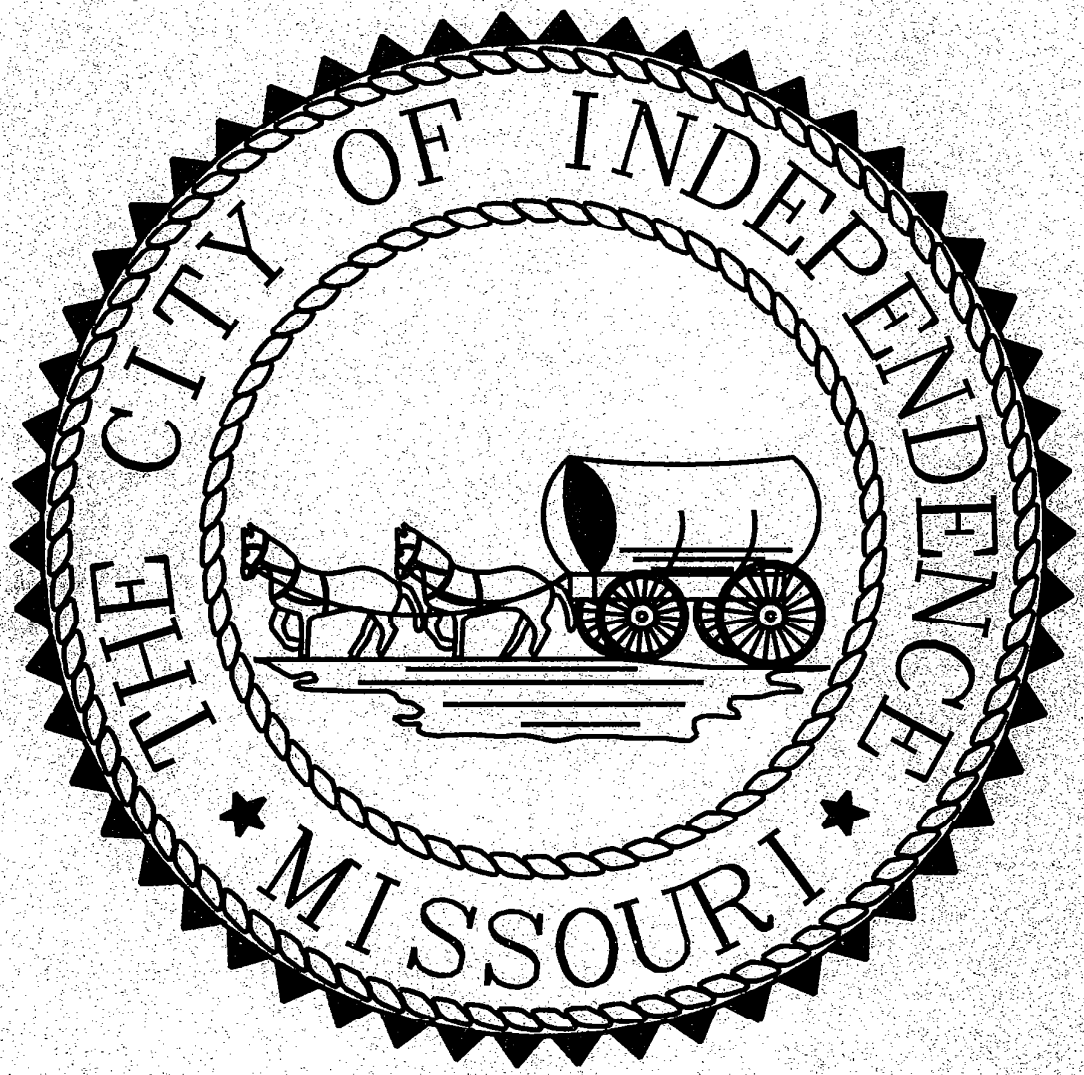

2000-01

OPERATING BUDGET

OPERATING BUDGET

City of Independence, Missouri

FOR THE FISCAL YEAR
JULY 1, 2000 THROUGH JUNE 30, 2001

MAYOR

Rondell F. Stewart

CITY COUNCIL

Wm. "Bill" McDonald	**At-Large**
Lucy Young	**At-Large**
Don B. Reimal, Mayor Pro Tem	**District #1**
John Perkins	**District #2**
Renee J. Paluka	**District #3**
Charlie E. Rich	**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, 1999.

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.

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Guide to Independence's Budget Document

Organization of the Budget

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

The City of Independence

STRATEGIC GOALS

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

1. To revitalize and rebuild neighborhoods that contain deteriorated private property or infrastructure through a cooperative partnership with owners and tenants.

2. To achieve continuous growth in the local economy, especially in the areas between 39th Street and 40 Highway, Lee's Summit Road and the new Selsa Road Interchange, and ensuring our future by planned development of the Little Blue Valley.

3. To preserve the community's street system through proper maintenance and to provide a driving surface that is smooth, clean and safe.

4. To retain and employ highly trained, professional City staff that is responsive to customer/citizen needs.

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, 2000

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 Manger advise the City Council of the financial condition and future needs of the City. In accordance with section 8.2 of the City Charter, I previously presented my proposed operating budget for the City of Independence for fiscal year July 1, 2000 through June 30, 2001. A public hearing on the budget was conducted on May 15, 2000, and seven different budget review sessions were conducted by the City 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 continuing a Capital Improvements Program to be financed from revenues generated from tax increment finance projects which have been completed.

The total 2000-2001 fiscal year operating and capital budget for the City, including utilities, is $164,365,375, an increase of 5.1 percent over 1999-2000. The budget includes the half-cent sales tax for streets and parks, which amounts to $7,876,182. When the parks and streets sales tax expenditures, operating transfers and capital improvements budgets of all funds are excluded, the remainder operating budget is $140,286,921 and represents an increase of 2.1 percent over 1999-2000.

General Fund

The General Fund is the tax-supported portion of the budget. It is 34.2 percent of the total City budget, which also includes the Power & Light, Water and Sewer utility funds, Tourism fund, the streets and parks sales tax and Community Development Block Grant funds. The General Fund pays for a variety of services provided by the City, such as Police, Fire, Health, Community Development, Public Works, Parks and Recreation, Municipal Court, and the support departments of Finance, Human Resources, Law, etc.

Revenues

General Fund revenues and operating transfers next year will be $53,742,708. That is an increase of $3,196,395, or 6.3 percent, above the original 1999-2000 budget estimates. Sales and property taxes will increase $1,947,732. Of this amount, however, $710,013 is increased revenue from the Crossings (Schnuck's), Crossroads and Commons tax increment financing projects, which have either been completed or will be completed during the next fiscal year. This money will be used in accordance with Council policy for capital improvements in the currently developed part of town. Other significant increases in revenue are $410,657 from building permits and zoning fees, largely due to an increase in rates effective May 1; $188,000 from erosion control and right-of-way permits based on new ordinances; and $222,848 from Municipal Court fines, largely due to traffic fines. These revenues plus property and sales taxes account for 47 percent of General Fund revenue. It is fortunate that these particular revenues increased significantly, because the other 53 percent of General Fund revenues grew only 1.5 percent. In summary, when one subtracts the $710,013 from closed out TIFs, the remaining $2,486,382 increase in revenues represents a 4.9 percent increase over the budget adopted by the City Council for 1999-2000.

Expenses

The largest overall cost increase in the General Fund is for employee salaries and benefits. Salary increases for both union and non-union employees are estimated to be $693,631. For non-union employees, this provides for deferred compensation of 1 percent of base pay and a 2 percent across-the-board increase on July 1, as well as budgeting 1.5 percent of salaries for pay-for-

performance to be awarded in January 2001 based upon annual performance evaluations.

Health insurance costs are expected to increase $438,576, which represents a 5 percent increase for the StayWell PPO self-insurance program, 18.3 percent for Humana HMO, and 16.7 percent for Health Net HMO. The contribution for LAGERS will increase $168,229 due to salary increases and a 0.8 percent higher rate for police pension contributions. Other salary and benefit changes amount to $62,022, largely due to choices made by employees in the benefits they choose to receive. An increase in the number of retirees receiving health insurance will cost $62,000 more next year.

In lieu of increasing the budget for Workers' Compensation medical costs and settlements so as to not be underbudgeted, this line item is being increased $20,000, and $60,000 is being allocated to hire a safety officer for General Fund departments. The Human Resources Director believes that Workers' Compensation costs can be reduced by at least 10 percent during the first year of having a safety officer. This position will also be responsible for coordinating the administration of Workers' Compensation claims, which is a recommendation contained in a recent audit by the Management Analyst. The budget includes an increase in the allotment to pay for personal business and vacation leave by $135,000 as provided for in the personnel policies and union contracts because we were underbudgeted by that amount during the 1999-2000 fiscal year. We were also underbudgeted for damage claims and settlements, so this account has been increased $65,000.

Neighborhood Revitalization

The first strategic goal of the City Council is neighborhood revitalization. During 1999-2000, the City Council imposed a requirement that all rental properties be licensed. It is estimated that license fees raised from rental property will amount to $65,000. A property maintenance officer ($38,514) and a clerk typist II ($19,245) have been added to the budget, and $1,500 has been included in the Finance budget to pay for the cost of license forms.

Effective May 1, building permit and planning fees were raised substantially. Higher rates and a larger number of permits will increase revenues by $410,657. In accepting the fee increases, the development community asked that service levels be improved in the Community Development Department. Therefore, the budget contains $34,629 for a permits technician; $62,367 for a customer counselor for zoning, applications and building permits; $30,000 for a contract or part-time building inspector; and $42,000 for software and handheld devices to be used by building inspectors.

One of the problems we have is that we spend the $75,000 budget for demolition of dangerous buildings and the $47,600 budget for cleaning up and mowing private property by mid-year. For three years we have had to ask the City Council for funds from the strategic goals budget. It was not possible to increase the amounts in the Community Development budget for demolition of dangerous buildings or mowing and cleaning up refuse from private property, so it was proposed that $75,000 and $40,000 respectively be budgeted again for these items in the City Council's strategic goals budget. During the last two years, grants have been received to purchase 48 homes in the flood buyout program. The budget includes $10,000 to be allotted to provide contract mowing and maintenance of these properties.

We have a large backlog of street trees needing trimming or removal. Those blocking traffic signs, hanging too low or protruding into the right-of-way of rural roads present a liability problem. The budget includes the elimination of a light equipment operator in the Parks maintenance division. The funds from this position plus an additional $20,608 will restore a forester position to the General Fund. The position can also supervise contract trimming of trees in parks with sales tax funds and can supervise Public Works crews when they trim trees along rural roads and trees blocking traffic signs. You also approved my budget request to use $30,000 of the City Council strategic funds for additional contract tree trimming in street rights of way.

Since the lack of effective erosion control from new construction has resulted in many problems in neighborhoods and to prevent flooding problems in new subdivisions, you adopted an ordinance requiring drainage plans and erosion control permits. The fees from these permits will raise $90,000, which will pay for a new hydrologist position ($58,245) and support costs ($16,150).

Streets

The budget contains $5,894,961 in sales tax revenues for street improvements. You are well aware of the success of this program.

Due to the increasing number of utilities wanting to underground their facilities, the City Council is considering adoption of an amended right-of-way management ordinance. All utilities will be required to obtain permits before cutting streets, unless the cut is due to an emergency. It is expected that utility cut permit fees will amount to $98,000 in 2000-2001. To coordinate these right-of-way management activities, $73,305 is budgeted for this purpose. As a member of the MARC

Telecommunications Consortium to coordinate the franchising and licensing of new utilities, $5,000 is included in the budget as the City's share for legal counsel familiar with FCC and state regulations.

Public Safety

This budget includes the addition of six police officers (four under the COPS Ahead Program and two school resource officers) at a cost of $217,210. All of this cost should be offset by an increase in fines, since two of the police officer's positions are assigned to the traffic division. The number of police officers and clerical positions that have been added to the Police Department during the last five years due to the federal COPS Ahead grants and grants for school resource officers, domestic violence, Weed and Seed, and Housing Authority in the Hawthorne apartments is 25. Since the City has to pay for vehicles, clothing, training and wellness physicals, as well as salaries and benefits when grants run out, this has placed a financial strain on the department. It is necessary to add $157,738 to purchase seven police cars. This is in addition to the 11 front-line police car replacements in the Police Department budget.

During the second year of the Public Safety Wellness Program, $17,325 is included in the Police budget for 55 wellness physicals and $17,955 is being added to the Fire Department budget for 57 wellness physicals.

Since there are numerous times when emergency vehicles are unable to safely get through some of our busy intersections, the budget includes the addition of $150,000 in the capital budget to be used to install a traffic signal emergency vehicle priority control system at 14 intersections on 23rd Street, Noland Road, M-291 Highway, and US 24 Highway. Emitters would be installed in 22 police cars and 15 pieces of fire equipment so that operators of these vehicles can change the traffic signals to green during emergency runs.

Public Transportation

The annual contract with the Kansas City Area Transit Authority is expected to increase $12,564 due to normal cost increases. The budget adds $10,000 to the Parks and Recreation budget to accommodate the transfer of Dial-A-Ride administration from the Community Development department. This clerical task currently is being handled by a senior planner in the Community Development Department. The program in the future will be administered by the senior adults

division of the Parks and Recreation Department. If that department is able to have the work done by volunteers, all or a part of the $10,000 can be used for senior adult programming. The capital budget includes $125,000 to be used to buy property in the 400 block of Maple for a transit center. This purchase will constitute a portion of the City's match for an air quality grant to establish a transit center. The park and ride facility of the transit center can be used for parking by Memorial Building patrons at nights and on weekends.

Storm Water

The only increase in the storm water operating budget is for salary increases. In the capital budget, $533,594 of TIF revenues along with $329,000 storm water grant has been added to the budget for the following purposes:

35th & Leslie - Phase II	$302,000
Spring Branch Detention Basin (design & construction)	$391,000
Selsa Road Culvert	$ 94,594
Rock Creek Drainage Basin Study	$ 75,000
TOTAL	$862,594

Other

Various increases were granted in the Health Department budget due to fee increases ($21,556). A part-time clerk typist I ($10,827) and the youth coordinator position ($39,932) are authorized to be eliminated by the budget. Support costs for the youth coordinator ($6,774) are being redirected to the Childhood Lead Poisoning Detection Program. These reprogrammed and increased funds for the Health Department will be used to upgrade an inspector to a supervisor ($3,293), provide frozen dessert inspection and product analysis ($11,774), contract inspections and translation services ($6,316), and provide match for health educator position grant ($8,500).

Due to a retirement, an engineering technician II position ($36,867) is being eliminated from the Public Works engineering division.

Sanitary Sewer Fund

Revenue for 2000-2001 is estimated to be $13,245,082. This is a decrease of $89,139, or (0.7) percent less that of the 1999-2000 budget. Operating expenses and capital improvements in 2000-2001 are projected to be $14,412,409 versus $14,161,118 in 1999-2000.

One of the major increases in this budget is a $200,000 increase and payment to the Little Blue Valley Sewer District, despite the fact that normal wastewater flows are increasing very little. We are challenging the district formula for allocating costs to the various jurisdictions. We are being penalized by the formula, because we had large flows during several rain events.

The capital improvements budget allocates $923,000 to reconstruct three sanitary sewers and $500,000 to rehabilitate other sanitary sewers using trenchless technology. An additional $118,320 is allocated to design four sanitary sewer projects for subsequent construction in fiscal year 2001-2002. Wastewater Treatment Plant projects include $125,000 for buildings restoration and $375,000 for installing supervisory control and data acquisition technology. There is no rate increase planned for fiscal year 2000-2001.

Water Fund

It is estimated that Water revenues will be up 2.7 percent. The operating and capital budget totals $15,483,894 and is 3.2 percent higher than the 1999-2000 operating budget of $15,007,792. During the next fiscal year, the department will be developing a comprehensive master plan for the City's raw water supply, plant treatment and transmission system facilities. The department will also be developing a water main replacement program and begin its implementation. The Fire Department will be trained to make hydrant inspections and fire flow tests. This will assist the Water Department and also provide field experience for Fire Department members. Remote meter reading devices will be installed on wholesale customer accounts to provide us with timely information on water usage by wholesale customers. The department is continuing to study the wells near the river to determine if the state of Missouri will reclassify our well field to be under the influence of the Missouri River. If that happens, there will be a future substantial increase in water treatment costs.

Power & Light Fund

Power & Light total revenues are estimated to be $71,593,875, a decrease of $1,526,494, or 2.1 percent over the 1999-2000 budget. Total appropriations for Power & Light are $64,264,948 which includes operating, non-departmental and debt service costs. Operating budget expenditures alone are $50,436,354, a $1,005,101 reduction from last year's budget.

A major change in the operating budget is a decrease of $2.5 million in power purchases and wheeling charges principally due to the expiration of the utility's 15-megawatt (MW) contract with Mid-American Energy Company (formerly Iowa Public Service Company). In addition, fuel cost reductions of $295,000 are projected chiefly because the contract to sell power to KCPL will be reduced from 55 MW to 30 MW. Budgeted salary and benefits will be $1,079,104 higher than this year, and inventory equipment purchases will be $350,000 more, reflecting increased distribution system construction/maintenance. Contract staffing expenditures for operating the Missouri City plant during the summer months are estimated at $195,000. From a staffing standpoint, in-house tree trimmers will become apprentice linemen pursuant to the recently approved IBEW contract. Future tree trimming will be handled on a contract basis which is more cost effective for the utility.

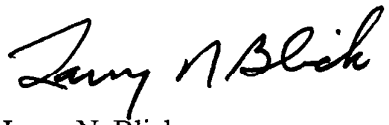
Fiscal year 2000-2001 capital project budget of $9,130,000 includes completion of the seven unit Combustion Turbine Overhaul Program ($930,000), installation of Blue Valley plant efficiency and safety improvements ($960,000), initiation of the Missouri City Plant Overhaul Project ($2,900,000), continued betterment of the electric distribution system ($4,100,000), and other facility improvements ($200,000).

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 the budget during the seven 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
City Manager

LNB/cjd

GENERAL FUND

19-Apr-2000

ANALYSIS OF GRANT REVENUES
FOR FISCAL 00-01 BUDGET

		1998/99 ACTUAL REVENUE	1999-00 ORIGINAL BUDGET	1999-00 ACTUAL ESTIMATE	2000-01 BUDGET
3219	**OTHER FEDERAL SOURCES**				
	FEMA DAMAGE SURVEY	25,007		0	0
	ORGANIZED CRIME DRUG ENFORC. TASK FOI	2,887		0	0
	NATIONAL HIGHWAY TRANSPORT SAFETY AD	0		9,964	0
	NARCOTICS CONTROL ASSISTANCE PROGRA	0		73,917	0
	TROOPS TO COPS 99	0		2,616	0
	COPS IN SCHOOLS	0		34,674	63,107
	HOMELESS CHALLENGE	13,640		30,458	0
	EMERGENCY SHELTER SERVICES	155,300		0	0
	GRANT TO ENCOURAGE ARREST POLICIES	139,506		168,386	0
	LOCAL LAW ENFORCEMENT BLOCK GRANT	338,396		0	0
	COPS MORE	52,475		49,923	0
	COPS AHEAD	142,001	102,009	169,813	138,967
	HIDTA - KS BUREAU OF INVESTIGATION	55,560		55,574	0
	HIDTA - MO	51,117		0	0
	HIDTA - ONDCP (DEA)	24,521		124,689	0
	HIDTA - KCPD	40,988		83,612	0
	STATE TRAFFIC GRANT	94,763	77,900	73,504	0
	STOP VIOLENCE AGAINST WOMEN	51,877		55,000	0
	MCLUP (MO CRIME LAB UPGRADE)	21,990		12,000	0
	CHILD ABUSE PREVENTION ASSOCIATION	4,042		0	0
	KANSAS CITY SCHOOL DISTRICT	14,661		10,000	0
	NATIONAL FRONTIER TRAILS CENTER	11,581		825	0
	FAMILIES AT RISK VISITATION	10,106		47,512	0
	HEALTH EDUCATION GRANT	0			0
	CHICAGO & ALTON DEPOP PROJECT	5,307			0
	FEDERAL HISTORIC PRESERVATION	0		8,350	0
	TOTAL	1,255,725	179,909	1,010,817	202,074
3250	**OTHER STATE SOURCES**				
	FAMILY COURT GRANT	0	0	12,010	26,021
	SCHOOL RESOURCE OFFICERS	0	0		0
	SCHOOL RESOURCE TRUANCY OFFICERS	0	0	32,068	53,120
	INFLUENZA VACCINE	0	0	2,042	0
	FEMA FLOOD BUYOUT PROJECT	0	0	7,446	0
	MISCELLANEOUS GRANTS	23,586	0	0	0
	TOTAL	23,586	0	53,566	79,141
3272	**JACKSON CO DRUG TASK FORCE**	486,436	511,951	484,218	589,968
3274	**JACKSON COUNTY DARE**	334,095	334,095	334,095	324,070
3275	**MID AMERICA REGIONAL COUNCIL**				
	MARC SENIOR SITE	25,372	25,000	30,000	30,000
	MARC RECYCLING CENTER	46,931		0	0
	TOTAL	72,303	25,000	30,000	30,000
3279	**OTHER GRANTS**	13,274	0	30,856	0

2-3211 Public Health Nursing $245,390

This projection is based on the Health Promotion Division receiving grants to fund specific departmental activities and programs:

Core Public Health Grant	$112,578	
Families at Risk Grant (CAPA)	35,000	
Childcare Sanitation Grant	5,120	(73 inspections at $70 per inspection)
Nursing Consultation (daycare)	1,000	
Maternal & Child Health (MCH)	54,192	
Health Education Grant – applying for 27.50	~~37,500~~	$27,500 grant and $10,000 HD
	$ 245, 390	Contribution from food revenues

2-3212 Community Health Education $ 0

2-3279 Youth Social Services Coordinator $ 0

We are asking the city to appropriate these funds to support the Department's Childhood Lead Poisoning Prevention Program (CLPPP) if the current pilot project indicates there are existing lead hazards in our community. If a risk exists, we must have the funds to provide education and screening services for our community.

2-3311 Animal Shelter Fees $53,000

Projection based on previous years' revenues.

2-3312 Animal ID Tags $400

Once again, projection is based on revenues generated during previous years. This is a service that shelter staff will be "pushing" to determine if a need exists in the community. This could result in greater revenues for future budgets.

Revenue's that are not listed are:

Swimming Pool Permit **$1515.00** Based on the number of pools in Independence

Tattoo Parlor/Artist Permit **$1300.00**

3 establishments at $200 for the permit and $100 per artist (7 artists)

ESTIMATED REVENUE GRANT ACCOUNTS

Revised 3/29/2000

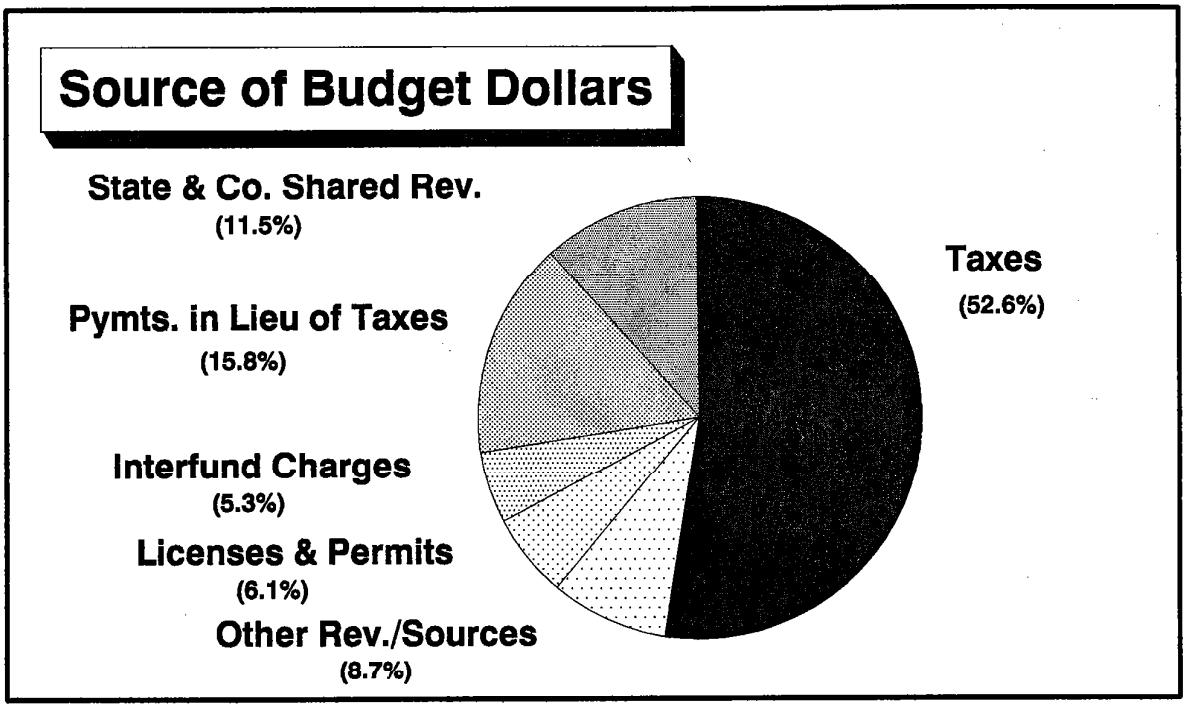
NAME OF GRANT	GRANT AMOUNT	GRANT ENDING DATE	99-00 PROJECTED PER ORDINANCE	SOURCE OF ESTIMATIONS AND COMMENTS FROM FINANCE GRANT FILES	YEAR ACTUAL REVENUE	DEPARTMENT ESTIMATES 99-00	DEPARTMENT ESTIMATES 00-01	CITY EXPENDITURES REQUIRED IN ORDER TO EARN REVENUE	CITY EXPEND REQUIRED IN DOLLARS	00-01 GRANT IN HAND?	DEPARTMENT ESTIMATED AMOUNT BUDGETED?	WHAT BUDGE ACCOUNT?	00-01 REVISED ESTIMATE
FEDERAL EMERGENCY MANAGEMENT AGENCY (ACCOUNT 3210)													
FEMA ADMINISTRATIVE GRANT FY 1999	36,560.00	09/30/99		GRANT COMPLETE	13,429	13,429	0	Grant reimburses 50% of eligible administrative expenses		NONE	Assistan Fire Chief, Admin Aide III, and supplie	4651	36,560
FEMA ADMINISTRATIVE GRANT FY 2000	48,110.00	09/30/00		GRANT AMOUNT $36,560 EXPECT 3/4 OF IT	8,386	27,420	36,560	Grant reimburses 50% of eligible administrative expenses	73,120		are all budgeted		
FEMA COMPUTER GRANT	1,555.00	06/30/00		GRANT COMPLETE	1,555	1,555	0	Fed reimburses 40% of the cost of computer equipment					
				TOTAL ESTIMATED =	23,381	42,404	36,560						36,560
PUBLIC HEALTH NURSING (ACCOUNT 3211)													
SANITATION INSPECTIONS OF CHILD CARE FAC.	5,075.00	09/30/99		GRANT COMPLETE	2,095	2,095	0	Grant allows for health department personnel to complete			Public Health Investigators are budgeted	4713	5,120
SANITATION INSPECTIONS OF CHILD CARE FAC.	5,120.00	09/30/00		ESTIMATE PER THE HEALTH DEPARTMENT	320	3,840	5,120	State health inspections requird for child care facilities Payment is a fixed rate per inspection	5,120	NONE			
NURSE CONSULTATIONS WITH CHILD CARE FAC.	1,000.00	09/30/00		ESTIMATE PER THE HEALTH DEPARTMENT	0	750	1,000	Grant pays for costs of consultations with child care facilities which will increase their healthand safety practices. Costs are reimbursed at a set hourly rate	1,000	NONE	Appropriation made in the ordinance at the time of acceptance of the grant		
MATERNAL & CHILD HEALTH	54,192.00	09/30/99		GRANT COMPLETE	3,856	3,856	0	The city receives payments to cover actual costs incurred each			Items are appropriated in acct 4715	4715	54,192
MATERNAL & CHILD HEALTH	54,192.00	09/30/00		ACTUAL REVENUE NUMBER FOR THE YEAR	47,783	50,336	54,192	month. The grant helps to pay some of the cost of maintaining maternal and child health related programs	54,192	NONE			
CORE PUBLIC HEALTH FUNCTIONS	112,578.00	09/30/00		ESTIMATE PER THE HEALTH DEPARTMENT	85,871	112,578	112,578	The city receives 1/12 of the grant amount each month. The gr helps to pay some of the costsof maintaining public health in the community.	112,578	NONE	Items are appropriated in acct 4715	4715	112,578
					119,725	173,455	172,890						171,890
DIAL A RIDE (ACCOUNT 3218)													
DIAL A RIDE	25,393.00	12/31/99		GRANT COMPLETE	5,266	5,266	0	The grant reimburses 50% of eligible program costs		ORD14404 $2539 FOR	Funds an appropriated in the general fund transportation budget $719,121 budgeted in acct 4414-5200 some of it is for Dial A Ride	4414	9,000
DIAL A RIDE	25,393.00	12/31/00		GRANT FOR $25,393, WE USUALLY RECEIVE AROUND $10	0	4,500	9,000		18,000	CALENDAR YEA			
				TOTAL ESTIMATED =	5,266	9,766	9,000						9,000
FEDERAL (ACCOUNT 3219)													
POLICE													
NATIONAL HIGHWAY TRANSPORT SAFETY ADMIN	13,286.00	09/30/00	9,964.50	EXPECT $9,964.5 IN 99-00 PER ORDINANCE	0	9,965	10,000	Pays for officers overtime expenses, No local match required	10,000	ORD 14377 $3,321.5 IN 00-01	Appropriations are made at the time of the ordinance accepting thegrant. The ordinance states that $3321.50 is to be apropriated in 2000-2001		3,322
CRIME LAB UPGRADE	12,000.00	09/30/00		REVENUE ESTIMATE PER POLICE DEPARTMENT	12,000	12,000	12,000	For purchase of equipment 100% reimbursement for eligible expenditures - no local match	12,000	NONE	Appropriations are increased at the time of the grant ordinance .		
NARCOTICS CONTROL ASSISTANCE PROGRAM	73,197.00	09/30/00		REVENUE ESTIMATE PER POLICE DEPARTMENT	70,877	73,917	146,997	Purchase of equipment, City must pay $24,639 local match in order to get the $73,197	146,997	NONE	Appropriations are increased at the time of the grant ordinance .		
COPS MORE	200,892.00	05/31/00		REVENUE ESTIMATE PER POLICE DEPARTMENT	37,090	49,823	22,721	Four Desk Officers Salaries. Grant pays 75%	30,295	NONE	Appropriations are increased at the time of the grant ordinance .		
MISSOURI HIGHWAY SAFETY PROGRAM	82,832.74	09/30/99		GRANT COMPLETE	12,066	12,066	0	Pay for officer's overtime salaries for specific actions.			Appropriations are increased at the time of the grant ordinance .		
MISSOURI HIGHWAY SAFETY PROGRAM	80,750.00	09/30/00	61,437.50	ESTIMATES PER ORDINANCE	39,443	61,438	19,313	100% reimbursement for eligibe activities, no local match	19,313	NONE			
COPS AHEAD /COPS UHP	1,191,885.00	02/28/02	183,672.00	ACTUAL REVENUE NUMBER FOR THE YEAR	169,813	169,813	138,967	Sixteen Officer's Salaries. Cityreceived 100% in the first year 75 % in the second year, and 50% in the third year	138,967	ORD14330 $128,660 IN 00-01 ORD13863 $20,854 IN 00-01	Appropriations are in the operating budget for these officers.	147324	
GRANTS TO ENCOURAGE ARREST POLICIES	955,469.00	02/28/00	153,476.00	REVENUE ESTIMATE PER POLICE DEPARTMENT	166,137	168,386	168,386	One officer, one Prosecutor, and Hope House Administrator Grant pays for 100% of the eligible expenditures	168,386	NONE	Appropriations are increased at the time of the grant ordinance .		
STOP VIOLENCE AGAINST WOMEN GRANT	110,000.00	12/31/00	55,000.00	REVENUE ESTIMATE PER POLICE DEPARTMENT	34,490	55,000	27,500	Salary and benefits for two Police Detectives. Grant pays 75% of Salary costs	36,667	NONE	Appropriations are increased at the time of the grant ordinance .		
HIDTA - ONDCP	105,808.00	01/31/00		REVENUE ESTIMATE PER POLICE DEPARTMENT	80,993	124,689	131,016	Two Officers, equipment and vehicles. this grant pays 100% of the costs for these officers and vehicles	131,016	ORD14428 $78,303 IN00-01	Appropriations are increased at the time of the grant ordinance . Ordinance says to appropriate $78303 in FY 2000-2001		78,303
HIDTA - KANSAS CITY	150,232.00	05/31/00	103,416.00	REVENUE ESTIMATE PER POLICE DEPARTMENT	31,137	93,812	111,972	Four Police Dept Overtime Salaries and Vehicle costs. This gra pays for 100% of these costs	111,972	NONE	Appropriations are increased at the time of the grant ordinance .		
HIDTA - KBI	135,895.00	05/30/00	40,435.00	REVENUE ESTIMATE PER POLICE DEPARTMENT	33,929	95,574	80,127	One officer salary and vehicle costs. This grant pays for 100%	80,127	NONE	Appropriations are increased at the time of		

19-Apr-2000

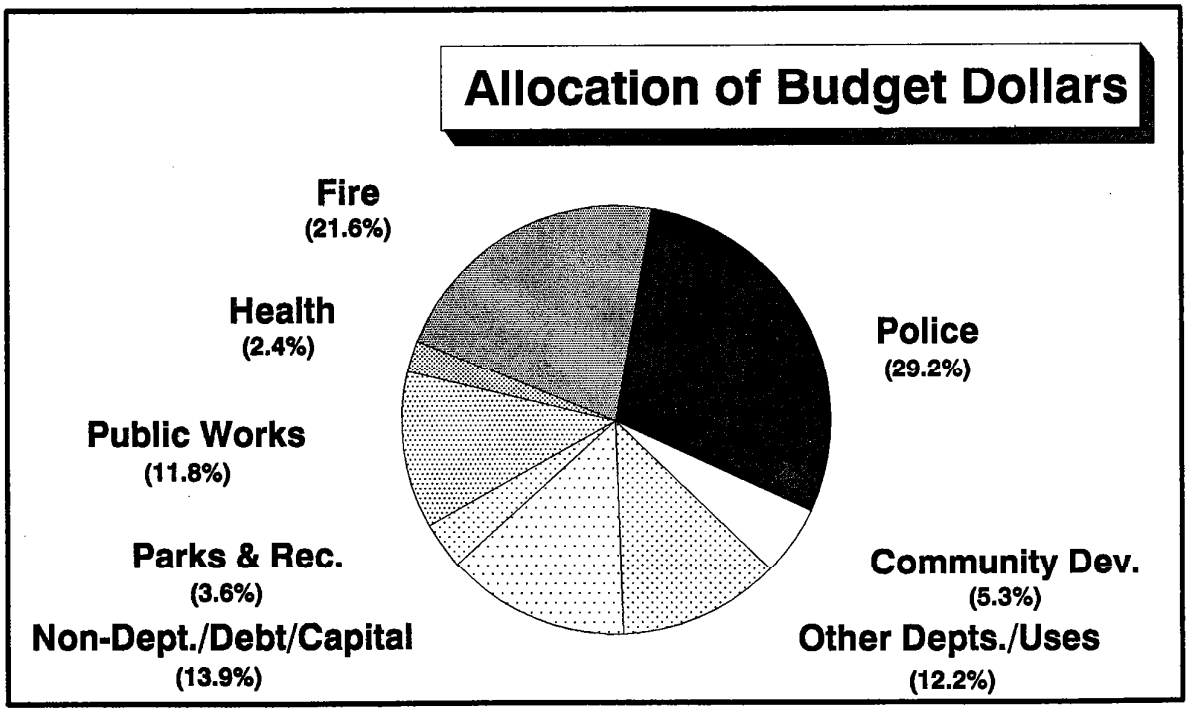
ANALYSIS OF GRANT REVENUES
FOR FISCAL 00-01 BUDGET

		1998/99 ACTUAL REVENUE	1999-00 ORIGINAL BUDGET	1999-00 ACTUAL ESTIMATE	2000-01 BUDGET
3219	**OTHER FEDERAL SOURCES**				
	FEMA DAMAGE SURVEY	25,007		0	0
	ORGANIZED CRIME DRUG ENFORC. TASK FOI	2,887		0	0
	NATIONAL HIGHWAY TRANSPORT SAFETY AD	0		9,964	0
	NARCOTICS CONTROL ASSISTANCE PROGRA	0		73,917	0
	TROOPS TO COPS 99	0		2,616	0
	COPS IN SCHOOLS	0		34,674	63,107
	HOMELESS CHALLENGE	13,640		30,458	0
	EMERGENCY SHELTER SERVICES	155,300		0	0
	GRANT TO ENCOURAGE ARREST POLICIES	139,506		168,386	0
	LOCAL LAW ENFORCEMENT BLOCK GRANT	338,396		0	0
	COPS MORE	52,475		49,923	0
	COPS AHEAD	142,001	102,009	169,813	138,967
	HIDTA - KS BUREAU OF INVESTIGATION	55,560		55,574	0
	HIDTA - MO	51,117		0	0
	HIDTA - ONDCP (DEA)	24,521		124,689	0
	HIDTA - KCPD	40,988		83,612	0
	STATE TRAFFIC GRANT	94,763	77,900	73,504	0
	STOP VIOLENCE AGAINST WOMEN	51,877		55,000	0
	MCLUP (MO CRIME LAB UPGRADE)	21,990		12,000	0
	CHILD ABUSE PREVENTION ASSOCIATION	4,042		0	0
	KANSAS CITY SCHOOL DISTRICT	14,661		10,000	0
	NATIONAL FRONTIER TRAILS CENTER	11,581		825	0
	FAMILIES AT RISK VISITATION	10,106		47,512	0
	HEALTH EDUCATION GRANT	0			0
	CHICAGO & ALTON DEPOP PROJECT	5,307			0
	FEDERAL HISTORIC PRESERVATION	0		8,350	0
	TOTAL	1,255,725	179,909	1,010,817	202,074
3250	**OTHER STATE SOURCES**				
	FAMILY COURT GRANT	0	0	12,010	26,021
	SCHOOL RESOURCE OFFICERS	0	0		0
	SCHOOL RESOURCE TRUANCY OFFICERS	0	0	32,068	53,120
	INFLUENZA VACCINE	0	0	2,042	0
	FEMA FLOOD BUYOUT PROJECT	0	0	7,446	0
	MISCELLANEOUS GRANTS	23,586	0	0	0
	TOTAL	23,586	0	53,566	79,141
3272	**JACKSON CO DRUG TASK FORCE**	486,436	511,951	484,218	589,968
3274	**JACKSON COUNTY DARE**	334,095	334,095	334,095	324,070
3275	**MID AMERICA REGIONAL COUNCIL**				
	MARC SENIOR SITE	25,372	25,000	30,000	30,000
	MARC RECYCLING CENTER	46,931		0	0
	TOTAL	72,303	25,000	30,000	30,000
3279	**OTHER GRANTS**	13,274	0	30,856	0

Source of Budget Dollars



Allocation of Budget Dollars



CITY OF INDEPENDENCE, MISSOURI
2000-01 Operating Budget

Budget Summary - General Fund

For the Fiscal Years 1998-99, 1999-00 and 2000-01

Description	1998-99 Actual	% of Total	1999-2000 Original Budget	% of Total	2000-01 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
Prior Years' Savings-								
Undesignated Fund Balance			$138,581		$157,738		$19,157	13.8%
Estimated Revenues-								
Taxes	$25,058,098	50.3%	$26,289,637	52.3%	$28,138,355	52.6%	$1,848,718	7.0%
Payments in Lieu of Taxes	8,318,843	16.7%	8,432,994	16.8%	8,444,098	15.8%	11,104	0.1%
Licenses & Permits	2,476,897	5.0%	2,570,225	5.1%	3,276,340	6.1%	706,115	27.5%
Grants-Federal & State	1,507,028	3.0%	439,469	0.9%	439,889	0.8%	420	0.1%
State & County Shared Revenue	5,439,249	10.9%	5,564,802	11.1%	5,713,179	10.7%	148,377	2.7%
Charges for Current Services	759,449	1.5%	870,627	1.7%	835,246	1.6%	(35,381)	-4.1%
Fines and Forfeitures	2,666,064	5.3%	2,804,214	5.6%	3,048,899	5.7%	244,685	8.7%
Interfund Charges	3,070,849	6.2%	2,837,310	5.6%	2,853,200	5.3%	15,890	0.6%
Other Revenue	564,833	1.1%	477,527	0.9%	717,192	1.3%	239,665	50.2%
Total Estimated Revenues	$49,861,310	100.0%	$50,286,805	100.0%	$53,466,398	100.0%	$3,179,593	6.3%
Transfers from Other Funds-								
CDBG Fund-								
Senior Citizen Nutrition Site			20,927		18,572		(2,355)	-11.3%
Code Enforcement			70,000		70,000		0	0.0%
Redevelopment Planning			30,000		30,000		0	0.0%
Total CDBG Fund Transfers			120,927		118,572		(2,355)	-1.9%
Total Sources			**$50,546,313**		**$53,742,708**		**$3,196,395**	**6.3%**

(continued on next page)

CITY OF INDEPENDENCE, MISSOURI

2000-01 Operating Budget

Budget Summary - General Fund

For the Fiscal Years 1998-99, 1999-00 and 2000-01

Description	1998-99 Actual	% of Total	1999-2000 Original Budget	% of Total	2000-01 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Allocation of Budget Dollars								
Operating Departments-								
City Council	$290,576	0.6%	$314,613	0.6%	$337,299	0.6%	$22,686	7.2%
City Clerk	378,023	0.8%	383,957	0.8%	404,156	0.8%	20,199	5.3%
City Manager	618,268	1.3%	732,211	1.5%	723,421	1.4%	(8,790)	-1.2%
National Frontier Trails Center	309,433	0.6%	283,014	0.6%	295,539	0.6%	12,525	4.4%
Technology Services	1,573,867	3.2%	1,443,762	2.9%	1,435,955	2.7%	(7,807)	-0.5%
Municipal Court	433,865	0.9%	478,263	1.0%	534,287	1.0%	56,024	11.7%
Law	577,377	1.2%	610,027	1.2%	638,206	1.2%	28,179	4.6%
Finance	1,317,840	2.7%	1,302,860	2.6%	1,353,737	2.6%	50,877	3.9%
Human Resources	325,438	0.7%	328,814	0.7%	400,730	0.8%	71,916	21.9%
Community Development	2,343,840	4.8%	2,461,459	4.9%	2,785,344	5.3%	323,885	13.2%
Police	15,409,592	31.3%	14,858,262	29.8%	15,325,478	29.2%	467,216	3.1%
Fire	11,004,321	22.3%	11,236,816	22.5%	11,336,175	21.6%	99,359	0.9%
Health	1,247,881	2.5%	1,253,896	2.5%	1,278,765	2.4%	24,869	2.0%
Public Works	5,930,177	12.0%	5,882,604	11.8%	6,188,889	11.8%	306,285	5.2%
Water Pollution Control	305,965	0.6%	295,013	0.6%	304,582	0.6%	9,569	3.2%
Parks and Recreation	1,680,223	3.4%	1,779,419	3.6%	1,907,717	3.6%	128,298	7.2%
Non-Departmental	4,132,248	8.4%	4,743,395	9.5%	5,589,338	10.6%	845,943	17.8%
City Council Strategic Goals	393,617	0.8%	400,000	0.8%	400,000	0.8%	0	0.0%
Debt Service	99,185	0.2%	100,710	0.2%	102,030	0.2%	1,320	1.3%
Capital Outlay	911,878	1.9%	1,000,000	2.0%	1,199,738	2.3%	199,738	20.0%
Total Operating Departments	$49,283,614	100.0%	$49,889,095	100.0%	$52,541,386	100.0%	$2,652,291	5.3%
Transfers to Reserves-								
For Capital Projects-								
Mid Town Truman Road Corridor Project			150,000		150,000		0	0.0%
Desig. TIF Distributions			304,490		848,594		544,104	178.7%
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			$50,546,313		$53,742,708		$3,196,395	6.3%
Balance Available			$0		$0		$0	

