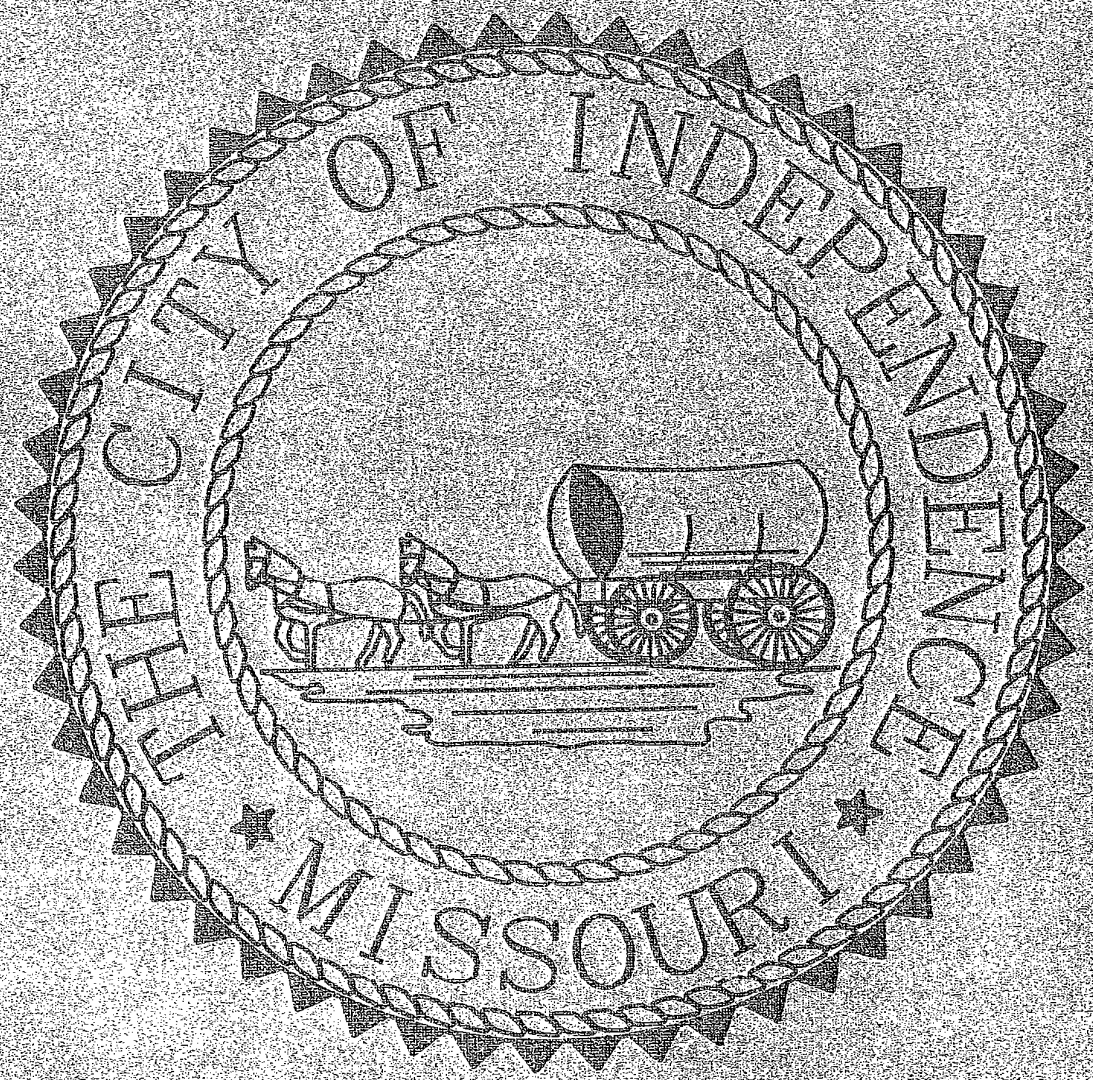


1999-2000

OPERATING BUDGET

OPERATING BUDGET

City of Independence, Missouri

FOR THE FISCAL YEAR
JULY 1, 1999 THROUGH JUNE 30, 2000

MAYOR

Rondell F. Stewart

CITY COUNCIL

Wm. "Bill" McDonald	**At-Large**
Lucy Young	**At-Large**
Don B. Reimal	**District #1**
John Perkins	**District #2**
Al VanIten	**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 for Distinguished Budget Presentation to the City of Independence for its annual budget for the fiscal year beginning July 1, 1998.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

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.

TABLE OF CONTENTS (Continued)

Sanitary Sewer Fund
- Budget Summary 268
- Historical Data and Budgeted Positions Summary 270
- Revenue Summary 271
- **Water Pollution Control Department** 272
- Capital Budget 287
- Debt Service 288
- Rate Survey With Area Utilities 289

Water Fund
- Budget Summary 290
- Historical Data and Budgeted Positions Summary 292
- Revenue Summary 293
- **Water Department** 294
- Capital Budget 314
- Debt Service 315
- Rate Survey With Area Utilities 316

Other Funds
- Tourism Fund Budget Summary 317
  - Tourism Fund Balance History 319
  - **Tourism Department** 320
- Budget Summary - CDBG, HOME Program, Central Garage and Staywell Health Care Funds 326
- Street Improvements Sales Tax Fund Budget Summary 327
- Park Improvements Sales Tax Fund Budget Summary 330
- Revenue Summary - Tourism, CDBG, HOME Program, Central Garage and Staywell Health Care Funds 336

Combined Summary - All Funds
- Budget Summary 337
- Summary of Sources and Uses by Fund and Fund Type 340
- Estimated Revenues
  - Revenue Summary by Fund 341
- Appropriations
  - Appropriations by Fund 355
  - Appropriations Allocated by Expenditure Type 361
- Summary of Operating Transfers/Designations of Fund Balance 362
- Debt Service 363
- Capital Budget 368
- Authorized Positions 382
- Notes to the Combined Financial Summaries 389

Appendix -
- Budget Ordinance 391
- Budget Calendar 399
- Budget Policies and Procedures 400
- Demographic Statistics 405
- Financial Statistics 406
- Glossary of Budget and Finance Terms 407

(Operating departments are shown in bold letters)

TABLE OF CONTENTS

Guide to Independence's Budget Document i

Budget Message 1

General Fund

Financial Summary-
- Budget Summary 14
- Fund Balance History 17
- Revenue Summary 19
- Summary of Appropriations Allocated by Department and Division 22
- Summary of Appropriations Allocated by Expenditure Class 24
- Summary of Operating Transfers/Designations of Fund Balance 25
- Authorized Positions 26

Operating Departments: 30
- **City Council** 36
- **City Clerk** 45
- **City Manager** 53
- **National Frontier Trails Center** 59
- **Technology Services** 65
- **Municipal Court** 70
- **Law** 75
- **Finance** 87
- **Human Resources** 92
- **Community Development** 118
- **Police** 152
- **Fire** 168
- **Health** 181
- **Public Works** 197
- **Parks and Recreation** 197

Other Accounts- 220
- **Non-Departmental (All Funds)** 222
- **Capital Outlay** 224
- **City Council Strategic Goals Accounts** 232
- **Debt Service** 232

Utility Funds

Power and Light Fund 233
- Budget Summary 235
- Historical Data and Budgeted Positions Summary 236
- Revenue Summary 237
- **Power and Light Department** 265
- Capital Budget 266
- Debt Service 267
- Rate Survey With Area Utilities 267

Guide to Independence's Budget Document

Organization of the Budget

The budget document is intended as a tool for residents, elected officials and City staff. It contains narratives, graphics and financial data at summary and detailed levels. It is intended that this document is both understandable to the average reader and useful as a working document for managing the City's finances.

The document is divided into six main sections . . .

. . . the Budget Message,

the General Fund operations,

the Utility Funds operations,

the operations of Other Funds,

A Combined Summary of all funds,

and an Appendix

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

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

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

The **Other Funds** section represents financial, operating and employee staffing data for the remaining funds of the City for which an operating budget is prepared. These funds are as follows: Tourism, Community Development Block Grant Act, HOME Program, Street Improvements Sales Tax, Parks and Recreation Sales Tax, Central Garage and Staywell Health Care Funds. Departmental schedules include: an organization chart, departmental budget summary, graphical and chart historical data, and detail appropriation data for each organizational budget level within each department.

The **Combined Summary** section represents consolidated financial, operating 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.

Guide to Independence's Budget Document

Structure of the City's Finances

Funds -

The City has twenty-four separate funds. Each fund is separately accounted for with its own set of self-balancing accounts. Eleven 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 budgets.

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.

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

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

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, 1999

Honorable Mayor and Members of the City Council:

Introduction

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 1999-2000. A public hearing on the budget was conducted on May 17, 1999, and eight different budget review sessions were conducted by the Council to review my previously submitted proposed budget. This is a balanced budget, and no tax increases are proposed.

Even though department needs greatly exceeded the available income, we have developed a balanced budget. The budget provides for the beginning of a Capital Improvements Program to be financed from revenues generated from tax increment finance projects which have been completed.

The total 1999-2000 operating budget for the City, including utilities, is $137,506,498, an increase of 6.4% over 1998-1999. Most of the increase is due to fuel purchase for planned wholesale sales of electricity this summer. The budget includes, for the first time, the half cent sales tax for streets and parks, which amounts to $7,108,697. When the parks and streets sales tax expenditures and capital improvements budgets of all funds are included, the total budget is $156,449,188.

General Fund

The General Fund is the tax-supported portion of the budget. It is 36.3% of the total City budget, which also includes the three utility funds, Tourism fund and Community Development Block Grant funds. The General Fund pays for a variety of services provided by the City, such as Police, Fire, Health, Public Works, Parks & Recreation, Municipal Court, Planning and Inspections.

Revenues

General Fund revenues next year will be $50,286,805. That is an increase of $2,325,706 or 4.8% above the original 1998-1999 budget estimates. This is offset by a reduction of $290,000 from undesignated fund balance. Since the undesignated fund balance is currently below the Council's policy level of 5% of General Fund revenues, I do not believe it would be appropriate to reduce it further. Thus, only $1,869,797 was available to support increases in expenses. We estimate an increase of $798,894 in sales tax. Municipal court fines and court costs will increase $552,324, due both to an increase in the amount of tickets and cases being handled by the court and an increase in the fine schedule which went into effect on June 1, 1999. These two revenue sources account for 58% of the increase in revenues. Payments in lieu of taxes, due largely to an anticipated sale of electricity to Kansas City Power & Light as a result of the loss of production capability at their Hawthorn plant, will increase $291,586. All other revenues, which amount to 49% of General revenues, increased 2.8%. It is recommended that caution be exercised before incorporating future commitments into the proposed 1999-2000 budget. We do not expect another significant increase next year in court fines or in payments in lieu of taxes from city utilities. In fact, the latter could decrease by the year 2000-2001.

Table I shows the changes in major revenue categories for the next fiscal year.

Table I. General Fund Revenues

	1998-1999 Budget (millions)	1999-2000 Proposed (millions)	Difference (millions)
Property Taxes	$5.174	$5.270	$ .096
Sales and Cigarette Taxes	13.921	14.720	0.799
Utility Franchise Fees	6.126	6.300	0.174
Licenses and Permits	2.367	2.570	0.203
Grants	5.922	6.004	0.082
Payments in Lieu of Taxes (from City utilities)	8.141	8.433	0.292
Charges for Services	0.745	0.871	0.126
Fines and Court Costs	2.252	2.804	0.552
Interest Income	0.320	0.160	(0.160)
Other Revenue	2.993	3.155	0.162
	$47.961	**$50.287**	**$2.326**
TOTAL			
Reduction in use of Un-designated Fund Balance	0.000	(0.290)	(0.290)
Total Revenues	$47.961	$49.997	$1.870

Expenses

Total budgeted expenses are $49,889,095, a 3.8% increase over this year. The net increase in salaries, due to negotiated work agreements and non-union wages is $1,514,868. Included in this amount are funds for a 2.5% increase in July and pay-for-performance averaging

3% in January, 2000 for non-union employees. Of the $1.8 million available, 89% was commited for wage increases ($1,514,868), dental insurance and HMO health insurance increases ($71,755), workers compensation tax ($23,100) and health insurance for a larger number of retirees ($53,221). The City is taking great strides to make our salaries competitive. Wage increases have more than doubled cost of living increases. Due to this and some other built-in increases, such as higher postage rates and liabilty insurance, and our match for the Federal COPs program, I have not included funds for premium increases to the Staywell Preferred Provider Health Plan. Given the wage increases committed to in work agreements, it will be difficult without reducing other expenses to pay increased premium costs as well in 2000-2001. Since 1,124 employees and retirees are members of Staywell, this is an important issue that remains to be worked out.

We discussed with you at your retreats the possibility of introducing a co-pay for doctor visits and brand name drugs, eliminating the refund account, instituting a deductible and increasing the maximum out-of-pocket cost. Most PPO plans have these features, for they are intended to moderate use of health care services. Some employees have suggested they would rather increase the employee share of the total premium than have some of the above features introduced in to the Plan. The Staywell Committee rightly points to the Plan's reserve funds, which currently exceed the amount we would consider to be the necessary minimum. The committee has indicated some reserves could be used to permit a gradual implementation of cost saving changes to the Staywell Plan or to slow premium increases for employees. I believe it would be most appropriate for me to work with the Staywell Committee over the next 60 days to try to develop a mutually agreeable method for satisfying our budget requirements. Since open enrollment occurs in August, decisions will be required by early July.

Some employees have requested that the City increase its contribution to LAGERS, the state retirement system, to change our plan from LT-5(62) to LT-5(65). This change would be made so that early retirees would not receive a reduction in their pension benefits between ages 62 and 65, because social security benefits cannot be received now until age 65. The increased

cost to the General Fund would be $355,881. Due to the significant salary increases that are included in the current work agreements, I was not able to include the higher contribution to LAGERS in the proposed budget without jeopardizing municipal services or building in increased costs that cannot be financed in future years.

Streets

The street maintenance budget will increase by $99,911 to $3,616,985. The increase is due to salaries and benefits. No additional personnel are being added. Ordinance No. 13906, approved by the voters, requires that the City shall spend at least $3,517,074 during each year the half cent sales tax is in effect. Thus, the budget for 1999-2000 complies with Ordinance No. 13906. The street maintenance budget will allow for eight miles of overlay by City crews and contains $200,000 for concrete overlay of two major intersections.

Included in the Street Improvement Fund is $340,000 as the City's cost for constructing Crenshaw Road and Pink Hill to satisfy the lawsuit involving the Cardinal Woods subdivision. The cost of additional street lights, coupled with the recent rate increase will require $62,000 more in General Fund costs.

A separate section has been added to the budget to reflect revenues and expenses for the Street Improvement Sales Tax Fund (see pages 314-316). This fund will account for revenues and expenses associated with the half cent sales tax approved by the voters. It is projected that the portion of the sales tax earmarked for streets will be $5,333,710.

Parks

The budget for Parks & Recreation is $1,779,419, an increase of $6.0% from the 1998-1999 budget. It exceeds the $1,678,621, which is the minimum amount that must be spent according to Ordinance No. 13906. In addition to salary and benefit increases, the primary increase in the Parks & Recreation budget is $20,452 to change a part-time Administrative

Specialist I to full-time Administrative Specialist II and $11,584 to change a part-time Clerk I to a full-time Clerk I. The personnel changes are necessary to ensure that the Parks sales tax projects will be fully implemented.

A separate section entitled Park Improvement Sales Tax Fund (see pages 317-322) is included in the budget and accounts for the $1,774,987 estimated receipts from the sales tax earmarked for parks.

It is also recommended that $100,000 of the Strategic Goals Fund be used to match $100,000 of CDBG funds to install an elevator in Palmer School. This will enable the basement to be used for senior citizen programs and help make the rest of the school building compliant with the Americans with Disabilities Act. Further, I recommend that you again budget $25,000 of strategic goals funds for matching park grants to neighborhood projects.

Storm Water

The Storm Water budget is being increased by $4,049 to $295,013. All of this increase is for salary and benefits. While storm water maintenance is a high priority of the City Council, funds are not available to make significant progress in maintaining the storm water system. The budget will allow $39,000 to engineer and construct repair projects in at least seven neighborhood locations. In addition, $304,490 will be available from the closed out Schnucks TIF project. It is recommended that next year these funds be used for storm water projects. It is also recommended that $156,335 be transferred from a General Fund designated account for capital projects to the Storm Drainage Improvements Fund. This would make available a total of $460,825 in City funds for storm water projects. The Water Pollution Control Department will be in close communications with the Missouri Department of Natural Resources to try to secure 50-50 matching grant commitments for storm water capital projects to the extent that the Council wishes to use the TIF revenues for storm water projects. There are also indications that FEMA will make additional funds available for the flood buy-out program. In this way the City's funds could be leveraged to do twice the work.

Neighborhood Revitalization

The budget includes no changes other than salaries and benefit increases, except for $8,526 which will be used to compliment $30,000 in the Community Development Block Grant budget to fund a redevelopment planner to work in neighborhoods targeted for revitalization. The principal duties of the planner will be to provide the necessary research to establish Section 353 redevelopment corporations and to administer their tax abatement programs. Just as this year, the Community Development budget contains $75,000 for the demolition of dangerous buildings and $47,600 for mowing and refuse clean up of private property. In the past, these funds have been spent by mid-year. If the Council desires, it is recommended that strategic goals funds be used to increase the programs by $75,000 and $20,000 respectively. It is also recommended that $15,000 of strategic goals funds be allocated for neighborhood matching grants in non-CDBG areas.

During 1998-1999 the Community Development Department reduced the property maintenance inspection districts from six to five. This allowed one property maintenance inspector to perform a pilot systematic code inspection program in four neighborhoods. During the pilot program, the City is providing curbside collection of trash, brush and kitchen appliances. Since there are requests from other neighborhoods for a similar service, it is anticipated that systematic code enforcement will continue in 1999-2000. If the curbside collection of trash, brush, etc. in systematic code inspection areas is to continue, the Council will be asked to appropriate $40,000 of strategic goals funds for this purpose.

Nothing has been included in the budget for the licensing and inspection of rental properties. If the Council implements some form of occupation licensing and dedicated inspection program, those revenues and expenditures will be treated as a supplemental appropriation measure.

Public Transportation

Ridership has increased since initiation of the revised routes and change in bus sizes for the intra-city bus system in September, 1997. It is expected that the Kansas City Area Transit Authority, which operates bus system under contract, will increase the contract costs by 3% in January. The cost increase will be $29, 527. It is not recommended that routes be eliminated or bus frequency be changed to offset this cost increase.

Public Safety

Four additional police officer positions are included in the Police Department budget to reflect previous decisions to accept Federal funds as part of its program to increase the number of police officers in cities. The additional cost to the City under this program in the next budget year is $107,074. The budget also includes an increase of $48,266 for detention of prisoners: payments to off-site jail facilities, catered meals for prisoners in the city jail, and prisoner medical and dental expenses.

In order to make the traffic unit more effective at slowing down traffic, $8,500 is included in the Capital Outlay budget to purchase a stalker trailer (a trailer sign that flashes the speed of approaching traffic). The police budget contains $4,600 to purchase five tube computers, which record the speed, types of vehicles and time of day for use by the Police Department in deciding enforcement areas.

The Fire Department budget is increased by only the amount of salary and benefit increases. During 1998-1999 the last payment of $70,143 was made on the lease purchase of aerial platform truck two. This, combined with a reduction in equipment maintenance funds, will enable making the $101,647 lease purchase payment on two fire pumpers and one emergency rescue vehicle that were authorized as a lease purchase in April, 1999. The Capital Outlay budget contains $35,000 to replace two worn out outdoor warning sirens.

Other

Due to the increasing work load in Municipal Court, an Administrative Specialist II position has been added at a cost of $25,000. The postage rate increase, and greater volumes of mail are raising postage costs $19,800. Liability insurance coverage, largely due to the state legislature increasing liability limits, will be $40,100.

The Sermon Center, Police Building, City Hall and Fire Station Number 1 are in need of major repair. The following is a list of needs amounting to $1,440,000.

Fire Station Number 1 Roof	$125,000
HVAC System Engineering and Design Services	75,000
HVAC System Upgrade-City Hall	250,000
HVAC System Upgrade-Sermon Center	250,000
HVAC System Upgrade-Police Department	250,000
Elevators - Police Building	60,000
Water Leakage and Glass Breakage-City Hall	250,000
Water Leakage-National Frontier Trails Center	30,000
Water Leakage-Sermon Center	30,000
City Hall Carpet Replacement - 3rd Floor	55,000
City Hall Carpet Replacement - 2nd Floor	65,000
Total	$1,440,000

These items should be taken care of as soon as possible. It is recommended that they be paid for by using lease purchase financing at the rate of $200,000 per year for 11 years from the Capital Improvements Fund.

Table II summarizes the changes in General Fund expenses from 1998-1999 to 1999-2000. It can be seen that $200,076 in budget reductions were necessary to balance the budget. Only 8% of the total budget increase is for service improvement. The remainder is to pay for built-in higher cost of doing business.

A key objective involves continuing to develop a groundwater protection plan to protect the well field. Another important objective is replacing aged meters to reduce unaccounted for water usage. The installation of a new computer program for the Customer Service Center will provide for better customer record storage and retrieval.

Power & Light Fund

Income for 1998-1999 is estimated to be $68,206,968. Income for 1999-2000 is projected to be $73,120,369. This is an increase of 7.2% due largely to probable increases in wholesale sales revenue to KCPL during the upcoming summer.

Combined expenses for capital and operating budgets in 1998-1999 were $69,354,422. Similar expenses for 1999-2000 are budgeted to be $69,717,785. Major operating budget changes include: a) a $3,600,000 increase in fuel expenses to support 47,000 megawatt hours of projected electric sales to other utilities, b) a net increase of $800,000 in long-term contract power purchase costs, and c) an increase in fleet replacement costs needed to replace a 1972 coal handling dozer ($250,000) and a "pole setting" digger derrick ($150,000).

Overall capital project expenditures of $5,000,000 include continued replacement of aged boiler and condenser tubes at the Blue Valley Power Plant ($1,100,000), overhaul expenditures for the Missouri City plant of $1,100,000 including replacement of seven PCB transformers, and further funding to convert overhead power lines to underground ($1,100,000).

Other budget highlights include performance of a study of future electric infrastructure requirements in eastern Independence at $150,000, Y2K upgrades of HVAC and security systems at $40,000, establishment of a commercial lighting efficiency program at $50,000, funding a senior citizens weatherization assistance program at $12,000 and additional tree trimming contract expenditures ($198,000).

Conclusion

As in previous years, department requirements greatly exceed available income. I believe City departments are delivering a full measure for each dollar they receive. Your review of this budget during the eight study sessions gave you an opportunity to determine if the budget correctly matches community needs and priorities. The department directors and I look forward to implementing this operating budget with you and the public.

I thank Calvin Holst, our budget administrator, and all other staff who helped prepare this document.

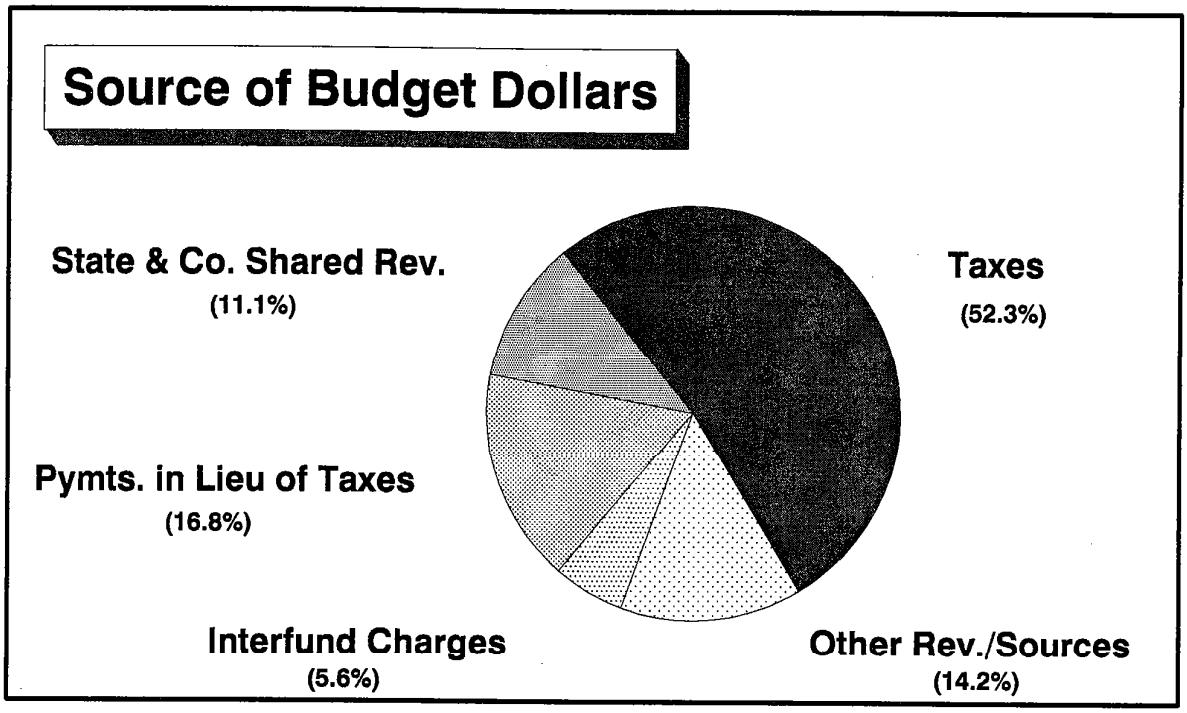
Very truly yours,

Larry N. Blick

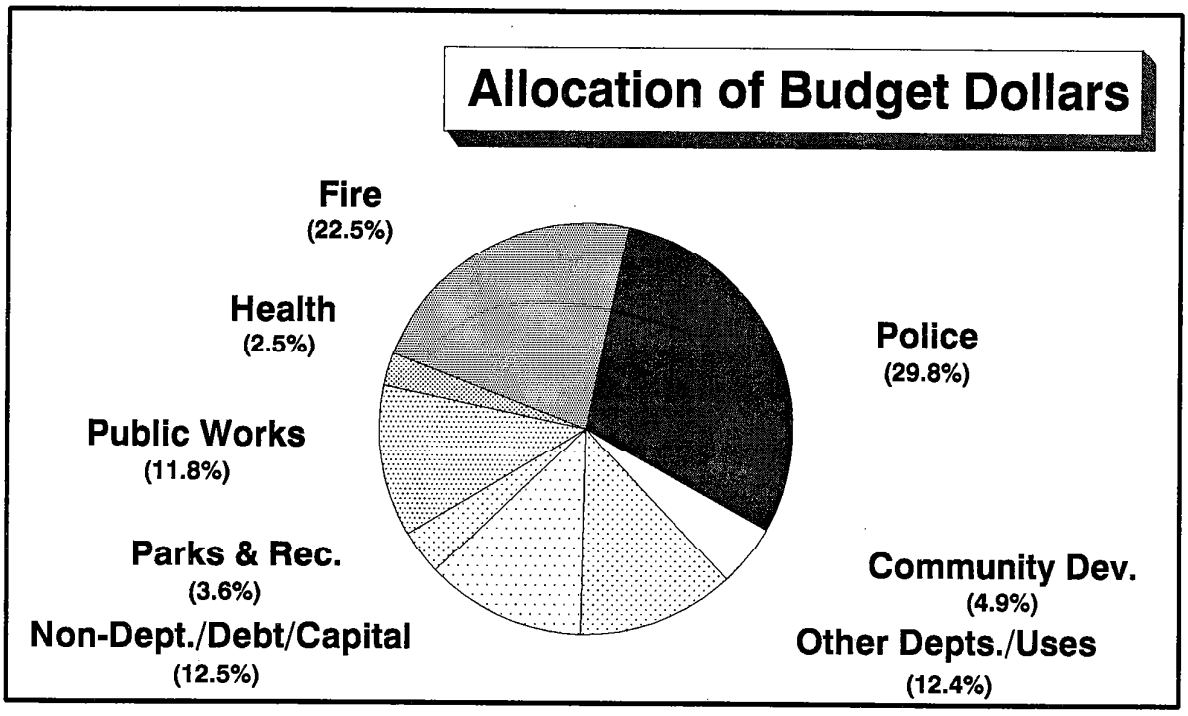
Larry N. Blick
City Manager

GENERAL FUND

Source of Budget Dollars



Allocation of Budget Dollars



CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

Budget Summary - General Fund

For the Fiscal Years 1997-98, 1998-99 and 1999-2000

Description	1997-98 Actual	% of Total	1998-99 Original Budget	% of Total	1999-2000 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
Prior Years' Savings-								
Undesignated Fund Balance			$1,290,000		$138,581		($1,151,419)	-89.3%
Estimated Revenues-								
Taxes	23,838,031	50.8%	$25,221,238	52.6%	$26,289,637	52.3%	$1,068,399	4.2%
Payments in Lieu of Taxes	7,995,774	17.0%	8,141,408	17.0%	8,432,994	16.8%	291,586	3.6%
Licenses & Permits	2,320,905	4.9%	2,367,349	4.9%	2,570,225	5.1%	202,876	8.6%
Grants-Federal & State	904,293	1.9%	557,543	1.2%	439,469	0.9%	(118,074)	-21.2%
State & County Shared Revenue	5,201,880	11.1%	5,364,719	11.2%	5,564,802	11.1%	200,083	3.7%
Charges for Current Services	637,404	1.4%	744,652	1.6%	870,627	1.7%	125,975	16.9%
Fines and Forfeitures	2,409,688	5.1%	2,251,890	4.7%	2,804,214	5.6%	552,324	24.5%
Interfund Charges	2,749,077	5.9%	2,729,400	5.7%	2,837,310	5.6%	107,910	4.0%
Other Revenue	872,104	1.9%	582,900	1.2%	477,527	0.9%	(105,373)	-18.1%
Total Estimated Revenues	$46,929,156	100.0%	$47,961,099	100.0%	$50,286,805	100.0%	$2,325,706	4.8%
Transfers from Other Funds-								
CDBG Fund-								
Senior Citizen Nutrition Site			20,927		20,927		0	0.0%
Code Enforcement			70,000		70,000		0	0.0%
Redevelopment Planning			0		30,000		30,000	n/a
Total CDBG Fund Transfers			90,927		120,927		30,000	33.0%
Total Sources			**$49,342,026**		**$50,546,313**		**$1,204,287**	**2.4%**

(continued on next page)

CITY OF INDEPENDENCE, MISSOURI

1999-2000 Operating Budget

Budget Summary - General Fund

For the Fiscal Years 1997-98, 1998-99 and 1999-2000

Description	1997-98 Actual	% of Total	1998-99 Original Budget	% of Total	1999-2000 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Allocation of Budget Dollars								
Operating Departments-								
City Council	$358,705	0.8%	$335,294	0.7%	$314,613	0.6%	($20,681)	-6.2%
City Clerk	362,487	0.8%	371,928	0.8%	383,957	0.8%	12,029	3.2%
City Manager	462,773	1.0%	602,450	1.3%	732,211	1.5%	129,761	21.5%
National Frontier Trails Center	308,552	0.7%	296,978	0.6%	283,014	0.6%	(13,964)	-4.7%
Technology Services	1,488,448	3.2%	1,537,898	3.2%	1,443,762	2.9%	(94,136)	-6.1%
Municipal Court	469,753	1.0%	484,446	1.0%	478,263	1.0%	(6,183)	-1.3%
Law	601,441	1.3%	583,694	1.2%	610,027	1.2%	26,333	4.5%
Finance	1,236,794	2.6%	1,260,381	2.6%	1,302,860	2.6%	42,479	3.4%
Personnel	297,528	0.6%	314,359	0.7%	328,814	0.7%	14,455	4.6%
Community Development	2,276,994	4.9%	2,325,530	4.8%	2,461,459	4.9%	135,929	5.8%
Police	14,529,970	31.1%	14,198,777	29.5%	14,858,262	29.8%	659,485	4.6%
Fire	10,127,651	21.7%	10,644,077	22.1%	11,236,816	22.5%	592,739	5.6%
Health	1,097,269	2.3%	1,218,612	2.5%	1,253,896	2.5%	35,284	2.9%
Public Works	5,667,378	12.1%	5,749,659	12.0%	5,882,604	11.8%	132,945	2.3%
Water Pollution Control	229,560	0.5%	290,964	0.6%	295,013	0.6%	4,049	1.4%
Parks and Recreation	1,505,545	3.2%	1,678,621	3.5%	1,779,419	3.6%	100,798	6.0%
Non-Departmental	4,343,367	9.3%	4,522,349	9.4%	4,743,395	9.5%	221,046	4.9%
City Council Strategic Goals	21,717	0.0%	400,000	0.8%	400,000	0.8%	0	0.0%
Debt Service	171,136	0.4%	173,281	0.4%	100,710	0.2%	(72,571)	-41.9%
Capital Outlay	1,162,965	2.5%	1,075,000	2.2%	1,000,000	2.0%	(75,000)	-7.0%
Total Operating Departments	$46,720,033	100.0%	$48,064,298	100.0%	$49,889,095	100.0%	$1,824,797	3.8%
Transfers to Reserves-								
For Capital Projects-								
Mid Town Truman Road Corridor Project			150,000		150,000		0	0.0%
Desig. TIF Distributions			0		304,490		304,490	n/a
39th Street Improvement			600,000		0		(600,000)	-100.0%
Park Maintenance Facility Relocation			325,000		0		(325,000)	-100.0%
Transfers to Other Funds-								
Employee Benefits Fund			52,728		52,728		0	0.0%
Street Improv. Fund-								
Gasoline Sales Tax Transfer			150,000		150,000		0	0.0%
Total Allocations			**$49,342,026**		**$50,546,313**		**$1,204,287**	**2.4%**
Balance Available			**$0**		**$0**		**$0**	

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

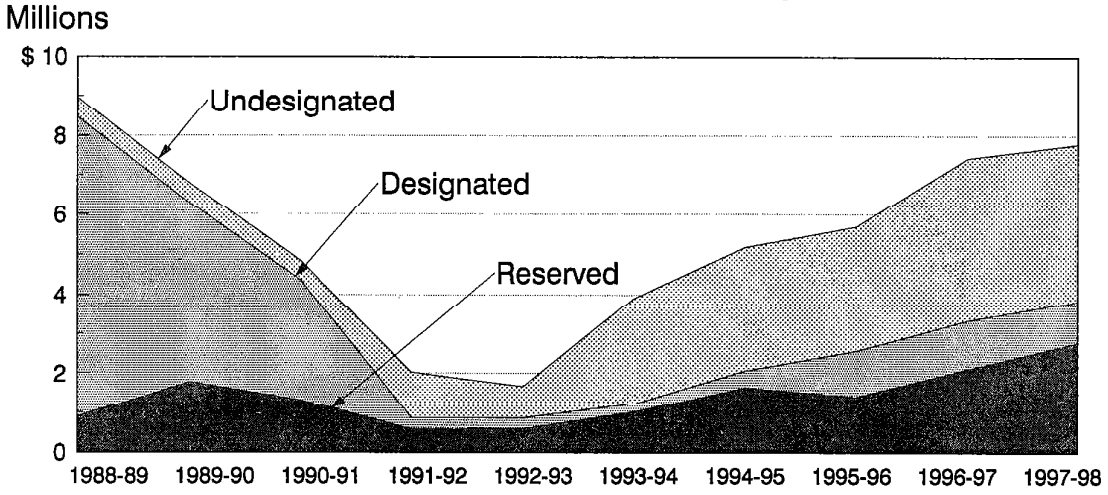
Fund Balance Summary - General Fund

For the Fiscal Years Ending June 30, 1994 through June 30, 1999

Description	Actual 6/30/94	Actual 6/30/95	Actual 6/30/96	Actual 6/30/97	Actual 6/30/98	Unaudited 6/30/99
Fund Balance Components						
Reserved for:						
Encumbrances	$944,407	$1,564,536	$1,341,706	$2,042,097	$2,711,298	
Certificates of Participation	62,818	56,836	62,818	62,818	62,818	
Domestic Violence	3,313	8,335	4,614	5,254	7,872	
Total Reserved	$1,010,538	$1,629,707	$1,409,138	$2,110,169	$2,781,988	
Designated for:						
Police Equipment	$28,300	$3,839	$11,562	$16,958	$73,985	
Worker's Compensation	125,000	150,000	150,000	225,000	225,000	
Capital Projects	62,725	229,831	470,142	460,813	402,936	
Equipment Replacement	0	0	186,869	0	0	
Working Capital	0	0	0	0	0	
City Council Strategic Goals	0	54,500	341,950	343,856	355,888	
Potential Use Tax Refund	0	0	0	188,443	0	
Total Designated	$216,025	$438,170	$1,160,523	$1,235,070	$1,057,809	
Undesignated	**2,669,053**	**3,109,939**	**3,125,939**	**4,090,741**	**3,945,963**	**2,990,220**
Total Fund Balance	$3,895,616	$5,177,816	$5,695,600	$7,435,980	$7,785,760	
Fund Balance Target *	2,002,572	2,033,868	2,142,194	2,260,186	2,346,665	2,421,966
Actual over (under) Target *	666,481	1,076,071	983,745	1,830,555	1,599,298	568,254

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

Ten Year Fund Balance Comparison



CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

Fund Balance Summary - General Fund

Projected Fund Balance for 1999-2000

Projected Fund Balance at June 30, 1999	$2,990,220
Proposed Fund Balance Uses for 1999-2000	
Excess of Proposed Appropriations (over) under Projected Revenues	0
Projected Fund Balance at June 30, 2000	**$2,990,220**
Projected Fund Balance Target (5% of Estimated Revenues)	$2,514,340

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
1999-2000 Operating Budget

Revenue Summary

For the Fiscal Years 1997-98, 1998-99, and 1999-2000

Acct. No.	Description	1997-98 Actual	1998-99 Original Budget	1998-99 Current Estimate	1999-2000 Projected Budget	%Chg. Orig. to Proj.
	General Fund					
	Property Taxes					
3011	Real Estate, Including Penalties	$4,858,234	$5,110,988	$4,920,041	$5,215,243	2.0%
3012	Interest & Penalties			19,477	$20,000	n/a
3013	Railroad and Other Utilities	55,405	63,000	34,533	34,500	-45.2%
	Total Property Taxes	4,913,639	5,173,988	4,974,051	5,269,743	1.9%
	Sales and Use Taxes					
3041	Local Option Sales Tax	12,612,418	13,331,000	13,449,679	14,129,894	6.0%
3042	Cigarette Tax	600,206	590,000	588,813	590,000	0.0%
3044	Local Option Use Tax	0	0	0		n/a
	Total Sales and Use Taxes	13,212,624	13,921,000	14,038,492	14,719,894	5.7%
	Utility Franchise Fees					
	Private					
3052	Water	19,218	18,000	18,635	20,000	11.1%
3053	Gas	2,858,884	3,230,000	2,980,917	3,230,000	0.0%
3054	Telephone	2,247,586	2,378,250	2,360,967	2,450,000	3.0%
3055	Electricity	226,007	140,000	169,932	170,000	21.4%
3057	Cable Television	360,073	360,000	400,000	430,000	19.4%
	Total Private	5,711,768	6,126,250	5,930,451	6,300,000	2.8%
	Payments in Lieu of Taxes					
3281	Power & Light Fund - PILOT	6,108,334	6,217,039	6,216,585	6,486,555	4.3%
3282	Water Fund - PILOT	870,331	888,829	890,487	882,665	-0.7%
3283	Sanitary Sewer Fund - PILOT	1,017,109	1,035,540	1,061,511	1,063,774	2.7%
	Total Pymt. in Lieu of Taxes	7,995,774	8,141,408	8,168,583	8,432,994	3.6%
	Total Utility Franchise Fees	13,707,542	14,267,658	14,099,034	14,732,994	3.3%
	Total Taxes	31,833,805	33,362,646	33,111,577	34,722,631	4.1%
	Business Licenses and Permits					
3101	Occupation Licenses	972,483	1,009,400	1,076,924	1,138,270	12.8%
3102	Liquor Licenses	73,242	72,000	72,375	72,375	0.5%
3103	Exams and Licenses - Planning	44,371	35,000	49,006	52,436	49.8%
3104	Other Lic. & Permits - Finance	49,460	57,000	50,944	49,460	-13.2%
3108	Building Permits	661,375	660,000	665,173	700,843	6.2%
3120	Nursing Home Permits	600	800	700	750	-6.3%
3121	Day Care Permits	5,778	5,549	5,300	5,500	-0.9%
3122	Food Handler's Permits	41,098	44,200	35,000	35,000	-20.8%
3123	Massage Therapist	900	1,300	1,100	1,200	-7.7%
3124	Other Food Permits	46,420	52,100	35,000	40,000	-23.2%
3125	Plan Reviews - Health Dept.		9,000	15,000	15,000	66.7%
3126	Ambulance Permits & Licenses		6,000	7,000	9,100	51.7%
	Total Bus. Lic. & Permits	1,895,727	1,952,349	2,013,522	2,119,934	8.6%
	Non-Business Licenses and Permits					
3151	Motor Vehicle Licenses	425,178	415,000	437,176	450,291	8.5%
	Total Licenses and Permits	2,320,905	2,367,349	2,450,698	2,570,225	8.6%

City of Independence, Missouri
1999-2000 Operating Budget

Revenue Summary

For the Fiscal Years 1997-98, 1998-99, and 1999-2000

Acct. No.	Description	1997-98 Actual	1998-99 Original Budget	1998-99 Current Estimate	1999-2000 Projected Budget	%Chg. Orig. to Proj.
	Grants-					
	Federal Government Grants					
3210	Emergency Mgt. Assistance	37,038	35,000	36,560	36,560	4.5%
3211	Public Health Nursing	80,602	81,926	157,621	195,000	138.0%
3212	Community Health Ed.					
3213	Speed Limit Enforcement		0	0		n/a
3218	Dial-a-Ride	9,068	13,000	9,607	10,000	-23.1%
3219	Other Federal Grants	754,458	239,636	799,896	179,909	-24.9%
	Total Federal Grants	881,166	369,562	1,003,684	421,469	14.0%
	State Government Grants					
3241	Financial Institutions Grant	19,874	24,000	17,987	18,000	-25.0%
3242	Gasoline Tax	3,157,100	3,248,000	3,206,945	3,271,000	0.7%
3243	Motor Vehicle License Fees	498,268	540,000	574,714	597,703	10.7%
3244	Motor Vehicle Sales Tax	743,168	800,000	785,765	825,053	3.1%
3250	Other State Grants	3,253	163,981	10,000	0	-100.0%
	Total State Grants	4,421,663	4,775,981	4,595,411	4,711,756	-1.3%
	Other Sources					
3272	Jackson Co. Drug Task Force	437,792	442,515	486,436	511,951	15.7%
3274	Jackson Co. DARE Program	328,980	290,900	334,095	334,095	14.8%
3275	Mid-America Regional Council	36,572	25,000	25,000	25,000	0.0%
3279	Other Grants		18,304	10,650		-100.0%
	Total Other Sources	803,344	776,719	856,181	871,046	12.1%
	Total Grants	6,106,173	5,922,262	6,455,276	6,004,271	1.4%
	Charges for Services					
	General Government					
3302	Planning and Zoning Fees	28,771	7,000	8,500	28,550	307.9%
3303	Board of Adjustment Fees	460	2,000	600	1,650	-17.5%
3304	Sale of Maps, Books, & Plans	5,127	4,000	4,144	4,000	0.0%
3305	Sale of Police Reports	55,826	52,000	50,000	50,000	-3.8%
3306	Sale of Fire Reports	990	500	608	700	40.0%
3307	Computer Service Charges	26,708	60,000	36,785	36,350	-39.4%
	Health					
3311	Animal Shelter Fees	58,358	65,000	55,000	55,000	-15.4%
3312	Animal Identification Tags	220	1,000	800	500	-50.0%
	Spay/Neuter Fees		0			n/a
	Public Safety					
3316	Reimb. for Police Services	25,580	24,752	59,930	63,286	155.7%
3317	School Resource Officers	72,202	67,000	111,795	145,323	116.9%
3315	Other Public Safety Charges		0			n/a
3318	Alarm Charges - Police			0	43,768	n/a
3319	Alarm Charges - Fire		1,500	2,000	2,000	33.3%

City of Independence, Missouri
1999-2000 Operating Budget

Revenue Summary

For the Fiscal Years 1997-98, 1998-99, and 1999-2000

Acct. No.	Description	1997-98 Actual	1998-99 Original Budget	1998-99 Current Estimate	1999-2000 Projected Budget	%Chg. Orig. to Proj.
	Recreation					
3322	Class Fees	26,135	23,000	35,000	32,500	41.3%
3323	Park Concessions	7,931	9,500	6,500	8,500	-10.5%
3326	Pool fees		0			n/a
3327	Sermon Center Fees	11,278	33,800	18,000	35,000	3.6%
3329	Recreation Rentals	22,223	20,500	31,500	36,000	75.6%
	National Frontier Trails Center					
3331	Admissions	27,444	35,000	28,000	29,000	-17.1%
3332	Gift Shop Sales	33,788	40,000	36,500	39,500	-1.3%
	Cemetery					
3341	Sale of Cemetery Lots	51,361	74,600	21,000	35,000	-53.1%
3342	Sale of Monument Bases	10,342	10,500	5,500	10,000	-4.8%
3343	Grave Opening Charges	51,054	67,000	55,000	60,000	-10.4%
	Other Charges					
3392	Sale of Street Signs	786	1,000	1,200	2,000	100.0%
3393	Special Assessments	75,487	40,000	60,164	60,000	50.0%
3396	Sale of Recycled Material		50,000	20,000	53,000	6.0%
3397	Solid Waste Disposal	41,199	35,000	14,000	19,000	-45.7%
3398	Miscellaneous Charges	4,134	20,000	18,330	20,000	0.0%
	Total Charges for Services	637,404	744,652	680,856	870,627	16.9%
	Fines and Court Costs					
3401	Fines and Forfeitures	2,009,896	1,896,000	2,026,050	2,352,100	24.1%
3402	Court Costs	297,288	268,850	282,292	337,747	25.6%
3403	Police Training Court Costs	45,056	41,840	44,972	53,035	26.8%
3404	Domestic Violence Court Costs	22,679	20,900	22,447	26,457	26.6%
3405	DWI/Drugs Court Costs	33,225	24,300	28,910	34,875	43.5%
3406	Special Warrant Collections	1,544	0	0	0	n/a
	Total Fines & Court Costs	2,409,688	2,251,890	2,404,671	2,804,214	24.5%
	Interest Income					
3411	Interest	402,821	315,000	235,724	153,767	-51.2%
3412	Interest on Special Assessments	6,264	4,500	5,092	5,100	13.3%
3413	Interest - Other			1,261	1,200	n/a
	Total Interest Income	409,085	319,500	242,077	160,067	-49.9%
3421	**Interfund Chgs-Support Serv**	2,749,077	2,729,400	2,729,400	2,837,310	4.0%
	Other Revenue					
3431	Sale of Land		0	32,081		n/a
3432	Sale of Fixed Assets	64,279	5,000	111,027	50,000	900.0%
3433	Rental Income	132,660	110,400	110,400	120,460	9.1%
3434	Damage Claims	40,754	20,000	12,984	20,000	0.0%
3435	Contributions	1,120	2,000	2,000	2,000	0.0%
3437	Housing Authority - PILOT		0	0	0	n/a
3439	Cash Over/Short		1,000	-542	0	-100.0%
3449	Misc. Non-Operating Revenue	224,206	125,000	96,811	125,000	0.0%
	Total Other Revenue	463,019	263,400	364,761	317,460	20.5%
	Total General Fund Revenues	**$46,929,156**	**$47,961,099**	**$48,439,316**	**$50,286,805**	**4.8%**

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

Appropriation Summary - General Fund

For the Fiscal Years 1997-98, 1998-99 and 1999-2000

Description	1997-98 Actual	1998-99 Original Budget	1998-99 Revised Budget	1999-2000 City Council Adopted Budget
General Government:				
City Council	$358,705	$335,294	$335,294	$314,613
City Clerk	362,487	371,928	371,928	383,957
City Manager	462,773	602,450	602,450	732,211
Technology Services	1,488,448	1,537,898	1,537,898	1,443,762
Municipal Court	469,753	484,446	484,446	478,263
Total General Government	$3,142,166	$3,332,016	$3,332,016	$3,352,806
National Frontier Trails Center	308,552	296,978	318,978	283,014
Law Department	601,441	583,694	583,694	610,027
Finance Department:				
Administration	$220,794	$223,483	$223,483	$236,741
Accounting	552,863	563,515	563,515	568,809
Purchasing	317,137	325,896	325,896	342,449
Occupation Licensing	146,000	147,487	147,487	154,861
Total Finance Department	$1,236,794	$1,260,381	$1,260,381	$1,302,860
Personnel Department	$297,528	$314,359	$314,359	$328,814
Community Development Department:				
Administration	$228,045	$144,481	$142,486	$155,592
Planning	429,622	467,870	467,870	538,006
Transportation	587,970	677,796	677,796	707,323
Historic Preservation	173,192	113,122	113,972	118,756
Inspection	424,363	417,249	442,431	427,243
Code Compliance	433,802	505,012	507,007	514,539
Total Planning and Permits	$2,276,994	$2,325,530	$2,351,562	$2,461,459
Police Department:				
Administration	$798,989	$705,066	$705,066	$726,460
Police Operations	9,412,352	9,046,864	9,102,018	9,521,330
Police Services	4,318,629	4,446,847	4,427,813	4,610,472
Total Police Department	$14,529,970	$14,198,777	$14,234,897	$14,858,262
Fire Department:				
Administration	$236,481	$261,949	$262,179	$267,185
Suppression	8,829,971	9,254,635	9,254,635	9,868,402
Fire Prevention	437,716	475,568	475,568	473,871
Maintenance	460,287	449,002	454,698	420,360
Training	163,196	202,923	196,997	206,998
Total Fire Department	$10,127,651	$10,644,077	$10,644,077	$11,236,816

(continued on the next page)

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

Appropriation Summary - General Fund

For the Fiscal Years 1997-98, 1998-99 and 1999-2000

Description	1997-98 Actual	1998-99 Original Budget	1998-99 Revised Budget	1999-2000 City Council Adopted Budget
Health Department:				
General Services	$723,344	$826,439	$845,141	$841,010
Animal Control	373,925	392,173	397,427	412,886
Total Health Department	$1,097,269	$1,218,612	$1,242,568	$1,253,896
Public Works:				
Administration	$166,784	$222,644	$222,644	$243,034
Engineering	1,367,562	1,379,476	1,379,476	1,240,579
Facility Management	638,414	630,465	671,465	782,006
Street Maintenance	3,494,618	3,517,074	3,517,074	3,616,985
Total Public Works	$5,667,378	$5,749,659	$5,790,659	$5,882,604
Water Pollution Control-				
Storm Water Maintenance	$229,560	$290,964	$305,964	$295,013
Parks and Recreation:				
Administration	$187,602	$142,481	$145,423	$169,893
Park Maintenance	782,778	851,090	851,349	883,466
Recreation	384,450	536,091	535,634	567,114
Cemetery Maintenance	150,715	148,959	147,815	158,946
Total Parks and Recreation	$1,505,545	$1,678,621	$1,680,221	$1,779,419
Non-Departmental	$3,965,084	$4,522,349	$4,511,349	$4,743,395
City Council Strategic Goals	400,000	400,000	400,000	400,000
Debt Service (Lease Purchases)	171,136	173,281	173,281	100,710
Capital Outlay	1,162,965	1,075,000	1,095,000	1,000,000
Total General Fund	$46,720,033	$48,064,298	$48,239,006	$49,889,095

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

Appropriations by Type Summary - General Fund

Department	Personal Services	Other Services	Supplies	Capital Outlay & Other	Total
Allocation by Amount					
City Council	$280,367	$30,221	$4,025	$0	$314,613
City Clerk	332,292	27,335	24,330	0	383,957
City Manager	691,711	34,380	6,120	0	732,211
National Frontier Trails Center	193,074	59,965	29,975	0	283,014
Technology Services	1,161,109	201,187	39,441	42,025	1,443,762
Municipal Court	441,749	34,152	2,362	0	478,263
Law Department	428,176	170,851	11,000	0	610,027
Finance	1,175,460	115,702	11,698	0	1,302,860
Personnel	301,026	24,538	3,250	0	328,814
Community Development	1,517,815	923,972	19,672	0	2,461,459
Police	13,191,702	906,347	322,852	437,361	14,858,262
Fire	10,200,844	496,689	172,635	366,648	11,236,816
Health	1,117,538	78,934	57,424	0	1,253,896
Public Works	3,803,086	893,190	986,328	200,000	5,882,604
Water Pollution Control	198,826	45,737	50,450	0	295,013
Parks and Recreation	1,425,438	245,946	108,035	0	1,779,419
Non-Departmental	1,982,865	2,426,730	8,800	725,000	5,143,395
Capital Outlay/Debt Service	0	0	0	1,100,710	1,100,710
Total General Fund	$38,443,078	$6,715,878	$1,858,397	$2,871,744	$49,889,095

Allocation by Percentage					
City Council	89.11%	9.61%	1.28%	0.00%	100.00%
City Clerk	86.54%	7.12%	6.34%	0.00%	100.00%
City Manager	94.47%	4.70%	0.84%	0.00%	100.00%
National Frontier Trails Center	68.22%	21.19%	10.59%	0.00%	100.00%
Technology Services	80.42%	13.93%	2.73%	2.91%	100.00%
Municipal Court	92.37%	7.14%	0.49%	0.00%	100.00%
Law Department	70.19%	28.01%	1.80%	0.00%	100.00%
Finance	90.22%	8.88%	0.90%	0.00%	100.00%
Personnel	91.55%	7.46%	0.99%	0.00%	100.00%
Community Development	61.66%	37.54%	0.80%	0.00%	100.00%
Police	88.78%	6.10%	2.17%	2.94%	100.00%
Fire	90.78%	4.42%	1.54%	3.26%	100.00%
Health	89.13%	6.30%	4.58%	0.00%	100.00%
Public Works	64.65%	15.18%	16.77%	3.40%	100.00%
Water Pollution Control	67.40%	15.50%	17.10%	0.00%	100.00%
Parks and Recreation	80.11%	13.82%	6.07%	0.00%	100.00%
Non-Departmental	38.55%	47.18%	0.17%	14.10%	100.00%
Capital Outlay/Debt Service	0.00%	0.00%	0.00%	100.00%	100.00%
Total General Fund	77.06%	13.46%	3.73%	5.76%	100.00%

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

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

For Fiscal Years 1998-99 and 1999-2000

Description	Amount Fund
1998-99	
Operating Transfers In-	
From the CDBG Fund-	
Senior Citizen Nutrition Site	$20,927
Code Enforcement	70,000
Total From the CDBG Fund	$90,927
Designations-	
For Capital Projects-	
Mid Town Truman Road Corridor Project	(150,000)
Total Designations	($150,000)
Operating Transfers Out-	
To the Street Improvements Fund-	
Gas Sales Tax Transfer	($150,000)
Street Rehabilitation - 35th Street	(600,000)
To the Buildings & Other Improvements Fund-	
Park Maintenance Facility	(325,000)
To the Employee Benefits Fund	(52,728)
Total Operating Transfers	($1,127,728)
Net Transfers	($1,186,801)
1999-2000	
Operating Transfers In-	
From the CDBG Fund-	
Senior Citizen Nutrition Site	$20,927
Code Enforcement	70,000
Redevelopment Planning	30,000
Total From the CDBG Fund	$120,927
Fund Balance Designations-	
For Capital Projects-	
Mid Town Truman Road Corridor Project	(150,000)
Designated Tax Increment Financiang Distributions	(304,490)
Total Designations	($454,490)
Operating Transfers Out-	
To the Street Improvements Fund-	
Gas Sales Tax Transfer	($150,000)
To the Employee Benefits Fund	(52,728)
Total Operating Transfers	($202,728)
Net Transfers	($536,291)

CITY OF INDEPENDENCE, MISSOURI

1999-2000 Operating Budget

Authorized Positions Summary - General Fund

For the Fiscal Years 1993-94 through 1999-2000

Description	1993-94	1994-95	1995-96	1996-97	1997-98	1998-99	City Manager Proposed 1999-2000
City Council	12.00	12.00	12.00	12.00	11.00	11.00	11.00
City Clerk	7.00	7.00	7.00	7.00	7.00	7.00	7.00
City Manager	5.00	4.00	5.00	5.00	9.38	10.50	11.50
National Frontier Trails Center	6.55	6.55	6.55	6.55	6.55	6.55	6.00
Technology Services	19.00	19.00	21.00	21.00	21.00	21.00	21.00
Municipal Court	13.00	13.00	13.00	13.00	12.00	12.00	13.00
Law	6.00	6.00	6.00	6.00	6.00	6.50	6.00
Finance	26.00	26.00	25.00	25.00	25.00	25.00	25.00
Personnel	5.00	5.00	6.00	6.00	6.00	6.50	6.50
Community Development	15.00	21.50	24.50	28.00	28.00	30.00	31.00
Police	240.53	240.25	245.00	255.00	260.00	264.00	269.00
Fire	183.28	174.00	173.00	173.00	173.00	174.00	174.00
Health	30.49	24.99	26.74	27.74	26.74	28.49	28.49
Public Works	92.00	86.00	86.00	86.50	87.90	87.73	87.90
Water Pollution Control	0.00	0.00	0.00	0.00	5.00	5.00	5.00
Parks and Recreation	39.90	39.90	40.15	39.15	39.15	41.10	41.70
Total General Fund	700.75	685.19	696.94	710.94	723.72	736.37	744.09

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

Note 2: Changes by department and position between fiscal years 1998-99 to 1999-2000 are shown on the following page.

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

Authorized Positions Changes for 1998-99 and 1999-2000

Fund/ Department/Function/Position Title	Change During 1998-99	Proposed Change for 1999-2000	Total Changes for 1999-2000	Comments
General Fund				
City Council/Mayor's Office-				
Mayor's Office				
Council Administrative Aide	1.00		1.00	position upgraded
Administrative Specialist II, Mayor	(1.00)		(1.00)	position upgraded
Department Total	0.00	0.00	0.00	
City Manager's Office-				
City Manager's Office				
Project Manager	1.00		1.00	transferred from Public Works
Department Total	1.00	0.00	1.00	
National Frontier Trails Center-				
Custodian	(0.55)		(0.55)	duties transferred to Public Works - Property Mgmt.
Department Total	(0.55)	0.00	(0.55)	
Technology Services-				
Management Information Supervisor	(1.00)		(1.00)	position retitled
Information Technology System Mgr.	1.00		1.00	position retitled
Computer Operator II	(1.00)		(1.00)	reclassify to Operator I
Computer Operator I	1.00		1.00	reclassify from Operator II
Department Total	0.00	0.00	0.00	
Municipal Court-				
Administrative Specialist II		1.00	1.00	add new position
Department Total	0.00	1.00	1.00	
Law-				
Legal Administrative Specialist	(0.50)		(0.50)	adjust position to part time
Department Total	(0.50)	0.00	(0.50)	
Community Development-				
Comprehensive Planning				
Senior Planner	1.00		1.00	position upgraded
Planner	(1.00)		(1.00)	position upgraded
Planner (Redevelopment)		1.00	1.00	add new position - partially funded from CDBG grant
Department Total	0.00	1.00	1.00	

(continued on next page)

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

Authorized Positions Changes for 1998-99 and 1999-2000

Fund/ Department/Function/Position Title	Change During 1998-99	Proposed Change for 1999-2000	Total Changes for 1999-2000	Comments
Police-				
Chief of Police				
Assistant Police Chief	(1.00)		(1.00)	reclassify position
Police Captain	1.00		1.00	reclassify position
Police Lieutenant	(1.00)		(1.00)	reclassify position
Police Sergeant	1.00		1.00	reclassify position
Uniform Unit				
Police Officer	4.00		4.00	funded from Federal COPS Ahead program
Police Officer	(7.00)		(7.00)	transferred to Community Services Unit
Investigations				
Police Officer	(1.00)		(1.00)	transferred to Community Services Unit
Drug Enforcement Unit				
Police Officer	(2.00)		(2.00)	transferred to Community Services Unit
Community Services Unit				
Police Captain	1.00		1.00	transferred from Records
Police Officer	9.00		9.00	transferred from other units
Police Sergeant	1.00		1.00	upgraded from Police Officer
Records and Property				
Police Captain	(1.00)		(1.00)	transferred to Community Services Unit
Police Records & Property Supervisor	(1.00)		(1.00)	retitle position
Police Records & Property Admin.	1.00		1.00	retitle position
Police Records Supervisor	1.00		1.00	add new position
Community Outreach				
Police Officer	(1.00)		(1.00)	transferred to Community Services Unit
Police Officer	1.00		1.00	High School Resource Officer
Department Total	5.00	0.00	5.00	
Public Works-				
Administration				
Project Manager	(0.83)		(0.83)	transferred to City Manger
Special Projects Manager	1.00		1.00	transferred from Engineering
Engineering				
Engineering Inspection Supervisor	(1.00)		(1.00)	transferred to Administration
Property Management				
Facility Manager	(1.00)		(1.00)	retitle position
Properties Manager	1.00		1.00	retitle position
Building Maintenance Worker	1.00		1.00	add new position
Lead Custodian	(1.00)		(1.00)	reclassify position
Custodian	1.00		1.00	reclassify position
Department Total	0.17	0.00	0.17	

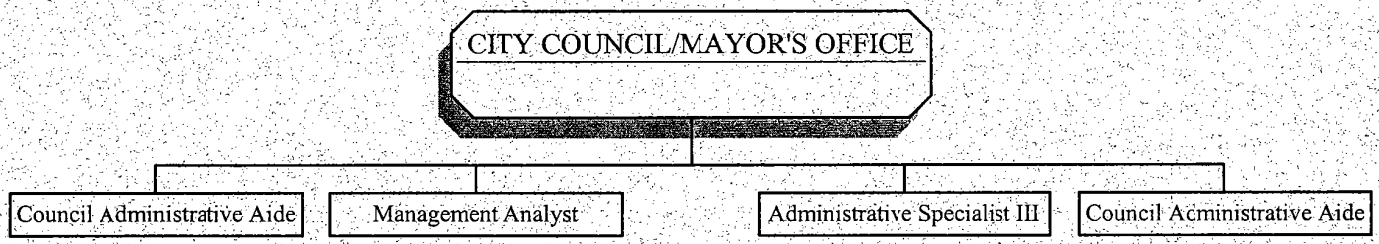
(continued on next page)

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

Authorized Positions Changes for 1998-99 and 1999-2000

Fund/ Department/Function/Position Title	Change During 1998-99	Proposed Change for 1999-2000	Total Changes for 1999-2000	Comments
Parks and Recreation-				
Administration				
Administrative Specialist I	(0.50)		(0.50)	retitle and change to full time
Administrative Specialist II	1.00		1.00	retitle and change to full time
Recreation Supervisory & Support Services				
Clerk I	0.10		0.10	change to full time
Recreation Assistant	(3.12)		(3.12)	retitle part time positions
Seasonal Maintenance Worker	1.88		1.88	retitle part time positions
Center Attendant	1.73		1.73	retitle part time positions
Roger T Sermon Community Center				
Recreation Assistant	(1.17)		(1.17)	retitle part time positions
Center Attendant	0.68		0.68	retitle part time positions
Department Total	0.60	0.00	0.60	
General Fund Total	5.72	2.00	7.72	

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



City of Independence
Departmental Budget Summary

Department: 4000-CITY COUNCIL **1999-00 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	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
Budget by Major Program Category-					
02 4002	CITY COUNCIL	133,661	140,175	140,175	136,152
02 4003	MANAGEMENT ANALYST	115,904	78,024	78,024	54,723
02 4004	MAYOR'S OFFICE	109,140	117,095	117,095	123,738
	Total	358,705	335,294	335,294	314,613
Staffing-					
	Full Time Positions	11.00	11.00	11.00	11.00
	Part Time Positions	0.00	0.00	0.00	0.00
	Total	11.00	11.00	11.00	11.00
Source of Funding-					
	GENERAL FUND	358,705	335,294	335,294	314,613
	Total	358,705	335,294	335,294	314,613

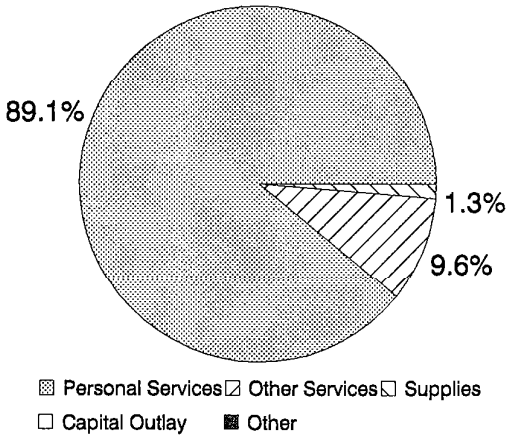
1999-2000 Operating Budget

City Council

Appropriations by Type:

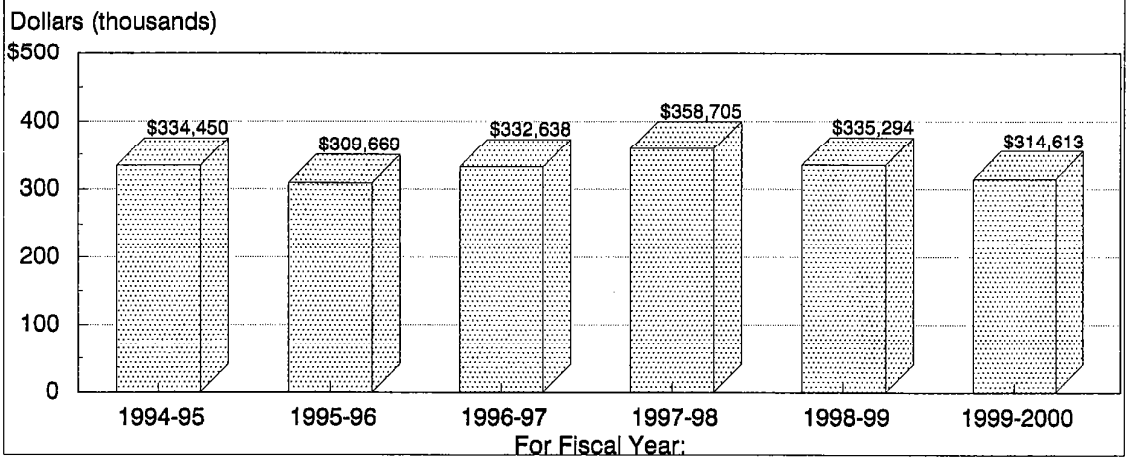
Expenditure Type	Actual 1997-98	Original 1998-99	Projected 1998-99	Adopted 1999-2000
Personal Services	337,673	301,048	300,104	280,367
Other Services	14,743	30,161	30,705	30,221
Supplies	6,289	4,085	4,485	4,025
Capital Outlay	0	0	0	0
Other	0	0	0	0
Total	358,705	335,294	335,294	314,613

1999-2000 City Council Adopted Budget



Historical Comparison:

	Actual 1994-95	Actual 1995-96	Actual 1996-97	Actual 1997-98	Budget 1998-99	Budget 1999-2000
Employees:						
Full Time Equiv.	12.00	12.00	12.00	11.00	11.00	11.00
Amount by Fund:						
General	334,450	309,669	332,638	358,705	335,294	314,613
Per Capita	2.94	2.72	2.89	3.12	2.89	2.71
Per Household	6.80	6.26	6.70	7.22	6.66	6.21



City of Independence
Detail Program Sheet

Department: 4000-CITY COUNCIL **1999-00 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	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	131,064	132,345	131,973	128,227
OTHER SERVICES	2,398	6,900	7,172	6,900
SUPPLIES	199	930	1,030	1,025
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	133,661	140,175	140,175	136,152

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
COUNCIL ADMINISTRATIVE AIDE	1.00	1.00	1.00	1.00
COUNCILMEMBER	6.00	6.00	6.00	6.00
Total	7.00	7.00	7.00	7.00

City of Independence
Detail Program Sheet

Department: 4000-CITY COUNCIL **1999-00 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	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	114,928	75,219	74,647	52,013
OTHER SERVICES	812	2,050	2,622	1,955
SUPPLIES	164	755	755	755
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	115,904	78,024	78,024	54,723

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 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 — **1999-00 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.

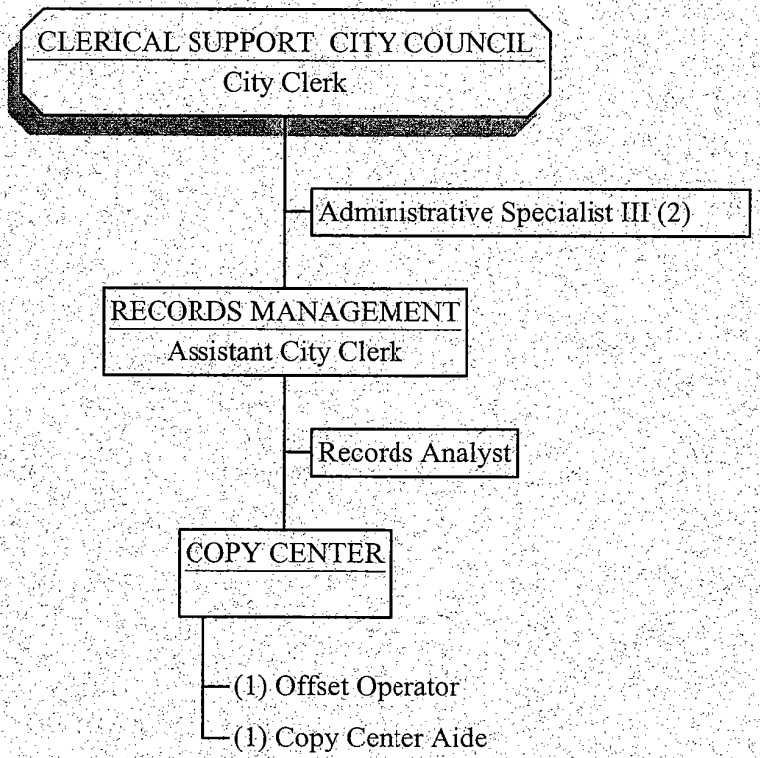
Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	91,681	93,484	93,484	100,127
OTHER SERVICES	11,533	21,211	20,911	21,366
SUPPLIES	5,926	2,400	2,700	2,245
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	109,140	117,095	117,095	123,738

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
COUNCIL ADMINISTRATIVE AIDE	1.00	1.00	1.00	1.00
ADMIN. SPECIALIST III, MAYOR	1.00	1.00	1.00	1.00
MAYOR	1.00	1.00	1.00	1.00
Total	3.00	3.00	3.00	3.00

City of Independence, Missouri
City Clerk



City of Independence
Departmental Budget Summary

Department: 4010-CITY CLERK **1999-00 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	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
Budget by Major Program Category-					
02 4012	CLERICAL SUP-CITY COUN.	172,285	174,236	174,236	178,850
02 4014	RECORDS MANAGEMENT	91,063	93,724	93,724	97,860
02 4015	COPY CENTER	99,139	103,968	103,968	107,247
	Total	362,487	371,928	371,928	383,957
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	362,487	371,928	371,928	383,957
	Total	362,487	371,928	371,928	383,957

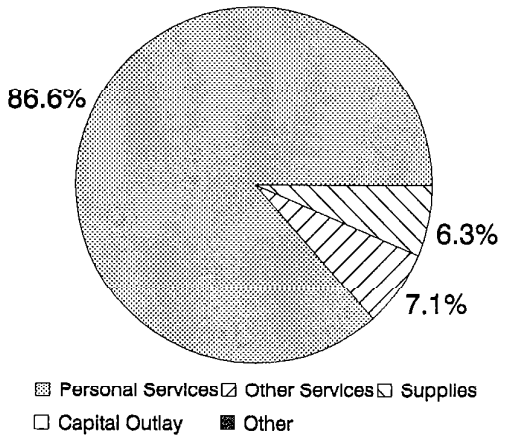
1999-2000 Operating Budget

City Clerk

Appropriations by Type:

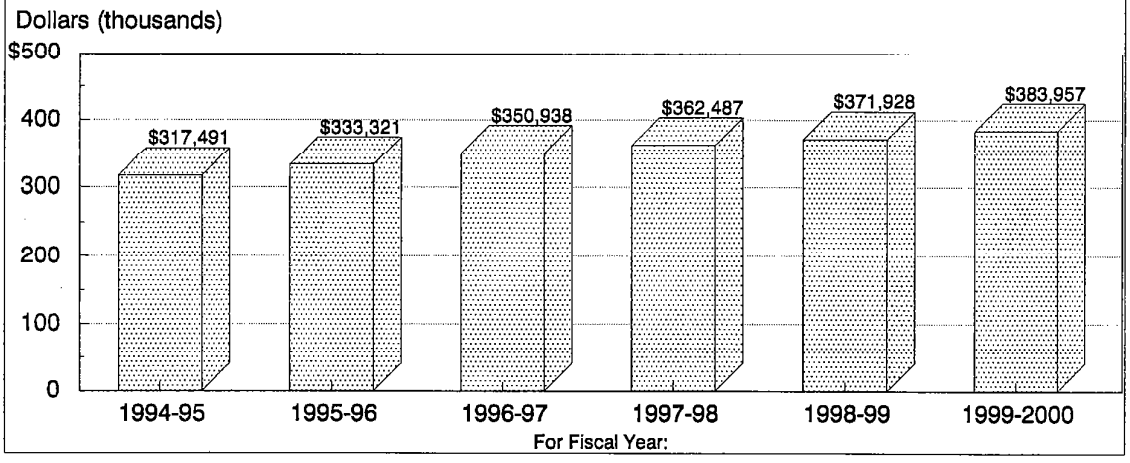
Expenditure Type	Actual 1997-98	Original 1998-99	Projected 1998-99	Adopted 1999-2000
Personal Services	312,573	320,263	320,263	332,292
Other Services	33,578	26,835	26,585	27,335
Supplies	16,336	24,830	25,080	24,330
Capital Outlay	0	0	0	0
Other	0	0	0	0
Total	362,487	371,928	371,928	383,957

1999-2000 City Council Adopted Budget



Historical Comparison:

	Actual 1994-95	Actual 1995-96	Actual 1996-97	Actual 1997-98	Budget 1998-99	Budget 1999-2000
Employees:						
Full Time Equiv.	7.00	7.00	7.00	7.00	7.00	7.00
Amount by Fund:						
General	317,491	333,321	350,938	362,487	371,928	383,957
Per Capita	2.79	2.93	3.05	3.15	3.21	3.31
Per Household	6.45	6.74	7.06	7.30	7.38	7.58



City of Independence
Detail Program Sheet

Department: 4010-CITY CLERK — 1999-00 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.

1999-00 Objectives:

* MAKE ACCESS TO THE COMPUTERIZED INDEXING SYSTEM AVAILABLE TO ALL DEPARTMENTS.

1998-99 Accomplishments:

* ENTERED FOUR MORE YEARS OF ORDINANCES AND TWO MORE YEARS OF RESOLUTIONS INTO THE NEW COMPUTERIZED INDEX SYSTEM.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	161,717	163,106	163,106	167,720
OTHER SERVICES	9,881	9,700	9,450	10,200
SUPPLIES	687	1,430	1,680	930
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	172,285	174,236	174,236	178,850

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
ORDINANCES PASSED	278	260	305	300
RESOLUTIONS PASSED	99	110	128	120
CITY COUNCIL MEETINGS	27	28	29	28
STUDY SESSIONS	25	30	33	30

Continued

City of Independence
Detail Program Sheet

Department: 4010-CITY CLERK **1999-00 Operating Budget**
Program: 4012-CLERICAL SUP-CITY COUN. **Fund: 02-GENERAL**

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 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 | **1999-00 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

1999-00 Objectives:

* GAIN CITY COUNCIL ACCEPTANCE OF AN ORDINANCE ADOPTING THE MISSOURI MUNICIPAL RECORDS MAMUAL WHICH WILL ALLOW DESTRUCTION OF RECORDS FOLLOWING SPECIFIC STAFF PROCEDURES.

1998-99 Accomplishments:

* BEGAN BUILDING PERMIT MICROFILMING PROJECT.
* ACCEPTED 600 CUBIC FEET OF RECORDS FOR RETENTION AND RETRIEVEL FROM VARIOUS CITY DEPARTMENTS.
* DESTROYED APPROXIMATELY 685 CUBIC FEET OF OBSOLETE RECORDS.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	90,107	93,024	93,024	97,160
OTHER SERVICES	695	300	300	300
SUPPLIES	261	400	400	400
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	91,063	93,724	93,724	97,860

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
RECORDS STORED - CUBIC FEET	2,259	2,500	2,356	2,500
RECORDS MICROFILMED - CUBIC FEET	27	29	20	25

Continued

City of Independence
Detail Program Sheet

Department: 4010-CITY CLERK **1999-00 Operating Budget**
Program: 4014-RECORDS MANAGEMENT **Fund: 02-GENERAL**

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 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 | **1999-00 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.

1999-00 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.

1998-99 Accomplishments:

* THE MAIL CENTER WILL REDUCE THE CITY'S MAIL EXPENSE BY APPROXIMATELY $58,000 DURING 98-99 THROUGH PRESORT SAVINGS.
* THE MAIL CENTER WILL REDUCE THE UTILITY FUNDS MAIL EXPENSE BY APPROXIMATELY $13,000 DURING 98-99 THROUGH COMBINING MULTIPLE STATEMENTS TO THE SAME CUSTOMER.
* A PROCEDURE WAS DEVELOPED FOR THE OFFSET PRESS TO ELIMINATE THE WAST OF PLATE MATERIALS.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	60,749	64,133	64,133	67,412
OTHER SERVICES	23,002	16,835	16,835	16,835
SUPPLIES	15,388	23,000	23,000	23,000
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	99,139	103,968	103,968	107,247

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PRINTING IMPRESSIONS	3,329,008	3,197,227	3,117,641	3,200,000
ITEMS MAILED	1,019,358	975,265	975,000	975,000

Continued

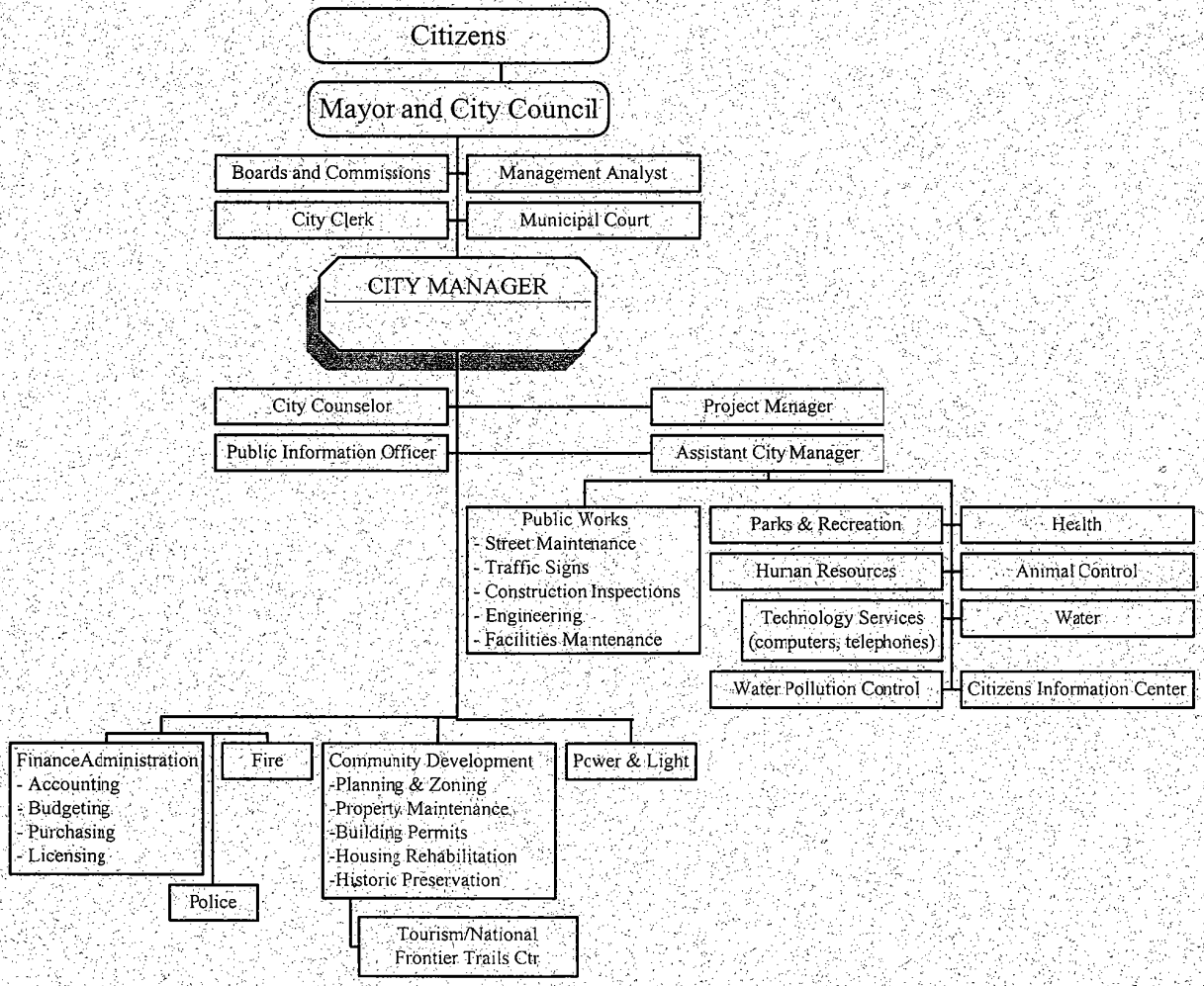
City of Independence
Detail Program Sheet

Department: 4010-CITY CLERK **1999-00 Operating Budget**
Program: 4015-COPY CENTER **Fund: 02-GENERAL**

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 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 **1999-00 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	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
Budget by Major Program Category-					
02 4021	CITY MANAGER	211,317	321,269	321,269	429,882
02 4022	COMMUNICATIONS	98,238	107,764	107,764	112,376
02 4023	EMERGENCY MANAGEMENT	18,054	0	0	0
02 4026	CITIZEN INFORMATION CTR	159,852	214,262	214,262	237,503
	Total	487,461	643,295	643,295	779,761
Staffing-					
	Full Time Positions	9.38	12.00	12.00	13.00
	Part Time Positions	0.00	0.00	0.00	0.00
	Total	9.38	12.00	12.00	13.00
Source of Funding-					
	GENERAL FUND	462,773	602,450	602,450	732,211
	WATER FUND	24,688	40,845	40,845	47,550
	Total	487,461	643,295	643,295	779,761

Significant Issues/Changes:

* PROJECT MANAGER IS BEING TRANSFERRED FROM THE PUBLIC WORKS BUDGET TO THE CITY MANAGER OFFICE BUDGET. THE COST OF THE SALARY AND BENEFITS FOR THIS POSITION IS $98,811.

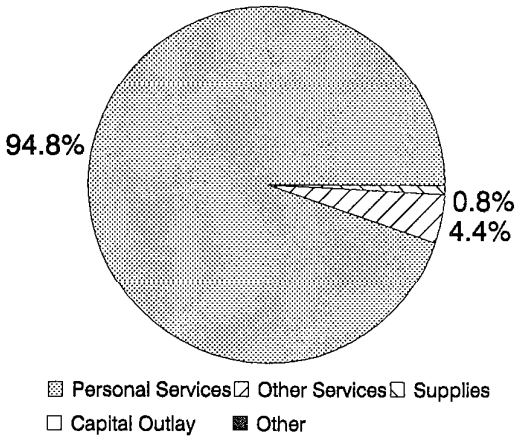
1999-2000 Operating Budget

City Manager

Appropriations by Type:

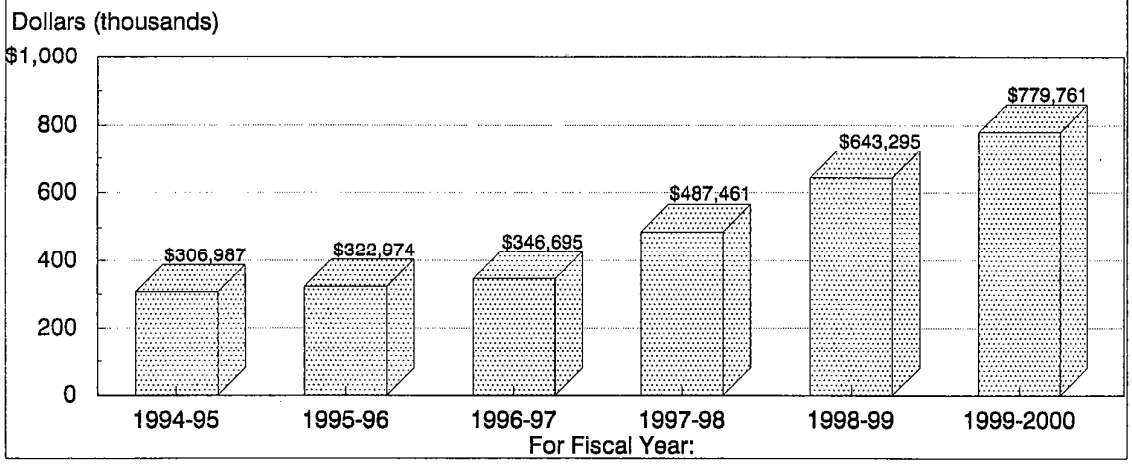
Expenditure Type	Actual 1997-98	Original 1998-99	Projected 1998-99	Adopted 1999-2000
Personal Services	429,329	602,795	591,492	739,261
Other Services	30,732	31,350	38,764	34,380
Supplies	24,355	9,150	11,351	6,120
Capital Outlay	3,045	0	1,688	0
Other	0	0	0	0
Total	487,461	643,295	643,295	779,761

1999-2000 City Council Adopted Budget



Historical Comparison:

	Actual 1994-95	Actual 1995-96	Actual 1996-97	Actual 1997-98	Budget 1998-99	Budget 1999-2000
Employees:						
Full Time Equiv.	4.00	5.00	5.00	9.38	12.00	13.00
Amount by Fund:						
General	306,987	322,974	346,695	462,773	602,450	732,211
Water	0	0	0	24,688	40,845	47,550
Per Capita	2.70	2.84	3.02	4.03	5.20	6.30
Per Household	6.24	6.53	6.98	9.31	11.96	14.46



City of Independence
Detail Program Sheet

Department: 4020-CITY MANAGER — **1999-00 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.

1999-00 Objectives:

* COORDINATE ADOPTION AND IMPLEMENTATION OF GROWTH MANAGEMENT STRATEGIES FOR THE NEWLY ADOPTED LITTLE BLUE VALLEY COMPREHENSIVE PLAN.
* EVALUATE THE CITY'S NEIGHBORHOOD REVITILIZATION STRATEGIES FOR THEIR EFFECTIVENESS AND RECOMMEND IMPROVEMENTS.
* WORK ON FUND RAISING EFFORTS TO RENOVATE THE MEMORIAL BUILDING AND TO ESTABLISH A SENIOR CITIZENS AND COMMUNITY CENTER IN PALMER SCHOOL.
* FURTHER EFFORTS TO SECURE FUNDING FOR THE LITTLE BLUE EXPRESSWAY.
* IMPLEMENT A PROGRAM TO LICENSE ALL RENTAL PROPERTIES.

1998-99 Accomplishments:

* DEVELOPED POLICY TO REQUIRE OCCUPATION LICENSES FOR RENTAL PROPERTY.
* DEVELOPED PILOT PROGRAM FOR SYSTEMATIC NEIGHBORHOOD CODE ENFORCEMENT
* PROVIDED PUBLIC INFORMATION ABOUT THE PROPOSED SALES TAX FOR STREETS AND PARKS.
* OVERSAW IMPLEMENTATION OF THE 1/2 CENT SALES TAX FOR STREETS AND PARKS.
* CONTINUED EMPHASIS ON EMPLOYEE TRAINING, INCLUDING AN ORGANIZATION-WIDE ASSESSMENT OF TRAINING NEEDS.
* ENSURED COMPLETION OF MOST OF THE GOALS CONTAINED IN THE 1998-99 BUDGET.
* ASSISTED THE COUNCIL IN RECRUITING A MANAGEMENT ANALYST.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	202,189	309,519	298,216	418,132
OTHER SERVICES	7,283	9,750	16,949	10,130
SUPPLIES	1,845	2,000	4,416	1,620

...Continued

City of Independence
Detail Program Sheet

Department: 4020-CITY MANAGER — 1999-00 Operating Budget
Program: 4021-CITY MANAGER — Fund: 02-GENERAL

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

CAPITAL OUTLAY	0	0	1,688	0
DEBT SERVICE/OTHER	0	0	0	0
Total	211,317	321,269	321,269	429,882

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PROJECT MANAGER	0.00	0.00	0.00	1.00
ASSISTANT CITY MANAGER	0.00	1.00	1.00	1.00
CITY MANAGER	1.00	1.00	1.00	1.00
ADMINISTRATIVE SPECIALIST II	0.50	1.00	1.00	1.00
ADMINISTRATIVE SPECIALIST III	1.00	1.00	1.00	1.00
ADMIN OFFICER/EMER PREP COORD	0.50	0.00	0.00	0.00
Total	3.00	4.00	4.00	5.00

Significant Issues/Changes:

* PROJECT MANAGER IS BEING TRANSFERRED FROM THE PUBLIC WORKS BUDGET TO THE CITY MANAGER OFFICE BUDGET. THE COST OF THE SALARY & BENEFITS FOR THIS POSITION IS $98,850.

City of Independence
Detail Program Sheet

Department: 4020-CITY MANAGER | **1999-00 Operating Budget**
Program: 4022-COMMUNICATIONS | **Fund: 02-GENERAL**

Description:

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

1999-00 Objectives:

* PRODUCE VIDEOS TO EXPLAIN SERVICES AND PROGRAMS TO RESIDENTS
* PUBLISH 12 ISSUES OF CITYSCENE NEWSLETTER
* DISTRIBUTE NEW RESIDENTS GUIDES THROUGHOUT THE YEAR
* GENERATE NEWS STORIES THROUGHOUT THE YEAR
* COORDINATE CITY WIDE OPEN HOUSE AND 150TH ANNIVERSARY OF INCORPORATION

1998-99 Accomplishments:

* MANAGED CITY 7, THE GOVERNMENT-ACCESS CABLE TV CHANNEL
* PUBLISHED 12 ISSUES OF CITYSCENE
* GENERATED NEWS STORIES BASED ON NEWS RELEASES AND MEDIA CALLS
* DISTRIBUTED 700 NEW RESIDENTS GUIDES
* PRODUCED 15 VIDEOS FOR BROADCAST

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	85,568	89,514	89,514	94,126
OTHER SERVICES	7,930	15,250	15,350	15,250
SUPPLIES	4,740	3,000	2,900	3,000
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	98,238	107,764	107,764	112,376

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PUBLIC INFORMATION OFFICER	1.00	1.00	1.00	1.00
CAMERA OPERATOR	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

City of Independence
Detail Program Sheet

Department: 4020-CITY MANAGER — 1999-00 Operating Budget
Program: 4026-CITIZEN INFORMATION CTR — Fund: 02-GENERAL

Description:

THE CITIZEN INFORMATION CENTER IS DESIGNED TO IMPROVE CUSTOMER SERVICE BY HELPING CUSTOMERS LEARN ABOUT MUNICIPAL SERVICES ACCURATELY AND QUICKLY BY PROVIDING ASSISTANCE TO WALK-IN AND CALL-IN TRAFFIC IN CITY HALL.

