED OF REPRESENTATIVES OF EACH USER DEPARTMENT.
* GARAGE PERSONNEL RECEIVED COMPUTER TRAINING ON EQUIPMENT INFORMATION SYSTEM PROGRAMS.
* ALL GARAGE PERSONNEL RECEIVED 8 HOUR TRAINING ON AUTOMOTIVE AND TRUCK AIR CONDITIONING SYSTEMS.
* 82% EMPLOYEE BILLING AVERAGE.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	361,609	407,814	407,814	374,310

...Continued

City of Independence
Detail Program Sheet

Department: 5000-PUBLIC WORKS — 1997-98 Operating Budget
Program: 5121-CENTRAL GARAGE — Fund: 90-CENTRAL GARAGE

Program Costs: *(Continued)*

OTHER SERVICES	348,858	421,355	413,097	372,965
SUPPLIES	247,801	269,964	269,828	294,989
CAPITAL OUTLAY	3,820	0	8,394	0
DEBT SERVICE/OTHER	0	0	0	0
Total	962,088	1,099,133	1,099,133	1,042,264

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
MECHANIC HOURS BILLED (%)	79	83	83	82
FUEL DISPENSED (GALLONS)	265,265	265,265	265,265	274,095
ROAD SERVICE CALLS	31	30	30	30

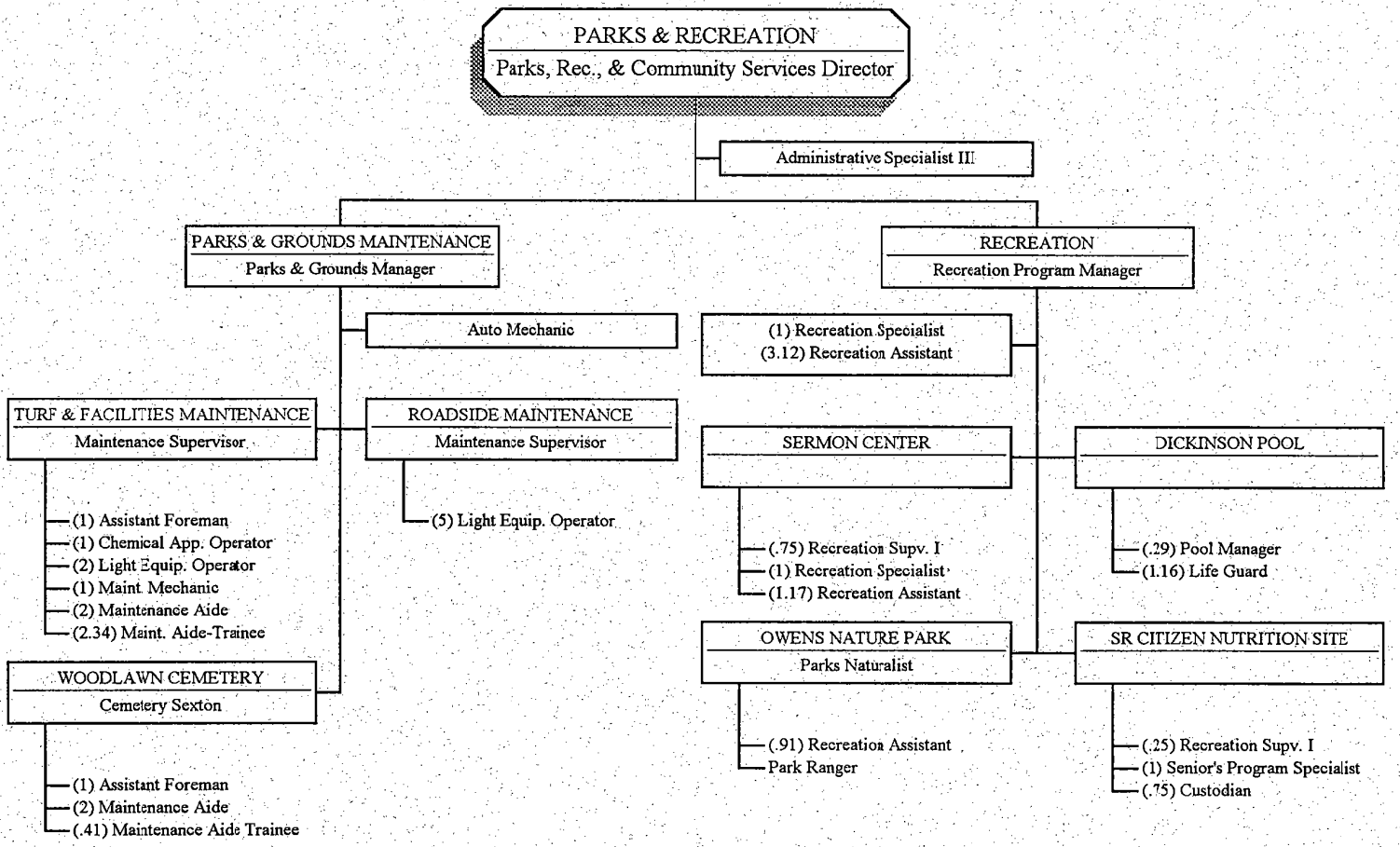
Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 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	4.00
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	10.00

Significant Issues/Changes:

* IMPLEMENTATION OF IMPROVED COSTING OF CENTRAL GARAGE TO BETTER MATCH OUTSIDE SERVICES.
* USE USED MOTOR OIL TO HEAT THE GARAGE FACILITY.

City of Independence, Missouri
Parks and Recreation



City of Independence
Departmental Budget Summary

Department: 6000-PARKS & RECREATION **1997-98 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 ORGIN OR ECONOMIC STATUS. THE DEPARTMENT STRIVES TO IMPROVE UPON THIS THROUGH THE CONSTANT EVALUATION OF OUR PRESENT AND FUTURE PROGRAMS.

Prog. No.	Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
Budget by Major Program Category-					
02 6001	ADMINISTRATION	136,369	135,308	135,508	142,082
02 6011	SUPV. & SUPPORT SERVICES	141,536	155,290	163,820	177,960
02 6012	TURF & FACILITIES MAINT	372,735	380,598	378,196	364,640
02 6013	ROADSIDE MAINTENANCE	210,111	224,178	222,125	224,862
02 6021	SUPV. & SUPPORT SERVICES	165,404	140,690	139,440	177,199
02 6022	SENIOR CITIZEN NUTRITION	38,220	52,749	52,749	51,255
02 6027	DICKINSON LAKES POOL	19,056	16,069	16,069	16,069
02 6028	RT SERMON COMMUNITY CTR	89,276	80,084	80,934	85,176
02 6029	OWENS NATURE PARK	51,222	84,657	84,397	86,243
02 6031	CEMETERY MAINTENANCE	148,688	147,067	143,452	130,378
	Total	1,372,617	1,416,690	1,416,690	1,455,864
Staffing-					
	Full Time Positions	30.00	29.00	29.00	29.00
	Part Time Positions	10.15	10.15	10.15	10.15
	Total	40.15	39.15	39.15	39.15
Source of Funding-					
	GENERAL FUND	1,372,617	1,416,690	1,416,690	1,455,864
	Total	1,372,617	1,416,690	1,416,690	1,455,864

. Continued

Direct/Offsetting Revenues-				
CLASS FEES	21,173	18,221	18,221	20,300
PARK CONCESSIONS	6,506	14,000	11,500	11,500
SWIMMING POOL FEES	7,131	10,000	8,000	8,000
SERMON CENTER FEES	11,947	12,400	10,200	10,200
RECREATION RENTALS	25,987	22,000	22,000	15,500
CEMETERY CHARGES	93,374	93,000	93,000	98,000
Total	166,118	169,621	162,921	163,500

Significant Issues/Changes:

* ADDED $32,202 TO THE SERMON CENTER FUNCTION TO PROVIDE INCREASED CUSTODIAL AND MAINTENANCE CARE AT THE SERMON CENTER.
* ADDED $15,566 TO IMPROVE MAINTENANCE AND CLEANUP OF PARK FACILITIES.

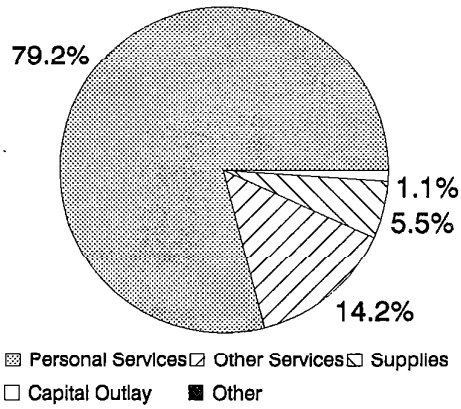
1997-98 Operating Budget

Parks and Rec.

Appropriations by Type:

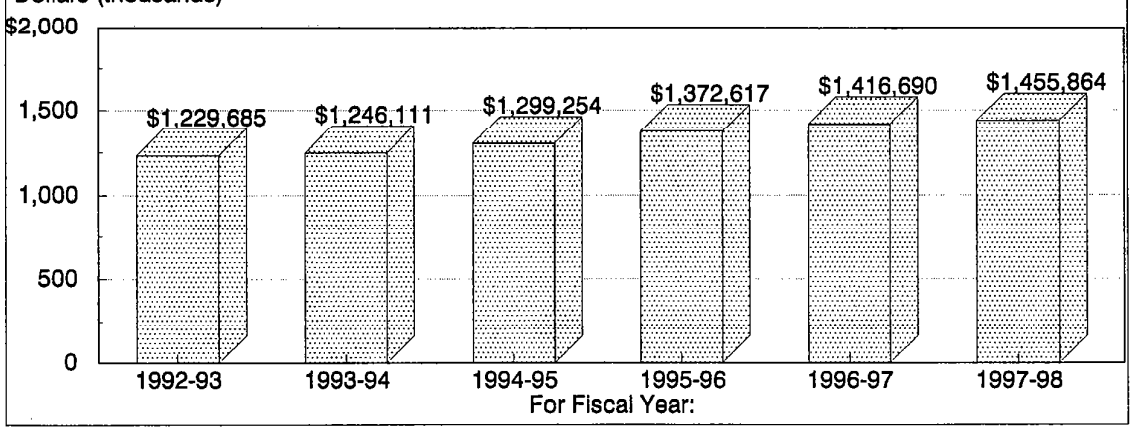
Expenditure Type	Actual 1995-96	Original 1996-97	Projected 1996-97	Adopted 1997-98
Personal Ser.	1,108,998	1,140,369	1,134,536	1,153,480
Other Services	165,050	192,980	193,530	206,150
Supplies	88,227	83,341	82,857	80,668
Capital Outlay	10,342	0	5,767	15,566
Other	0	0	0	0
Total	1,372,617	1,416,690	1,416,690	1,455,864

1997-98 City Council Adopted Budget



Historical Comparison:

	Actual 1992-93	Actual 1993-94	Actual 1994-95	Actual 1995-96	Budget 1996-97	Budget 1997-98
Employees:						
Full Time Equiv.	39.40	39.90	40.90	40.15	39.15	39.15
Amount by Fund:						
General	1,229,685	1,246,111	1,276,977	1,372,617	1,416,690	1,455,864
CDBG Fund	0	0	22,277	0	0	0
Per Capita	10.87	10.97	11.42	12.07	12.33	12.60
Per Household	25.28	25.48	26.40	27.74	28.52	29.07



City of Independence
Detail Program Sheet

Department: 6000-PARKS & RECREATION — 1997-98 Operating Budget
Program: 6001-ADMINISTRATION — 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.

1996-97 Accomplishments:

* PREPARED COMPREHENSIVE STATUS REPORT FOR PARKS SYSTEM.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	119,278	122,853	122,853	129,627
OTHER SERVICES	10,237	11,505	11,705	11,505
SUPPLIES	1,281	950	950	950
CAPITAL OUTLAY	5,573	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	136,369	135,308	135,508	142,082

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 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 — 1997-98 Operating Budget
Program: 6011-SUPV. & SUPPORT SERVICES — 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.

1997-98 Objectives:

* TO WORK WITH NEIGHBORHOODS AND ORGANIZATIONS TO IMPROVE AND UPGRADE EXISTING PARK AND RECREATION FACILITIES.
* PURCHASE CAPITAL ITEMS IN A TIMELY MANNER.
* COORDINATE PROPOSED IMPROVEMENTS AND WRITE SPECIFICATIONS FOR NEW PURCHASES.

1996-97 Accomplishments:

* PURCHASED MATERIALS FOR GLENDALE PARK IMPROVEMENTS.
* WORKED WITH SQUARE MERCHANTS IN RESOLVING TREE ISSUE.
* PURCHASED ALL CAPITAL EQUIPMENT.
* SERVED AS A LIASON FOR THE DEPARTMENT WITH NUMEROUS ORGANIZATIONS.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	90,832	103,348	103,348	111,843
OTHER SERVICES	40,147	46,567	46,362	45,898
SUPPLIES	8,582	5,375	10,627	4,653
CAPITAL OUTLAY	1,975	0	3,483	15,566
DEBT SERVICE/OTHER	0	0	0	0
Total	141,536	155,290	163,820	177,960

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 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

Continued

Significant Issues/Changes:

* ADDED $15,566 TO IMPROVE MAINTENANCE AND CLEANUP OF PARK FACILITIES.

City of Independence
Detail Program Sheet

Department: 6000-PARKS & RECREATION **1997-98 Operating Budget**
Program: 6012-TURF & FACILITIES MAINT **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.

1997-98 Objectives:

* IMPROVE THE QUALITY OF TURF GRASS AT CITY FACILITIES AND ATHLETIC FIELDS.
* IMPROVE MOWING SCHEDULE FROM TEN TO SEVEN DAYS FOR CITY FACILITIES, MEDIANS, ISLANDS, AND SMALL PARKS.
* INCORPORATE NINE CUBIC YARDS OF CLAY DIRT TO INFIELD AT CRYSLER STADIUM.
* IMPROVE REFUSE PICK UP WITH A NEW COMPACTOR TRUCK.
* SEED AND READY FOR PLAY THE NEW SOCCER FIELD AT VAN HOOK PARK.
* ESTABLISH MONTHLY SAFETY MEETINGS AND ORIENTATION - TRAINING PROGRAM FOR NEW EMPLOYEES.

1996-97 Accomplishments:

* INSTALLED NEW BACKSTOP NET AT CRYSLER STADIUM.
* INCORPORATED NINE CUBIC YARDS OF SAND TO INFIELD APRON AT CRYSLER STADIUM.
* REPAIRED PARK SIGNS AT BLACKBURN PARK AND GEORGE OWENS NATURE PARK.
* REPAIRED BULLETIN BOARD AND CONSTRUCTED MILE MARKER SIGNS FOR GLENDALE PARK.
* REPAIRED AND PAINTED ALL WOODEN PICNIC TABLES AND PARK BENCHES. REPAIRED TWO METAL TABLES.
* TRIMMED SHRUBS AND BUSHES AT EIGHT LOCATIONS.
* MULCHED AND PRUNED SMALL TREES AT CITY BUILDINGS, PARKS, MEDIANS, AND ISLANDS.
* CONSTRUCTED AND INSTALLED KESTRAL HAWK AND WREN HOUSES IN PARKS.
* IMPROVED TURF GRASS ON INFIELD AND OUTFIELD AT CRYSLER STADIUM.
* PICKED UP DOWN LIMBS IN PARKS, MEDIANS, AND ISLANDS FROM OCTOBER ICE STORM.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	284,087	286,318	284,366	285,573
OTHER SERVICES	48,059	52,725	53,405	43,901
SUPPLIES	40,589	41,555	38,925	35,166
CAPITAL OUTLAY	0	0	1,500	0

...Continued

Program Costs: *(Continued)*

DEBT SERVICE/OTHER	0	0	0	0
Total	372,735	380,598	378,196	364,640

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 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
SEASONAL MAINTENANCE WORKER	2.34	2.34	2.34	2.34
Total	10.34	10.34	10.34	10.34

City of Independence
Detail Program Sheet

Department: 6000-PARKS & RECREATION | **1997-98 Operating Budget**
Program: 6013-ROADSIDE MAINTENANCE | **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.

1997-98 Objectives:

* MAINTAINING R.O.W. MOWING CYCLE OF TEN DAYS AND 12 INCHES OR LESS ON HEIGHT.
* MAINTAIN PARK MOWING TO HEIGHT OF FOUR TO SIX INCHES OR A SEVEN DAY MOVING CYCLE.
* CLEAR BACK BRUSH IN THE PARKS AT FENCES.
* CONTINUE TREE TRIMMING AND CUTTING OF LOW HANGING LIMBS IN PARKS.
* PREPARE POOL FOR OPENING AND CLOSING.
* HAVE TAIL GATE SAFETY MEETINGS WITH CREW AT LEAST THREE TIMES DURING THE YEAR.

1996-97 Accomplishments:

* MAINTAINED A TEN DAY MOWING CYCLE IN THE PARKS AND ROADSIDE MOWING.
* REMOVED OLD PLAYGROUND EQUIPMENT IN THE PARK SYSTEM.
* BUILT RETAINING WALL AROUND PLAY EQUIPMENT AT GLENDALE PARK.
* CLEARED BRUSH AT BECKETT PARK AND BUILT ROCK WALL TO HOLD BACK DEBRIS. PUT IN WOODCHIP WALKING TRAIL.
* INSTALLED DROP BOX AT MILL CREEK #3 BALL DIAMOND.
* PUT IN A DRAINAGE PIP AT SANTA FE #1 BALL DIAMOND.
* CONSTRUCTED GATE AT BUNDSCHU PARK SERVICE ROAD.
* PICKED UP STORM FALLEN LIMBS IN THE PARKS.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	179,933	186,074	184,988	192,661
OTHER SERVICES	22,677	28,542	28,927	19,375
SUPPLIES	7,501	9,562	8,210	12,826
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	210,111	224,178	222,125	224,862

Continued

City of Independence
Detail Program Sheet

Department: 6000-PARKS & RECREATION — **1997-98 Operating Budget**
Program: 6013-ROADSIDE MAINTENANCE — **Fund: 02-GENERAL**

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
LIGHT EQUIPMENT OPERATOR	5.00	5.00	5.00	5.00
MAINTENANCE SUPERVISOR	1.00	1.00	1.00	1.00
Total	6.00	6.00	6.00	6.00

City of Independence
Detail Program Sheet

Department: 6000-PARKS & RECREATION — **1997-98 Operating Budget**
Program: 6021-SUPV. & SUPPORT SERVICES — **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.

1997-98 Objectives:

* CONTINUE TO CULTIVATE SPONSORING ORGANIZATIONS, I.E. I.C.C.C., I.Y.A.A., KIWANIS BASEBALL, QUEEN CITY ATHLETIC ASSOCIATION, CITY THEATRE, CHILDREN THEATRE, AND THE SOCCER ASSOCIATION.
* CONTINUED SUPPORT AND COOPERATION WITH THE SCHOOL DISTRICTS WITHIN THE CITY THAT USE AND SHARE OUR FACILITIES.
* CONTINUE TO HAVE GOOD WORKING RELATIONSHIPS WITH OTHER CITY, COUNTY AND STATE AGENCIES.
* MAINTAIN GOOD COMMUNICATIONS WITH OTHER CITY DEPARTMENTS.
* KEEP STAFF PROFESSIONALLY TRAINED AND INVOLVED LOCALLY AND NATIONALLY.
* IMPROVE THE PUBLICITY AND THE AMOUNT OF INFORMATION AVAILABLE TO THE PUBLIC CONCERNING THE DEPARTMENT'S FUNCTIONS AND ACTIVITIES.

1996-97 Accomplishments:

* FRIENDS OF THE PARK WAS ESTABLISHED TO PROVIDE HELP TO THE DEPARTMENT IN MEETING THE NEEDS OF THE COMMUNITY.
* STAFF ATTENDING NATIONAL MEETINGS AND MANAGEMENT SCHOOLS.
* STAFF BEING INVOLVED IN THE THOMAS HART BENTON STEERING AND CARING COMMUNITY COMMITTEE.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	148,867	117,785	117,785	121,497
OTHER SERVICES	11,339	16,975	16,245	49,523
SUPPLIES	5,198	5,930	5,410	6,179
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	165,404	140,690	139,440	177,199

Continued

City of Independence
Detail Program Sheet

Department: 6000-PARKS & RECREATION **1997-98 Operating Budget**
Program: 6021-SUPV. & SUPPORT SERVICES **Fund: 02-GENERAL**

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
RECREATION SPECIALIST	1.00	1.00	1.00	1.00
RECREATION PROGRAM MANAGER	1.00	1.00	1.00	1.00
RECREATION ASSISTANT	3.12	3.12	3.12	3.12
PARK RANGER	2.00	0.00	0.00	0.00
Total	7.12	5.12	5.12	5.12

Significant Issues/Changes:

* ADDED $32,202 TO THE SERMON CENTER FUNCTION TO PROVIDE INCREASED CUSTODIAL AND MAINTENANCE CARE AT THE SERMON CENTER.

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.

1997-98 Objectives:

* TO MAINTAIN REQUIREMENTS SET FORTH BY M.A.R.C. TO KEEP THE SERMON CENTER NUTRITION SITE AT A COMMUNITY FOCAL POINT STATUS.
* DECREASE WASTE MEALS PERCENTAGE BY IMPROVING THE RESPONSIBILITY OF THE CONGREGATE.
* INCREASE ADEQUATE VOLUNTEER STAFFING FOR EACH DAY OF THE WEEK.
* INCREASE PARTICIPATION IN ACTIVITIES PLANNED FOR THE CONGREGATE PARTICIPANTS.
* PROVIDE A WALKING CLUB AND TONING/STRETCHING EXERCISE CLASS, AND OTHER SPECIAL INTEREST CLASSES.
* PARTICIPATE IN COMMUNITY EVENTS TO EDUCATE SENIOR POPULATION OF PROGRAMS.
* TO WORK ALONG WITH OTHER COMMUNITY AGENCIES IN INDEPENDENCE TO PROMOTE AND SET UP PROGRAMS FOR SENIORS WHO LIVE ALONE AND ARE ONLY OUT OF THEIR HOMES ON A LIMITED BASIS.

1996-97 Accomplishments:

* INCREASED NUMBER OF CONSUMER AND HEALTH EDUCATION PROGRAMS PROVIDED FOR SENIORS, LEADING TO INCREASED PARTICIPATION.
* STARTED A FUND RAISING PROGRAM. THE SENIORS CLIP AND BRING THE "BEST CHOICE" UPC CODES OFF OF ITEMS PURCHASED.
* RECRUITED NEW VOLUNTEERS WHO HAVE CURRENT FOOD HANDLER'S PERMITS.
* DEVELOPED PROGRAM TO GIVE SENIORS AN OPPORTUNITY TO STATE THEIR OPINIONS ABOUT THE DAILY MEALS. EACH DAY COMMENT CARDS ARE PLACED ON THE TABLES, AND ARE READ BY THE NUTRITION SITE MANAGER.
* RECRUITED VOLUNTEERS TO LEAD A CURRENT EVENTS PROGRAM ON A WEEKLY BASIS, AS WELL AS A VOLUNTEER LEADER FOR WEEKLY EXERCISE CLASS FOR THE SENIORS.
* INCREASED THE NUMBER OF TRIPS TAKEN BY THE SENIORS BY 40%.
* DECREASED THE NUMBER OF CANCELLED TRIPS FOR SENIORS TRIPS DUE TO LACK OF PARTICIPATION BY 80%.

Continued

City of Independence
Detail Program Sheet

Department: 6000-PARKS & RECREATION **1997-98 Operating Budget**
Program: 6022-SENIOR CITIZEN NUTRITION **Fund: 02-GENERAL**

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	33,477	49,519	49,519	48,025
OTHER SERVICES	838	980	980	980
SUPPLIES	2,118	2,250	2,250	2,250
CAPITAL OUTLAY	1,787	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	38,220	52,749	52,749	51,255

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
RECREATION SUPERVISOR I	0.25	0.25	0.25	0.25
CUSTODIAN	0.75	0.75	0.75	0.75
SENIOR PROGRAM SPECIALIST	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 — 1997-98 Operating Budget
Program: 6027-DICKINSON LAKES POOL — 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 Accomplishments:

* CERTIFYING STAFF AS "AQUATIC FACILITY OPERATOR".

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	14,939	12,784	12,784	12,784
OTHER SERVICES	2,308	1,385	1,385	1,385
SUPPLIES	1,809	1,900	1,900	1,900
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	19,056	16,069	16,069	16,069

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
POOL MANAGER	0.29	0.29	0.29	0.29
LIFEGUARD	1.16	1.16	1.16	1.16
Total	1.45	1.45	1.45	1.45

City of Independence
Detail Program Sheet

Department: 6000-PARKS & RECREATION — **1997-98 Operating Budget**
Program: 6028-RT SERMON COMMUNITY CTR — **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.

1997-98 Objectives:

* MAINTAIN THE HIGH STANDARD OF PRESENT PROGRAMMING BY CONTINUING THE SEARCH FOR QUALIFIED INSTRUCTORS.
* UPGRADE THE WEIGHT EQUIPMENT AT THE SERMON CENTER.
* OFFER A VARIETY OF 'SELF HELP' COURSES, I.E. STRESS REDUCTION, SELF DEFENSE, COMPUTER, LANDSCAPING, INTERIOR DECORATING, AND NUTRITION.
* TO IMPROVE THE POWERHOUSE THEATRE FOUNDATION.
* BUILD THE PARTICIPATION LEVEL IN NEW PROGRAMS AND GENERATE RENEWED INTEREST IN SOME OF THE LESS POPULAR CLASSES.

1996-97 Accomplishments:

* PLANNING, ORGANIZATION, PUBLICITY AND HOSTING OF THE OPEN HOUSE AT THE SERMON CENTER IN COOPERATION WITH THE CITIZEN'S CIVIC AND CULTURAL COMMITTEE IN JANUARY.
* THE POWERHOUSE THEATRE FOUNDATION STILL ORGANIZED TO HELP PROMOTE MORE INTEREST AND SUPPORT BOTH IN THE ARTS AND MONETARILY.
* COMPLETED THE NARRATIVE PROPOSAL FOR THE NUTRITION SITE FOR MID AMERICA REGIONAL COUNCIL (WHICH WAS ACCEPTED) AND THE PROPOSAL FOR THE CITY DEVELOPMENT BLOCK GRANT.
* NEW DESIGN AND FORMAT FOR DEPARTMENT BROCHURES.
* STARTED 'TODDLER TOWN' IN OCTOBER, 1996, WITH PARTICIPATION AVERAGING ABOUT 50 PER DAY.
* HAND WEIGHTS AND EXERCISE BANDS WERE PURCHASED FOR USE IN THE AEROBIC CLASSES.
* ADDITION OF NEW CLASSES; RHYTHMIC GYMNASTICS, SHIN GAHN DO, AND CLOGGING.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	59,842	57,638	57,638	62,730
OTHER SERVICES	16,124	19,246	19,246	19,246
SUPPLIES	12,303	3,200	4,050	3,200
CAPITAL OUTLAY	1,007	0	0	0

...Continued

Program Costs: *(Continued)*

DEBT SERVICE/OTHER	0	0	0	0
Total	89,276	80,084	80,934	85,176

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
RECREATION SPECIALIST	1.00	1.00	1.00	1.00
RECREATION SUPERVISOR I	0.75	0.75	0.75	0.75
RECREATION ASSISTANT	1.17	1.17	1.17	1.17
Total	2.92	2.92	2.92	2.92

City of Independence
Detail Program Sheet

Department: 6000-PARKS & RECREATION **1997-98 Operating Budget**
Program: 6029-OWENS NATURE PARK **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.

1997-98 Objectives:

* PROVIDE UNDERSTANDING OF ENVIRONMENTAL NEEDS, PROMOTE SAFETY, AND TO BETTER EDUCATE THE PUBLIC IN TAKING CARE OF OUR ENVIRONMENT.
* BETTER ENFORCEMENT OF PARK ORDINANCES.
* PROVIDE UNDERSTANDING OF WILDLIFE AND PUBLIC RESPONSIBITY TOWARD NATURE AND AQUATIC LIFE.
* TO CULTIVATE A CODE OF ETHICS AMONG PARK USERS; UNDERSTANDING PARK RULES AND REGULATIONS, TOGETHER WITH THE APPRECIATION OF ANIMALS AND THEIR ENVIRONMENT.
* PURCHASE PLAY EQUIPMENT FOR PARK.
* ATTEMPT TO REESTABLISH DAY CAMPS.
* PAVE ONE MILE OF WALKING TRAIL FOR PUBLIC ACCESS.
* OFFER HUNTER EDUCATION COURSE AT PARK.
* INSTALL WATER LINE TO GARAGE AND CAMP AREA.
* RESURFACE PARKING LOT AND ROADS.
* SCREEN IN BACK PORCH OF NATURE LODGE.

1996-97 Accomplishments:

* COMPLETION OF NEW TRAIL.
* HORSESHOE PITS COMPLETED.
* NEW FURNITURE IN NATURE LODGE.
* SURFACING OF ROAD LEADING INTO CAMP AREA.
* URBAN EDUCATION THROUGH THE DEPARTMENT OF CONSERVATION.
* RECYCLE PROGRAM FOR CANS TO PURCHASE FEED FOR FISH.
* REFURBISHED THE VISITOR STATION LOCATED AT FRONT OF PARK.
* ADDED NEW PROGRAM "KIDS FISHING DERBY".
* INCREASE THE SIZE OF THE LAKES.
* MORE INVOLVEMENT WITH SCHOOLS IN OUTDOOR EDUCATION AND SPEAKING ENGAGEMENTS.
* NEW GRILLS AND PARK BENCHES AROUND LAKE AREA.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	43,158	72,227	72,227	73,483

...Continued

City of Independence
Detail Program Sheet

Department: 6000-PARKS & RECREATION — 1997-98 Operating Budget
Program: 6029-OWENS NATURE PARK — Fund: 02-GENERAL

Program Costs: *(Continued)*

OTHER SERVICES	4,937	8,085	8,085	7,979
SUPPLIES	3,127	4,345	4,085	4,781
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	51,222	84,657	84,397	86,243

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PARK RANGER	0.00	1.00	1.00	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	2.91	2.91	2.91

City of Independence
Detail Program Sheet

Department: 6000-PARKS & RECREATION — **1997-98 Operating Budget**
Program: 6031-CEMETERY MAINTENANCE — **Fund: 02-GENERAL**

Description:

WOODLAWN CEMETERY IS MAINTAINED BY THE CITY TO SERVE THE NEEDS OF THE COMMUNITY. SERVICES PROVIDED INCLUDE INTERRMENTS, CONSTRUCTION OF MONUMENT BASES, AND MAINTENANCE OF THE GROUNDS AND FACILITIES.

1997-98 Objectives:

* MOW AND TRIM ON A TEN DAY CYCLE.
* CONSTRUCT NEW REAR ENTRANCE TO CEMETERY.
* PREPARE A PAMPHLET LISTING GRAVES OF HISTORICAL SIGNIFICANCE.
* INSTALL SOLAR SECURITY LIGHTING.

1996-97 Accomplishments:

* PURCHASED AND INSTALLED NEW COMPUTER AND UPGRADED SOFTWARE TO BETTER ASSIST THE PUBLIC.
* REFINISHED OAK BENCHES IN SEXTON'S OFFICE.
* INSTALLED SECURE DOOR ON ENTRANCE TO BASEMENT.
* INSTALLED STORAGE SHELVING AND IMPROVED WORK AREA IN LOWER BARN.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	134,585	131,823	129,028	115,257
OTHER SERVICES	8,384	6,970	7,190	6,358
SUPPLIES	5,719	8,274	6,450	8,763
CAPITAL OUTLAY	0	0	784	0
DEBT SERVICE/OTHER	0	0	0	0
Total	148,688	147,067	143,452	130,378

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 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

City of Independence
Departmental Budget Summary

Department: 6500-NON-DEPARTMENTAL **1997-98 Operating Budget**

Department Description-

TO ACCOUNT FOR THOSE CHARGES THAT ARE NOT DIRECLY 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	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
Budget by Major Program Category-					
02 6502	NON-DEPARTMENTAL	3,664,846	4,375,816	4,452,426	4,634,625
02 6505	CENTRAL SERVICES	0	0	0	23,180
20 6520	NON-DEPARTMENTAL	8,694,499	9,309,699	9,309,699	9,574,185
30 6530	NON-DEPARTMENTAL	2,041,489	2,147,078	2,147,078	2,329,579
40 6540	NON-DEPARTMENTAL	2,762,476	2,811,692	2,811,692	2,905,807
90 6590	NON-DEPARTMENTAL	187,717	186,490	186,490	183,626
91 6591	NON-DEPARTMENTAL	5,924,805	5,388,500	5,388,500	6,126,400
	Total	23,275,832	24,219,275	24,295,885	25,777,402
Staffing-					
	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
Source of Funding-					
	GENERAL FUND	3,664,846	4,375,816	4,452,426	4,657,805
	POWER & LIGHT FUND	8,694,499	9,309,699	9,309,699	9,574,185
	SANITARY SEWER FUND	2,041,489	2,147,078	2,147,078	2,329,579
	WATER FUND	2,762,476	2,811,692	2,811,692	2,905,807
	INTERNAL SERVICE	6,112,522	5,574,990	5,574,990	6,310,026
	Total	23,275,832	24,219,275	24,295,885	25,777,402

City of Independence
Detail Program Sheet

Department: 6500-NON-DEPARTMENTAL | **1997-98 Operating Budget**
Program: 6502-NON-DEPARTMENTAL | **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.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	1,537,219	1,374,000	1,374,000	1,736,677
OTHER SERVICES	2,072,679	2,283,185	2,338,585	2,179,317
SUPPLIES	34,208	0	0	0
CAPITAL OUTLAY	20,740	0	21,210	0
DEBT SERVICE/OTHER	0	718,631	718,631	718,631
Total	3,664,846	4,375,816	4,452,426	4,634,625

City of Independence
Detail Program Sheet

Department: 6500-NON-DEPARTMENTAL **1997-98 Operating Budget**
Program: 6505-CENTRAL SERVICES **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.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	0	0	0	0
OTHER SERVICES	0	0	0	19,080
SUPPLIES	0	0	0	4,100
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	0	0	0	23,180

City of Independence
Detail Program Sheet

Department: 6500-NON-DEPARTMENTAL | **1997-98 Operating Budget**
Program: 6520-NON-DEPARTMENTAL | **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	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	459,004	675,459	675,459	441,837
OTHER SERVICES	8,177,403	8,430,240	8,430,240	8,962,348
SUPPLIES	58,092	8,750	8,750	0
CAPITAL OUTLAY	0	6,250	6,250	0
DEBT SERVICE/OTHER	0	189,000	189,000	170,000
Total	8,694,499	9,309,699	9,309,699	9,574,185

Debt -3,040,810

City of Independence
Detail Program Sheet

Department: 6500-NON-DEPARTMENTAL **1997-98 Operating Budget**
Program: 6530-NON-DEPARTMENTAL **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	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	108,760	101,900	101,900	106,742
OTHER SERVICES	1,899,425	1,989,178	1,989,178	2,181,837
SUPPLIES	33,304	8,750	8,750	0
CAPITAL OUTLAY	0	6,250	6,250	0
DEBT SERVICE/OTHER	0	41,000	41,000	41,000
Total	2,041,489	2,147,078	2,147,078	2,329,579

City of Independence
Detail Program Sheet

Department: 6500-NON-DEPARTMENTAL | **1997-98 Operating Budget**
Program: 6540-NON-DEPARTMENTAL | **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	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	117,211	172,660	172,660	170,068
OTHER SERVICES	2,608,620	2,570,032	2,570,032	2,663,739
SUPPLIES	36,645	8,750	8,750	0
CAPITAL OUTLAY	0	6,250	6,250	0
DEBT SERVICE/OTHER	0	54,000	54,000	72,000
Total	2,762,476	2,811,692	2,811,692	2,905,807

Debt.
2,773,010

City of Independence
Detail Program Sheet

Department: 6500-NON-DEPARTMENTAL
Program: 6590-NON-DEPARTMENTAL

1997-98 Operating Budget
Fund: 90-CENTRAL GARAGE

Description:

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	11,398	17,000	17,000	31,666
OTHER SERVICES	176,319	167,490	167,490	149,860
SUPPLIES	0	0	0	0
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	2,000	2,000	2,100
Total	187,717	186,490	186,490	183,626

City of Independence
Detail Program Sheet

Department: 6500-NON-DEPARTMENTAL
Program: 6591-NON-DEPARTMENTAL

1997-98 Operating Budget
Fund: 91-STAY WELL HEALTH PLN

Description:

THIS PROGRAM IS USED TO ACCOUNT FOR THE COSTS OF THE CITY'S SELF-FUNDED HEALTH CARE PLAN.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	0	0	0	0
OTHER SERVICES	5,924,805	5,388,500	5,388,500	6,126,400
SUPPLIES	0	0	0	0
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	5,924,805	5,388,500	5,388,500	6,126,400

City of Independence
Detail Program Sheet

Department: 6503-CAPITAL OUTLAY
Program: 6503-CAPITAL OUTLAY

1997-98 Operating Budget
Fund: 02-GENERAL

Description:

REPRESENTS CAPITAL OUTLAY ITEMS FOR THE GENERAL FUND OPERATING BUDGET

Description	Buildings	Mobile Equip.	Other	Total
General Fund-				
City Manager-				
City 7 Broadcasting Equipment			12,030	$12,030
Microcomputer for Camera Operator			1,000	1,000
Action Center Furniture and Equipment			9,500	9,500
National Frontier Trails Center				
Photocopier			5,500	5,500
Municipal Court-				
Replacement Microcomputer			1,000	1,000
Replacement Photocopier			5,720	5,720
Management Information Services-				
Replacement Microcomputer			2,000	2,000
Office Furniture and Partitions			2,000	2,000
Finance-				
Replacement Mail Van		17,395		17,395
Laser Printer - Occupation Licensing			2,300	2,300
Microcomputer Replacement			2,000	2,000
Police				
Add a second Fire Dispatch Station to the			86,900	86,900
Emergency Communications Center				0
Detention Facility Remodeling	32,500			32,500
Fire-				
Repair Station Number 1 North Wall	50,000			50,000
Replace Station No. 1 Overhead Door Opener	3,000			3,000
Repair Station Driveways	10,000			10,000
Replace Station Number 2 Porch Roof	1,500			1,500
Repair Station Number 5 Water Problem	6,000			6,000
Health-				
Replace Mosquito Fogger			8,000	8,000
Replace Vehicle		15,400		15,400
Public Works				
City Hall Roof Repair	150,000			150,000
Semi-Tractor (9439 - buy used)		15,000		15,000
Traffic Signal Improvements			40,000	40,000
Grader Replacement (9140/9466) (Lease Purchase)		33,500		33,500
Excavator (9943) (Lease Purchase)		35,000		35,000
Dump Truck Replacement (8932)		60,000		60,000
Pickup Replacement (9074)		19,000		19,000
Pickup Replacement (8973)		14,000		14,000
Pickup Replacement (8276)		19,000		19,000
Carpet Replacement - 3rd Floor Police Building	35,000			35,000
Van Replacement (9075)		23,000		23,000
Salt Spreader			8,500	8,500

(continued on next page)

City of Independence
Detail Program Sheet

Department: 6503-CAPITAL OUTLAY
Program: 6503-CAPITAL OUTLAY

1997-98 Operating Budget
Fund: 02-GENERAL

Description:

REPRESENTS CAPITAL OUTLAY ITEMS FOR THE GENERAL FUND OPERATING BUDGET

Description	Buildings	Mobile Equip.	Other	Total
General Fund (continued)-				
Parks and Recreation				
Dump Truck, 34,000 GVW		48,000		48,000
Carpet, Sermon Center	25,000			25,000
Computer, George Owen Park			1,000	1,000
Tables (40) & Chairs (300), Sermon Center			5,000	5,000
Floor Cleaner, Sermon Center			12,000	12,000
Radios, mobile mounted (5)			6,000	6,000
Radios, handheld (7)			7,700	7,700
1 Ton Crewcab pickup		28,000		28,000
Tractor/mowing unit, Crysler		14,000		14,000
Other Items-				
City Facility Department Relocation Costs	77,555			77,555
Public Street Lights			50,000	50,000
Total	$390,555	$341,295	$268,150	$1,000,000

City of Independence
Detail Program Sheet

Department: 6519-LEASE PURCH/DEBT SERVICE — 1997-98 Operating Budget
Program: 6519-LEASE PURCH/DEBT SERVICE — Fund: 02-GENERAL

Description:

CAPITAL LEASE PAYMENTS AND DEBT SERVICE PAYMENTS FOR THE GENERAL FUND.