CITY OF INDEPENDENCE, MISSOURI
2000-01 Operating Budget

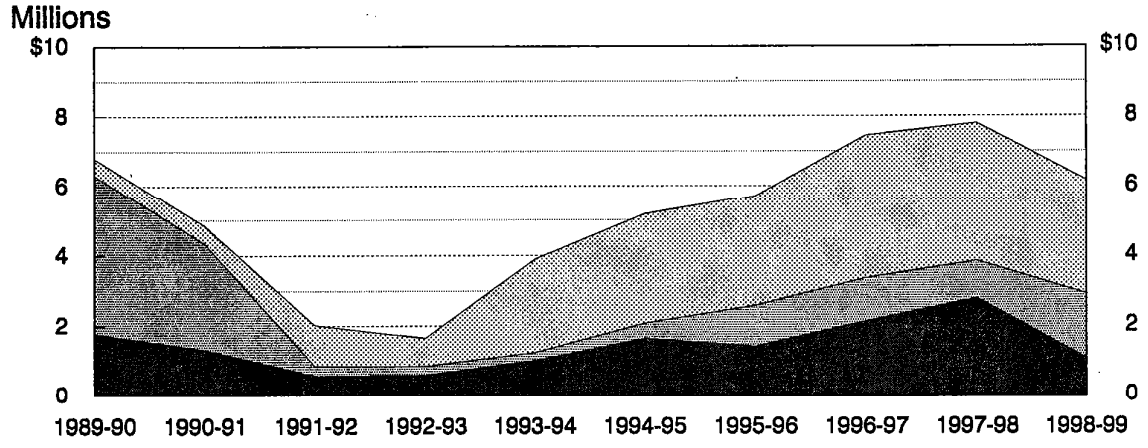
Fund Balance Summary - General Fund

For the Fiscal Years Ending June 30, 1995 through June 30, 2000

Description	Actual 6/30/95	Actual 6/30/96	Actual 6/30/97	Actual 6/30/98	Actual 6/30/99	Unaudited 6/30/00
Fund Balance Components						
Reserved for:						
Encumbrances	$1,564,536	$1,341,706	$2,042,097	$2,711,298	$1,059,615	
Certificates of Participation	56,836	62,818	62,818	62,818	0	
Domestic Violence	8,335	4,614	5,254	7,872	7,584	
Total Reserved	$1,629,707	$1,409,138	$2,110,169	$2,781,988	$1,067,199	
Designated for:						
Police Equipment	$3,839	$11,562	$16,958	$73,985	$116,852	
Worker's Compensation	150,000	150,000	225,000	225,000	225,000	
Capital Projects	229,831	470,142	460,813	402,936	1,117,589	
Equipment Replacement	0	186,869	0	0	0	
TIF Distributions	0	0	0	0	88,536	
City Council Strategic Goals	54,500	341,950	343,856	355,888	291,272	
Potential Use Tax Refund	0	0	188,443	0	0	
Total Designated	$438,170	$1,160,523	$1,235,070	$1,057,809	$1,839,249	
Undesignated	**3,109,939**	**3,125,939**	**4,090,741**	**3,945,963**	**3,245,732**	**2,623,804**
Total Fund Balance	$5,177,816	$5,695,600	$7,435,980	$7,785,760	$6,152,180	
Fund Balance Target *	2,033,868	2,142,194	2,260,186	2,346,665	2,493,066	2,615,982
Actual over (under) Target *	1,076,071	983,745	1,830,555	1,599,298	752,667	7,822

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

Ten Year Fund Balance Comparison



CITY OF INDEPENDENCE, MISSOURI
2000-01 Operating Budget

Fund Balance Summary - General Fund

Projected Fund Balance for 2000-01

Projected Fund Balance at June 30, 2000	$2,623,804
Proposed Fund Balance Uses for 2000-01	
Excess of Proposed Appropriations (over) under Projected Revenues	0
Capital Outlay purchase of 7 Police Cruisers	(157,738)
Projected Fund Balance at June 30, 2001	**$2,466,066**
Projected Fund Balance Target (5% of Estimated Revenues)	$2,673,320

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
2000-2001 Operating Budget

Revenue Summary

For the Fiscal Years 1998-99 through 2000-01

Acct. No.	Description	1998-99 Actual	1999-00 Original Budget	1999-00 Current Estimate	2000-01 Adopted Budget	%Chg. Curr Est to Proj	%Chg. Orig. to Proj. *
	General Fund						
	Property Taxes						
02-3011	Real Estate	5,081,318	5,215,243	5,426,879	5,589,685	3.0%	7.2%
02-3013	R.R. & Other Utility	39,291	34,500	38,824	39,000	0.5%	13.0%
	Total Property Taxes	5,120,609	5,249,743	5,465,703	5,628,685	3.0%	7.2%
	Sales and Use Taxes						
02-3041	Local Option Sales Tax	13,695,329	14,129,894	14,427,168	15,698,684	8.8%	11.1%
02-3042	Cigarette Tax	579,968	590,000	628,103	630,000	0.3%	6.8%
02-3044	Local Option Use Tax	0	0	0	0	n/a	n/a
	Total Sales and Use Taxes	14,275,297	14,719,894	15,055,271	16,328,684	8.5%	10.9%
	Utility Franchise Fees						
02-3052	Water	15,546	20,000	20,036	21,000	4.8%	5.0%
02-3053	Gas	2,775,364	3,230,000	2,729,495	3,100,000	13.6%	-4.0%
02-3054	Telephone	2,299,404	2,450,000	2,347,267	2,400,000	2.2%	-2.0%
02-3055	Electricity	188,301	170,000	170,184	171,000	0.5%	0.6%
02-3057	Cable Television	383,577	430,000	498,234	488,986	-1.9%	13.7%
	Total Utility Franchise Fees	5,662,192	6,300,000	5,765,216	6,180,986	7.2%	-1.9%
	Payments in Lieu of Taxes						
02-3281	Power & Light In Lieu Of Taxes	6,404,789	6,486,555	6,429,572	6,533,334	1.6%	0.7%
02-3282	Water Service In Lieu Of Taxes	855,160	882,665	888,904	873,158	-1.8%	-1.1%
02-3283	Sanitary Sewer In Lieu Of Taxes	1,058,894	1,063,774	1,035,160	1,037,606	0.2%	-2.5%
	Total Pymt. in Lieu of Taxes	8,318,843	8,432,994	8,353,636	8,444,098	1.1%	0.1%
	Total Taxes	33,376,941	34,702,631	34,639,826	36,582,453	5.6%	5.4%
	Business Licenses and Permits						
02-3101	Occupation Licenses	1,054,169	1,138,270	1,127,182	1,231,541	9.3%	8.2%
02-3102	Liquor Licenses	72,381	72,375	71,648	71,648	0.0%	-1.0%
02-3103	Planning Exam & Licenses	22,570	52,436	39,900	41,500	4.0%	-20.9%
02-3104	Fin-Other License/Permits	47,308	49,460	46,189	47,575	3.0%	-3.8%
02-3108	Building Permits, Com.Develop.	761,817	700,843	811,637	1,111,500	36.9%	58.6%
02-3109	Building Permits, Pub.Works	0	0	0	188,000	n/a	n/a
02-3120	Nursing Home Permits	600	750	757	750	-0.9%	0.0%
02-3121	Day Care Permits	4,452	5,500	5,641	4,056	-28.1%	-26.3%
02-3122	Food Handler'S Permits	37,364	35,000	35,000	40,000	14.3%	14.3%
02-3123	Massage Therapist Appl	1,400	1,200	1,588	270	-83.0%	-77.5%
02-3124	Other Food Permits	38,465	40,000	37,000	70,500	90.5%	76.3%
02-3125	Plan Reviews - Health Dept.	6,104	15,000	20,133	8,000	-60.3%	-46.7%
02-3126	Ambulance Permits & Licenses	11,700	9,100	12,000	11,000	-8.3%	20.9%
	Total Bus. Lic. & Permits	2,058,330	2,119,934	2,208,675	2,826,340	28.0%	33.3%
	Non-Business Licenses and Permits						
02-3151	Motor Vehicle Licenses	418,567	450,291	438,675	450,000	2.6%	-0.1%
	Total Licenses and Permits	2,476,897	2,570,225	2,647,350	3,276,340	23.8%	27.5%

City of Independence, Missouri
2000-2001 Operating Budget

Revenue Summary

For the Fiscal Years 1998-99 through 2000-01

Acct. No.	Description	1998-99 Actual	1999-00 Original Budget	1999-00 Current Estimate	2000-01 Adopted Budget	%Chg. Curr Est to Proj	%Chg. Orig. to Proj. *
	Grants-						
	Federal Government Grants						
02-3210	Civil Defense Program	27,985	36,560	36,560	36,560	0.0%	0.0%
02-3211	Public Health Nursing	195,484	195,000	173,455	172,890	-0.3%	-11.3%
02-3212	Community Health Ed	0	0	0	0	n/a	n/a
02-3213	55 Mph Compliance Grant	0	0	0	0	n/a	n/a
02-3218	Dial-A-Ride	9,684	10,000	10,013	10,265	2.5%	2.7%
02-3219	Other	1,255,726	179,909	1,010,817	202,074	-80.0%	12.3%
	Total Federal Grants	1,488,879	421,469	1,230,845	421,789	-65.7%	0.1%
	State Government Grants						
02-3241	Financial Institutions Tax	18,149	18,000	18,046	18,100	0.3%	0.6%
02-3242	Gasoline Tax	3,144,974	3,271,000	3,299,370	3,275,000	-0.7%	0.1%
02-3243	Motor Vehicle License Fees	582,033	597,703	578,288	585,000	1.2%	-2.1%
02-3244	Motor Vehicle Sales Tax	799,527	825,053	838,156	830,000	-1.0%	0.6%
02-3250	Other	23,586	0	53,566	79,141	47.7%	n/a
	Total State Grants	4,568,269	4,711,756	4,787,426	4,787,241	0.0%	1.6%
	Other Sources						
02-3272	Jackson County Drug Task Force	469,457	511,951	484,218	589,968	21.8%	15.2%
02-3274	Jackson County Dare Program	334,095	334,095	334,095	324,070	-3.0%	-3.0%
02-3275	Mid Am Reg Council	72,303	25,000	30,000	30,000	0.0%	20.0%
02-3279	Youth Social Services Coord.	13,274	0	30,856	0	-100.0%	n/a
	Total Other Sources	889,129	871,046	879,169	944,038	7.4%	8.4%
	Total Grants	6,946,277	6,004,271	6,897,440	6,153,068	-10.8%	2.5%
	Charges for Services						
	General Government						
02-3302	Planning & Zoning Fees	34,044	28,550	34,500	45,000	30.4%	57.6%
02-3303	Board Of Adjustment Fees	700	1,650	1,200	1,500	25.0%	-9.1%
02-3304	Sale Of Maps, Books, Plans	6,363	4,000	4,637	4,700	1.4%	17.5%
02-3305	Sale Of Police Reports	51,204	50,000	50,000	50,000	0.0%	0.0%
02-3306	Sale Of Fire Reports	719	700	1,585	1,743	10.0%	149.0%
02-3307	Computer Service Charges	26,046	36,350	23,000	35,000	52.2%	-3.7%
	Health						
02-3311	Animal Shelter Fees	56,463	55,000	52,322	53,000	1.3%	-3.6%
02-3312	Animal Id Tags	820	500	440	400	-9.1%	-20.0%
	Public Safety						
02-3316	Reimb. For Police Services	109,229	63,286	62,542	72,056	15.2%	13.9%
02-3317	School Resource Officers	97,251	145,323	147,863	163,897	10.8%	12.8%
02-3318	Alarm Charges - Police	9,525	43,768	50,000	50,000	0.0%	14.2%
02-3319	Alarm Charges - Fire	2,500	2,000	0	1,950	n/a	-2.5%
	Recreation						
02-3322	Class Fees	36,177	32,500	36,000	40,000	11.1%	23.1%
02-3323	Park Concessions	5,785	8,500	6,000	9,000	50.0%	5.9%
02-3326	Pool Fees	0	0	0	0	n/a	n/a
02-3327	Sermon Center	12,847	35,000	20,000	22,000	10.0%	-37.1%
02-3329	Recreation Rentals	32,108	36,000	36,000	40,000	11.1%	11.1%

City of Independence, Missouri
2000-2001 Operating Budget

Revenue Summary

For the Fiscal Years 1998-99 through 2000-01

Acct. No.	Description	1998-99 Actual	1999-00 Original Budget	1999-00 Current Estimate	2000-01 Adopted Budget	%Chg. Curr Est to Proj	%Chg. Orig. to Proj. *
	National Frontier Trails Center						
02-3331	NFTC-Admissions	29,886	29,000	38,500	40,000	3.9%	37.9%
02-3332	NFTC-Gift Shop	34,170	39,500	34,500	36,000	4.3%	-8.9%
	Cemetery						
02-3341	Sale Of Cemetery Lots	25,110	35,000	33,000	36,000	9.1%	2.9%
02-3342	Sale Of Monument Bases	8,439	10,000	8,000	10,000	25.0%	0.0%
02-3343	Grave Opening Charges	49,025	60,000	60,000	60,000	0.0%	0.0%
	Other Charges						
02-3392	Sale Of Street Signs	1,018	2,000	2,818	2,000	-29.0%	0.0%
02-3393	Special Assessments	83,586	60,000	40,000	20,000	-50.0%	-66.7%
02-3396	Sale Of Recycled Material	7,141	53,000	60,072	21,000	-65.0%	-60.4%
02-3397	Solid Waste Disp Fees	37,222	19,000	25,656	0	-100.0%	-100.0%
02-3398	Miscellaneous Charges	2,071	20,000	13,928	20,000	43.6%	0.0%
	Total Charges for Services	759,449	870,627	842,563	835,246	-0.9%	-4.1%
	Fines and Court Costs						
02-3401	Fines & Forfeitures	2,253,208	2,352,100	2,452,332	2,574,948	5.0%	9.5%
02-3402	Court Costs	309,721	337,747	315,290	331,054	5.0%	-2.0%
02-3403	Police Training	47,854	53,035	50,948	53,495	5.0%	0.9%
02-3404	Domestic Violence	23,897	26,457	25,452	53,450	110.0%	102.0%
02-3405	Dwi/Drug	31,384	34,875	34,240	35,952	5.0%	3.1%
02-3406	Special Warrant Collection	0	0	0	0	n/a	n/a
	Total Fines & Court Costs	2,666,064	2,804,214	2,878,262	3,048,899	5.9%	8.7%
	Interest Income						
02-3411	Interest	218,799	153,767	225,716	277,382	22.9%	80.4%
02-3412	Special Assessments - Interest	6,173	5,100	11,200	10,000	-10.7%	96.1%
02-3413	Interest - Other	45,714	21,200	33,190	36,000	8.5%	69.8%
	Total Interest Income	270,686	180,067	270,106	323,382	19.7%	79.6%
02-3421	Interfund Chgs. For Supp. Serv.	3,070,849	2,837,310	3,041,197	2,853,200	-6.2%	0.6%
	Other Revenue						
02-3431	Sale Of Land	0	0	0	0	n/a	n/a
02-3432	Sale Of Fixed Assets	44,245	50,000	22,045	50,000	126.8%	0.0%
02-3433	Rents	124,137	120,460	121,466	120,810	-0.5%	0.3%
02-3434	Damage Claims	19,437	20,000	18,725	20,000	6.8%	0.0%
02-3435	Contributions	22,008	2,000	96,277	2,000	-97.9%	0.0%
02-3437	Housing Auth. In Lieu Of Taxes	0	0	0	0	n/a	n/a
02-3439	Cash Over/Short	-1,109	0	-1,100	0	n/a	n/a
02-3440	Discounts Taken	145	0	1,000	1,000	0.0%	n/a
02-3449	Misc. Non-Operating Revenue	85,284	125,000	265,763	200,000	-24.7%	60.0%
	Total Other Revenue	294,147	317,460	524,176	393,810	-24.9%	24.1%
	Total General Fund Revenues	**$49,861,310**	**$50,286,805**	**$51,740,920**	**$53,466,398**	**3.3%**	**6.3%**

CITY OF INDEPENDENCE, MISSOURI
2000-01 Operating Budget

Appropriation Summary - General Fund

For the Fiscal Years 1998-99, 1999-2000 and 2000-01

Description	1998-99 Actual	1999-2000 Original Budget	1999-2000 Revised Budget	2000-01 City Council Adopted Budget
General Government:				
City Council	$290,576	$314,613	$318,683	$337,299
City Clerk	378,023	383,957	388,815	404,156
City Manager	618,268	732,211	781,866	723,421
Technology Services	1,573,867	1,443,762	1,472,161	1,435,955
Municipal Court	433,865	478,263	483,952	534,287
Total General Government	$3,294,599	$3,352,806	$3,445,477	$3,435,118
National Frontier Trails Center	309,433	283,014	296,175	295,539
Law Department	577,377	610,027	621,954	638,206
Finance Department:				
Administration	$234,219	$236,741	$241,633	$250,099
Accounting	595,864	568,809	575,566	590,674
Purchasing	334,186	342,449	347,598	349,629
Occupation Licensing	153,571	154,861	158,066	163,335
Total Finance Department	$1,317,840	$1,302,860	$1,322,863	$1,353,737
Human Resources	$325,438	$328,814	$335,634	$400,730
Community Development Department:				
Administration	$144,877	$155,592	$156,354	$160,640
Planning	500,083	538,006	550,109	642,616
Transportation	696,035	707,323	707,323	719,887
Historic Preservation	123,851	118,756	120,782	126,722
Building Inspection	455,763	427,243	436,191	516,340
Code Enforcement	423,231	514,539	515,776	619,139
Total Community Development	$2,343,840	$2,461,459	$2,486,535	$2,785,344
Police Department:				
Administration	$747,378	$726,460	$1,530,455	$833,115
Police Operations	10,206,813	9,521,330	9,697,852	10,535,643
Police Services	4,455,401	4,610,472	4,609,823	3,956,720
Total Police Department	$15,409,592	$14,858,262	$15,838,130	$15,325,478
Fire Department:				
Administration	$243,447	$267,185	$278,040	$302,360
Suppression	9,675,694	9,868,402	9,893,676	9,934,040
Fire Prevention	454,751	473,871	475,475	487,154
Maintenance	436,377	420,360	400,771	417,053
Training	194,052	206,998	208,784	195,568
Total Fire Department	$11,004,321	$11,236,816	$11,256,746	$11,336,175

(continued on the next page)

CITY OF INDEPENDENCE, MISSOURI
2000-01 Operating Budget

Appropriation Summary - General Fund

For the Fiscal Years 1998-99, 1999-2000 and 2000-01

Description	1998-99 Actual	1999-2000 Original Budget	1999-2000 Revised Budget	2000-01 City Council Adopted Budget
Health Department:				
General Services	$848,446	$841,010	$936,648	$836,082
Animal Control	399,435	412,886	415,146	442,683
Total Health Department	$1,247,881	$1,253,896	$1,351,794	$1,278,765
Public Works:				
Administration	$267,828	$243,034	$240,615	$158,470
Engineering	1,485,195	1,240,579	1,338,664	1,570,516
Property Management	643,941	782,006	783,830	830,964
Street Maintenance	3,533,213	3,616,985	3,625,805	3,628,939
Total Public Works	$5,930,177	$5,882,604	$5,988,914	$6,188,889
Water Pollution Control-				
Storm Water Maintenance	$305,965	$295,013	$296,145	$304,582
Parks and Recreation:				
Administration	$157,325	$169,893	$193,439	$180,550
Park Maintenance	901,938	883,466	872,328	937,468
Recreation	455,724	567,114	567,140	611,206
Cemetery Maintenance	165,236	158,946	158,761	178,493
Total Parks and Recreation	$1,680,223	$1,779,419	$1,791,668	$1,907,717
Non-Departmental	$4,132,248	$4,743,395	$4,876,726	$5,589,338
City Council Strategic Goals	393,617	400,000	614,337	400,000
Debt Service (Lease Purchases)	99,185	100,710	100,710	102,030
Capital Outlay	911,878	1,000,000	995,000	1,199,738
Total General Fund	$49,283,614	$49,889,095	$51,618,808	$52,541,386

CITY OF INDEPENDENCE, MISSOURI
2000-01 Operating Budget

Appropriations by Type Summary - General Fund

Department	Personal Services	Other Services	Supplies	Capital Outlay & Other	Total
Allocation by Amount					
City Council	$303,053	$30,201	$4,045	$0	$337,299
City Clerk	349,291	30,535	24,330	0	404,156
City Manager	681,421	36,880	5,120	0	723,421
National Frontier Trails Center	205,599	60,265	29,675	0	295,539
Technology Services	1,205,918	195,587	34,450	0	1,435,955
Municipal Court	497,773	34,152	2,362	0	534,287
Law Department	449,355	176,851	12,000	0	638,206
Finance	1,223,337	118,807	11,593	0	1,353,737
Personnel	362,442	27,538	6,250	4,500	400,730
Community Development	1,752,445	990,577	21,625	20,697	2,785,344
Police	13,603,273	942,728	380,993	398,484	15,325,478
Fire	10,251,839	513,529	171,979	398,828	11,336,175
Health	1,118,124	89,987	68,154	2,500	1,278,765
Public Works	4,117,469	894,765	976,655	200,000	6,188,889
Water Pollution Control	208,395	45,737	50,450	0	304,582
Parks and Recreation	1,537,449	266,910	103,358	0	1,907,717
Non-Departmental	2,503,571	2,115,270	8,800	961,697	5,589,338
City Council Strategic Goals	0	0	0	400,000	400,000
Capital Outlay	0	0	0	1,199,738	1,199,738
Debt Service	0	0	0	102,030	102,030
Total General Fund	$40,370,754	$6,570,319	$1,911,839	$3,688,474	$52,541,386
Allocation by Percentage					
City Council	89.85%	8.95%	1.20%	0.00%	100.00%
City Clerk	86.42%	7.56%	6.02%	0.00%	100.00%
City Manager	94.19%	5.10%	0.71%	0.00%	100.00%
National Frontier Trails Center	69.57%	20.39%	10.04%	0.00%	100.00%
Technology Services	83.98%	13.62%	2.40%	0.00%	100.00%
Municipal Court	93.17%	6.39%	0.44%	0.00%	100.00%
Law Department	70.41%	27.71%	1.88%	0.00%	100.00%
Finance	90.37%	8.78%	0.86%	0.00%	100.00%
Personnel	90.45%	6.87%	1.56%	1.12%	100.00%
Community Development	62.92%	35.56%	0.78%	0.74%	100.00%
Police	88.76%	6.15%	2.49%	2.60%	100.00%
Fire	90.43%	4.53%	1.52%	3.52%	100.00%
Health	87.44%	7.04%	5.33%	0.20%	100.00%
Public Works	66.53%	14.46%	15.78%	3.23%	100.00%
Water Pollution Control	68.42%	15.02%	16.56%	0.00%	100.00%
Parks and Recreation	80.59%	13.99%	5.42%	0.00%	100.00%
Non-Departmental	44.79%	37.84%	0.16%	17.21%	100.00%
City Council Strategic Goals	0.00%	0.00%	0.00%	100.00%	100.00%
Capital Outlay	0.00%	0.00%	0.00%	100.00%	100.00%
Debt Service	0.00%	0.00%	0.00%	100.00%	100.00%
Total General Fund	76.84%	12.51%	3.64%	7.02%	100.00%

CITY OF INDEPENDENCE, MISSOURI
2000-01 Operating Budget

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

For Fiscal Years 1999-2000 and 2000-01

Description	Amount Fund
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
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)
2000-01	
Operating Transfers In-	
From the CDBG Fund-	
Senior Citizen Nutrition Site	$18,572
Code Enforcement	70,000
Redevelopment Planning	30,000
Total From the CDBG Fund	$118,572
Fund Balance Designations-	
For Capital Projects-	
Mid Town Truman Road Corridor Project	(150,000)
Designated Tax Increment Financiang Distributions	(848,594)
Total Designations	($998,594)
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	($1,082,750)

CITY OF INDEPENDENCE, MISSOURI

2000-01 Operating Budget

Authorized Positions Summary - General Fund

For the Fiscal Years 1994-95 through 2000-01

Description	1994-95	1995-96	1996-97	1997-98	1998-99	1999-2000	City Council Adopted 2000-01
City Council	12.00	12.00	12.00	11.00	11.00	11.00	11.00
City Clerk	7.00	7.00	7.00	7.00	7.00	7.00	7.00
City Manager	4.00	5.00	5.00	9.38	10.50	11.50	11.00
National Frontier Trails Center	6.55	6.55	6.55	6.55	6.55	6.00	6.00
Technology Services	19.00	21.00	21.00	21.00	21.00	21.00	21.00
Municipal Court	13.00	13.00	13.00	12.00	12.00	13.00	13.00
Law	6.00	6.00	6.00	6.00	6.50	6.00	6.00
Finance	26.00	25.00	25.00	25.00	25.00	25.00	25.00
Human Resources	5.00	6.00	6.00	6.00	6.50	6.50	7.50
Community Development	21.50	24.50	28.00	28.00	30.00	31.00	35.00
Police	240.25	245.00	255.00	260.00	264.00	269.00	275.00
Fire	174.00	173.00	173.00	173.00	174.00	174.00	174.00
Health	24.99	26.74	27.74	26.74	28.49	28.49	27.24
Public Works	86.00	86.00	86.50	87.90	87.73	87.90	89.90
Water Pollution Control	0.00	0.00	0.00	5.00	5.00	5.00	5.00
Parks and Recreation	39.90	40.15	39.15	39.15	41.10	41.70	41.70
Total General Fund	685.19	696.94	710.94	723.72	736.37	744.09	755.34

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

Note 2: Changes by department and position between fiscal years 1999-2000 to 2000-01 are shown on the following page.

General Fund - Authorized Positions Changes for 1999-2000 and 2000-01

Fund/ Department/Function/Position Title	Change During 1999-2000	Approved Change for 2000-01	Total Changes for 2000-01	Comments
City Manager's Office-				
City Manager's Office				
Staff Assistant	1.00		1.00	position upgraded
Administrative Specialist III	(1.00)		(1.00)	position upgraded
Communications				
Communications Director	1.00		1.00	position upgraded
Public Information Officer	(1.00)		(1.00)	position upgraded
Video Production Specialist	0.50		0.50	funded from utilities
Citizen Information Center				
Citizen Information Center Director	(1.00)		(1.00)	transferred to Public Works
Department Total	(0.50)	0.00	(0.50)	
Technology Services-				
Technology Services				
Computer Operator I	(1.00)		(1.00)	position upgraded
Telecommunication Services Tech.	1.00		1.00	position upgraded
Department Total	0.00	0.00	0.00	
Finance-				
Accounting				
Accountant I	(2.00)		(2.00)	position upgraded
Accountant II	2.00		2.00	position upgraded
Department Total	0.00	0.00	0.00	
Human Resources-				
Human Resources Specialist	(1.00)		(1.00)	position upgraded
Human Resources Administrator	1.00		1.00	position upgraded
Safety and Training Officer		1.00	1.00	to manage Work Comp. costs
Department Total	0.00	1.00	1.00	
Community Development-				
Current Planning				
Planner (Customer Counselor - Zoning and Building)		1.00	1.00	funded from increased Bldg. Permit revenues
Building Inspection				
Permits Technician	1.00		1.00	funded from increased Bldg. Permit revenues
Code Enforcement				
Property Maintenance Officer	1.00		1.00	funded from Rental License fees
Clerk II	1.00		1.00	funded from Rental License fees
Department Total	3.00	1.00	4.00	

(continued on next page)

General Fund - Authorized Positions Changes for 1999-2000 and 2000-01

Fund/ Department/Function/Position Title	Change During 1999-2000	Approved Change for 2000-01	Total Changes for 2000-01	Comments
Police-				
Chief of Police				
Police Sergeant	(1.00)		(1.00)	
Fiscal Administrator	1.00		1.00	
Police Officer	1.00		1.00	funded by federal COPS Ahead Grant
Uniform Unit				
Police Captain	(2.00)		(2.00)	
Police Sergeant	2.00		2.00	
Traffic Unit				
Police Officer	2.00		2.00	funded by federal COPS Ahead Grant
Investigations				
Police Officer	1.00		1.00	funded by federal COPS Ahead Grant
Community Services				
Police Officer (School Resource Officer)	2.00		2.00	funded by federal COPS Ahead Grant
Detention				
Police Captain	(1.00)		(1.00)	
Police Sergeant	1.00		1.00	
Department Total	6.00	0.00	6.00	
Health-				
Food and Institutions				
Public Health Investigator II		(1.00)	(1.00)	position upgraded
Food & Instiutution Manager		1.00	1.00	position upgraded
Clerk Typist I		(0.33)	(0.33)	
Swimming Pool Inspector		0.28	0.28	
Community Health Promotion				
Clerk Typist I		(0.20)	(0.20)	
Youth Services Coordinator		(1.00)	(1.00)	
Animal/Rabies Control				
Administrative Aide I	1.00		1.00	position upgraded
Clerk Typist II	(1.00)		(1.00)	position upgraded
Department Total	0.00	(1.25)	(1.25)	

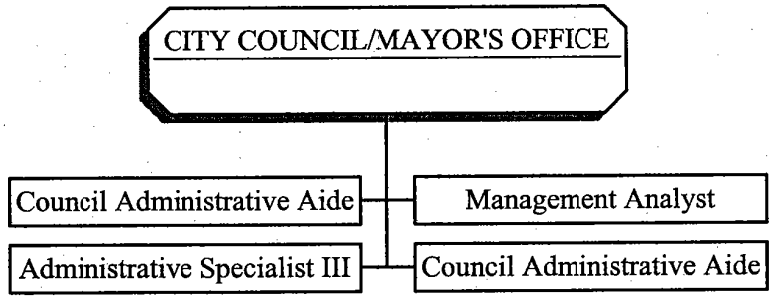
(continued on next page)

CITY OF INDEPENDENCE, MISSOURI
2000-01 Operating Budget

General Fund - Authorized Positions Changes for 1999-2000 and 2000-01

Fund/ Department/Function/Position Title	Change During 1999-2000	Approved Change for 2000-01	Total Changes for 2000-01	Comments
Public Works-				
Administration				
Engineering Inspections Supervisor	(1.00)		(1.00)	
Public Works Engineering				
Engineer II	1.00		1.00	
Engineer III (Hydrologist)	1.00		1.00	funded from Erosion Control Permit revenue
Community Program Supervisor		1.00	1.00	funded from Right-of-Way Mgmt. Permit revenue
Engineering Technician II		(1.00)	(1.00)	
Administrative Support				
Public Works Administrator	1.00		1.00	trsf. from City Manager's Office
Department Total	2.00	0.00	2.00	
Parks and Recreation-				
Park Maintenance Administration				
Forester		1.00	1.00	
Public Property Maintenance				
Light Equipment Operator		(1.00)	(1.00)	
Department Total	0.00	0.00	0.00	
General Fund Total	10.50	0.75	11.25	

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



City of Independence
Departmental Budget Summary

Department: 4000 - City Council *2000-01 Operating Budget*

Department Description

The City Council is the legislative and governing body of the City, consisting of seven members, including the Mayor, who are elected by the voters within the City. The Council operates with powers granted by the City Charter to enact legislation to protect the public health,safety and welfare of the City's residents. It also appoints the City Manager, City Management Analyst, City Clerk, and such other personnel as needed to assist the Council in performing its duties. The Council also appoints members to various advisory boards and commissions which provide them with community input and ideas.

Description	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Staffing				
Full Time Positions	11.00	11.00	11.00	11.00
Total	11.00	11.00	11.00	11.00

Description	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Budget by Major Program Category				
4002 City Council	142,626	136,152	137,209	144,705
4003 Management Analyst	27,601	54,723	55,933	62,747
4004 Mayor's Office	120,349	123,738	125,541	129,847
Total	290,576	314,613	318,683	337,299
Source of Funding				
General Fund	290,576	314,613	318,683	337,299
Total	290,576	314,613	318,683	337,299

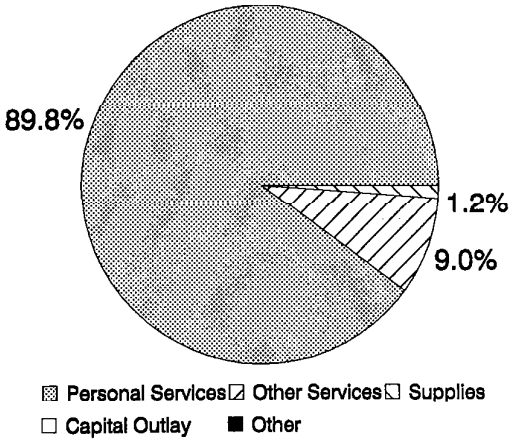
2000-01 Operating Budget

City Council

Appropriations by Type:

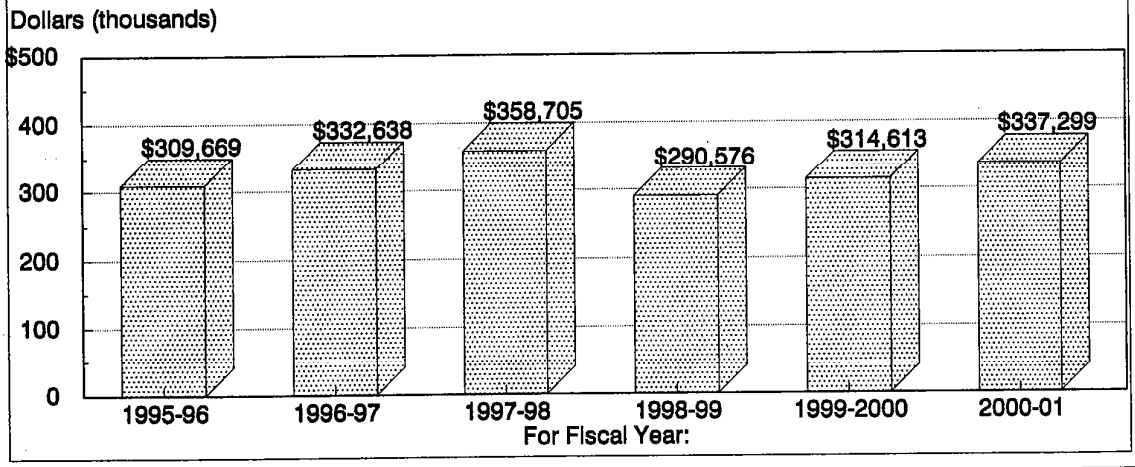
Expenditure Type	Actual 1998-99	Original 1999-2000	Projected 1999-2000	Adopted 2000-01
Personal Services	247,742	280,367	284,437	303,053
Other Services	24,409	30,221	27,671	30,201
Supplies	7,317	4,025	6,575	4,045
Capital Outlay	11,108	0	0	0
Other	0	0	0	0
Total	290,576	314,613	318,683	337,299

2000-01 City Council Adopted Budget



Historical Comparison:

	Actual 1995-96	Actual 1996-97	Actual 1997-98	Actual 1998-99	Budget 1999-2000	Budget 2000-01
Employees: Full Time Equiv.	12.00	12.00	11.00	11.00	11.00	11.00
Amount by Fund: General	309,669	332,638	358,705	290,576	314,613	337,299
Per Capita	2.72	2.89	3.12	2.53	2.71	2.89
Per Household	6.26	6.70	7.22	5.85	6.21	6.60



City of Independence
Detail Program Summary

Department: 4000 - City Council — *2000-01 Operating Budget*
Cost Center: 4002 - City Council — *Fund: 02 - General Fund*

Description

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

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Councilmember	6.00	6.00	6.00	6.00
Council Admin. Aide	1.00	1.00	1.00	1.00
Total	7.00	7.00	7.00	7.00

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	131,251	128,227	129,284	136,705
Other Services & Charges	6,625	6,900	6,800	6,900
Supplies	4,750	1,025	1,125	1,100
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	142,626	136,152	137,209	144,705

City of Independence
Detail Program Summary

Department: 4000 - City Council *2000-01 Operating Budget*
Cost Center: 4003 - Management Analyst *Fund: 02 - General Fund*

Description

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

1999-00 Accomplishments

* Reviewed the Community Development's code Enforcement activities and recommended changes to improve operations.
* Reviewed the Municipal Court's activities, provided a breakdown of over $840,000 in uncollected fines and recommended changes to help collect these fines. Also recommended other changes to improve Court operations including some, such as charging for checks returned for insufficient funds, to help the Court recover some of its expenses.
* Reviewed the Water Department's construction of water mains in new developments.
* Reviewed the Fire Department's computer system. Made recommendations to help the Department resolve its computer problems.
* Reviewed the Police Department's call dispositions. Provided information to the Department to help staff target areas needing improvement.
* Reviewed the Public Works Department's policies and procedures for pot hole repairs and for monitoring utility cuts. Made recommendations to improve operations.

2000-01 Objectives

* Review and analyze the City's 2000-01 proposed operating budget.
* Review the efficiency and effectiveness of various programs administered by the Health Department
* Review the policies and procedures of various programs administered by the Community Development Department
* Review the City's collection procedures for special tax bills

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Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 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 Summary

Department: 4000 - City Council *2000-01 Operating Budget*
Cost Center: 4003 - Management Analyst *Fund: 02 - General Fund*

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	16,485	52,013	53,223	60,047
Other Services & Charges	798	1,955	2,005	2,000
Supplies	0	755	705	700
Capital Outlay	10,318	0	0	0
Other Expenditures	0	0	0	0
Total	27,601	54,723	55,933	62,747

City of Independence
Detail Program Summary

Department: 4000 - City Council — *2000-01 Operating Budget*
Cost Center: 4004 - Mayor's Office — *Fund: 02 - General Fund*

Description

The mayor is the presiding officer of the city council, elected by the registered voters of the city. The mayor operates with powers granted by the City Charter to enact legislation to protect the public health, safety, and welfare of the city's residents. The mayor appoints members to various advisory boards and commission, and with powers like other councilmembers, appoints the city manager, city management analyst, city clerk and such other personnel as needed to assist him/her in the duties of the office.

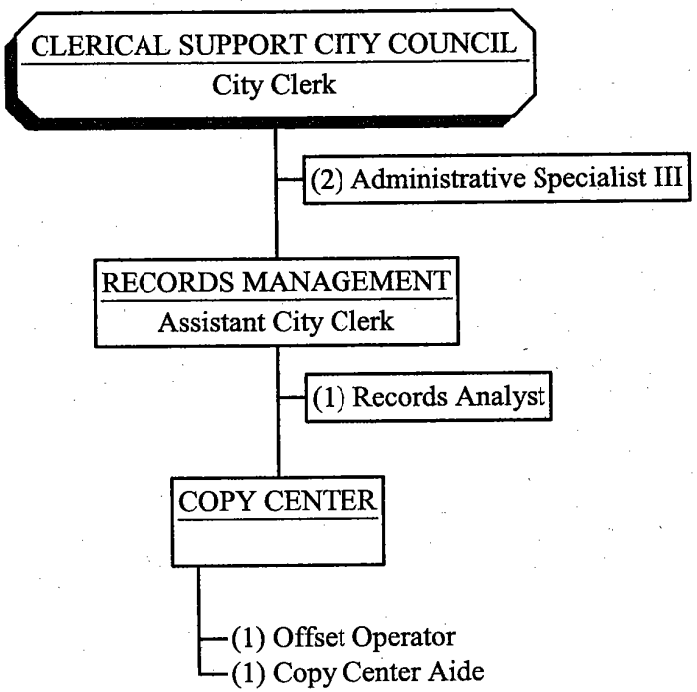
Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Mayor	1.00	1.00	1.00	1.00
Council Admin. Aide	1.00	1.00	1.00	1.00
Admin Spec III, Mayor	1.00	1.00	1.00	1.00
Total	3.00	3.00	3.00	3.00

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	100,006	100,127	101,930	106,301
Other Services & Charges	16,986	21,366	18,866	21,301
Supplies	2,567	2,245	4,745	2,245
Capital Outlay	790	0	0	0
Other Expenditures	0	0	0	0
Total	120,349	123,738	125,541	129,847

City of Independence, Missouri
City Clerk



City of Independence
Departmental Budget Summary

Department: 4010 - City Clerk *2000-01 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; administesr 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 Cityi; 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 C ity.

Description	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Staffing				
Full Time Positions	7.00	7.00	7.00	7.00
Total	7.00	7.00	7.00	7.00

Description	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Budget by Major Program Category				
4012 Clerical Support City Council	178,549	178,850	182,492	190,294
4014 Records Management	95,855	97,860	99,076	103,386
4015 Copy Center	103,619	107,247	107,247	110,476
Total	378,023	383,957	388,815	404,156
Source of Funding				
General Fund	378,023	383,957	388,815	404,156
Total	379,023	383,957	388,815	404,156

Significant Issues/Changes

* Increased Advertising budget in the amount of $2,500 for required advertising and official public notices.
* Added $700 to the rental budget in the Records Management cost center for offsite records storage rental costs.

City of Independence
Detail Program Summary

Department: 4010 - City Clerk *2000-01 Operating Budget*
Cost Center: 4012 - Clerical Support City Council *Fund: 02 - General Fund*

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
City Clerk	1.00	1.00	1.00	1.00
Administrative Spec III	2.00	2.00	2.00	2.00
Total	3.00	3.00	3.00	3.00

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	167,060	167,720	171,362	176,719
Other Services & Charges	10,642	10,200	10,200	12,645
Supplies	847	930	930	930
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	178,549	178,850	182,492	190,294

Significant Issues

* Increased Advertising budget in the amount of $2,500 for required advertising and official public notices.

City of Independence
Detail Program Summary

Department: 4010 - City Clerk — *2000-01 Operating Budget*
Cost Center: 4014 - Records Management — *Fund: 02 - General Fund*

Description

Responsible for maintaining a Records Management and microfilming program for the City. This involves determining the appropriate length of time to store over 2,000 cubic feet of records, determining 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 Accomplishments

* Continued the Building Permit microfilming project.
* Accepted 425 cubic feet of records for retention and retrievel from various City departments.
* Destroyed approximately 320 cubic feet of obsolete records.
* 571 cubic feet of records were removed from the City Hall storage room to allow space for printing paper storage.
* 450 cubic feet of records were added to offsite storage.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Records Stored- Cubic Feet	2,259	2,356	2,500	2,500
Records Microfilmed - Cubic Feet	27	20	25	35

2000-01 Objectives

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

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Records Analyst	1.00	1.00	1.00	1.00
Assistant City Clerk	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

City of Independence
Detail Program Summary

Department: 4010 - City Clerk — *2000-01 Operating Budget*
Cost Center: 4014 - Records Management — *Fund: 02 - General Fund*

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	95,589	97,160	98,376	101,986
Other Services & Charges	12	300	300	1,000
Supplies	254	400	400	400
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	95,855	97,860	99,076	103,386

Significant Issues

* Added $700 to the rental budget for offsite records storage rental costs.

City of Independence
Detail Program Summary

Department: 4010 - City Clerk — *2000-01 Operating Budget*
Cost Center: 4015 - Copy Center — *Fund: 02 - General Fund*

Description

Responsible for the in-house printing facility for the City. The application of the postage on all items of mail being sent out by the City and the insertion of utility bills into mailing envelopes and the application of appropriate postage.