1999-00 Objectives:

* TO CONTINUE TO INCREASE RECOGNITION OF THE CITIZEN INFORMATION CENTER BY PROVIDING TIMELY AND ACCURATE RESPONSES TO CITIZEN REQUESTS.
* PROVIDE INFORMATION RELATED TO CITY GOVERNMENT AND APPROPRIATE REFERRALS TO OUTSIDE AGENCIES AS REQUESTED.
* RECEIVE AND FOLLOW UP ON CITIZEN CONCERNS AND SUGGESTIONS.
* CONTINUED MANAGEMENT OF THE CIVICALL COMPLAINT SYSTEM CITY WIDE.
* PROVIDE ACCURATE PHONE REFERRALS THROUGH OPERATION OF THE CITY SWITCHBOARD.
* RESPONSIBLE FOR ALL CASHIERING SERVICES IN CITY HALL.

1998-99 Accomplishments:

* OPENED THE CITIZEN INFORMATION COUNTER AND RESPONDED TO CITIZEN REQUESTS.
* IMPROVED DISTRIBUTION OF INFORMATION TO CITIZENS BY ADDING BROCHURE RACKS TO THE LOBBY OF CITY HALL.
* CONTINUED TRAINING AND REFINEMENT OF CIVICALL. PRODUCED COUNCIL DISTRICT STATISTICS.
* THE DIRECTOR COORDINATED THE HERITAGE SALUTE COMMITTEE OF CITIZEN VOLUNTEERS.
* THE DIRECTOR ALSO SERVED AS THE PRIMARY CONTACT TO THE CITY'S GOVERNMENTAL CONSULTANT IN JEFFERSON CITY.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	128,523	203,762	203,762	227,003
OTHER SERVICES	10,581	6,350	6,465	9,000
SUPPLIES	17,703	4,150	4,035	1,500
CAPITAL OUTLAY	3,045	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	159,852	214,262	214,262	237,503

Continued

City of Independence
Detail Program Sheet

Department: 4020-CITY MANAGER — 1999-00 Operating Budget
Program: 4026-CITIZEN INFORMATION CTR — Fund: 02-GENERAL

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
CALLS TO SWITCHBOARD	0	108,000	83,400	90,000
CASHIERING FUNCTIONS	0	33,506	40,127	42,000
CIVICALL ENTRIES	0	0	700	900
RESPONSE TO E-MAILS	0	0	500	700
WALK-INS AT CITY HALL	0	0	2,165	5,300

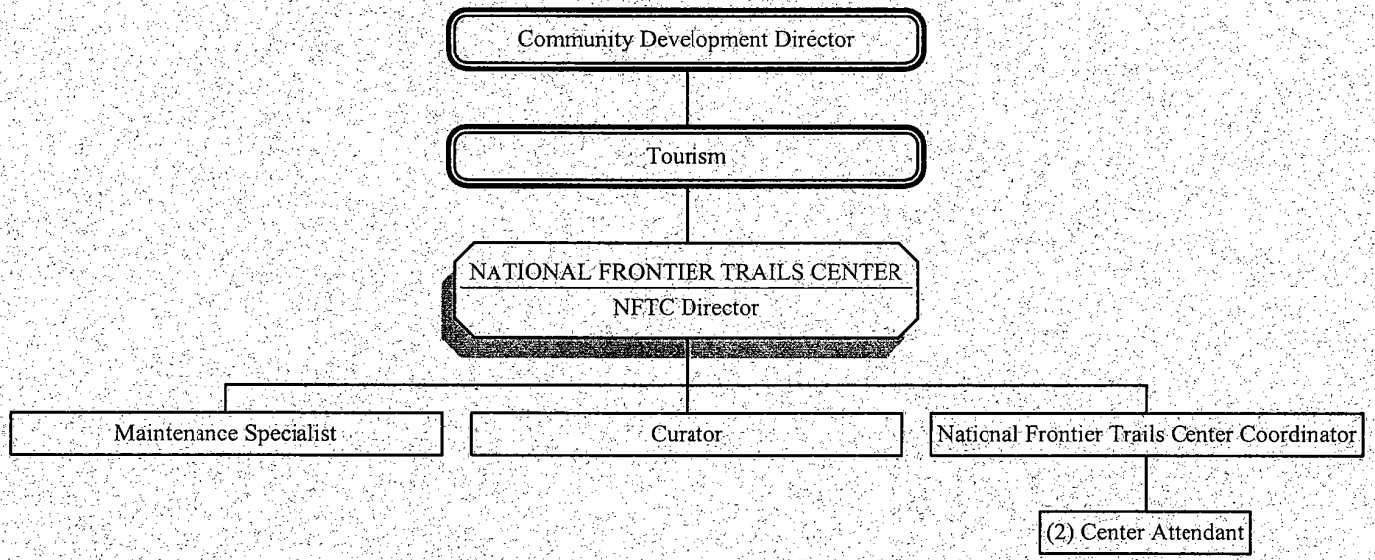
Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
CITIZEN INFORMATION CENT DIR	1.00	1.00	1.00	1.00
CUSTOMER SERVICE TECHNICIAN I	1.38	4.00	4.00	4.00
CUSTOMER SERVICE TECHNICIAN II	1.00	1.00	1.00	1.00
Total	3.38	6.00	6.00	6.00

Significant Issues/Changes:

* ADDITION OF CIVICALL TRACKING SYSTEM MAINTENANCE AGREEMENT.

City of Independence, Missouri
National Frontier Trails Center



City of Independence
Departmental Budget Summary

Department: 4025-NAT'L FRONT. TRAILS CTR. 1999-00 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	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
Budget by Major Program Category-					
02	4025 NAT'L FRONT. TRAILS CTR.	308,552	296,978	318,978	283,014
	Total	308,552	296,978	318,978	283,014
Staffing-					
	Full Time Positions	4.00	4.00	4.00	4.00
	Part Time Positions	2.55	2.55	2.00	2.00
	Total	6.55	6.55	6.00	6.00
Source of Funding-					
	GENERAL FUND	308,552	296,978	318,978	283,014
	Total	308,552	296,978	318,978	283,014
Direct/Offsetting Revenues-					
	ADMISSIONS	27,444	35,000	28,000	29,000
	GIFT SHOP SALES	33,788	40,000	36,500	39,500
	Total	61,232	75,000	64,500	68,500

Continued

City of Independence
Departmental Budget Summary

Department: 4025-NAT'L FRONT. TRAILS CTR. 1999-00 Operating Budget

Significant Issues/Changes:

* THE BUDGET REFLECTS THE REMOVAL OF THE CUSTODIAL POSITION, WHICH IS BEING PLACED UNDER PUBLIC WORKS.
* 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 PROGRAMMING ARE BEING FUNDED BY GRANTS.

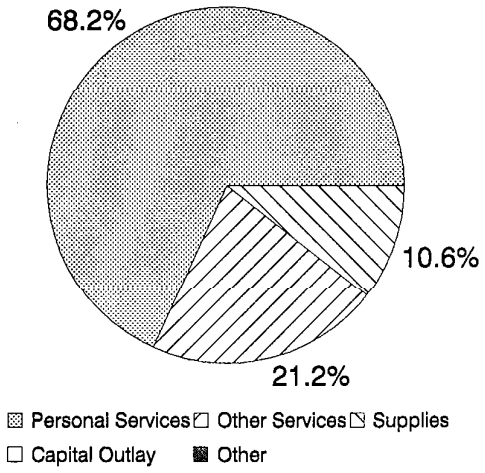
1999-2000 Operating Budget

NFTC

Appropriations by Type:

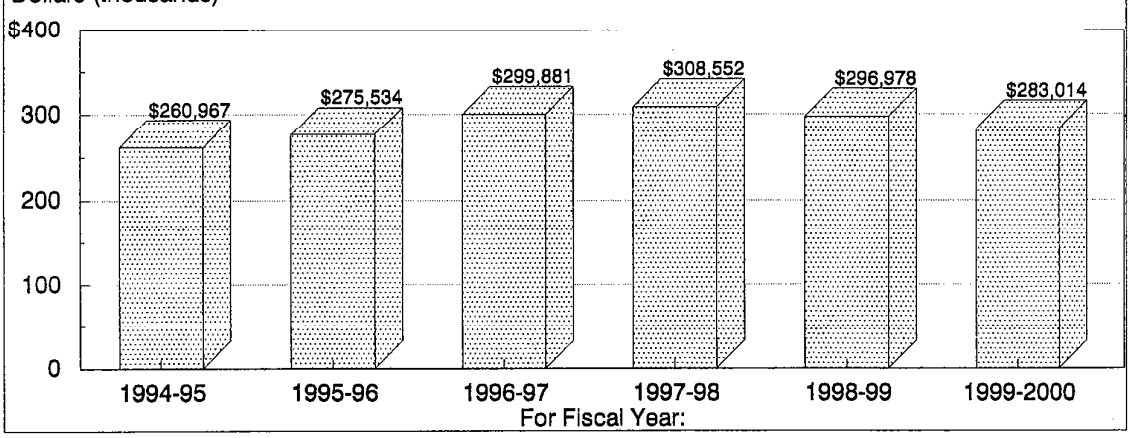
Expenditure Type	Actual 1997-98	Original 1998-99	Projected 1998-99	Adopted 1999-2000
Personal Services	206,642	207,038	220,538	193,074
Other Services	63,417	59,990	65,073	59,965
Supplies	36,217	29,950	30,050	29,975
Capital Outlay	2,276	0	3,317	0
Other	0	0	0	0
Total	308,552	296,978	318,978	283,014

1999-2000 City Council Adopted Budget



Historical Comparison:

	Actual 1994-95	Actual 1995-96	Actual 1996-97	Actual 1997-98	Budget 1998-99	Budget 1999-2000
Employees:						
Full Time Equiv.	6.55	6.55	6.55	6.55	6.55	6.00
Amount by Fund:						
General	260,967	275,534	299,881	308,552	296,978	283,014
Tourism	8,975	0	0	0	0	0
Per Capita	2.37	2.42	2.61	2.68	2.56	2.44
Per Household	5.49	5.57	6.04	6.21	5.90	5.59



City of Independence
Detail Program Sheet

Department: 4025-NAT'L FRONT. TRAILS CTR. **1999-00 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.

1999-00 Objectives:

* ASSIST IN COMPLETING A MAJOR REVIEW AND PLAN FOR MARKETING, EXHIBITS FACILITIES, PROGRAMMING AND STAFFING OF THE NFTC COMPLEX.
* PLAN EXHIBITS FOR THE CHICAGO AND ALTON DEPOT.
* PLAN A PERMANENT EXHIBIT ON INDEPENDENCE'S ROLE WITH THE OVERLAND TRAILS.
* CREATE A MAJOR PROGRAM OR ACTIVITY EACH MONTH AT THE NFTC FOR IMPROVED ATTENDANCE AND PUBLICITY.

1998-99 Accomplishments:

* COMPLETED A MAJOR PERMANENT EXHIBIT ON LEWIS & CLARK AND THE FUR TRAPPERS AND TRADERS (JUNE, 1999)
* KEPT UP DAY TO DAY OPERATIONS DESPITE THE LOSS OF HALF OF THE FULL TIME STAFF, DURING A DIFFICULT YEAR OF PERSONNEL TRANSITIONS.
* DISCOVERED, RESEARCHED, AND PLANNED THE PROMOTION AND PRESERVATION O TRAIL SWALES NEAR THE NFTC COMPLEX.
* RECEIVED $11,755 IN GRANTS FOR CENTER PROGRAMMING AND DEVELOPMENT.
* SUCCESSFULLY PARTNERED WITH THE MORMON VISITORS CENTER TO (1) INCREAS NUMBER OF MORMON VISITORS TO THE NFTC, (2) ADD AN EXHIBIT PANEL ON THE MORMON TRAIL.
* COMPLETED A MUSEUM ASSESSMENT PROGRAM STUDY THROUGH THE AMERICAN ASSOCIATION OF MUSEUMS. (MAY, 1999)
* COMPLETED AND INSTALLED A PERMANENT INTERACTIVE EXHIBIT CALLED "PACK YOUR WAGON".

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	206,642	207,038	220,538	193,074
OTHER SERVICES	63,417	59,990	65,073	59,965

...Continued

City of Independence
Detail Program Sheet

Department: 4025-NAT'L FRONT. TRAILS CTR. 1999-00 Operating Budget
Program: 4025-NAT'L FRONT. TRAILS CTR. Fund: 02-GENERAL

Program Costs: *(Continued)*

SUPPLIES	36,217	29,950	30,050	29,975
CAPITAL OUTLAY	2,276	0	3,317	0
DEBT SERVICE/OTHER	0	0	0	0
Total	308,552	296,978	318,978	283,014

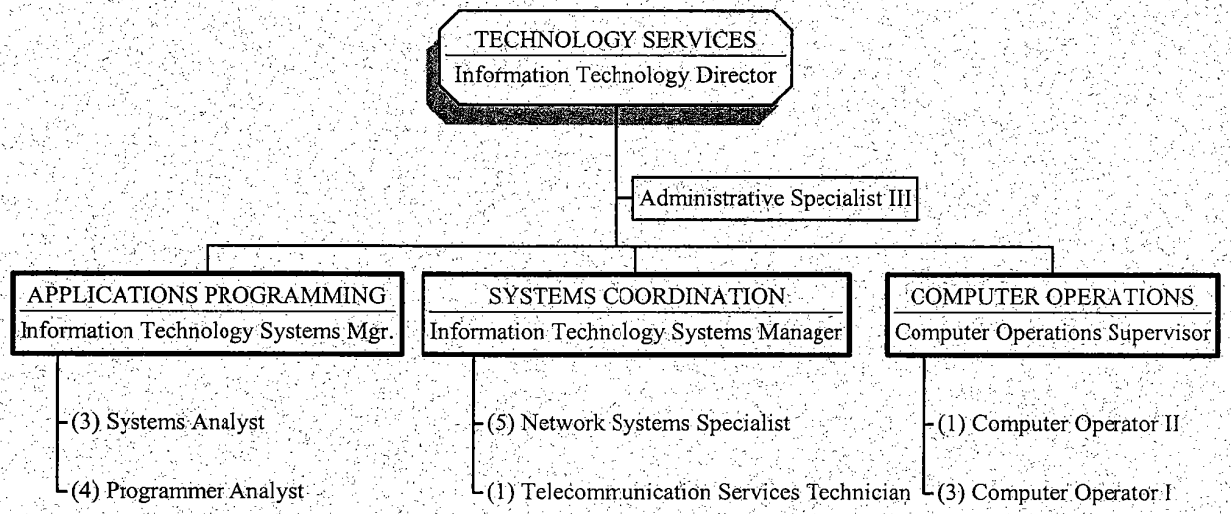
Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
IN HOUSE RESEARCHERS	124	140	83	100
SCHOOL GROUPS	133	140	93	100
ADULT TOURS	65	70	66	70
SPECIAL PROGRAMS, TALKS & MEETINGS HOSTED	62	65	40	40
TOTAL NUMBER OF VISITORS	21,420	22,000	19,625	26,000
GIFT SHOP REVENUE	36,000	39,000	27,300	29,500

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
NATIONAL FRON. TRAILS CTR. DIR	1.00	1.00	1.00	1.00
CURATOR	1.00	1.00	1.00	1.00
NFTC COORDINATOR	1.00	1.00	1.00	1.00
MAINTENANCE TECHNICIAN	1.00	1.00	1.00	1.00
CENTER ATTENDANT	2.00	2.00	2.00	2.00
CUSTODIAN	0.55	0.55	0.00	0.00
Total	6.55	6.55	6.00	6.00

City of Independence, Missouri
Technology Services



City of Independence
Departmental Budget Summary

Department: 4050-TECHNOLOGY SERVICES **1999-00 Operating Budget**

Department Description-

TECHNOLOGY SERVICES PROVIDES ANALYSIS, PROGRAMMING, AND COMPUTER PPROCESSING SUPPORT SERVICES TO ALL CITY DEPARTMENTS. THE CITY'S COMPUTER FACILITY CONSISTS OF THREE MIDRANGE COMPUTERS, A SERIES OF LOCAL AREA NETWORK FILE SERVERS, AND A COMMUNICATION NETWORK OF TERMINALS WHICH CONNECT WITH USER DEPARTMENTS. TECHNOLOGY SERVICES IS ALSO RESPONSIBLE FOR ADMINISTERING A TELEPHONE SYSTEM CONSISTING OF AN AT&T PBX WITH 400 TELEPHONE STATIONS, ADMINISTRATION OF VOICE MAIL, AND COORDINATING LONG DISTANCE SERVICE WITH APPROPRIATE VENDORS.

Prog. No.	Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
Budget by Major Program Category-					
02 4052	TECHNOLOGY SERVICES	1,535,702	1,585,053	1,585,053	1,495,058
	Total	1,535,702	1,585,053	1,585,053	1,495,058
Staffing-					
	Full Time Positions	22.00	22.00	22.00	22.00
	Part Time Positions	0.00	0.00	0.00	0.00
	Total	22.00	22.00	22.00	22.00
Source of Funding-					
	GENERAL FUND	1,488,448	1,537,898	1,537,898	1,443,762
	POWER & LIGHT FUND	47,254	47,155	47,155	51,296
	Total	1,535,702	1,585,053	1,585,053	1,495,058
Direct/Offsetting Revenues-					
	OUTSIDE COMPUTER SER. CHARGES	26,708	60,000	36,785	36,350
	Total	26,708	60,000	36,785	36,350

Continued

Significant Issues/Changes:

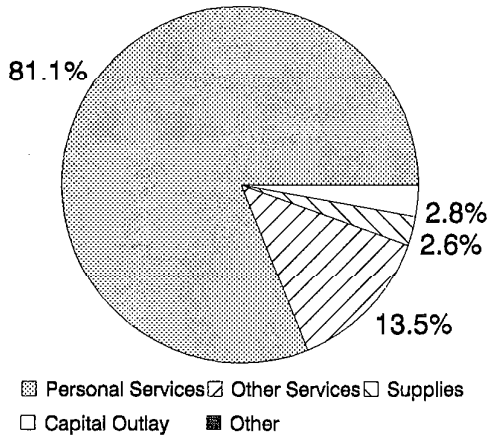
* ELIMINATION OF THE UNISYS MIDRANGE COMPUTER RESULTING IN OVER $235,000 IN SAVINGS TO THE THREE UTILITIES AND OVER $113,000 IN THE TECHNOLOGY SERVICES DEPARTMENT.
* CORRECTING THE YEAR 2000 PROBLEM FOR INFORMATION TECHNOLOGY IS 98% COMPLETE.
* STAFF WILL TAKE OVER ADMINISTRATION OF THE WATER DEPARTMENT TELEPHONE PBX EQUIPMENT.

1999-2000 Operating Budget Technology Serv.

Appropriations by Type:

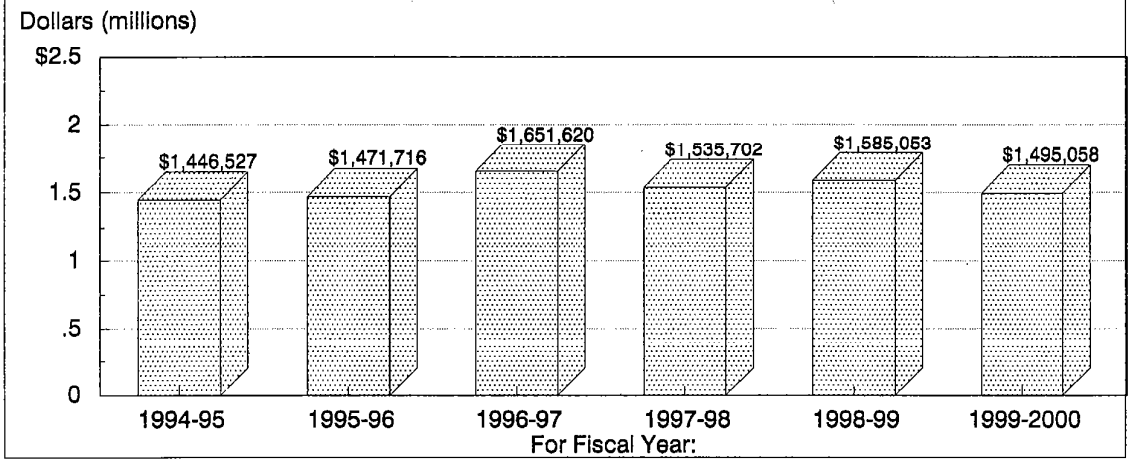
Expenditure Type	Actual 1997-98	Original 1998-99	Projected 1998-99	Adopted 1999-2000
Personal Services	1,102,899	1,140,744	1,142,744	1,212,405
Other Services	388,377	382,159	378,424	201,187
Supplies	36,813	62,150	61,306	39,441
Capital Outlay	7,613	0	2,579	42,025
Other	0	0	0	0
Total	1,535,702	1,585,053	1,585,053	1,495,058

1999-2000 City Council Adopted Budget



Historical Comparison:

	Actual 1994-95	Actual 1995-96	Actual 1996-97	Actual 1997-98	Budget 1998-99	Budget 1999-2000
Employees:						
Full Time Equiv.	20.00	21.00	22.00	22.00	22.00	22.00
Amount by Fund:						
General	1,426,415	1,471,716	1,611,035	1,488,448	1,537,898	1,443,762
Power and Light	20,112	0	40,585	47,254	47,155	51,296
Per Capita	12.71	12.94	14.37	13.36	13.68	12.87
Per Household	29.39	29.74	33.24	30.91	31.47	29.52



City of Independence
Detail Program Sheet

Department: 4050-TECHNOLOGY SERVICES **1999-00 Operating Budget**
Program: 4052-TECHNOLOGY SERVICES **Fund: 02-GENERAL**

Description:

TECHNOLOGY SERVICES PROVIDES ANALYSIS, PROGRAMMING, AND COMPUTER PROCESSING SUPPORT SERVICES TO ALL CITY DEPARTMENTS. THE CITY'S COMPUTER FACILITY CONSISTS OF THREE MIDRANGE COMPUTERS, A SERIES OF LOCAL AREA NETWORK FILE SERVERS, AND A COMMUNICATION NETWORK OF TERMINALS WHICH CONNECT WITH USER DEPARTMENTS. TECHNOLOGY SERVICES IS ALSO RESPONSIBLE FOR ADMINISTERING A TELEPHONE SYSTEM CONSISTING OF AN AT&T PBX WITH 400 TELEPHONE STATIONS, ADMINISTRATION OF VOICE MAIL, AND COORDINATING LONG DISTANCE SERVICE WITH APPROPRIATE VENDORS.

1999-00 Objectives:

* INTEGRATE THE CREDIT CARD SOFTWARE WITH THE 24-HOUR AUTOMATED CUSTOMER SERVICE PHONE LINE SO CUSTOMERS MAY PAY THEIR BILLS BY CREDIT CARD EVEN WHEN OUR OFFICE IS CLOSED.
* CONTINUE EFFORTS TO REDUCE THE BACKLOG OF OUTSTANDING MICROCOMPUTER AND NETWORK REQUESTS.
* DEVELOP A NEW STRATEGIC PLAN FOR USE OF TECHNOLOGY TO INTERACT WITH OUR CITIZENS
* APPLICATION DEVELOPMENT STAFF TRAINED IN WEB PAGE DEVELOPMENT.

1998-99 Accomplishments:

* COMPLETED CONVERSION OF ALL SOFTWARE APPLICATIONS TO THE IBM AS400 EXCEPT 2 WHICH ARE NOT NEEDED UNTIL 2000-2001FY, AND FIXED THE YEAR 2000 ON 98% OF APPLICATIONS, REMAINDER TO BE COMPLETE SEPT, 1999.
* UPGRADED THE UTILITIES & GENERAL FUND IBM AS400 TO HANDLE THE WORKLOAD FROM THE UNISYS COMPUTER WHICH WAS DECLARED SURPLUS AND WILL BE SOLD.
* UPGRADED THE LOCAL AREA NETWORKS TO HANDLE THE YEAR 2000 AND UPGRADED THE BIOS CHIPS IN THE PERSONAL COMPUTERS ON THOSE NETWORKS.
* ACQUIRED AND IMPLEMENTED A SYSTEM TO ELECTRONICALLY CREATE REPORTS WHICH WILL GREATLY REDUCE PAPER USAGE.
* IMPLEMENTED AN INTERACTIVE VOICE RESPONSE SYSTEM WHICH ALLOWS UTILITY CUSTOMERS TO USE THEIR TELEPHONE TOUCHPAD TO GET UTILITY BILLING INFORMATION.
* IMPLEMENTED A SYSTEM THAT LETS UTILITY BILLING CUSTOMERS CALL IN TO PAY THEIR BILL WITH A CREDIT CARD, ELIMINATING SOME IN PERSON VISITS

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	1,102,899	1,140,744	1,142,744	1,212,405
OTHER SERVICES	388,377	382,159	378,424	201,187

...Continued

City of Independence
Detail Program Sheet

Department: 4050-TECHNOLOGY SERVICES — **1999-00 Operating Budget**
Program: 4052-TECHNOLOGY SERVICES — **Fund: 02-GENERAL**

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

SUPPLIES	36,813	62,150	61,306	39,441
CAPITAL OUTLAY	7,613	0	2,579	42,025
DEBT SERVICE/OTHER	0	0	0	0
Total	1,535,702	1,585,053	1,585,053	1,495,058

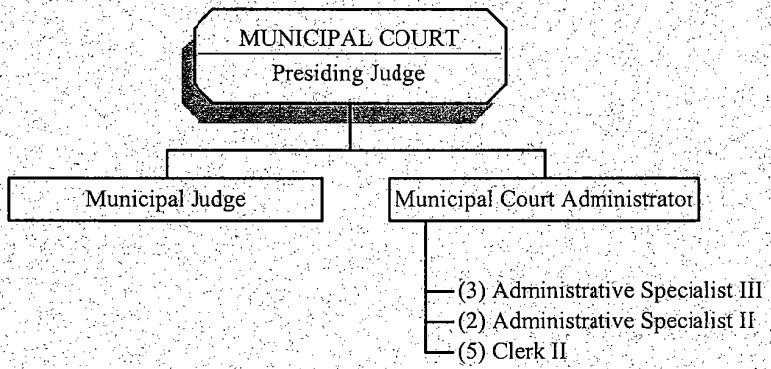
Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
UNISYS ON-LINE TRANSACTIONS	5,000,000	4,000,000	4,816,145	0
AS/400 ON-LINE TRANSACTIONS	15,000,000	25,000,000	25,063,725	28,000,000
COMPUTER TERMINALS ON-LINE	425	450	475	500
REQUESTS FOR COMPUTER SERVICES	140	100	35	75
CPU UNITS OF PROCESSING	20,000,000	38,000,000	27,173,115	10,000,000

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
INFORMATION TECHNOLOGY DIR.	1.00	1.00	1.00	1.00
INFORMATION TECH. SYSTEMS MGR.	1.00	1.00	2.00	2.00
COMPUTER OPERATIONS SUPV.	1.00	1.00	1.00	1.00
COMPUTER OPERATOR I	2.00	2.00	3.00	3.00
COMPUTER OPERATOR II	2.00	2.00	1.00	1.00
NETWORK SYSTEM SPECIALIST	5.00	5.00	5.00	5.00
PROGRAMMER/ANALYST	4.00	4.00	4.00	4.00
SYSTEMS ANALYST	3.00	3.00	3.00	3.00
TELECOMMUNICATINS SERV TECH	1.00	1.00	1.00	1.00
ADMINISTRATIVE SPECIALIST III	1.00	1.00	1.00	1.00
MANAGEMENT INFORMATION SUPV.	1.00	1.00	0.00	0.00
Total	22.00	22.00	22.00	22.00

City of Independence, Missouri
Municipal Court



City of Independence
Departmental Budget Summary

Department: 4090-MUNICIPAL COURT **1999-00 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	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
Budget by Major Program Category-					
02 4090	MUNICIPAL COURT	469,753	484,446	484,446	478,263
	Total	469,753	484,446	484,446	478,263
Staffing-					
	Full Time Positions	12.00	12.00	12.00	13.00
	Part Time Positions	0.00	0.00	0.00	0.00
	Total	12.00	12.00	12.00	13.00
Source of Funding-					
	GENERAL FUND	469,753	484,446	484,446	478,263
	Total	469,753	484,446	484,446	478,263

Significant Issues/Changes:

* HAVE ALL COURT PERSONNEL CROSS TRAINED AT ALL POSITIONS
* PROVIDE ADDITIONAL TRAINING AND EDUCATION FOR ALL COURT PERSONNEL
* ADD AN ADMINISTRATIVE SPECIALIST II POSITION IN THE WARRANT/ BOND DIVISION TO PROVIDE CLERICAL SUPPORT IN THIS AREA

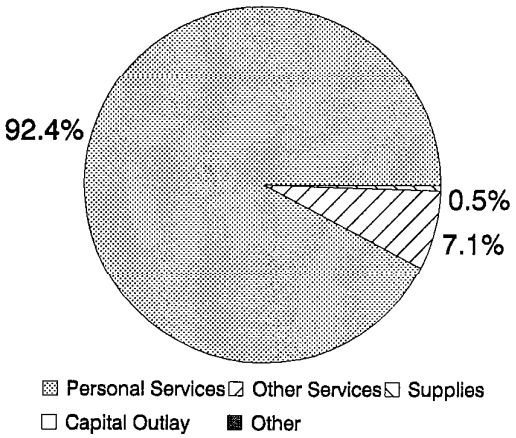
1999-2000 Operating Budget

Municipal Court

Appropriations by Type:

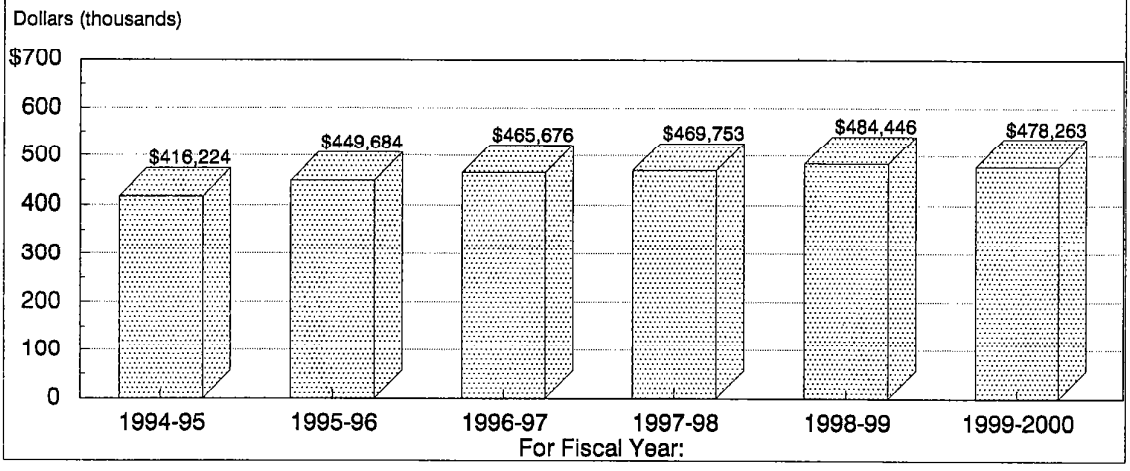
1999-2000 City Council Adopted Budget

Expenditure Type	Actual 1997-98	Original 1998-99	Projected 1998-99	Adopted 1999-2000
Personal Services	436,952	450,893	450,613	441,749
Other Services	19,031	31,191	31,621	34,152
Supplies	6,398	2,362	2,212	2,362
Capital Outlay	7,372	0	0	0
Other	0	0	0	0
Total	469,753	484,446	484,446	478,263



Historical Comparison:

	Actual 1994-95	Actual 1995-96	Actual 1996-97	Actual 1997-98	Budget 1998-99	Budget 1999-2000
Employees:						
Full Time Equiv.	13.00	13.00	13.00	12.00	12.00	13.00
Amount by Fund:						
General	416,224	449,684	465,676	469,753	484,446	478,263
Per Capita	3.66	3.95	4.05	4.09	4.18	4.12
Per Household	8.46	9.09	9.37	9.46	9.62	9.44



City of Independence
Detail Program Sheet

Department: 4090-MUNICIPAL COURT | **1999-00 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.

1999-00 Objectives:

* TO WORK WITH THE POLICE DEPARTMENT TO PURGE ANTIQUATED WARRANTS FROM THE SYSTEM
* TO PROVIDE ADDITIONAL TRAINING AND EDUCATION FOR ALL COURT PERSONNEL
* WORK WITH TECH SERVICES TO AUTOMATE FUNCTIONS THAT WE CURRENTLY DO . MANUALLY
* TO PROVIDE COURT ADMINISTRATOR CERTIFICATION

1998-99 Accomplishments:

* WORK WITH POLICE DEPARTMENT TO CREATE THE ACCIDENT REDUCTION ZONE ON 291 HIGHWAY
* UNGRADED APPEARANCES AND WORKING CONDITIONS OF THE MUNICIPAL COURT
* OBTAINED TV-VCR FOR EVIDENTIARY PURPOSES ON SHOPLIFTING DOCKETS
* WORK WITH FIRE DEPARTMENT IN DESIGN AND IMPLEMENTING OF FIRE LANE TICKETS

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	436,952	450,893	450,613	441,749
OTHER SERVICES	19,031	31,191	31,621	34,152
SUPPLIES	6,398	2,362	2,212	2,362
CAPITAL OUTLAY	7,372	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	469,753	484,446	484,446	478,263

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
NO. OF COMPLAINTS	4,226	4,437	4,437	4,659
NO. OF CASES DISPOSED BY COURT	31,563	33,141	33,141	34,798

...Continued

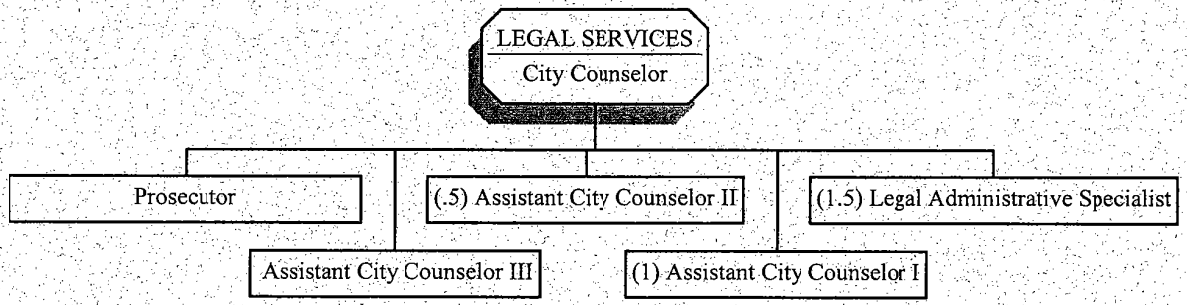
Performance Indicators: ***(Continued)***

NO. OF CASES DISPOSED BY TVB	11,116	11,671	11,671	12,255
NO. OF SUBPOENAS ISSUED	6,407	6,727	6,727	7,063
NO. OF WARRANTS ISSUED	13,560	14,238	14,238	14,950
WARRANT OF COMMITTMENTS ISSUED	863	906	906	951
NO. OF PARKING TICKETS PAID	4,396	4,616	4,616	4,847

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 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	2.00
ADMINISTRATIVE SPECIALIST III	3.00	3.00	3.00	3.00
MUNICIPAL JUDGE	1.00	1.00	1.00	1.00
PRESIDING JUDGE	1.00	1.00	1.00	1.00
Total	12.00	12.00	12.00	13.00

City of Independence, Missouri
Law



City of Independence
Departmental Budget Summary

Department: 4100-LAW **1999-00 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	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
Budget by Major Program Category-					
02 4100	LAW	601,441	583,694	583,694	610,027
	Total	601,441	583,694	583,694	610,027
Staffing-					
	Full Time Positions	6.00	6.00	6.00	5.50
	Part Time Positions	0.00	0.50	0.50	0.50
	Total	6.00	6.50	6.50	6.00
Source of Funding-					
	GENERAL FUND	601,441	583,694	583,694	610,027
	Total	601,441	583,694	583,694	610,027

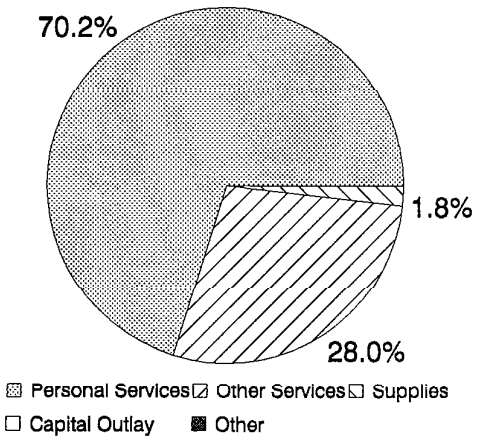
1999-2000 Operating Budget

Law

Appropriations by Type:

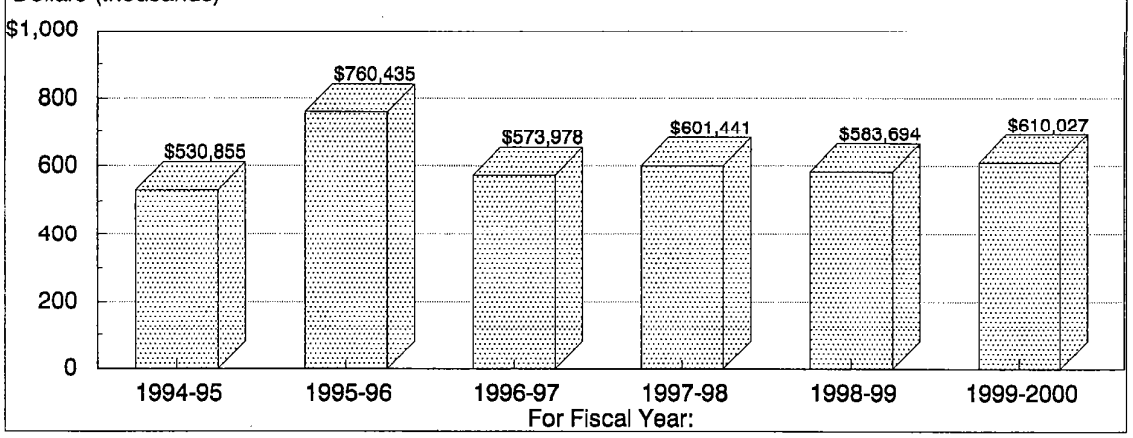
Expenditure Type	Actual 1997-98	Original 1998-99	Projected 1998-99	Adopted 1999-2000
Personal Services	415,545	426,494	426,494	428,176
Other Services	172,959	149,150	149,610	170,851
Supplies	9,903	8,050	7,590	11,000
Capital Outlay	3,034	0	0	0
Other	0	0	0	0
Total	601,441	583,694	583,694	610,027

1999-2000 City Council Adopted Budget



Historical Comparison:

	Actual 1994-95	Actual 1995-96	Actual 1996-97	Actual 1997-98	Budget 1998-99	Budget 1999-2000
Employees:						
Full Time Equiv.	6.00	6.00	6.00	6.00	6.50	6.00
Amount by Fund:						
General	530,855	760,435	573,978	601,441	583,694	610,027
Per Capita	4.66	6.68	4.99	5.23	5.04	5.25
Per Household	10.79	15.37	11.55	12.11	11.59	12.04



City of Independence
Detail Program Sheet

Department: 4100-LAW | **1999-00 Operating Budget**
Program: 4100-LAW | **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.

1999-00 Objectives:

* ASSIST IN DEVELOPING A RIGHT OF WAY MANAGEMENT ORDINANCE
* ASSIST IN DEVELOPING A STORM WATER ORDINANCE
* ASSIST IN DEVELOPING A GROWTH MANAGEMENT ORDINANCE
* DEVELOP AND IMPLEMENT A TRAINING GUIDE FOR CITY DEPARTMENTS FOR CONTRACT REVIEW AND PREPARATION

1998-99 Accomplishments:

* DOMESTIC VIOLENCE PROSECUTOR FEDERAL GRANT EXTENDED FOR AN ADDITIONAL 18 MONTHS
* DISPOSAL OF 9 LAWSUITS PREVIOUSLY FILED
* HARTMAN HERITAGE TIF COMPLETED
* BOLGER SQUARE TIF AMENDMENT PREPARED
* MISSOURI DEVELOPMENT FINANCE BOARD APPLICATION FILED ON BEHALF OF TRUMAN LIBRARY INSTITUTE
* JONES INTERCABLE FRANCHISE AGREEMENT FINALIZED

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	415,545	426,494	426,494	428,176
OTHER SERVICES	172,959	149,150	149,610	170,851
SUPPLIES	9,903	8,050	7,590	11,000
CAPITAL OUTLAY	3,034	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	601,441	583,694	583,694	610,027

Continued

City of Independence
Detail Program Sheet

Department: 4100-LAW — **1999-00 Operating Budget**
Program: 4100-LAW — **Fund: 02-GENERAL**

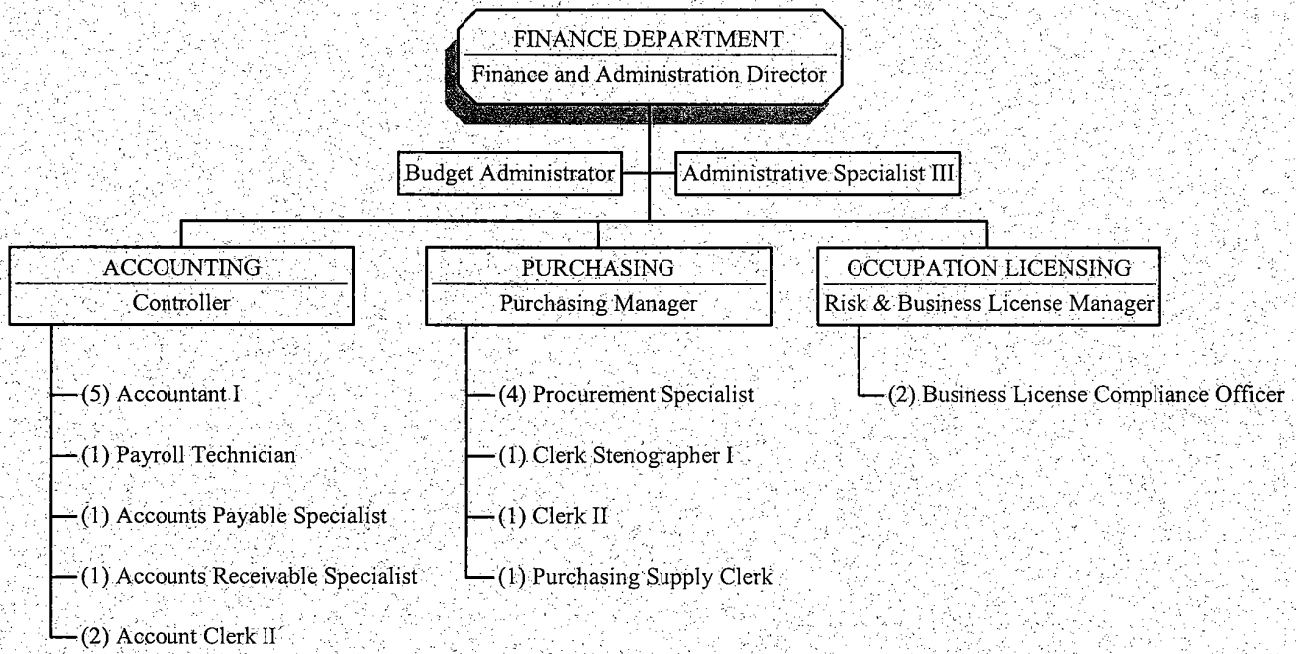
Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
DAMAGE CLAIMS	160	165	241	170
LAWSUITS FILED	22	15	24	20
PROSECUTION CASES DOCKETED	53,936	50,000	66,620	52,000

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
CITY COUNSELOR	1.00	1.00	1.00	1.00
CITY PROSECUTOR	1.00	1.00	1.00	1.00
ASSISTANT CITY COUNSELOR III	1.00	1.00	1.00	1.00
ASSISTANT CITY COUNSELOR I	1.00	1.00	1.00	1.00
ASSISTANT CITY COUNSELOR II	0.00	0.50	0.50	0.50
LEGAL ADMINISTRATIVE SPEC.	2.00	2.00	2.00	1.50
Total	6.00	6.50	6.50	6.00

City of Independence, Missouri
Finance



City of Independence
Departmental Budget Summary

Department: 4200-FINANCE **1999-00 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	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
Budget by Major Program Category-					
02 4201	ADMINISTRATION	220,794	223,483	223,483	236,741
02 4210	ACCOUNTING	552,863	563,515	563,515	568,809
02 4240	PURCHASING	317,137	325,896	325,896	342,449
02 4260	OCCUPATION LICENSING	146,000	147,487	147,487	154,861
	Total	1,236,794	1,260,381	1,260,381	1,302,860
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	1,236,794	1,260,381	1,260,381	1,302,860
	Total	1,236,794	1,260,381	1,260,381	1,302,860

Significant Issues/Changes:

* THE FINANCE DEPARTMENT WILL EXPAND THE USE OF THE INTEGRATED COMPUTER ACCOUNT AND FINANCIAL REPORTING SYSTEM
* THE DEPARTMENT WILL CONTINUE WITH THE CURRENT EFFORTS IN LONG RANGE FINANCIAL PLANNING

...Continued

Changes: (Continued)

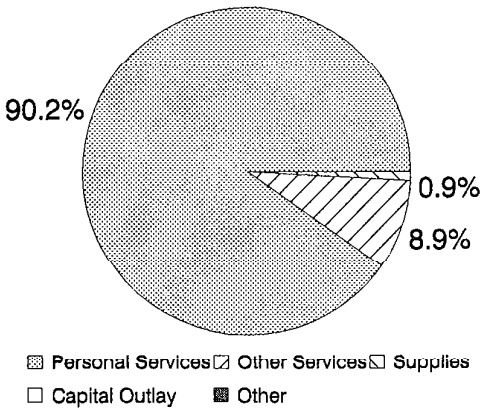
* THE FINANCE DEPARTMENT WILL DEVELOP A SYSTEM TO TRACK RETAIL SALES IN THE CITY

Finance

Appropriations by Type:

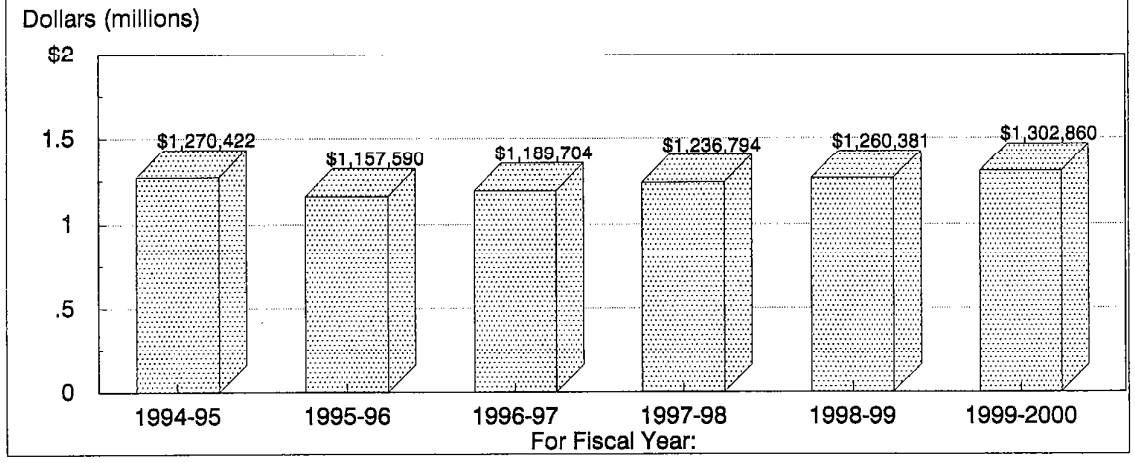
Expenditure Type	Actual 1997-98	Original 1998-99	Projected 1998-99	Adopted 1999-2000
Personal Services	1,115,243	1,133,679	1,133,679	1,175,460
Other Services	96,918	114,448	114,192	115,702
Supplies	16,964	12,254	12,510	11,698
Capital Outlay	7,669	0	0	0
Other	0	0	0	0
Total	1,236,794	1,260,381	1,260,381	1,302,860

1999-2000 City Council Adopted Budget



Historical Comparison:

	Actual 1994-95	Actual 1995-96	Actual 1996-97	Actual 1997-98	Budget 1998-99	Budget 1999-2000
Employees:						
Full Time Equiv.	29.00	25.00	25.00	25.00	25.00	25.00
Amount by Fund:						
General	1,170,496	1,155,090	1,183,704	1,236,794	1,260,381	1,302,860
Community Dev.	2,500	2,500	6000	0	0	0
Power and Light	50,000	0	0	0	0	0
Sanitary Sewer	23,712	0	0	0	0	0
Water	23,714	0	0	0	0	0
Per Capita	11.16	10.18	10.35	10.76	10.88	11.22
Per Household	25.81	23.40	23.95	24.89	25.03	25.72



City of Independence
Detail Program Sheet

Department: 4200-FINANCE | **1999-00 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.

1999-00 Objectives:

* CONTINUE WITH LABOR NEGOTIATIONS
* ASSIST WITH TAX INCREMENT FINANCING PROJECT ANALYSIS
* CONTINUE DEPARTMENT STAFF TRAINING AND INCREASE THE UTILIZATION OF WORKLOAD INDICATORS AND PERFORMANCE MEASURES FOR EVALUATING SERVICE AND PROGRAM DELIVERY EFFECTIVENESS
* FURTHER DEVELOP THE LONG RANGE FINANCIAL PLANNING
* FINANCING FOR HARTMAN HERITAGE PARK TIF
* REPLACE THE POSITION MANAGEMENT PROJECTION AND BUDGET PREPARATION COMPUTER SYSTEMS WHICH ARE USED IN DEVELOPING THE OPERATING BUDGET

1998-99 Accomplishments:

* RECEIVED THE "DISTINGUISHED BUDGET PRESENTATION AWARD" FROM GFOA FOR THE 1998-99 BUDGET REPRESENTING THE 13TH YEAR IN A ROW FOR THIS AWARD
* COMPLETED A TIF PROJECT AMENDMENT FOR BOLGER SQUARE
* CONTINUED TO COORDINATE LABOR RELATIONS ACTIVITIES FOR THE CITY MANAGER'S OFFICE
* FINANCED CAPITAL IMPROVEMENTS ON 39TH STREET

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	201,691	204,436	204,436	217,096
OTHER SERVICES	7,408	14,992	15,112	15,017
SUPPLIES	4,026	4,055	3,935	4,628
CAPITAL OUTLAY	7,669	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	220,794	223,483	223,483	236,741

Continued

City of Independence
Detail Program Sheet

Department: 4200-FINANCE **1999-00 Operating Budget**
Program: 4201-ADMINISTRATION **Fund: 02-GENERAL**

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
FINANCE & ADMINISTRATION DIR.	1.00	1.00	1.00	1.00
BUDGET ADMINISTRATOR	1.00	1.00	1.00	1.00
ADMINISTRATIVE SPECIALIST III	1.00	1.00	1.00	1.00
Total	3.00	3.00	3.00	3.00

City of Independence
Detail Program Sheet

Department: 4200-FINANCE | **1999-00 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.

1999-00 Objectives:

* UTILIZE NEW FINANCIAL MANAGEMENT SOFTWARE TO PRODUCE MONTHLY REPORTS
* EVALUATE USE OF NEW FINANCIAL MANAGEMENT SOFTWARE TO ENSURE THE MOST EFFICIENT AND EFFECTIVE USE
* CLOSE ACCOUNTING ACTIVITY FOR A MONTH AND GENERATE REPORTS BY THE TENTH DAY FOLLOWING THE END OF THE MONTH

1998-99 Accomplishments:

* RECEIVED THE "CERTIFICATE OF ACHIEVEMENT FOR EXCELLENCE IN FINANCIAL REPORTING" FOR THE ANNUAL FINANCIAL REPORT
* IMPLEMENTED NEW FINANCIAL MANAGEMENT SOFTWARE ON 7/1/98
* IMPLEMENTED SYSTEM OF PRINTING ACCOUNTS PAYABLE AND PAYROLL CHECKS ON A LASER PRINTER LOCATED IN THE FINANCE DEPARTMENT
* ANALYZED AND RECONCILED TAX INCREMENT FINANCING DISTRICT FINANCIAL ACTIVITY
* CLOSE ACCOUNTING ACTIVITY FOR A MONTH AND GENERATE FINANCIAL REPORTS BY THE TWENTIETH DAY FOLLOWING THE END OF THE MONTH

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	473,434	479,462	479,462	484,754
OTHER SERVICES	68,786	78,843	78,467	79,590
SUPPLIES	10,643	5,210	5,586	4,465
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	552,863	563,515	563,515	568,809

Continued

City of Independence
Detail Program Sheet

Department: 4200-FINANCE **1999-00 Operating Budget**
Program: 4210-ACCOUNTING **Fund: 02-GENERAL**

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PAYROLL CHECKS PROCESSED	31,182	30,700	31,500	31,500
DISBURSEMENT CHECKS PROCESSED	11,581	11,700	12,000	12,000
TOTAL DOLLARS INVESTED	78,000,000	70,000,000	70,000,000	70,000,000
MISC INVOICES ISSUES ($)	2,098,915	2,100,000	2,100,000	2,200,000

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
ACCOUNT CLERK II	2.00	2.00	2.00	2.00
ACCOUNTS PAYABLE SPECIALIST	1.00	1.00	1.00	1.00
ACCOUNTS RECEIVABLE SPECIALIST	1.00	1.00	1.00	1.00
CONTROLLER	1.00	1.00	1.00	1.00
ACCOUNTANT I	5.00	5.00	5.00	5.00
PAYROLL TECHNICIAN	1.00	1.00	1.00	1.00
Total	11.00	11.00	11.00	11.00

City of Independence
Detail Program Sheet

Department: 4200-FINANCE
Program: 4240-PURCHASING

1999-00 Operating Budget
Fund: 02-GENERAL

Description:

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

1999-00 Objectives:

* ESTABLISH A BID SYSTEM WITHIN THE NEW FINANCIAL MANAGEMENT THROUGH INTERFACE OR MODIFICATION
* UPDATE AND MAINTAIN FINANCIAL MANAGEMENT USER TRAINING MANUALS AS NECESSARY
* MAKE AVAILABLE THE CREDIT CARD SYSTEM TO ALL DEPARTMENTS

1998-99 Accomplishments:

* SUCCESSFULLY IMPLEMENTED THE PURCHASING MODULE OF THE CITY'S NEW FINANCIAL MANAGEMENT SYSTEM.
* IMPLEMENTED A PURCHASING CREDIT CARD PROGRAM WHICH IS IN A PILOT TES
* ESTABLISHED AND PRINTED A PURCHASING GUIDE BROCHURE ON HOW TO DO BUSINESS WITH THE CITY OF INDEPENDENCE
* REVISED AND RENEWED ALL EXPIRING PRICE AGREEMENTS IN A TIMELY MANNER AND INITIATED FIVE NEW AGREEMENTS

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	308,327	316,794	316,794	333,249
OTHER SERVICES	6,563	6,213	6,213	6,695
SUPPLIES	2,247	2,889	2,889	2,505
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	317,137	325,896	325,896	342,449

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PURCHASE ORDERS ISSUED	2,400	2,850	2,850	2,850
PRICE AGREEMENTS MAINTAINED	141	145	150	155

Continued

City of Independence
Detail Program Sheet

Department: 4200-FINANCE **1999-00 Operating Budget**
Program: 4240-PURCHASING **Fund: 02-GENERAL**

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 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 **1999-00 Operating Budget**
Program: 4260-OCCUPATION LICENSING **Fund: 02-GENERAL**

Description:

THE OCCUPATION LICENSING DIVISION IS RESPONSIBLE FOR THE ISSUANCE AND MONITORING OF OCCUPATION & LIQUOR LICENSES, CERTIFICATES OF PUBLIC CONVENIENCE & NECESSITY, EMPLOYEE LIQUOR PERMITS & ALL OTHER LICENSES AND PERMITS AUTHORIZED IN CHAPTERS 2, 5 & 19 OF THE CITY CODE AND RISK MANAGEMENT SERVICES.

1999-00 Objectives:

* ISSUE, RENEW, & MONITOR BUSINESS LICENSES IN ACCORDANCE WITH THE CITY CODE
* INCREASE REVENUES BY LICINSING NEW BUSINESSES & IDENTIFYING UNLICENSED BUSINESSES.
* REVISE TRASH HAULERS CODE.
* REVISE ITINERANT MERCHANT LICENSE CODE.
* REVISE CHAPTERS 2, 5, & 19 OF CITY CODE AS REQUIRED.
* EVALUATE PREMIUM OPTIONS FOR STAY WELL HEALTH CARE PLAN.
* BID AND AWARD GROUP LIFE AND LONG TERM DISABILITY INSURANCE COVERAGES.
* RENEW LIABILITY, PROPERTY, BOILER & MACHINERY, EXCESS WORKERS' COMPENSATION INSURANCE COVERAGES.
* NEGOTIGIATE NEW CABLE TELEVISION FRANCHISE AGREEMENT WITH TIME WARNER CABLE

1998-99 Accomplishments:

* INCREASED REVENUES BY INCREASED ENFORCEMENT OF LICENSING CODES.
* OBTAINED ACCESS TO BUILDING PERMIT SYSTEM TO VERIFY PERMIT HOLDERS ARE LICENSED.
* REQUESTED CONTRACTORS PROVIDE LIST OF SUBCONTRACTORS TO VERIFY COMPLIANCE WITH LICENSING CODE.
* REVISED PEDDLERS/SOLICITORS CODE.
* BID AND AWARDED CONTRACTS FOR DENTAL INSURANCE COVERAGE.
* EVALUATED PREMIUM OPTIONS FOR STAY WELL HEALTH CARE PLAN.
* BID & AWARDED EXCESS WORKERS' COMPENSATION INSURANCE COVERAGE.
* RENEWED LIABILITY, PROPERTY, BOILER & MACHINERY, LONG TERM DISABILITY INSURANCE COVERAGES.
* WORKED WITH CABLE CONSORTIUM TO APPROVE NEW CABLE TELEVISION FRANCHISE AGREEMENT WITH JONES INTERCABLE.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	131,791	132,987	132,987	140,361
OTHER SERVICES	14,161	14,400	14,400	14,400

...Continued

City of Independence
Detail Program Sheet

Department: 4200-FINANCE — 1999-00 Operating Budget
Program: 4260-OCCUPATION LICENSING — Fund: 02-GENERAL

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

SUPPLIES	48	100	100	100
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	146,000	147,487	147,487	154,861

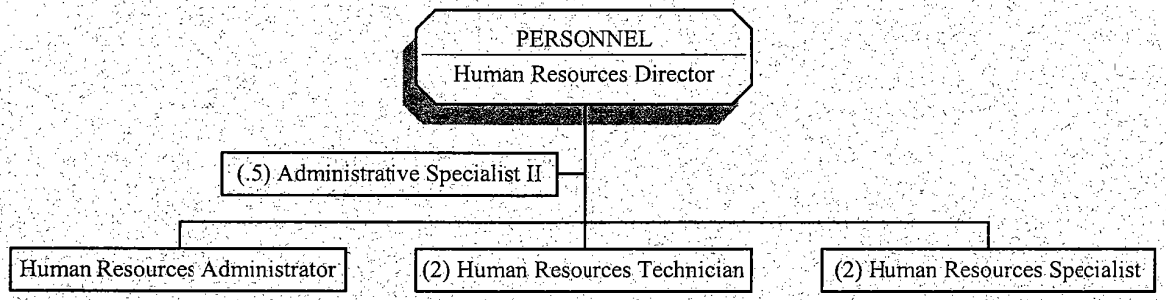
Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
OCCUPATION LICENSES	5,421	5,500	5,564	5,650
LICENSE LICENSES	250	255	244	245
EMPLOYEE PERMITS	1,500	1,600	1,820	1,900

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 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-HUMAN RESOURCES **1999-00 Operating Budget**

Department Description-

THE HUMAN RESOURCES DEPARTMENT PROVIDES A FULL RANGE OF PERSONNEL SERVICES, INCLUDING EMPLOYMENT, COMPENSATION, BENEFITS ADMINISTRATION; EMPLOYEE & LABOR RELATIONS, & TRAINING AND DEVELOPMENT FOR 1100 EMPLOYEES.HAS PRIMARY RESPONSIBILITY FOR ENSURING EQUAL EMPLOYMENT OPPORTUNITY & ENSURING COMPLIANCE WITH CITY CHARTER & ALL FEDERAL, STATE & LOCAL RULES & REGULATIONS GOVERNING EMPLOYMENT. RESPONSIBLE FOR RECRUITMENT, TESTING, SELECTION & PLACEMENT. MAINTAINS THE POSITION CLASSIFICATION & COMPENSATION PLANS; ESTABLISHES & ADMINISTERS PERSONNEL POLICIES & PROCEDURES; AUTHORIZES PAYROLL;NEGOTIATES & ADMINISTERS WORK AGREEMENTS; HANDLES THE GRIEVANCE & APPEALS PROCESS; COORDINATES & CONDUCTS EMPLOYEE TRAINING & STAFF DEVELOPMENT PROGRAMS; SERVES AS IN-HOUSE ADVISOR TO DEPARTMENTS ON ALL EMPLOYEE ISSUES; & PROVIDES COUNSEL TO EMPLOYEES. PROVIDES TECHNICAL ASSISTANCE & MONITORS PERFORMANCE MGMT PROGRAM; UPDATES & KEEPS ALL HR & PERSONNEL RECORDS, CONTRACTS FOR & MONITORS PERFORMANCE OF EMPLOYEE ASSISTANCE PROGRAM.

Prog. No.	Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
Budget by Major Program Category-					
02 4300	HUMAN RESOURCES	297,528	314,359	314,359	328,814
	Total	297,528	314,359	314,359	328,814
Staffing-					
	Full Time Positions	6.00	6.00	6.00	6.00
	Part Time Positions	0.00	0.50	0.50	0.50
	Total	6.00	6.50	6.50	6.50
Source of Funding-					
	GENERAL FUND	297,528	314,359	314,359	328,814
	Total	297,528	314,359	314,359	328,814

Significant Issues/Changes:

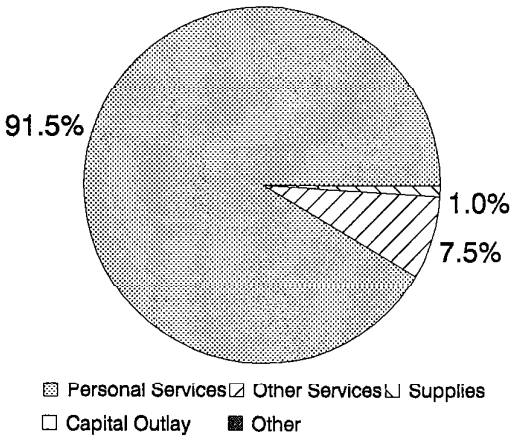
* EXPAND RECRUITMENT AND SELECTION PROCEDURES.
* NEW EMPLOYEE ORIENTATION PROCESS IMPLEMENTED.
* COORDINATE DEVELOPMENT AND IMPLEMENTATION OF CITY WIDE TRAINING PLAN.

1999-2000 Operating Budget Human Resources

Appropriations by Type:

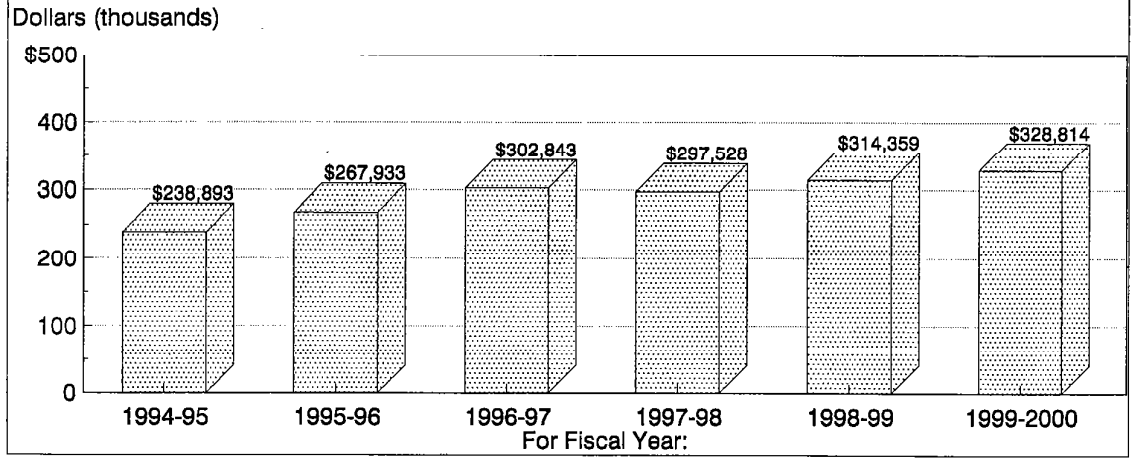
Expenditure Type	Actual 1997-98	Original 1998-99	Projected 1998-99	Adopted 1999-2000
Personal Services	267,646	286,571	286,571	301,026
Other Services	18,621	26,038	26,038	24,538
Supplies	8,227	1,750	1,750	3,250
Capital Outlay	3,034	0	0	0
Other	0	0	0	0
Total	297,528	314,359	314,359	328,814

1999-2000 City Council Adopted Budget



Historical Comparison:

	Actual 1994-95	Actual 1995-96	Actual 1996-97	Actual 1997-98	Budget 1998-99	Budget 1999-2000
Employees:						
Full Time Equiv.	5.00	6.00	6.00	6.00	6.50	6.50
Amount by Fund:						
General	238,893	267,933	302,843	297,528	314,359	328,814
Per Capita	2.10	2.36	2.63	2.59	2.71	2.83
Per Household	4.85	5.42	6.10	5.99	6.24	6.49



City of Independence
Detail Program Sheet

Department: 4300-HUMAN RESOURCES **1999-00 Operating Budget**
Program: 4300-HUMAN RESOURCES **Fund: 02-GENERAL**

Description:

THE HUMAN RESOURCES DEPARTMENT PROVIDES A FULL RANGE OF PERSONNEL SERVICES, INCLUDING EMPLOYMENT, COMPENSATION, BENEFITS ADMINISTRATION, EMPLOYEE & LABOR RELATIONS, & TRAINING & DEVELOPMENT FOR 1200 EMPLOYEES. ENSURE EQUAL EMPLOYMENT OPPORTUNITY & COMPLIANCE WITH CITY CHARTER & ALL FEDERAL, STATE & LOCAL RULES & REGULATIONS GOVERNING EMPLOYMENT. ADMINISTERS RECRUITMENT TESTING, SELECTION & PLACEMENT. MAINTAINS POSITION CLASSIFICATION & COMPENSATION PLANS; ESTABLISHES & ADMINISTERS PERSONNEL POLICIES & PROCEDURES; NEGOTIATES & ADMINISTERS WORK AGREEMENTS; HANDLES THE GRIEVANCE & APPEALS PROCESS; COORDINATES& CONDUCTS EMPLOYEE TRAINING & STAFF DEVELOPMENT PROGRAMS; SERVES AS IN-HOUSE ADVISOR TO DEPARTMENTS ON ALL EMPLOYEE ISSUES; COUNSELS EMPLOYEES. PROVIDES TECHNICAL ASSISTANCE & MONITORS PERFORMANCE MGMT PROGRAM; UPDATES & KEEPS ALL HR & PERSONNEL RECORDS; CONTRACTS FOR & MONITORS PERFORMANCE OF EMPLOYEE ASSISTANCE PROGRAM, & MEDICAL SERVICE PROVIDERS.

1999-00 Objectives:

* PROVIDE WORKPLACE VIOLENCE TRAINING.
* IMPLEMENT J.D. EDWARDS OFFICE VISION FOR HUMAN RESOURCES DEPARTMENT & PROVIDE TRAINING.
* REVIEW AND REVISE PROCESSES TO ENSURE QUALITY CUSTOMER SERVICE.
* CREATE NEW APPLICATION FOR TEMPORARY EMPLOYEES.
* EXPAND RECRUITMENT EFFORTS.
* BROADEN TRAINING & DEVELOPMENT ACTIVITIES.

1998-99 Accomplishments:

* DEVELOPED WORKPLACE VIOLENCE POLICY.
  DEVELOPED & IMPLEMENTED REVISED PERFORMANCE REVIEW PROCESS FOR BARGAINING UNITS.
* DEVELOPED WEBPAGE INCLUDING ON-LINE APPLICATIONS.
* PROVIDED TRAINING ON DIVERSITY AWARENESS.
  DEVELOPED SICK LEAVE DONATION FORMS & PROCEDURE.
* DEVELOPED REQUEST AND APPROVAL FORMS FOR MEDICAL LEAVE ACT.
* IMPLEMENTED J.D. EDWARDS HUMAN RESOURCES INFORMATION SYSTEM, TRAINED USERS, MONITORED & DIRECTED MODIFICATION AS REQUIRED.
* CONDUCTED BIENNIAL COMPENSATION SURVEY & REVISED PAY PLANS, AS WARRANTED.
* IMPLEMENTED COMPREHENSIVE NEW EMPLOYEE ORIENTATION PROGRAM.
* DEVELOPED INFORMATION PAMPHLET AND PROVIDED TRAINING ON SEXUAL HARASSMENT POLICY.

Continued

City of Independence
Detail Program Sheet

Department: 4300-HUMAN RESOURCES — 1999-00 Operating Budget
Program: 4300-HUMAN RESOURCES — Fund: 02-GENERAL

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	267,646	286,571	286,571	301,026
OTHER SERVICES	18,621	26,038	26,038	24,538
SUPPLIES	8,227	1,750	1,750	3,250
CAPITAL OUTLAY	3,034	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	297,528	314,359	314,359	328,814

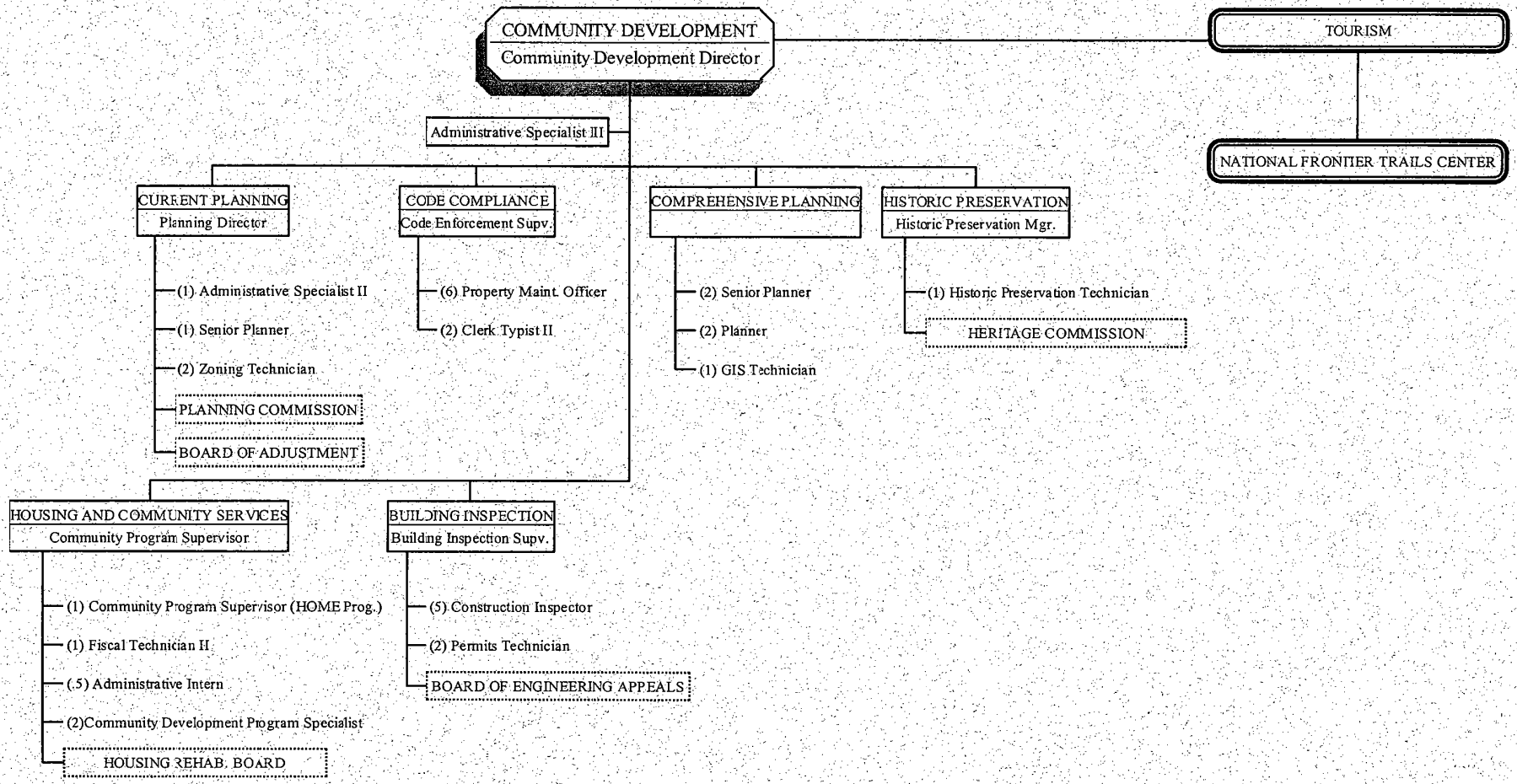
Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
APPLICATIONS PROCESSED	2,350	2,100	2,100	2,000
TESTS ADMINISTERED	360	700	700	750
NEW HIRES	105	96	96	80
PROMOTIONS	75	64	64	60
RETIREMENTS	35	30	30	25
TRAINING HOURS	0	500	500	800
GRIEVANCES PROCESSED	12	20	20	18
SURVEYS/INTERNAL & EXTERNAL	43	62	65	68
JOB ANNOUNCEMENTS	120	135	135	140
EXIT INTERVIEWS	72	65	65	70

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 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
ADMINISTRATIVE SPECIALIST II	0.00	0.50	0.50	0.50
Total	6.00	6.50	6.50	6.50

City of Independence, Missouri
Community Development



City of Independence
Departmental Budget Summary

Department: 4400-COMMUNITY DEVELOPMENT **1999-00 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 REGULATIONS, 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	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
Budget by Major Program Category-					
02 4401	ADMINISTRATION	228,045	144,481	142,486	155,592
02 4412	COMPREHENSIVE PLANNING	198,073	204,964	204,964	256,026
02 4413	CURRENT PLANNING	231,549	262,906	262,906	281,980
02 4414	TRANSPORTATION	587,970	677,796	677,796	707,323
02 4420	HISTORIC PRESERVATION	173,192	113,122	113,972	118,756
02 4431	BUILDING INSPECTION	424,363	417,249	442,431	427,243
02 4440	CODE COMPLIANCE	433,802	505,012	507,007	514,539
08 6601	CDBG - ADMINISTRATION	155,746	164,734	164,734	170,000
08 6604	Housing Program	715,857	43,700	323,000	45,775
09 6802	HOME PROGRAM ADMIN.	44,175	44,843	45,300	54,800
09 6803	MULTI-FAMILY HOUSING	82,585	0	80,000	0
09 6804	SINGLE FAMILY HOUSING	194,115	2,353	250,000	0
	Total	3,469,472	2,581,160	3,214,596	2,732,034
Staffing-					
	Full Time Positions	33.00	35.00	35.00	36.00
	Part Time Positions	0.50	0.50	0.50	0.50
	Total	33.50	35.50	35.50	36.50
Source of Funding-					
	GENERAL FUND	2,276,994	2,325,530	2,351,562	2,461,459
	CDBG FUND	871,603	208,434	487,734	215,775
	HOME PROGRAM FUND	320,875	47,196	375,300	54,800
	Total	3,469,472	2,581,160	3,214,596	2,732,034

City of Independence
Departmental Budget Summary

Department: 4400-COMMUNITY DEVELOPMENT **1999-00 Operating Budget**

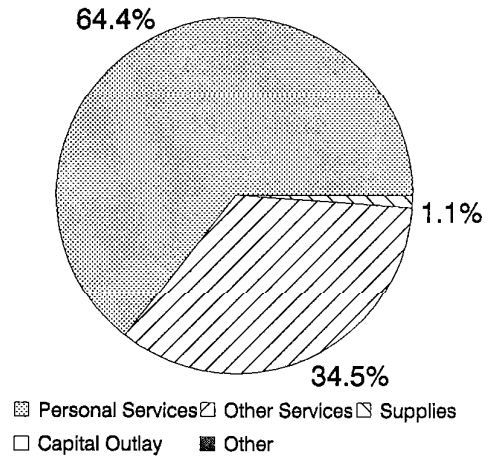
Direct/Offsetting Revenues-				
PLANNING EXAMS & LICENSES	44,371	35,000	49,006	52,436
BUILDING PERMITS	661,375	660,000	665,173	700,843
PLANNING & ZONING FEES	28,771	7,000	8,500	28,550
BOARD OF ADJUSTMENT FEES	460	2,000	600	1,650
DIAL-A-RIDE GRANT	9,068	13,000	9,607	10,000
CDBG FEDERAL GRANT	1,102,060	1,028,000	1,028,000	1,049,000
HOME PROGRAM GRANT	438,932	453,000	453,000	488,000
Total	2,285,037	2,198,000	2,213,886	2,330,479

1999-2000 Operating Budget Community Dev.

Appropriations by Type:

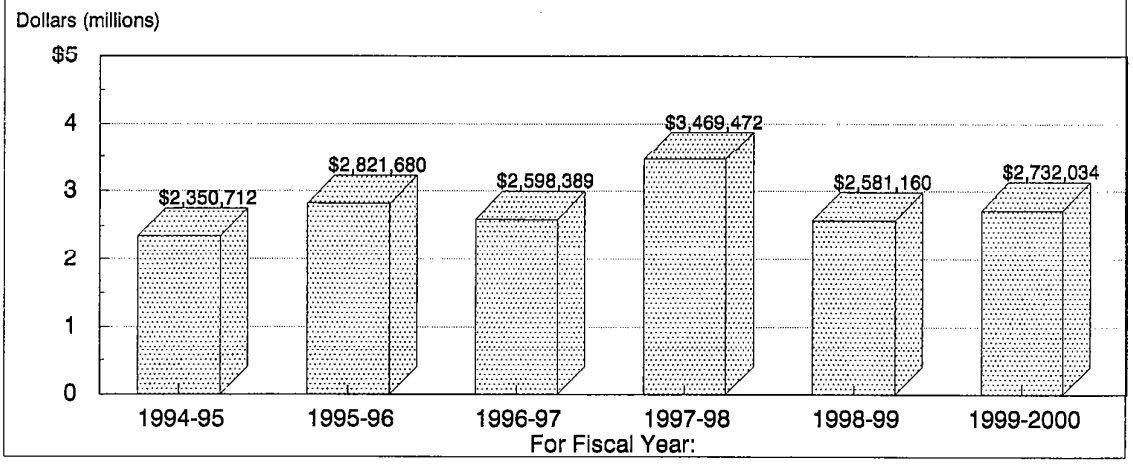
Expenditure Type	Actual 1997-98	Original 1998-99	Projected 1998-99	Adopted 1999-2000
Personal Services	1,565,059	1,635,924	1,659,111	1,760,262
Other Services	1,100,632	916,075	1,154,140	942,139
Supplies	26,514	29,161	29,398	29,633
Capital Outlay	777,267	0	371,947	0
Other	0	0	0	0
Total	3,469,472	2,581,160	3,214,596	2,732,034

1999-2000 City Council Adopted Budget



Historical Comparison:

	Actual 1994-95	Actual 1995-96	Actual 1996-97	Actual 1997-98	Budget 1998-99	Budget 1999-2000
Employees:						
Full Time Equiv.	28.00	30.00	33.50	33.50	35.50	36.50
Amount by Fund:						
General	1,575,970	1,833,641	2,109,915	2,276,994	2,325,530	2,461,459
Community Dev.	293,680	385,594	215,344	871,603	208,434	215,775
HOME Program	481,062	602,445	273,130	320,875	47,196	54,800
Per Capita	20.66	24.80	22.61	30.19	22.28	23.52
Per Household	47.77	57.03	52.30	69.83	51.25	53.94



City of Independence
Detail Program Sheet

Department: 4400-COMMUNITY DEVELOPMENT **1999-00 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 COMPLIANCE; CURRENT PLANNING; COMPREHENSIVE PLANNING AND TRANSPORTATION; HISTORIC PRESERVATION; HOUSING AND COMMUNITY SERVICES, INCLUDING CDBG AND HOME PROGRAMS; TOURISM AND MARKETING; AND THE NATIONAL FRONTIERS TRAIL CENTER.

1999-00 Objectives:

* ESTABLISH IMPLEMENTATION TOOLS FOR THE LITTLE BLUE VALLEY PLAN
* DEVELOP A FUNDING STRATEGY FOR THE LITTLE BLUE PARKWAY
* DEVELOP A PLAN FOR THE VISITOR ORIENTATION CENTER IN THE COURTHOUSE
* DEVELOP A PLAN FOR THE NATIONAL FRONTIER TRAILS CENTER
* DEVELOP A PRESERVATION STRATEGIC PLAN
* CONSTRUCT THE TRUMAN WALKING TRAIL
* IMPLEMENT A SYSTEMATIC CODE INSPECTION SYSTEM
* DEVELOP AN ENTERPRIZE ZONE PLAN
* IMPLEMENT THE SANTA FE NEIGHBORHOOD 353 PLAN

1998-99 Accomplishments:

* INITIATED A COMPREHENSIVE HISTORIC PRESERVATION PLAN PROCESS.
* DEVELOPED A COMPREHENSIVE PLAN FOR THE LITTLE BLUE VALLEY AND EASTER INDEPENDENCE.
* ADOPTED A COMPREHENSIVE TOURISM AND MARKETING STRATEGIC PLAN, INCLUDING A SPECIFIC STRATEGY FOR THE SQUARE.
* ADOPTED A SINGLE FAMILY RESIDENTIAL DESIGN ORDINANCE.
* ADOPTED A REVISED BOLGER SQUARE TIF TO PROVIDE FUNDS FOR THE RECONSTRUCTION OF 39TH STREET AND CRACKERNECK ROAD.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	136,999	138,331	136,336	149,092
OTHER SERVICES	90,686	5,800	5,543	5,800
SUPPLIES	360	350	607	700
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	228,045	144,481	142,486	155,592

Continued

City of Independence
Detail Program Sheet

Department: 4400-COMMUNITY DEVELOPMENT **1999-00 Operating Budget**
Program: 4401-ADMINISTRATION **Fund: 02-GENERAL**

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 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 | **1999-00 Operating Budget**
Program: 4412-COMPREHENSIVE PLANNING | **Fund: 02-GENERAL**

Description:

THE COMPREHENSIVE PLANNING DIVISION PREPARES, MAINTAINS, AND UPDATES THE COMPREHENSIVE PLAN TO GUIDE THE FUTURE DEVELOPMENT OF THE COMMUNITY, PREPARES THE ANNUAL CAPITAL IMPROVEMENTS PROGRAM FOR THE CITY, PREPARES THE ANNUAL TAX INCREMENT FINANCING REPORT FOR ALL PROJECTS APPPROVED BY THE CITY COUNCIL, REVIEWS APPLICATIONS FOR NEW DEVELOPMENT TO ASSURE COMPLIANCE WITH VARIOUS ELEMENTS OF THE COMP-REHENSIVE PLAN, PROVIDES SUPPORT TO THE PLANNING COMMISSION AND TIF COMMISSION, DEVELOPS IMPROVEMENTS AND CHANGES FOR ZONING AND SUBD-IVISION REGULATIONS, ASSISTS IN THE DEVELOPMENT AND APPLICATION OF THE GEOGRAPHIC INFORMATION SYSTEM.

1999-00 Objectives:

* DEVELOP THE 2000-2001 CAPITAL IMPROVEMENTS PROGRAM
* DEVELOP THE TAX INCREMENT FINANCING FIVE YEAR PROGRESS REPORT FOR TWO TIF PROJECTS.
* FACILITATE AND DEVELOP THE ENTERPRISE ZONE REDEVELOPMENT PLAN, PART 2.
* DEVELOP THE IMPLEMENTATION TOOLS FOR THE LITTLE BLUE VALLEY PLAN.
* PREPARE FOR CENSUS 2000 POPULATION EVALUATION.
* PREPARE PLAN TO EXPAND MTRC 353 REDEVELOPMENT AREA.
* DEVELOP A FUNDING AND IMPLEMENTATION STRATEGY FOR THE LITTLE BLUE PARKWAY.
* CREATE DIGITAL DATA IN GIS THAT IS ACCESSIBLE TO ALL CITY DEPARTMENTS.
* DEVELOP PARK LAND DEDICATION ORDINANCE.
* TRUMAN WALKING TRAIL PHASE 2 DESIGN AND PROJECT COORDINATION.
* MISSOURI MORMON WALKING TRAIL IMPLEMENTATION.

1998-99 Accomplishments:

* PREPARED AND SUBMITTED ENTERPRISE ZONE APPLICATION, PART 1.
* COMPLETED COUNCILMANIC REDISTRICTING.
* COMPLETED INITIAL GIS IMPLEMENTATION.
* COMPLETED AND ADOPTED LITTLE BLUE VALLEY COMPREHENSIVE PLAN.
* COMPLETED AND ADOPTED SINGLE FAMILY RESIDENTIAL DESIGN GUIDELINES.
* REVIEWED AND ADOPTED TWO (2) TAX INCREMENT FINANCING PROJECTS
* COMPLETED NOLAND ROAD NEIGHBORHOOD IMPROVEMENT DISTRICT.
* COMPLETED ENGLEWOOD NEIGHBORHOOD IMPROVEMENT DISTRICT AND DESIGN.
* PREPARED AND DESIGNED TWO (2) ISTEA ENHANCEMENT PROJECTS THAT CONTAINED FIVE (5) PROJECT AREAS.
* DESIGNED BUNDSCHU PARK FOR NEIGHBORHOOD 9.
* DESIGNED 3,500 LINEAR FOOT LANDSCAPE PLAN FOR NOLAND ROAD ISTEA PROPOSAL.
* COORDINATED DESIGN AND INSTALLATION OF PHASE 1, TRUMAN WALKING TRAIL

Continued

City of Independence
Detail Program Sheet

Department: 4400-COMMUNITY DEVELOPMENT — **1999-00 Operating Budget**
Program: 4412-COMPREHENSIVE PLANNING — **Fund: 02-GENERAL**

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	188,204	193,508	193,508	244,570
OTHER SERVICES	7,776	8,906	8,926	8,906
SUPPLIES	2,093	2,550	2,530	2,550
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	198,073	204,964	204,964	256,026

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PLANNING PROJECTS - STUDIES, GRANTS, REPORTS AND PLANS	27	40	43	40
G.I.S. GENERATED MAPS	35	40	40	40

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PLANNER	2.00	2.00	1.00	2.00
SENIOR PLANNER	1.00	1.00	2.00	2.00
GIS TECHNICIAN	1.00	1.00	1.00	1.00
Total	4.00	4.00	4.00	5.00

Significant Issues/Changes:

* NO SIGNIFICANT CHANGES.

City of Independence
Detail Program Sheet

Department: 4400-COMMUNITY DEVELOPMENT **1999-00 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.

1999-00 Objectives:

* CONTINUE TO CREATE DEVELOPMENT REGULATION BROCHURES.
* BEGIN BOARD OF ADJUSTMENT TRAINING PROGRAM.
* CONTINUE PLANNING COMMISSION TRAINING PROGRAM.
* STREAMLINE DEVELOPMENT REVIEW PROCESSES FOR REZONINGS AND SPECIAL USE PERMITS.
* IMPLEMENT NEW NEIGHBORHOOD DEVELOPMENT REVIEW PROCESS FOR SUBDIVISION PLATS.

1998-99 Accomplishments:

* CREATED DEVELOPMENT REGULATION BROCHURES FOR PORTABLE SIGNS, RESIDENTIAL AND COMMERCIAL BUILDING PERMIT CHECKLISTS, SIGN PERMIT APPLICATIONS AND SIGN REGULATIONS.
* CONTINUING TO WORK WITH A CONSULTANT TO FINISH THE NEW NEIGHBORHOOD DEVELOPMENT APPLICATION REVIEW PROCESS.
* CONTINUING PLANNING COMMISSION TRAINING USING AMERICAN PLANNING ASSOCIATION NEWSLETTERS AND MARC SEMINARS.
* USING A SYSTEMATIC SIGN CODE ENFORCEMENT PROCESSING CONCENTRATING ON ONE MAJOR ARTERIAL STREET COMMERCIAL AREA AT A TIME. DOING THE SAME WITH LANDSCAPING AND SCREENING ISSUES.
* DEVELOPMENT CODE UPDATES INCLUDING HANDICAPPED PARKING SIGNS, PARKING SIGNS, PARKING LOT SALES IN OVERLAY ZONE, PORTABLE SIGNS AND TEMPORARY SIGNS.
* STANDARDIZED ALL DIVISION COMPUTER SOFTWARE PROGRAMS FOR PROCESSING DEVELOPMENT APPLICATIONS.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	217,808	248,271	248,271	268,895
OTHER SERVICES	8,428	12,010	12,010	11,635
SUPPLIES	2,241	2,625	2,625	1,450
CAPITAL OUTLAY	3,072	0	0	0

...Continued

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

DEBT SERVICE/OTHER	0	0	0	0
Total	231,549	262,906	262,906	281,980

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
SITE PLAN HEARINGS BY PLANNING COMMISSION	24	30	30	30
REZONING HEARINGS BY PLANNING COMMISSION	42	40	33	35
HOME OCCUPATION HEARINGS BY PLANNING COMMISSION	9	15	25	20
SUBDIVISION HEARINGS BY PLANNING COMMISSION	48	45	45	45
BOARD OF ZONING AND ADJUSTMENT CASES	15	10	12	15
OTHER CASES HEARD BY PLANNING COMMISSION	23	30	37	40
BUILDING PERMIT PLANS REVIEWED	1,467	1,500	1,660	1,700
ZONING AND SIGN ENFORCEMENT CASES	950	900	1,050	1,000

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PLANNING DIRECTOR	1.00	1.00	1.00	1.00
SENIOR PLANNER	1.00	1.00	1.00	1.00
ZONING TECHNICIAN	2.00	2.00	2.00	2.00
ADMINISTRATIVE SPECIALIST II	0.00	1.00	1.00	1.00
Total	4.00	5.00	5.00	5.00

City of Independence
Detail Program Sheet

Department: 4400-COMMUNITY DEVELOPMENT **1999-00 Operating Budget**
Program: 4414-TRANSPORTATION **Fund: 02-GENERAL**

Description:

THE TRANSPORTATION FUNCTION IS ADMINISTERED BY ONE (1) SENIOR PLANNER IN THE COMPREHENSIVE PLANNING DIVISION. STAFF MEMBER PROVIDES MONTHLY REVIEWS OF THE SERVICE PROVIDED AND PERFORMED, YEARLY CONTRACT REVIEWS, FEDERAL GRANT APPLICATIONS AND AUDIT REPORTS RELATED TO FEDERAL GRANTS FOR THE KANSAS CITY AREA TRANSPORTATION AUTHORITY AND THE CHECKER CAB COMPANY. THESE SERVICES INCLUDE THE INTER-CITY AND INTRA-CITY BUS SERVICE AND THE DIAL-A-RIDE PROGRAM PROVIDING PARA-TRANSIT SERVICE.