SERIES	PRINCIPAL	INTEREST	FISCAL AGENTS FEES	TOTAL REQUIREMENTS
GENERAL FUND-				
CAPITAL EQUIPMENT LEASE-				
1989 SERIES (02-6362)	$64,314	$9,052	$500	$73,866
1995 SERIES (02-6365)	52,860	45,296	500	98,656
TOTAL GENERAL FUND	$117,174	$54,348	$1,000	$172,522

CITY OF INDEPENDENCE, MISSOURI

1997-98 Operating Budget

City Council Goals Account Summary

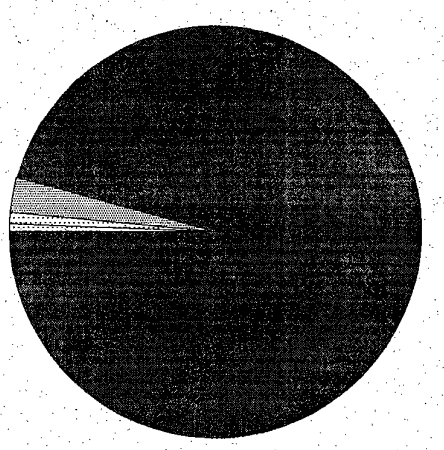
Fiscal Year	Description	Amount Authorized	Amount Used
1994-95		$400,000	
	I-70 & Selsa Rd. Corridor Land Use Study		$65,500
	Demolition of Dangerous Buildings		50,000
	Center for Business Innovation Contribution		18,000
	Jackson County Expressway		15,000
	Community Development Department Software		39,500
	Customer Service Training		10,000
	Quality Coach Training		10,500
	Sterling Ave. - Cold Planing & Overlay Project		137,000
	Total for 1994-95	$400,000	$345,500
1995-96		$400,000	
	Rock Creek School - Community Center Feasibility Study		$10,000
	Community Development Dept. - Computer Equipment		23,810
	Strategic Visioning Process - Indep. Community Foundation		30,000
	Noland Special Business District Plan		18,000
	I-70/Selsa Road Planning Area Marketing Materials		10,000
	Colonel Drive at Liberty Storm Sewer		34,425
	Sidewalks at Davis Road South of U.S. 24 Highway		5,000
	Glendale Park Walking Trail		6,000
	Total for 1995-96	$400,000	$137,235
1996-97		$400,000	
	Community Development Department Software - Zoning, Code Enforcement, and Building Inspection		$61,500
	Four High Priority Street Maintenance Projects		28,005
	Create Community Development Corporation		11,040
	Storm Debris Cleanup - Grinding Equipment		85,250
	Storm Debris Cleanup - Overtime		47,000
	Storm Debris Cleanup - Wood Chip Hauling/Removal		3,600
	Noland Road Business District - Public Notice		2,822
	Playground Equipment for McCoy Park		20,000
	Telecommunications Center at Indep. Community College		100,000
	39th Street Traffic Study		14,193
	Total for 1996-97	$400,000	$373,410
Unexpended Balance at June 30, 1997			**$343,855**

UTILITY FUNDS

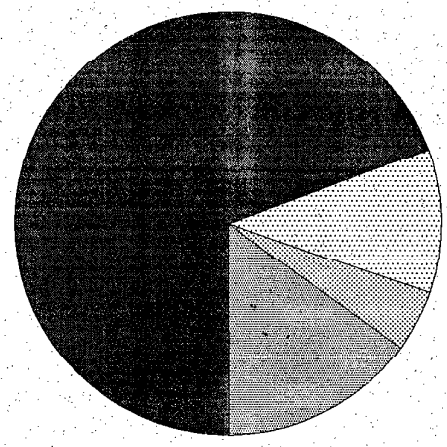
Source of Budget Dollars

Operating Revenues (95.8%)

Interest Income (2.7%)
Interfund Charges (0.9%)
Other Revenues & Sources (0.6%)



Allocation of Budget Dollars



Power and Light Dept. (69.6%)

Capital Budget (10.8%)

Debt Service (4.7%)

Non-Departmental/Other (14.9%)

CITY OF INDEPENDENCE, MISSOURI
1997-98 Operating Budget

Budget Summary - Power and Light Fund

For the Fiscal Years 1996-97 and 1997-98

Description	1996-97 Original Budget	% of Total	1997-98 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Estimated Revenues-						
Operating Revenues	$61,332,000	95.9%	$63,961,000	95.8%	$2,629,000	4.3%
Interest Income	1,760,000	2.8%	1,815,000	2.7%	55,000	3.1%
Interfund Charges	481,840	0.8%	627,112	0.9%	145,272	30.1%
Other Revenues	205,000	0.3%	175,000	0.3%	(30,000)	-14.6%
Total Estimated Revenues	$63,778,840	99.7%	$66,578,112	99.8%	$2,799,272	4.4%
Transfers from Other Funds-						
Employee Benefits Fund	$160,365	0.3%	$160,365	0.2%	$0	0.0%
Total Sources	**$63,939,205**	**100.0%**	**$66,738,477**	**100.0%**	**$2,799,272**	**4.4%**
Allocation of Budget Dollars						
Operating Budget						
Technology Services	$41,876	0.1%	45,175	0.1%	$3,299	7.9%
Power and Light Dept.	43,001,025	61.7%	44,926,224	69.6%	1,925,199	4.5%
Non-Departmental	9,309,699	13.4%	9,574,185	14.8%	264,486	2.8%
Debt Service	3,255,240	4.7%	3,040,810	4.7%	(214,430)	-6.6%
Total Operating Budget	$55,607,840	79.8%	$57,586,394	89.2%	$1,978,554	3.6%
Capital Budget						
Capital Projects	$14,037,000	20.2%	$6,978,000	10.8%	($7,059,000)	-50.3%
Total Allocations	**$69,644,840**	**100.0%**	**$64,564,394**	**100.0%**	**($5,080,446)**	**-7.3%**
Increase (Decrease) to Available Resources						
Increase (Decrease)	($5,705,635)		$2,174,083		$7,879,718	

CITY OF INDEPENDENCE, MISSOURI
1997-98 Operating Budget

Historical Data - Power and Light Fund

For the Fiscal Years 1991-92 through 1995-96

Description	1991-92	1992-93	1993-94	1994-95	1995-96	Projected 1996-97
Net Income (Loss)						
Net Income (Loss)-	$6,343,407	$2,602,701	$4,086,903	$3,915,888	$4,967,941	$5,656,000
Depreciation on Contributed Capital Adjustment	38,561	41,065	44,257	47,439	55,329	
Transferred to Retained Earnings	$6,381,968	$2,643,766	$4,131,160	$3,963,327	$5,023,270	
Net Available Resources						
Net Available Resources-						
Total Current Assets	$46,488,580	$36,043,547	$28,092,081	$32,217,144	$24,829,130	
Restricted Assets for Capital Improvements	5,664,020	17,634,065	27,784,776	10,006,815	20,885,902	
Less:						
Inventories	(6,150,287)	(6,066,630)	(5,770,853)	(7,553,772)	(7,233,866)	
Current Liabilities	(3,520,401)	(4,616,755)	(3,898,986)	(4,289,997)	(4,438,527)	
Carryover Capital Budget Appropriations	(5,664,020)	(17,634,065)	(27,730,776)	(9,954,065)	(6,848,902)	
Carryover Outstanding Encumbrances	(4,469,436)	(3,858,301)	(4,042,736)	(4,197,998)	(7,683,788)	
Add back:						
Compensated Absences	654,154	673,474	680,560	748,894	742,363	
Net Available Resources	$33,002,610	$22,175,335	$15,114,066	$16,977,021	$20,252,312	$15,026,000

Source: 1991-92 through 1995-96 - Comprehensive Annual Financial Report
1996-97 - Operating Staff Projections

Employee Staffing (in Full Time Equivalents)						
Department:						
Mgmt. Information Services	1.00	1.00	1.00	1.00	0.00	1.00
Finance	1.50	1.50	1.50	1.50	0.00	0.00
Power and Light	225.50	230.62	230.50	215.50	220.50	220.00
Total	228.00	233.12	233.00	218.00	220.50	221.00
Utility Statistics						
No. of Residential Customers	44,733	44,937	45,277	45,608	45,714	47,605
No. of Other Customers	4,409	4,498	4,528	4,517	4,605	4,784
Generated Power (thousand KWH)	82,434	83,262	118,349	76,627	111,956	281,800
Purchased Power (thousand KWH)	760,683	780,522	778,627	805,044	864,704	715,430

CITY OF INDEPENDENCE, MISSOURI
1997-98 Operating Budget

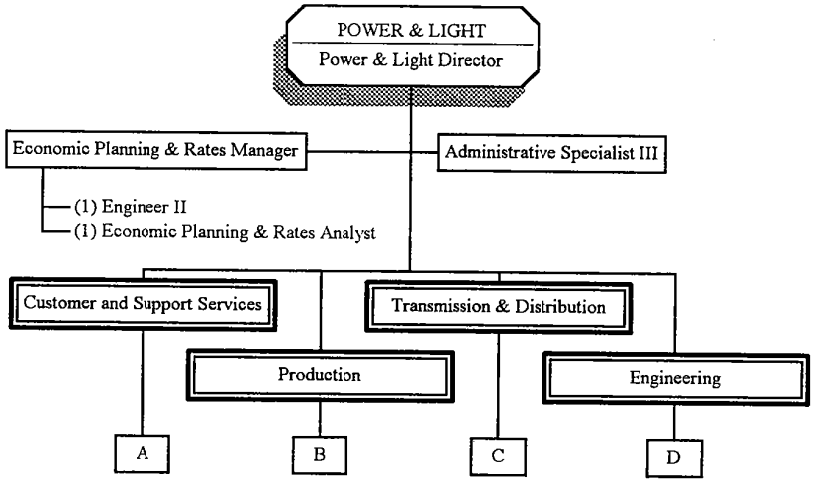
Revenue Summary - Power and Light Fund

For the Fiscal Years 1995-96, 1996-97 and 1997-98

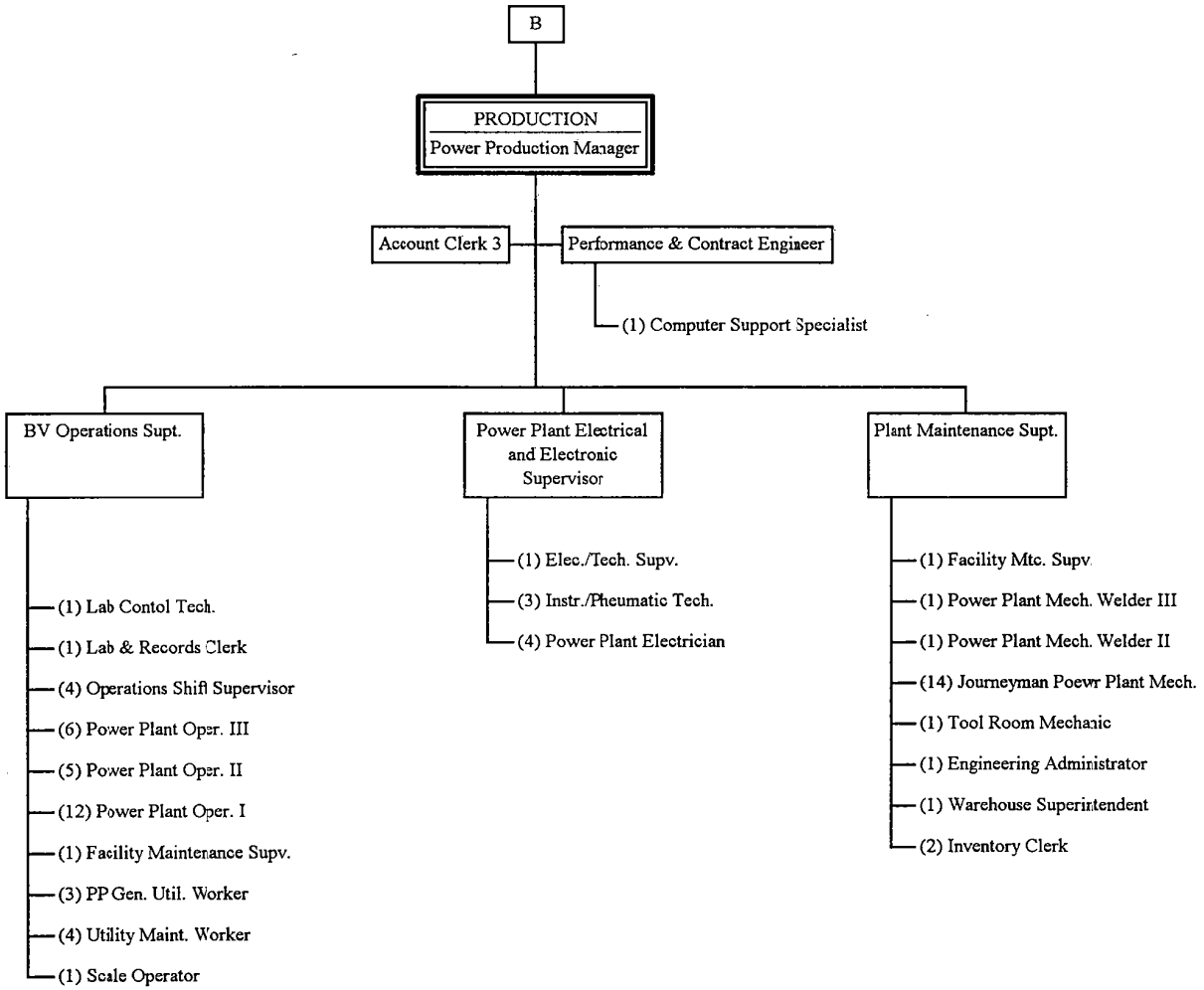
Acct. No.	Description	1995-96 Actual	1996-97 Original Budget	1996-97 Current Estimate	1997-98 Projected Budget	% Chg. *
	Operating Revenue-					
4010	Electric Service Charges	$59,178,837	$61,332,000	$61,813,840	$63,921,000	4.2%
4600	Other Operating Revenue	923,824	0	0	40,000	n/a
4700	Change in Unbilled Revenue	588,871	0	0	0	n/a
	Total Operating Revenue	$60,691,532	$61,332,000	$61,813,840	$63,961,000	4.3%
3421	Interfund Charges	568,914	481,840	481,840	627,112	30.1%
4800	Interest Income	2,289,242	1,760,000	2,200,000	1,815,000	3.1%
4900	Other Revenues, Net	0	205,000	205,000	175,000	n/a
	Total Revenues	**$63,549,688**	**$63,778,840**	**$64,700,680**	**$66,578,112**	**4.4%**

* This amount represents the percentage change from the Original Budget

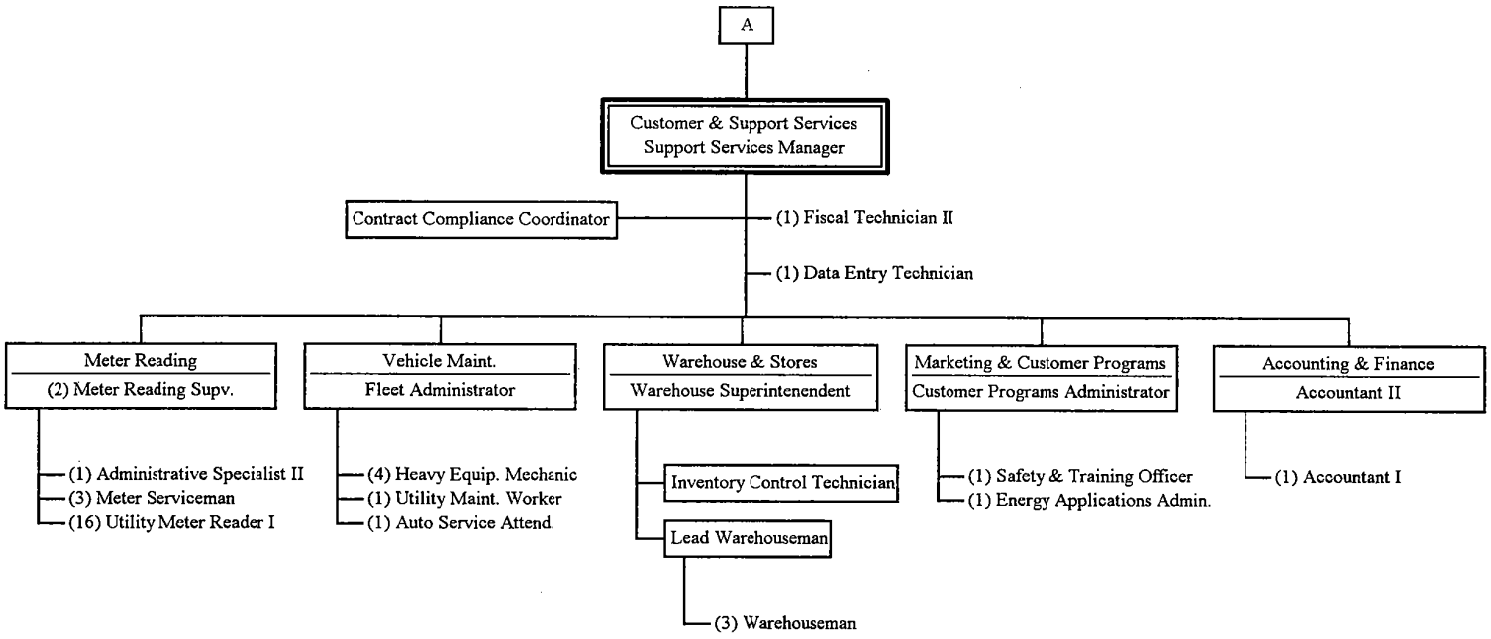
City of Independence, Missouri
Power and Light Department



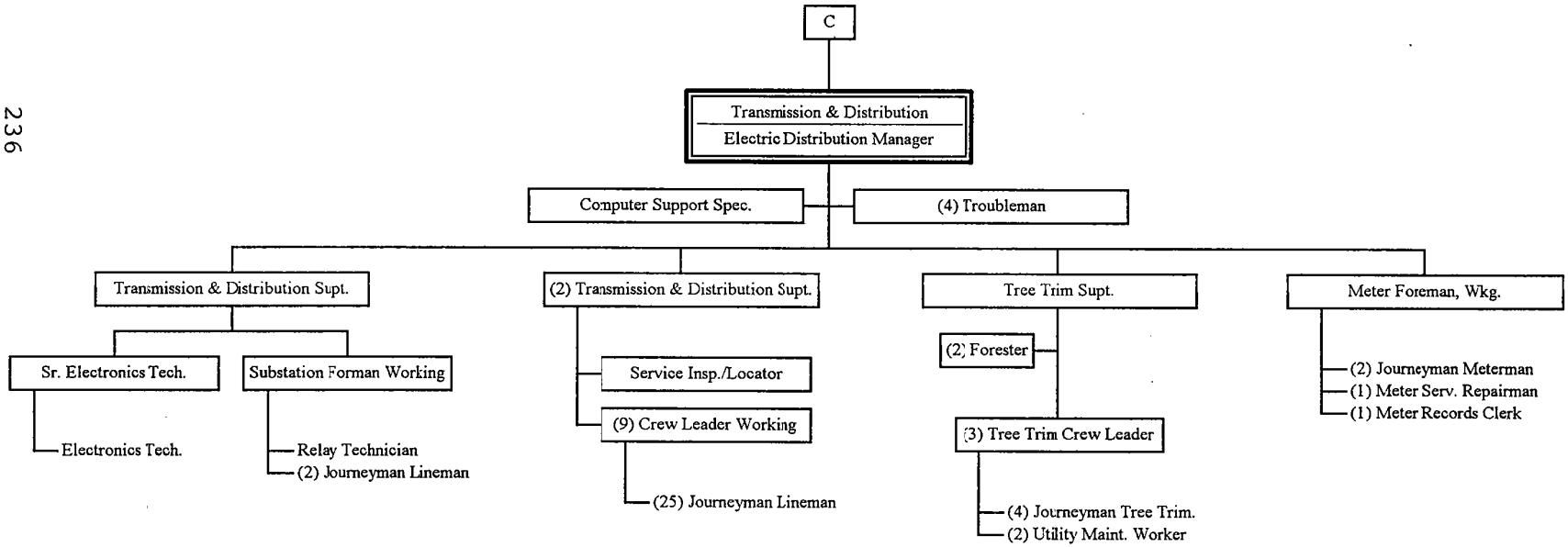
City of Independence, Missouri
Power & Light Continued



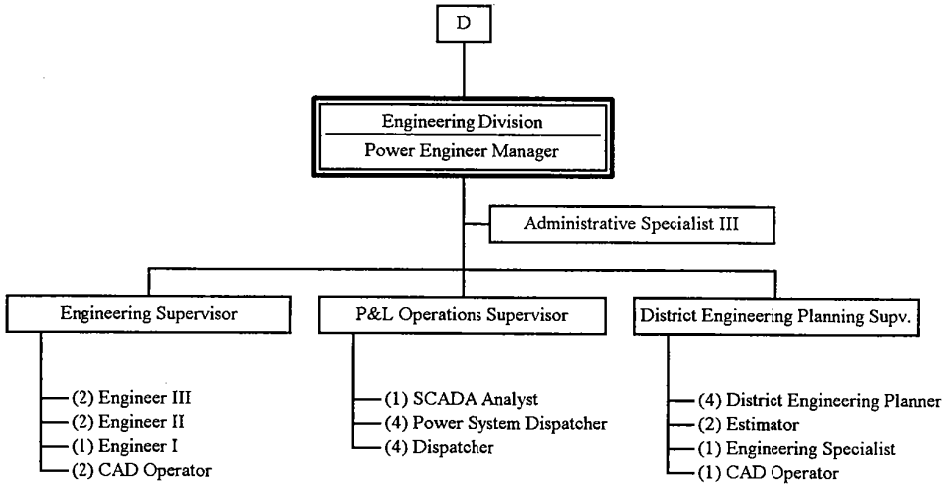
City of Independence, Missouri
Power and Light Continued



City of Independence, Missouri
Power and Light Continued



City of Independence, Missouri
Power and Light Continued



City of Independence
Departmental Budget Summary

Department: 6100-POWER & LIGHT **1997-98 Operating Budget**

Department Description-

TO PROVIDE RELIABLE & AFFORDABLE ELECTRIC ENERGY SERVICES IN A CUSTOMER-ORIENTED & ENVIRONMENTALLY-RESPONSIBLE MANNER, WHILE PARTICIPATING ORGANIZATIONALLY & INDIVIDUALLY IN THE GROWTH & ENHANCEMENT OF THE COMMUNITY WE SERVE.

Prog. No.	Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
Budget by Major Program Category-					
20 6110	ADMINISTRATION	317,158	519,952	497,160	823,169
20 6121	CUSTOMER & SUPPORT SERV	203,389	250,149	256,149	778,925
20 6122	WAREHOUSE & STORES	1,938,570	2,067,981	2,061,981	2,090,677
20 6123	VEHICLE MAINTENANCE	546,522	558,176	557,832	574,271
20 6126	METER READING	1,195,050	1,188,431	1,188,431	1,309,852
20 6130	PLANNING	527,120	748,000	748,000	0
20 6140	PRODUCTION	8,434,149	12,293,913	11,958,913	12,382,169
20 6145	PURCHASED POWER	26,311,854	17,583,762	17,583,762	18,588,215
20 6150	Transmission & Dist.	5,228,113	5,639,904	5,975,248	5,783,412
20 6160	ENGINEERING	1,991,277	2,150,757	2,173,549	2,595,534
	Total	46,693,202	43,001,025	43,001,025	44,926,224
Staffing-					
	Full Time Positions	220.50	220.00	220.00	220.00
	Part Time Positions	0.00	0.00	0.00	0.00
	Total	220.50	220.00	220.00	220.00
Source of Funding-					
	POWER & LIGHT FUND	46,693,202	43,001,025	43,001,025	44,926,224
	Total	46,693,202	43,001,025	43,001,025	44,926,224

Significant Issues/Changes:

* ELIMINATED THE PLANNING DIVISION (6130) & TRANSFERRED ESSENTIAL FUNCTIONS TO THE ADMINISTRATION FUNCTION 6110 ($315,000) AND CUSTOMER & SUPPORT SERVICES FUNCTION 6121 ($355,000).
* ADDED CONTRACTUAL WAGE INCREASES FOR I.B.E.W./S.E.I.U ($900,000).

...Continued

Changes: (Continued)

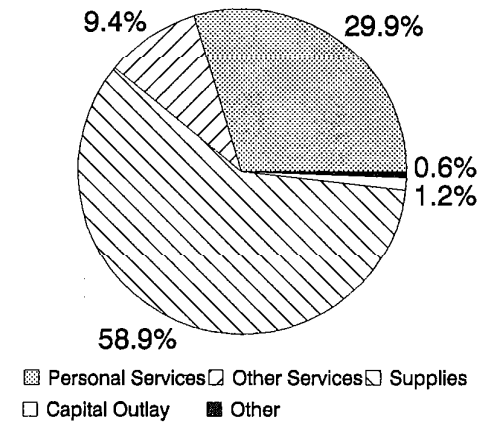
* ELIMINATED COSTS INCURRED IN FY 1996-97 RELATING TO THE OCTOBER 22, 1996 SNOW STORM ($335,000).
* INCREASE IN PURCHASED POWER COSTS DUE TO ACQUISITION OF KCPL SERVICE AREA & INCREASED 1997-98 ENERGY SALES PROJECTIONS ($1,004,000).

1997-98 Operating Budget — Power & Light

Appropriations by Type:

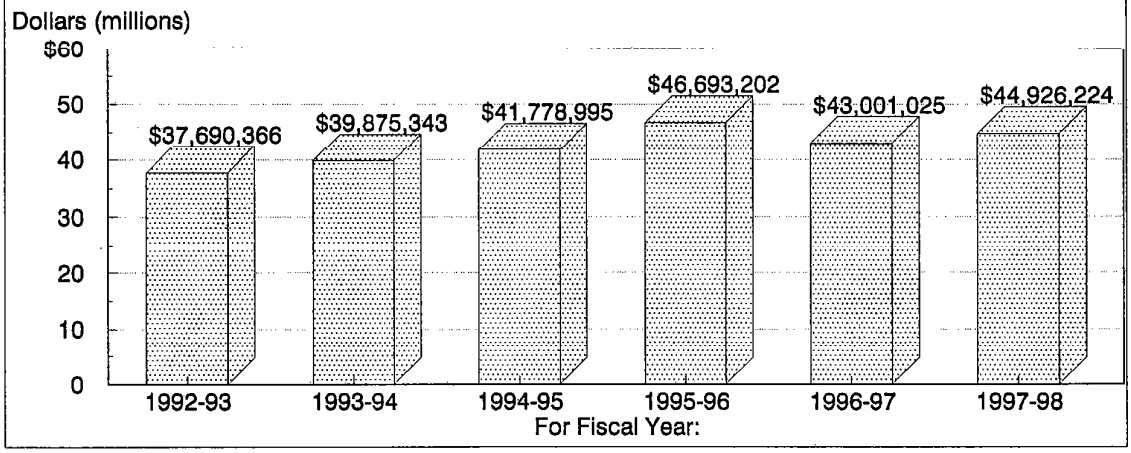
Expenditure Type	Actual 1995-96	Original 1996-97	Projected 1996-97	Adopted 1997-98
Personal Ser.	11,899,904	12,390,696	12,390,696	13,447,547
Other Services	3,558,393	4,082,227	4,416,598	4,214,564
Supplies	30,784,725	25,811,252	25,467,422	26,459,813
Capital Outlay	450,180	466,850	500,226	554,300
Other	0	250,000	226,083	250,000
Total	46,693,202	43,001,025	43,001,025	44,926,224

1997-98 City Council Adopted Budget



Historical Comparison:

	Actual 1992-93	Actual 1993-94	Actual 1994-95	Actual 1995-96	Budget 1996-97	Budget 1997-98
Employees:						
Full Time Equiv.	230.62	230.50	215.50	220.50	220.00	220.00
Amount by Fund:						
Power and Light	37,690,366	39,875,343	41,778,995	46,693,202	43,001,025	44,926,224
Per Mwh	43.63	44.46	47.39	47.81	43.12	44.1
Per Capita	333.06	351.14	367.12	410.45	374.15	388.87
Per Household	775.00	815.26	848.93	943.72	865.54	897.00



City of Independence
Detail Program Sheet

Department: 6100-POWER & LIGHT | **1997-98 Operating Budget**
Program: 6110-ADMINISTRATION | **Fund: 20-POWER AND LIGHT**

Description:

RESPONSIBLE FOR THE OVERALL OPERATION AND LEADERSHIP OF THE POWER & LIGHT DEPARTMENT TO INSURE RELIABLE ELECTRIC SERVICE TO THE CITIZENS OF INDEPENDENCE AT THE LOWEST POSSIBLE COST CONSISTENT WITH SOUND BUSINESS PRACTICES.

1997-98 Objectives:

* FINALIZE IMPLEMENTATION OF KCPL SERVICE AREA ACQUISITION TO INCLUDE INITIATION OF IPL SERVICE TO AFFECTED CUSTOMERS.
* CONTINUE ACTIONS TO PREPARE ORGANIZATION FOR PENDING DEREGULATION & COMPETITION IN ELECTRIC POWER INDUSTRY.
* UPDATE LONG TERM POWER RESOURCE PLANNING PROJECTIONS TO INCLUDE EVALUATION OF KCPL EXTENSION OPTION BY APRIL 1, 1998 DEADLINE.
* REMAIN ABREAST OF, AND PROVIDE INPUT INTO, LEGISLATION AT FEDERAL & STATE LEVELS THAT COULD AFFECT ELECTRIC UTILITY.
* PROVIDE LEADERSHIP IN STATE-WIDE INDUSTRY ASSOCIATIONS SUCH AS THE MISSOURI ASSOCIATION OF MUNICIPAL UTILITIES (MAMU) & THE MISSOURI JOINT MUNICIPAL ELECTRIC UTILITY COMMISSION (MJMEUC).
* DEVELOP PLAN FOR INSTALLING A REMOTE CUSTOMER COMMUNICATIONS SYSTEM THAT WILL ALLOW, AMONG OTHER THINGS, AUTOMATED METER READING AND SERVICE TURN ON/TURN OFF.

1996-97 Accomplishments:

* EXECUTED AN AGREEMENT FOR ACQUIRING THE KCPL ELECTRIC SYSTEM IN INDEPENDENCE.
* OBTAINED ALL NECESSARY BILATERAL AND REGULATORY APPROVALS TO IMPLEMENT MIDAMERICAN ENERGY COMPANY (IOWA) CONTRACT SETTLEMENT.
* FINALIZED 4 YEAR PLAN FOR REHABILITATION OF CITY'S 7 ELECTRIC COMBUSTION TURBINES & OBTAINED ALL NECESSARY MATERIALS/CONTRACT SERVICES.
* IMPLEMENTED EMERGENCY RESPONSE PLAN AS A RESULT OF OCTOBER 22, 1996 SNOWSTORM DAMAGE.
* OBTAINED AND INSTALLED STATE-OF-THE-ART TROUBLE CALL ANALYSIS PROGRAM & HIGH VOLUME TROUBLE CALL ANSWERING SYSTEM.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	147,392	153,552	153,552	353,919
OTHER SERVICES	119,187	108,300	108,300	188,250
SUPPLIES	21,394	8,100	8,100	31,000
CAPITAL OUTLAY	29,185	0	1,125	0

...Continued

Program Costs: ***(Continued)***

DEBT SERVICE/OTHER	0	250,000	226,083	250,000
Total	317,158	519,952	497,160	823,169

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
ECONOMIC PLANNING & RATES MGR.	0.00	0.00	0.00	1.00
POWER & LIGHT DIRECTOR	1.00	1.00	1.00	1.00
ECON. PLANNING & RATES ANALYST	0.00	0.00	0.00	1.00
ENGINEER II	0.00	0.00	0.00	1.00
ADMINISTRATIVE SPECIALIST III	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	5.00

Significant Issues/Changes:

* TRANSFERRED POSITIONS OF ECONOMIC PLANNING & RATES MANAGER, ECONOMIC PLANNING & RATES ANALYST, ENGINEER II & RELATED COSTS DUE TO ELIMINATION OF THE PLANNING DIVISION ($315,000).

City of Independence
Detail Program Sheet

Department: 6100-POWER & LIGHT — 1997-98 Operating Budget
Program: 6121-CUSTOMER & SUPPORT SERV — Fund: 20-POWER AND LIGHT

Description:

RESPONSIBLE FOR PROVIDING ADMINISTRATIVE SUPPORT SERVICES, CUSTOMER PROGRAMS, FINANCIAL PLANNING & ACCOUNTING, COORDINATING TRAINING AND SAFETY PROGRAMS, AND MONITORING CONSTRUCTION CONTRACTS AND EXPENDITURES TO ENSURE COMPLIANCE WITH CITY POLICY.

1997-98 Objectives:

* DEVELOP SEVERAL PROPOSALS FOR NEW CUSTOMER PROGRAMS.
* CONDUCT COMMERCIAL CUSTOMER NEEDS/SATISFACTION SURVEY
* COMPLETE UPDATE OF DEPARTMENTAL HEALTH & SAFETY PLANS.
* REVIEW & MONITOR ALL CONTRACTS & BID DOCUMENTS.
* ADMINISTER CPR & FIRST AID TRAINING FOR APPLICABLE STAFF.
* COMPLETE REVISION OF EMERGENCY PREPAREDNESS PLAN.
* PROCURE & IMPLEMENT COMPUTER PROGRAM FOR PROJECT/CONTRACT TRACKING SYSTEM.
* WORKING WITH THE CITY'S FINANCE DEPT., ASSURE THAT THE NEW J.D. EDWARDS FINANCIAL MANAGEMENT SYSTEM PROVIDES THE NEEDS OF THE POWER & LIGHT DEPARTMENT.

1996-97 Accomplishments:

* COMPLETED EVALUATION OF CUSTOMER SERVICE PROGRAMS & FUTURE RECOMMENDATIONS.
* DEVELOPED SEVERAL NEW CUSTOMER SERVICE PROGRAMS.
* REVISED EXISTING CUSTOMER PROGRAMS.
* BUILT DATABASE FOR SAFETY & TRAINING RECORDS.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	187,701	231,849	231,849	468,725
OTHER SERVICES	9,998	13,300	13,300	284,500
SUPPLIES	1,944	0	1,770	4,700
CAPITAL OUTLAY	3,746	5,000	9,230	21,000
DEBT SERVICE/OTHER	0	0	0	0
Total	203,389	250,149	256,149	778,925

Continued

City of Independence
Detail Program Sheet

Department: 6100-POWER & LIGHT — 1997-98 Operating Budget
Program: 6121-CUSTOMER & SUPPORT SERV — Fund: 20-POWER AND LIGHT

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
NUMBER OF INJURIES WITH LOST TIME	5	5	5	5
NUMBER OF DAYS WORK LOST DUE TO INJURIES	18	40	40	45
NUMBER OF DAYS OF LIGHT DUTY	110	100	100	100
NEW PROJECTS PROCESSED	13	12	24	15
CHANGE ORDERS PROCESSED	17	20	7	15

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
DATA ENTRY TECHNICIAN	0.00	0.00	0.00	1.00
ACCOUNTANT I	0.00	0.00	0.00	1.00
ACCOUNTANT II	0.00	0.00	0.00	1.00
ENERGY APPLICATIONS ADMIN.	0.00	0.00	0.00	1.00
SAFETY & TRAINING OFFICER	1.00	1.00	1.00	1.00
SUPPORT SERVICES MANAGER	1.00	1.00	1.00	1.00
CUSTOMER PROGRAMS ADMIN.	0.00	1.00	1.00	1.00
CONTRACT COMPLIANCE COORD.	1.00	1.00	1.00	1.00
FISCAL TECHNICIAN II	0.00	0.00	0.00	1.00
ACCOUNTANT I	1.00	0.00	0.00	0.00
FISCAL TECHNICIAN II	1.00	0.00	0.00	0.00
Total	5.00	4.00	4.00	9.00

Significant Issues/Changes:

* TRANSFERRED POSITIONS OF ACCOUNTANT II, ACCOUNTANT I, ENERGY APPLICATIONS ADMINISTRATOR, FISCAL TECHNICIAN II, DATA ENTRY TECHNICIAN & RELATED COSTS DUE TO ELIMINATION OF THE PLANNING DIV ($355,000).
* ADDED FUNDING FOR CUSTOMER PROGRAMS/CUSTOMER NEEDS ASSESSMENT ($150,000).

City of Independence
Detail Program Sheet

Department: 6100-POWER & LIGHT | **1997-98 Operating Budget**
Program: 6122-WAREHOUSE & STORES | **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.

1997-98 Objectives:

* OBTAIN PRICE AGREEMENTS ON TRANSFORMERS & WIRE IN ORDER TO PROVIDE SHORTER LEAD TIME ON THESE ITEMS.
* EVALUATE JD EDWARDS INVENTORY MODULE VERSUS INTERFACING & UPGRADING PRESENT MATERIAL MANAGEMENT SYTEM TO FIT NEW SYSTEMS BEING INSTALLED.
* CONTINUE IMPROVEMENT OF STORES LAYOUT TO INCREASE EFFICIENCY IN MATERIAL HANDLING TO PROVIDE BETTER CUSTOMER SERVICE.
* TRAIN WAREHOUSE PERSONNEL TO ENTER MATERIAL ISSUES INTO THE MATERIAL MANAGEMENT SYSTEM.
* CONTINUE MAINTENANCE & IMPROVEMENTS TO THE POWER & LIGHT SERVICE CENTER, I.E., PAINTING OFFICES, REPLACING TILE, & FIXTURES AS NEEDED.

1996-97 Accomplishments:

* STOCK IN POLE YARD WAS REARRANGED TO ACCOMODATE NEW STREET POLES.
* STORES LAYOUT HAS BEEN IMPROVED BY THE PURCHASE OF SHELVING & MARKING SHELVES WITH STOCK NUMBERS & DESCRIPTIONS.
* IMPROVED DATA ENTRY INTO THE MATERIAL MANAGEMENT SYSTEM.
* PROCUREMENT PROCESS HAS BEEN IMPROVED WITH ADDITONAL PRICE AGREEMENTS ON LINE MATERIAL & ADDITIONAL BLANKET PURCHASE ORDERS.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	335,992	296,081	296,081	313,177
OTHER SERVICES	91,667	75,400	77,232	87,200
SUPPLIES	1,510,911	1,688,300	1,672,483	1,690,300
CAPITAL OUTLAY	0	8,200	16,185	0
DEBT SERVICE/OTHER	0	0	0	0
Total	1,938,570	2,067,981	2,061,981	2,090,677

Continued

City of Independence
Detail Program Sheet

Department: 6100-POWER & LIGHT **1997-98 Operating Budget**
Program: 6122-WAREHOUSE & STORES **Fund: 20-POWER AND LIGHT**

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PROCESSED PURCHASE REQUISITIONS	500	550	550	539
PROCESSED WORK ORDERS	1,203	1,400	1,400	1,370
FILLED JOB ORDER MATERIAL REQUESTS	1,500	2,000	2,000	1,680
FILLED MAINTENANCE MATERIAL REQUESTS	1,150	1,500	1,500	1,576

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
INVENTORY CONTROL TECH. II	1.00	1.00	1.00	1.00
WAREHOUSE SUPERINTENDENT	1.00	1.00	1.00	1.00
LEAD WAREHOUSEMAN	1.00	1.00	1.00	1.00
WAREHOUSEMAN	3.00	3.00	3.00	3.00
INVENTORY CLERK	2.50	0.00	0.00	0.00
SCALE OPERATOR	1.00	0.00	0.00	0.00
WAREHOUSE SUPERINTENDENT	1.00	0.00	0.00	0.00
Total	10.50	6.00	6.00	6.00

City of Independence
Detail Program Sheet

Department: 6100-POWER & LIGHT — 1997-98 Operating Budget
Program: 6123-VEHICLE MAINTENANCE — 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 RELATED SUPPORT SERVICES AS REQUIRED TO POWER & LIGHT DEPARTMENT DIVISIONS.