1999-00 Accomplishments

* The Mail Center reduced the City's mail expense by approximately $57,000 during 99-00 through presort savings.
* The Mail Center reduced the Utility Funds mail expense by approximately $13,000 during 99-00 through combining multiple statements to the same customer.
* Approximately 250 cartons of printing paper were moved and reorganized to allow for the City 7 Studio space.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Printing Impressions	3,231,330	3,200,000	3,200,000	3,200,000
Items Mailed	944,027	975,000	975,000	950,000

2000-01 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.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Offset Operator	1.00	1.00	1.00	1.00
Copy Center Aide	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

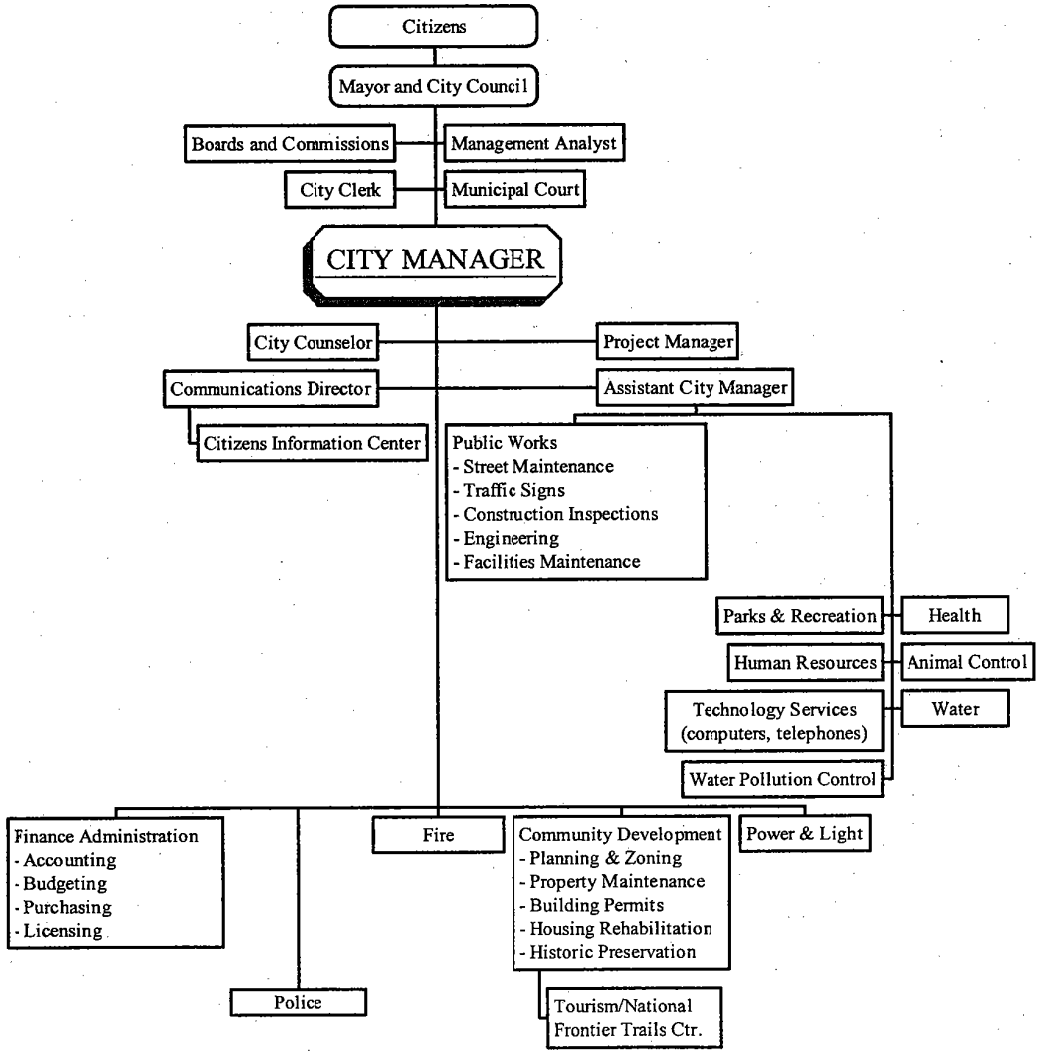
City of Independence
Detail Program Summary

Department: 4010 - City Clerk *2000-01 Operating Budget*
Cost Center: 4015 - Copy Center *Fund: 02 - General Fund*

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	64,885	67,412	67,412	70,586
Other Services & Charges	16,351	16,835	16,835	16,890
Supplies	22,383	23,000	23,000	23,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	103,619	107,247	107,247	110,476

City of Independence, Missouri
City Manager's Office



City of Independence
Departmental Budget Summary

Department: 4020 - City Manager *2000-01 Operating Budget*

Department Description

The City Manager is appointed by and serves at the pleasure of the City Council. The City Manager is the administrative head of the city government, executes the laws and ordinances, and administers the government of the city. The City Manager advises the Council of the financial condition and future needs of the city and takes recommendations to those officials. The City Manager prepares and submits the annual budget to the City Council for modification and adoption and is responsible for the administration of the annual budget after its adoption.

Description	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Staffing				
Full Time Positions	9.38	12.00	13.00	12.50
Total	9.38	12.00	13.00	12.50

Description	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Budget by Major Program Category				
4021 City Manager	320,809	429,882	438,011	456,926
4022 Communications	111,080	112,376	196,495	140,514
4026 Citizen Information Center	186,379	189,953	147,360	125,981
4027 Citizen Information Center	40,844	47,550	47,550	50,188
Total	659,112	779,761	829,416	773,609
Source of Funding				
General Fund	618,268	732,211	781,866	723,421
Water Fund	40,844	47,550	47,550	50,188
Total	659,112	779,761	829,416	773,609

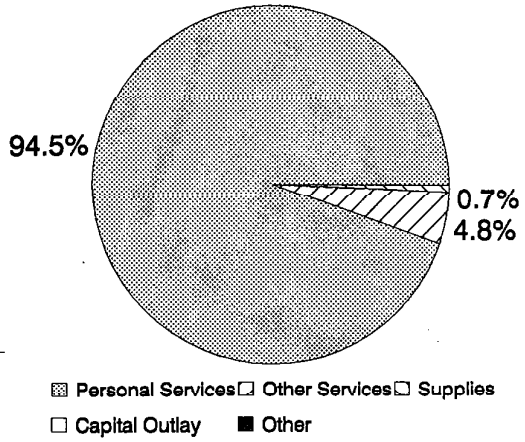
2000-01 Operating Budget

City Manager

Appropriations by Type:

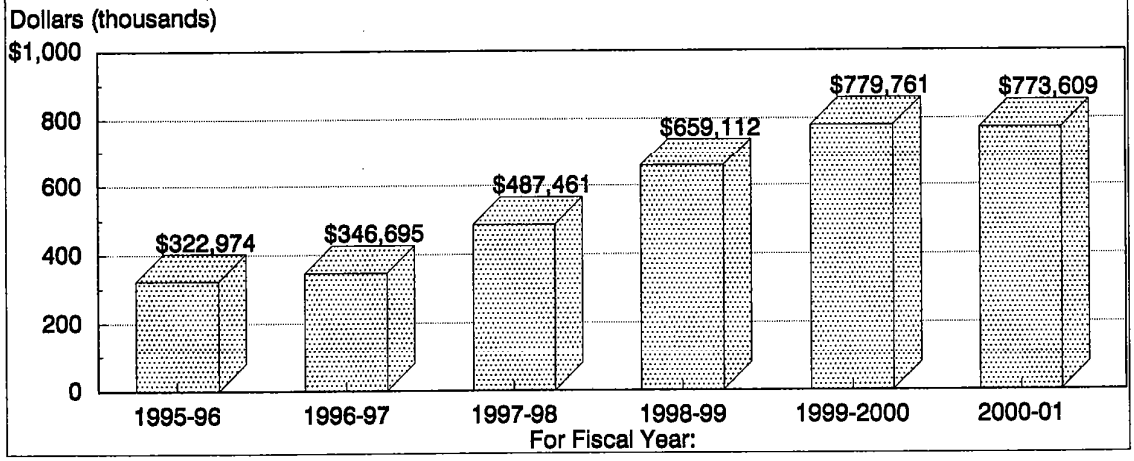
Expenditure Type	Actual 1998-99	Original 1999-2000	Projected 1999-2000	Adopted 2000-01
Personal Services	607,736	739,261	706,901	731,609
Other Services	35,043	34,380	34,178	36,880
Supplies	13,231	6,120	6,269	5,120
Capital Outlay	3,102	0	82,068	0
Other	0	0	0	0
Total	659,112	779,761	829,416	773,609

2000-01 City Council Adopted Budget



Historical Comparison:

	Actual 1995-96	Actual 1996-97	Actual 1997-98	Actual 1998-99	Budget 1999-2000	Budget 2000-01
Employees:						
Full Time Equiv.	5.00	5.00	9.38	12.00	13.00	12.50
Amount by Fund:						
General	322,974	346,695	462,773	618,268	732,211	723,421
Water	0	0	24,688	40,844	47,550	50,188
Per Capita	2.84	3.02	4.03	5.38	6.30	6.19
Per Household	6.53	6.98	9.31	12.44	14.46	14.15



City of Independence
Detail Program Summary

Department: 4020 - City Manager *2000-01 Operating Budget*
Cost Center: 4021 - City Manager *Fund: 02 - General Fund*

Description

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

1999-00 Accomplishments

* Gained City Council approval of comprehensive program to improve residential rental property.
* Coordinated implementation of growth management strategies for the newly adopted Little Blue Valley Comprehensive Plan.
* Furthered efforts to secure funding for the Little Blue Expressway.
* Obtained changes in zip code boundaries so that new areas being developed will have Independence zip codes.
* Worked to initiate selection of a new post office site in southeastern Independence.
* Oversaw implementation of systematic neighborhood inspection code enforcement pilot program and prioritized responses to code violations to reduce administrative costs and response times.
* Oversaw creation and funding of new sidewalk replacement/repair program.
* Adopted right-of-way management program.

2000-01 Objectives

* Work to educate public on storm water funding needs.
* Study feasibility of implementing biennial budget process.
* Oversee rehabilitation project of Memorial Building and Palmer School.
* Oversee future funding efforts for completion of Little Blue Expressway.
* Oversee economic development strategies in southeastern Independence.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Project Manager	.00	.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 4020 - City Manager *2000-01 Operating Budget*
Cost Center: 4021 - City Manager *Fund: 02 - General Fund*

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Assistant City Manager	.00	1.00	1.00	1.00
City Manager	1.00	1.00	1.00	1.00
Staff Assistant	.00	.00	.00	1.00
Administrative Spec II	.50	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	.00
Total	2.50	4.00	5.00	5.00

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	296,216	418,132	426,261	445,176
Other Services & Charges	16,859	10,130	10,130	10,130
Supplies	4,632	1,620	1,620	1,620
Capital Outlay	3,102	0	0	0
Other Expenditures	0	0	0	0
Total	320,809	429,882	438,011	456,926

Significant Issues

* The only increase in this budget is for the pay adjustments granted in 1999-2000 and upgrading the Administrative Specialist III position to a Staff Assistant.

City of Independence
Detail Program Summary

Department: 4020 - City Manager — *2000-01 Operating Budget*
Cost Center: 4022 - Communications — *Fund: 02 - General Fund*

Description

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

1999-00 Accomplishments

* Managed City 7, the government-access cable TV channel.
* Published CityScene.
* Generated news stories based on news releases and media calls.
* Distributed new residents guides.
* Produced videos to publicize programs, services and products.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Newsletters Published	12	12	12	12
New Residents Guides Distributed	561	559	538	538
Videos Broadcast	27	29	37	50
City Council Broadcasts	49	49	49	49
Planning Commission Broadcasts	23	23	23	23

2000-01 Objectives

* Develop Communications Plan.
* Use City 7 Studio to keep public aware of high-profile issues that impact the entire community.
* Coordinate communitywide survey on public services.
* Facilitate positive media relations.
* Produce videos to publicize services, programs and products.
* Publish CityScene newsletter.
* Distribute new residents guides.
* Coordinate Susan Block Public Service Award.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Communications Director	1.00	1.00	1.00	1.00
Video Production Specialist	1.00	1.00	1.00	1.50
Total	2.00	2.00	2.00	2.50

City of Independence
Detail Program Summary

Department: 4020 - City Manager *2000-01 Operating Budget*
Cost Center: 4022 - Communications *Fund: 02 - General Fund*

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	92,901	94,126	96,177	118,569
Other Services & Charges	14,318	15,250	15,551	19,945
Supplies	3,861	3,000	2,699	2,000
Capital Outlay	0	0	82,068	0
Other Expenditures	0	0	0	0
Total	111,080	112,376	196,495	140,514

Significant Issues

* Communications Director assumed administrative oversight for the Citizen Information Center.
* A permanent part-time Video Production Specialist position was created during the 1999-2000 fiscal year at an annual cost of $16,749. This position was funded out of the three utility budgets during the 1999-2000 fiscal year. For the 2000-01 fiscal year the position will be funded from the General Fund, however the majority of the cost will be recovered from increased Interfund Charges for Support Services based on actual services provided to each of the three utilities.
* $2,020 was added to cover increased maintenance costs on City 7 television equipment which was offset by a reduction of $2,195 in the Citizen Information Center budget for other services and supplies.

City of Independence
Detail Program Summary

Department: 4020 - City Manager *2000-01 Operating Budget*
Cost Center: 4026 - Citizen Information Center *Fund: 02 - General Fund*

Description

The Citizen Information Center improves customer service by helping customers learn about municipal services accurately and quickly by providing assistance to walk-in and call-in City Hall traffic.

1999-00 Accomplishments

* Responded to citizen requests.
* Improved distribution of information to citizens by expanding brochure racks in City Hall lobby and distributing maps to citizens.
* Continued training and refinement of Civicall; produced Civicall council district statistics.
* Worked with other departments to coordinate special projects.
* Expanded publicity to familiarize citizens with division services.
* Installed TTY telephone line to communicate with the hearing-impaired.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Calls to Switchboard	0	66,792	68,576	69,000
Cashiering Functions	0	34,390	35,242	37,000
Civicall Entries	0	562	662	800
Response to E-Mails	0	499	457	500
Walk-ins at City Hall	0	6,771	8,907	9,100

2000-01 Objectives

* Raise division's profile in the community by providing timely and accurate responses to citizen requests.
* Receive and follow-up on citizen concerns and suggestions.
* Administer cashiering services in City Hall.
* Provide information on communitywide events and provide appropriate referrals to outside agencies.
* Train Civicall users on Arcview software to help users determine the council district of callers.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget

City of Independence
Detail Program Summary

Department: 4020 - City Manager — *2000-01 Operating Budget*
Cost Center: 4026 - Citizen Information Center — *Fund: 02 - General Fund*

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Citizens Information Director	1.00	1.00	1.00	.00
Customer Service Tech I	1.38	2.50	2.50	2.50
Customer Service Tech II	1.00	1.00	1.00	1.00
Total	3.38	4.50	4.50	3.50

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	177,775	179,453	136,913	117,676
Other Services & Charges	3,866	9,000	8,497	6,805
Supplies	4,738	1,500	1,950	1,500
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	186,379	189,953	147,360	125,981

Significant Issues

* Citizen Information Director position was eliminated resulting in a savings of $72,038. The Communications Director assumed the administrative oversight for this function.

City of Independence
Detail Program Summary

Department: 4020 - City Manager *2000-01 Operating Budget*
Cost Center: 4027 - Citizen Information Center *Fund: 40 - Water Fund*

Description

The Citizen Information Center improves customer service by helping customers learn about municipal services accurately and quickly by providing assistance to walk-in and call-in City Hall traffic.

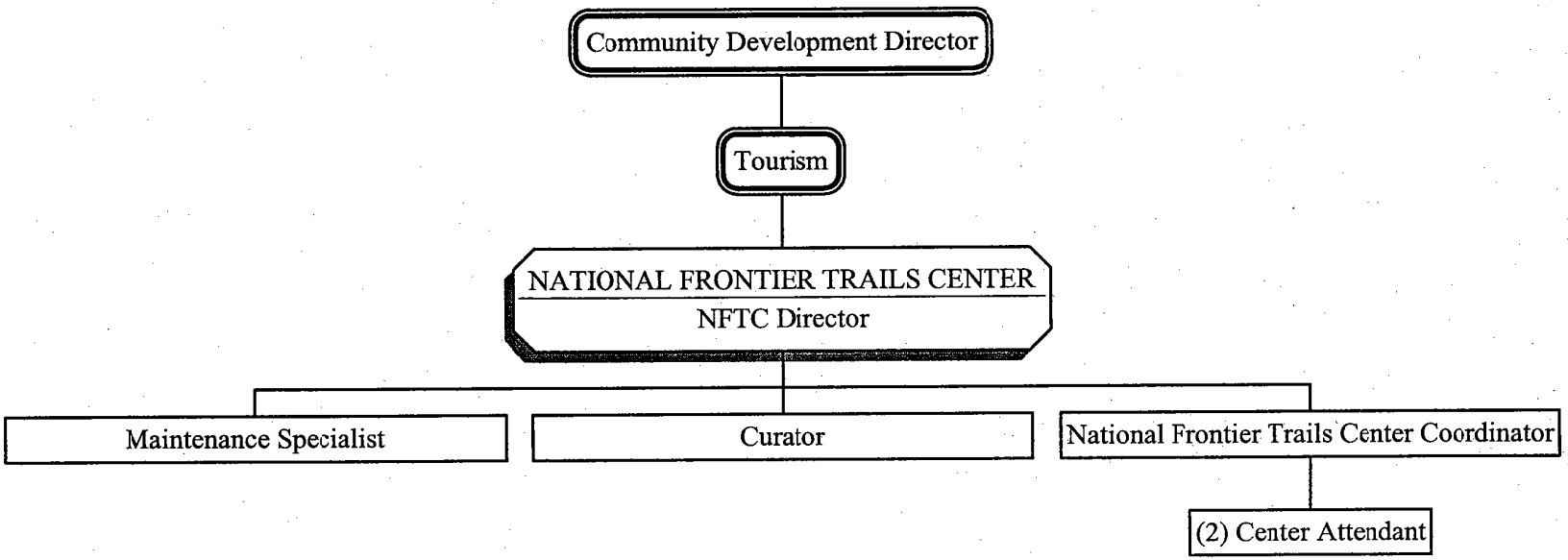
Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Customer Service Tech I	1.50	1.50	1.50	1.50
Total	1.50	1.50	1.50	1.50

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	40,844	47,550	47,550	50,188
Other Services & Charges	0	0	0	0
Total	40,844	47,550	47,550	50,188

City of Independence, Missouri
National Frontier Trails Center



City of Independence
Departmental Budget Summary

Department: 4025 - National Frontier Trails Ct. 2000-01 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, theater, archives, research library, and museum store. 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.

Description	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
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

Description	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Budget by Major Program Category				
4025 National Frontier Trails Ct.	309,433	283,014	296,175	295,539
Total	309,433	283,014	296,175	295,539
Source of Funding				
General Fund	309,433	283,014	296,175	295,539
Total	309,433	283,014	296,175	295,539

City of Independence
Departmental Budget Summary

Department: 4025 - National Frontier Trails Ct. 2000-01 Operating Budget

Direct/Offsetting Revenues				
NFTC Center Admissions	29,886	29,000	38,500	40,000
Gift Shop Sales	34,170	39,500	34,500	36,000
Total	64,056	68,500	73,000	76,000

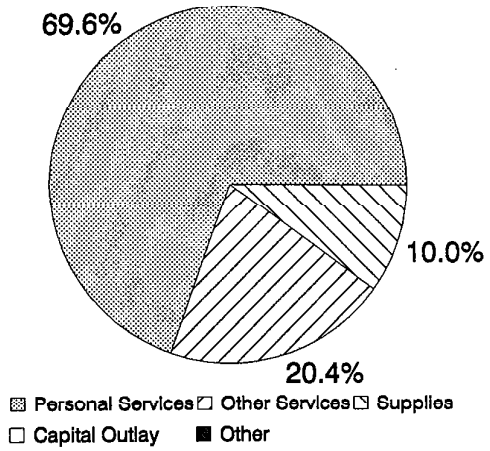
2000-01 Operating Budget

NFTC

Appropriations by Type:

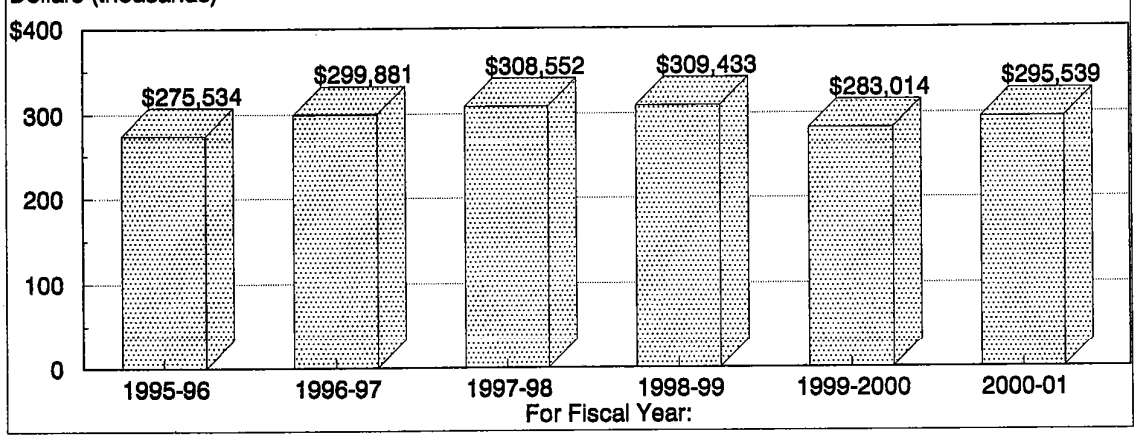
Expenditure Type	Actual 1998-99	Original 1999-2000	Projected 1999-2000	Adopted 2000-01
Personal Services	188,217	193,074	206,235	205,599
Other Services	88,037	59,965	60,465	60,265
Supplies	29,847	29,975	29,475	29,675
Capital Outlay	3,332	0	0	0
Other	0	0	0	0
Total	309,433	283,014	296,175	295,539

2000-01 City Council Adopted Budget



Historical Comparison:

	Actual 1995-96	Actual 1996-97	Actual 1997-98	Actual 1998-99	Budget 1999-2000	Budget 2000-01
Employees:						
Full Time Equiv.	6.55	6.55	6.55	6.55	6.00	6.00
Amount by Fund:						
General	275,534	299,881	308,552	309,433	283,014	295,539
Tourism	0.00	0.00	0.00	0.00	0.00	0.00
Per Capita	2.42	2.61	2.68	2.69	2.44	2.53
Per Household	5.57	6.04	6.21	6.23	5.59	5.78



City of Independence
Detail Program Summary

Department: 4025 - National Frontier Trails Ct. 2000-01 Operating Budget
Cost Center: 4025 - National Frontier Trails Ct. Fund: 02 - General Fund

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, theater, archives, research library,and museum store. 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 Accomplishments

* Assisted in completing a major review and plan for marketing, exhibits, facilities, programming and staffing of the NFTC complex.
* Acquired $25,000 in grants and gifts to develop the wagon swales area for visitors.
* Created a permanent exhibit on the Waggoner-Gates Mill.
* Created a major program or activity each month at the NFTC for improved attendance and publicity.
* Cataloged the library's collection of 1,850 maps.
* Began cataloging the collection of 1,000 artifacts.
* Increased admissions revenue by $8,900 or 30%, due to an admissions fee increase.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
In house researchers	124	83	126	130
School groups	133	93	126	125
Adult tours	65	66	23	25
Special programs, talks & meetings hosted	62	40	70	50
Total number of visitors	21,420	19,625	22,000	23,000
Museum store revenue	36,000	27,300	34,500	36,000

2000-01 Objectives

* Begin implementing the recommendations of the NFTC Redevelopment Plan.
* Assist in hosting the 2000 national convention of Oregon-California Trails Association.

City of Independence
Detail Program Summary

Department: 4025 - National Frontier Trails Ct. *2000-01 Operating Budget*
Cost Center: 4025 - National Frontier Trails Ct. *Fund: 02 - General Fund*

2000-01 Objectives

* Design and install exhibits for the Chicago and Alton Depot.
* Acquire $20,000 in grants for educational programs and interpretive signage.
* Complete the cataloging of the artifact collection.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
NFTC Director	1.00	1.00	1.00	1.00
Curator	1.00	1.00	1.00	1.00
Custodian	.55	.55	.00	.00
NFTC Coordinator	1.00	1.00	1.00	1.00
Maint Technician	1.00	1.00	1.00	1.00
Center Attendant	2.00	2.00	2.00	2.00
Total	6.55	6.55	6.00	6.00

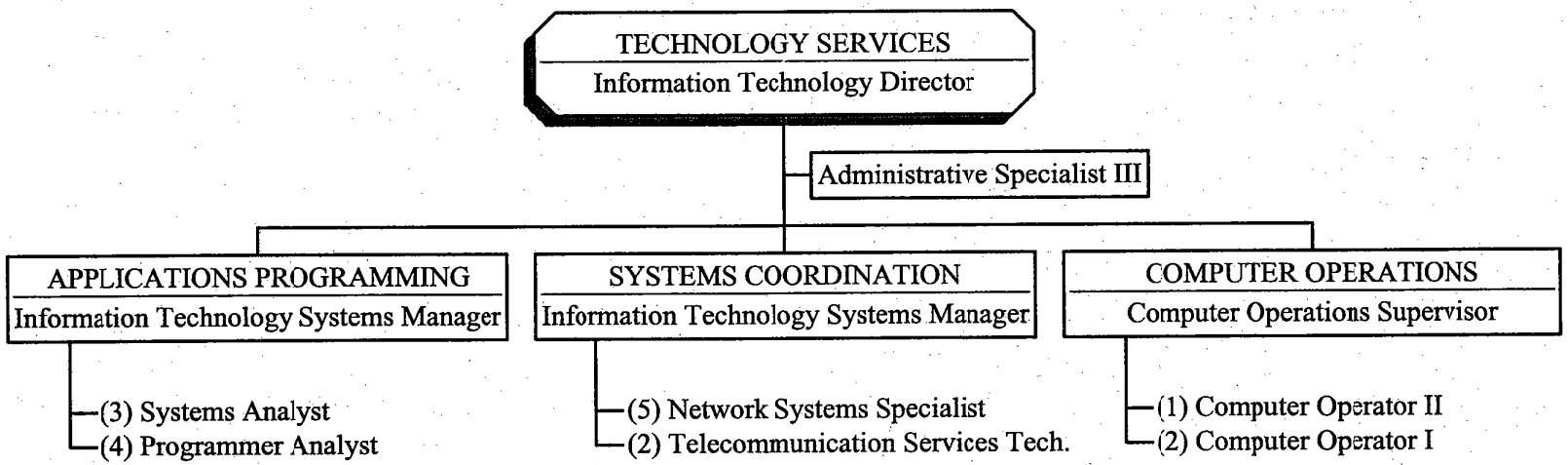
Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	188,217	193,074	206,235	205,599
Other Services & Charges	88,037	59,965	60,465	60,265
Supplies	29,847	29,975	29,475	29,675
Capital Outlay	3,332	0	0	0
Other Expenditures	0	0	0	0
Total	309,433	283,014	296,175	295,539

Significant Issues

* 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.

City of Independence, Missouri
Technology Services



City of Independence
Departmental Budget Summary

Department: 4050 - Technology Services *2000-01 Operating Budget*

Department Description

Technology Services provides analysis, programming, and computer processing support services to all City departments. The City's computer facility consists of 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 voicemail, and coordinating long distance service with appropriate vendors.

Description	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Staffing				
Full Time Positions	22.00	22.00	22.00	22.00
Total	22.00	22.00	22.00	22.00

Description	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Budget by Major Program Category				
4052 Technology Services	1,573,867	1,443,762	1,472,161	1,435,955
4053 Technology Services	46,740	51,296	52,394	54,646
Total	1,620,607	1,495,058	1,524,555	1,490,601
Source of Funding				
General Fund	1,573,867	1,443,762	1,472,161	1,435,955
Power and Light Fund	46,740	51,296	52,394	54,646
Total	1,620,607	1,495,058	1,524,555	1,490,601

City of Independence
Departmental Budget Summary

Department: 4050 - Technology Services *2000-01 Operating Budget*

Direct/Offsetting Revenues				
Outside Computer Service Charges	26,046	36,350	23,000	35,000
Total	26,046	36,350	23,000	35,000

Significant Issues/Changes

* Reduced the number of computer operators by one and added one telecommunication technician because of workload changes.
* Completed Y2K changes and upgrades to hardware and software.
* Completed installment payments on all IBM AS/400 computers.

City of Independence
Detail Program Summary

Department: 4050 - Technology Services — *2000-01 Operating Budget*
Cost Center: 4052 - Technology Services — *Fund: 02 - General Fund*

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Information Tech Dir	1.00	1.00	1.00	1.00
Information Tech Sys Mgr	1.00	1.00	2.00	2.00
Computer Operations Supvr	1.00	1.00	1.00	1.00
Computer Operator I	2.00	2.00	3.00	2.00
Computer Operator II	2.00	2.00	1.00	1.00
Management Info Supv	1.00	1.00	.00	.00
Network System Specialist	4.00	4.00	4.00	4.00
Programmer/Analyst	4.00	4.00	4.00	4.00
Systems Analyst	3.00	3.00	3.00	3.00
Telecomm Serv Tech	1.00	1.00	1.00	2.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	21.00	21.00	21.00	21.00

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	1,149,821	1,161,109	1,189,508	1,205,918
Other Services & Charges	354,393	201,187	186,587	195,587
Supplies	67,375	39,441	34,369	34,450
Capital Outlay	2,278	42,025	61,697	0
Other Expenditures	0	0	0	0
Total	1,573,867	1,443,762	1,472,161	1,435,955

Significant Issues

* Reduced the number of computer operators by one and added one telecommunication technician because of workload changes.
* Completed Y2K changes and upgrades to hardware and software.
* Completed installment payments on all IBM AS/400 computers.

City of Independence
Detail Program Summary

Department: 4050 - Technology Services — *2000-01 Operating Budget*
Cost Center: 4053 - Technology Services — *Fund: 20 - Power and Light Fund*

Description

Staff serving Power & Light provide Local Area Network support services.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Network System Specialist	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

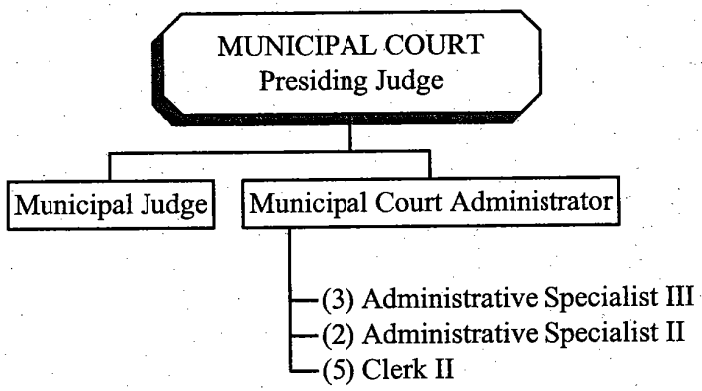
Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	46,740	51,296	52,394	54,646
Other Services & Charges	0	0	0	0
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	46,740	51,296	52,394	54,646

Significant Issues

* Establishment of additional cost center for staff serving P&L

City of Independence, Missouri
Municipal Court



City of Independence
Departmental Budget Summary

Department: 4090 - Municipal Court *2000-01 Operating Budget*

Department Description

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

Description	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Staffing				
Full Time Positions	12.00	12.00	13.00	13.00
Total	12.00	12.00	13.00	13.00

Description	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Budget by Major Program Category				
4090 Municipal Court	433,865	478,263	483,952	534,287
Total	433,865	478,263	483,952	534,287
Source of Funding				
General Fund	433,865	478,263	483,952	534,287
Total	433,865	478,263	483,952	534,287

Significant Issues/Changes

* Have all Court Personnel cross trained at all positions
* Provide additional Training and Education for all Court Personnel
* Adopt new phone procedure for Court Personnel during regular business hours.
* The budget was increased in the amount of $2,325 which represents an increase for the salary of the Municipal Judge by $2,000 and $325 in related benefit costs.

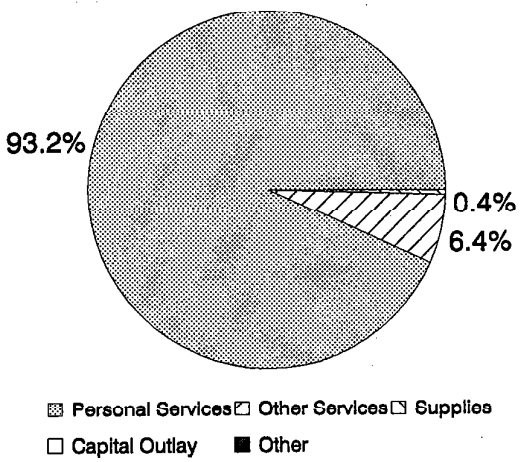
2000-01 Operating Budget

Municipal Court

Appropriations by Type:

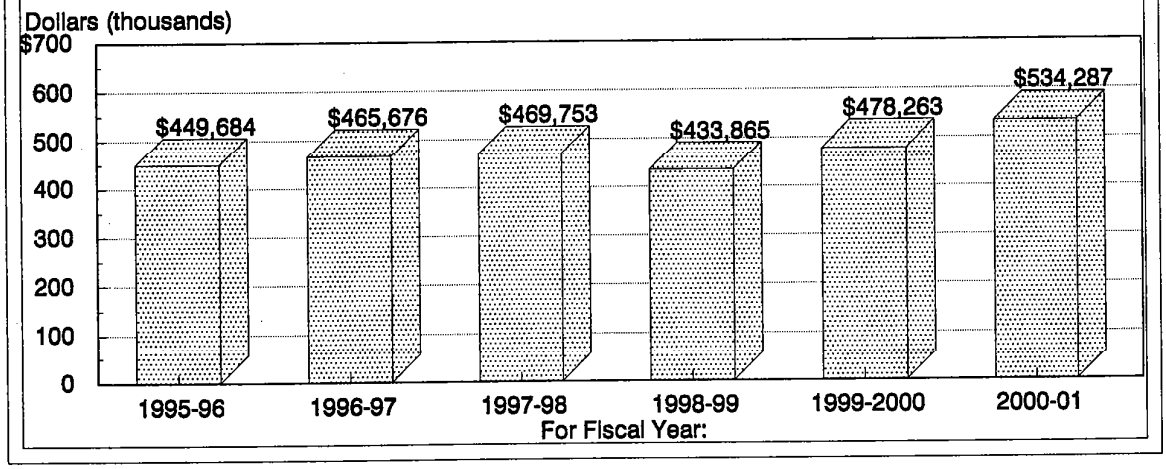
Expenditure Type	Actual 1998-99	Original 1999-2000	Projected 1999-2000	Adopted 2000-01
Personal Services	401,610	441,749	447,438	497,773
Other Services	29,489	34,152	33,827	34,152
Supplies	2,766	2,362	2,687	2,362
Capital Outlay	0	0	0	0
Other	0	0	0	0
Total	433,865	478,263	483,952	534,287

2000-01 City Council Adopted Budget



Historical Comparison:

	Actual 1995-96	Actual 1996-97	Actual 1997-98	Actual 1998-99	Budget 1999-2000	Budget 2000-01
Employees:						
Full Time Equiv.	13.00	13.00	12.00	12.00	13.00	13.00
Amount by Fund:						
General	449,684	465,676	469,753	433,865	478,263	534,287
Per Capita	3.95	4.05	4.09	3.78	4.12	4.57
Per Household	9.09	9.37	9.46	8.73	9.44	10.45



City of Independence
Detail Program Summary

Department: 4090 - Municipal Court — *2000-01 Operating Budget*
Cost Center: 4090 - Municipal Court — *Fund: 02 - General Fund*

Description

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

1999-00 Accomplishments

* Worked with Police Department to design a new subpoena to be mailed out by the Municipal Court; thus saving the Warrant Service Unit considerable time.
* Worked with Police Department to implement a new Court system so Police Officers would not have to appear in Court for guilty pleas; thus saving the Police Deparment a significant amount of over-time pay.
* Initiated utilization of the utility overnight drop box for defendants to leave payments after regular business hours.
* Adopted the Missouri Office of the State Court Administrators Municipal Clerks Manual as formal policies and procedures for all Municipal Court Personnel.
* Completed a 16th Judicial Municipal Division Audit.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
No. of Complaints	4,226	4,437	5,858	6,290
No. of Cases Disposed by Court	31,563	33,141	27,469	24,862
No. of Cases Disposed by TVB	11,116	11,671	8,819	10,348
No of Subpoenas Issued	6,407	6,727	4,462	2,066
No. of Warrants Issued	13,560	14,238	10,065	13,796
No. of Commitments	863	906	781	720
No. of Parking Tickets Paid	4,396	4,616	1,522	1,382

2000-01 Objectives

* To work with the Police Department to purge antiquated warrants from the system.
* Provide additional training and education for all Court Personnel.
* Work with Technology Services to automate functions that we currently do manually.
* Provide Court Administrator training for Certification.

City of Independence
Detail Program Summary

Department: 4090 - Municipal Court — *2000-01 Operating Budget*
Cost Center: 4090 - Municipal Court — *Fund: 02 - General Fund*

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Municipal Judge	1.00	1.00	1.00	1.00
Presiding Judge	1.00	1.00	1.00	1.00
Municipal Court Admin	1.00	1.00	1.00	1.00
Clerk II	5.00	5.00	5.00	5.00
Administrative Spec II	1.00	1.00	2.00	2.00
Administrative Spec III	3.00	3.00	3.00	3.00
Total	12.00	12.00	13.00	13.00

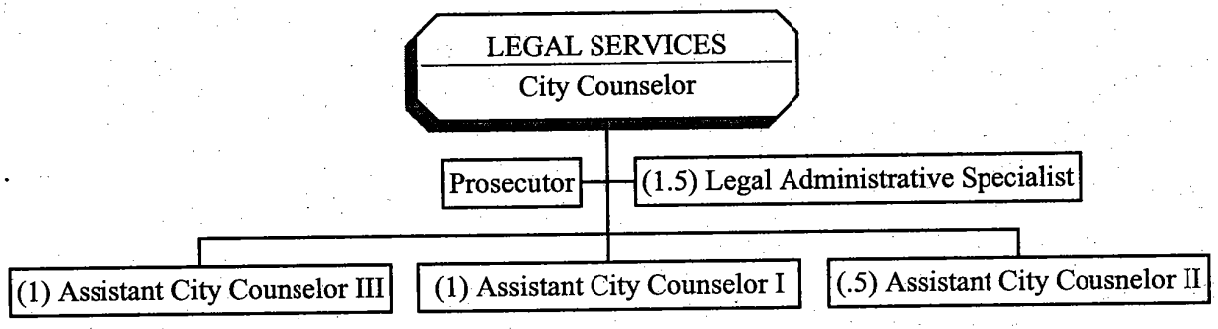
Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	401,610	441,749	447,438	497,773
Other Services & Charges	29,489	34,152	33,827	34,152
Supplies	2,766	2,362	2,687	2,362
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	433,865	478,263	483,952	534,287

Significant Issues

* Have all Court Personnel cross-trained at all positions.
* Provide additional training and education for all Court Personnel.
* Adopt new phone procedure for Court Personnel during regular business hours.
* The budget was increased in the amount of $2,325 which represents an increase for the salary of the Municipal Judge by $2,000 and $325 in related benefit costs.

City of Independence, Missouri
Law



City of Independence
Departmental Budget Summary

Department: 4100 - Law *2000-01 Operating Budget*

Department Description

Conduct and carry on all civil suits, actions and proceedings; represent the City on all legal matters in which the City is a party or interested; advise the Council, City Manager and all departments, boards and commissions concerning any legal issues affecting the City's interest; draft or review proposed City ordinances and amendments; prepare or offically approve as to form all contracts, deeds, bonds and other documents; direct and supervise the future codifications of ordinances; and perform such other legal duties as required.

Description	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Staffing				
Full Time Positions	6.00	6.00	5.00	5.00
Part Time Positions	.00	.50	1.00	1.00
Total	6.00	6.50	6.00	6.00

Description	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Budget by Major Program Category				
4100 Law	577,377	610,027	621,954	638,206
Total	577,377	610,027	621,954	638,206
Source of Funding				
General Fund	577,377	610,027	621,954	638,206
Total	577,377	610,027	621,954	638,206

Significant Issues/Changes

* Added $1,000 for increased library maintenance costs.
* Added $500 for increased dues and memberships, and $500 for increased

Significant Issues/Changes

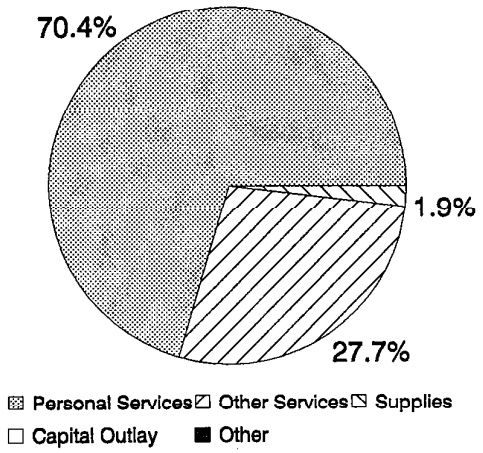
training and education costs.

* Added $5,000 for the City's share of MARC Telecommunications Legal Services

Appropriations by Type:

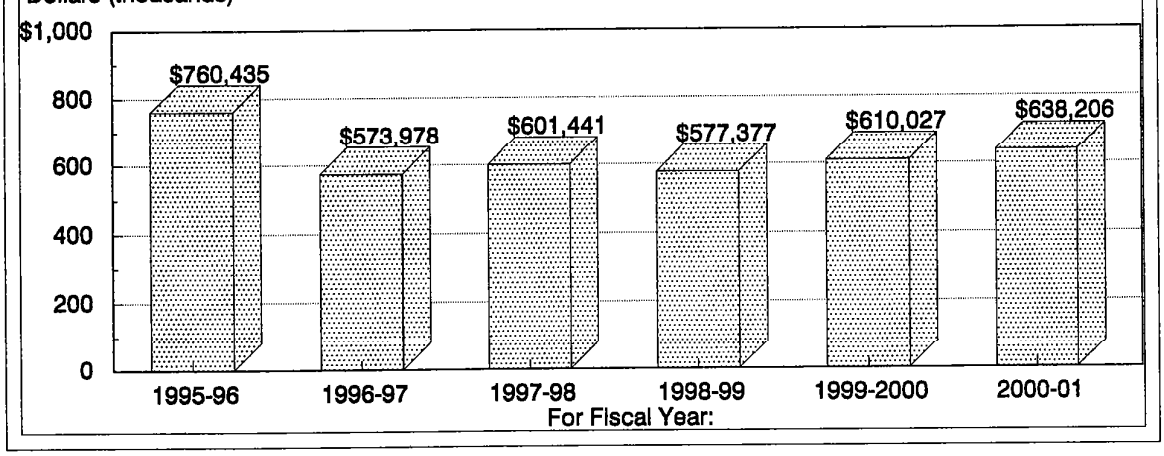
Expenditure Type	Actual 1998-99	Original 1999-2000	Projected 1999-2000	Adopted 2000-01
Personal Services	420,940	428,176	437,603	449,355
Other Services	133,385	170,851	173,351	176,851
Supplies	10,591	11,000	11,000	12,000
Capital Outlay	12,461	0	0	0
Other	0	0	0	0
Total	577,377	610,027	621,954	638,206

2000-01 City Council Adopted Budget



Historical Comparison:

	Actual 1995-96	Actual 1996-97	Actual 1997-98	Actual 1998-99	Budget 1999-2000	Budget 2000-01
Employees:						
Full Time Equiv.	6.00	6.00	6.00	6.50	6.00	6.00
Amount by Fund:						
General	760,435	573,978	601,441	577,377	610,027	638,206
Per Capita	6.68	4.99	5.23	5.02	5.25	5.46
Per Household	15.37	11.55	12.11	11.62	12.04	12.49



City of Independence
Detail Program Summary

Department: 4100 - Law | *2000-01 Operating Budget*
Cost Center: 4100 - Law | *Fund: 02 - General Fund*

Description

Conduct and carry on all civil suits, actions and proceedings; represent the City on all legal matters in which the City is a party or interested; advise the Council, City Manager and all departments, boards and commissions concerning any legal issues affecting the City's interest; prepare or officially approve as to form all contracts, deeds, bonds and other documents; direct and supervise the revision of the City's ordinances; direct and supervise the future codifications of ordinances; and perform such other legal duties as required.

1999-00 Accomplishments

* Drafted new Traffic Code
* Drafted new Adult Entertainment Code
* Revised Landlord/Tenant Guide
* Golf Strategies TIF Completed
* Eastland TIF Completed
* North Independence TIF Completed

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Damage Claims	160	246	170	160
Lawsuits filed	22	23	20	20

2000-01 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

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
City Counselor	1.00	1.00	1.00	1.00
City Prosecutor	1.00	1.00	1.00	1.00
Asst City Counselor III	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 4100 - Law
Cost Center: 4100 - Law

2000-01 Operating Budget
Fund: 02 - General Fund

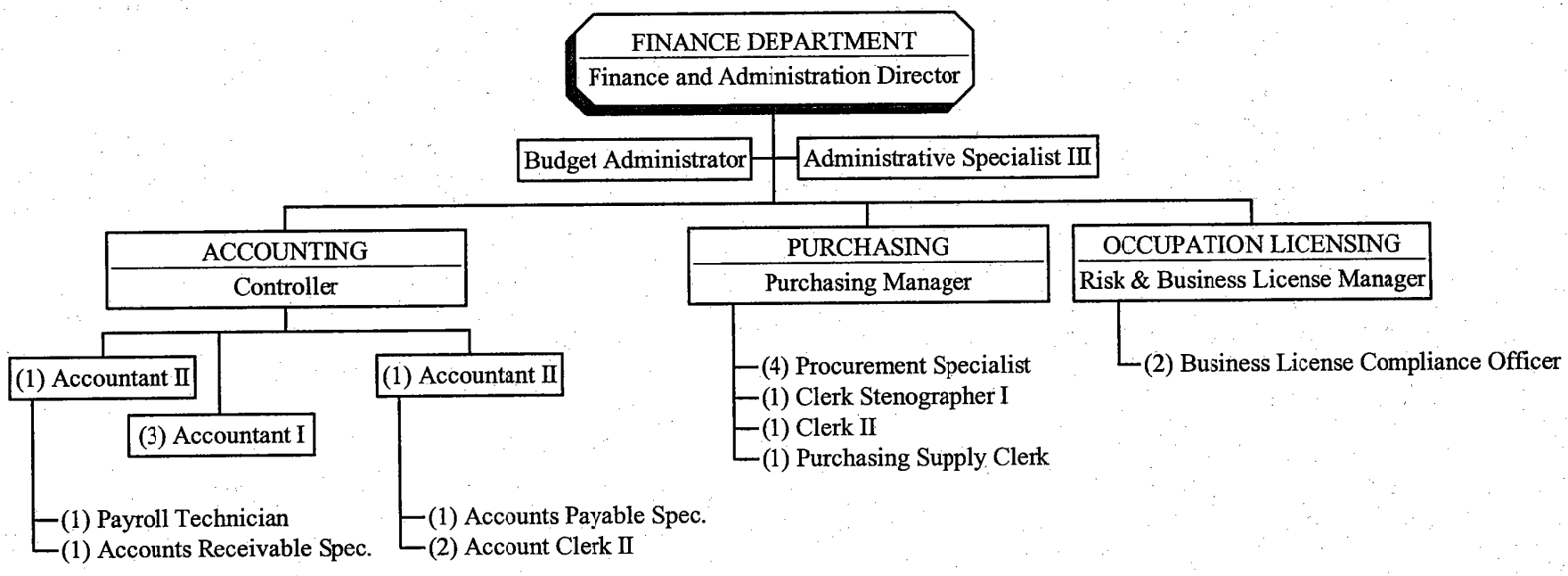
Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Asst City Counselor I	1.00	1.00	1.00	1.00
Asst City Counselor II	.00	.50	.50	.50
Legal Administrative Spec	2.00	2.00	1.50	1.50
Total	6.00	6.50	6.00	6.00

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	420,940	428,176	437,603	449,355
Other Services & Charges	133,385	170,851	173,351	176,851
Supplies	10,591	11,000	11,000	12,000
Capital Outlay	12,461	0	0	0
Other Expenditures	0	0	0	0
Total	577,377	610,027	621,954	638,206

City of Independence, Missouri
Finance



City of Independence
Departmental Budget Summary

Department: 4200 - Finance *2000-01 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.