1999-00 Objectives:

* MONITOR SERVICE CHANGES FOR BUS SERVICE AND DEVELOP IMPROVEMENTS AS APPLICABLE.
* FACILITATE AND DEVELOP ADDITIONAL INTRA-CITY BUS SERVICE TO OLDER PORTIONS OF THE COMMUNITY ADN EASTERN INDEPENDENCE. (TO BE FINANCED WITH FEDERAL FUNDS EARMARKED FOR EXPANSION OF SERVICE ONLY.)
* PROVIDE MANAGEMENT AND OPERATIONS ANALYSIS OF THE INTER-CITY AND INTRA-CITY BUS SERVICE.
* PROVIDE MANAGEMENT AND OPERATIONS ANALYSIS OF THE DIAL-A-RIDE SERVICE.

1998-99 Accomplishments:

* INCREASED VEHICLE SIZE ON INTRA-CITY GREEN ROUTE TO ACCOMMODATE INCREASED PASSENGER RIDERSHIP.
* RELOCATED INTRA-CITY YELLOW ROUTE IN MAYWOOD/FAIRMOUNT AREA TO IMPROVE ACCESSIBILITY FOR CITIZENS IN AREA AND PROVIDE A SAFER LOCATION FOR PASSENGER BOARDING.
* ASSISTED IN CONTINUAL DEVELOPMENT OF PLANS TO PROMOTE AND CONTINUE AMTRAK RAIL PASSENGER SERVICE IN MO. REPRESENTING THE MAYOR AS A MEMBER OF THE MO. RAIL PASSENGER ADVISORY COMMITTEE FOR THE MO. DOT.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	0	0	0	0
OTHER SERVICES	587,970	677,796	677,796	707,323
SUPPLIES	0	0	0	0
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	587,970	677,796	677,796	707,323

Continued

City of Independence
Detail Program Sheet

Department: 4400-COMMUNITY DEVELOPMENT **1999-00 Operating Budget**
Program: 4414-TRANSPORTATION **Fund: 02-GENERAL**

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
DIAL-A-RIDE COUPONS	40,260	40,260	36,264	28,596
INTER-CITY RIDERSHIP	209,153	213,000	212,932	125,219
INTRA-CITY RIDERSHIP	63,453	75,000	65,000	129,591

Significant Issues/Changes:

* CITY COUNCIL APPRVD $669,120 CONTRACT FOR CAL. YR 1999 (INCLUDES 3% INC.). BUDGET RQST FOR FY 99-2000 INCLUDES 3% INC.($19,490), PLUS PROPOSED 3% INC. 1/1-6/30/00 ($10,037). BUS SVC TOTAL INC. $29,527.

City of Independence
Detail Program Sheet

Department: 4400-COMMUNITY DEVELOPMENT **1999-00 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.

1999-00 Objectives:

* REHABILITATION AND CONSTRUCTION ACTIVITY ON TRUMAN ROAD FROM GRAND TO UNION
* COMPLETION OF PHASE III OF THE C&A DEPOT
* ADOPTION OF HISTORIC PRESERVATION COMPREHENSIVE PLAN
* DISTRIBUTION OF TRUMAN DISTRICT DESIGN GUIDELINES
* DESIGNATION OF TRUMAN DISTRICT DESIGN GUIDELINES
* COMPLETION OF LANDSCAPING AT TRUMAN DEPOT

1998-99 Accomplishments:

* PHASE I VAILE LANDSCAPING COMPLETED
* PHASE III OF CHICAGO & ALTON DEPOT OUT FOR BID
* HISTORIC PRESERVATION PLAN UNDER CONTRACT AND 75% COMPLETED
* TRUMAN DISTRICT DESIGN GUIDELINES UNDER CONTRACT AND ON TRACK FOR COMPLETION
* SIGNIFICANT PROGRESS ON MIDTOWN/TRUMAN ROAD CORRIDOR REDEVELOPMENT PROJECT
* ADDITIONAL SURVEY WORK UNDER CONTRACT, ADDITIONAL LOCAL DESIGNATIONS OF 8 LANDMARKS

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	90,091	91,647	91,647	96,506
OTHER SERVICES	82,010	20,475	21,325	21,250
SUPPLIES	1,091	1,000	1,000	1,000
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	173,192	113,122	113,972	118,756

Continued

City of Independence
Detail Program Sheet

Department: 4400-COMMUNITY DEVELOPMENT — **1999-00 Operating Budget**
Program: 4420-HISTORIC PRESERVATION — **Fund: 02-GENERAL**

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
TRUMAN DISTRICT CASES	5	5	7	10
DEMOLITION PERMITS	35	100	75	75
DANGEROUS BUILDINGS	35	100	40	50
NATIONAL REGISTER	0	2	8	10
PRESERVATION SAVES	6	20	12	15

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 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

City of Independence
Detail Program Sheet

Department: 4400-COMMUNITY DEVELOPMENT **1999-00 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.

1999-00 Objectives:

* CONTINUE TRAINING ON CODES, NEW CONSTRUCTION MATERIALS AND TECHNIQUES.
* CONTINUE TO COORDINATE WITH THE FINANCE DEPARTMENT TO INSURE THAT ALL CONTRACTORS HAVE OCCUPATION LICENSES.
* INCREASE INSPECTION CAPACITY BY ADDING STAFF.
* DEVELOP A BETTER PROGRAM REGARDING THE ISSUANCE OF MOVING PERMITS.

1998-99 Accomplishments:

* RESPONDED TO 9,555 INSPECTION REQUESTS.
* GENERATED APPROXIMATELY $700,000.00 IN REVENUE FROM PERMIT FEES.
* ESTABLISHED A NEW PROGRAM UTILIZING THE HTE SOFTWARE BETWEEN P&L CUSTOMER SERVICE AND BUILDING INSPECTION, THUS REDUCING STAFF TIME IN BOTH DEPARTMENTS.
* CONTINUED TRAINING ON CODES, NEW CONSTRUCTION MATERIALS AND TECHNIQUES.
* COORDINATED WITH FINANCE DEPARTMENT TO INSURE THAT ALL CONTACTORS HAVE OCCUPATION LICENSES.
* OBTAINED ONE NEW CAR AND TWO CELLULAR PHONES FOR STAFF.
* ESTABLISHED FULL UTILIZATION OF HTE SOFTWARE BY ALL DEPARTMENTS.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	395,438	391,331	416,513	403,335
OTHER SERVICES	20,853	20,532	20,532	18,771
SUPPLIES	5,931	5,386	5,386	5,137
CAPITAL OUTLAY	2,141	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	424,363	417,249	442,431	427,243

Continued

City of Independence
Detail Program Sheet

Department: 4400-COMMUNITY DEVELOPMENT **1999-00 Operating Budget**
Program: 4431-BUILDING INSPECTION **Fund: 02-GENERAL**

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
INSPECTIONS PERFORMED	9,477	10,000	10,000	10,300
PERMITS ISSUED	4,024	5,500	5,500	6,500

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 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

City of Independence
Detail Program Sheet

Department: 4400-COMMUNITY DEVELOPMENT **1999-00 Operating Budget**
Program: 4440-CODE COMPLIANCE **Fund: 02-GENERAL**

Description:

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

1999-00 Objectives:

* REPLACE 6 EXISTING COMPUTERS WHICH ARE NOT Y2K COMPLIANT
* BEGIN THE PILOT PROGRAM FOR SYSTEMATIC CODE INSPECTIONS IN 4 NEIGHBORHOODS; THIS WILL INCLUDE 1 NEIGHBORHOOD IN EACH COUNCIL DISTRICT. COMPLETE ALL 4 PRIOR TO THE END OF THE FISCAL YEAR.
* BEGIN THE RENTAL PROPERTY INSPECTION PROGRAM.
* CONTINUE THE ON-GOING PROCESS OF CITIZEN EDUCATION BY PERIODIC ARTICLES IN NEWSLETTERS, UTILITY BILLS, NEWSPAPERS, AND ON THE GOVERNMENT ACCESS CABLE, AND BY ATTENDING MEETINGS AT CIVIC GROUPS
* CONTINUE REFERRING PROPERTY OWNERS WHO MAY QUALIFY FOR ASSISTANCE TO THE APPROPRIATE ASSISTANCE PROGRAMS.
* CONTINUE WORKING WITH TARGETED NEIGHBORHOODS TO ASSIST WITH THEIR REVITALIZATION GOALS.

1998-99 Accomplishments:

* PURCHASED 2 YEAR 2,000 COMPLIANT COMPUTERS FOR CLERICAL STAFF.
* STAFF ATTENDED 27 MEETINGS WITH NEIGHBORHOOD GROUPS AND CIVIC GROUPS DURING THIS FISCAL YEAR.
* PERFORMED 145 WEED AND/OR REFUSE ABATEMENTS FROM JULY 1, 1998 THRU MARCH 10, 1999. THIS IS AN INCREASE OF 30 ABATEMENT ACTIONS COMPARED TO LAST YEAR.
* REFERRED 39 PROPERTIES TO ASSISTANCE PROGRAMS; 7 COMPLETED, 15 PENDING COMPLETION, 4 REFUSED ASSISTANCE, 4 FOUND TO BE INELIGIBLE, AND 1 REFERRED BACK TO CODE STAFF BECAUSE NO RESPONSE FROM CANDIDATE.
* RESOLVED 57 DANGEROUS BUILDINGS FROM JULY 1, 1998 TO MARCH 10, 1999. OWNERS REPAIRED 31 AND DEMOLISHED 9 BUILDINGS.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	307,992	344,990	344,990	355,417
OTHER SERVICES	111,090	150,904	152,899	150,287
SUPPLIES	8,545	9,118	9,118	8,835
CAPITAL OUTLAY	6,175	0	0	0

...Continued

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

DEBT SERVICE/OTHER	0	0	0	0
Total	433,802	505,012	507,007	514,539

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
CLERK TYPIST II	2.00	2.00	2.00	2.00
CODE ENFORCEMENT SUPERVISOR	1.00	1.00	1.00	1.00
PROPERTY MAINTENANCE OFFICER	5.00	6.00	6.00	6.00
Total	8.00	9.00	9.00	9.00

City of Independence
Detail Program Sheet

Department: 4400-COMMUNITY DEVELOPMENT **1999-00 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.

1999-00 Objectives:

* SECURE A DEVELOPER FOR THE HOTEL ON THE SQUARE.
* WORK WITH NEIGHBORHOODS TO UTILIZE THE NEIGHBORHOOD SMALL GRANTS PROGRAM.
* IMPLEMENT THE SANTA FE TRAIL NEIGHBORHOOD 353 TAX ABATEMENT PLAN.
* WORK WITH THE FAIRMOUNT NEIGHBORHOOD AND THE NORTHWEST COMMUNITIES CDC TO CREATE A 353 TAX ABATEMENT AREA IN NORTHWEST INDEPENDENCE.
* DEVELOP AN AGGRESSIVE PUBLIC RELATIONS STRATEGY TO MARKET ALL CDBG PROGRAMS TO THE PUBLIC.
* PUBLICIZE ACCOMPLISHMENTS OF CDBG PROGRAMS THROUGH BROCHURES, CITY SCENE, NOTES AND NEWS, AND CHANNEL 7.

1998-99 Accomplishments:

* IMPLEMENT REVIT LOAN PROG. SENT OUT 48 APPS, 4 REF TO BANK FOR LOANS
* IMP COMM LOAN PROGRAM. MAILED 7 APPS & RECV'D 1 BACK FOR PROCESSING.
* DEVELOPED 2 RFP'S FOR STREET PROJECTS & 1 RFP FOR HOTEL DEVELOPER.
* PROCESSED 31 REFERRALS TO HOUSING CODE ABATEMENT PROGRAM. 17 ABATED.
* PROCESSED 9 CODE TRASH REFERRALS. 7 WERE ABATED.
* PAINTED 32 HOUSES THROUGH IMAGE. EST. 30 MORE BEFORE JUNE 30, 1999.
* WORKING WITH CSL TO ORGANIZE PAINT-A-THON FOR SPRING 1999.
* PARTICIPATING IN THE KC150 SUB-COMMITTEE ON NEIGHBORHOOD & COMMUNITY
* IMPLEMENTED THE SMALL GRANTS PROGRAM. 1 GRANT AWARDED.
* WORKED WITH FFI NEIGHBORHOOD COMMITTEE FOR NEIGHBORHOOD EXPO.
* DIVISION TAKING CUSTOMER SERVICE TRAINING SERIES AT MARC.
* COM DEV SPEC ATTENDED NEIGHBORHOOD REVITALIZATION TRNG.
* HELPED PLAN METRO WIDE HANDS NEIGHBORHOOD CONFERENCE.
* PARTICIPATED IN THE METRO WIDE ANALYSIS OF IMPEDIMENTS TO FAIR HOUSING COMMITTEE.

Continued

City of Independence
Detail Program Sheet

Department: 4400-COMMUNITY DEVELOPMENT — **1999-00 Operating Budget**
Program: 6601-CDBG - ADMINISTRATION — **Fund: 08-COMM DEVEL GRANT ACT**

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	127,589	139,198	139,198	146,264
OTHER SERVICES	21,114	17,855	17,855	15,967
SUPPLIES	4,928	7,681	7,681	7,769
CAPITAL OUTLAY	2,115	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	155,746	164,734	164,734	170,000

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PUBLIC HEARINGS	3	5	5	3
GRANTS ADMINISTERED	3	3	3	3
SUBRECIPIENT AGENCIES MONITORED	11	12	13	11
PROJECTS ADMINISTERED	20	22	24	20

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
COMM DEVELOP PROG SPEC	1.00	1.00	1.00	1.00
COMMUNITY PROGRAM SUPERVISOR	1.00	1.00	1.00	1.00
FISCAL TECHNICIAN II	1.00	1.00	1.00	1.00
ADMINISTRATIVE INTERN	0.50	0.50	0.50	0.50
Total	3.50	3.50	3.50	3.50

City of Independence
Detail Program Sheet

Department: 4400-COMMUNITY DEVELOPMENT | **1999-00 Operating Budget**
Program: 6604-Housing Program | **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.

1999-00 Objectives:

* EXPEND FUNDS ALLOCATED FOR PROGRAM.
* PRODUCE HIGH QUALITY REHABILITATION PROJECTS.
* DEVELOP WAITING LIST FOR NEXT YEAR'S FUNDS.

1998-99 Accomplishments:

* REHABILITATED 13 HOMES. ESTIMATED 16 REHAB PROJECTS COMPLETED BY JUNE 30, 1999.
* 48 FIRST INTEREST IN OWNER OCCUPIED REHAB PROGRAM LETTERS SENT.
* 18 BUILDING ANALYSIS REPORTS COMPLETED.
* ATTENDED 3 TRAINING CLASSES OR SEMINARS: 1999 NATIONAL ELECTRICAL CODE, CONSTRUCTION CONTRACT, AND FIELD ADMINISTRATION, SENSITIVITY TRAINING.
* ATTENDED THINC MEETINGS AND HELPED DEVELOP ORGANIZATIONAL GOAL/OBJECTIVES, AND HELD A POSITION ON THE TECHNICAL COMMITTEE.
* ACCOMPANIED BUILDING INSPECTORS FOR FIELD TRAINING AND OTHER CONSTRUCTION RELATED EXPERIENCE.
* REPRESENTED THE CITY OF INDEPENDENCE ON THE HOUSING REHABILITATION ADVISORY BOARD, AND MADE MONTHLY PRESENTATIONS.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	53,967	41,569	41,569	43,023
OTHER SERVICES	167,714	1,680	186,680	2,200
SUPPLIES	335	451	451	552
CAPITAL OUTLAY	493,841	0	94,300	0
DEBT SERVICE/OTHER	0	0	0	0
Total	715,857	43,700	323,000	45,775

Continued

City of Independence
Detail Program Sheet

Department: 4400-COMMUNITY DEVELOPMENT **1999-00 Operating Budget**
Program: 6604-Housing Program **Fund: 08-COMM DEVEL GRANT ACT**

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
COMM DEVELOP PROG SPEC	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

City of Independence
Detail Program Sheet

Department: 4400-COMMUNITY DEVELOPMENT | **1999-00 Operating Budget**
Program: 6802-HOME PROGRAM ADMIN. | **Fund: 09-HOME PROGRAM**

Description:

ADMINISTRATION OF CITY PROGRAMS FUNDED THROUGH THE CITY'S FEDERAL HOME INVESTMENT PARTNERSHIP PROGRAM. FISCAL YEAR 1999-2000 WILL BE THE 6TH YEAR THE CITY WILL RECEIVE FUNDS FROM THE DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT AS A PARTICIPATING JURISDICTION (PJ). HOME FUNDS MAY BE USED FOR A VARIETY OF ACTIVITIES TO DEVELOP AND SUPPORT AFFORDABLE HOUSING. ELIGIBLE ACTIVITIES INCLUDE: TENANT BASED RENTAL ASSISTANCE, ASSISTANCE TO THE FIRST TIME HOME BUYER AND EXISTING HOMEOWNERS, PROPERTY ACQUISITION, NEW CONSTRUCTION, RECONSTRUCTION, MODERATE OR SUBSTANTIAL REHABILITATION, SITE IMPROVEMENTS DEMOLITION, RELOCATION EXPENSES AND OTHER REASONABLE AND NECESSARY EXPENSES FOR DEVELOPMENT OF NON-LUXURY HOUSING. PROGRAMS FOR FY 1999-2000 INCLUDE: CONSTRUCTION AND REHABILITATION OF RENTAL REAL PROPERTY THAT IS OR WILL BE OCCUPIED BY LOW TO MODERATE INCOME TENANTS THE FIRST TIME BUYERS PROGRAM, AND THE ADMINISTRATION AND CAPACITY BUILDING OF A COMMUNITY HOUSING DEVELOPMENT ORGANIZATION (CHDO).

1999-00 Objectives:

* MANAGE THE HOME PROGRAM AS A PARTICIPATING JURISDICTION FOR THE SIXTH YEAR.
* TARGET UNITS TO INCLUDE 84 MULTI-FAMILY UNITS NEWLY CONSTRUCTED & 21 MULTI-FAMILY UNITS REHABBED, 60 UNITS FOR HOME BUYER ACQUISITION ASSISTANCE, 3 UNITS FOR SINGLE FAMILY ACQUISITION, REHAB & RESALE.

1998-99 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 NEW CONSTRUCTION OF AN ACCESSIBLE SINGLE FAMILY HOME AND THE FIRST TIME HOME BUYERS PROGRAM.
* FACILITATED THE DEVELOPMENT OF CHDO STAFF CAPACITY BY PROVIDING TECHNICAL ASSISTANCE FOR THE EXECUTIVE DIRECTOR.
* COMPLETED REHAB ON 12 MULTI-FAMILY UNITS.
* ASSISTED 80 FIRST TIME HOME BUYERS.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	40,194	44,726	44,726	53,160
OTHER SERVICES	2,991	117	574	0
SUPPLIES	990	0	0	1,640
CAPITAL OUTLAY	0	0	0	0

...Continued

City of Independence
Detail Program Sheet

Department: 4400-COMMUNITY DEVELOPMENT **1999-00 Operating Budget**
Program: 6802-HOME PROGRAM ADMIN. **Fund: 09-HOME PROGRAM**

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

DEBT SERVICE/OTHER	0	0	0	0
Total	44,175	44,843	45,300	54,800

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
MULTI-FAMILY UNITS	10	10	10	105
FIRST TIME HOME BUYERS	80	80	80	60

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
COMMUNITY PROGRAM SUPERVISOR	0.85	0.95	1.00	1.00
Total	0.85	0.95	1.00	1.00

City of Independence
Detail Program Sheet

Department: 4400-COMMUNITY DEVELOPMENT — **1999-00 Operating Budget**
Program: 6803-MULTI-FAMILY HOUSING — **Fund: 09-HOME PROGRAM**

Description:

ADMINISTRATION OF CITY PROGRAMS FUNDED THROUGH THE CITY'S FEDERAL HOME INVESTMENT PARTNERSHIP PROPGRAM. FISCAL YEAR 1999-2000 WILL BE THE 6TH YEAR THE CITY WILL RECEIVE FUNDS FROM THE DEPARTMENT OF HOUSEING AND URBAN DEVELOPMENT AS A PARTICIPATING JURISDICTION (PJ). HOME FUNDS MY BE USED FOR A VARIETY OF ACTIVITIES TO DEVELOP AND SUPPORT AFFORDABLE HOUSING. ELIGIBLE ACTIVITIES OF THIS PROGRAM INCLUDE: PROPERTY ACQUISITION, NEW CONSTRUCTION, RECONSTRUCTION, MODERATE OR SUBSTANTIAL REHABILITATION, SITE IMPROVEMENTS, DEMOLITION RELOCATION, AND OTHER REASONABLE AND NECESSARY EXPENSES FOR DEVELOPMENT OF NON-LUXURY HOUSING. PROGRAMS FOR FY 1999-2000 INCLUDE CONSTRUCTION AND REHAB OF RENTAL REAL PROPERTY THAT IS OR WILL BE OCCUPIED BY VERY LOW OR LOW TO MODERATE INCOME TENANTS.

1999-00 Objectives:

* TARGET UNITS WILL INCLUDE NEW CONSTRUCTION OF 84 MULTI-FAMILY UNITS AND REHABILITATION OF 20 MULTI-FAMILY UNITS.

1998-99 Accomplishments:

* SUCCESSFULLY ADMINISTERES PROGRAMS UNDER THE HOME PROGRAM WHICH INCLUDE RENTAL REHABILITATION.
* COMPLETED REHAB ON 12 MULTI-FAMILY UNITS.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	4,518	0	0	0
OTHER SERVICES	0	0	0	0
SUPPLIES	0	0	0	0
CAPITAL OUTLAY	78,067	0	80,000	0
DEBT SERVICE/OTHER	0	0	0	0
Total	82,585	0	80,000	0

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
COMMUNITY PROGRAM SUPERVISOR	0.10	0.00	0.00	0.00
Total	0.10	0.00	0.00	0.00

City of Independence
Detail Program Sheet

Department: 4400-COMMUNITY DEVELOPMENT — **1999-00 Operating Budget**
Program: 6804-SINGLE FAMILY HOUSING — **Fund: 09-HOME PROGRAM**

Description:

ADMINISTRATION OF CITY PROGRAMS FUNDED THROUGH THE CITY'S FEDERAL HOME INVESTMENT PARTNERSHIP PROGRAM. FISCAL YEAR 1999-2000 WILL BE THE 6TH 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 ASSISTANCE TO THE FIRST TIME HOME BUYER AND EXISTING HOMEOWNERS. PROGRAMS FOR FISCAL YEAR 1999-2000 WILL INCLUDE THE FIRST TIME HOME BUYERS PROGRAM.

1999-00 Objectives:

* TARGET UNITS WILL INCLUDE 60 UNITS FOR HOME BUYER ACQUISITION ASSISTANCE.

1998-99 Accomplishments:

* SUCCESSFULLY ADMINISTERED PRORAMS UNDER THE HOME PROGRAM WHICH INCLUDED FIRST TIME HOME BUYERS PROGRAM.
* ASSISTED 80 FIRST TIME HOME BUYERS.

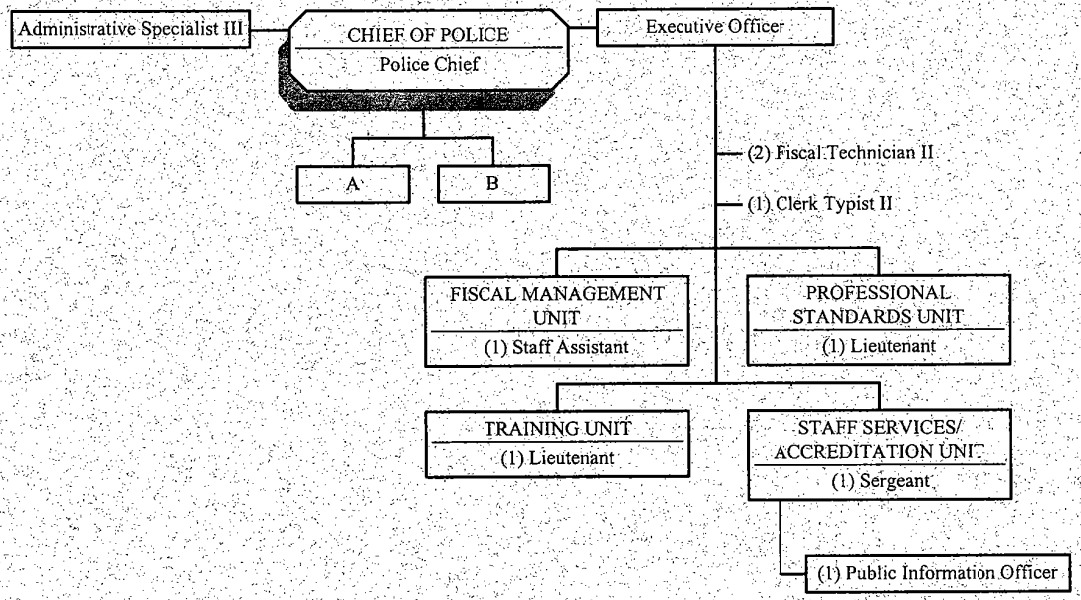
Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	2,259	2,353	2,353	0
OTHER SERVICES	0	0	50,000	0
SUPPLIES	0	0	0	0
CAPITAL OUTLAY	191,856	0	197,647	0
DEBT SERVICE/OTHER	0	0	0	0
Total	194,115	2,353	250,000	0

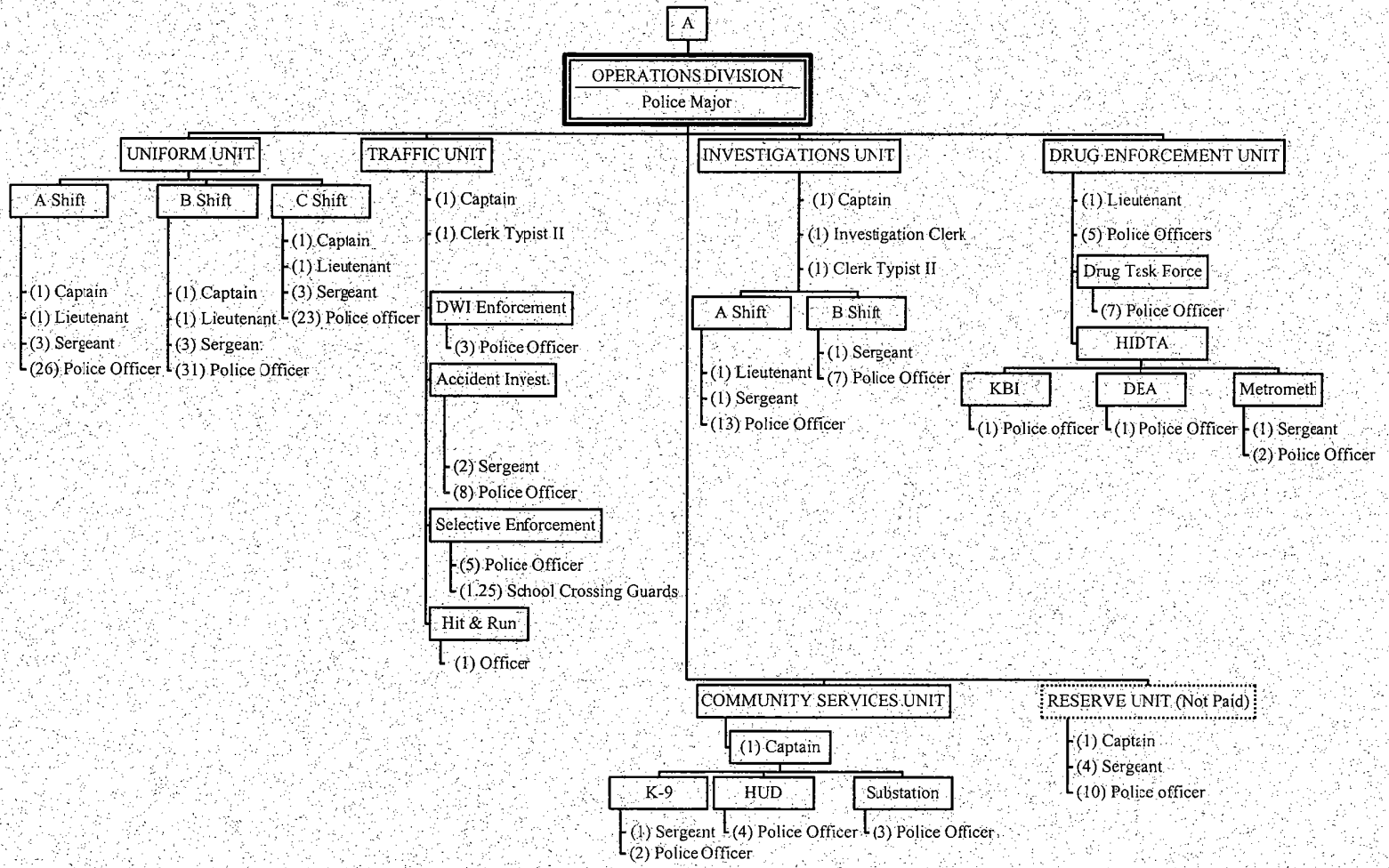
Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
COMMUNITY PROGRAMS SUPERVISOR	0.05	0.05	0.00	0.00
Total	0.05	0.05	0.00	0.00

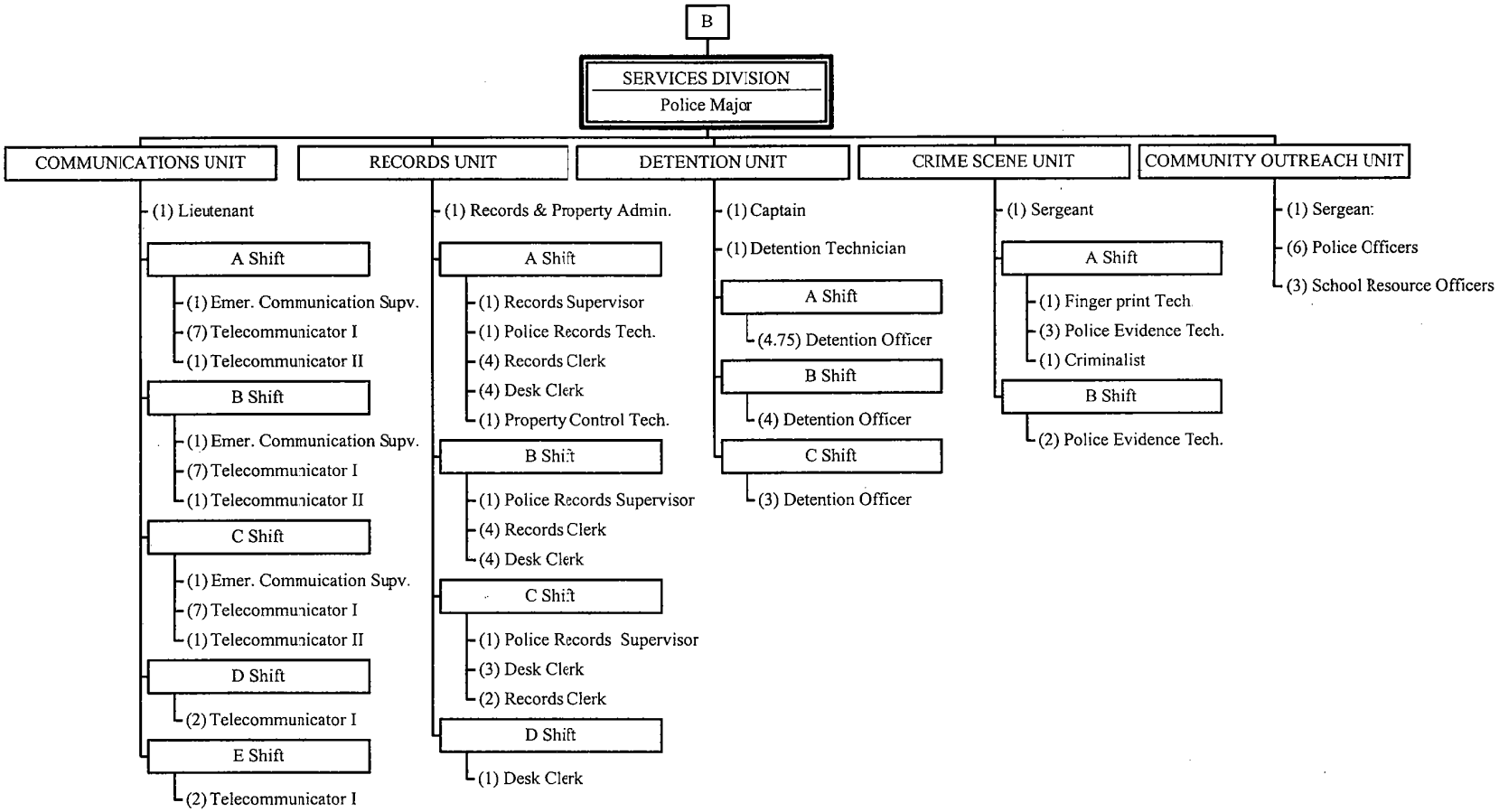
City of Independence, Missouri
Police Department



City of Independence
Police Department (Cont'd)



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



City of Independence
Departmental Budget Summary

Department: 4500-POLICE **1999-00 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	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
Budget by Major Program Category-					
02 4511	CHIEF OF POLICE	687,246	634,388	634,388	655,782
02 4513	POLICE TRAINING	111,743	70,678	70,678	70,678
02 4531	POLICE OPER. - COMMAND	103,388	86,029	86,029	88,295
02 4532	UNIFORM UNIT	5,638,352	5,409,160	5,474,075	5,252,875
02 4533	TRAFFIC UNIT	1,337,399	1,258,615	1,219,147	1,330,176
02 4534	INVESTIGATIONS	1,302,291	1,318,912	1,328,192	1,317,996
02 4535	DRUG ENFORCEMENT UNIT	1,030,922	974,148	994,575	939,061
02 4536	COMMUNITY SERVICES UNIT	0	0	0	592,927
02 4541	POLICE SER. - COMMAND	82,363	104,630	85,596	89,343
02 4542	CRIME SCENE	401,444	392,821	392,821	405,195
02 4543	DETENTION	823,947	816,930	816,930	920,727
02 4544	RECORDS AND PROPERTY	1,021,156	1,009,103	1,009,103	1,041,027
02 4545	COMMUNICATIONS	1,377,899	1,498,630	1,498,630	1,534,233
02 4546	COMMUNITY OUTREACH	611,820	624,733	624,733	619,947
	Total	14,529,970	14,198,777	14,234,897	14,858,262
Staffing-					
	Full Time Positions	258.00	262.00	270.00	267.00
	Part Time Positions	2.00	2.00	2.00	2.00
	Total	260.00	264.00	272.00	269.00
Source of Funding-					
	GENERAL FUND	14,529,970	14,198,777	14,234,897	14,858,262
	Total	14,529,970	14,198,777	14,234,897	14,858,262

Continued

City of Independence
Departmental Budget Summary

Department: 4500-POLICE **1999-00 Operating Budget**

Direct/Offsetting Revenues-				
FEDERAL AND STATE GRANTS	543,170	153,194	799,896	179,909
JACKSON CO DRUG TASK FORCE	437,792	442,515	486,436	511,951
JACKSON CO DARE PROGRAM	328,980	290,900	334,095	334,095
POLICE SERVICES REIMB.	25,580	24,752	59,930	63,286
SALE OF POLICE REPORTS	55,826	52,000	50,000	50,000
SCHOOL RESOURCE OFFICERS	72,202	67,000	111,795	145,323
Total	1,463,550	1,030,361	1,842,152	1,284,564

Significant Issues/Changes:

* PREPARE FOR AND ATTAIN RE-ACCREDITATION STATUS THROUGH AN ON-SITE ASSESSMENT THAT WILL TAKE PLACE IN SEPTEMBER OF 1999.
* COMPLETE RENOVATION AND UPGRADE OF DEPARTMENT FIRING RANGE.
* IMPLEMENT NEW STAFFING PLAN FOR UNIFORM UNITS SO THAT SUPERVISORS ARE ON THE SAME DUTY PLAN AS OFFICERS THEY SUPERVISE AND TO ASSIGN OFFICERS TO THE SAME DISTRICTS EACH WORK DAY.
* USE THE MOBILE POLICE RESPONSE CENTER WITH AN ASSIGNED OFFICER FROM COMMUNITY SERVICES TO ASSIST THE DISTRICT OFFICER IN RESOLVING NEIGHBORHOOD POLICING PROBLEMS WHEN NECESSARY.
* IMPLEMENT ON-LINE BOOKING FOR THE DETENTION UNIT TO MOVE THE DEPARTMENT ONE STEP CLOSER TO HAVING A COMPLETE ELECTRONIC SYSTEM OF STORING RECORDS.
* IMPLEMENT A POLICE EXPLORER POST IN THE DEPARTMENT TARGETING YOUTHS, AGE 14-20, WHO ARE INTERESTED IN CAREERS IN LAW ENFORCEMENT.

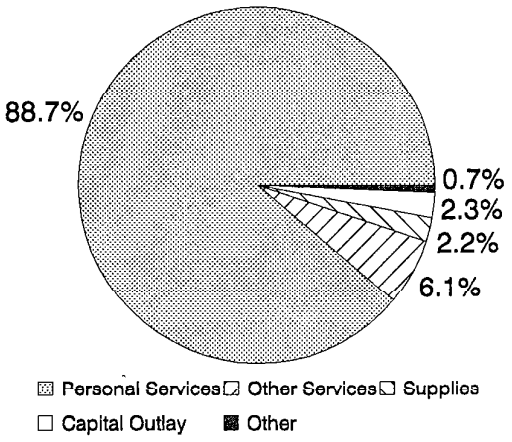
1999-2000 Operating Budget

Police

Appropriations by Type:

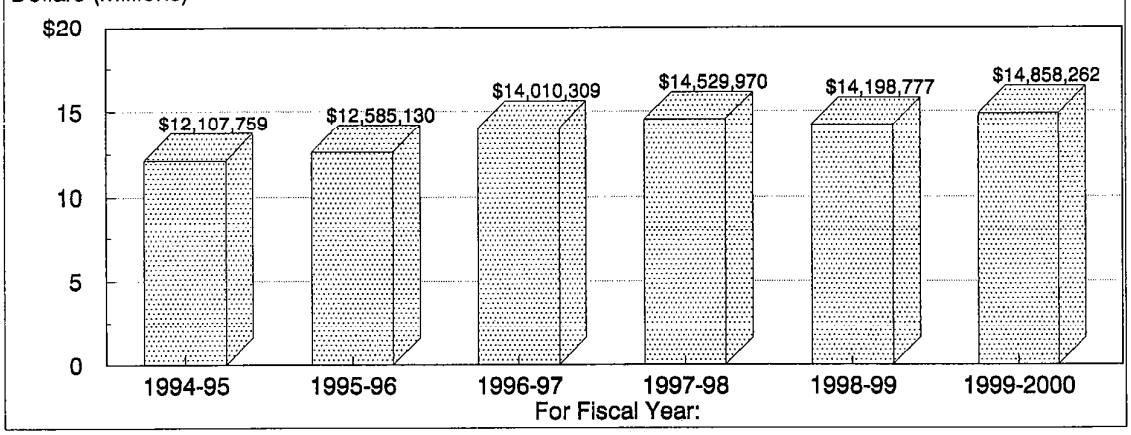
Expenditure Type	Actual 1997-98	Original 1998-99	Projected 1998-99	Adopted 1999-2000
Personal Services	12,392,300	12,590,476	12,590,476	13,191,702
Other Services	1,180,614	842,521	852,696	906,347
Supplies	488,174	343,398	366,847	322,852
Capital Outlay	468,882	323,612	326,108	338,591
Other	0	98,770	98,770	98,770
Total	14,529,970	14,198,777	14,234,897	14,858,262

1999-2000 City Council Adopted Budget



Historical Comparison:

	Actual 1994-95	Actual 1995-96	Actual 1996-97	Actual 1997-98	Budget 1998-99	Budget 1999-2000
Employees:						
Full Time Equiv.	240.25	245.00	255.00	260.00	264.00	269.00
Amount by Fund:						
General	12,107,759	12,585,130	14,010,309	14,529,970	14,198,777	14,858,262
Per Capita	106.39	110.63	121.90	126.42	122.56	127.92
Per Household	246.02	254.36	282.01	292.47	281.93	293.33



City of Independence
Detail Program Sheet

Department: 4500-POLICE | **1999-00 Operating Budget**
Program: 4511-CHIEF OF POLICE | **Fund: 02-GENERAL**

Description:

PERSONNEL ASSIGNED TO THE OFFICE OF THE CHIEF OF POLICE CONSISTS OF THE CHIEF OF POLICE, ONE EXECUTIVE OFFICER, TWO POLICE LIEUTENANTS, ONE POLICE SERGEANT, ONE POLICE OFFICER, ONE STAFF ASSISTANT, ONE ADMINISTRATIVE SPECIALIST III, TWO FISCAL TECHNICIAN II, AND ONE CLERK TYPIST II. THIS OFFICE IS RESPONSIBLE FOR THE OVERALL OPERATION AND LEADERSHIP OF THE 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 FISCAL MANAGEMENT, STAFF SERVICES, INTERNAL AFFAIRS, TRAINING, AND ACCREDITATION FUNCTIONS OF THE DEPARTMENT.

1999-00 Objectives:

* PREPARE FOR AND ATTAIN RE-ACCREDITATION STATUS THROUGH AN ON-SITE ASSESSMENT THAT WILL TAKE PLACE IN SEPTEMBER OF 1999.
* EXPANSION OF WEB SITE TO INCLUDE INFORMATION ON CRIMES, PERFORMANCE INDICATORS AND BACKGROUND INFORMATION ON POLICE DEPARTMENT OPERATIONS.
* COMPUTERIZE APPLICATIONS FOR JOB OPENINGS FOR ACCURATE ACCOUNTING IN EACH CATEGORY.
* COMPUTER UPGRADE FOR IMPROVED EFFICIENCY IN INTERNAL AFFAIRS.

1998-99 Accomplishments:

* CREATED A MONTHLY COLUMN IN THE KC STAR TO COMMUNICATE DIRECTLY WITH THE PUBLIC ON COMMUNITY ISSUES.
* COMPLETED ANNUAL ACCREDITATION REPORT TO THE COMMISSION ON ACCREDITATION FOR LAW ENFORCEMENT AGENCIES, INC.
* CONTINUED MAINTENANCE OF THE DEPARTMENT'S ACCREDITATION PROGRAM INCLUDING ONGOING DOCUMENTATION OF STANDARDS FILES.
* TRAINING AND INITIAL IMPLEMENTATION OF MAPPING SOFTWARE AND HARDWARE PROVIDING THE FOUNDATION FOR INCLUSION OF MAPPING IN THE CRIME ANALYSIS PROGRAM.
* EXPANSION OF PACE BY ADDING THREE COMMUNITY PARTNER SITES.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	541,210	600,715	600,715	612,066
OTHER SERVICES	117,010	30,256	30,256	32,401
SUPPLIES	6,939	3,417	3,417	2,171
CAPITAL OUTLAY	22,087	0	0	9,144

...Continued

City of Independence
Detail Program Sheet

Department: 4500-POLICE — 1999-00 Operating Budget
Program: 4511-CHIEF OF POLICE — Fund: 02-GENERAL

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

DEBT SERVICE/OTHER	0	0	0	0
Total	687,246	634,388	634,388	655,782

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
POLICE OFFICER APPLICANTS	104	100	100	100
POLICE OFFICERS HIRED	10	10	18	10
CIVILIAN APPLICANTS	185	150	96	150
PARTICIPATE IN COLLEGIATE AND PUBLIC RECRUITMENT	10	10	8	10

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
POLICE CHIEF	1.00	1.00	1.00	1.00
POLICE CAPTAIN	0.00	0.00	1.00	1.00
CLERK TYPIST II	1.00	1.00	1.00	1.00
SENIOR POLICE OFFICER	1.00	1.00	1.00	1.00
POLICE LIEUTENANT	3.00	3.00	2.00	2.00
POLICE SERGEANT	0.00	0.00	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	2.00	2.00	2.00	2.00
ASSISTANT CHIEF OF POLICE	1.00	1.00	0.00	0.00
Total	11.00	11.00	11.00	11.00

Significant Issues/Changes:

* RESTRUCTURING OF THE ASSISTANT CHIEF POSITION TO EXECUTIVE OFFICER AND CHANGING THE STAFF SERVICES POSITION FROM LIEUTENANT TO SERGEANT. THE CHANGES INCREASED ADMINISTRATIVE EFFICIENCY.

City of Independence
Detail Program Sheet

Department: 4500-POLICE | **1999-00 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, DUTY AMMUNITION AND BULLET PROOF VESTS.

1999-00 Objectives:

* P.O.S.T. CERTIFICATION FOR ALL SWORN PERSONNEL BY JANUARY 1, 2000.
* MAINTAIN ALL TRAINING UNIT ACCREDITATION STANDARDS FOR UPCOMING "ON-SITE" FOR RE-ACCREDITATION.
* COMPLETE RENOVATION AND UPGRADE OF DEPARTMENT FIRING RANGE.
* EXPANSION OF SHIFT LEVEL "IN SERVICE" TRAINING TO ADDRESS ONGOING TRAINING OF USE OF FORCE, PURSUIT AND OFFICER SAFETY ISSUES.

1998-99 Accomplishments:

* WORKED CLOSELY WITH THE WESTERN MISSOURI REGIONAL POLICE ACADEMY IN IDENTIFYING NEEDED TRAINING FOR POST CERTIFICATION AND SPECIALIZED UNIT REQUIREMENTS.
* MAINTAINED A MONTHLY OPEN RANGE PROGRAM TO PROVIDE MORE TRAINING AND PRACTICE TIME IN THE RANGE TO OFFICERS.
* DIRECTED DEPARTMENTAL TRAINING IN COMPLIANCE WITH MISSOURI STATE MANDATED POST CERTIFICATION REQUIREMENTS.
* CREATED A COMPUTER DATABASE FOR ALL DEPARMENTAL TRAINING RECORDS.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	0	0	0	0
OTHER SERVICES	93,628	49,750	51,340	49,750
SUPPLIES	18,115	20,928	19,338	20,928
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	111,743	70,678	70,678	70,678

Continued

City of Independence
Detail Program Sheet

Department: 4500-POLICE **1999-00 Operating Budget**
Program: 4513-POLICE TRAINING **Fund: 02-GENERAL**

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
IN-SERVICE TRAINING HOURS	4,680	5,835	4,046	4,248
SPECIALIZED TRAINING HOURS	6,608	7,269	4,251	4,464

Significant Issues/Changes:

* THIS UNIT PLANS TO COMPLETE POST CERTIFICATION FOR ALL OFFICERS AS WELL AS ACHIEVE RE-ACCREDITATION FOR THE TRAINING UNIT BEFORE THE END OF THE CALENDAR YEAR.

City of Independence
Detail Program Sheet

Department: 4500-POLICE | **1999-00 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, DRUG INVESTIGATION, SPECIAL RESPONSE, COMMUNITY SERVICES, AND RESERVE UNITS. MONITOR BUDGET EXPENDITURES AND DAILY CERTIFICATION OF PAYROLL RECORDS.

1999-00 Objectives:

* IMPLEMENT A NEIGHBORHOOD ASSISTANCE MOBILE POLICE RESPONSE CENTER (MPRC). THIS WILL BE A MOBILE SUBSTATION WITH OFFICERS TRAINED TO ORGANIZE NEIGHBORHOODS AND ASSIST IN COMMUNITY PROBLEM SOLVING.
* IMPLEMENT NEW STAFFING PLAN FOR UNIFORM UNITS SO THAT SUPERVISORS ARE ON THE SAME DUTY PLAN AS OFFICERS THEY SUPERVISE AND TO ASSIGN OFFICERS TO THE SAME DISTRICTS EACH WORK DAY.
* DEVELOP AND IMPLEMENT A CRIMINAL INTELLIGENCE PROCESSING PROTOCOL FOR COLLECTION, ANALYSIS, AND USE THROUGHOUT THE DEPARTMENT.

1998-99 Accomplishments:

* MAINTAINED RESPONSE TIMES IN THE LOW 5 MINUTE RANGE (5.2) IN 1998, EQUAL TO THE 1997 AVERAGE OF 5.2 MINUTES IN 1997.
* CREATED AND STAFFED THE COMMUNITY SERVICES UNIT WITH EXISTING POLICE PERSONNEL. THIS UNIT INCLUDES A CAPTAIN, SUBSTATION AND PUBLIC HOUSING OFFICERS, AND THREE CANINE TEAMS.
* INCREASED THE TOTAL MANPOWER COMMITTED TO DRUG ENFORCEMENT INITIATIVES TO SEVENTEEN WITH THE ADDED PARTICIPATION IN THE KANSAS CITY METRO METH TASK FORCE.
* ACQUIRED THE MOBILE POLICE RESPONSE CENTER (TRUCK AND TRAILER) FOR COMMUNITY POLICING INITIATIVES AND A WINNEBEGO MOTOR COACH WHICH WILL BE USED AS AN EMERGENCY COMMAND POST.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	82,751	85,245	85,245	86,910
OTHER SERVICES	1,111	427	427	427
SUPPLIES	638	357	357	958
CAPITAL OUTLAY	18,888	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	103,388	86,029	86,029	88,295

Continued

City of Independence
Detail Program Sheet

Department: 4500-POLICE **1999-00 Operating Budget**
Program: 4531-POLICE OPER. - COMMAND **Fund: 02-GENERAL**

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
POLICE MAJOR	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

Significant Issues/Changes:

* WILL INITIATE NEW PROCEDURES TO INSURE CRIMINAL INTELLIGENCE INFORMATION IS COLLECTED FROM ALL ENFORCEMENT FUNCTIONS OF THE DEPARTMENT.

City of Independence
Detail Program Sheet

Department: 4500-POLICE | **1999-00 Operating Budget**
Program: 4532-UNIFORM UNIT | **Fund: 02-GENERAL**

Description:

THE UNIFORM UNIT HAS NINETY-FIVE 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.

1999-00 Objectives:

* USE THE MOBILE POLICE RESPONSE CENTER WITH AN ASSIGNED OFFICER FROM COMMUNITY SERVICES TO ASSIST THE DISTRICT OFFICER IN RESOLVING NEIGHBORHOOD POLICING PROBLEMS WHEN NECESSARY.
* DEVISE A SYSTEM TO ALLOW UNIFORM OFFICERS THE ABILITY TO REVIEW PACED REPORTS PRIOR TO SUPERVISOR APPROVAL.
* COMPLETE MORE OF THE IN-SERVICE REQUIRED ANNUAL TRAINING FOR POLICE OFFICERS (CPR, FIREARMS, NIGHTSTICK, BREATHALYSER, ETC.) AT THE SHIFT LEVEL.

1998-99 Accomplishments:

* LOWERED AND MAINTAINED A 5.2 MINUTE AVERAGE RESPONSE TIME TO EMERGENCY CALLS FOR THE YEAR OF 1998.
* CONTRIBUTED MANPOWER TO PARTICIPATE IN THE MO-KAN AUTO CRIMES TASK FORCE THROUGHOUT THE YEAR.
* ASSIGNED 106 COMMUNITY POLICING FACT SHEET ASSIGNMENTS TO OFFICERS FOR THEIR TASKS TO COMPLETE AND/OR RESOLVE.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	4,789,165	4,793,344	4,793,344	4,627,950
OTHER SERVICES	264,589	214,922	213,922	268,075
SUPPLIES	287,653	206,744	214,157	190,530
CAPITAL OUTLAY	296,945	194,150	252,652	166,320
DEBT SERVICE/OTHER	0	0	0	0
Total	5,638,352	5,409,160	5,474,075	5,252,875

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
POLICE INCIDENT CALLS	131,193	113,574	126,000	107,880
VIOLENT CRIMES REPORTED	2,262	2,321	2,441	2,388

Continued

City of Independence
Detail Program Sheet

Department: 4500-POLICE **1999-00 Operating Budget**
Program: 4532-UNIFORM UNIT **Fund: 02-GENERAL**

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
POLICE CAPTAIN	3.00	3.00	3.00	3.00
SENIOR POLICE OFFICER	34.00	34.00	34.00	24.00
POLICE LIEUTENANT	3.00	3.00	3.00	3.00
POLICE OFFICER	46.00	46.00	46.00	53.00
POLICE SERGEANT	9.00	9.00	9.00	9.00
Total	95.00	95.00	95.00	92.00

Significant Issues/Changes:

* THIS UNIT WILL ADOPT A NEW SCHEDULING AND PERSONNEL DEPLOYMENT PLAN THAT PROVIDES FOR SQUAD CONCEPTS AND PERMANENT ASSIGNMENT OF PATROL DISTRICTS TO ALL POLICE OFFICERS.

City of Independence
Detail Program Sheet

Department: 4500-POLICE | **1999-00 Operating Budget**
Program: 4533-TRAFFIC UNIT | **Fund: 02-GENERAL**

Description:

THE TRAFFIC UNIT HAS TWENTY SWORN POLICE PERSONNEL FOR TRAFFIC ENFORCEMENT, ONE CIVILIAN FOR CLERICAL DUTIES, AND 1.25 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. THE UNIT ALSO ASSISTS IN THE HANDLING OF SPECIAL EVENTS, I.E. SANTA-CALI-GON, HALLOWEEN PARADE, ETC.

1999-00 Objectives:

* REORGANIZE SCHEDULING AND DEPLOYMENT OF MANPOWER RESOURCES TO INCREASE EFFICIENCY AND PRODUCTIVITY OF DWI/DRE ENFORCEMENT OPERATIONS AND OTHER TRAFFIC RELATED DUTIES.
* UTILIZE ADVANCED TECHNOLOGY AND INCREASE ENFORCEMENT EFFORTS TO PROVIDE A MORE TIMELY RESPONSE TO TRAFFIC RELATED COMPLAINTS AND TO IMPROVE THE QUALITY OF LIFE IN OUR CITY.
* INCREASE SELECTIVE ENFORCEMENT EFFORTS IN HIGH ACCIDENT AREAS TO UTILIZE THE ARZ PHILOSOPHY OF WHICH THE ULTIMATE GOAL IS TO DECREASE THE NUMBER AND SEVERITY OF ACCIDENTS.

1998-99 Accomplishments:

* REPORTED A 7% REDUCTION IN THE NUMBER OF TRAFFIC ACCIDENTS REPORTED IN 1998 (3,393) AS COMPARED TO THE TOTAL REPORTED IN 1997 (3,639).
* ACCIDENTS INVOLVING IMPAIRED DRIVERS (ALCOHOL, DRUGS) REMAINED LARGELY UNCHANGED FROM 1997 THRU 1998 (246).
* DESPITE HAVING THREE VACANCIES FOR SEVERAL MONTHS THIS YEAR, 77% OF ALL TRAFFIC CRASHES WERE INVESTIGATED BY TRAINED ACCIDENT INVESTIGATION SPECIALISTS.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	1,223,010	1,178,742	1,178,742	1,221,227
OTHER SERVICES	27,329	25,555	25,895	28,320
SUPPLIES	28,448	13,850	13,510	15,549
CAPITAL OUTLAY	58,612	40,468	1,000	65,080
DEBT SERVICE/OTHER	0	0	0	0
Total	1,337,399	1,258,615	1,219,147	1,330,176

Continued

City of Independence
Detail Program Sheet

Department: 4500-POLICE — **1999-00 Operating Budget**
Program: 4533-TRAFFIC UNIT — **Fund: 02-GENERAL**

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
VEHICULAR ACCIDENTS REPORTED	3,638	3,578	3,519	3,450
TRAFFIC SUMMONS ISSUED	19,324	19,228	18,730	19,500
DWI ARRESTS	933	940	715	950
HIT & RUN ACCIDENTS	842	801	963	1,000

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
POLICE CAPTAIN	1.00	1.00	1.00	1.00
CLERK TYPIST II	1.00	1.00	1.00	1.00
SENIOR POLICE OFFICER	13.00	14.00	14.00	14.00
POLICE OFFICER	4.00	3.00	3.00	3.00
POLICE SERGEANT	2.00	2.00	2.00	2.00
SCHOOL CROSSING GUARD	1.25	1.25	1.25	1.25
SENIOR POLICE OFFICER IN LIEU OF PARKING ENFORCEMENT OFFICER	1.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00
Total	23.25	22.25	22.25	22.25

Significant Issues/Changes:

* UTILIZATION OF TRAFFIC TECHNOLOGY AND EQUIPMENT TO EVALUATE TRAFFIC COMPLAINT AREAS BEFORE ENFORCEMENT SCHEDULING OF PERSONNEL.
* RE-ORGANIZE SCHEDULING AND DEPLOYMENT OF PERSONNEL FOR INCREASED EFFICIENCY.

City of Independence
Detail Program Sheet

Department: 4500-POLICE | **1999-00 Operating Budget**
Program: 4534-INVESTIGATIONS | **Fund: 02-GENERAL**

Description:

THE DETECTIVE UNIT HAS TWENTY-FOUR SWORN POLICE PERSONNEL, ONE CLERK TYPIST II, AND ONE INVESTIGATIVE CLERK. 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.

1999-00 Objectives:

* MAINTAIN THE UNIT CLEARANCE RATE OF REPORTED CRIMES TO A LEVEL ABOVE THE NATIONAL AVERAGE.
* PROVIDE EMPHASIS TOWARD IMPROVING THE DOMESTIC VIOLENCE SERVICES AND WORKING RELATIONSHIP WITH HOPE HOUSE.
* PROVIDE MORE PRO-ACTIVE INVESTIGATIVE SUPPORT TOWARD LIQUOR CONTROL AND VICE ACTIVITIES.
* UTILIZE THE MAJOR CASE SQUAD MEMBERS ON A ROTATING BASIS IN THE INVESTIGATIONS UNIT TO PROVIDE INCENTIVE AND MOTIVATION FOR SQUAD MEMBERS.
* PROVIDE MORE SUPPORT FOR THE MO-KAN AUTO CRIMES TASK FORCE BY INTEGRATING DUTIES OF THE ASSIGNED AUTO-THEFT DETECTIVE TO THE TASK FORCE.

1998-99 Accomplishments:

* TOTALLY REMODELED THE INVESTIGATIONS UNIT WITH NEW WORKSTATIONS, OFFICE CONFIGURATION AND INTERVIEW ROOMS.
* CONTINUED THE INITIATIVE TO SUPPORT AND OPERATE A THREE OFFICER DOMESTIC VIOLENCE UNIT AND IMPROVE COOPERATION WITH HOPE HOUSE TO TARGET AND PROSECUTE OFFENDERS.
* MAINTAIN A CASE CLEARANCE RATE ABOVE THE NATIONAL AVERAGE OF 22%. THROUGH 1998, THE CLEARANCE RATE FOR THE INDEPENDENCE MISSOURI POLICE DEPARTMENT WAS 29%.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	1,245,392	1,208,372	1,208,372	1,228,360
OTHER SERVICES	17,951	37,635	45,895	14,792
SUPPLIES	22,779	18,845	18,845	16,164
CAPITAL OUTLAY	16,169	54,060	55,080	58,680
DEBT SERVICE/OTHER	0	0	0	0
Total	1,302,291	1,318,912	1,328,192	1,317,996

Continued

City of Independence
Detail Program Sheet

Department: 4500-POLICE — **1999-00 Operating Budget**
Program: 4534-INVESTIGATIONS — **Fund: 02-GENERAL**

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
CRIMINAL CASES ASSIGNED	4,362	4,316	4,108	4,231

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
POLICE INVESTIGATIVE CLERK	0.00	1.00	1.00	1.00
POLICE CAPTAIN	1.00	1.00	1.00	1.00
CLERK TYPIST II	1.00	1.00	1.00	1.00
SENIOR POLICE OFFICER	16.00	16.00	16.00	16.00
POLICE LIEUTENANT	1.00	1.00	1.00	1.00
POLICE SERGEANT	2.00	2.00	2.00	2.00
POLICE OFFICER	1.00	1.00	0.00	0.00
CLERK STENOGRAPHER II	1.00	0.00	0.00	0.00
Total	23.00	23.00	22.00	22.00

Significant Issues/Changes:

* PROVIDE MORE PRO-ACTIVE INVESTIGATIVE ENFORCEMENT OF LIQUOR CONTROL, AND VICE ACTIVITIES.

City of Independence
Detail Program Sheet

Department: 4500-POLICE | **1999-00 Operating Budget**
Program: 4535-DRUG ENFORCEMENT UNIT | **Fund: 02-GENERAL**

Description:

THIS UNIT IS STAFFED WITH A TOTAL OF EIGHTEEN SWORN PERSONNEL. THE 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. SEVEN POLICE OFFICERS ARE ASSIGNED TO THE JACKSON COUNTY DRUG TASK FORCE AND WORK THROUGH-OUT THE COUNTY WITH THE FEDERAL D.E.A., DEPARTMENT OF AGRICULTURE, AND ARE FUNDED BY THE JACKSON COUNTY C.O.M.B.A.T. 1/4 CENT SALES TAX. FIVE SWORN PERSONNEL ARE ASSIGNED TO TASK FORCES THROUGH GRANTS WITH THE MIDWEST H.I.D.T.A. (HIGH INTENSITY DRUG TRAFFICKING AREA).

1999-00 Objectives:

* INVESTIGATE AND TARGET DRUG TRAFFICKING ORGANIZATIONS OPERATING IN INDEPENDENCE AND COORDINATE EFFORTS WITH OTHER TASK FORCE ORGANI-ZATIONS OPERATING IN THE KANSAS CITY REGION.
* FURTHER REDUCE THE NUMBER OF METH LABS OPERATING WITHIN THE CITY THROUGH AGGRESSIVE AND PROMPT LEAD FOLLOW-UPS.
* CONTINUE WITH THE DRUG HOTLINE AND THE INITIATIVE TO PROVIDE A CALL BACK WITHIN 72 HOURS OF THE DRUG COMPLAINT, INCLUDING POLY-DRUG INVESTIGATIONS.

1998-99 Accomplishments:

* CONTRIBUTED ONE SERGEANT AND TWO DETECTIVES TO THE MIDWEST HIDTA METRO-METH TASK FORCE.
* OFFICERS OF DEU CLOSED 43 METH LABS IN INDEPENDENCE, MADE 840 DRUG RELATED ARRESTS, AND INVESTIGATED 576 DRUG HOUSE COMPLAINTS DURING THE YEAR OF 1998.
* WHILE THE CLANDESTINE METH LAB PROBLEM CONTINUES TO CLIMB IN MISSOURI, THE CITY OF INDEPENDENCE HAS EXPERIENCED A 61% DECREASE IN METH LABS FOR THE YEAR.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	951,538	936,361	936,361	899,475
OTHER SERVICES	10,666	8,831	8,816	10,311
SUPPLIES	36,775	13,056	32,022	12,908
CAPITAL OUTLAY	31,943	15,900	17,376	16,367

...Continued

City of Independence
Detail Program Sheet

Department: 4500-POLICE — 1999-00 Operating Budget
Program: 4535-DRUG ENFORCEMENT UNIT — Fund: 02-GENERAL

Program Costs: *(Continued)*

DEBT SERVICE/OTHER	0	0	0	0
Total	1,030,922	974,148	994,575	939,061

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
DRUG CASES ASSIGNED	1,107	1,102	1,070	1,088
DRUG ARRESTS	981	427	884	887

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
SENIOR POLICE OFFICER	0.00	8.00	9.00	10.00
POLICE LIEUTENANT	1.00	1.00	1.00	1.00
POLICE OFFICER	15.00	8.00	5.00	4.00
POLICE SERGEANT	1.00	1.00	1.00	1.00
Total	17.00	18.00	16.00	16.00

Significant Issues/Changes:

* INVESTIGATE AND TARGET DRUG TRAFFICKING ORGANIZATIONS OPERATING IN INDEPENDENCE THROUGH THE COORDINATED EFFORTS OF THE AREA DRUG TASK FORCES.

City of Independence
Detail Program Sheet

Department: 4500-POLICE | **1999-00 Operating Budget**
Program: 4536-COMMUNITY SERVICES UNIT | **Fund: 02-GENERAL**

Description:

THE COMMUNITY SERVICES UNIT IS LOCATED AT THE INDEPENDENCE CENTER SUBSTATION. THE UNIT INCLUDES ONE CAPTAIN, THREE CANINE TEAMS INCLUDING A SERGEANT, THREE SUBSTATION OFFICERS, AND FOUR PUBLIC HOUSING OFFICERS. THE CANINE TEAMS PROVIDE DRUG DETECTION, BUILDING SEARCHES AND TRACKING FOR THE DEPARTMENT AND SURROUNDING POLICE AGENCIES. THE OBJECTIVES FOR THIS UNIT ARE CRIME SUPPRESSION, CRIME PREVENTION AND COMMUNITY POLICING.

1999-00 Objectives:

* INCREASE THE CANINE UNIT TRAINING CAPABILITY TO INCLUDE A DOG TRAINER QUALIFIED TO EXPAND TRAINING SCENARIOS AND ASSURE QUALITY COMPLIANCE.
* EXPAND THE CRIME FREE MULTI-HOUSING PROGRAM TO HOTELS AND MOTELS.
* ESTABLISH A PROTOCOL FOR PROVIDING ASSISTANCE TO UNIFORM UNIT OFFICERS FOR THE USE OF THE MOBILE POLICE RESPONSE CENTER AND OTHER RESOURCES TO HELP IN NEIGHBORHOOD PROBLEM ORIENTED POLICING.
* IMPLEMENT A POLICE EXPLORER POST IN THE DEPARTMENT TARGETING YOUTHS, AGE 14-20, WHO ARE INTERESTED IN CAREERS IN LAW ENFORCEMENT.

1998-99 Accomplishments:

* A SELF-CONTAINED WINNEBAGO COMMAND POST TO BE USED AS AN EMERGENCY COMMAND POST WAS OBTAINED THROUGH A LOCAL LAW ENFORCEMENT BLOCK GRANT.
* THE CANINE UNIT CONSISTING OF THREE TEAMS WAS RE-INSTITUTED FOR THE DEPARTMENT.
* VISIBILITY AND PRESENCE WERE INCREASED AT THE INDEPENDENCE CENTER BY EXPANDING THE USAGE OF THE SUBSTATION FROM TWO TO ELEVEN OFFICERS.
* INCREASED COMMITMENT TO COMMUNITY ORIENTED POLICING THROUGH NEIGHBORHOOD WATCH, CRIME FREE MULTI-HOUSING AND BY ASSIGNING ONE POLICE OFFICER TO CRIME PREVENTION PROGRAMS.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	0	0	0	587,914
OTHER SERVICES	0	0	0	3,113
SUPPLIES	0	0	0	1,900
CAPITAL OUTLAY	0	0	0	0

...Continued

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

DEBT SERVICE/OTHER	0	0	0	0
Total	0	0	0	592,927

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
DISPATCHED SERVICE CALLS	0	0	1,400	2,200
PUBLIC MEETINGS/PRESENTATIONS	0	0	2,925	4,800
CANINE CALLS	0	0	225	600
CANINE/CITIZEN CONTACTS	0	0	560	750

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
POLICE CAPTAIN	0.00	0.00	1.00	1.00
SENIOR POLICE OFFICER	0.00	0.00	7.00	7.00
POLICE OFFICER	0.00	0.00	2.00	2.00
POLICE SERGEANT	0.00	0.00	1.00	1.00
Total	0.00	0.00	11.00	11.00

Significant Issues/Changes:

* ESTABLISH A PROTOCOL FOR PROVIDING ASSISTANCE TO PATROL DISTRICT OFFICERS IN PROCURRING THE USE OF THE MOBILE POLICE RESPONSE CENTER TO HELP IN NEIGHBORHOOD PROBLEM ORIENTED POLICING.

City of Independence
Detail Program Sheet

Department: 4500-POLICE **1999-00 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.

1999-00 Objectives:

* CONTINUE TO MONITOR EMERGENCY RESPONSE TIMES - 6 MINUTES OR LESS GOAL.
* DESIGN/IMPLEMENT DIGITAL EMPLOYEE PHOTO ID SYSTEM.
* CONTINUE CITIZENS AND JUNIOR CITIZENS POLICE ACADEMIES.

1998-99 Accomplishments:

* EXPANDED SCHOOL RESOURCE OFFICER PROGRAM TO INCLUDE VAN HORN HIGH SCHOOL.
* REMODELED DETENTION INTAKE AREA.
* INSTALLED NEW FLOOR IN CRIME SCENE UNIT.
* EMERGENCY RESPONSE TIME REMAINED AT 5.2 MINUTES (YEARLY AVERAGE).
* DESIGNED AND IMPLEMENTED JUNIOR CITIZENS POLICE ACADEMY.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	80,023	82,441	82,441	85,883
OTHER SERVICES	1,568	2,249	2,249	1,827
SUPPLIES	772	906	906	1,633
CAPITAL OUTLAY	0	19,034	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	82,363	104,630	85,596	89,343

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
AVERAGE EMERGENCY CALL RESPONSE TIME IN MINUTES	5	6	5	6
E9-1-1 CALLS FOR SERVICE	120,652	132,717	126,000	130,000

Continued

City of Independence
Detail Program Sheet

Department: 4500-POLICE **1999-00 Operating Budget**
Program: 4541-POLICE SER. - COMMAND **Fund: 02-GENERAL**

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
POLICE MAJOR	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

Significant Issues/Changes:

* THE SERVICES DIVISION WILL CONTINUE TO MONITOR RESPONSE TIME TO PROVIDE 7.0 MINUTES OR LESS RESPONSE TIME TO EMERGENCY SERVICE CALLS.

City of Independence
Detail Program Sheet

Department: 4500-POLICE | **1999-00 Operating Budget**
Program: 4542-CRIME SCENE | **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.

1999-00 Objectives:

* APPLY FOR MISSOURI CRIME LAB UPGRADE GRANT TO CONTINUE UPGRADING EQUIPMENT WITHIN THE CRIME SCENE UNIT AND LAB.
* CERTIFY EACH EVIDENCE TECHNICIAN THROUGH THE INTERNATIONAL ASSOCIATION FOR IDENTIFICATION AS LEVEL I CRIME SCENE TECHNICIANS.
* CERTIFY THE FINGER PRINT TECHNICIAN AS A LATENT FINGER PRINT EXAMINER THROUGH THE INTERNATIONAL ASSOCIATION FOR IDENTIFICATION.
* REPLACE TWO PERSONAL COMPUTERS DUE TO Y2K COMPATIBILITY.
* PURCHASE SOFTWARE TO UPGRADE RECORDS KEEPING SYSTEM FOR INVENTORY AND EVIDENCE.
* ESTABLISH NEW METHOD OF MAKING POLICE IDENTIFICATIONS BY MEANS OF DIGITAL CAMERAS AND COMPUTERS.

1998-99 Accomplishments:

* REPLACED FLOOR TILE WITH NEW RUBBER FLOOR.
* OBTAINED $12,000 MCLUP GRANT FROM MISSOURI DEPARTMENT OF PUBLIC SAFETY. FUNDS PURCHASED A PRINT LAB COLOR PROCESSOR AND REMAINING MONIES WERE APPLIED TO PURCHASE A FTIR SPECTROMETER.
* PURCHASED A NEW MOBILE CRIME SCENE UNIT VAN TO REPLACE EXISTING 1991 VAN.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	341,574	361,468	361,468	376,098
OTHER SERVICES	14,783	9,748	10,748	7,954
SUPPLIES	37,552	21,605	20,605	21,143
CAPITAL OUTLAY	7,535	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	401,444	392,821	392,821	405,195

Continued

City of Independence
Detail Program Sheet

Department: 4500-POLICE **1999-00 Operating Budget**
Program: 4542-CRIME SCENE **Fund: 02-GENERAL**

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
CRIME SCENES PROCESSED	693	762	843	850
LATENT PRINTS PROCESSED	1,841	1,933	1,302	1,400

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
CRIMINALIST	1.00	1.00	1.00	1.00
EVIDENCE TECHNICIAN	5.00	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	8.00	8.00	8.00	8.00

Significant Issues/Changes:

* THE CRIME SCENE UNIT WILL APPLY FOR THE MISSOURI CRIME LABORATORY DIRECTOR'S GRANT TO CONTINUE UPGRADING EQUIPMENT.

City of Independence
Detail Program Sheet

Department: 4500-POLICE
Program: 4543-DETENTION

1999-00 Operating Budget
Fund: 02-GENERAL

Description:

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

1999-00 Objectives:

* IMPLEMENT ON-LINE BOOKING FOR THE DETENTION UNIT TO MOVE THE DEPARTMENT ONE STEP CLOSER TO HAVING A COMPLETE ELECTRONIC SYSTEM OF STORING RECORDS.
* CONFLICT RESOLUTION TRAINING FOR ALL DETENTION PERSONNEL TO LEARN POWERFUL VERBAL AND NON-VERBAL COMMUNICATION TECHNIQUES AND STRATEGIES FOR HANDLING AGGRESSIVE BEHAVIOR.

1998-99 Accomplishments:

* CONTINUED THE IMPLEMENTATION OF DIGITAL IMAGING OF MUG SHOTS, TATTOOS, SCARS, ETC. FOR ELECTRONIC LINEUPS.
* REMODELED THE BOOKING INTAKE AREA.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	509,610	530,824	530,824	563,362
OTHER SERVICES	306,323	279,665	279,665	329,740
SUPPLIES	8,014	6,441	6,441	4,625
CAPITAL OUTLAY	0	0	0	23,000
DEBT SERVICE/OTHER	0	0	0	0
Total	823,947	816,930	816,930	920,727

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PRISONERS BOOKED	11,066	12,000	12,364	13,600
PRISONER DAYS SERVED	6,378	6,697	7,431	8,175

Continued

City of Independence
Detail Program Sheet

Department: 4500-POLICE **1999-00 Operating Budget**
Program: 4543-DETENTION **Fund: 02-GENERAL**

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
POLICE CAPTAIN	1.00	1.00	1.00	1.00
DETENTION OFFICER	11.75	11.75	11.75	11.75
DETENTION TECHNICIAN	1.00	1.00	1.00	1.00
Total	13.75	13.75	13.75	13.75

Significant Issues/Changes:

* THE DETENTION UNIT WILL TRAIN ALL DETENTION PERSONNEL IN CONFLICT RESOLUTION FOR HANDLING PERSONS EXHIBITING AGGRESSIVE BEHAVIOR.

City of Independence
Detail Program Sheet

Department: 4500-POLICE **1999-00 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.

1999-00 Objectives:

* ADD PERSONNEL TO THE WARRANT AND PROPERTY/EVIDENCE SECTIONS.
* PURCHASE BACKUP COMPUTER EQUIPMENT FOR PACE AND MULES FUNCTIONS.
* COMPLETE THE PURCHASE/IMPLEMENTATION OF DIGITAL IMAGE STORAGE FOR DOCUMENTS.
* SET UP CASH REGISTER SYSTEM FOR REPORT/RECORDS CHECK SALES.
* CONTINUE ACCEPTABLE QUALITY WITHIN GUIDELINES OF PACE REPORTING SYSTEM.
* IMPROVE THE QUALITY OF CUSTOMER SERVICE AT THE INFORMATION DESK.

1998-99 Accomplishments:

* REVISED PERSONNEL SCHEDULING BASED ON WORKLOAD ANALYSIS.
* PURCHASED A DIGITAL IMAGING SYSTEM FOR STORAGE OF DOCUMENTS.
* IMPROVED TRAINING BY DEVELOPING A PRE-SERVICE TRAINING MANUAL.
* HIRED/TRAINED NEW EMPLOYEES, USING PRE-SERVICE TRAINING MANUAL WITH UNIT SUPERVISORS AS TRAINERS.
* HIRED/ASSIGNED SUPERVISORS TO ALL SHIFTS.
* SETUP BOOKING SHEET REVIEW TO IDENTIFY ALL CHARGES REQUIRED IN PACE ARREST AND OFFENSE MODULES.
* DESIGNED/IMPLEMENTED NEW CASH HANDLING PROCEDURES FOR BONDS.
* DESIGNED/IMPLEMENTED REPORT REVIEW AND AUDIT AT THE SUPERVISOR LEVEL TO INCLUDE DESK AND ON-LINE PACE REPORTS.
* PROVIDED RECORDS SUPERVISORS WITH E-MAIL TO FACILITATE COMMUNICATIONS.
* RECERTIFIED EMPLOYEES FOR MULES ACCESS.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	771,534	886,547	886,547	921,863
OTHER SERVICES	220,654	96,811	96,811	93,262
SUPPLIES	23,740	25,745	25,745	25,902
CAPITAL OUTLAY	5,228	0	0	0

...Continued

City of Independence
Detail Program Sheet

Department: 4500-POLICE — 1999-00 Operating Budget
Program: 4544-RECORDS AND PROPERTY — Fund: 02-GENERAL

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

DEBT SERVICE/OTHER	0	0	0	0
Total	1,021,156	1,009,103	1,009,103	1,041,027

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
MUNICIPAL WARRANTS IN	12,860	13,000	12,962	13,500
MUNICIPAL WARRANTS OUT	9,000	9,450	13,055	14,000
PACE CASES PROCESSED	32,178	34,430	43,000	44,000

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
RECORDS UNIT CLERK	10.00	10.00	10.00	10.00
POLICE RECORDS & PROPERTY ADM	0.00	0.00	1.00	1.00
POLICE DESK CLERK	10.00	12.00	12.00	12.00
POLICE RECORDS SUPERVISOR	0.00	2.00	3.00	3.00
PROPERTY CONTROL TECHNICIAN	1.00	1.00	1.00	1.00
POLICE RECORDS TECHNICIAN	1.00	1.00	1.00	1.00
POLICE RECORDS & PROPERTY, SUPR	1.00	1.00	0.00	0.00
POLICE CAPTAIN	1.00	1.00	0.00	0.00
Total	24.00	28.00	28.00	28.00

Significant Issues/Changes:

* THE RECORDS UNIT WILL CONTINUE THE IMPLEMENTATION OF DIGITAL IMAGE STORAGE FOR DOCUMENTS.

City of Independence
Detail Program Sheet

Department: 4500-POLICE | **1999-00 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.

1999-00 Objectives:

* CONTINUE TO MAINTAIN ACCEPTABLE PROCESSING TIME FOR PRIORITY ONE CALLS.
* CONTINUE TO MAINTAIN ACCEPTABLE ANSWERING TIMES FOR E9-1-1 CALLS.
* CREATE A MASTER PLAN TO REDECORATE THE EMERGENCY COMMUNICATIONS CENTER AND REPLACE ALL OUTDATED ELECTRICAL AND RADIO EQUIPMENT.

1998-99 Accomplishments:

* COMPLETED THE INSTALLATION OF THE ORBICOM CONSOLES AT THE FIRE DISPATCH AND SUPERVISOR WORK STATIONS.
* CONTINUED TO MAINTAIN ACCEPTABLE PROCESSING TIME FOR PRIORITY ONE CALLS FOR SERVICE.
* CONTINUED TO MAINTAIN ACCEPTABLE PROCESSING TIME FOR E9-1-1 CALLS.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	1,275,818	1,326,239	1,326,239	1,377,960
OTHER SERVICES	88,480	70,825	70,825	53,343
SUPPLIES	7,677	2,796	2,796	4,160
CAPITAL OUTLAY	5,924	0	0	0
DEBT SERVICE/OTHER	0	98,770	98,770	98,770
Total	1,377,899	1,498,630	1,498,630	1,534,233

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
E9-1-1 CALLS	120,652	132,717	115,885	111,250
CAD INCIDENTS	131,193	133,817	125,968	120,929

Continued

City of Independence
Detail Program Sheet

Department: 4500-POLICE **1999-00 Operating Budget**
Program: 4545-COMMUNICATIONS **Fund: 02-GENERAL**

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
TELECOMMUNICATOR I	25.00	25.00	25.00	25.00
TELECOMMUNICATOR II	3.00	3.00	3.00	3.00
EMERGENCY COMMUNICATIONS SUPV	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:

* THE COMMUNICATIONS UNIT WILL CONTINUE TO MONITOR PROCESSING TIMES FOR E9-1-1 CALLS TO INSURE SATISFACTORY ANSWER TIMES.

City of Independence
Detail Program Sheet

Department: 4500-POLICE | **1999-00 Operating Budget**
Program: 4546-COMMUNITY OUTREACH | **Fund: 02-GENERAL**

Description:

PROVIDES THE D.A.R.E. PROGRAM TO THIRTY-THREE ELEMENTARY SCHOOLS (GRADES K-6), D.A.R.E. CAMP FOR HIGH RISK YOUTH, AND THE V.E.G.A. (VIOLENCE EDUCATION FOR GANG AWARENESS) PROGRAM IN FIVE JUNIOR HIGH SCHOOLS (SEVENTH AND EIGHTH LEVELS), THE SCHOOL RESOURCE OFFICER PROGRAM IN THREE HIGH SCHOOLS, FALL AND SPRING SESSIONS OF THE CITIZENS ACADEMY, TWO SESSIONS OF THE JUNIOR CITIZEN POLICE ACADEMY, AND SAFE STREETS CLASSES FOR JUVENILES REFERRED BY YOUTH COURT. THIS UNIT ALSO OVERSEES THE NEW VOLUNTEER PROGRAM AT THE DEPARTMENT.

1999-00 Objectives:

* CONTINUE THE D.A.R.E. PROGRAM IN ELEMENTARY AND JUNIOR HIGH SCHOOLS.
* ORGANIZE/OPERATE D.A.R.E. SUMMER CAMP.
* CONTINUE THE SCHOOL RESOURCE OFFICERS PROGRAM IN THE THREE HIGH SCHOOLS.
* ORGANIZE VOLUNTEERS TO MONITOR THE SECURITY CAMERAS AT VAN HORN HIGH SCHOOL.
* DESIGN/PLACE A SCHOOL RESOURCE TRUANCY OFFICER TO WORK IN THE INDEPENDENCE SCHOOLS.
* OFFER/CONDUCT THE 15TH AND 16TH SESSIONS OF THE CITIZENS POLICE ACADEMY.
* OFFER/CONDUCT 2ND JUNIOR CITIZENS POLICE ACADEMY (TEN WEEK PROGRAM).

1998-99 Accomplishments:

* COMPLETED THE ELEMENTARY D.A.R.E. PROGRAMS. GRADUATED 1,533 STUDENTS IN 5TH GRADE AND 1,310 STUDENTS IN THE 7TH GRADE.
* CONDUCTED D.A.R.E. CAMP FOR 200 AT-RISK STUDENTS.
* STARTED A PILOT PROGRAM FOR SRO'S IN THE KANSAS CITY SCHOOL DISTRICT AT VAN HORN HIGH SCHOOL.
* PLACED VOLUNTEERS WITHIN THE POLICE DEPARTMENT: CRIME SCENE AND RECORDS/PROPERTY UNITS AND NEIGHBORHOOD WATCH PROGRAM.
* DESIGNED/IMPLEMENTED 1ST JUNIOR CITIZEN POLICE ACADEMY.
* CONDUCTED TWO SESSIONS OF THE CITIZEN'S ACADEMY, GRADUATING 55 PERSONS.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	580,675	600,178	600,178	602,634
OTHER SERVICES	16,522	15,847	15,847	13,032
SUPPLIES	9,072	8,708	8,708	4,281

...Continued

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

CAPITAL OUTLAY	5,551	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	611,820	624,733	624,733	619,947

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
D.A.R.E. CLASSES	1,126	1,100	1,244	1,200
V.E.G.A. CLASSES	596	600	481	475

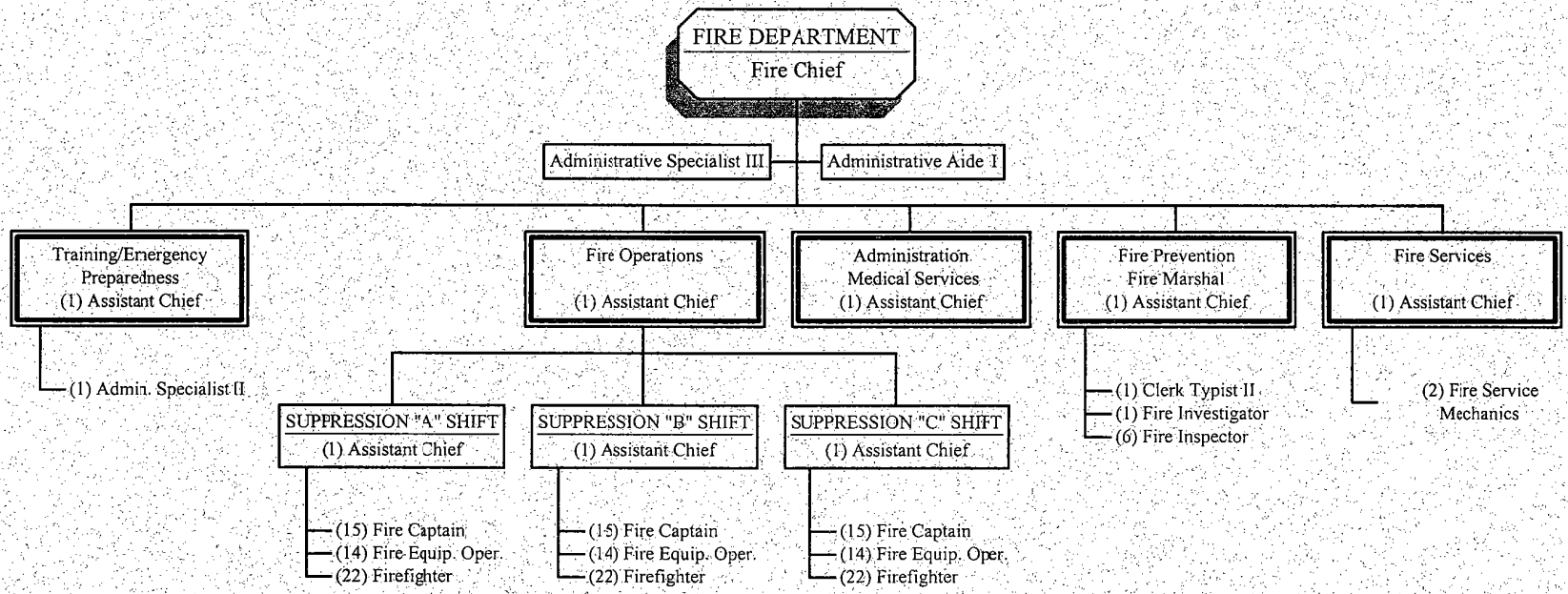
Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
SENIOR POLICE OFFICER	10.00	10.00	10.00	8.00
POLICE OFFICER	0.00	0.00	0.00	2.00
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 CONTINUE THE NEWLY CREATED JUNIOR CITIZEN'S ACADEMY PROGRAM IN ADDITION TO THE CITIZEN'S ACADEMY PROGRAM.

City of Independence, Missouri
Fire Department



City of Independence
Departmental Budget Summary

Department: 4600-FIRE **1999-00 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. THE FIRE TRAINING/EMERGENCY PREPAREDNESS DIVISION PROVIDES TRAINING FOR ALL DEPARTMENT PERSONNEL AND COORDINATES EMERGENCY PREPAREDNESS FOR THE CITY OF INDEPENDENCE.

Prog. No.	Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
Budget by Major Program Category-					
02 4611	ADMINISTRATION	236,481	261,949	262,179	267,185
02 4621	SUPPRESSION	8,783,795	9,199,235	9,199,235	9,812,673
02 4622	EMERGENCY MEDICAL SERV.	46,176	55,400	55,400	55,729
02 4631	FIRE PREVENTION	437,716	475,568	475,568	473,871
02 4641	MAINTENANCE	460,287	449,002	454,698	420,360
02 4651	TRAINING/EMER. PREP.	163,196	202,923	196,997	206,998
	Total	10,127,651	10,644,077	10,644,077	11,236,816
Staffing-					
	Full Time Positions	173.00	174.00	174.00	174.00
	Part Time Positions	0.00	0.00	0.00	0.00
	Total	173.00	174.00	174.00	174.00
Source of Funding-					
	GENERAL FUND	10,127,651	10,644,077	10,644,077	11,236,816
	Total	10,127,651	10,644,077	10,644,077	11,236,816

Significant Issues/Changes:

* COMPLETION AND PRESENTATION OF REORGANIZATION PLAN TO MEET STRATEGIC

...Continued

Changes: (Continued)

FIRE SERVICE NEEDS FOR COMMUNITY.

* FULL IMPLEMENTATION AND OPERATION WITH NEW WORK AGREEMENT.