1997-98 Objectives:

* REVIEW & EVALUATE OFF-ROAD & SPECIAL USE EQUIPMENT IN THE FLEET.
* REVIEW & EVALUATE GARAGE FACILITIES & RELATED STRUCTURES IN LIGHT OF CURRENT OPERATIONAL NEEDS.
* INITIATE PHASE II OF COMPUTERIZING PARTS INVENTORY (O.E.M. ITEMS)
* CROSS TRAIN PERSONNEL IN NEW PARTS INVENTORY SOFTWARE.
* EVALUATE EXISTING REPAIR FACILITIES & MAKE RECOMMENDATIONS FOR IMPROVEMENT.

1996-97 Accomplishments:

* ANALYZED & EVALUATED EQUIPMENT DOWNTIME & TARGET AREAS NEEDING IMPROVEMENT TO REDUCE UNSCHEDULED EQUIPMENT DOWNTIME.
* ESTABLISHED REQUIREMENTS FOR OPERATOR TRAINING & CERTIFICATION.
* INITIATED PHASE I OF A COMPUTERIZED PARTS INVENTORY CONTROL SYSTEM (FILTERS, TIRES, & SERVICE ITEMS).
* CONTINUED CROSS TRAINING PERSONNEL IN FLEET SOFTWARE APPLICATIONS.
* ESTABLISHED SPECIFICATIONS FOR MOBILE TRUCK WASHING, IN COMPLIANCE WITH EPA REGULATIONS FOR WASTEWATER HANDLING, FOR THE PURPOSE OF OUTSOURCING THIS TASK.
* REVIEWED & EVALUATED HEAVY EQUIPMENT FLEET.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	337,757	338,476	338,476	363,571
OTHER SERVICES	132,693	136,300	135,956	136,300
SUPPLIES	76,072	73,400	74,045	73,400
CAPITAL OUTLAY	0	10,000	9,355	1,000
DEBT SERVICE/OTHER	0	0	0	0
Total	546,522	558,176	557,832	574,271

Continued

City of Independence
Detail Program Sheet

Department: 6100-POWER & LIGHT — **1997-98 Operating Budget**
Program: 6123-VEHICLE MAINTENANCE — **Fund: 20-POWER AND LIGHT**

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
IN-HOUSE REPAIRS	1,661	1,600	1,923	2,000
OUTSIDE REPAIRS	330	350	223	300
PREVENTIVE MAINTENANCE SERVICES	1,256	1,300	1,174	1,200
SAFETY INSPECTIONS	40	50	41	45
OTHER ASSIGNMENTS	34	40	34	40

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 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

City of Independence
Detail Program Sheet

Department: 6100-POWER & LIGHT — 1997-98 Operating Budget
Program: 6126-METER READING — Fund: 20-POWER AND LIGHT

Description:

RESPONSIBLE FOR READING UTILITY CONSUMPTION METERS ON A REGULARLY SCHEDULED BASIS, CONNECTION/DISCONNECTION OF ELECTRIC METERS FOR NEW/EXISTING CUSTOMERS, AND COLLECTION OF DELINQUENT ACCOUNTS.

1997-98 Objectives:

* CONTINUE TO REDUCE NUMBER OF ESTIMATED METER READING BY IDENTIFYING ACCESSIBILITY PROBLEMS & WORK WITH THE CUSTOMER TO CORRECT.
* EVALUATE METER READING ROUTES & WORK IN NEW CUSTOMERS ACQUIRED FROM KCPL INTO PRESENT ROUTES.
* DEVELOP PLAN FOR AUTOMATED METER READING.

1996-97 Accomplishments:

* REDUCED COMPUTER ESTIMATED METER READINGS DUE TO INCLEMENT WEATHER BY ENTERING FIELD ESTIMATES.
* REDUCED NUMBER OF ESTIMATED METER READING BY IDENTIFYING ACCESSIBILITY PROBLEMS & WORKING WITH THE CUSTOMER TO CORRECT THE PROBLEM.
* EVALUATED & IMPROVED METER READING REPORTS (ABNORMAL READS, SERVICE REQUESTS & WORK ORDERS)
* KEPT UP WITH CHANGES IN NEW TECHNOLOGY FOR ELECTRONIC METER READING.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	1,160,121	1,137,031	1,137,031	1,255,852
OTHER SERVICES	21,897	26,400	26,400	27,400
SUPPLIES	11,657	11,000	11,000	11,600
CAPITAL OUTLAY	1,375	14,000	14,000	15,000
DEBT SERVICE/OTHER	0	0	0	0
Total	1,195,050	1,188,431	1,188,431	1,309,852

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
METER READS	1,116,000	1,152,000	1,152,000	1,168,000
RECHECKS, COMPLAINTS, CAN'T READS	3,100	3,400	3,400	3,600

Continued

City of Independence
Detail Program Sheet

Department: 6100-POWER & LIGHT **1997-98 Operating Budget**
Program: 6126-METER READING **Fund: 20-POWER AND LIGHT**

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
ADMINISTRATIVE SPECIALIST II	1.00	1.00	1.00	1.00
METER READER SUPERVISOR	2.00	2.00	2.00	2.00
UTILITY METER READER I	10.00	10.00	10.00	10.00
UTILITY FIELD SERVICE WORKER	3.00	3.00	3.00	3.00
UTILITY METER READER I REGULAR	6.00	6.00	6.00	6.00
Total	22.00	22.00	22.00	22.00

City of Independence
Detail Program Sheet

Department: 6100-POWER & LIGHT
Program: 6130-PLANNING

1997-98 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.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	365,756	480,700	480,700	0
OTHER SERVICES	133,259	200,500	196,720	0
SUPPLIES	10,820	64,800	65,700	0
CAPITAL OUTLAY	17,285	2,000	4,880	0
DEBT SERVICE/OTHER	0	0	0	0
Total	527,120	748,000	748,000	0

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
DATA ENTRY TECHNICIAN	1.00	1.00	1.00	0.00
ECONOMIC PLANNING & RATES MGR.	1.00	1.00	1.00	0.00
ACCOUNTANT I	0.00	0.00	1.00	0.00
ACCOUNTANT II	1.00	1.00	1.00	0.00
ECON. PLANNING & RATES ANALYST	1.00	1.00	1.00	0.00
ENERGY APPLICATIONS ADMIN.	1.00	1.00	1.00	0.00
ENGINEER II	0.00	1.00	1.00	0.00
FISCAL TECHNICIAN II	2.00	2.00	1.00	0.00
UTILITY ACCOUNT MANAGER	1.00	1.00	0.00	0.00
CLERK STENOGRAPHER II	1.00	0.00	0.00	0.00
Total	9.00	9.00	8.00	0.00

Continued

City of Independence
Detail Program Sheet

Department: 6100-POWER & LIGHT **1997-98 Operating Budget**
Program: 6130-PLANNING **Fund: 20-POWER AND LIGHT**

Significant Issues/Changes:

* ELIMINATED THE PLANNING DIVISION. ESSENTIAL FUNCTIONS WERE TRANSFERRED TO THE ADMINISTRATION FUNCTION 6110 & CUSTOMER & SUPPORT SERVICES FUNCTION 6121.

City of Independence
Detail Program Sheet

Department: 6100-POWER & LIGHT — 1997-98 Operating Budget
Program: 6140-PRODUCTION — Fund: 20-POWER AND LIGHT

Description:

RESPONSIBLE FOR THE SAFE AND EFFICIENT MAINTENANCE OPERATION OF ALL POWER PRODUCTION EQUIPMENT.

1997-98 Objectives:

* UPGRADE MAINT. MNGT. SYS. INCLUDING REPLACING SUPREMA WITH A MODERN STATE-OF-THE-ART COMPUTER SYSTEM FOR WORK ORDER PROCESSING & ACCURATE RETENTION OF MAINT. HISTORY ON ALL CRITICAL PLANT EQUIPMENT.
* COMPLETE SUBSTATION J UNITS 1 & 2 OVERHAUL/REHAB INCLUDING . MAJOR TURBINE OVERHAUL & GENERATOR REWINDS AS WELL AS INSTALLATION OF NEW SOLID STATE CONTROL SYSTEM & NEW GENERATOR EXCITATION SYSTEMS
* COMPLETE SUBSTATION H UNITS 5 & 6 OVERHAUL/REHAB INCLUDING . NEW SOLID STATE CONTROLS & STACK REPLACEMENTS.
* COMPLETE BV UNITS 1, 2 & 3 OVERHAULS TO REHABILITATE CRITICAL PLANT AUXILIARY EQUIPMENT.
* COMPLETE NOX EMISSION TESTING PROGRAM ON BV3 TO DETERMINE ABIL- . ITY TO REACH 0.40 #/MM BTU LIMIT WITH CURRENT EQUIPMENT. EVALUATE COSTS TO COMPLY WITH CAA REQUIREMENTS BY YEAR 2000.
* IMPLEMENT RADIO TELEMETRY OF 5 BLUE VALLEY WATER WELLS TO IMPROVE PLANT OPERATIONS.

1996-97 Accomplishments:

* INSTALLATION & SUCCESSFUL OPERATION OF UPGRADES TO BLUE VALLEY PLANT COAL HANDLING SYSTEM.
* COMPLETED ONLINE UNIT TESTING TO ESTABLISH CURRENT HEAT RATES & MAXIMUM/MINIMUM CAPACITY RATINGS FOR BV UNITS 1, 2, & 3 UTILIZING THE NEW DISTRIBUTED CONTROL SYSTEM.
* EVALUATED THE RELIABILITY, EFFICIENCY, CAPITAL & TOTAL OPERATING COSTS TO RETURN MO CITY UNITS 1 & 2 TO ACTIVE SERVICE.
* PROCURED MATERIAL AND SERVICES FOR OVERHAULS OF CT'S AT SUB J, H, I & RCT.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	3,884,422	4,203,495	4,203,495	4,625,741
OTHER SERVICES	1,737,314	1,785,904	1,791,248	1,711,780
SUPPLIES	2,715,359	6,277,514	5,937,170	5,924,648
CAPITAL OUTLAY	97,054	27,000	27,000	120,000

...Continued

Program Costs: *(Continued)*

DEBT SERVICE/OTHER	0	0	0	0
Total	8,434,149	12,293,913	11,958,913	12,382,169

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
TOTAL NET GENERATION AT IPL PLANTS (MWH)	115,814	335,000	335,000	300,000
TOTAL COAL BURNED (TON)	54,969	171,000	171,000	145,316
TOTAL GAS BURNED (MCF)	86,520	325,000	325,000	449,810
TOTAL OIL BURNED (GAL)	86,520	315,000	315,000	331,782

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 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
PLANT MAINTENANCE SUPT.	1.00	1.00	1.00	1.00
ENGINEERING ADMINISTRATOR	1.00	1.00	1.00	1.00
ELECTRICAL/ELECTRONICS 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	0.00	1.00	1.00	1.00
COMPUTER SUPPORT SPECIALIST	1.00	1.00	1.00	1.00
ELECTRICAL/TECHNICIAL SUPV.	1.00	1.00	1.00	1.00
OPERATIONS SHIFT SUPERVISOR	4.00	4.00	4.00	4.00
SCALE OPERATOR	0.00	1.00	1.00	1.00
INSTRUMENT/PNEUMATICS TECH.	3.00	3.00	3.00	3.00
INVENTORY CLERK	0.00	2.00	2.00	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	2.00	4.00	4.00	4.00
POWER PLANT GEN. UTIL. WORKER	3.00	3.00	3.00	3.00
JOURNEYMAN POWER PLANT MECH	14.00	14.00	14.00	14.00
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
TOOL ROOM MECHANIC	1.00	1.00	1.00	1.00

...Continued

Staffing: ***(Continued)***

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	69.00	75.00	75.00	75.00

Significant Issues/Changes:

* REDUCED BUILDING & FACILITY MAINTENANCE COSTS ($90,000).
* ADDED SCREENING OF BLUE VALLEY PLANT PARKING LOT & LAYDOWN AREA ($60,000).

City of Independence
Detail Program Sheet

Department: 6100-POWER & LIGHT — **1997-98 Operating Budget**
Program: 6145-PURCHASED POWER — **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.

1997-98 Objectives:

* NEGOTIATE EXTENSION, IF ANY, OF KCPL CAPACITY EXCHANGE SERVICE CONTRACT BEYOND 5/31/01.
* NEGOTIATE & IMPLEMENT MOST FAVORABLE TERMS & PRICES OF PURCHASING POWER & OR CONTRACTUAL AGREEMENTS.
* JOIN & IMPLEMENT PROVISIONS OF WESTERN SYSTEM POWER POOL TO IMPROVE ACCESS OF PURCHASE/SALES OPPORTUNITIES WITH OTHER POWER SUPPLIERS.
* REVIEW BILLED TRANSACTIONS MONTHLY TO ASSURE COMPLIANCE WITH TERMS & RATES OF CONTRACTUAL AGREEMENTS.

1996-97 Accomplishments:

* IMPLEMENTED 60 MW CAPACITY PURCHASE STARTING 6/1/96 WITH KCPL & REVIEWED MONTHLY BILLING FOR CONTRACT TERMS & RATES COMPLIANCE.
* IMPLEMENTED THE MID AMERICAN ENERGY CO (MEC) AGREEMENT'S 50MW SUMMER SEASON PURCHASE & 25MW WINTER SEASON PURCHASE & REVIEWED BILLING FOR CONTRACT TERMS & RATES COMPLIANCE.
* IMPLEMENTED HOURLY ENERGY PURCHASES UNDER CONTINENTAL POWER EXCHANGE AGREEMENT & REVIEWED MONTHLY BILLING FOR CONTRACT TERMS & RATES.
* NEGOTIATE & IMPLEMENTED AMEND #3 TO THE MEC AGREEMENT WHICH MODIFIED THE PURCHASE ENERGY RATE FORMULA TO IMPROVE MONTHLY STABILITY & PROVIDE POTENTIAL LOWER COSTS.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	0	0	0	0
OTHER SERVICES	0	0	0	0
SUPPLIES	26,311,854	17,583,762	17,583,762	18,588,215
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	26,311,854	17,583,762	17,583,762	18,588,215

Continued

City of Independence
Detail Program Sheet

Department: 6100-POWER & LIGHT **1997-98 Operating Budget**
Program: 6145-PURCHASED POWER **Fund: 20-POWER AND LIGHT**

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PURCHASED ENERGY	11,175,893	8,507,062	8,507,062	9,644,783
DEMAND	10,041,800	7,730,000	7,730,000	7,662,000
WHEELING	1,804,447	1,147,500	1,147,500	1,071,000
LOAD CONTROL	199,737	199,200	199,200	210,432
PURCHASED ENERGY (MWH)	863,274	601,460	601,460	718,730

Significant Issues/Changes:

* ADDED $1,004,000 FOR ENERGY PURCHASES BASED UPON ACQUISITION OF KCPL SERVICE AREA & INCREASED 1997-98 ENERGY SALES PROJECTIONS.

City of Independence
Detail Program Sheet

Department: 6100-POWER & LIGHT — 1997-98 Operating Budget
Program: 6150-Transmission & Dist. — 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 MONTHY AND YEARLY PROGRESS REPORTS AND CUSTOMER SERVICE OUTAGE REPORTS. DIVISION'S MAJOR RESPONSIBILITIES INCLUDE ELECTRIC LINE CLEARANCE, ELECTRIC METERING, AND SUBSTATION MAINTENANCE & OPERATIONS.

1997-98 Objectives:

* MAINTAIN THE CUSTOMER'S ELECTRIC SERVICE CONTINUITY AT 99.98%.
* EVALUATE ALL CUSTOMER OUTAGES & COMPLAINTS PROVIDING QUALITY ELECTRICAL SERVICE.
* RECONDUCTOR & CONVERT 4KV CIRCUITS D-00404 & D-004-5 TO 13KV SYSTEM.
* COMPLETE SUBSTATION SPARE PARTS INVENTORY SYSTEM.
* MAINTAIN THE TREE TRIMMING CYCLES OF 5 YEAR IN REAR PROPERTY & 3 YEAR ROTATION ON THE STREET BY TRIMMING 22 GRID MAPS.
* MAINTAIN ELECTRIC METER ACCURACY THROUGH PLANNED AREA METER ROTATION OF 2,200 METERS.
* MAINTAIN TECHNICAL TRAINING FOR ALL T&D PERSONNEL.
* REDUCE THE BACK LOG OF LINE CONSTRUCTION MAINTENANCE JOB ORDERS.
* EVALUATE & PRESENT COST-EFFECTIVE PROGRAMS TO CUT OPERATING EXPENSES.

1996-97 Accomplishments:

* ELECTRIC SYSTEM CONTINUITY WAS 99.84% FOR 1996-97.
* COMPLETED 8,080 CUSTOMER SERVICE WORK ORDER'S & PROVIDED 2,197 UDERGROUND LOCATIONS.
* 100% COMPLETION OF THE CONVERSION PROJECT AB 2294, 3 MILES OF 4KV SYSTEM CONVERTED TO 13KV.
* POWER LINE CLEARANCE TREE TRIMMING 19 OF THE PROJECT OF 21 GRID MAPS IS 90% COMPLETE.
* ROTATED 860 METERS WHICH REPRESENTS 57% OF THE T&D DIVISION'S GOAL FOR 1996-97.
* PHASE II OF AREA SUBSTATION LANDSCAPING WILL BE COMPLETED FOR SUBSTATION B, H, I, E, AND D.
* NUS TRAINING WAS STARTED FOR THE LINE CONSTRUCTION PERSONNEL.
* REVIEWED & EVALUATED THE TREE TRIMMING OPERATIONS & ADDED A BROWN'S BRUSH HOG TO MOW EXISTING HIGH LINE RIGHTS-OF-WAY.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	3,779,608	3,901,706	3,901,706	4,254,003

...Continued

Program Costs: *(Continued)*

OTHER SERVICES	1,136,674	1,322,648	1,657,992	1,254,259
SUPPLIES	54,503	71,200	71,200	72,650
CAPITAL OUTLAY	257,328	344,350	344,350	202,500
DEBT SERVICE/OTHER	0	0	0	0
Total	5,228,113	5,639,904	5,975,248	5,783,412

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
COMPLETED CONSTRUCTION J.O.	784	850	850	800
4 KV CONVERSION MILE COMP.	3	3	3	3
SERVICES INSTALLED	784	900	900	850
SERVICES REMOVED	622	600	600	600
ROTATION OF METERS	1,375	1,300	1,300	2,100
TOTAL NO. TREES TRIMMED	29,995	29,000	29,000	29,500
PROPERTIES TRIMMED	7,975	6,700	6,700	8,000
LIGHTS ADDED	97	150	150	100
YEARLY CONTINUITY PERCENTAGE	99	99	99	99

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 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	2.00	2.00	2.00	2.00
APPRENTICE METERMAN	0.00	1.00	1.00	1.00
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	3.00	2.00	2.00	2.00
JOURNEYMAN TREE TRIMMER	5.00	4.00	4.00	4.00
METER FOREMAN, WORKING	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

...Continued

Staffing: ***(Continued)***

UTILITY MAINTENANCE WORKER	2.00	2.00	2.00	2.00
METER RECORDS CLERK	1.00	1.00	1.00	1.00
DISPATCHER	4.00	0.00	0.00	0.00
Total	72.00	67.00	67.00	67.00

Significant Issues/Changes:

* REDUCED COSTS IN "OTHER SERVICE" CATEGORY ($335,000) SINCE THE 1996-97 FY BUDGET APPROPRIATIONS REFLECT THE COST OF THE OCTOBER 22, 1996 SNOW STORM.
* REDUCED CAPITAL EXPENDITURES. THE 1996-97 FY BUDGET APPROPRIATIONS INCLUDED REPLACEMENT OF A DIGGER DERICK AT A COST OF $115,000.

City of Independence
Detail Program Sheet

Department: 6100-POWER & LIGHT — 1997-98 Operating Budget
Program: 6160-ENGINEERING — 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, 540 MILES OF 13 KV & 20 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, SELL & CONSTRUCTION JOB ORDER & CONTRACT DEVELOPMENT, ESTIMATING, & ADMINISTRATION.

1997-98 Objectives:

* DESIGN/CONSTRUCT WILLIS & WHITE OAK STREET'S UNDERGROUND IN MIDTOWN REVITALIZATION AREA.
* DESIGN/CONSTRUCT APPROXIMATELY 10 MILES OF NEW 13 KV 600 AMPER OVERHEAD DISTRIBUTION.
* DESIGN/CONSTRUCT 5 UNDERGROUND PROJECTS AS PART OF UNDERGROUNDING PROGRAM.
* COMPLETE DESIGN OF 2 NEW SUBSTATIONS & MODIFICATIONS TO 3 EXISTING SUBSTATIONS.
* DESIGN/CONSTRUCT APPROXIMATELY 6 MILES OF 4 KV TO 13 KV CONVERSION NEAR SUB. "D".
* CONTRACT FOR CONSTRUCTION OF NEW SUBSTATION "C" & MODIFICATION OF SUBSTATON "A/L".
* DESIGN/CONSTRUCT APPROXIMATELY 4 MILES OF 13 KV 600 AMPER DISTRIBUTION RECONDUCTORING.

1996-97 Accomplishments:

* COMPLETED CONSTRUCTION OF FIRST DEMO BLOCK IN THE MIDTOWN REVITALIZATION PROJECT AREA.
* IMPLEMENTED THE HIGH VOLUME TROUBLE CALL ANSWERING (HVTCA) SERVICE.
* CONVERTED THE STORM RESTORATION MANAGEMENT SYSTEM FROM MAPPER TO GIS BASED.
* AWARDED CONTRACT TO DESIGN 2 NEW SUBSTATIONS & MODIFY 3 EXISTING SUBSTATIONS.
* RECONDUCTORED APPROXIMATELY 10 MILES OF 13.2KV DISTRIBUTION.
* DESIGNED 460 MISCELLANEOUS DISTRIBUTION SYSTEM IMPROVEMENT PROJECTS.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	1,701,155	1,647,806	1,647,806	1,812,559
OTHER SERVICES	175,704	413,475	409,450	524,875

...Continued

Program Costs: *(Continued)*

SUPPLIES	70,211	33,176	42,192	63,300
CAPITAL OUTLAY	44,207	56,300	74,101	194,800
DEBT SERVICE/OTHER	0	0	0	0
Total	1,991,277	2,150,757	2,173,549	2,595,534

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
CONTRACTED RECONDUTORING	140,000	470,000	740,000	650,000
CODE 2 JOB ORDERS (LESS THAN $25,000)	984,683	1,500,000	1,100,000	1,200,000
CODE 4 JOB ORDERS (MORE THAN $25,000)	1,705,927	1,200,000	1,900,000	2,000,000
CODE 6 JOB ORDERS (STREET LIGHTING)	154,028	200,000	150,000	200,000
CODE 7 JOB ORDERS (PRIVATE LIGHTING)	51,101	60,000	20,000	30,000

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
DISTRICT ENG. PLANNING SUPV.	1.00	1.00	1.00	1.00
POWER ENGINEERING 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	2.00	2.00
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	1.00	1.00	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	24.00	28.00	29.00	29.00

Continued

City of Independence
Detail Program Sheet

Department: 6100-POWER & LIGHT — 1997-98 Operating Budget
Program: 6160-ENGINEERING — Fund: 20-POWER AND LIGHT

Significant Issues/Changes:

* ADDED ENGINEER II POSITION ($47,000) FOR ELECTRICAL SYSTEM DESIGN & SPECIFICATIONS.
* INCREASED/ADDED MAINTENANCE COST FOR HVAC SYSTEM & SCADA ($20,000).
* ADDED PURCHASE OF SOUTHWEST POWER POOL COMPUTER SYSTEM ($50,000).
* REPLACEMENT OF THE TWO WAY RADIO SYSTEM ($80,000).
* UPGRADE SECURITY SYSTEM FOR POWER & LIGHT FACILITIES ($57,000).
* DESIGN AND DEVELOP SPECIFICATIONS FOR A SUPERVISORY CONTROL AND DATA ACQUISITION SYSTEM (SCADA) ($100,000)

CITY OF INDEPENDENCE, MISSOURI
1997-98 Operating Budget

Capital Budget Summary - Power and Light Fund

Project Number	Project Description	Source of Funds	Amount
9402	Transmission and Distribution Reconductoring Projects	Power and Light Fund	$338,000
9402	Substation H - Replace Transformer	Power and Light Fund	1,255,000
9407	New Substation P	Power and Light Fund	2,641,000
9402	Substation B - Replace Transformer	Power and Light Fund	804,000
9309	Substation H - Combustion Turbines Overhaul	Power and Light Fund	765,000
9036	Plant Engineering Cost	Power and Light Fund	75,000
9607	Underground Utilities Program, Replace Existing Overhead Service	Power and Light Fund	1,100,000
		Grand Total	$6,978,000

City of Independence
Detail Program Sheet

Department: 6519-LEASE PURCH/DEBT SERVICE — 1997-98 Operating Budget
Program: 6519-LEASE PURCH/DEBT SERVICE — Fund: 02-GENERAL

Description:

CAPITAL LEASE PAYMENTS AND DEBT SERVICE PAYMENTS FOR THE POWER AND LIGHT FUND.

SERIES	PRINCIPAL	INTEREST	FISCAL AGENTS FEES	TOTAL REQUIREMENTS
POWER AND LIGHT FUND-				
REVENUE BONDS (REFUNDING)- 1989 SERIES A AND B (20-6231)	$1,015,000	$1,500,000	$1,500	$2,516,500
REVENUE BONDS (REFUNDING)- 1993 SERIES (20-6233)	100,000	423,810	500	524,310
TOTAL POWER AND LIGHT FUND	$1,115,000	$1,923,810	$2,000	$3,040,810

Comparison of Average Monthly Electric Bills for Electric Service Customers
Independence Power & Light
Versus
Kansas City Power & Light Company and Missouri Public Service Company

Type of Service and Customer Monthly Usage	Independence Power & Light (IPL)		Missouri Public Service Company (MoPub) (rates effective 6/29/93)			Kansas City Power & Light Co. (KCPL) (rates effective 1/1/97)		
	Rate Designation	Average Monthly Bill Amount	Rate Designation	Average Monthly Bill Amount	Percent Higher or (Lower) than IPL	Rate Designation	Average Monthly Bill Amount	Percent Higher or (Lower) than IPL
Standard Residential Service								
Winter Season Energy - 555 KWH	RS-3	41.15	060	53.47	29.94%	R	48.94	18.93%
Summer Season Energy - 920 KWH	RS-3	70.29	060	84.20	19.79%	R	84.25	19.86%
Small General Service (Commercial)								
Metered Demand - 6 KW Energy - 750 KWH	GS-1	70.38	310	70.72	0.48%	SGS	82.79	17.63%
Metered Demand - 6 KW Energy - 1,200 KWH	GS-1	107.29	310	105.07	-2.07%	SGS	123.57	15.17%
Large General Service (Commercial and Industrial)								
Metered Demand - 150 KW Energy - 45,000 KWH	LGS-1	2,936.43	320	2,707.18	-7.81%	MGS	3,274.80	11.52%
Metered Demand - 150 KW Energy - 75,000 KWH	LGS-1	3,932.55	320	3,946.33	0.35%	MGS	4,430.58	12.66%
Metered Demand - 300 KW Energy - 90,000 KWH	LGS-1	5,649.36	320	5,356.64	-5.18%	LGS	6,127.37	8.46%
Metered Demand - 300 KW Energy - 150,000 KWH	LGS-1	7,641.60	320	7,840.32	2.60%	LGS	8,213.20	7.48%
Industrial - Primary Voltage Delivered Service - 13,000 Volts								
Metered Demand - 500 KW Energy - 150,000 KWH	LP-2	8,122.60	335	8,314.85	2.37%	LGS	9,807.45	20.74%
Metered Demand - 500 KW Energy - 250,000 KWH	LP-2	11,353.00	335	11,610.50	2.27%	LGS	13,214.51	16.40%
Metered Demand - 1,200 KW Energy - 360,000 KWH	LP-2	18,838.94	335	19,757.27	4.87%	LGS	23,976.73	27.27%
Metered Demand - 1,200 KW Energy - 600,000 KWH	LP-2	26,591.90	335	27,666.82	4.04%	LPS	31,032.34	16.70%
Metered Demand - 4,000 KW Energy - 1,200,000 KWH	LP-2	56,382.30	335	65,526.94	16.22%	LPS	78,406.36	39.06%
Metered Demand - 4,000 KW Energy - 2,000,000 KWH	LP-2	79,618.50	335	91,892.10	15.42%	LPS	100,035.90	25.64%
Metered Demand - 10,000 KW Energy - 3,500,000 KWH	LP-2	152,146.50	335	181,627.98	19.38%	LPS	200,410.80	31.72%
Metered Demand - 10,000 KW Energy - 5,000,000 KWH	LP-2	189,910.50	335	229,517.70	20.86%	LPS	238,217.70	25.44%
Industrial - Transmission Voltage Delivered Service - 69,000 Volts								
Metered Demand - 10,000 KW Energy - 3,500,000 KWH	LP-2	145,046.50	335	181,627.98	25.22%	LPS	186,828.00	28.81%
Metered Demand - 10,000 KW Energy - 5,000,000 KWH	LP-2	182,810.50	335	229,517.70	25.55%	LPS	224,331.60	22.71%

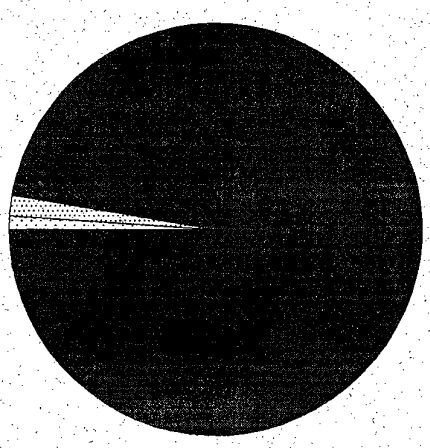
NOTES:

(a) Assumes Rate Schedules RS-3, GS-1, and LGS-1 effective 7/1/89 and LP-2 effective 12/1/95. IPL rates include Fuel Cost Adjustment of minus ($0.011346) per KWH as based on the average of the actual monthly Fuel Cost Adjustment rates for the 12 months ending February 1997.
(b) A Gross Receipts Tax of 9.08 percent is incorporated within IPL's rates.
(c) All bill amounts shown for MoPub and KCPL include the City's Franchise Gross Receipts Tax of 9.08 percent.
(d) Fuel Cost Adjustment rate provision is not applicable for MoPub or KCPL.
(e) No sales tax is included in the above bill amounts.
(f) MoPub and KCPL bill amounts are based on 12 months average of 8 months of winter rates and 4 months of summer rates at the assumed usage as shown in column (1) for all 12 months.

Source of Budget Dollars

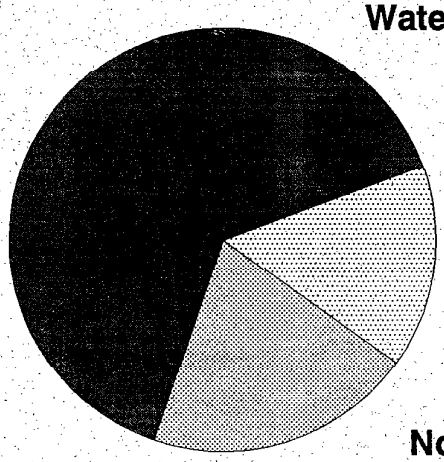
Operating Revenues (97.4%)

Interest Income (1.6%)
Other Revenues & Sources (1.0%)



Allocation of Budget Dollars

Water Pollution Control Dept. (65.2%)



Capital Budget (15.4%)

Non-Departmental (19.4%)

CITY OF INDEPENDENCE, MISSOURI
1997-98 Operating Budget

Budget Summary - Sanitary Sewer Fund

For the Fiscal Years 1996-97 and 1997-98

Description	1996-97 Original Budget	% of Total	1997-98 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Estimated Revenues-						
Operating Revenues	$11,041,742	98.1%	$11,880,000	97.4%	$838,258	7.6%
Interest Income	100,000	0.9%	200,000	1.6%	100,000	100.0%
Other Revenues	80,000	0.7%	80,000	0.7%	0	0.0%
Total Estimated Revenues	$11,221,742	99.7%	$12,160,000	99.7%	$938,258	8.4%
Transfers from Other Funds-						
Employee Benefits Fund	$34,815	0.3%	$34,815	0.3%	$0	0.0%
Total Sources	**$11,256,557**	**100.0%**	**$12,194,815**	**100.0%**	**$938,258**	**8.3%**
Allocation of Budget Dollars						
Operating Budget-						
Water Pollution Control Department	$7,712,651	57.2%	7,850,807	65.2%	$138,156	1.8%
Non-Departmental	2,147,078	15.9%	2,329,579	19.4%	182,501	8.5%
Total Operating Budget	$9,859,729	73.1%	$10,180,386	84.6%	$320,657	3.3%
Transfers to Other Funds-						
Storm Water Fund	293,773	2.2%	0	0.0%	(293,773)	-100.0%
Capital Budget-						
Capital Projects	$3,338,000	24.7%	$1,856,625	15.4%	($1,481,375)	-44.4%
Total Allocations	**$13,491,502**	**100.0%**	**$12,037,011**	**100.0%**	**($1,454,491)**	**-10.8%**
Net Sources over (under) Allocations						
Increase (Decrease)	**($2,234,945)**		**$157,804**		**$2,392,749**	

CITY OF INDEPENDENCE, MISSOURI
1997-98 Operating Budget

Historical Data - Sanitary Sewer Fund

For the Fiscal Years 1991-92 through 1995-96

Description	1991-92	1992-93	1993-94	1994-95	1995-96	Projected 1996-97
Net Income (Loss)						
Net Income (Loss)-	($252,923)	($1,415,040)	($2,691,687)	($791,541)	$28,074	$687,311
Depreciation on Contributed Capital Adjustment	1,064,553	1,087,390	1,087,425	1,091,175	1,092,934	
Transferred to Retained Earnings	$811,630	($327,650)	($1,604,262)	$299,634	$1,121,008	
Net Available Resources						
Net Available Resources-						
Total Current Assets	$9,334,092	$7,962,135	$6,189,612	$4,780,033	$5,987,945	
Less:						
Inventories	(257,071)	(255,939)	(268,543)	(174,722)	(177,823)	
Current Liabilities	(998,046)	(1,058,857)	(1,961,375)	(401,299)	(1,363,822)	
Carryover Capital Budget Appropriations	(1,695,534)	(1,516,707)	(935,597)	(329,056)	(1,050,713)	
Carryover Outstanding Encumbrances	(1,270,005)	(1,290,123)	(979,318)	(591,496)	(989,804)	
Add back:						
Compensated Absences	155,889	168,689	161,730	159,016	155,970	
Net Available Resources	$5,269,325	$4,009,198	$2,206,509	$3,442,476	$2,561,753	$1,370,830

Source: 1991-92 through 1995-96 - Comprehensive Annual Financial Report
1996-97 - Operating Staff Projections

Employee Staffing (in Full Time Equivalents)						
Department:						
Finance	0.75	0.75	0.75	0.75	0.00	0.00
Public Works	2.00	2.00	2.00	2.00	0.00	0.00
Water Pollution Control	74.50	76.50	77.50	74.50	72.50	72.50
Total	77.25	79.25	80.25	77.25	72.50	72.50
Utility Statistics						
No. of Residential Customers	35,460	35,066	35,434	35,919	36,137	36,125
No. of Commercial Customers	3,522	3,495	3,500	3,553	3,519	3,570
Wastewater Treated (million gallons)	2,775	4,424	4,396	3,450	3,314	3,350
Wastewater Treated-Other Agencies (million gallons)	2,497	4,045	4,019	3,286	2,926	3,334

CITY OF INDEPENDENCE, MISSOURI
1997-98 Operating Budget

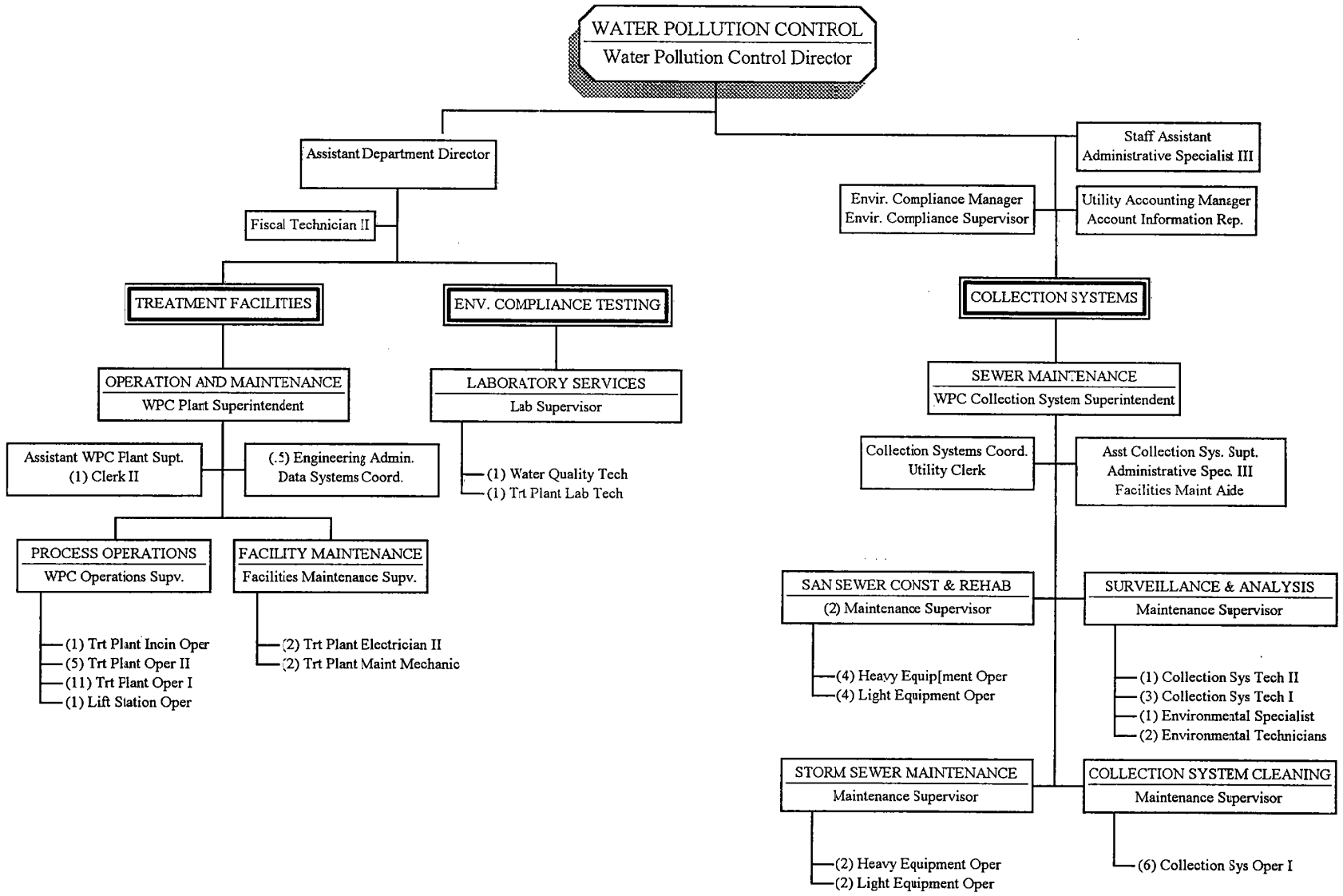
Revenue Summary - Sanitary Sewer Fund

For the Fiscal Years 1995-96, 1996-97 and 1997-98

Acct. No.	Description	1995-96 Actual	1996-97 Original Budget	1996-97 Current Estimate	1997-98 Projected Budget	% Chg. *
	Operating Revenue-					
	User Charges-					
4010	Residential	5,878,135	6,948,646	6,948,646	7,380,150	6.2%
	Commercial-					
4110	Base	2,608,252	3,059,759	3,059,759	3,189,850	4.3%
4120	Surcharge	575,395	540,000	540,000	650,000	20.4%
4430	Contract Sales	322,352	156,000	275,000	280,000	79.5%
4570	Intermunicipal Agreements	332,180	337,337	337,337	380,000	12.6%
4600	Other Operating Revenue	72,952	0	0	0	n/a
4700	Change in Unbilled Revenue	(18,643)	0	0	0	n/a
	Total Operating Revenue	$9,770,623	$11,041,742	$11,160,742	$11,880,000	7.6%
	Non-Operating Revenue-					
3410	Interest Income	259,602	100,000	200,000	200,000	100.0%
4900	Other Revenues, Net	0	80,000	80,000	80,000	0.0%
	Total Revenues	**$10,030,225**	**$11,221,742**	**$11,440,742**	**$12,160,000**	**8.4%**

* This amount represents the percentage change from the Original Budget

City of Independence, Missouri
Water Pollution Control



City of Independence
Departmental Budget Summary

Department: 5200-WATER POLLUTION CONTROL 1997-98 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	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
Budget by Major Program Category-					
02 5250	STORM SEWER MAINTENANCE	0	0	0	228,850
30 5201	ADMINISTRATION	599,459	627,526	627,526	649,903
30 5210	INTER-JURIS. AGENCIES	2,583,901	2,900,000	2,900,000	2,925,000
30 5220	TREATMENT FACILITIES	2,206,758	2,439,412	2,463,069	2,546,587
30 5230	COLLECTION SYSTEM MAINT	1,131,581	1,524,654	1,525,654	1,512,228
30 5240	ENVIRONMENTAL COMPLIANCE	184,880	221,059	219,402	217,089
35 5250	STORM SEWER MAINTENANCE	192,003	293,773	293,773	0
	Total	6,898,582	8,006,424	8,029,424	8,079,657
Staffing-					
	Full Time Positions	77.00	77.00	77.00	77.00
	Part Time Positions	0.50	0.50	0.50	0.50
	Total	77.50	77.50	77.50	77.50
Source of Funding-					
	SANITARY SEWER FUND	6,706,579	7,712,651	7,735,651	7,850,807
	STORM WATER FUND	192,003	293,773	293,773	228,850
	GENERAL FUND				
	Total	6,898,582	8,006,424	8,029,424	8,079,657

Continued

City of Independence
Departmental Budget Summary

Department: 5200-WATER POLLUTION CONTROL **1997-98 Operating Budget**

Significant Issues/Changes:

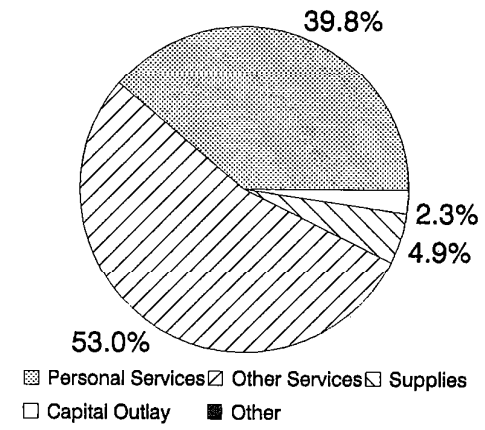
* THE DEPARTMENT WILL FOCUS ON WORKFORCE FLEXIBILITY THROUGH CROSS-TRAINING, COMPETITIVE ASSESSMENT, AND CONTINUED EMPLOYEE DEVELOPMENT.
* THE DEPARTMENT WILL INSTALL AND START-UP STATE OF THE ART SOLIDS DEWATERING AND ODOR CONTROL TECHNOLOGY. CAPITAL INVESTMENT IN PLANT RETROFIT WILL EXCEED 2 MILLION DOLLARS.
* THE DEPARTMENT'S TOTAL OPERATING BUDGET HAS BEEN REDUCED FROM LAST YEAR'S LEVEL.
* THE DEPARTMENT WILL INCREASE THE NEIGHBORHOOD SEWER REHABILITATION PROGRAM THROUGH INTENSIFIED FLOW MONITORING AND CORRECT DEFICIENCIES WITH THE USE OF TRENCHLESS TECHNOLOGY.
* FUNDING FOR THE STORM WATER CREW HAS BEEN TRANSFERRED FROM THE STORM WATER FUND WHICH HAS NOT YET ESTABLISHED A SOURCE OF FUND REVENUES TO THE GENERAL FUND. THE INCREASE TO THE GENERAL FUND WAS $228,850.