Description	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Staffing				
Full Time Positions	25.00	25.00	25.00	25.00
Total	25.00	25.00	25.00	25.00

Description	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Budget by Major Program Category				
4201 Administration	234,219	236,741	241,633	250,099
4210 Accounting	595,864	568,809	575,566	590,674
4240 Purchasing	334,186	342,449	347,598	349,629
4260 Occupation Licensing	153,571	154,861	158,066	163,335
Total	1,317,840	1,302,860	1,322,863	1,353,737
Source of Funding				
General Fund	1,317,840	1,302,860	1,322,863	1,353,737
Total	1,317,840	1,302,860	1,322,863	1,353,737

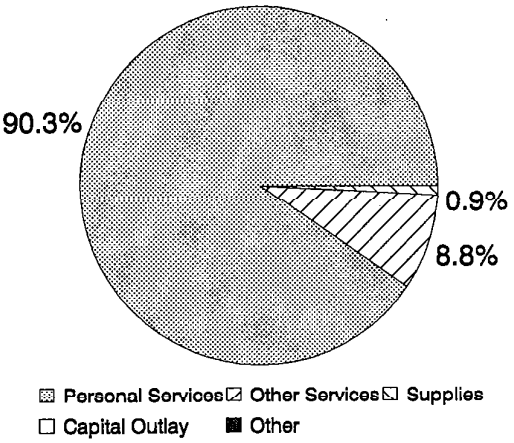
Significant Issues/Changes

* 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. This will include expansion of the new position management software.
* The budget preparation application will be expanded to prepare more reports.
* The Finance Department will continue to pursue the development of a system to track retail sales in the City.
* The Finance Department will be developing an implementation strategy to change the reporting structure of the Comprehensive Annual Financial Statement and to capitalize infrastructure assets.

Appropriations by Type:

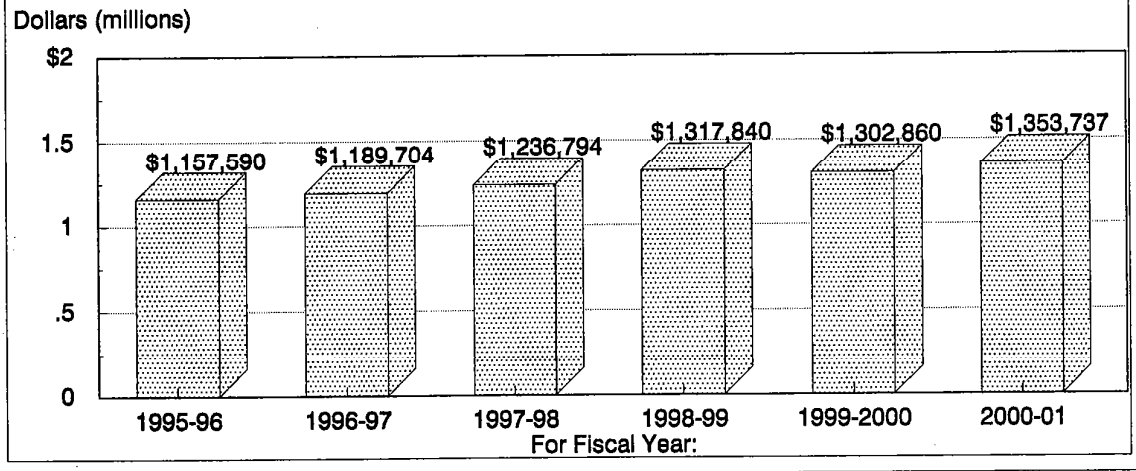
Expenditure Type	Actual 1998-99	Original 1999-2000	Projected 1999-2000	Adopted 2000-01
Personal Services	1,166,287	1,175,460	1,195,735	1,223,337
Other Services	125,810	115,702	114,065	118,807
Supplies	11,043	11,698	13,063	11,593
Capital Outlay	14,700	0	0	0
Other	0	0	0	0
Total	1,317,840	1,302,860	1,322,863	1,353,737

2000-01 City Council Adopted Budget



Historical Comparison:

	Actual 1995-96	Actual 1996-97	Actual 1997-98	Actual 1998-99	Budget 1999-2000	Budget 2000-01
Employees:						
Full Time Equiv.	25.00	25.00	25.00	25.00	25.00	25.00
Amount by Fund:						
General	1,155,090	1,183,704	1,236,794	1,317,840	1,302,860	1,353,737
Community Dev.	2,500	6,000	0	0	0	0
Per Capita	10.18	10.35	10.76	11.47	11.22	11.58
Per Household	23.40	23.95	24.89	26.53	25.72	26.49



City of Independence
Detail Program Summary

Department: 4200 - Finance — *2000-01 Operating Budget*
Cost Center: 4201 - Administration — *Fund: 02 - General Fund*

Description

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

1999-00 Accomplishments

* Received the "Distinguished Budget Presentation Award" from GFOA for the 1999-2000 budget representing the 14th year in a row for this award.
* Completed the initial phase of the position management projection and budget preparation computer systems which are used in developing the operating budget. Both of these systems were used to develop this budget document.
* Developed and published a comprehensive disclosure document as a supplement to the annual financial report.

2000-01 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 Eastland TIF project.
* Complete the replacement of the position management projection and budget preparation computer systems which are used in developing the operating budget.
* Develop an implementation strategy for revising the reporting structure of the Comprehensive Annual Financial Report and capitalizing the cost of construction and improvements related to the City's Infrastructure Assets as required by Governmental Accounting Standards Board Statement Number 34.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Finance & Admin Dir	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 4200 - Finance
Cost Center: 4210 - Accounting

2000-01 Operating Budget
Fund: 02 - General Fund

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Account Clerk II	2.00	2.00	2.00	2.00
Accounts Payable Spec	1.00	1.00	1.00	1.00
Accounts Receivable Spec	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	3.00
Accountant II	.00	.00	.00	2.00
Payroll Technician	1.00	1.00	1.00	1.00
Total	11.00	11.00	11.00	11.00

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	486,657	484,754	491,783	505,739
Other Services & Charges	90,545	79,590	77,953	80,620
Supplies	3,962	4,465	5,830	4,315
Capital Outlay	14,700	0	0	0
Other Expenditures	0	0	0	0
Total	595,864	568,809	575,566	590,674

City of Independence
Detail Program Summary

Department: 4200 - Finance — *2000-01 Operating Budget*
Cost Center: 4240 - Purchasing — *Fund: 02 - General Fund*

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 Accomplishments

* Successfully Converted the Procurement Card System for use by all departments and initiated training on it's usage.
* Established scheduled procurement training for departmental personnel
* Maintained and updated the Purchasing section of the Financial Management System manual.
* Implemented a new method for the disposal of surplus property by commercial public auctions.
* Initiated procurement process and review of purchasing bid software that can be interfaced with the JDE Financial Management Software

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Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Purchase Orders Issued	2,400	2,850	2,850	2,850
Price Agreements Maintained	141	152	155	160
Request for Proposals processed and administered	0	31	50	63

2000-01 Objectives

* Revise and update the Purchasing Policies and Procedures Manual
* Establish Purchasing Division information on the City's web site.
* Determine need for and establish new price agreements
* Reorganize the Purchasing Division professional staff

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Purchasing Manager	1.00	1.00	1.00	1.00
Clerk II	1.00	1.00	1.00	1.00
Clerk Steno I	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 4200 - Finance — *2000-01 Operating Budget*
Cost Center: 4240 - Purchasing — *Fund: 02 - General Fund*

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
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

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	324,783	333,249	338,398	339,859
Other Services & Charges	7,351	6,695	6,695	7,170
Supplies	2,052	2,505	2,505	2,600
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	334,186	342,449	347,598	349,629

Significant Issues

* Due to the significant changes in scope of service and responsibilities of the Purchasing Division, a proposed reorganization of this division has been requested for changes to position classifications. The job analysis process for these requested changes to positions has begun. This reorganization would involve the four current Procurement Specialist positions. One of the Procurement Specialist positions is currently vacant. Requested changes are to shift the vacant Procurement Specialist position to a Buyer position, and convert one of the Procurement Specialist position to a Contracting Officer position.

City of Independence
Detail Program Summary

Department: 4200 - Finance — *2000-01 Operating Budget*
Cost Center: 4260 - Occupation Licensing — *Fund: 02 - General Fund*

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 Accomplishments

* Increased revenues by increased enforcement of licensing codes.
* Phased in the licensing of residential landlords.
* Revised Trash Haulers Code.
* Evaluated premium options for the Stay Well Health Care Plan.
* Worked with the Stay Well Committee to hire a consultant to perform an actuarial study of the Stay Well Health Care Plan.
* Renewed Liability, Property, Boiler & Machinery, Excess Workers' Compensation, and Group Life insurance coverages.
* Bid and awarded Excess Liability insurance coverage.
* Continued negotiations with Time Warner Cable on a new cable television franchise agreement.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Occupation Licenses	5,421	5,564	5,650	5,900
Liquor Licenses	250	255	245	250
Employee Permits	1,500	1,600	1,900	2,100

2000-01 Objectives

* Issue, renew, and monitor business licenses in accordance with the City Code.
* Increase revenues by licensing new businesses and identifying unlicensed businesses.
* Complete licensing of residential landlords.
* Revise Alcoholic Beverages Code.
* Verify pawnshops, watchguard services and taxicab companies are complying with employee permit requirements.
* Evaluate premium options for the Stay Well Health Care Plan.
* Bid and award HMO group health care coverage.
* Bid and award Liability, Group Life and Long Term Disability insurance coverages.
* Renew Property, Boiler & Machinery, Excess Liability and Excess Worker's Compensation insurance coverages.

City of Independence
Detail Program Summary

Department: 4200 - Finance — *2000-01 Operating Budget*
Cost Center: 4260 - Occupation Licensing — *Fund: 02 - General Fund*

2000-01 Objectives

* Complete negotiations on new cable television franchise agreement with Time Warner Cable.

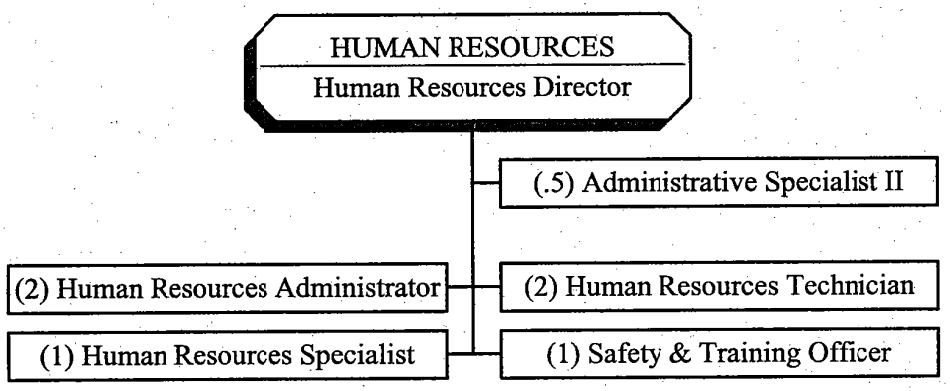
Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Risk & Bus Lic Mgr	1.00	1.00	1.00	1.00
Bus Lic Comp Officer	2.00	2.00	2.00	2.00
Total	3.00	3.00	3.00	3.00

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	139,334	140,361	143,566	147,285
Other Services & Charges	14,191	14,400	14,400	15,950
Supplies	46	100	100	100
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	153,571	154,861	158,066	163,335

City of Independence, Missouri
Human Resources



City of Independence
Departmental Budget Summary

Department: 4300 - Human Resources *2000-01 Operating Budget*

Department Description

The Human Resources Department provides a full range of personnel services, including employment, compensation, benefits administration; employee & labor relations, and training and development for 1100 employees. Has primary responsibility for ensuring equal employment opportunity and ensuring compliance with City Charter and all Federal, State and local rules and regulations governing employment. Responsible for reclassification and compensation plans; establishes and administers personnel policies and procedures; authorizes payroll; negotiates and administers work agreements; handles the grievance and appeals process; coordinates and conducts employee training and staff development programs serves as in-house advisor to departments on all employee issues;and provides counsel to employees. Provides technical assistance and monitors performance management program; updates and keeps all Human Resources and personnel records; contracts for and monitors performance of employee assistance program.

Description	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Staffing				
Full Time Positions	6.00	6.00	6.00	7.00
Part Time Positions	.00	.50	.50	.50
Total	6.00	6.50	6.50	7.50

Description	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Budget by Major Program Category				
4300 Human Resources	325,438	328,814	335,634	400,730
Total	325,438	328,814	335,634	400,730
Source of Funding				
General Fund	325,438	328,814	335,634	400,730
Total	325,438	328,814	335,634	400,730

City of Independence
Departmental Budget Summary

Department: ***4300 - Human Resources*** ***2000-01 Operating Budget***

Significant Issues/Changes

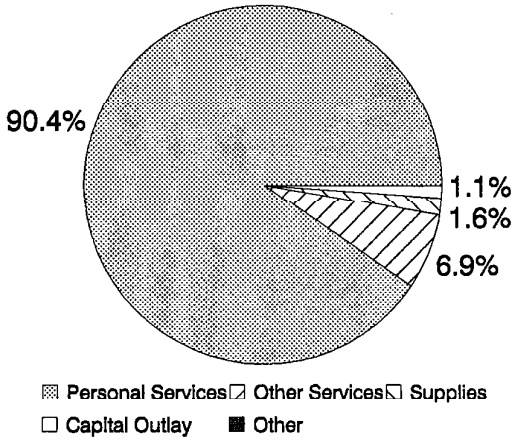
* A Safety and Training Officer position was added at a cost of $51,998, for salary and benefits, to manage and coordinate worker's compensation costs. In addition, $4,500 was added for a computer and office furniture and $3,500 was added for other services and supplies for this new position.
* $2,500 was added to the budget representing an additional $1,104 in copier maintenance costs, $1,396 in other supply items within the Human Resources budget.

2000-01 Operating Budget Human Resources

Appropriations by Type:

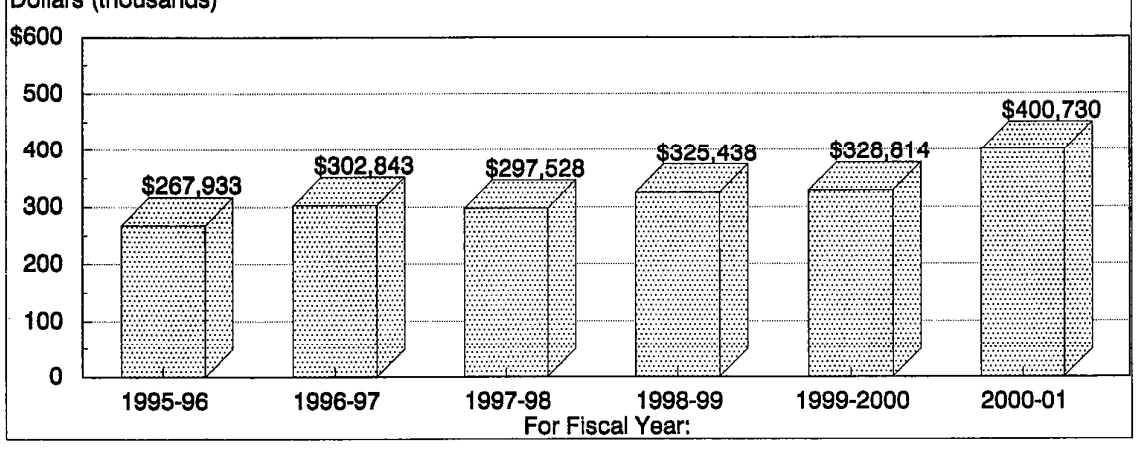
Expenditure Type	Actual 1998-99	Original 1999-2000	Projected 1999-2000	Adopted 2000-01
Personal Services	298,457	301,026	307,846	362,442
Other Services	22,571	24,538	24,538	27,538
Supplies	4,410	3,250	3,250	6,250
Capital Outlay	0	0	0	4,500
Other	0	0	0	0
Total	325,438	328,814	335,634	400,730

2000-01 City Council Adopted Budget



Historical Comparison:

	Actual 1995-96	Actual 1996-97	Actual 1997-98	Actual 1998-99	Budget 1999-2000	Budget 2000-01
Employees:						
Full Time Equiv.	6.00	6.00	6.00	6.50	6.50	7.50
Amount by Fund:						
General	267,933	302,843	297,528	325,438	328,814	400,730
Per Capita	2.36	2.63	2.59	2.83	2.83	3.43
Per Household	5.42	6.10	5.99	6.55	6.49	7.84



City of Independence
Detail Program Summary

Department: 4300 - Human Resources *2000-01 Operating Budget*
Cost Center: 4300 - Human Resources *Fund: 02 - General Fund*

Description

The Human Resources Department provides a full range of personnel services, including employment, compensation, benefits administration; employee & labor relations, and training and development for 1100 employees. Has primary responsibility for ensuring equal employment opportunity and ensuring compliance with City Charter and all Federal, State and local rules and regulations governing employment. Responsible for reclassification and compensation plans; establishes and administers personnel policies and procedures; authorizes payroll; negotiates and administers work agreements; handles the grievance and appeals process; coordinates and conducts employee training and staff development programs serves as in-house advisor to departments on all employee issues;and provides counsel to employees. Provides technical assistance and monitors performance management program; updates and keeps all Human Resources and personnel records; contracts for and monitors performance of employee assistance program.

1999-00 Accomplishments

* Develop new police promotionals.
* Provided workplace violence training.
* Developed new police promotionals.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Applications processed	2,350	2,100	2,000	2,600
Tests administered	360	700	750	800
New hires	105	96	80	120
Promotions	75	60	60	64
Retirements	35	30	25	30
Training hours	0	485	800	800
Grievances processed	12	20	18	15
Surveys/internal & external	43	61	68	79
Job announcements	120	132	140	160
Exit interviews	72	65	70	80

2000-01 Objectives

* Revise policy and train management on FMLA.
* Issue Requests for Proposals for Employee Assistance Program.
* Update classifications.
* Pull all medical documentation from personnel files and set up

2000-01 Objectives

separate files.

* Increase minority recruitment.
* Records maintenance compliance.
* Conduct compensation surveys for Fire (IAFF), Telecomminications (CWA)and Police (FOP) for contract negotiations.
* Develop new police promotionals.
* Train Human Resources department employees on Office Vision.
* Participate in job fairs.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Human Resources Dir	1.00	1.00	1.00	1.00
Human Resources Spec	2.00	2.00	2.00	1.00
Human Resources Admin	1.00	1.00	1.00	2.00
Safety & Training Officer	.00	.00	.00	1.00
Human Resources Tech	2.00	2.00	2.00	2.00
Administrative Spec II	.00	.50	.50	.50
Total	6.00	6.50	6.50	7.50

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	298,457	301,026	307,846	362,442
Other Services & Charges	22,571	24,538	24,538	27,538
Supplies	4,410	3,250	3,250	6,250
Capital Outlay	0	0	0	4,500
Other Expenditures	0	0	0	0
Total	325,438	328,814	335,634	400,730

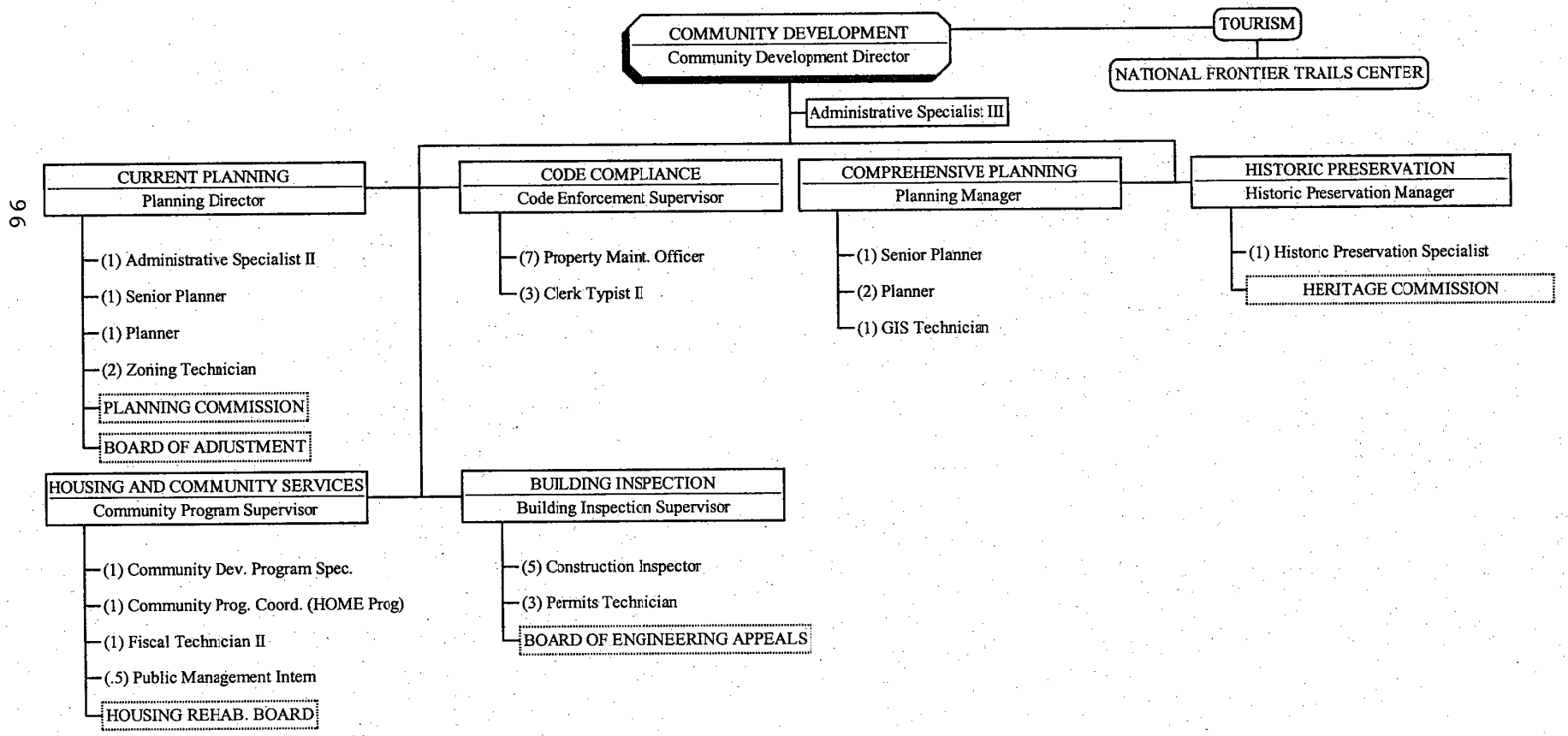
Significant Issues

* Establish training and development functions.
* Streamline hiring Process.
* Conduct customer survey.
* Modify and update Policies and Procedures.

Significant Issues

* Investigate Workers Compensation issues.
* Develop grievance handling administration procedure.

City of Independence, Missouri
Community Development



City of Independence
Departmental Budget Summary

Department: 4400 - Community Development *2000-01 Operating Budget*

Department Description

The Community Development Department is to update and implement the Comprehensive Plan to provide for the orderly growth and development of the community and strengthen its economic base, to preserve and enhance the historic resources of the community, to administer zoning and subdivision regulations, to assure minimum standards for building construction, to promote safe and healthful housing conditions, to provide housing opportunities for low and moderate income residents, to plan for the enhancement of the environment, to implement the goals of Community Development Block Grant Program, to provide for the public transit needs of local residents, and to plan and market for tourism.

Description	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Staffing				
Full Time Positions	33.50	35.50	36.50	39.50
Total	33.50	35.50	36.50	39.50

Description	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Budget by Major Program Category				
4401 Administration	144,877	155,592	156,354	160,640
4412 Long-Range Planning	219,235	256,026	262,813	284,995
4413 Current Planning	280,848	281,980	287,296	357,621
4414 Transportation	696,035	707,323	707,323	691,721
4420 Historic Preservation	123,851	118,756	120,782	126,722
4431 Building Inspection	455,763	427,243	436,191	516,340
4440 Code Enforcement	423,231	514,539	515,776	619,139
6601 CDBG Administration	161,473	170,000	164,721	144,531
6604 CDBG Housing	689,495	45,775	506,837	50,399
6802 Rental Rehab Administration	51,196	54,800	70,726	54,258
6803 Multi Family Housing	300,624	0	193,391	0
6804 Single Family Housing	220,594	0	247,823	0
Total	3,767,222	2,732,034	3,670,033	3,006,366

City of Independence
Departmental Budget Summary

Department: 4400 - Community Development *2000-01 Operating Budget*

Source of Funding				
General Fund	2,343,840	2,461,459	2,486,535	2,757,178
Community Dev Block Grant Fund	850,968	215,775	671,558	194,930
HOME Program Fund	572,414	54,800	511,940	54,258
Total	3,767,222	2,732,034	3,670,033	3,006,366
Direct/Offsetting Revenues				
Planning Exams and Licenses	22,570	52,436	39,900	41,500
Building Permits	761,817	700,843	811,637	1,111,500
Planning and Zoning Fees	34,044	28,550	34,500	45,000
Board of Adjustment Fees	700	1,650	1,200	1,500
Dial-a-Ride Grant	9,684	10,000	10,013	10,265
CDBG Federal Grant Grant	1,355,269	1,049,000	1,049,000	1,046,000
HOME Program Grant	521,523	488,000	488,000	493,000
Total	2,705,607	2,330,479	2,434,250	2,748,765

Significant Issues/Changes

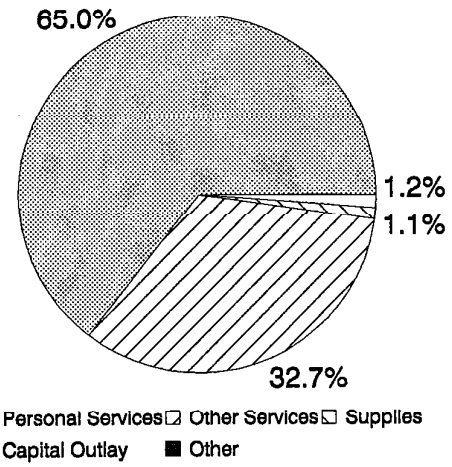
* During the 1999-2000 Fiscal Year, added a Property Maintenance Officer ($38,514) and a Clerk Typist II ($19,245) to be funded out of increased occupation license revenues to manage the new Rental Licensing program.
* During the 1999-2000 Fiscal Year, added a Permits Technician position ($34,629) which was funded out of increased Building Permit revenues to handle the increased workload for processing building permits.
* Added $30,000 in Building Inspection for contract building inspection services.
* Added a Customer Counselor - Zoning and Building (Planner) at a cost of $62,367 (which includes salaries, benefits, a vehicle and office furniture) to be funded from increased Building Permit revenues to help Zoning and Building customers work through the City's building codes and regulations.
* Increased the KCATA Public Transportation contract costs in the amount of $12,564 based on current contract costs projected for 12 months.

2000-01 Operating Budget — Community Dev.

Appropriations by Type:

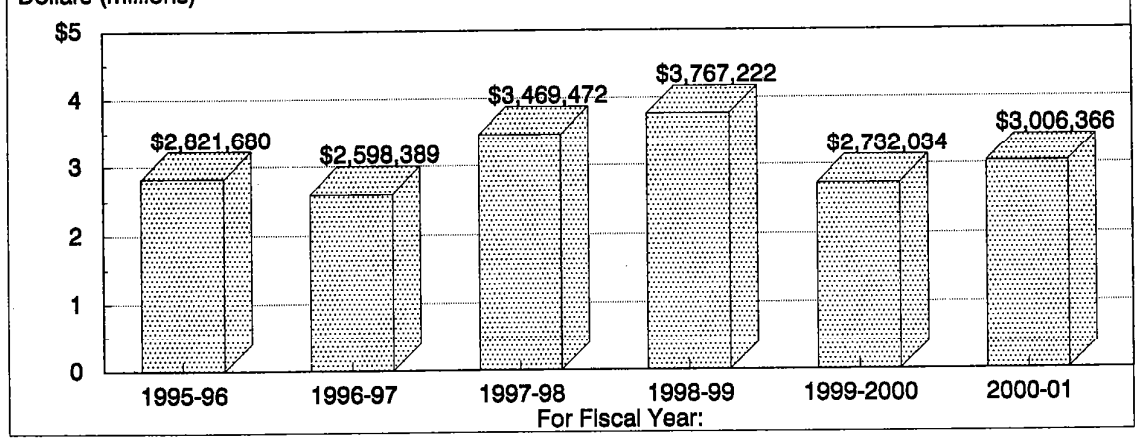
Expenditure Type	Actual 1998-99	Original 1999-2000	Projected 1999-2000	Adopted 2000-01
Personal Services	1,726,445	1,760,262	1,769,421	1,954,756
Other Services	1,125,409	942,139	1,296,528	983,403
Supplies	28,873	29,633	35,733	32,303
Capital Outlay	886,495	0	568,351	35,904
Other	0	0	0	0
Total	3,767,222	2,732,034	3,670,033	3,006,366

2000-01 City Council Adopted Budget



Historical Comparison:

	Actual 1995-96	Actual 1996-97	Actual 1997-98	Actual 1998-99	Budget 1999-2000	Budget 2000-01
Employees:						
Full Time Equiv.	30.00	33.50	33.50	35.50	36.50	39.50
Amount by Fund:						
General	1,833,641	2,109,915	2,276,994	2,343,840	2,461,459	2,757,178
Community Dev.	385,594	215,344	871,603	850,968	215,775	194,930
HOME Program	602,445	273,130	320,875	572,414	54,800	54,258
Per Capita	24.80	22.61	30.19	32.78	23.52	25.97
Per Household	57.03	52.30	69.83	75.83	53.94	59.37



City of Independence
Detail Program Summary

Department: 4400 - Community Development — *2000-01 Operating Budget*
Cost Center: 4401 - Administration — *Fund: 02 - General Fund*

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 Frontier Trails Center.

1999-00 Accomplishments

* Developed a funding strategy for the Little Blue Parkway.
* Constructed the Truman Walking Trail.
* Implemented a Systematic Code Inspection System.
* Developed an Enterprise Zone Plan.
* Implemented the Santa Fe Neighborhood 353 Plan.
* Adopted plan for Golf Strategies Tax Increment Financing Redevelopment Area.

2000-01 Objectives

* Develop an Excise Tax Program and prepare for a referendum vote.
* Adopt and implement an expanded MTRC 353 area.
* Establish implementation tools for the Little Blue Valley Plan.
* Implement 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.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Community Development Dir	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2000-01 Operating Budget*
Cost Center: 4401 - Administration *Fund: 02 - General Fund*

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	139,069	149,092	151,980	154,140
Other Services & Charges	4,829	5,800	3,674	5,800
Supplies	979	700	700	700
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	144,877	155,592	156,354	160,640

City of Independence
Detail Program Summary

Department: 4400 - Community Development — *2000-01 Operating Budget*
Cost Center: 4412 - Long-Range Planning — *Fund: 02 - General Fund*

Description

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

1999-00 Accomplishments

* Completed Subdivision Guarantees Ordinance.
* Reviewed and processed Eastland and Drumm Farm TIF's.
* Completed Building and Development fee increases.
* Design and approval for West Entry Enhancement, Truman Road Phase 2, and the Four Entryways ISTEA Projects.
* Completed draft of Expanded MTRC 353 Redevelopment Plan.
* Began detailed development of Little Blue Parkway Intersection Spacing, ROW, and alignment.
* Completed preliminary Street Finance Strategy for eastern Independence.
* Completed the 2000-2001 Capital Improvements Six Year Program.
* Completed the street name changes and assignment to Little Blue Parkway, View Parkway and Crackerneck Road.
* Completed five year TIF Progress Report for the Independence Commons and annual TIF Status Report.
* Converted existing GIS data to State Plane Coordinate System and created a digital zoning map.
* Developed a Parkland Dedication Ordinance.
* Developed design and awarded bid for installation of the Crossroads Landscape Plan.
* Design of Police Station and City Hall parking lot planting plans.
* Completed significant portions of the Truman and Mormon Walking Trail including final design of trail markers.
* Completed the 2000 population estimate and distribution of population by census tract.
* Census 2000.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Planning Projects - Studies,	27	43	40	40

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2000-01 Operating Budget*
Cost Center: 4412 - Long-Range Planning *Fund: 02 - General Fund*

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Grants, Reports and Plans. GIS Generated Maps	35	40	40	50

2000-01 Objectives

* Facilitate the development of a Satellite Enterprise Zone in northeastern Independence.
* Develop excise tax rate structure and ballot language.
* Publish Little Blue Valley and I-70/Selsa Road Plan on CD-ROM.
* Continue implementation of the Little Blue Valley Plan and I-70/Selsa Road Plan including design guidelines for Little Blue Valley neotraditional development.
* Draft Satellite Enterprise Zone Economic Development Plan and Neighborhood Revitalization Strategy portion of the Consolidated Plan for HUD.
* Truman Road Entryway economic and design study.
* Develop office and office park zoning districts and other nonresidential design standards.
* Prepare design standards for infill housing.
* Submit grant applications for TEA 21 Enhancement Projects.
* Submit Truman Heartland Grant application for Truman Walking Trail Phase 3.
* In conjunction with Amoco and the NWCDC, develop a revitalization plan for the northwest portion of the City.
* Prepare Tax Increment Five Year Progress Report for the Midtown/Truman Road Corridor and annual Tax Increment Financing Report.
* Develop 2001-2002 Capital Improvements Program.
* Develop report for Jackson Drive street name change.
* Develop Zoning Atlas (map book) in GIS.
* Begin implementation of digital subdivision data & maps in GIS.
* Provide technical assistance to NWCDC, most immediately with plans for a senior housing project to be financed primarily by HUD Section 202.
* Facilitate a "Main Street" type program for Englewood, Fairmount and the Independence Square.
* Amend Square 353 Development Plan.
* Finalize text and casting of plaques for Truman and Mormon Walking Trails - oversee installation.
* Submit two capital improvement project proposals to Midtown Truman Road Board.
* Participate in MARC Smart Choices Study.
* 23rd Street Entryway Economic and Design Study.

City of Independence
Detail Program Summary

Department: 4400 - Community Development — *2000-01 Operating Budget*
Cost Center: 4412 - Long-Range Planning — *Fund: 02 - General Fund*

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Planning Manager	.00	.00	.00	1.00
Planner	2.00	2.00	2.00	2.00
Senior Planner	1.00	1.00	2.00	1.00
GIS Technician	1.00	1.00	1.00	1.00
Total	4.00	4.00	5.00	5.00

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	204,154	244,570	249,231	271,539
Other Services & Charges	12,834	8,906	9,757	10,906
Supplies	2,247	2,550	3,045	2,550
Capital Outlay	0	0	780	0
Other Expenditures	0	0	0	0
Total	219,235	256,026	262,813	284,995

Significant Issues

* Senior Planner position reclassified to Planning Manager. Division needs manager to prepare budgets, evaluate and supervise employees and coordinate work items and priorities.

City of Independence
Detail Program Summary

Department: 4400 - Community Development — *2000-01 Operating Budget*
Cost Center: 4413 - Current Planning — *Fund: 02 - General Fund*

Description

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

1999-00 Accomplishments

* Completed Planning Commission Training Manuals and City Code Manuals.
* Entire Current Planning Division staff completed the MARC Customer Service Certificate Program.
* Completed Code Amendments for subdivision guarantees, fee increases, cul-de-sac design and erosion control.
* Continue Planning Commission training with American Planning Association Newsletters and MARC training.
* Developed procedures manual for tracking development applications.
* Completed graphic brochures for sign permit applications and development application requirements.
* Improved sign permit processing and landscaping follow-up inspection.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Site plan hearings by Planning Commission	24	30	30	30
Rezoning hearings by Planning Commission	42	25	35	30
Home occupation hearings by Planning Commission	09	18	20	15
Subdivision hearings by Planning Commission	48	48	45	40
Board of Zoning and Adjustment cases	15	13	10	15
Other cases heard by Planning Commission	23	33	40	35
Building Permit plans reviewed	1,467	1,679	1,700	1,700
Zoning and sign enforcement cases	950	1,269	1,000	1,250

2000-01 Objectives

* Implement administrative process for subdivision guarantees.
* Implement customer survey of Current Planning services.

City of Independence
Detail Program Summary

Department: 4400 - Community Development — *2000-01 Operating Budget*
Cost Center: 4413 - Current Planning — *Fund: 02 - General Fund*

2000-01 Objectives

* Continue to create development regulation brochures.
* Continue Planning Commission Training Program.
* Develop computerized procedures manuals and processes.
* Development code updates for outdoor sales, parking in residential yards, cluster zoning, feed lots.
* Post Planning Commission agendas and meeting results on City web page.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Planning Director	1.00	1.00	1.00	1.00
Planner	.00	.00	.00	1.00
Senior Planner	1.00	1.00	1.00	1.00
Zoning Technician	2.00	2.00	2.00	2.00
Administrative Spec II	.00	1.00	1.00	1.00
Total	4.00	5.00	5.00	6.00

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	268,720	268,895	274,211	320,614
Other Services & Charges	9,493	11,635	11,235	14,760
Supplies	921	1,450	1,850	1,550
Capital Outlay	1,714	0	0	20,697
Other Expenditures	0	0	0	0
Total	280,848	281,980	287,296	357,621

Significant Issues

* Added a Customer Counselor - Zoning and Building (Planner) at a cost of $62,367 (which includes salaries, benefits, a vehicle and office furniture) to be funded from increased Building Permit revenues to help Zoning and Building customers work through the City's building codes and regulations.

City of Independence
Detail Program Summary

Department: 4400 - Community Development — *2000-01 Operating Budget*
Cost Center: 4414 - Transportation — *Fund: 02 - General Fund*

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 Accomplishments

* Completed report for bus service extension and renewed contract with KCATA for bus service in 2000.
* Additional bus service to eastern Independence, Blue River Community College, and added one new intra-city bus route (orange route).

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Dial-A-Ride Coupons	40,260	36,264	28,596	30,924
Inter-City Ridership	209,153	212,932	125,219	128,033
Intra-City Ridership	63,453	65,000	129,591	147,669

2000-01 Objectives

* Prepare new three year contract for Independence Dial-A-Ride Program.
* Monitor service changes for bus service and develop improvements as applicable.
* Provide management and operations analysis in the Inter-City and Intra-City bus service.
* Provide management and operations analysis of the Dial-A-Ride service.
* Participate in state and regional transit committees.

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Other Services & Charges	696,035	707,323	707,323	691,721

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2000-01 Operating Budget*
Cost Center: 4414 - Transportation *Fund: 02 - General Fund*

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	696,035	707,323	707,323	691,721

Significant Issues

* Bus service changes have increased overall ridership by 8%.
* Increased the KCATA Public Transportation contract costs in the amount of $12,564 based on current contract costs projected for 12 months.

City of Independence
Detail Program Summary

Department: 4400 - Community Development — *2000-01 Operating Budget*
Cost Center: 4420 - Historic Preservation — *Fund: 02 - General Fund*

Description

The Historic Preservation Division administers the development 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 Accomplishments

* Four rehabilitation and one new construction project underway on Truman Road (River to Union).
* Phase III work on Chicago & Alton Depot underway / completed.
* Historic Preservation Comprehensive Plan adopted as amendment to City's Comprehensive Plan.
* Truman Neighborhood Design Guideline completed and distributed.
* Grant received for Truman Station landscaping.
* Englewood Neighborhood Survey completed.
* Grant received for Square survey.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Truman District Cases	5	7	15	15
Demolition Permits	35	75	55	45
Dangerous Buildings	35	40	49	50
National Register	0	8	1	5
Preservation Saves	6	12	16	20

2000-01 Objectives

* Complete survey of the Courthouse Square.
* Initiate implementation of Comprehensive Plan for Historic Preservation.
* Complete survey work and nomination of South Main Historic District.
* Work with affiliated not-for-profit groups to develop long range plan for City owned historic sites.
* Initiate and complete expansion of Truman Heritage District to neighborhood boundaries.

City of Independence
Detail Program Summary

Department: 4400 - Community Development — *2000-01 Operating Budget*
Cost Center: 4420 - Historic Preservation — *Fund: 02 - General Fund*

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Historic Pres Specialist	.00	.00	.00	1.00
Historic Pres Tech	1.00	1.00	1.00	.00
Historic Pres Manager	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	95,654	96,506	98,532	104,472
Other Services & Charges	25,363	21,250	21,250	21,250
Supplies	2,834	1,000	1,000	1,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	123,851	118,756	120,782	126,722

Significant Issues

* Historic Preservation Technician job duties changed significantly over the past two years, which was addressed with reclassification of the position to Historic Preservation Specialist.

City of Independence
Detail Program Summary

Department: 4400 - Community Development — *2000-01 Operating Budget*
Cost Center: 4431 - Building Inspection — *Fund: 02 - General Fund*

Description

The Building Inspection Division reviews plans and inspects all types of building construction for the purpose of safeguarding public safety, health & welfare, by regulating and controlling the design, construction, wiring, plumbing, and heating/cooling quality of all structures to meet the current adapted codes. This division also regulates the testing, licensing and renewals of craftsman trades such as electrical, plumbing, and heating contractors.

1999-00 Accomplishments

* Generated approximately $602,350 in revenue from permit fees.
* Performed 13,396 building, electrical, plumbing, and heating/cooling inspections.
* Continued customer service training.
* Continued training on codes and new materials.
* Introduced new residential plan review process to speed up review time.
* Updated permit fees.
* Added additional staff.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Inspections Performed	9,477	10,000	10,300	13,000
Permits Issued	4,024	5,500	6,500	7,500

2000-01 Objectives

* Request adoption of new codes.
* Continue training on new codes and materials.
* Add new program to connect the license renewal process to the cashier.
* Develop H.T.E. tie-in programs to Water Pollution Control sewer billing and Customer Service water billing.
* Increase customer service by adding staff.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2000-01 Operating Budget*
Cost Center: 4431 - Building Inspection *Fund: 02 - General Fund*

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Building Inspection Supv	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	3.00
Total	8.00	8.00	8.00	9.00

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	433,921	403,335	412,283	451,619
Other Services & Charges	15,997	18,771	18,371	57,321
Supplies	4,260	5,137	5,537	7,400
Capital Outlay	1,585	0	0	0
Other Expenditures	0	0	0	0
Total	455,763	427,243	436,191	516,340

Significant Issues

* HTE Inspection Modem & Hand Held Inspection Entry for Inspectors added to facilitate inspection entry for better efficiency for inspectors and provide better customer service by making inspection results more readily available. This item will be added to the capital outlay account in cost center 6503.
* During the 1999-2000 Fiscal Year, added a Permits Technician position ($34,629) which was funded out of increased Building Permit revenues to handle the increased workload for processing building permits.

City of Independence
Detail Program Summary

Department: 4400 - Community Development — *2000-01 Operating Budget*
Cost Center: 4440 - Code Enforcement — *Fund: 02 - General Fund*

Description

The Code Compliance program is designed to improve the quality of the maintenance of properties through a cooperative partnership with property owners and tenants. Improvement is achieved through gaining compliance with the property maintenance code and assisting residents and businesses in meeting or exceeding those code requirements.