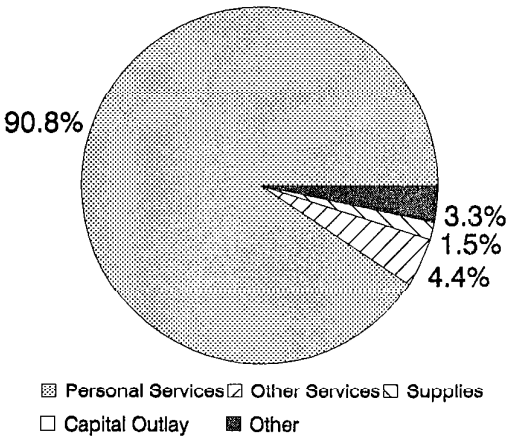
1999-2000 Operating Budget

Fire

Appropriations by Type:

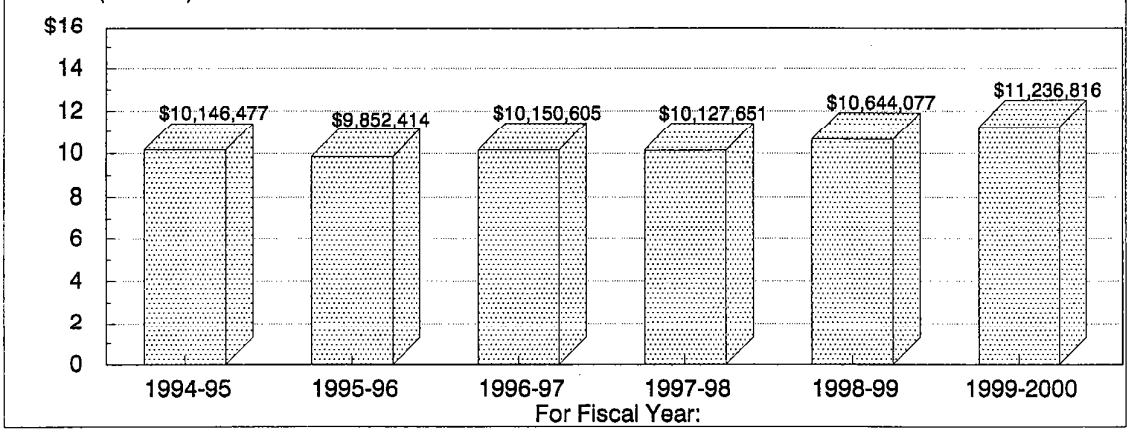
Expenditure Type	Actual 1997-98	Original 1998-99	Projected 1998-99	Adopted 1999-2000
Personal Services	9,131,944	9,633,301	9,613,301	10,200,844
Other Services	727,925	493,989	487,307	496,689
Supplies	180,124	167,439	192,181	172,635
Capital Outlay	87,658	10,000	11,940	0
Other	0	339,348	339,348	366,648
Total	10,127,651	10,644,077	10,644,077	11,236,816

1999-2000 City Council Adopted Budget



Historical Comparison:

	Actual 1994-95	Actual 1995-96	Actual 1996-97	Actual 1997-98	Budget 1998-99	Budget 1999-2000
Employees:						
Full Time Equiv.	174.00	173.00	173.00	173.00	174.00	174.00
Amount by Fund:						
General	10,146,477	9,852,414	10,150,605	10,127,651	10,644,077	11,236,816
Per Capita	89.16	86.61	88.32	88.12	91.88	96.74
Per Household	206.17	199.13	204.32	203.85	211.35	221.83



City of Independence
Detail Program Sheet

Department: 4600-FIRE | **1999-00 Operating Budget**
Program: 4611-ADMINISTRATION | **Fund: 02-GENERAL**

Description:

THE ADMINISTRATION DIVISION IS RESPONSIBLE FOR THE OVERALL MANAGEMENT OF THE FIRE DEPARTMENT. THE DIVISION ESTABLISHES POLICY, PROCESSES PAYROLL, ADMINISTERS THE BUDGET, AND SERVES THE PERSONNEL NEEDS OF FIRE DEPARTMENT. THIS DIVISION ALSO ENSURES THAT THE STRATEGIC GOALS AND OBJECTIVES MEET THE VISION AND MISSION OF THE DEPARTMENT.

1999-00 Objectives:

* CONDUCT NFPA 1500 SURVEY FOR OCCUPATIONAL HEALTH AND SAFETY, DEVELOP STRATEGIC PLAN INCORPORATING NFPA RECOMMENDATIONS.
* FACILITATE COMMUNITY ANALYSIS OF FIRE DEPARTMENT REORGANIZATION PLAN.
* MEET AND CONFER FOR RENEWAL OF WORK AGREEMENT.
* BEGIN IMPLEMENTATION OF TEN YEAR APPARATUS REPLACEMENT PLAN.
* CONTINUE REVISIONS OF FIRE DEPARTMENT STANDARD OPERATING PROCEDURES AND GENERAL ORDERS.
* UPGRADE/INTEGRATE FIRE OPERATIONS COMPUTER NETWORK.

1998-99 Accomplishments:

* IMPLEMENTATION OF PROCEDURES PROMOTING COMPLIANCE WITH DRUG FREE WORK PLACE ACT OF 1988
* REVISION OF DEPARTMENT UNIFORM STANDARDS.
* ESTABLISHMENT OF NEW PROCEDURES FOR STAFFING, DETAILING, AND MINIMUM MANNING.
* COMPUTER NETWORK INSTALLED BETWEEN ALL FIRE STATIONS.
* IMPLEMENTED/REVISED TWELVE STANDARD OPERATING PROCEDURES.
* 21% REDUCTION IN UNSCHEDULED LEAVE.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	166,166	166,733	166,733	172,387
OTHER SERVICES	59,124	86,687	86,922	86,187
SUPPLIES	11,191	8,529	6,584	8,611
CAPITAL OUTLAY	0	0	1,940	0
DEBT SERVICE/OTHER	0	0	0	0
Total	236,481	261,949	262,179	267,185

Continued

City of Independence
Detail Program Sheet

Department: 4600-FIRE **1999-00 Operating Budget**
Program: 4611-ADMINISTRATION **Fund: 02-GENERAL**

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 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

City of Independence
Detail Program Sheet

Department: 4600-FIRE | **1999-00 Operating Budget**
Program: 4621-SUPPRESSION | **Fund: 02-GENERAL**

Description:

THE SUPPRESSION DIVISION SERVES THE EMERGENT NEEDS OF THE COMMUNITY WITH RESPONSE TO EMERGENCY MEDICAL CALLS, FIRES AND EXPLOSIONS, BOMB THREATS, VEHICLE ACCIDENTS, HAZARDOUS CHEMICAL SPILLS,AND OTHER EMERGENCY CALLS. THE SUPPRESSION DIVISION ASSISTS THE COMMUNITY WITH NON EMERGENT NEEDS BY ASSURING COMPLIANCE WITH FIRE CODES, ASSISTING FIRE PREVENTION DIVISION IN PUBLIC EDUCATION, AND RESPONDING TO CITIZEN REQUESTS FOR NON-EMERGENCY SERVICES.

1999-00 Objectives:

* FIRE COMPANY WATER SUPPLY RESOURCE ANALYSIS IN EACH FIRE DISTRICT.
* INITIATE FIRE APPARATUS OPERATOR CERTIFICATION PROGRAM.
* TRAIN AND IMPLEMENT RAPID INTERVENTION TEAM CONCEPT.
* CONDUCT NINE MULTI-COMPANY DRILLS.
* PRE-FIRE PLANS FOR ALL NEW COMMERCIAL/INDUSTRIAL CONSTRUCTION.

1998-99 Accomplishments:

* COMPLETED MISSOURI FIRE FIGHTER I AND II CERTIFICATION.
* PERSONNEL TRAINED IN LOW AND HIGH ANGLE ROPE RESCUE TECHNIQUES.
* ALL ASSIGNED COMMERCIAL INSPECTIONS COMPLETED.
* PREFIRE PLANS COMPLETED FOR TARGET HAZARDS.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	8,309,163	8,733,964	8,733,964	9,315,783
OTHER SERVICES	349,352	26,924	26,155	29,424
SUPPLIES	82,552	98,999	99,768	100,818
CAPITAL OUTLAY	42,728	0	0	0
DEBT SERVICE/OTHER	0	339,348	339,348	366,648
Total	8,783,795	9,199,235	9,199,235	9,812,673

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
TOTAL ALARMS	11,894	12,500	12,486	13,078
RESIDENTIAL FIRES	328	675	272	216
VEHICLE FIRES	264	300	326	388

...Continued

Performance Indicators: *(Continued)*

GRASS/TRASH	235	200	184	170
OPEN BURNING	123	150	116	109
BOMB THREAT	21	50	20	19
HAZARDOUS MATERIALS	111	125	102	93
ALARM SYSTEMS	402	245	470	538
CARBON MONOXIDE CHECKS	687	850	586	500
MEDICAL ALARMS	8,128	9,000	7,154	7,000

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
FIRE CAPTAIN	45.00	45.00	45.00	45.00
FIRE EQUIP OPER	42.00	42.00	42.00	42.00
FIREFIGHTER	66.00	66.00	66.00	66.00
ASST FIRE CHIEF	6.00	6.00	6.00	6.00
Total	159.00	159.00	159.00	159.00

City of Independence
Detail Program Sheet

Department: 4600-FIRE — 1999-00 Operating Budget
Program: 4622-EMERGENCY MEDICAL SERV. — Fund: 02-GENERAL

Description:

THE EMERGENCY MEDICAL SERVICES DIVISION IS RESPONSIBLE FOR THE TRAINING AND COORDINATION OF EMERGENCY MEDICAL SERVICES. THE PRIMARY GOAL IS TO FACILITATE THE PROVISION OF BASIC LIFE SUPPORT SERVICES BY PERSONNEL TRAINED TO THE LEVEL OF EMERGENCY MEDICAL TECHNICIAN-DEFIBRILLATOR.

1999-00 Objectives:

* ENSURE EMERGENCY MEDICAL TECHNICIAN RELICENSURE FOR ALL PERSONNEL UNDER NEW MISSOURI BUREAU OF EMS STANDARDS.
* SECURE CONTRACT FOR CONTINUING EDUCATION PROVIDER.
* UPGRADE CONTINUING EDUCATION PROGRAM TO MEET CHANGING NEEDS OF FIRE SUPPRESSION PERSONNEL.
* CERTIFICATION FOR 12 DEPARTMENT PARAMEDICS IN ADVANCED CARDIAC LIFE SUPPORT AND PEDIATRIC ADVANCED LIFE SUPPORT.
* PROVIDE BASIC TRAUMA LIFE SUPPORT CLASS FOR FIRE OPERATIONS.
* REVIEW AND REVISE EMS PROTOCOLS.
* CHANGE FIRE DEPARTMENT RESPONSE TO ELIMINATE RESPONSE TO NON-EMERGENCY MEDICAL CALLS.

1998-99 Accomplishments:

* ALL AUTOMATIC EXTERNAL DEFIBRILLATORS RETROFITTED TO INTEGRATE WITH ADVANCE LIFE SUPPORT EQUIPMENT.
* UPGRADED STRUCTURE AND CONTENT OF CEU'S TO MEET FIRE OPERATION NEEDS
* 4995 HOURS BASIC LIFE SUPPORT AND 360 HOURS ADVANCED LIFE SUPPORT CONTINUING EDUCATION.
* MISSOURI FIRE RESCUE TRAINING EXTRICATION CLASS ALL FIRE OPERATIONS PERSONNEL.
* UPGRADED ALL EMERGENCY MEDICAL EQUIPMENT BAGS AND OXYGEN DELIVERY SYSTEMS.
* TUBERCULOSIS SKIN TESTING FOR ALL FIRE OPERATIONS PERSONNEL.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	0	0	0	0
OTHER SERVICES	34,225	37,400	37,400	37,729
SUPPLIES	11,951	18,000	18,000	18,000
CAPITAL OUTLAY	0	0	0	0

...Continued

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

DEBT SERVICE/OTHER	0	0	0	0
Total	46,176	55,400	55,400	55,729

City of Independence
Detail Program Sheet

Department: 4600-FIRE **1999-00 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 DURING COMPANY INSPECTIONS. THE DIVISION MAINTAINS ALL ALARM RECORDS AND REPORTS AND DEVELOPS STATISTICAL DATA FOR THE ANNUAL REPORT.

1999-00 Objectives:

* INITIATE PROCUREMENT OF A RECORDS PACKAGE FOR USE ON THE FIRE DEPARTMENT COMPUTER NETWORK.
* REVISE FIRE DEPARTMENT COMMERCIAL INSPECTION FORM, TRAIN ALL FIRE SUPPRESSION PERSONNEL IN REVISIONS.
* DEVELOP AND DISTRIBUTE FIRE DEPARTMENT ANNUAL REPORT.
* INSPECT 2,913 BUSINESSES WITHIN THE COPRORATE CITY LIMITS FOR FIRE CODE COMPLIANCY.
* PROVIDE ENFORCEMENT OF CITY FIRE LANE ORDINANCE.
* COMPLETE IMPLEMENTATION OF PAGING/ALERTING PROCESS FOR FIRE COMPANIES.

1998-99 Accomplishments:

* DEVELOPED TRAFFIC SUMMONS FOR ENFORCEMENT OF FIRE LANE ORDINANCE.
* COMPLETED FIRE DEPARTMENT COMPUTER NETWORK INSTALLATION.
* COMPLETED PAGING/ALERTING PROCESS FOR CHIEF OFFICERS.
* DEVELOPED AND DISTRIBUTED FIRE DEPARTMENT ANNUAL REPORT.
* INSPECTED ALL BUSINESSES WITHIN THE CORPORATE CITY LIMITS.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	426,801	465,202	465,202	463,223
OTHER SERVICES	1,008	1,360	1,354	3,110
SUPPLIES	9,907	9,006	9,012	7,538
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	437,716	475,568	475,568	473,871

Continued

City of Independence
Detail Program Sheet

Department: 4600-FIRE **1999-00 Operating Budget**
Program: 4631-FIRE PREVENTION **Fund: 02-GENERAL**

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
COMMERCIAL INSPECTIONS	2,703	0	3,057	3,215
COMPANY RE-INSPECTIONS	1,274	800	1,528	1,782
PLAN REVIEWS	388	390	405	422
OCC. LICENSE INSPECTIONS	1,634	1,914	1,992	2,350
PUBLIC ED. AUDIENCE	16,764	11,352	17,643	18,701
CITIZEN REQUEST	64	0	90	116
ZONING PROJECTS	96	0	108	130

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
ASST FIRE CHIEF	1.00	1.00	1.00	1.00
FIRE INSPECTOR	6.00	6.00	6.00	6.00
CLERK TYPIST II	1.00	1.00	1.00	1.00
Total	8.00	8.00	8.00	8.00

City of Independence
Detail Program Sheet

Department: 4600-FIRE | **1999-00 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.

1999-00 Objectives:

* COMPUTER LINK THE SHOP INVENTORY WITH THE MAINTENANCE PROGRAM TO ASSIST IN PARTS TRACKING AND ORDERING.
* BEGIN A FIVE YEAR PROGRAM TO UPGRADE SELF CONTAINED BREATHING APPARATUS TO CURRENT NFPA STANDARDS.
* WRITE SPECIFICATIONS, OBTAIN BIDS, AND PLAN FOR FY2000-2001 DELIVERY OF QUINT APPARATUS AND TWO COMMAND VEHICLES.
* RESTRUCTURE ADMINISTRATIVE OFFICE AREA STATION #1.
* COMPLETE FIRST LEVEL EMERGENCY VEHICLE CERTIFICATION FOR FIRE MECHANICS.

1998-99 Accomplishments:

* COMPLETED DRIVEWAY REPAIRS AT FOUR FIRE STATIONS.
* TOOK DELIVERY AND INSTALLED BULK OIL DELIVERY SYSTEM IN FIRE SHOP.
* IMPLEMENTED COMPUTER SOFTWARE PROGRAM TO TRACK ALL VEHICLE AND SCBA MAINTENANCE.
* FITTED 52 FIRE SUPPRESSION PERSONNEL WITH NEW PERSONAL PROTECTIVE GEAR MEETING CURRENT NFPA STANDARDS.
* COMPLETED REPAIRS TO STATION 5 AS RECOMMENDED BY ENGINEERING STUDY.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	136,485	164,548	144,548	141,937
OTHER SERVICES	230,384	252,142	253,226	250,763
SUPPLIES	56,721	22,312	46,924	27,660
CAPITAL OUTLAY	36,697	10,000	10,000	0
DEBT SERVICE/OTHER	0	0	0	0
Total	460,287	449,002	454,698	420,360

Continued

City of Independence
Detail Program Sheet

Department: 4600-FIRE — **1999-00 Operating Budget**
Program: 4641-MAINTENANCE — **Fund: 02-GENERAL**

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
FIRE APPARATUS MECH	2.00	2.00	2.00	2.00
Total	2.00	2.00	2.00	2.00

City of Independence
Detail Program Sheet

Department: 4600-FIRE | **1999-00 Operating Budget**
Program: 4651-TRAINING/EMER. PREP. | **Fund: 02-GENERAL**

Description:

THE TRAINING DIVISION PROVIDES TRAINING FOR ALL FIRE DEPARTMENT PERSONNEL. THE DIVISION GOAL IS TO PROVIDE TRAINING WHICH PROMOTES EFFECTIVE AND EFFICIENT EMERGENCY RESPONSE SERVICE TO THE COMMUNITY. EMERGENCY PREPAREDNESS PROVIDES COORDINATION OF EMERGENCY MANAGEMENT FUNCTIONS WITHIN THE CITY INCLUDING PREPAREDNESS, RESPONSE, MITIGATION AND RECOVERY FROM ANY DISASTEROUS EVENT.

1999-00 Objectives:

* IMPLEMENT FIRE APPARATUS OPERATOR CERTIFICATION COURSE.
* IMPLEMENT FIRE OFFICER CERTIFICATION COURSE.
* COMPLETE EMERGENCY SHELTER PLAN REVIEW WITH AMERICAN RED CROSS AND SALVATION ARMY.
* CONDUCT COMPREHENSIVE COMMUNITY RISK ANALYSIS.
* COMPLETE EMERGENCY OPERATIONS CENTER UPGRADE.
* PROVIDE HAZARDOUS MATERIALS OPERATIONAL LEVEL TRAINING FOR FIRE SUPPRESSION PERSONNEL.
* CONDUCT FULL SCALE EMERGENCY PREPAREDNESS EXERCISE IN ACCORDANCE WITH STATE AND EMERGENCY MANAGEMENT AGENCY REQUIREMENTS.
* COMPLETE REVISION OF EMERGENCY OPERATIONS PLAN.

1998-99 Accomplishments:

* COMPLETED FIRE FIGHTER I AND II CERTIFICATION PROGRAM.
* TRAINED AND CERTIFIED SIX PERSONNEL TO HAZARDOUS MATERIALS TECHNICIAN LEVEL.
* CONDUCTED REQUIRED EMERGENCY OPERATIONS FUNCTIONAL EXERCISE.
* PROVIDED FIVE COMMUNITY EMERGENCY RESPONSE TEAM CLASSES TO THE PUBLIC.
* RECRUITED 11 FIRE FIGHTERS FOR INDEPENDENCE FIRE DEPARTMENT. COORDINATED TRAINING ACADEMY WHICH TRAINED 24 RECRUITS FROM SIX AREA FIRE DEPARTMENTS.
* IMPLEMENTED PROFESSIONAL DEVELOPMENT PROGRAM FOR FIRE DEPARTMENT SUPERVISORS.
* PROVIDED 20,761 CONTACT HOURS OF TRAINING FOR FIRE DEPARTMENT PERSONNEL

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	93,329	102,854	102,854	107,514
OTHER SERVICES	53,832	89,476	82,250	89,476
SUPPLIES	7,802	10,593	11,893	10,008
CAPITAL OUTLAY	8,233	0	0	0

...Continued

City of Independence
Detail Program Sheet

Department: 4600-FIRE — 1999-00 Operating Budget
Program: 4651-TRAINING/EMER. PREP. — Fund: 02-GENERAL

Program Costs: *(Continued)*

DEBT SERVICE/OTHER	0	0	0	0
Total	163,196	202,923	196,997	206,998

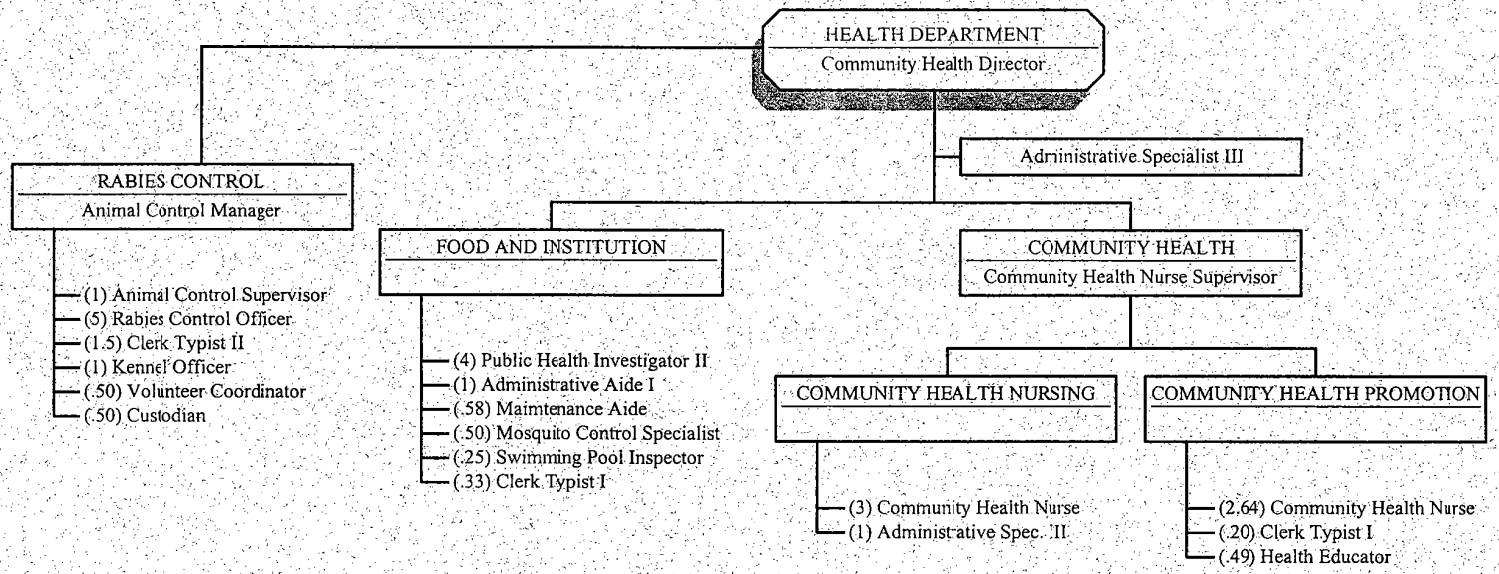
Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
ASSISTANT FIRE CHIEF	1.00	1.00	1.00	1.00
ADMINISTRATIVE SPECIALIST II	0.00	1.00	1.00	1.00
Total	1.00	2.00	2.00	2.00

Significant Issues/Changes:

* RECRUITMENT AND FIRE ACADEMY WERE NEW TO DIVISION THIS YEAR. THESE FUNCTIONS COMPLETED BY OTHER DIVISIONS AND AGENCIES IN PREVIOUS YEARS.

City of Independence, Missouri
Health Department



City of Independence
Departmental Budget Summary

Department: 4700-HEALTH **1999-00 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	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
Budget by Major Program Category-					
02 4711	ADMINISTRATION	122,168	122,218	122,218	111,310
02 4713	FOOD & INSTITUTION	230,421	256,543	256,543	270,659
02 4714	NURSING SERVICES	242,466	230,290	230,290	243,342
02 4715	COMMUNITY HLTH PROMOTION	128,289	217,388	236,090	215,699
02 4721	ANIMAL/RABIES CONTROL	373,925	392,173	397,427	412,886
	Total	1,097,269	1,218,612	1,242,568	1,253,896
Staffing-					
	Full Time Positions	21.00	22.50	23.00	22.50
	Part Time Positions	5.74	5.99	5.99	5.99
	Total	26.74	28.49	28.99	28.49
Source of Funding-					
	GENERAL FUND	1,097,269	1,218,612	1,242,568	1,253,896
	Total	1,097,269	1,218,612	1,242,568	1,253,896

Continued

Direct/Offsetting Revenues-

PUBLIC HEALTH NURSING GRANT	80,602	81,926	157,621	195,000
FOOD HANDLER'S PERMITS	41,098	44,200	35,000	35,000
ANIMAL SHELTER FEES	58,578	66,000	55,800	55,500
FOOD ESTABLISHMENT PERMITS	46,420	52,100	35,000	40,000
OTHER HEALTH FEES AND PERMITS	7,278	7,649	7,100	7,450
Total	233,976	251,875	290,521	332,950

Significant Issues/Changes:

* ADDED A PART-TIME POSITION TO ANIMAL CONTROL.
* OUTREACH WITH CARING COMMUNITY CLINIC SITES WILL BE INCREASED FROM FOUR TO SEVEN SITES.
* PROVIDED MORE EDUCATION FOR FOOD HANDLERS PERMIT TRAINING CLASSES.
* PUBLIC HEALTH INSPECTOR POSITION WENT FROM I TO II.

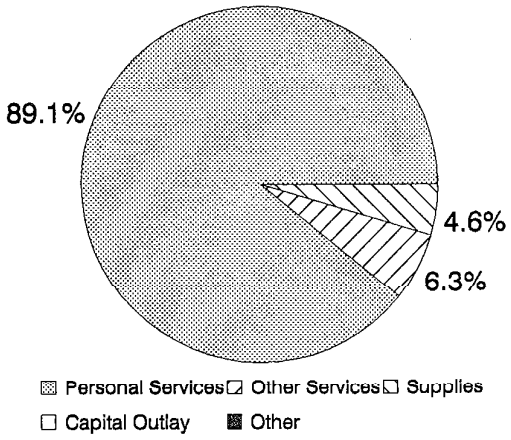
1999-2000 Operating Budget

Health

Appropriations by Type:

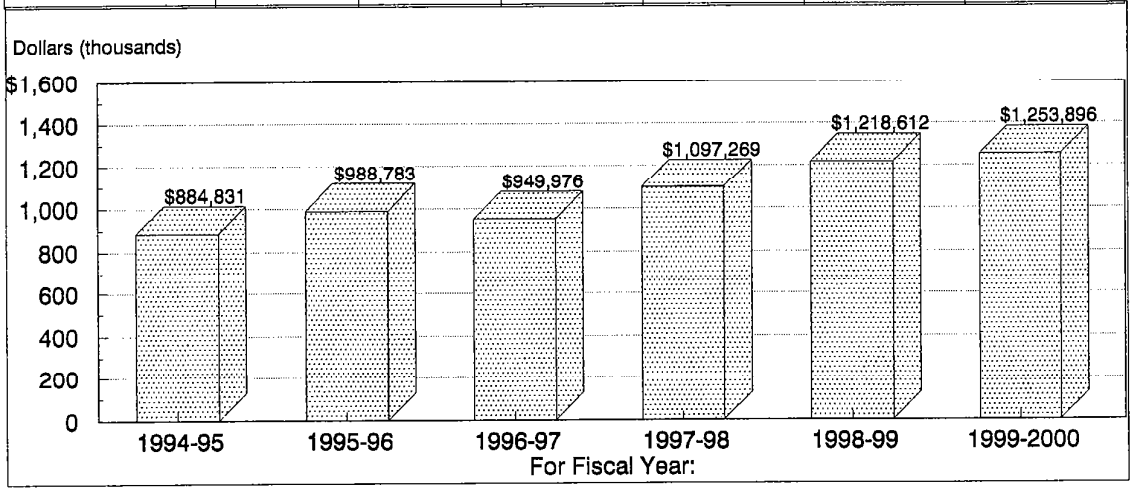
Expenditure Type	Actual 1997-98	Original 1998-99	Projected 1998-99	Adopted 1999-2000
Personal Services	939,140	1,080,281	1,080,281	1,117,538
Other Services	73,914	78,439	98,703	78,934
Supplies	73,855	59,892	61,921	57,424
Capital Outlay	10,360	0	1,663	0
Other	0	0	0	0
Total	1,097,269	1,218,612	1,242,568	1,253,896

1999-2000 City Council Adopted Budget



Historical Comparison:

	Actual 1994-95	Actual 1995-96	Actual 1996-97	Actual 1997-98	Budget 1998-99	Budget 1999-2000
Employees:						
Full Time Equiv.	24.99	26.74	27.74	26.74	28.49	28.49
Amount by Fund:						
General	884,831	988,783	949,976	1,097,269	1,218,612	1,253,896
Per Capita	7.78	8.69	8.27	9.55	10.52	10.80
Per Household	17.98	19.98	19.12	22.09	24.20	24.75



City of Independence
Detail Program Sheet

Department: 4700-HEALTH | **1999-00 Operating Budget**
Program: 4711-ADMINISTRATION | **Fund: 02-GENERAL**

Description:

ADMINISTRATION TAKES THE LEAD IN COORDINATING AGENCY AND COMMUNITY EFFORTS TO PRESERVE OR PROMOTE THE COMMUNITY'S MEMBERS HEALTH AND PROVIDES HEALTH EVALUATION FEEDBACK TO COMMUNITY LEADERS AND 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.

1999-00 Objectives:

* IDENTIFY GRANT OPPORTUNITIES FOR DEPARTMENT
* COORDINATE THE DEVELOPMENT OF A PROPOSAL TO REDUCE YOUTH ACCESS TO . TOBACCO.
* CONTINUE IMPLEMENTATION OF STRATEGIC HEALTH PLANS.

1998-99 Accomplishments:

* IMPLEMENTED PORTIONS TO THE STRATEGIC HEALTH PLAN.
* STRENGTHENED THE 7 CARING COMMUNITY SITES BY ASSISTING IN THEIR COMMUNITY OUTREACH AND PLANNING EFFORTS.
* OBTAINED $160,000 IN GRANT FUNDS TO SUPPORT HEALTH PROGRAMS.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	120,280	120,468	120,468	109,560
OTHER SERVICES	850	710	710	710
SUPPLIES	1,038	1,040	1,040	1,040
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	122,168	122,218	122,218	111,310

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
COMMUNITY HEALTH DIRECTOR	1.00	1.00	1.00	1.00
ADMINISTRATIVE SPECIALIST III	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

City of Independence
Detail Program Sheet

Department: 4700-HEALTH **1999-00 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 ENSURE THEIR SANITATION.

1999-00 Objectives:

* REVIEW TAXI CAB REQUIREMENTS AND PRACTICES, FEES.
* DEVELOP A COMMUNITY OUTREACH PROGRAM FOR SCHOOLS AND GROUPS TO PROVIDE EDUCATION ABOUT FOOD AND ENVIROMENTAL ACTIVITES.
* DEVELOP A MORE COMPREHENSIVE INSPECTION & LICENSING SYSTEM FOR CATERERS.
* DEVELOP AND IMPLEMENT REQUIREMENTS ON FOOD DELIVERY VEHICLES.
* REVIEW AND ADOPT THE FDA 98 FOOD CODE AND ADOPT APPROPRIATE SECTIONS INTO CITY CODE.
* DEVELOP MANAGER CERTIFICATION AND RETAIL CLERKS TRAINING PROGRAM.

1998-99 Accomplishments:

* EXCEEDED DEPARTMENT GOAL OF 15% OF AREA MANGERS COMPLETING, "SERVE SAFE FOOD TRAINING", OVER 40% OF MANAGERS HAVE COMPLETED THE COURSE TRAINING.
* SUCESSFULLY INVESTIGATED ALL REPORTED FOOD BORNE ILLNESS CASES
* ALL DAY CARE CENTERS, AND HOME DAY CARES WERE INCREASED FROM TWICE A YEAR TO 3 TIMES A YEAR.
* INVESTIGATED AND RESOLVED 307 FOOD AND INSTITUTION COMPLAINTS AND TOOK ACTION TO RESOLVE THE PROBLEMS
* IMPLEMENTED STRICTER FOOD SAFETY STANDARDS IN ACCORDANCE WITH NEW U.S.D.A. & FDA RECOMMENDATIONS.
* DISATER PLAN SUBMITTED TO EMERGENCY PREPAREDNESS REGARDING FOOD DIVISION ACTIVITIES IN CASE OF A DISASTER.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	198,244	222,550	222,550	236,074
OTHER SERVICES	8,029	10,403	10,403	10,898
SUPPLIES	24,148	23,590	23,590	23,687
CAPITAL OUTLAY	0	0	0	0

...Continued

Program Costs: *(Continued)*

DEBT SERVICE/OTHER	0	0	0	0
Total	230,421	256,543	256,543	270,659

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
LONG TERM CARE FACILITIES	13	13	13	14
FOOD RELATED COMPLAINTS	200	200	307	300
FOOD BORNE ILLNESS INVESTIGATE	20	20	21	20
FOOD HANDLERS TRAINED	3,600	3,600	4,200	4,000
RESTAURANTS IN COMPLIANCE	260	260	265	290
GROCERY/CONVENIENCE INSPECTION	260	260	270	258
SCHOOL CAFETERIAS	37	37	74	76
HOTEL MOTEL	26	26	20	17
DAY CARE FACILITIES	70	70	171	190
TEMPORARY FOOD	0	0	0	300

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
MAINTENANCE AIDE	0.58	0.58	0.58	0.58
ADMINISTRATIVE AIDE I	0.00	1.00	1.00	1.00
CLERK TYPIST I	0.33	0.33	0.33	0.33
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 II	3.00	4.00	4.00	4.00
CLERK TYPIST II	0.50	0.00	0.00	0.00
PUBLIC HEALTH INVESTIGATOR I	1.00	0.00	0.00	0.00
Total	6.16	6.66	6.66	6.66

Significant Issues/Changes:

* PROVIDED MORE EDUCATION FOR FOOD HANDLERS PERMIT TRAINING CLASSES.
* PUBLIC HEALTH INSPECTOR POSITION WENT FROM I TO II.

City of Independence
Detail Program Sheet

Department: 4700-HEALTH **1999-00 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.

1999-00 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.
* INVESTIGAGE AND FOLLOW UP ON COMMUNITY REFERRALS OF HEALTH COMPROMISED SENIOR ADULTS. CONDUCT SPECIFIC CHRONIC DISEASE SCREENING CLINICS FOR HIGH BLOOD PRESSURE, HEART DISEASE, ETC.
* NETWORK WITH 40+ COMMUNITY AGENCIES TO ASSIST IN MEETING THE HEALTH NEEDS OF INDIVIDUALS, FAMILIES AND THE COMMUNITY.
* PROVIDE OUTREACH SERVICES AT 7 CARING COMMUNITY CLINIC SITES.

1998-99 Accomplishments:

* COMPLETED 700 COMMUNICABLE DISEASE INVESTIGATIONS THEREBY PREVENTING THE SPREAD OF 11 DANGEROUS DISEASES.
* CONDUCTED 130 HYPERTENSION MONITORING CLINICS AND SERVED 2611 PEOPLE
* VACCINATED 951 HIGH RISK PERSONS AGAINST INFLUENZE.
* VACCINATED 38 POLICE & FIRE EMPLOYEES AGAINST HEPATITIS-B AND 141 FIRE EMPLOYEES AGAINST HEPATITIS-A PREVENTING FUTURE WORK COMP. CLAIMS.
* COMPLETED 911 HIGH RISK CHILD HEALTH CONTACTS, HELPING 304 CHILDREN.
* ASSISTED JACKSON COUNTY HEALTH DEPARTMENT IN GIVING HEPATITIS-B VACCINATIONS TO 731 INDEPENDENCE 6TH GRADERS.
* ASSISTED 7 CARING COMMUNITY SITES IN HEALTH PLANNING.
* CONDUCTED 72 PARENTING CLASSES FOR 653 PARENTS.
* PROVIDED PUBLIC HEALTH NURSE CONSULTATION SERVICES TO DAY CARE FACILITIES AND GAVE IN-SERVICE TRAINING TO 161 DAY CARE WORKERS
* GAVE IMMUNE-GLOBULIN SHOTS TO 94 PEOPLE EXPOSED TO HEPATITIS-A

Continued

City of Independence
Detail Program Sheet

Department: 4700-HEALTH — 1999-00 Operating Budget
Program: 4714-NURSING SERVICES — Fund: 02-GENERAL

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	237,207	224,869	224,869	237,921
OTHER SERVICES	2,737	2,795	2,795	2,795
SUPPLIES	2,522	2,626	2,626	2,626
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	242,466	230,290	230,290	243,342

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
MCH HOME/OFFICE VISITS	282	367	456	456
COMMUNICABLE DISEASE INVEST.	752	650	700	700
FLU SHOTS GIVEN	722	700	951	951
BLOOD PRESSURE CLINIC SERVICES	1,865	2,000	2,467	2,467
COMMUNICABLE DISEASE/CHRONIC DISEASE HOME/OFFICE VISITS	188	180	359	359

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 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:

* OUTREACH WITH CARING COMMUNITY CLINIC SITES WILL BE INCREASED FROM O TO SEVEN SITES.

City of Independence
Detail Program Sheet

Department: 4700-HEALTH **1999-00 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 IMPROVING THE HEALTH OF THEMSELVES, THEIR FAMILIES, AND THEIR COMMUNITY. THE STAFF PROMOTES VOLUNTARY ADOPTION AND MAINTENANCE OF HEALTH PRACTICES AND LIFESTYLES WHICH WILL LEAD TO THE HIGHEST LEVEL OF INDIVIDUAL AND COMMUNITY HEALTH, AND ADVOCATES SOCIAL AND ENVIRONMENTAL CHANGES AS NEEDED TO FACILITATE THESE GOALS.

1999-00 Objectives:

* SCREEN 1,000 7TH GRADE STUDENTS TO HELP THEM RECOGNIZE THEIR HEALTH RISKS AND MAKE POSITIVE LIFESTYLE CHANGES.
* ADMINISTER INDIVIDUAL HEALTH RISK APPRAISAL AND CLASSROOM PRESENTATIONS ABOUT RISKY BEHAVIOR CHOICES TO 800 9TH GRADE STUDENTS.
* 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.

1998-99 Accomplishments:

* PROVIDED HEALTH RESOURCE AND CONSULTATION SERVICES TO 25 AREA SCHOOL
* SCREENING 1,095 STUDENTS AND RECOGNIZED 970 LIFESTYLE HEALTH RISKS. STUDENT AVERAGED REACHING 52% COMPLETION OF HEALTH CHANGE GOALS.
* PROVIDED PARENT/CHILD SEXUALITY CLASSES TO 85 PARENT/CHILD TEAMS.
* ASSISTED 218 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 4,674 ADULTS.
* RESPONDED TO HEALTH INFORMATION REQUESTED FROM 1,360 INDIVIDUALS.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	75,105	195,477	195,477	193,788
OTHER SERVICES	21,683	13,637	35,514	13,637
SUPPLIES	21,141	8,274	5,099	8,274
CAPITAL OUTLAY	10,360	0	0	0

...Continued

City of Independence
Detail Program Sheet

Department: 4700-HEALTH — 1999-00 Operating Budget
Program: 4715-COMMUNITY HLTH PROMOTION — Fund: 02-GENERAL

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

DEBT SERVICE/OTHER	0	0	0	0
Total	128,289	217,388	236,090	215,699

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
IM/HEP SCREENINGS (7TH GRADE)	1,073	1,000	1,095	1,095
IM/HEP SERVICES PROVIDED	12,748	13,000	10,316	10,316
IM/HEP SCREENINGS (9TH GRADE)	948	1,000	975	975
GROWING YOUNGER/WISER CLIENTS	171	200	375	375
PARENT/CHILD SEXUALITY CLIENTS	128	120	170	170

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
COMMUNITY HEALTH NURSE	2.94	2.64	2.64	2.64
YOUTH SERVICES COORD	0.00	1.00	1.00	1.00
CLERK TYPIST I	0.20	0.20	0.20	0.20
HEALTH EDUCATOR	0.19	0.49	0.49	0.49
Total	3.33	4.33	4.33	4.33

Significant Issues/Changes:

* TO PROVIDE INFORMATION TO FAMILIES WITH NEWBORNS REGARDING MC+ AVAILABILITY.

City of Independence
Detail Program Sheet

Department: 4700-HEALTH — 1999-00 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.

1999-00 Objectives:

* ADOPT A MINIMUM OF 150 ANIMALS PER MONTH
* LESSEN PERCENTAGE OF DOGS & CATS EUTHANIZED
* INCREASE WEEKEND FIELD COVERAGE

1998-99 Accomplishments:

* ADOPTED AN AVERAGE OF 150 ANIMALS PER MONTH
* INCREASED PUBLIC ACCESS BY OPENING TWO HOURS EARLIER DURING THE WEEK.
* ESTABALISHED ONE PERMANENT "OFF SITE" ADOPTION LOCATION AND AVERAGED THREE OTHER "OFF SITE" ADOPTION LOCATIONS A MONTH
* 18% DECREASE IN DOGS & CATS EUTHANIZED

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	308,304	316,917	316,917	340,195
OTHER SERVICES	40,615	50,894	49,281	50,894
SUPPLIES	25,006	24,362	29,566	21,797
CAPITAL OUTLAY	0	0	1,663	0
DEBT SERVICE/OTHER	0	0	0	0
Total	373,925	392,173	397,427	412,886

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
SERVICE CALLS	9,729	10,000	8,500	9,000
SUMMONS ISSUED	1,002	1,050	880	800
ANIMALS PROCESSED	7,520	8,000	7,446	7,350
ANIMALS ADOPTED	1,629	1,650	2,014	2,114
ANIMALS EUTHANIZED	4,526	4,530	4,146	4,100

Continued

City of Independence
Detail Program Sheet

Department: 4700-HEALTH **1999-00 Operating Budget**
Program: 4721-ANIMAL/RABIES CONTROL **Fund: 02-GENERAL**

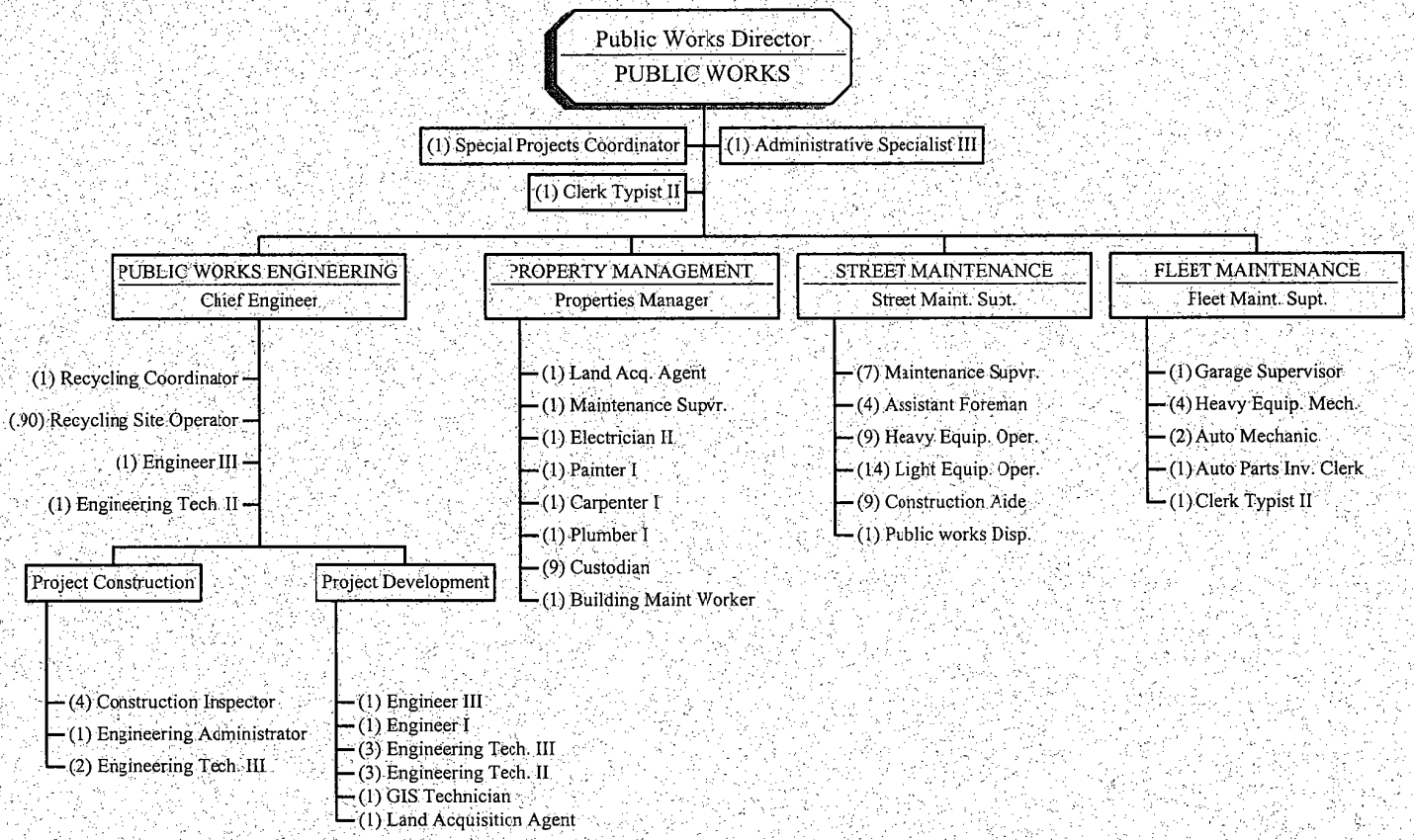
Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
ANIMAL CONTROL OFFICER	5.00	5.00	5.50	5.00
KENNEL OFFICER	1.00	1.00	1.00	1.00
ANIMAL CONTROL MANAGER	1.00	1.00	1.00	1.00
CLERK TYPIST II	1.50	1.50	1.50	1.50
ANIMAL CONTROL SUPERVISOR	1.00	1.00	1.00	1.00
CUSTODIAN	0.00	0.50	0.50	0.50
VOLUNTEER COORDINATOR	0.50	0.50	0.50	0.50
CLERK TYPIST I	0.25	0.00	0.00	0.00
Total	10.25	10.50	11.00	10.50

Significant Issues/Changes:

* ADDED A TEMPORARY PART-TIME ANIMAL CONTROL OFFICER.

City of Independence, Missouri
Public Works



City of Independence
Departmental Budget Summary

Department: 5000-PUBLIC WORKS **1999-00 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	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
Budget by Major Program Category-					
02 5001	ADMINISTRATION	166,784	222,644	222,644	243,034
02 5011	PUBLIC WORKS ENGINEERING	822,383	891,099	890,899	1,240,579
02 5012	REAL ESTATE & RECORDS	244,951	197,018	197,218	0
02 5014	TESTING & INSPECTION	300,228	291,359	291,359	0
02 5015	PROPERTY MANAGEMENT	638,414	630,465	671,465	782,006
02 5111	STREET MAINTENANCE	3,494,618	3,517,074	3,517,074	3,616,985
90 5121	CENTRAL GARAGE	1,067,709	1,071,026	1,071,026	1,053,453
	Total	6,735,087	6,820,685	6,861,685	6,936,057
Staffing-					
	Full Time Positions	97.00	96.83	97.00	97.00
	Part Time Positions	0.90	0.90	0.90	0.90
	Total	97.90	97.73	97.90	97.90
Source of Funding-					
	GENERAL FUND	5,667,378	5,749,659	5,790,659	5,882,604
	CENTRAL GAR. FUND	1,067,709	1,071,026	1,071,026	1,053,453
	Total	6,735,087	6,820,685	6,861,685	6,936,057

Continued

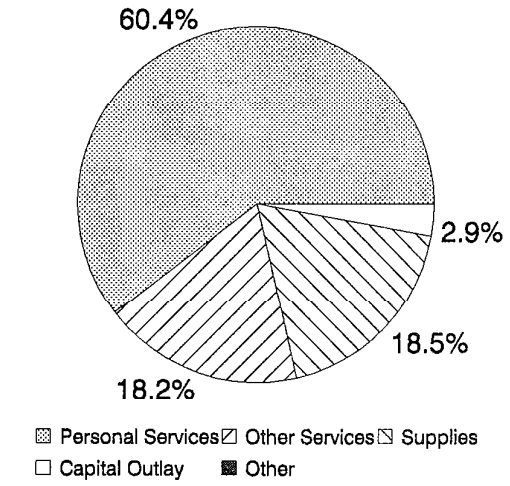
Significant Issues/Changes:

* USE MORE STRAIGHT SALT TO REDUCE SWEEPING REQUIREMENTS.
* COMBINE DESIGN & CONTRACTS DIVISION WITH TESTING & INSPECTION DIVISION TO CREATE A PUBLIC WORKS ENGINEERING DIVISION.
* CREATE A PROJECT DEVELOPMENT FUNCTION AND A PROJECT CONSTRUCTION FUNCTION IN THE PUBLIC WORKS ENGINEERING DIVISION.
* BID OUT APPROXIMATELY $7 MILLION ON STREET IMPROVEMENTS FROM SALES TAX REVENUES.

Appropriations by Type:

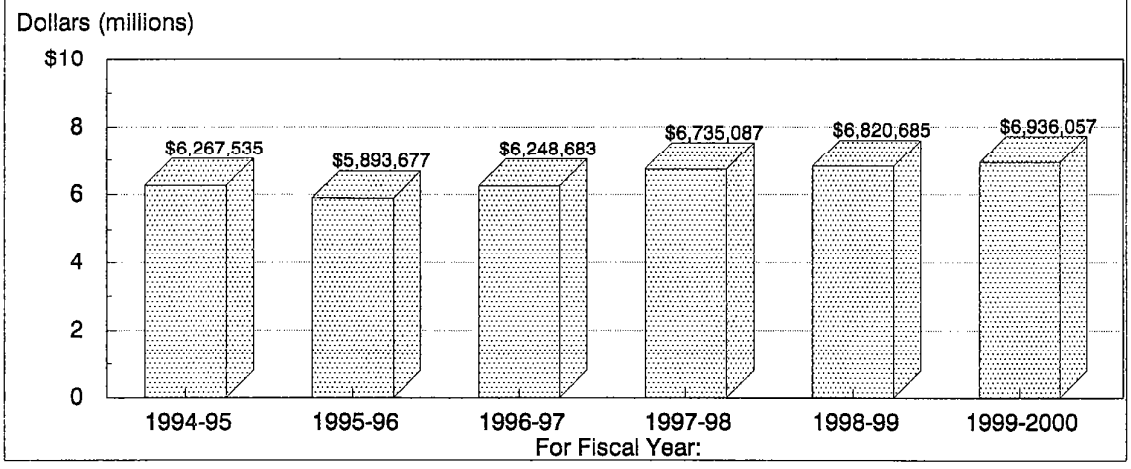
Expenditure Type	Actual 1997-98	Original 1998-99	Projected 1998-99	Adopted 1999-2000
Personal Services	3,911,951	4,058,767	4,047,462	4,190,840
Other Services	1,301,375	1,284,692	1,482,150	1,260,150
Supplies	908,158	1,277,226	1,130,627	1,285,067
Capital Outlay	613,603	200,000	201,446	200,000
Other	0	0	0	0
Total	6,735,087	6,820,685	6,861,685	6,936,057

1999-2000 City Council Adopted Budget



Historical Comparison:

	Actual 1994-95	Actual 1995-96	Actual 1996-97	Actual 1997-98	Budget 1998-99	Budget 1999-2000
Employees:						
Full Time Equiv.	99.00	97.00	97.50	97.90	97.73	97.90
Amount by Fund:						
General	5,257,389	4,931,589	5,230,203	5,667,378	5,749,659	5,882,604
Sanitary Sewer	60,668	0	0	0	0	0
Central Garage	949,478	962,088	1,018,480	1,067,709	1,071,026	1,053,453
Per Capita	55.07	51.81	54.37	58.60	58.87	59.71
Per Household	127.35	119.12	125.78	135.57	135.43	136.93



City of Independence
Detail Program Sheet

Department: 5000-PUBLIC WORKS **1999-00 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.

1999-00 Objectives:

* IMPROVE RECYCLING SITE APPEARANCE.
* REPRESENT PUBLIC WORKS ON THE INTERNET.
* ADOPT REVISED STORM WATER PROVISIONS.
* OPEN LITTLE BLUE PARKWAY BETWEEN U.S. 40 AND 39TH STREET.
* IMPROVE CUSTOMER SERVICE.
* DEVELOP 2ND YEAR SALES TAX PROJECTS.
* REVISE TRAFFIC CODE.
* ADOPT NEW APWA GUIDELINES.
* IMPROVE SIGN MAINTENANCE.
* CONSTRUCT CURBS AND GUTTERS ON NOLAND ROAD THROUGH THE NID PROGRAM.
* COORDINATE PROGRAM SCHEDULES, AND ASCERTAIN SCHEDULING IS MET.
* COORDINATE AND FACILITATE PROJECT GRANT FUNDING; SURFACE TRANSPORTATION PROGRAM, CDBG, AND CURS, AND STREET SALES TAX.
* MEET ALL PROGRAM GOALS AS IT RELATES TO FUNDING AND SCHEDULE.

1998-99 Accomplishments:

* PROVIDE TWO CITY WIDE CLEANUPS
* INITIATE CONSTRUCTION OF THE LITTLE BLUE PARKWAY (U.S. 40 TO 39TH ST.).
* PLACE CONCRETE OVERLAY ON INTERSECTIONS ON NOLAND ROAD AT TRUMAN ROAD AND WALNUT.
* COMPLETED 16 LANE MILES OF OVERLAY BY CITY CREWS.
* USED SALT BRINE AS PRETREATMENT ON MAJOR STREETS.
* PROVIDED TRAINING FOR MANAGEMENT STAFF.
* USED SALES TAX FUNDS TO IMPROVE NOLAND BETWEEN 35TH AND 23RD STREETS

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	157,691	214,868	214,868	232,644
OTHER SERVICES	3,607	3,900	3,900	6,720
SUPPLIES	3,944	3,876	3,876	3,670
CAPITAL OUTLAY	1,542	0	0	0

...Continued

City of Independence
Detail Program Sheet

Department: 5000-PUBLIC WORKS **1999-00 Operating Budget**
Program: 5001-ADMINISTRATION **Fund: 02-GENERAL**

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

DEBT SERVICE/OTHER	0	0	0	0
Total	166,784	222,644	222,644	243,034

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
COMMUNITY SERVICES DIRECTOR	0.00	0.83	1.00	0.00
PUBLIC WORKS DIRECTOR	1.00	1.00	1.00	1.00
CLERK TYPIST II	1.00	1.00	1.00	1.00
SPECIAL PROJECTS COORDINATOR	0.00	0.00	0.00	1.00
ADMINISTRATIVE SPECIALIST III	1.00	1.00	1.00	1.00
Total	3.00	3.83	4.00	4.00

Significant Issues/Changes:

* ESTABLISH FIRST NEIGHBORHOOD IMPROVEMENT DISTRICT ON NOLAND ROAD.
* USE CONSULTANTS FOR DESIGN OF SALES TAX PROJECTS.
* DEVELOPED OVERLAY PROGRAM FOR APPROXIMATELY 46 MILES OF STREETS.
* UTILIZE CONTRACT STAFF TO INSPECT SALES TAX PROJECTS.
* USE PATCHER THAT CAN BE OPERATED BY ONE EMPLOYEE.
* USE MORE STRAIGHT SALT TO REDUCE STREET SWEEPING.
* HIRED TRAFFIC ENGINEER.

City of Independence
Detail Program Sheet

Department: 5000-PUBLIC WORKS — **1999-00 Operating Budget**
Program: 5011-PUBLIC WORKS ENGINEERING — **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, PERMITS, TRAFFIC, RECORDS, MAPPING, SURVEYING AND SOLID WASTE SERVICES.

1999-00 Objectives:

* DEVELOP ENGINEERING PLANS FOR STREET, STORM AND SANITARY SEWER PROJECTS.
* INVESTIGATE ALL CITIZEN REQUESTS FOR SERVICES ABOUT STREETS, STORM SEWERS AND SANITARY SEWERS.
* DO CONSTRUCTION INSPECTION, CONTRACT ADMINISTRATION AND PERMITTING, FOR PUBLIC WORKS PROJECTS.
* 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, PUBLIC WORKS PROJECTS AND PLANS FOR PUBLIC IMPROVEMENTS BY PRIVATE DEVELOPMENT.
* ORGANIZE AND MANAGE THE OPERATIONS OF TWO RECYCLING CENTERS AND CONDUCT SPRING & FALL CITY WIDE CLEANUPS AND BRUSH DROP OFF PROGRAMS

1998-99 Accomplishments:

* CITY PROJECTS WITH AN ESTIMATED CONTRACTURAL CONSTRUCTION COST OF $1,221,000 WERE DESIGNED.
* THE LITTLE BLUE PARKWAY, PHASE 3 PROJECT IS BEING CONSTRUCTED. THE LITTLE BLUE PARKWAY, PHASE 1 PROJECT WILL BE UNDER CONSTRUCTION.
* CONTRACT ADMINISTRATION WAS PERFORMED ON CITY PROJECTS. PERMITS AND INSPECTIONS WERE DONE ON PRIVATE DEVELOPMENTS.
* TRAFFIC ENGINEERING STUDIES WERE COMPLETED, AND TRAFFIC CODE WAS MANAGED. TRAFFIC SIGNAL AND STREET LIGHTING PROGRAMS WERE ADMINISTERED.
* TWO DROP OFF RECYCLING CENTERS, SPRING AND FALL CITY WIDE CLEANUP EVENTS AND SPRING AND FALL BRUSH DROP OFF EVENTS, WERE SUCCESSFULLY OPERATED.
* 115 NEW CODE VIOLATIONS WERE INVESTIGATED AND CORRECTION PURSUED.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	711,372	764,701	759,827	1,108,392
OTHER SERVICES	94,771	121,778	126,452	123,077

...Continued

City of Independence
Detail Program Sheet

Department: 5000-PUBLIC WORKS — 1999-00 Operating Budget
Program: 5011-PUBLIC WORKS ENGINEERING — Fund: 02-GENERAL

Program Costs: *(Continued)*

SUPPLIES	7,425	4,620	4,620	9,110
CAPITAL OUTLAY	8,815	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	822,383	891,099	890,899	1,240,579

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
SURVEY AND DESIGN EFFORT	3,324,000	2,500,000	1,221,000	1,500,000
CAPITAL IMPROVEMENTS CONSTRUCTION VALUE	1,450,000	1,500,000	3,029,019	1,500,000
CONSTRUCTION PERMIT PLANS REVIEWED	460	500	462	460
DEVELOPMENT PLANS REVIEWED	150	100	128	120
CITIZEN REQUESTED FIELD INVESTIGATIONS	140	150	246	150

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
CHIEF ENGINEER	1.00	1.00	1.00	1.00
ENGINEER I	1.00	1.00	1.00	1.00
ENGINEERING ADMINISTRATOR	1.00	1.00	1.00	1.00
ENGINEER III	2.00	2.00	2.00	2.00
CONSTRUCTION INSPECTOR	4.00	4.00	4.00	4.00
ENGINEERING TECHNICIAN II	4.00	4.00	4.00	4.00
ENGINEERING TECHNICIAN III	5.00	5.00	5.00	5.00
GIS TECHNICIAN	1.00	1.00	1.00	1.00
LAND ACQUISITION AGENT	0.00	0.00	0.00	1.00
RECYCLING COORDINATOR	1.00	1.00	1.00	1.00
RECYCLING SITE OPERATOR	0.90	0.90	0.90	0.90
ENGINEER INSPECTIONS SUPR.	1.00	1.00	1.00	0.00
Total	21.90	21.90	21.90	21.90

Continued

City of Independence
Detail Program Sheet

Department: 5000-PUBLIC WORKS **1999-00 Operating Budget**
Program: 5011-PUBLIC WORKS ENGINEERING **Fund: 02-GENERAL**

Significant Issues/Changes:

* THE TESTING & INSPECTION SECTION BUDGET AND FUNCTION ARE PROPOSED TO BE COMBINED INTO THIS FUNCTION.
* A REORGANIZATION OF THIS FUNCTION IS PROPOSED TO HAVE THREE WORK GROUPS, ADMINISTRATION, PROJECT DEVELOPMENT, AND PROJECT CONSTRUCTION.
* THE TRAINING BUDGET IS BEING INCREASED. THERE IS AN EMPLOYMENT AGREEMENT WITH THE TRAFFIC ENGINEER FOR TRAINING.
* THE SOLID WASTE PROGRAM WILL CONTINUE WITH LEASING A TRUCK AND A CONTRACT DRIVER TO MARKET RECYCLABLES.
* A TRANSFER OF THE GIS TECHNICIAN IS PROPOSED INTO THIS FUNCTION TO PROVIDE RECORDS MANAGEMENT AND MAPPING.

City of Independence
Detail Program Sheet

Department: 5000-PUBLIC WORKS — **1999-00 Operating Budget**
Program: 5015-PROPERTY MANAGEMENT — **Fund: 02-GENERAL**

Description:

THE PROPERTY 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. THE DIVISION ALSO PROVIDES REAL ESTATE SERVICES INCLUDING ACQUISITION, RELOCATION, VALUE ESTIMATES, SURPLUS PROPERTY AND STUDIES.

1999-00 Objectives:

* PERFORM STUDIES FOR THE CITY MANAGER AND CITY COUNCIL.
* ACQUIRE REAL ESTATE AND RIGHT OF WAY FOR THE PUBLIC WORKS DEPARTMENT AND FOR OTHER DEPARTMENTS AS REQUESTED.
* PERFORM ESTIMATES OF VALUE, APPRAISAL REVIEW, LEGAL DESCRIPTION WRITING, NEGOTIATION, RELOCATION SERVICES, RECORD SEARCH AND CONDEMNATION SERVICES.
* INCREASE DEPARTMENT'S EFFECTIVENESS IN USE OF TECHNOLOGY.
* UTILIZE THE FACILITIES INSPECTION PROGRAM TO PROVIDE A SAFE, CLEAN AND COMFORTABLE ENVIRONMENT FOR EMPLOYEES AND CITIZENS.
* DEVELOP A PLAN FOR MODERNIZATION OF HVAC SYSTEM IN POLICE BUILDING, SERMON CENTER AND CITY HALL.

1998-99 Accomplishments:

* ACQUIRED 114 PARCELS FOR VARIOUS PROJECTS.
* WORKED WITH COMMUNITY DEVELOPMENT TO REACH AN AGREEMENT WITH MISSOURI GAS ENERGY FOR A NEW BASE MAPPING SYSTEM.
* PERFORMED REMODELING IN CITY HALL TO INCLUDE A NEW CUSTOMER SERVICE COUNTER, STAIRWELL SECURITY DOORS AND CONSTRUCTION OF CONFERENCE D ON THE GROUND FLOOR.
* COMPLETED REMODELING IN THE POLICE DEPARTMENT OF TRAFFIC SAFETY, INVESTIGATIONS, AND THE BOOKING AREA OF THE DETENTION CENTER.
* CONSTRUCTED SUITE OF OFFICES FOR THE PARKS AND RECREATION ADMINISTRATIVE STAFF.
* PERFORMED WATER INFILTRATION STUDIES FOR THE SERMON CENTER, CITY HALL, NATIONAL FRONTIER TRAILS CENTER AND FIRE STATION NO. 1.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	467,130	454,193	447,762	603,504

...Continued

Program Costs: *(Continued)*

OTHER SERVICES	111,513	124,588	172,019	125,538
SUPPLIES	55,149	51,684	51,684	52,964
CAPITAL OUTLAY	4,622	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	638,414	630,465	671,465	782,006

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PARCELS ACQUIRED	121	100	114	100
DOCUMENTS RECORDED	42	40	25	40
DOCUMENTS REVIEWED	43	40	52	50
WORK ORDERS COMPLETED	680	810	705	750

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
CARPENTER I	1.00	1.00	1.00	1.00
PAINTER I	1.00	1.00	1.00	1.00
ELECTRICIAN II	1.00	1.00	1.00	1.00
PLUMBER I	1.00	1.00	1.00	1.00
PROPERTIES MANAGER	1.00	1.00	1.00	1.00
LAND ACQUISITION AGENT	2.00	2.00	2.00	1.00
MAINTENANCE SUPERVISOR	1.00	1.00	1.00	1.00
CUSTODIAN	8.00	8.00	8.00	9.00
BUILDING MAINTENANCE WORKER	0.00	0.00	0.00	1.00
FACILITY MANAGER	1.00	0.00	0.00	0.00
LEAD CUSTODIAN	1.00	1.00	1.00	0.00
Total	18.00	17.00	17.00	17.00

Significant Issues/Changes:

* GEOGRAPHIC INFORMATION SYSTEM AND RECORDS SYSTEM TRANSFERRED TO ENGINEERING DIVISION ALONG WITH ONE GIS TECHNICIAN.
* LEAD CUSTODIAN POSITION WAS DELETED AND A BUILDING MAINTENANCE WORKER POSITION ADDED. THIS POSITION WILL ASSIST SKILLED TRADESMEN, PERFORM BASIC BUILDING MAINTENANCE AND ASSIST WITH CUSTODIAL WORK.
* ADDED CUSTODIAN POSITION.

City of Independence
Detail Program Sheet

Department: 5000-PUBLIC WORKS **1999-00 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.

1999-00 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 5 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 CROSSWALKS AND STOP BARS.
* SWEEP 3,000 CURB MILES.
* SNOW REMOVAL PROCEDURES WILL BE REVIEWED AND IMPROVED. A SECOND SALT STORAGE SITE WILL BE PUT INTO OPERATION.

1998-99 Accomplishments:

* 2,003 PATCHING TICKETS COMPLETED. 14,327 HOLES PATCHED.
* 42 LANE MILES CRACK SEALED.
* 12 LANE MILES OVERLAID OR WEDGED.
* 3 MILES DITCHED AND 59 MAINTENANCE REQUESTS FOR DITCHING COMPLETED.
* MAINTAINED SAFE DRIVING CONDITIONS THROUGH 9 SNOW STORM CALLOUTS.
* RESPONDED TO 411 COMPLAINTS FOR TRASH BEING DUMPED.
* PAINTED 260 MILES OF CENTER LINE AND EDGE LINE.
* REPAIRED OR REPLACED SIGNS AT 2,916 LOCATIONS.
* SWEPT 2,510 CURB MILES.
* OBTAINED DOME FOR SALT STORAGE.
* INSTALLED 4 WALKING TRAILS AT 4 PARKS.

Continued

City of Independence
Detail Program Sheet

Department: 5000-PUBLIC WORKS — **1999-00 Operating Budget**
Program: 5111-STREET MAINTENANCE — **Fund: 02-GENERAL**

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	1,709,275	1,752,224	1,752,224	1,858,546
OTHER SERVICES	661,286	650,804	792,097	637,855
SUPPLIES	570,228	914,046	771,307	920,584
CAPITAL OUTLAY	553,829	200,000	201,446	200,000
DEBT SERVICE/OTHER	0	0	0	0
Total	3,494,618	3,517,074	3,517,074	3,616,985

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
STREET PATCHING JOBS	2,168	1,000	2,003	1,000
CRACK SEAL (LANE MILES)	74	75	42	75
DITCHING (MILES)	12	10	3	10
STREET SWEEPING (CURB MILES)	1,888	3,000	2,510	3,000
CROSS ROAD PIPE	8	10	12	10
SNOW REMOVAL (CALL OUTS)	10	10	9	10
STREET SIGNS	2,000	2,000	2,000	2,916
STREET PAINTING (MILES)	403	600	260	600
OVERLAY (MILES)	6	8	6	8

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 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:

* SALT STORAGE DOME OBTAINED.
* SALES TAX FOR STREET IMPROVEMENTS APPROVED.
* CONTINUED TRAINING FOR ALL EMPLOYEES.

City of Independence
Detail Program Sheet

Department: 5000-PUBLIC WORKS — **1999-00 Operating Budget**
Program: 5121-CENTRAL GARAGE — **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.

1999-00 Objectives:

* INTERFACE FLEET MAINTENANCE MANAGEMENT SYSTEM TO J.D. EDWARDS ACCOUNTING SYSTEM.
* PERFORM ALL DATA PROCESSING FUNCTIONS IN-HOUSE.
* PROVIDE MONTHLY COSTING AND UTILIZATION REPORTS TO CUSTOMERS.
* CONTINUE IMPROVEMENT OF MAINTENANCE FACILITY.
* UTILIZE BAR CODING IN PARTS ROOM.
* CONVERT ALL SERVICE MANUALS TO COMPUTER DISC.

1998-99 Accomplishments:

* REFURBISHED AND PAINTED SIX (6) PIECES OF EQUIPMENT.
* DESIGNED AND FABRICATED ONE (1) CRACK SEALING TRUCK.
* INTERFACED CFA AND GAS BOY FUEL SYSTEMS.
* THREE (3) CENTRAL GARAGE STAFF OBTAINED MISSOURI STATE VEHICLE INSPECTOR LICENSES.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	395,871	405,322	405,322	387,754
OTHER SERVICES	412,278	370,465	374,325	366,960
SUPPLIES	258,180	295,239	291,379	298,739
CAPITAL OUTLAY	1,380	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	1,067,709	1,071,026	1,071,026	1,053,453

Continued

City of Independence
Detail Program Sheet

Department: 5000-PUBLIC WORKS — **1999-00 Operating Budget**
Program: 5121-CENTRAL GARAGE — **Fund: 90-CENTRAL GARAGE**

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
MECHANIC HOURS BILLED (%)	82	84	84	85
FUEL DISPENSED (GALLONS)	274,095	290,610	290,610	314,049
ROAD SERVICE CALLS	26	20	20	27

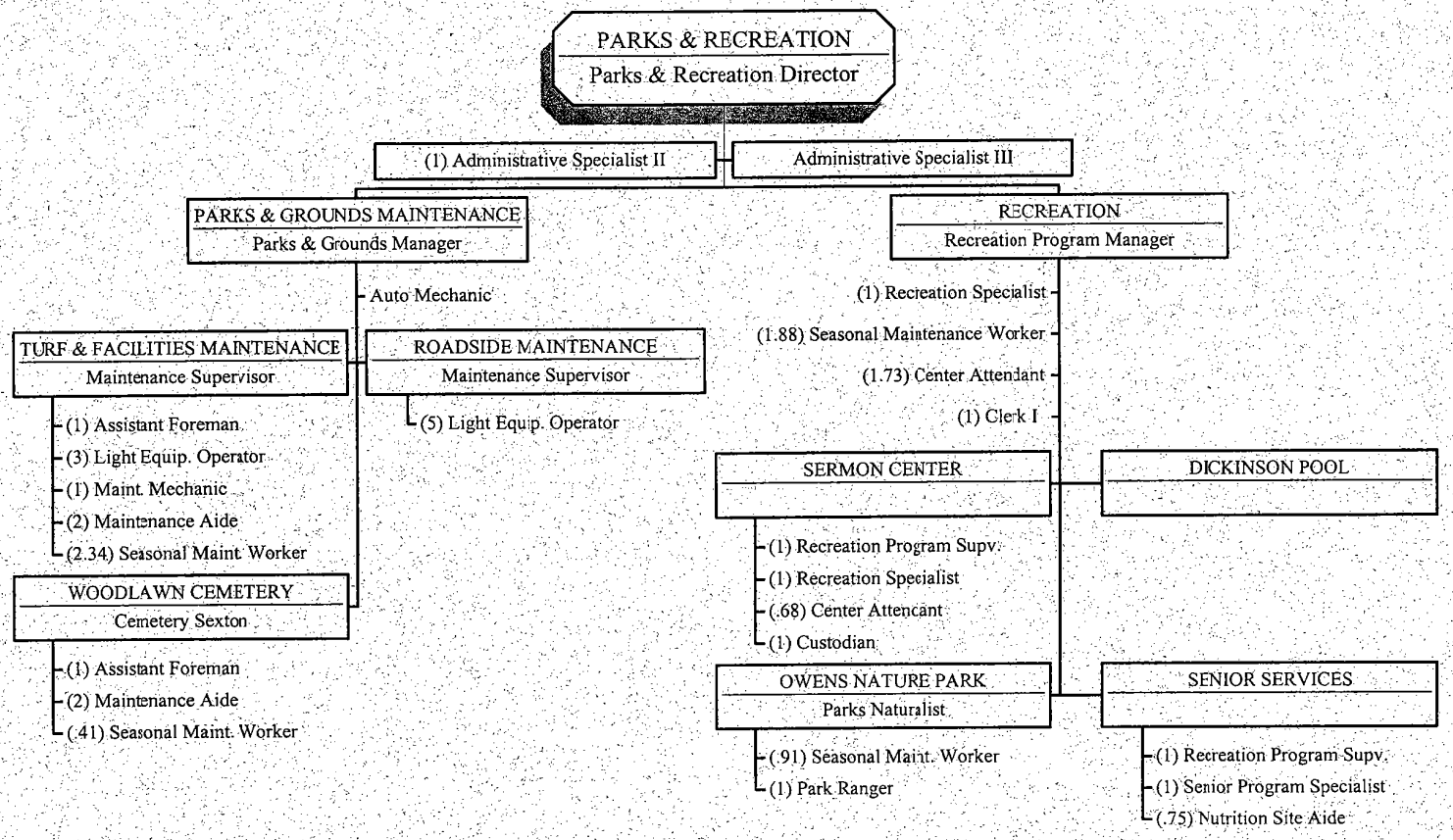
Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
HEAVY EQUIPMENT MECHANIC	2.00	4.00	4.00	4.00
FLEET MAINTENANCE SUPT.	1.00	1.00	1.00	1.00
CLERK TYPIST II	1.00	1.00	1.00	1.00
AUTO MECHANIC	4.00	2.00	2.00	2.00
AUTO PARTS INVENTORY CLERK	1.00	1.00	1.00	1.00
GARAGE SUPERVISOR	1.00	1.00	1.00	1.00
Total	10.00	10.00	10.00	10.00

Significant Issues/Changes:

* BAR CODING IN PARTS ROOM.
* ALL SERVICE MANUALS CONVERTED TO COMPUTER DISC.
* ALL DATA PROCESSING DONE BY CENTRAL GARAGE STAFF.

City of Independence, Missouri
Parks and Recreation



City of Independence
Departmental Budget Summary

Department: 6000-PARKS & RECREATION **1999-00 Operating Budget**

Department Description-

THE GOAL OF THE PARKS AND RECREATION DEPARTMENT IS TO IMPROVE THE QUALITY OF LIFE OF INDEPENDENCE RESIDENT FAMILIES BY PROVIDING SUPERIOR PARK FACILITIES, RECREATIONAL PROGRAMS, AND SPECIAL EVENT OPPORTUNITIES. DEPARTMENTAL STAFF ACTIVELY WORK WITH VARIOUS SUPPORT GROUPS AND INDIVIDUALS TO ACCOMPLISH THIS TASK, INCLUDING A NUMBER OF AFFILIATED VOLUNTEER COMMISSIONS, ADOPT-A-PARK GROUPS, AND COMMUNITY ORGANIZATIONS. IN ADDITION TO MANAGING TRADITIONAL PARKS AND RECREATION ACTIVITIES, THE DEPARTMENT IS WORKING TO IMPLEMENT RENOVATION PROJECTS THROUGHOUT THE PARK SYSTEM ASSOCIATED WITH THE 1998 PASSAGE OF A FIVE-YEAR, 1/2-CENT SALES TAX INCREASE FOR PARK AND STREET IMPROVEMENTS.

Prog. No.	Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
Budget by Major Program Category-					
02 6001	ADMINISTRATION	187,602	142,481	145,423	169,893
02 6011	SUPV. & SUPPORT SERVICES	159,465	209,047	215,184	206,068
02 6012	TURF & FACILITIES MAINT	420,437	410,927	406,765	433,463
02 6013	PUBLIC PROP. MAINTENANCE	202,876	231,116	229,400	243,935
02 6021	SUPV. & SUPPORT SERVICES	165,916	207,576	206,681	240,588
02 6022	SENIOR SERVICES	20,556	106,330	106,930	84,400
02 6028	RT SERMON COMMUNITY CTR	108,765	120,059	121,469	136,128
02 6029	OWENS NATURE PARK	89,213	102,126	100,554	105,998
02 6031	CEMETERY MAINTENANCE	150,715	148,959	147,815	158,946
	Total	1,505,545	1,678,621	1,680,221	1,779,419
Staffing-					
	Full Time Positions	28.00	30.00	30.00	32.00
	Part Time Positions	11.15	11.10	11.10	9.70
	Total	39.15	41.10	41.10	41.70
Source of Funding-					
	GENERAL FUND	1,505,545	1,678,621	1,680,221	1,779,419
	Total	1,505,545	1,678,621	1,680,221	1,779,419

Continued

City of Independence
Departmental Budget Summary

Department: 6000-PARKS & RECREATION **1999-00 Operating Budget**

Direct/Offsetting Revenues-				
CLASS FEES	26,135	23,000	35,000	32,500
PARK CONCESSIONS	7,931	9,500	6,500	8,500
SERMON CENTER FEES	11,278	33,800	18,000	35,000
RECREATION RENTALS	22,223	20,500	31,500	36,000
CEMETERY CHARGES	112,757	152,100	81,500	105,000
Total	180,324	238,900	172,500	217,000

Significant Issues/Changes:

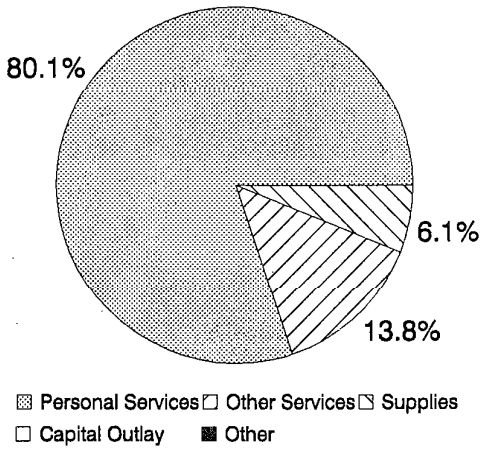
* OPERATIONAL STAFFING CHANGES INCLUDE ADMINISTRATIVE SPECIALIST II (.5 TO FULL-TIME) AND CLERK (.9 TO FULL-TIME). SALES TAX STAFFING INCLUDES APPROPRIATE MAINTENANCE, SECURITY, AND CONTRACT PERSONNEL.
* CITY CHANGE REGARDING RIGHT-OF-WAY MOWING PRACTICES WILL ALLOW 6013 DIVISION TO ASSIST WITH TREE CLEARANCE AND PARK MOWING EFFORTS.

1999-2000 Operating Budget — Parks and Rec.

Appropriations by Type:

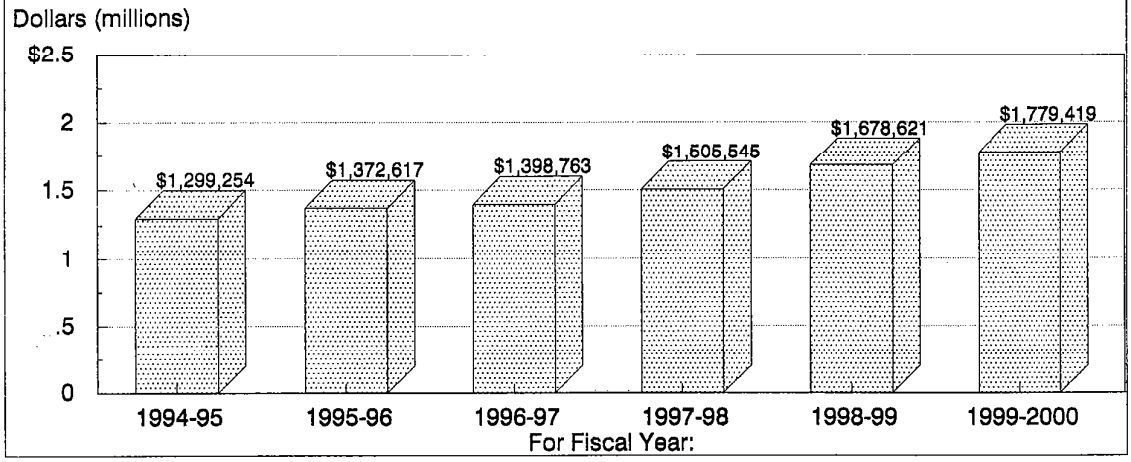
Expenditure Type	Actual 1997-98	Original 1998-99	Projected 1998-99	Adopted 1999-2000
Personal Services	1,190,792	1,328,311	1,328,311	1,425,438
Other Services	158,504	256,323	252,208	245,946
Supplies	91,756	93,987	97,602	108,035
Capital Outlay	64,493	0	2,100	0
Other	0	0	0	0
Total	1,505,545	1,678,621	1,680,221	1,779,419

1999-2000 City Council Adopted Budget



Historical Comparison:

	Actual 1994-95	Actual 1995-96	Actual 1996-97	Actual 1997-98	Budget 1998-99	Budget 1999-2000
Employees:						
Full Time Equiv.	40.90	40.15	39.15	39.15	41.10	41.70
Amount by Fund:						
General	1,276,977	1,372,617	1,398,763	1,505,545	1,678,621	1,779,419
CDBG Fund	22,277.00	0.00	0.00	0.00	0.00	0.00
Per Capita	11.42	12.07	12.17	13.10	14.49	15.32
Per Household	26.40	27.74	28.15	30.30	33.33	35.13



City of Independence
Detail Program Sheet

Department: 6000-PARKS & RECREATION **1999-00 Operating Budget**
Program: 6001-ADMINISTRATION **Fund: 02-GENERAL**

Description:

THE ADMINISTRATION DIVISION OVERSEES THE VARIOUS DIVISIONS WITHIN THE PARKS AND RECREATION DEPARTMENT IN AN EFFORT TO PROVIDE RESIDENTS WITH QUALITY RECREATIONAL FACILITIES AND PROGRAMS. THIS DIVISION ACTIVELY WORKS WITH DEPARTMENTALLY-AFFILIATED BOARDS AND COMMISSIONS, AS WELL AS VARIOUS COMMUNITY ORGANIZATIONS INTERESTED IN BETTERING THE CITY'S PARK SYSTEM.

1999-00 Objectives:

* COORDINATE DEPARTMENTAL EFFORTS FOR SUCCESSFUL IMPLEMENTATION OF YEAR ONE PARK SALES TAX EFFORTS.
* OVERSEE EFFORTS FOR THE RENOVATION OF THE TRUMAN MEMORIAL BUILDING AND PALMER SCHOOL FACILITY IN ORDER TO BETTER ADDRESS COMMUNITY RECREATIONAL NEEDS, ESPECIALLY THOSE PERTAINING TO SENIOR ADULTS.
* OVERSEE EFFORTS TO DEVELOP A PARK MASTER PLAN FOR THE COMMUNITY, WORKING WITH DEPARTMENTAL STAFF, FRIENDS OF THE PARKS COMMITTEE MEMBERS, AND INTERESTED RESIDENT PARK PATRONS TO ACHIEVE THIS TASK.
* CONTINUE TO AGGRESSIVELY PURSUE AREAS OF EXTERNAL ASSISTANCE, INCLUDING GRANT FUNDING SOURCES, AGENCY PARTNERING OPPORTUNITIES, AND DEPARTMENTAL VOLUNTEER SUPPORT.
* RESOLVE AND RELOCATE PARK MAINTENANCE STAFF TO A NEW FACILITY.
* CONTINUE TO WORK WITH DEPARTMENTALLY-AFFILIATED BOARDS AND COMMISSIONS, IN PARTICULAR THE CITY'S NEW TREE COMMISSION.
* CONTINUE TO SUPPORT AND PROMOTE THE PARK MATCHING GRANT PROGRAM.

1998-99 Accomplishments:

* WORKED WITH CITY OFFICIALS, DEPARTMENTAL STAFF, AND COMMUNITY PARK ENTHUSIASTS FOR THE SUCCESSFUL PASSAGE OF A 1/2-CENT SALES TAX INCREASE FOR PARK AND STREET IMPROVEMENTS.
* OVERSAW THE SUCCESSFUL IMPLEMENTATION OF THE PARK MATCHING GRANT PROGRAM, PROVIDING COMMUNITY GROUPS WITH A MEANS FOR MAKING IMPROVEMENTS TO THEIR NEIGHBORHOOD PACK FACILITIES.
* WORKED WITH CITY AND SCHOOL OFFICIALS TO COMPLETE CONCEPTUAL DESIGN PLANS FOR THE JOINT USE OF THE TRUMAN MEMORIAL BUILDING AND PALMER SCHOOL FACILITY, AND BEGAN A PROJECT FUNDRAISING CAMPAIGN.
* BEGAN A COMPREHENSIVE REVIEW OF DEPARTMENTAL PROCEDURES RELATED TO PERSONNEL ISSUES, OPERATIONAL POLICIES, AND CUSTOMER SERVICE.
* ACTIVELY WORKED WITH A NUMBER OF PARK ADOPTION GROUPS, INCLUDING THOSE FROM THE GLENDALE, ROBERTS, BUNDSCHU, MCCOY, FAIRMOUNT, YOUNG, BENTON, VANHOOK, SYCAMORE HILLS, AND SANTA FE PARK AREAS.
* BEGAN THE SITE REVIEW PROCESS FOR A NEW PARK MAINTENANCE FACILITY.

Continued

City of Independence
Detail Program Sheet

Department: 6000-PARKS & RECREATION **1999-00 Operating Budget**
Program: 6001-ADMINISTRATION **Fund: 02-GENERAL**

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	159,758	125,826	125,826	153,116
OTHER SERVICES	13,961	15,705	17,147	15,705
SUPPLIES	10,674	950	2,450	1,072
CAPITAL OUTLAY	3,209	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	187,602	142,481	145,423	169,893

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PARK MATCHING GRANT APPLICATIONS PROCESSED	6	6	7	8

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PARKS AND RECREATION DIRECTOR	1.00	1.00	1.00	1.00
ADMINISTRATIVE SPECIALIST II	0.00	0.00	0.00	1.00
ADMINISTRATIVE SPECIALIST III	1.00	1.00	1.00	1.00
ADMINISTRATIVE SPECIALIST I	0.00	0.50	0.50	0.00
Total	2.00	2.50	2.50	3.00

Significant Issues/Changes:

* STAFFING CHANGE INCLUDES CONVERTING PART-TIME ADMINISTRATIVE SPECIALIST POSITION INTO FULL-TIME STATUS.
* ADMINISTRATIVE STAFF WILL WORK WITH NECESSARY DIVISIONAL STAFF TO SUCCESSFULLY IMPLEMENT YEAR-ONE PARK SALES TAX IMPROVEMENT PROJECTS.

City of Independence
Detail Program Sheet

Department: 6000-PARKS & RECREATION **1999-00 Operating Budget**
Program: 6011-SUPV. & SUPPORT SERVICES **Fund: 02-GENERAL**

Description:

THE SUPERVISORY AND SUPPORT DIVISION IS RESPONSIBLE FOR DAILY PARK MAINTENANCE OPERATIONS. THIS DIVISION SCHEDULES WORK PROJECTS, PURCHASES MATERIALS, IMPLEMENTS REPAIRS, AND RESPONDS TO INQUIRIES FROM THE PUBLIC AND OTHER CITY-AFFILIATED DEPARTMENTS.

1999-00 Objectives:

* WORK WITH DEPARTMENTAL ADMINISTRATIVE STAFF TO SUCCESSFULLY IMPLEMENT YEAR ONE PARK SALES TAX IMPROVEMENT PROJECTS.
* COORDINATE DAILY OPERATIONS TO ENSURE PROPER MAINTENANCE AND MOWING SCHEDULES ARE COMPLETED IN A TIMELY MANNER.
* WORK WITH COMMUNITY GROUPS AND NEIGHBORHOOD ORGANIZATIONS INTERESTED IN IMPROVING THE CITY'S PARK SYSTEM, SPECIFICALLY SERVING TO ASSIST WITH NEIGHBORHOOD PARK CLEAN-UP ACTIVITIES.
* WORK WITH THE CITY'S TREE COMMISSION AND FORESTRY STAFF TO ADDRESS PARK AND PUBLIC RIGHT-OF-WAY TREE ISSUES WITHIN THE COMMUNITY.
* CONTINUE TO SERVE AS A LIAISON FOR NUMEROUS COMMUNITY-BASED BOARDS, COMMISSIONS, AND COMMITTEES INTERESTED IN PARK DEVELOPMENT.
* WORK WITH DEPARTMENTAL STAFF TO SECURE A NEW PARK MAINTENANCE FACILITY TO HOUSE MAINTENANCE OPERATIONS AND ACCOMPANYING STAFF.
* PROVIDE TECHNICAL INPUT IN THE DESIGN, LOCATION, AND MAINTENANCE OF EXISTING AND NEW PARK FACILITIES.

1998-99 Accomplishments:

* WORKED WITH CITY OFFICIALS TOWARDS THE SUCCESSFUL PASSAGE OF A 1/2-CENT SALES TAX INCREASE FOR PARK AND STREET IMPROVEMENTS.
* WORKED WITH NUMEROUS PARK BETTERMENT GROUPS, INCLUDING THOSE FROM THE MCCOY, ROBERTS, BENTON, SANTA FE, FAIRMOUNT, GLENDALE, BUNDSCHU, SYCAMORE HILLS, AND YOUNG PARK AREAS OF THE COMMUNITY.
* IDENTIFIED AND PROCURED RECIPROCAL SERVICES FOR THE REDEVELOPMENT OF THE CITY'S CARRIAGE HILLS PARK SITE.
* WORKED WITH THE CITY'S BEAUTIFICATION AND TREE COMMISSIONS, ASSISTING WITH IMPLEMENTATION OF THE CITY'S FIRST ARBOR DAY PROGRAM.
* COORDINATED THE DESIGN AND INSTALLATION OF HARD-SURFACE WALKING TRAILS AT ROBERTS, MCCOY, BUNDSCHU, AND FAIRMOUNT PARKS.
* IDENTIFIED DEPARTMENTAL CAPITAL OUTLAY AND EQUIPMENT NEEDS RELATED TO PARK AND PUBLIC RIGHT-OF-WAY MAINTENANCE OPERATIONS.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	102,240	129,883	129,883	122,808
OTHER SERVICES	46,375	73,212	72,942	78,212

...Continued

City of Independence
Detail Program Sheet

Department: 6000-PARKS & RECREATION — **1999-00 Operating Budget**
Program: 6011-SUPV. & SUPPORT SERVICES — **Fund: 02-GENERAL**

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

SUPPLIES	9,333	5,952	12,359	5,048
CAPITAL OUTLAY	1,517	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	159,465	209,047	215,184	206,068

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
NUMBER OF PARK SITES MAINTAINED	41	41	41	41
NUMBER OF PARK ADOPTION GROUPS ASSISTED	8	14	14	16

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PARKS AND 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

Significant Issues/Changes:

* DIVISIONAL STAFF WILL WORK WITH DEPARTMENTAL ADMINISTRATIVE STAFF TO SUCCESSFULLY IMPLEMENT YEAR-ONE PARK SALES TAX IMPROVEMENT PROJECTS.
* STAFF WILL WORK WITH THE CITY'S NEW TREE COMMISSION TO ADDRESS PARK AND PUBLIC RIGHT-OF-WAY TREE ISSUES WITHIN THE COMMUNITY.
* DIVISIONAL OVERTIME ACCOUNT REDUCED BY $10,000 TO REFLECT NEW CONTRACTUAL ARRANGEMENT FOR SANTA-CALI-GON EVENT TRASH COLLECTION.

City of Independence
Detail Program Sheet

Department: 6000-PARKS & RECREATION — 1999-00 Operating Budget
Program: 6012-TURF & FACILITIES MAINT — Fund: 02-GENERAL

Description:

THIS DIVISION IS RESPONSIBLE FOR MOWING AND TRIMMING ALL CITY PARKS, PROPERTIES, AND RELATED FACILITIES. ATHLETIC FIELD MAINTENANCE, CHEMICAL APPLICATION, AND WINTER SNOW REMOVAL ARE ALSO CRITICAL SERVICE FUNCTIONS OF THIS DIVISION.

1999-00 Objectives:

* MAINTAIN ENHANCED PARK MOWING SCHEDULE THROUGH USE OF ADDITIONAL SEASONAL PERSONNEL.
* ASSIST IN THE PLACEMENT OF NEW PICNIC TABLES, PARK BENCHES, AND TRASH RECEPTACLES AT ALL PICNIC SHELTER AREAS AND AT VARIOUS PARK SITES.
* OVERSEE PARK ENTRY/DIRECTIONAL SIGNAGE REPLACEMENT PROGRAM.
* COMPLETE LANDSCAPING ENHANCEMENT PROGRAM AT CITY HALL THROUGH PLANTING OF ADDITIONAL TREES, SHRUBS, AND FLOWERING PLANTS.
* ASSIST IN THE TRANSITION TO A NEW PARK MAINTENANCE FACILITY.
* IMPLEMENT ADDITIONAL PROJECTS AT CRYSLER STADIUM, INCLUDING IMPROVEMENTS TO OUTFIELD WARNING TRACK, OUTFIELD WALL, PITCHING MOUND, AND STORAGE BUILDING AREAS.
* IDENTIFY AND SUPPORT APPROPRIATE PROFESSIONAL TRAINING OPPORTUNITIES FOR DIVISIONAL STAFF.