1997-98 Operating Budget Water Poll. Control

Appropriations by Type:

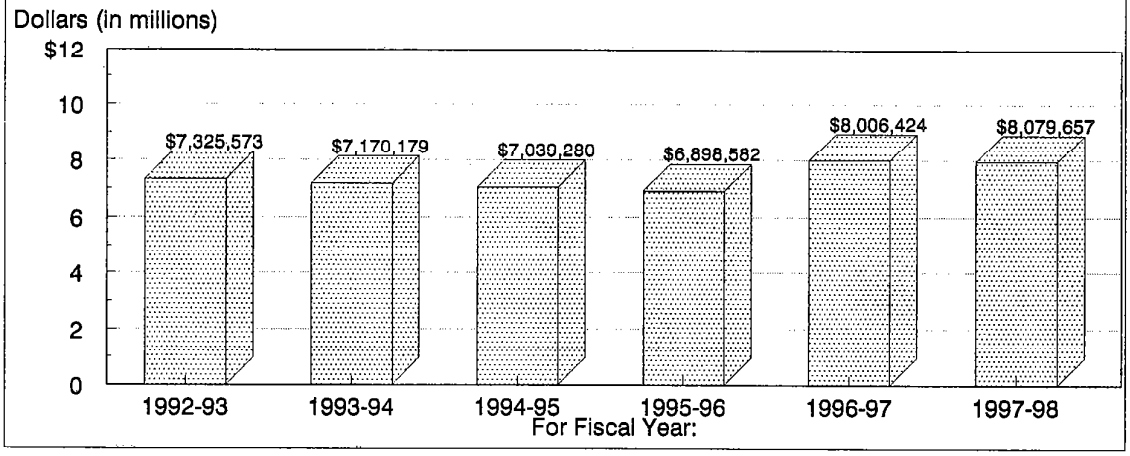
Expenditure Type	Actual 1995-96	Original 1996-97	Projected 1996-97	Adopted 1997-98
Personal Ser.	2,764,485	3,081,233	3,072,733	3,215,795
Other Services	3,734,000	4,259,613	4,273,978	4,284,792
Supplies	338,836	390,378	390,770	394,249
Capital Outlay	61,261	275,200	291,943	184,821
Other	0	0	0	0
Total	6,898,582	8,006,424	8,029,424	8,079,657

1997-98 City Council Adopted Budget



Historical Comparison:

	Actual 1992-93	Actual 1993-94	Actual 1994-95	Actual 1995-96	Budget 1996-97	Budget 1997-98
Employees:						
Full Time Equiv.	81.50	82.50	79.50	77.50	77.50	77.50
Amount by Fund:						
Sanitary Sewer	7,140,215	6,976,110	6,837,061	6,706,579	7,712,651	7,850,807
Storm Water	185,358	194,069	202,219	192,003	293,773	0
General	0	0	0	0	0	228,850
Per 100,000 Gals. Treated	165.59	163.11	204.04	208.16	239.00	218.23
Per Capita	64.73	63.14	61.86	60.64	69.66	69.93
Per Household	150.63	146.60	143.03	139.43	161.16	161.32



City of Independence
Detail Program Sheet

Department: 5200-WATER POLLUTION CONTROL **1997-98 Operating Budget**
Program: 5250-STORM SEWER MAINTENANCE **Fund: 02-GENERAL**

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.

1997-98 Objectives:

* TRAIN ALL PERSONNEL IN "CONFINED SPACE ENTRY" PROCEDURES.
* REPLACE 14 EXISTING STORM GRATES ON WINNER ROAD FROM FOREST TO US 24 HWY TO ACCOMODATE BICYCLE AND VEHICLE USAGE
* CONTINUE TO TRAIN STORM SEWER MAINTENANCE PERSONNEL IN TEAM WORK AND CUSTOMER SERVICE.

1996-97 Accomplishments:

* DEVELOPED A COMPUTERIZED DATA BASE OF MAINTENANCE HISTORY
* CROSS-TRAINED 2 EMPLOYEES IN THE USE OF THE VACUUM TRUCK TECHNOLOGY
* COMPLETED THE REHABILITATION OF THE COLONEL DRIVE PUMP STATIONS
* COMPLETED THE YARD WORK BEAUTIFICATION AND TREE STUMP REMOVAL OF THE CAPITAL IMPROVEMENT PROJECT, 25TH & RACE (#9311)
* COMPLETED THE 27TH & ARLINGTON REHABILITATION OF THE STORM WATER CHANNEL
* ACHIEVED 173 MANHOURS OF EMPLOYEE TRAINING (5 PEOPLE)
* COMPLETED 220 FEET OF CHANNELIZATION AT 52ND STREET AND 26TH STREET

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	0	0	0	181,671
OTHER SERVICES	0	0	0	15,180
SUPPLIES	0	0	0	16,999
CAPITAL OUTLAY	0	0	0	15,000
DEBT SERVICE/OTHER	0	0	0	0
Total	0	0	0	228,850

Continued

City of Independence
Detail Program Sheet

Department: 5200-WATER POLLUTION CONTROL — 1997-98 Operating Budget
Program: 5250-STORM SEWER MAINTENANCE — Fund: 02-GENERAL

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
SEWER REHABILITATION (FEET)	284	300	312	300
RECHANNELIZATION (FEET)	500	300	220	300
REPAIR PROJECTS	52	120	100	100
STORM WATER STRUCTURE CLEANED	1,941	2,300	1,700	1,900

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 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

City of Independence
Detail Program Sheet

Department: 5200-WATER POLLUTION CONTROL — **1997-98 Operating Budget**
Program: 5201-ADMINISTRATION — **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.

1997-98 Objectives:

* MONITOR & PARTICIPATE IN THE STATE RULEMAKING PROCESS THROUH CLEAN WATER COMMISSION HEARINGS AND MEETINGS WITH THE MISSOURI DEPARTMENT OF NATURAL RESOURCES.
* COORDINATE WASTEWATER CHARACTERIZATION AND INFILTRATION & INFLOW STUDIES.
* MAINTAIN CUSTOMER, NEIGHBORHOOD AND CIVIC ORGANIZATION CONTACT THROUGH VISITS AND PRESENTATIONS.
* ADMINISTER THE CAPITAL IMPROVEMENT PROGRAM FOR THE SANITARY SEWERS AND TREATMENT FACILITIES PURSUANT TO THE MASTER PLAN.
* CONTINUE EMPLOYEE PROFESSIONAL EDUCATION AND VOCATIONAL TRAINING.
* UPDATE AND DISTRIBUTE THE DEPARTMENT EMPLOYEE HANDBOOK FOR WATER POLLUTION CONTROL PERSONNEL.
* SERVE ON THE LAKE CITY ARMY AMMUNITION PLANT'S RESTORATION ADVISORY BOARD AS LIAISON AND ENSURE THAT ENVIRONMENTAL CLEAN-UP MEASURES ARE COMPLETED IN THE BEST INTEREST OF THE COMMUNITY.

1996-97 Accomplishments:

* UPDATED & PUBLISHED THE WATER POLLUTION CONTROL MASTER PLAN.
* ACHIEVED 267 HOURS OF EMPLOYEE TRAINING (9 PEOPLE).
* CONDUCTED SEWER RATE SURVEYS (11 METROPOLITAN COMMUNITIES).
* COMPLETED LARGE SCALE (8,600 FEET) REHABILITATION PROJECT OF WORK PROJECTS ADMINISTRATION (WPA) SEWERS USING TRENCHLESS TECHNOLOGY.
* COMPLETED & DISTRIBUTED THE DEPARTMENT SAFETY MANUAL TO EMPLOYEES.
* PARTICIPATED IN THE START-UP & MARKETING OF THE KANSAS CITY REGIONAL HOUSEHOLD HAZARDOUS WASTE FACILITY.
* CROSS TRAINED STAFF IN THE COMPUTERIZED HUMAN RESOURCES SYSTEM AND THE CONSTITUENCY CONTACT AND RESPONSE PROGRAM.
* RENEGOTIATED THE SEWER USE CONTRACT WITH AMOCO OIL COMPANY.
* DEVELOPED AN ENFORCEMENT RESPONSE PLAN.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	418,844	465,658	457,158	489,206

...Continued

City of Independence
Detail Program Sheet

Department: 5200-WATER POLLUTION CONTROL — **1997-98 Operating Budget**
Program: 5201-ADMINISTRATION — **Fund: 30-SANITARY SEWER**

Program Costs: *(Continued)*

OTHER SERVICES	154,932	143,718	152,218	144,347
SUPPLIES	8,490	14,650	14,650	14,650
CAPITAL OUTLAY	17,193	3,500	3,500	1,700
DEBT SERVICE/OTHER	0	0	0	0
Total	599,459	627,526	627,526	649,903

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
SANITARY SEWER CUSTOMERS (RESIDENTIAL)	36,137	36,125	36,400	36,550
SANITARY SEWER CUSTOMERS (COMMERCIAL)	3,519	3,570	3,505	3,520
SIGNIFICANT INDUSTRIAL USERS	8	8	8	8
COMPLIANCE INSPECTIONS	231	200	200	240
INDUSTRIAL CLASSIFICATION CUSTOMERS	521	528	519	521

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 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 **1997-98 Operating Budget**
Program: 5210-INTER-JURIS. AGENCIES **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. PROVIDES ADMINISTRATION, PUBLIC INFORMATION AND FUNDING FOR THE CITY'S PARTICIPATION IN THE REGIONAL HOUSEHOLD HAZARDOUS WASTE PROGRAM.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	0	0	0	0
OTHER SERVICES	2,583,901	2,900,000	2,900,000	2,925,000
SUPPLIES	0	0	0	0
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	2,583,901	2,900,000	2,900,000	2,925,000

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
WASTEWATER TO OTHER AGENCIES (MILLION GALLONS)	2,926	3,334	3,077	3,128
COST PER MILLION GALLONS (DOLLARS)	883	840	909	911
HOUSEHOLD HAZARDOUS WASTE CUSTOMERS (INDEP. RESIDENTS)	0	289	385	925

City of Independence
Detail Program Sheet

Department: 5200-WATER POLLUTION CONTROL — **1997-98 Operating Budget**
Program: 5220-TREATMENT FACILITIES — **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.

1997-98 Objectives:

* EVALUATE ALTERNATIVE AERATION TECHNOLOGY FOR HORSEPOWER REDUCTION.
* REPLACE NUCLEAR WEIGHING SCALE WITH HYDRAULIC LOAD TECHNOLOGY TO ELIMINATE RADIATION POTENTIAL, PERMIT FEES & TO IMPROVE WEIGHING ACCURACY.
* PROVIDE OPERATIONS TRAINING TO PERSONNEL ON NEW DEWATERING AND ODOR CONTROL TECHNOLOGY.
* INSTALL AND START UP TREATMENT PROCESS CAPITAL EQUIPMENT.

1996-97 Accomplishments:

* COMPLETED SIX MAJOR REHABILITATION PROJECTS OF THE WASTEWATER TREATMENT PLANT'S PROCESSES.
* CROSSED TRAINED THREE EMPLOYEES IN THE INCINERATION PROCESS.
* ACHIEVED GREATER THAN 91 PER CENT REMOVAL OF ORGANIC AND SOLIDS POLLUTANTS.
* ACHIEVED 768 HOURS OF VOCATIONAL TRAINING AND CONTINUING EDUCATION (26 PEOPLE).
* RECONSTRUCTED THE TREATMENT PLANT ROOF.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	1,110,054	1,181,037	1,181,037	1,222,662
OTHER SERVICES	872,282	1,017,440	1,023,305	1,017,440
SUPPLIES	199,575	226,735	226,735	231,135
CAPITAL OUTLAY	24,847	14,200	31,992	75,350
DEBT SERVICE/OTHER	0	0	0	0
Total	2,206,758	2,439,412	2,463,069	2,546,587

Continued

City of Independence
Detail Program Sheet

Department: 5200-WATER POLLUTION CONTROL — **1997-98 Operating Budget**
Program: 5220-TREATMENT FACILITIES — **Fund: 30-SANITARY SEWER**

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
WASTEWATER TREATED (MILLION GALLONS)	3,314	3,350	3,700	3,600
COST PER MILLION GALLONS (DOLLARS)	666	707	666	692
SOLIDS REMOVAL EFFICIENCY (%) (85% REQUIRED)	93	94	93	93
OXYGEN DEMAND REMOVAL (%) (85% REQUIRED)	88	90	89	89
SOLIDS INCINERATED (DRY TONS)	1,282	1,310	1,280	1,300

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 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	11.00	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	28.50	28.50	28.50	28.50

City of Independence
Detail Program Sheet

Department: 5200-WATER POLLUTION CONTROL **1997-98 Operating Budget**
Program: 5230-COLLECTION SYSTEM MAINT **Fund: 30-SANITARY SEWER**

Description:

THE SEWER MAINTENANCE DIVISION IS RESPONSIBLE FOR MAINTAINING OVER 510 MILES (2.7 MILLION FEET) OF SANITARY SEWER PIPE AND OVER 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 PERFORMS INVESTIGATIVE WORK WITH TRACER DYES AND SMOKE, AND SAMPLES WASTEWATERS FOR CHARACTERIZATION AND IDENTIFICATION.

1997-98 Objectives:

* OBTAIN OUTSIDE SERVICES TO TEACH AND IMPLEMENT ONGOING SANITARY SEWER INFILTRATION AND INFLOW STUDIES
* CONTINUE TO PROVIDE TRAINING OF SEWER MAINTENANCE PERSONNEL IN TEAM WORK, CUSTOMER SERVICE AND CONFINED SPACE ENTRY.
* IMPROVE PARKING LOT TO PROVIDE ADDITIONAL CUSTOMER PARKING
* RESEARCH ALTERNATIVES FOR GROUTING SEWERS, ROOT CONTROL, AND GREASE CONTROL. WHERE APPROPRIATE, CONDUCT PILOT TESTS.
* DEVELOP AND INSTITUTE COMPUTER TRAINING PLAN.
* CONDUCT SERVICE DELIVERY SURVEYS.

1996-97 Accomplishments:

* UPGRADED THE UNDERGROUND FUEL STORAGE TANKS TO COMPLY WITH STATE AND FEDERAL REGULATIONS.
* DEVELOPED SERVICE DELIVERY SURVEYS FOR BENCHMARKING
* IMPROVED THE LATERAL REPAIR PROGRAM BY UTILIZING VIDEO AND LOCATOR DETECTION TECHNOLOGIES
* RECONSTRUCTED THE SEWER MAINTENANCE FACILITY'S ROOF.
* DEVELOPED AND IMPLEMENTED SELF-STARTING REPAIR TEAMS TO IMPROVE NEIGHBORHOOD SEWER SYSTEM REPAIR PRODUCTIVITY
* PERFORMED FLOW STUDIES AND WASTEWATER SAMPLING IN TARGETED AREAS
* ASSISTED IN THE REHABILITATION OF THE COLONEL DRIVE PUMP STATIONS
* COMPLETED CHANNELIZATION AND SEWER ENCASEMENT AT 3001 NORTON
* ACHIEVED 751 HOURS OF EMPLOYEE TRAINING (31 PEOPLE).
* INSPECTED 20%(12,672 FT.) OF SEWERS IN THREE SUBDIVISIONS OF JACKSON COUNTY, (FARVIEW, FARVIEW NORTH, AND SALEM EAST) PER CONTRACT TERMS BETWEEN THE CITY AND COUNTY.

Continued

City of Independence
Detail Program Sheet

Department: 5200-WATER POLLUTION CONTROL — **1997-98 Operating Budget**
Program: 5230-COLLECTION SYSTEM MAINT — **Fund: 30-SANITARY SEWER**

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	938,295	1,100,530	1,100,530	1,156,687
OTHER SERVICES	85,267	154,780	154,780	154,330
SUPPLIES	95,582	111,344	111,736	111,640
CAPITAL OUTLAY	12,437	158,000	158,608	89,571
DEBT SERVICE/OTHER	0	0	0	0
Total	1,131,581	1,524,654	1,525,654	1,512,228

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
SERVICE REQUEST RESPONSES	1,950	1,400	1,755	1,700
SEWER CONSTRUCTION/REHAB(FEET)	1,146	2,000	1,980	2,000
REPAIR PROJECTS	206	180	228	230
TELEVISED INSPECTION (FEET)	59,545	70,000	81,516	80,000
SMOKE TESTING OF SEWERS (FEET)	137,703	60,000	60,000	60,000
SEWER LINES CLEANED (FEET)	667,605	560,000	561,552	600,000

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 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	2.00	2.00	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	1.00	1.00	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	31.00	31.00	31.00

City of Independence
Detail Program Sheet

Department: 5200-WATER POLLUTION CONTROL — 1997-98 Operating Budget
Program: 5240-ENVIRONMENTAL COMPLIANCE — 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.

1997-98 Objectives:

* UPDATE & PUBLISH REVISED EDITION OF LABORATORY PROCEDURES MANUAL TO INCLUDE NEW TESTING REQUIREMENTS & PROVIDE STEP-BY-STEP PROCEDURES FOR ALL SAMPLING & ANALYTICAL METHODS.
* PROVIDE ADVANCED ANALYTICAL PROCEDURES & QUALITY ASSURANCE TRAINING FOR LABORATORY STAFF.
* CONTINUE IMPROVEMENT OF LABORATORY DATA AVAILABILITY FOR TREATMENT PROCESS CONTROL THROUGH COMPUTERIZED DATA PRESENTATION; IMPLEMENT IMPROVEMENTS BASED ON INTERNAL CUSTOMER SURVEYS.

1996-97 Accomplishments:

* DESIGNED & CONSTRUCTED STORM WATER SAMPLING STRUCTURES; IMPLEMENTED STORM WATER FLOW MONITORING, ANALYSIS AND REPORTING PROCEDURES FOR COMPLIANCE WITH REGULATIONS OF STORM RUNOFF AT TREATMENT PLANT SITE.
* DEVELOPED & IMPLEMENTED SAMPLING/ANALYSIS PROCEDURES FOR INCREASED REPORTING REQUIREMENTS OF NEW TREATMENT PLANT DISCHARGE PERMIT.
* INCREASED ANALYTICAL SERVICES TO PROVIDE ADDITIONAL TESTING, REPORTING AND DATA RETRIEVAL OF TREATMENT PROCESS CONTROL AND DISCHARGE PERMIT ANALYSIS.
* CONSTRUCTED SAMPLING STUCTURE AT PLANT HEADWORKS AND INSTALLED AUTOMATIC, REFIGERATED SAMPLERS FOR 24 HOUR MONITORING AND PRESERVED SAMPLES OF THE PLANT INFLUENT & EFFLUENT.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	130,584	152,614	152,614	165,569
OTHER SERVICES	24,735	28,495	28,495	28,495
SUPPLIES	22,777	21,250	21,250	19,825
CAPITAL OUTLAY	6,784	18,700	17,043	3,200

...Continued

Program Costs: *(Continued)*

DEBT SERVICE/OTHER	0	0	0	0
Total	184,880	221,059	219,402	217,089

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
SAMPLES RECEIVED	10,850	10,700	9,927	9,700
TREATMENT OPERATION ANALYSES	32,970	33,500	33,270	21,000
INDUSTRIAL DISCHARGE ANALYSES	1,460	1,450	1,471	1,000
QUALITY ASSURANCE ANALYSES	5,237	5,500	5,388	4,500

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 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
LABORATORY SUPERVISOR	1.00	1.00	1.00	1.00
ENVIRONMENTAL TECHNICIAN	2.00	0.00	0.00	0.00
ENVIRONMENTAL SPECIALIST	1.00	0.00	0.00	0.00
Total	7.00	4.00	4.00	4.00

CITY OF INDEPENDENCE, MISSOURI
1997-98 Operating Budget

Capital Budget Summary - Sanitary Sewer Fund

Project Number	Project Description	Source of Funds	Amount
	Sanitary Sewer Collection System Projects-		
9644	Lake Drive	Sanitary Sewer Fund	$272,500
9645	Wilson Road	Sanitary Sewer Fund	209,125
9646	Trenchless Technology Projects	Sanitary Sewer Fund	590,000
		Subtotal	$1,071,625
	Sanitary Sewer Benefit District Projects-		
6452	James Downey Road	Sanitary Sewer Fund	$400,000
6453	Kansas Avenue	Sanitary Sewer Fund	100,000
		Subtotal	$500,000
	Pumping Station Projects-		
9647	Clam Shell Hoist Assembly Restoration	Sanitary Sewer Fund	$40,000
	Treatment Plant Projects-		
9648	Primary Sludge Pumps and Motors (5)	Sanitary Sewer Fund	$100,000
9648	Mixing Basin Motor and Drive	Sanitary Sewer Fund	25,000
9648	Telescoping Valve Effluent Pump Motors and Drives (2)	Sanitary Sewer Fund	20,000
9649	Demolition - Old Rock Creek Plant	Sanitary Sewer Fund	100,000
		Subtotal	$245,000
		Grand Total	**$1,856,625**

CITY OF INDEPENDENCE, MISSOURI
1997-98 Operating Budget

Average Bill/Rate Comparison - Sanitary Sewer Fund

Utility	Average Bill *	Monthly Base Rate	Volume Charge
Raymore, MO	$35.35	none	$6.85/1,000 gallons
Leawood, KS	25.77	$17.64	$1.575/1,000 gallons
Lee's Summit, MO	25.63	12.00	$2.64/1,000 gallons
Belton, MO	23.23	none	$0.45/100 gallons
Olathe, KS	20.59	3.06	$2.54/100 cubic feet
Independence, MO	**16.60**	**6.57**	**$1.4537/100 cubit feet**
Kansas City, KS	16.41	6.45	$1.443/100 cubic feet
Raytown, MO	13.00	13.00	none
Blue Springs, MO	12.02	3.50	$0.165/100 gallons
Grandview, MO	11.27	4.15	$1.38/1,000 gallons
Kansas City, MO	8.78	2.85	$0.86/100 cubic feet
North Kansas City, MO	8.27	3.47	$0.93/1,000 gallons

* *The average bill is calculated using the City of Independence city-wide average water consumption of 690 cubic feet per month*

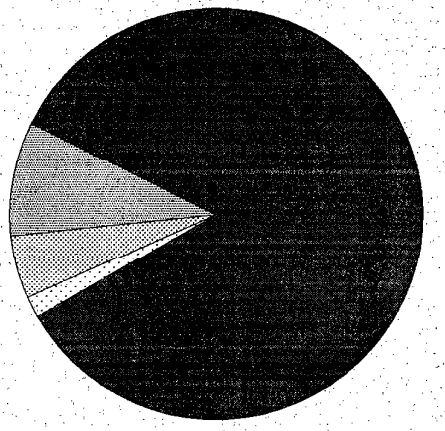
Survey conducted in January/February, 1997

Source of Budget Dollars

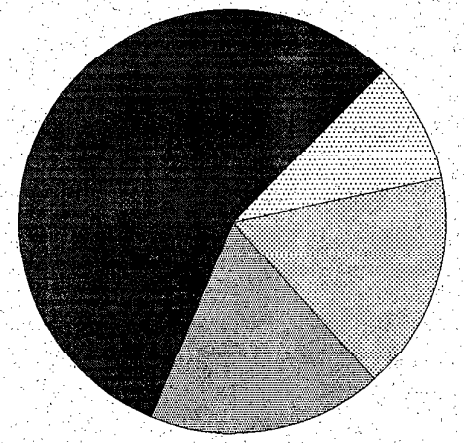
Operating Revenues (84.3%)

Interest Income (9.0%)

Interfund Charges (5.0%)
Other Revenues & Sources (1.7%)



Allocation of Budget Dollars



Water Department (56.5%)

Capital Budget (9.3%)

Debt Service (16.7%)

Non-Departmental (17.5%)

CITY OF INDEPENDENCE, MISSOURI
1997-98 Operating Budget

Budget Summary - Water Fund

For the Fiscal Years 1996-97 and 1997-98

Description	1996-97 Original Budget	% of Total	1997-98 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Estimated Revenues-						
Operating Revenues	$13,543,628	83.7%	$14,118,445	84.3%	$574,817	4.2%
Interest Income	1,500,000	9.3%	1,500,000	9.0%	0	0.0%
Interfund Charges	686,580	4.2%	829,710	5.0%	143,130	20.8%
Other Revenues	387,804	2.4%	240,000	1.4%	(147,804)	-38.1%
Total Estimated Revenues	$16,118,012	99.6%	$16,688,155	99.6%	$570,143	3.5%
Transfers from Other Funds-						
Employee Benefits Fund	$58,936	0.4%	$58,936	0.4%	$0	0.0%
Total Sources	**$16,176,948**	**100.0%**	**$16,747,091**	**100.0%**	**$570,143**	**3.5%**
Allocation of Budget Dollars						
Operating Budget						
Water Department	$9,216,875	58.2%	$9,387,231	56.5%	$170,356	1.8%
Non-Departmental	2,811,692	17.8%	2,905,807	17.5%	94,115	3.3%
Debt Service	2,709,735	17.1%	2,773,010	16.7%	63,275	2.3%
Total Operating Budget	$14,738,302	93.0%	$15,066,048	90.7%	$327,746	2.2%
Capital Budget						
Capital Projects	$1,101,000	7.0%	$1,545,000	9.3%	$444,000	40.3%
Total Allocations	**$15,839,302**	**100.0%**	**$16,611,048**	**100.0%**	**$771,746**	**4.9%**
Increase (Decrease) to Available Resources						
Increase (Decrease)	**$337,646**		**$136,043**		**($201,603)**	

CITY OF INDEPENDENCE, MISSOURI
1997-98 Operating Budget

Historical Data - Water Fund

For the Fiscal Years 1991-92 through 1995-96

Description	1991-92	1992-93	1993-94	1994-95	1995-96	Projected 1996-97
Net Income (Loss)						
Net Income (Loss)-	$3,584,197	$3,633,112	$2,966,428	$3,272,362	$1,804,052	$2,275,000
Depreciation on Contributed Capital Adjustment	120,424	137,235	150,945	158,218	168,002	
Transferred to Retained Earnings	$3,704,621	$3,770,347	$3,117,373	$3,430,580	$1,972,054	
Net Available Resources						
Net Available Resources-						
Total Current Assets	$10,748,403	$11,197,192	$10,123,307	$14,093,292	$15,666,425	
Less:						
Inventories	(643,161)	(677,113)	(657,960)	(702,622)	(662,812)	
Current Liabilities	(1,227,721)	(1,111,545)	(1,364,711)	(1,041,369)	(1,155,879)	
Carryover Capital Budget Appropriations	(1,432,482)	(2,432,985)	(1,258,918)	(2,310,589)	(1,987,338)	
Carryover Outstanding Encumbrances	(653,144)	(381,311)	(346,009)	(517,594)	(1,114,317)	
Add back:						
Compensated Absences	235,777	235,908	249,312	230,464	235,638	
Net Available Resources	$7,027,672	$6,830,146	$6,745,021	$9,751,582	$10,981,717	$12,448,000

Source: 1991-92 through 1995-96 - Comprehensive Annual Financial Report
1996-97 - Operating Staff Projections

Employee Staffing (in Full Time Equivalents)						
Department:						
Finance	0.75	0.75	0.75	0.75	0.00	0.00
Water	101.73	101.73	101.73	115.73	106.73	106.48
Total	102.48	102.48	102.48	116.48	106.73	106.48
Utility Statistics						
No. of Residential Customers	39,369	39,533	39,924	40,944	41,116	41,393
No. of Commercial Customers	3,096	3,108	3,147	2,643	2,679	2,685
No. of Other Customers	281	282	272	283	300	303
Water Pumped (million gallons)	8,830	8,250	8,594	8,945	9,456	9,200
Water Sold (million gallons)	7,772	7,625	7,417	7,963	8,070	8,100

CITY OF INDEPENDENCE, MISSOURI
1997-98 Operating Budget

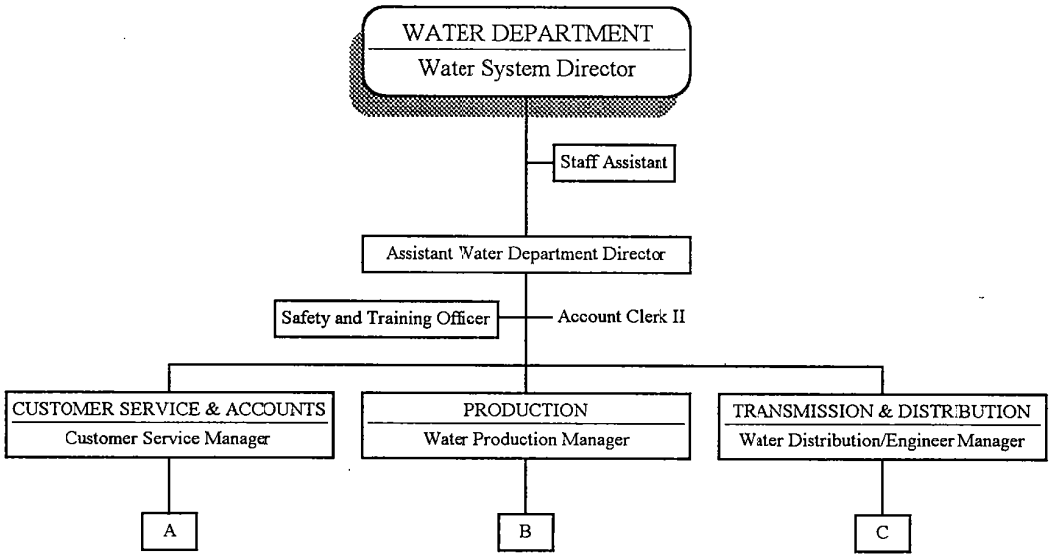
Revenue Summary - Water Fund

For the Fiscal Years 1995-96, 1996-97 and 1997-98

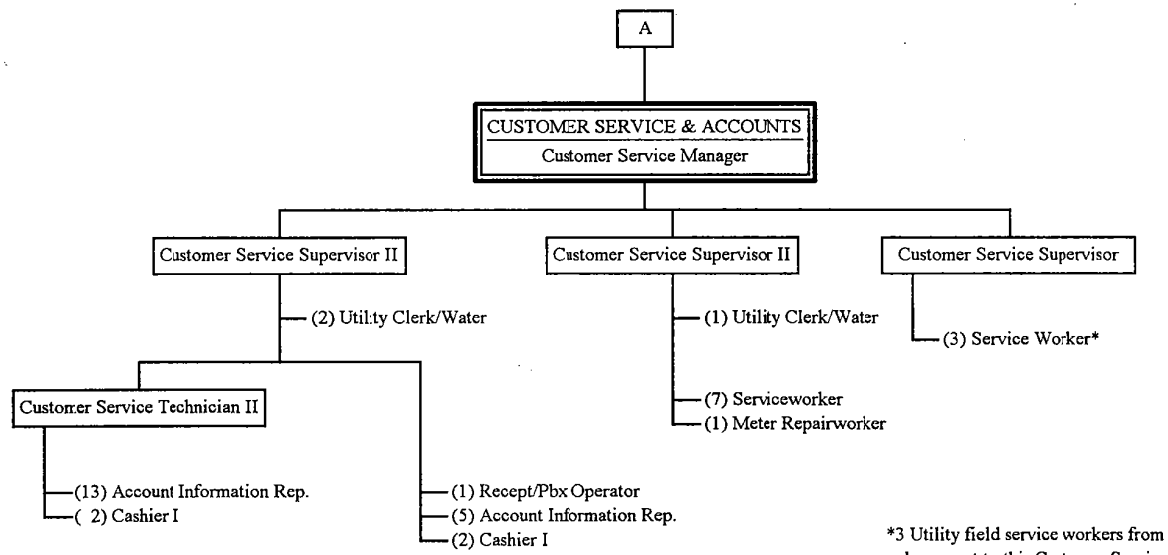
Acct. No.	Description	1995-96 Actual	1996-97 Original Budget	1996-97 Current Estimate	1997-98 Projected Budget	% Chg. *
	Operating Revenue-					
4010	Residential Sales	$7,245,025	$6,639,736	$6,639,736	$6,959,926	4.8%
4100	Commercial Sales	1,964,477	2,427,417	2,427,417	2,442,384	0.6%
4130	Industrial Sales	293,446	265,727	265,727	284,622	7.1%
4400	Public Authority Sales	115,479	124,796	124,796	116,117	-7.0%
4410	Private Fire Protection	35,357	33,072	33,072	34,800	5.2%
4420	Public Fire Protection	525,344	505,536	505,536	522,000	3.3%
4500	Sales for Resale	3,543,036	3,547,344	3,547,344	3,578,596	0.9%
4600	Other Operating Revenue	793,876	387,804	387,804	180,000	-53.6%
4700	Change in Unbilled Revenue	(45,966)	0	0	0	n/a
	Total Operating Revenue	$14,470,074	$13,931,432	$13,931,432	$14,118,445	1.3%
3421	Interfund Charges	598,724	686,580	686,580	829,710	20.8%
4800	Interest Income	1,328,609	1,500,000	1,676,000	1,500,000	0.0%
4900	Other Revenues, Net	0	0	0	240,000	n/a
	Total Revenues	**$16,397,407**	**$16,118,012**	**$16,294,012**	**$16,688,155**	**3.5%**

* This amount represents the percentage change from the Original Budget

City of Independence, Missouri
Water Department

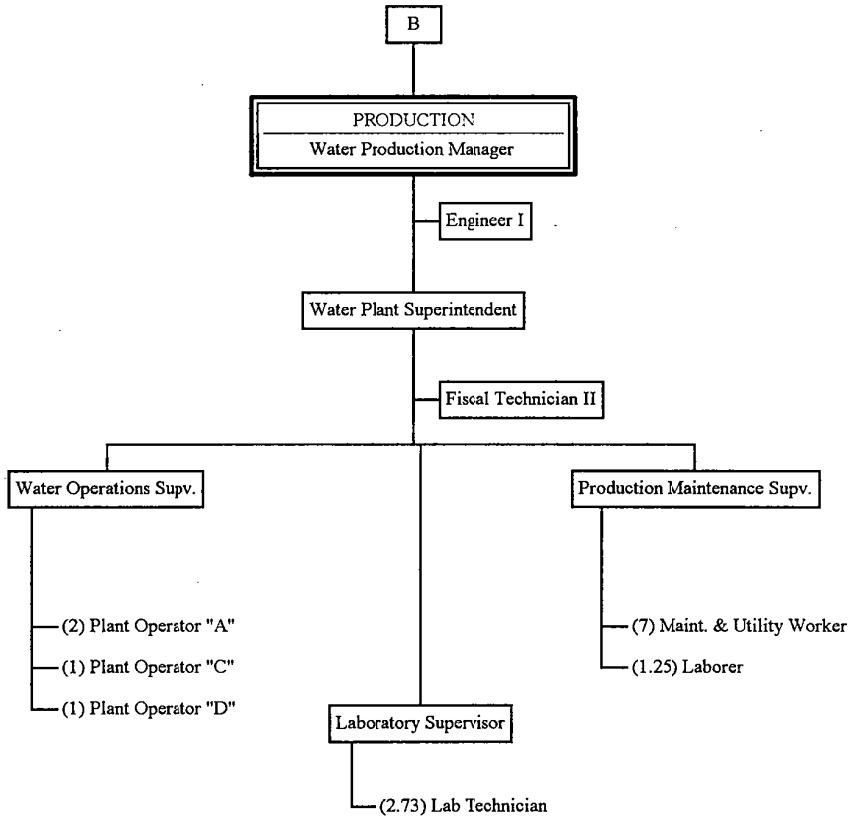


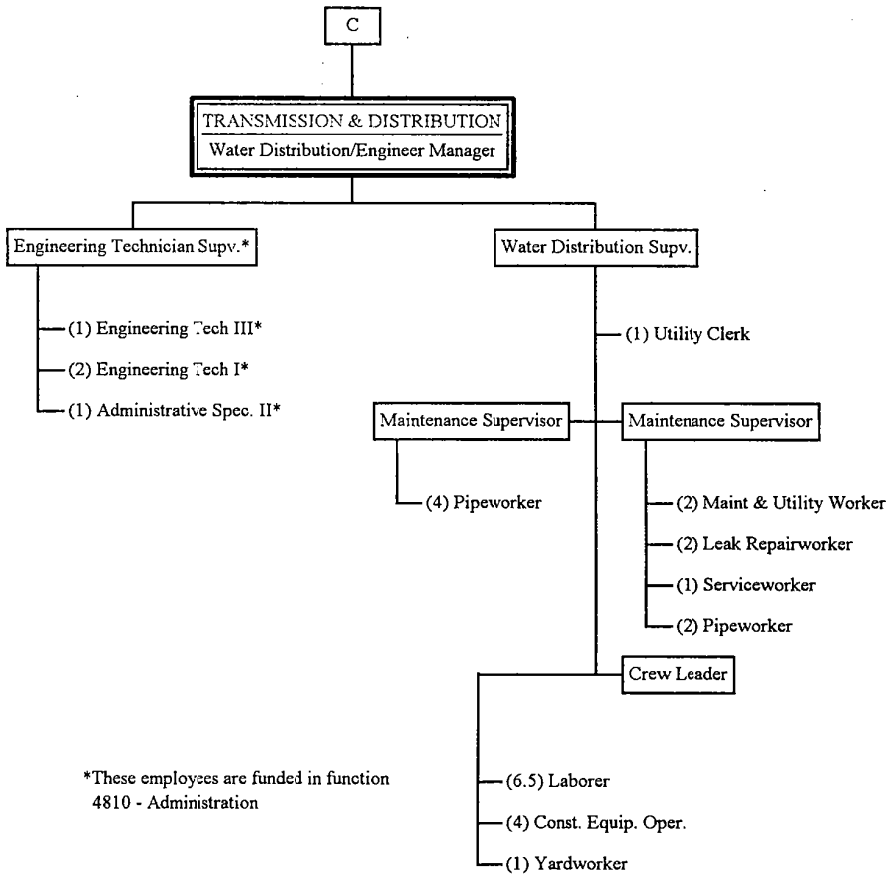
City of Independence, Missouri
Water Department (Continued)



*3 Utility field service workers from P & L also report to this Customer Service Supervisor.