1999-00 Accomplishments

* Began pilot program for Systematic Code inspections in four neighborhoods.
* Began the Rental Property Inspection Program. Hired one inspector and one clerk.
* Worked 263 dangerous or unsafe to occupy buildings from July 1, 1999 to February 17, 2000. Resolved 139.
* Performed 106 weed and refuse abatements from July 1, 1999 through February 17, 2000.
* Work with targeted neighborhoods to assist with revitalization goals.
* Referrals for assistance to property owners who may qualify is an on-going program. Twenty two referrals have been made from July, 1999 to February, 2000.
* Educational efforts are on-going to provide information to citizens concerning property maintenance and landlord tenant issues. Information is periodically disseminated via the Government Cable Access Channel, newspaper articles, newsletters, pamphlets, and various meetings with civic groups and organizations.
* One inspector became nationally certified as an investigator/inspector through the NCIT Program in cooperation with the University of Eastern Kentucky. All inspectors except the newly hired inspector are now nationally certified.
* Replaced four existing computers which were not Y2K compliant.

2000-01 Objectives

* Complete curriculum and implement the court assigned Landlord/Tenant class.
* Complete pilot program for the four targeted neighborhoods for systematic enforcement.
* Have new field inspector obtain national certification training.
* Obtain one new replacement vehicle, replacing 12 year old truck.
* Replace three computers which are at least six years old and not capable of running some software applications necessary to our operation.
* Obtain one quality color printer for the purpose of processing digital photos for court and abatement actions.
* Obtain two digital cameras for remaining field staff.

City of Independence
Detail Program Summary

Department: 4400 - Community Development — *2000-01 Operating Budget*
Cost Center: 4440 - Code Enforcement — *Fund: 02 - General Fund*

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Clerk Typist II	2.00	2.00	2.00	3.00
Code Enforcement Supv	1.00	1.00	1.00	1.00
Property Maint Officer	5.00	6.00	6.00	7.00
Total	8.00	9.00	9.00	11.00

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	352,410	355,417	356,654	450,061
Other Services & Charges	61,132	150,287	150,287	160,653
Supplies	9,689	8,835	8,835	8,425
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	423,231	514,539	515,776	619,139

Significant Issues

* Funding of $5000 for overtime for on call staff to respond to Police and Fire Department emergencies. Federal Fair Labor Standards require overtime to be paid unless the employee opts for comp time; staff has accepted compensatory time to date, but have indicated they would like the option of choosing.
* Increased funding of $9,500 requested for Advertising/Public Notices. State Law, City Charter and City Codes require that public notices be advertised in the local newspaper for all dangerous buildings, and for nuisance violations the City desires to abate if the City is unable to serve notice of violation through personal service or certified mail. The volume of notices being published is increasing because many of the properties have been abandoned.
* Added a Property Maintenance Officer ($38,514) and a Clerk Typist II ($19,245) during the 1999-2000 Fiscal Year to administer the Rental Licensing Program.

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2000-01 Operating Budget*
Cost Center: 6601 - CDBG Administration *Fund: 08 - Community Dev Block*

Description

Administration of city and sub-recipient programs funded through the City's Community Development Block Grant (CDBG). Under CDBG guidelines, the city funds projects/programs which carry out a wide range of community development activities directed toward neighborhood revitalization, economic development, and the provision of improved community facilities and services. Current programs include: Housing Rehabilitation Programs, Public Service Projects (Homeless Shelters, Parks, Etc.); Capital Improvement Projects (Street Improvements, Etc.); and Historic Preservation.

1999-00 Accomplishments

* Implement Revitalization Loan Program.
* Sent out 48 applications, 4 referenced to bank for loans.
* Implement Commercial Loan Program.
* Mailed 7 applications and recieved 1 back for processing.
* Developed 2 RFP's for street projects and 1 RFP for Hotel Developer.
* Processed 19 referrals to Housing Code Abatment Program. 15 Abated.
* Processed 4 Code Trash Referrals. 3 were abated.
* Painted 13 houses through IMAGE. Estimate 30 more by June 30,2000.
* Worked with Community Service League to organize Paint-A-Thon.
* Participating in the KC150 Sub-committee on Neighnorhood & Community
* Implemented the Small Grant Program. 1 Grant awarded.
* Worked with Fast Forward Independence Committee for Neighborhood Expo.
* Division took customer service training series at MARC.
* Communinty Development Specialists attended Customer Service training and received certificate in program.
* Helped plan Metro Wide Hands Neighborhood Conference.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Public Hearings	3	5	3	6
Grants Administered	3	3	3	3
Subrecipient Agencies Monitored	11	13	11	11
Projects Administered	20	24	20	24

2000-01 Objectives

* Secure a developer for the Hotel on the Square.
* Work with neighborhoods to utilize the Neighborhood Small Grants Program.

City of Independence
Detail Program Summary

Department: 4400 - Community Development — *2000-01 Operating Budget*
Cost Center: 6601 - CDBG Administration — *Fund: 08 - Community Dev Block*

2000-01 Objectives

* Continue the Santa Fe Trail Neighborhood 353 Tax Abatement Project. 18 Projects completed and an additional 22 underway.
* Work with the Fairmont Neighborhood and the Northwest Communities CDC to create a 353 Tax Abatement Area in NW Independence.
* Establish a Maintenance Reserve Program.
* Publicize accomplishments of CDBG Programs through brochures, City Scene, Notes and News, and Channel 7.
* Publicize Fair Housing information, complaint process through brochures, City 7, Internet, City Scene, and newspapers.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Comm Develop Prog Spec	1.00	1.00	1.00	.00
Community Program Supvr	1.00	1.00	1.00	1.00
Public Management Intern I	.50	.50	.50	.50
Fiscal Technician II	1.00	1.00	1.00	1.00
Total	3.50	3.50	3.50	2.50

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	137,680	146,264	132,110	104,523
Other Services	16,353	15,967	20,442	16,792
Supplies	5,737	7,769	8,169	8,009
Capital Outlay	1,703	0	4,000	15,207
Other	0	0	0	0
Total	161,473	170,000	164,721	144,531

Significant Issues

* Establish a Maintenance Reserve Program.
* Identify and address issues of lead based paint with all CDBG Housing Programs. This will include Owner Occupied Rehabilitation, Independence Code Abatement Program, Emergency Home Repair Program, and IMAGE Paint program.

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2000-01 Operating Budget*
Cost Center: 6604 - CDBG Housing *Fund: 08 - Community Dev Block*

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 home 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 Accomplishments

* Rehabilitated 5 Homes. Estimated 6 Rehabilitation Projects completed by June 30, 2000. This is consistant with the amount budgeted for the program.
* 53 First Interest in Owner Occupied Rehab Program letters sent.
* 13 Building analysis reports completed.
* Attended 5 training classes or seminars: Customer Service Certificate Program, HUD Subgrantee, Meth Lab Awareness, and Sensitivity Training.
* 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.
* Inspected and monitored CDBG funded Public Works Projects and other Capital Improvements.
* Worked on the development of the Maintenance Reserve Program and retooling of Independence Code Abatement Program.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Owner Occupied Rehabilitation	11	10	6	8

2000-01 Objectives

* Conduct Midtown Truman Road Corridor and Sante Fe 353 Compliance Inspections.
* Conduct First Time Home Buyer Inspections
* Expend funds allocated for program.
* Produce high quality rehabilitation projects.
* Develop waiting list for next year's funds.
* Manage CDBG funded Public Works Capital Improvement Projects.

City of Independence
Detail Program Summary

Department: 4400 - Community Development — *2000-01 Operating Budget*
Cost Center: 6604 - CDBG Housing — *Fund: 08 - Community Dev Block*

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Comm Develop Prog Spec	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	42,852	43,023	46,167	45,230
Other Services	279,786	2,200	253,539	4,200
Supplies	487	552	516	969
Capital Outlay	366,370	0	206,615	0
Other	0	0	0	0
Total	689,495	45,775	506,837	50,399

Significant Issues

* The Owner Occupied Rehabilitation Program will be supplemented to include a HOME funded repair program in the 353 Approved Neighborhoods. This should increase the citizens assisted by double.
* Total invested in low-moderate income homes in Independence since FFY 96/97 by the Owner Occupied Rehabilitation Program have reached nearly $600,000.00 and 32 families.

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2000-01 Operating Budget*
Cost Center: 6802 - Rental Rehab Administration *Fund: 09 - HOME Program Fund*

Description

Administration of City Programs funded through the city's Federal Home Investment Partnership Program. Fiscal year 2000-2001 will be the 7th 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 developmenyt of non-luxury housing. Progra ms for FY 2000-2001 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.

1999-00 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 the First Time Home Buyers Program, and rehabilitation of a single family home.
* Facilitated the development of CHDO staff capacity by providing technical assistance for the executive director.
* Completed construction of 48 multi-family units.
* Assisted 60 First Time Home Buyers.
* Attend Lead Based Paint training for the new HUD rules that will be implemented September 2000.
* Attended HOME Program training by HUD.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Multi-Family Units	10	10	48	63
First Time Home Buyers	80	80	60	60

2000-01 Objectives

* Manage the Home Program as a participating jurisdiction for the seventh year.
* Target units to include 63 units rehabbed, 60 units for Home Buyers

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2000-01 Operating Budget*
Cost Center: 6802 - Rental Rehab Administration *Fund: 09 - HOME Program Fund*

2000-01 Objectives

Acquisition assistance, 10 Rehabbed homes, 4 new infill housing projects.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Comm. Development Prog. Coord.	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	44,585	53,160	53,300	52,558
Other Services	2,893	0	11,344	0
Supplies	1,719	1,640	6,081	1,700
Capital Outlay	1,999	0	1	0
Other	0	0	0	0
Total	51,196	54,800	70,726	54,258

Significant Issues

* Targeting areas with HOME funds that will receive 353 Match (Owner Occupied Rehabilitation, Infill Housing, Rental Rehabilitation).
* Identify and address issues of Lead Based Paint with all HOME funded housing projects. this will include the Community Housing Development Organizations (CHDO), First Time Home Buyers Program, Rental Rehabilitation Program, in addition to any new programs that may be developed in the future.
* Funding for HOME program funds are targetted to projects that will generate the 25% community match required by HUD. These funds are generally received from non-federal funding sources such as tax abatement, waived fees, and other non-federal sources.
* Work on the development of In-fill housing programs for the city of Independence.
* Multi-family housing development on Maple Street with Cohen/Esrey will be funded with 1999/2000 funds.

City of Independence
Detail Program Summary

Department: 4400 - Community Development — *2000-01 Operating Budget*
Cost Center: 6803 - Multi Family Housing — *Fund: 09 - HOME Program Fund*

Description

Administration of city programs funded through the city's Federal Home Investment Partnership Program. Fiscal Year 2000-2001 will be the 7th 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 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 2000-2001 include construction and rehab of rental real property that is or will be occu pied by very low or low to moderate income tenants.

1999-00 Accomplishments

* Successfully administer programs under the HOME Program which include rental rehabilitation.
* Completed construction of 48 New Multi-family units.

2000-01 Objectives

* Target Units will include rehabilitation of 63 Multi-Family units.

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Other Services	0	0	0	0
Capital Outlay	300,624	0	193,391	0
Total	300,624	0	193,391	0

City of Independence
Detail Program Summary

Department: 4400 - Community Development — *2000-01 Operating Budget*
Cost Center: 6804 - Single Family Housing — *Fund: 09 - HOME Program Fund*

Description

Administration of City Programs funded through the city's Federal Home Investment Partnership Program. Fiscal Year 2000-2001 will be the 7th 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 2000-2001 will include the First Time Home Buyers Program.

1999-00 Accomplishments

* Successfully administered programs under the HOME Program which included First Time Home Buyers Program.
* Assisted 60 First Time Home Buyers.

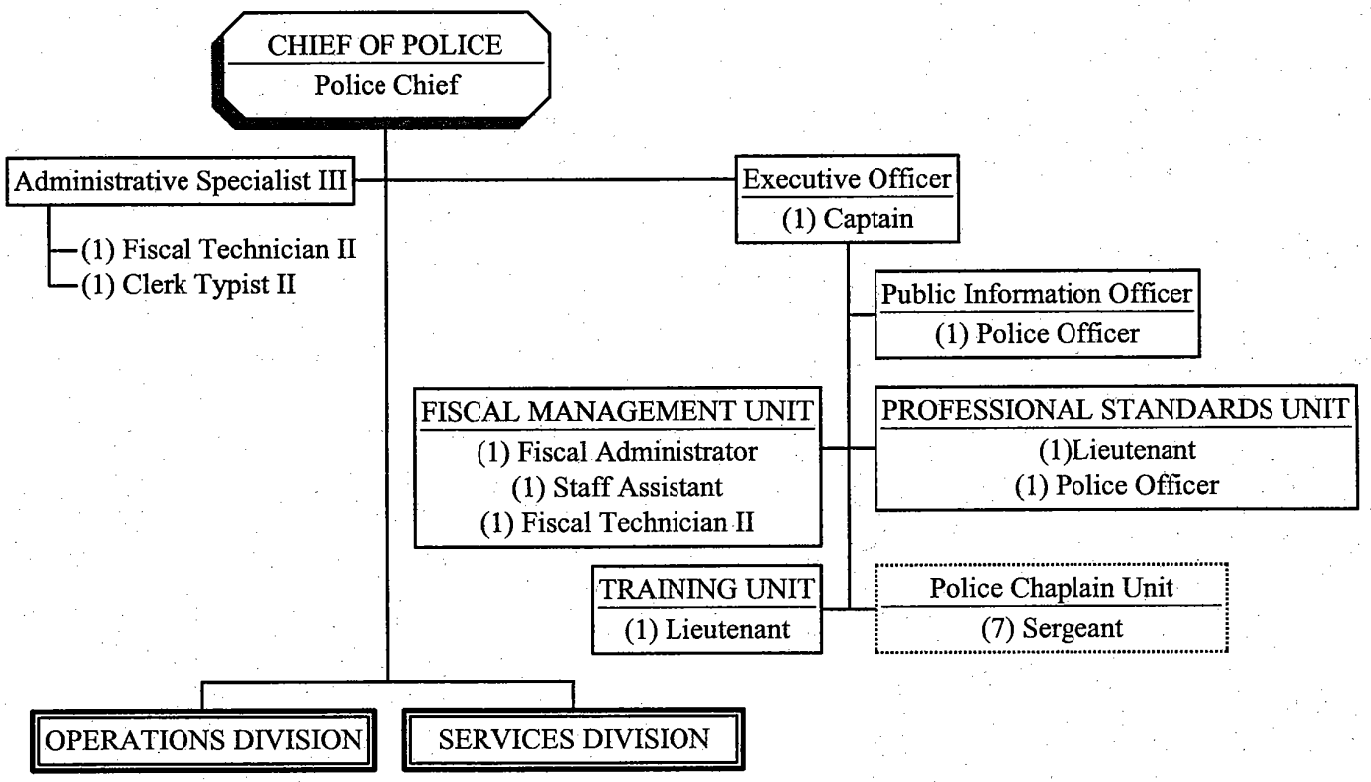
2000-01 Objectives

* Target units will include 60 units for Home Buyer Acquisition Assistance.
* Lenders participating in program provide match by waiving traditional fees.

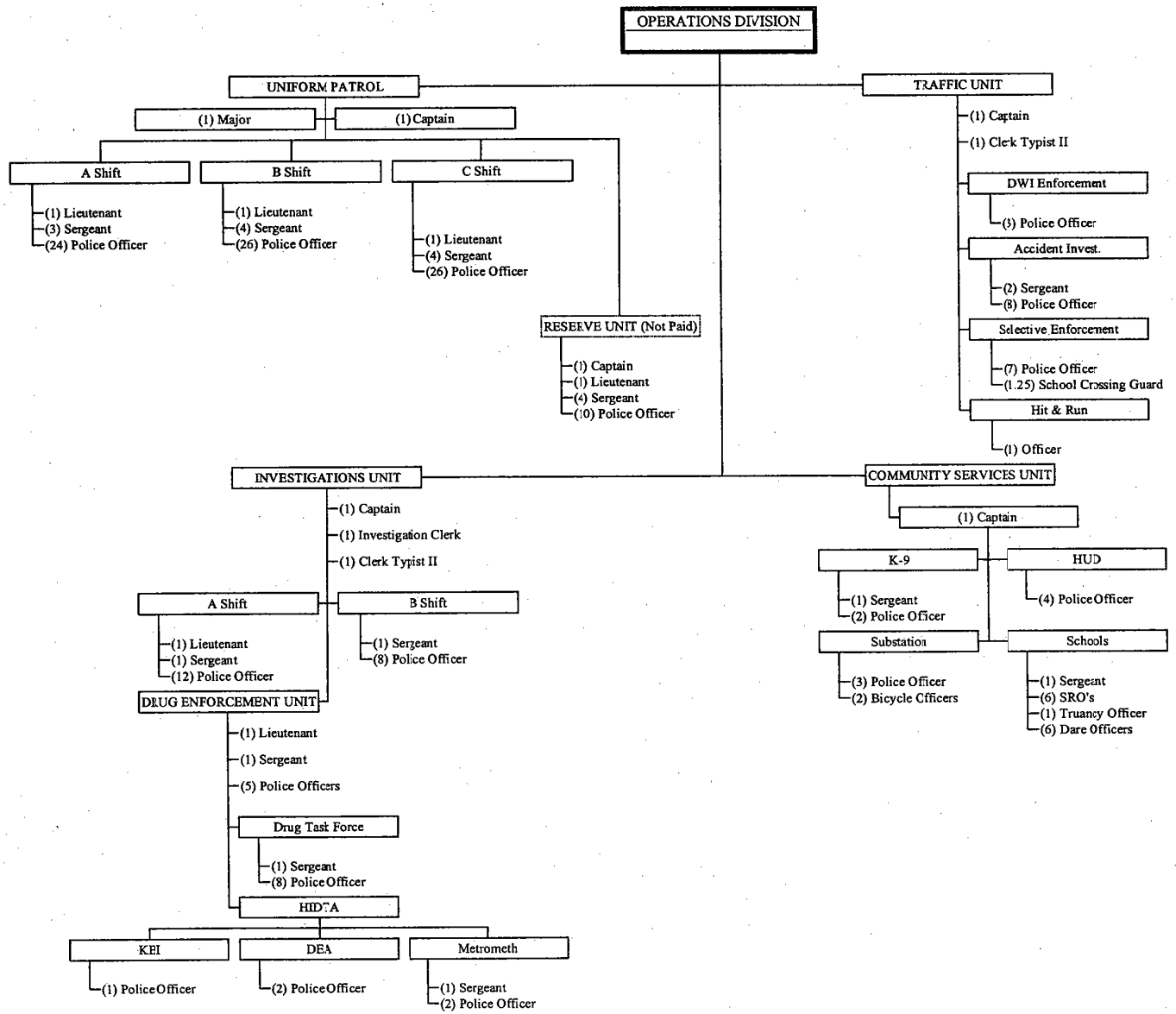
Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	7,400	0	5,047-	0
Other Services	694	0	89,306	0
Capital Outlay	212,500	0	163,564	0
Total	220,594	0	247,823	0

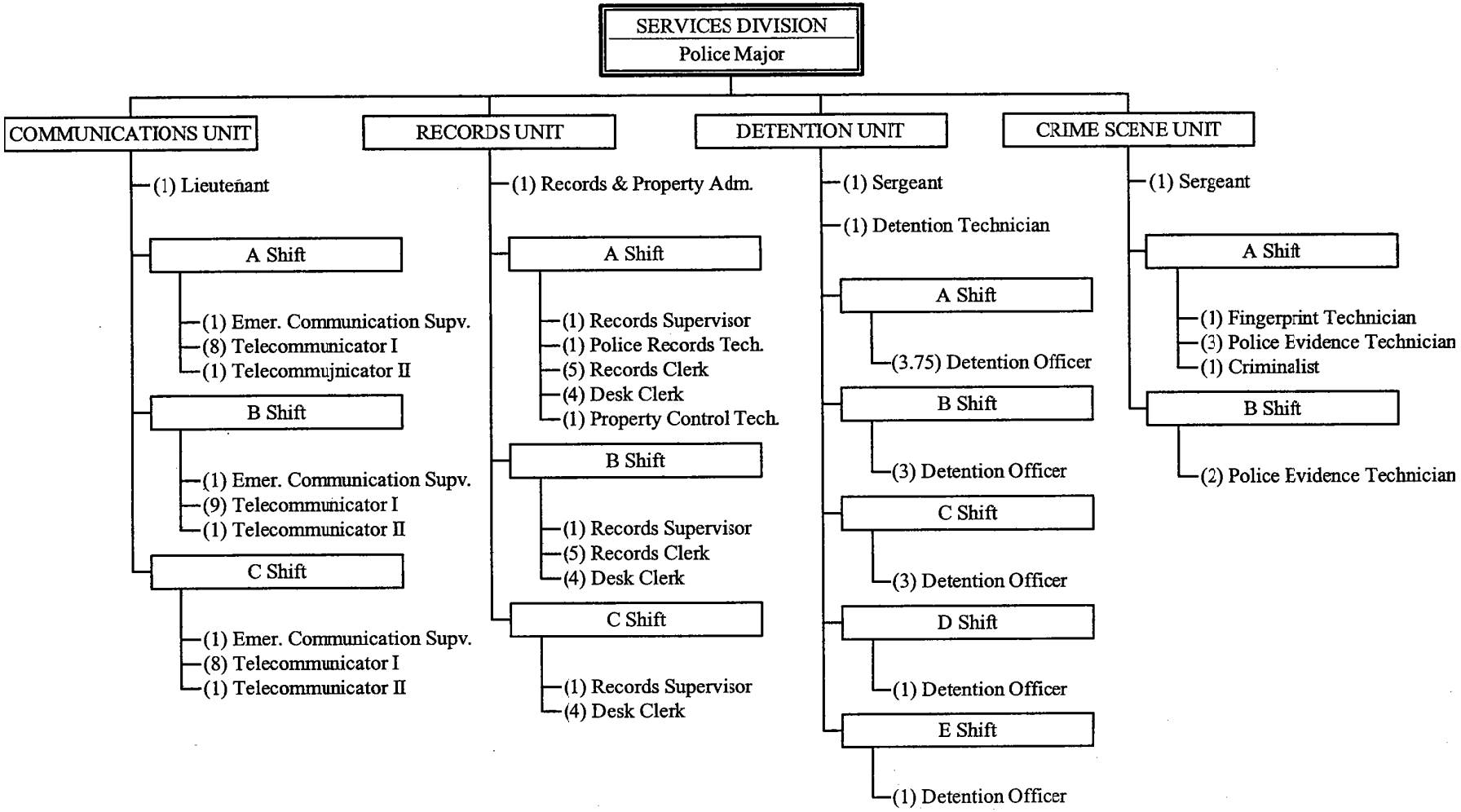
City of Independence, Missouri
Police Department



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



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



City of Independence
Departmental Budget Summary

Department: 4500 · Police *2000-01 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.

Description	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Staffing				
Full Time Positions	258.00	262.00	267.00	273.00
Part Time Positions	2.00	2.00	2.00	2.00
Total	260.00	264.00	269.00	275.00

Description	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Budget by Major Program Category				
4511 Chief of Police	641,767	655,782	670,107	745,552
4512 Police Grant Expenditures	0	0	772,785	0
4513 Police Training	105,611	70,678	87,563	87,563
4531 Police Operations - Admin.	91,641	88,295	89,842	89,436
4532 Uniform Unit	5,655,898	5,252,875	5,382,701	5,293,105
4533 Traffic Unit	1,330,863	1,330,176	1,366,607	1,430,234
4534 Investigations	1,499,732	1,317,996	1,327,119	1,408,686
4535 Special Operations	1,078,532	939,061	937,114	978,788
4536 Community Services Unit	550,147	592,927	594,469	1,335,394
4541 Police Services - Admin.	90,651	89,343	91,246	91,273
4542 Crime Scene	494,667	405,195	406,288	406,573
4543 Detention	851,131	920,727	915,994	882,044
4544 Records and Property	964,824	1,041,027	1,038,706	1,061,668
4545 Communications	1,524,950	1,534,233	1,537,142	1,515,162
4546 Community Outreach	529,178	619,947	620,447	0
Total	15,409,592	14,858,262	15,838,130	15,325,478

City of Independence
Departmental Budget Summary

Department: 4500 - Police *2000-01 Operating Budget*

Source of Funding				
General Fund	15,409,592	14,858,262	15,838,130	15,325,478
Total	15,409,592	14,858,262	15,838,130	15,325,478
Direct/Offsetting Revenues				
Federal and State Grants	1,016,081	179,909	1,084,367	281,215
Jackson County Drug Task Force	469,457	511,951	484,218	589,968
Jackson County DARE Program	334,095	334,095	334,095	324,070
Police Services Reimbursement	109,229	63,286	62,542	72,056
Sale of Police Reports	51,204	50,000	50,000	50,000
School Resource Officers	97,251	145,323	147,863	163,897
Alarm Charges	9,525	43,768	50,000	50,000
Total	2,086,842	1,328,332	2,213,085	1,531,206

Significant Issues/Changes

* Complete an accurate inventory of all department-owned weapons and improve accountability for their assignment. Improve security for the police firing range.
* Investigate and target drug trafficking organizations operating in Independence through the coordinated efforts with the Area Drug Task Forces.
* Community Outreach Unit will be incorporated into the Community Services Unit during the 2000/2001 fiscal year.
* Continue to monitor response times to provide 7.0 minutes or less response time to emergency service calls.
* Propose, support and commit assistance to a Citizen Patrol plan staffed by volunteers to provide a police department presence on the Independence Square.
* Utilize advanced technology and increased enforcement efforts to provide a more timely response to citizens' traffic complaints, in an effort to improve the quality of life in our community.
* The budget was increased by $17,325 which represents increased costs for the second year of the Wellness Program due to increased personnel eligibility.
* The department plans to implement a more effective and aggressive recruiting program to attract quality personnel to fill position openings throughout the department.
* During the 1999-2000 Fiscal Year 6 new Police Officer positions were added to the Police Department budget at a total cost of $217,210. These positions were funded from the Federal COPS Ahead grant program.

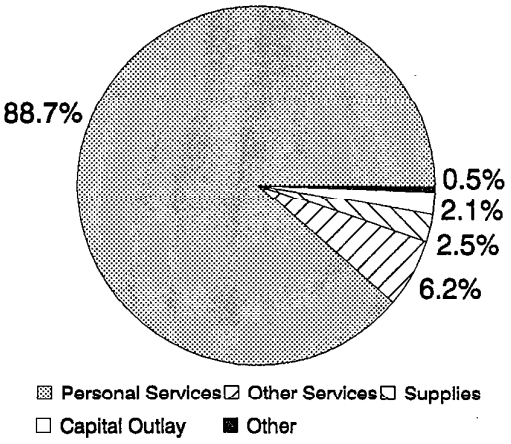
2000-01 Operating Budget

Police

Appropriations by Type:

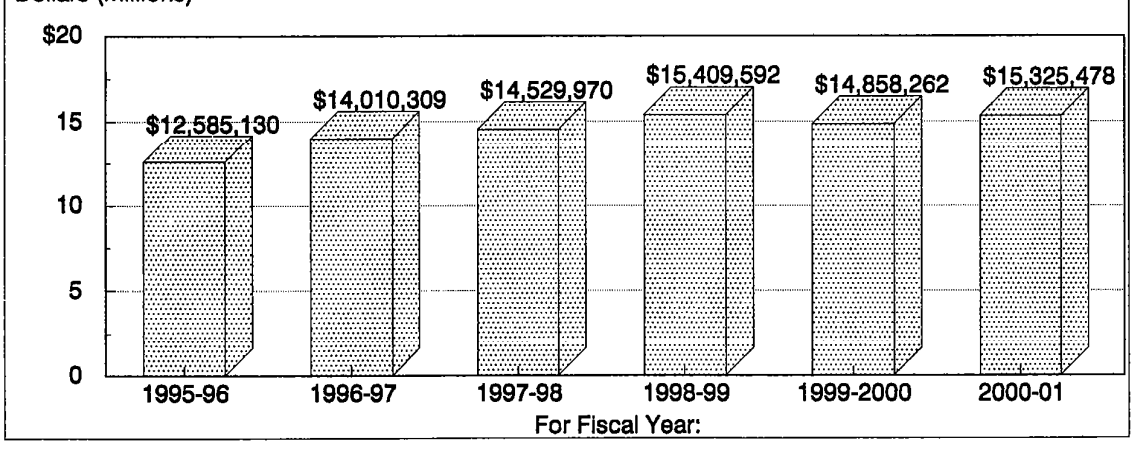
Expenditure Type	Actual 1998-99	Original 1999-2000	Projected 1999-2000	Adopted 2000-01
Personal Services	13,517,912	13,191,702	13,803,288	13,603,273
Other Services	945,769	906,347	1,020,766	942,728
Supplies	393,657	322,852	356,302	380,993
Capital Outlay	461,716	338,591	559,004	328,884
Other	90,538	98,770	98,770	69,600
Total	15,409,592	14,858,262	15,838,130	15,325,478

2000-01 City Council Adopted Budget



Historical Comparison:

	Actual 1995-96	Actual 1996-97	Actual 1997-98	Actual 1998-99	Budget 1999-2000	Budget 2000-01
Employees:						
Full Time Equiv.	245.00	255.00	260.00	264.00	269.00	275.00
Amount by Fund:						
General	12,585,130	14,010,309	14,529,970	15,409,592	14,858,262	15,325,478
Per Capita	110.63	121.90	126.42	134.08	127.92	131.14
Per Household	254.36	282.01	292.47	310.17	293.33	299.84



City of Independence
Detail Program Summary

Department: 4500 - Police — *2000-01 Operating Budget*
Cost Center: 4511 - Chief of Police — *Fund: 02 - General Fund*

Description

Personnel assigned to the Office of the Chief of Police consist of the Chief of Police, one Executive Officer, two Police Lieutenants, one Police Officer, one Fiscal Administrator, 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 Accomplishments

* The Department received the "Second Award" for Accreditation Status at the November 1999 CALEA (Commission on Accreditation for Law Enforcement Agencies, Inc.) Conference held in Atlanta, Georgia.
* The department was reorganized to eliminate the ten-hour shift schedule in the Patrol Unit and implement one eight-hour shift and two twelve-hour shifts in its place.
* The Command Staff was restructured to have five Captains as Unit Commanders reporting directly to the Chief. Three Lieutenants were assigned as Shift Commanders to complete the new Patrol Shift configurations.
* The department created a full-page, mid-weekly in The Examiner dedicated to police activities of interest to the general public. This page provides current crime information in residential neighborhoods that enhance Neighborhood Watch groups' crime prevention efforts.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Police Officer Applicants	104	100	100	100
Police Officers Hired	10	18	10	10
Civilian Applicants	185	96	150	440
Participation in collegiate and public recruitment	10	8	10	8

2000-01 Objectives

* Obtain and implement Use of Force software to provide tracking capabilities for all incidents of use of force employed by department personnel.

City of Independence
Detail Program Summary

Department: 4500 - Police — *2000-01 Operating Budget*
Cost Center: 4511 - Chief of Police — *Fund: 02 - General Fund*

2000-01 Objectives

* Implement a more effective and aggressive recruiting program to attract quality personnel to fill position openings throughout the department.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Asst Police Chief	1.00	1.00	.00	.00
Police Chief	1.00	1.00	1.00	1.00
Police Captain	.00	.00	1.00	1.00
Fiscal Administrator	.00	.00	.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 Officer	.00	.00	.00	1.00
Police Sergeant	.00	.00	1.00	.00
Staff Assistant	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Fiscal Technician II	2.00	2.00	2.00	2.00
Total	11.00	11.00	11.00	12.00

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	584,293	612,066	621,391	682,586
Other Services & Charges	45,868	32,401	46,545	49,711
Supplies	5,429	2,171	2,171	3,654
Capital Outlay	6,177	9,144	0	9,601
Other Expenditures	0	0	0	0
Total	641,767	655,782	670,107	745,552

Significant Issues

* The department plans to implement a more effective and aggressive recruiting program to attract quality personnel to fill position openings throughout the department.

Significant Issues

* The budget was increased by $17,325 which represents increased costs for the second year of the Wellness Program due to increased personnel eligibility.

City of Independence
Detail Program Summary

Department: 4500 - Police — *2000-01 Operating Budget*
Cost Center: 4513 - Police Training — *Fund: 02 - General Fund*

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 Accomplishments

* All sworn department personnel successfully completed the triennial State mandated Peace Officer Standards and Training (POST) continuing education requirements in order to maintain State of Missouri individual certification as a law enforcement officer.
* The indoor Police Firing Range was renovated to include refurbishment of the bullet traps, new steel walls, new shooting booths and all new electronic target control.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
In-Service Training Hours	4,680	4,046	4,248	4,363
Specialized Training Hours	6,608	4,251	4,464	5,430

2000-01 Objectives

* Complete an accurate inventory of all department-owned weapons and improve accountability for their assignment. Improve and maintain security for the police firing range to include accountability of all department-owned weapons.
* Develop lesson plans and design a program for department personnel to become instructor certified. This will enable in-house personnel to provide in-service training for continuing education units toward officer recertification.

City of Independence
Detail Program Summary

Department: 4500 - Police *2000-01 Operating Budget*
Cost Center: 4513 - Police Training *Fund: 02 - General Fund*

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Other Services & Charges	86,386	49,750	66,635	70,806
Supplies	19,225	20,928	20,928	16,757
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	105,611	70,678	87,563	87,563

Significant Issues

* The Training Unit plans to complete an accurate inventory of all department-owned weapons and to improve accountability for their assignment. Security for the police firing range will also be improved.

City of Independence
Detail Program Summary

Department: 4500 - Police — *2000-01 Operating Budget*
Cost Center: 4531 - Police Operations - Admin. — *Fund: 02 - General Fund*

Description

Develop policies and assign resources in accordance with demands for police services. 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 Accomplishments

* The Mobile Police Response Center and the Police Command Post have been completely equipped and officers have been selected and trained to operate the Units in time of need. Both Units have been used in excess of 58 times on a variety of uses ranging from special events to neighborhood problems.
* A new scheduling plan was implemented on December 21, 1999 that consisted of three Watches which include one eight-hour watch and two twelve-hour watches. Preliminary reports indicate these schedules have improved efficiency and employee satisfaction.
* A community policing initiative called Sector Meetings was implemented this year. Sector meetings involve all uniform, detective, and traffic personnel who meet with other City department employees to identify and resolve neighborhood and business community problems including licensing, codes, animals, health, streets, parks and police issues.

2000-01 Objectives

* Police Operations plans to continue to improve the Sector Meetings by encouraging more input and participation from other City Departments. In turn, the delivery of City services to the community will be better coordinated and managed.
* This unit will coordinate the department's policing initiatives with the Uniform Patrol's pursuit of "problem oriented policing," and direct these efforts to establish partnerships between the police, community, and city government.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Police Major	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 4500 - Police *2000-01 Operating Budget*
Cost Center: 4531 - Police Operations - Admin. *Fund: 02 - General Fund*

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	88,401	86,910	88,457	88,286
Other Services & Charges	535	427	427	550
Supplies	2,705	958	958	600
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	91,641	88,295	89,842	89,436

Significant Issues

* Police Operations will coordinate the department's policing initiatives with the Uniform Patrol's pursuit of "problem oriented policing," and direct these efforts to establish partnerships between the police, community, and city government.

City of Independence
Detail Program Summary

Department: 4500 - Police — *2000-01 Operating Budget*
Cost Center: 4532 - Uniform Unit — *Fund: 02 - General Fund*

Description

The Uniform Unit has ninety-two 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 Accomplishments

* The Police Mobile Response Center is now available for assignment to problem neighborhoods or business districts to assist the district officers in resolving nuisance and compliance issues as a community policing response.
* Computer programming was obtained to give the officers the ability to review and correct PACED police reports prior to supervisor approval.
* In-service training is now conducted at the shift level on required training of CPR, Firearms, Nightstick, and Breathalyser certification. The training has reduced the overtime expenditures required to provide this type of on-going training.
* A new staffing and scheduling plan was implemented for the Uniform Patrol Unit this year. The plan is based on two twelve-hour watches and one eight-hour watch which provides the overlapping of personnel during peak call for service hours of 7 p.m. to 3 a.m. The plan also permits the Special Response Team training to be conducted while members are on duty, limiting the requirement for overtime.
* Monthly Sector Meetings were implemented for each of the four sectors of the City. They are attended by the Uniform Patrol Officers assigned to each of the sectors, detectives, and representatives of the other city departments including Code Enforcement, Licensing, Public Works, Health, Parks, and the Utilities. All city service providers have an opportunity to come together to seek help or exchange information on existing problems and issues they encounter in each of the sector areas.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Police Incident Calls	131,193	126,185	107,880	120,963
Violent Crimes Reported	2,262	2,441	2,388	2,271

2000-01 Objectives

* The Uniform Unit will be involved in the refinement of the monthly Sector Meetings. This will include encouraging participation by all

City of Independence
Detail Program Summary

Department: 4500 - Police — *2000-01 Operating Budget*
Cost Center: 4532 - Uniform Unit — *Fund: 02 - General Fund*

2000-01 Objectives

City employees that attend, educating the attendees in the authority, duties, and responsibilities of all departments represented, and promoting the pride of working together to accomplish difficult or complicated problem solving tasks.

* The unit will design and implement changes in patrol district alignment for the ten and twelve patrol district plans to make them the same on all Watches and make minor corrections as needed.
* The Uniform Unit will propose, support and commit assistance to a Citizen Patrol plan staffed by volunteers to provide a police department presence on the Independence Square. A partnership will be formed between the Uniform Patrol Unit, the Independence Square merchants, the citizen volunteers within the community, and the graduates of the Citizens Police Academy.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Police Captain	3.00	3.00	3.00	1.00
Senior Police Officer	34.00	34.00	24.00	18.00
Police Lieutenant	3.00	3.00	3.00	3.00
Police Officer	46.00	46.00	53.00	59.00
Police Sergeant	9.00	9.00	9.00	11.00
Total	95.00	95.00	92.00	92.00

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	4,901,384	4,627,950	4,736,856	4,579,792
Other Services & Charges	217,219	268,075	272,374	276,696
Supplies	226,387	190,530	208,544	245,884
Capital Outlay	310,908	166,320	164,927	190,733
Other Expenditures	0	0	0	0
Total	5,655,898	5,252,875	5,382,701	5,293,105

City of Independence
Detail Program Summary

Department: *4500 - Police* *2000-01 Operating Budget*
Cost Center: *4532 - Uniform Unit* *Fund: 02 - General Fund*

Significant Issues

* The Uniform Unit will propose, support and commit assistance to a Citizen Patrol plan staffed by volunteers to provide a police department presence on the Independence Square.

City of Independence
Detail Program Summary

Department: 4500 - Police — *2000-01 Operating Budget*
Cost Center: 4533 - Traffic Unit — *Fund: 02 - General Fund*

Description

The Traffic Unit has twenty-four 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 and the Halloween Parade.

1999-00 Accomplishments

* The total number of injury accidents reported in 1999 were down nine percent. This saved the community an estimated $3,000,000 in economic loss.
* The number of DWI arrests decreased from 766 in 1998 to 685 in 1999. The number of driver impaired accidents also decreased drastically from 246 in 1998 to 202 in 1999. This trend indicates the possibility that there are fewer drivers driving drunk.
* In spite of several unfilled accident investigation positions for several months, traffic unit personnel investigated approximately 74 percent of all accidents in 1999, as opposed to 76 percent in 1997.
* The number of traffic summons issued increased over 20 percent from from 17,957 in 1998 to 22,700 in 1999. Overall summons issuance for the entire department increased from 26,784 in 1998 to 33,489 in 1999.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Vehicular Accidents Reported	3,638	3,519	3,450	3,550
Traffic Unit Summons Issued	19,324	18,730	19,500	23,500
DWI Arrests	933	715	950	550
Hit and Run Accidents Investigated	842	963	1,000	700

2000-01 Objectives

* Reorganize scheduling and deployment of manpower resources to increase efficiency and productivity of DWI/DRE enforcement operations and other traffic related duties.
* Continue through phases of Accident Reduction Zone with continuous re-evaluation of the effectiveness of this sophisticated selective enforcement effort.

City of Independence
Detail Program Summary

Department: 4500 - Police — *2000-01 Operating Budget*
Cost Center: 4533 - Traffic Unit — *Fund: 02 - General Fund*

2000-01 Objectives

* Increase selective enforcement efforts in high accident areas utilizing the ARZ philosophy of cooperative community efforts of engineering, education and enforcement to achieve the ultimate goal of decreasing the number and severity of accidents.
* Utilize advanced technology and increased enforcement efforts to provide a more timely response to citizens' traffic complaints, in an effort to improve the quality of life in our community.
* Investigate the use of smart camera technology to increase red light and speed enforcement, including legal questions and financing possibilities.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 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	14.00	14.00	14.00	14.00
Police Officer	4.00	3.00	3.00	5.00
Police Sergeant	2.00	2.00	2.00	2.00
School Cross Guard	1.25	1.25	1.25	1.25
Total	23.25	22.25	22.25	24.25

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	1,281,455	1,221,227	1,234,513	1,333,383
Other Services & Charges	25,832	28,320	28,320	32,238
Supplies	21,576	15,549	18,628	19,262
Capital Outlay	2,000	65,080	85,146	45,351
Other Expenditures	0	0	0	0
Total	1,330,863	1,330,176	1,366,607	1,430,234

Significant Issues

* Utilize advanced technology and increased enforcement efforts to provide a more timely response to citizens' traffic complaints, in an

Significant Issues

effort to improve the quality of life in our community.

City of Independence
Detail Program Summary

Department: 4500 - Police — *2000-01 Operating Budget*
Cost Center: 4534 - Investigations — *Fund: 02 - General Fund*

Description

The Detective Unit has twenty-one 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 Accomplishments

* The department clearance rate of reported crimes for 1999 was 28.9 percent. The national average is 21.3 percent.
* The unit continued to excel in the area of domestic violence. Our STOP Violence Against Women Grant was once again renewed, and the close relationship with Hope House, Inc. was continued. The Domestic Violence Sergeant, along with a member of Hope House traveled to Brazil to teach some of the local and national police our way of handling domestic violence situations.
* The unit has worked closely with Missouri State Liquor Control by making several arrests for liquor sales violations and have seized several illegal gambling devices. Two search warrants were served on residences that were being used for Prostitution and several arrests were made.
* The unit provides members to the Major Case Squad at the Task Force. The auto theft investigator was also sent to the Major Case Squad for two months. This has enabled the department to have a resource available that can be called on at any time.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Criminal Cases Assigned	4,507	4,108	4,231	3,898

2000-01 Objectives

* Continue to maintain the Unit clearance rate above the national average.
* Implement the Intelligence/Crime Analysis position.
* Rotate interested Patrol Officers into the Investigations Unit for twenty-eight day periods to benefit the officers and the department.
* Become an active participant in the Kansas City Regional Crime Mapping and Data Sharing initiative, utilizing our Intelligence/Crime Analyst as our representative.

City of Independence
Detail Program Summary

Department: 4500 - Police *2000-01 Operating Budget*
Cost Center: 4534 - Investigations *Fund: 02 - General Fund*

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Police Investigative Clerk	.00	1.00	1.00	1.00
Police Captain	1.00	1.00	1.00	1.00
Clerk Steno II	1.00	.00	.00	.00
Clerk Typist II	1.00	1.00	1.00	1.00
Senior Police Officer	16.00	16.00	16.00	17.00
Police Lieutenant	1.00	1.00	1.00	1.00
Police Officer	1.00	1.00	.00	.00
Police Sergeant	2.00	2.00	2.00	2.00
Total	23.00	23.00	22.00	23.00

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	1,390,342	1,228,360	1,231,195	1,312,244
Other Services & Charges	37,738	14,792	22,284	17,056
Supplies	16,572	16,164	18,560	14,772
Capital Outlay	55,080	58,680	55,080	64,614
Other Expenditures	0	0	0	0
Total	1,499,732	1,317,996	1,327,119	1,408,686

Significant Issues

* This unit will implement a new Intelligence/Analyst position that will be active in the Kansas City Regional Crime Mapping and Data Sharing Initiative.

City of Independence
Detail Program Summary

Department: 4500 - Police *2000-01 Operating Budget*
Cost Center: 4535 - Special Operations *Fund: 02 - General Fund*

Description

This unit is staffed with a total of sixteen 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. Nine police officers are assigned to the Jackson County Drug Task Force and are funded by the Jackson County C.O.M.B.A.T. 1/4 cent sales tax. Seven sworn personnel are assigned to task forces through grants with the Midwest H.I.D.T.A. (High Intensity Drug Trafficking Area.)

1999-00 Accomplishments

* The combined efforts of the Drug Enforcement Unit, Metro Meth Task Force and Jackson County Drug Task Force closed thirty-seven meth labs in Independence in 1999. While the clandestine meth lab problem continues to climb in Missouri and neighboring states, the City of Independence has experienced a 5 percent decrease in meth labs for the year, and a 66 percent decrease from 1997.
* The Drug Enforcement Unit contributed one Sergeant and two Detectives to the Midwest H.I.D.T.A. Metro Meth Task Force, resulting in the closure of 160 meth labs in the Kansas City metro area.
* Detectives of the Drug Enforcement Unit investigated 384 drug house complaints, investigated 785 drug cases, made 343 drug arrests and 436 drug related arrests in 1999. Total arrests came to 779.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Drug Cases Assigned	1,107	1,070	1,088	900
Drug Arrests	981	884	887	450

2000-01 Objectives

* Investigate and target drug trafficking organizations operating in Independence and coordinate efforts with other task force organizations in the Kansas City metro area.
* Further reduce the number of meth labs operating within the city through aggressive and prompt lead follow-up.
* Continue with the Drug Hotline and the initiative to provide a callback within 72-hours of the drug complaint.