1998-99 Accomplishments:

* MULCHED AND PRUNED SMALL TREES AT CITY PARKS, PUBLIC BUILDINGS, AND RIGHT-OF-WAY MEDIAN AREAS, AND BEGAN A FORMAL LANDSCAPING ENHANCEMENT PROGRAM AT CITY HALL.
* CLEARED FENCE-LINE AND BRUSH AREAS THROUGHOUT THE PARK SYSTEM.
* ESTABLISHED A MOBILE EQUIPMENT MAINTENANCE SCHEDULE FOR ALL TURF AND FACILITIES DIVISION VEHICLES.
* IMPLEMENTED NUMEROUS IMPROVEMENTS AT CRYSLER AND SANTA FE BALLFIELD FACILITIES, INCLUDING ATHLETIC TURF OVERSEEDING AND INFIELD UPGRADES IMPLEMENTATION OF NEW RACKS, AND REPAIR OF PLAYER BENCHES.
* REPAIRED AND PAINTED ALL WOODEN PICNIC TABLES, PARK BENCHES, AND BLEACHER BOARDS THROUGHOUT PARK SYSTEM.
* IMPROVED EFFICIENCY OF TRASH REMOVAL WITH NEW COMPACTOR TRUCK UNIT.
* ASSISTED WITH SEVERAL PARK CLEAN-UP AND ADOPTION PROJECTS.
* PARTICIPATED IN VARIOUS CONTINUING EDUCATION OPPORTUNITIES, INCLUDING THE STATE PARK CONFERENCE AND LANDSCAPING WORKSHOPS.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	287,020	313,219	313,219	335,957

...Continued

City of Independence
Detail Program Sheet

Department: 6000-PARKS & RECREATION — 1999-00 Operating Budget
Program: 6012-TURF & FACILITIES MAINT — Fund: 02-GENERAL

Program Costs: *(Continued)*

OTHER SERVICES	56,087	55,425	52,199	54,425
SUPPLIES	35,926	42,283	41,347	43,081
CAPITAL OUTLAY	41,404	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	420,437	410,927	406,765	433,463

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
TRASH BARRELS EMPTIED	3,959	4,200	4,200	4,400
PARK SHELTER CLEAN-UP HOURS	200	230	230	275
MOWING CYCLES - PARKS	10	12	12	14
MOWING CYCLES - NON-PARK	9	10	10	11
PARK ACRES MAINTAINED	401	401	401	401

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
MAINTENANCE AIDE	2.00	2.00	2.00	2.00
MAINTENANCE MECHANIC	1.00	1.00	1.00	1.00
LIGHT EQUIPMENT OPERATOR	2.00	3.00	3.00	3.00
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
CHEMICAL APPLICATIONS OPERATOR	1.00	0.00	0.00	0.00
Total	10.34	10.34	10.34	10.34

Significant Issues/Changes:

* DIVISIONAL STAFF TO MAINTAIN ENHANCED MOWING SCHEDULE THROUGH USE OF SEASONAL PERSONNEL AND SHIFT IN DEPARTMENTAL RIGHT-OF-WAY MOWING POLICY.

City of Independence
Detail Program Sheet

Department: 6000-PARKS & RECREATION **1999-00 Operating Budget**
Program: 6013-PUBLIC PROP. MAINTENANCE **Fund: 02-GENERAL**

Description:

THIS DIVISION IS PRIMARILY RESPONSIBLE FOR MAINTAINING PUBLIC RIGHT-OF-WAY AREAS AND DETENTION BASIN FACILITIES. ADDITIONALLY, DIVISIONAL STAFF WORK TO PERFORM SEASONAL SNOW REMOVAL DUTIES, DITCH-CLEARING ACTIVITIES, AND PROJECT CONSTRUCTION WITHIN THE PARK SYSTEM. IN THE FUTURE, THIS DIVISION WILL ALSO BE INSTRUMENTAL IN MONITORING TREE ISSUES AND VISIBILITY AT INTERSECTIONS AND IN RIGHT-OF-WAY AREAS.

1999-00 Objectives:

* MAINTAIN ENHANCED PUBLIC PROPERTY MOWING SCHEDULE THROUGH IMPLEMENTATION OF RESIDENTIAL RIGHT-OF-WAY MOWING CAMPAIGN.
* IDENTIFY, SCHEDULE, AND MAINTAIN NEW PUBLIC PROPERTY ACQUISITION AREAS WHEN APPROPRIATE.
* COORDINATE EFFORTS FOR CLEARANCE OF TREES AND BRUSH FROM RIGHT-OF WAY SIGNAGE, AS WELL AS CONTINUE ROUTINE TREE TRIMMING EFFORTS THROUGHOUT PARK SYSTEM.
* COMPLETE VARIOUS CONSTRUCTION PROJECTS UNDERWAY WITHIN THE PARK SYSTEM, INCLUDING MCCOY PARK PLAYGROUND, SANTA FE PARK BASEBALL COMPLEX, BENTON PARK DRAINAGE, AND GRADING/SEEDING AREAS.
* CONTINUE AND EXPAND FORMAL SAFETY INSPECTION PROGRAM FOR PARK PLAYGROUND EQUIPMENT.
* ASSIST IN THE TRANSITION TO A NEW PARK MAINTENANCE FACILITY.
* IDENTIFY AND SUPPORT APPROPRIATE PROFESSIONAL TRAINING OPPORTUNITIES FOR DIVISIONAL STAFF.

1998-99 Accomplishments:

* COMPREHENSIVELY IDENTIFIED ALL COMMUNITY RIGHT-OF-WAY AREAS IN AN EFFORT TO DETERMINE PUBLIC AND PRIVATE MAINTENANCE RESPONSIBILITIES.
* ASSISTED IN THE DEVELOPMENT OF NEW WALKING TRIAL FACILITIES AT ROBERTS, MCCOY, BUNCSCHU, AND FAIRMOUNT PARK FACILITIES.
* COORDINATED FURTHER DEVELOPMENT OF THE PLAYGROUND AREA AT MCCOY PARK INCLUDING INSTALLATION OF A NEW PARK SHELTER, IMPLEMENTATION OF NEW PICNIC TABLES AND PARK BENCHES, AND PLANTING OF TURF AREAS.
* ASSISTED WITH EXTENSIVE DEVELOPMENT OF ROBERTS PARK, INCLUDING INSTALLATION OF NEW PICNIC TABLES, PARK BENCHES, AND DRINKING FOUNTAIN AMENITIES.
* INTRODUCED PLAYGROUND SAFETY INSPECTIONS WITHIN THE PARK SYSTEM, RESULTING IN REMOVAL OF OLDER EQUIPMENT AT SEVERAL PARK SITES.
* PARTICIPATED IN SEVERAL PARK CLEAN-UP AND ADOPTION PROJECTS.
* PARTICIPATED IN VARIOUS CONTINUING EDUCATION OPPORTUNITIES, INCLUDIN THE STATE PARK/FORESTRY CONFERENCE AND PLAYGROUND SAFETY INSTITUTE.

Continued

City of Independence
Detail Program Sheet

Department: 6000-PARKS & RECREATION **1999-00 Operating Budget**
Program: 6013-PUBLIC PROP. MAINTENANCE **Fund: 02-GENERAL**

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	184,178	197,699	197,699	212,093
OTHER SERVICES	9,222	21,834	21,834	18,834
SUPPLIES	7,959	11,583	9,867	13,008
CAPITAL OUTLAY	1,517	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	202,876	231,116	229,400	243,935

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
MILES OF RIGHT-OF-WAY MAINTAINED	380	380	210	220
R.O.W. MOWING CYCLE	8	8	6	10
NUMBER OF DETENTION BASINS MAINTAINED	9	9	9	9
DETENTION BASIN MOWING CYCLE	7	7	5	9

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 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

Significant Issues/Changes:

* WITH RECENT CHANGE IN CITY POLICY REGARDING R.O.W. MOWING, DIVISION WILL BETTER ASSIST WITH TREE CLEARANCE AT TRAFFIC SIGNAGE AREAS AND WITH PARK MOWING/TRIMMING EFFORTS.

City of Independence
Detail Program Sheet

Department: 6000-PARKS & RECREATION **1999-00 Operating Budget**
Program: 6021-SUPV. & SUPPORT SERVICES **Fund: 02-GENERAL**

Description:

THIS DIVISION IS RESPONSIBLE FOR THE DAY-TO-DAY MANAGEMENT OF THE CITY'S COMPREHENSIVE RECREATION PROGRAM. TO ACCOMPLISH THIS TASK, DIVISIONAL STAFF WORK WITH NUMEROUS COMMUNITY-BASED GROUPS, ADDRESS RECREATIONAL NEEDS THROUGH THE BUDGETARY PROCESS, AND IDENTIFY LEISURE TRENDS WITHIN THE FIELD OF PARKS AND RECREATION.

1999-00 Objectives:

* WORK WITH DEPARTMENTAL ADMINISTRATIVE STAFF TO SUCCESSFULLY IMPLEMENT YEAR ONE PARK SALES TAX IMPROVEMENT PROJECTS.
* CONTINUE TO IMPROVE THE PUBLICITY AND QUALITY OF INFORMATION AVAILABLE TO THE PUBLIC CONCERNING PROGRAMS AND FACILITIES, EXPLORING THE DEVELOPMENT OF A POTENTIAL DEPARTMENTAL WEB SITE.
* CONTINUE TO SUPPORT PARTNERING ORGANIZATIONS IN THE AREAS OF YOUTH AND ADULT ATHLETICS, PERFORMING CULTURAL ARTS, AND OTHER LEISURE-ORIENTIED ACTIVITIES AND OPPORTUNITIES.
* REVIEW AND ASSESS PRESENT DEPARTMENTAL RECREATION PROGRAMS AND SPECIAL EVENTS, LOOKING TO EXPAND AVAILABLE LEISURE OPPORTUNITIES BASED UPON CONSUMER DEMAND AND TRENDS WITHIN THE FIELD.
* REVIEW GUIDELINES FOR DEVELOPMENT OF DIVISIONAL FEES AND CHARGES, AND WORK TOWARDS ESTABLISHING A SCHOLARSHIP ASSISTANCE PROGRAM.
* SUPPORT AND PROMOTE CONTINUING EDUCATION AND PROFESSIONAL TRAINING OPPORTUNITIES FOR DIVISIONAL RECREATION STAFF.

1998-99 Accomplishments:

* WORKED WITH CITY OFFICIALS TOWARDS THE SUCCESSFUL PASSAGE OF A 1/2-CENT SALES TAX INCREASE FOR PARK AND STREET IMPROVEMENTS.
* COORDINATED EXPANSION OF THE DEPARTMENT'S SENIOR ADULTS PROGRAM, RESULTING IN A NEW FULL-TIME SENIOR PROGRAMMER POSITION AND NUMEROUS NEW PROGRAM OPPORTUNITIES FOR RESIDENTS FIFTY AND OLDER.
* FORMALLY ESTABLISHED A SPORTS COMMISSION FOR THE COMMUNITY, SERVING TO ADDRESS YOUTH AND ADULT ATHLETIC ISSUES AS THEY PERTAIN TO PUBLIC FIELDS AND FACILITIES.
* EXPANDED AND UPGRADED THE DEPARTMENT'S "RECREATION AND LEISURE SERVICES CATALOG" IN AN EFFORT TO INCREASE PROGRAM PARTICIPATION.
* SUPPORTED COMMUNITY FUNDRAISING EFFORTS FOR THE IMPROVEMENT OF DEPARTMENTAL BASEBALL FACILITIES, PARTICULARLY AT SANTA FE PARK.
* OVERSAW FACILITY REDESIGN EFFORTS AT THE SERMON COMMUNITY CENTER, INCLUDING NEW ADMINISTRATIVE OFFICES AND ACCESSIBILITY UPGRADES.
* SUPPORTED STAFF TRAINING EFFORTS AT THE STATE AND NATIONAL LEVELS.

Continued

City of Independence
Detail Program Sheet

Department: 6000-PARKS & RECREATION **1999-00 Operating Budget**
Program: 6021-SUPV. & SUPPORT SERVICES **Fund: 02-GENERAL**

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	127,848	164,072	164,072	197,268
OTHER SERVICES	18,148	37,529	35,773	24,161
SUPPLIES	9,325	5,975	6,836	19,159
CAPITAL OUTLAY	10,595	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	165,916	207,576	206,681	240,588

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
NUMBER OF ADULT ATHLETIC TEAMS	88	80	72	80
ATHLETIC FIELDS MAINTAINED	31	34	34	38
PARK SHELTER RESERVATIONS	200	230	230	275
NUMBER OF YOUTH ATHLETIC TEAMS	412	389	389	393

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
RECREATION SPECIALIST	1.00	1.00	1.00	1.00
CLERK I	0.00	0.00	0.00	1.00
RECREATION PROGRAM MANAGER	1.00	1.00	1.00	1.00
CENTER ATTENDANT	0.00	0.00	0.00	1.73
SEASONAL MAINTENANCE WORKER	0.00	0.00	0.00	1.88
CLERK I	0.00	0.90	0.90	0.00
RECREATION ASSISTANT	3.12	3.12	3.12	0.00
LIFEGUARD	1.16	0.00	0.00	0.00
POOL MANAGER	0.29	0.00	0.00	0.00
Total	6.57	6.02	6.02	6.61

Significant Issues/Changes:

* DIVISIONAL STAFF TO WORK WITH DEPARTMENTAL ADMINISTRATIVE STAFF TO SUCCESSFULLY IMPLEMENT YEAR-ONE PARK SALES TAX IMPROVEMENT PROJECTS.
* OPERATING SUPPLIES ACCOUNT INCREASED TO REFLECT SHIFT IN JANITORIAL/CUSTODIAL SUPPLIES FROM PROFESSIONAL SERVICES ACCOUNT.

City of Independence
Detail Program Sheet

Department: 6000-PARKS & RECREATION **1999-00 Operating Budget**
Program: 6022-SENIOR SERVICES **Fund: 02-GENERAL**

Description:

AN ONGOING PROGRAM FOR RESIDENT SENIOR ADULTS AND THOSE INDIVIDUALS WITH DISABILITIES IS PROVIDED THROUGH THIS DIVISION. RECREATIONAL OPPORTUNITIES, SOCIAL INTEGRATION, CONSUMER AND NUTRITIONAL EDUCATION, AND ASSISTANCE WITH RELATED SOCIAL SERVICE APPLICATIONS ARE ALL PROGRAM COMPONENTS. A COMPREHENSIVE SENIOR NUTRITIONAL PROGRAM IS OFFERED THROUGH THE CITY, AND MEALS ARE ALSO DELIVERED ON A HOME-BOUND BASIS AS NEEDED. THIS DIVISION HAS RECENTLY EXPANDED ITS AVAILABLE PROGRAMS AND SERVICES, AND WILL BE WORKING TO IMPLEMENT A COMPREHENSIVE SENIOR ADULT ACTIVITY, NUTRITION, AND WELLNESS CENTER AT THE TRUMAN MEMORIAL-PALMER SCHOOL COLLABORATIVE FACILITY.

1999-00 Objectives:

* ASSIST IN THE REDESIGN OF THE PALMER SCHOOL FACILITY AND TRUMAN MEMORIAL BUILDING TO PROVIDE FOR A COMPREHENSIVE SENIOR ADULT ACTIVITIES CENTER.
* WORK WITH DEPARTMENTAL ADMINISTRATIVE STAFF IN DEVELOPING AND PROMOTING NECESSARY FUNDRAISING STRATEGIES FOR SENIOR ADULT FACILITY RENOVATION.
* CONTINUE DIVISIONAL PROMOTIONAL EFFORTS, INCLUDING PROMOTIONAL BROCHURES, SPEAKING ENGAGEMENTS, POTENTIAL VIDEO DEVELOPMENT, ETC.
* WORK WITH OTHER COMMUNITY SENIOR PROVIDERS TO DEVELOP APPROPRIATE PARTNERSHIPS AND MAXIMIZE OPPORTUNITIES FOR AREA SENIOR ADULTS.
* CONTINUE TO INCREASE DEPARTMENTAL NUTRITION SITE PROGRAM AND AVAILABLE SENIOR RECREATION PROGRAMS BY A MINIMUM OF 25%.
* EXPLORE AVAILABLE AND POTENTIAL OPPORTUNITIES FOR SENIOR TRANSPORTATION WITHIN THE COMMUNITY.
* IDENTIFY AND SUPPORT PROFESSIONAL TRAINING OPPORTUNITIES.

1998-99 Accomplishments:

* ADDED NEW RECREATION PROGRAM SUPERVISOR POSITION TO STAFF, RESULTING IN NUMEROUS NEW PROGRAM OPPORTUNITIES FOR SENIOR ADULT PARTICIPANTS.
* RECREATION PROGRAM SUPERVISOR PASSED NATIONAL EXAMINATION TO ATTAIN CERTIFIED LEISURE PROFESSIONAL (CLP) DESIGNATION.
* INCREASED SENIOR NUTRITION PROGRAM PARTICIPATION TOTALS BY APPROXIMATELY 25%, AS WELL AS IMPROVED OVERALL VOLUNTEER INVOLVEMENT IN PROGRAM.
* IMPLEMENTED SENIOR ADULT RECREATION SURVEY IN COMMUNITY IN ORDER TO IDENTIFY DEMAND FOR NEW AND EXPANDED SENIOR RECREATION PROGRAMS.
* INTRODUCED NEW PUBLICATION, "FIFTY-SOMETHING," FOR SENIOR ADULTS, AND DEVELOPED NEW PROGRAM OPPORTUNITIES TARGETED FOR INDIVIDUALS FIFTY-AND-OVER.
* PARTICIPATED IN VARIOUS CONTINUING EDUCATION OPPORTUNITIES, INCLUDING THE STATE PARK CONFERENCE, STATE AGING CONFERENCE, AND VARIOUS MARC TRAINING OPPORTUNITIES.

Continued

City of Independence
Detail Program Sheet

Department: 6000-PARKS & RECREATION **1999-00 Operating Budget**
Program: 6022-SENIOR SERVICES **Fund: 02-GENERAL**

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	37,315	87,500	87,500	65,570
OTHER SERVICES	-20,179	16,380	16,380	16,380
SUPPLIES	3,420	2,450	2,450	2,450
CAPITAL OUTLAY	0	0	600	0
DEBT SERVICE/OTHER	0	0	0	0
Total	20,556	106,330	106,930	84,400

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
NUMBER OF GENERAL RECREATION PROGRAMS	13	20	19	30
NUMBER OF DAY/OVERNIGHT TRIPS	28	35	33	42
MEALS SERVED - ON-SITE	15,384	15,500	15,500	15,650
MEALS SERVED - HOME-DELIVERED	15,410	20,700	20,700	23,000
NUMBER OF NUTRITION SITE PROGRAMS	58	71	71	95
NUMBER OF OUTREACH PROGRAMS	2	15	11	24

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
NUTRITION SITE AIDE	0.00	0.75	0.75	0.75
RECREATION PROGRAM SUPERVISOR	0.00	1.25	1.25	1.00
SENIOR'S PROGRAM SPECIALIST	1.00	1.00	1.00	1.00
CUSTODIAN	0.75	0.00	0.00	0.00
RECREATION SUPERVISOR I	0.25	0.00	0.00	0.00
Total	2.00	3.00	3.00	2.75

Significant Issues/Changes:

* DIVISIONAL STAFF WILL WORK DEPARTMENTAL ADMINISTRATIVE STAFF IN THE REDESIGN OF THE PALMER SCHOOL FACILITY AND TRUMAN MEMORIAL BUILDING TO PROVIDE FOR A COMPREHENSIVE SENIOR ADULT ACTIVITIES CENTER.

City of Independence
Detail Program Sheet

Department: 6000-PARKS & RECREATION **1999-00 Operating Budget**
Program: 6028-RT SERMON COMMUNITY CTR **Fund: 02-GENERAL**

Description:

THIS DIVISION PROVIDES A HIGHLY-VISIBLE COMMUNITY FACILITY SERVING THE RECREATIONAL NEEDS OF THE POPULATION. THE ROGER T. SERMON COMMUNITY CENTER PROVIDES RESIDENTS WITH THE OPPORTUNITY TO PARTICIPATE IN RECREATIONAL AND EDUCATIONAL PROGRAMS, INTEGRATE SOCIALLY WITH OTHERS OF LIKE INTERESTS, AND ALLOW LOCAL ORGANIZATIONS AND GROUPS AFFORDABLE RENTAL AND MEETING SPACE OPPORTUNITIES.

1999-00 Objectives:

* IMPROVE THE EXTERIOR APPEARANCE OF THE SERMON CENTER THROUGH EFFORTS OF DEPARTMENTAL STAFF WORKING WITH INTERESTED SUPPORT GROUPS AND ORGANIZATIONS.
* WORK WITH FACILITY MANAGEMENT STAFF TO PROCURE A NEW HVAC SYSTEM FOR THE SERMON CENTER.
* CONTINUE TO EXPAND AVAILABLE RECREATIONAL PROGRAM OPPORTUNITIES, PARTICULARLY IN THE AREAS OF PROGRAMMING FOR CHILDREN AND YOUTH.
* AGGRESSIVELY IMPROVE FACILITY MARKETING EFFORTS, WORKING TO INCREASE OVERALL FACILITY AND PROGRAM AWARENESS, MEMBERSHIP, AND PARTICIPATION.
* ACTIVELY WORK WITH CITY THEATRE ORGANIZATIONS TO IDENTIFY, PROCURE, AND IMPLEMENT NEEDED FACILITY IMPROVEMENTS WITHIN THE POWERHOUSE THEATRE FACILITY.
* IDENTIFY AND SUPPORT APPROPRIATE PROFESSIONAL TRAINING OPPORTUNITIES FOR DIVISIONAL STAFF.

1998-99 Accomplishments:

* EXPANDED SERMON CENTER HOURS OF OPERATION, RESULTING IN AN INCREASE OF AVAILABLE TIME TO CENTER MEMBERS, CLUBS AND ORGANIZATIONS, AND RENTAL GROUPS.
* EMPLOYED A FULL-TIME CLERK I POSITION AND UPGRADED PART-TIME CENTER ATTENDANT POSITIONS AT THE CENTER, GREATLY ENHANCING CUSTOMER SERVICE AND RESPONSIVENESS TO THE PUBLIC.
* CONTINUED TO WORK WITH A NUMBER OF RESIDENT GROUPS, ORGANIZATIONS, AND INDIVIDUALS INTERESTED IN CONTINUED SUPPORT AND IMPROVEMENT OF THE SERMON CENTER OPERATION.
* EXPANDED PROGRAM OPPORTUNITIES FOR TEENS THROUGH COOPERATIVE EFFORTS WITH CITY'S YOUTH COMMISSION, INCLUDING SUMMER SLAM, LOCK-IN, AND VARIOUS TEEN DANCE PROGRAMS.
* PARTICIPATED IN VARIOUS CONTINUING EDUCATION OPPORTUNITIES, INCLUDING STATE AND NATIONAL PARK CONFERENCES, AND VARIOUS CUSTOMER SERVICE AND COMPUTER TRAINING WORKSHOPS.

Continued

City of Independence
Detail Program Sheet

Department: 6000-PARKS & RECREATION **1999-00 Operating Budget**
Program: 6028-RT SERMON COMMUNITY CTR **Fund: 02-GENERAL**

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	82,488	92,248	92,248	108,182
OTHER SERVICES	17,699	20,046	20,741	20,546
SUPPLIES	3,722	7,765	8,480	7,400
CAPITAL OUTLAY	4,856	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	108,765	120,059	121,469	136,128

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
FACILITY HOURS OF AVAILABILITY TO THE PUBLIC	80	96	96	100
NUMBER OF MEMBERSHIPS - REGULAR/GUESTS	4,793	5,100	5,126	5,500
FACILITY SPECIAL EVENTS	13	14	14	15
CLASS PARTICIPANTS - ADULTS	1,256	2,500	3,463	4,000
CLASS PARTICIPANTS - YOUTH	980	2,000	2,488	3,500
RENTAL REVENUE - SERMON CENTER	14,977	21,135	21,135	23,000
RENTAL REVENUE - PARK SHELTERS	3,398	3,900	3,900	4,200
CO-SPONSORED CLUBS AND ORGANIZATIONS	0	13	13	14

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
RECREATION SPECIALIST	1.00	1.00	1.00	1.00
RECREATION PROGRAM SUPERVISOR	0.00	0.75	0.75	1.00
CUSTODIAN	0.00	1.00	1.00	1.00
CENTER ATTENDANT	0.00	0.00	0.00	0.68
RECREATION SUPERVISOR I	0.75	0.00	0.00	0.00
RECREATION ASSISTANT	1.17	1.17	1.17	0.00
Total	2.92	3.92	3.92	3.68

Continued

City of Independence
Detail Program Sheet

Department: 6000-PARKS & RECREATION **1999-00 Operating Budget**
Program: 6028-RT SERMON COMMUNITY CTR **Fund: 02-GENERAL**

Significant Issues/Changes:

* DIVISIONAL STAFF WILL WORK WITH CITY'S TECHNOLOGY SERVICES DEPARTMENT IN AN EFFORT TO DEVELOP A DEPARTMENTAL WEB-SITE.
* STAFF WILL WORK WITH VOLUNTEER GROUPS TO IMPROVE POWERHOUSE THEATRE FACILITY AND OVERALL APPEARANCE OF SERMON CENTER BUILDING EXTERIOR.

City of Independence
Detail Program Sheet

Department: 6000-PARKS & RECREATION **1999-00 Operating Budget**
Program: 6029-OWENS NATURE PARK **Fund: 02-GENERAL**

Description:

THE GEORGE OWENS NATURE PARK IS AN 85-ACRE PARK SITE THAT FEATURES NATURAL AREA FOR HABITAT, AN EXTENSIVE WALKING TRAIL SYSTEM, AN INDOOR LODGE FACILITY, TWO PICNIC SHELTER FACILITIES, AND A SMALL AREA FOR RESIDENT CAMPING ENTHUSIASTS. FACILITY STAFF ASSIST SCHOOL GROUPS, SCOUTING ORGANIZATIONS, AND ENVIRONMENTAL ADVOCATES WITH INTERPRETIVE ACTIVITIES AND SUPPORT PROGRAMS.

1999-00 Objectives:

* CONTINUE TO IMPROVE PARK PROMOTIONAL EFFORTS, WORKING TO INCREASE FACILITY AND PROGRAM AWARENESS, AVAILABILITY, AND PARTICIPATION.
* ACTIVELY WORK TO ADDRESS AND RESOLVE FACILITY AND PROGRAM ACCESSIBILITY ISSUES AT THE PARK.
* PURSUE INSTALLATION OF WATER LINE FOR PARK CAMP AND GARAGE AREAS, AS WELL AS THE FURTHER BEAUTIFICATION OF VARIOUS HIGH-TRAFFIC AREAS WITHIN THE PARK.
* IDENTIFY, EXPAND, AND PROMOTE ADDITIONAL ENVIRONMENTAL PROGRAMS AT THE PARK, PARTICULARLY FOR OUR RESIDENT YOUTH POPULATION.
* CONTINUE TO PURSUE JOINT PROGRAM OPPORTUNITIES WITH THE INDEPENDENCE SCHOOL DISTRICT, MISSOURI DEPARTMENT OF CONSERVATION, AND OTHER INTERESTED SUPPORT ORGANIZATIONS.
* WORK TO UPGRADE FACILITY OUTDOOR EDUCATION AND WILDLIFE LIBRARY.
* IDENTIFY AND SUPPORT APPROPRIATE PROFESSIONAL TRAINING OPPORTUNITIES FOR DIVISIONAL STAFF.

1998-99 Accomplishments:

* ESTABLISHED A NUMBER OF NEW OUTDOOR RECREATION/EDUCATION PROGRAMS FOR RESIDENT YOUTH, ADULTS, AND INTERESTED SCHOOL GROUPS.
* CONTINUED WORKING WITH RECREATION DIVISION STAFF AND VARIOUS SUPPORT ORGANIZATIONS TO HOST A NUMBER OF JOINT PROGRAMS AND EVENTS AT THE PARK.
* WORKED TO ENLARGE THE PARK CAMPGROUND AREA IN AN EFFORT TO ACCOMMODATE THE NEEDS OF LARGER USER/RENTAL GROUPS.
* AGGRESSIVELY IDENTIFIED AND ADDRESSED AREA BOW-HUNTING ISSUE.
* CONTINUED TO IMPLEMENT IMPROVEMENTS TO PARK TRAIL, BRIDGE, AND LODGE AREAS.
* WORKED TO IMPROVE PARK PROMOTIONAL MATERIALS, INCLUDING APPROPRIATE MAPS AND BROCHURES.
* IDENTIFIED AND COORDINATED NUMEROUS PARK COMMUNITY SERVICE AND EAGLE SCOUT PROJECTS.

Continued

City of Independence
Detail Program Sheet

Department: 6000-PARKS & RECREATION — **1999-00 Operating Budget**
Program: 6029-OWENS NATURE PARK — **Fund: 02-GENERAL**

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	81,236	87,919	87,919	92,503
OTHER SERVICES	2,456	7,694	6,694	7,185
SUPPLIES	4,126	6,513	5,941	6,310
CAPITAL OUTLAY	1,395	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	89,213	102,126	100,554	105,998

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
LODGE HOURS OF AVAILABILITY TO THE PUBLIC	42	48	48	55
FACILITY RENTAL REVENUE	4,600	4,800	5,840	6,300
TOTAL NUMBER OF VISITORS	21,819	24,135	24,135	28,000
ON-SITE GROUP PRESENTATIONS	18	17	17	25
COMMUNITY OUTREACH PROGRAMS	10	22	22	38

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PARK RANGER	1.00	1.00	1.00	1.00
PARKS NATURALIST	1.00	1.00	1.00	1.00
SEASONAL MAINTENANCE WORKER	0.00	0.91	0.91	0.91
RECREATION ASSISTANT	0.91	0.00	0.00	0.00
Total	2.91	2.91	2.91	2.91

Significant Issues/Changes:

* DIVISIONAL STAFF WILL LOOK TO MAKE NOMINAL FACILITY UPGRADES SUCH AS REPLACEMENT OF TABLES/CHAIRS THROUGH OPERATING SUPPLIES ACCOUNT.

City of Independence
Detail Program Sheet

Department: 6000-PARKS & RECREATION — 1999-00 Operating Budget
Program: 6031-CEMETERY MAINTENANCE — Fund: 02-GENERAL

Description:

THE WOODLAWN CEMETERY IS A HISTORIC FACILITY THAT HAS SERVED THE PUBLIC BURIAL NEEDS OF THE COMMUNITY FOR NUMEROUS GENERATIONS. SERVICES PROVIDED THROUGH THIS DIVISION INCLUDE SALE OF CEMETERY LOTS AND MONUMENT BASES, PROVISIONS FOR COLUMBARIUM ASSIGNMENT, AND ASSISTANCE OPTIONS ASSOCIATED WITH BURIAL SERVICES.

1999-00 Objectives:

* UNDERTAKE A FORMAL MARKETING AND PROMOTIONAL CAMPAIGN FOR THE FACILITY, ENSURING THAT RESIDENTS ARE AWARE OF THE FACILITY AND ITS VARIOUS SERVICES.
* IMPLEMENT A NOMINAL VOLUNTEER IMPROVEMENT PROGRAM TO MAKE NEEDED REPAIR AND RENOVATION PROJECTS AT THE FACILITY.
* REPAIR FENCE AREAS AND ADD ADDITIONAL SECURITY LIGHTING WHERE NEEDED IN AN EFFORT TO DETER FACILITY VANDALISM.
* UPGRADE CEMETERY SOFTWARE APPLICATIONS TO IMPROVE OVERALL FACILITY EFFICIENCY AND INVENTORY.
* CONTINUE TO INVESTIGATE POTENTIAL FOR CEMETERY INCLUSION IN NATIONAL HISTORIC REGISTRY, AS WELL AS PARTICIPATION IN NATIONAL HISTORIC SITE GRANT FUNDING PROGRAMS.
* IDENTIFY AND SUPPORT APPROPRIATE PROFESSIONAL TRAINING OPPORTUNITIES FOR DIVISIONAL STAFF.

1998-99 Accomplishments:

* COORDINATED THE INSTALLATION OF SOLAR-POWERED LIGHTING AT THE FACILITY IN AN EFFORT TO DETER POTENTIAL VANDALISM.
* IMPROVED CEMETERY PERIMETER FENCE AREA, INCLUDING CLEARING, SPRAYING, AND FENCE REPAIR TASKS.
* IDENTIFIED AND SOLICITED A FORMAL CAPITAL IMPROVEMENT PROGRAM TO ADDRESS IMMEDIATE AND LONG-TERM CEMETERY NEEDS.
* PROVIDED GRAVE OPENING SERVICES FOR NUMEROUS FUNERAL GROUPS, AND RESET/REALIGNED NUMEROUS MONUMENTS.
* COMPLETED NOMINAL REMODELING AND INSULATION PROJECTS FOR THE CEMETERY MAINTENANCE FACILITY.
* ASSISTED WITH SEVERAL HISTORIC OBSERVANCES AND SPECIAL EVENTS AT THE FACILITY; WORKED WITH VOLUNTEER GROUPS WORKING TOWARDS POTENTIAL HISTORIC DESIGNATION FOR SITE.
* IDENTIFIED AND COORDINATED FACILITY COMMUNITY SERVICE PROJECTS.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	128,709	129,945	129,945	137,941

...Continued

City of Independence
Detail Program Sheet

Department: 6000-PARKS & RECREATION — 1999-00 Operating Budget
Program: 6031-CEMETERY MAINTENANCE — Fund: 02-GENERAL

Program Costs: *(Continued)*

OTHER SERVICES	14,735	8,498	8,498	10,498
SUPPLIES	7,271	10,516	7,872	10,507
CAPITAL OUTLAY	0	0	1,500	0
DEBT SERVICE/OTHER	0	0	0	0
Total	150,715	148,959	147,815	158,946

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
NUMBER OF FUNERAL SERVICES	119	120	100	130
GRAVE SPACE REVENUE	51,361	74,600	21,000	35,000
MONUMENT FOUNDATIONS SOLD	73	75	55	70
CEMETERY MOWING CYCLES	13	13	14	14
GRAVE OPENINGS/CLOSINGS REVENUE	51,054	67,000	55,000	60,000

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 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
SEASONAL MAINTENANCE WORKER	0.00	0.41	0.41	0.41
MAINTENANCE AIDE TRAINEE	0.41	0.00	0.00	0.00
Total	4.41	4.41	4.41	4.41

Significant Issues/Changes:

* DIVISIONAL STAFF WILL WORK TO DEVELOP A FORMAL MARKETING AND PROMOTIONAL CAMPAIGN FOR THE WOODLAWN CEMETERY FACILITY.
* DIVISIONAL STAFF WILL CONTINUE WORKING WITH VOLUNTEERS TO ADDRESS VARIOUS MAINTENANCE AND REPAIR TASKS AS NECESSARY.

City of Independence
Departmental Budget Summary

Department: 6500 NON-DEPARTMENTAL **1999-00 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	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
Budget by Major Program Category-					
02 6502	NON-DEPARTMENTAL	4,311,740	4,496,969	4,496,969	4,718,015
02 6503	CAPITAL OUTLAY	1,162,965	1,075,000	1,095,000	1,000,000
02 6504	COUNCIL STRATEGIC GOALS	21,717	400,000	389,000	400,000
02 6505	CENTRAL SERVICES	31,627	25,380	25,380	25,380
20 6520	NON-DEPARTMENTAL	9,654,980	9,938,955	9,938,955	10,303,274
30 6530	NON-DEPARTMENTAL	2,184,941	2,400,656	2,400,656	2,434,162
40 6540	NON-DEPARTMENTAL	2,698,969	2,877,118	2,877,118	3,204,132
90 6590	NON-DEPARTMENTAL	90,552	45,139	45,139	69,912
91 6591	NON-DEPARTMENTAL	5,858,287	6,210,000	6,210,000	6,955,000
	Total	26,015,778	27,469,217	27,478,217	29,109,875
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	5,528,049	5,997,349	6,006,349	6,143,395
	POWER & LIGHT FUND	9,654,980	9,938,955	9,938,955	10,303,274
	SANITARY SEWER FUND	2,184,941	2,400,656	2,400,656	2,434,162
	WATER FUND	2,698,969	2,877,118	2,877,118	3,204,132
	INTERNAL SERVICE	5,948,839	6,255,139	6,255,139	7,024,912
	Total	26,015,778	27,469,217	27,478,217	29,109,875

City of Independence
Detail Program Sheet

Department: 6500-NON-DEPARTMENTAL — **1999-00 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	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	1,659,170	1,914,944	1,914,944	1,982,865
OTHER SERVICES	2,595,271	1,837,025	1,837,025	2,010,150
SUPPLIES	2,280	0	0	0
CAPITAL OUTLAY	9,760	0	0	0
DEBT SERVICE/OTHER	45,259	745,000	745,000	725,000
Total	4,311,740	4,496,969	4,496,969	4,718,015

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

General Fund Operating Budget - Capital Outlay Appropriations

Description	Buildings	Mobile Equipment	Other	Total
Lease Purchase Payments on Prior Year Purchases:				
Grader		$30,354		$30,354
Wheeled Excavator		28,088		28,088
Proposed New Lease Purchase Package:				
Building Maintenance Repair and Renovations (see details on next page)	$200,000			200,000
Year 2000 Replacements:				
Microcomputers (63) and Related Software			$107,100	107,100
City Clerk Department:				
Software for Transferred Computer			1,200	1,200
City Manager's Office:				
City 7 Video Infochannel			16,000	16,000
Technology Services:				
Replace the City Hall File Server			11,000	11,000
City Hall/Police Building Networks wiring hubs			5,000	5,000
City Hall/Police Building Networks wiring upgrades			10,000	10,000
Replace backup tape drives in four (4) file servers			4,500	4,500
Finance:				
Purchasing/Procurement System (General Fund Share, Total - $30,000)			8,700	8,700
Community Development:				
Flatbed Scanner for Code Compliance			500	500
Vehicle Replacement		15,500		15,500
Police:				
Independence Center Substation Remodeling	5,000			5,000
Stalker Smart Trailer			8,500	8,500
Fire:				
Outdoor Warning Sirens (2)			35,000	35,000
Health:				
Vehicle Replacement		16,000		16,000
Mini-Van		19,000		19,000
Public Works:				
Traffic Signal Improvements			50,000	50,000
Dump Truck Replacements (3)		198,000		198,000
1 Ton Truck - replaces 3/4 Ton Pickup		23,000		23,000
1/2 Ton Pickup Replacement		17,500		17,500
Parks and Recreation:				
Walk-behind Mowers			17,000	17,000
72" Mower and Trailer			20,000	20,000
Truck Bed for 1 Ton Truck		7,000		7,000
3 Unit Flail Mower		76,000		76,000
Used Brush Chipper and Truck		20,000		20,000
Powerhouse Theatre Repairs	15,000			15,000
Other Items:				
City Hall West Parking Lot Modifications	32,000			32,000
Miscellaneous Renovations and Repairs to Public Buildings	3,058			3,058
Total	$255,058	$450,442	$294,500	$1,000,000

(continued on the next page)

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

General Fund Operating Budget - Capital Outlay Appropriations

Description	Buildings	Mobile Equipment	Other	Total
Proposed Lease Purchase Package Projects:				
Fire Station Number 1 Roof	$125,000			
HVAC System Engineering and Design Services	75,000			
HVAC System Upgrade-City Hall	250,000			
HVAC System Upgrade-Sermon Center	250,000			
HVAC System Upgrade- Police Department	250,000			
Elevators - Police Building	60,000			
Water Leakage and Glass Breakage-City Hall	250,000			
Water Leakage-National Frontier Trails Center	30,000			
Water Leakage-Sermon Center	30,000			
City Hall Carpet Replacement - 3rd Floor	55,000			
City Hall Carpet Replacement - 2nd Floor	65,000			
Total	$1,440,000			

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

City Council Goals Account Summary

Fiscal Year / Description	Amount Authorized	Amount Allocated	Amount Expended
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			85,251
Storm Debris Cleanup - Overtime			47,000
Storm Debris Cleanup - Wood Chip Hauling/Removal			3,600
Noland Road Business District - Public Notice			2,833
Playground Equipment for McCoy Park			20,000
Telecommunications Center at Indep. Community College			100,000
39th Street Traffic Study			14,192
Total for 1996-97	$400,000		$373,421
1997-98	$400,000		
Noland Road Improvements			250,000
39th Street Signal Coordination Study			6,923
Maintenance of Japanese Garden at City Hall			3,300
Demolition of Dangerous Buildings			55,000
Weed and Refuse Cleanup on Private Property			11,250
Neighborhood Parks Matching Grant		25,000	0
Park Maintenance and Improvements		56,000	11,483
Little Blue Valley Land Use Plan			50,000
Total for 1997-98	$400,000		$387,956
Cumulative Total	$1,600,000		$1,244,112

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

City Council Goals Account Summary

Fiscal Year Description	Amount Authorized	Amount Allocated	Amount Expended
1998-99			
Unexpended Prior Year's Balance	$355,888		
Unexpended 1997-98 Allocations carried over to 1998-99			
Neighborhood Parks Matching Grant ($25,000)		$25,000	$25,000
Park Maintenance and Improvements ($56,000)		44,517	42,340
1998-99 Authorization	400,000		
Demolition of Dangerous Buildings		75,000	45,044
Weed and Refuse Cleanup on Private Property		4,663	4,663
Noland Road Improvements		250,000	250,000
Parks and Recreation Master Plan		50,000	0
Neighborhood Parks Matching Grant		25,000	5,550
Local Landmark Park Grant		86,153	0
Historic Preservation Architectural Services		8,000	8,000
Historic Preservation Preventative Maintenance Services		8,000	8,000
Youth Summer Basketball & Teen Center		6,000	5,020
Historic Truman Walking Trail		11,000	11,000
Design 27th and Scott Storm Water Project		50,000	0
Public Voluntary Flood Buyout Program		60,000	60,000
Total for 1998-99	$755,888	$703,333	$464,617
Unexpended Balance at June 30, 1999			$291,271
1999-2000 - Proposed Uses for City Council Consideration:			
Carryover of Unexpended Prior Year's Balance	$291,271		
Unexpended 1998-99 Allocations carried over to 1999-2000			
Parks and Recreation Master Plan		50,000	
Neighborhood Parks Matching Grant		19,450	
Local Landmark Park Grant		86,153	
Youth Summer Basketball & Teen Center		980	
Design 27th and Scott Storm Water Project		50,000	
1999-2000 Authorization	400,000		
Elevator in Palmer School (matches $100,000 in CDBG funds)		100,000	
Curbside Pickup of Trash in Systematic Code Inspection Areas		40,000	
Demolition of Dangerous Buildings (Supplements $75,000 in Community Development budget)		75,000	
Mowing and Refuse Clean-up On Private Property (Supplements $47,600 in Community Development budget)		20,000	
Neighborhood Park Matching Grants		25,000	
Youth Summer Basketball & Teen Center		6,000	
Cardinal Woods: Re-Engineer Final Development Plan		10,000	
Neighborhood Matching Grants in Non-CDBG Areas		15,000	
Citizen Survey regarding Trash Services		5,500	
Buy-out of Flood Prone Properties		96,430	
Screening Police Parking Lot		21,165	
Total for 1999-2000	$691,271	$620,678	
Unallocated Balance at June 30, 2000		$70,593	

City of Independence
Detail Program Sheet

Department: 6500-NON-DEPARTMENTAL **1999-00 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	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	0	0	0	0
OTHER SERVICES	24,763	12,580	12,580	16,580
SUPPLIES	6,864	12,800	12,800	8,800
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	31,627	25,380	25,380	25,380

City of Independence
Detail Program Sheet

Department: 6500-NON-DEPARTMENTAL — 1999-00 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	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	526,751	608,850	608,850	651,600
OTHER SERVICES	2,901,198	9,107,605	2,890,566	2,980,719
SUPPLIES	0	49,500	49,500	14,400
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	6,227,031	173,000	6,390,039	6,656,555
Total	9,654,980	9,938,955	9,938,955	10,303,274

City of Independence
Detail Program Sheet

Department: 6500-NON-DEPARTMENTAL | **1999-00 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	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	80,481	137,735	137,735	188,735
OTHER SERVICES	1,086,960	2,208,921	1,173,381	1,133,953
SUPPLIES	0	9,000	9,000	2,700
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	1,017,500	45,000	1,080,540	1,108,774
Total	2,184,941	2,400,656	2,400,656	2,434,162

City of Independence
Detail Program Sheet

Department: 6500-NON-DEPARTMENTAL — **1999-00 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	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	138,592	192,264	192,264	214,264
OTHER SERVICES	1,690,046	2,578,354	1,689,525	2,028,003
SUPPLIES	0	31,500	31,500	4,200
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	870,331	75,000	963,829	957,665
Total	2,698,969	2,877,118	2,877,118	3,204,132

City of Independence
Detail Program Sheet

Department: 6500-NON-DEPARTMENTAL | **1999-00 Operating Budget**
Program: 6590-NON-DEPARTMENTAL | **Fund: 90-CENTRAL GARAGE**

Description:

REPRESENTS EXPENDITURES OF A FUND-WIDE NATURE THAT ARE NOT DIRECTLY CHARGEABLE TO A SPECIFIC OPERATING DEPARTMENT. INCLUDES SUCH ITEMS AS WORKER COMPENSATION EXPENDITURES, POSTAGE, TELEPHONE, INSURANCE, PAYMENTS IN LIEU OF TAXES, AND INTERFUND CHARGES FOR SUPPORT SERVICES.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	19,338	22,839	22,839	43,812
OTHER SERVICES	71,214	19,100	19,100	22,600
SUPPLIES	0	0	0	0
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	3,200	3,200	3,500
Total	90,552	45,139	45,139	69,912

City of Independence
Detail Program Sheet

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

1999-00 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	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	0	0	0	0
OTHER SERVICES	5,858,287	6,210,000	6,210,000	6,955,000
SUPPLIES	0	0	0	0
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	5,858,287	6,210,000	6,210,000	6,955,000

City of Independence
Detail Program Sheet

Department: 6519-LEASE PURCH/DEBT SERVICE — 1999-00 Operating Budget
Program: 6519-LEASE PURCH/DEBT SERVICE — Fund: 02-GENERAL

Description:

CAPITAL LEASE PAYMENTS AND DEBT SERVICE PAYMENTS FOR ALL CITY FUNDS.

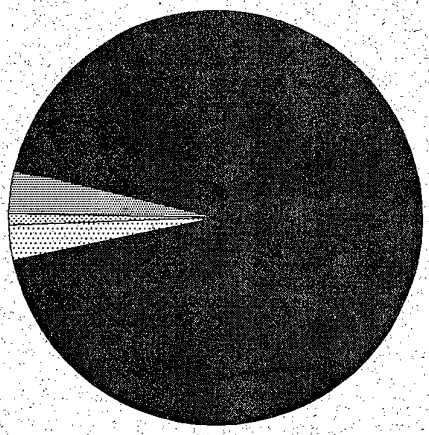
Series	Principal	Interest	Fees	Total Debt Service Requirements
General Fund-				
Capital Equipment Lease-				
1995 Series (6365)	$64,043	$36,667	$0	$100,710

UTILITY FUNDS

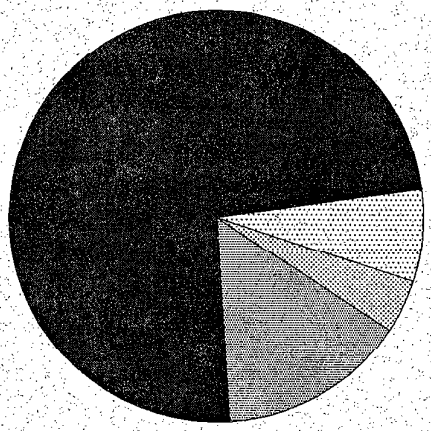
Source of Budget Dollars

Operating Revenues (93.0%)

Interest Income (3.4%)
Interfund Charges (0.9%)
Other Revenues & Sources (2.7%)



Allocation of Budget Dollars



Power and Light Dept. (73.8%)

Capital Budget (7.2%)

Debt Service (4.2%)

Non-Departmental/Other (14.8%)

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

Budget Summary - Power and Light Fund

For the Fiscal Years 1997-98, 1998-99 and 1999-2000

Description	1997-98 Actual	% of Total	1998-99 Original Budget	% of Total	1999-2000 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
Estimated Revenues-								
Operating Revenues	64,559,582	95.6%	$65,041,000	95.4%	$68,019,240	93.0%	$2,978,240	4.6%
Interest Income	2,549,251	3.8%	2,325,000	3.4%	2,496,194	3.4%	171,194	7.4%
Interfund Charges		0.0%	623,968	0.9%	635,935	0.9%	11,967	1.9%
Other Revenues	443,263	0.7%	217,000	0.3%	1,969,000	2.7%	1,752,000	807.4%
Total Estimated Revenues	$67,552,096	100.0%	$68,206,968	100.0%	$73,120,369	100.0%	$4,913,401	7.2%
Transfers from Other Funds-								
Employee Benefits Fund			181,500		182,030		530	0.3%
Total Sources			$68,388,468		$73,302,399		$4,913,931	7.2%
Allocation of Budget Dollars								
Operating Budget-								
Technology Services	47,254	0.1%	$47,155	0.1%	$51,296	0.1%	$4,141	8.8%
Power and Light Dept.	43,767,296	77.2%	45,830,247	77.6%	51,441,455	79.5%	5,611,208	12.2%
Non-Departmental	9,654,980	17.0%	9,938,955	16.8%	10,303,274	15.9%	364,319	3.7%
Debt Service	3,250,260	5.7%	3,263,065	5.5%	2,921,760	4.5%	(341,305)	-10.5%
Total Operating Departments	$56,719,790	100.0%	$59,079,422	100.0%	$64,717,785	100.0%	$5,638,363	9.5%
Capital Budget-								
Capital Projects			10,275,000		5,000,000		(5,275,000)	-51.3%
Total Allocations			$69,354,422		$69,717,785		$363,363	0.5%
Balance Available			($965,954)		$3,584,614		$4,550,568	

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

Historical Data - Power and Light Fund

For the Fiscal Years 1993-94 through 1998-99

Description	1993-94	1994-95	1995-96	1996-97	1997-98	Projected 1998-99
Net Income (Loss)						
Net Income (Loss)	$4,086,903	$3,915,888	$4,967,941	$5,501,792	$8,151,345	$9,466,000
Depreciation on Contributed Capital Adjustment	44,257	47,439	55,329	57,191	58,138	60,000
Transferred to Retained Earnings	$4,131,160	$3,963,327	$5,023,270	$5,558,983	$8,209,483	$9,526,000
Net Available Resources						
Net Available Resources-						
Total Current Assets	$28,092,081	$32,217,144	$24,829,130	$26,704,039	$28,390,019	
Restricted Assets for Capital Improvements	27,784,776	10,006,815	20,885,902	20,687,438	23,351,555	
Less:						
Inventories	(5,770,853)	(7,553,772)	(7,233,866)	(7,156,984)	(5,397,179)	
Current Liabilities	(3,898,986)	(4,289,997)	(4,438,527)	(5,221,471)	(6,513,383)	
Carryover Capital Budget Appropriations	(27,730,776)	(9,954,065)	(6,848,902)	(20,687,438)	(23,351,555)	
Carryover Outstanding Encumbrances	(4,042,736)	(4,197,998)	(7,683,788)	(3,465,812)	(1,791,829)	
Add back:						
Compensated Absences	680,560	748,894	742,363	809,311	855,091	
Net Available Resources	$15,114,066	$16,977,021	$20,252,312	$11,669,083	$15,542,719	$18,897,000

Source: 1993-94 through 1997-98 - Comprehensive Annual Financial Report
1998-99 - Operating Staff Projections

Employee Staffing (in Full Time Equivalents)

Department:						
Technology Services	1.00	1.00	0.00	1.00	1.00	1.00
Finance	1.50	1.50	0.00	0.00	0.00	0.00
Power and Light	230.50	215.50	220.50	220.00	220.00	220.00
Total	233.00	218.00	220.50	221.00	221.00	221.00

Utility Statistics

No. of Residential Customers	45,277	45,608	45,714	45,921	47,663	47,850
No. of Other Customers	4,528	4,517	4,605	4,646	4,811	4,845
Generated Power (MWH)	118,349	76,627	111,956	133,167	210,381	294,505
Purchased Power (MWH)	778,627	805,044	864,704	787,135	796,956	732,387

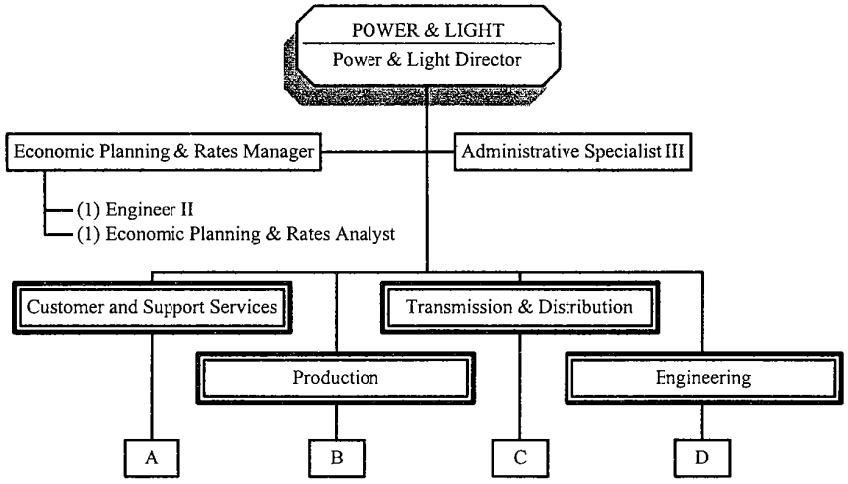
City of Independence, Missouri
1999-2000 Operating Budget

Revenue Summary

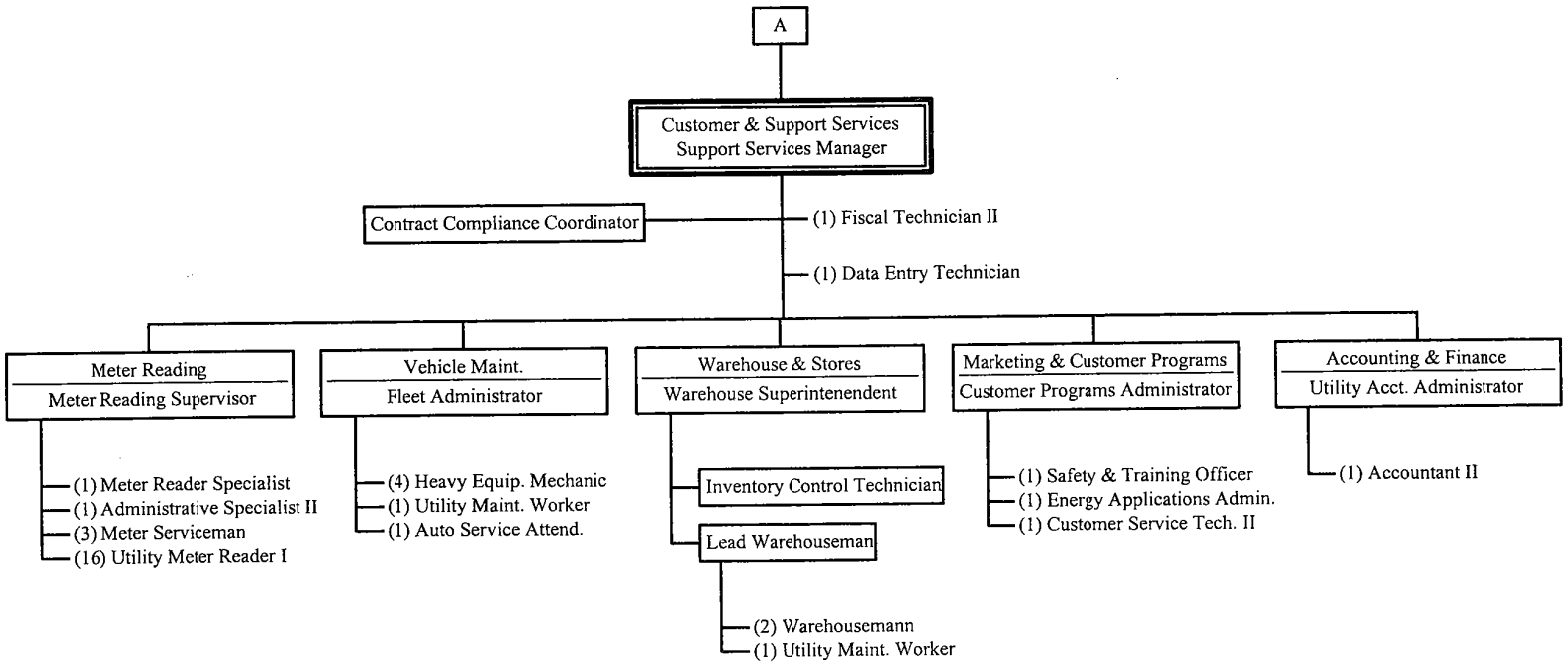
For the Fiscal Years 1997-98, 1998-99, and 1999-2000

Acct. No.	Description	1997-98 Actual	1998-99 Original Budget	1998-99 Current Estimate	1999-2000 Projected Budget	%Chg. Orig. to Proj.
	Power and Light Fund					
	Operating Revenue					
4010	Electric Service Charges	$64,559,582	$65,001,000	$65,046,000	$68,019,240	4.6%
	Other Operating Revenue	443,263	40,000	1,768,000	1,750,000	4275.0%
4700	Change in Unbilled Revenue		0	45,000	45,000	n/a
	Total Operating Revenue	65,002,845	65,041,000	66,859,000	69,814,240	7.3%
3421	Interfund Charges		623,968		635,935	1.9%
3411	Interest Income	2,549,251	2,325,000	2,736,351	2,496,194	7.4%
	Other Revenues, Net		217,000	172,000	174,000	-19.8%
	Total Revenues	**$67,552,096**	**$68,206,968**	**$69,767,351**	**$73,120,369**	**7.2%**

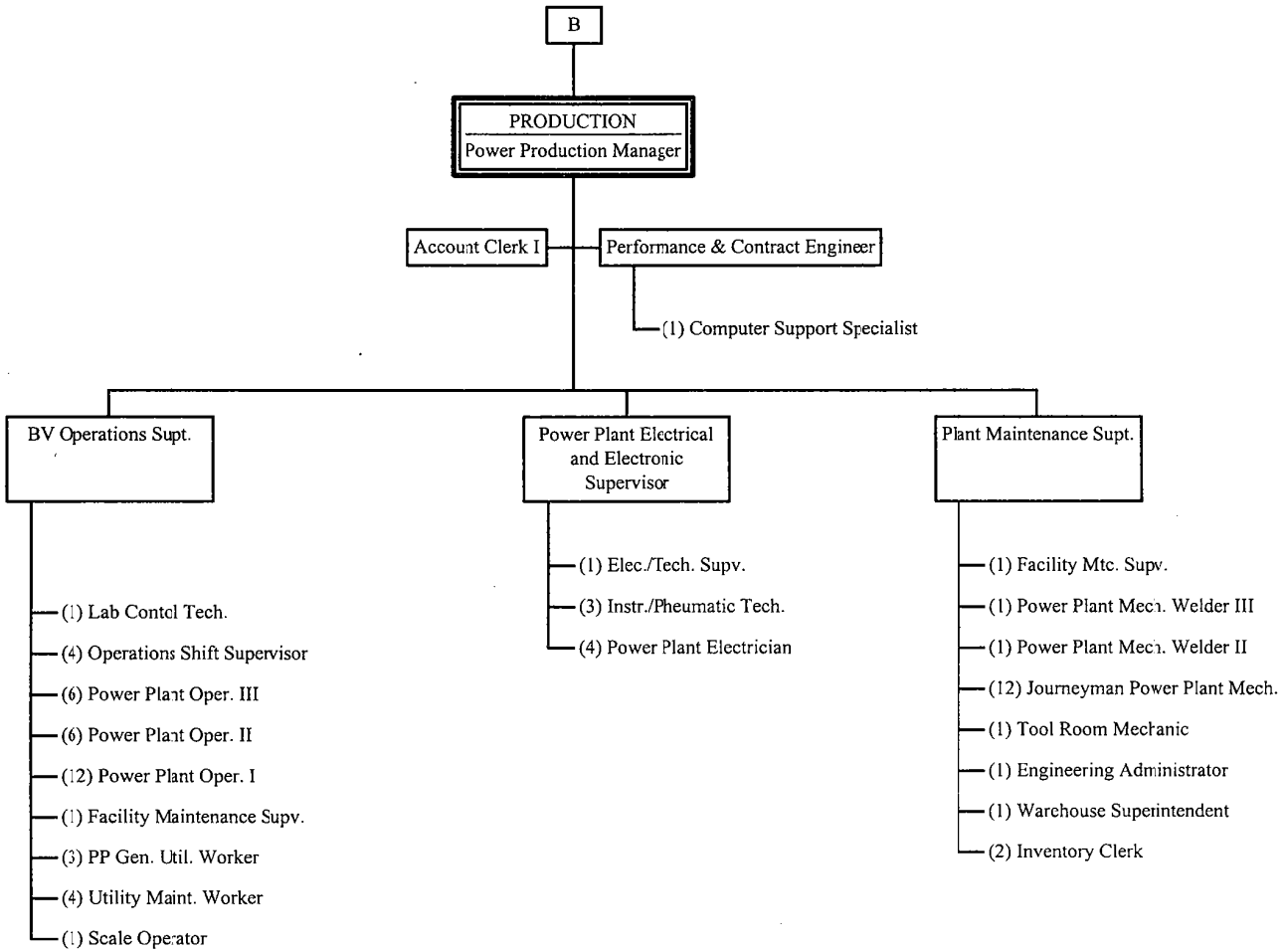
City of Independence, Missouri
Power & Light Department



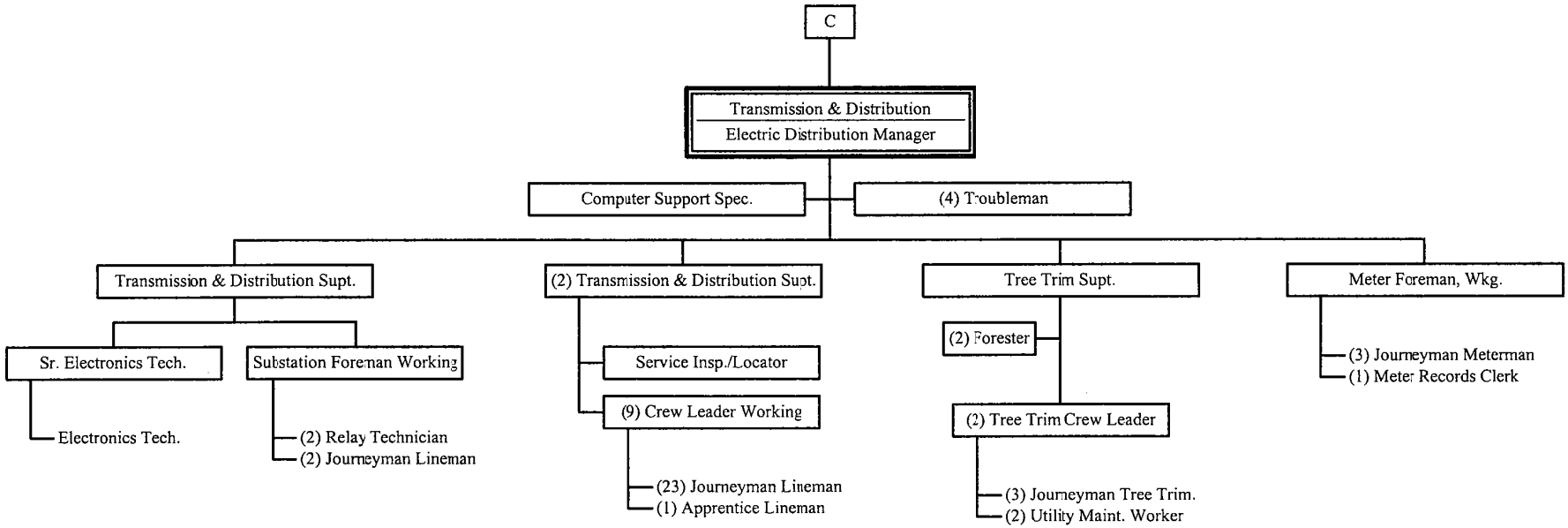
City of Independence, Missouri
Power & Light Continued



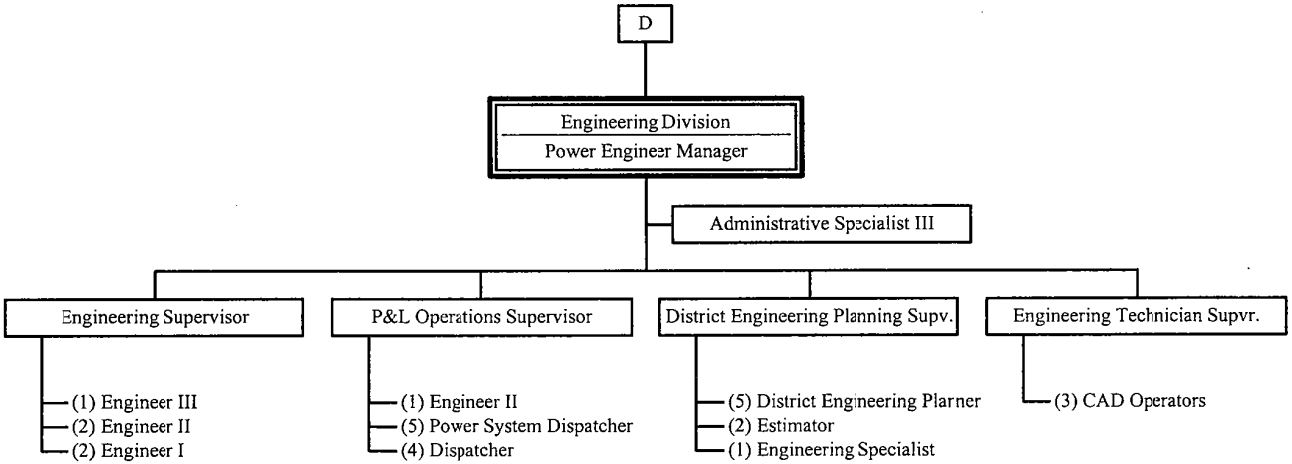
City of Independence, Missouri
Power & Light Continued



City of Independence, Missouri
Power & Light Continued



City of Independence, Missouri
Power & Light Continued



City of Independence
Departmental Budget Summary

Department: 6100-POWER & LIGHT **1999-00 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	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
Budget by Major Program Category-					
20 6110	ADMINISTRATION/PLANNING	481,403	842,606	691,181	948,065
20 6121	CUSTOMER & SUPPORT SERV.	653,275	779,634	778,534	944,093
20 6122	WAREHOUSE & STORES	2,287,815	2,150,974	2,149,424	2,251,760
20 6123	VEHICLE MAINTENANCE	595,039	668,863	670,963	1,549,254
20 6126	METER READING	1,381,845	1,332,194	1,421,044	1,355,626
20 6140	PRODUCTION	9,920,399	11,956,249	11,967,574	7,199,580
20 6145	PURCHASED POWER/FUELS	20,428,655	19,217,484	19,217,484	28,227,915
20 6150	TRANSMISSION & DIST.	5,534,931	6,240,892	6,289,892	5,981,431
20 6160	ENGINEERING & OPERATIONS	2,483,934	2,641,351	2,644,151	2,983,731
	Total	43,767,296	45,830,247	45,830,247	51,441,455
Staffing-					
	Full Time Positions	220.00	220.00	220.00	220.00
	Part Time Positions	0.00	0.00	0.00	0.00
	Total	220.00	220.00	220.00	220.00
Source of Funding-					
	POWER & LIGHT FUND	43,767,296	45,830,247	45,830,247	51,441,455
	Total	43,767,296	45,830,247	45,830,247	51,441,455

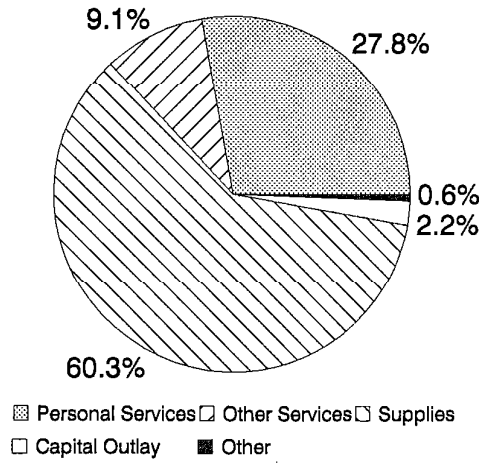
1999-2000 Operating Budget

Power & Light

Appropriations by Type:

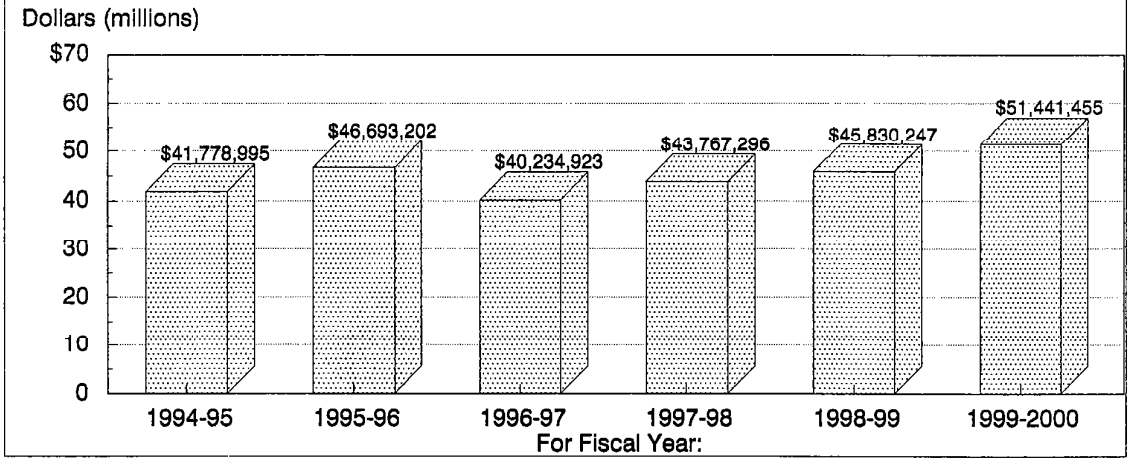
Expenditure	Actual 1997-98	Original 1998-99	Projected 1998-99	Adopted 1999-2000
Personal Services	13,673,807	13,873,477	13,873,477	14,312,690
Other Services	3,594,835	4,180,067	3,948,841	4,696,700
Supplies	26,018,850	26,817,053	26,991,103	31,005,565
Capital Outlay	465,609	709,650	925,751	1,126,500
Other	14,195	250,000	91,075	300,000
Total	43,767,296	45,830,247	45,830,247	51,441,455

1999-2000 City Council Adopted Budget



Historical Comparison:

	Actual 1994-95	Actual 1995-96	Actual 1996-97	Actual 1997-98	Budget 1998-99	Budget 1999-2000
Employees:						
Full Time Equiv.	215.50	220.50	220.00	220.00	220.0	220.00
Amount by Fund:						
Power and Light	41,778,995	46,693,202	40,234,923	43,767,296	45,830,24	51,441,455
Per Mwh	47.39	47.81	43.72	43.45	45.6	50.10
Per Capita	367.12	410.45	350.08	380.81	395.6	442.87
Per Household	848.93	943.72	809.87	880.97	910.0	1,015.55



City of Independence
Detail Program Sheet

Department: 6100-POWER & LIGHT — 1999-00 Operating Budget
Program: 6110-ADMINISTRATION/PLANNING — Fund: 20 POWER AND LIGHT

Description:

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

1999-00 Objectives:

* CONTINUE TO HOLD ELECTRIC BASE RATES AT JULY 1989 LEVELS
* MINIMIZE FUEL COST ADJUSTMENT CHARGE INCREASES TO CUSTOMERS THRU EFFICIENT USE OF CITY GENERATION RESOURCES AND PURCHASE POWER CONTRACTS.
* REVIEW AND UPDATE ELECTRIC RATE STRUCTURE PROJECTED REVENUES FOR NEAR TERM AND 5-YEAR PERIOD ADEQUACY TO FINANCE PROJECTED ELECTRIC SYSTEM COSTS.
* CONTINUE ACTIONS TO PREPARE ORGANIZATION FOR PENDING DEREGULATION AND COMPETITION IN ELECTRIC POWER INDUSTRY.
* REVIEW AND DETERMINE POTENTIAL BENEFITS OF JOINING OTHER POWER POOLS SUCH AS MID-AMERICAN POWER POOL.
* ENSURE SATISFACTORY RESOLUTION OF YEAR 2000 (Y2K) ISSUES AFFECTING ELECTRIC UTILITIES.

1998-99 Accomplishments:

* HELD ELECTRIC BASE RATES OF JULY 1989 LEVELS IN SPITE OF CONTINUING INFLATION SINCE 1989 AND FOR YEAR ENDING JUNE 30, 1999.
* MODIFIED COAL SUPPLY CONTRACT TERMS, CONDITIONS AND COSTS IN ORDER TO PROVIDE FOR SUFFICIENT COAL QUANTITY DELIVERIES AND POTENTIAL EXTENDED TERM.
* UPDATED LONG TERM POWER SUPPLY RESOURCE PLANNING PROJECTIONS EVALUATION IN ORDER TO RECOMMEND KCPL CONTRACT OPTION EXTENSION FOR YEARS 2001 THRU MAY 31, 2005.
* MINIMIZED FUEL COST ADJUSTMENT CHARGE INCREASES TO CUSTOMERS THRU EFFICIENT USE CITY GENERATION RESOURCES AND PURCHASED POWER CONTRACTS.
* REVIEWED ELECTRIC RATE STRUCTURE PROJECTED REVENUES FOR NEAR TERM AN 5-YEAR PERIOD ADEQUACY TO FINANCE PROJECTED ELECTRIC SYSTEM COSTS.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	302,105	351,566	351,566	368,365
OTHER SERVICES	162,794	227,540	227,540	267,700
SUPPLIES	16,058	12,000	12,000	12,000
CAPITAL OUTLAY	0	1,500	9,000	0

...Continued

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

DEBT SERVICE/OTHER	446	250,000	91,075	300,000
Total	481,403	842,606	691,181	948,065

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
AVERAGE NUMBER OF CUSTOMERS	52,029	52,714	52,695	53,138
RETAIL ENERGY SALES	934,431	935,915	935,915	963,541
OPERATING REVENUES	64,559,582	65,001,000	65,001,000	66,350,000

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
ECON PLANNING & RATES MANAGER	1.00	1.00	1.00	1.00
POWER & LIGHT DIRECTOR	1.00	1.00	1.00	1.00
ECON PLANNING & RATES ANALYST	1.00	1.00	1.00	1.00
ENGINEER II	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:

* INCREASED DUES AND MEMBERSHIPS COSTS ($40,000) CHIEFLY FOR SOUTHWEST POWER POOL RESTRUCTURING PREPARATION.
* INCREASED CONTINGENCY FUND BY ($50,000).

City of Independence
Detail Program Sheet

Department: 6100-POWER & LIGHT — 1999-00 Operating Budget
Program: 6121-CUSTOMER & SUPPORT SERV. — Fund: 20-POWER AND LIGHT

Description:

ADMINISTRATIVE UNIT OF THE SUPPORT SERVICES DIVISION; DIRECTLY HANDLES CUSTOMER AND ENERGY PROGRAMS, BUDGETING/ACCOUNTING/FINANCIAL PLANNING, SAFETY/TRAINING AND CONSTRUCTION CONTRACTS COMPLIANCE.

1999-00 Objectives:

* FULLY DEVELOPED KEY ACCOUNTS PROGRAM OPERATING.
* LOAD PROFILES FOR TEN LARGE CUSTOMERS CREATED.
* SENIOR CITIZEN RESIDENTIAL ENERGY SAVING IMPROVEMENTS IMPLEMENTED.
* UPDATE THE HIGH EFFICIENCY EQUIPMENT ENERGY REBATE PROGRAM.
* DEVELOP (WITH ENGINEERING DIV.) STANDARD CONDITIONS FOR CONSTRUCTION CONTRACTS.
* INCREASED WEB SITE USAGE.

1998-99 Accomplishments:

* CREATED INTERNET WEB SITE.
* CREATED RESIDENTIAL ENERGY AUDIT PROGRAM (ON-LINE INTERNET AND MAIL-BACK OPTIONS).
* DEPARTMENTAL ANNUAL REPORT COMPLETED
* CONFINED SPACE ENTRY PLAN COMPLETED.
* EXPANDED PUBLICATIONS AND PUBLIC INFORMATION EFFORTS.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	469,476	480,634	480,634	543,843
OTHER SERVICES	175,307	286,000	286,000	336,750
SUPPLIES	8,492	7,500	7,500	23,500
CAPITAL OUTLAY	0	5,500	4,400	40,000
DEBT SERVICE/OTHER	0	0	0	0
Total	653,275	779,634	778,534	944,093

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
RESIDENTIAL ENERGY AUDITS CONDUCTED.	0	0	360	4,000
NEW PROJECTS (CONTRACTS) PROCESSED.	26	15	22	24

...Continued

Performance Indicators: ***(Continued)***

CHANGE ORDERS PROCESSED.	47	15	37	30
LOST TIME INJURIES.	3	2	4	3

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
DATA ENTRY TECHNICIAN	1.00	1.00	1.00	1.00
UTILITY ACCOUNT ADMINISTRATOR	1.00	1.00	1.00	1.00
ACCOUNTANT II	1.00	1.00	1.00	1.00
ENERGY APPLICATIONS ADMIN.	1.00	1.00	1.00	1.00
SAFETY & TRAINING OFFICER	1.00	1.00	1.00	1.00
SUPPORT SERVICES MANAGER	1.00	1.00	1.00	1.00
CUSTOMER PROGRAMS ADMIN.	1.00	1.00	1.00	1.00
CONTRACT COMPLIANCE COORD.	1.00	1.00	1.00	1.00
FISCAL TECHNICIAN II	1.00	1.00	1.00	1.00
CUSTOMER SERVICE TECH. II	0.00	0.00	1.00	1.00
Total	9.00	9.00	10.00	10.00

Significant Issues/Changes:

* ADDITION OF KEY ACCOUNTS REPRESENTATIVE ($45,000)
* FUNDS BUDGETED TO IMPROVE ENERGY EFFICIENCY AT POWER & LIGHT SERVICE CENTER ($25,000)
* REDUCED FUNDING FOR APPLIANCE REBATE PROGRAM DUE TO PROJECTED PROGRAM UPDATE (-$70,000)
* INCLUDED MONIES FOR RESIDENTIAL ENERGY AUDITS VIA INTERNET AND MAIL BACK PROGRAM ($34,500)

City of Independence
Detail Program Sheet

Department: 6100-POWER & LIGHT — **1999-00 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.

1999-00 Objectives:

* ACQUIRE RACK MATERIAL FOR WAREHOUSE TO BETTER UTILIZE INTERIOR SPACE, AND TO IMPROVE THE WAY TO STORE NEW TYPES OF STREETLIGHT POLES OUTSIDE.
* WORK WITH CERTAIN DISTRIBUTORS TO HAVE LONG TERM PRICE AGREEMENTS SET UP TO AVOID RE-BIDDING BLANKET ITEMS YEARLY.
* REPAIR UNPAVED ROADS IN POLE YARD TO IMPROVE TRACTION WHEN WET AND TO IMPROVE APPEARANCE.
* CONTINUE TO WORK WITH PUBLIC UTILITIES IN REGARDS TO JOINT PURCHASES.
* IMPROVE THE LAYOUT OF THE WAREHOUSE TO IMPROVE EFFICIENCY IN MATERIAL HANDLING AND CUSTOMER SERVICE.

1998-99 Accomplishments:

* BECAME MORE ACCESSIBLE TO OTHER DIVISIONS IN THE DEPARTMENT AND IMPLEMENTED A TEAM WORK ATMOSPHERE.
* RESPONDED TO NEARLY DOUBLED DEMAND FOR MATERIAL & EQUIPMENT FROM STORES ACCOUNT.
* ALL OVERHEAD DOORS IN THE WAREHOUSE WERE PAINTED
* POWER WASHER WAS PURCHASED TO BETTER CLEAN OUTSIDE DOCKS AND FOR SAFETY AND APPEARANCE.
* PURCHASED A BAR-CODING SYSTEM TO INTERFACE WITH A REPROGRAMMED INVENTORY MANAGEMENT SYSTEM.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	334,101	303,974	303,974	312,260
OTHER SERVICES	71,379	102,000	102,000	132,000
SUPPLIES	1,882,335	1,660,000	1,660,000	1,807,500
CAPITAL OUTLAY	0	85,000	83,450	0
DEBT SERVICE/OTHER	0	0	0	0
Total	2,287,815	2,150,974	2,149,424	2,251,760

Continued

City of Independence
Detail Program Sheet

Department: 6100-POWER & LIGHT — **1999-00 Operating Budget**
Program: 6122-WAREHOUSE & STORES — **Fund: 20-POWER AND LIGHT**

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
INVENTORY PURCHASE VOLUME ($) TRANSFORMERS	267,298	433,864	881,893	680,000
INVENTORY PURCHASE VOLUME ($) WOOD POLES	81,551	123,890	158,529	120,000
INVENTORY PURCHASE VOLUME ($) STREET LIGHT POLES	100,785	89,988	232,230	100,000
INVENTORY PURCHASE VOLUME ($) WIRE	342,271	284,767	512,427	400,000
INVENTORY PURCHASE VOLUME ($) OTHER	1,088,237	667,491	869,660	900,000
TOTAL INVENTORY PURCHASES ($)	1,880,141	1,600,000	2,654,739	2,200,000
PURCHASE REQUISITIONS ISSUED	130	123	250	265

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 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
UTILITY MAINTENANCE WORKER	0.00	0.00	1.00	1.00
WAREHOUSEMAN	3.00	3.00	2.00	2.00
Total	6.00	6.00	6.00	6.00

Significant Issues/Changes:

* INCREASED T&D INVENTORY PURCHASE ACCOUNT BY $100,000 (TOTAL OF $1.6 MILLION) TO REFLECT INCREASED CONSTRUCTION ACTIVITY.

City of Independence
Detail Program Sheet

Department: 6100-POWER & LIGHT — 1999-00 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 DIVISIONS.

1999-00 Objectives:

* COORDINATE ALL FLEET MAINTENANCE DIVISION DAILY ACTIVITIES.
* PROCURE BUDGETED MOBILE EQUIPMENT FOR ALL DIVISIONS OF POWER & LIGHT.
* COMPLETE ANNUAL FLEET EVALUATION AND REPLACEMENT RECOMMENDATION REPORT FOR FY2000-2001.
* PROCURE NEW FLEET FUEL DISPENSING AND DATA MANAGEMENT SYSTEMS.
* REVIEW TRUCK SAFETY TESTING SPECIFICATIONS AND PROCEDURES. AMEND TESTING SPECIFICATIONS FOR NEW CONTRACT PERIOD TO CONFORM TO CURRENT UTILITY REQUIREMENTS.
* FOLLOW THROUGH WITH FLEET MAINTENANCE FACILITY UPGRADE RECOMMENDATIONS.
* PREPARE THE FLEET MAINTENANCE DIVISION FOR THE MILLENNIUM CHANGE.

1998-99 Accomplishments:

* EVALUATED COAL HANDLING DOZER HISTORY AND SUBMITTED REPLACEMENT RECOMMENDATIONS IN THE FEBRUARY 1999 FLEET REPORT FOR FISCAL YEAR REPLACEMENTS IN 1999-2000.
* MADE REVISIONS TO EXISTING VEHICLE AND EQUIPMENT PARKING AND STORAGE PRACTICES TO INCREASE EFFICIENCY OF AVAILABLE SPACE.
* UPGRADED PREVENTIVE MAINTENANCE GUIDELINES ON DIGGER DERRICKS AND AERIAL DEVICES TO FOLLOW MANUFACTURERS' GUIDELINES. INCORPORATED MORE SAFETY TESTING PROCEDURES.
* PUT TOGETHER CAPITAL IMP. RECOMMENDATIONS FOR UPGRADED FLEET MAINT. FACILITIES. EVALUATED REQUIREMENTS FOR SPACE TO PROPERLY SERVICE AN MAINTAIN FLEET, AND ESTABLISHED AN ESTIMATED COST FOR NEW BUILDING.
* IMPLEMENTED NEW FINANCIAL MANAGEMENT/HUMAN RESOURCES SYSTEM AS IT APPLIES TO FLEET MAINTENANCE.
* EVALUATED YEAR 2000 READINESS OF THE FLEET MAINTENANCE DIVISION INCLUDING VEHICLES, EQUIPMENT, AND VENDORS.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	374,349	384,263	384,263	398,654
OTHER SERVICES	137,958	156,300	156,600	185,100

...Continued

Program Costs: *(Continued)*

SUPPLIES	82,732	93,300	93,000	101,300
CAPITAL OUTLAY	0	35,000	37,100	864,200
DEBT SERVICE/OTHER	0	0	0	0
Total	595,039	668,863	670,963	1,549,254

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
IN-HOUSE REPAIRS	2,006	1,600	2,400	2,400
OUTSIDE REPAIRS	280	475	300	400
ACCIDENT REPAIRS	52	50	60	40
SAFETY INSPECTIONS	48	50	43	50
VEHICLE DOWNTIME DAYS	43	60	70	55
PREVENTIVE MAINTENANCE SERVICE	1,170	1,500	1,400	1,400
OTHER ASSIGNMENTS	72	50	43	50

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
FLEET ADMINISTRATOR	1.00	1.00	1.00	1.00
AUTO SERVICE ATTENDANT	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

Significant Issues/Changes:

* ACCOUNTING CHANGE MADE TO CONSOLIDATE ALL POWER & LIGHT FLEET PURCHASES UNDER THIS COST CENTER ($848,000)
* OVERALL FLEET CAPITAL BUDGET UP DUE TO NEED TO REPLACE 27 YEAR OLD COAL HANDLER DOZER ($250,000) AND "HIGH LINE" DIGGER DERRICK ($150,000)

City of Independence
Detail Program Sheet

Department: 6100-POWER & LIGHT — **1999-00 Operating Budget**
Program: 6126-METER READING — **Fund: 20-POWER AND LIGHT**

Description:

RESPONSIBLE FOR READING ELECTRIC WATT-HOUR METERS AND WATER CONSUMPTION METERS MONTHLY ON SCHEDULED ROUTES.

1999-00 Objectives:

* ABSORB INCREASED VOLUME OF CUSTOMER GROWTH WITH NO ADDITIONAL EMPLOYEES OR VEHICLES THROUGH ROUTE DESIGN
* IDENTIFY LOCATIONS WHERE AUTOMATED METER READING CAN ENHANCE PRODUCTIVITY AND COST EFFICIENCIES OF UNIT.
* FURTHER REDUCE ESTIMATED READINGS.

1998-99 Accomplishments:

* REDUCED COMPUTER ESTIMATED READINGS BY CORRECTION OF ACCESSIBILITY ISSUES AND ENHANCED CUSTOMER CONTACT.
* ADJUSTED ROUTE DESIGNS TO ABSORB HIGHER THAN AVERAGE CUSTOMER GROWTH RATE.
* ACQUIRED AND IMPLEMENTED NEW HAND-HELD HARDWARE AND SOFTWARE THAT IS BOTH YEAR 2000 COMPLIANT AND CONVERTIBLE TO REMOTE AND TOUCH READ CAPABILITY.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	1,341,439	1,292,494	1,292,494	1,316,726
OTHER SERVICES	24,727	31,900	31,900	31,100
SUPPLIES	2,163	7,800	7,800	7,800
CAPITAL OUTLAY	13,516	0	88,850	0
DEBT SERVICE/OTHER	0	0	0	0
Total	1,381,845	1,332,194	1,421,044	1,355,626

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
METER READS	1,222,656	1,171,000	1,223,356	1,224,156
RECHECKS	12,720	12,850	12,850	13,000
CAN'T READS	30,240	30,500	30,500	30,750
$ COST PER 100 CUSTOMERS ANNUALLY	2,369	2,364	2,364	2,313

...Continued

Performance Indicators: ***(Continued)***

$ COST PER 100 READS	112	113	113	111
CONTINUOUS ESTIMATES PER MO	270	285	285	295

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
ADMINISTRATIVE SPECIALIST II	1.00	1.00	1.00	1.00
METER READER SPECIALIST	0.00	0.00	1.00	1.00
METER READER SUPERVISOR	2.00	2.00	1.00	1.00
UTILITY METER READER I	16.00	16.00	16.00	16.00
UTILITY FIELD SERVICE WORKER	3.00	3.00	3.00	3.00
Total	22.00	22.00	22.00	22.00

City of Independence
Detail Program Sheet

Department: 6100-POWER & LIGHT | **1999-00 Operating Budget**
Program: 6140-PRODUCTION | **Fund: 20-POWER AND LIGHT**

Description:

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

1999-00 Objectives:

* COMPLETE SUBSTATION "I" UNIT 4 OVERHAUL/REHABILITATION, INCLUDING NEW SOLID-STATE CONTROLS & STACK REPLACEMENT
* COMPLETE BV UNITS 1,2,&3 OVERHAULS IN 1999/2000 WINTER MONTHS
* OPERATE MISSOURI CITY PLANT DURING THE 1999 SUMMER SEASON
* REPLACE 7 MISSOURI CITY PCB-CONTAMINATED TRANSFORMERS

1998-99 Accomplishments:

* COMPLETED INSTALLATION, STARTUP, TESTING, TRAINING AND FULL IMPLEMENTATION OF NEW MAINTENANCE MANAGEMENT SYSTEM (MARCAM) AT BLUE VALLEY PLANT
* COMPLETED SUBSTATION "I" UNIT 3 OVERHAUL/REHABILITATION, INCLUDING NEW SOLID-STATE CONTROLS AND STACK REPLACEMENT
* COMPLETED SUBSTATION "A" RCT OVERHAUL/REHABILITATION, INCLUDING NEW SOLID STATE CONTROLS
* COMPLETED BV UNITS 1, 2, & 3 OVERHAULS IN 1998/1999 WINTER MONTHS
* PROCURED INSTALLED AND PERFORMANCE TESTED NEW LOW NOX BURNERS & VANE CLOSED COUPLED OVERFIRE AIR ON BV3 IN ORDER TO COMPLY WITH EPA CLEAN AIR REGULATIONS BY 1/1/2000

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	4,717,943	4,753,850	4,753,850	4,906,155
OTHER SERVICES	1,525,081	1,494,980	1,262,804	1,655,725
SUPPLIES	3,481,956	5,675,419	5,850,419	626,700
CAPITAL OUTLAY	190,857	32,000	100,501	11,000
DEBT SERVICE/OTHER	4,562	0	0	0
Total	9,920,399	11,956,249	11,967,574	7,199,580

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
TOTAL NET GENERATION AT IPL PLANTS (MWH)	210,381	255,541	255,541	259,589

...Continued

Performance Indicators: *(Continued)*

TOTAL COAL BURNED (TONS)	124,754	137,099	137,099	137,457
TOTAL GAS BURNED (MCF)	327,228	455,313	455,313	432,464
TOTAL OIL BURNED (GAL)	367,049	263,903	263,903	548,766

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 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
PP ELEC/ELECTRONICS SUPVR	1.00	1.00	1.00	1.00
FACILITY MAINTENANCE SUPV.	2.00	2.00	2.00	2.00
PERFORMANCE & CONTRACT ENG.	1.00	1.00	1.00	1.00
WAREHOUSE SUPERINTENDENT	1.00	1.00	1.00	1.00
COMPUTER SUPPORT SPECIALIST	1.00	1.00	1.00	1.00
ELECTRICAL/TECHNICAL SUPV.	1.00	1.00	1.00	1.00
OPERATIONS SHIFT SUPERVISOR	4.00	4.00	4.00	4.00
SCALE OPERATOR	1.00	1.00	1.00	1.00
INSTRUMENT/PNEUMANTIC TECH	3.00	3.00	3.00	3.00
INVENTORY CLERK	2.00	2.00	2.00	2.00
LAB CONTROL TECHNICIAN	1.00	1.00	1.00	1.00
POWER PLANT ELECTRIAN	4.00	4.00	4.00	4.00
PP GENERAL UTILITY WKR	3.00	3.00	3.00	3.00
JR POWER PLANT MECH	14.00	11.00	12.00	12.00
PP OPERATOR I	12.00	12.00	12.00	12.00
PP OPERATOR II	5.00	5.00	6.00	6.00
PP 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
PP MECHANIC/WELDER II	1.00	1.00	1.00	1.00
PP MECHANIC/WELDER III	1.00	1.00	1.00	1.00
LAB & RECORDS CLERK	1.00	1.00	0.00	0.00
APPRENTICE P P MECHANIC	0.00	2.00	0.00	0.00
Total	75.00	74.00	73.00	73.00

Significant Issues/Changes:

* INCREASED O&M COSTS DUE TO PLANNED OPERATION OF THE MISSOURI CITY PLANT ($150,000)
* LEASE COST DECREASED DUE TO REPLACEMENT OF OUTDATED SUPREMA

...Continued

Changes: ***(Continued)***

MAINTENANCE MANAGEMENT SYSTEM (-$51,000)

* ACCOUNTING CHANGE MADE TO MOVE FUEL BUDGET FROM THIS COST CENTER TO COST CENTER 6145 FUEL AND PURCHASED POWER (-$5 MILLION)

City of Independence
Detail Program Sheet

Department: 6100-POWER & LIGHT — **1999-00 Operating Budget**
Program: 6145-PURCHASED POWER/FUELS — **Fund: 20-POWER AND LIGHT**

Description:

THIS FUNCTION IS USED TO ACCUMULATE COSTS OF POWER PRODUCTION FUELS (COAL,GAS,OIL) AND PURCHASE POWER AGREEMENTS WITH OTHER UTILITIES, INCLUDING THE COST OF ENERGY, DEMAND OR RESERVATION CHARGE, TRANSMISSION WHEELING, AND LOAD REGULATION FEES.