City of Independence, Missouri
Water Department (Continued)





*These employees are funded in function 4810 - Administration

City of Independence
Departmental Budget Summary

Department: 4800-WATER DEPT **1997-98 Operating Budget**

Department Description-

THE WATER DEPARTMENT PRODUCES AND SUPPLIES DRINKING WATER TO 44,359 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 3653 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

Prog. No.	Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
Budget by Major Program Category-					
40 4810	ADMINISTRATION & GENERAL	1,871,216	901,138	901,138	930,844
40 4820	CUSTOMER SERVICE & ACCTS	1,791,045	2,006,389	2,006,389	0
40 4821	WATER FIELD SERVICE	0	0	0	637,662
40 4822	CUSTOMER SERVICE	0	0	0	979,442
40 4823	UTILITY FIELD SERVICE	0	0	0	283,864
40 4824	CASHIERING	0	0	0	125,006
40 4830	PRODUCTION	4,480,168	3,767,549	3,773,810	3,841,730
40 4840	TRANSMISSION & DIST.	2,417,488	2,541,799	2,541,799	2,588,683
	Total	10,559,917	9,216,875	9,223,136	9,387,231
Staffing-					
	Full Time Positions	105.00	105.00	105.00	100.00
	Part Time Positions	1.73	1.48	1.48	1.48
	Total	106.73	106.48	106.48	101.48
Source of Funding-					
	WATER FUND	10,559,917	9,216,875	9,223,136	9,387,231
	Total	10,559,917	9,216,875	9,223,136	9,387,231

Continued

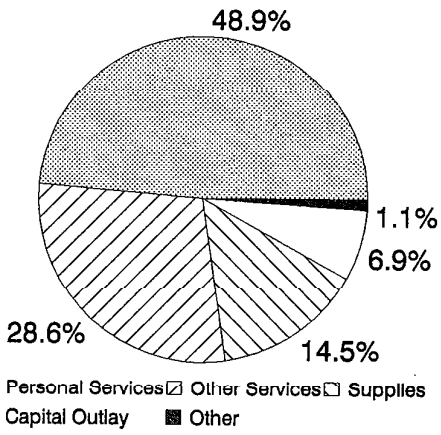
Significant Issues/Changes:

* HAVE ELIMINATED FIVE POSITIONS FOR A SAVINGS OF APPROXIMATELY $158,000.
* ESTABLISH A WELLFIELD PROGRAM TO PROTECT THE WATER SUPPLY AOUIFER FROM CONTAMINATION.
* CONTINUE TO PARTICIPATE IN THE COUNCIL'S STRATEGIC GOAL OF NEIGHBORHOOD REVITALIZTION BY MAKING WATER FACILITY IMPROVEMENTS IN THE TRUMAN ROAD MIDTOWN CORRIDOR PROJECT ON WHITE OAK STREET.
* IN THIS FISCAL YEAR THE CUSTOMER SERVICE DIVISION WILL BE CONSOLIDATED INTO A SINGLE LOCATION AT THE WATER DEPARTMENT OFFICE BUILDING.

Appropriations by Type:

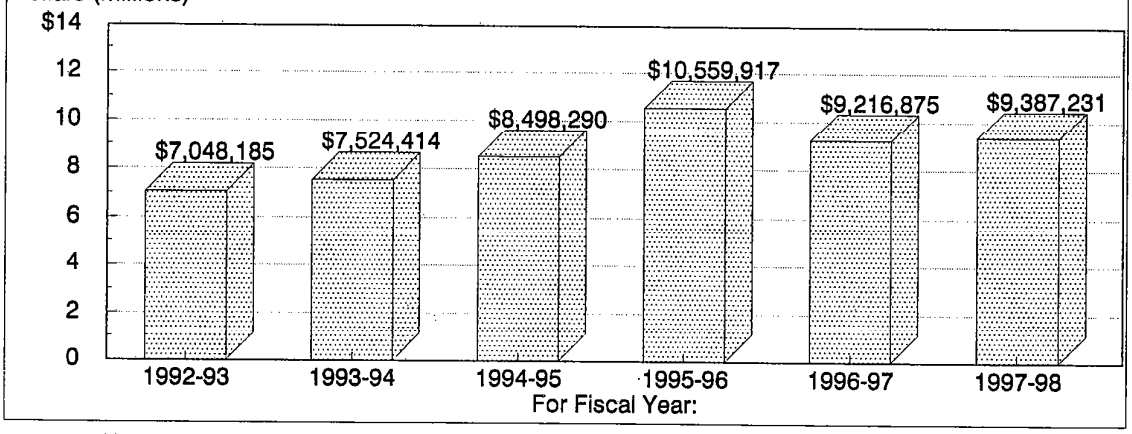
Expenditure Type	Actual 1995-96	Original 1996-97	Projected 1996-97	Adopted 1997-98
Personal Ser.	4,281,057	4,533,546	4,533,546	4,594,509
Other Services	3,650,115	2,612,944	2,658,596	2,679,472
Supplies	1,261,995	1,368,445	1,368,445	1,365,250
Capital Outlay	1,366,750	601,940	600,129	648,000
Other	0	100,000	62,420	100,000
Total	10,559,917	9,216,875	9,223,136	9,387,231

1997-98 City Council Adopted Budget



Historical Comparison:

	Actual 1992-93	Actual 1993-94	Actual 1994-95	Actual 1995-96	Budget 1996-97	Budget 1997-98
Employees: Full Time Equiv.	101.73	101.73	115.73	106.73	106.48	101.48
Amount by Fund: Water	7,048,185	7,524,414	8,498,290	10,559,917	9,216,875	9,387,231
Per 1,000 Gals. of Water Pumped	0.85	0.88	0.95	1.12	1.00	1.02
Per Capita	62.28	66.26	74.68	92.83	80.19	81.25
Per Household	144.93	153.84	172.68	213.43	185.52	187.43



City of Independence
Detail Program Sheet

Department: 4800-WATER DEPT — 1997-98 Operating Budget
Program: 4810-ADMINISTRATION & GENERAL — 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.

1997-98 Objectives:

* BEGIN FORMULATION OF GROUNDWATER PROTECTION STRATEGY FOR THE COURTNEY BEND WELLFIELD IN CONJUNCTION WITH THE CITY OF SUGAR CREEK AND JACKSON COUNTY.
* CONTINUE TO MONITOR FOR SPECIAL WASTE, MONITORING WELLS AND BLASTING AT THE COURTNEY RIDGE LANDFILL.
* CONTINUE TO IMPLEMENT THE CITY'S BACKFLOW PREVENTION PROGRAM.
* PROVIDE TRAINING TO ALL EMPLOYEES TO BECOME MORE EFFICIENT AND CUSTOMER RESPONSIVE.

1996-97 Accomplishments:

* NEGOTIATED AND IMPLEMENTED ENVIRONMENTAL PROTECTION AGREMENT BETWEEN CITY AND WASTE MANAGEMENT TO PROTECT WATER SUPPLY FROM POTENTIAL LANDFILL LEACHATE.
* PURCHASED ACREAGE NORTH OF MISSOURI RIVER FOR FUTURE WELLFIELD EXPANSION.
* UPGRADED AND IMPROVED EXISTING LEVEE ON WEST SIDE OF WATER TREATMENT PLANT TO PROTECT AGAINST FUTURE MISSOURI RIVER FLOODING.
* PROVIDED TECHNICAL AND CUSTOMER SERVICE TRAINING TO EMPLOYEES TO DEVELOP A WELL TRAINED STAFF.
* VERIFIED THAT OVER 1400 BACKFLOW PREVENTORS MET ALL STATE REQUIREMENTS.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	595,289	570,719	570,719	513,547
OTHER SERVICES	293,930	183,394	220,357	247,572
SUPPLIES	21,676	38,725	38,725	33,325
CAPITAL OUTLAY	960,321	8,300	8,917	36,400
DEBT SERVICE/OTHER	0	100,000	62,420	100,000
Total	1,871,216	901,138	901,138	930,844

Continued

City of Independence
Detail Program Sheet

Department: 4800-WATER DEPT — 1997-98 Operating Budget
Program: 4810-ADMINISTRATION & GENERAL — Fund: 40-WATER

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
NUMBER OF CUSTOMERS	44,095	44,337	44,500	45,000
REVENUE (AVG. RESIDENTIAL)	15	14	14	14
GAL. OF WATER SOLD (AVG. RES.)	6,140	6,300	6,150	6,300

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 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 SYSTEMS DIRECTOR	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
STAFF ASSISTANT	1.00	1.00	1.00	1.00
ADMINISTRATIVE SPECIALIST II	1.00	1.00	1.00	1.00
ADMINISTRATIVE SPECIALIST III	1.00	1.00	1.00	0.00
ENGINEER I	1.00	1.00	1.00	0.00
Total	12.00	12.00	12.00	10.00

Significant Issues/Changes:

* THE ADMINISTRATIVE SPECIALIST III POSITION WAS ELIMINATED
* THE ENGINEER I POSITION WILL BE MOVED TO THE PRODUCTION DIVISION.

City of Independence
Detail Program Sheet

Department: 4800-WATER DEPT **1997-98 Operating Budget**
Program: 4820-CUSTOMER SERVICE & ACCTS **Fund: 40-WATER**

Description:

RESPONSIBLE FOR FIELD SERVICE, BILLING, CASHIERING, COLLECTION AND CUSTOMER INQUIRY. MAJOR AREAS OF RESPONSIBLITIES 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.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	1,456,922	1,649,224	1,649,224	0
OTHER SERVICES	142,673	138,800	138,800	0
SUPPLIES	17,903	22,480	22,480	0
CAPITAL OUTLAY	173,547	195,885	195,885	0
DEBT SERVICE/OTHER	0	0	0	0
Total	1,791,045	2,006,389	2,006,389	0

Significant Issues/Changes:

* THE CUSTOMER SERVICE DIVISION HAS BEEN DIVIDED INTO FOUR DIVISIONS TO MORE ACCURATELY DETAIL THE COST OF OPERATION.

City of Independence
Detail Program Sheet

Department: 4800-WATER DEPT — 1997-98 Operating Budget
Program: 4821-WATER FIELD SERVICE — Fund: 40-WATER

Description:

THE WATER FIELD SERVICE DIVISION IS RESPONSIBLE FOR INSTALLING AND MAINTAINING METER AND APPURTENANCES FOR OVER 44,000 CUSTOMERS, INSPECTING NEW SERVICE INSTALLATIONS AND THE DISCONNECTION OF EXISTING SERVICES, AND INVESTIGATING HIGH BILL COMPLAINTS.

1997-98 Objectives:

* COMPLETE THE INSTALLATION OF REMOTE METER READING DEVICES ON THE REMAINING CUSTOMER METERS THAT ARE INACCESSIBLE FOR METER READING.
* CONTINUE THE FIELD PILOT TESTING OF VARIOUS AUTOMATIC METER READING EQUIPMENT ON DIFFICULT, UNSAFE AND TIME CONSUMING METERS TO READ.
* PROVIDE TRAINING FOR ALL FIELD PERSONNEL IN CUSTOMER SERVICE SKILLS.

1996-97 Accomplishments:

* WILL HAVE INSTALLED APPROXIMATELY 795 REMOTE METER READING DEVICES ON CUSTOMER METERS THIS YEAR. THESE UNITS ACCOUNT FOR 98% OF THE TOTAL METERS INSIDE BASEMENTS COMPARED WITH 94% LAST YEAR.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	0	0	0	494,562
OTHER SERVICES	0	0	0	13,100
SUPPLIES	0	0	0	5,000
CAPITAL OUTLAY	0	0	0	125,000
DEBT SERVICE/OTHER	0	0	0	0
Total	0	0	0	637,662

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
TAPS MADE	322	350	330	350
REMOTE METER READING DEVICES	691	1,300	795	800
HIGH BILL INSPECTIONS	141	180	180	200

Continued

City of Independence
Detail Program Sheet

Department: 4800-WATER DEPT **1997-98 Operating Budget**
Program: 4821-WATER FIELD SERVICE **Fund: 40-WATER**

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
CUSTOMER SERVICE SUPERVISOR II	1.00	1.00	1.00	1.00
UTILITY CLERK	1.00	1.00	1.00	1.00
METER REPAIR WORKER - WATER	2.00	2.00	1.00	1.00
SERVICE WORKER	6.00	6.00	7.00	7.00
Total	10.00	10.00	10.00	10.00

City of Independence
Detail Program Sheet

Department: 4800-WATER DEPT | **1997-98 Operating Budget**
Program: 4822-CUSTOMER SERVICE | **Fund: 40-WATER**

Description:

THE CUSTOMER SERVICE DIVISION IS RESPONSIBLE FOR SETTING UP ELECTRIC, WATER, AND SEWER SERVICE FOR NEW CUSTOMERS, TRANSFERS, BILLING OF ACCOUNTS, RESOVLING BILLING ISSUES, DELINQUENT ACCOUNTS AND OTHER CUSTOMER RELATED QUESTIONS.

1997-98 Objectives:

* COMPLETE THE CONSOLIDATION OF THE CUSTOMER SERVICE OFFICE STAFF INTO A SINGLE LOCATION IN ORDER TO BE MORE RESPONSIVE, EFFICIENT AND CONSISTENT IN SERVING OUR CUSTOMER'S NEEDS.
* CONTINUE TRAINING OF ALL CUSTOMER SERVICE STAFF MEMBERS IN CUSTOMER SERVICE SKILLS.
* IMPLEMENT THE REPLACEMENT OF ALL SVT'S USED BY CUSTOMER SERVICE STAFF MEMBERS TO A PERSONAL COMPUTER IN ORDER TO ACCOMMODATE THE PHASE-OUT OF THE OUTDATED MAIN FRAME COMPUTER.

1996-97 Accomplishments:

* PROVIDED APPROXIMATELY 19 HOURS OF CUSTOMER SERVICE TRAINING FOR EACH CUSTOMER SERVICE STAFF MEMBER.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	0	0	0	803,142
OTHER SERVICES	0	0	0	114,800
SUPPLIES	0	0	0	6,500
CAPITAL OUTLAY	0	0	0	55,000
DEBT SERVICE/OTHER	0	0	0	0
Total	0	0	0	979,442

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
ACCOUNT INFORMATION REP.	19.00	19.00	19.00	18.00
CUSTOMER SERVICE MANAGER	1.00	1.00	1.00	1.00
CUSTOMER SERVICE SUPERVISOR II	1.00	1.00	1.00	1.00
CUSTOMER SERVICE TECHNICIAN II	2.00	2.00	2.00	1.00
UTILITY CLERK	2.00	2.00	2.00	2.00
RECPTIONIST & PBX OPERATOR	1.00	1.00	1.00	1.00
Total	26.00	26.00	26.00	24.00

Significant Issues/Changes:

* A CUSTOMER SERVICE TECHNICIAN II POSITION AND AN ACCOUNT INFORMATION REP POSITION HAVE BEEN ELIMINATED.

City of Independence
Detail Program Sheet

Department: 4800-WATER DEPT — **1997-98 Operating Budget**
Program: 4823-UTILITY FIELD SERVICE — **Fund: 40-WATER**

Description:

THE UTILITY FIELD SERVICE DIVISION IS RESPONSIBLE FOR TURNING BOTH ELECTRIC AND WATER SERVICES ON AND OFF, FIELD COLLECTION OF DELINQUENT ACCOUNTS AND READING METERS FOR CUSTOMER TRANSFERS.

1997-98 Objectives:

* PROVIDE ONGOING CROSS-TRAINING TO ALL UTILITY FIELD SERVICE WORKERS IN ORDER TO PROVIDE EFFICIENT AND RESPONSIVE SERVICE TO OUR CUSTOMERS.

1996-97 Accomplishments:

* COMPLETED THE CONSOLIDATION OF THE UTLITY FIELD SERVICE WORKERS INTO A SINGLE WORK UNIT.
* COMPLETED THE INITIAL PHASE OF CROSS-TRAINING IN ORDER TO ENABLE ALL UTILITY FIELD SERVICE WORKERS TO TURN ON OR TURN OFF BOTH ELECTRIC AND WATER SERVICE IN A SINGLE VISIT TO THE CUSTOMER PREMISE.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	0	0	0	232,864
OTHER SERVICES	0	0	0	6,000
SUPPLIES	0	0	0	6,000
CAPITAL OUTLAY	0	0	0	39,000
DEBT SERVICE/OTHER	0	0	0	0
Total	0	0	0	283,864

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
SHUT-OFF CUSTOMER ACCOUNTS	3,419	3,500	3,400	3,500

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
CUSTOMER SERVICE SUPERVISOR I	1.00	1.00	1.00	1.00
UTILITY FIELD SERVICE WORKER	3.00	3.00	3.00	3.00
Total	4.00	4.00	4.00	4.00

City of Independence
Detail Program Sheet

Department: 4800-WATER DEPT | **1997-98 Operating Budget**
Program: 4824-CASHIERING | **Fund: 40-WATER**

Description:

THE CASHIERING DIVISION IS RESPONSIBLE FOR THE CASHIERING FUNCTION AT CITY HALL AND THE WATER DEPARTMENT. THEY ACCEPT AND RECEIPT CUSTOMERS FOR PAYMENT OF ELECTRIC, WATER, SEWER AND GAS BILLINGS, PROCESS REIMBURSEMENT FOR PETTY CASH EXPENDITURES, POST PAYMENTS TO ACCOUNTS AND PREPARE DAILY DEPOSITS.

1997-98 Objectives:

* RESTRUCTURE THE CASHIERING FUNCTION TO CONTINUE TO MEET THE CITY'S NEEDS AS THE CUSTOMER SERVICE FUNCTION IS CONSOLIDATED INTO A SINGLE LOCATION.

1996-97 Accomplishments:

* IMPLEMENTED A DROP OFF DEPOSIT PROCEDURE FOR OTHER CITY DEPARTMENTS TO REDUCE THE DELAY TO EXTERNAL CUSTOMERS AS CITY DEPOSITS OR PETTY CASH REIMBURSEMENTS WERE BEING PROCESSED.
* PROVIDED APPROXIMATELY 19 HOURS OF CUSTOMER SERVICE TRAINING FOR EACH STAFF MEMBER.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	0	0	0	104,006
OTHER SERVICES	0	0	0	21,000
SUPPLIES	0	0	0	0
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	0	0	0	125,006

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
CASHIER I	5.00	5.00	5.00	4.00
Total	5.00	5.00	5.00	4.00

Continued

City of Independence
Detail Program Sheet

Department: 4800-WATER DEPT
Program: 4824-CASHIERING

1997-98 Operating Budget
Fund: 40-WATER

Significant Issues/Changes:

* ONE CASHIER POSITION HAS BEEN ELIMINATED.

City of Independence
Detail Program Sheet

Department: 4800-WATER DEPT | **1997-98 Operating Budget**
Program: 4830-PRODUCTION | **Fund: 40-WATER**

Description:

THE PRODUCTION AREA IS REPONSIBLE 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.

1997-98 Objectives:

* CONTINUE WORK ON THE CROUNDWATER PROTECTION PLAN AND BEGIN MONITORING OF THE EARLY WARNING MONITORING WELLS.
* BEGIN SAMPLE COLLECTION, ANALYSIS AND REPORTING TO COMPLY WITH THE 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.

1996-97 Accomplishments:

* THE COURTNEY BEND WATER TREATMENT PLANT LABORATORY ATTAINED CERTIFICATION STATUS TO ANALYZE SAMPLES FOR TOTAL ORGANIC CARBON FRO THE EPA FOR COMPLIANCE WITH THE INFORMATION COLLECTION RULE.
* FORMULATED AND SUBMITTED THE INITIAL SAMPLING SCHEMATIC TO THE EPA T COMPLY WITH THE INFORMATION COLLECTION RULE. ONE MONTH'S TRIAL SAMPLING PERIOD WAS CONDUCTED TO WORK OUT ANY PROBLEMS.
* CONTINUED WITH THE MAJOR MAINTENANCE PROGRAM BY REPLACING A LIME SLAKER, REBUILDING A SAND FILTER, PAINTING A SETTLING BASIN AND THE DODGION WATER TOWER AND REPLACING THE OBSOLETE MOTOR CONTROL CENTER.
* PARTICIPATED IN LAFARGE COMMUNITY LIASION PANEL FOR PAST YEAR.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	945,104	989,749	989,749	1,068,005
OTHER SERVICES	2,750,232	1,911,750	1,918,011	1,896,000
SUPPLIES	701,752	724,500	724,500	726,525
CAPITAL OUTLAY	83,080	141,550	141,550	151,200
DEBT SERVICE/OTHER	0	0	0	0
Total	4,480,168	3,767,549	3,773,810	3,841,730

Continued

City of Independence
Detail Program Sheet

Department: 4800-WATER DEPT **1997-98 Operating Budget**
Program: 4830-PRODUCTION **Fund: 40-WATER**

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
THOUSANDS OF GALLONS PUMPED	9,455,952	9,200,000	9,207,000	9,305,000
CHEMICAL COST	575,326	650,000	650,000	650,000
PUMPING POWER COST	1,205,232	1,350,000	1,350,000	1,200,000
COST PER MILLION GALLONS PUMPED	474	407	407	410

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
WATER PLANT SUPERINTENDENT	1.00	1.00	1.00	1.00
WATER PRODUCTION MANAGER	1.00	1.00	1.00	1.00
ENGINEER I	0.00	0.00	0.00	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'	3.00	3.00	3.00	3.00
PLANT OPERATOR 'D'	1.00	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	0.25	0.25	0.25
Total	21.23	20.98	20.98	21.98

Significant Issues/Changes:

* BEGIN TESTING MONITORING WELLS AT AN ESTIMATED COST OF $120,000 IN THE DIVISIONS PROFESSINAL SERVICES ACCOUNT.
* THE PROFESSIONAL SERVICES ACCOUNT WAS ALSO INCREASED BY $15,000 TO FUND THE FEDERALLY MANDATED INFORMATION COLLECTION RULE WATER TESTING AND DATA ANALYSIS.
* DUE TO KCP&L RATE STRUCTURE CHANGES COUPLED WITH REVISED OPERATION CHANGES AT THE WATER PLANT, THE UTILITIES WERE DECREASED BY $150,000.

City of Independence
Detail Program Sheet

Department: 4800-WATER DEPT — **1997-98 Operating Budget**
Program: 4840-TRANSMISSION & DIST. — **Fund: 40-WATER**

Description:

THE TRANSMMISSION AND DISTRIBUTION DIVISION IS RESPONSIBLE FOR ENGINEERING, CONSTRUCTION AND MAINTENANCE OF THE TRASMISSION AND DISTRIBUTION SYSTEM THAT CONVEYS 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 665 MILES OF MAIN AND OVER 3648 FIRE HYDRANTS.

1997-98 Objectives:

* FLUSH AND INSPECT 65% OF THE PUBLIC FIRE HYDRANTS.
* ANALYZE PILOT LEAK DETECTION SURVEY FOR COST BENEFIT PURPOSES.
* BEGIN PHASE 2 OF THE 23RD STREET MAIN REPLACEMENT PROJECT.
* CONTINUE 3RD YEAR OF 10 YEAR PROGRAM TO RECONNECT SERVICES FROM A SMALLER TO A LARGER MAIN IN AREAS WHERE TWO MAINS ARE PARALLEL.
* CONTINUE MAIN REPLACEMENT PROGRAM IN CONJUCTION WITH THE MIDTOWN/ TRUMAN ROAD REDEVELOPEMENT PLAN.

1996-97 Accomplishments:

* FLUSHED AND INSPECTED 80% OF THE PUBLIC FIRE HYDRANTS.
* COMPLETED FIELD WORK OF A PILOT LEAK DETECTION SURVEY PROGRAM.
* INSTALLED OVER 5 MILES OF PROMOTER AND CITY WATER MAIN EXTENSIONS.
* COMPLETED 2ND YEAR OF 10 YEAR PROGRAM TO RECONNECT SERVICES FROM A SMALLER TO A LARGER MAIN IN THE AREAS WHERE TWO MAINS ARE PARALLE.
* ADJUSTED OR REPAIRED OVER 800 VALVES AND VALVE BOXES.
* REPAIRED APPROXIMATELY 120 LEAKS ON CUSTOMER WATER SERVICE LINES DURING 2ND YEAR OF SERVICE LINE LEAK REPAIR PROGRAM.

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	1,283,742	1,323,854	1,323,854	1,378,383
OTHER SERVICES	463,280	379,000	381,428	381,000
SUPPLIES	520,664	582,740	582,740	587,900
CAPITAL OUTLAY	149,802	256,205	253,777	241,400
DEBT SERVICE/OTHER	0	0	0	0
Total	2,417,488	2,541,799	2,541,799	2,588,683

Continued

City of Independence
Detail Program Sheet

Department: 4800-WATER DEPT — **1997-98 Operating Budget**
Program: 4840-TRANSMISSION & DIST. — **Fund: 40-WATER**

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
MAIN BREAKS	233	200	175	200
MILES OF MAINS INSTALLED	6	5	5	5
FIRE HYDRANTS INSTALLED	69	60	70	70
SERVICE LINES REPAIRED	145	120	120	120
FIRE HDYDRANTS TESTED	1,855	2,200	3,000	2,400
FIRE HYDRANTS PAINTED	1,668	1,000	2,700	1,500
VALVES & VALVE BOXES REPAIRED OR ADJUSTED	822	800	830	800

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 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	2.00	2.00	2.00	2.00
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	6.50	6.50	6.50	5.50
Total	28.50	28.50	28.50	27.50

Significant Issues/Changes:

* ONE LABORER POSITION WAS ELIMINATED.

CITY OF INDEPENDENCE, MISSOURI
1997-98 Operating Budget

Capital Budget Summary - Water Fund

Project Number	Project Description	Source of Funds	Amount
9634	Plant Improvements - Rebuild Contact Basin Number 3	Water Fund	$100,000
9635	Plant Improvements - Solft Starter HSP Number 7	Water Fund	35,000
9636	Plant Improvements - Paint 39th Street Reservoir	Water Fund	200,000
9637	Plant Improvements - Replace 39th Street Reservoir Fill Valve	Water Fund	30,000
9638	Plant Improvements - PLC Cabinet for Additional Equipment	Water Fund	100,000
9620	Wellfield, Develop New Well Field on North Side of River	Water Fund	430,000
9639	23rd Street Main Replacement - Ph. II	Water Fund	380,000
9640	Forest Avenue Equipment Building	Water Fund	110,000
9641	Remove Underground Fuel Tank	Water Fund	15,000
9642	Replace Office Parking Lot	Water Fund	60,000
9643	Forest Street Improvements - Truman Road to 9th Street	Water Fund	85,000
		Grand Total	$1,545,000

City of Independence
Detail Program Sheet

Department: 6519-LEASE PURCH/DEBT SERVICE — 1997-98 Operating Budget
Program: 6519-LEASE PURCH/DEBT SERVICE — Fund: 02-GENERAL

Description:

CAPITAL LEASE PAYMENTS AND DEBT SERVICE PAYMENTS FOR THE WATER FUND.

SERIES	PRINCIPAL	INTEREST	FISCAL AGENTS FEES	TOTAL REQUIREMENTS
WATER FUND-				
REVENUE BONDS-				
1986 SERIES (40-6352)	$800,000	$1,650,000	$150,616	$2,600,616
CAPITAL EQUIPMENT LEASE-				
1989 SERIES (40-6362)	150,686	21,208	500	172,394
TOTAL WATER FUND	$950,686	$1,671,208	$151,116	$2,773,010

CITY OF INDEPENDENCE, MISSOURI
1997-98 Operating Budget

Metropolitan Area Billing Survey - Water Fund

City	Average Bill *
North Kansas City, MO	$7.23
Independence, MO	**13.78**
Kansas City, MO	15.34
Blue Springs, MO	16.51
Kansas City, KS	17.86
Lee's Summit, MO	18.01
Leawood, KS	18.43
Olathe, KS	18.67
Grandview, MO	24.87
Raytown, MO	24.96
Raymore, MO	25.03
Belton, MO	28.25

** The average bill is calculated using an average water consumption amount of 5,101.2 gallons per month*

Survey conducted in February 1997

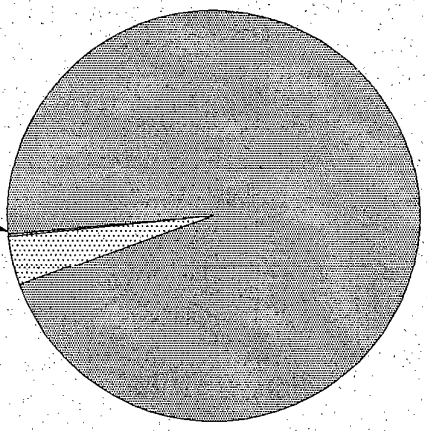
OTHER FUNDS

Source of Budget Dollars

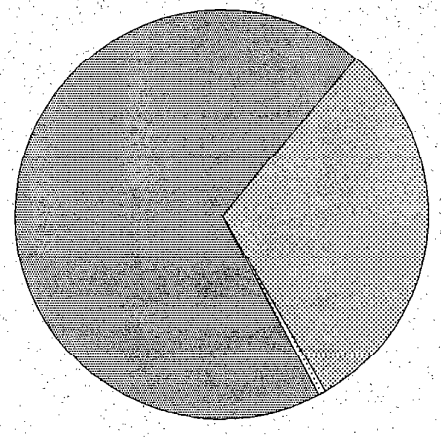
Transient Guest Taxes (95.9%)

Interest and Penalties (0.2%)

Interest Income (3.9%)



Allocation of Budget Dollars



Personal Services (30.4%)

Other Services (69.1%)

Supplies (0.5%)

CITY OF INDEPENDENCE, MISSOURI
1997-98 Operating Budget

Budget Summary - Tourism Fund

For the Fiscal Years 1996-97 and 1997-98

Description	1996-97 Original Budget	% of Total	1997-98 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Estimated Revenues-						
Transient Guest Taxes	$358,000	96.6%	$397,000	95.9%	$39,000	10.9%
Interest and Penalties	500	0.1%	1,000	0.2%	500	100.0%
Federal Grant	0	0.0%	0	0.0%	0	n/a
Interest Income	12,000	3.2%	16,000	3.9%	4,000	33.3%
Total Estimated Revenues	$370,500	100.0%	$414,000	100.0%	$43,500	11.7%
Total Sources	**$370,500**	**100.0%**	**$414,000**	**100.0%**	**$43,500**	**11.7%**
Allocation of Budget Dollars						
Operating Budget						
Personal Services	$137,481	38.4%	150,109	30.4%	$12,628	9.2%
Other Services	217,569	60.8%	341,496	69.1%	123,927	57.0%
Supplies	2,950	0.8%	2,500	0.5%	(450)	-15.3%
Capital Outlay/Other	0	0.0%	0	0.0%	0	n/a
Total Operating Budget	$358,000	100.0%	$494,105	100.0%	$136,105	38.0%
Total Allocations	**$358,000**	**100.0%**	**$494,105**	**100.0%**	**$136,105**	**38.0%**
Increase (Decrease) to Available Resources						
Increase (Decrease)	**$12,500**		**($80,105)**		**($92,605)**	

CITY OF INDEPENDENCE, MISSOURI
1997-98 Operating Budget

Fund Balance Summary - Tourism Fund

For the Fiscal Years Ending June 30, 1992 through June 30, 1997

Description	Actual 6/30/92	Actual 6/30/93	Actual 6/30/94	Actual 6/30/95	Actual 6/30/96	Unaudited 6/30/97
Fund Balance Components						
Reserved for:						
Encumbrances	$15,446	$4,685	$9,573	$7,340	$12,270	
Designated for:						
Working Capital	$36,174	$36,174	$36,174	$36,174	$36,174	
Undesignated	99,056	119,259	165,137	154,599	217,613	294,117
Total Fund Balance	$150,676	$160,118	$210,884	$198,113	$266,057	
Fund Balance Target *	73,381	71,085	78,568	92,300	92,304	92,625
Actual over (under) Target	25,675	48,174	86,569	62,299	125,309	201,492

* based on 25% (3 months) of Annual Revenues (compared to Undesginated Fund Balance)

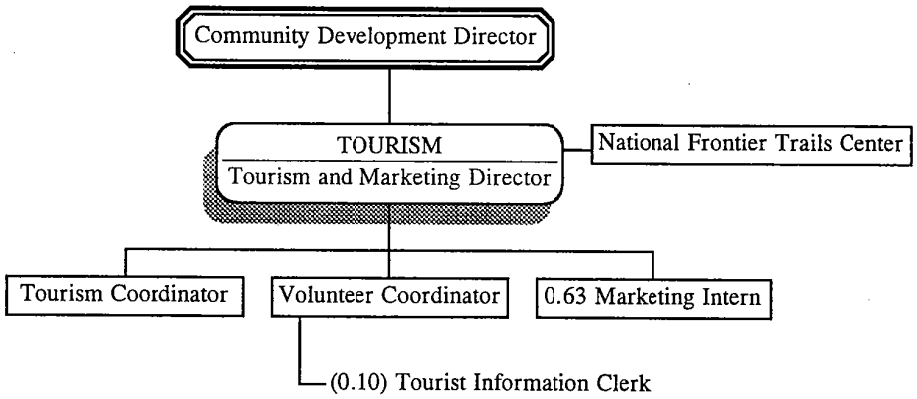
Source: Audited Annual Financial Statement

Projected Fund Balance for 1997-98

Projected Fund Balance at June 30, 1997	$294,117
Proposed Fund Balance Uses for 1997-98:	
Excess of Proposed Appropriations over Projected Revenues	(80,105)
Projected Fund Balance at June 30, 1998	**$214,012**

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

City of Independence, Missouri
Tourism



City of Independence
Departmental Budget Summary

Department: 4024-TOURISM **1997-98 Operating Budget**

Department Description-

THE FUNCTION OF THE TOURISM DEPARTMENT IS TO ATTRACT OUT-OF-TOWN VISITORS TO THE CITY OF INDEPENDENCE AND INCREASE VISITOR SPENDING THEREBY GENERATING REVENUE TO THE CITY. TO ACHIEVE THESE GOALS, THE TOURISM DEPARTMENT PROMOTES INDEPENDENCE TO THE INDIVIDUAL, GROUP AND BUSINESS TRAVELER THROUGH VARIOUS MARKETING ACTIVITIES INCLUDING LOCAL, REGIONAL AND NATIONAL ADVERTISING; PUBLIC RELATIONS ACTIVITIES ON THE LOCAL, REGIONAL AND NATIONAL LEVELS; AND PRODUCTION AND DISSEMINATION OF COLLATERAL MATERIALS. IN ADDITION TO MARKETING AND PROMOTIONAL ACTIVITIES, THE TOURISM DEPARTMENT ADMINISTERS A CITY VOLUNTEER PROGRAM WHICH STAFFS SIX PLUS HISTORIC SITES WITHIN THE CITY.

Prog. No.	Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
Budget by Major Program Category-					
04 4024	TOURISM	324,810	358,000	358,000	494,105
	Total	324,810	358,000	358,000	494,105
Staffing-					
	Full Time Positions	3.00	3.00	3.00	3.00
	Part Time Positions	0.10	0.10	0.10	0.73
	Total	3.10	3.10	3.10	3.73
Source of Funding-					
	TOURISM FUND	324,810	358,000	358,000	494,105
	Total	324,810	358,000	358,000	494,105
Direct/Offsetting Revenues-					
	TRANSIENT GUEST TAXES	366,246	358,000	375,000	397,000
	Total	366,246	358,000	375,000	397,000

Continued

Significant Issues/Changes:

* THE BUDGET REFLECTS AN INCREASE DUE TO A PROJECTED 10.9% INCREASE IN TRANSIENT GUEST TAX COLLECTIONS.
* $75,000 IN PROFESSIONAL SERVICES TO HIRE A PROF. TOURISM PLANNING CONSULTANT TO WORK WITH DIRECTOR AND ADVISORY BOARD COMMITTEE TO PREPARE COMPREHENSIVE STRATEGIC TOURISM PLAN FOR INDEPENDENCE.
* THE ADVERTISING ACCOUNT INCREASE OF $52,000 WILL BE USED FOR MARKETING RESEARCH, A PUBLIC RELATIONS CAMPAIGN, AND CO-OPERATIVE ADVERTISING.
* $9,236 INCREASE IN PERSONAL SERVICES TO ADD PART-TIME TEMPORARY MARKETING INTERN TO ASSIST WITH MEDIA RELATIONS, EVENT COORDINATION, VISITOR INCENTIVE PROGRAM, DIRECT MAIL MARKETING & TRADE SHOWS.
* TRAVEL & MEETINGS HAS BEEN INCREASED BY $1,500 TO SUPPORT PARTICIPATION IN UP TO FOUR NEW GROUP TOUR TRADE SHOWS.
* PRINTING REDUCED $10,000 AS SOME PUBLICATIONS NOT PRINTED FY97/98.