City of Independence
Detail Program Summary

Department: 4500 - Police — *2000-01 Operating Budget*
Cost Center: 4535 - Special Operations — *Fund: 02 - General Fund*

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Senior Police Officer	.00	8.00	10.00	11.00
Police Lieutenant	1.00	1.00	1.00	1.00
Police Officer	15.00	8.00	4.00	3.00
Police Sergeant	1.00	1.00	1.00	1.00
Total	17.00	18.00	16.00	16.00

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	1,030,670	899,475	900,672	939,250
Other Services & Charges	6,533	10,311	10,311	12,352
Supplies	26,181	12,908	12,908	8,601
Capital Outlay	15,148	16,367	13,223	18,585
Other Expenditures	0	0	0	0
Total	1,078,532	939,061	937,114	978,788

Significant Issues

* The unit will investigate and target drug trafficking organizations operating in Independence through the coordinated efforts of the Drug Task Forces.

City of Independence
Detail Program Summary

Department: 4500 - Police — *2000-01 Operating Budget*
Cost Center: 4536 - Community Services Unit — *Fund: 02 - General Fund*

Description

The Community Services Unit provides crime prevention, crime suppression and police canine services to the community. The unit handles crime prevention training presentations to various community groups. They work in partnership with the community to solve problems and reduce crime in areas of assignment. They staff the Independence Center Substation, Fairmount Substation and offices at three Independence Housing Authority sites. This unit also includes the D.A.R.E. program, the School Resource Officer program, Citizens Police Academy, and Safe Streets classes for juveniles referred by Youth Court. Ongoing programs include Child Fingerprint I.D., Police Explorer Post, Neighborhood Watch, Crime Free Multi-Housing, Disorderly House tracking and prosecution and Command Post staffing.

1999-00 Accomplishments

* This unit formed an Explorer Post for the Police Department which assisted the department with several special events totaling 388 volunteer hours to the community. This post also received an award for Explorer Post of the Year from the Heartland Council of Boy Scouts of America.
* The Community Services Unit started a child fingerprint identification program in Independence after a child abduction and murder occurred in the metropolitan area. Over 840 children participated with fingerprint cards being filled out and turned over to their parents.
* The unit was moved to a larger and more usable substation at the Independence Center. This is a partnership with management at the Independence Center to enhance police services in the southeast section of the city and reduce crime in and around the area. The office was refurbished to include a conference/training room and room for all officers to utilize the substation daily.
* The canine unit was brought up to full staffing. Local and national certifications were obtained, and a unit manual, off-duty call-out procedures, and a general order was also established. The canine unit conducted 90 public demonstrations contacting almost ten thousand citizens in our community. They were called on 560 canine calls, had 105 narcotic finds, 171 arrests and had 11 suspects apprehended by the canines.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Canine Calls	0	225	600	600

Child Fingerprint ID's	0	0	0	1,200
Command Posts Used	0	0	0	65
Disorderly House Cases	0	0	0	75
Certified Crime Free Multi-Housing Properties	0	0	0	20

2000-01 Objectives

* Implement Crime Prevention officers into new grant assignments. The Community Services Unit has been working with the community to add police officers into high crime areas, including the Fairmount Weed and Seed area and the Hawthorne apartment complex. The unit will train and implement officers into these areas to reduce crime and assist residents in problem solving.
* Expand the Crime Free Multi-Housing Program to hotels and motels. An officer has received the training and the unit plans to begin this program. Two officers are ready to begin training management at hotels and motels to reduce crime and increase safety to the public.
* Increase disorderly house tracking procedures and increase involvement of the Uniform Unit district officers.
* Incorporate the Community Outreach Unit into the Community Services Unit by combining the two units into one.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Police Captain	.00	.00	1.00	1.00
Senior Police Officer	.00	.00	7.00	15.00
Police Officer	.00	.00	2.00	6.00
Police Sergeant	.00	.00	1.00	2.00
Total	.00	.00	11.00	24.00

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	549,945	587,914	589,456	1,296,298
Other Services & Charges	0	3,113	3,113	25,746
Supplies	202	1,900	1,900	13,350
Capital Outlay	0	0	0	0

City of Independence
Detail Program Summary

Department: 4500 - Police *2000-01 Operating Budget*
Cost Center: 4536 - Community Services Unit *Fund: 02 - General Fund*

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Other Expenditures	0	0	0	0
Total	550,147	592,927	594,469	1,335,394

Significant Issues

* The Community Outreach Unit will be incorporated into the Community Services Unit during the 2000/2001 fiscal year. D.A.R.E. and V.E.G.A. classes will then be provided through the Community Services Unit. The School Resource Officer and School Resource Truancy Officer programs will still be in effect, along with the Citizens Police Academy and Junior Citizens Police Academy.

City of Independence
Detail Program Summary

Department: 4500 - Police *2000-01 Operating Budget*
Cost Center: 4541 - Police Services - Admin. *Fund: 02 - General Fund*

Description

The Police Services - Command Unit is responsible for the delivery of all internal and external services of the department to include Communications, Records, Detention, Crime Scene Investigation, Property and Evidence, headquarters security and building maintenance.

1999-00 Accomplishments

* Expanded the School Resource Officer program to include Nowlin Junior High School, Bingham Seventh Grade and Bridger Eighth Grade Centers.
* Remodeled the confinement areas of the detention facility.
* Remodeled the Communications Unit to include: walls, floor coverings, adding a Unit Commander's office, reconfiguring the consoles, and adding ergonomic furniture for some positions.
* Maintained a yearly average of 5.4 minutes for emergency response times.
* Designed and implemented a digital employee photo identification system.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Average Emergency Call Response Time in Minutes	5.0	5.0	6.0	6.0
Emergency 9-1-1 Calls for Service	120,652	126,000	130,000	125,000

2000-01 Objectives

* Continue to monitor emergency response times with a goal of six minutes or less to respond to each call.
* Upgrade the Communications equipment through grants.
* Continue the Citizen's Policy Academy.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Police Major	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 4500 - Police — *2000-01 Operating Budget*
Cost Center: 4541 - Police Services - Admin. — *Fund: 02 - General Fund*

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	85,265	85,883	87,786	88,658
Other Services & Charges	3,131	1,827	1,827	1,200
Supplies	2,255	1,633	1,633	1,415
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	90,651	89,343	91,246	91,273

Significant Issues

* 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 Summary

Department: 4500 - Police — *2000-01 Operating Budget*
Cost Center: 4542 - Crime Scene — *Fund: 02 - General Fund*

Description

This unit processes major crime scenes to gather evidence and other data to support criminal charges. Members of the unit conduct forensic examinations to develop information relative to criminal investigations. This unit also provides departmental supply functions.

1999-00 Accomplishments

* The Crime Scene Unit obtained a $12,000 Missouri Crime Lab Upgrade Program Grant through the Missouri Department of Public Safety. The funds purchased a Digital Photo Identification System and a Ductless Fume Hood for the department.
* The unit obtained a Narcotic Control Assistance Program Grant from the Missouri Department of Public Safety for $73,917. The funds purchased a Hewlett Packard Gas Chromatograph / Mass Spectrometer and an AFIX Tracker, Automated Fingerprint Identification System.
* Four Evidence Technicians began the process to become certified as Crime Scene Technicians through the International Association of Identification.
* The Fingerprint Technician became certified as a Latent Fingerprint Examiner through the International Association for Identification.
* The unit purchased Microsoft Access software to update the records keeping system for evidence, monthly statistics and inventory.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Crime Scenes Processed	693	843	850	850
Latent Prints Processed	1,841	1,302	1,400	1,400

2000-01 Objectives

* Apply for additional grant funds to continue upgrading equipment within the Crime Scene Unit and Lab. The unit also plans to obtain funding to obtain a second Chemist for drug analysis, a Livescan Fingerprint System and a Bar Code system for the Records/Property Unit.
* The Crime Scene Unit plans to host a Video Camera Course and send three Evidence Technicians to the school.

City of Independence
Detail Program Summary

Department: 4500 - Police *2000-01 Operating Budget*
Cost Center: 4542 - Crime Scene *Fund: 02 - General Fund*

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 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

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	408,912	376,098	377,191	377,781
Other Services & Charges	7,963	7,954	7,234	7,717
Supplies	22,702	21,143	21,863	21,075
Capital Outlay	55,090	0	0	0
Other Expenditures	0	0	0	0
Total	494,667	405,195	406,288	406,573

Significant Issues

* The Crime Scene Unit will apply for the Missouri Crime Laboratory Upgrade Program and Narcotics Control Assistance Program Grants to continue upgrading equipment.

City of Independence
Detail Program Summary

Department: 4500 - Police — *2000-01 Operating Budget*
Cost Center: 4543 - Detention — *Fund: 02 - General Fund*

Description

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

1999-00 Accomplishments

* The unit used digital imaging to capture mug shots, tattoos, scars, etc. on suspects brought into the jail.
* Two Detention Officers completed a Survival Spanish Course.
* Eighty-five percent of unit personnel were trained in Conflict Resolution during this fiscal year.
* All unit members were recertified in CPR and received sexual harassment training.
* The unit was in compliance with all applicable Accreditation standards and was in compliance during the fire inspection conducted by the Fire Department and an outside vendor.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Prisoners Booked	11,066	12,364	13,600	12,000
Prisoner Days Served	6,378	7,431	8,175	7,500

2000-01 Objectives

* Implement on-line booking for the detention unit to allow the department the capability to book detainees into the jail electronically.
* In-service training will continue to be conducted for all Detention unit personnel. Training will include First Aid, CPR, Fire Suppression as it relates to the Detention Unit, and self-defense.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Police Captain	1.00	1.00	1.00	.00
Detention Officer	11.75	11.75	11.75	11.75
Detention Technician	1.00	1.00	1.00	1.00
Police Sergeant	.00	.00	.00	1.00

City of Independence
Detail Program Summary

Department: 4500 - Police
Cost Center: 4543 - Detention

2000-01 Operating Budget
Fund: 02 - General Fund

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Total	13.75	13.75	13.75	13.75

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	537,172	563,362	564,722	563,909
Other Services & Charges	296,730	329,740	323,647	312,043
Supplies	11,548	4,625	4,625	6,092
Capital Outlay	5,681	23,000	23,000	0
Other Expenditures	0	0	0	0
Total	851,131	920,727	915,994	882,044

Significant Issues

* The Detention Unit will continue to train all detention personnel in First Aid, CPR, and Fire Suppression.

City of Independence
Detail Program Summary

Department: 4500 - Police — *2000-01 Operating Budget*
Cost Center: 4544 - Records and Property — *Fund: 02 - General Fund*

Description

The Records and Property Unit provides customer service at the main lobby information desk. They receive, index, disseminate, and archive police reports for the general public. They participate in internal and external informational databases concerning criminal record and warrant information. The unit accepts for storage or returns to owner any stolen or recovered property and evidence.

1999-00 Accomplishments

* The unit continued the development of a pre-service training manual.
* Formal instruction modules were established for newly hired information desk clerks.
* Formalized instruction was provided for all supervisory personnel through M.A.R.C.
* Warrant cancellation procedures were established.
* Records Unit personnel were certified and recertified as required for M.U.L.E.S. access.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Municipal Warrants In	12,860	12,962	13,500	16,200
Municipal Warrants Out	9,000	13,055	14,000	12,000
PACE Cases Processed	32,178	43,000	44,000	41,000

2000-01 Objectives

* Improve pre-service training for newly hired desk and records clerks.
* Improve in-service training for all desk and records personnel.
* Continue acceptable quality within guidelines of PACE reporting system.
* Upgrade mission essential equipment.
* Improve customer service throughout the Records Unit and improve personnel utilization through cross-training.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Records Unit Clerk	10.00	10.00	10.00	10.00

City of Independence
Detail Program Summary

Department: 4500 - Police *2000-01 Operating Budget*
Cost Center: 4544 - Records and Property *Fund: 02 - General Fund*

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Police Captain	1.00	1.00	.00	.00
Police Rec & Prop Supvr	1.00	1.00	.00	.00
Police Records & Prop Adm	.00	.00	1.00	1.00
Police Desk Clerk	10.00	12.00	12.00	12.00
Police Records Supervisor	.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
Total	24.00	28.00	28.00	28.00

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	825,581	921,863	925,382	939,463
Other Services & Charges	113,309	93,262	88,847	96,843
Supplies	24,258	25,902	24,477	25,362
Capital Outlay	1,676	0	0	0
Other Expenditures	0	0	0	0
Total	964,824	1,041,027	1,038,706	1,061,668

Significant Issues

* The Records Unit will concentrate on increased training, innovation, and flexibility to meet workload demands.

City of Independence
Detail Program Summary

Department: 4500 - Police *2000-01 Operating Budget*
Cost Center: 4545 - Communications *Fund: 02 - General Fund*

Description

The Communications Unit receives emergency and non-emergency telephone calls from the public and routes them to the proper dispatcher in order to direct the appropriate field units and provide the required services. They also provide support to all department entities through various internet systems.

1999-00 Accomplishments

* Extensive renovation of the communication room was completed to include the addition of an office for the unit commander, new ceiling tile, new carpet, plus the rearrangement and complete rewiring of six workstations.
* A master plan was created to replace the equipment at the three remaining workstations.
* The repeater used for Frequency One was replaced at Police Dispatch.
* Acceptable processing time for priority one calls and Emergency 9-1-1 calls for service were maintained.
* All personal computers that were not Y2K compliant were replaced.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Emergency 9-1-1 Calls	120,652	115,885	111,250	128,145
CAD Incidents	131,193	125,968	120,929	122,074

2000-01 Objectives

* Investigate possible funding sources to replace the three "Kustom" consoles at the police dispatch workstations, and the repeater and receivers used for Frequency Two.
* Continue to maintain acceptable processing times for priority one and emergency 9-1-1 calls for service.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Telecommunicator I	25.00	25.00	25.00	25.00
Telecommunicator II	3.00	3.00	3.00	3.00
Emergency Comm Supv	3.00	3.00	3.00	3.00

City of Independence
Detail Program Summary

Department: 4500 - Police
Cost Center: 4545 - Communications

2000-01 Operating Budget
Fund: 02 - General Fund

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Police Lieutenant	1.00	1.00	1.00	1.00
Total	32.00	32.00	32.00	32.00

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	1,322,258	1,377,960	1,380,869	1,401,623
Other Services & Charges	90,903	53,343	54,343	39,770
Supplies	11,295	4,160	3,160	4,169
Capital Outlay	9,956	0	0	0
Other Expenditures	90,538	98,770	98,770	69,600
Total	1,524,950	1,534,233	1,537,142	1,515,162

Significant Issues

* The Communication Unit will continue to monitor processing times for emergency 9-1-1 calls to insure satisfactory answering times.

City of Independence
Detail Program Summary

Department: 4500 - Police — *2000-01 Operating Budget*
Cost Center: 4546 - Community Outreach — *Fund: 02 - General Fund*

Description

In previous years, this unit provided 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. For the 2000-2001 fiscal year, this unit has been combined with the Community Services Unit. All of the current programs provided by this unit will continue under the Community Services Unit.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Senior Police Officer	10.00	10.00	8.00	.00
Police Officer	.00	.00	2.00	.00
Police Sergeant	1.00	1.00	1.00	.00
Total	11.00	11.00	11.00	.00

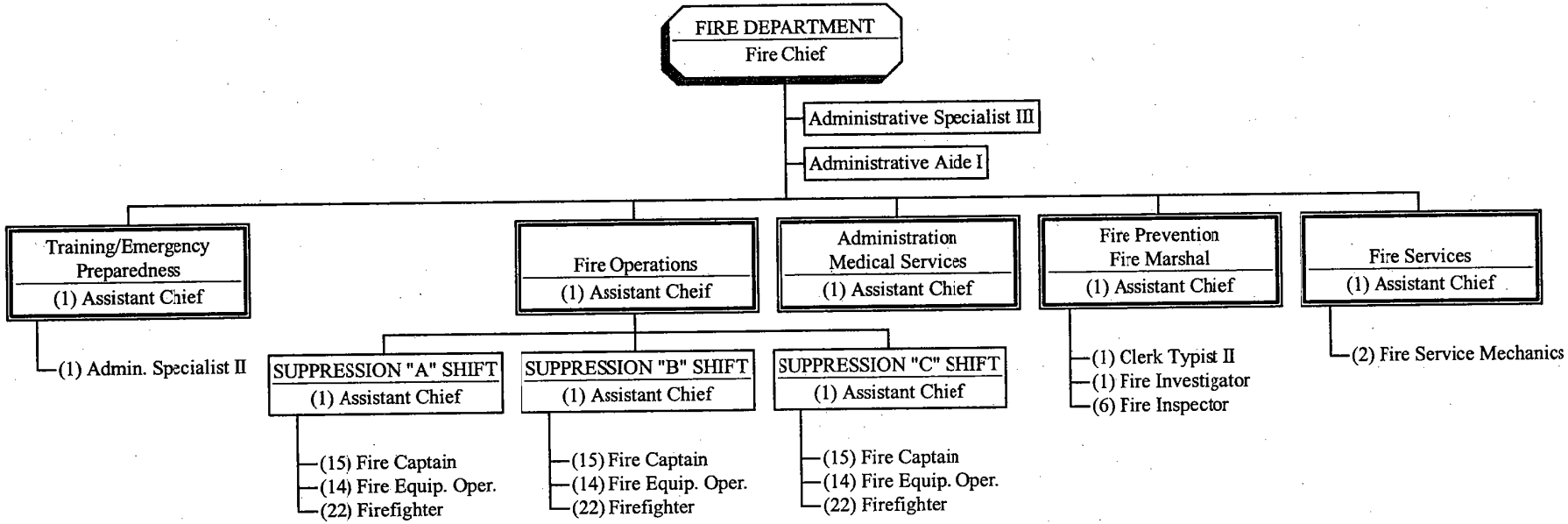
Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	512,234	602,634	602,634	0
Other Services & Charges	13,622	13,032	13,032	0
Supplies	3,322	4,281	4,781	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	529,178	619,947	620,447	0

Significant Issues

* The Community Outreach Unit will be incorporated into the Community Services Unit during the 2000/2001 fiscal year. All of the unit's current functions will continue to be provided through the Community Services Unit.

City of Independence, Missouri
Fire Department



City of Independence
Departmental Budget Summary

Department: 4600 - Fire *2000-01 Operating Budget*

Department Description

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 and fire fleet. The Fire Training/Emergency Preparedness Division provides training for all Department personnel and coordinates emergency preparedness for the City of Independence.

Description	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Staffing				
Full Time Positions	173.00	174.00	174.00	174.00
Total	173.00	174.00	174.00	174.00

Description	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Budget by Major Program Category				
4611 Fire Administration	243,447	267,185	278,040	302,360
4621 Suppression	9,636,168	9,812,673	9,837,947	9,878,314
4622 Emergency Medical Services	39,526	55,729	55,729	55,726
4631 Fire Prevention	454,751	473,871	475,475	487,154
4641 Maintenance	436,377	420,360	400,771	417,053
4651 Training/Emergency Prep.	194,052	206,998	208,784	195,568
Total	11,004,321	11,236,816	11,256,746	11,336,175
Source of Funding				
General Fund	11,004,321	11,236,816	11,256,746	11,336,175
Total	11,004,321	11,236,816	11,256,746	11,336,175

Significant Issues/Changes

* Increased the costs for the second year of the Wellness Program in the amount of $17,955 due to increased personnel eligibility.
* Increased the costs for the Fire CAD computer software maintenance in the amount of $13,500.
* Added $27,000 in annual lease purchase costs for the purchase of a Fire Records Computer Software package.
* The Overtime budget in Fire Suppression was increased by $90,000 from reduced salary and benefits costs resulting from the retirement of eight career fire suppression personnel.
* Utilization of the Automatic External Defibrilators 33 times, representing 3 clinical saves.
* Increased the amount budgeted in the building maintenance account of the Maintenance cost center in the amount of $20,000 to respond to significant maintenance problems in older fire stations. The additional $20,000 came from a projected reduction in vehicle maintenance costs as a result of upgrading the status of the fire department fleet in the past few years.

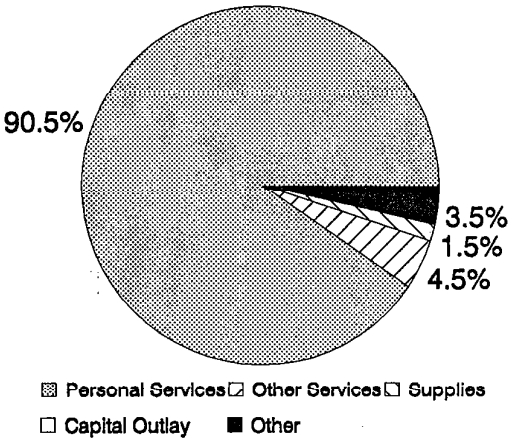
2000-01 Operating Budget

Fire

Appropriations by Type:

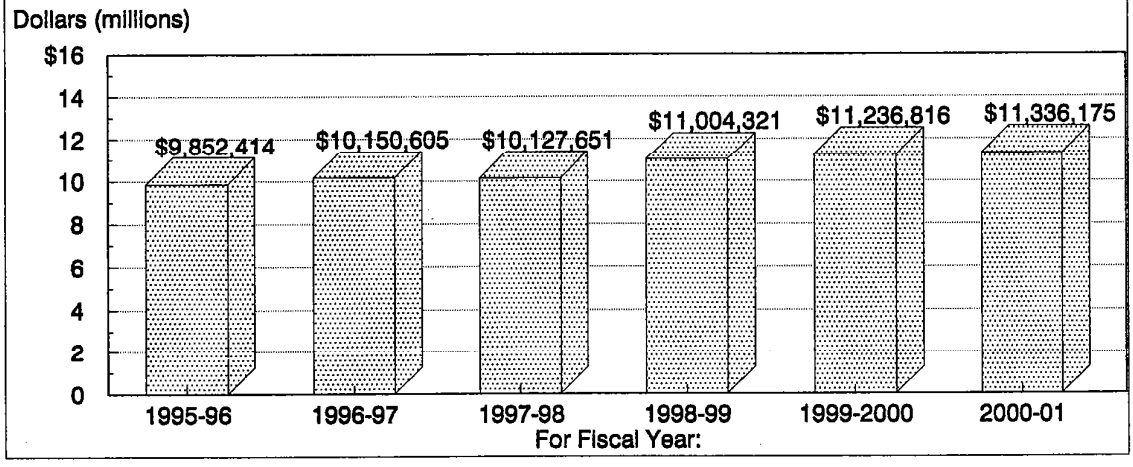
Expenditure Type	Actual 1998-99	Original 1999-2000	Projected 1999-2000	Adopted 2000-01
Personal Services	10,013,784	10,200,844	10,220,774	10,251,839
Other Services	378,491	496,689	467,828	513,529
Supplies	205,411	172,635	175,838	171,979
Capital Outlay	67,151	0	25,658	0
Other	339,484	366,648	366,648	398,828
Total	11,004,321	11,236,816	11,256,746	11,336,175

2000-01 City Council Adopted Budget



Historical Comparison:

	Actual 1995-96	Actual 1996-97	Actual 1997-98	Actual 1998-99	Budget 1999-2000	Budget 2000-01
Employees: Full Time Equiv.	173.00	173.00	173.00	174.00	174.00	174.00
Amount by Fund: General	9,852,414	10,150,605	10,127,651	11,004,321	11,236,816	11,336,175
Per Capita	86.61	88.32	88.12	95.75	96.74	97.00
Per Household	199.13	204.32	203.85	221.50	221.83	221.79



City of Independence
Detail Program Summary

Department: 4600 - Fire — *2000-01 Operating Budget*
Cost Center: 4611 - Fire Administration — *Fund: 02 - General Fund*

Description

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

1999-00 Accomplishments

* Implementation of Wellness/Fitness Program for Fire Department personnel with provision of 64 wellness assessments.
* Completed community analysis of Fire Department reorganization plan.
* Completed fourth year in five year apparatus replacement plan.
* Integration of fire operation computer network, including implementation of RUMBA and Groupwise computer software programs at all remote fire station locations.
* Implemented 13 new and revised standard operating procedures.

2000-01 Objectives

* Implement the second year of the City's wellness program with provision of at least 120 wellness assessments.
* Implement sixth year of apparatus replacement program with the purchase of one Quint and one Command vehicle.
* Work with City to fund and purchase, and work with Technology Services to install, CAD records keeping computer software package and to provide training to involved personnel.
* Develop plans along with other City departments for the construction of a public safety facility on 39th street to house Fire Station #11.
* Implement a "repeated" two-way over the air communications capability by installation of three repeaters at selected locations within the City.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Administrative Aide I	1.00	1.00	1.00	1.00
Fire Chief	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	3.00	3.00	3.00	3.00

City of Independence
Detail Program Summary

Department: 4600 - Fire *2000-01 Operating Budget*
Cost Center: 4611 - Fire Administration *Fund: 02 - General Fund*

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	174,755	172,387	175,747	187,858
Other Services & Charges	56,308	86,187	87,105	104,082
Supplies	9,216	8,611	15,188	10,420
Capital Outlay	3,168	0	0	0
Other Expenditures	0	0	0	0
Total	243,447	267,185	278,040	302,360

Significant Issues

* Increased the costs for the second year of the Wellness Program due to increased personnel eligibility.

City of Independence
Detail Program Summary

Department: 4600 - Fire *2000-01 Operating Budget*
Cost Center: 4621 - Suppression *Fund: 02 - General Fund*

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 ensuring compliance with fire codes, assisting Fire Prevention Division in public education, and responding to citizen requests for non-emergency services.

1999-00 Accomplishments

* Completed analysis of fire protection water supply system for each fire district, inspected all fire hydrants in the City.
* Initiated fire apparatus certification program for all suppression personnel.
* Implemented rapid intervention team program, trained and drilled all fire suppression personnel in concept.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Total Alarms	11,894	12,486	11,958	12,500
Residential Fires	328	272	106	250
Vehicle Fires	264	326	107	200
Grass/Trash	235	184	304	325
Open Burning	123	116	48	50
Bomb Threat	21	20	8	15
Hazardous Materials	111	102	145	150
Alarm Systems	402	470	266	300
Carbon Monoxide Checks	687	586	389	500
Medical Alarms	8,128	7,154	8,195	9,000

2000-01 Objectives

* Inspect all City fire hydrants twice annually.
* Conduct three multi-company training drills on each shift.
* Complete pre-fire plans for all new target hazard occupancies and upgrade all existing pre-fire plans.
* Implement customer service appraisal program.
* Initiate officer's certification program. Fire Officer Certification Program.

City of Independence
Detail Program Summary

Department: 4600 - Fire *2000-01 Operating Budget*
Cost Center: 4621 - Suppression *Fund: 02 - General Fund*

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Fire Captain	45.00	45.00	45.00	45.00
Fire Equipment Operator	42.00	42.00	42.00	42.00
Firefighter	66.00	66.00	66.00	66.00
Assistant Fire Chief	6.00	6.00	6.00	6.00
Total	159.00	159.00	159.00	159.00

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	9,143,719	9,315,783	9,326,585	9,334,320
Other Services & Charges	24,907	29,424	29,424	42,924
Supplies	100,058	100,818	99,023	102,242
Capital Outlay	28,000	0	16,267	0
Other Expenditures	339,484	366,648	366,648	398,828
Total	9,636,168	9,812,673	9,837,947	9,878,314

Significant Issues

* Increased the costs for the Fire CAD computer software maintenance in the amount of $13,500.
* Added $27,000 in annual lease purchase costs for the purchase of a Fire Records Computer Software package.
* The Overtime budget was increased by $90,000 from savings from the retirement of eight career personnel.

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2000-01 Operating Budget*
Cost Center: 4622 - Emergency Medical Services — *Fund: 02 - General Fund*

Description

The Emergency Medical Services Division is responsible for the training and coordination of emergency medical services. The primary goal is to facilitate the provision of basic life support services by personnel trained to the level of Emergency Medical Technician.

1999-00 Accomplishments

* Secured contract with outside provider to teach all continuing education for EMT'S.
* Upgraded continuing education program to meet new standards and advanced skills of EMS providers, maintained licensure for 160 EMS providers.
* All Department paramedics certified in Advanced Cardiac Life Support and Pediatric Advanced Life Support.
* Restructured Fire Department response to emergency medical calls; eliminated responses to non-emergency transport requests.
* Standardized all basic life support equipment and supplies on fire apparatus.
* Provided specialized pediatric basic life support kits on all fire apparatus.

2000-01 Objectives

* Provide basic trauma life support class for fire operations.
* Implement pilot paramedic program providing advanced life support response on selected fire apparatus.
* Maintain EMT certification for 160 Fire Suppression personnel.

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Other Services & Charges	22,401	37,729	34,049	39,726
Supplies	17,125	18,000	21,680	16,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	39,526	55,729	55,729	55,726

Significant Issues

* Utilization of Automatic External Defibrillators 33 times, 3 clinical saves.
* New continuing education provider.

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2000-01 Operating Budget*
Cost Center: 4631 - Fire Prevention — *Fund: 02 - General Fund*

Description

The Fire Prevention Division provides for the inspection of all new businesses within the City, Fire Code enforcement, build plan reviews fire safety education, fire investigation, and the re-inspection 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 Accomplishments

* Revised commercial business inspection form.
* Implemented Fire lane patrol program, issued 150 Fire lane violations.
* Published and distributed Fire Department annual report using new format.
* Conducted re-inspection of all commercial occupancies found with fire code violations during annual Fire Suppression inspection.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Commerical Inspections	2,703	3,057	3,179	3,300
Company Re-Inspections	1,274	1,528	1,763	1,800
Plan Reviews	388	405	443	457
Occuptional License Inspections	1,634	1,992	1,617	2,150
Public Education Audience	16,764	17,643	22,209	25,500
Citizen Request	64	90	150	175
Zoning Projects	96	108	93	100

2000-01 Objectives

* Complete the implementation of the paging/alerting process for Fire Suppression.
* Purchase and install fire records computer software package for the Fire Department computer network.
* Develop and distribute the Fire Department Annual Report.
* Revise the occupational licensing procedure.

City of Independence
Detail Program Summary

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

2000-01 Operating Budget
Fund: 02 - General Fund

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Assistant Fire Chief	1.00	1.00	1.00	1.00
Fire Inspector	6.00	6.00	6.00	6.00
Clerk Typist II	1.00	1.00	1.00	1.00
Total	8.00	8.00	8.00	8.00

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	442,324	463,223	464,827	476,947
Other Services & Charges	3,511	3,110	3,110	3,110
Supplies	8,916	7,538	7,538	7,097
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	454,751	473,871	475,475	487,154

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2000-01 Operating Budget*
Cost Center: 4641 - Maintenance — *Fund: 02 - General Fund*

Description

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

1999-00 Accomplishments

* Installed security fencing at stations #3, #5 and #7.
* Extensive rehabilitation to fire station #8 including soffit replacement and ceiling removal.
* Floor covering replacement at stations #1, #2, #3, #5, #6 and #10.
* Installation of phase one of apparatus lift in Fire Department service shop.
* Replacement of personal protective gear for 50 fire suppression personnel to meet current National Fire Protection Association Standards.
* Upgrade of 16 self contained breathing apparatus to meet current National Fire Protection Association standards.
* Installed Fleet Controller program to track the maintenance of fIre Department vehicles and inventory parts.

2000-01 Objectives

* Upgrade 16 self contained breathing apparatus to meet current National Fire Protection Association standards.
* Specify and purchase new Quint apparatus and fire command vehicle.
* Replace personal protective gear for 30 suppression personnel to meet current National Fire Protection Association standards.
* Complete installation of apparatus lift system in Fire Department service shop.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Fire Apparatus Mechanic	2.00	2.00	2.00	2.00
Total	2.00	2.00	2.00	2.00

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2000-01 Operating Budget*
Cost Center: 4641 - Maintenance — *Fund: 02 - General Fund*

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	140,721	141,937	143,915	138,302
Other Services & Charges	204,273	250,763	225,196	250,101
Supplies	56,779	27,660	24,830	28,650
Capital Outlay	34,604	0	6,830	0
Other Expenditures	0	0	0	0
Total	436,377	420,360	400,771	417,053

Significant Issues

* Increased amount budgeted in the building maintenance account in the amount of $20,000 to respond to significant maintenance problems in older fire stations. The additional $20,000 came from a projected reduction in vehicle maintenance costs as a result of upgrading the status of the fire department fleet in the past few years.

City of Independence
Detail Program Summary

Department: 4600 - Fire *2000-01 Operating Budget*
Cost Center: 4651 - Training/Emergency Prep. *Fund: 02 - General Fund*

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 events.

1999-00 Accomplishments

* Initiated Fire Equipment Operator Certification Program.
* Completed emergency shelter plan review with American Red Cross and Salvation Army.
* Coordinated community emergency preparedness for Y2K.
* Completed Emergency Operations Center upgrade including computer and telephone line improvements.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Total Hours of Training	3,257	4,998	6,000	6,500
Man Hours of Training	33,748	22,723	34,000	30,000
Siren Tests Completed (25 sirens tested monthly)	325	350	350	378
Emergency Exercises	2	1	3	2
Community Response Team Courses delivered	1	1	3	4
Public Presentations & Exhibitions	6	2	3	4

2000-01 Objectives

* Complete Fire Equipment Operator Certification Course.
* Implement a program allowing Captains to ride out with Shift Commanders for job training and career development.
* Conduct emergency preparedness training with all City departments.
* Complete community hazard analysis.
* Conduct recruitment and hiring process for 2000-2001.

City of Independence
Detail Program Summary

Department: 4600 - Fire *2000-01 Operating Budget*
Cost Center: 4651 - Training/Emergency Prep. *Fund: 02 - General Fund*

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Assistant Fire Chief	1.00	1.00	1.00	1.00
Administrative Spec II	.00	1.00	1.00	1.00
Total	1.00	2.00	2.00	2.00

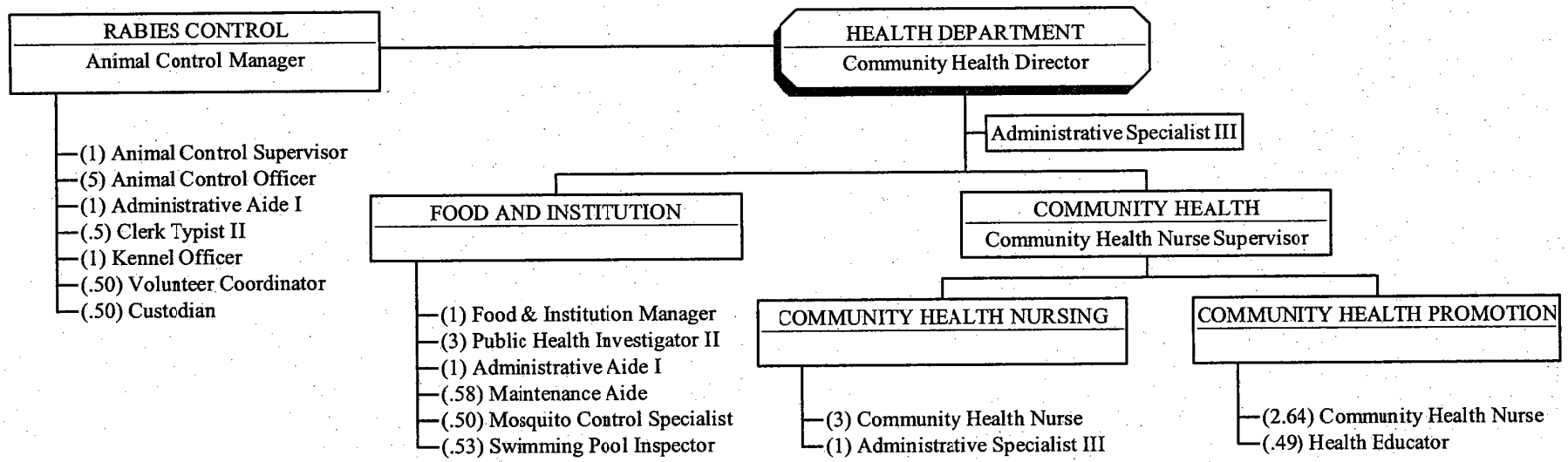
Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	112,265	107,514	109,700	114,412
Other Services & Charges	67,091	89,476	88,944	73,586
Supplies	13,317	10,008	7,579	7,570
Capital Outlay	1,379	0	2,561	0
Other Expenditures	0	0	0	0
Total	194,052	206,998	208,784	195,568

Significant Issues

* There have been no significant changes in the mission of the Training or Emergency Preparedness Divisions in the past fiscal year.
* Issues include the beginning of the Driver's Program, working with schools to up-date their emergency procedures and losing one position to retirement.

City of Independence, Missouri
Health Department



City of Independence
Departmental Budget Summary

Department: 4700 - Health *2000-01 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 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.

Description	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Staffing				
Full Time Positions	19.50	21.00	21.00	21.00
Part Time Positions	7.24	7.49	7.49	6.24
Total	26.74	28.49	28.49	27.24

Description	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Budget by Major Program Category				
4711 Health Administration	138,250	111,310	112,202	114,542
4713 Food and Institution	269,146	270,659	270,659	318,843
4714 Nursing Services	239,255	243,342	248,678	256,973
4715 Community Health Promotion	201,795	215,699	305,109	145,724
4721 Animal/Rabies Control	399,435	412,886	415,146	442,683
Total	1,247,881	1,253,896	1,351,794	1,278,765
Source of Funding				
General Fund	1,247,881	1,253,896	1,351,794	1,278,765
Total	1,247,881	1,253,896	1,351,794	1,278,765

City of Independence
Departmental Budget Summary

Department: 4700 - Health *2000-01 Operating Budget*

Direct/Offsetting Revenues				
Public Health Nursing Grants	195,484	195,000	173,455	172,890
Food Handler's Permits	37,364	35,000	35,000	40,000
Animal Shelter Fees	57,283	55,500	52,762	53,400
Food Establishment Permits	38,465	40,000	37,000	70,500
Other Health Fees and Permits	24,256	31,550	40,119	24,076
Total	352,852	357,050	338,336	360,866

Significant Issues/Changes

* New Health Director on board.
* Initiated Electronic Inspection System
* Changed enforcement of Smoking Ordinance to the Health Department
* Upgraded Clerical position in Animal Control to an Administrative Aide
* Management Certification required for Restaurant Management Staff
* Increased Community Collaborations
* Implemented pilot project to assess Community Childhood Blood-lead levels
* Deleted the vacant Youth Services Coordinator position at a savings of $39,932.
* Deleted a vacant part time Clerk Typist I position at a cost savings of $10,827.
* Upgraded a Public Health Investigator II position to a Food and Institutions Manager at a total cost of $3,293.
* Provided a total of $11,774 for funding a Frozen Dessert Inspection and Product Analysis program. The funding provides for the salaries and benefits of a part time inspector and other operating supply costs.
* Added $6,316 for contract Food Establishment Inspection services.
* Added benefits and support costs in the amount of $8,500 for the part time Health Educator position.

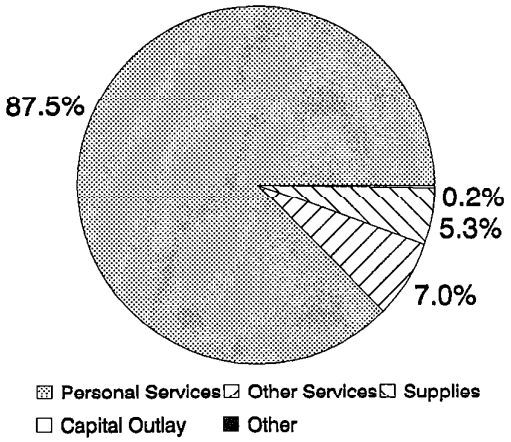
2000-01 Operating Budget

Health

Appropriations by Type:

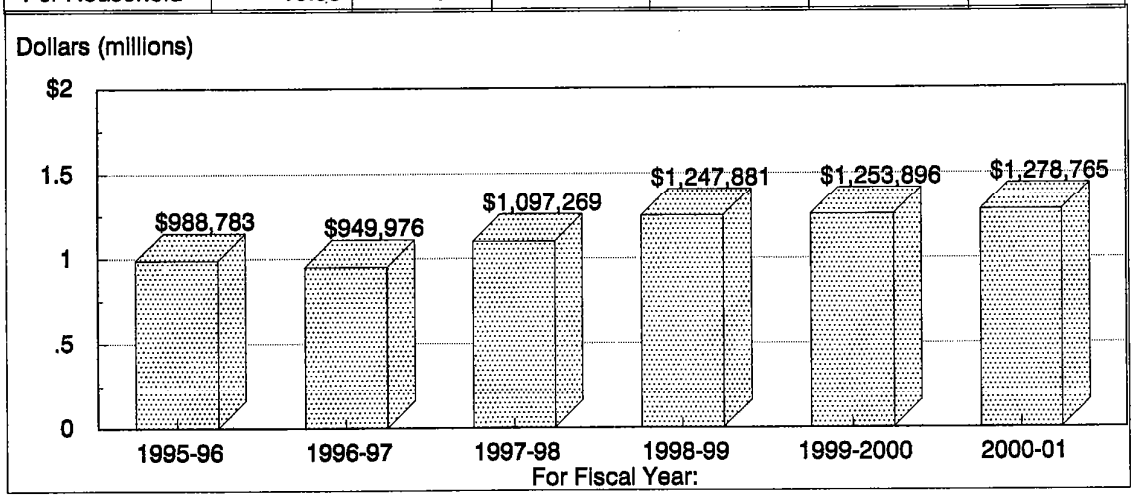
Expenditure Type	Actual 1998-99	Original 1999-2000	Projected 1999-2000	Adopted 2000-01
Personal Services	1,056,239	1,117,538	1,123,177	1,118,124
Other Services	102,005	78,934	169,664	89,987
Supplies	67,999	57,424	58,953	68,154
Capital Outlay	21,638	0	0	2,500
Other	0	0	0	0
Total	1,247,881	1,253,896	1,351,794	1,278,765

2000-01 City Council Adopted Budget



Historical Comparison:

	Actual 1995-96	Actual 1996-97	Actual 1997-98	Actual 1998-99	Budget 1999-2000	Budget 2000-01
Employees:						
Full Time Equiv.	26.74	27.74	26.74	28.49	28.49	27.24
Amount by Fund:						
General	988,783	949,976	1,097,269	1,247,881	1,253,896	1,278,765
Per Capita	8.69	8.27	9.55	10.86	10.80	10.94
Per Household	19.98	19.12	22.09	25.12	24.75	25.02



City of Independence
Detail Program Summary

Department: 4700 - Health *2000-01 Operating Budget*
Cost Center: 4711 - Health Administration *Fund: 02 - General Fund*

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 Accomplishments

* Implemented Outcome Measurement tools to study Community impact of programs.
* Developed tools to track and monitor grants and department budgets.
* Activities underway to pass ordinance to restrict youth access to tobacco. Expect successful ordinance to pass in 2000-01 FY.
* Completed Public Health Performance Measurement Tool.