1999-00 Objectives:

* PROVIDE DATA TO LOAD CONTROL DISPATCH FOR THE MOST ECONOMICAL DISPATCH OF IPL GENERATING UNITS ON A DAILY AND HOURLY BASIS
* PROVIDE COST DATA TO LOAD CONTROL DISPATCH IN ORDER TO IMPLEMENT MOST FAVORABLE TERMS & PRICES FOR PURCHASE/SALE OF ELECTRIC ENERGY ON A DAILY & HOURLY BASIS UNDER WSPP AND MPA CONTRACTS
* REVIEW MONTHLY BILLED/SALE TRANSACTIONS TO ASSURE COMPLIANCE WITH TERMS AND RATES OF CONTRACTUAL AGREEMENTS

1998-99 Accomplishments:

* EVALUATED AND RECOMMENDED EXTENSION OF THE KCPL CAPACITY EXCHANGE CONTRACT BEYOND 5/31/01.
* PROVIDED COST DATA TO LOAD CONTROL DISPATCH IN ORDER TO IMPLEMENT MOST FAVORABLE TERMS & PRICES FOR PURCHASE/SALE OF ELECTRIC ENERGY ON A DAILY & HOURLY BASIS UNDER WSPP AND MAPP CONTRACTS
* REVIEWED MONTHLY BILLED PURCHASE/SALE TRANSACTIONS TO ASSURE COMPLIANCE WITH TERMS AND RATES OF CONTRACTUAL AGREEMENTS.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	0	0	0	0
OTHER SERVICES	0	0	0	0
SUPPLIES	20,428,655	19,217,484	19,217,484	28,227,915
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	20,428,655	19,217,484	19,217,484	28,227,915

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PURCHASED ENERGY ($)	10,654,253	10,486,792	10,486,792	10,178,597

...Continued

Performance Indicators: *(Continued)*

DEMAND	($)	7,662,000	7,529,000	7,529,000	8,632,500
WHEELING	($)	1,071,000	994,500	994,500	604,350
LOAD CONTROL	($)	209,215	207,192	207,192	211,670
POWER PRODUCTION FUELS	($)	0	0	0	8,600,798
IPL NET GENERATION	(MWH)	210,381	255,541	294,505	316,576
PURCHASED ENERGY	(MWH)	796,959	749,557	732,387	767,166

Significant Issues/Changes:

* TRANSFERED FUEL COSTS ($8,600,798) TO THE PURCHASE POWER/FUELS BUDGET OUT OF THE POWER PRODUCTION BUDGET.
* INCREASE IN INDEPENDENCE POWER AND LIGHT NET GENERATION AND FUEL COS DUE TO ANTICIPATED SUMMER SEASON WHOLESALE SALES TO OTHER UTILITIES AMOUNTING TO 57,000 MWH.
* DECREASED PURCHASED ENERGY COSTS ($308,195) DUE TO ANTICIPATED LOWER UNIT COSTS FOR PURCHASED ENERGY
* INCREASE IN PURCHASED POWER DEMAND CHARGES ($1,103,500) DUE TO 30MW INCREASE IN KCPL CAPACITY PURCHASE
* DECREASED TRANSMISSION WHEELING COSTS ($390,150) DUE TO 35MW DECREASE IN MEC CAPACITY PURCHASE DURING 5 MONTH SUMMER SEASON.

City of Independence
Detail Program Sheet

Department: 6100-POWER & LIGHT — **1999-00 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. DIVISION'S MAJOR RESPONSIBILITIES ARE ELECTRIC SERVICE, LINE CLEARANCE, ELECTRIC METERING, AND SUBSTATION MAINTENANCE AND OPERATIONS.

1999-00 Objectives:

* MAINTAIN THE CUSTOMER ELECTRICAL SERVICE CONTINUITY AT 99.98%. EVALUATE ALL CUSTOMER OUTAGES AND COMPLAINTS PROVIDING QUALITY SERVICE.
* INSTALL SCADA OPERATED RECLOSER CUT-OFF SWITCHES ON ALL 13KV FEEDERS TO INSURE SAFE AND RELIABLE OPERATION.
* MAINTAIN TECHNICAL TRAINING FOR T&D PERSONNEL.
* MAINTAIN THE TREE TRIMMING CYCLES OF FIVE YEARS IN REAR PROPERTY AND THREE YEARS ALONG CITY STREETS BY TRIMMING 14 AREA GRID MAPS.
* IMPROVE ELECTRICAL SERVICE METERING THRU PLANNED METER ROTATION OF 1,800 METERS.
* EVALUATE AND PRESENT COST-EFFECTIVE PROGRAMS TO CUT OPERATING EXPENSE.

1998-99 Accomplishments:

* MAINTAINED THE CUSTOMER ELECTRICAL SERVICE CONTINUITY AT 99.98%.
* RECONDUCTORED AND CONVERTED 4-KV CIRCUITS D-004-4 AND D-004-5 TO 13-KV.
* UNDER BUILT CIRCUIT I-013-11 WITH I-013-6.
* REPLACED 161-KV BUSHINGS AT SUBSTATIONS A AND M.
* MAINTAINED THE ESTABLISHED TREE TRIMMING CYCLES.
* REPLACED 1,800 ELECTRICAL METERS.
* REPLACED TRAFFIC SIGNAL CONTROLS AND INSTALLED NEW L.E.D. TYPE SIGNAL HEADS AT KEY INTERSECTIONS.
* RESURFACED POWER & LIGHT PARKING LOT.
* MAINTAINED TECHNICAL TRAINING FOR T&D PERSONNEL.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	4,186,986	4,381,595	4,381,595	4,492,631
OTHER SERVICES	1,070,644	1,306,647	1,307,297	1,290,250
SUPPLIES	72,132	80,200	79,550	98,250
CAPITAL OUTLAY	195,982	472,450	521,450	100,300

...Continued

Program Costs: *(Continued)*

DEBT SERVICE/OTHER	9,187	0	0	0
Total	5,534,931	6,240,892	6,289,892	5,981,431

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
COMPLETED CONSTRUCTION JOBS	800	800	800	840
4 KV CONVERSION MILES COMPLETE	3	3	3	3
SERVICES INSTALLED	850	875	875	875
SERVICES REMOVED	600	575	575	600
ROTATION OF METERS	2,100	2,000	2,000	1,800
TOTAL NO. OF TREES TRIMMED	29,500	30,000	30,000	30,000
PROPERTIES TRIMMED	8,000	7,650	7,650	8,000
STREET LIGHTS ADDED	100	100	100	105
YEARLY CONTINUITY PERCENTAGE	99	99	99	99

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 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
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	26.00	26.00	26.00
RELAY TECHNICIAN	1.00	2.00	2.00	2.00
JOURNEYMAN METERMAN	3.00	3.00	3.00	3.00
JOURNEYMAN TREE TRIMMER	4.00	3.00	3.00	3.00
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
UTILITY MAINTENANCE WORKER	2.00	2.00	2.00	2.00
METER RECORDS CLERK	1.00	1.00	1.00	1.00
Total	67.00	66.00	66.00	66.00

Continued

Significant Issues/Changes:

* REDUCED TRAVEL/MEETING EXPENSES (-$27,000) DUE TO PRIOR YEAR ONE-TIME TRAINING COSTS
* INCREASED TREE TRIMMING CONTRACT EXPENSE DUE TO ADDITIONAL CREW ($198,000)
* LEASE COSTS REDUCED (-$128,000) DUE TO REPLACEMENT OF OUTDATED MAPPER STORM MANAGEMENT SOFTWARE
* REDUCED CAPITAL EXPENSES (-$371,000) DUE TO ACCOUNTING CHANGE

City of Independence
Detail Program Sheet

Department: 6100-POWER & LIGHT — 1999-00 Operating Budget
Program: 6160-ENGINEERING & OPERATIONS — Fund: 20-POWER AND LIGHT

Description:

RESPONSIBLE FOR THE OVERALL ENGINEERING AND OPERATIONS OF THE CITY'S HIGH VOLTAGE ELECTRICAL POWER SYSTEM. THIS SYSTEM CONSISTS OF APPROXIMATELY 23 MILES OF 161-KV AND 41 MILES OF 69-KV TRANSMISSION LINES, 600 MILES OF 13-KV AND 15 MILES OF 4-KV OVERHEAD AND UNDERGROUND DISTRIBUTION, AND 14 SUBSTATIONS. MAJOR AREAS OF RESPONSIBILITY ARE: TRANSMISSION, SUBSTATION, AND DISTRIBUTION DESIGN AND OPERATIONS; ENVIRONMENTAL IMPACT MONITORING, REPORTING, AND PERMITTING FOR THE POWER & LIGHT DEPARTMENT; POWER PURCHASE, SELL, AND PRODUCTION CONTROL; AND CONSTRUCTION JOB ORDER AND CONTRACT DEVELOPMENT, ESTIMATING, AND ADMINISTRATION.

1999-00 Objectives:

* DESIGN TRUMAN ROAD, PHASE II UNDERGROUND IN MIDTOWN REVITALIZATION AREA.
* DESIGN STREET LIGHT CONVERSION ALONG NOLAND ROAD (FROM I-70 NORTH TO 23RD STREET).
* DESIGN APPROXIMATELY 11 MILES OF OVERHEAD DISTRIBUTION
* DESIGN APPROXIMATELY 2 MILES OF OVERHEAD TO UNDERGROUND DISTRIBUTION CONVERSION.
* EXPAND ENGINEERING DIVISION & OPERATIONS OFFICE AREA.
* INITIATE DEPARTMENTS WORK MANAGEMENT SYSTEM (WMS).
* REPLACE SCADA/AGC SYSTEM LOCATED IN OPERATIONS CENTER.

1998-99 Accomplishments:

* COMPLETED DESIGN OF TRUMAN ROAD, PHASE I UNDERGROUND IN MIDTOWN REVITALIZATION AREA.
* COMPLETED DESIGN OF APPROX. 17 MILES OF OVERHEAD DISTRIBUTION
* COMPLETED (2) UNDERGROUND PROJECTS AS PART OF UNDERGROUND CONVERSION PROGRAM.
* COMPLETED CONVERSION OF OUTAGE RESTORATION COMPUTER PROGRAM FROM MAPPER TO "OPCENTER" AND "GENTCA"

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	1,947,408	1,925,101	1,925,101	1,974,056
OTHER SERVICES	426,945	574,700	574,700	798,075
SUPPLIES	44,327	63,350	63,350	100,600
CAPITAL OUTLAY	65,254	78,200	81,000	111,000

...Continued

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

DEBT SERVICE/OTHER	0	0	0	0
Total	2,483,934	2,641,351	2,644,151	2,983,731

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
CONTRACTED CONSTRUCTION	257,500	4,000,000	5,500,000	6,000,000
CODE 2 JOB ORDERS (LESS THAN $25,000)	1,071,365	1,000,000	1,500,000	2,000,000
CODE 4 JOB ORDERS (MORE THAN $25,000)	2,166,353	2,500,000	3,000,000	3,500,000
CODE 6 JOB ORDERS (STREET LIGHTING)	182,353	80,000	100,000	200,000
CODE 7 JOB ORDERS (PRIVATE LIGHTING)	57,827	25,000	35,000	35,000

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
DISTRICT ENGR PLANNING SUPV.	1.00	1.00	1.00	1.00
POWER ENGINEERING MANAGER	1.00	1.00	1.00	1.00
DISTRICT ENGINEER PLANNER	4.00	4.00	4.00	4.00
ENGINEER I	1.00	3.00	3.00	3.00
ENGINEER II	2.00	1.00	1.00	2.00
ENGINEER III	2.00	2.00	1.00	1.00
ENGINEERING SUPERVISOR	1.00	1.00	1.00	1.00
ENGINEERING TECHNICIAN SUPV.	0.00	0.00	1.00	1.00
P&L OPERATIONS SUPERVISOR	1.00	1.00	1.00	1.00
POWER SYSTEMS DISPATCHER	4.00	5.00	5.00	5.00
SCADA ANALYST	1.00	1.00	1.00	0.00
ADMINISTRATIVE SPECIALIST III	1.00	1.00	1.00	1.00
ENGINEERING SPECIALIST	1.00	1.00	1.00	1.00
CAD OPERATOR	3.00	3.00	3.00	3.00
ESTIMATOR	2.00	2.00	2.00	2.00
DISPATCHER	4.00	4.00	4.00	4.00
Total	29.00	31.00	31.00	31.00

Continued

Significant Issues/Changes:

* ADDED ENGINEERING TECHNICIAN SUPERVISOR POSITION($41,000) TO ENHANCE PRODUCTIVITY OF THE CAD/GIS AREA.
* UPGRADE SECURITY AND HVCA SYSTEM FOR YEAR 2000 COMPLIANCE ($40,000)
* COMPUTER PROGRAMING AND WORK MANAGEMENT DEVELOPMENT ASSISTANCE ($125,000) TO IMPROVE EFFICIENCY OF T&D WORK
* SYSTEM WIDE ELECTRICAL STUDY ($150,000) TO REVIEW FUTURE ELECTRIC INFRA-STRUCTURE IN EASTERN INDEPENDENCE

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

Capital Budget Summary - Power and Light Fund

Project Number	Project Description	Source of Funds	Amount
9730	Blue Valley Unit Number 3 Boiler Tube and Bottom replacement	Power and Light Fund	$500,000
9734	Blue Valley Unit Number 2 Condenser Retubing	Power and Light Fund	600,000
9310	Missouri City Plant Overhaul	Power and Light Fund	1,100,000
9036	Blue Valley Life Extension Engineering	Power and Light Fund	200,000
9607	Transmission and Distribution Underground Conversion Program	Power and Light Fund	1,100,000
9402	New/Reconductor Transmission and Distribution Circuits	Power and Light Fund	500,000
9407	Substation Design and Construction	Power and Light Fund	1,000,000
		Grand Total	**$5,000,000**

City of Independence
Detail Program Sheet

Department: 6200-DEBT SERVICE-REVENUE BOND — 1999-00 Operating Budget
Program: 6230-REVENUE BONDS — Fund: 20-POWER AND LIGHT

Description:

DEBT SERVICE COSTS (PRINCIPAL, INTEREST AND FISCAL AGENT'S FEES) FOR OUTSTANDING POWER AND LIGHT FUND REVENUE BONDS.

Series	Principal	Interest	Fees	Total Debt Service Requirements
Power and Light Fund-				
Revenue Bonds (Refunding)- 1998 Series B (6235)	$1,120,000	$997,700	$1,500	$2,119,200
Revenue Bonds (Refunding)- 1993 Series (6233)	415,000	387,060	500	802,560
Total Power and Light Fund	$1,535,000	$1,384,760	$2,000	$2,921,760

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) Rate Designation	Independence Power & Light (IPL) Annual Bill Amount	Missouri Public Service Company (MoPub) (rates effective 4/17/98) Rate Designation	MoPub Annual Bill Amount	MoPub Percent Higher or (Lower) than IPL	Kansas City Power & Light Co. (KCPL) (rates effective 1/1/97) Rate Designation	KCPL Annual Bill Amount	KCPL Percent Higher or (Lower) than IPL
Standard Residential Service								
Average Customer (Mar 98 - Feb 99) Annual KWH = 9,726	RS-3	744.46	060	834.92	12.15%	R	844.79	13.48%
Small General Service (Commercial)								
Average Customer (Mar 98 - Feb 99) Annual KWH = 8,918 (6 KW Demand)	GS-1	848.76	310	865.79	2.01%	SGS	1,032.59	21.66%
Large General Service (Commercial and Industrial)								
Metered Demand - 150 KW Energy - 45,000 KWH	LGS-1	2,996.28	320	2,535.87	-15.37%	MGS	3,274.80	9.30%
Metered Demand - 150 KW Energy - 75,000 KWH	LGS-1	4,032.30	320	3,700.67	-8.22%	MGS	4,430.58	9.88%
Metered Demand - 300 KW Energy - 90,000 KWH	LGS-1	5,769.06	320	5,017.66	-13.02%	LGS	6,127.37	6.21%
Metered Demand - 300 KW Energy - 150,000 KWH	LGS-1	7,841.10	320	7,345.87	-6.32%	LGS	8,213.20	4.75%
Industrial - Primary Voltage Delivered Service - 13,000 Volts								
Metered Demand - 500 KW Energy - 150,000 KWH	LP-2	8,322.10	335	7,786.82	-6.43%	LGS	9,807.45	17.85%
Metered Demand - 500 KW Energy - 250,000 KWH	LP-2	11,685.50	335	10,874.70	-6.94%	LGS	13,214.51	13.08%
Metered Demand - 1,200 KW Energy - 360,000 KWH	LP-2	19,317.74	335	18,502.49	-4.22%	LGS	23,976.73	24.12%
Metered Demand - 1,200 KW Energy - 600,000 KWH	LP-2	27,389.90	335	25,913.41	-5.39%	LPS	31,032.34	13.30%
Metered Demand - 4,000 KW Energy - 1,200,000 KWH	LP-2	57,978.30	335	61,365.20	5.84%	LPS	78,406.36	35.23%
Metered Demand - 4,000 KW Energy - 2,000,000 KWH	LP-2	82,278.50	335	86,068.24	4.61%	LPS	100,035.90	21.58%
Metered Demand - 10,000 KW Energy - 3,500,000 KWH	LP-2	156,801.50	335	170,084.01	8.47%	LPS	200,410.80	27.81%
Metered Demand - 10,000 KW Energy - 5,000,000 KWH	LP-2	196,560.50	335	214,971.45	9.37%	LPS	238,217.70	21.19%
Industrial - Transmission Voltage Delivered Service - 69,000 Volts								
Metered Demand - 10,000 KW Energy - 3,500,000 KWH	LP-2	149,701.50	335	170,084.01	13.62%	LPS	186,828.00	24.80%
Metered Demand - 10,000 KW Energy - 5,000,000 KWH	LP-2	189,460.50	335	214,971.45	13.47%	LPS	224,331.60	18.41%

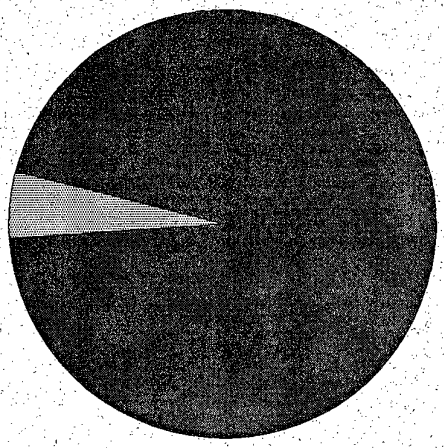
NOTES:

(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 ($0.010016) per KWH as based on the average of the actual monthly Fuel Cost Adjustment rates for the 12 months ending March 1999.
(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) Rate comparisons for Standard Residential Service and Small General Service are based on monthly bill calculations using City's average KWH usage per customer for each month from March 1998 through February 1999.
(g) 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 for all rate comparisons other than Standard Residential Service and Small General Service.

Source of Budget Dollars

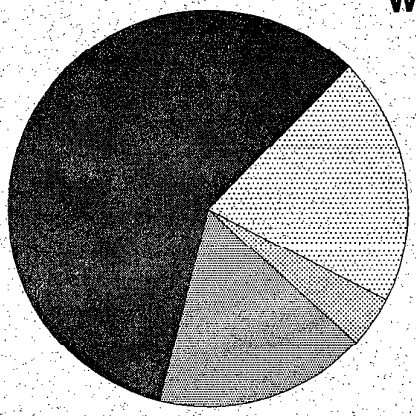
Operating Revenues (94.9%)

Interest Income (5.0%)
Other Revenues & Sources (0.1%)



Allocation of Budget Dollars

Water Pollution Control Dept. (58.5%)



Capital Budget (20.1%)

Debt Service (4.2%)

Non-Departmental (17.2%)

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

Budget Summary - Sanitary Sewer Fund

For the Fiscal Years 1997-98, 1998-99 and 1999-2000

Description	1997-98 Actual	% of Total	1998-99 Original Budget	% of Total	1999-2000 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
Estimated Revenues-								
Operating Revenues	12,080,560	97.5%	$12,423,210	98.7%	$12,654,268	94.9%	$231,058	1.9%
Interest Income	314,955	2.5%	78,550	0.6%	669,953	5.0%	591,403	752.9%
Other Revenues		0.0%	80,000	0.6%	10,000	0.1%	(70,000)	-87.5%
Total Estimated Revenues	$12,395,515	100.0%	$12,581,760	100.0%	$13,334,221	100.0%	$752,461	6.0%
Transfers from Other Funds-								
Employee Benefits Fund			35,000		40,580		5,580	15.9%
Total Sources			**$12,616,760**		**$13,374,801**		**$758,041**	**6.0%**
Allocation of Budget Dollars								
Operating Budget-								
Water Pollution Control Department	6,942,949	76.1%	$7,921,757	76.7%	$8,292,012	73.2%	$370,255	4.7%
Non-Departmental	2,184,941	23.9%	2,400,656	23.3%	2,434,162	21.5%	33,506	1.4%
Debt Service	0	0.0%	0	0.0%	594,594	5.3%	594,594	ERR
Total Operating Budget	$9,127,890	100.0%	$10,322,413	100.0%	$11,320,768	100.0%	$998,355	9.7%
Capital Budget-								
Capital Projects			1,575,100		2,840,350		1,265,250	80.3%
Total Allocations			**$11,897,513**		**$14,161,118**		**$2,263,605**	**19.0%**
Balance Available			**$719,247**		**($786,317)**		**($1,505,564)**	

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

Historical Data - Sanitary Sewer Fund

For the Fiscal Years 1993-94 through 1998-99

Description	1993-94	1994-95	1995-96	1996-97	1997-98	Projected 1998-99
Net Income (Loss)						
Net Income (Loss)	($2,691,687)	($791,541)	$28,074	$1,386,177	$1,961,129	$1,029,604
Depreciation on Contributed Capital Adjustment	1,087,425	1,091,175	1,092,934	1,082,589	1,056,253	
Transferred to Retained Earnings	($1,604,262)	$299,634	$1,121,008	$2,468,766	$3,017,382	
Net Available Resources						
Net Available Resources-						
Total Current Assets	$6,189,612	$4,780,033	$5,987,945	$7,702,899	$7,430,357	
Less:						
Inventories	(268,543)	(174,722)	(177,823)	(237,226)	(161,629)	
Current Liabilities	(1,961,375)	(401,299)	(1,363,822)	(1,285,219)	(1,133,262)	
Carryover Capital Budget Appropriations	(935,597)	(329,056)	(1,050,713)	(5,750,707)	(5,419,735)	
Carryover Outstanding Encumbrances	(979,318)	(591,496)	(989,804)	(371,260)	(156,822)	
Add back:						
Compensated Absences	161,730	159,016	155,970	162,810	183,525	
Net Available Resources	$2,206,509	$3,442,476	$2,561,753	$221,297	$742,434	$3,343,457

Source: 1992-93 through 1996-97 - Comprehensive Annual Financial Report
1997 98 - Operating Staff Projections

Employee Staffing (in Full Time Equivalents)

Department:						
Finance	0.75	0.75	0.00	0.00	0.00	0.00
Public Works	2.00	2.00	0.00	0.00	0.00	0.00
Water Pollution Control	77.50	74.50	72.50	72.50	72.50	71.50
Total	80.25	77.25	72.50	72.50	72.50	71.50

Utility Statistics

No. of Residential Customers	35,434	35,919	36,137	36,493	36,852	37,100
No. of Commercial Customers	3,500	3,553	3,519	3,463	3,459	3,460
Wastewater Treated (million gallons)	4,396	3,450	3,314	3,657	3,492	4,200
Wastewater Treated-Other Agencies (million gallons)	4,019	3,286	2,926	3,505	3,196	4,766

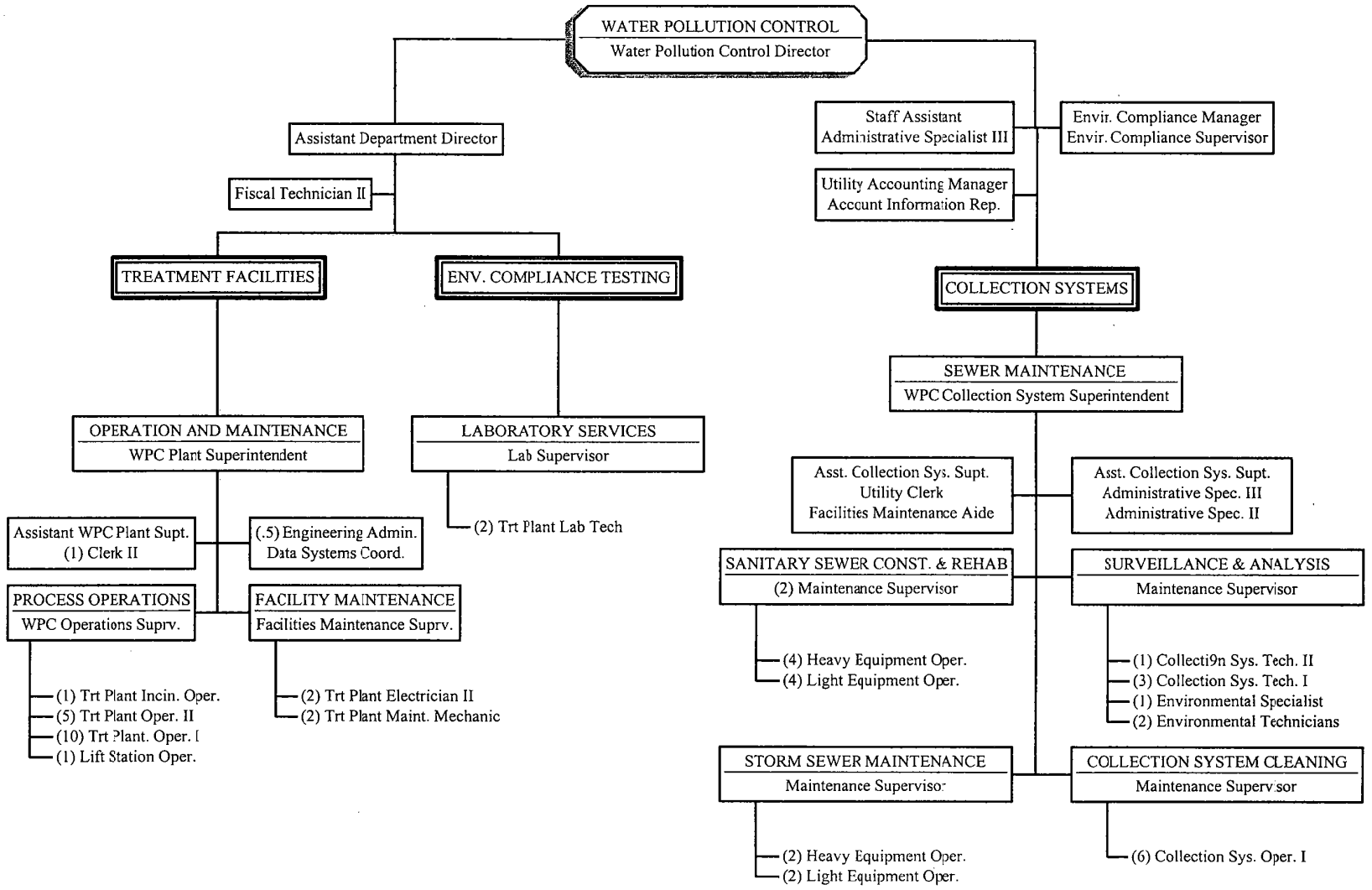
City of Independence, Missouri
1999-2000 Operating Budget

Revenue Summary

For the Fiscal Years 1997-98, 1998-99, and 1999-2000

Acct. No.	Description	1997-98 Actual	1998-99 Original Budget	1998-99 Current Estimate	1999-2000 Projected Budget	%Chg. Orig. to Proj.
	Sanitary Sewer Fund					
	Operating Revenue					
	User Charges-					
4010	Residential	$7,316,053	$7,730,496	$7,706,694	$7,731,610	0.0%
4110	Comercial Base	3,150,003	3,297,330	3,261,658	3,261,658	-1.1%
4120	Comercial Surcharge	766,614	685,384	815,000	815,000	18.9%
4430	Contract Sales	297,503	280,000	375,000	325,000	16.1%
4570	Intermunicipal Agreements	394,322	430,000	430,000	430,000	0.0%
4600	Other Operating Revenue	89,703	0	91,000	91,000	n/a
4700	Change in Unbilled Revenue	66,362	0		0	n/a
	Total Operating Revenue	12,080,560	12,423,210	12,679,352	12,654,268	1.9%
	Non-Operating Revenue					
3411	Interest Income	314,955	78,550	494,211	669,953	752.9%
4900	Other Revenues, Net		80,000	56,000	10,000	-87.5%
	Total Revenues	**$12,395,515**	**$12,581,760**	**$13,229,563**	**$13,334,221**	**6.0%**

City of Independence, Missouri
Water Pollution Control



City of Independence
Departmental Budget Summary

Department: 5200-WATER POLLUTION CONTROL **1999-00 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	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
Budget by Major Program Category-					
02 5250	STORM SEWER MAINTENANCE	229,560	290,964	305,964	295,013
30 5201	ADMINISTRATION	584,884	647,967	638,067	699,102
30 5210	INTER-JURIS. AGENCIES	2,485,079	2,925,000	2,925,000	2,931,500
30 5220	TREATMENT FACILITIES	2,350,608	2,517,557	2,517,457	2,563,929
30 5230	COLLECTION SYSTEM MAINT	1,357,077	1,648,483	1,658,483	1,904,844
30 5240	ENVIRONMENTAL COMPLIANCE	165,301	182,750	182,750	192,637
	Total	7,172,509	8,212,721	8,227,721	8,587,025
Staffing-					
	Full Time Positions	77.00	77.00	77.00	76.00
	Part Time Positions	0.50	0.50	0.50	0.50
	Total	77.50	77.50	77.50	76.50
Source of Funding-					
	SANITARY SEWER FUND	6,942,949	7,921,757	7,921,757	8,292,012
	GENERAL FUND	229,560	290,964	305,964	295,013
	Total	7,172,509	8,212,721	8,227,721	8,587,025

Continued

Significant Issues/Changes:

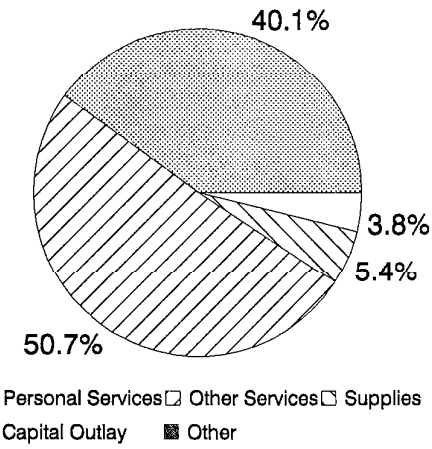
* THE DEPARTMENT WILL CONTINUE TO EMPHASIZE NEIGHBORHOOD SEWER REHABILITATION THROUGH INCREASED USE OF TRENCHLESS TECHNOLOGY.
* THE DEPARTMENT WILL COMMIT $39,000 TO ENGINEER AND CONSTRUCT AT LEAST SEVEN NEIGHBORHOOD STORM WATER REPAIR PROJECTS.
* THE DEPARTMENT WILL REDUCE THE ORGANIZATION BY ONE FULL TIME OPERATOR POSITION (VACANT) AS A RESULT OF CONTINUED WORK FORCE FLEXIBILITY TRAINING AND THE OUT-SOURCING OF GROUNDS MAINTENANCE.
* STAFF WILL FOCUS ON A PUBLIC AWARENESS PROGRAM OF STORM WATER ISSUES AND PURSUE INNOVATIVE FUNDING SOLUTIONS FOR STORM WATER PROBLEMS IN COLLABORATION WITH PUBLIC WORKS.

1999-2000 Operating Budget — Water Poll. Control

Appropriations by Type:

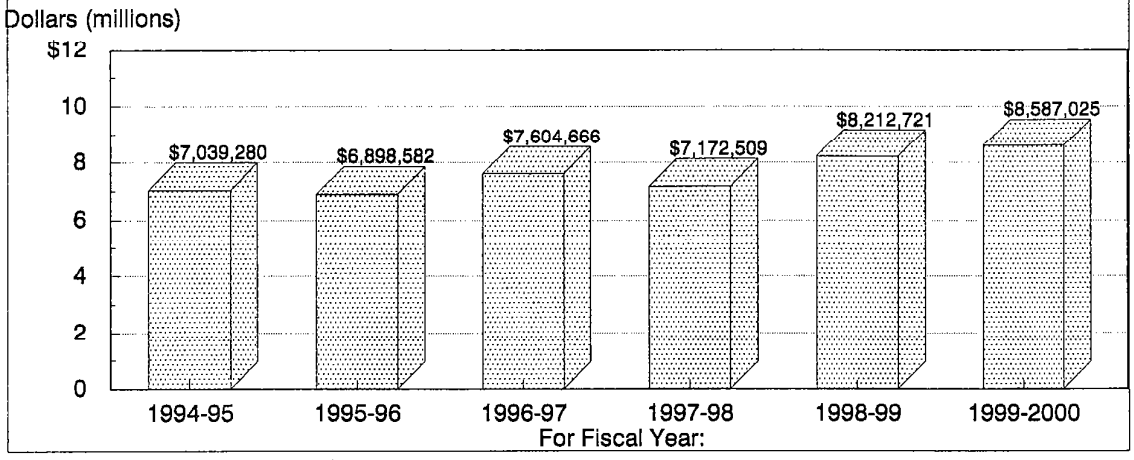
Expenditure Type	Actual 1997-98	Original 1998-99	Projected 1998-99	Adopted 1999-2000
Personal Services	3,012,729	3,295,385	3,295,385	3,439,683
Other Services	3,654,314	4,300,637	4,315,887	4,358,892
Supplies	340,683	442,699	444,197	460,750
Capital Outlay	163,982	174,000	172,252	327,700
Other	801	0	0	0
Total	7,172,509	8,212,721	8,227,721	8,587,025

1999-2000 City Council Adopted Budget



Historical Comparison:

	Actual 1994-95	Actual 1995-96	Actual 1996-97	Actual 1997-98	Budget 1998-99	Budget 1999-2000
Employees:						
Full Time Equiv.	79.50	77.50	77.50	77.50	77.50	76.50
Amount by Fund:						
Sanitary Sewer	6,837,061	6,706,579	7,317,817	6,942,949	7,921,757	8,292,012
Storm Water	202,219	192,003	0	0	0	0
General	0	0	286,849	229,560	290,964	295,013
Per 100,000 Gals. Treated	204.04	208.16	200.10	198.82	232.99	197.43
Per Capita	61.86	60.64	63.67	60.41	68.38	71.39
Per Household	143.03	139.43	147.30	139.75	157.29	163.70



City of Independence
Detail Program Sheet

Department: 5200-WATER POLLUTION CONTROL — **1999-00 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.

1999-00 Objectives:

* CONTINUE TO MONITOR & PARTICIPATE IN THE STATE RULEMAKING PROCESS WITH VISITS TO THE MISSOURI CLEAN WATER COMMISSION AND DEPARTMENT OF NATURAL RESOURCES.
* CONDUCT A HOUSEHOLD HAZARDOUS WASTE MOBILE COLLECTION EVENT FOR THE COMMUNITY.
* DEVELOP A SANITARY SEWER INTERCEPTOR MASTER PLAN AND A SYSTEMS DEVELOPMENT COST RECOVERY POLICY.

1998-99 Accomplishments:

* NEGOTIATED AN INTERGOVERNMENTAL AGREEMENT FOR MANAGEMENT SERVICES WITH THE LITTLE BLUE VALLEY SEWER DISTRICT.
* NEGOTIATED AN INTERGOVERNMENTAL AGREEMENT WITH JACKSON COUNTY TO PROVIDE SANITARY SEWER MAINTENANCE FOR FOUR COUNTY SEWER DISTRICTS.
* COORDINATED AND CONDUCTED A HOUSEHOLD HAZARDOUS WASTE MOBILE COLLECTION EVENT.
* PERFORMED A WASTEWATER CAPACITY STUDY OF THE DICKINSON PUMP STATION SUB-WATERSHED THAT INDICATED AVAILABLE CAPACITY FOR FUTURE GROWTH.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	484,799	492,270	492,270	543,477
OTHER SERVICES	76,916	130,847	121,197	132,625
SUPPLIES	14,538	17,350	17,100	17,000
CAPITAL OUTLAY	7,830	7,500	7,500	6,000
DEBT SERVICE/OTHER	801	0	0	0
Total	584,884	647,967	638,067	699,102

Continued

City of Independence
Detail Program Sheet

Department: 5200-WATER POLLUTION CONTROL — **1999-00 Operating Budget**
Program: 5201-ADMINISTRATION — **Fund: 30-SANITARY SEWER**

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
SANITARY SEWER CUSTOMERS (RESIDENTIAL)	36,852	36,850	37,100	37,200
SANITARY SEWER CUSTOMERS (COMMERCIAL)	3,459	3,500	3,460	3,460
SIGNIFICANT INDUSTRIAL USERS	9	9	9	9
COMPLIANCE INSPECTIONS	248	240	300	325
INDUSTRIAL CLASSIFICATION CUSTOMERS	499	510	500	500

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 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 ACCOUNT ADMINISTRATOR	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 **1999-00 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	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	0	0	0	0
OTHER SERVICES	2,485,079	2,925,000	2,925,000	2,931,500
SUPPLIES	0	0	0	0
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	2,485,079	2,925,000	2,925,000	2,931,500

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
WASTEWATER TO OTHER AGENCIES (MILLION GALLONS)	3,196	3,500	4,766	3,980
COST PER MILLION GALLONS (DOLLARS)	778	814	614	737
HOUSEHOLD HAZARDOUS WASTE CUSTOMERS (INDEP. RESIDENTS)	986	1,000	1,100	1,000

City of Independence
Detail Program Sheet

Department: 5200-WATER POLLUTION CONTROL — **1999-00 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.

1999-00 Objectives:

* COMPLETE FEASIBILITY STUDY OF ELIMINATING SOLIDS OXIDATION PROCESS FOR REDUCED OPERATIONS AND MAINTENANCE COSTS.
* BEGIN EVALUATION & DESIGN STUDY OF THE KENTUCKY HILLS PUMPING STATION FOR INCREASED CAPACITY, RELOCATION AND STATION UPGRADE.
* IMPLEMENT SOLIDS HANDLING & DISPOSAL STUDY TO REDUCE OPERATIONS & MAINTENANCE COSTS.

1998-99 Accomplishments:

* RECEIVED THE GOLD AWARD IN RECOGNITION OF EXCELLENCE IN WASTEWATER TREATMENT FROM THE ASSOCIATION OF METROPOLITAN SEWERAGE AGENCIES (100% COMPLIANCE WITH NATIONAL DISCHARGE PERMIT LIMITS).
* TRIPLED THE NUMBER OF QUALIFIED INCINERATOR & FILTER PRESS OPERATORS FOR EFFECTIVE BACK-UP PROCESS OPERATIONS THROUGH CROSS-TRAINING & DEVELOPED IN-HOUSE CERTIFICATION & REFRESHER TRAINING PROGRAM.
* COMPLETED THE INVENTORY & YEAR 2000 COMPLIANCE ASSESSMENT OF ALL TREATMENT AND PUMPING PROCESS EQUIPMENT.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	1,167,454	1,266,872	1,266,872	1,271,894
OTHER SERVICES	918,026	979,750	979,650	1,014,550
SUPPLIES	197,005	240,335	241,335	239,785
CAPITAL OUTLAY	68,123	30,600	29,600	37,700
DEBT SERVICE/OTHER	0	0	0	0
Total	2,350,608	2,517,557	2,517,457	2,563,929

Continued

City of Independence
Detail Program Sheet

Department: 5200-WATER POLLUTION CONTROL — **1999-00 Operating Budget**
Program: 5220-TREATMENT FACILITIES — **Fund: 30-SANITARY SEWER**

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
WASTEWATER TREATED (MILLION GALLONS)	3,492	3,400	4,200	4,200
COST PER MILLION GALLONS (DOLLARS)	673	738	599	618
SOLIDS REMOVAL EFFICIENCY (%) (85 % REQUIRED)	93	93	92	92
OXYGEN DEMAND REMOVAL (%) (85 % REQUIRED)	89	90	91	91
SOLIDS INCINERATED (DRY TONS)	1,128	1,080	1,395	1,400
PREVENTATIVE MAINTENANCE WORK ORDERS (SCHEDULED)	2,960	3,465	2,080	3,000
REPAIR WORK ORDERS (UNSCHEDULED)	531	573	440	400

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
TREATMENT PLANT ELEC II	2.00	2.00	2.00	2.00
TREAT PLANT INCINERATOR OPER	1.00	1.00	1.00	1.00
TREAT PLANT MAINT MECH	2.00	2.00	2.00	2.00
TREAT PLANT OPER I	11.00	11.00	11.00	10.00
TREAT PLANT OPER 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 SYSTEMS COORDINATOR	1.00	1.00	1.00	1.00
FACILITY 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	27.50

City of Independence
Detail Program Sheet

Department: 5200-WATER POLLUTION CONTROL **1999-00 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.

1999-00 Objectives:

* INCREASE PERCENTAGE OF COLLECTION SYSTEM OPERATORS CERTIFIED THROUGH THE MISSOURI WATER ENVIRONMENT ASSOCIATION CERTIFICATION PROGRAM
* CONTINUE TO TELEVISE AND INVESTIGATE VARIOUS WATERSHEDS FOR THE IDENTIFICATION OF INFILTRATION AND INFLOW SOURCES
* DEVELOP PROCEDURES FOR EMERGENCY SPILL RESPONSE, AND HAZARDOUS MATERIALS SITUATIONS
* TRAIN PERSONNEL IN FLOW MONITORING, SAMPLING AND REPORTING, AND NEW SOFTWARE. PERFORM VARIOUS FLOW STUDIES TO TARGET WATERSHEDS FOR SEWER REHABILITATION
* REPLACE THE FACILITY'S FENCING OF THE SOUTH PROPERTY LINE, TWO HVAC UNITS, REHAB EMPLOYEE LUNCHROOM FOR BOTH EATING AND TRAINING, AND PAINT THE SOUTH METAL BUILDING

1998-99 Accomplishments:

* INSTALLED UNDERGROUND SITE-CHARACTERIZATION/SAMPLING WELLS FOR GROUNDWATER MONITORING
* INSTALLED FENCING AND LANDSCAPING FOR THE SEWER MAINTENANCE FACILITY
* DEVELOPED A VIDEO TAPE LIBRARY OF THE TELEVISED SEGMENT HISTORY OF THE COLLECTION SYSTEM
* TRAINED PERSONNEL IN MAINTENANCE, CALIBRATION AND USAGE OF PERSONAL GAS MONITORS, HAZARDOUS MATERIALS OPERATIONS, NEW FINANCIAL SYSTEM SOFTWARE AND EMPLOYEE DEVELOPMENT (864 HOURS OF TRAINING;32 PEOPLE)
* REPAIRED 40 RIGHT-OF-WAY/CUSTOMER SERVICE LATERALS
* RESPONDED TO AND ASSISTED COMMUNITY WITH THREE MAJOR RAIN EVENTS

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	1,049,979	1,212,613	1,212,613	1,286,254

...Continued

City of Independence
Detail Program Sheet

Department: 5200-WATER POLLUTION CONTROL — **1999-00 Operating Budget**
Program: 5230-COLLECTION SYSTEM MAINT — **Fund: 30-SANITARY SEWER**

Program Costs: *(Continued)*

OTHER SERVICES	135,740	176,930	186,930	206,100
SUPPLIES	98,642	123,040	123,788	133,990
CAPITAL OUTLAY	72,716	135,900	135,152	278,500
DEBT SERVICE/OTHER	0	0	0	0
Total	1,357,077	1,648,483	1,658,483	1,904,844

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
SERVICE REQUEST RESPONSES	1,455	1,700	2,473	1,800
SEWER CONSTRUCTION/REHAB(FEET)	1,413	2,000	1,436	2,000
REPAIR PROJECTS	258	230	266	240
TELEVISED INSPECTION (FEET)	91,983	100,000	100,149	110,000
SMOKE TESTING OF SEWERS (FEET)	33,650	60,000	60,000	72,000
SEWER LINES CLEANED (FEET)	702,791	1,000,000	1,000,000	1,250,000

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
FACILITIES MAINT AIDE	1.00	1.00	1.00	1.00
EQUIPMENT OPERATOR II	4.00	4.00	4.00	4.00
EQUIPMENT OPERATOR III	4.00	4.00	4.00	4.00
WPC COLLECTION SYS SUPT	1.00	1.00	1.00	1.00
ENVIRONMENTAL TECH I	2.00	2.00	2.00	2.00
ASST COLL SYS SUPT	2.00	2.00	2.00	2.00
COLL SYS OPER I	6.00	6.00	6.00	6.00
COLL SYS TECH I	3.00	3.00	3.00	3.00
COLL SYS TECH II	1.00	1.00	1.00	1.00
ENVIRONMENTAL SPECIALIST	1.00	1.00	1.00	1.00
MAINTENANCE SUPERVISOR	4.00	4.00	4.00	4.00
ADMINISTRATIVE SPECIALIST II	1.00	1.00	1.00	1.00
ADMINISTRATIVE SPECIALIST III	1.00	1.00	1.00	1.00
UTILITY CLERK	1.00	1.00	1.00	1.00
Total	32.00	32.00	32.00	32.00

City of Independence
Detail Program Sheet

Department: 5200-WATER POLLUTION CONTROL **1999-00 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.

1999-00 Objectives:

* BEGIN DATA ENTRY OF ANALYTICAL RESULTS DIRECTLY INTO TREATMENT OPERATIONS DATABASE SOFTWARE TO PROVIDE IMMEDIATE PROCESS EFFICIENCY INFORMATION & ELIMINATE REDUNDANT DATA ENTRY.

1998-99 Accomplishments:

* DEVELOPED & IMPLEMENTED COMPUTERIZED DATA RETRIEVAL SYSTEM FOR COMMERCIAL & INDUSTRIAL TESTING REPORTS.
* ACHIEVED 98.8% ANALYTICAL ACCURACY IN QUALITY ASSURANCE PERFORMANCE EVALUATIONS FOR THE YEAR.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	125,094	134,845	134,845	139,232
OTHER SERVICES	23,555	28,380	28,380	28,380
SUPPLIES	14,038	19,525	19,525	19,525
CAPITAL OUTLAY	2,614	0	0	5,500
DEBT SERVICE/OTHER	0	0	0	0
Total	165,301	182,750	182,750	192,637

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
SAMPLES RECEIVED	9,054	9,100	8,788	8,800
TREATMENT OPERATION ANALYSES	30,344	20,000	19,453	19,000

...Continued

Performance Indicators: ***(Continued)***

INDUSTRIAL DISCHARGE ANALYSES	1,342	1,100	902	950
QUALITY ASSURANCE ANALYSES	4,914	5,500	4,718	4,900

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
TREATMENT PLANT LAB TECHNICIAN	2.00	2.00	2.00	2.00
LABORATORY SUPERVISOR	1.00	1.00	1.00	1.00
Total	3.00	3.00	3.00	3.00

City of Independence
Detail Program Sheet

Department: 5200-WATER POLLUTION CONTROL | **1999-00 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.

1999-00 Objectives:

* INCREASE PERCENTAGE OF COLLECTION SYSTEM OPERATORS CERTIFIED THROUGH THE MISSOURI WATER ENVIRONMENT ASSOCIATION CERTIFICATION PROGRAM
* PERFORM 140 FEET OF PIPE REPLACEMENT AT 400 BLOCK OF SOUTH OSAGE AND 2900 BLOCK OF HALL
* PERFORM 4 STRUCTURE REHABILITATIONS AT 400 BLOCK SOUTH OSAGE, 15800 BLOCK EAST 45TH PLACE, 3000 BLOCK APPLETON, AND 1100 BLOCK WALDO COURT
* PERFORM 150 FEET OF DRAINAGE CHANNEL WORK AND RIPRAPPING AT 700 BLOCK SOUTH CRANE
* ENGINEERING STUDIES AND EVALUATION OF SELECT DRAINAGE AREAS

1998-99 Accomplishments:

* REPLACED 75 STORM SEWER CATCH-BASIN LIDS
* COMPLETED SPECIAL PROJECTS AT 2400 LEE'S SUMMIT ROAD, LAKE CITY VALLEY ROAD, 27TH & WESTPORT, 3300 BLOCK SOUTH CRISP, AND 2800 BLOCK SOUTH COGAN
* ACHIEVED 105 MANHOURS OF EMPLOYEE TRAINING (5 PEOPLE)
* RESPONDED TO AND ASSISTED COMMUNITY WITH 3 MAJOR RAIN EVENTS

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	185,403	188,785	188,785	198,826
OTHER SERVICES	14,998	59,730	74,730	45,737
SUPPLIES	16,460	42,449	42,449	50,450
CAPITAL OUTLAY	12,699	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	229,560	290,964	305,964	295,013

Continued

City of Independence
Detail Program Sheet

Department: 5200-WATER POLLUTION CONTROL — **1999-00 Operating Budget**
Program: 5250-STORM SEWER MAINTENANCE — **Fund: 02 GENERAL**

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
SEWER CONSTRUCTION (FEET)	994	635	658	200
DRAINAGE CORRECTIONS (FEET)	150	200	200	200
REPAIR PROJECTS	105	100	140	115
STORM WATER STRUCTURE CLEANED	2,110	1,500	2,045	2,500

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
EQUIPMENT OPERATOR II	2.00	2.00	2.00	2.00
EQUIPMENT OPERATOR III	2.00	2.00	2.00	2.00
MAINTENANCE SUPERVISOR	1.00	1.00	1.00	1.00
Total	5.00	5.00	5.00	5.00

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

Capital Budget Summary - Sanitary Sewer Fund

Project Number	Project Description	Source of Funds	Amount
	Sanitary Sewer Collection System Projects-		
9726	Main H - Truman to Rock Creek	Sanitary Sewer Fund	$382,500
9725	25th Street, Crysler to Rock Creek Main	Sanitary Sewer Fund	236,500
9716	Grand - Hayward to Linden	Sanitary Sewer Fund	60,000
9724	3300 Block South Claremont	Sanitary Sewer Fund	267,000
9757	Trenchless Technology - Neighborhoods	Sanitary Sewer Fund	967,100
9735	Engineering/Design - Shope to Huttig	Sanitary Sewer Fund	133,400
9736	Engineering/Design - 44th and Osage	Sanitary Sewer Fund	23,850
9737	Engineering/Design - 2nd & Liberty to McCoy	Sanitary Sewer Fund	50,000
		Subtotal	$2,120,350
	Pump Station Projects-		
9738	Raw Pump Motors/Drives, VFD (2) SCPS	Sanitary Sewer Fund	$140,000
9694	Dickinson Pump Station Upgrade	Sanitary Sewer Fund	80,000
9739	Engineering/Design - Kentucky I Pump Station	Sanitary Sewer Fund	500,000
		Subtotal	$720,000
		Grand Total	**$2,840,350**

City of Independence
Detail Program Sheet

Department: 6200-DEBT SERVICE-REVENUE BOND — 1999-00 Operating Budget
Program: 6240-REVENUE BONDS — Fund: 30-SANITARY SEWER

Description:

DEBT SERVICE COSTS (PRINCIPAL, INTEREST AND FISCAL AGENT'S FEES) FOR OUTSTANDING SANITARY SEWER FUND REVENUE BONDS.

Series	Principal	Interest	Fees	Total Debt Service Requirements
Sanitary Sewer Fund-				
Infrastructure Facilities Revenue Bonds-				
1998 Series (6234)	$495,000	$98,394	$1,200	$594,594

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

Average Bill/Rate Comparison - Sanitary Sewer Fund

Utility	Average Bill *	Monthly Base Rate	Volume Charge
Raymore, MO	$34.84	none	$6.85/1,000 gallons
Lee's Summit, MO	25.43	12.00	$2.64/1,000 gallons
Belton, MO	22.89	none	$0.45/100 gallons
Olathe, KS	20.33	3.06	$2.54/100 cubic feet
Liberty, MO	20.04	none	$3.94/1,000 gallons
Independence, MO	**18.29**	**8.28**	**$1.4715/100 cubic feet**
Kansas City, KS	16.59	6.58	$1.472/100 cubic feet
Raytown, MO	14.61	13.00	$0.52/1000 gallons > 4,000
Grandview, MO	13.98	5.18	$0.173/100 gallons
Blue Springs, MO	13.93	3.50	$0.205/100 gallons
North Kansas City, MO	12.00	12.00	$1.00/1,000 gallons > 6,000
Kansas City, MO **	10.48	3.00	$1.10/100 cubic feet

** The average bill is calculated using the City of Independence city-wide average water consumption of 680 cubic feet per month*

*** These rates are effective May 1, 1999*

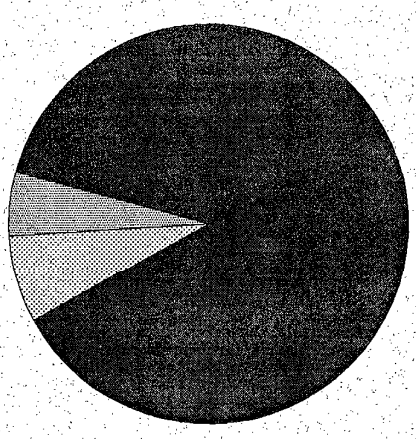
Survey conducted in March, 1999

Source of Budget Dollars

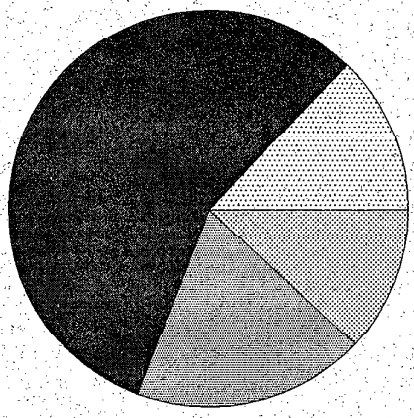
Operating Revenues (87.7%)

Interest Income (7.1%)

Interfund Charges (5.2%)



Allocation of Budget Dollars



Water Department (56.4%)

Capital Budget (12.8%)

Debt Service (11.9%)

Non-Departmental (18.9%)

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

Budget Summary - Water Fund

For the Fiscal Years 1997-98, 1998-99 and 1999-2000

Description	1997-98 Actual	% of Total	1998-99 Original Budget	% of Total	1999-2000 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
Estimated Revenues-								
Operating Revenues	14,349,435	90.7%	$14,599,768	85.6%	$14,518,634	87.7%	($81,134)	-0.6%
Interest Income	1,464,662	9.3%	1,350,000	7.9%	1,176,710	7.1%	(173,290)	-12.8%
Interfund Charges		0.0%	872,198	5.1%	857,750	5.2%	(14,448)	-1.7%
Other Revenues		0.0%	240,000	1.4%	0	0.0%	(240,000)	-100.0%
Total Estimated Revenues	$15,814,097	100.0%	$17,061,966	100.0%	$16,553,094	100.0%	($508,872)	-3.0%
Transfers from Other Funds-								
Employee Benefits Fund			58,500		58,980		480	0.8%
Total Sources			**$17,120,466**		**$16,612,074**		**($508,392)**	**-3.0%**
Allocation of Budget Dollars								
Operating Budget								
City Manager's Office-								
Citizen Information Ctr.	24,688	0.2%	$40,845	0.3%	$47,550	0.3%	$6,705	16.4%
Water Department	8,417,093	61.5%	9,591,729	62.7%	9,713,468	64.7%	121,739	1.3%
Non-Departmental	2,698,969	19.7%	2,877,118	18.8%	3,204,132	21.3%	327,014	11.4%
Debt Service	2,538,604	18.6%	2,795,961	18.3%	2,042,642	13.6%	(753,319)	-26.9%
Total Operating Budget	$13,679,354	100.0%	$15,305,653	100.0%	$15,007,792	100.0%	($297,861)	-1.9%
Capital Budget-								
Capital Projects			1,295,000		2,200,000		905,000	69.9%
Total Allocations			**$16,600,653**		**$17,207,792**		**$607,139**	**3.7%**
Balance Available			**$519,813**		**($595,718)**		**($1,115,531)**	

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

Historical Data - Water Fund

For the Fiscal Years 1993-94 through 1998-99

Description	1993-94	1994-95	1995-96	1996-97	1997-98	Projected 1998-99
Net Income (Loss)						
Net Income (Loss)	$2,966,428	$3,272,362	$1,804,052	$2,501,107	$3,317,490	$2,664,282
Depreciation on Contributed Capital Adjustment	150,945	158,218	168,002	176,883	183,857	190,000
Transferred to Retained Earnings	$3,117,373	$3,430,580	$1,972,054	$2,677,990	$3,501,347	$2,854,282
Net Available Resources						
Net Available Resources-						
Total Current Assets	$10,123,307	$14,093,292	$15,666,425	$18,019,238	$21,259,114	
Less:						
Inventories	(657,960)	(702,622)	(662,812)	(687,294)	(665,727)	
Current Liabilities	(1,364,711)	(1,041,369)	(1,155,879)	(999,528)	(1,364,013)	
Carryover Capital Budget Appropriations	(1,258,918)	(2,310,589)	(1,987,338)	(2,737,821)	(4,068,183)	
Carryover Outstanding Encumbrances	(346,009)	(517,594)	(1,114,317)	(384,810)	(282,123)	
Add back:						
Compensated Absences	249,312	230,464	235,638	247,463	273,543	
Net Available Resources	$6,745,021	$9,751,582	$10,981,717	$13,457,248	$15,152,611	$18,006,000
Employee Staffing (in Full Time Equivalents)						
Department:						
City Manager	0.00	0.00	0.00	0.00	0.00	1.50
Finance	0.75	0.75	0.00	0.00	0.00	0.00
Water	101.73	115.73	106.73	106.48	101.48	98.48
Total	102.48	116.48	106.73	106.48	101.48	99.98
Utility Statistics						
No. of Residential Customers	39,924	40,944	41,116	41,475	41,475	42,220
No. of Commercial Customers	3,147	2,643	2,679	2,684	2,684	2,700
No. of Other Customers	272	283	300	306	306	330
Water Pumped (million gallons)	8,594	8,945	9,456	9,087	9,163	9,201
Water Sold (million gallons)	7,417	7,963	8,070	8,112	8,347	8,420

Source: 1992-93 through 1996-97 - Comprehensive Annual Financial Report
1997-98 - Operating Staff Projections

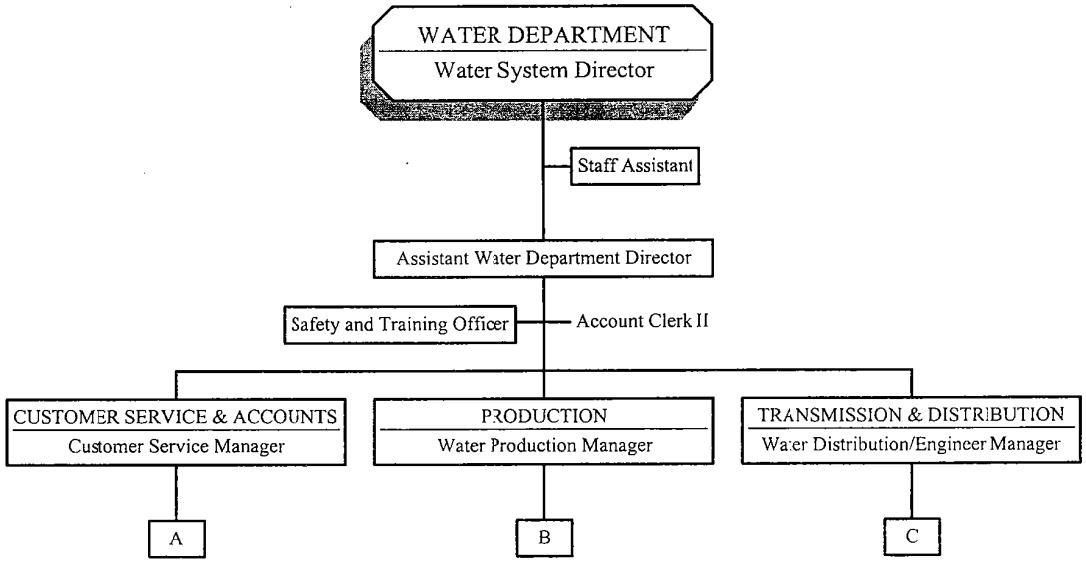
City of Independence, Missouri
1999-2000 Operating Budget

Revenue Summary

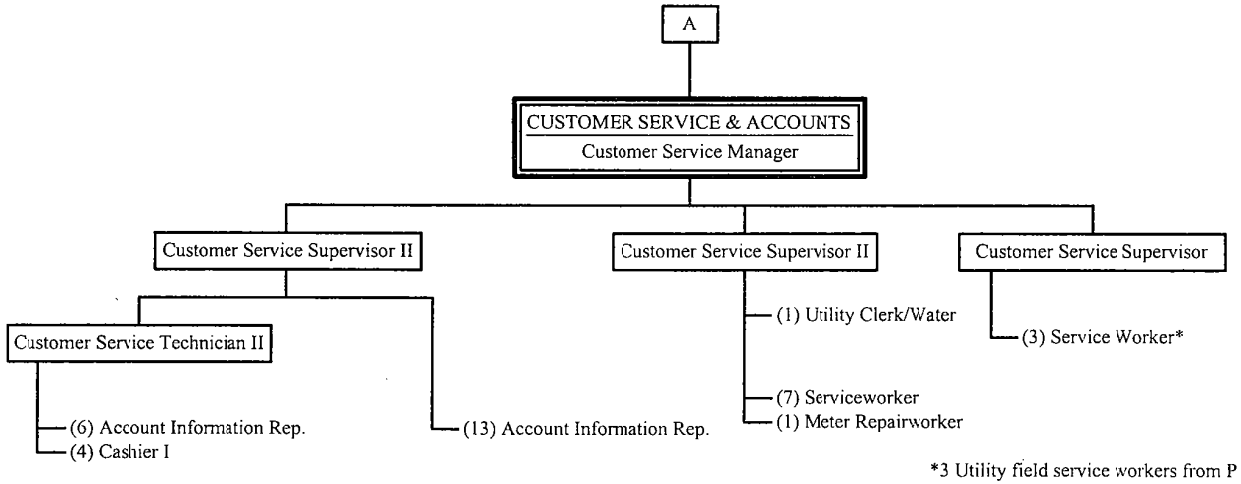
For the Fiscal Years 1997-98, 1998-99, and 1999-2000

Acct. No.	Description	1997-98 Actual	1998-99 Original Budget	1998-99 Current Estimate	1999-2000 Projected Budget	%Chg. Orig. to Proj.
	Water Fund					
	Operating Revenue					
4010	Residential Sales	$7,359,247	$7,294,254	$7,420,663	$7,440,216	2.0%
4110	Commercial Sales	1,925,840	2,379,141	2,113,664	2,014,108	-15.3%
4130	Industrial Sales	238,872	321,265	228,623	232,463	-27.6%
4400	Public Authority Sales	105,014	108,034	130,494	118,352	9.6%
4410	Private Fire Protection	35,361	45,000	39,275	39,600	-12.0%
	Public Fire Protection	533,042	530,000	536,407	536,400	1.2%
	Sales for Resale	3,854,736	3,722,074	3,807,627	3,927,495	5.5%
	Other Operating Revenue	279,149	200,000	210,482	210,000	5.0%
4700	Change in Unbilled Revenue	18,174	0			n/a
	Total Operating Revenue	14,349,435	14,599,768	14,487,235	14,518,634	-0.6%
3421	Interfund Charges		872,198		857,750	-1.7%
3411	Interest Income	1,464,662	1,350,000	1,393,836	1,176,710	-12.8%
	Other Revenues, Net		240,000			-100.0%
	Total Revenues	**$15,814,097**	**$17,061,966**	**$15,881,071**	**$16,553,094**	**-3.0%**

City of Independence, Missouri
Water Department

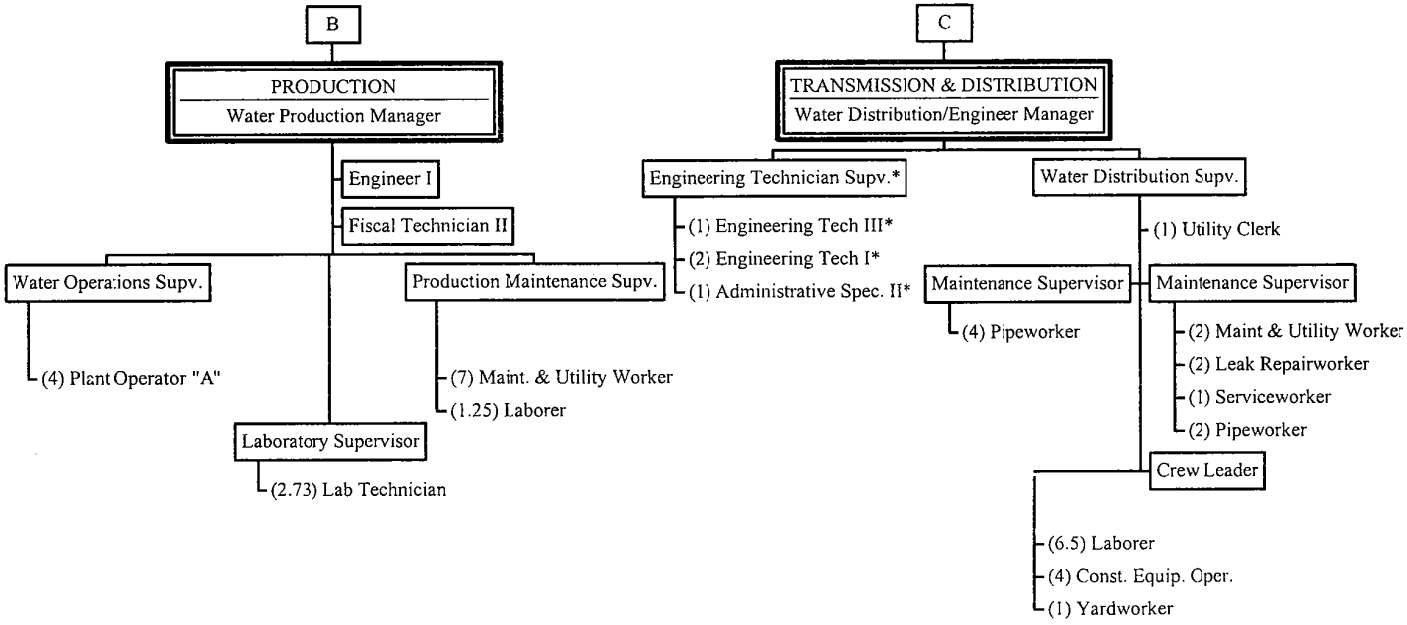


City of Independence, Missouri
Water Department (Continued)



*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 **1999-00 Operating Budget**

Department Description-

THE WATER DEPARTMENT PRODUCES AND SUPPLIES DRINKING WATER TO 45,080 CUSTOMERS THAT ARE SERVED DIRECTLY, AND ANOTHER 50,000 SERVED THROUGH 11 WHOLESALERS. THE DEPARTMENT OPERATES, MAINTAINS AND MANAGES,672 MILES OF MAIN, MORE THAN 3716 FIRE HYDRANTS, 34 WELLS AND THE COURTNEY BEND WATER TREATMENT PLANT. THE DEPARTMENT HAS FOUR GENERAL FUNCTIONS: ADMINISTRATION, CHARGED WITH THE OVERALL OPERATION AND REPORTING OF THE DEPARTMENT; CUSTOMER SERVICE, RESPONSIBLE FOR METER SERVICE, BILLING, COLLECTION, AND CUSTOMER INQUIRY; PRODUCTION, FOR WATER TREATMENT, WATER QUALITY AND PUMPING, AND TRANSMISSION AND DISTRIBUTION, FOR CONSTRUCTION AND MAINTENANCE OF THE DISTRIBUTION SYSTEM WHICH CONVEYS THE WATER TO THE CUSTOMERS. THE DEPARTMENT IS OBLIGATED TO MEET THE REQUIREMENTS OF THE SAFE DRINKING WATER ACT, AND ALL STANDARDS OF THE MISSOURI DEPARTMENT OF NATURAL RESOURCES.

Prog. No.	Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
Budget by Major Program Category-					
40 4810	ADMINISTRATION & GENERAL	770,170	936,743	946,433	919,149
40 4821	WATER FIELD SERVICE	677,960	815,425	816,425	858,938
40 4822	CUSTOMER SERVICE	941,066	1,031,649	1,031,649	974,726
40 4823	UTILITY FIELD SERVICE	291,035	250,297	250,297	293,175
40 4824	CASHIERING	113,556	130,747	137,747	117,557
40 4830	PRODUCTION	3,358,708	3,801,612	3,801,612	3,867,919
40 4840	TRANSMISSION & DIST.	2,264,598	2,625,256	2,648,656	2,682,004
	Total	8,417,093	9,591,729	9,632,819	9,713,468
Staffing-					
	Full Time Positions	100.00	97.00	97.00	97.00
	Part Time Positions	1.48	1.48	1.48	1.48
	Total	101.48	98.48	98.48	98.48
Source of Funding-					
	WATER FUND	8,417,093	9,591,729	9,632,819	9,713,468
	Total	8,417,093	9,591,729	9,632,819	9,713,468

Continued

Significant Issues/Changes:

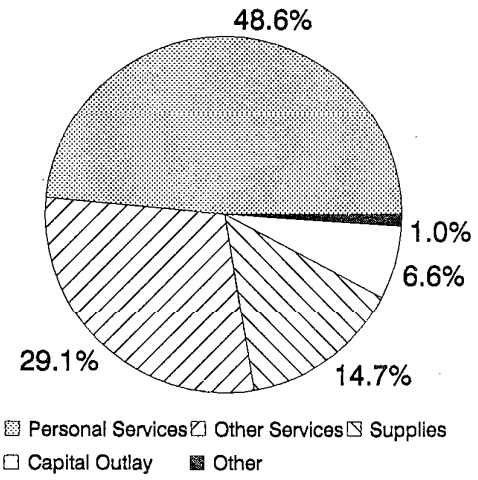
* 95% OF THE REMOTE METER READING DEVICES HAVE BEEN INSTALLED. THEREFORE THE EMPHASIS IN THE FIELD SERVICE AREA WILL BE TO REPLACE THE AGED METERS IN THE SYSTEM. THIS WILL CREATE A COST INCREASE IN METERS.
* DUE TO THE CHANGES IN THE RIGHT OF WAY ORDINANCE WE HAVE AND WILL CONTINUE TO SEE AN INCREASED COST IN ASPHALT REPAIR.
* ADDITIONAL ENGINEERING CONSULTANT SERVICES WILL BE NEEDED TO CONTINUE TO MEET THE EPA STATE DRINKING WATER REGULATIONS AT THE WATER TREATMENT PLANT AND TRANSMISSION DISTRIBUTION SYSTEM.

1999-2000 Operating Budget — Water

Appropriations by Type:

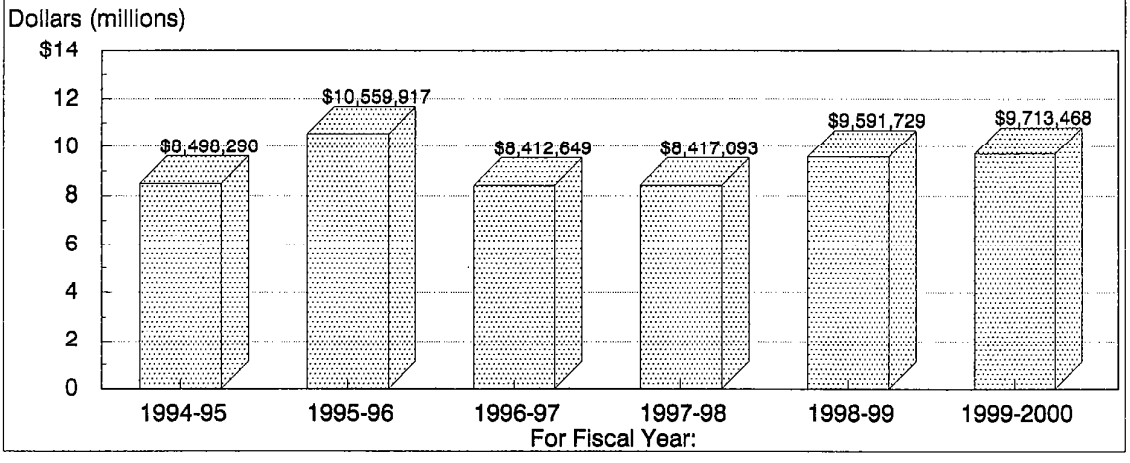
Expenditure Type	Actual 1997-98	Original 1998-99	Projected 1998-99	Adopted 1999-2000
Personal Services	4,376,638	4,632,157	4,632,157	4,716,252
Other Services	2,298,454	2,635,622	2,786,437	2,826,816
Supplies	1,214,029	1,382,150	1,380,896	1,432,255
Capital Outlay	527,948	841,800	822,959	638,145
Other	24	100,000	10,370	100,000
Total	8,417,093	9,591,729	9,632,819	9,713,468

1999-2000 City Council Adopted Budget



Historical Comparison:

	Actual 1994-95	Actual 1995-96	Actual 1996-97	Actual 1997-98	Budget 1998-99	Budget 1999-2000
Employees:						
Full Time Equiv.	115.73	106.73	106.48	101.48	98.48	98.48
Amount by Fund:						
Water	8,498,290	10,559,917	8,412,649	8,417,093	9,591,729	9,713,468
Per 1,000 Gals. of Water Pumped	0.95	1.12	0.93	0.92	1.04	1.03
Per Capita	74.68	92.83	73.20	73.24	82.79	83.63
Per Household	172.68	213.43	169.33	169.42	190.45	191.76



City of Independence
Detail Program Sheet

Department: 4800-WATER DEPT — 1999-00 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.

1999-00 Objectives:

* COMPLETE THE WATER DEPARTMENT LANDSCAPING IN CONJUCTION WITH ASSISTANCE FROM THE COMMUNITY DEVELOPMENT DEPARTMENT.
* CONTINUE TO EVALUATE THE CONDITION OF THE EXISTING WATER MAINS IN CONJUCTION WITH THE CITY'S NEW STREET OVERLAY AND RECONSTRUCTION PROGRAM.
* TO MONITOR THE CITY'S BACKFLOW PREVENTION PROGRAM TO ASSURE THAT THE 1800 BACKFLOW PREVENTORS CURRENTLY IN THE SYSTEM ARE CHECKED ANNUALLY PER DNR REQUIREMENTS.
* UTILIZE TRANSMISSION AND DISTRIBUTION SYSTEM MODEL TO DETERMINE CURRENT AND FUTURE SYSTEM IMPROVEMENTS.

1998-99 Accomplishments:

* INSTALLED PRIVACY FENCING AROUND THE WATER DEPARTMENT SHOP BUILDING AT 420 N. FOREST.
* BEGAN LANDSCAPING THE WATER DEPARTMENT SHOP BUILDING AREA IN COOPERATION WITH THE COMMUNITY DEVELOPMENT DEPARTMENT.
* MONITORED A BACKFLOW PROGRAM THAT CONTAINED OVER 1700 BACKFLOW PREVENTORS TO ASSURE COMPLIANCE WITH DNR REQUIREMENTS.
* INSTALLED CURB AND GUTTER AND SIDEWALK ALONG THE EAST SIDE OF THE WATER DEPARTMENT PROPERTY IN CONJUCTION WITH PUBLIC WORKS' WIDENING OF FOREST AVENUE FROM TRUMAN TO 9TH STREET.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	505,243	526,146	526,146	523,183
OTHER SERVICES	186,597	229,572	298,892	244,466
SUPPLIES	34,129	35,525	35,525	34,900
CAPITAL OUTLAY	44,177	45,500	75,500	16,600
DEBT SERVICE/OTHER	24	100,000	10,370	100,000
Total	770,170	936,743	946,433	919,149

Continued

City of Independence
Detail Program Sheet

Department: 4800-WATER DEPT — **1999-00 Operating Budget**
Program: 4810-ADMINISTRATION & GENERAL — **Fund: 40-WATER**

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
NUMBER OF CUSTOMERS	44,877	45,000	45,200	45,600
REVENUE (AVG. RESIDENTIAL)	15	15	15	15
GAL. OF WATER SOLD (AVG. RES.)	6,130	6,200	6,200	6,200

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 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
Total	10.00	10.00	10.00	10.00

Significant Issues/Changes:

* WATER DISTRIBUTION SYSTEM MAPS AND RECORDS WILL BE ENTERED INTO THE GIS (GEOGRAPHICAL INFORMATION SYSTEM) IN CONJUNCTION WITH COMMUNITY DEVELOPMENT.
* WILL BEGIN THE USE OF A COMPUTER BASED TRAINING SOFTWARE PROGRAM TO ALLOW FLEXIBILITY FOR EMPLOYEES TO BE TRAINED INDIVIDUALLY AT THEIR OWN PACE.

City of Independence
Detail Program Sheet

Department: 4800-WATER DEPT **1999-00 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 45,080 CUSTOMERS, INSPECTING NEW SERVICE INSTALLATIONS AND THE DISCONNECTION OF EXISTING SERVICES, AND INVESTIGATING HIGH BILL COMPLAINTS.

1999-00 Objectives:

* CONTINUE 5 YEAR PROGRAM TO CHANGE OUT AND TEST ALL METERS WHICH HAVE BEEN SET 15 YEARS OR LONGER.
* CONTINUE THE FIELD TRIAL OF 30, SINGLE JET, TYPE METERS TO EVALUATE THEIR ABILITY TO CAPTURE LOW FLOW USAGES NOT PRESENTLY BEING REGISTERED.
* CONTINUE TO FIELD TEST AND EVALUATE VARIOUS AUTOMATIC METER READING TECHNOLOGIES.

1998-99 Accomplishments:

* PROVIDED MONTHLY CUSTOMER SERVICE SKILLS TRAINING FOR ALL FIELD SERVICE STAFF MEMBERS.
* CHANGED OUT AND TESTED 4,362 AGED METERS IN THE FIRST YEAR OF A FIVE YEAR PROGRAM.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	472,521	512,550	512,550	522,013
OTHER SERVICES	59,712	51,550	50,020	33,900
SUPPLIES	10,105	12,925	14,296	16,025
CAPITAL OUTLAY	135,622	238,400	239,559	287,000
DEBT SERVICE/OTHER	0	0	0	0
Total	677,960	815,425	816,425	858,938

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
TAPS MADE	437	400	390	400
CHANGE OUT AGED METERS	2,869	4,000	2,299	4,000
HIGH BILL INSPECTIONS	139	180	140	140

Continued

City of Independence
Detail Program Sheet

Department: 4800-WATER DEPT **1999-00 Operating Budget**
Program: 4821-WATER FIELD SERVICE **Fund: 40-WATER**

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
CUSTOMER SERVICE SUPVR II	1.00	1.00	1.00	1.00
UTILITY CLERK	1.00	1.00	1.00	1.00
METER REPAIR WORKER - WATER	1.00	1.00	1.00	1.00
SERVICE WORKER	7.00	7.00	7.00	7.00
Total	10.00	10.00	10.00	10.00

Significant Issues/Changes:

* CONTINUATION OF THE AGED METER REPLACEMENT PROGRAM (METERS OVER 15 Y SERVICE) TO PROVIDE MORE ACCURATE METER READINGS AND TO AVOID REVENU LOSSES DUE TO THE LOSS OF REGISTRATION AT LOW FLOW RATES.

City of Independence
Detail Program Sheet

Department: 4800-WATER DEPT — 1999-00 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.

1999-00 Objectives:

* CONTINUE MONTHLY TRAINING OF ALL CUSTOMER SERVICE STAFF MEMBERS IN CUSTOMER SERVICE SKILLS.
* IMPLEMENT A C.O.L.D. (COMPUTER OUTPUT TO LAZER DISC) SYSTEM FOR RECORD RETRIEVAL AND STORAGE.
* CONTINUE WITH PHASE 2 OF THE BILLING SYSTEM ENHANCEMENTS.

1998-99 Accomplishments:

* IMPLEMENTED PHASE 1 OF THE NEW UTILITY BILLING SYSTEM.
* PURCHASED AND IMPLEMENTED AN INTERACTIVE VOICE RESPONSE SYSTEM AND SOFTWARE WHICH ALLOWS CUSTOMERS TO PAY BY CREDIT CARD.
* PROVIDED MONTHLY CUSTOMER SERVICE SKILLS TRAINING FOR ALL CUSTOMERS SERVICE STAFF MEMBERS.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	782,205	801,349	801,349	822,026
OTHER SERVICES	112,783	146,700	142,800	143,000
SUPPLIES	10,153	6,600	10,500	7,700
CAPITAL OUTLAY	35,925	77,000	77,000	2,000
DEBT SERVICE/OTHER	0	0	0	0
Total	941,066	1,031,649	1,031,649	974,726

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
EXPENSE COST PER CUSTOMER ACCOUNT PER MONTH	2	2	2	2

Continued

City of Independence
Detail Program Sheet

Department: 4800-WATER DEPT **1999-00 Operating Budget**
Program: 4822-CUSTOMER SERVICE **Fund: 40-WATER**

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
ACCOUNT INFO REP	20.00	19.00	19.00	19.00
CUSTOMER SERVICE MANAGER	1.00	1.00	1.00	1.00
CUSTOMER SERVICE SUPVR II	1.00	1.00	1.00	1.00
CUSTOMER SERVICE TECH II	1.00	1.00	1.00	1.00
RECEPTIONIST/PBX	1.00	0.00	0.00	0.00
Total	24.00	22.00	22.00	22.00

Significant Issues/Changes:

* IMPLEMENT THE C.O.L.D. (COMPUTER OUTPUT TO LASER DISC) SYSTEM FOR RETRIEVAL OF BILLING DATA AND OTHER RECORDS. THIS WILL REPLACE MICRO-FILM AND HARD COPY DOCUMENTS AND WILL FREE UP STORAGE SPACE.

City of Independence
Detail Program Sheet

Department: 4800-WATER DEPT — 1999-00 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.

1999-00 Objectives:

* CONTINUE TO PROVIDE CROSS-TRAINING, SAFETY, AND CUSTOMER SERVICE SKILLS TRAINING TO ALL UTILITY FIELD SERVICE WORKERS IN ORDER TO PROVIDE COURTEOUS, EFFICIENT, SAFE, AND RESPONSIVE SERVICE.

1998-99 Accomplishments:

* PROVIDED ON GOING CROSS TRAINING AND CUSTOMER SERVICE SKILLS TRAININ TO ALL UTILITY FIELD SERVICE WORKERS TO BETTER SERVE OUR CUSTOMERS.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	242,979	240,797	240,797	270,175
OTHER SERVICES	4,964	6,000	6,000	6,000
SUPPLIES	4,620	3,500	3,500	2,000
CAPITAL OUTLAY	38,472	0	0	15,000
DEBT SERVICE/OTHER	0	0	0	0
Total	291,035	250,297	250,297	293,175

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
SHUT-OFF CUSTOMER ACCOUNTS	4,776	3,600	4,800	4,900

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
CUSTOMER SERVICE SUPVR 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
Program: 4824-CASHIERING

1999-00 Operating Budget
Fund: 40-WATER

Description:

THE CASHIERING DIVISION IS RESPONSIBLE FOR PROCESSING PAYMENTS OF ELECTRIC, WATER, SEWER, AND GAS BILLINGS.

1999-00 Objectives:

* CONTINUE MONTHLY TRAINING OF ALL CASHIERS IN CUSTOMER SERVICE SKILLS.

1998-99 Accomplishments:

* PURCHASED AND INSTALLED A NEW REMITTANCE PROCESSING SYSTEM WHICH ALLOWS FOR VIEWING AND RETRIEVAL OF OPTICAL IMAGES OF BOTH BILLING DOCUMENTS AND CHECKS.
* PROVIDED ON GOING TRAINING OF STAFF IN CUSTOMER SERVICE SKILLS.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	83,397	115,547	115,547	107,007
OTHER SERVICES	26,863	11,000	18,000	8,750
SUPPLIES	706	3,000	3,000	1,800
CAPITAL OUTLAY	2,590	1,200	1,200	0
DEBT SERVICE/OTHER	0	0	0	0
Total	113,556	130,747	137,747	117,557

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
RATIO NET WRITE OFF TO CREDIT SALES	1	1	1	1
NUMBER OF ELECTRONIC PAY CUSTOMERS	1,667	2,006	2,006	2,606
NUMBER OF AVERAGE PAY CUSTOMERS	3,104	3,195	3,195	3,345

Continued

City of Independence
Detail Program Sheet

Department: 4800-WATER DEPT **1999-00 Operating Budget**
Program: 4824-CASHIERING **Fund: 40-WATER**

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
CASHIER I	4.00	4.00	4.00	4.00
Total	4.00	4.00	4.00	4.00

City of Independence
Detail Program Sheet

Department: 4800-WATER DEPT | **1999-00 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 EXCEEDS ALL FEDERAL, STATE AND LOCAL HEALTH REQUIREMENTS.

1999-00 Objectives:

* CONTINUE WORK ON THE GROUNDWATER PROTECTION PLAN AND MONITORING OF THE EARLY WARNING MONITORING WELLS.
* COMPLETE CONSTRUCTION AND DEVELOPMENT OF THE FIRST WELL IN THE NEW WELLFIELD LOCATED NORTH OF THE MISSOURI RIVER.
* CONTINUE THE MAINTENANCE PROGRAM AT THE COURTNEY BEND PLANT TO IMPROVE, UPDATE AND MODIFY THE WATER TREATMENT EQUIPMENT.
* DETERMINE FUTURE STATUS OF THE COURTNEY BEND PLANT IN REGARD TO DESIGNATION AS GROUNDWATER OR GROUNDWATER UNDER THE INFLUENCE OF SURFACE WATER AND PLAN COMPLIANCE WITH APPLICALBE RULES.
* DESIGN AND CONSTRUCT A CHLORINE SCRUBBER SYSTEM TO PREVENT HAZARDOUS CHLORINE GAS FROM ESCAPING THE WATER PLANT PROPERTY IN THE EVENT OF A CHLORINE LEAK.