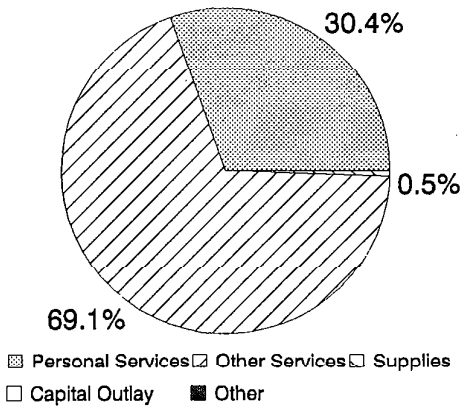
1997-98 Operating Budget

Tourism

Appropriations by Type:

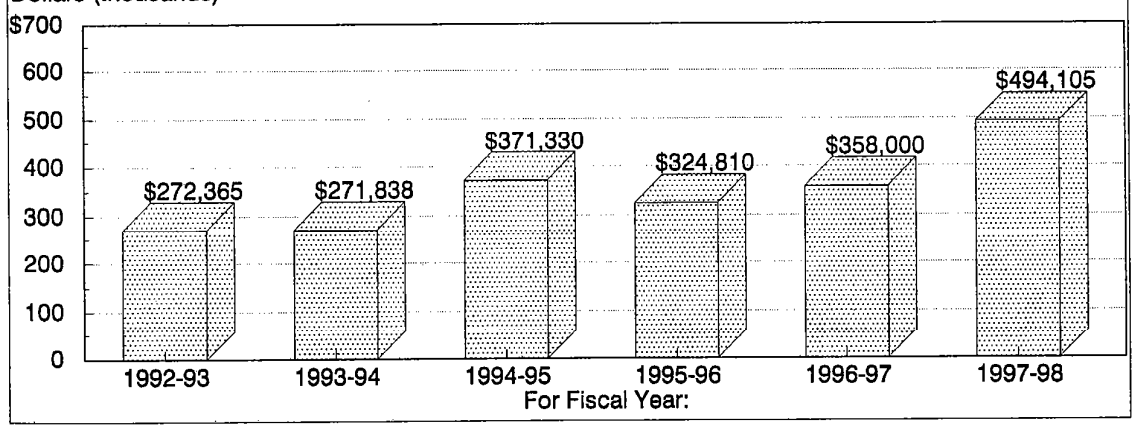
Expenditure Type	Actual 1995-96	Original 1996-97	Projected 1996-97	Adopted 1997-98
Personal Services	79,329	137,481	137,481	150,109
Other Services	232,141	217,569	217,569	341,496
Supplies	12,590	2,950	2,950	2,500
Capital Outlay	750	0	0	0
Other	0	0	0	0
Total	324,810	358,000	358,000	494,105

1997-98 City Council Adopted Budget



Historical Comparison:

	Actual 1992-93	Actual 1993-94	Actual 1994-95	Actual 1995-96	Budget 1996-97	Budget 1997-98
Employees: Full Time Equiv.	3.10	3.10	3.10	3.10	3.10	3.73
Amount by Fund: Tourism	272,365	271,838	371,330	324,810	358,000	494,105
Per Bed/Room Units	350.53	349.86	486.03	425.14	468.59	571.22



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, PIONEER SPRING CABIN AND 1859 JAIL.

1997-98 Objectives:

* COMPLETE STRATEGIC PLANNING PROCESS AND BEGIN IMPLEMENTATION OF PRODUCT DEVELOPMENT AND MARKETING ACTION PLANS.
* ADMINISTER MARKETING RESEARCH STUDY TO MEASURE VISITOR TRAVEL & BUYING HABITS AND EFFECTIVENESS OF TOURISM MARKETING PLAN.
* PRODUCE & DISTRIBUTE TOURISM PROMOTIONAL VIDEO.
* WORK WITH SITES TO LAUNCH ATTRACTION COALITION TO COORDINATE INDUSTRY EDUCATION, HOSPITALITY TRAINING, MARKETING PARTNERSHIPS, AND RESOURCE SHARING.
* IDENTIFY AND PURSUE GRANT FUNDING SPONSORSHIP SUPPORT FOR VOLUNTEER PROGRAMS.
* IMPLEMENT COORDINATED MARKETING CAMPAIGN (TRADE SHOWS, DIRECT MAIL, DATA BASE MANAGEMENT) FOR GROUP TOUR MARKET.
* WORK WITH NFTC STAFF ON STRATEGIC PLAN FOR OPERATIONS, PROGRAMMING, MARKETING AND REVENUE DEVELOPMENT.

1996-97 Accomplishments:

* ADOPTED ADVISORY BOARD MISSION STATEMENT & SUBCOMMITTEES TO GUIDE SUPPORT OF TOURISM DEPT.
* COMPLETED RFP AND IDENTIFIED LIST OF QUALIFIED CONSULTING FIRMS FOR WORK ON TOURISM STRATEGIC PLAN.
* SIGNING COMMITTEE INITIATED INVENTORY OF CITY HISTORICAL MARKERS AND SITE PATH FINDER SIGNS.
* IMPLEMENTED FIRST PHASE OF MARKETING RESEARCH TO MEASURE ADVERTISING RESPONSE,MARKET DEMOGRAHICS, TRAVEL AND BUYING HABITS.
* GENERATED 100 PERCENT INCREASE IN ADVERTISING RESPONSES (INQUIRIES).
* IMPLEMENTED HOLIDAY CO-OP MARKETING CAMPAIGN & INCENTIVE PROGRAM GENERATING INCREASED VISITORS AT 6 TOURISM SITES.
* IMPLEMENTED LODGING OCCUPANCY TRACKING SYSTEM.
* REFORMATTED AND IMPLEMENTED REDESIGN OF INDEPENDENCE VISITORS GUIDE TO BE MORE ATTRACTIVE AND USER-FRIENDLY.
* IMPLEMENTED METRO AREA MARKETING PROGRAM FOR SUMMER & HOLIDAY SEASON

Continued

City of Independence
Detail Program Sheet

Department: 4024-TOURISM **1997-98 Operating Budget**
Program: 4024-TOURISM **Fund: 04-TOURISM**

Program Costs:

Expenditure Category	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
PERSONAL SERVICES	79,329	137,481	137,481	150,109
OTHER SERVICES	232,141	217,569	217,569	341,496
SUPPLIES	12,590	2,950	2,950	2,500
CAPITAL OUTLAY	750	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	324,810	358,000	358,000	494,105

Performance Indicators:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 Adopted Budget
VISITOR INQUIRIES	16,241	18,000	31,547	20,000
GROUP TOUR BOOKINGS	268	300	312	340
CONVENTION PACKETS	13,945	14,500	14,535	14,500
SITE ATTENDANCE	389,209	390,000	393,633	400,000
VOLUNTEER HOURS	14,734	15,000	17,752	18,000

Staffing:

Description	1995-96 Actual	1996-97 Original	1996-97 Amended	1997-98 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
MARKETING INTERN	0.00	0.00	0.00	0.63
Total	3.10	3.10	3.10	3.73

CITY OF INDEPENDENCE, MISSOURI
1997-98 Operating Budget

City Council Adopted Budget Summary - Other Funds

For the Fiscal Years 1996-97 and 1997-98

Description	Community Development Block Grant Fund	HOME Program Fund	Central Garage Fund	Staywell Healthcare Fund
Source of Budget Dollars				
Estimated Revenues-				
Federal Grant - CDBG	$1,072,000			
HOME Program Grant		$428,000		
Central Garage Charges			$1,278,342	
Staywell Healthcare Premiums				$6,126,400
Other Revenue			(16,000)	
Total Estimated Revenues	$1,072,000	$428,000	$1,262,342	$6,126,400
Total Sources	**$1,072,000**	**$428,000**	**$1,262,342**	**$6,126,400**
Allocation of Budget Dollars				
Operating Departments-				
Community Development	$204,162	$52,046		
Public Works			$1,042,264	
Non-Departmental			183,626	$6,126,400
Total Operating Departments	$204,162	$52,046	$1,225,890	$6,126,400
Grant Authorized Programming				
Community Dev. Block Grant	806,911			
Home Program		375,954		
Transfers to Other Funds-				
General Fund-Code Enforcement	40,000			
General Fund-Senior Citizen Nutrition Site	20,927			
Total Allocations	**$1,072,000**	**$428,000**	**$1,225,890**	**$6,126,400**
Balance Available	**$0**	**$0**	**$36,452**	**$0**

Note 1: Each of these funds are intended to be "zero balance" funds whereby the total sources and allocations equal each other.

Note 2: The balance available in the Central Garage Fund represents projected revenue to offset depreciation expense which is not a budgeted expenditure.

CITY OF INDEPENDENCE, MISSOURI
1997-98 Operating Budget

Revenue Summary - Other Funds

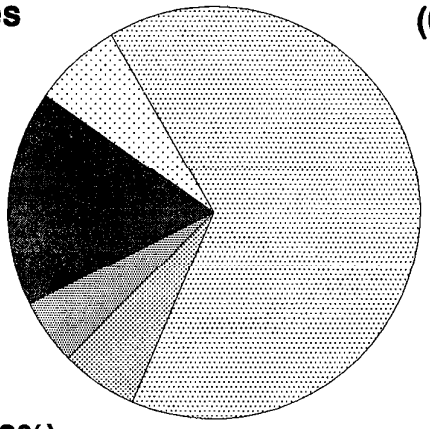
For the Fiscal Years 1995-96, 1996-97 and 1997-98

Acct. No.	Description	1995-96 Actual	1996-97 Original Budget	1996-97 Current Estimate	1997-98 Projected Budget	% Chg. *
	Tourism Fund					
3043	Transient Guest Tax	$366,246	$358,000	$375,000	$397,000	10.9%
3061	Interest and Penalties	150	500	1,300	1,000	100.0%
3219	Federal Grant - Other	605	0		0	n/a
3411	Interest Income	13,487	12,000	15,000	16,000	33.3%
3449	Other	727	0	27,354	0	n/a
	Total Revenues	**$381,215**	**$370,500**	**$418,654**	**$414,000**	**11.7%**
	Community Development Block Grant Fund					
3204	Federal Grant - CDBG	$1,131,532	$1,094,000	$1,094,000	$1,072,000	-2.0%
3449	Other	2,917	0			
	Total Revenues	**$1,134,449**	**$1,094,000**	**$1,094,000**	**$1,072,000**	**-2.0%**
	HOME Program Fund					
3219	HOME Program Grant	$565,909	$437,000	$437,000	$428,000	-2.1%
3411	Interest Income	553	0	350	0	n/a
3449	Other	0	0	0	0	n/a
	Total Revenues	**$566,462**	**$437,000**	**$437,350**	**$428,000**	**-2.1%**
	Central Garage Fund					
3380	Central Garage Charges	$1,034,368	$1,285,623	$1,180,700	$1,278,342	-0.6%
3411	Interest Income	(3,825)	0	(15,000)	(16,000)	n/a
3449	Other	1,267	0	556	0	n/a
	Total Revenues	**$1,031,810**	**$1,285,623**	**$1,166,256**	**$1,262,342**	**-1.8%**
	Staywell Healthcare Fund					
3449	Premiums	$4,855,259	$5,388,500	$5,700,000	$6,126,400	13.7%
	Total Revenues	**$4,855,259**	**$5,388,500**	**$5,700,000**	**$6,126,400**	**13.7%**

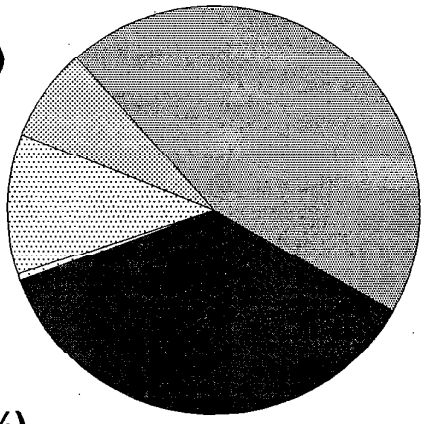
* This amount represents the percentage change from the Original Budget

COMBINED SUMMARY

Source of Budget Dollars



Allocation of Budget Dollars



CITY OF INDEPENDENCE, MISSOURI
1997-98 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 1996-97 and 1997-98

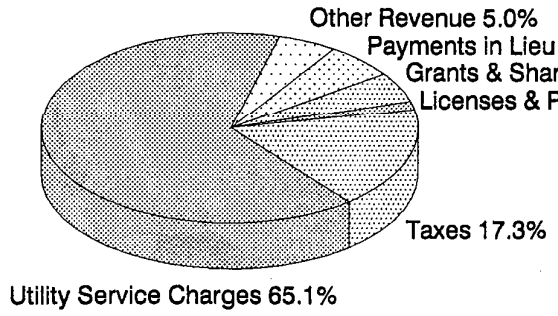
Description	1996-97 Original Budget	% of Total	1997-98 City Council Aopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Prior Years' Savings-						
Undesignated Fund Balance	$290,000	0.2%	$290,000	0.2%	$0	0.0%
Net Transfers In	608,816	0.5%	315,043	0.2%	(293,773)	-48.3%
Estimated Revenues-						
Taxes	23,047,910	17.3%	23,858,429	17.2%	$810,519	3.5%
Licenses & Permits	2,109,300	1.6%	2,157,375	1.6%	48,075	2.3%
Grants & Shared Revenue	6,822,098	5.1%	7,021,045	5.1%	198,947	2.9%
Payments in Lieu of Taxes	7,708,425	5.8%	8,262,382	6.0%	553,957	7.2%
Charges for Current Serv.	537,414	0.4%	630,754	0.5%	93,340	17.4%
Fines and Forfeitures	1,596,759	1.2%	1,762,318	1.3%	165,559	10.4%
Utility Service Charges	86,305,174	64.8%	89,959,445	64.8%	3,654,271	4.2%
Other Revenue	4,113,460	3.1%	4,577,690	3.3%	464,230	11.3%
Total Estimated Revenues	$132,240,540	99.3%	$138,229,438	99.6%	$5,988,898	4.5%
Total Sources	**$133,139,356**	**100.0%**	**$138,834,481**	**100.0%**	**$5,695,125**	**4.3%**
Allocation of Budget Dollars						
Operating Departments-						
City Council	$359,518	0.3%	337,360	0.2%	($22,158)	-6.2%
City Clerk	349,011	0.2%	358,153	0.3%	9,142	2.6%
City Manager	358,367	0.3%	556,846	0.4%	198,479	55.4%
Tourism	358,000	0.3%	494,105	0.4%	136,105	38.0%
Nat. Frontier Trails Center	272,950	0.2%	298,093	0.2%	25,143	9.2%
Technology Services	1,517,045	1.1%	1,543,600	1.1%	26,555	1.8%
Municipal Court	465,810	0.3%	476,009	0.3%	10,199	2.2%
Law	531,249	0.4%	549,803	0.4%	18,554	3.5%
Finance	1,179,507	0.8%	1,220,103	0.9%	40,596	3.4%
Personnel	300,607	0.2%	306,607	0.2%	6,000	2.0%
Community Development	2,640,158	1.9%	2,428,602	1.8%	(211,556)	-8.0%
Police	13,020,658	9.3%	13,485,399	9.9%	464,741	3.6%
Fire	9,656,181	6.9%	9,840,188	7.2%	184,007	1.9%
Health	1,055,779	0.8%	1,077,010	0.8%	21,231	2.0%
Water	9,216,875	6.5%	9,387,231	6.9%	170,356	1.8%
Public Works	5,180,542	3.7%	5,493,353	4.0%	312,811	6.0%
Water Pollution Control	8,006,424	5.7%	8,079,657	5.9%	73,233	0.9%
Parks and Recreation	1,416,690	1.0%	1,455,864	1.1%	39,174	2.8%
Power and Light	43,001,025	30.6%	44,926,224	32.9%	1,925,199	4.5%
Non-Departmental	14,694,575	10.4%	15,160,184	11.1%	465,609	3.2%
Debt Service	6,135,701	4.4%	5,986,342	4.4%	(149,359)	-2.4%
Capital Outlay	1,000,000	0.7%	1,000,000	0.7%	0	0.0%
Total Operating Departments	$120,716,672	85.8%	$124,460,733	91.2%	$3,744,061	3.1%
Utility Fund-Capital Budget	18,476,000	13.1%	10,379,625	7.6%	(8,096,375)	-43.8%
Net Transfers Out/Desig.	1,537,118	1.1%	1,596,520	1.2%	59,402	3.9%
Total Allocations	**$140,729,790**	**100.0%**	**$136,436,878**	**100.0%**	**($4,292,912)**	**-3.1%**
Balance Available	**($7,590,434)**		**$2,397,603**		**$9,988,037**	

CITY OF INDEPENDENCE, MISSOURI
1997-98 OPERATING BUDGET
SUMMARY OF SOURCES AND USES BY FUND AND FUND TYPE
CITY COUNCIL ADOPTED BUDGET

DESCRIPTION / FUND=>	GENERAL FUND	SPECIAL REVENUE FUNDS: TOURISM FUND	SPECIAL REVENUE FUNDS: C.D.B.G. FUND	SPECIAL REVENUE FUNDS: HOME FUND	ENTERPRISE FUNDS: POWER & LIGHT FUND	ENTERPRISE FUNDS: SANITARY SEWER FUND	ENTERPRISE FUNDS: WATER FUND	CENTRAL GARAGE FUND	STAYWELL HEALTHCARE FUND	GRAND TOTAL ALL FUNDS
SOURCES:										
Undesignated Fund Balance	$290,000									$290,000
Estimated Revenues	45,196,363	414,000	1,072,000	428,000	66,578,112	12,160,000	16,688,155	1,262,342	6,126,400	149,925,372
Transfers In-										
From Employee Benefits Fund					160,365	34,815	58,936			254,116
From Other Operating Funds	60,927									60,927
TOTAL SOURCES	$45,547,290	$414,000	$1,072,000	$428,000	$66,738,477	$12,194,815	$16,747,091	$1,262,342	$6,126,400	$150,530,415
USES:										
Operating Budgets-										
City Council	$337,360									$337,360
City Clerk	358,153									358,153
City Manager	556,846									556,846
Tourism		494,105								494,105
National Frontier Trails Center	298,093									298,093
Management Information	1,498,425				45,175					1,543,600
Municipal Court	476,009									476,009
Law	549,803									549,803
Finance	1,220,103									1,220,103
Personnel	306,607									306,607
Community Development	2,172,394		204,162	52,046						2,428,602
Police	13,485,399									13,485,399
Fire	9,840,188									9,840,188
Health	1,077,010									1,077,010
Water							9,387,231			9,387,231
Public Works	5,493,353							1,042,264		6,535,617
Water Pollution Control	228,850					7,850,807				8,079,657
Parks and Recreation	1,455,864									1,455,864
Power and Light					44,926,224					44,926,224
Non-Departmental	4,657,805				9,574,185	2,329,579	2,905,807	183,626	6,126,400	25,777,402
Debt Service/Lease Purchase	172,522				3,040,810		2,773,010			5,986,342
Capital Outlay/Budget	1,000,000				6,978,000	1,856,625	1,545,000			11,379,625
Total Operating Budgets	$45,184,784	$494,105	$204,162	$52,046	$64,564,394	$12,037,011	$16,611,048	$1,225,890	$6,126,400	$146,499,840
Transfers Out-										
Desig. for CDBG/HOME Programming			$806,911	$375,954						$1,182,865
Desig. for Capital Projects	150,000									150,000
To Other Operating Funds			60,927							60,927
To Employee Benefits Fund	52,728									52,728
To Capital Project Funds	150,000									150,000
TOTAL USES	$45,537,512	$494,105	$1,072,000	$428,000	$64,564,394	$12,037,011	$16,611,048	$1,225,890	$6,126,400	$148,096,360
Transfer To (From) Undesignated Fund Balance/Retained Earnings	$9,778	($80,105)	$0	$0	$2,174,083	$157,804	$136,043	$36,452	$0	$2,434,055

ESTIMATED REVENUES

1997-98 Estimated Revenues



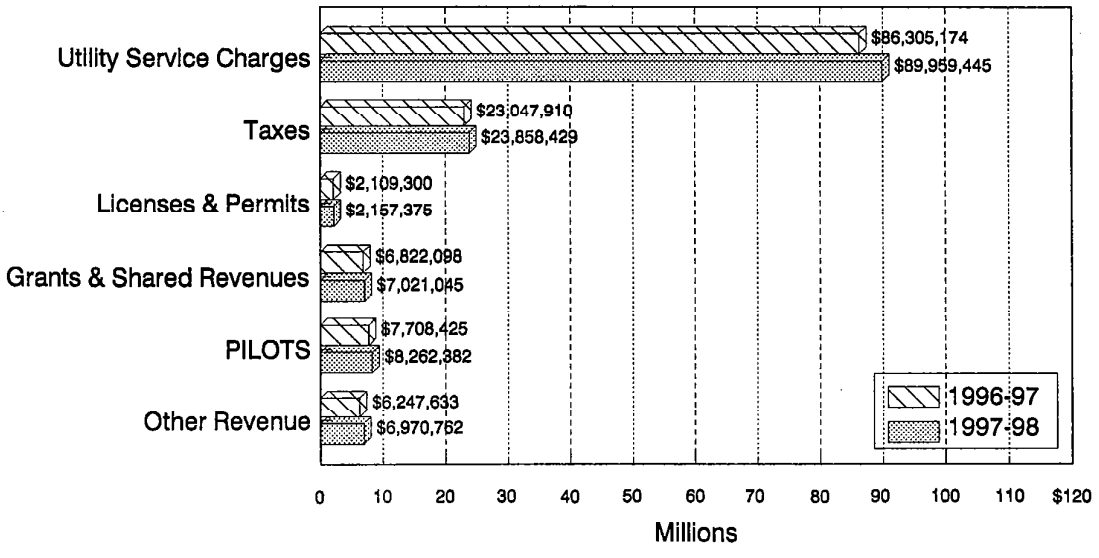
Total Estimated Revenues-
$ 138,229,438

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

Component revenues between the 1996-97 and 1997-98 fiscal years have remained largely unchanged. Total revenues are projected to increase in 1997-98 by 4.5 percent over the 1996-97 fiscal year. The largest single increase is in Utility Service Charges in the amount of $3.7 million, or a 4.2 percent increase. Taxes increased in the amount of $810 thousand and this was attributable to increased utility franchise fees from privately owned utilities within the city.

Comparison of Estimated Revenues

For Fiscal Years 1996-97 and 1997-98

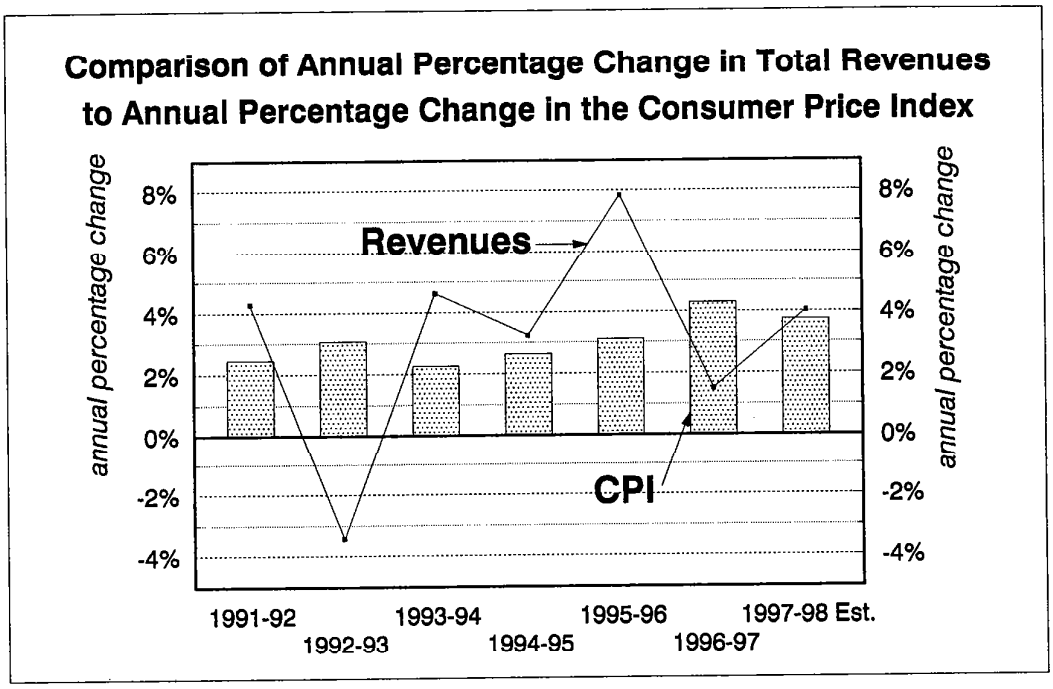


CITY OF INDEPENDENCE, MISSOURI
1997-98 OPERATING BUDGET
REVENUE OVERVIEW/PROJECTIONS

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.

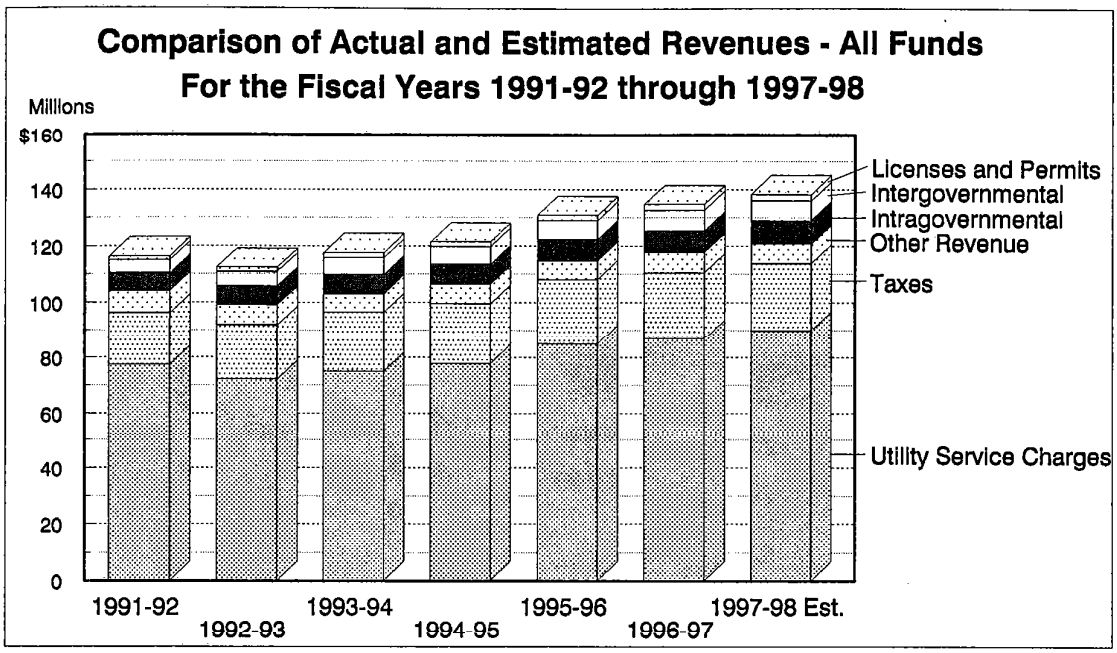
The following chart compares the annual percentage change in total revenues to the percentage change in the Consumer Price Index (CPI) for the local area. Generally, on an overall basis, expenditures have a stronger degree of correlation in relation to inflation based changes than revenues. Therefore,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



The large decrease in 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 1997-98 are estimated to increase over the unaudited actual total revenues for 1996-97 at a rate of 4 percent compared to a projected consumer price index increase of 3.75 percent.

CITY OF INDEPENDENCE, MISSOURI
1997-98 OPERATING BUDGET
REVENUE OVERVIEW/PROJECTIONS

Shown below is a comparison of the actual total revenues by source for the 1991-92 fiscal year through the 1995-96 fiscal year. Also listed are unaudited actual amounts for the 1996-97 fiscal year and estimated amounts for the 1997-98 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 3.15 percent.



Revenue Estimates by Fund -

General Fund

Taxes - Taxes comprise 52 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 12.1 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 - CDBGA - Revenue in this fund comes directly from the Federal Government. Estimates are based on the latest available information from the Federal Government.

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

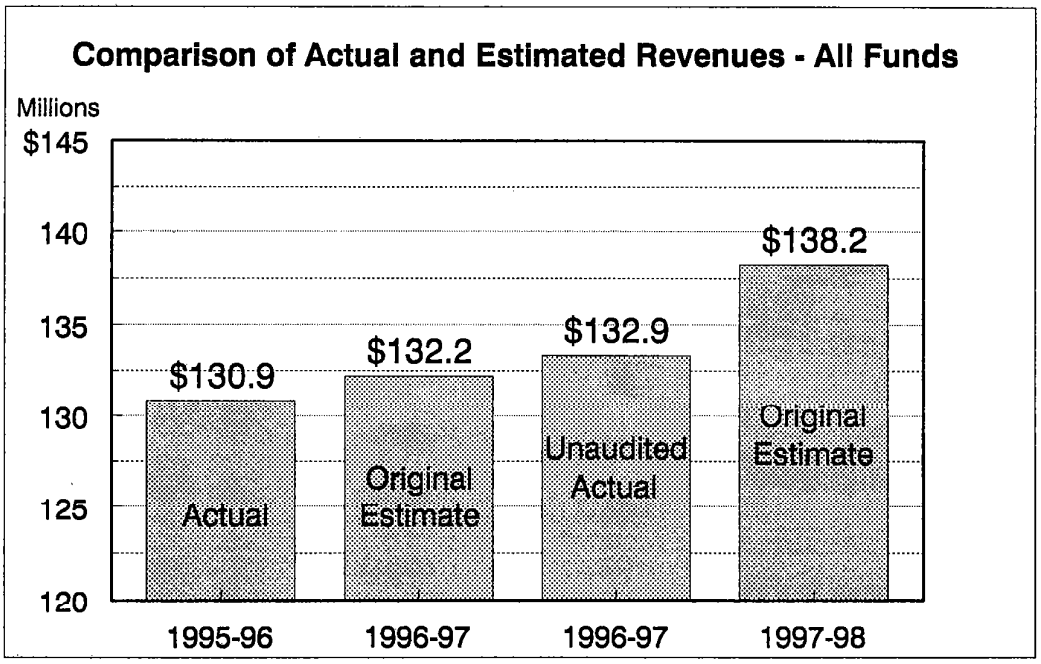
The City has four enterprise funds: Electric, Sanitary Sewer, Storm Water and Water. Service charge revenue estimates for each utility are based on projected consumption, as determined by historical trends and anticipated changes in service area, factored into the rate structure including changes for 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 unaudited actual revenue amounts for 1996-97 as a measure of the previous year's projection accuracy. The difference between the original estimate and actual was a variance of $635 thousand representing a projection surplus of less than one-half percent. Also, shown on the chart for comparison purposes is the estimate for 1997-98 and the actual for 1995-96.



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
1997-98 Operating Budget

Revenue Summary - All Funds

For the Fiscal Years 1995-96, 1996-97 and 1997-98

Acct. No.	Description	1995-96 Actual	1996-97 Original Budget	1996-97 Actual Rev. For 9 Months	1996-97 Est. Revenue For 3 Months	1996-97 Current Estimate	1997-98 Projected Budget	% Chg. *
	General Fund							
	Property Taxes-							
3001	Real Estate, Including Penalties	$4,428,377	$4,622,310	$4,676,618	$5,692	$4,682,310	$4,782,375	3.5%
3021	Railroad and Other Utilities	56,733	58,600	60,981	0	60,981	62,900	7.3%
	Total Property Taxes	4,485,110	4,680,910	4,737,599	5,692	4,743,291	4,845,275	3.5%
	Sales and Use Taxes-							
3041	Local Option Sales Tax	11,775,155	12,412,500	8,859,267	3,047,933	11,907,200	12,145,344	-2.2%
3042	Cigarette Tax	513,102	490,000	320,876	89,124	410,000	490,000	0.0%
3044	Local Option Use Tax	524,057	0		0	0	0	n/a
	Total Sales and Use Taxes	12,812,314	12,902,500	9,180,143	3,137,057	12,317,200	12,635,344	-2.1%
	Utility Franchise Fees-							
3052	Water	16,643	18,000	10,814	7,186	18,000	18,000	0.0%
3053	Gas	2,914,581	2,500,000	2,970,925	329,075	3,300,000	3,160,000	26.4%
3054	Telephone	1,927,309	1,954,000	1,546,555	583,445	2,130,000	2,343,000	19.9%
3055	Electricity	352,710	334,000	267,676	82,324	350,000	133,810	-59.9%
3057	Cable Television	313,897	300,000	320,000	0	320,000	325,000	8.3%
	Total Utility Franchise Fees	5,525,140	5,106,000	5,115,970	1,002,030	6,118,000	5,979,810	17.1%
	Total Taxes	$22,822,564	$22,689,410	$19,033,712	$4,144,779	$23,178,491	$23,460,429	3.4%
	Business Licenses and Permits-							
3101	Occupation Licenses	$907,331	$870,000	$325,755	$599,245	$925,000	$940,000	8.0%
3102	Liquor Licenses	70,496	60,000	7,015	65,985	73,000	74,000	23.3%
3103	Exams and Licenses - Planning	39,833	35,000	25,273	9,727	35,000	35,000	0.0%
3104	Other Lic. & Permits - Finance	43,384	38,000	40,837	6,163	47,000	48,000	26.3%

* This amount represents the percentage change from the Original Budget

CITY OF INDEPENDENCE, MISSOURI
1997-98 Operating Budget

Revenue Summary - All Funds

For the Fiscal Years 1995-96, 1996-97 and 1997-98

Acct. No.	Description	1995-96 Actual	1996-97 Original Budget	1996-97 Actual Rev. For 9 Months	1996-97 Est. Revenue For 3 Months	1996-97 Current Estimate	1997-98 Projected Budget	% Chg. *
	Business Licenses and Permits (continued)-							
3108	Building Permits	443,205	560,000	489,696	70,304	560,000	560,000	0.0%
3120	Nursing Home Permits	50	300	325	0	325	325	8.3%
3121	Day Care Permits	0	12,000	300	5,700	6,000	6,000	-50.0%
3122	Food Handler's Permits	44,766	42,000	34,659	10,341	45,000	35,000	-16.7%
3123	Massage Therapist Applic. Fee	130	3,000	30	970	1,000	2,000	-33.3%
3124	Food Establishment Permits	14,060	49,000	23,820	25,180	49,000	67,050	36.8%
	Total Bus. Lic. & Permits	1,563,255	1,669,300	947,710	793,615	1,741,325	1,767,375	5.9%
	Non-Business Licenses and Permits-							
3151	Motor Vehicle Licenses	327,772	440,000	380,000	0	380,000	390,000	-11.4%
	Total Licenses and Permits	$1,891,027	$2,109,300	$1,327,710	$793,615	$2,121,325	$2,157,375	2.3%
	Grants-							
	Federal Government Grants-							
3210	Civil Defense Program	$36,002	$35,000	$32,848	$2,152	$35,000	$35,000	0.0%
3211	Public Health Nursing	90,246	82,280	62,610	19,670	82,280	75,052	-8.8%
3213	I-70 Enforcement (55MPH)	21,138	3,750	834	2,916	3,750	0	0.0%
3218	Dial-a-Ride	10,066	13,000	12,663	337	13,000	13,000	0.0%
3219	Other	229,106	151,338	470,455	2,885	473,340	228,508	51.0%
	Total Federal Grants	386,558	285,368	579,410	27,960	607,370	351,560	23.2%
	State Government Grants-							
3241	Financial Institutions Grant	28,504	30,000	24,000	0	24,000	24,000	-20.0%
3242	Gasoline Tax	2,693,228	3,046,400	2,312,385	787,615	3,100,000	3,200,000	5.0%
3243	Motor Vehicle License Fees	516,396	520,000	373,256	146,744	520,000	540,000	3.8%
3244	Motor Vehicle Sales Tax	657,690	700,000	486,290	188,710	675,000	700,000	0.0%
3250	Other	0	0	10,150	61,532	71,682	32,520	n/a
	Total State Grants	3,895,818	4,296,400	3,206,081	1,184,601	4,390,682	4,496,520	4.7%

* This amount represents the percentage change from the Original Budget

CITY OF INDEPENDENCE, MISSOURI
1997-98 Operating Budget

Revenue Summary - All Funds

For the Fiscal Years 1995-96, 1996-97 and 1997-98

Acct. No.	Description	1995-96 Actual	1996-97 Original Budget	1996-97 Actual Rev. For 9 Months	1996-97 Est. Revenue For 3 Months	1996-97 Current Estimate	1997-98 Projected Budget	% Chg. *
	Other Sources-							
3272	Jackson Co. Drug Task Force	390,629	385,129	281,199	103,930	385,129	357,113	-7.3%
3274	Jackson Co. DARE Program	301,004	299,201	33,674	298,901	332,575	290,852	-2.8%
3275	Mid-America Regional Council	43,172	25,000	43,991	23,465	67,456	25,000	0.0%
	Total Other Sources	734,805	709,330	358,864	426,296	785,160	672,965	-5.1%
	Total Grants	$5,017,181	$5,291,098	$4,144,355	$1,638,857	$5,783,212	$5,521,045	4.3%
	Payments in Lieu of Taxes							
3281	Power & Light Fund - PILOT	$5,772,577	$5,862,340	$4,498,864	$1,307,476	$5,806,340	$6,331,708	8.0%
3282	Water Fund - PILOT	865,242	907,662	629,631	253,031	882,662	940,674	3.6%
3283	Sanitary Sewer Fund - PILOT	846,443	938,423	739,130	199,293	938,423	990,000	5.5%
	Total Pymt. in Lieu of Taxes	$7,484,262	$7,708,425	$5,867,625	$1,759,800	$7,627,425	$8,262,382	7.2%
	Charges for Services-							
	General Government-							
3302	Planning and Zoning Fees	$9,772	$7,000	$7,000	$0	$7,000	$7,000	0.0%
3303	Board of Adjustment Fees	2,243	1,900	100	1,800	1,900	2,000	5.3%
3304	Sale of Maps, Books, & Plans	5,370	3,400	2,868	532	3,400	4,000	17.6%
3305	Sale of Police Reports	48,465	52,000	37,839	14,161	52,000	52,000	0.0%
3306	Sale of Fire Reports	826	500	452	48	500	500	0.0%
3307	Computer Service Charges	36,250	55,000	38,211	16,789	55,000	60,000	9.1%
	Health-							
3311	Animal Shelter Fees	57,390	63,000	45,175	17,825	63,000	65,000	3.2%
3312	Animal Identification Tags	230	1,000	476	524	1,000	1,000	0.0%
3317	Spay/Neuter Fees	12,431	0	0	0	0	0	n/a

* This amount represents the percentage change from the Original Budget

CITY OF INDEPENDENCE, MISSOURI
1997-98 Operating Budget

Revenue Summary - All Funds

For the Fiscal Years 1995-96, 1996-97 and 1997-98

Acct. No.	Description	1995-96 Actual	1996-97 Original Budget	1996-97 Actual Rev. For 9 Months	1996-97 Est. Revenue For 3 Months	1996-97 Current Estimate	1997-98 Projected Budget	% Chg. *
	Public Safety-							
3313	Reimb. for Police Services	4,385	0	0	0	0	71,720	n/a
3314	School Resource Officers	18,124	68,493	47,238	24,444	71,682	65,534	-4.3%
3315	Alarm Charges - Police	5,940	7,200	0	7,200	7,200	0	n/a
3316	Alarm Charges - Fire	1,500	1,500	0	1,500	1,500	1,500	0.0%
	Recreation-							
3322	Class Fees	21,173	18,221	15,808	2,413	18,221	20,300	11.4%
3323	Park Concessions	6,506	14,000	8,353	3,147	11,500	11,500	-17.9%
3326	Pool Fees	7,131	10,000	3,566	4,434	8,000	8,000	-20.0%
3327	Sermon Center Fees	11,947	12,400	8,836	1,364	10,200	10,200	-17.7%
3329	Recreation Rentals	25,987	22,000	12,261	9,739	22,000	15,500	-29.5%
	National Frontier Trails Center-							
3330	Admissions	25,873	30,000	19,631	10,369	30,000	30,000	0.0%
3332	Gift Shop Sales	32,736	35,000	24,721	10,279	35,000	46,000	31.4%
	Cemetery-							
3341	Sale of Cemetery Lots	27,156	30,000	28,715	1,285	30,000	33,000	10.0%
3342	Sale of Monument Bases	11,550	10,000	8,442	1,558	10,000	10,000	0.0%
3343	Grave Opening Charges	54,668	53,000	41,830	11,170	53,000	55,000	3.8%
	Other Charges-							
3391	Excavation Repair Charges	(114)	0	0	0	0	0	n/a
3392	Sale of Street Signs	1,408	800	800	0	800	1,000	25.0%
3393	Special Assessments	44,091	21,000	40,000	0	40,000	40,000	90.5%
3398	Miscellaneous Charges	16,499	20,000	1,071	18,929	20,000	20,000	0.0%
	Total Charges for Services	$489,537	$537,414	$393,393	$159,510	$552,903	$630,754	17.4%