2000-01 Objectives

* Increase technology capability/utilization of department.
* Develop department-wide database to develop Community Health Status Indicator information.
* Develop additional resources/programs to serve Community needs.
* Increase public awareness of Health Department programs and activities.
* Implement Department programs and services more efficiently.
* Review/Upgrade/Revise all Department ordinances.
* Create Food Advisory Board comprised of local operators.
* Develop Community committee devoted to passing successful smoking ordinances designed to decrease tobacco use as a public health issue.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Community Health Director	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

City of Independence
Detail Program Summary

Department: 4700 - Health *2000-01 Operating Budget*
Cost Center: 4711 - Health Administration *Fund: 02 - General Fund*

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	115,251	109,560	107,603	110,292
Other Services & Charges	459	710	3,904	710
Supplies	2,565	1,040	695	1,040
Capital Outlay	19,975	0	0	2,500
Other Expenditures	0	0	0	0
Total	138,250	111,310	112,202	114,542

City of Independence
Detail Program Summary

Department: 4700 - Health *2000-01 Operating Budget*
Cost Center: 4713 - Food and Institution *Fund: 02 - General Fund*

Description

The Food and Institution Division is charged by the City Charter to safeguard the 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 Accomplishments

* Included Catering operations for the first time in City codes thus establishing a method for close monitoring of the Catering Industry.
* A code was passed that required Manager Certification as part of the Health code. We are proud to be the first City in the State with this requirement and also one of the first in the Nation.
* Monthly narratives listing both accomplishments and difficulties are being provided to the City Manager and Council.
* Automated Food Division to increase activity and efficiency. Implemented Electronic Inspection System including application for billing, complaints, inspection tracking and monitoring.
* Instituted proactive mosquito larvicide program.
* Developed and implemented a soft serve ice cream machine testing program to protect the public. It was found that even though the State charges a fee they do not test.
* Developed an Emergency preparedness program and tested it during the Emergency Preparedness drill this past summer.
* Increased Community presentations by over 300%.
* Participation in Community Policing Public Sector meetings.
* All staff have been Certified Child Care Inspectors.
* Provided on sight Food Training classes for new Restaurants, and Retail stores.
* All staff members participated in the Excellence in Public Service Training. This included 32 hours of classroom participation.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Food Service Inspections	250	265	290	836
Day Care Facilities Inspections	70	171	190	172
Retail Food Distribution Inspection	260	270	258	224
Swimming Pool Inspection	NA	NA	NA	312
Tattoo Studio Inspections	NA	NA	NA	2

Taxi Cab Inspections	NA	NA	NA	70
Consultations	NA	NA	NA	192
Miscellaneous Inspections/Follow Up	NA	NA	NA	1,820
Food Related Complaints	200	307	300	340
Food Handlers Trained	3,600	4,200	4,000	3,362

2000-01 Objectives

* Improve quality of Customer Service provided to the Community.
* Standardize staff and improve inspection activity in all areas.
* Increase public awareness/understanding of division activities.
* Implement state of the art training programs for staff and the public.
* Develop information packets specifically for the type of service people are interested in providing. (Day Care, Food Service, Retail,etc.)
* Increase proficiency in the use of the computers in the field and as a means of tracking inspection activity.
* Attend professional meetings and training sessions to assure staffs ability to remain abreast of current health trends and findings.
* Develop a Retail Facility Training Program. This would include Produce Workers, Butchers, Stock Personnel and Customer Service Employees.
* Participate in an evaluation of Health Department Services, and how we can better serve the Community.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Maintenance Aide	.58	.58	.58	.58
Administrative Aide I	.00	1.00	1.00	1.00
Foods & Institution Manager	.00	.00	.00	1.00
Clerk Typist I	.33	.33	.33	.00
Clerk Typist II	.50	.00	.00	.00
Mosquito Control Spec	.50	.50	.50	.50
Swimming Pool Insp	.25	.25	.25	.53
Public Health Inv I	1.00	.00	.00	.00
Public Health Inv II	3.00	4.00	4.00	3.00
Total	6.16	6.66	6.66	6.61

City of Independence
Detail Program Summary

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

2000-01 Operating Budget
Fund: 02 - General Fund

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	231,868	236,074	236,074	273,539
Other Services & Charges	9,922	10,898	10,966	18,514
Supplies	27,356	23,687	23,619	26,790
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	269,146	270,659	270,659	318,843

Significant Issues

* Required Management Certification Classes.
* New proactive approach to mosquito control.
* Request upgrading an existing position to a Food & Institution Supervisor
* Electronic Inspection System.

City of Independence
Detail Program Summary

Department: 4700 - Health — *2000-01 Operating Budget*
Cost Center: 4714 - Nursing Services — *Fund: 02 - General Fund*

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 and family health.

1999-00 Accomplishments

* Completed 658 communicable disease investigations thereby preventing the spread of infectious diseases.
* Conducted 101 hypertension monitoring clinics and served 2345 people.
* Vaccinated 774 high risk persons against influenza.
* Vaccinated 34 Police and Fire employees against hepatitis-B and 38 Fire employees against hepatitis-A preventing future work comp claims.
* Completed 782 high risk child health contacts, helping 261 children.
* Assisted 7 caring community sites in health planning.
* Conducted 36 parenting classes for 211 parents.
* Provided public health nurse consultation services to day care facilities and gave in-service training to 50 day care workers.
* Gave immune-globulin shots to 40 people exposed to hepatitis-A.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
MCH Home/Office Visits	282	367	202	202
Communicable Disease Investigation	752	650	700	658
Flu Shots Given	722	700	951	774
Blood Pressure Clinic Services	1,865	2,000	2,467	2,345
Communicable Disease/Chronic Disease Home/Office Visits	188	180	359	173

2000-01 Objectives

* Maintain a community-wide electronic communicable disease tracking, prevention, system in cooperation with health care providers and other city, county and state health services. Increase citizen awareness regarding infectious disease prevention.
* Administer state provided flu and pneumococcal vaccine to high risk

City of Independence
Detail Program Summary

Department: 4700 - Health — *2000-01 Operating Budget*
Cost Center: 4714 - Nursing Services — *Fund: 02 - General Fund*

2000-01 Objectives

Independence residents. Promote up to date immunizations of both children and adults.

* Follow-up on maternal, child and family health high risk referrals to maximize parents skills in managing positive family health outcomes.
* Conduct chronic disease screening and public education to identify and manage health status indicator such as high blood pressure, heart disease, asthma and other respiratory diseases resulting from tobacco use, mental health conditions, etc.
* Implement resource and referral network for mental health issues, collaborate with public and private community agencies to assist in meeting the health needs of the community.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Community Health Nurse	3.00	3.00	3.00	3.00
Community Hlth Nurse Supv	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	5.00	5.00	5.00	5.00

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	234,074	237,921	243,257	251,557
Other Services & Charges	2,984	2,795	3,045	2,816
Supplies	2,197	2,626	2,376	2,600
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	239,255	243,342	248,678	256,973

Significant Issues

* More emphasis will be placed on public education regarding life-style behaviors and chronic illness.
* Outcome measurements of program activities will be developed and used to impact specific community health status indicators.

City of Independence
Detail Program Summary

Department: 4700 - Health *2000-01 Operating Budget*
Cost Center: 4715 - Community Health Promotion *Fund: 02 - General Fund*

Description

The Health Education/Risk Prevention 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 Accomplishments

* Screened 1,144 students and identified 1,092 lifestyle health risks. Student averaged reaching 61% completion of health change goals.
* Provided parent/child sexuality classes to 113 parent/child teams.
* Assisted 189 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 7,462 adults.
* Taught 194 elementary students with asthma about the disease, how to manage it, and how to use medications.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Community Health Education	0	0	0	7,462
Im/Hep Services Provided	12,748	13,000	10,316	14,400
Im/Hep Screening (7th & 9th grade)	2,021	2,000	2,070	2,048
Growing Younger/Wiser Clients	171	200	375	189
Parent/Child Sexuality Clients	128	120	170	113
Asthma Education	0	0	0	194

2000-01 Objectives

* Create health status indicator database to survey youth behavior/high risk factors.
* Write and pass successful youth access tobacco ordinance.
* Increase Independence childhood immunization rates.
* Screen 1,000 middle school 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.
* Create formal resource and referral network for health information

City of Independence
Detail Program Summary

Department: 4700 - Health — *2000-01 Operating Budget*
Cost Center: 4715 - Community Health Promotion — *Fund: 02 - General Fund*

2000-01 Objectives

requests and access.

* Prevent future unwanted teen pregnancies by providing parent/child sexuality classes to 9 to 12 year olds with their parents.
* Provide health education/disease prevention presentations to community agencies and groups as requested.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Community Health Educ	.19	.49	.49	.49
Community Health Nurse	2.94	2.64	2.64	2.64
Youth Services Coord	.00	1.00	1.00	.00
Clerk Typist I	.20	.20	.20	.00
Total	3.33	4.33	4.33	3.13

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	146,155	193,788	193,788	122,749
Other Services & Charges	47,757	13,637	101,338	14,201
Supplies	7,883	8,274	9,983	8,774
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	201,795	215,699	305,109	145,724

Significant Issues

* To update computer capacity to meet state standards for program documentation and outcome measurement.

City of Independence
Detail Program Summary

Department: 4700 - Health *2000-01 Operating Budget*
Cost Center: 4721 - Animal/Rabies Control *Fund: 02 - General Fund*

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 Accomplishments

* Increased the number of animals adopted by 21%
* Increased public access by the volunteers opening the shelter two Sundays a month.
* Installed a security system at the shelter.
* Hosted 2 citizen information "Open House" at the shelter.
* Placing pictures of the animals on the Internet on a weekly basis.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Service Calls	9,729	8,455	9,000	8,500
Summons Issued	1,002	911	800	800
Animals Processed	7,520	6,898	7,350	7,250
Animals Adopted	1,629	2,020	2,114	2,115
Animals Euthanized	4,526	3,694	4,100	4,000

2000-01 Objectives

* Adopt a minimum of 155 animals per month.
* Decrease the percentage of adoptable dogs & cats euthanized.
* Increase weekend field coverage.
* Decrease the number of animal bites.
* Increase the rate of animals rabies vaccinated in the community.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Animal Control Officer	5.00	5.00	5.00	5.00
Kennel Officer	1.00	1.00	1.00	1.00
Administrative Aide I	.00	.00	.00	1.00
Animal Control Manager	1.00	1.00	1.00	1.00
Clerk Typist I	.25	.00	.00	.00

City of Independence
Detail Program Summary

Department: 4700 - Health *2000-01 Operating Budget*
Cost Center: 4721 - Animal/Rabies Control *Fund: 02 - General Fund*

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Clerk Typist II	1.50	1.50	1.50	.50
Animal Control Supvr	1.00	1.00	1.00	1.00
Custodian	.00	.50	.50	.50
Volunteer Coordinator	.50	.50	.50	.50
Total	10.25	10.50	10.50	10.50

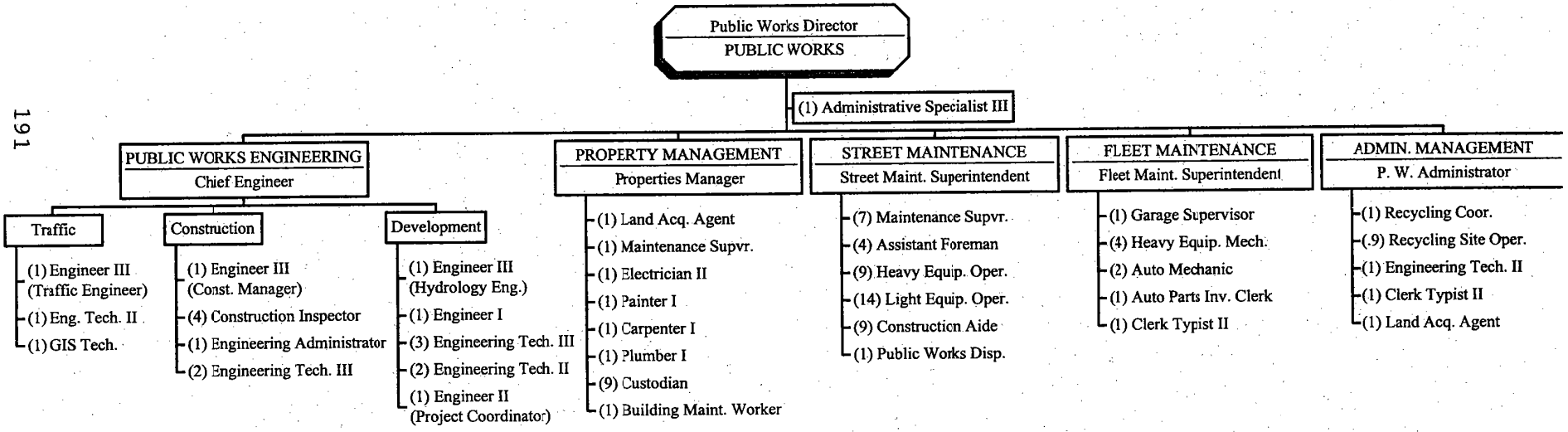
Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	328,891	340,195	342,455	359,987
Other Services & Charges	40,883	50,894	50,411	53,746
Supplies	27,998	21,797	22,280	28,950
Capital Outlay	1,663	0	0	0
Other Expenditures	0	0	0	0
Total	399,435	412,886	415,146	442,683

Significant Issues

* From July 1999 until April 2000, we have been operating without one Animal Control Officer. Due to pregnancy and maternity leave of one officer and another officer leaving the department.
* From July 1999 to Sept. 1999, we were also missing a Full-time Kennel Officer, due to injury.

City of Independence, Missouri
Public Works



City of Independence
Departmental Budget Summary

Department: 5000 - Public Works *2000-01 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, manage rights of way and erosion control of building sites. 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.

Description	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Staffing				
Full Time Positions	97.90	97.73	97.90	99.00
Part Time Positions	.00	.00	.00	.90
Total	97.90	97.73	97.90	99.90

Description	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Budget by Major Program Category				
5001 Administration	267,828	243,034	240,615	158,470
5011 Public Works Engineering	928,111	1,240,579	1,268,743	1,227,234
5012 Real Estate and Records	213,742	0	0	0
5013 Administrative Support	0	0	69,921	343,282
5014 Testing Inspection	343,342	0	0	0
5015 Property Management	643,941	782,006	783,830	830,964
5111 Street Maintenance	3,533,213	3,616,985	3,625,805	3,628,939
5112 Sales Tax Street Maintenance	19,615	0	87,149	0
5121 Central Garage	1,048,836	1,053,453	1,057,653	1,105,028
Total	6,998,628	6,936,057	7,133,716	7,293,917

City of Independence
Departmental Budget Summary

Department: 5000 - Public Works — *2000-01 Operating Budget*

Source of Funding				
General Fund	5,930,177	5,882,604	5,988,914	6,188,889
Street Improv. Sales Tax Fund	19,615	0	87,149	0
Central Garage Fund	1,048,836	1,053,453	1,057,653	1,105,028
Total	6,998,628	6,936,057	7,133,716	7,293,917

Direct/Offsetting Revenues				
Erosion Control Permits	0	0	0	90,000
Right-of-Way Management Permits	0	0	0	98,000
Total	0	0	0	188,000

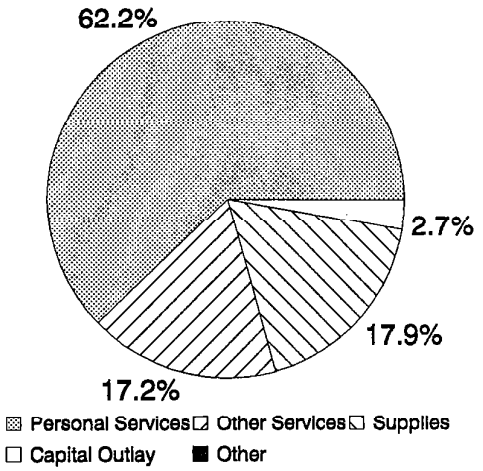
Significant Issues/Changes

* Developed an Administrative Support Division
* Added a Hydrologist position at a cost of $58,245 to manage the new Erosion Control Permit program. This position will be funded from the new Erosion Control Permit revenues. In addition, $16,150 was added for contract erosion control inspections which also will be funded from the new Erosion Control Permit revenues.
* Prepared contract for 2nd year Sales Tax Program
* Worked on Systematic Code Enforcement for sidewalks
* Bid out recycling contract
* Used overlay contract on some of the Overlay programmed for City Crews
* Added Little Blue Parkway to maintenance by City Crews
* Obtained an additional $4.0 million STP Funds for Truman Road, 35th Street at Noland, Crysler and 39th Street
* Added a Right-of-way Program Manager at a cost of $73,305, which will be funded from the new Right-of-way Management Permit, to manage the new Right-of-way Management program.
* Added $29,150 to the Property Management function for Utility costs associated with the recently acquired Crysler Maintenance Facility.
* Deleted an Engineering Technician II position which will become vacant due to an upcoming retirement at a cost savings of $36,867.

Appropriations by Type:

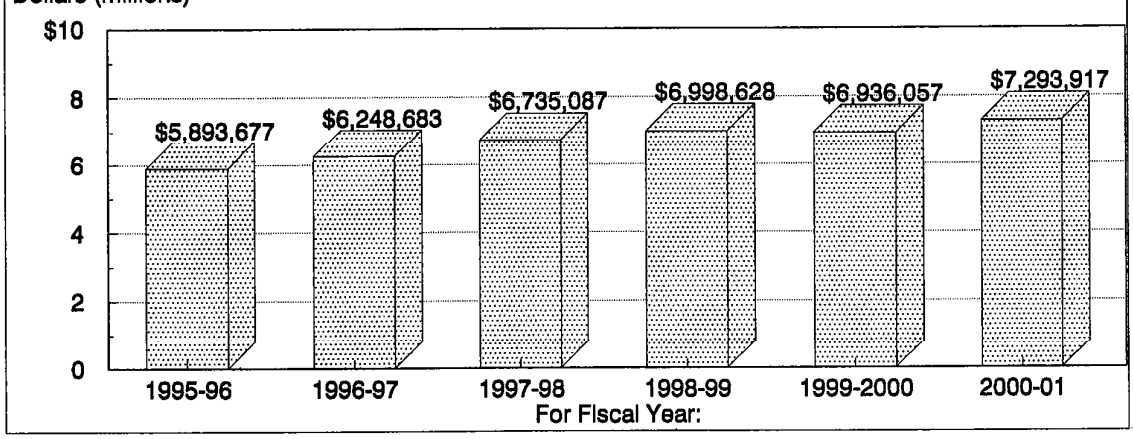
Expenditure Type	Actual 1998-99	Original 1999-2000	Projected 1999-2000	Adopted 2000-01
Personal Services	4,256,607	4,190,840	4,270,610	4,533,549
Other Services	1,510,008	1,260,150	1,267,134	1,252,998
Supplies	992,935	1,285,067	1,218,168	1,307,370
Capital Outlay	239,078	200,000	377,804	200,000
Other	0	0	0	0
Total	6,998,628	6,936,057	7,133,716	7,293,917

2000-01 City Council Adopted Budget



Historical Comparison:

	Actual 1995-96	Actual 1996-97	Actual 1997-98	Actual 1998-99	Budget 1999-2000	Budget 2000-01
Employees:						
Full Time Equiv.	97.00	97.50	97.90	97.73	97.90	99.90
Amount by Fund:						
General	4,931,589	5,230,203	5,667,378	5,930,177	5,882,604	6,188,889
Street Sales Tax	0	0	0	19,615	0	0
Central Garage	962,088	1,018,480	1,067,709	1,048,836	1,053,453	1,105,028
Per Capita	51.81	54.37	58.60	60.89	59.71	62.41
Per Household	119.12	125.78	135.57	140.87	136.93	142.70



City of Independence
Detail Program Summary

Department: 5000 - Public Works *2000-01 Operating Budget*
Cost Center: 5001 - Administration *Fund: 02 - General Fund*

Description

This program provides Public Works services through the supervision and administration of the Public Works Department. This includes support and response to the City Manager and City Council in all areas of Public Works. These areas include real estate, design, construction, inspection, street maintenance, traffic, and fleet maintenance.

1999-00 Accomplishments

* Road opening of Little Blue Parkway Interchange.
* Obtained grant monies for Truman Road, 35th Street & Noland, and additional funding for Crysler Avenue.
* Volunteer Program for illegal signs has removed approximately 10,000 signs.
* Provide two City-wide cleanups.
* Place concrete overlay on intersections on Noland Road, Sterling at Winner and 35th Street.
* Provided training for management staff.
* All 10 Sales Tax projects underway.
* Prepared Right of Way Management Ordinance.
* Prepared Erosion Control Ordinance.
* Prepared Traffic Code Ordinance.
* Completed 46 miles of overlay from Sales Tax.
* Establish contract for 53 miles of overlay for year two of Sales Tax.

2000-01 Objectives

* Represent Public Works on the internet.
* Add Right of Way Management function and staff.
* Open Little Blue Parkway between U.S. 40 and I-70.
* Initiate customer service form and response.
* Develop 3rd year Sales Tax projects.
* 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.
* Add Hydrologist to staff.

City of Independence
Detail Program Summary

Department: 5000 - Public Works — *2000-01 Operating Budget*
Cost Center: 5001 - Administration — *Fund: 02 - General Fund*

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Community Services Director	.00	.83	.00	.00
Public Works Director	1.00	1.00	1.00	1.00
Projects Coordinator	.00	.00	1.00	.00
Clerk Typist II	1.00	1.00	1.00	.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	3.00	3.83	4.00	2.00

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	261,413	232,644	230,225	150,385
Other Services & Charges	2,774	6,720	6,720	4,720
Supplies	3,641	3,670	3,670	3,365
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	267,828	243,034	240,615	158,470

Significant Issues

* Developed Overlay Program for approximately 53 miles of streets.
* Adopted Erosion Control Ordinance and fees.
* Adopted new Right of Way Management Ordinance.
* Obtained pavement grinder to allow for pavement leveling and repairs.
* Hired Project Manager.

City of Independence
Detail Program Summary

Department: 5000 - Public Works — *2000-01 Operating Budget*
Cost Center: 5011 - Public Works Engineering — *Fund: 02 - General Fund*

Description

This program provides Public Works services through the following work elements: Plan Review, design, investigations, studies, contract specifications, inspections, permits, traffic, records, mapping, surveying, and right of way management.

1999-00 Accomplishments

* City projects with an estimated contractural construction cost of $4,777,000 were designed.
* The Little Blue Parkway, Phase 3 project was completed and the Little Blue Parkway, Phase 1 project is 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.
* 185 new code violations were investigated and corrections pursued.
* A $4 million street improvement contract was completed and design work has been done on the 10 Sales Tax Projects.
* Develop a Pavement Management Program.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Survey and Design Effort	$3,324,000	$1,221,000	$4,777,000	$5,000,000
Capital Improvements (Construction Value)	$1,450,000	$3,029,019	$8,107,351	$8,000,000
Construction Permit (Plans Reviewed)	460	462	637	600
Development Plans Reviewed	150	128	135	130
Citizen Requested Field Investigations	140	246	215	200

2000-01 Objectives

* Develop engineering services 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

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2000-01 Operating Budget*
Cost Center: 5011 - Public Works Engineering *Fund: 02 - General Fund*

2000-01 Objectives

Works projects to be advertised for bids.

* Provide plan review, permitting and inspection of erosion control and flood plain management.
* Review building permit applications, Public Works projects and plans for public improvements by private development.
* Provide right of way records, permits, inspections and management.
* Develop a Pavement Management Program.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Program Manager	.00	.00	.00	1.00
Chief Engineer	1.00	1.00	1.00	1.00
Engineer I	1.00	1.00	1.00	1.00
Engineer II	.00	.00	.00	1.00
Engineering Administrator	1.00	1.00	1.00	1.00
Engineer III	2.00	2.00	2.00	3.00
Construction Inspector	4.00	4.00	4.00	4.00
Eng Inspections Supvr	1.00	1.00	.00	.00
Engineering Technician II	4.00	4.00	4.00	2.00
Engineering Tech III	5.00	5.00	5.00	5.00
GIS Technician	1.00	1.00	1.00	1.00
Community Program Supvr	.00	.00	.00	.00
Land Acquisition Agent	.00	.00	1.00	.00
Recycling Coordinator	1.00	1.00	1.00	.00
Recycling Site Operator - PT	.90	.90	.90	.00
Total	21.90	21.90	21.90	20.00

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	780,563	1,108,392	1,130,816	1,168,519
Other Services & Charges	94,366	123,077	128,817	44,455
Supplies	45,654	9,110	9,110	14,260
Capital Outlay	7,528	0	0	0
Other Expenditures	0	0	0	0
Total	928,111	1,240,579	1,268,743	1,227,234

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2000-01 Operating Budget*
Cost Center: 5011 - Public Works Engineering *Fund: 02 - General Fund*

Significant Issues

* The division was reorganized in October with some personnel and programs being transferred to a new administrative division. This includes land acquisition, solid waste programs, code enforcement, and sidewalk replacement programs.
* An Engineer II was hired to fill a vacant position that was a Special Projects Coordinator. The Engineer II position will work on development issues, prepare Public Works responses for development cases that are addressed by the Planning Commission, and manage capital budget design contracts.
* The Capital Budget project volume increased greatly during the current fiscal year and is expected to continue. The project design effort, as measured by the estimated construction cost, increased by four times the prior year. The cost of the capital budget construction projects completed rose from $3 million to $8 million this year.
* Work assignments were changed to reflect the increased number of projects. Survey and design personnel were assigned to construction inspection and contract administration. Most project survey and design was done by consulting engineering companies. A part time contract person was hired to work on office projects. Overtime was paid to construction inspectors instead of using compensatory time.
* A truck was leased to transport materials from the recycling centers. The truck lease cost exceeds the budget and bids are being reviewed to change the method of materials transportation.

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2000-01 Operating Budget*
Cost Center: 5013 - Administrative Support *Fund: 02 - General Fund*

Description

The Administrative Support Division of the Public Works Department is responsible for land acquisition for public improvements, recycling and waste reduction, investigations and enforcement of Public Works Code provisions and staffing the department front counter. In addition, the Public Works Administrator provides administrative assistance to the Director and coordinates the State Legislative Program.

1999-00 Accomplishments

* The Independence Square Recycling Site appearance improved.
* Provided two City-Wide Cleanups and Brush Drop-offs.
* 278 Code Violations were investigated, resulting in 185 violations cited.
* A change was made in the recycling program so that the collection of recyclables in contracted to outside service providers.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Parcels Acquired (Each)	121	114	100	200
Documents Recorded (Each)	42	25	40	35
Documents Reviewed (Each)	43	52	50	40
Tons of Trash Received from Two City Wide Cleanups	419	549	556	570
Vehicle Loads of Brush Received at Two City Wide Brush Drop Off Sites	1,710	1,301	1,770	1,800
Tons or Reclyclable Materials Marketed	2,213	1,980	2,160	2,300

2000-01 Objectives

* Review and investigate reported code violation complaints.
* Organize and manage the operations of two recycling centers.
* Conduct spring and fall city-wide clean ups and brush drop off programs.
* Acquire rights of way and necessary easements for scheduled projects.

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2000-01 Operating Budget*
Cost Center: 5013 - Administrative Support *Fund: 02 - General Fund*

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Public Works Administrator	.00	.00	.00	1.00
Clerk Typist II	.00	.00	.00	1.00
Engineering Technician II	.00	.00	.00	1.00
Land Acquisition Agent	.00	.00	.00	1.00
Recycling Coordinator	.00	.00	.00	1.00
Recycling Site Operator	.00	.00	.00	.90
Total	.00	.00	.00	5.90

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	0	0	44,921	245,797
Other Services & Charges	0	0	0	96,585
Supplies	0	0	0	900
Capital Outlay	0	0	25,000	0
Other Expenditures	0	0	0	0
Total	0	0	69,921	343,282

Significant Issues

* The Administrative Support Division was organized in October, 1999.
* The Sidewalk and Curb Replacement Programs began in 99-00.

City of Independence
Detail Program Summary

Department: 5000 - Public Works — *2000-01 Operating Budget*
Cost Center: 5015 - Property Management — *Fund: 02 - General Fund*

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, surplus property and studies.

1999-00 Accomplishments

* Administration of two phases of a Flood Buy Out Program which made offers to purchase 48 structures located in flood prone areas. The program is voluntary and includes demolition of acquired structures.
* Remodeled 2nd floor of City Hall. Building Inspection and Current Planning were moved to the north wing and Code Compliance received new work stations in the south wing.
* Remodeled and expanded the Women's Locker Room in the basement of the Police Building.
* Installed new floor in the Crime Laboratory on the 2nd floor of the Police Building.
* Remodeled the Detention Center in the Police Building.
* Completed 627 work orders requesting building maintenance service.
* Acquired the Maintenance Complex located at 1030 South Crysler from Jackson County.
* Administered Lease Purchase Program including 13 projects with an estimated cost of $1.4 million dollars. These projects include Citu Hall carpet, HVAC work in City Hall, Police and Sermon Center, Police elevator modernization, Water Infiltration in City Hall, National Frontier Trails Center, Sermon Center and Fire Station No. 1, and the Fire Station No. 1 roof replacement.
* Construction of space to be utilized by the City 7 Studio.
* Worked with the Finance Department to reconfigure the Accounting Division and add two new work stations.
* Constructed an office adjacent to the Communications Room for the Captain.
* Worked with Police in remodeling the Independence Center Substation.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Work Orders Completed	680	705	620	750

City of Independence
Detail Program Summary

Department: 5000 - Public Works — *2000-01 Operating Budget*
Cost Center: 5015 - Property Management — *Fund: 02 - General Fund*

2000-01 Objectives

* Utilize the facilities inspection program to provide a safe, clean and comfortable environment for employees and citizens.
* Develop operation, maintenance and space utilization plan for the recently acquired maintenance complex at 1030 S. Crysler.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Carpenter I	1.00	1.00	1.00	1.00
Painter I	1.00	1.00	1.00	1.00
Lead Cust	1.00	1.00	.00	.00
Electrician II	1.00	1.00	1.00	1.00
Facility Manager	1.00	.00	.00	.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	1.00	1.00
Maintenance Supervisor	1.00	1.00	1.00	1.00
Custodian	8.00	8.00	9.00	9.00
Building Maint Wkr	.00	.00	1.00	1.00
Total	18.00	17.00	17.00	17.00

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	435,592	603,504	605,328	625,304
Other Services & Charges	164,617	125,538	115,538	151,150
Supplies	43,732	52,964	62,964	54,510
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	643,941	782,006	783,830	830,964

Significant Issues

* Acquisition of the Maintenance Complex at 1030 S. Crysler will add to maintenance responsibility.
* Periodic cleaning of the Independence Center Police Substation and

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2000-01 Operating Budget*
Cost Center: 5015 - Property Management *Fund: 02 - General Fund*

Significant Issues

Truman Train Station adds to custodial responsibility.

City of Independence
Detail Program Summary

Department: 5000 - Public Works — *2000-01 Operating Budget*
Cost Center: 5111 - Street Maintenance — *Fund: 02 - General Fund*

Description

Street Maintenance is responsible for maintaining approximately 1,200 lane miles of City streets and 38 bridge structures. Maintenance includes crack sealing, overlaying, pothole repairs, roadside ditches, large street repairs, road base repairs, sweeping, replacement of damaged or undersized crossroad culverts, trash and brush clean up, placement of barricades, removal of snow and ice, maintenance of sand and salt stockpiles, painting of center and edge lines, crosswalks, school crossings, stop bars and turn lanes, parking stalls and City parking lots,also 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 Accomplishments

* 2,856 patching tickets completed. 19,944 holes patched.
* 62.6 lane miles crack sealed.
* 8 lane miles overlayed or wedged.
* 9 alleys overlayed.
* 8 miles ditched and 100% of the maintenance requests for ditching completed.
* Maintained safe driving conditions through 5 snow storm call outs.
* Responded to 149 complaints for trash being dumped.
* Painted 345.2 miles of center line and edge line.
* Repaired or replaced signs at 2,793 locations.
* Swept 2,149 curb miles.
* Installed 14 crossroad pipes and 26 driveway pipes.
* Completed 23 miscellaneous projects.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Street Patching Jobs	2,168	2,003	1,000	1,000
Crack Seal (Lane Miles)	74.0	42.0	75.0	75.0
Ditching (Miles)	12	3	10	10
Street Sweeping (Curb Miles)	1,888	2,510	3,000	3,000
Cross Road Pipe	8	12	10	10
Snow Removal (Call Outs)	10	9	10	10

Street Signs	2,000	3,027	2,000	2,000
Street Painting (Miles)	403	403	600	600
Overlay (Lane Miles)	6	6	8	8

2000-01 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.
* Implement an automated system that will generate and track work orders, customer requests and project management.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Heavy Equipment Operator	9.00	9.00	9.00	9.00
Street Maint 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

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2000-01 Operating Budget*
Cost Center: 5111 - Street Maintenance *Fund: 02 - General Fund*

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	1,880,256	1,858,546	1,867,366	1,927,464
Other Services & Charges	796,076	637,855	648,599	597,855
Supplies	649,007	920,584	844,185	903,620
Capital Outlay	207,874	200,000	265,655	200,000
Other Expenditures	0	0	0	0
Total	3,533,213	3,616,985	3,625,805	3,628,939

Significant Issues

* Use of thermal plastic for striping.
* Sales tax for street improvements will necessitate changes in maintenance programs.

City of Independence
Detail Program Summary

epartment: 5000 - Public Works
ost Center: 5121 - Central Garage

2000-01 Operating Budget
Fund: 90 - Central Garage Fund

escription

Responsible for maintaining the City's fleet, comprised of 429 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 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.

99-00 Accomplishments

* Refurbish and painted 3 vehicles.
* Modified FMC sweeper conveyor system.
* Started installing dump beds in-house.
* Fabricated installation for new pothole patching material containers.
* Start planning garage organization at 23rd & Crysler facility.

formance Indicators:

escription	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
lechanic Hours Billed Percent)	82	84	85	90
uel Dispensed Gallons)	274,095	290,610	314,049	334,049
oad Service Calls Each)	26	20	27	35

0-01 Objectives

* Implement computer technology for garage mechanics.
* Train garage staff in use of CFA cost accounting system.
* Complete refurbishing and painting of all Public Works equipment.
* Mount and install 3 new dump beds and plows on new tandem trucks.

City of Independence
Detail Program Summary

Department: 5000 - Public Works — *2000-01 Operating Budget*
Cost Center: 5121 - Central Garage — *Fund: 90 - Central Garage Fund*

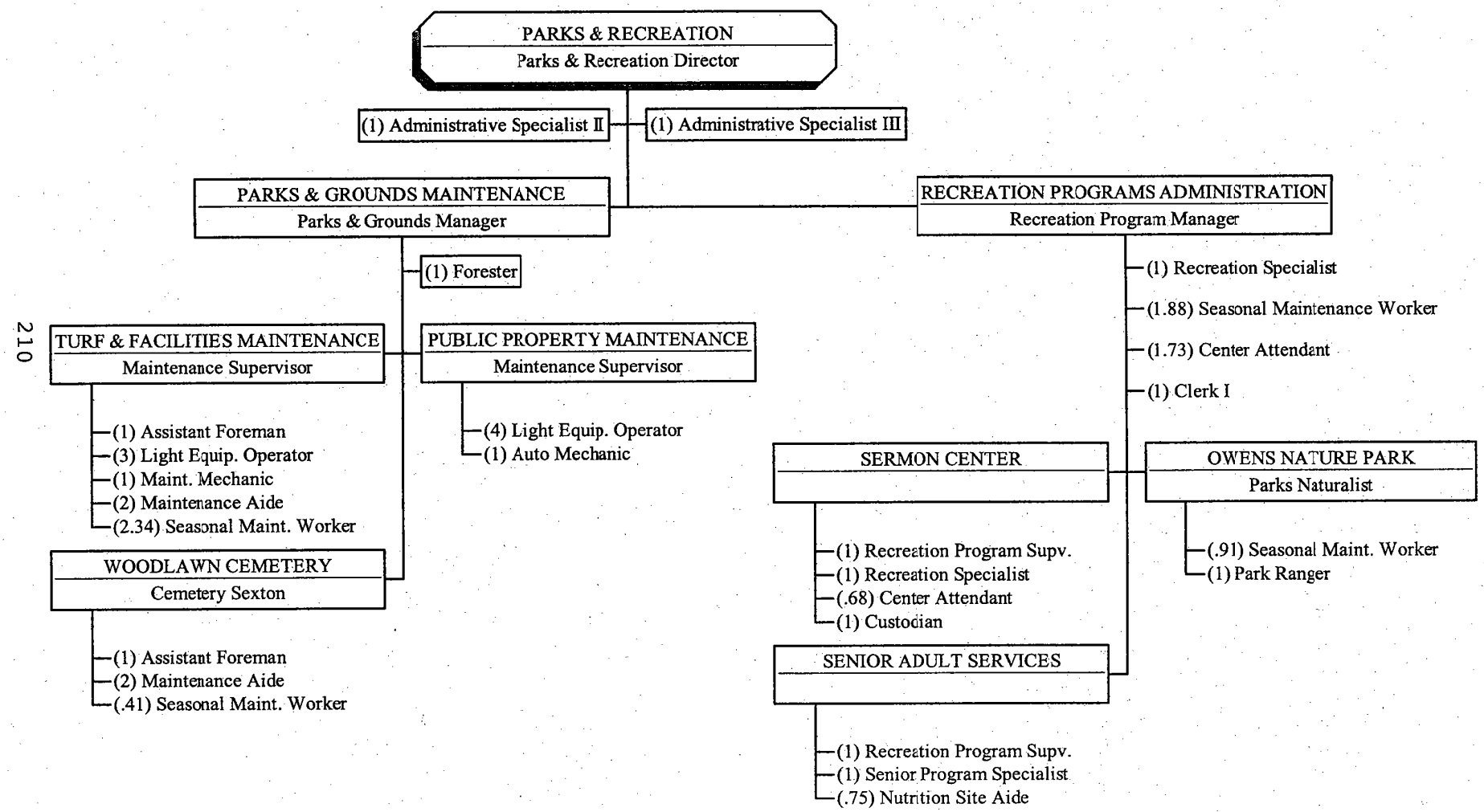
Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Heavy Equipment Mechanic	2.00	4.00	4.00	4.00
Fleet Maint 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

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	371,186	387,754	391,954	416,080
Other Services & Charges	415,541	366,960	367,460	358,233
Supplies	238,433	298,739	298,239	330,715
Capital Outlay	23,676	0	0	0
Other Expenditures	0	0	0	0
Total	1,048,836	1,053,453	1,057,653	1,105,028

City of Independence, Missouri
Parks and Recreation



City of Independence
Departmental Budget Summary

Department: 6000 - Parks and Recreation *2000-01 Operating Budget*

Department Description

The Independence Parks and Recreation Department strives 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 continues 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.

Description	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Staffing				
Full Time Positions	29.00	32.40	33.00	33.00
Part Time Positions	10.15	8.70	8.70	8.70
Total	39.15	41.10	41.70	41.70

Description	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Budget by Major Program Category				
6001 Parks & Rec. Administration	157,325	169,893	193,439	180,550
6011 Park Maintenance Admin.	212,360	206,068	204,924	212,561
6012 Turf Facilities Maintenance	422,871	433,463	428,650	460,731
6013 Public Property Maintenance	266,707	243,935	238,754	264,176
6021 Recreation Programs Admin.	182,125	240,588	244,896	249,531
6022 Senior Adult Services	46,933	84,400	80,155	134,071
6028 Roger T. Sermon Community Ctr.	127,634	136,128	136,838	143,146
6029 Owens Nature Park	99,032	105,998	105,251	112,624
6031 Cemetery Maintenance	165,236	158,946	158,761	178,493
Total	1,680,223	1,779,419	1,791,668	1,935,883

City of Independence
Departmental Budget Summary

Department: 6000 - Parks and Recreation *2000-01 Operating Budget*

Source of Funding				
General Fund	1,680,223	1,779,419	1,791,668	1,935,883
Total	1,680,223	1,779,419	1,791,668	1,935,883
Direct/Offsetting Revenues				
Class Fees	36,177	32,500	36,000	40,000
Park Concessions	5,785	8,500	6,000	9,000
Sermon Center Fees	12,847	35,000	20,000	22,000
Recreation Rentals	32,108	36,000	36,000	40,000
Cemetery Charges	82,574	105,000	101,000	106,000
Total	169,491	217,000	199,000	217,000

Significant Issues/Changes

* Added a Forester position at a cost of $50,411 with the offsetting reduction of a Light Equipment Operator at a savings of $29,803 for a net increase of $20,608.
* Added $10,000 for Contract Administration of the Dial-A-Ride Program in the Senior Adult Services cost center.
* Added $10,000 in the Turf Facilities Maintenance cost center for contract mowing of the flood buy-out properties.
* Added $1,860 in the Turf Facilities Maintenance cost center for contract maintenance of the City Hall Japanese Garden.

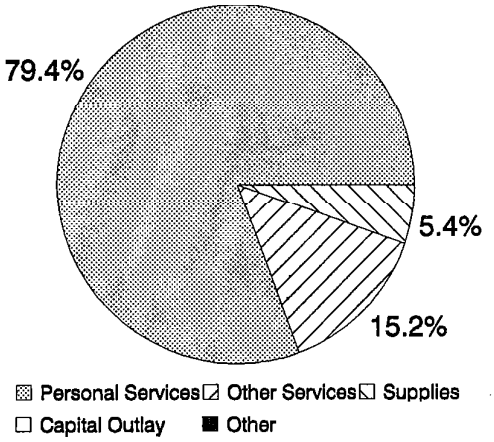
2000-01 Operating Budget

Parks and Rec.

Appropriations by Type:

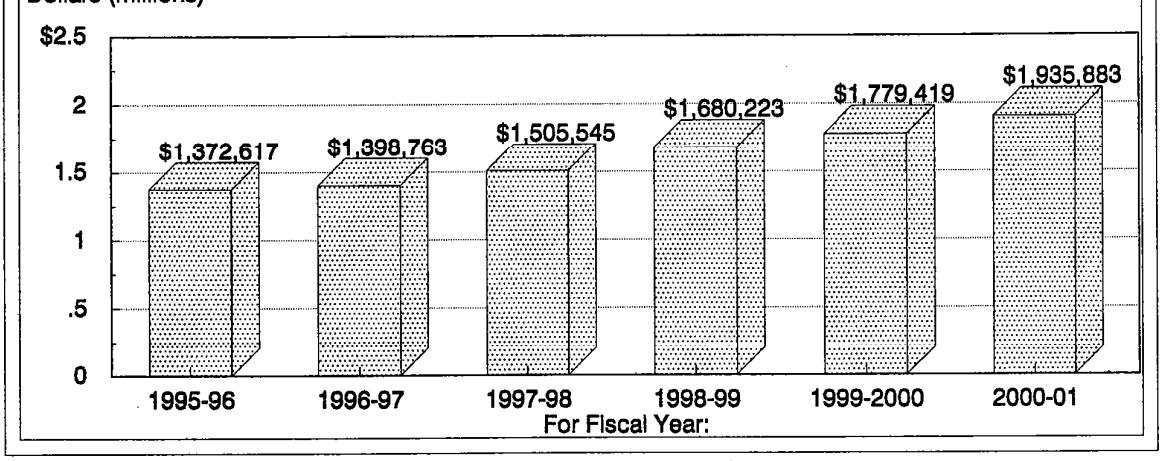
Expenditure Type	Actual 1998-99	Original 1999-2000	Projected 1999-2000	Adopted 2000-01
Personal Services	1,336,899	1,425,438	1,427,807	1,537,449
Other Services	197,624	245,946	255,886	295,076
Supplies	88,132	108,035	107,975	103,358
Capital Outlay	57,568	0	0	0
Other	0	0	0	0
Total	1,680,223	1,779,419	1,791,668	1,935,883

2000-01 City Council Adopted Budget



Historical Comparison:

	Actual 1995-96	Actual 1996-97	Actual 1997-98	Actual 1998-99	Budget 1999-2000	Budget 2000-01
Employees:						
Full Time Equiv.	40.15	39.15	39.15	41.10	41.70	41.70
Amount by Fund:						
General	1,372,617	1,398,763	1,505,545	1,680,223	1,779,419	1,935,883
CDBG Fund	0	0	0	0	0	0
Per Capita	12.07	12.17	13.10	14.62	15.32	16.32
Per Household	27.74	28.15	30.30	33.82	35.13	37.32



City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation — *2000-01 Operating Budget*
Cost Center: 6001 - Parks & Rec. Administration — *Fund: 02 - General Fund*

Description

The Administration Division oversees the various divisions within the Parks and Recreation Department in an effort to provide residents with quality recreational facilities and programs. This division actively works with departmentally-affiliated boards and commissions, as well as various community organizations interested in bettering the City's Park system.

1999-00 Accomplishments

* Worked to successfully implement first year projects associated with the Parks Sales Tax, including Santa Fe Park baseball lighting, Glendale Park drainage improvements, athletic field restoration (9 fields), new playground activity centers (6 parks), and installation of new picnic tables, park benches, and trash receptacles at numerous park sites.
* Oversaw the second year of the Park Improvement Matching Grant Program, providing community groups with a means for making improvements to their neighborhood park facilities.
* Completed formal architectural design and began Phase One reconstruction efforts for the Truman Memorial Building, and initiated a supplementary fund raising campaign for that facility and the adjacent Palmer School building.
* Entered into a twenty-year lease with the Independence School District to utilize the Palmer School building, and worked with district officials to implement a facility elevator on site.
* Successfully completed acquisition of a new facility to house departmental park maintenance operations.
* Implemented a number of new operational policies and procedures, including a new departmental sick leave policy.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Park matching grant applications processed		6	8	6

2000-01 Objectives

* Coordinate departmental activities for successful implementation of the second year of Parks Sales Tax improvement projects.
* Oversee Phase One construction work associated with restoration of the Truman Memorial Building, and facilitate fund raising efforts for the conversion of the Palmer School facility into a comprehensive

2000-01 Objectives

senior adult nutrition and recreation center.