1998-99 Accomplishments:

* THE COURTNEY BEND WATER TREATMENT PLANT COMPLETED SAMPLING, ANALYSIS AND REPORTING REQUIRED FOR COMPLIANCE WITH THE UNITED STATES ENVIRONMENTAL PROTECTION AGENCY INFORMATION COLLECTION RULE.
* CONTINUED WITH THE MAJOR MAINTENANCE PROGRAM BY REPLACING TWO LIME SLAKER FEEDERS, REBUILDING A SAND FILTER, PAINTING OF 39TH STREET RESERVOIR AND REPLACING PUMPING EQUIPMENT AT VAN HORN & 35TH ST.
* TRAINED ALL PLANT MAINTENANCE AND SUPERVISORY PERSONNEL IN THE AREA OF TROUBLESHOOTING AND REPAIR OF THE PROGRAMMABLE LOGIC CONTROLLERS THAT INTERCONNECT EQUIPMENT WITH THE PLANT COMPUTER CONTROL SYSTEM.
* COMPLETED FIRST FULL YEAR OF TESTING THE EARLY WARNING MONITORING WELL NETWORK.
* CONTINUED PARTICIPATION IN THE LAFARGE COMMUNITY LIAISON PANEL.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	937,844	1,025,087	1,025,087	1,034,089
OTHER SERVICES	1,680,542	1,879,300	1,880,825	1,991,500
SUPPLIES	613,214	730,725	729,200	767,130

...Continued

City of Independence
Detail Program Sheet

Department: 4800-WATER DEPT — 1999-00 Operating Budget
Program: 4830-PRODUCTION — Fund: 40-WATER

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

CAPITAL OUTLAY	127,108	166,500	166,500	75,200
DEBT SERVICE/OTHER	0	0	0	0
Total	3,358,708	3,801,612	3,801,612	3,867,919

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
THOUSANDS OF GALLONS PUMPED	9,163,245	9,456,000	9,200,000	9,400,000
CHEMICAL COST	514,883	650,000	520,000	520,000
PUMPING POWER COST	1,069,449	1,200,000	1,100,000	1,200,000
COST PER MILLION GALLONS PUMPED	311	395	315	314
OPERATIONS & MAINTENANCE COST PER CUSTOMER PER YEAR	64	68	64	65

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
WATER PRODUCTION MANAGER	1.00	1.00	1.00	1.00
ENGINEER I	1.00	1.00	1.00	1.00
LABORATORY SUPV I	1.00	1.00	1.00	1.00
LABORATORY TECH	2.73	2.73	2.73	2.73
WATER OPERATIONS SUPVR	1.00	1.00	1.00	1.00
FISCAL TECHNICIAN II	1.00	1.00	1.00	1.00
PRODUCTION MAINT SUPVR	1.00	1.00	1.00	1.00
PLANT OPERATOR "A"	4.00	4.00	4.00	4.00
MAINTENANCE & UTILITY WORKER	7.00	7.00	7.00	7.00
LABORER	1.00	1.00	1.00	1.00
LABORER - TEMP	0.25	0.25	0.25	0.25
PLANT SUPERINTENDENT	1.00	0.00	0.00	0.00
Total	21.98	20.98	20.98	20.98

Significant Issues/Changes:

* A PREVENTATIVE MAINTENANCE SOFTWARE PROGRAM WILL BE IMPLEMENTED TO MORE EFFECTIVELY PLAN AND DOCUMENT THE COMPLETION OF PREVENTATIVE MAINTENANCE PERFORMED ON PLANT EQUIPMENT.

City of Independence
Detail Program Sheet

Department: 4800-WATER DEPT — **1999-00 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 EXCEED THE MISSOURI DEPARTMENT OF NATURAL RESOURCES REQUIREMENTS. MAINTENANCE IS PERFORMED ON 672 MILES OF MAIN AND AND OVER 3716 FIRE HYDRANTS.

1999-00 Objectives:

* FLUSH AND INSPECT 60% OF THE PUBLIC FIRE HYDRANTS.
* CONTINUE THE VEHICLE MAINTENANCE PROGRAM TO ASSURE FLEET VEHICLES AND EQUIPMENT ARE PROPERLY SERVICED AND MAINTAINED.
* TO WORK IN CONJUCTION WITH PUBLIC WORKS TO INSPECT AND ADJUST ALL WATER VALVES LOCATED IN PAVEMENT PRIOR TO THE CITY OVERLAYING THE STREETS.
* TO INSPECT ALL WATER VALVES LOCATED ALONG THE MAJOR WATER TRANSMISSION MAINS.
* TO RE-ESTABLISH A DEAD-END MAIN FLUSHING PROGRAM TO HELP MAINTAIN WATER QUALITY IN THE DISTRIBUTION SYSTEM.
* TO REFURBISH THE WATER VALVE MARKER POSTS LOCATED THROUGHOUT THE DISTRIBUTION AND TRANSMISSION SYSTEM.

1998-99 Accomplishments:

* FLUSHED AND INSPECTED 54% OF THE PUBLIC FIRE HYDRANTS.
* INSTALLED A NEW 12" WATER TRANSMISSION MAIN ALONG R.D.MIZE ROAD SOUTH OF PINK HILL ROAD TO SERVE THE NEW BLUE SPRINGS ELEMENTARY SCHOOL.
* REPAIRED APPROXIMATELY 120 LEAKS ON CUSTOMER WATER SERVICE LINES DURING THE FOURTH YEAR OF WATER SERVICE LINE LEAK REPAIR PROGRAM.
* SERVICED AND MAINTAINED 38 VEHICLES AND 12 PEICES OF EQUIPMENT.
* REMOVED APPROXIMATELY ONE MILE OF WATER MAIN FROM SERVICE THAT WAS EITHER UNDERSIZED OR IN POOR CONDITION.
* INSTALLED OVER 6 MILES OF PROMOTER AND CITY WATER MAIN EXTENSIONS.
* INSTALLED BACK UP ALARMS ON ALL WATER DEPARTMENT VEHICLES.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	1,352,449	1,410,681	1,410,681	1,437,759
OTHER SERVICES	226,993	311,500	389,900	399,200
SUPPLIES	541,102	589,875	584,875	602,700
CAPITAL OUTLAY	144,054	313,200	263,200	242,345

...Continued

Program Costs: (Continued)

DEBT SERVICE/OTHER	0	0	0	0
Total	2,264,598	2,625,256	2,648,656	2,682,004

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
MAIN BREAKS	191	175	180	180
MILES OF MAINS INSTALLED	4	6	6	6
FIRE HYDRANTS INSTALLED	43	70	50	50
SERVICE LINES REPAIRED	114	120	120	140
FIRE HYDRANTS TESTED	2,034	2,200	2,000	2,000
FIRE HYDRANTS PAINTED	1,144	1,200	1,000	1,200
VALVES & VALVE BOXES REPAIRED OR ADJUSTED	859	800	800	800
MAIN BREAKS PER MILE OR MAIN PER YEAR	28	26	27	26
ANNUAL OPERATIONS/ MAINTENANCE PER MILE OF MAIN	2,584	3,499	3,111	3,309
O & M COST PER CUSTOMER ACCOUNT PER YEAR	39	53	46	49

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
WATER DIST/ENG MGR	1.00	1.00	1.00	1.00
MAINTENANCE SUPERVISOR	2.00	2.00	2.00	2.00
WATER DISTRIBUTION SUPVR	1.00	1.00	1.00	1.00
CREW LEADER	1.00	1.00	1.00	1.00
UTILITY CLERK - WATER	1.00	1.00	1.00	1.00
MAINTENANCE AND UTILITY WORKER	2.00	2.00	2.00	2.00
CONSTRUCTION EQUIP OPER	4.00	4.00	4.00	4.00
SERVICE WORKER	1.00	1.00	1.00	1.00
LEAK REPAIR WORKER	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	5.00	5.00	5.00	5.00
LABORER - TEMP	0.50	0.50	0.50	0.50
Total	27.50	27.50	27.50	27.50

Continued

Significant Issues/Changes:

* REFOCUS THE EMPHASIS OF THE WATER VALVE INSPECTION PROGRAM TO CONCENTRATE THE WORK WITH PUBLIC WORKS TO INSPECT AND ADJUST ALL VALVES LOCATED IN PAVEMENT PRIOR TO THE CITY OVERLAYING THE STREETS.

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

Capital Budget Summary - Water Fund

Project Number	Project Description	Source of Funds	Amount
9740	Plant Improvement- Paint 35th Street Reservoir	Water Fund	$440,000
9741	Plant Improvement- Soft Starter HSP Number 3X	Water Fund	50,000
9742	Plant Improvement- Remove Asbestos at Van Horn Reservoir	Water Fund	30,000
9638	Plant Improvement - Relocate existing Control Cabinets at Plant	Water Fund	200,000
9743	Well Field - Replace Well Field Transformers	Water Fund	50,000
9744	Plant Improvement- Replace valve Operating Cylinders-Filters	Water Fund	20,000
9689	Switch Gear Upgrade	Water Fund	100,000
9692	Plant Improvement- Chlorine Rack Enclosure	Water Fund	400,000
9745	Plant Improvement- Groundwater Classification	Water Fund	500,000
9746	24 Highway Water Main Replacement, Liberty to Lynn	Water Fund	100,000
9747	Plant Improvement- Filter Chlorine Monitor	Water Fund	60,000
9748	Plant Improvement- Paint Blue Ridge Tower	Water Fund	20,000
9683	Replace Transformers at Substation	Water Fund	30,000
9749	Main Replacement Program	Water Fund	200,000
		Grand Total	**$2,200,000**

City of Independence
Detail Program Sheet

Department: 6300-DEBT SERVICE-OBLIGAT BOND — 1999-00 Operating Budget
Program: 6350-REVENUE BONDS — Fund: 40-WATER

Description:

DEBT SERVICE COSTS (PRINCIPAL, INTEREST AND FISCAL AGENT'S FEES) FOR THE WATER FUND OUTSTANDING REVENUE BONDS.

Series	Principal	Interest	Fees	Total Debt Service Requirements
Water Fund-				
Revenue Bonds-				
1986 Series (6352)	$850,000	$1,184,642	$8,000	$2,042,642

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

Metropolitan Area Billing Survey - Water Fund

City	Average Bill *
North Kansas City, MO	$10.27
Independence, MO	**13.64**
Blue Springs, MO	14.21
Olathe, KS	15.82
Kansas City, MO	16.01
Lee's Summit, MO	17.32
Liberty, MO	18.45
Leawood, KS	18.75
Kansas City, KS	21.92
Grandview, MO	23.43
Raymore, MO	25.10
Belton, MO	26.82
Raytown, MO	27.82

** The average bill is calculated using an average water consumption amount 5,086 gallons per month (6.8 ccf)*

Survey conducted in April, 1999

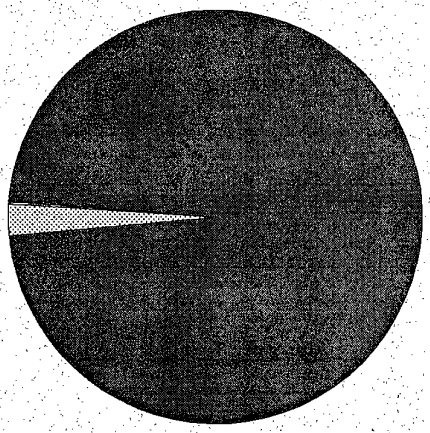
OTHER FUNDS

Source of Budget Dollars

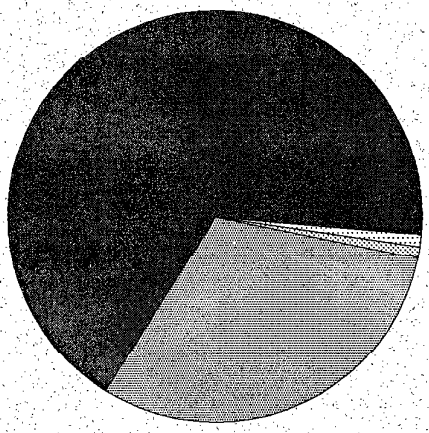
Transient Guest Taxes (97.4%)

Interest and Penalties (0.2%)

Interest Income (2.4%)



Allocation of Budget Dollars



Other Services (67.5%)

Supplies (0.9%)

Capital Outlay (0.9%)

Personal Services (30.7%)

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

Budget Summary - Tourism Fund

For the Fiscal Years 1997-98, 1998-99 and 1999-2000

Description	1997-98 Actual	% of Total	1998-99 Original Budget	% of Total	1999-2000 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
Estimated Revenues-								
Transient Guest Taxes	419,719	96.0%	$428,760	97.3%	$495,000	97.4%	$66,240	15.4%
Interest and Penalties	0	0.0%	1,000	0.2%	1,000	0.2%	0	0.0%
Federal Grant	0	0.0%	0	0.0%	0	0.0%	0	n/a
Interest Income and Other	17,698	4.0%	11,000	2.5%	12,013	2.4%	1,013	9.2%
Total Estimated Revenues	$437,417	100.0%	$440,760	100.0%	$508,013	100.0%	$67,253	15.3%
Total Sources	**$437,417**		**$440,760**		**$508,013**		**$67,253**	**15.3%**
Allocation of Budget Dollars								
Operating Budget-								
Personal Services	147,081	26.8%	$147,417	33.3%	$154,081	30.7%	$6,664	4.5%
Other Services	398,807	72.8%	290,914	65.7%	338,297	67.5%	47,383	16.3%
Supplies	2,263	0.4%	4,200	0.9%	4,600	0.9%	400	9.5%
Capital Outlay/Other	0	0.0%	0	0.0%	4,500	0.9%	4,500	n/a
Total Operating Departments	$548,151	100.0%	$442,531	100.0%	$501,478	100.0%	$58,947	13.3%
Total Allocations	**$548,151**		**$442,531**		**$501,478**		**$58,947**	**13.3%**
Balance Available	**($110,734)**		**($1,771)**		**$6,535**		**$8,306**	

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

Fund Balance Summary - Tourism Fund

For the Fiscal Years Ending June 30, 1994 through June 30, 1999

Description	Actual 6/30/94	Actual 6/30/95	Actual 6/30/96	Actual 6/30/97	Actual 6/30/98	Unaudited 6/30/99
Fund Balance Components						
Reserved for:						
Encumbrances	$9,573	$7,340	$12,270	$11,375	$37,056	
Designated for:						
Working Capital	$36,174	$36,174	$36,174	$36,174	$36,174	
Undesignated	**165,137**	**154,599**	**217,613**	**294,117**	**185,416**	**177,327**
Total Fund Balance	$210,884	$198,113	$266,057	$341,666	$258,646	
Fund Balance Target *	78,568	92,300	92,304	110,595	109,354	127,003
Actual over (under) Target	86,569	62,299	125,309	183,522	76,062	50,324

* based on 25% (3 months) of Annual Revenues (compared to Undesginated Fund Balance)

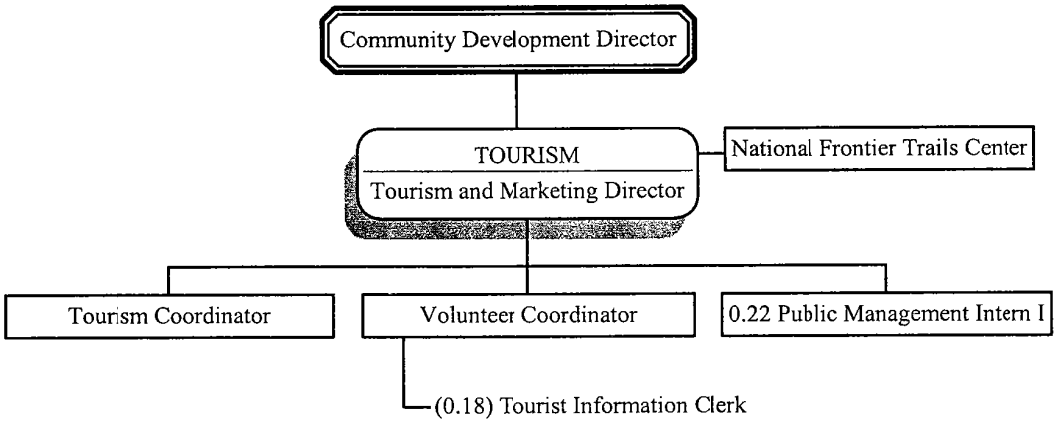
Source: Audited Annual Financial Statement

Projected Fund Balance for 1999-2000

Projected Fund Balance at June 30, 1999	$177,327
Proposed Fund Balance Uses for 1999-2000:	
Excess of Proposed Projected Revenues over Appropriations	6,535
Projected Fund Balance at June 30, 2000	**$183,862**

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 **1999-00 Operating Budget**

Department Description-

THE FUNCTION OF THE TOURISM DEPARTMENT IS TO ATTRACT OUT-OF-TOWN VISITORS TO THE CITY OF INDEPENDENCE AND INCREASE VISITOR SPENDING THEREBY GENERATING REVENUE TO THE CITY. TO ACHIEVE THESE GOALS, THE TOURISM DEPARTMENT PROMOTES INDEPENDENCE TO THE INDIVIDUAL, GROUP AND BUSINESS TRAVELER THROUGH MARKETING ACTIVITIES INCLUDING LOCAL, REGIONAL AND NATIONAL ADVERTISING & PUBLIC RELATIONS; AND PRODUCTION AND DISSEMINATION OF COLLATERAL MATERIALS. THE DEPARTMENT WORKS WITH TOURISM SITES AND AMENITIES TO IMPROVE CUSTOMER SERVICE WITH HOSPITALITY TRAINING & VISITOR INDUSTRY EDUCATION. THE TOURISM DEPARTMENT ADMINISTERS A CITY VOLUNTEER PROGRAM WHICH STAFFS SIX PLUS HISTORIC SITES WITHIN THE CITY.

Prog. No.	Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
Budget by Major Program Category-					
04 4024	TOURISM	548,151	442,531	497,707	501,478
	Total	548,151	442,531	497,707	501,478
Staffing-					
	Full Time Positions	3.00	3.00	3.00	3.00
	Part Time Positions	0.73	0.40	0.40	0.40
	Total	3.73	3.40	3.40	3.40
Source of Funding-					
	TOURISM FUND	548,151	442,531	497,707	501,478
	Total	548,151	442,531	497,707	501,478
Direct/Offsetting Revenues-					
	TRANSIENT GUEST TAXES	419,719	428,760	435,125	495,000
	Total	419,719	428,760	435,125	495,000

Continued

City of Independence
Departmental Budget Summary

Department: 4024-TOURISM **1999-00 Operating Budget**

Significant Issues/Changes:

* PROJECTING A 15 PERCENT INCREASE IN TRANSIENT GUEST TAX REVENUE, BASED ON PAST YEAR'S PERFORMANCE & ADDITION OF 144 NEW LODGING ROOMS.
* REQUESTING AN ADDITIONAL $20,000 FOR MEDIA IN MARKETING BUDGET.
* REQUESTING $5,100 FOR COMPUTER SOFTWARE UPGRADING, LAPTOP COMPUTER AND LASER PRINTER.
* REQUESTING $3,000 ADDITIONAL TO FUND HOSPITALITY INDUSTRY TRAINING FOR HOTELS, ATTRACTIONS, CITY VOLUNTEERS, RETAIL.
* REQUESTING $10,000 ADDITIONAL FOR MARKETING CONTRACT SERVICES TO HANDLE ATTRACTION AND SQUARE PROMOTIONS, MEDIA RELATIONS.

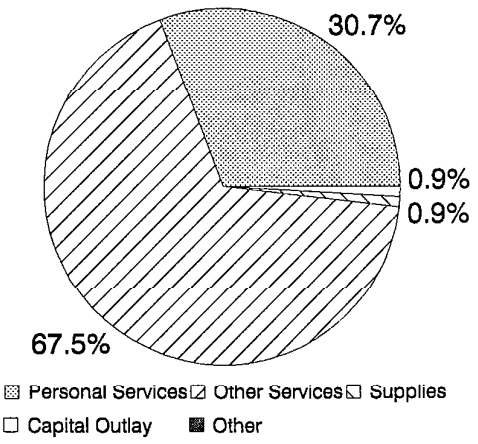
1999-2000 Operating Budget

Tourism

Appropriations by Type:

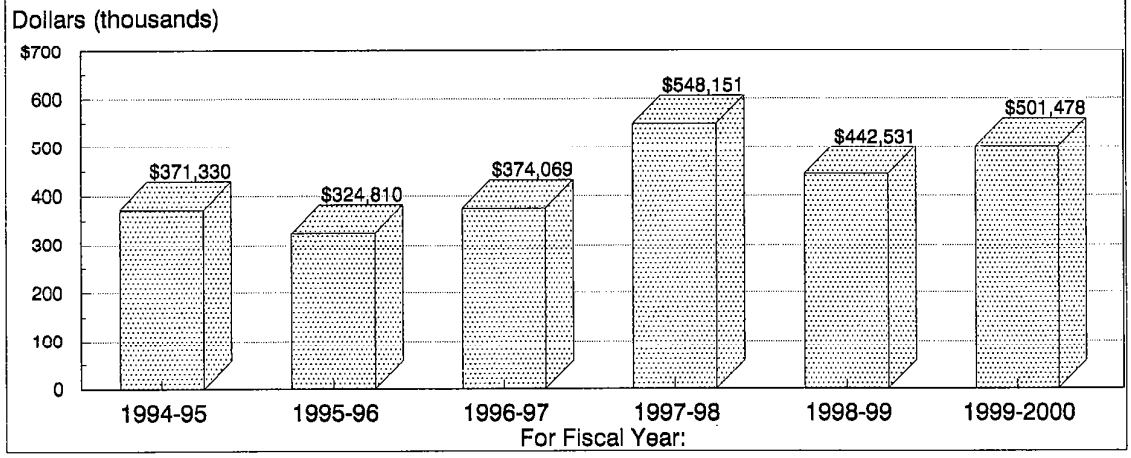
Expenditure Type	Actual 1997-98	Original 1998-99	Projected 1998-99	Adopted 1999-2000
Personal Services	147,081	147,417	147,417	154,081
Other Services	398,807	290,914	346,090	338,297
Supplies	2,263	4,200	4,200	4,600
Capital Outlay	0	0	0	4,500
Other	0	0	0	0
Total	548,151	442,531	497,707	501,478

1999-2000 City Council Adopted Budget



Historical Comparison:

	Actual 1994-95	Actual 1995-96	Actual 1996-97	Actual 1997-98	Budget 1998-99	Budget 1999-2000
Employees: Full Time Equiv.	3.10	3.10	3.10	3.73	3.40	3.40
Amount by Fund: Tourism	371,330	324,810	374,069	548,151	442,531	501,478
Per Bed/Room Units	486.03	425.14	489.62	717.48	512.19	580.41



City of Independence
Detail Program Sheet

Department: 4024-TOURISM | **1999-00 Operating Budget**
Program: 4024-TOURISM | **Fund: 04-TOURISM**

Description:

RESPONSIBLE FOR MARKETING ACTIVITIES TO ATTRACT OUT-OF-TOWN VISITORS TO THE CITY OF INDEPENDENCE AND INCREASE VISITOR SPENDING IN THE COMMUNITY THEREBY GENERATING REVENUE TO THE CITY. THE DEPARTMENT IS RESPONSIBLE FOR DEVELOPMENT AND IMPLEMENTATION OF MARKETING CAMPAIGNS AND PROGRAMS DIRECTED TO THE INDIVIDUAL AND GROUP TRAVELER. ACTIVITIES INCLUDE REGIONAL AND NATIONAL ADVERTISING PROGRAMS, PUBLIC RELATIONS ACTIVITIES, DIRECT SALES EFFORTS, AND THE PRODUCTION AND DISSEMINATION OF COLLATERAL MARKETING MATERIALS. ADDITIONALLY, THE DEPARTMENT ADMINISTERS A CITY HISTORIC SITE VOLUNTEER PROGRAM WHICH PROVIDES STAFFING FOR THE VAILE MANSION, BINGHAM-WAGGONER ESTATE, 1827 LOG COURTHOUSE, TRUMAN HOME TICKET/TOURIST INFORMATION CENTER, NATIONAL FRONTIER TRAILS CENTER, PIONEER SPRING CABIN AND 1859 JAIL.

1999-00 Objectives:

* COORDINATE AND COMPLETE REDEVELOPMENT STUDY AND PLAN FOR NATIONAL FRONTIER TRAILS CENTER.
* LAUNCH AND DIRECT COMMUNITY-WIDE STUDY TEAM AND STRATEGIC PLAN TO DEVELOP MASTER VISITOR CENTER IN SQUARE COURTHOUSE.
* COORDINATE PUBLIC EDUCATION CAMPAIGN TO WIN INDUSTRY AND VOTER APPROVAL OF 5%-7% TRANSIENT GUEST TAX.
* WORK WITH HISTORIC SITES TO REAFFIRM MUTUAL PARTNERSHIP IN TOURISM HISTORIC SITES VOLUNTEER PROGRAM.
* WORK WITH PILLAR ATTRACTIONS TO ENCOURAGE IMPROVED RELATIONSHIPS AND LINKS BETWEEN THE SITES RESULTING IN EXTENDED VISITOR STAYS AND EXPENDITURES.

1998-99 Accomplishments:

* COMPLETED TOURISM COMPREHENSIVE PLAN RESULTING IN COMMUNITY-WIDE SUPPORT & ADOPTION OF STRATEGIES TO IMPROVE LODGING MIX, IMPROVE QUALITY OF VISITOR SITES & AMENITIES AND IDENTIFY MARKET NICHES.
* COMPLETED MARKET ANALYSIS FOR HISTORIC SQUARE.
* IMPLEMENTED CITY-WIDE HOSPITALITY TRAINING PROGRAM FOR ATTRACTIONS, RESTAURANTS, LODGING AND OTHER AMENITIES.
* ESTABLISHED PILLAR COUNCIL OF CEOS FROM CITY TOURISM SITES.
* PRODUCED 1ST INDEP. TOURISM PROMOTIONAL VIDEO WHICH WON 2 AWARDS.
* EXPANDED FOURTH QUARTER ADVERTISING TO OMAHA, WICHITA AND DES MOINES WITH SUCCESSFUL RESULTS: INCREASED 4TH QUARTER INQUIRIES AND ATTENDANCE AT ALL SITES.
* INCREASED VOLUNTEER FORCE BY 9%.
* RECEIVED AND SERVICED 29,271 INQUIRIES.
* LAUNCHED EFFORT TO SECURE 5%-7% TRANSIENT GUEST TAX TO FUND FUTURE TOURISM DEVELOPMENT.

Continued

City of Independence
Detail Program Sheet

Department: 4024-TOURISM — **1999-00 Operating Budget**
Program: 4024-TOURISM — **Fund: 04-TOURISM**

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	147,081	147,417	147,417	154,081
OTHER SERVICES	398,807	290,914	346,090	338,297
SUPPLIES	2,263	4,200	4,200	4,600
CAPITAL OUTLAY	0	0	0	4,500
DEBT SERVICE/OTHER	0	0	0	0
Total	548,151	442,531	497,707	501,478

Performance Indicators:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
VISITOR INQUIRIES	27,192	27,000	29,271	30,000
GROUP TOUR BOOKINGS	332	340	315	340
SITE ATTENDANCE	394,149	380,000	338,373	350,000
VOLUNTEER HOURS	19,681	20,500	19,266	20,000

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
TOURISM & 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
PUBLIC MANAGEMENT INTERN I	0.63	0.22	0.22	0.22
TOURISM INFORMATION CLERK	0.10	0.18	0.18	0.18
Total	3.73	3.40	3.40	3.40

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

City Council Adopted Budget Summary - Other Funds

For the Fiscal Years 1998-99 and 1999-2000

Description	Community Development Block Grant Fund	HOME Program Fund	Central Garage Fund	Staywell Healthcare Fund
Source of Budget Dollars				
Estimated Revenues-				
Federal Grant - CDBG	$1,049,000			
HOME Program Grant		$488,000		
Central Garage Charges			$1,123,365	
Staywell Healthcare Premiums				$6,865,000
Other Revenue				90,000
Total Estimated Revenues	$1,049,000	$488,000	$1,123,365	$6,955,000
Total Sources	$1,049,000	$488,000	$1,123,365	$6,955,000
Allocation of Budget Dollars				
Operating Departments-				
Community Development	$215,775	$54,800		
Public Works			$1,053,453	
Non-Departmental			69,912	$6,955,000
Total Operating Departments	$215,775	$54,800	$1,123,365	$6,955,000
Grant Authorized Programming				
Community Dev. Block Grant	712,298			
Home Program		433,200		
Transfers to Other Funds-				
General Fund-Code Enforcement	70,000			
General Fund-Senior Citizen Nutrition Site	20,927			
General Fund-Redevelopment Planning	30,000			
Total Allocations	$1,049,000	$488,000	$1,123,365	$6,955,000
Balance Available	$0	$0	$0	$0

Note 1: Each of these funds are intended to be "zero balance" funds whereby the total sources and allocation equal each other.

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

Budget Summary - Street Improvements Sales Tax Fund

For the Fiscal Years 1997-98, 1998-99 and 1999-2000

Description	1997-98 Actual	% of Total	1998-99 Revised Budget	% of Total	1999-2000 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
Estimated Revenues-								
Sales Taxes		n/a	$1,945,723	99.6%	$5,298,710	99.3%	$3,352,987	99.2%
Interest Income and Other		n/a	7,000	0.4%	35,000	0.7%	28,000	0.8%
Total Estimated Revenues	$0	n/a	$1,952,723	100.0%	$5,333,710	100.0%	$3,380,987	100.0%
Total Sources	**$0**		**$1,952,723**		**$5,333,710**		**$3,380,987**	**173.1%**
Allocation of Budget Dollars								
Operating Budget-								
Personal Services		n/a		0.0%		0.0%	$0	n/a
Other Services		n/a	88,500	4.6%		0.0%	(88,500)	-100.0%
Supplies		n/a	6,500	0.3%		0.0%	(6,500)	-100.0%
Capital Outlay/Other		n/a		0.0%		0.0%	0	n/a
Total Operating Departments	$0	n/a	$95,000	5.0%	$0	0.0%	($95,000)	-100.0%
Capital Budget-								
Overlay Program		n/a	$1,430,000	74.7%	$2,862,710	53.7%	$1,432,710	100.2%
Bridge Improvements		n/a	80,000	4.2%	1,125,000	21.1%	1,045,000	1306.3%
Traffic Signals		n/a	30,000	1.6%	110,000	2.1%	80,000	266.7%
Street Improvements		n/a	280,000	14.6%	1,236,000	23.2%	956,000	341.4%
Total Capital Budget	$0	n/a	$1,820,000	95.0%	$5,333,710	100.0%	$3,513,710	193.1%
Total Allocations	**$0**	**n/a**	**$1,915,000**	**100.0%**	**$5,333,710**	**100.0%**	**$3,418,710**	**178.5%**
Balance Available	**$0**		**$37,723**		**$0**		**($37,723)**	

CITY OF INDEPENDENCE, MISSOURI
1998-99 Operating Budget

Appropriation Summary - Street Improvements Sales Tax Fund

Cost Center/ Project Number	Project Description	Ordinance Number	Amount
Operating Budget-			
5112	Coring, Measuring Wheels and Signs	14031	$15,000
5112	Materials, Testing and Construction Inspection		80,000
	Total Operating Budget		$95,000
Capital Budget-			
9706	Noland Road Rehabilitation	14014	$160,000
9711	Ash Street Bridge	14099	80,000
9712	Salisbury Road Improvements	14131	80,000
9717	1999 Overlay - District 1 and 4	14161	1,430,000
9713	39th & Phelps Traffic Signal	14227	15,000
9714	Blue Ridge & Westport Traffic Signal	14227	15,000
9755	Eureka Road Culvert	14227	20,000
9756	29th Street Culvert	14227	20,000
	Total Capital Budget		$1,820,000
	Street Improvements Sales Tax Fund Grand Total		**$1,915,000**

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

Capital Budget Summary - Street Improvements Sales Tax Fund

Project Number	Project Description	Source of Funds	Amount
Street Improvements Sales Tax Fund-			
9717	1999 Overlay Program - District 1 and 4	Street Improv. Sales Tax	$200,000
9727	1999 Overlay Program - District 2 and 3	Street Improv. Sales Tax	2,329,000
9750	2000 Overlay Program	Street Improv. Sales Tax	333,710
9711	Ash Street Bridge over Railroad	Street Improv. Sales Tax	715,000
9751	Maywood Bridge at Rock Creek	Street Improv. Sales Tax	410,000
9713	39th Street and Phelps Road Traffic Signal	Street Improv. Sales Tax	110,000
9752	Noland Road, I-70 to 23rd Street Overlay	Street Improv. Sales Tax	290,000
9712	Salisbury Road, U.S. 24 to Dickinson Road	Street Improv. Sales Tax	409,000
9714	Westport Road at Blue Ridge Blvd, Intersection and Traffic Signals	Street Improv. Sales Tax	225,000
9753	Ann Street Culvert	Street Improv. Sales Tax	70,000
9754	Bundschu Road Culvert, west of Charlton Road	Street Improv. Sales Tax	52,000
9755	Eureka Road Culvert, east of R.D. Mize Road	Street Improv. Sales Tax	95,000
9756	29th Street and Windsor Culvert	Street Improv. Sales Tax	95,000
	Street Improvements Sales Tax Fund Grand Total		**$5,333,710**

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

Budget Summary - Park Improvements Sales Tax Fund

For the Fiscal Years 1997-98, 1998-99 and 1999-2000

Description	1997-98 Actual	% of Total	1998-99 Revised Budget	% of Total	1999-2000 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
Estimated Revenues-								
Sales Taxes		n/a	$648,574	99.7%	$1,766,237	99.5%	$1,117,663	99.4%
Interest Income and Other		n/a	1,750	0.3%	8,750	0.5%	7,000	0.6%
Total Estimated Revenues	$0	n/a	$650,324	100.0%	$1,774,987	100.0%	$1,124,663	100.0%
Total Sources	**$0**		**$650,324**		**$1,774,987**		**$1,124,663**	**172.9%**
Allocation of Budget Dollars								
Operating Budget-								
Personal Services		n/a		0.0%	$104,687	5.9%	$104,687	n/a
Other Services		n/a		0.0%	20,000	1.1%	20,000	n/a
Supplies		n/a		0.0%	5,313	0.3%	5,313	n/a
Capital Outlay/Other		n/a		0.0%	0	0.0%	0	n/a
Total Operating Departments	$0	n/a	$0	0.0%	$130,000	7.3%	$130,000	n/a
Capital Budget-								
Playground Renovations		n/a	$320,000	49.2%	$0	0.0%	($320,000)	-100.0%
Athletic Fields & Court Renovations		n/a	182,820	28.1%	795,000	44.8%	612,180	334.9%
Maintenance & Security		n/a	13,145	2.0%	145,000	8.2%	131,855	1003.1%
Building Reconstruction		n/a	0	0.0%	525,000	29.6%	525,000	n/a
Infrastructure Repairs		n/a	134,359	20.7%	179,987	10.1%	45,628	34.0%
Walking Trails & Bicycle Path		n/a	0	0.0%	0	0.0%	0	n/a
Total Capital Budget	$0	n/a	$650,324	100.0%	$1,644,987	92.7%	$994,663	152.9%
Total Allocations	**$0**	**n/a**	**$650,324**	**100.0%**	**$1,774,987**	**100.0%**	**$1,124,663**	**172.9%**
Balance Available	**$0**		**$0**		**$0**		**$0**	

CITY OF INDEPENDENCE, MISSOURI
1998-99 Operating Budget

Appropriation Summary - Park Improvements Sales Tax Fund

Cost Center/ Project Number	Project Description	Ordinance Number	Amount
Operating Budget-			
	Total Operating Budget		$0
Capital Budget-			
9719	Athletic Fields & Court Renovations - Santa Fe Park	14117	$182,820
9722	Infrastructure Repairs - Picnic tables, Trash Receptacles, Park Benches	14171	88,659
9718	Playground Renovation - Santa Fe, Mill Creek, Bundschu, Benton, Fairmount, Rotary Parks	14217	320,000
9722	Infrastructure Repairs - Glendale Park Drainage	14217	40,000
9722	Infrastructure Repairs - Park Signage	14217	5,700
9720	Maintenance/Security - Tree Trimming and Removal	14217	13,145
	Total Capital Budget		$650,324
	Street Improvements Sales Tax Fund Grand Total		**$650,324**

City of Independence
Departmental Budget Summary

Department: 6002-SALES TAX OPERATING COSTS **1999-00 Operating Budget**

Department Description-

THIS DIVISION OVERSEES AND MANAGES YEAR ONE IMPROVEMENT PROJECTS PLANNED FOR THE CITY'S PARK SYSTEM MADE POSSIBLE THROUGH THE AUGUST, 1998 ADOPTION OF A 1/2 CENT INCREASE TO THE CITY'S SALES TAX RATE. THESE PROJECTS ARE PART OF AN OVERALL FIVE-YEAR IMPROVEMENT PACKAGE PLANNED THROUGHOUT THE SYSTEM. DIVISIONAL STAFF WILL COMMUNICATE THE ONGOING PROGRESS OF THIS WORK TO THE CITY'S FRIENDS OF THE PARKS COMMITTEE.

Prog. No.	Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
Budget by Major Program Category-					
12 6002	SALES TAX OPERATING COST	0	0	0	130,000
	Total	0	0	0	130,000
Staffing-					
	Full Time Positions	0.00	0.00	0.00	2.32
	Part Time Positions	0.00	0.00	0.00	0.67
	Total	0.00	0.00	0.00	2.99
Source of Funding-					
	PARK IMPROVEMENTS SALES TAX				130,000
	Total	0	0	0	130,000

Significant Issues/Changes:

* NEW 6002 PROGRAM AREA CREATED TO ADDRESS OPERATIONAL COSTS ASSOCIATED WITH THE NEW 1/2 CENT CAPITAL IMPROVEMENTS SALES TAX INCREASE FOR STREET AND PARK IMPROVEMENTS.

City of Independence
Detail Program Sheet

Department: 6002-SALES TAX OPERATING COSTS — **1999-00 Operating Budget**
Program: 6002-SALES TAX OPERATING COST — **Fund: 12-PARKS SALES TAX**

Description:

THIS DIVISION OVERSEES AND MANAGES YEAR ONE IMPROVEMENT PROJECTS PLANNED FOR THE CITY'S PARK SYSTEM MADE POSSIBLE THROUGH THE AUGUST, 1998 ADOPTION OF A 1/2-CENT INCREASE TO THE CITY'S SALES TAX. THESE PROJECTS ARE PART OF AN OVERALL FIVE-YEAR IMPROVEMENT PACKAGE PLANNED THROUGHOUT THE SYSTEM. DIVISIONAL STAFF WILL COMMUNICATE ONGOING PROGRESS TO THE CITY'S FRIENDS OF THE PARKS COMMITTEE.

1999-00 Objectives:

* IMPLEMENT PHASE II PLAYGROUND RENOVATIONS AT VARIOUS CITY PARK SITES, INCLUDING BENTON, FAIRMOUNT, AND ROTARY PARKS.
* IMPLEMENT PHASE II ATHLETIC FIELD IMPROVEMENTS AT THE SANTA FE AND MILL CREEK PARK ATHLETIC COMPLEXES. REPAIR THE BASKETBALL COURT FACILITY AT YOUNG PARK.
* OVERSEE THE DESIGN AND RECONSTRUCTION OF THE SANTA FE PARK TENNIS COMPLEX.
* OVERSEE PARK SECURITY LIGHTING AND TREE TRIMMING CONTRACTS TO ENHANCE OVERALL PARK SAFETY. DEVELOP APPROPRIATE PERSONNEL CONTRACTS ASSOCIATED WITH PROJECT MAINTENANCE AND SECURITY EFFORTS.
* ASSIST IN PHASE I RECONSTRUCTION OF THE TRUMAN MEMORIAL BUILDING, AS WELL AS DEVELOP A CONTRACT FOR THE REDESIGN OF VARIOUS PARK SUPPORT BUILDINGS.
* OVERSEE ONGOING PARK BEAUTIFICATION EFFORTS THROUGH THE IMPLEMENTATION OF NEW PARK ENTRY SIGNAGE.

Program Costs:

Expenditure Category	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
PERSONAL SERVICES	0	0	0	104,687
OTHER SERVICES	0	0	0	20,000
SUPPLIES	0	0	0	5,313
CAPITAL OUTLAY	0	0	0	0
DEBT SERVICE/OTHER	0	0	0	0
Total	0	0	0	130,000

Staffing:

Description	1997-98 Actual	1998-99 Original	1998-99 Amended	1999-00 Adopted Budget
MAINTENANCE AIDE	0.00	0.00	0.00	0.66
LIGHT EQUIPMENT OPERATOR	0.00	0.00	0.00	0.33

...Continued

City of Independence
Detail Program Sheet

Department: 6002-SALES TAX OPERATING COSTS — **1999-00 Operating Budget**
Program: 6002-SALES TAX OPERATING COST — **Fund: 12-PARKS SALES TAX**

Staffing: ***(Continued)***

CONTRACT ADMINISTRATOR	0.00	0.00	0.00	1.00
ASSISTANT FOREMAN	0.00	0.00	0.00	0.33
SEASONAL MAINTENANCE WORKER	0.00	0.00	0.00	0.67
Total	0.00	0.00	0.00	2.99

Significant Issues/Changes:

* NEW PROGRAM AREA CREATED TO ADDRESS OPERATIONAL COSTS ASSOCIATED WITH 1/2-CENT SALES TAX INCREASE FOR PARK AND STREET IMPROVEMENTS.
* STAFFING INCLUDES CONTRACT ADMINISTRATOR POSITION (12 MONTHS), AND APPROPRIATE MAINTENANCE/REPAIR AND SECURITY PERSONNEL (4 MONTHS).

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

Capital Budget Summary - Park Improvements Sales Tax Fund

Project Number	Project Description	Source of Funds	Amount
Park Improvements Sales Tax Fund-			
9719	Athletic Fields/Courts - Santa Fe and Mill Creek Parks - Drainage	Park Improv. Sales Tax	$170,000
9719	Athletic Fields/Courts - Santa Fe and Mill Creek Parks - Spectator Seating	Park Improv. Sales Tax	140,000
9719	Athletic Fields/Courts - Santa Fe Tennis Court Design/Renovation	Park Improv. Sales Tax	460,000
9719	Athletic Fields/Courts - Young Park and Multi-Use Court Repairs	Park Improv. Sales Tax	25,000
9720	Maintenance/Security - Park Security Lighting	Park Improv. Sales Tax	35,000
9720	Maintenance/Security - Tree Trimming and Removal	Park Improv. Sales Tax	40,000
9720	Maintenance/Security - Maintenance, Equipment	Park Improv. Sales Tax	70,000
9721	Building Reconstruction - Truman Memorial Building, Design	Park Improv. Sales Tax	450,000
9721	Building Reconstruction - Park Buildings, Design, and Contracts	Park Improv. Sales Tax	75,000
9722	Infrastructure Repairs - Park Entry Signage	Park Improv. Sales Tax	100,000
9722	Infrastructure Repairs - Park Tables, Drinking Fountains, Trees, etc.	Park Improv. Sales Tax	79,987
	Park Improvements Sales Tax Fund Grand Total		**$1,644,987**

City of Independence, Missouri
1999-2000 Operating Budget

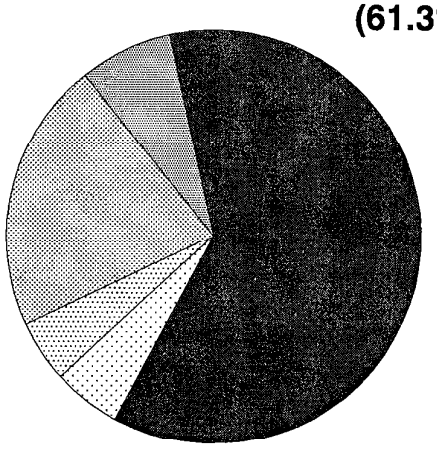
Revenue Summary

For the Fiscal Years 1997-98, 1998-99, and 1999-2000

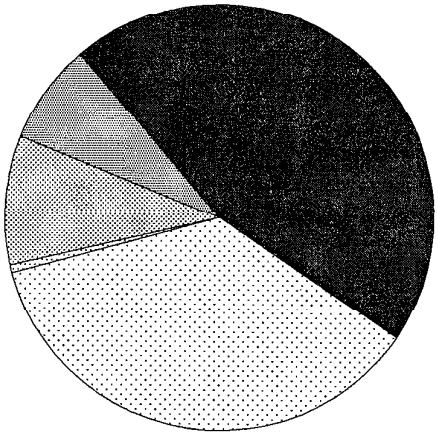
Acct. No.	Description	1997-98 Actual	1998-99 Original Budget	1998-99 Current Estimate	1999-2000 Projected Budget	%Chg. Orig. to Proj.
	Tourism Fund					
3043	Transient Guest Tax	$419,719	$428,760	$435,125	$495,000	15.4%
3012	Interest and Penalties		1,000	1,000	1,000	0.0%
3219	Federal Grant - Other		0	50,000		n/a
3411	Interest Income	16,375	11,000	12,222	12,013	9.2%
3449	Other	1,323	0			n/a
	Total Revenues	**$437,417**	**$440,760**	**$498,347**	**$508,013**	**15.3%**
	Community Development Block Grant Fund					
3204	Federal Grant - CDBG	$1,102,060	$1,028,000	$1,028,000	$1,049,000	2.0%
3449	Other	18,000				
	Total Revenues	**$1,120,060**	**$1,028,000**	**$1,028,000**	**$1,049,000**	**2.0%**
	HOME Program Fund					
3219	HOME Program Grant	$438,932	$453,000	$453,000	$488,000	7.7%
3411	Interest Income		0	0	0	n/a
3449	Other		0	0	0	n/a
	Total Revenues	**$438,932**	**$453,000**	**$453,000**	**$488,000**	**7.7%**
	Street Improvements Sales Tax Fund					
3041	Sales Tax			$1,945,723	$5,298,710	n/a
3411	Interest Income			7,000	35,000	n/a
3449	Other					n/a
	Total Revenues	**$0**	**$0**	**$1,952,723**	**$5,333,710**	**n/a**
	Parks Improvements Sales Tax Fund					
3041	Sales Tax			$648,574	$1,766,237	n/a
3411	Interest Income			1,750	8,750	n/a
3449	Other					n/a
	Total Revenues	**$0**	**$0**	**$650,324**	**$1,774,987**	**n/a**
	Central Garage Fund					
3380	Central Garage Charges	$1,237,044	$1,123,365	$1,123,365	$1,123,365	0.0%
3411	Interest Income		-7,200			n/a
3449	Other		0			n/a
	Total Revenues	**$1,237,044**	**$1,116,165**	**$1,123,365**	**$1,123,365**	**0.6%**
	Staywell Healthcare Fund					
	Premiums	$6,042,863	$6,210,000	$6,210,000	$6,865,000	10.5%
3411	Interest Income			90,000	90,000	n/a
	Total Revenues	**$6,042,863**	**$6,210,000**	**$6,300,000**	**$6,955,000**	**12.0%**

COMBINED SUMMARY

Source of Budget Dollars



Allocation of Budget Dollars



CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 1997-98, 1998-99 and 1999-2000

Description	1997-98 Actual	% of Total	1998-99 Original Budget	% of Total	1999-2000 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
Prior Years' Savings-								
Undesignated Fund Balance			$1,290,000		$138,581		($1,151,419)	-89.3%
Net Transfers In			365,927		402,517		36,590	10.0%
Estimated Revenues-								
Taxes, excluding PILOTS	$24,257,750	17.1%	$25,650,998	17.9%	$33,850,584	21.4%	$8,199,586	32.0%
Payments in Lieu of Taxes	7,995,774	5.6%	8,141,408	5.7%	8,432,994	5.3%	291,586	3.6%
Licenses & Permits	2,320,905	1.6%	2,367,349	1.6%	2,570,225	1.6%	202,876	8.6%
Grants & Shared Revenue	7,647,165	5.4%	7,403,262	5.2%	7,541,271	4.8%	138,009	1.9%
Charges for Current Serv.	637,404	0.4%	744,652	0.5%	870,627	0.6%	125,975	16.9%
Fines and Forfeitures	2,409,688	1.7%	2,251,890	1.6%	2,804,214	1.8%	552,324	24.5%
Utility Service Charges	91,432,840	64.4%	92,063,978	64.2%	96,987,142	61.3%	4,923,164	5.3%
Other Revenue	5,236,670	3.7%	4,884,450	3.4%	5,060,147	3.2%	175,697	3.6%
Total Estimated Revenues	$141,938,196	100.0%	$143,507,987	100.0%	$158,117,204	100.0%	$14,609,217	10.2%
Total Sources			**$145,163,914**		**$158,658,302**		**$13,494,388**	**9.3%**

(continued on next page)

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 1997-98, 1998-99 and 1999-2000

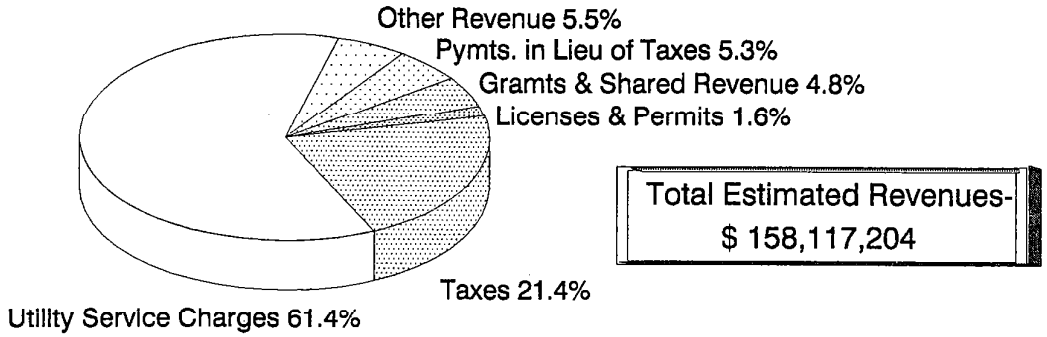
Description	1997-98 Actual	% of Total	1998-99 Original Budget	% of Total	1999-2000 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Allocation of Budget Dollars								
Operating Departments-								
City Council	$358,705	0.3%	$335,294	0.3%	$314,613	0.2%	($20,681)	-6.2%
City Clerk	362,487	0.3%	371,928	0.3%	383,957	0.3%	12,029	3.2%
City Manager	487,461	0.4%	643,295	0.5%	779,761	0.6%	136,466	21.2%
Tourism	548,151	0.4%	442,531	0.3%	501,478	0.4%	58,947	13.3%
Nat. Frontier Trails Center	308,552	0.2%	296,978	0.2%	283,014	0.2%	(13,964)	-4.7%
Technology Services	1,535,702	1.2%	1,585,053	1.2%	1,495,058	1.1%	(89,995)	-5.7%
Municipal Court	469,753	0.4%	484,446	0.4%	478,263	0.3%	(6,183)	-1.3%
Law	601,441	0.5%	583,694	0.5%	610,027	0.4%	26,333	4.5%
Finance	1,236,794	1.0%	1,260,381	1.0%	1,302,860	0.9%	42,479	3.4%
Personnel	297,528	0.2%	314,359	0.2%	328,814	0.2%	14,455	4.6%
Community Development	3,469,472	2.8%	2,581,160	2.0%	2,732,034	2.0%	150,874	5.8%
Police	14,529,970	11.6%	14,198,777	11.0%	14,858,262	10.8%	659,485	4.6%
Fire	10,127,651	8.1%	10,644,077	8.2%	11,236,816	8.2%	592,739	5.6%
Health	1,097,269	0.9%	1,218,612	0.9%	1,253,896	0.9%	35,284	2.9%
Water	8,417,093	6.7%	9,591,729	7.4%	9,713,468	7.1%	121,739	1.3%
Public Works	5,667,378	4.5%	5,749,659	4.4%	5,882,604	4.3%	132,945	2.3%
Water Pollution Control	7,172,509	5.7%	8,212,721	6.4%	8,587,025	6.2%	374,304	4.6%
Parks and Recreation	1,505,545	1.2%	1,678,621	1.3%	1,909,419	1.4%	230,798	13.7%
Power and Light	43,767,296	34.9%	45,830,247	35.5%	51,441,455	37.4%	5,611,208	12.2%
Non-Departmental	16,154,897	12.9%	15,913,512	12.3%	16,753,968	12.2%	840,456	5.3%
Debt Service	5,960,000	4.8%	6,232,307	4.8%	5,659,706	4.1%	(572,601)	-9.2%
Capital Outlay	1,162,965	0.9%	1,075,000	0.8%	1,000,000	0.7%	(75,000)	-7.0%
Total Operating Departments	$125,238,619	100.0%	$129,244,381	100.0%	$137,506,498	100.0%	$8,262,117	6.4%
Utility/Sales Tax Fund-Capital Budget			13,145,100		17,019,047		3,873,947	29.5%
Net Transfers Out/Desig.			2,503,098		1,923,643		(579,455)	-23.1%
Total Allocations			**$144,892,579**		**$156,449,188**		**$11,556,609**	**8.0%**
Balance Available			**$271,335**		**$2,209,114**		**$1,937,779**	

CITY OF INDEPENDENCE, MISSOURI
1999-2000 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: CDBG/HOME Funds	Special Revenue Funds: Street Sales Tax Fund	Special Revenue Funds: Parks Sales Tax Fund	Enterprise Funds: Power & Light Fund	Enterprise Funds: Sanitary Sewer Fund	Enterprise Funds: Water Fund	Internal Service Funds	Grand Total All Funds
Sources:										
Undesignated Fund Balance	$138,581									$138,581
Estimated Revenues	50,286,805	508,013	1,537,000	5,333,710	1,774,987	73,120,369	13,334,221	16,553,094	8,078,365	170,526,564
Consolidation Adjustments-										
Interfund Charges for Support Ser.		(10,000)				(1,757,850)	(920,650)	(1,642,495)		(4,330,995)
Internal Service Fund Charges									(8,078,365)	(8,078,365)
Transfers In-										
From Other Funds	120,927					182,030	40,580	58,980		402,517
Total Sources	$50,546,313	$498,013	$1,537,000	$5,333,710	$1,774,987	$71,544,549	$12,454,151	$14,969,579	$0	$158,658,302
Uses:										
Operating Budgets-										
City Council	$314,613									$314,613
City Clerk	383,957									383,957
City Manager	732,211							47,550		779,761
Tourism		501,478								501,478
National Frontier Trails Center	283,014									283,014
Technology Services	1,443,762					51,296				1,495,058
Municipal Court	478,263									478,263
Law	610,027									610,027
Finance	1,302,860									1,302,860
Personnel	328,814									328,814
Community Development	2,461,459		270,575							2,732,034
Police	14,858,262									14,858,262
Fire	11,236,816									11,236,816
Health	1,253,896									1,253,896
Water								9,713,468		9,713,468
Public Works	5,882,604								1,053,453	6,936,057
Water Pollution Control	295,013						8,292,012			8,587,025
Parks and Recreation	1,779,419				130,000					1,909,419
Power and Light						51,441,455				51,441,455
Non-Departmental	5,143,395					10,303,274	2,434,162	3,204,132	7,024,912	28,109,875
Debt Service/Lease Purchase	100,710					2,921,760	594,594	2,042,642		5,659,706
Capital Outlay/Budget	1,000,000			5,333,710	1,644,987	5,000,000	2,840,350	2,200,000		18,019,047
Consolidation Adjustments-										
Interfund Charges for Support Ser.		(10,000)				(1,757,850)	(920,650)	(1,642,495)		(4,330,995)
Internal Service Fund Charges									(8,078,365)	(8,078,365)
Total Operating Budgets	$49,889,095	$491,478	$270,575	$5,333,710	$1,774,987	$67,959,935	$13,240,468	$15,565,297	$0	$154,525,545
Transfers Out-										
Desig. for Capital & Grant Projects	$454,490		$1,145,498							$1,599,988
To Other Funds	52,728		120,927							173,655
To Capital Project Funds	150,000									150,000
Total Uses	$50,546,313	$491,478	$1,537,000	$5,333,710	$1,774,987	$67,959,935	$13,240,468	$15,565,297	$0	$156,449,188
Transfer To (From) Undesignated Fund Balance/Retained Earnings	$0	$6,535	$0	$0	$0	$3,584,614	($786,317)	($595,718)	$0	$2,209,114

ESTIMATED REVENUES

1999-2000 Estimated Revenues

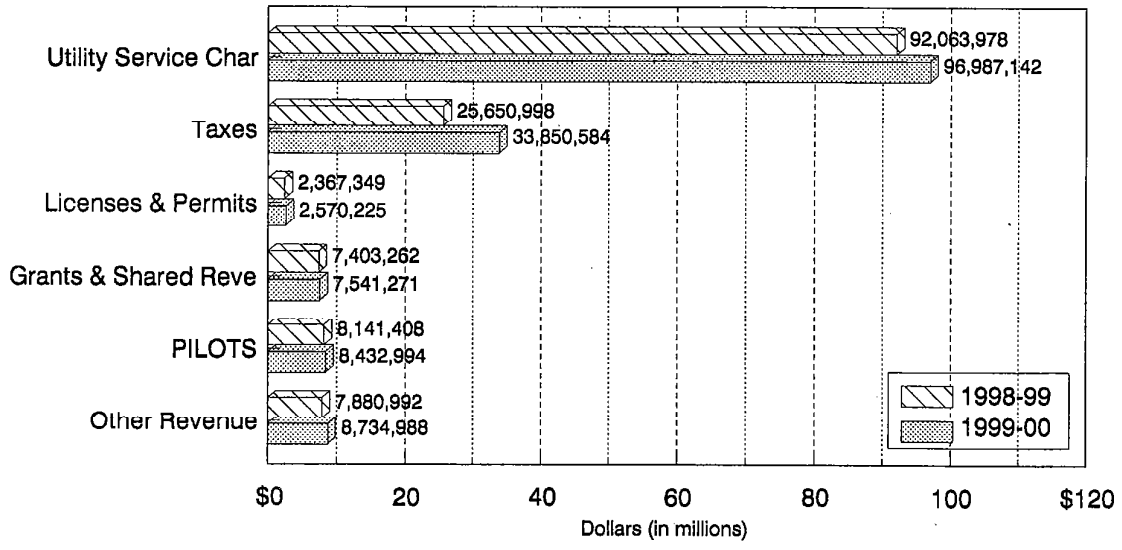


The single largest source of revenue for the City is Utility Service Charges from the City's electric, water and sanitary sewer utilities; comprising nearly two thirds of the total revenues. Taxes represent the second largest category making up twenty-one percent of the total. For the General Fund alone,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

Component revenues between the 1998-99 and 1999-2000 fiscal years have remained largely unchanged. Total revenues are projected to increase in 1999-2000 by 10.2 percent over the 1998-99 fiscal year. The largest single increase is in the Taxes category which is projected to increase by $8.2 million or a 32 percent increase. Most of this increase ($7.1 million) is due to the ½ percent Streets and Park Improvements Sales Tax that was approved by voters last year. Utility Service Charges increased by $4.9 million or 5.3 percent. This increase is primarily attributable to Power and Light utility sales due to increased electricity sales to other utilities and increased electricity consumption.

Comparison of Estimated Revenues

For Fiscal Years 1998-99 and 1999-2000

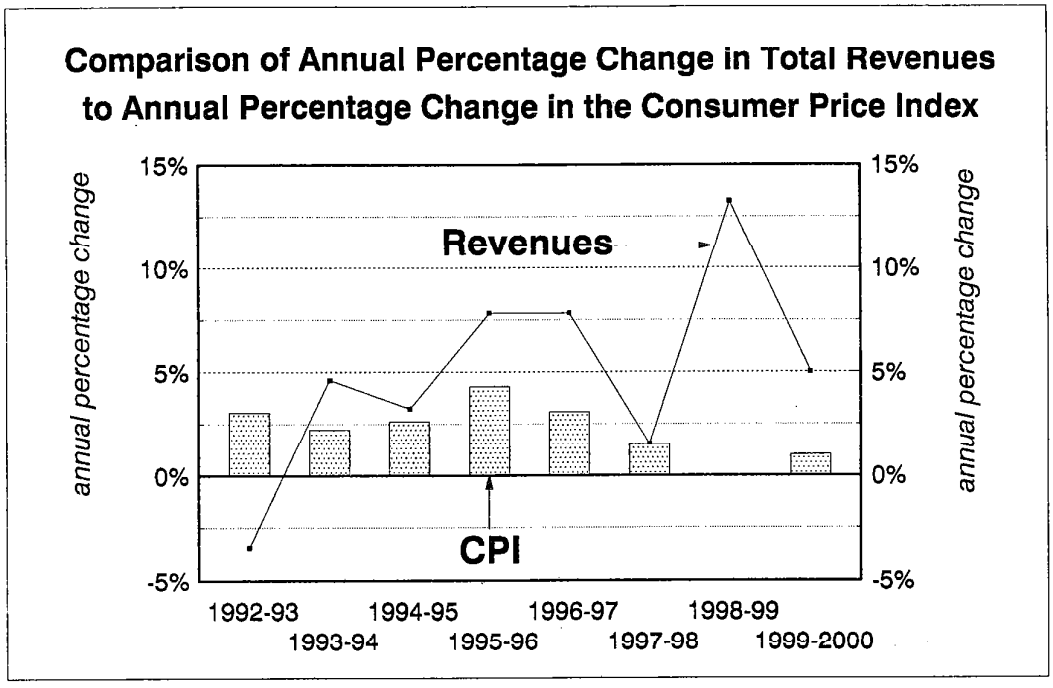


CITY OF INDEPENDENCE, MISSOURI
1999-2000 OPERATING BUDGET
REVENUE OVERVIEW/PROJECTIONS

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.

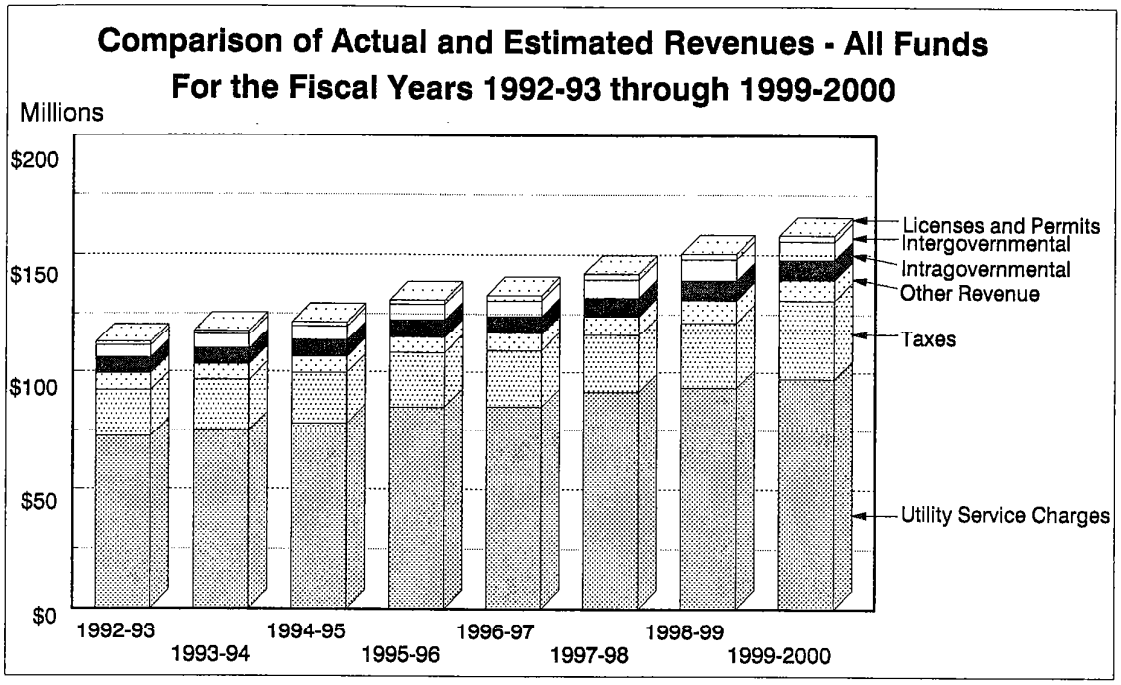
The following chart compares the annual percentage change in total revenues to the percentage change in the Consumer Price Index (CPI) for the local area. Generally, on an overall basis, expenditures have a stronger degree of correlation in relation to inflation based changes than revenues. Therefore, 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 1999-2000 are estimated to increase over the unaudited actual total revenues for 1998-99 at a rate of 5 percent compared to a projected consumer price index increase for this area of 1 percent.

CITY OF INDEPENDENCE, MISSOURI
1999-2000 OPERATING BUDGET
REVENUE OVERVIEW/PROJECTIONS

Shown below is a comparison of the actual total revenues by source for the 1992-93 fiscal year through the 1997-98 fiscal year. Also listed are unaudited actual amounts for the 1998-99 fiscal year and estimated amounts for the 1999-2000 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 3.96 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 17 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 11.1 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

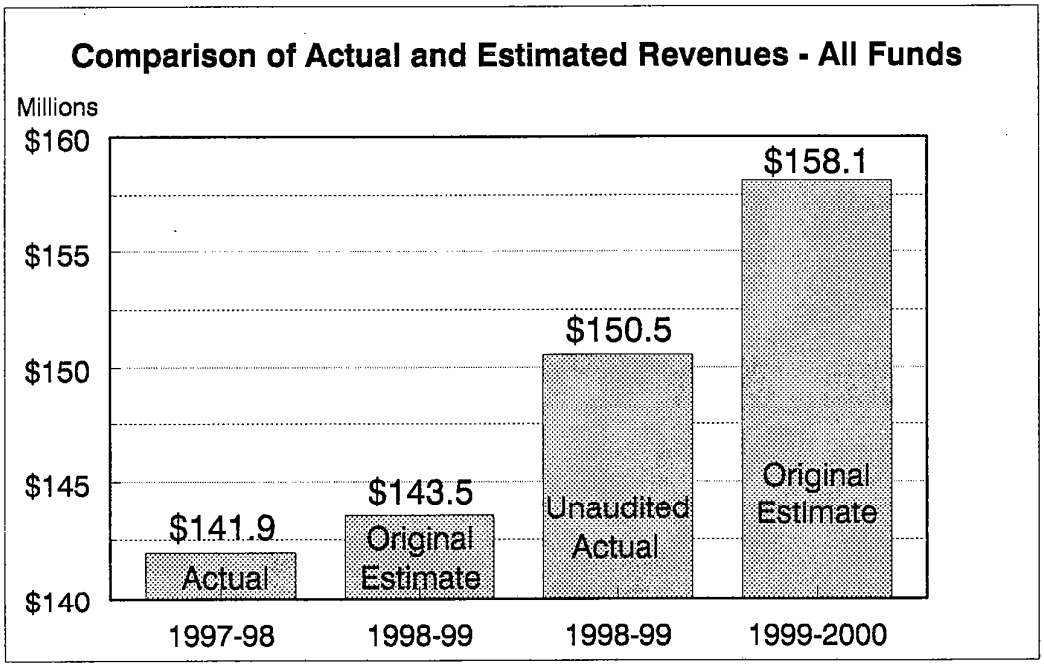
The City has three enterprise funds: Electric, Sanitary Sewer and Water. Service charge revenue estimates for each utility are based on projected consumption, as determined by historical trends and anticipated changes in service area, factored into the rate structure including changes for rate adjustments 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 1998-99 as a measure of the previous year's projection accuracy. The difference between the original estimate and actual was a variance of $7.0 million representing a projection variance of 4.9 percent. Also, shown on the chart for comparison purposes is the estimate for 1999-2000 and the actual for 1997-98.



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
1999-2000 Operating Budget

Revenue Summary - All Funds

For the Fiscal Years 1997-98, 1998-99, and 1999-2000

Acct. No.	Description	1997-98 Actual	1998-99 Original Budget	1998-99 Actual Rev. For 8 Months	1998-99 Est. Revenue For 4 Monts	1998-99 Current Estimate	1999-2000 Projected Budget	%Chg. Orig. to Proj.
	General Fund							
	Property Taxes							
3011	Real Estate, Including Penalties	$4,858,234	$5,110,988	$4,912,358	$7,683	$4,920,041	$5,215,243	2.0%
3012	Interest & Penalties			18,626	851	19,477	20,000	n/a
3013	Railroad and Other Utilities	55,405	63,000		34,533	34,533	34,500	-45.2%
	Total Property Taxes	4,913,639	5,173,988	4,930,984	43,067	4,974,051	5,269,743	1.9%
	Sales and Use Taxes							
3041	Local Option Sales Tax	12,612,418	13,331,000	8,755,049	4,694,630	13,449,679	14,129,894	6.0%
3042	Cigarette Tax	600,206	590,000	382,329	206,484	588,813	590,000	0.0%
3044	Local Option Use Tax	0	0		0	0		n/a
	Total Sales and Use Taxes	13,212,624	13,921,000	9,137,378	4,901,114	14,038,492	14,719,894	5.7%
	Utility Franchise Fees							
	Private							
3052	Water	19,218	18,000	9,564	9,071	18,635	20,000	11.1%
3053	Gas	2,858,884	3,230,000	1,803,747	1,177,170	2,980,917	3,230,000	0.0%
3054	Telephone	2,247,586	2,378,250	1,535,020	825,947	2,360,967	2,450,000	3.0%
3055	Electricity	226,007	140,000	133,328	36,604	169,932	170,000	21.4%
3057	Cable Television	360,073	360,000	193,328	206,672	400,000	430,000	19.4%
	Total Private	5,711,768	6,126,250	3,674,987	2,255,464	5,930,451	6,300,000	2.8%
	Payments in Lieu of Taxes							
3281	Power & Light Fund - PILOT	6,108,334	6,217,039	4,635,880	1,580,705	6,216,585	6,486,555	4.3%
3282	Water Fund - PILOT	870,331	888,829	586,588	303,899	890,487	882,665	-0.7%
3283	Sanitary Sewer Fund - PILOT	1,017,109	1,035,540	713,186	348,325	1,061,511	1,063,774	2.7%
	Total Pymt. in Lieu of Taxes	7,995,774	8,141,408	5,935,654	2,232,929	8,168,583	8,432,994	3.6%
	Total Utility Franchise Fees	13,707,542	14,267,658	9,610,641	4,488,393	14,099,034	14,732,994	3.3%
	Total Taxes	31,833,805	33,362,646	23,679,003	9,432,574	33,111,577	34,722,631	4.1%

City of Independence, Missouri
1999-2000 Operating Budget

Revenue Summary - All Funds

For the Fiscal Years 1997-98, 1998-99, and 1999-2000

Acct. No.	Description	1997-98 Actual	1998-99 Original Budget	1998-99 Actual Rev. For 8 Months	1998-99 Est. Revenue For 4 Monts	1998-99 Current Estimate	1999-2000 Projected Budget	%Chg. Orig. to Proj.
	Business Licenses and Permits							
3101	Occupation Licenses	972,483	1,009,400	402,920	674,004	1,076,924	1,138,270	12.8%
3102	Liquor Licenses	73,242	72,000	5,612	66,763	72,375	72,375	0.5%
3103	Exams and Licenses - Planning	44,371	35,000	18,471	30,535	49,006	52,436	49.8%
3104	Other Lic. & Permits - Finance	49,460	57,000	28,883	22,061	50,944	49,460	-13.2%
3108	Building Permits	661,375	660,000	443,449	221,724	665,173	700,843	6.2%
3120	Nursing Home Permits	600	800	500	200	700	750	-6.3%
3121	Day Care Permits	5,778	5,549	2,757	2,543	5,300	5,500	-0.9%
3122	Food Handler's Permits	41,098	44,200	23,184	11,816	35,000	35,000	-20.8%
3123	Massage Therapist	900	1,300	740	360	1,100	1,200	-7.7%
3124	Other Food Permits	46,420	52,100	21,450	13,550	35,000	40,000	-23.2%
3125	Plan Reviews - Health Dept.		9,000	1,144	13,856	15,000	15,000	66.7%
3126	Ambulance Permits & Licenses		6,000	8,862	-1,862	7,000	9,100	51.7%
	Total Bus. Lic. & Permits	1,895,727	1,952,349	957,972	1,055,550	2,013,522	2,119,934	8.6%
	Non-Business Licenses and Permits							
3151	Motor Vehicle Licenses	425,178	415,000	435,277	1,899	437,176	450,291	8.5%
	Total Licenses and Permits	2,320,905	2,367,349	1,393,249	1,057,449	2,450,698	2,570,225	8.6%
	Grants-							
	Federal Government Grants							
3210	Emergency Mgt. Assistance	37,038	35,000	4,129	32,431	36,560	36,560	4.5%
3211	Public Health Nursing	80,602	81,926	104,728	52,893	157,621	195,000	138.0%
3212	Community Health Ed.				0			
3213	Speed Limit Enforcement		0		0	0		n/a
3218	Dial-a-Ride	9,068	13,000	4,995	4,612	9,607	10,000	-23.1%
3219	Other Federal Grants	754,458	239,636	465,949	333,947	799,896	179,909	-24.9%
	Total Federal Grants	881,166	369,562	579,801	423,883	1,003,684	421,469	14.0%

City of Independence, Missouri
1999-2000 Operating Budget

Revenue Summary - All Funds

For the Fiscal Years 1997-98, 1998-99, and 1999-2000

Acct. No.	Description	1997-98 Actual	1998-99 Original Budget	1998-99 Actual Rev. For 8 Months	1998-99 Est. Revenue For 4 Monts	1998-99 Current Estimate	1999-2000 Projected Budget	%Chg. Orig. to Proj.
	State Government Grants							
3241	Financial Institutions Grant	19,874	24,000	17,422	565	17,987	18,000	-25.0%
3242	Gasoline Tax	3,157,100	3,248,000	2,084,858	1,122,087	3,206,945	3,271,000	0.7%
3243	Motor Vehicle License Fees	498,268	540,000	379,197	195,517	574,714	597,703	10.7%
3244	Motor Vehicle Sales Tax	743,168	800,000	489,716	296,049	785,765	825,053	3.1%
3250	Other State Grants	3,253	163,981	6,719	3,281	10,000	0	-100.0%
	Total State Grants	4,421,663	4,775,981	2,977,912	1,617,499	4,595,411	4,711,756	-1.3%
	Other Sources							
3272	Jackson Co. Drug Task Force	437,792	442,515	324,197	162,239	486,436	511,951	15.7%
3274	Jackson Co. DARE Program	328,980	290,900		334,095	334,095	334,095	14.8%
3275	Mid-America Regional Council	36,572	25,000	16,212	8,788	25,000	25,000	0.0%
3279	Other Grants		18,304	10,650	0	10,650		-100.0%
	Total Other Sources	803,344	776,719	351,059	505,122	856,181	871,046	12.1%
	Total Grants	6,106,173	5,922,262	3,908,772	2,546,504	6,455,276	6,004,271	1.4%
	Charges for Services							
	General Government							
3302	Planning and Zoning Fees	28,771	7,000	2,067	6,433	8,500	28,550	307.9%
3303	Board of Adjustment Fees	460	2,000	550	50	600	1,650	-17.5%
3304	Sale of Maps, Books, & Plans	5,127	4,000	2,780	1,364	4,144	4,000	0.0%
3305	Sale of Police Reports	55,826	52,000	35,173	14,827	50,000	50,000	-3.8%
3306	Sale of Fire Reports	990	500	435	173	608	700	40.0%
3307	Computer Service Charges	26,708	60,000	16,536	20,249	36,785	36,350	-39.4%
	Health							
3311	Animal Shelter Fees	58,358	65,000	36,978	18,022	55,000	55,000	-15.4%
3312	Animal Identification Tags	220	1,000	110	690	800	500	-50.0%
	Spay/Neuter Fees		0		0			n/a

City of Independence, Missouri
1999-2000 Operating Budget

Revenue Summary - All Funds

For the Fiscal Years 1997-98, 1998-99, and 1999-2000

Acct. No.	Description	1997-98 Actual	1998-99 Original Budget	1998-99 Actual Rev. For 8 Months	1998-99 Est. Revenue For 4 Monts	1998-99 Current Estimate	1999-2000 Projected Budget	%Chg. Orig. to Proj.
	Public Safety							
3316	Reimb. for Police Services	25,580	24,752	52,787	7,143	59,930	63,286	155.7%
3317	School Resource Officers	72,202	67,000	49,224	62,571	111,795	145,323	116.9%
3315	Other Public Safety Charges		0		0			n/a
3318	Alarm Charges - Police				0	0	43,768	n/a
3319	Alarm Charges - Fire		1,500	2,000	0	2,000	2,000	33.3%
	Recreation							
3322	Class Fees	26,135	23,000	21,428	13,572	35,000	32,500	41.3%
3323	Park Concessions	7,931	9,500	3,887	2,613	6,500	8,500	-10.5%
3326	Pool fees		0		0			n/a
3327	Sermon Center Fees	11,278	33,800	8,913	9,087	18,000	35,000	3.6%
3329	Recreation Rentals	22,223	20,500	19,331	12,169	31,500	36,000	75.6%
	National Frontier Trails Center							
3331	Admissions	27,444	35,000	18,515	9,485	28,000	29,000	-17.1%
3332	Gift Shop Sales	33,788	40,000	21,796	14,704	36,500	39,500	-1.3%
	Cemetery							
3341	Sale of Cemetery Lots	51,361	74,600	11,660	9,340	21,000	35,000	-53.1%
3342	Sale of Monument Bases	10,342	10,500	4,928	572	5,500	10,000	-4.8%
3343	Grave Opening Charges	51,054	67,000	33,815	21,185	55,000	60,000	-10.4%
	Other Charges							
3392	Sale of Street Signs	786	1,000	1,017	183	1,200	2,000	100.0%
3393	Special Assessments	75,487	40,000	49,992	10,172	60,164	60,000	50.0%
3396	Sale of Recycled Material		50,000	19,580	420	20,000	53,000	6.0%
3397	Solid Waste Disposal	41,199	35,000		14,000	14,000	19,000	-45.7%
3398	Miscellaneous Charges	4,134	20,000	1,129	17,201	18,330	20,000	0.0%
	Total Charges for Services	637,404	744,652	414,631	266,225	680,856	870,627	16.9%

City of Independence, Missouri
1999-2000 Operating Budget

Revenue Summary - All Funds

For the Fiscal Years 1997-98, 1998-99, and 1999-2000

Acct. No.	Description	1997-98 Actual	1998-99 Original Budget	1998-99 Actual Rev. For 8 Months	1998-99 Est. Revenue For 4 Monts	1998-99 Current Estimate	1999-2000 Projected Budget	%Chg. Orig. to Proj.
	Fines and Court Costs							
3401	Fines and Forfeitures	2,009,896	1,896,000	1,379,189	646,861	2,026,050	2,352,100	24.1%
3402	Court Costs	297,288	268,850	187,957	94,335	282,292	337,747	25.6%
3403	Police Training Court Costs	45,056	41,840	28,956	16,016	44,972	53,035	26.8%
3404	Domestic Violence Court Costs	22,679	20,900	14,454	7,993	22,447	26,457	26.6%
3405	DWI/Drugs Court Costs	33,225	24,300	19,240	9,670	28,910	34,875	43.5%
3406	Special Warrant Collections	1,544	0		0	0	0	n/a
	Total Fines & Court Costs	2,409,688	2,251,890	1,629,796	774,875	2,404,671	2,804,214	24.5%
	Interest Income							
3411	Interest	402,821	315,000	160,728	74,996	235,724	153,767	-51.2%
3412	Interest on Special Assessments	6,264	4,500	3,455	1,637	5,092	5,100	13.3%
3413	Interest - Other			1,142	119	1,261	1,200	n/a
	Total Interest Income	409,085	319,500	165,325	76,752	242,077	160,067	-49.9%
3421	**Interfund Chgs-Support Serv**	2,749,077	2,729,400	1,819,608	909,792	2,729,400	2,837,310	4.0%
	Other Revenue							
3431	Sale of Land		0		32,081	32,081		n/a
3432	Sale of Fixed Assets	64,279	5,000	30,229	80,798	111,027	50,000	900.0%
3433	Rental Income	132,660	110,400	77,028	33,372	110,400	120,460	9.1%
3434	Damage Claims	40,754	20,000	18,611	-5,627	12,984	20,000	0.0%
3435	Contributions	1,120	2,000	6,754	-4,754	2,000	2,000	0.0%
3437	Housing Authority - PILOT		0		0	0	0	n/a
3439	Cash Over/Short		1,000	-952	410	-542	0	-100.0%
3449	Misc. Non-Operating Revenue	224,206	125,000	56,193	40,618	96,811	125,000	0.0%
	Total Other Revenue	463,019	263,400	187,863	176,898	364,761	317,460	20.5%
	Total General Fund Revenues	**$46,929,156**	**$47,961,099**	**$33,198,247**	**$15,241,069**	**$48,439,316**	**$50,286,805**	**4.8%**

City of Independence, Missouri
1999-2000 Operating Budget

Revenue Summary - All Funds

For the Fiscal Years 1997-98, 1998-99, and 1999-2000

Acct. No.	Description	1997-98 Actual	1998-99 Original Budget	1998-99 Actual Rev. For 8 Months	1998-99 Est. Revenue For 4 Monts	1998-99 Current Estimate	1999-2000 Projected Budget	%Chg. Orig. to Proj.
Tourism Fund								
3043	Transient Guest Tax	$419,719	$428,760	$296,766	138,359	$435,125	$495,000	15.4%
3012	Interest and Penalties		1,000		1,000	1,000	1,000	0.0%
3219	Federal Grant - Other		0	50,000	0	50,000		n/a
3411	Interest Income	16,375	11,000	8,291	3,931	12,222	12,013	9.2%
3449	Other	1,323	0	269	-269			n/a
	Total Revenues	**$437,417**	**$440,760**	**$355,326**	**$143,021**	**$498,347**	**$508,013**	**15.3%**
Community Development Block Grant Fund								
3204	Federal Grant - CDBG	$1,102,060	$1,028,000	$938,516	89,484	$1,028,000	$1,049,000	2.0%
3449	Other	18,000			0			
	Total Revenues	**$1,120,060**	**$1,028,000**	**$938,516**	**$89,484**	**$1,028,000**	**$1,049,000**	**2.0%**
HOME Program Fund								
3219	HOME Program Grant	$438,932	$453,000	$343,570	109,430	$453,000	$488,000	7.7%
3411	Interest Income		0		0	0	0	n/a
3449	Other		0		0	0	0	n/a
	Total Revenues	**$438,932**	**$453,000**	**$343,570**	**$109,430**	**$453,000**	**$488,000**	**7.7%**
Street Improvements Sales Tax Fund								
3041	Sales Tax			$276,497	1,669,226	$1,945,723	$5,298,710	n/a
3411	Interest Income			1,478	5,522	7,000	35,000	n/a
3449	Other				0			n/a
	Total Revenues	**$0**	**$0**	**$277,975**	**$1,674,748**	**$1,952,723**	**$5,333,710**	**n/a**

City of Independence, Missouri
1999-2000 Operating Budget

Revenue Summary - All Funds

For the Fiscal Years 1997-98, 1998-99, and 1999-2000

Acct. No.	Description	1997-98 Actual	1998-99 Original Budget	1998-99 Actual Rev. For 8 Months	1998-99 Est. Revenue For 4 Monts	1998-99 Current Estimate	1999-2000 Projected Budget	%Chg. Orig. to Proj.
Parks Improvements Sales Tax Fund								
3041	Sales Tax			$92,166	556,408	$648,574	$1,766,237	n/a
3411	Interest Income			11	1,739	1,750	8,750	n/a
3449	Other				0			n/a
	Total Revenues	**$0**	**$0**	**$92,177**	**$558,147**	**$650,324**	**$1,774,987**	**n/a**

City of Independence, Missouri
1999-2000 Operating Budget

Revenue Summary - All Funds

For the Fiscal Years 1997-98, 1998-99, and 1999-2000

Acct. No.	Description	1997-98 Actual	1998-99 Original Budget	1998-99 Actual Rev. For 8 Months	1998-99 Est. Revenue For 4 Monts	1998-99 Current Estimate	1999-2000 Projected Budget	%Chg. Orig. to Proj.
	Power and Light Fund							
	Operating Revenue							
4010	Electric Service Charges	$64,559,582	$65,001,000	$47,843,224	17,202,776	$65,046,000	$68,019,240	4.6%
	Other Operating Revenue	443,263	40,000	530,378	1,237,622	1,768,000	1,750,000	4275.0%
4700	Change in Unbilled Revenue		0	-2,243,615	2,288,615	45,000	45,000	n/a
	Total Operating Revenue	65,002,845	65,041,000	46,129,987	20,729,013	66,859,000	69,814,240	7.3%
3421	Interfund Charges		623,968	464,163	-464,163		635,935	1.9%
3411	Interest Income	2,549,251	2,325,000	1,977,742	758,609	2,736,351	2,496,194	7.4%
	Other Revenues, Net		217,000	151,390	20,610	172,000	174,000	-19.8%
	Total Revenues	**$67,552,096**	**$68,206,968**	**$48,723,282**	**$21,044,069**	**$69,767,351**	**$73,120,369**	**7.2%**
	Sanitary Sewer Fund							
	Operating Revenue							
	User Charges-							
4010	Residential	$7,316,053	$7,730,496	$5,134,780	2,571,914	$7,706,694	$7,731,610	0.0%
4110	Comercial Base	3,150,003	3,297,330	2,230,022	1,031,636	3,261,658	3,261,658	-1.1%
4120	Comercial Surcharge	766,614	685,384	550,425	264,575	815,000	815,000	18.9%
4430	Contract Sales	297,503	280,000	249,517	125,483	375,000	325,000	16.1%
4570	Intermunicipal Agreements	394,322	430,000	210,426	219,574	430,000	430,000	0.0%
4600	Other Operating Revenue	89,703	0	61,823	29,177	91,000	91,000	n/a
4700	Change in Unbilled Revenue	66,362	0	-43,933	43,933		0	n/a
	Total Operating Revenue	12,080,560	12,423,210	8,393,060	4,286,292	12,679,352	12,654,268	1.9%
	Non-Operating Revenue							
3411	Interest Income	314,955	78,550	286,731	207,480	494,211	669,953	752.9%
4900	Other Revenues, Net		80,000		56,000	56,000	10,000	-87.5%
	Total Revenues	**$12,395,515**	**$12,581,760**	**$8,679,791**	**$4,549,772**	**$13,229,563**	**$13,334,221**	**6.0%**

City of Independence, Missouri
1999-2000 Operating Budget

Revenue Summary - All Funds

For the Fiscal Years 1997-98, 1998-99, and 1999-2000

Acct. No.	Description	1997-98 Actual	1998-99 Original Budget	1998-99 Actual Rev. For 8 Months	1998-99 Est. Revenue For 4 Monts	1998-99 Current Estimate	1999-2000 Projected Budget	%Chg. Orig. to Proj.
	Water Fund							
	Operating Revenue							
4010	Residential Sales	$7,359,247	$7,294,254	$4,930,063	2,490,600	$7,420,663	$7,440,216	2.0%
4110	Commercial Sales	1,925,840	2,379,141	1,326,126	787,538	2,113,664	2,014,108	-15.3%
4130	Industrial Sales	238,872	321,265	145,391	83,232	228,623	232,463	-27.6%
4400	Public Authority Sales	105,014	108,034	83,557	46,937	130,494	118,352	9.6%
4410	Private Fire Protection	35,361	45,000	26,476	12,799	39,275	39,600	-12.0%
	Public Fire Protection	533,042	530,000	357,607	178,800	536,407	536,400	1.2%
	Sales for Resale	3,854,736	3,722,074	2,584,328	1,223,299	3,807,627	3,927,495	5.5%
	Other Operating Revenue	279,149	200,000	142,482	68,000	210,482	210,000	5.0%
4700	Change in Unbilled Revenue	18,174	0	-182,418	182,418			n/a
	Total Operating Revenue	14,349,435	14,599,768	9,413,612	5,073,623	14,487,235	14,518,634	-0.6%
3421	Interfund Charges		872,198	581,472	-581,472		857,750	-1.7%
3411	Interest Income	1,464,662	1,350,000	988,182	405,654	1,393,836	1,176,710	-12.8%
	Other Revenues, Net		240,000	40,874	-40,874			-100.0%
	Total Revenues	**$15,814,097**	**$17,061,966**	**$11,024,140**	**$4,856,931**	**$15,881,071**	**$16,553,094**	**-3.0%**
	Central Garage Fund							
3380	Central Garage Charges	$1,237,044	$1,123,365	$1,031,688	91,677	$1,123,365	$1,123,365	0.0%
3411	Interest Income		-7,200	0	0			n/a
3449	Other		0	0	0			n/a
	Total Revenues	**$1,237,044**	**$1,116,165**	**$1,031,688**	**$91,677**	**$1,123,365**	**$1,123,365**	**0.6%**
	Staywell Healthcare Fund							
	Premiums	$6,042,863	$6,210,000	$4,344,817	1,865,183	$6,210,000	$6,865,000	10.5%
3411	Interest Income			58,933	31,067	90,000	90,000	n/a
	Total Revenues	**$6,042,863**	**$6,210,000**	**$4,403,750**	**$1,896,250**	**$6,300,000**	**$6,955,000**	**12.0%**

City of Independence, Missouri
1999-2000 Operating Budget

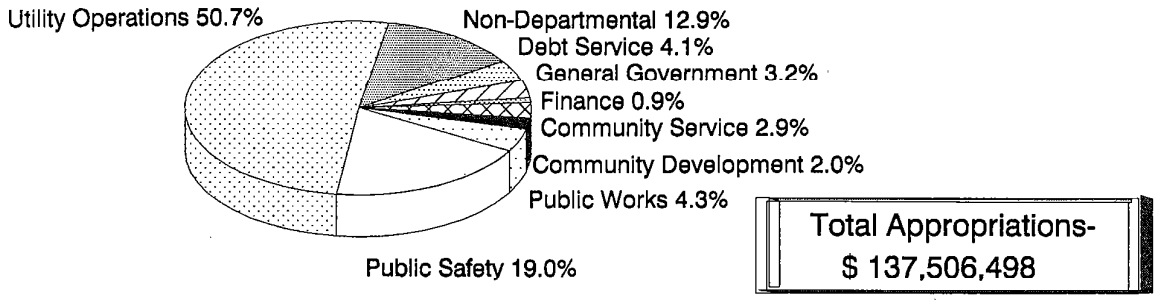
Revenue Summary - All Funds

For the Fiscal Years 1997-98, 1998-99, and 1999-2000

Acct. No.	Description	1997-98 Actual	1998-99 Original Budget	1998-99 Actual Rev. For 8 Months	1998-99 Est. Revenue For 4 Monts	1998-99 Current Estimate	1999-2000 Projected Budget	%Chg. Orig. to Proj.
Summary:								
	Grand Total Revenues	$151,967,180	$155,059,718	$109,068,462	$50,254,598	$159,323,060	$170,526,564	10.0%
	Less:							
	Central Garage Fund	-1,237,044	-1,116,165	-1,031,688	-91,677	-1,123,365	-1,123,365	
	Staywell Health Care Fund	-6,042,863	-6,210,000	-4,403,750	-1,896,250	-6,300,000	-6,955,000	
	Interfund Charges	-2,749,077	-4,225,566	-2,865,243	135,843	-2,729,400	-4,330,995	
	Net Total Revenues	$141,938,196	$143,507,987	$100,767,781	$48,402,514	$149,170,295	$158,117,204	10.2%

APPROPRIATIONS

1999-2000 Appropriations

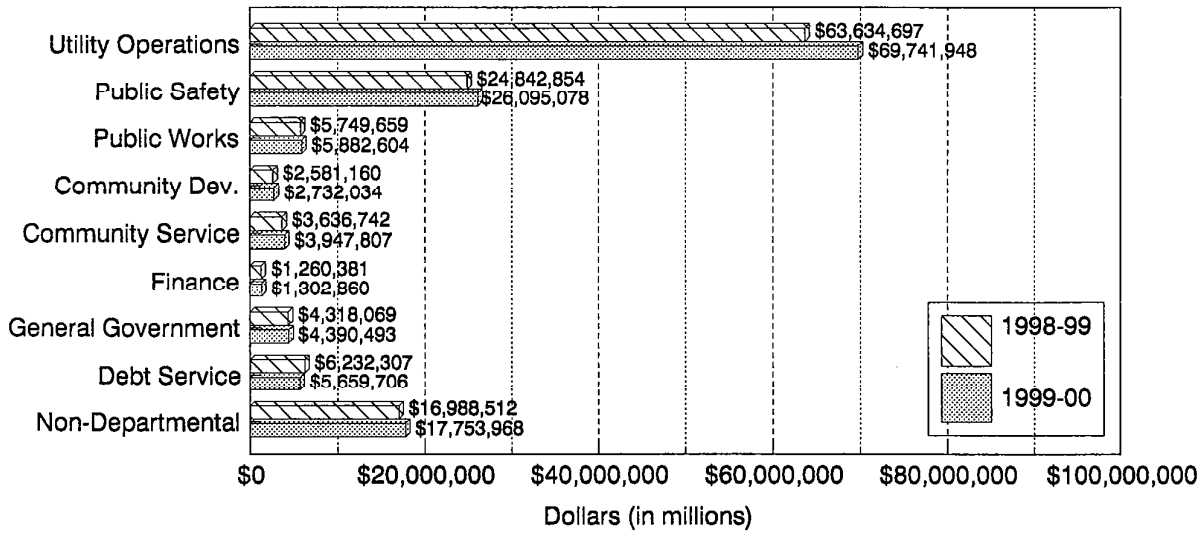


Utility costs represent fifty percent of the total budget. Debt Service represents four percent of the total budget. Within the Debt Service category, 98 percent or $5.5 million is for utility operations, the remainder is for Lease Purchase payments in the General Fund. For the General Fund separately, the largest category is Public Safety costs comprising fifty two percent of that fund's budget.