* This amount represents the percentage change from the Original Budget

CITY OF INDEPENDENCE, MISSOURI
1997-98 Operating Budget

Revenue Summary - All Funds

For the Fiscal Years 1995-96, 1996-97 and 1997-98

Acct. No.	Description	1995-96 Actual	1996-97 Original Budget	1996-97 Actual Rev. For 9 Months	1996-97 Est. Revenue For 3 Months	1996-97 Current Estimate	1997-98 Projected Budget	% Chg. *
	Fines and Court Costs-							
3401	Fines and Forfeitures	$1,318,663	$1,320,000	$1,150,164	$274,836	$1,425,000	$1,449,692	9.8%
3402	Court Costs	209,851	209,000	186,428	38,572	225,000	232,994	11.5%
3403	Police Training Court Costs	32,072	31,759	28,660	6,340	35,000	36,536	15.0%
3404	Domestic Violence Court Costs	15,821	14,500	14,305	195	14,500	18,182	25.4%
3405	DWI/Drugs Court Costs	21,423	19,100	16,200	2,900	19,100	20,746	8.6%
3406	Special Warrant Collections	4,314	2,400	2,400	0	2,400	4,168	73.7%
	Total Fines & Court Costs	$1,602,144	$1,596,759	$1,398,157	$322,843	$1,721,000	$1,762,318	10.4%
	Interest Income-							
3411	Interest	$284,466	$155,000	$216,911	$48,089	$265,000	$250,000	61.3%
3412	Interest on Special Assessments	4,876	4,000	3,342	1,158	4,500	4,500	12.5%
	Total Interest Income	$289,342	$159,000	$220,253	$49,247	$269,500	$254,500	60.1%
3421	**Interfund Chgs for Support Ser.**	$2,828,007	$2,781,290	$2,085,975	$695,315	$2,781,290	$2,850,370	2.5%
	Other Revenue-							
3431	Sale of Land	$0	$0	$0	$0	$0	$0	n/a
3432	Sale of Fixed Assets	58,494	5,000	5,000	0	5,000	5,000	0.0%
3433	Rental Income	188,216	155,260	119,451	35,809	155,260	154,990	-0.2%
3434	Damage Claims	25,636	20,000	16,562	3,438	20,000	20,000	0.0%
3435	Contributions	29,959	2,000	410	4,970	5,380	2,000	0.0%
3437	Housing Authority - PILOT	0	14,200		14,200	14,200	14,200	0.0%
3439	Cash Over/Short	1,257	1,000	661	339	1,000	1,000	0.0%
3449	Misc. Non-Operating Revenue	116,252	100,000	84,092	15,908	100,000	100,000	0.0%
	Total Other Revenue	$419,814	$297,460	$226,176	$74,664	$300,840	$297,190	-0.1%
	Total General Fund Revenues	**$42,843,878**	**$43,170,156**	**$34,697,356**	**$9,638,630**	**$44,335,986**	**$45,196,363**	**4.7%**

* This amount represents the percentage change from the Original Budget

CITY OF INDEPENDENCE, MISSOURI
1997-98 Operating Budget

Revenue Summary - All Funds

For the Fiscal Years 1995-96, 1996-97 and 1997-98

Acct. No.	Description	1995-96 Actual	1996-97 Original Budget	1996-97 Actual Rev. For 9 Months	1996-97 Est. Revenue For 3 Months	1996-97 Current Estimate	1997-98 Projected Budget	% Chg. *
	Power and Light Fund							
	Operating Revenue-							
4010	Electric Service Charges	$59,178,837	$61,332,000	$44,442,620	$17,371,220	$61,813,840	$63,921,000	4.2%
4600	Other Operating Revenue	923,824	0	0	0	0	40,000	n/a
4700	Change in Unbilled Revenue	588,871	0	0	0	0	0	n/a
	Total Operating Revenue	$60,691,532	$61,332,000	$44,442,620	$17,371,220	$61,813,840	$63,961,000	4.3%
3421	Interfund Charges	568,914	481,840	453,666	28,174	481,840	627,112	30.1%
4800	Interest Income	2,289,242	1,760,000	1,816,982	383,018	2,200,000	1,815,000	3.1%
4900	Other Revenues, Net	0	205,000	205,000	0	205,000	175,000	n/a
	Total Revenues	**$63,549,688**	**$63,778,840**	**$46,918,268**	**$17,782,412**	**$64,700,680**	**$66,578,112**	**4.4%**
	Sanitary Sewer Fund							
	Operating Revenue-							
	User Charges-							
4010	Residential	$5,878,135	$6,948,646	$5,137,808	$1,810,838	$6,948,646	$7,380,150	6.2%
	Commercial-							
4110	Base	2,608,252	3,059,759	2,314,780	744,979	3,059,759	3,189,850	4.3%
4120	Surcharge	575,395	540,000	500,478	39,522	540,000	650,000	20.4%
4430	Contract Sales	322,352	156,000	275,000	0	275,000	280,000	79.5%
4570	Intermunicipal Agreements	332,180	337,337	226,867	110,470	337,337	380,000	12.6%
4600	Other Operating Revenue	72,952	0	0	0	0	0	n/a
4700	Change in Unbilled Revenue	(18,643)	0	0	0	0	0	n/a
	Total Operating Revenue	$9,770,623	$11,041,742	$8,454,933	$2,705,809	$11,160,742	$11,880,000	7.6%
	Non-Operating Revenue-							
3410	Interest Income	259,602	100,000	200,000	0	200,000	200,000	100.0%
4900	Other Revenues, Net	0	80,000	41,126	38,874	80,000	80,000	0.0%
	Total Revenues	**$10,030,225**	**$11,221,742**	**$8,696,059**	**$2,744,683**	**$11,440,742**	**$12,160,000**	**8.4%**

* This amount represents the percentage change from the Original Budget

CITY OF INDEPENDENCE, MISSOURI
1997-98 Operating Budget

Revenue Summary - All Funds

For the Fiscal Years 1995-96, 1996-97 and 1997-98

Acct. No.	Description	1995-96 Actual	1996-97 Original Budget	1996-97 Actual Rev. For 9 Months	1996-97 Est. Revenue For 3 Months	1996-97 Current Estimate	1997-98 Projected Budget	% Chg. *
	Water Fund							
	Operating Revenue-							
4010	Residential Sales	$7,245,025	$6,639,736	$5,280,847	$1,358,889	$6,639,736	$6,959,926	4.8%
4100	Commercial Sales	1,964,477	2,427,417	1,399,002	1,028,415	2,427,417	2,442,384	0.6%
4130	Industrial Sales	293,446	265,727	240,431	25,296	265,727	284,622	7.1%
4400	Public Authority Sales	115,479	124,796	100,429	24,367	124,796	116,117	-7.0%
4410	Private Fire Protection	35,357	33,072	31,955	1,117	33,072	34,800	5.2%
4420	Public Fire Protection	525,344	505,536	396,028	109,508	505,536	522,000	3.3%
4500	Sales for Resale	3,543,036	3,547,344	2,774,445	772,899	3,547,344	3,578,596	0.9%
4600	Other Operating Revenue	793,876	387,804	139,027	248,777	387,804	180,000	-53.6%
4700	Change in Unbilled Revenue	(45,966)	0	0	0	0	0	n/a
	Total Operating Revenue	$14,470,074	$13,931,432	$10,362,164	$3,569,268	$13,931,432	$14,118,445	1.3%
3421	Interfund Charges	598,724	686,580	514,935	171,645	686,580	829,710	20.8%
4800	Interest Income	1,328,609	1,500,000	1,076,119	599,881	1,676,000	1,500,000	0.0%
4900	Other Revenues, Net	0	0			0	240,000	n/a
	Total Revenues	**$16,397,407**	**$16,118,012**	**$11,953,218**	**$4,340,794**	**$16,294,012**	**$16,688,155**	**3.5%**
	Tourism Fund							
3043	Transient Guest Tax	$366,246	$358,000	$294,245	$80,755	$375,000	$397,000	10.9%
3061	Interest and Penalties	150	500	1,153	147	1,300	1,000	100.0%
3219	Federal Grant - Other	605	0				0	n/a
3411	Interest Income	13,487	12,000	12,388	2,612	15,000	16,000	33.3%
3449	Other	727	0	27,354	0	27,354	0	n/a
	Total Revenues	**$381,215**	**$370,500**	**$335,140**	**$83,514**	**$418,654**	**$414,000**	**11.7%**

* This amount represents the percentage change from the Original Budget

CITY OF INDEPENDENCE, MISSOURI
1997-98 Operating Budget

Revenue Summary - All Funds

For the Fiscal Years 1995-96, 1996-97 and 1997-98

Acct. No.	Description	1995-96 Actual	1996-97 Original Budget	1996-97 Actual Rev. For 9 Months	1996-97 Est. Revenue For 3 Months	1996-97 Current Estimate	1997-98 Projected Budget	% Chg. *
Community Development Block Grant Fund								
3204	Federal Grant - CDBG	$1,131,532	$1,094,000	$542,159	$551,841	$1,094,000	$1,072,000	-2.0%
3449	Other	2,917	0	0	0	0	0	
	Total Revenues	**$1,134,449**	**$1,094,000**	**$542,159**	**$551,841**	**$1,094,000**	**$1,072,000**	**-2.0%**
HOME Program Fund								
3219	HOME Program Grant	$565,909	$437,000	$322,780	$114,220	$437,000	$428,000	-2.1%
3411	Interest Income	553	0	350	0	350	0	n/a
3449	Other	0	0	0	0	0	0	n/a
	Total Revenues	**$566,462**	**$437,000**	**$323,130**	**$114,220**	**$437,350**	**$428,000**	**-2.1%**
Central Garage Fund								
3380	Central Garage Charges	$1,034,368	$1,285,623	$858,326	$322,374	$1,180,700	$1,278,342	-0.6%
3411	Interest Income	(3,825)	0	(11,787)	(3,213)	(15,000)	(16,000)	n/a
3449	Other	1,267	0	556	0	556	0	n/a
	Total Revenues	**$1,031,810**	**$1,285,623**	**$847,095**	**$319,161**	**$1,166,256**	**$1,262,342**	**-1.8%**

* This amount represents the percentage change from the Original Budget

CITY OF INDEPENDENCE, MISSOURI
1997-98 Operating Budget

Revenue Summary - All Funds

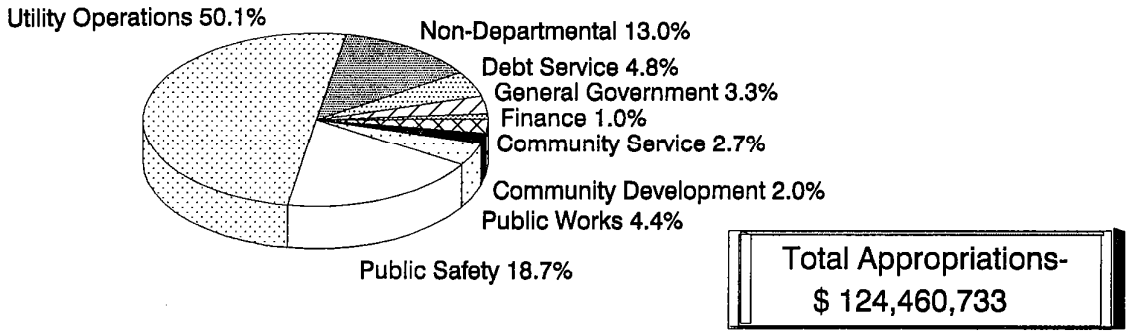
For the Fiscal Years 1995-96, 1996-97 and 1997-98

Acct. No.	Description	1995-96 Actual	1996-97 Original Budget	1996-97 Actual Rev. For 9 Months	1996-97 Est. Revenue For 3 Months	1996-97 Current Estimate	1997-98 Projected Budget	% Chg. *
	Staywell Healthcare Fund							
3449	Premiums	$4,855,259	$5,388,500	$4,315,067	$1,384,933	$5,700,000	$6,126,400	13.7%
	Total Revenues	**$4,855,259**	**$5,388,500**	**$4,315,067**	**$1,384,933**	**$5,700,000**	**$6,126,400**	**13.7%**
	Summary:							
	Grand Total Revenues	$140,790,393	$142,864,373	$108,627,492	$36,960,188	$145,587,680	$149,925,372	4.9%
	Less:							
	Central Garage Fund	(1,031,810)	(1,285,623)	(847,095)	(319,161)	(1,166,256)	(1,262,342)	
	Staywell Health Care Fund	(4,855,259)	(5,388,500)	(4,315,067)	(1,384,933)	(5,700,000)	(6,126,400)	
	Interfund Charges	(3,995,645)	(3,949,710)	(3,054,576)	(895,134)	(3,949,710)	(4,307,192)	
	Net Total Revenues	$130,907,679	$132,240,540	$100,410,754	$34,360,960	$134,771,714	$138,229,438	4.5%

* This amount represents the percentage change from the Original Budget

APPROPRIATIONS

1997-98 Appropriations

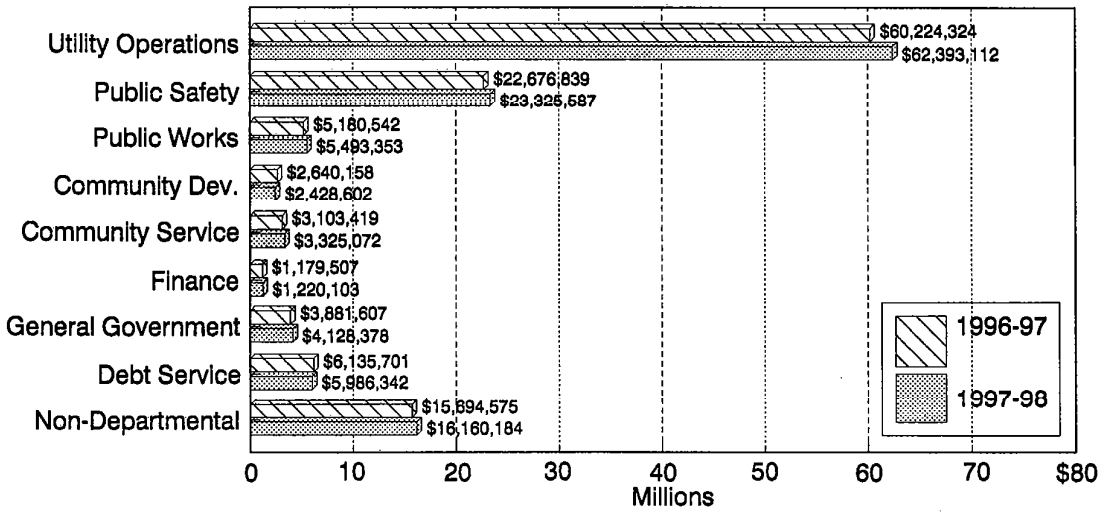


Utility costs represent fifty percent of the total budget. Debt Service represents five percent of the total budget. Within the Debt Service category, 97 percent or $5.8 million is for utility operations, the remainder is for Lease Purchase payments. For the General Fund separately, the largest category is Public Safety costs comprising fifty one percent of that fund's budget.

Total Appropriations increased by 3.1 percent between the two fiscal years representing an increase of $3.7 million. Included in this amount is an increase in Power and Light operations in the amount of $1.9 million which is made up of increased purchased power agreement payments in the amount of $1 million and increases in contractual wage agreements in the amount of $900 thousand. The $464 increase in the Police department reflects an increase of five additional positions.

Comparison of Appropriations

For Fiscal Years 1996-97 and 1997-98



CITY OF INDEPENDENCE, MISSOURI

1997-98 OPERATING BUDGET

COMPARISON OF APPROPRIATIONS FOR THE 1997-98 FISCAL YEAR WITH THE ACTUAL EXPENDITURES FOR 1995-96 AND THE AMENDED BUDGET 1996-97

	Actual Expenditures 1995-96	Original Budget 1996-97	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 1996-97	City Manager Proposed 1997-98	City Council Adopted 1997-98
GENERAL FUND-							
General Government:							
City Council	$309,669	$359,518	$215,729	$143,789	$359,518	$331,867	$337,360
City Clerk	333,321	349,011	255,338	93,673	349,011	350,177	358,153
City Manager	322,974	358,367	249,766	108,601	358,367	578,622	556,846
Technology Services	1,471,716	1,475,169	1,145,105	330,064	1,475,169	1,468,505	1,498,425
Municipal Court	449,684	465,810	333,445	132,365	465,810	460,389	476,009
Total General Government	$2,887,364	$3,007,875	$2,199,383	$808,492	$3,007,875	$3,189,560	$3,226,793
National Frontier Trails Center	$275,534	$272,950	$191,537	81,413	$272,950	$291,800	$298,093
Law Department	760,435	531,249	394,641	136,608	531,249	536,315	549,803
Finance Department:							
Administration	$198,726	$204,589	$142,535	$62,054	$204,589	$212,147	$219,848
Accounting	495,817	497,306	360,353	136,953	497,306	527,613	537,931
Purchasing	326,696	333,000	242,669	90,331	333,000	308,156	316,714
Occupation Licensing	133,851	138,612	100,792	37,820	138,612	140,387	145,610
Total Finance Department	$1,155,090	$1,173,507	$846,349	$327,158	$1,173,507	$1,188,303	$1,220,103
Personnel Department	$267,933	$300,607	$209,056	$91,551	$300,607	$295,764	$306,607
Community Development Department:							
Administration	$328,501	$138,400	$164,148	$41,405	$205,553	$136,795	$142,041
Planning	134,201	419,489	265,346	151,535	416,881	408,823	421,327
Transportation	631,288	647,888	640,770	1,918	642,688	641,703	641,703
Historic Preservation	96,468	111,934	87,482	29,832	117,314	118,197	121,496
Inspection	358,753	386,154	309,913	81,678	391,591	398,377	409,352
Code Compliance	284,430	301,910	219,395	82,515	301,910	434,443	436,475
Total Planning and Permits	$1,833,641	$2,005,775	$1,687,054	$388,883	$2,075,937	$2,138,338	$2,172,394
Police Department:							
Administration	$1,152,530	$1,114,475	$885,838	$299,695	$1,185,533	$733,352	$752,357
Police Operations	7,834,288	8,046,456	6,179,304	2,358,635	8,537,939	8,458,608	8,687,511
Police Services	3,598,312	3,859,727	2,952,732	996,488	3,949,220	3,977,071	4,045,531
Total Police Department	$12,585,130	$13,020,658	$10,017,874	$3,654,818	$13,672,692	$13,169,031	$13,485,399

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CITY OF INDEPENDENCE, MISSOURI

1997-98 OPERATING BUDGET

COMPARISON OF APPROPRIATIONS FOR THE 1997-98 FISCAL YEAR WITH THE ACTUAL EXPENDITURES FOR 1995-96 AND THE AMENDED BUDGET 1996-97

	Actual Expenditures 1995-96	Original Budget 1996-97	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 1996-97	City Manager Proposed 1997-98	City Council Adopted 1997-98
GENERAL FUND (Cont)-							
Fire Department:							
Administration	$280,199	$230,006	$196,655	$35,351	$232,006	$232,583	$237,536
Suppression	8,735,947	8,452,510	6,408,022	2,044,488	8,452,510	8,620,671	8,637,714
Fire Prevention	444,499	399,438	291,607	107,831	399,438	404,139	407,010
Maintenance	391,769	394,168	282,095	110,073	392,168	396,383	397,102
Training	0	180,059	82,681	97,378	180,059	157,889	160,826
Total Fire Department	$9,852,414	$9,656,181	$7,261,060	$2,395,121	$9,656,181	$9,811,665	$9,840,188
Health Department:							
General Services	$650,150	$696,803	$428,816	$261,383	$690,199	$687,753	$707,511
Animal Control	338,633	358,976	255,216	103,760	358,976	366,575	369,499
Total Health Department	$988,783	$1,055,779	$684,032	$365,143	$1,049,175	$1,054,328	$1,077,010
Public Works:							
Administration	$208,047	$258,466	$217,446	$83,476	$300,922	$159,230	$164,213
Engineering	1,158,346	1,146,128	853,617	296,806	1,150,423	1,272,906	1,309,248
Facility Management	653,870	628,480	480,948	147,532	628,480	634,936	639,609
Street Maintenance	2,911,326	3,147,468	2,160,701	982,472	3,143,173	3,364,075	3,380,283
Total Public Works	$4,931,589	$5,180,542	$3,712,712	$1,510,286	$5,222,998	$5,431,147	$5,493,353
Water Pollution Control:							
Storm Sewer Maintenance	$0	$0	$0	$0	$0	$220,028	$228,850
Parks and Recreation:							
Administration	$136,369	$135,308	$106,945	$28,563	$135,508	$137,149	$142,082
Park Maintenance	724,382	760,066	563,375	200,766	764,141	761,156	767,462
Recreation	363,178	374,249	273,122	100,467	373,589	412,388	415,942
Cemetery Maintenance	148,688	147,067	86,939	56,513	143,452	128,782	130,378
Total Parks and Recreation	$1,372,617	$1,416,690	$1,030,381	$386,309	$1,416,690	$1,439,475	$1,455,864
Non-Departmental	$3,664,846	$4,375,816	$2,719,952	$1,732,474	$4,452,426	$5,272,361	$4,657,805
Debt Service (Lease Purchases)	74,155	170,726	169,588	1,138	170,726	172,522	172,522
Capital Outlay	692,366	1,000,000	437,354	562,646	1,000,000	1,000,000	1,000,000
TOTAL GENERAL FUND	$41,341,897	$43,168,355	$31,560,973	$12,442,040	$44,003,013	$45,210,637	$45,184,784

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CITY OF INDEPENDENCE, MISSOURI

1997-98 OPERATING BUDGET

COMPARISON OF APPROPRIATIONS FOR THE 1997-98 FISCAL YEAR WITH THE ACTUAL EXPENDITURES FOR 1995-96 AND THE AMENDED BUDGET 1996-97

	Actual Expenditures 1995-96	Original Budget 1996-97	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 1996-97	City Manager Proposed 1997-98	City Council Adopted 1997-98
TOURISM FUND -							
Tourism	$324,810	$358,000	$296,635	$61,365	$358,000	$494,105	$494,105
COMMUNITY DEV. BLOCK GRANT FUND-							
Finance	$2,500	$6,000	$6,000	$0	$6,000	$0	$0
Community Development	385,594	197,383	173,734	297,774	471,508	204,162	204,162
TOTAL COMMUNITY DEVELOPMENT BLOCK GRANT FUND	$388,094	$203,383	$179,734	$297,774	$477,508	$204,162	$204,162
HOME PROGRAM FUND-							
Community Development	$602,445	$437,000	$204,856	$232,144	$437,000	$52,046	$52,046
CENTRAL GARAGE FUND-							
Public Works	$962,088	$1,099,133	$894,180	$204,953	$1,099,133	$1,037,776	$1,042,264
Non-Departmental	187,717	186,490	132,548	$53,942	186,490	188,634	183,626
TOTAL CENTRAL GARAGE FUND	$1,149,805	$1,285,623	$1,026,728	$258,895	$1,285,623	$1,226,410	$1,225,890
GENERAL DEBT AND INTEREST FUND-	$0	$0	$0	$0	0	$0	$0
STAYWELL HEALTH CARE FUND-	$5,924,805	$5,388,500	$3,820,547	$1,567,953	$5,388,500	$6,126,400	$6,126,400

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CITY OF INDEPENDENCE, MISSOURI

1997-98 OPERATING BUDGET

COMPARISON OF APPROPRIATIONS FOR THE 1997-98 FISCAL YEAR WITH THE ACTUAL EXPENDITURES FOR 1995-96 AND THE AMENDED BUDGET 1996-97

	Actual Expenditures 1995-96	Original Budget 1996-97	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 1996-97	City Manager Proposed 1997-98	City Council Adopted 1997-98
POWER AND LIGHT FUND-							
Technology Services Department:							
Technology Services	$0	$41,876	$30,041	$11,835	$41,876	$43,430	$45,175
Power and Light Department:							
Administration	317,158	519,952	230,464	289,488	519,952	809,534	823,169
Support Services	4,410,651	4,812,737	3,206,033	1,606,704	4,812,737	4,734,360	4,753,725
Production	34,746,003	29,877,675	22,904,212	6,973,463	29,877,675	30,934,696	30,970,384
Distribution	5,228,113	5,639,904	4,918,549	721,355	5,639,904	5,767,181	5,783,412
Engineering	1,991,277	2,150,757	1,647,242	503,515	2,150,757	2,549,595	2,595,534
Total Power and Light Department	$46,693,202	$43,001,025	$32,906,500	$10,094,525	$43,001,025	$44,795,366	$44,926,224
Non-Departmental	$8,694,499	$9,309,699	$6,851,059	$2,458,640	$9,309,699	$9,712,838	$9,574,185
Debt Service	3,257,907	3,255,240	1,993,432	1,261,808	3,255,240	3,040,810	3,040,810
TOTAL POWER AND LIGHT FUND	$58,645,608	$55,607,840	$41,781,032	$13,826,808	$55,607,840	$57,592,444	$57,586,394
SANITARY SEWER FUND-							
Water Pollution Control Department:							
Administration	$599,459	$627,526	$396,260	$231,266	$627,526	$632,023	$649,903
Treatment Facilities	4,790,659	5,339,412	3,046,735	2,316,334	5,363,069	5,423,508	5,471,587
Collection System Maintenance	1,131,581	1,524,654	1,099,930	425,724	1,525,654	1,465,895	1,512,228
Environmental Compliance	184,880	221,059	122,599	96,803	219,402	210,666	217,089
Total Water Pollution Control Dept.	$6,706,579	$7,712,651	$4,665,524	$3,070,127	$7,735,651	$7,732,092	$7,850,807
Non-Departmental	$2,041,489	$2,147,078	$1,584,722	$562,356	$2,147,078	$2,451,094	$2,329,579
TOTAL SANITARY SEWER FUND	$8,748,068	$9,859,729	$6,250,246	$3,632,483	$9,882,729	$10,183,186	$10,180,386

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CITY OF INDEPENDENCE, MISSOURI

1997-98 OPERATING BUDGET

COMPARISON OF APPROPRIATIONS FOR THE 1997-98 FISCAL YEAR WITH THE ACTUAL EXPENDITURES FOR 1995-96 AND THE AMENDED BUDGET 1996-97

	Actual Expenditures 1995-96	Original Budget 1996-97	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 1996-97	City Manager Proposed 1997-98	City Council Adopted 1997-98
WATER FUND-							
Water Department:							
Administration	$1,871,216	$901,138	$669,530	$231,608	$901,138	$915,066	$930,844
Customer Service and Accounts	1,791,045	2,006,389	1,368,908	637,481	2,006,389	2,014,982	2,025,974
Production	4,480,168	3,767,549	2,647,666	1,126,144	3,773,810	3,826,168	3,841,730
Transmission and Distribution	2,417,488	2,541,799	1,918,925	622,874	2,541,799	2,578,397	2,588,683
Total Water Department	$10,559,917	$9,216,875	$6,605,029	$2,618,107	$9,223,136	$9,334,613	$9,387,231
Non-Departmental	2,762,476	2,811,692	1,961,014	850,678	2,811,692	2,963,385	2,905,807
Debt Service	2,526,108	2,709,735	2,127,886	581,849	2,709,735	2,773,010	2,773,010
TOTAL WATER FUND	$15,848,501	$14,738,302	$10,693,929	$4,050,634	$14,744,563	$15,071,008	$15,066,048
STORM SEWER FUND-							
Water Pollution Control-							
Storm Sewer Maintenance	$192,003	$293,773	$249,359	$44,414	$293,773	$0	$0
GRAND TOTAL BUDGET -- ALL FUNDS	$133,166,036	$131,340,505	$96,064,039	$36,414,510	$132,478,549	$136,160,398	$136,120,215
Less:							
Central Garage Fund	(1,149,805)	(1,285,623)	(1,026,728)	(258,895)	(1,285,623)	(1,226,410)	(1,225,890)
Staywell Health Care Fund	(5,924,805)	(5,388,500)	(3,820,547)	(1,567,953)	(5,388,500)	(6,126,400)	(6,126,400)
Interfund Charges for Support Ser.	(3,995,645)	(3,949,710)	(3,054,576)	(895,134)	(3,949,710)	(4,323,267)	(4,307,192)
NET TOTAL BUDGET -- ALL FUNDS	$122,095,781	$120,716,672	$88,162,188	$33,692,528	$121,854,716	$124,484,321	$124,460,733

CITY OF INDEPENDENCE, MISSOURI

1997-98 OPERATING BUDGET

SUMMARY OF DEPARTMENTAL APPROPRIATIONS ALLOCATED BY EXPENDITURE CLASS

CITY COUNCIL ADOPTED BUDGET

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	$303,114	89.8%	$30,161	8.9%	$4,085	1.2%	$0	0.0%	$0	0.0%	$337,360
City Clerk	307,453	85.8%	32,635	9.1%	18,065	5.0%	0	0.0%	0	0.0%	358,153
City Manager	481,560	86.5%	45,440	8.2%	29,846	5.4%	0	0.0%	0	0.0%	556,846
Tourism	150,109	30.4%	341,496	69.1%	2,500	0.5%	0	0.0%	0	0.0%	494,105
NFTC	208,153	69.8%	59,240	19.9%	30,700	10.3%	0	0.0%	0	0.0%	298,093
Technology Services	1,149,291	74.5%	373,559	24.2%	20,750	1.3%	0	0.0%	0	0.0%	1,543,600
Municipal Court	443,956	93.3%	29,691	6.2%	2,362	0.5%	0	0.0%	0	0.0%	476,009
Law	392,603	71.4%	149,150	27.1%	8,050	1.5%	0	0.0%	0	0.0%	549,803
Finance	1,099,380	90.1%	108,755	8.9%	11,968	1.0%	0	0.0%	0	0.0%	1,220,103
Personnel	283,819	92.6%	21,188	6.9%	1,600	0.5%	0	0.0%	0	0.0%	306,607
Community Development	1,505,658	62.0%	894,274	36.8%	28,670	1.2%	0	0.0%	0	0.0%	2,428,602
Police	11,945,860	88.6%	821,556	6.1%	393,474	2.9%	324,509	2.4%	0	0.0%	13,485,399
Fire	8,822,906	89.7%	844,089	8.6%	173,193	1.8%	0	0.0%	0	0.0%	9,840,188
Health	920,324	85.5%	102,835	9.5%	53,851	5.0%	0	0.0%	0	0.0%	1,077,010
Water	4,594,509	48.9%	2,679,472	28.5%	1,365,250	14.5%	648,000	6.9%	100,000	1.1%	9,387,231
Public Works	3,525,852	64.2%	903,661	16.5%	863,840	15.7%	200,000	3.6%	0	0.0%	5,493,353
Water Pollution Control	3,215,795	39.8%	4,284,792	53.0%	394,249	4.9%	184,821	2.3%	0	0.0%	8,079,657
Parks and Recreation	1,153,480	79.2%	206,150	14.2%	80,668	5.5%	15,566	1.1%	0	0.0%	1,455,864
Power and Light	13,447,547	29.9%	4,214,564	9.4%	26,459,813	58.9%	554,300	1.2%	250,000	0.6%	44,926,224
Non-Departmental	2,455,324	16.2%	11,699,129	77.2%	4,100	0.0%	0	0.0%	1,001,631	6.6%	15,160,184
Debt Service	0	0.0%	0	0.0%	0	0.0%	0	0.0%	5,986,342	100.0%	5,986,342
Capital Outlay	0	0.0%	0	0.0%	0	0.0%	1,000,000	100.0%	0	0.0%	1,000,000
Totals	$56,406,693	45.3%	$27,841,837	22.4%	$29,947,034	24.1%	$2,927,196	2.4%	$7,337,973	5.9%	$124,460,733

CITY OF INDEPENDENCE, MISSOURI
1997-98 OPERATING BUDGET
SUMMARY OF OPERATING/OTHER TRANSFERS AND DESIGNATIONS OF FUND BALANCE
FOR FISCAL YEARS 1996-97 AND 1997-98

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
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)						0
From (To) Emp. Benefits Fund	(52,728)			160,365	34,815		58,936	201,388
From (To) Sanitary Sewer Fund						293,773		293,773
From (To) Storm Water Fund					(293,773)			(293,773)
Total Operating Transfers	($141,801)	($60,927)	$0	$160,365	($258,958)	$293,773	$58,936	$51,388
Net Transfers	($291,801)	($890,617)	$0	$160,365	($258,958)	$293,773	$58,936	($928,302)
1997-98:								
Designations-								
For CDBG Programming		($806,911)						($806,911)
For HOME Program Programming			($375,954)					(375,954)
For Capital Projects (Mid Town Truman Road)	(150,000)							(150,000)
Total Designations	($150,000)	($806,911)	($375,954)	$0	$0	$0	$0	($1,332,865)
Operating Transfers-								
From (To) Street Improv. Fund (Gas Tax Alloc.)	($150,000)							($150,000)
From (To) CDBG Fund	60,927	(60,927)						0
From (To) Emp. Benefits Fund	(52,728)			160,365	34,815		58,936	201,388
Total Operating Transfers	($141,801)	($60,927)	$0	$160,365	$34,815	$0	$58,936	$51,388
Net Transfers	($291,801)	($867,838)	($375,954)	$160,365	$34,815	$0	$58,936	($1,281,477)

DEBT SERVICE

CITY OF INDEPENDENCE, MISSOURI

DEBT SERVICE

FOR THE 1997-98 FISCAL YEAR

Long Term Debt Policies

- All unmatured long-term indebtedness of the City, other than long-term indebtedness applicable to the City's Enterprise Funds, is accounted for in the Debt Service Fund. The general long-term debt is secured by the general credit and taxing powers of the City.
- The City's debt limit is set by State Statutes at 20% of the City's assessed property valuation.
- Specific purpose capital lease payments are budgeted in each applicable operating department's budget whereas City-wide or general purpose capital lease payments are budgeted in Non-Department.

Debt Service

As of June 30, 1997, the City had no outstanding General Obligation Bonds and $75,910,000 outstanding in Revenue Bonds for utility operations. Included in the outstanding revenue bonds is $32,160,000 for Power and Light Operations and $43,750,000 for Water Utility Operations. The City has a legal debt limit of $175,322,427 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: 6519-LEASE PURCH/DEBT SERVICE — 1997-98 Operating Budget
Program: 6519-LEASE PURCH/DEBT SERVICE — Fund: 02-GENERAL

Description:

CAPITAL LEASE PAYMENTS AND DEBT SERVICE PAYMENTS FOR ALL FUNDS.

SERIES	PRINCIPAL	INTEREST	FISCAL AGENTS FEES	TOTAL REQUIREMENTS
GENERAL FUND-				
CAPITAL EQUIPMENT LEASE-				
1989 SERIES (02-6362)	$64,314	$9,052	$500	$73,866
1995 SERIES (02-6365)	52,860	45,296	500	98,656
TOTAL GENERAL FUND	$117,174	$54,348	$1,000	$172,522
POWER AND LIGHT FUND-				
REVENUE BONDS (REFUNDING)- 1989 SERIES A AND B (20-6231)	$1,015,000	$1,500,000	$1,500	$2,516,500
REVENUE BONDS (REFUNDING)- 1993 SERIES (20-6233)	100,000	423,810	500	524,310
TOTAL POWER AND LIGHT FUND	$1,115,000	$1,923,810	$2,000	$3,040,810
WATER FUND-				
REVENUE BONDS-				
1986 SERIES (40-6352)	$800,000	$1,650,000	$150,616	$2,600,616
CAPITAL EQUIPMENT LEASE-				
1989 SERIES (40-6362)	150,686	21,208	500	172,394
TOTAL WATER FUND	$950,686	$1,671,208	$151,116	$2,773,010
GRAND TOTAL ALL FUNDS	$2,182,860	$3,649,366	$154,116	$5,986,342

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
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	-	-	-	1,775,000	1,389,540	3,164,540
2007-2020	-	-	-	19,160,000	6,130,364	25,290,364
Total	$0	$0	$0	$32,160,000	$22,146,984	$54,306,984

	Sanitary Sewer Fund			Water Fund			
	Principal	Fees and Interest	Total	Principal	Fees and Interest (1)	Total	Total All Funds
1998	-	-	-	$800,000	$2,590,000	$3,390,000	$6,639,615
1999	-	-	-	900,000	2,540,000	3,440,000	6,701,065
2000	-	-	-	1,000,000	2,480,000	3,480,000	6,739,765
2001	-	-	-	1,050,000	2,420,000	3,470,000	6,717,390
2002	-	-	-	1,150,000	2,350,000	3,500,000	6,756,430
2003	-	-	-	1,250,000	2,280,000	3,530,000	6,784,040
2004	-	-	-	1,400,000	2,200,000	3,600,000	6,760,155
2005	-	-	-	1,500,000	2,110,000	3,610,000	6,773,620
2006	-	-	-	1,650,000	2,016,000	3,666,000	6,830,540
2007-2020	-	-	-	33,050,000	13,570,000	46,620,000	71,910,364
Total	$0	$0	$0	$43,750,000	$34,556,000	$78,306,000	$132,612,984

(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.

CITY OF INDEPENDENCE, MISSOURI

DEBT SERVICE REQUIREMENTS TO MATURITY - CERTIFICATES OF PARTICIPATION

FOR THE FISCAL YEARS ENDING JUNE 30,

	General Fund			Water Fund			
	Principal	Fees and Interest	Total	Principal	Fees and Interest	Total	TOTAL ALL FUNDS
1998	$64,314	$9,552	$73,866	$150,686	$21,708	$172,394	$246,260
1999	68,801	4,678	73,479	161,199	10,962	172,161	245,640
2000	-	-	-	-	-	-	0
2001	-	-	-	-	-	-	0
2002	-	-	-	-	-	-	0
2003	-	-	-	-	-	-	0
2004	-	-	-	-	-	-	0
2005	-	-	-	-	-	-	0
2006	-	-	-	-	-	-	0
2007-2020	-	-	-	-	-	-	0
Total	$133,115	$14,230	$147,345	$311,885	$32,670	$344,555	$491,900

MINIMUM LEASE PAYMENT REQUIREMENTS TO MATURITY-CAPITAL LEASES

	Police CAD/ Phone Sys.	Fire Aerial Truck	IBM AS/400s	Firetrucks/ 3 Vehicles/ Resc. Equip.	Facility Energy Conservation	Firetrucks (3)	Total
1998	$98,767	$70,143	$89,370	$86,144	$98,156	$120,493	$563,073
1999	98,767	70,143	89,370	92,338	99,535	120,492	570,645
2000	74,061	-	44,685	88,137	100,948	120,493	428,324
2001	-	-	-	93,806	102,396	-	196,202
2002	-	-	-	5,131	103,881	-	109,012
2003	-	-	-	-	105,403	-	105,403
2004	-	-	-	-	106,965	-	106,965
2005	-	-	-	-	108,566	-	108,566
2006	-	-	-	-	109,514	-	109,514
2007-2020	-	-	-	-	-	-	0
Total	$271,595	$140,286	$223,425	$365,556	$935,364	$361,478	$2,297,704

City of Independence, Missouri

Computation of Legal Debt Margin

June 30, 1997

Assessed Value at January 1, 1997: *			
Jackson County		$876,576,931	
Clay County		35,205	
		$876,612,136	
Constitutional Debt Limit ** (20% of Assessed Value)			$175,322,427
Total Bonded Debt		$75,910,000	
Less:			
Water Utility Bonds	$43,750,000		
Electric Utility Bonds	32,160,000		
Subtotal		75,910,000	
Total General Obligation Debt		$0	
Less: Debt Service Fund Balance		0	
Applicable Debt Limit			$0
Legal Debt Margin			**$175,322,427**

* *All Tangible Property.*

** *Article 6, Section 26(b) of the Missouri Constitution permits any county or city, by a vote of four-sevenths of qualified electors voting thereon, to incur an indebtedness for city purposes not to exceed 5 percent of the value of the taxable tangible property therein, as shown by the last assessment.*

Article 6, Section 26(c) of the Missouri Constitution permits any county or city, by a vote of four-sevenths of qualified electors voting thereon, to incur additional indebtedness of city purposes not to exceed 5 percent of the value of the taxable tangible property therein, as shown by the last assessment.

Article 6, Section 26(d) & (e) of the Missouri Constitution provides that any city may become indebted not exceeding in the aggregate an additional 10 percent of the value of the taxable tangible property for the purpose of acquiring right-of-ways, constructing, extending and improving streets and avenues and/or sanitary or storm sewer system and an additional 10 percent for purchasing or constucting waterworks, electric or other light plants provided the total general obligated indebtedness of the city does not exceed 20 percent of the assessed valuation.

CAPITAL BUDGET

CITY OF INDEPENDENCE, MISSOURI

CAPITAL PROJECTS

FOR THE 1997-98 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 appropriations included in this budget document.

In addition to the Capital Budget, a separate Capital Improvements Program (CIP) is prepared by the Community Development Department. The CIP is a plan that starts with the current Capital Budget and then projects Capital Project activity including funding sources and uses for the next five fiscal years. The CIP includes Capital Projects for which funding sources have been identified in either the current or

future fiscal years and Capital Projects which are needed but for which an appropriate level of funding is not identified or available.

The following Capital Budget schedules provide the information as listed below.

Summary of 1996-97 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 four of the summary represents a summary of the various funding sources.

Summary of 1997-98 Capital Budget Appropriations included in the Budget Document

This schedule summarizes the capital budget appropriations that are included in this budget document.

Summary of 1997-98 Capital Budget Appropriations approved subsequent to the start of the fiscal year

This schedule lists the appropriation changes approved by the City Council during the 1997-98 between the beginning of the fiscal year and the date that the budget document is formally printed, broken down by project number, ordinance number, funding source and amount.

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 often generate increased operating expenditures. For example, the addition of a new street could create additional street maintenance, snow removal, roadside mowing, etc. support costs.

CITY OF INDEPENDENCE, MISSOURI

1997-98 CAPITAL BUDGET

SUMMARY OF 1996-97 CARRYOVER APPROPRIATIONS

Project No.	Project Description	Source	Carryover Appropriation	Est. Annual Operating Budg. Cost Impact
Power and Light Fund-				
9034	PCB Testing Program	Power & Light	$11,496.40	None
9036	Blue Valley Life Extension - Eng.	Power & Light	846,266.48	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	126,468.55	Minimal Dec.
9307	Blue Valley Unit 3 Overhaul	Power & Light	3,138,782.11	Minimal Dec.
9308	Blue Valley Common Equipment	Power & Light	60,540.21	None
9309	CT Unit Life Extension Study	Power & Light	4,556,377.51	None
9310	Missouri City Power Production	Power & Light	845,804.69	None
9402	Reconductoring Elec. Dist. Circuit	Power & Light	2,484,677.17	None
9407	Substation & Turbine Siting Sudy	Power & Light	4,416,985.08	None
9603	Blue Valley Operation Center Renovation	Power & Light	11,840.00	None
9606	KCPL Acquisition	Power & Light	2,221,020.00	Net Decrease
9607	Underground Utilities Program	Power & Light	1,340,815.00	None
9632	3 Storage Buildings at Blue Valley Power Plant	Power & Light	500,817.00	None
	Total Power and Light Fund		$20,687,438.29	$0.00
Water Fund-				
9501	M291 Widening (24 Hwy. to 210 Hwy.)	Water	$1,927,908.05	None
9614	Courtney Bend Storage Building	Water	45,000.00	$500
9616	Plant Improvements-Rebuild Contact Basin 4	Water	100,000.00	None
9618	Plant Improvements-Modification for EPA Req	Water	50,000.00	None
9620	Develop Well Field N. Side of Mo. River	Water	325,326.60	2,000
9631	Replace Motor Control Center at CBP	Water	46,586.00	None
9653	Renovation of Administration Building	Water	243,000.00	2,000
	Total Water Fund		$2,737,820.65	$4,500.00
Sanitary Sewer Fund-				
6448	Sewer Benefit District Number 446	Sanitary Sewer	$8,526.76	Minimal Inc.
6450	Sewer Benefit District Number 447	Sanitary Sewer	2,323.25	Minimal Inc.
8766	Forest to Truman & River	Sanitary Sewer	72,215.29	Minimal Dec.
9317	Berry Street Sanitary Sewer	CDBG	6,965.68	Minimal Inc.
9317	Berry Street Sanitary Sewer	Sanitary Sewer	8,684.32	Minimal Inc.
9403	35th & Leslie Sanitary Sewer	Sanitary Sewer	13,571.66	Minimal Dec.
9514	41st & Stonewall Phase II Sanitary Sewer	Sanitary Sewer	44,903.21	Minimal Dec.
9515	Adair Lagoon Sewer Relocation	Sanitary Sewer	7,607.74	Minimal Dec.
9516	39th & Adams Sanitary Sewer	Sanitary Sewer	361,216.97	Minimal Dec.
9517	48th & Norfleet Sanitary Sewer	Sanitary Sewer	104,605.78	Minimal Dec.
9518	Treatment & Pumping Facility Improvements	Sanitary Sewer	90,299.12	Minimal Dec.
9605	15th & Hedges Sanitary Sewer	Sanitary Sewer	47,353.94	Minimal Dec.
9608	Swope and Viking to Kentucky Sanitary Sewer	Sanitary Sewer	292,000.00	Minimal Dec.
9609	44th and Dover-Adair at Lee's Summit Road	Sanitary Sewer	659,096.24	Minimal Dec.
9610	Treatment Plant Equipment	Sanitary Sewer	301,346.00	None
9611	Pump Stations	Sanitary Sewer	99,000.00	None
9612	Dewatering Equipment	Sanitary Sewer	2,454,870.00	Minimal Dec.
9613	Control Room Modification	Sanitary Sewer	550,000.00	Minimal Dec.
9628	Rock Creek Pump Station-Motor, Drives, Cont	Sanitary Sewer	185,150.00	Minimal Dec.

CITY OF INDEPENDENCE, MISSOURI
1997-98 CAPITAL BUDGET
SUMMARY OF 1996-97 CARRYOVER APPROPRIATIONS

Project No.	Project Description	Source	Carryover Appropriation	Est. Annual Operating Budg. Cost Impact
Sanitary Sewer Fund (continued)-				
9630	Covers on Sludge Storage Basin	Sanitary Sewer	8,113.10	Minimal Inc.
9650	Roof Repairs at Rock Creek Plant	Sanitary Sewer	360,930.00	None
9651	Upgrade Underground Storage Tank	Sanitary Sewer	78,894.00	Minimal Inc.
	Total Sanitary Sewer Fund		$5,757,673.06	$0.00
Street Improvements Fund-				
8560	Jackson Drive	Street Improv.	($7,000.00)	None
9012	Independence Ave. - M291 to Lacy	CURS	19,757.31	None
9026	Lake City Valley Rd/Heidelberger Rd.	Street Improv.	4,018.24	None
9026	Lake City Valley Rd/Heidelberger Rd.	FAU Grant	4,309.11	None
9026	Lake City Valley Rd/Heidelberger Rd.	County Grant	34.34	None
9115	Strode (College to Parker) Curb/Gutter/Storm	Street Improv.	1,203.25	None
9122	Salisbury Road Phase I	CURS	273,907.81	None
9155	Pleasant St. Realignment	Rev. Public Improv.	7,227.79	None
9208	Little Blue Expressway	CURS	37,198.28	Minimal Inc.
9212	Crysler - 39th to City Limits	Surface Trans. Program	61,386.17	None
9212	Crysler - 39th to City Limits	CURS	21,863.64	None
9303	I-70 & Noland Beautification	Contributions	2,843.53	None
9315	Hub Drive Extension Benefit District	Street Improv.	107,451.25	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
9508	Jennings Street Improvements Phase II	CDBG	12,646.12	None
9509	River Boulevard Improv. (College to 24 Hwy.)	CDBG	11,448.19	None
9511	Lee's Summit & Truman Slurry Sealing	Street Improv.	6,825.00	None
9601	Short Street Improvements	General	39,412.49	None
9601	Short Street Improvements	Contributions	30,271.00	None
9622	Little Blue Expressway - Phase I	Street Improv.	7,332.00	(included below)
9622	Little Blue Expressway - Phase I	Surface Trans. Program	1,960,000.00	5,000
9623	College Ave. Noland to US 24 Highway	CDBG	100,000.00	None
9624	Independence Square Handicap Ramps	CDBG	9,643.60	None
9626	1996 Milling/Overlay Project	Street Improv.	66,901.74	None
9633	Little Blue Expressway Phase II	CURS	687,928.00	None
	Total Street Improvements		$3,482,486.15	$5,000.00
Buildings and Other Improvements Fund-				
8768	Historic Preservation	CDBG	$23,287.05	Minimal Dec.
8768	Historic Preservation	Contributions	2,996.00	Minimal Dec.
8768	Historic Preservation	Generall	13,000.00	Minimal Dec.
8902	Kritzer House Historic Preservation	General	585.33	Minimal Dec.
9001	Truman Railroad Depot Restoration	General	1,379.38	Minimal Dec.
9001	Truman Railroad Depot Restoration	Contributions	32,715.79	Minimal Dec.
9001	Truman Railroad Depot Restoration	State	5,007.80	Minimal Dec.
9001	Truman Railroad Depot Restoration	Surface Trans. Program	110,830.00	Minimal Dec.
9001	Truman Railroad Depot Restoration	Insurance	37,854.11	Minimal Dec.
9512	1879 Chicagp & Alton Railroad Depot	Surface Trans. Program	149,044.00	Minimal Dec.
9512	1879 Chicagp & Alton Railroad Depot	CDBG	9,904.14	Minimal Dec.
9512	1879 Chicagp & Alton Railroad Depot	General	17,800.00	Minimal Dec.

CITY OF INDEPENDENCE, MISSOURI
1997-98 CAPITAL BUDGET
SUMMARY OF 1996-97 CARRYOVER APPROPRIATIONS

Project No.	Project Description	Source	Carryover Appropriation	Est. Annual Operating Budg. Cost Impact
Buildings and Other Improvements Fund (continued)-				
9513	Historic Truman Walking Trail	Surface Trans. Program	98,830.00	None
9513	Historic Truman Walking Trail	Contributions	(6,972.23)	None
	Total Buildings and Other Improvements		$496,261.37	$0.00
Storm Drain Improvements Fund-				
9010	Kiger and Walnut Detention Basin	State Grant	$33,351.90	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	16,101.89	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	141,154.80	Minimal Dec.
9506	35th & Leslie Storm Sewer Phase I	General	20,075.86	Minimal Dec.
9621	South Cottage Storm Drain	CDBG	143,115.50	Minimal Dec.
	Total Storm Drain Improvements		$449,978.57	$0.00
Park Improvements Fund-				
9150	Memorial Building Improvements	CDBG	$8,770.41	None
	Total Park Improvements Fund		$8,770.41	$0.00
	Grand Total All Funds		$33,620,428.50	$9,500.00

CITY OF INDEPENDENCE, MISSOURI

1997-98 CAPITAL BUDGET

SUMMARY OF 1996-97 CARRYOVER APPROPRIATIONS

Project No.	Project Description	Source	Carryover Appropriation	Est. Annual Operating Budg. Cost Impact
SUMMARY OF FUNDING SOURCES:				
Power and Light Fund-				
	Power and Light Fund Retained Earnings		$20,687,438.29	$0
Sanitary Sewer Fund-				
	Sanitary Sewer Fund Retained Earnings		$5,750,707.38	$0
	Community Development Block Grant Act		6,965.68	0
Water Fund-				
	Water Fund Retained Earnings		$2,737,820.65	$4,500
Street Improvements Fund-				
	Street Improvements Fund Designated for Capital Projects		$186,731.48	$0
	Community Development Block Grant Act		149,615.20	0
	General Fund Designated for Capital Projects		39,412.49	0
	Revolving Public Improvement Fund		7,227.79	0
	County Urban Road System Program		1,040,655.04	0
	Surface Transportation Program/FAU		2,025,695.28	5,000
	County Grant		34.34	0
	Contributions		33,114.53	0
	Total Street Improvements Fund		$3,482,486.15	$5,000.00
Buildings and Other Improvements Fund-				
	Community Development Block Grant Act		$33,191.19	$0
	General Fund Designated for Capital Projects		32,764.71	0
	Surface Transportation Program		358,704.00	0
	Insurance Proceeds		37,854.11	0
	Contributions		28,739.56	0
	State Grants		5,007.80	0
	Total Buildings and Other Improvements Fund		$496,261.37	$0.00
Storm Drain Improvements Fund-				
	General Fund Designated for Capital Projects		$20,075.86	$0
	State Grants		123,833.58	0
	Street Improvements Fund Designated for Capital Projects		11,213.76	0
	Community Development Block Grant Act		294,855.37	0
	Total Storm Drain Improvements Fund		$449,978.57	$0.00
Park Improvements Fund-				
	Community Development Block Grant Act		$8,770.41	0
	Total Park Improvements Fund		$8,770.41	$0.00
	Grand Total All Funds		$33,620,428.50	$9,500.00

CITY OF INDEPENDENCE, MISSOURI

1997-98 CAPITAL BUDGET

SUMMARY OF 1997-98 APPROPRIATIONS TO DATE

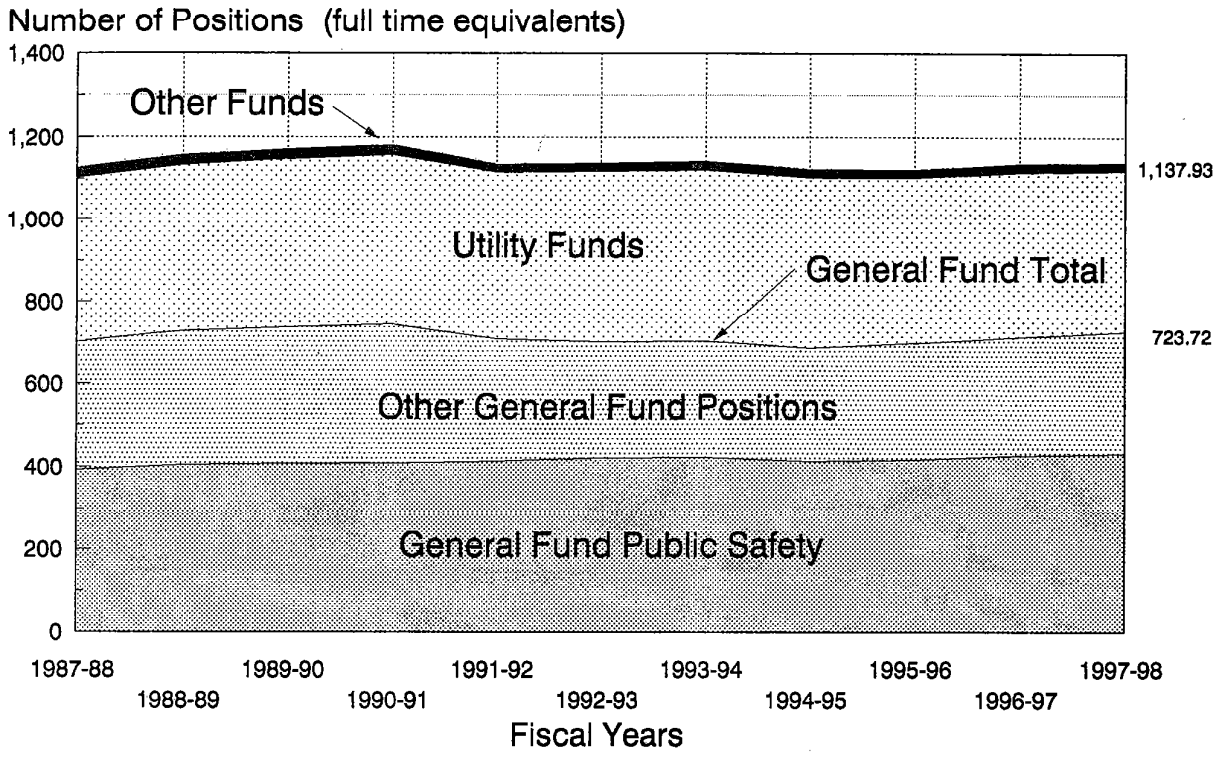
Project No.	Ord. No.	Project Description	Source	Appropriation Amount
Power and Light Fund-				
9606	13683	KCP&L Property Acquisition	Power & Light	$52,097
		Total Power and Light Fund		$52,097
Water Fund-				
9639	13680		Water	$284,900
9653	13718		Water	53,000
		Total Water Fund		$337,900
Street Improvements Fund-				
9656	13709		Council Strategic Goals	$250,000
9656	13709		Street Improv.	38,962
		Total Street Improvements Fund		$288,962
Buildings and Other Improvements Fund-				
9655	13665		STP Enhancement Funds	$95,805
		Total Buildings and Other Improvements Fund		$95,805
Storm Sewer Improvements Fund-				
9334	13708	Willis South of Maple Storm Sewer	CDBG	$40,000
9334	13708	Willis South of Maple Storm Sewer	Street Improv.	$57,000
		Total Storm Sewer Improvements Fund		$97,000
		Grand Total All Funds		$871,764

SUMMARY OF FUNDING SOURCES:

Power and Light Fund	
Power and Light Fund Unreserved Retained Earnings	$52,097
Water Fund-	
Water Fund Unreserved Retained Earnings	337,900
Street Improvements Fund	
Street Improvements Fund Designated for Capital Projects	38,962
City Council Strategic Goals	250,000
Buildings and Other Improvements Fund	
Street Improvements Fund Designated for Capital Projects	$95,805
Storm Sewer Improvements Fund	
Street Improvements Fund Designated for Capital Projects	57,000
Community Development Block Grant Act	40,000
Grand Total All Funds	$871,764

AUTHORIZED POSITIONS

Positions Authorized by the Table of Organization



The number of full and part time employees (based on full time equivalents-FTE) has increased by 12.591 FTE positions since 1987-88 representing an average annual increase of one tenth of one percent per year. For the General Fund the number of employees increased by 23.23 FTE positions. During this same period, the number of positions within the Police Department increased by 57.75 FTE positions. Since 1987-88 the number of positions in the Utility Funds has decreased by 6.67 FTE positions. This change includes a 4.50 FTE increase in the Sanitary Sewer Fund, a 3.85 FTE decrease in the Water Fund and a decrease of 7.32 FTE positions in the Power and Light Fund.

City of Independence, Missouri
Authorized Personnel (in full time equivalents - FTE) by Fund/Operating Department
For Fiscal Years 1987-88 through 1997-98

Description	1987-88	1988-89	1989-90	1990-91	1991-92	1992-93	1993-94	1994-95	1995-96	1996-97	Adopted Budget 1997-98
General Fund-											
City Council	12.00	12.00	12.00	13.00	12.00	12.00	12.00	12.00	12.00	12.00	11.00
City Clerk	8.00	8.00	8.00	8.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00
City Manager	6.80	7.30	6.00	6.00	5.00	5.00	5.00	4.00	5.00	5.00	9.38
National Frontier Trails Center	0.00	0.00	2.00	9.00	7.40	6.76	6.55	6.55	6.55	6.55	6.55
Technology Services	18.50	22.25	22.00	22.00	19.50	19.00	19.00	19.00	21.00	21.00	21.00
Municipal Court	12.00	12.00	12.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00	12.00
Law	3.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Finance	37.82	41.37	41.37	38.37	28.00	26.00	26.00	26.00	25.00	25.00	25.00
Personnel	5.00	5.00	6.00	6.00	4.50	5.00	5.00	5.00	6.00	6.00	6.00
Community Development	19.00	19.00	21.00	20.00	16.00	16.00	15.00	21.50	24.50	28.00	28.00
Police	202.25	213.25	215.25	217.25	222.93	232.25	240.53	240.25	245.00	255.00	260.00
Fire	191.00	191.00	192.00	192.00	190.00	189.00	183.28	174.00	173.00	173.00	173.00
Health	30.58	36.96	36.96	37.16	32.49	29.49	30.49	24.99	26.74	27.74	26.74
Public Works	116.00	113.00	112.00	111.00	103.00	93.00	92.00	86.00	86.00	86.50	87.90
Water Pollution Control	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.00
Parks and Recreation	38.54	39.54	42.54	43.66	40.52	39.40	39.90	39.90	40.15	39.15	39.15
Total General Fund	700.49	726.67	735.12	742.44	707.34	698.90	700.75	685.19	696.94	710.94	723.72
Tourism Fund	1.20	1.20	3.00	3.10	3.10	3.10	3.10	3.10	3.10	3.10	3.73
Community Dev. Block Grant Act Fund-											
Community Development	5.00	5.00	5.00	4.29	4.00	3.50	5.50	5.50	4.50	4.50	4.50
Parks and Recreation	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00
Total CDBG Fund	5.00	5.00	5.00	4.29	4.00	3.50	5.50	6.50	4.50	4.50	4.50
HOME Program Fund	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	1.00	1.00
Power and Light Fund-											
Technology Services	0.00	0.00	0.00	1.00	1.00	1.00	1.00	1.00	0.00	1.00	1.00
Finance	0.00	0.00	0.00	0.00	1.50	1.50	1.50	1.50	0.00	0.00	0.00
Power and Light	228.32	236.83	241.33	243.33	225.50	230.62	230.50	215.50	220.50	220.00	220.00
Total Power and Light Fund	228.32	236.83	241.33	244.33	228.00	233.12	233.00	218.00	220.50	221.00	221.00

City of Independence, Missouri
Authorized Personnel (in full time equivalents - FTE) by Fund/Operating Department
For Fiscal Years 1987-88 through 1997-98

Description	1987-88	1988-89	1989-90	1990-91	1991-92	1992-93	1993-94	1994-95	1995-96	1996-97	Adopted Budget 1997-98
Sanitary Sewer Fund-											
Finance	0.00	0.00	0.00	0.00	0.75	0.75	0.75	0.75	0.00	0.00	0.00
Public Works	0.00	0.00	0.00	0.00	2.00	2.00	2.00	2.00	0.00	0.00	0.00
Water Pollution Control	68.00	70.00	70.33	70.50	74.50	76.50	77.50	74.50	72.50	72.50	72.50
Total Sanitary Sewer Fund	68.00	70.00	70.33	70.50	77.25	79.25	80.25	77.25	72.50	72.50	72.50
Storm Water Fund-											
Water Pollution Control	0.00	0.00	0.00	0.00	0.00	5.00	5.00	5.00	5.00	5.00	0.00
Water Fund-											
Finance	0.00	0.00	0.00	0.00	0.75	0.75	0.75	0.75	0.00	0.00	0.00
Water	105.33	99.33	100.73	100.73	101.73	101.73	101.73	115.73	106.73	106.48	101.48
Total Water Fund	105.33	99.33	100.73	100.73	102.48	102.48	102.48	116.48	106.73	106.48	101.48
Central Garage Fund	17.00	17.00	15.00	15.00	12.00	12.00	11.00	11.00	11.00	11.00	10.00
Grand Total All Funds	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	1,137.93

CITY OF INDEPENDENCE, MISSOURI
1997-98 Operating Budget

Authorized Positions Changes for 1996-97 and 1997-98

Fund/ Department/Function/Position Title	Authorized Changes for 1997-98	Comments
General Fund		
City Council		
City Council		
Council Administrative Aide	(1.00)	Delete vacant position
City Manager		
Communications		
Camera Operator	1.00	This position was created as a part time position in 1996-97 and is now being proposed to be full time.
Action Center		New proposed function for 1997-98
Action Center Supervisor III	0.75	
Administrative Specialist II	0.75	
Customer Service Specialist I	1.50	
Customer Service Specialist I (part time)	0.38	
Department Total	4.38	
Municipal Court		
Municipal Judge	(1.00)	Reduce total number of Municipal Judges from three to two
Community Development		
Comprehensive Planning		
Planning Manager	(1.00)	The newly created position was filled at
Planner	1.00	a different level
Current Planning		
Code Officer Zoning Enforcement	(1.00)	The newly created position was filled at
Zoning Technician	1.00	a different level
Department Total	0.00	
Police		
Chief of Police		
Police Lieutenant	(2.00)	Reclassified two lieutenant positions to
Police Officer	2.00	Police Officer
Uniform Unit		
Police Officer	4.00	Funded (partially over four years) by the Federal COPS Ahead Program
Traffic Unit		
Parking Enforcement Officer	(1.00)	Reclassified the Parking Enforcement
Police Officer	1.00	Officer to a Police Officer
Police Crime Scene		
Criminalist	1.00	This position is 100% funded by the Eastern Jackson Co. Drug Task Force
Department Total	5.00	

CITY OF INDEPENDENCE, MISSOURI
1997-98 Operating Budget

Authorized Positions Changes for 1996-97 and 1997-98

Fund/ Department/Function/Position Title	Authorized Changes for 1997-98	Comments
Health		
Community Health Promotion		
Community Health Educator	(1.00)	Due to a vacancy the services of this position are now provided by Jackson County
Public Works		
Design and Contracts		
Recycling Coordinator	0.50	This position was upgraded from part time to full time
Recycling Site Operator (part time)	0.90	
Traffic Engineer	1.00	
Engineer I	(1.00)	Delete vacant (will be retiring) position
Department Total	1.40	
Water Pollution Control		
Storm Water Construction		The funding for this crew is proposed
Maintenance Supervisor	1.00	to be transferred from the Storm
WPC Heavy Equipment Operator	2.00	Water Fund to the General Fund due
WPC Light Equipment Operator	2.00	to a lack of revenues in the Storm Water Fund.
Department Total	5.00	
General Fund Total	12.78	
Tourism Fund		
Tourism		
Marketing Intern (part time)	0.63	
Community Development Block Grant Fund		
Community Development		
Administrative Specialist II	(1.00)	Delete vacant position
Fiscal Technician II	1.00	
Fund Total	0.00	
Power and Light		
Power and Light		
Administration and General		
Utility Accounting Manager	(1.00)	Delete vacant position
Accountant I	1.00	
Fiscal technician II	(1.00)	Delete vacant position
Meter Reading		
Meter Serviceman	(3.00)	Reclassified to Utility Field Service
Utility Field Service Worker	3.00	Worker
Engineering		
Engineer II	1.00	
Fund Total	0.00	

CITY OF INDEPENDENCE, MISSOURI
1997-98 Operating Budget

Authorized Positions Changes for 1996-97 and 1997-98

Fund/ Department/Function/Position Title	Authorized Changes for 1997-98	Comments
Storm Water Fund		
Water Pollution Control		
Storm Water Construction		The funding for this crew is proposed
Maintenance Supervisor	(1.00)	to be transferred from the Storm
WPC Heavy Equipment Operator	(2.00)	Water Fund to the General Fund due
WPC Light Equipment Operator	(2.00)	to a lack of revenues in the Storm Water Fund.
Fund Total	(5.00)	
Water Fund		
Water		
Administration and General		
Administrative Specialist III	(1.00)	Delete vacant position
Customer Service & Accounts		
Customer Service Technician II	(1.00)	Delete vacant position
Cashier I	(1.00)	Delete vacant position
Account Information Representative	(1.00)	Delete vacant position
Service Worker - Water	(2.00)	Reclassified to Utility Field Service
Meter Repair Worker - Water	(1.00)	Worker
Utility Field Service Worker	3.00	
Transmission and Distribution		
Laborer	(1.00)	Delete vacant position
Fund Total	(5.00)	
Central Garage Fund		
Public Works		
Central Garage		
Auto Mechanic	(1.00)	Delete vacant position
Grand Total All Funds	2.41	

CITY OF INDEPENDENCE, MISSOURI
1997-98 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:

	Central Garage	Staywell
Estimated Revenues -	$1,262,342	$6,126,400
Appropriations -	1,225,890	6,126,400

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

	Actual 1995-96	Revised 1996-97	Adopted 1997-98
Estimated Revenues	$3,995,645	$3,949,710	$4,307,192
Estimated Appropriations	3,995,645	3,949,710	4,307,192

NOTE 3> 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.

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.

APPENDIX

BILL NO. 97-104

ORDINANCE NO. 13643

AN ORDINANCE ADOPTING THE ANNUAL OPERATING AND CAPITAL BUDGETS OF THE CITY OF INDEPENDENCE, MISSOURI, FOR THE FISCAL YEAR JULY 1, 1997 - JUNE 30, 1998, 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 1997-98 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 May 19, for the July 1, 1997 - June 30, 1998 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, 1997 - June 30, 1998.

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 item listed on this ordinance require only the approval of the City Manager.

SECTION 3. That the detailed estimated revenues of the City for the fiscal year July 1, 1997 - June 30, 1998, 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 1996-97 fiscal year are hereby authorized to be reappropriated in the 1997-98 fiscal year for the same purposes as that of the outstanding encumbrance.

SECTION 7. That the balance of unexpended funds authorized by the City Council in the City Council Strategic Goals account are hereby authorized to be reappropriated in the 1997-98 fiscal year to be spent for purposes authorized by the City Council.

SECTION 8. That employees represented by the Communications Workers of America (CWA) and the Service Employees International Union (SEIU) - Service, Maintenance and Clerical Workers bargaining units will receive wage adjustments in accordance with terms provided for in their work agreement. These two bargaining units are currently involved in "meet and confer" sessions regarding the terms of their work agreements.

SECTION 9. That employees represented by the Service Employees International Union (SEIU) - Water Pollution Control bargaining unit will receive wage adjustments in accordance with terms provided for in their work agreement.

SECTION 10. That employees not represented by a bargaining unit will receive a maximum of a three and one half percent (3.5%) increase to all wages that are provided for within the employees classification pay range.

SECTION 11. That a one percent (1%) pay for performance pool is hereby established for employees not represented by a bargaining unit. This performance pay adjustment will be made starting in January 1998 based on employee's evaluation rating scores.

SECTION 12. 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.

1997-1998 GENERAL FUND SCHEDULE FOR APPROPRIATION

DEPARTMENT OR PURPOSE	REQUISITIONING AUTHORITY	AMOUNT OF APPROPRIATION
City Council	City Clerk	$ 337,360
City Clerk	City Clerk	358,153
City Manager	City Manager	556,846
National Frontier Trails Center	National Frontier Trails Center Director	298,093
Management Information	Management Information Director	1,498,425
Municipal Court	Presiding Judge	476,009
Law	City Counselor	549,803
Finance	Finance and Administration Director	1,220,103
Personnel	Personnel Director	306,607
Community Development	Community Development Director	2,172,394
Police	Police Chief	13,485,399
Fire	Fire Chief	9,840,188
Health	Health Director	707,511
Animal Control	Parks, Recreation and Community Services Director	369,499
Public Works	Public Works Director	5,493,353
Water Pollution Control	Water Pollution Control Director	228,850

Parks and Recreation	Parks, Recreation and Community Services Director	1,455,864
Non-Departmental	Finance and Administration Dir.	4,657,805
Capital Outlay	Finance and Administration Dir.	1,000,000
Debt Service/Lease Purchase	Finance and Administration Dir.	172,522
	TOTAL GENERAL FUND	$45,184,784

SECTION 13. That the following statement of appropriations, designations and requisitioning authority for the departments/purpose listed below for the 1997-98 Operating Budget for the funds and accounts listed below 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.

DEPARTMENT OR PURPOSE	REQUISITIONING AUTHORITY	AMOUNT OF APPROPRIATION
	FROM TOURISM FUND	
Tourism	Tourism & Marketing Dir.	$494,105
	FROM SANITARY SEWERAGE SYSTEM FUND	
Water Pollution Control	Water Pollution Control Dir.	7,850,807
Non-Departmental	Finance & Administration Dir.	2,329,579
	TOTAL SANITARY SEWER FUND	$10,180,386
	FROM POWER AND LIGHT FUND	
Management Information	Management Information Director	$45,175
Power and Light Department	Electric Utility Director	44,926,224
Non-Departmental	Finance & Administration Director	9,574,185
Debt Service Requirements	Finance & Administration Director	3,040,810
	TOTAL POWER & LIGHT FUND	$57,586,394
	FROM HOME PROGRAM FUND	
Community Development	Community Development Dir.	$ 52,046
	FROM COMMUNITY DEVELOPMENT BLOCK GRANT FUND	
Community Development	Community Development Dir.	$ 204,162
	FROM STAYWELL HEALTH CARE FUND	
Non-Departmental	Finance & Administration Director	$ 6,126,400

FROM CENTRAL GARAGE FUND

Public Works	Public Works Director	$ 1,042,264
Non-Departmental	Finance & Administration Director	183,626
	TOTAL CENTRAL GARAGE FUND	$ 1,225,890

FROM WATER FUND

Water	Water Dept. Director	$9,387,231
Non-Departmental	Finance & Administration Director	2,905,807
Debt Service Requirements	Finance & Administration Director	2,773,010
	TOTAL WATER FUND	$15,066,048
	TOTAL OPERATING BUDGET ALL FUNDS	$136,120,215

SECTION 14. That Interfund Operating Transfers In and Out are hereby established in the following amounts:

Operating Transfers In	Operating Transfers Out				
	Employee Benefits Fund	Sanitary Sewer Fund	C.D.B.G. Fund	General Fund	Total
General Fund			$ 60,927		$ 60,927
Power & Light Fund	$160,365				160,365
Sanitary Sewer Fund	34,815				34,815
Water Fund	58,936				58,936
Street Improvement				$150,000	150,000
Employee Benefits Fund				52,728	52,728
Total	$254,116	$ 0	$ 60,927	$202,728	$517,771

SECTION 15. That the following fund balance designations are hereby established:

Fund	Purpose	Amount
General	Capital Projects (Mid-Town Truman Road)	$150,000
Community Development Block Grant Fund	CDBG Programming	806,911
	TOTAL	$956,911

SECTION 16. That the following statement of appropriations for the 1997-98 Capital Budget for the funds, for the projects, from the sources and in the amounts as listed below is hereby adopted.

Project No.	Description	Source	Appropriation Amount
Power and Light Fund-			
9402	Transmission & Distribution Reconductoring Projects	Power & Light	$338,000
9402	Substation H Replace Transformer	Power & Light	1,255,000
9407	New Substation P	Power & Light	2,641,000
9402	Substation B Replace Transformer	Power & Light	804,000
9309	Substation H - Combustion Turbines Overhaul	Power & Light	765,000
9036	Plant Engineering Costs	Power & Light	75,000
9607	Underground Utilities Program, Replace Existing Overhead Service	Power & Light	1,100,000
	Total Power and Light Fund		$ 6,978,000
Sanitary Sewer Fund-			
9644	Lake Drive	Sanitary Sewer	$272,500
9645	Wilson Road	Sanitary Sewer	209,125
9646	Trenchless Technology Projects	Sanitary Sewer	590,000
9452	James Downey Road	Sanitary Sewer	400,000
9453	Kansas Avenue Benefit District	Sanitary Sewer	100,000
9647	Clam Shell Hoist Assembly Rest.	Sanitary Sewer	40,000
9648	Primary Sludge Pumps and Motors	Sanitary Sewer	100,000
9648	Mixing Basin Motor and Drive	Sanitary Sewer	25,000
9648	Telescoping Valve Effluent Pump Motors and Drives	Sanitary Sewer	20,000
9649	Demolition - Old Rock Creek Plant	Sanitary Sewer	100,000
	Total Sanitary Sewer Fund		$ 1,856,625
Water Fund-			
9634	Plant Improvements - Rebuild Contact Basin Number 3	Water	$100,000
9635	Plant Improvements - Soft Starter HSP Number 7	Water	35,000
9636	Plant Improvements - Paint 39th Street Reservoir	Water	200,000
9637	Plant Improvements - Replace 39th Street Reservoir Fill Valve	Water	30,000
9638	Plant Improvements - PLC Cabinet For Additional Equipment	Water	100,000
9620	Wellfield, Develop New Well Field On North Side of River	Water	430,000
9639	23rd St. Main Replacement-Ph. II	Water	380,000
9640	Forest Avenue Equipment Building	Water	110,000
9641	Remove Underground Fuel Tank	Water	15,000
9642	Replace Office Parking Lot	Water	60,000
9643	Forest Street Improvements - Truman Road to 9th Street	Water	85,000
	Total Water Fund		$1,545,000
	TOTAL CAPITAL BUDGET ALL FUNDS		$10,379,625

SECTION 17. That the following statement of appropriations for the 1997-98 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-

Project No.	Description	Appropriation Amount
6701	I-470 Redevelopment Project	$ 887,000
6702	39th and Jackson Drive Redevelopment Project	1,065,000
6703	Mid-Town Truman Road Corridor Redevelopment Project	357,500
	Total TIF Capital Projects Fund	$2,309,500

SECTION 18. That a copy of this ordinance shall be kept on file in the office of the City Clerk.

SECTION 19. That all ordinances in conflict herewith are hereby repealed.

SECTION 20. That this ordinance shall go into effect upon the date of its adoption.

PASSED THIS 16th DAY OF June, 1997, BY THE CITY COUNCIL OF THE CITY OF INDEPENDENCE, MISSOURI.

Presiding Officer of the City Council
of the City of Independence, Missouri

ATTEST:

Bruce Lowry
City Clerk

APPROVED - FORM AND LEGALITY

Darla Bishop Schwartz
for 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
1997-98 OPERATING BUDGET
BUDGET CALENDAR

ACTIVITY	FOOTNOTES	DATE
Preparation of Departmental Requested Budgets		January 31 March 20
Preparation of City Manager's Proposed Budget		March 21 - May 4
City Manager's Proposed Budget submitted to the City Council (at least 45 days prior to the beginning of the new fiscal year)	a	May 5
Publication of Legal Notice on Budget Hearing (at least 10 days prior to hearing)	a	May 9
Public Hearing by City Council on Proposed Budget	a	May 19
First reading of 1997-98 Operating Budget Appropriation Ordinance	a	June 2
Council Adoption of 1997-98 Operating Budget Appropriation Ordinance (must be on or prior to June 27 or proposed budget as amended will become effective by default)	a	June 16
Preparation and public filing in City Clerk's office of Adopted Budget	a	July 1
Receive Certification of Assessed Valuation from Jackson and Clay Counties		July 1
Legal Notice of Public Hearing on Tax Levy Rate (at least 7 days prior to hearing)	b	July 28
Public Hearing on Tax Levy Rate and first reading on Tax Levy Ordinance	b	August 4
Council adoption of Tax Levy Ordinance (tax rates must be Certified to the County by September 1)	b	August 18

Footnotes

a City Charter Requirement
b Tax Levy Requirement under the "Open Window Law"

CITY OF INDEPENDENCE, MISSOURI
1997-98 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
1997-98 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:

1989 - 116,092	1992 - 113,165	1995 - 113,761
1990 - 115,759	1993 - 113,561	1996 - 114,931
1991 - 112,601	1994 - 113,802	1997 - 115,531

Projected Retail Sales as of June 30, 1997:	$1,233,307,000
Number of Households:	50,085
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	44

Police Protection:

Number of Stations	1
No. of Authorized Employees	260
Number of Vehicles	135

Education:

Elementary and High School enrollment	16,286
Elementary Schools	21
Junior High Schools	3
Senior High Schools	3
Parochial & Private	13
Pre-School & Kinger-gartens	24
Teachers	1,188
Administrators	44
Colleges	8

Communications (served by):

Newspapers (daily)	2
Ratio Stations	28
TV Stations (cable TV service available)	7

Recreation:

Park Acreage	885
Number of Parks	41
Community Centers	2
Fitness Centers	3
Swimming Pools	2
Ball Diamonds	34

Airports: 1

Runway	2,565 ft.
Runway Lights	minimal
Tower Communications	none

Community Facilities:

Hospitals	2
Beds	576
Motels/Hotels	14
Theatres	4
Drive-In Theatres	1
Churches	163

Public Works Infrastructure:

Paved Streets (miles)	580	Sidewalks (miles)	180
Sanitary Sewers (miles)	510	Curbs & Gutters (miles)	512

CITY OF INDEPENDENCE, MISSOURI
1997-98 OPERATING BUDGET
FINANCIAL STATISTICS

Real Estate Taxes

Real Estate Tax Rate (Per $100 assessed valuation)

Debt Levy Purpose	1996-97	1997-98
General Purposes	$0.530	$0.520
Public Health & Recreation	0.240	0.240
Total	$0.770	$0.760
Indep. School District	$3.990	not avail.
Jackson Co./State of Mo.	$1.073	not avail.
Indep. Square Special Benefit District	$0.440	$0.460

Real Estate Revenue by Levy Type

Debt Levy Purpose	Unaudited 1996-97	Budget 1997-98
General Purposes	$3,319,051	$3,315,188
Public Health & Recreation	1,502,966	1,530,087
Total	$4,822,017	$4,845,275

Local Option Sales Taxes

Description	Percent
State of Missouri	4.000
Mo. State Conservation	0.125
Mo. State Parks and Soil	0.100
Jackson County	0.875
City of Independence	1.000
Total	6.100

	Unaudited 1996-97	Budget 1997-98
Local Option Sales Tax	$12,209,743	$12,145,344

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, 1997

General Obligation Bonds	$0
Revenue Bonds-	
Power and Light	$32,160,000
Water	$43,750,000

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:
* 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.