Total Appropriations increased by 6.4 percent between the two fiscal years representing an increase of $8.2 million. Included in this amount is an increase in Power and Light operations in the amount of $5.6 million which is made up of increased electric generation fuel costs and increased purchased power agreement payments. The $659 thousand increase in the Police department reflects an increase of five additional positions and increases in contractual wage agreements. The $593 thousand increase in the Fire department reflects an increase in contractual wage agreements. Debt Service costs decreased $572 thousand due to refinancing outstanding Power and Light electric utility revenue bonds and converting the outstanding Water utility revenue bonds from variable to fixed rate bonds.

Comparison of Appropriations

For Fiscal Years 1998-99 and 1999-2000



CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

Comparison of Appropriations for the 1999-2000 Fiscal Year with the Actual Expenditures for 1997-98 and the Original and Amended Budget for 1998-99

	Actual Expenditures 1997-98	Original Budget 1998-99	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 1998-99	City Council Adopted 1999-2000
GENERAL FUND-						
General Government:						
City Council	$358,705	$335,294	$194,722	$140,572	$335,294	$314,613
City Clerk	362,487	371,928	281,795	90,133	371,928	383,957
City Manager	462,773	602,450	476,575	125,875	602,450	732,211
Technology Services	1,488,448	1,537,898	1,236,666	301,232	1,537,898	1,443,762
Municipal Court	469,753	484,446	317,293	167,153	484,446	478,263
Total General Government	$3,142,166	$3,332,016	$2,507,051	$824,965	$3,332,016	$3,352,806
National Frontier Trails Center	$308,552	$296,978	$239,016	$79,962	$318,978	$283,014
Law Department	601,441	583,694	465,004	118,690	583,694	610,027
Finance Department:						
Administration	$220,794	$223,483	$164,805	$58,678	$223,483	$236,741
Accounting	552,863	563,515	459,146	104,369	563,515	568,809
Purchasing	317,137	325,896	251,715	74,181	325,896	342,449
Occupation Licensing	146,000	147,487	114,681	32,806	147,487	154,861
Total Finance Department	$1,236,794	$1,260,381	$990,347	$270,034	$1,260,381	$1,302,860
Personnel Department	$297,528	$314,359	$243,021	$71,338	$314,359	$328,814
Community Development Department:						
Administration	$228,045	$144,481	$104,079	$38,407	$142,486	$155,592
Planning	429,622	467,870	369,478	98,392	467,870	538,006
Transportation	587,970	677,796	696,035	(18,239)	677,796	707,323
Historic Preservation	173,192	113,122	87,081	26,891	113,972	118,756
Inspection	424,363	417,249	339,860	102,571	442,431	427,243
Code Compliance	433,802	505,012	406,229	100,778	507,007	514,539
Total Planning and Permits	$2,276,994	$2,325,530	$2,002,762	$348,800	$2,351,562	$2,461,459
Police Department:						
Administration	$798,989	$705,066	$588,306	$116,760	$705,066	$726,460
Police Operations	9,412,352	9,046,864	7,975,211	1,126,807	9,102,018	9,521,330
Police Services	4,318,629	4,446,847	3,353,725	1,074,088	4,427,813	4,610,472
Total Police Department	$14,529,970	$14,198,777	$11,917,242	$2,317,655	$14,234,897	$14,858,262

(continued on the next page)

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

Comparison of Appropriations for the 1999-2000 Fiscal Year with the Actual Expenditures for 1997-98 and the Original and Amended Budget for 1998-99

	Actual Expenditures 1997-98	Original Budget 1998-99	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 1998-99	City Council Adopted 1999-2000
GENERAL FUND (Cont)-						
Fire Department:						
Administration	$236,481	$261,949	$186,126	$76,053	$262,179	$267,185
Suppression	8,829,971	9,254,635	7,192,370	2,062,265	9,254,635	9,868,402
Fire Prevention	437,716	475,568	351,565	124,003	475,568	473,871
Maintenance	460,287	449,002	333,113	121,585	454,698	420,360
Training	163,196	202,923	150,075	46,922	196,997	206,998
Total Fire Department	$10,127,651	$10,644,077	$8,213,249	$2,430,828	$10,644,077	$11,236,816
Health Department:						
General Services	$723,344	$826,439	$604,516	$240,625	$845,141	$841,010
Animal Control	373,925	392,173	299,589	97,838	397,427	412,886
Total Health Department	$1,097,269	$1,218,612	$904,105	$338,463	$1,242,568	$1,253,896
Public Works:						
Administration	$166,784	$222,644	$197,622	$25,022	$222,644	$243,034
Engineering	1,367,562	1,379,476	1,132,736	246,740	1,379,476	1,240,579
Property Management	638,414	630,465	526,131	145,334	671,465	782,006
Street Maintenance	3,494,618	3,517,074	2,765,342	751,732	3,517,074	3,616,985
Total Public Works	$5,667,378	$5,749,659	$4,621,831	$1,168,828	$5,790,659	$5,882,604
Water Pollution Control:						
Storm Sewer Maintenance	$229,560	$290,964	$244,798	$61,166	$305,964	$295,013
Parks and Recreation:						
Administration	$187,602	$142,481	$111,824	$33,599	$145,423	$169,893
Park Maintenance	782,778	851,090	632,870	218,479	851,349	883,466
Recreation	384,450	536,091	349,519	186,115	535,634	567,114
Cemetery Maintenance	150,715	148,959	122,500	25,315	147,815	158,946
Total Parks and Recreation	$1,505,545	$1,678,621	$1,216,713	$463,508	$1,680,221	$1,779,419
Non-Departmental	$4,365,084	$4,922,349	$3,240,244	$1,671,105	$4,911,349	$5,143,395
Debt Service (Lease Purchases)	171,136	173,281	152,054	21,227	173,281	100,710
Capital Outlay	1,162,965	1,075,000	882,304	212,696	1,095,000	1,000,000
Total General Fund	$46,720,033	$48,064,298	$37,839,741	$10,399,265	$48,239,006	$49,889,095

(continued on the next page)

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

Comparison of Appropriations for the 1999-2000 Fiscal Year with the Actual Expenditures for 1997-98 and the Original and Amended Budget for 1998-99

	Actual Expenditures 1997-98	Original Budget 1998-99	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 1998-99	City Council Adopted 1999-2000
TOURISM FUND -						
Tourism	$548,151	$442,531	$445,983	$51,724	$497,707	$501,478
COMMUNITY DEV. BLOCK GRANT FUND-						
Finance	$0	$0	$0	$0	$0	$0
Community Development	871,603	208,434		487,734	487,734	215,775
Total CDBG Fund	$871,603	$208,434	$0	$487,734	$487,734	$215,775
HOME PROGRAM FUND-						
Community Development	$320,875	$47,196		$375,300	$375,300	$54,800
CENTRAL GARAGE FUND-						
Public Works	$1,067,709	$1,071,026	$928,963	$142,063	$1,071,026	$1,053,453
Non-Departmental	90,552	45,139	42,275	$2,864	45,139	69,912
Total Central Garage Fund	$1,158,261	$1,116,165	$971,238	$144,927	$1,116,165	$1,123,365
STAYWELL HEALTH CARE FUND-	$5,858,287	$6,210,000	$4,135,995	$2,074,005	$6,210,000	$6,955,000
PARK IMPROVEMENTS SALES TAX FUND-						
Parks and Recreation	$0	$0	$0	$0	$0	$130,000

(continued on the next page)

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

Comparison of Appropriations for the 1999-2000 Fiscal Year with the Actual Expenditures for 1997-98 and the Original and Amended Budget for 1998-99

	Actual Expenditures 1997-98	Original Budget 1998-99	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 1998-99	City Council Adopted 1999-2000
POWER AND LIGHT FUND-						
Technology Services Department:						
Technology Services	$47,254	$47,155	$49,293	($2,138)	$47,155	$51,296
Power and Light Department:						
Administration	481,403	842,606	418,458	272,723	691,181	948,065
Support Services	4,917,974	4,931,665	3,262,282	1,757,683	5,019,965	6,100,733
Production	30,349,054	31,173,733	23,976,411	7,208,647	31,185,058	35,427,495
Distribution	5,534,931	6,240,892	5,441,476	848,416	6,289,892	5,981,431
Engineering	2,483,934	2,641,351	1,418,507	1,225,644	2,644,151	2,983,731
Total Power and Light Department	$43,767,296	$45,830,247	$34,517,134	$11,313,113	$45,830,247	$51,441,455
Non-Departmental	9,654,980	9,938,955	7,088,814	2,850,141	9,938,955	10,303,274
Debt Service	3,250,260	3,263,065	1,424,416	1,838,649	3,263,065	2,921,760
Total Power and Light Fund	$56,719,790	$59,079,422	$43,079,657	$15,999,765	$59,079,422	$64,717,785
SANITARY SEWER FUND-						
Water Pollution Control Department:						
Administration	$584,884	$647,967	$491,640	$146,427	$638,067	$699,102
Treatment Facilities	4,835,687	5,442,557	4,840,005	602,452	5,442,457	5,495,429
Collection System Maintenance	1,357,077	1,648,483	1,150,644	507,839	1,658,483	1,904,844
Environmental Compliance	165,301	182,750	136,889	45,861	182,750	192,637
Total Water Pollution Control Dept.	$6,942,949	$7,921,757	$6,619,178	$1,302,579	$7,921,757	$8,292,012
Non-Departmental	2,184,941	2,400,656	2,195,328	205,328	2,400,656	2,434,162
Debt Service	0	0	0	0	0	594,594
Total Sanitary Sewer Fund	$9,127,890	$10,322,413	$8,814,506	$1,507,907	$10,322,413	$11,320,768

(continued on the next page)

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

Comparison of Appropriations for the 1999-2000 Fiscal Year with the Actual Expenditures for 1997-98 and the Original and Amended Budget for 1998-99

	Actual Expenditures 1997-98	Original Budget 1998-99	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 1998-99	City Council Adopted 1999-2000
WATER FUND-						
City Manager's Department:						
Citizen Information Center	$24,688	$40,845	$27,680	$13,165	$40,845	$47,550
Water Department:						
Administration	770,170	936,743	666,884	279,549	946,433	919,149
Customer Service and Accounts	2,023,617	2,228,118	1,516,437	719,681	2,236,118	2,244,396
Production	3,358,708	3,801,612	2,982,603	819,009	3,801,612	3,867,919
Transmission and Distribution	2,264,598	2,625,256	1,858,251	790,405	2,648,656	2,682,004
Total Water Department	$8,417,093	$9,591,729	$7,024,175	$2,608,644	$9,632,819	$9,713,468
Non-Departmental	2,698,969	2,877,118	1,960,185	916,933	2,877,118	3,204,132
Debt Service	2,538,604	2,795,961	1,277,745	1,518,216	2,795,961	2,042,642
Total Water Fund	$13,679,354	$15,305,653	$10,289,785	$5,056,958	$15,346,743	$15,007,792
STORM SEWER FUND-						
Water Pollution Control-						
Storm Sewer Maintenance	$0	$0	$0	$0	$0	$0
Grand Total - All Funds	$135,004,244	$140,796,112	$105,576,905	$36,097,585	$141,674,490	$149,915,858
Less:						
Central Garage Fund	(1,158,261)	(1,116,165)	(971,238)	(144,927)	(1,116,165)	(1,123,365)
Staywell Health Care Fund	(5,858,287)	(6,210,000)	(4,135,995)	(2,074,005)	(6,210,000)	(6,955,000)
Interfund Charges for Support Ser.	(2,749,077)	(4,225,566)	(2,047,050)	(682,350)	(2,729,400)	(4,330,995)
Net Total Budget - All Funds	$125,238,619	$129,244,381	$98,422,622	$33,196,303	$131,618,925	$137,506,498

CITY OF INDEPENDENCE, MISSOURI
1999-2000 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	$280,367	89.1%	$30,221	9.6%	$4,025	1.3%	$0	0.0%	$0	0.0%	$314,613
City Clerk	332,292	86.5%	27,335	7.1%	24,330	6.3%	0	0.0%	0	0.0%	383,957
City Manager	739,261	94.8%	34,380	4.4%	6,120	0.8%	0	0.0%	0	0.0%	779,761
Tourism	154,081	30.7%	338,297	67.5%	4,600	0.9%	4,500	0.9%	0	0.0%	501,478
NFTC	193,074	68.2%	59,965	21.2%	29,975	10.6%	0	0.0%	0	0.0%	283,014
Technology Services	1,212,405	81.1%	201,187	13.5%	39,441	2.6%	42,025	2.8%	0	0.0%	1,495,058
Municipal Court	441,749	92.4%	34,152	7.1%	2,362	0.5%	0	0.0%	0	0.0%	478,263
Law	428,176	70.2%	170,851	28.0%	11,000	1.8%	0	0.0%	0	0.0%	610,027
Finance	1,175,460	90.2%	115,702	8.9%	11,698	0.9%	0	0.0%	0	0.0%	1,302,860
Personnel	301,026	91.5%	24,538	7.5%	3,250	1.0%	0	0.0%	0	0.0%	328,814
Community Dev.	1,760,262	64.4%	942,139	34.5%	29,633	1.1%	0	0.0%	0	0.0%	2,732,034
Police	13,191,702	88.8%	906,347	6.1%	322,852	2.2%	338,591	2.3%	98,770	0.7%	14,858,262
Fire	10,200,844	90.8%	496,689	4.4%	172,635	1.5%	0	0.0%	366,648	3.3%	11,236,816
Health	1,117,538	89.1%	78,934	6.3%	57,424	4.6%	0	0.0%	0	0.0%	1,253,896
Water	4,716,252	48.6%	2,826,816	29.1%	1,432,255	14.7%	638,145	6.6%	100,000	1.0%	9,713,468
Public Works	3,803,086	64.6%	893,190	15.2%	986,328	16.8%	200,000	3.4%	0	0.0%	5,882,604
Water Pollution Control	3,439,683	40.1%	4,358,892	50.8%	460,750	5.4%	327,700	3.8%	0	0.0%	8,587,025
Parks and Recreation	1,530,125	80.1%	265,946	13.9%	113,348	5.9%	0	0.0%	0	0.0%	1,909,419
Power and Light	14,312,690	27.8%	4,696,700	9.1%	31,005,565	60.3%	1,126,500	2.2%	300,000	0.6%	51,441,455
Non-Departmental	3,037,464	18.1%	4,238,410	25.3%	30,100	0.2%	0	0.0%	9,447,994	56.4%	16,753,968
Debt Service		0.0%		0.0%		0.0%		0.0%	5,659,706	100.0%	5,659,706
Capital Outlay		0.0%		0.0%		0.0%	1,000,000	100.0%		0.0%	1,000,000
Totals	$62,367,537	45.4%	$20,740,691	15.1%	$34,747,691	25.3%	$3,677,461	2.7%	$15,973,118	11.6%	$137,506,498

CITY OF INDEPENDENCE, MISSOURI
1999-2000 OPERATING BUDGET
Summary of Operating/Other Transfers and Designations of Fund Balance
For Fiscal Years 1998-99 and 1999-2000

Description	General Fund	C.D.B.G. Fund	HOME Program Fund	Power & Light Fund	Sanitary Sewer Fund	WATER Fund	GRAND TOTAL All Funds
1998-99							
Designations-							
For CDBG Programming		($728,639)					($728,639)
For HOME Program Programming			($405,804)				(405,804)
For Capital Projects (Mid Town Truman Road)	(150,000)						(150,000)
Total Designations	($150,000)	($728,639)	($405,804)	$0	$0	$0	($1,284,443)
Operating Transfers-							
From (To) Street Improv. Fund (Gas Tax Alloc.)	($150,000)						($150,000)
From (To) Street Improv. Fund (35th St. Rehab.)	(600,000)						(600,000)
From (To) Bldg. & Other Improv. Fund (Park Maintenance Facility)	(325,000)						(325,000)
From (To) CDBG Fund	90,927	(90,927)					0
From (To) Emp. Benefits Fund	(52,728)			181,500	35,000	58,500	222,272
Total Operating Transfers	($1,036,801)	($90,927)	$0	$181,500	$35,000	$58,500	($852,728)
Net Transfers	($1,186,801)	($819,566)	($405,804)	$181,500	$35,000	$58,500	($2,137,171)
1999-2000							
Designations-							
For CDBG Programming		($712,298)					($712,298)
For HOME Program Programming			($433,200)				(433,200)
For Capital Projects (Mid Town Truman Road)	(150,000)						(150,000)
For Tax Increment Financing Distributions	(304,490)						(304,490)
Total Designations	($454,490)	($712,298)	($433,200)	$0	$0	$0	($1,599,988)
Operating Transfers-							
From (To) Street Improv. Fund (Gas Tax Alloc.)	($150,000)						($150,000)
From (To) CDBG Fund	120,927	(120,927)					0
From (To) Emp. Benefits Fund	(52,728)			182,030	40,580	58,980	228,862
Total Operating Transfers	($81,801)	($120,927)	$0	$182,030	$40,580	$58,980	$78,862
Net Transfers	($536,291)	($833,225)	($433,200)	$182,030	$40,580	$58,980	($1,521,126)

DEBT SERVICE

CITY OF INDEPENDENCE, MISSOURI

DEBT SERVICE

FOR THE 1999-2000 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, 1998, the City had no outstanding General Obligation Bonds and $73,995,000 outstanding in Revenue Bonds for utility operations. Included in the outstanding revenue bonds was $31,045,000 for Power and Light Operations and $42,950,000 for Water Utility Operations. The City had a legal debt limit of $178,681,073 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 (as of June 30, 1998).

City of Independence
Detail Program Sheet

Department: 6519-LEASE PURCH/DEBT SERVICE — 1999-00 Operating Budget
Program: 6519-LEASE PURCH/DEBT SERVICE — Fund: 02-GENERAL

Description:

CAPITAL LEASE PAYMENTS AND DEBT SERVICE PAYMENTS FOR ALL CITY FUNDS.

Series	Principal	Interest	Fees	Total Debt Service Requirements
General Fund-				
Capital Equipment Lease-				
1995 Series (6365)	$64,043	$36,667	$0	$100,710
Power and Light Fund-				
Revenue Bonds (Refunding)-				
1998 Series B (6235)	$1,120,000	$997,700	$1,500	$2,119,200
Revenue Bonds (Refunding)-				
1993 Series (6233)	415,000	387,060	500	802,560
Total Power and Light Fund	$1,535,000	$1,384,760	$2,000	$2,921,760
Sanitary Sewer Fund-				
Infrastructure Facilities Revenue Bonds-				
1998 Series (6234)	$495,000	$98,394	$1,200	$594,594
Water Fund-				
Revenue Bonds-				
1986 Series (6352)	$850,000	$1,184,642	$8,000	$2,042,642
Grand Total All Funds	$2,944,043	$2,704,463	$11,200	$5,659,706

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

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
2000	-	-	-	$1,535,000	$1,384,760	$2,919,760
2001	-	-	-	1,595,000	1,308,835	2,903,835
2002	-	-	-	1,675,000	1,242,860	2,917,860
2003	-	-	-	1,740,000	1,173,070	2,913,070
2004	-	-	-	1,720,000	1,100,110	2,820,110
2005	-	-	-	1,800,000	1,026,515	2,826,515
2006	-	-	-	1,880,000	948,800	2,828,800
2007	-	-	-	1,965,000	865,450	2,830,450
2008	-	-	-	2,050,000	777,115	2,827,115
2009-2021	-	-	-	14,560,000	2,509,175	17,069,175
Total	$0	$0	$0	$30,520,000	$12,336,690	$42,856,690

	Sanitary Sewer Fund			Water Fund			
	Principal	Fees and Interest	Total	Principal	Fees and Interest (1)	Total	Total All Funds
2000	$495,000	$99,594	$594,594	$850,000	$1,192,642	$2,042,642	$5,556,996
2001	520,000	75,844	595,844	900,000	1,225,208	2,125,208	5,624,887
2002	545,000	50,450	595,450	985,000	1,249,422	2,234,422	5,747,732
2003	575,000	22,825	597,825	1,070,000	1,250,812	2,320,812	5,831,707
2004	-	-	-	1,200,000	1,238,638	2,438,638	5,258,748
2005	-	-	-	1,285,000	1,220,025	2,505,025	5,331,540
2006	-	-	-	1,415,000	1,194,331	2,609,331	5,438,131
2007	-	-	-	1,540,000	1,152,765	2,692,765	5,523,215
2008	-	-	-	1,670,000	1,098,111	2,768,111	5,595,226
2009-2021	-	-	-	25,085,000	6,046,066	31,131,066	48,200,241
Total	$2,135,000	$248,713	$2,383,713	$36,000,000	$16,868,020	$52,868,020	$98,108,423

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

Capital Lease Payment Requirements to Maturity

For the Fiscal Years ending June 30,

Year	Police CAD/ Phone Sys.	IBM AS/400s	City Hall HVAC Renovation	Phone System	Wheeled Excavator	Grader	Three Fire Dept. Pumper Trucks
2000	74,059	44,686	100,710	16,250	28,088	30,354	120,493
2001	-	-	102,151	-	28,088	30,353	-
2002	-	-	103,630	-	28,088	30,353	-
2003	-	-	105,146	-	28,088	-	-
2004	-	-	106,701	-	28,088	-	-
2005	-	-	108,296	-	-	-	-
2006	-	-	82,135	-	-	-	-
2007	-	-	-	-	-	-	-
2008	-	-	-	-	-	-	-
2009-2020	-	-	-	-	-	-	-
Total	$74,059	$44,686	$708,769	$16,250	$140,440	$91,060	$120,493

Year	Various Fire Dept. Equipment	Various Fire Dept. Equipment					Total
2000	56,374	88,138	-	-	-	-	$559,152
2001	56,374	93,806	-	-	-	-	310,772
2002	56,374	5,131	-	-	-	-	223,576
2003	56,374	-	-	-	-	-	189,608
2004	56,374	-	-	-	-	-	191,163
2005	56,374	-	-	-	-	-	164,670
2006	28,187	-	-	-	-	-	110,322
2007	-	-	-	-	-	-	0
2008	-	-	-	-	-	-	0
2009-2020	-	-	-	-	-	-	0
Total	$366,431	$187,075	$0	$0	$0	$0	$1,749,263

City of Independence, Missouri

Computation of Legal Debt Margin

June 30, 1999

Assessed Value at January 1, 1999: *			
Jackson County		$962,259,509	
Clay County		35,105	
Total Assessed Value		$962,294,614	
Constitutional Debt Limit ** (20% of Assessed Value)			$192,458,923
Total Bonded Debt		$68,655,000	
Less:			
Water Utility Bonds	$36,000,000		
Electric Utility Bonds	30,520,000		
Sanitary Sewer Utility Bonds	2,135,000		
Subtotal		68,655,000	
Total Bonded Debt		$0	
Less: Debt Service Fund Balance		0	
Applicable Debt Limit			$0
Legal Debt Margin			**$192,458,923**

* *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 1999-2000 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 the Capital Budget appropriations included in this budget document. The third and final component is individual capital project appropriation ordinances that are approved during the fiscal year.

In addition to the Capital Budget, a separate Capital Improvements Program (CIP) is prepared by the Community Development Department. The CIP is a plan that starts with the current Capital Budget and then projects Capital Project activity including funding sources and uses for the next five fiscal years. The CIP includes Capital Projects for which funding sources have been identified in either the current or future fiscal years and Capital Projects which are needed but for which an appropriate level of funding is not identified or available.

The following Capital Budget schedules provide the information as listed below.

Summary of 1998-99 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 1999-2000 Capital Budget Appropriations included in the Budget Document

This schedule summarizes the capital budget appropriations that are included in this budget document.

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.

Capital expenditures may also have positive impacts on the operating budget. Infrastructure improvements funded in the capital budget can reduce maintenance costs in these areas in future operating budgets. When a road is resurfaced in the capital budget, operating budget expenditures spent on maintenance of the road will be reduced for a number of years. As another example, repairing or building sanitary sewer collection systems reduce and hopefully eliminate staff callouts often on an overtime basis to respond to flooding and backup sewage situations.

Other capital projects may have little impact on the operating budget. Sidewalk replacement or storm drainage system repairs, for example, generally require little operating fund maintenance for many years, until full-scale improvements may again be required.

The resources that support the operating and capital budgets are also linked. Utility operating revenue bonds, lease/purchase payments and sometimes grants are funded through operating revenues in direct competition with the operating budget.

Capital Budget Funds

Capital project expenses for Enterprise Funds are funded directly out of those funds (i.e. Power and Light, Sanitary Sewer and Water funds). The remaining capital projects are accounted for in the capital project funds listed below:

Street Improvements Fund
Buildings and Other Improvements Fund
Storm Drainage Improvements Fund
Park Improvements Fund
Revolving Public Improvements Fund

These capital project funds are used solely for the purpose of accounting for similar types of capital projects in the same fund. Funding for these projects generally represents outside revenues such as grants or operating transfers from operating funds.

CITY OF INDEPENDENCE, MISSOURI

1999-2000 CAPITAL BUDGET

SUMMARY OF 1998-99 CARRYOVER APPROPRIATIONS

Project No.	Project Description	Source	Carryover Appropriation
Power and Light Fund-			
9034	PCB Testing Program	Power & Light	$26,776.40
9036	Blue Valley Life Extension - Eng.	Power & Light	994,675.11
9305	Blue Valley Unit 1 Overhaul	Power & Light	41,172.50
9306	Blue Valley Unit 2 Overhaul	Power & Light	102,088.50
9307	Blue Valley Unit 3 Overhaul	Power & Light	73,190.65
9308	Blue Valley Common Equipment	Power & Light	8,952.87
9309	CT Unit Life Extension Study	Power & Light	2,193,239.10
9310	Missouri City Power Production	Power & Light	788,680.79
9402	Reconductoring Elec. Dist. Circuit	Power & Light	2,011,804.95
9407	Substation & Turbine Siting Sudy	Power & Light	8,192,609.74
9606	KCPL Acquisition	Power & Light	279,612.46
9607	Underground Utilities Program	Power & Light	2,235,789.75
9661	Midtown Truman Road Corridor	Power & Light	732,027.00
9665	Blue Valley No. 3 Low NOx Burners & CCOFA	Power & Light	103,700.00
9666	Blue Valley Plant - No. 1 & 2 Soot Blowers	Power & Light	540,000.00
9667	Blue Valley Plant - Clarifier & Lime Slaker	Power & Light	250,000.00
9668	SCADA Modernization	Power & Light	1,269,694.00
9669	Service Center facility Improvements	Power & Light	328,035.20
9670	Substation Capacitor Bank Improvements	Power & Light	600,000.00
	Total Power and Light Fund		$20,772,049.02
Water Fund-			
9501	M291 Widening (24 Hwy. to 210 Hwy.)	Water	$1,897,778.05
9616	Plant Improvements-Rebuild Contact Basin 4	Water	206,525.00
9620	Develop Well Field N. Side of Mo. River	Water	750,896.60
9634	Plant Improvements - Contact Basin No. 3	Water	197,263.00
9636	Plant Improvements - Paint 39th St. Reservoir	Water	88,679.00
9637	Plant Improvements - Replace 39th St. Fill Valve	Water	30,000.00
9638	Plant Improvements - PLC Cabinet	Water	100,000.00
9639	23rd St Water Line (S. Emery to S. Haden)	Water	231,703.81
9640	Forest Avenue Equipment Building	Water	110,000.00
9642	Replace Office Parking Lot	Water	7,723.00
9643	Forest St. Imp. Truman to 9th St.	Water	194,142.66
9653	Renovation of Administration Building	Water	7,766.22
9681	Plant Improvements - Rebuild Contact Basin No. 1	Water	100,000.00
9682	Plant Improv.-Repl. Valve Oper. Cyl. Filter 1 & 2	Water	27,616.15
9683	Plant Improv.-Repl. Transformers @ Substation	Water	90,000.00
9684	Plant Improvement- Soft Starter HSP #6	Water	35,000.00
9685	Plant Improvement- Paint West Wash Water Tank	Water	125,000.00
9686	Plant Improvement-Lab Equipment	Water	119,090.00
9687	North Well Field- Development	Water	100,000.00
9688	Relocate existing Control Cabinets at Plant	Water	200,000.00
9689	Switch Gear Upgrade at Plant	Water	100,000.00
9690	Clean out South Lagoon at Plant	Water	90,000.00
9691	Screening- Office & Shop Grounds	Water	48,480.55
9692	Enclose Chlorine Rack at Plant	Water	156,226.18
9700	Tapawingo Watershed Sanitary Sewer	Water	36,826.70
	Total Water Fund		$5,050,716.92

CITY OF INDEPENDENCE, MISSOURI
1999-2000 CAPITAL BUDGET
SUMMARY OF 1998-99 CARRYOVER APPROPRIATIONS

Project No.	Project Description	Source	Carryover Appropriation
Sanitary Sewer Fund-			
6452	Sewer Benefit District Number 448	Sanitary Sewer	$387,560.30
6453	Sewer Benefit District Number 449	Sanitary Sewer	52,442.79
6453	Sewer Benefit District Number 449	Community Dev. Block Grant	30,000.00
6455	Sewer Benefit District Number 451	Sanitary Sewer	(7,730.32)
9515	Adair Lagoon Sewer Relocation	Sanitary Sewer	7,137.74
9516	39th & Adams Sanitary Sewer	Sanitary Sewer	53,080.80
9517	48th & Norfleet Sanitary Sewer	Sanitary Sewer	8,812.38
9518	Treatment & Pumping Facility Improvements	Sanitary Sewer	26,663.32
9608	Swope and Viking to Kentucky Sanitary Sewer	Sanitary Sewer	224,172.00
9609	44th and Dover-Adair at Lee's Summit Road	Sanitary Sewer	633,971.41
9612	Dewatering Equipment	Sanitary Sewer	213,119.96
9613	Control Room Modification	Sanitary Sewer	550,000.00
9644	Lake Drive	Sanitary Sewer	219,765.09
9645	Wilson Road	Sanitary Sewer	191,714.40
9646	Trenchless Technology Projects	Sanitary Sewer	125,200.79
9647	Clam Shell Hoist Assembly Rest.	Sanitary Sewer	40,000.00
9648	Treatment Plant Equipment	Sanitary Sewer	114,441.72
9671	Drumm Farm Outfall	Sanitary Sewer	396,000.00
9672	Pope to Dodgion	Sanitary Sewer	379,500.00
9673	Maywood Park Phase II *trenchless technology)	Sanitary Sewer	89,889.42
9676	Grit Chamber Gate Replacement	Sanitary Sewer	12,000.00
9677	Groundwater Monitoring Wells	Sanitary Sewer	50,000.00
9679	Paint Rock Creek Plant	Sanitary Sewer	36,998.00
9680	Building Floor and Floor Drain Improvement	Sanitary Sewer	17,900.00
9694	Dickinson Force Main	Sanitary Sewer	151,800.00
9699	Tapawingo Watershed Sanitary Sewer	Sanitary Sewer	1,254,215.01
	Total Sanitary Sewer Fund		$5,258,654.81
Street Improvements Fund-			
9012	Independence Ave. - M291 to Lacy	CURS	$19,757.31
9122	Salisbury Road Phase I	CURS	10,051.46
9208	Little Blue Expressway	Street Improv.	273,226.49
9208	Little Blue Expressway	Sanitary Sewer	29,851.50
9208	Little Blue Expressway	Power and Light	12,000.00
9208	Little Blue Expressway	Surface Trans. Program	733,675.20
9212	Crysler - 39th to City Limits	Surface Trans. Program	52,886.18
9212	Crysler - 39th to City Limits	CURS	27,446.80
9303	I-70 & Noland Beautification	Contributions	2,843.53
9315	Hub Drive Extension Benefit District	Street Improv.	23,572.12
9511	Lee's Summit & Truman Slurry Sealing	Street Improv.	565.00
9601	Short Street Improvements	Street Improv.	7,773.56
9622	Little Blue Expressway - Phase I	Street Improv.	(63,610.39)
9622	Little Blue Expressway - Phase I	CURS	628,014.20
9622	Little Blue Expressway - Phase I	Surface Trans. Program	2,167,311.25
9623	College Ave. Noland to US 24 Highway	CDBG	76,262.28
9624	Independence Square Handicap Ramps	City Council Strat. Goals	(950.48)

CITY OF INDEPENDENCE, MISSOURI
1999-2000 CAPITAL BUDGET
SUMMARY OF 1998-99 CARRYOVER APPROPRIATIONS

Project No.	Project Description	Source	Carryover Appropriation
Street Improvements Fund (continued)-			
9625	White Oak - Union to River	General Fund	$6,376.31
9633	Little Blue Expressway Phase II	CURS	37,549.70
9656	Noland Road Maintenance	Street Improv.	11,171.61
9696	39th Street Repair - Phelps to Lee's Summit Road	General Fund	241,209.95
9697	Midtown Truman Alley Paving	CDBG	41,000.00
9702	Independence Square Handicap Ramps - Phase II	CDBG	9,613.00
9702	Independence Square Handicap Ramps - Phase II	Street Improv.	2,000.00
9703	Carlisle Neighborhood Street	CDBG	50,000.00
9705	Santa Fe Neighborhood Improvement District	CDBG	150,000.00
9731	Benton Sidewalks	CDBG	50,000.00
9732	Southside Blvd. Design	CDBG	29,000.00
9760	Crenshaw & R.D. Mize Road Improvement	Street Improv.	20,000.00
	Total Street Improvements		$4,648,596.58
Street Improvement Sales Tax Fund-			
9706	Noland Road Rehabilitation	Street Improv. Sales Tax	$33,668.66
9711	Ash Street Bridge	Street Improv. Sales Tax	58,942.68
9712	Salisbury Road Improvements	Street Improv. Sales Tax	41,293.00
9713	39th and Phelps Traffic Signal	Street Improv. Sales Tax	15,000.00
9714	Blue Ridge and Westport	Street Improv. Sales Tax	15,000.00
9717	1999 Street Overlay Program	Street Improv. Sales Tax	19,075.32
9727	1999 Street Overlay Program	Street Improv. Sales Tax	(1,567,965.63)
9755	Eureka Road Culvert east of R.D. Mize Road	Street Improv. Sales Tax	20,000.00
9756	29th Street and Windsor	Street Improv. Sales Tax	20,000.00
	Total Street Improvement Sales Tax Fund		($1,344,985.97)
Park Improvement Sales Tax Fund-			
9718	Playground Renovations	Park Improv. Sales Tax	$320,000.00
9719	Athletic Fields and Court Rennovations	Park Improv. Sales Tax	12,242.75
9720	Maintenance and Security	Park Improv. Sales Tax	13,145.00
9722	Infrastructure Repairs	Park Improv. Sales Tax	34,369.75
	Total Park Improvement Sales Tax Fund		$379,757.50

CITY OF INDEPENDENCE, MISSOURI

1999-2000 CAPITAL BUDGET

SUMMARY OF 1998-99 CARRYOVER APPROPRIATIONS

Project No.	Project Description	Source	Carryover Appropriation
Buildings and Other Improvements Fund-			
8768	Historic Preservation	CDBG	$37,433.26
8768	Historic Preservation	Contributions	2,893.76
8902	Kritzer House Historic Preservation	General Fund	282.39
9001	Truman Railroad Depot Restoration	Contributions	(1,261.56)
9001	Truman Railroad Depot Restoration	State Grant	5,007.80
9512	1879 Chicagp & Alton Railroad Depot	Surface Trans. Program	74,531.75
9512	1879 Chicagp & Alton Railroad Depot	Contributions	15,178.90
9513	Historic Truman Walking Trail	Surface Trans. Program	102,582.31
9513	Historic Truman Walking Trail	City Council Strat. Goals	1,613.09
9655	McCoy to Mill Creek Park Trail	Surface Trans. Program	95,176.65
9660	West Entry Streetscape Phase I	Surface Trans. Program	82,287.00
9698	Truman Road Streetscape Phase II	Surface Trans. Program	460,590.00
9707	Truman Road Streetscape Phase I	Surface Trans. Program	304,551.00
9707	Truman Road Streetscape Phase I	General Fund	150,000.00
9715	Four Entryway Landscape Enhancement	Surface Trans. Program	90,000.00
9715	Four Entryway Landscape Enhancement	General Fund	30,000.00
9728	Independence Square Hotel Site Acquisition	CDBG	322,168.00
	Total Buildings and Other Improvements		$1,773,034.35
Storm Drain Improvements Fund-			
6456	Storm Sewer District Number 6	General Fund	$1,555.20
6457	Storm Sewer District Number 8	General Fund	1,442.61
9010	Kiger and Walnut Detention Basin	Street Improv.	101.90
9311	25th & Race Channelization	State Grant	16,101.89
9330	220 E. Farmer	State Grant	10,578.68
9331	Crysler South of Truman	General Fund	106.58
9333	South Cattage Channel - Phase II	CDBG	3,824.88
9334	Willis South of Maple Storm Sewer	CDBG	8,826.15
9506	35th & Leslie Storm Sewer Phase I	General Fund	19,450.66
9729	FEMA Flood Prone Property Voluntary Buyout Progra	General Fund	5,661.79
9729	FEMA Flood Prone Property Voluntary Buyout Progra	State Grant	345,168.20
	Total Storm Drain Improvements		$412,818.54
Park Improvements Fund-			
9709	Park Maintenance Facility Acquisition	General Fund	$313,841.75
	Total Park Improvements fund		$313,841.75
	Grand Total All Funds		$37,264,483.50

CITY OF INDEPENDENCE, MISSOURI
1999-2000 CAPITAL BUDGET
SUMMARY OF 1998-99 CARRYOVER APPROPRIATIONS

Project No.	Project Description	Source	Carryover Appropriation
SUMMARY OF FUNDING SOURCES:			
Power and Light Fund-			
	Power and Light Fund Retained Earnings		$20,772,049.02
Sanitary Sewer Fund-			
	Sanitary Sewer Fund Retained Earnings		$5,228,654.81
	Community Development Block Grant Act		30,000.00
Water Fund-			
	Water Fund Retained Earnings		$5,050,716.92
Street Improvements Fund-			
	Street Improvements Fund Designated for Capital Projects		$274,698.39
	Community Development Block Grant Act		405,875.28
	General Fund Designated for Capital Projects		247,586.26
	County Urban Road System Program		722,819.47
	Surface Transportation Program/FAU		2,953,872.63
	County Grant		0.00
	Contributions		2,843.53
	City Council Strategic Goals		(950.48)
	Sanitary Sewer Fund Retained Earnings		29,851.50
	Power and Light Fund Retained Earnings		12,000.00
	Total Street Improvements Fund		$4,648,596.58
Street Improvement Sales Tax Fund-			
	Street Improvement Sales Tax		($1,344,985.97)
Park Improvement Sales Tax Fund-			
	Park Improvement Sales Tax		$379,757.50
Buildings and Other Improvements Fund-			
	Community Development Block Grant Act		$359,601.26
	General Fund Designated for Capital Projects		180,282.39
	Surface Transportation Program		1,209,718.71
	City Council Strategic Goals		1,613.09
	Contributions		16,811.10
	State Grants		5,007.80
	Total Buildings and Other Improvements Fund		$1,773,034.35
Storm Drain Improvements Fund-			
	General Fund Designated for Capital Projects		$28,216.84
	State Grants		371,848.77
	Street Improvements Fund Designated for Capital Projects		101.90
	Community Development Block Grant Act		12,651.03
	Total Storm Drain Improvements Fund		$412,818.54
Park Improvement Fund-			
	General Fund Designated for Capital Projects		$313,841.75
	Grand Total All Funds		$37,264,483.50

Capital Budget Summary

Power and Light Fund

Sources:

	Revenues Allocated for Capital Projects		**$5,000,000**

Allocation (by Capital Project):

9730	Blue Valley Unit Number 3 Boiler Tube and Bottom replacement	Power and Light Fund	$500,000
9734	Blue Valley Unit Number 2 Condenser Retubing	Power and Light Fund	600,000
9310	Missouri City Plant Overhaul	Power and Light Fund	1,100,000
9036	Blue Valley Life Extension Engineering	Power and Light Fund	200,000
9607	Transmission and Distribution Underground Conversion Program	Power and Light Fund	1,100,000
9402	New/Reconductor Transmission and Distribution Circuits	Power and Light Fund	500,000
9407	Substation Design and Construction	Power and Light Fund	1,000,000
		Total Allocation	**$5,000,000**
	Net Power and Light Fund (Sources minus Allocations)		**$0**

Sanitary Sewer Fund

Sources:

	Revenues Allocated for Capital Projects		**$2,840,350**

Allocation (by Capital Project):

9726	Main H - Truman to Rock Creek	Sanitary Sewer Fund	$382,500
9725	25th Street, Crysler to Rock Creek Main	Sanitary Sewer Fund	236,500
9716	Grand - Hayward to Linden	Sanitary Sewer Fund	60,000
9724	3300 Block South Claremont	Sanitary Sewer Fund	267,000
9757	Trenchless Technology - Neighborhoods	Sanitary Sewer Fund	967,100
9735	Engineering/Design - Shope to Huttig	Sanitary Sewer Fund	133,400
9736	Engineering/Design - 44th and Osage	Sanitary Sewer Fund	23,850
9737	Engineering/Design - 2nd & Liberty to McCoy	Sanitary Sewer Fund	50,000
9738	Raw Pump Motors/Drives, VFD (2) SCPS	Sanitary Sewer Fund	$140,000
9694	Dickinson Pump Station Upgrade	Sanitary Sewer Fund	80,000
9739	Engineering/Design - Kentucky I Pump Station	Sanitary Sewer Fund	500,000
		Total Allocation	**$2,840,350**
	Net Sanitary Sewer Fund (Sources minus Allocations)		**$0**

(continued on the next page)

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

Capital Budget Summary

Water Fund

Sources:			
	Revenues Allocated for Capital Projects		**$2,200,000**
Allocation (by Capital Project):			
9740	Plant Improvement- Paint 35th Street Reservoir	Water Fund	$440,000
9741	Plant Improvement- Soft Starter HSP Number 3X	Water Fund	50,000
9742	Plant Improv.-Remove Asbestos at Van Horn Res.	Water Fund	30,000
9638	Plant Improv. - Relocate Control Cabinets at Plant	Water Fund	200,000
9743	Well Field - Replace Well Field Transformers	Water Fund	50,000
9744	Plant Improv.- Replace Valve Oper. Cylinders-Filters	Water Fund	20,000
9689	Switch Gear Upgrade	Water Fund	100,000
9692	Plant Improvement- Chlorine Rack Enclosure	Water Fund	400,000
9745	Plant Improvement- Groundwater Classification	Water Fund	500,000
9746	24 Highway Water Main Repl., Liberty to Lynn	Water Fund	100,000
9747	Plant Improvement- Filter Chlorine Monitor	Water Fund	60,000
9748	Plant Improvement- Paint Blue Ridge Tower	Water Fund	20,000
9683	Replace Transformers at Substation	Water Fund	30,000
9749	Main Replacement Program	Water Fund	200,000
		Total Allocation	**$2,200,000**
	Net Water Fund (Sources minus Allocations)		**$0**

Street Improvements Sales Tax Fund

Sources:			
	Street Improvements Sales Tax Revenue		**$5,333,710**
Allocation (by Capital Project):			
9717	1999 Overlay Program - District 1 and 4	Street Improv. Sales Tax	$200,000
9727	1999 Overlay Program - District 2 and 3	Street Improv. Sales Tax	2,329,000
9750	2000 Overlay Program	Street Improv. Sales Tax	333,710
9711	Ash Street Bridge over Railroad	Street Improv. Sales Tax	715,000
9751	Maywood Bridge at Rock Creek	Street Improv. Sales Tax	410,000
9713	39th Street and Phelps Road Traffic Signal	Street Improv. Sales Tax	110,000
9752	Noland Road, I-70 to 23rd Street Overlay	Street Improv. Sales Tax	290,000
9712	Salisbury Road, U.S. 24 to Dickinson Road	Street Improv. Sales Tax	409,000
9714	Westport Road at Blue Ridge Blvd, Intersection and Traffic Signals	Street Improv. Sales Tax	225,000
9753	Ann Street Culvert	Street Improv. Sales Tax	70,000
9754	Bundschu Road Culvert, west of Charlton Road	Street Improv. Sales Tax	52,000
9755	Eureka Road Culvert, east of R.D. Mize Road	Street Improv. Sales Tax	95,000
9756	29th Street and Windsor Culvert	Street Improv. Sales Tax	95,000
		Total Allocation	**$5,333,710**
	Net Sales Tax Funds (Sources minus Allocations)		**$0**

(continued on the next page)

Capital Budget Summary

Park Improvements Sales Tax Fund

Sources:			
	Park Improvements Sales Tax Revenue		**$1,774,987**
Allocation (by Cost Center and Capital Project):			
Operating Budget-			
6002	Operating Budget Costs		$130,000
Capital Budget-			
9719	Athletic Fields/Courts - Santa Fe and Mill Creek Parks - Drainage	Park Improv. Sales Tax	$170,000
9719	Athletic Fields/Courts - Santa Fe and Mill Creek Parks - Spectator Seating	Park Improv. Sales Tax	140,000
9719	Athletic Fields/Courts - Santa Fe Tennis Court Design/Renovation	Park Improv. Sales Tax	460,000
9719	Athletic Fields/Courts - Young Park and Multi-Use Court Repairs	Park Improv. Sales Tax	25,000
9720	Maintenance/Security - Park Security Lighting	Park Improv. Sales Tax	35,000
9720	Maintenance/Security - Tree Trimming and Removal	Park Improv. Sales Tax	40,000
9720	Maintenance/Security - Maintenance, Equipment	Park Improv. Sales Tax	70,000
9721	Building Reconstruction - Truman Memorial Building, Design	Park Improv. Sales Tax	450,000
9721	Building Reconstruction - Park Buildings, Design, and Contracts	Park Improv. Sales Tax	75,000
9722	Infrastructure Repairs - Park Entry Signage	Park Improv. Sales Tax	100,000
9722	Infrastructure Repairs - Park Tables, Drinking Fountains, Trees, etc.	Park Improv. Sales Tax	79,987
		Total Capital Budget	$1,644,987
		Total Allocation	**$1,774,987**
	Net Sales Tax Funds (Sources minus Allocations)		**$0**

(continued on the next page)

Capital Budget Summary

Tax Increment Financing Fund

Sources:			
	Incremental Revenues Generated in designated TIF Areas		**$4,558,880**
Allocation (amounts due to TIF Developers):			
6701	I-470 Redevelopment Project- Crossroads	Tax Increment Fin. Rev.	$1,768,260
6702	39th and Jackson Drive Redevelopment Project- Independence Commons	Tax Increment Fin. Rev.	1,818,150
6703	Mid-Town Truman Road Corridor Redevelopment Projec	Tax Increment Fin. Rev.	314,500
6704	Crossings Redevelopment Project	Tax Increment Fin. Rev.	557,290
6706	RSO Redevelopment Project	Tax Increment Fin. Rev.	94,180
6708	Santa Fe Redevelopment Project	Tax Increment Fin. Rev.	6,500
		Total Allocation	**$4,558,880**
	Net Tax Increment Financing Fund (Sources minus Allocations)		**$0**

(continued on the next page)

Capital Budget Summary

Street Improvements Fund

Sources:

Revenues:	
Undesignated Fund Balance (as of 3/31/99)	$228,900
Jackson County Urban Road System Funds (CURS)	289,000
Transfers from Other Funds:	
1999-2000 General Fund Gasoline Tax Transfer	150,000
Revolving Public Improvements Fund	200,875
1999-2000 General Fund Mid-Town Truman Road Corridor Allocation	150,000
General Fund Designated Fund Balance for Capital Projects	19,225
Total Sources	**$1,038,000**

	Total Cost	Other Funding Sources	Street Improv. Fund
Allocation (by Capital Project):			
Southside Boulevard, Curbs, Gutter and Sidewalks, McCoy Intersection (other funding available from CDBG program)	$228,000	$150,000	$78,000
Crysler, 39th Street to 31st Street, 3 Lane Arterial (other funding available from Federal STP program)	1,500,000	1,200,000	300,000
Crenshaw Road and R.D. Mize Road - Curbs, Gutters, Sidewalks, and Pavement	340,000		340,000
Pleasant Street - Realignment and Railroad Crossing	10,000		10,000
Truman Road, Union to Grand - Part of the Street Enhancement program for the Mid-Town Truman Road Corridor project	150,000		150,000
Crysler- 23rd to 31st Street, Design	130,000		130,000
Lanscape Enhancements for Four Entryways (other funding available from ISTEA grant funds)	120,000	90,000	30,000
Total Allocations			**$1,038,000**
Net Street Improvements Fund (Sources minus Allocations)			**$0**

(continued on the next page)

Capital Budget Summary

Storm Drainage Improvements Fund

Sources:

Transfers from Other Funds:

1998-99 Crossings (Schnucks) TIF Distribution	$138,581
1999-2000 Crossings (Schnucks) TIF Distribution	165,909
General Fund Designated Fund Balance for Capital Projects	156,335
Total Sources	**$460,825**

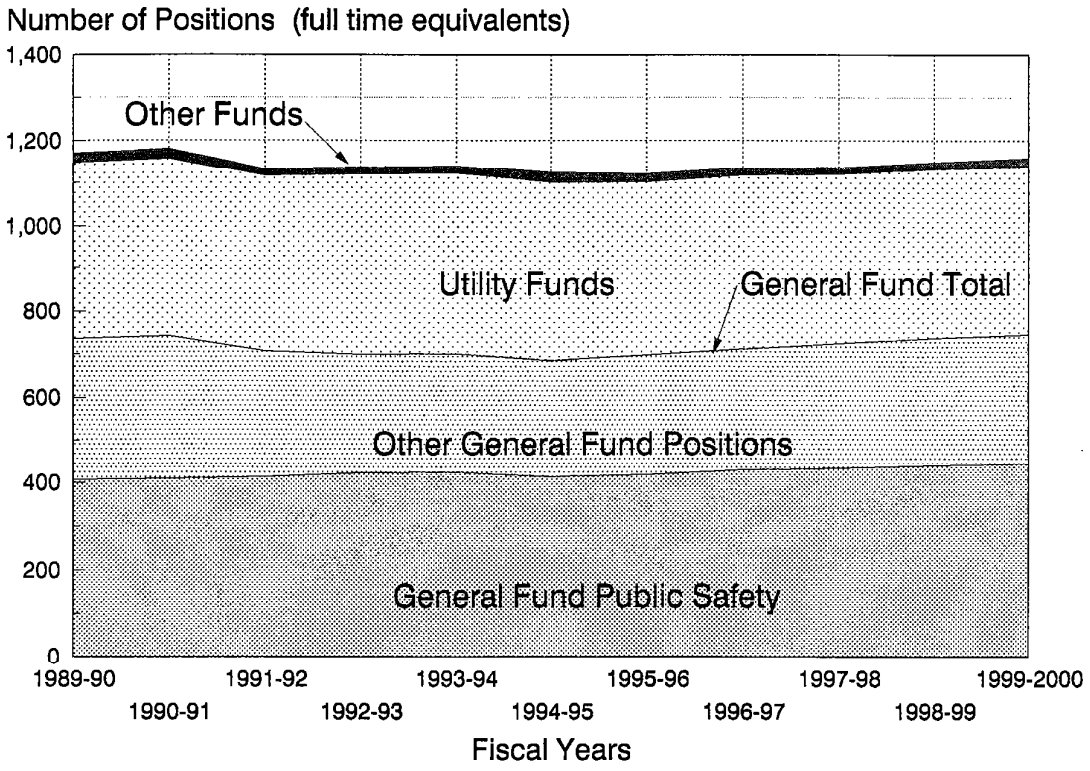
Allocation (by Capital Project):

	Total Cost	Other Funding Sources	Storm Drain. Improv. Fund
State Storm Water Grant Funds (requires 50% local match):			
27th and Scott Storm Water Project - Construction	$352,000	$176,000	$176,000
Other Storm Water Projects	318,000	159,000	159,000
FEMA Flood Prone Buyout Properties:			
Purchase additional properties	503,300	377,475	125,825
Total Allocations			**$460,825**

Net Storm Drainage Improvements Fund (Sources minus Allocations) **$0**

AUTHORIZED POSITIONS

Positions Authorized by the Table of Organization



The number of full and part time employees (based on full time equivalents-FTE) has decreased by 12.05 FTE positions since 1989-90 representing an average annual decrease of one tenth of one percent per year. For the General Fund the number of employees increased by 9 FTE positions. During this same period, the number of positions within the Police Department increased by 53.75 FTE positions. Since 1989-90 the number of positions in the Utility Funds has decreased by 20 FTE positions with the reductions primarily being in the Power and Light Fund.

CITY OF INDEPENDENCE, MISSOURI

Authorized Personnel (in full time equivalents - FTE) by Fund/Operating Department

For Fiscal Years 1989-90 through 1999-2000

Description	1989-90	1990-91	1991-92	1992-93	1993-94	1994-95	1995-96	1996-97	1997-98	1998-99	Budget 1999-2000
General Fund-											
City Council	12.00	13.00	12.00	12.00	12.00	12.00	12.00	12.00	11.00	11.00	11.00
City Clerk	8.00	8.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00
City Manager	6.00	6.00	5.00	5.00	5.00	4.00	5.00	5.00	9.38	10.50	11.50
National Frontier Trails Center	2.00	9.00	7.40	6.76	6.55	6.55	6.55	6.55	6.55	6.55	6.00
Technology Services	22.00	22.00	19.50	19.00	19.00	19.00	21.00	21.00	21.00	21.00	21.00
Municipal Court	12.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00	12.00	12.00	13.00
Law	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.50	6.00
Finance	41.37	38.37	28.00	26.00	26.00	26.00	25.00	25.00	25.00	25.00	25.00
Personnel	6.00	6.00	4.50	5.00	5.00	5.00	6.00	6.00	6.00	6.50	6.50
Community Development	21.00	20.00	16.00	16.00	15.00	21.50	24.50	28.00	28.00	30.00	31.00
Police	215.25	217.25	222.93	232.25	240.53	240.25	245.00	255.00	260.00	264.00	269.00
Fire	192.00	192.00	190.00	189.00	183.28	174.00	173.00	173.00	173.00	174.00	174.00
Health	36.96	37.16	32.49	29.49	30.49	24.99	26.74	27.74	26.74	28.49	28.49
Public Works	112.00	111.00	103.00	93.00	92.00	86.00	86.00	86.50	87.90	87.73	87.90
Water Pollution Control	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.00	5.00	5.00
Parks and Recreation	42.54	43.66	40.52	39.40	39.90	39.90	40.15	39.15	39.15	41.10	41.70
Total General Fund	735.12	742.44	707.34	698.90	700.75	685.19	696.94	710.94	723.72	736.37	744.09
Tourism Fund	3.00	3.10	3.10	3.10	3.10	3.10	3.10	3.10	3.73	3.40	3.40
Community Dev. Block Grant Act Fund-											
Community Development	5.00	4.29	4.00	3.50	5.50	5.50	4.50	4.50	4.50	4.50	4.50
Parks and Recreation	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00
Total CDBG Fund	5.00	4.29	4.00	3.50	5.50	6.50	4.50	4.50	4.50	4.50	4.50
HOME Program Fund	0.00	0.00	0.00	0.00	0.00	1.00	1.00	1.00	1.00	1.00	1.00
Park Improv. Sales Tax Fund	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.99

CITY OF INDEPENDENCE, MISSOURI

Authorized Personnel (in full time equivalents - FTE) by Fund/Operating Department

For Fiscal Years 1989-90 through 1999-2000

Description	1989-90	1990-91	1991-92	1992-93	1993-94	1994-95	1995-96	1996-97	1997-98	1998-99	Budget 1999-2000
Power and Light Fund-											
Technology Services	0.00	1.00	1.00	1.00	1.00	1.00	0.00	1.00	1.00	1.00	1.00
Finance	0.00	0.00	1.50	1.50	1.50	1.50	0.00	0.00	0.00	0.00	0.00
Power and Light	241.33	243.33	225.50	230.62	230.50	215.50	220.50	220.00	220.00	220.00	220.00
Total Power and Light Fund	241.33	244.33	228.00	233.12	233.00	218.00	220.50	221.00	221.00	221.00	221.00
Sanitary Sewer Fund-											
Finance	0.00	0.00	0.75	0.75	0.75	0.75	0.00	0.00	0.00	0.00	0.00
Public Works	0.00	0.00	2.00	2.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00
Water Pollution Control	70.33	70.50	74.50	76.50	77.50	74.50	72.50	72.50	72.50	72.50	71.50
Total Sanitary Sewer Fund	70.33	70.50	77.25	79.25	80.25	77.25	72.50	72.50	72.50	72.50	71.50
Storm Water Fund-											
Water Pollution Control	0.00	0.00	0.00	5.00	5.00	5.00	5.00	5.00	0.00	0.00	0.00
Water Fund-											
City Manager	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.50	1.50
Finance	0.00	0.00	0.75	0.75	0.75	0.75	0.00	0.00	0.00	0.00	0.00
Water	100.73	100.73	101.73	101.73	101.73	115.73	106.73	106.48	101.48	98.48	98.48
Total Water Fund	100.73	100.73	102.48	102.48	102.48	116.48	106.73	106.48	101.48	99.98	99.98
Central Garage Fund	15.00	15.00	12.00	12.00	11.00	11.00	11.00	11.00	10.00	10.00	10.00
Grand Total All Funds	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	1,148.75	1,158.46

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

Authorized Positions Changes for 1998-99 and 1999-2000

Fund/ Department/Function/Position Title	Change During 1998-99	Approved Change for 1999-2000	Total Changes for 1999-2000	Comments
General Fund				
City Council/Mayor's Office-				
Mayor's Office				
Council Administrative Aide	1.00		1.00	position upgraded
Administrative Specialist II, Mayor	(1.00)		(1.00)	position upgraded
Department Total	0.00	0.00	0.00	
City Manager's Office-				
City Manager's Office				
Project Manager	1.00		1.00	transferred from Public Works
Department Total	1.00	0.00	1.00	
National Frontier Trails Center-				
Custodian	(0.55)		(0.55)	duties transferred to Public Works - Property Mgmt.
Department Total	(0.55)	0.00	(0.55)	
Technology Services-				
Management Information Supervisor	(1.00)		(1.00)	position retitled
Information Technology System Mgr.	1.00		1.00	position retitled
Computer Operator II	(1.00)		(1.00)	reclassify to Operator I
Computer Operator I	1.00		1.00	reclassify from Operator II
Department Total	0.00	0.00	0.00	
Municipal Court-				
Administrative Specialist II		1.00	1.00	add new position
Department Total	0.00	1.00	1.00	
Law-				
Legal Administrative Specialist	(0.50)		(0.50)	adjust position to part time
Department Total	(0.50)	0.00	(0.50)	
Community Development-				
Comprehensive Planning				
Senior Planner	1.00		1.00	position upgraded
Planner	(1.00)		(1.00)	position upgraded
Planner (Redevelopment)		1.00	1.00	add new position - partially funded from CDBG grant
Department Total	0.00	1.00	1.00	

(continued on next page)

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

Authorized Positions Changes for 1998-99 and 1999-2000

Fund/ Department/Function/Position Title	Change During 1998-99	Approved Change for 1999-2000	Total Changes for 1999-2000	Comments
Police-				
Chief of Police				
Assistant Police Chief	(1.00)		(1.00)	reclassify position
Police Captain	1.00		1.00	reclassify position
Police Lieutenant	(1.00)		(1.00)	reclassify position
Police Sergeant	1.00		1.00	reclassify position
Uniform Unit				
Police Officer	4.00		4.00	funded from Federal COPS Ahead program
Police Officer	(7.00)		(7.00)	transferred to Community Services Unit
Investigations				
Police Officer	(1.00)		(1.00)	transferred to Community Services Unit
Drug Enforcement Unit				
Police Officer	(2.00)		(2.00)	transferred to Community Services Unit
Community Services Unit				
Police Captain	1.00		1.00	transferred from Records
Police Officer	9.00		9.00	transferred from other units
Police Sergeant	1.00		1.00	upgraded from Police Officer
Records and Property				
Police Captain	(1.00)		(1.00)	transferred to Community Services Unit
Police Records & Property Supervisor	(1.00)		(1.00)	retitle position
Police Records & Property Admin.	1.00		1.00	retitle position
Police Records Supervisor	1.00		1.00	add new position
Community Outreach				
Police Officer	(1.00)		(1.00)	transferred to Community Services Unit
Police Officer	1.00		1.00	High School Resource Officer
Department Total	5.00	0.00	5.00	
Public Works-				
Administration				
Project Manager	(0.83)		(0.83)	transferred to City Manger
Special Projects Manager	1.00		1.00	transferred from Engineering
Engineering				
Engineering Inspection Supervisor	(1.00)		(1.00)	transferred to Administration
Property Management				
Facility Manager	(1.00)		(1.00)	retitle position
Properties Manager	1.00		1.00	retitle position
Building Maintenance Worker	1.00		1.00	add new position
Lead Custodian	(1.00)		(1.00)	reclassify position
Custodian	1.00		1.00	reclassify position
Department Total	0.17	0.00	0.17	

(continued on next page)

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

Authorized Positions Changes for 1998-99 and 1999-2000

Fund/ Department/Function/Position Title	Change During 1998-99	Approved Change for 1999-2000	Total Changes for 1999-2000	Comments
Parks and Recreation-				
Administration				
Administrative Specialist I	(0.50)		(0.50)	retitle and change to full time
Administrative Specialist II	1.00		1.00	retitle and change to full time
Recreation Supervisory & Support Services				
Clerk I	0.10		0.10	change to full time
Recreation Assistant	(3.12)		(3.12)	retitle part time positions
Seasonal Maintenance Worker	1.88		1.88	retitle part time positions
Center Attendant	1.73		1.73	retitle part time positions
Roger T Sermon Community Center				
Recreation Assistant	(1.17)		(1.17)	retitle part time positions
Center Attendant	0.68		0.68	retitle part time positions
Department Total	0.60	0.00	0.60	
General Fund Total	5.72	2.00	7.72	
Park Improvements Sales Tax Fund-				
Parks and Recreation				
Contract Administrator		1.00	1.00	add new position
Assistant Foremen		0.33	0.33	add new position - 4 months
Light Equipment Operator		0.33	0.33	add new position - 4 months
Maintenance Aide		0.66	0.66	add new position (2) - 4 months
Seasonal Maintenance Worker		0.67	0.67	add new position (2) - 4 months
Park Improv.Sales Tax Fund Total	0.00	2.99	2.99	
Power and Light				
Power and Light				
Customer and Support Services				
Utility Account Administrator	1.00		1.00	position upgraded
Accountant I	(1.00)		(1.00)	position upgraded
Customer Service Technician II	1.00		1.00	add new position
Warehouse and Stores				
Warehousman	(1.00)		(1.00)	reclassify position
Utility Maintenance Worker	1.00		1.00	reclassify position
Meter Reading				
Meter Reader Supervisor	(1.00)		(1.00)	reclassify position
Meter Reader Specialist	1.00		1.00	reclassify position
Production				
Apprentice Power Plant Mechanic	(1.00)		(1.00)	reclassify position
Power Plant Operator II	1.00		1.00	reclassify position
Lab and Records Clerk	(1.00)		(1.00)	delete position
Engineering and Operations				
Engineer III	(1.00)		(1.00)	reclassify position
Engineering Technician Supervisor	1.00		1.00	reclassify position
SCADA Analyst	(1.00)		(1.00)	delete position
Engineer II	1.00		1.00	add new position
Power and Light Fund Total	0.00	0.00	0.00	

(continued on next page)

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget

Authorized Positions Changes for 1998-99 and 1999-2000

Fund/ Department/Function/Position Title	Change During 1998-99	Approved Change for 1999-2000	Total Changes for 1999-2000	Comments
Water Pollution Control-				
Treatment Facilities				
Treatment Plant Operator I	(1.00)		(1.00)	delete position
Department Total	(1.00)	0.00	(1.00)	
Grand Total All Funds	4.72	4.99	9.71	

CITY OF INDEPENDENCE, MISSOURI
1999-2000 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 -	$1,123,365	$6,955,000
Appropriations -	1,123,365	6,955,000

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

	Actual 1997-98	Revised 1998-99	Adopted 1999-2000
Estimated Revenues	$2,749,077	$4,225,566	$4,330,995
Estimated Appropriations	2,749,077	4,225,566	4,330,995

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 Block Grant Act, Home Program, Street Improvements Sales Tax, Park Improvment Sales Tax, 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, 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.

Notes to Combined Financial Summaries

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. 99-95

ORDINANCE NO. 14238

AN ORDINANCE ADOPTING THE ANNUAL OPERATING AND CAPITAL BUDGETS OF THE CITY OF INDEPENDENCE, MISSOURI, FOR THE FISCAL YEAR JULY 1, 1999 - JUNE 30, 2000, 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 1999-2000 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 17, for the July 1, 1999 - June 30, 2000 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, 1999 - June 30, 2000.

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, 1999 - June 30, 2000, 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 1998-99 fiscal year are hereby authorized to be reappropriated in the 1999-2000 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 1999-2000 fiscal year to be spent for purposes authorized by the City Council.

SECTION 8. That the balance of unexpended funds authorized by previous City Council action for the Community Development Block Grant and HOME Program Grant are hereby authorized to be reappropriated in the 1999-2000 fiscal year to be spent for the same purposes as previously authorized by the City Council.

SECTION 9 That employees represented by the Communications Workers of America (CWA), Fraternal Order of Police (FOP), International Association of Fire Fighters (IAFF), International Brotherhood of Electrical Workers (IBEW), United Steelworkers of America, Service Employees International Union (SEIU) - Water Pollution Control 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 respective work agreement.

SECTION 10. That employees not represented by a bargaining unit will receive a maximum of a two and one half percent (2.5%) increase to all wages that are provided for within the employees classification pay range.

SECTION 11. That a three percent (3%) 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 2000 based on employee's evaluation rating scores.

SECTION 12. The budget does not include a premium increase for the City's share of the Staywell Health Care program. The Staywell Plan amendments will be adopted in July which will reduce costs to the program and/or require premium increases to members to offset anticipated expenses to the Plan during fiscal year 1999-2000.

SECTION 13. 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.

1999-2000 GENERAL FUND SCHEDULE FOR APPROPRIATION

DEPARTMENT OR PURPOSE	REQUISITIONING AUTHORITY	AMOUNT OF APPROPRIATION
City Council	City Clerk	$ 314,613
City Clerk	City Clerk	383,957
City Manager	City Manager	732,211
National Frontier Trails Center	National Frontier Trails Center Director	283,014
Technology Services	Technology Services Director	1,443,762
Municipal Court	Presiding Judge	478,263
Law	City Counselor	610,027
Finance	Finance and Administration Director	1,302,860
Human Resources	Human Resources Director	328,814
Community Development	Community Development Director	2,461,459
Police	Police Chief	14,858,262
Fire	Fire Chief	11,236,816

Health	Health Director	1,253,896
Public Works	Public Works Director	5,882,604
Water Pollution Control	Water Pollution Control Director	295,013
Parks and Recreation	Parks and Recreation Director	1,779,419
Non-Departmental	Finance and Administration Dir.	5,143,395
Capital Outlay	Finance and Administration Dir.	1,000,000
Debt Service/Lease Purchase	Finance and Administration Dir.	100,710
	TOTAL GENERAL FUND	$49,889,095

SECTION 14. That the following statement of appropriations, designations and requisitioning authority for the departments/purpose listed below for the 1999-2000 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.	$ 501,478
	FROM SANITARY SEWERAGE SYSTEM FUND	
Water Pollution Control	Water Pollution Control Dir.	$ 8,292,012
Non-Departmental	Finance & Administration Dir.	2,434,162
Debt Service	Finance & Administration Dir.	594,594
	TOTAL SANITARY SEWER FUND	$11,320,768
	FROM POWER AND LIGHT FUND	
Technology Services	Technology Services Director	$ 51,296
Power and Light Department	Electric Utility Director	51,441,455
Non-Departmental	Finance & Administration Director	10,303,274
Debt Service Requirements	Finance & Administration Director	2,921,760
	TOTAL POWER & LIGHT FUND	$64,717,785
	FROM HOME PROGRAM FUND	
Community Development	Community Development Dir.	$ 54,800

FROM COMMUNITY DEVELOPMENT BLOCK GRANT FUND

Community Development	Community Development Dir.	$ 215,775

FROM STAYWELL HEALTH CARE FUND

Non-Departmental	Finance & Administration Director	$ 6,955,000

FROM PARK IMPROVEMENTS SALES TAX FUND

Parks and Recreation	Parks and Recreation Director	$ 130,000

FROM CENTRAL GARAGE FUND

Public Works	Public Works Director	$ 1,053,453
Non-Departmental	Finance & Administration Director	69,912
	TOTAL CENTRAL GARAGE FUND	$ 1,123,365

FROM WATER FUND

City Manager	City Manager	$ 47,550
Water	Water Dept. Director	9,713,468
Non-Departmental	Finance & Administration Director	3,204,132
Debt Service Requirements	Finance & Administration Director	2,042,642
	TOTAL WATER FUND	$15,007,792
	TOTAL OPERATING BUDGET ALL FUNDS	$149,915,858

SECTION 15. 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			$ 120,927		$ 120,927
Power & Light Fund	$182,030				182,030
Sanitary Sewer Fund	40,580				40,580
Water Fund	58,980				58,980
Street Improvement				$150,000	150,000
Employee Benefits Fund				52,728	52,728
Total	$281,590	$ 0	$120,927	$ 202,728	$ 605,245

SECTION 16. That the following fund balance designations are hereby established:

Fund	Purpose	Amount
General	Capital Projects (Mid-Town Truman Road)	$150,000
General	Tax Increment Financing Distributions	304,490
HOME Program Grant Fund	HOME Program Fund Programming	433,200
Community Development Block Grant Fund	CDBG Fund Programming	712,298
TOTAL		$1,599,988

SECTION 17. That the following statement of appropriations for the 1999-2000 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-			
9730	Blue Valley Unit No. 3 Boiler Tube and Bottom Replacement	Power & Light	$500,000
9734	Blue Valley Unit No. 2 Condenser Retubing	Power & Light	600,000
9310	Missouri City Plant Overhaul	Power & Light	1,100,000
9036	Blue Valley Plant Life Extension Engineering	Power & Light	200,000
9607	Transmission and Distribution Underground Conversion Program	Power & Light	1,100,000
9402	New/Reconductor Transmission And Distribution Circuits	Power & Light	500,000
9407	Substation Design and Constr.	Power & Light	1,000,000
	Total Power and Light Fund		$ 5,000,000
Sanitary Sewer Fund-			
9726	Main H - Truman to Rock Creek	Sanitary Sewer	$ 382,500
9725	25th Street, Crysler to Rock Creek Main	Sanitary Sewer	236,500
9716	Grand - Hayward to Linden	Sanitary Sewer	60,000
9724	3300 Block South Claremont	Sanitary Sewer	267,000
9757	Trenchless Technology - Neighborhoods	Sanitary Sewer	967,100
9735	Engineering/Design - Shope to Huttig	Sanitary Sewer	133,400
9736	Engineering/Design - 44th & Osage	Sanitary Sewer	23,850
9737	Engineering/Design - 2nd & Liberty To McCoy	Sanitary Sewer	50,000
9738	Raw Pump Motors/Drives, VFD (2) SCPS	Sanitary Sewer	140,000
9694	Dickinson Pump Station Upgrade	Sanitary Sewer	80,000
9739	Engineering/Design - Kentucky I Pump Station	Sanitary Sewer	500,000
	Total Sanitary Sewer Fund		$ 2,840,350

Water Fund-			
9740	Plant Improvements - Paint 35th Street Reservoir	Water	$440,000
9741	Plant Improvements - Soft Starter HSP Number 3X	Water	50,000
9742	Plant Improvements - Remove Asbestos at Van Horn Reservoir	Water	30,000
9638	Plant Improvements - Relocate Existing control Cabinets at Plant	Water	200,000
9743	Well Field - Replace Well Field Transformers	Water	50,000
9744	Plant Improvement - Replace Valve Operating Cylinders-Filters	Water	20,000
9689	Switch Gear Upgrade	Water	100,000
9692	Plant Improvement - Chlorine Rack Enclosure	Water	400,000
9745	Plant Improvement - Groundwater Classification	Water	500,000
9746	24 Highway Water Main Replacement, Liberty to Lynn	Water	100,000
9747	Plant Improvement - Filter Chlorine Monitor	Water	60,000
9748	Plant Improvement - Paint Blue Ridge Tower	Water	20,000
9683	Replace Transformers at Substation	Water	30,000
9749	Main Replacement Program	Water	200,000
	Total Water Fund		$2,200,000
Street Improvements Sales Tax Fund-			
9717	1999 Overlay Program - Dist. 1 & 4	Street Improv. Sales Tax	$200,000
9727	1999 Overlay Program - Dist. 2 & 3	Street Improv. Sales Tax	2,329,000
9750	2000 Overlay Program	Street Improv. Sales Tax	333,710
9711	Ash Street Bridge over Railroad	Street Improv. Sales Tax	715,000
9751	Maywood Bridge at Rock Creek	Street Improv. Sales Tax	410,000
9713	39th Street and Phelps Road Traffic Signal	Street Improv. Sales Tax	110,000
9752	Noland Road, I-70 to 23rd Street Overlay	Street Improv. Sales Tax	290,000
9712	Salisbury Road, U.S. 24 to Dickinson Road	Street Improv. Sales Tax	409,000
9714	Westport Road at Blue Ridge Blvd., Intersection and Traffic Signals	Street Improv. Sales Tax	225,000
9753	Ann Street Culvert	Street Improv. Sales Tax	70,000
9754	Bundschu Road Culvert, west of Charlton Road	Street Improv. Sales Tax	52,000
9755	Eureka Road Culvert, east of R.D. Mize Road	Street Improv. Sales Tax	95,000
9756	29th Street and Windsor Culvert	Street Improv. Sales Tax	95,000
	Total Street Improvements Sales Tax Fund		$ 5,333,710
Park Improvements Sales Tax Fund-			
9719	Athletic Fields/Courts - Santa Fe And Mill Creek Parks - Drainage	Park Improv. Sales Tax	$170,000
9719	Athletic Fields/Courts - Santa Fe And Mill Creek Parks - Spectator Seating	Park Improv. Sales Tax	140,000
9719	Athletic Fields/Courts - Santa Fe Tennis Court Design/Renovation	Park Improv. Sales Tax	460,000

9719	Athletic Fields/Courts - Young Park And Multi-Use Court Repairs	Park Improv. Sales Tax	25,000
9720	Maintenance/Security - Park Security Lighting	Park Improv. Sales Tax	35,000
9720	Maintenance/Security - Tree Trimming and Removal	Park Improv. Sales Tax	40,000
9720	Maintenance/Security - Maintenance, Equipment	Park Improv. Sales Tax	70,000
9721	Building Reconstruction - Truman Memorial Building, Design	Park Improv. Sales Tax	450,000
9721	Building Reconstruction - Park Buildings, Design, and Contracts	Park Improv. Sales Tax	75,000
9722	Infrastructure Repairs - Park Entry Signage	Park Improv. Sales Tax	100,000
9722	Infrastructure Repairs - Park Tables, Drinking Fountains, Trees, etc.	Park Improv. Sales Tax	79,987
		Total Park Improvements Sales Tax Fund	$ 1,644,987
		TOTAL CAPITAL BUDGET ALL FUNDS	$17,019,047

SECTION 18. That the following statement of appropriations for the 1999-2000 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	$ 1,768,260
6702	39th and Jackson Drive Redevelopment Project	1,818,150
6703	Mid-Town Truman Road Corridor Redevelopment Project	314,500
6704	Schnucks Redevelopment	557,290
6706	RSO Redevelopment	94,180
6708	Santa Fe Redevelopment Project	6,500
	Total TIF Capital Projects Fund	$ 4,558,880

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 21st DAY OF June, 1999, 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

William B Moore
City Counselor

REVIEWED BY:

Robert E. Heacock
for 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 Above

Jan L. Hart
Director of Finance & Administration
City of Independence, Missouri

CITY OF INDEPENDENCE, MISSOURI
1999-2000 OPERATING BUDGET
BUDGET CALENDAR

ACTIVITY	FOOTNOTES	DATE
Preparation of Departmental Requested Budgets		February 11 March 18
Preparation of City Manager's Proposed Budget		March 19 - May 2
City Manager's Proposed Budget submitted to the City Council (at least 45 days prior to the beginning of the new fiscal year)	a	May 3
Publication of Legal Notice on Budget Hearing (at least 10 days prior to hearing)	a	May 7
Public Hearing by City Council on Proposed Budget	a	May 17
First reading of 1999-2000 Operating Budget Appropriation Ordinance	a	June 7
Council Adoption of 1999-2000 Operating Budget Appropriation Ordinance (must be on or prior to June 27 or proposed budget as amended will become effective by default)	a	June 21
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 26
Public Hearing on Tax Levy Rate and first reading on Tax Levy Ordinance	b	August 2
Council adoption of Tax Levy Ordinance (tax rates must be Certified to the County by September 1)	b	August 16

Footnotes

a City Charter Requirement
b Tax Levy Requirement under the "Open Window Law"

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget
Budget Procedures and Policies

Budget Preparation/Control -

The fiscal year of the City shall start on July 1 and end on June 30.

Formal annual operating budgets are used as a control device for the General, Tourism, Community Development, HOME Program, Street Improvements Sales Tax, Park Improvements Sales Tax, Power and Light, Sanitary Sewer, Water, Stay Well Health Care and Central Garage Funds. Expenditures may not exceed appropriations for any department within each applicable fund. Unexpended operating budget appropriations lapse at year end.

Annual operating budgets are not prepared for Capital Project Funds although budgets are prepared on a life to date project basis.

> City Charter, Section 8.2 Budget: Preparation and submission. At least forty-five (45) days before the beginning of the fiscal year, the City Manager shall prepare and submit to the Council a proposed budget for the next fiscal year, which shall contain detailed estimates of anticipated revenues including any resources available from the current fiscal year, and proposed expenditures for the year, and an explanatory message. The budget shall include the general fund and at least all other regular operating funds which are deemed to require formal annual budgeting, and shall be in such form as the City Manager deems desirable or as the Council may require. The total of the proposed expenditures from any fund shall not exceed the total of the anticipated resources thereof. The budget and budget message shall be public records in the office of the City Clerk, and shall be open to public inspection. Copies of the budget; and budget message shall be made for distribution to persons on request.

Prior to June 27, the Council shall adopt the budget. If the Council fails to adopt the budget on or before that date, the budget, as submitted or amended, shall go into effect.

> City Charter, Section 8.3 Comparison of anticipation revenues and proposed expenditures with prior years.
>
> (1) In parallel columns opposite the several items of anticipated revenues in the budget, there shall be placed the amount of revenue during the last preceding fiscal year, and the amount of revenue up to the time of preparing the budget plus anticipated revenue for the remainder of the current fiscal year estimated as accurately as may be.
>
> (2) In parallel columns opposite the several items of proposed expenditures in the budget, there shall be placed the amount of each such item actually expended during the last preceding fiscal year, and the amount of each such item actually expended up to the time of preparing the budget plus the expenditures for the remainder of the current fiscal year estimated as accurately as may be.

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget
Budget Procedures and Policies

City Charter, Section 8.4 Budget: Public hearing. The Council shall hold a public hearing on the proposed budget at least one (1) week after a notice of the time of the hearing has been published in a newspaper of general circulation within the City; and any interested person shall have an opportunity to be heard. The Council may continue the hearing at later meetings without further notice.

City Charter, Section 8.5 Budget: Amendment, adoption, appropriations. The Council may insert, strike out, increase, or decrease items in the budget, and otherwise amend it, but may not increase any estimate of anticipated revenues therein unless the City Manager certifies that, in the City Manager's judgement, the amount estimated will be revenue of the fiscal year. The Council, not later than the twenty-seventh (27th) day of the last month of the fiscal year, shall adopt the budget and make the appropriations for the next fiscal year. If the Council fails to adopt the budget and make the appropriations on or before that day, the budget as submitted or as amended, shall go into effect and be deemed to have been finally adopted by the Council; and the proposed expenditures therein shall become the appropriations for the next fiscal year. The appropriations, when made by the Council by a general appropriation ordinance separate from the budget document, need not be in as great detail as the proposed expenditures in the budget. Appropriations from a fund shall never exceed the anticipated resources thereof in the budget as adopted.

City Charter, Section 8.6 Budget: Transfer of appropriation balances, amendment. After the appropriations are made, and except as the Council by ordinance may provide otherwise, the City Manager may transfer unencumbered appropriation balances or parts thereof from any item of appropriation within a department, office, or agency to any other items of appropriation, including new items within the same department, office, or agency; and upon recommendation by the City Manager, the Council may transfer unencumbered appropriation balances or parts thereof from any item of appropriation , including an item for contingencies, in a fund to any other item of appropriation, including new items, in the fund.

Upon recommendation by the City Manager, the Council by ordinance may also amend the budget as adopted by changing the estimates of anticipated revenues or proposed expenditures of a fund and otherwise; and may increase or decrease the total appropriations from a fund when a change in revenues or conditions justify such action; but total appropriations from any fund shall never exceed the anticipated revenues thereof in the budget as adopted or as amended, as the case may be. The Council shall not increase any estimate of anticipated revenues in the budget unless the City Manager certifies that, in the City Manager's judgement, the amount estimated will be revenue of the fiscal year.

CITY OF INDEPENDENCE, MISSOURI
1999-2000 Operating Budget
Budget Procedures and Policies

Budget Policies -

Fund Types

Governmental Funds - are those through which most governmental functions of the City are financed. The acquisition, use and balances of the City's expendable financial resources and the related liabilities (other than those in proprietary funds) are accounted for through governmental funds. The measurement focus is upon determination of changes in financial position. The following are the City's governmental fund types for which annual operating budgets are prepared:

> The General Fund is the principal operating fund of the City and accounts for all financial transactions not accounted for in other funds. The general operating expenditures, fixed charges, and capital improvement costs that are not paid through other funds are financed through revenues received by the General Fund.
>
> Special Revenue Funds (Tourism, Community Development, HOME Program, Street Improvements Sales Tax, Park Improvements Sales Tax) are used to account for revenues derived from specific taxes, governmental grants or other revenue sources which are designated to finance particular functions or activities of the City.

Proprietary Funds - are used to account for the City's on-going organizations and activities which are similar to those often found in the private sector. The measurement focus is upon determination of net income. The following are the City's proprietary fund types:

> Enterprise Funds (Power and Light, Sanitary Sewer, Water) are used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges or where the periodic determination of net income or loss is deemed appropriate.
>
> Internal Service Funds (Central Garage/Staywell Health Care Fund) are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City on a cost-reimbursement basis.

Basis of Accounting/Measurement Focus for Budgets

Basis of accounting refers to when revenues and expenditures or expenses are recognized in the accounts and recorded in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied. Measurement focus determines what actually is being recorded, not when. The measurement focus for governmental funds is based upon expenditures - decreases in net financial resources. The measurement focus for proprietary funds is based upon expenses - decreases in net total assets. The principal difference between

expenditures and expenses is that with expenditures, the primary concern is the flow of resources, however with expenses, the primary concern is the substance of transactions and events which may not specifically relate to the actual flow of resources.

As already indicated, the basis of accounting relates to when transactions are recorded, not what is actually being recorded. The three different types of accounting basis are 1) Cash, 2) Modified Accrual, and 3) Accrual. The latter two are recognized as Generally Accepted Accounting Principles (GAAP); the Cash basis is not.

The modified accrual basis of accounting is utilized by all governmental fund types and expendable trust funds. Under the modified accrual basis of accounting, revenues are recorded as collected unless susceptible to accrual, i.e., amounts measurable and available to finance the City's operations or of a material amount and not received at the normal time of receipt. Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Significant revenues which are considered susceptible to accrual include real estate taxes, sales taxes, utility franchise taxes, interest, and certain State and Federal grants and entitlements. Expenditures, other than interest on long-term debt, are recorded when the liability is incurred.

In applying the susceptible to accrual concept to intergovernmental revenues (i.e. grants), the legal and contractual requirements of the individual program is used as guidance. There are, however, essentially two types of these revenues. In one, monies must be expended on the specific purpose or project before any amounts will be paid to the City; therefore, revenues are recognized based upon the expenditures recorded. In the other, monies are virtually unrestricted as to purposes or expenditures and nearly irrevocable, i.e., revocable only for failure to comply with prescribed compliance requirements. These resources are reflected as revenues at the time of receipt or earlier if they meet the available and measurable criteria.

Real estate taxes levied and expected to be collected within sixty days after the fiscal year-end are considered available and, therefore, are recognized as revenues.

Licenses and permits, fines and forfeitures, charges for services, and miscellaneous revenues are recorded as revenues when received in cash because they are generally not measurable until actually received.

The accrual basis of accounting is utilized by the proprietary and nonexpendable trust fund types. Under this basis of accounting, revenues are recognized when earned (including unbilled revenue) and expenses are recorded when liabilities are incurred.

Encumbrances

The City's policy is to prepare the annual operating budget on a basis which includes encumbrances as the equivalent of expenditures in order to assure effective budgetary control and accountability and to facilitate effective cash planning and control. Encumbrance accounting is where purchase

orders, contracts, and other commitments for the expenditures of funds are recorded in order to reserve that portion of the applicable appropriation.

Encumbrances outstanding at year-end represent the estimated amount of the expenditures ultimately to result if unperformed contracts in process at year-end are completed. Encumbrances outstanding at year-end are reported in the Comprehensive Annual Financial Report (CAFR) as reservations of fund balances because they do not constitute expenditures or liabilities. Outstanding encumbrances at year-end are re-appropriated in the following fiscal year in order to provide authority to complete these transactions.

Difference between Budget Basis and Financial Reporting Basis

The City's Comprehensive Annual Financial Report (CAFR) reports on the status of the City's finances in accordance with the GAAP basis of accounting. In most cases this is also the same basis of accounting as used in preparing the budget. Exceptions to the basis of accounting used for financial reports and in preparing the budget are listed below:

Governmental Fund Types - All governmental fund types use the same basis of accounting for reporting and budgeting with the exception that the budget also recognizes encumbrance accounting. In the CAFR, the "Combined Statement of Revenues, Expenditures and Changes in Fund Balance - All Governmental Fund Types and Expendable Trust Funds" presents revenues and expenditures in accordance with the GAAP basis of accounting. The "Combined Statement of Revenues, Expenditures and Changes in Fund Balance - Budget and Actual (Budget Basis)" in the CAFR presents the same information, however it also includes the recognition of encumbrances. This later statement provides a reconciliation of the presented data to the GAAP basis statement.

Proprietary Fund Types - All proprietary fund types use the same basis of accounting for reporting and budgeting with the exception of "non-cash" expenses and disbursements that affect balance sheet accounts. "Non-cash" expenses are included in the financial reports but not in the budget. An example of this type of expense would be depreciation where an expense is recorded but a cash disbursement does not take place. Balance sheet account disbursements are items that are included in the budget as expenditures, however they do not affect the "Combined Statement of Revenues, Expenses and Changes in Retained Earnings/Fund Balances - All Proprietary Fund Types and Nonexpendable Trust Funds" (i.e. the operating statement) in the CAFR. An example of these types of items would be inventory purchases, debt principal payments, and capitalized labor and material costs.

CITY OF INDEPENDENCE, MISSOURI
1999-2000 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:

1991 - 112,601	1994 - 113,802	1997 - 115,531
1992 - 113,165	1995 - 113,761	1998 - 115,851
1993 - 113,561	1996 - 114,931	1999 - 116,155

Projected Retail Sales as of June 30, 1999:	$1,357,557,300
Number of Households:	50,654
Median Age:	34.3
Registered Voters:	67,804
Unemployment Rate:	2.8%

Fire Protection:

Number of Stations	10
No. of Authorized Employees	167
Number of Vehicles	42

Police Protection:

Number of Stations	2
No. of Authorized Employees	275
Number of Vehicles	137

Education:

Elementary and High School enrollment	16,046
Elementary Schools	20
Junior High Schools	3
Senior High Schools	3
Parochial & Private	13
Pre-School & Kinder-gartens	24
Teachers	1,115
Administrators	66
Colleges	8

Communications (served by):

Newspapers (daily)	2
Ratio Stations	37
TV Stations (cable TV service available)	8

Recreation:

Park Acreage	724
Number of Parks	41
Community Centers	2
Fitness Centers	1
Ball Diamonds	32

Airports: 1

Runway	2,565 ft.
Runway Lights	minimal
Tower Communications	none

Community Facilities:

Hospitals	2
Beds	571
Motels/Hotels	14
Theatres	4
Drive-In Theatres	1
Churches	163

Public Works Infrastructure:

Paved Streets (miles)	600	Sidewalks (miles)	180
Sanitary Sewers (miles)	510	Curbs & Gutters (miles)	512

CITY OF INDEPENDENCE, MISSOURI
1999-2000 OPERATING BUDGET
FINANCIAL STATISTICS

Real Estate Taxes

Real Estate Tax Rate (Per $100 assessed valuation)

Debt Levy Purpose	1998-99	Proposed 1999-2000
General Purposes	$0.520	$0.510
Public Health & Recreation	0.240	0.240
Total	$0.760	$0.750
Indep. School District	$4.290	not avail.
Jackson Co./State of Mo.	$1.103	not avail.
Indep. Square Special Benefit District	$0.470	$0.046

Real Estate Revenue by Levy Type

Debt Levy Purpose	Estimated 1998-99	Budget 1999-2000
General Purposes	$3,403,298	$3,583,425
Public Health & Recreation	1,570,753	1,686,318
Total	$4,974,051	$5,269,743

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
City of Independence-Street Improv.	0.375
City of Independence-Park Improv.	0.125
Total	6.600

	Estimated 1998-99	Budget 1999-2000
Local Option Sales Tax	$13,449,679	$14,129,894
Street Improv. Sales Tax	1,945,723	5,298,710
Park Improv. Sales Tax	648,574	1,766,237

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, 1999

General Obligation Bonds	$0
Revenue Bonds-	
Power and Light	$30,520,000
Water	$36,000,000
Sanitary Sewer	$2,135,000

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.