* Oversee efforts to develop a park master plan for the community, working with departmental staff, Park Commission 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.
* Continue to work with departmentally-affiliated boards and commissions, particularly with efforts to communicate those park sales tax projects and expenditures to the Park Sales Tax Oversight Committee.
* Continue to support and promote the City's Park Improvement Matching Grant Program.
* Encourage, identify, and support appropriate professional training and certification opportunities for departmental staff.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Parks and Recreation Director	1.00	1.00	1.00	1.00
Administrative Spec I	.00	.50	.00	.00
Administrative Spec II	.00	.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	2.00	2.50	3.00	3.00

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	132,359	153,116	156,472	163,773
Other Services & Charges	16,374	15,705	34,895	15,705
Supplies	2,643	1,072	2,072	1,072
Capital Outlay	5,949	0	0	0
Other Expenditures	0	0	0	0
Total	157,325	169,893	193,439	180,550

Significant Issues

* Administrative staff will work with necessary departmental staff to successfully implement second year of park sales tax improvement projects.
* Administration will work with Truman Memorial Building/Palmer School Restoration Campaign Steering Committee to facilitate necessary project fund raising efforts.

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation — *2000-01 Operating Budget*
Cost Center: 6011 - Park Maintenance Admin. — *Fund: 02 - General Fund*

Description

The Supervisory and Support division is responsible for overseeing daily park mantenance operations. This division schedules work projects,purchases materials, implements repairs, and responds to inquiries from the public and other City-affiliated departments.

1999-00 Accomplishments

* Worked with departmental staff to secure a new park maintenance facility for park maintenance operations and divisional staff.
* Coordinated the design and installation of baseball field drainage, infield/outfield improvement projects at nine game fields.
* Coordinated the design and installation of baseball field fencing, dugouts and foul pole improvement projects at nine game fields.
* Coordinated the selection and installation of play equipment for six new park playground areas.
* Assisted park advocacy groups in a variety of park improvement efforts, including groups from the Benton, Bundschu, Cassell, Choplin-Hood, Cler-Mont School, Fairmount, Glendale, Roberts, Rotary, Santa Fe, Woodlawn and Young park neighborhoods.
* Hired a new Parks and Grounds Manager to oversee operations of the four Park Maintenance divisions.
* Identified departmental capital outlay, equipment and staffing needs required for effective park and public property maintenance operations.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Numbers of park sites maintained	41	41	41	41
Number of park acres maintained				987
Number of non-park acres maintained				528
Number of full-time staff supervised	19	19	19	19

2000-01 Objectives

* Work with departmental administrative staff to successfully implement Year Two park sales tax improvement projects, including new park security and park repair/beautification staff positions.
* Coordinate daily operations to ensure desired levels of park maintenance and appearance are met and response time to work requests is within acceptable parameters.
* Assist community and neighborhood groups with park adoption and

2000-01 Objectives

clean-up efforts.

* Work with the Tree Commission and forestry staff to address park and public right-of-way tree-related issues throughout the community.
* Serve as staff liaison to various boards, commissions and committees involving park resources.
* Provide technical assistance for the design and maintenance of new and existing park facilities.
* Coordinate successful relocation of park maintenance operations and divisional staff to new park maintenance facility.
* Work with departmental staff to develop a park master plan for the community.
* Identify and support appropriate training opportunities for divisional staff.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Parks & Grounds Manager	1.00	1.00	1.00	1.00
Auto Mechanic	1.00	1.00	1.00	.00
Forester	.00	.00	.00	1.00
Total	2.00	2.00	2.00	2.00

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	108,036	122,808	119,511	127,644
Other Services & Charges	67,499	78,212	74,648	79,237
Supplies	10,128	5,048	10,765	5,680
Capital Outlay	26,697	0	0	0
Other Expenditures	0	0	0	0
Total	212,360	206,068	204,924	212,561

Significant Issues

* Redirect the Auto Mechanic position from this program to 6013-Public Property Maintenance, in effort to improve divisional efficiency and

Significant Issues

accountability.

* Administrative staff will explore potential for improving and expanding mowing and chemical application services through contractual service agreements.

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2000-01 Operating Budget*
Cost Center: 6012 - Turf Facilities Maintenance *Fund: 02 - General Fund*

Description

The Turf and Facilities Division is responsible for daily park maintenance operations, including picnic shelters, athletic fields, landscape beds, snow removal, and mowing and trimming all City parks, properties and related facilities.

1999-00 Accomplishments

* Assisted in the placement of new picnic tables, park benches and trash receptacles at all picnic shelters and various park sites.
* Assisted with baseball field renovation projects, including establishment of sodded areas.
* Completed landscape enhancement program at City Hall.
* Completed several field improvement projects at Crysler Stadium, including incorporation of calcined clay in the infield, resodding the infield, reseeding the outfield, rebuilding the pitcher's mound and repair of the outfield fence.
* Assisted community and neighborhood groups with park clean-up efforts.
* Participated in various professional training opportunities, including the MPRA Annual Conference and athletic field maintenance workshops.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Number of park sites maintained	41	41	41	41
Number of park acres maintained	401	401	401	401
Number of baseball game fields maintained				10
Number of baseball practice fields maintained				38
Number of soccer game fields maintained				5
Number of picnic shelters maintained				6
Number of traffic medians maintained				23
Number of miles of traffic medians maintained				11
Number of non-park acres maintained				45

Number of mowing cycles (parks)	10	12	14	12
Number of mowing cycles (non-parks)	9	10	11	10

2000-01 Objectives

* Work with departmental administrative staff to successfully implement Year Two park sales tax improvement projects, including new athletic field lighting at Crysler Stadium.
* Supervise daily operations to ensure desired levels of park maintenance and appearance are met and athletic fields are properly maintained on a consistent basis.
* Assist community and neighborhood groups with park clean-up efforts.
* Provide technical assistance for the design and maintenance of new and existing park facilities.
* Assist in the successful relocation of park maintenance operations and divisional staff to new park maintenance facility.
* Identify and support appropriate professional training opportunities for divisional staff.
* Work with departmental staff to develop a park master plan for the community.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Maintenance Aide	2.00	2.00	2.00	2.00
Maintenance Mechanic	1.00	1.00	1.00	1.00
Chemical Applications Oper	1.00	.00	.00	.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 Wkr	2.34	2.34	2.34	2.34
Total	10.34	10.34	10.34	10.34

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	335,955	335,957	337,136	352,951
Other Services & Charges	47,360	54,425	48,305	67,395
Supplies	32,076	43,081	43,209	40,385

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation — *2000-01 Operating Budget*
Cost Center: 6012 - Turf Facilities Maintenance — *Fund: 02 - General Fund*

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Capital Outlay	7,480	0	0	0
Other Expenditures	0	0	0	0
Total	422,871	433,463	428,650	460,731

Significant Issues

* Overall quality of park mowing cycles for 2000-01 may be entranced by improved scheduling of available staff and introduction of more efficient mowing equipment.

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2000-01 Operating Budget*
Cost Center: 6013 - Public Property Maintenance *Fund: 02 - General Fund*

Description

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

1999-00 Accomplishments

* Assisted in the placement of new picnic tables, park benches and trash receptacles at all picnic shelters and various park sites.
* Assisted with baseball field renovation projects, including dugout and backstop improvements.
* Assisted with the Glendale Park renovation, including care and establishment of four acres of sod.
* Coordinated tree trimming and brush removal efforts at Benton, Carriage Hills, Choplin-Hood and Santa Fe parks, as well as at various public right-of-way properties.
* Coordinated the planting of 30 pine trees at George Owens, Mill Creek and Santa Fe parks.
* Completed drainage remediation projects at Cassell Park and assisted with the drainage project between Crysler Stadium and the National Guard Armory.
* Provided the supervision, staffing and resources necessary for the continued operation of Woodlawn Cemetery during an extended period of transition.
* Assisted Turf & Facilities Maintenance Division with park area mowing.
* Assisted community and neighborhood groups with park clean-up efforts.
* Participated in various professional training opportunities, including the MPRA Annual Conference and arborist-related workshops.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Number of park sites maintained.				41
Number of park acres (non-turf) maintained				586
Number of detention basins maintained	9	9	9	9

Number of guardrails maintained			277	277
Number of flood buy-out properties maintained			62	62
Number of R.O.W. miles maintained	380	210	220	220
Number of non-park acres maintained				434

2000-01 Objectives

* Work with departmental administrative staff to successfully implement Year Two park sales tax improvement projects, including new picnic shelters and site amenities.
* Supervise daily operations to ensure desired levels of public property maintenance and appearance are met, and park construction projects are properly completed in a timely manner.
* Assist community and neighborhood groups with park clean-up efforts.
* Provide practical assistance for the design and maintenance of new and existing park facilities.
* Assist in the successful relocation of park maintenance operations and divisional staff to new park maintenance facility.
* Identify and support appropriate professional training opportunities for divisional staff.
* Work with departmental staff to develop a park master plan for the community.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Light Equipment Operator	5.00	5.00	5.00	4.00
Maintenance Supervisor	1.00	1.00	1.00	1.00
Auto Mechanic	.00	.00	.00	1.00
Total	6.00	6.00	6.00	6.00

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	220,573	212,093	208,803	238,448
Other Services & Charges	29,682	18,834	18,659	15,362
Supplies	8,952	13,008	11,292	10,366
Capital Outlay	7,500	0	0	0

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation — *2000-01 Operating Budget*
Cost Center: 6013 - Public Property Maintenance — *Fund: 02 - General Fund*

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Other Expenditures	0	0	0	0
Total	266,707	243,935	238,754	264,176

Significant Issues

* Redirection of Auto Mechanic position from Program 6011 to this program. This will improve divisional efficiency and accountability.
* Divisional staff will coordinate with new park sales tax repair/beautification crew to implement sales tax projects and ammenities throughout the park system.

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation — *2000-01 Operating Budget*
Cost Center: 6021 - Recreation Programs Admin. — *Fund: 02 - General Fund*

Description

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

1999-00 Accomplishments

* With the help of the Sports Commission, established background checks for all youth sport coaches, utilizing City facilities.
* Successfully implemented a benefit golf tournament to increase funds for City ballfield facilities.
* Presented staff with opportunities to attend professional national and state meetings and management schools.
* Assisted with installation of interior signage at the Sermon Community Center, including placement of 60 identification and directional signs throughout the five floors of the facility, providing much needed facility orientation and handicap accessibility.
* Completed second year of the Youth Summer Slam Program, increasing participation by 250%.
* Established new user fees for department shelter houses to increase revenues and overall efficiency of maintenance program.
* Assisted soccer youth group in receiving matching grants for improvements to existing fields.
* Created an affordable first-year baseball camp for youth.
* Converted the annual Fourth of July Baseball Tournament to a wooden bat format and increased the team participation by 13%.
* Participated in various continuing education opportunities, including the state park conference and national conference.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Number of adult athletic teams	88	72	80	90
Athletic fields scheduled	31	34	38	43
Park shelter reservations	200	230	275	583
Number of youth athletic teams	412	389	393	433

2000-01 Objectives

* Continue support and cooperation with the school districts within the City that reciprocally utilize and share facilities.

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation — *2000-01 Operating Budget*
Cost Center: 6021 - Recreation Programs Admin. — *Fund: 02 - General Fund*

2000-01 Objectives

* Maintain cooperative support with the many sport associations and clubs that share City facilities through the Sports Commission.
* Work with Sports Commission to establish a potential youth coaches training/development program.
* Continue to foster the highest quality educational and recreational environment possible through introduction of new programs and events.
* Determine the feasibility of the purchase of a recreation software for registrations, rentals, and membership tracking.
* With the support of the Sports Commission, establish written usage agreements with the different youth and adult sports associations that utilize City park facilities.
* Work with the City's Health Department to develop potential wellness and fitness programs for all City employees.
* Continue to support administrative staff in implementing various park improvements.
* Work with departmental staff to develop a park master plan for the community.
* Identify and support appropriate professional training opportunities for divisional staff.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Lifeguard	1.16	.00	.00	.00
Recreation Specialist	1.00	1.00	1.00	1.00
Clerk I	.00	.90	1.00	1.00
Recreation Program Mgr	1.00	1.00	1.00	1.00
Recreation Assistant	3.12	3.12	.00	.00
Pool Manager	.29	.00	.00	.00
Center Attendant	.00	.00	1.73	1.73
Seasonal Maintenance Wkr	.00	.00	1.88	1.88
Total	6.57	6.02	6.61	6.61

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	148,583	197,268	198,476	206,931
Other Services & Charges	24,774	24,161	32,261	23,300
Supplies	6,778	19,159	14,159	19,300

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2000-01 Operating Budget*
Cost Center: 6021 - Recreation Programs Admin. *Fund: 02 - General Fund*

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Capital Outlay	1,990	0	0	0
Other Expenditures	0	0	0	0
Total	182,125	240,588	244,896	249,531

Significant Issues

* Divisional staff will actively work with departmental maintenance staff to promote improved upkeep of departmental athletic field facilities, and ensure the integrity of those nine recently-renovated game fields.

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation — *2000-01 Operating Budget*
Cost Center: 6022 - Senior Adult Services — *Fund: 02 - General Fund*

Description

An ongoing program for resident senior adults and those individuals with disabilities is provided through this division. Recreational opportunities, social integration, consumer and nutritional education, and assistance with related social service applications are all program components. A comprehensive senior nutritional program is offered through the City, and meals are also delivered on a home-bound basis as needed. This division has recently expanded its available programs and services, and will be working to implement a comprehensive senior adult activity, nutrition, and wellness center at the Truman Memorial-Palmer School collaborative facilities.

1999-00 Accomplishments

* Increased exposure of Senior Adult Program through community outreach programs. Twenty-four groups were given presentations and four community fairs were participated in.
* Increased senior activities newsletter mailing by 50%.
* Offered an additional 27 diverse recreation programs to the seniors.
* Number of meals served to home delivered meal participants increased by 41%.
* Number of meals served to congregate participants increased by 36%.
* Established a relationship with the University of Missouri-Kansas City Gerontology program to serve as an internship site for students. The first intern provided 180 service hours for the senior programs.
* Actively participated in fund-raising and steering committee meetings and events for the Palmer School/Truman Memorial buildings.
* Established renovation and programs needs for the new Palmer School building.
* Participated in various continuing education opportunities, including the state park conference, state aging conference, and various MARC training opportunities.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Number of general recreation programs	13	19	30	46
Number of day/overnight trips	28	33	42	50
Meals served - On-Site	15,384	15,500	15,650	28,000
Meals served - Home Delivered	15,410	20,700	23,000	32,000

Number of nutrition site programs	58	71	95	75
Number of outreach programs	2	11	24	24

2000-01 Objectives

* Assist in fund raising activities for Palmer School Facility and Truman Memorial Building to provide a collaborative senior adult activities.
* Continue divisional promotional efforts, including promotional brochures, speaking engagements, and potential video development.
* Work with other community senior providers to develop appropriate partnerships and maximize opportunities for area seniors.
* Continue to increase departmental nutrition site program and available senior recreation programs where possible.
* Explore available and potential opportunities for senior transportation with the community.
* Identify and support appropriate professional training for divisional staff.
* Obtain recreation specific software aid in tracking participation and registration for trips and programs.
* Recruit and train 2-4 specific persons to focus volunteer efforts on assessing home delivered meals and escorting trips.
* Work with departmental staff to develop a Park Master Plan for the community.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Nutrition Site Aide	.75	.75	.75	.75
Recreation Program Supv	.25	1.25	1.00	1.00
Senior's Program Spec	1.00	1.00	1.00	1.00
Total	2.00	3.00	2.75	2.75

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	63,669	65,570	66,963	77,075
Other Services & Charges	19,216-	16,380	10,570	54,546
Supplies	2,480	2,450	2,622	2,450

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation — *2000-01 Operating Budget*
Cost Center: 6022 - Senior Adult Services — *Fund: 02 - General Fund*

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	46,933	84,400	80,155	134,071

Significant Issues

* Divisional staff will continue to work with administrative staff to assist with necessary fund raising activities necessary for the renovation of the Palmer School facility into a comprehensive senior adult nutrition and recreation site.

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2000-01 Operating Budget*
Cost Center: 6028 - Roger T. Sermon Community Ctr. *Fund: 02 - General Fund*

Description

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

1999-00 Accomplishments

* Continued to improve the quality and distribution of the annual departmental program brochure that is printed twice annually.
* Increased Toddler Town attendance by 10% by including services to local groups that work with this age group and making the program more inclusive for the population served.
* Continued to work with the Independence School District to provide joint program opportunities.
* Expanded the Santa Claus calling program by 15% by providing the service to all school districts in the Independence area.
* Worked with the Sermon Community Fund to complete landscape efforts at the entrance of the Roger T. Sermon Community Center.
* A grant was applied for and received from the Missouri Arts Council Council in the amount of $1,000 for those expenses for the Enchanted Forest, an annual fund raiser for the Powerhouse Theatre Foundation. All proceeds from this event will be used for renovations in the Powerhouse Theatre.
* A grant from the Kansas City 150th Anniversary Legacy Fund was applied for and received in the amount of $10,000. This amount will assist with the completion of renovations in the Powerhouse Theatre.
* Replaced the existing light board in the Powerhouse Theatre. This was paid for by the three theatre groups using the theatre.
* Increased weight room usage by 35% though the addition of two treadmills, two recumbent bicycles, and three stair steppers pieces of equipment.
* Participated in various continuing education opportunities, including the state park conference and national conference.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Facility hours of availability to the public	80	96	100	101

Number of memberships - regular/ guests				
Facility special events	13	14	15	14
Rental revenue - park shelters	3,398	3,900	4,200	11,456
Co-sponsored clubs and organizations		13	14	15

2000-01 Objectives

* Research the benefits of employer offered exercise programs to potentially initiate an exercise program for City employees and the general public.
* Enhance opportunities for the Youth Commission to foster greater involvement in municipal government activities and concerns of youth as they relate to City parks and recreation programs.
* Work with members to find the best and most efficient equipment for upgrading the weight room at the facility.
* With results from survey distributed to participants, offer additional classes/programs to meet with demand.
* With results from comment cards available to all program participants,improve services as needs or concerns arise.
* Actively work with theatre organizations to identify, procure and implement needed facility improvements with the Powerhouse Theatre.
* Work with departmental staff to develop a Park Master Plan for the community.
* Identify and support appropriate professional training opportunities for divisional staff.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Recreation Specialist	1.00	1.00	1.00	1.00
Recreation Program Supv	.75	.75	1.00	1.00
Custodian	.00	1.00	1.00	1.00
Recreation Assistant	1.17	1.17	.00	.00
Center Attendant	.00	.00	.68	.68
Total	2.92	3.92	3.68	3.68

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2000-01 Operating Budget*
Cost Center: 6028 - Roger T. Sermon Community Ctr. *Fund: 02 - General Fund*

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	89,155	108,182	109,043	115,200
Other Services & Charges	20,032	20,546	20,795	20,546
Supplies	11,673	7,400	7,000	7,400
Capital Outlay	6,774	0	0	0
Other Expenditures	0	0	0	0
Total	127,634	136,128	136,838	143,146

Significant Issues

* Divisional staff will continue to work with City's Technology Services Department in an effort to develop a departmental web site.

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation — *2000-01 Operating Budget*
Cost Center: 6031 - Cemetery Maintenance — *Fund: 02 - General Fund*

Description

The Cemetery Maintanance Division is responsible for daily maintenance operations at the historic Woodlawn Cemetery, including coordinating final arrangements needs and providing accurate facility burial, maintenance, and revenue records.

1999-00 Accomplishments

* Successfully installed the new Cremation Columbarium.
* Assisted community groups with neighborhood park clean-up efforts.
* Cemetery operations continued in absence of both lead supervisory positions for a four month period.
* Identified and coordinated facility community service projects.
* Hired a new Cemetery Sexton and Assistant Foreman to oversee operations within the division.
* Developed and promoted an enhanced maintenance program for the facility's Memorial Day observance.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Number of cemetery acres maintained	49	49	49	49
Number of funeral services per year	119	100	130	100
Opening/Closing revenues	$51,054	$55,000	$60,000	$60,000
Monument Base revenues				$10,500
Number of pre-need arrangements per year				60
Pre-Need Arrangement revenues				$63,000
Number of facility mowing cycles	13	14	14	12

2000-01 Objectives

* Work with departmental administrative staff to successfully implement a formal business plan, including marketing of the Cremation Columbarium.
* Supervise daily operations to ensure desired levels of cemetery maintenance and appearance are met and cemetery records are properly maintained on a consistent basis.
* Assist community and volunteer groups with historical preservation and improvement efforts.
* Provide practical assistance for the design and maintenance of existing cemetery facilities.
* Assist in the successful implementation of upgraded computer equipment and related software to improve divisional efficiency and

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation — *2000-01 Operating Budget*
Cost Center: 6031 - Cemetery Maintenance — *Fund: 02 - General Fund*

2000-01 Objectives

customer service.

* Develop a comprehensive facility procedure audit to minimize instances of vandalism.
* Identify and support appropriate professional training opportunities for divisional staff.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 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 Wkr	.41	.41	.41	.41
Total	4.41	4.41	4.41	4.41

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	150,043	137,941	138,900	156,730
Other Services & Charges	6,988	10,498	10,498	11,600
Supplies	7,027	10,507	9,363	10,163
Capital Outlay	1,178	0	0	0
Other Expenditures	0	0	0	0
Total	165,236	158,946	158,761	178,493

Significant Issues

* Cemetery management and operations will be significantly impacted in a positive manner by the recent hiring of the Cemetery Sexton, Assistant Foreman, and Maintenance Aide positions.
* Overall quality of facility mowing cycles desired for 2000-01 may be enhanced by improved scheduling and efficiency of available staff.

City of Independence
Departmental Budget Summary

Department: 6500 - Non-Departmental *2000-01 Operating Budget*

Department Description

To account for those charges that are not directly chargeable to a specific department or function within each fund. This section includes worker's compensation claims, contingencies, charges for insurance, utilities, postage, telephone, etc.

Description	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Budget by Major Program Category				
6502 Non-Departmental	4,108,286	4,718,015	4,851,346	5,563,958
6503 Capital Outlay	911,878	1,000,000	995,000	1,199,738
6504 City Council Strategic Goal	393,617	400,000	614,337	400,000
6505 Central Services	23,962	25,380	25,380	25,380
6520 Non-Departmental	10,047,654	10,303,274	10,217,522	10,869,113
6530 Non-Departmental	2,375,290	2,434,162	2,403,838	2,252,989
6540 Non Departmental	3,125,351	3,204,132	3,186,735	3,020,570
6590 Non Departmental	58,080	69,912	65,712	70,752
6591 Non-Departmental (91)	5,738,618	6,955,000	6,955,000	7,645,000
Total	26,782,736	29,109,875	29,314,870	31,047,500
Source of Funding				
General Fund	5,437,743	6,143,395	6,486,063	7,189,076
Power and Light Fund	10,047,654	10,303,274	10,217,522	10,869,113
Sanitary Sewer Fund	2,375,290	2,434,162	2,403,838	2,252,989
Water Fund	3,125,351	3,204,132	3,186,735	3,020,570
Central Garage Fund	58,080	69,912	65,712	70,752
Staywell Health Care Fund	5,738,618	6,955,000	6,955,000	7,645,000
Total	26,782,736	29,109,875	29,314,870	31,047,500

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental — *2000-01 Operating Budget*
Cost Center: 6502 - Non-Departmental — *Fund: 02 - General Fund*

Description

Represents expenditures of a fund-wide nature that are not directly chargeable to a specific operating department. Includes such items as worker compensation expenditures, postage, telephone, insurance and utility costs.

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	1,881,425	1,982,865	1,982,865	2,503,571
Other Services & Charges	2,215,045	2,010,150	2,008,335	2,098,690
Supplies	3,691	0	153	0
Capital Outlay	0	0	1,662	0
Other Expenditures	8,125	725,000	858,331	961,697
Total	4,108,286	4,718,015	4,851,346	5,563,958

CITY OF INDEPENDENCE, MISSOURI
2000-01 Operating Budget

General Fund Operating Budget - Capital Outlay Appropriations

Description	Buildings	Mobile Equipment	Other	Total
Lease Purchase Payments on Prior Year Purchases:				
Grader		$30,353		$30,353
Wheeled Excavator		28,088		28,088
Building Maintenance Repair and Renovations	$200,000			200,000
Technology Services:				
Replace Fire Department File Server			10,000	10,000
Replace Parks Department File Server			10,000	10,000
Replace File Server Operating Systems			25,976	25,976
Municipal Court:				
Modular Office Furniture			3,583	3,583
Community Development:				
Replace Asset No. 8401 - Vehicle with a 4-wheel drive Pickup		19,500		19,500
Building Inspection Computer System with Notebook Computers for Field Entry of Data			42,000	42,000
Police:				
Replace 7 Police Cruisers		157,738		157,738
Fire:				
Exhaust Removal System for 3 Fire Stations	57,000			57,000
Health:				
Replace Animal Shelter HVAC System	25,000			25,000
Replace Asset No. 8726 - Vehicle which will be transferred to the Motor Pool and an old Police Cruiser will be deleted from the City's fleet		16,500		16,500
Public Works:				
Traffic Signal Improvements			50,000	50,000
Sidewalk Replacement Program for City Facilities			25,000	25,000
Replace Asset No. 8964 - Front End Loader		110,000		110,000
Replace Asset No. 8965 - Front End Loader		110,000		110,000
Replace Asset No. 8400 - 1/2 Ton Pickup		18,000		18,000
Replace Asset No. 8521 - Vibrastat Roller		18,000		18,000
Replace Asset No. 8522 - Vibrastat Roller		18,000		18,000
Replace Asset No. 9426 - Load King Trailer		50,000		50,000
Replace Asset No. 8296 - Survey Crew Vehicle		26,000		26,000
Parks and Recreation:				
Cemetery Mausoleum and Front Gate Repairs			25,000	25,000
Replace Asset No. 2818 - 15' Front Deck Mower/ Prime Mower Combination Unit		55,000		55,000
Replace Asset No. 8292 - Pickup		23,000		23,000
Replace Asset No. 8275 - Truck		23,000		23,000
Replace Asset No. 8295 - Truck		23,000		23,000
Total	$282,000	$726,179	$191,559	$1,199,738

CITY OF INDEPENDENCE, MISSOURI
2000-01 Operating Budget

City Council Goals Account Summary

Fiscal Year Description	Amount Authorized	Amount Allocated	Amount Expended
2000-01 - Proposed Uses for City Council Consideration:			
Unallocated Prior Year's Balance	$921		
2000-01 Authorization	400,000		
Youth Summer Basketball & Teen Center		$10,000	
Ash Street Bridge		35,700	
Neighborhood Parks Matching Grant		25,000	
Demolition of Dangerous Buildings		75,000	
(Supplements $75,000 in Community Development budget)			
Mowing and Refuse Clean-up On Private Property		40,000	
(Supplements $47,600 in Community Development budget)			
Tree Trimming and Dead Tree Removal in City Right-of-way		30,000	
Curbside Pickup of Trash in Systematic Code Inspection Areas		50,000	
Survey of Homeless Persons in Independence		10,000	
Total for 2000-01	$400,921	$275,700	
Unallocated Balance at June 30, 2001		$125,221	

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental — *2000-01 Operating Budget*
Cost Center: 6505 - Central Services — *Fund: 02 - General Fund*

Description

Provides funds and accountability of certain common goods purchased for distribution to all City departments. This acts as a revolving fund for the most part. Also used for lease of, maintenance, and supplies for all copy machines which are located in the City Hall building and are in Purchasing's charge.

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Other Services & Charges	12,289	16,580	16,580	16,580
Supplies	11,673	8,800	8,800	8,800
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	23,962	25,380	25,380	25,380

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental — *2000-01 Operating Budget*
Cost Center: 6540 - Non Departmental — *Fund: 40 - Water Fund*

Description

Represents expenditures of a fund-wide nature that are not directly chargeable to a specific operating department. Includes such items as worker compensation expenditures, postage, telephone, insurance and utility costs.

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	145,849	214,264	214,264	230,264
Other Services & Charges	2,093,011	2,028,003	2,028,003	1,842,148
Supplies	119	4,200	4,200	0
Capital Outlay	31,212	0	0	0
Other Expenditures	855,160	957,665	940,268	948,158
Total	3,125,351	3,204,132	3,186,735	3,020,570

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental — *2000-01 Operating Budget*
Cost Center: 6590 - Non Departmental — *Fund: 90 - Central Garage Fund*

Description

Represents expenditures of a fund-wide nature that are not directly chargeable to a specific operating department. Includes such items as worker compensation expenditures, postage, telephone, insurance and utility costs.

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	42,235	43,812	43,812	45,482
Other Services & Charges	15,845	22,600	22,600	21,770
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	3,500	700-	3,500
Total	58,080	69,912	65,712	70,752

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental *2000-01 Operating Budget*
Cost Center: 6591 - Non-Departmental (91) *Fund: 91 - Staywell Health Care*

Description

This program is used to account for the costs of the city's self funded health care plan.

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Other Services & Charges	5,738,618	6,955,000	6,955,000	7,645,000
Total	5,738,618	6,955,000	6,955,000	7,645,000

CITY OF INDEPENDENCE, MISSOURI
2000-01 Operating Budget

Capital Lease/Debt Service Requirements

Series	Principal	Interest	Fees	Total Debt Service Requirements
General Fund-				
Capital Equipment Lease-				
1995 Series (6365)	$69,541	$32,489	$0	$102,030

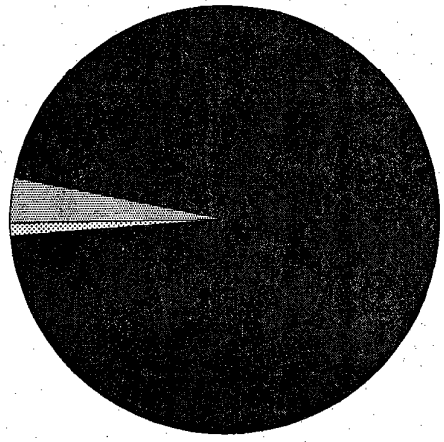
UTILITY FUNDS

Source of Budget Dollars

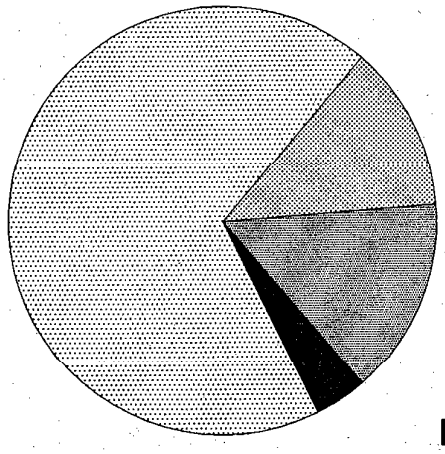
Operating Revenues (95.7%)

Interest Income (3.4%)

Interfund Charges (0.9%)



Allocation of Budget Dollars



Power and Light Dept. (68.7%)

Capital Budget (12.4%)

Non-Departmental/Other (14.9%)

Debt Service (4.0%)

CITY OF INDEPENDENCE, MISSOURI
2000-01 Operating Budget

Budget Summary - Power and Light Fund

For the Fiscal Years 1998-99, 1999-2000 and 2000-01

Description	1998-99 Actual	% of Total	1999-2000 Original Budget	% of Total	2000-01 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
Estimated Revenues-								
Operating Revenues	66,617,397	96.3%	$68,019,240	93.0%	$68,507,000	95.7%	$487,760	0.7%
Interest Income	2,555,848	3.7%	2,496,194	3.4%	2,428,280	3.4%	(67,914)	-2.7%
Interfund Charges	0	0.0%	635,935	0.9%	658,595	0.9%	22,660	3.6%
Other Revenues	0	0.0%	1,969,000	2.7%	0	0.0%	(1,969,000)	-100.0%
Total Estimated Revenues	$69,173,245	100.0%	$73,120,369	100.0%	$71,593,875	100.0%	($1,526,494)	-2.1%
Transfers from Other Funds-								
Employee Benefits Fund			182,030		182,030		0	0.0%
Total Sources			**$73,302,399**		**$71,775,905**		**($1,526,494)**	**-2.1%**
Allocation of Budget Dollars								
Operating Budget-								
Technology Services	46,740	0.1%	$51,296	0.1%	$54,646	0.1%	$3,350	6.5%
Power and Light Dept.	48,522,345	79.5%	51,441,455	79.5%	50,436,354	78.5%	(1,005,101)	-2.0%
Non-Departmental	10,047,654	16.5%	10,303,274	15.9%	10,869,113	16.9%	565,839	5.5%
Debt Service	2,452,663	4.0%	2,921,760	4.5%	2,904,835	4.5%	(16,925)	-0.6%
Total Operating Departments	$61,069,402	100.0%	$64,717,785	100.0%	$64,264,948	100.0%	($452,837)	-0.7%
Capital Budget-								
Capital Projects			5,000,000		9,130,000		4,130,000	82.6%
Total Allocations			**$69,717,785**		**$73,394,948**		**$3,677,163**	**5.3%**
Balance Available			**$3,584,614**		**($1,619,043)**		**($5,203,657)**	

CITY OF INDEPENDENCE, MISSOURI
2000-01 Operating Budget

Historical Data - Power and Light Fund

For the Fiscal Years 1994-95 through 1999-2000

Description	1994-95	1995-96	1996-97	1997-98	1998-99	Projected 1999-00
Net Income (Loss)						
Net Income (Loss)	$3,915,888	$4,967,941	$5,501,792	$8,151,345	$9,224,098	$6,951,000
Depreciation on Contributed Capital Adjustment	47,439	55,329	57,191	58,138	61,010	63,000
Transferred to Retained Earnings	$3,963,327	$5,023,270	$5,558,983	$8,209,483	$9,285,108	$7,014,000
Net Available Resources						
Net Available Resources-						
Total Current Assets	$32,217,144	$24,829,130	$26,704,039	$28,390,019	$29,926,774	
Restricted Assets for Capital Improvements	10,006,815	20,885,902	20,687,438	23,351,555	20,772,049	
Less:						
Inventories	(7,553,772)	(7,233,866)	(7,156,984)	(5,397,179)	(7,502,466)	
Current Liabilities	(4,289,997)	(4,438,527)	(5,221,471)	(6,513,383)	(5,434,852)	
Carryover Capital Budget Appropriations	(9,954,065)	(6,848,902)	(20,687,438)	(23,351,555)	(20,772,049)	
Carryover Outstanding Encumbrances	(4,197,998)	(7,683,788)	(3,465,812)	(1,791,829)	(1,772,758)	
Add back:						
Compensated Absences	748,894	742,363	809,311	855,091	906,738	
Net Available Resources	$16,977,021	$20,252,312	$11,669,083	$15,542,719	$16,123,436	$18,709,000

Source: 1994-95 through 1998-99 - Comprehensive Annual Financial Report
1999-2000 - Operating Staff Projections

Employee Staffing (in Full Time Equivalents)

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

Utility Statistics

No. of Residential Customers	45,608	45,714	45,921	47,663	47,804	48,210
No. of Other Customers	4,517	4,605	4,646	4,811	4,836	4,928
Generated Power (MWH)	76,627	111,956	133,167	210,381	269,475	316,576
Purchased Power (MWH)	805,044	864,704	787,135	796,956	754,032	767,166

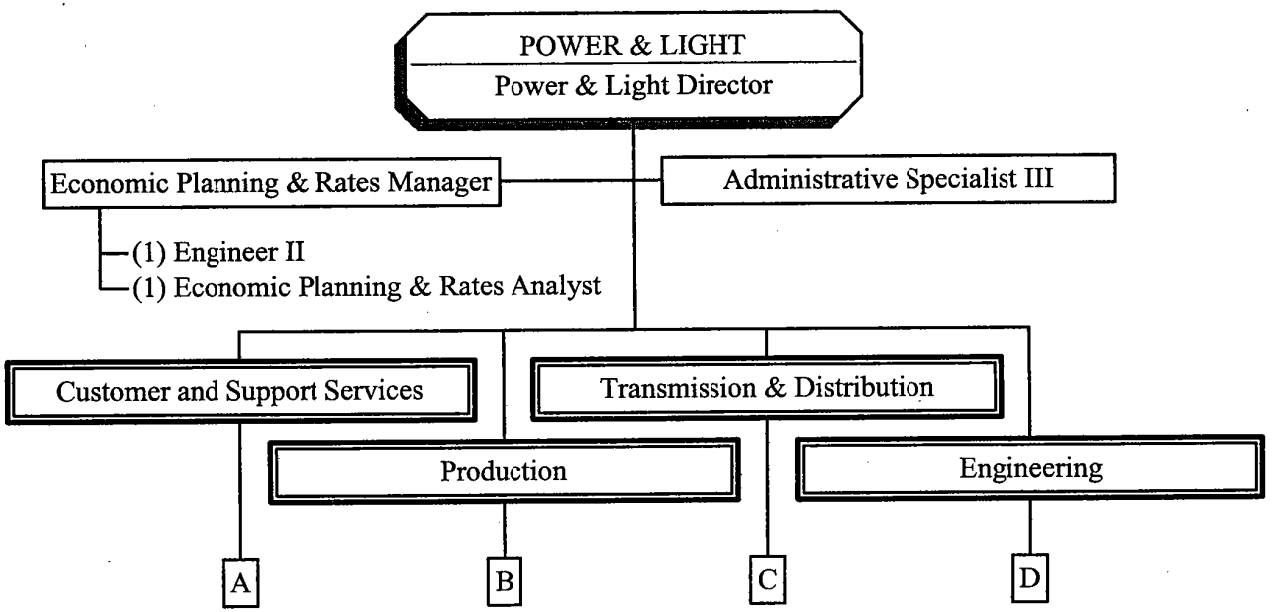
City of Independence, Missouri
2000-2001 Operating Budget

Revenue Summary

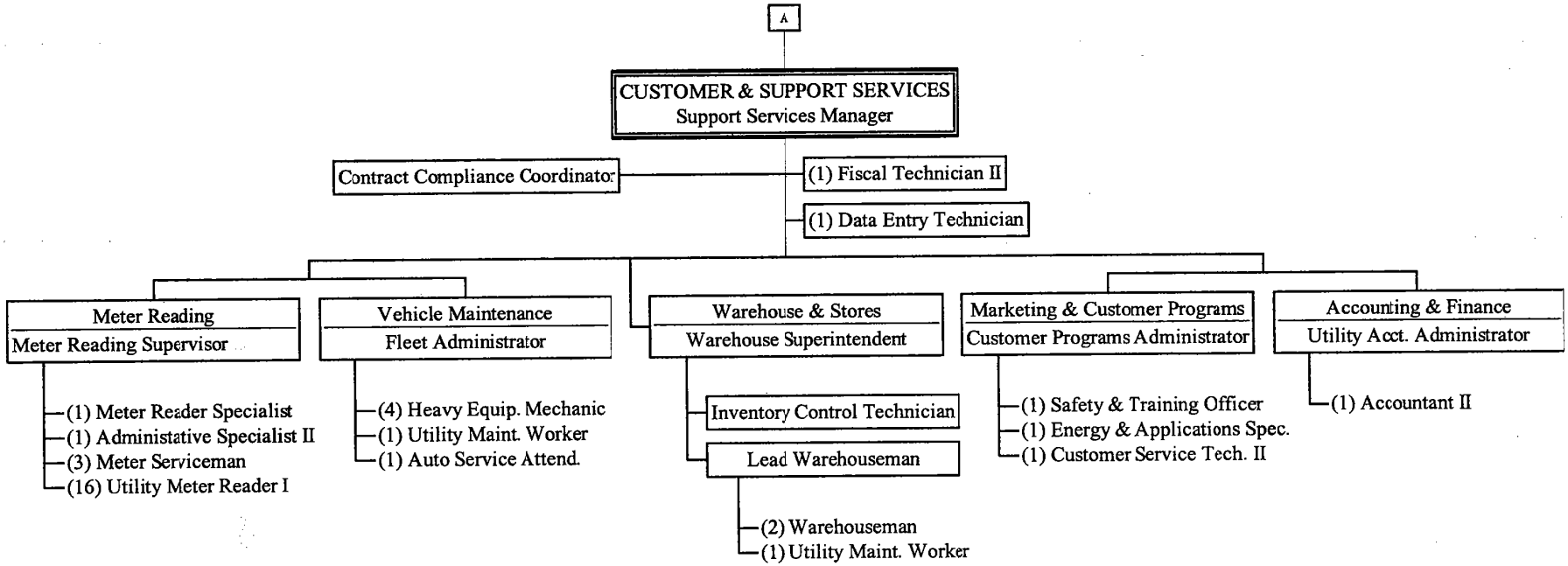
For the Fiscal Years 1998-99 through 2000-01

Acct. No.	Description	1998-99 Actual	1999-00 Original Budget	1999-00 Current Estimate	2000-01 Adopted Budget	%Chg. Curr Est to Proj	%Chg. Orig. to Proj. *
	Power and Light Fund						
	Operating Revenue						
20-4010	Electric Service Charges	66,343,685	68,019,240	65,657,000	67,202,000	2.4%	-1.2%
20-4600	Other Operating Revenue	273,712	1,969,000	1,701,000	1,305,000	-23.3%	-33.7%
	Total Operating Revenue	66,617,397	69,988,240	67,358,000	68,507,000	1.7%	-2.1%
20-3421	Interfund Charges	0	635,935	0	658,595	n/a	3.6%
20-3411	Interest Income	2,555,848	2,496,194	2,255,453	2,428,280	7.7%	-2.7%
	Total Revenues	**$69,173,245**	**$73,120,369**	**$69,613,453**	**$71,593,875**	**2.8%**	**-2.1%**

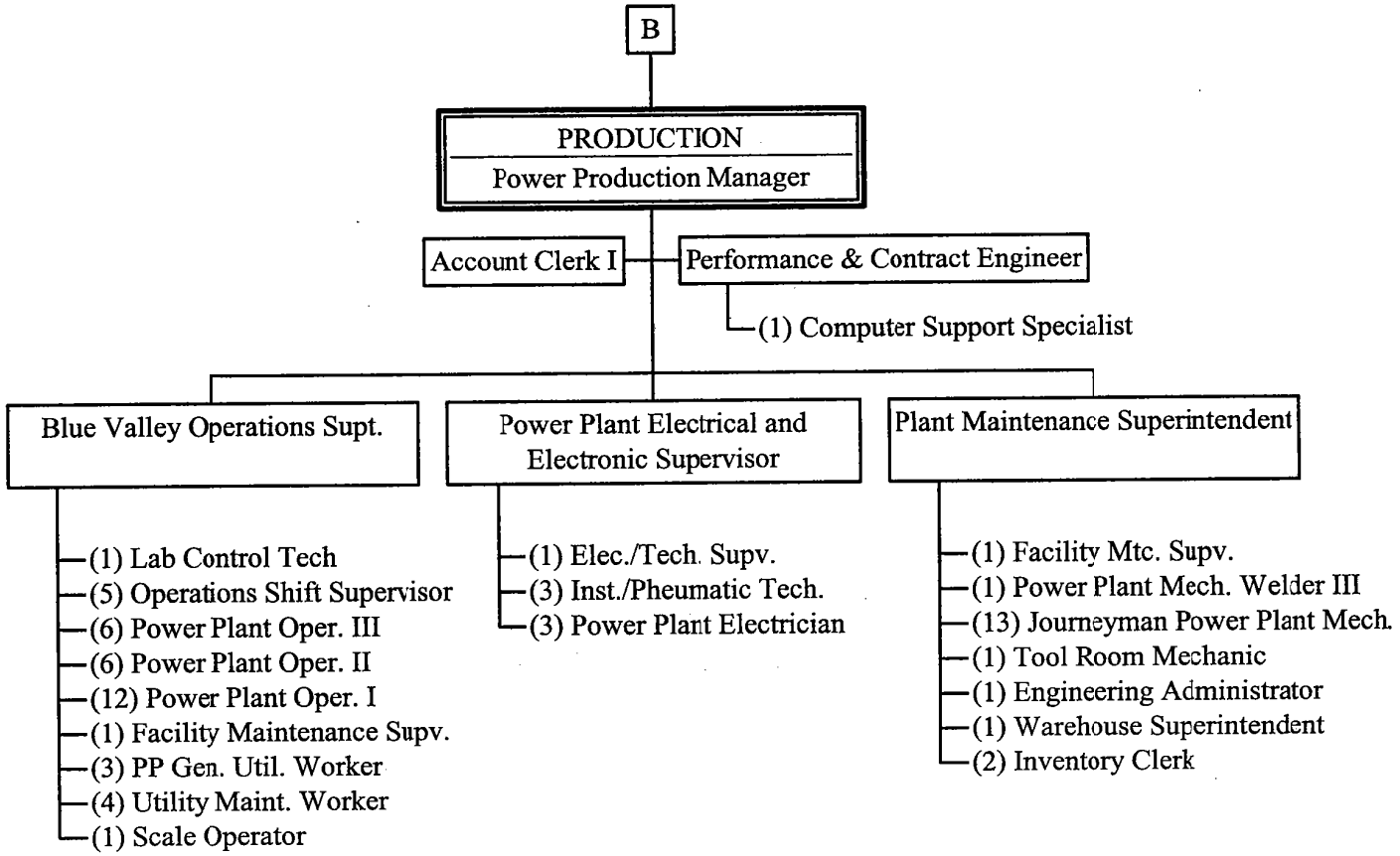
City of Independence, Missouri
Power & Light Department



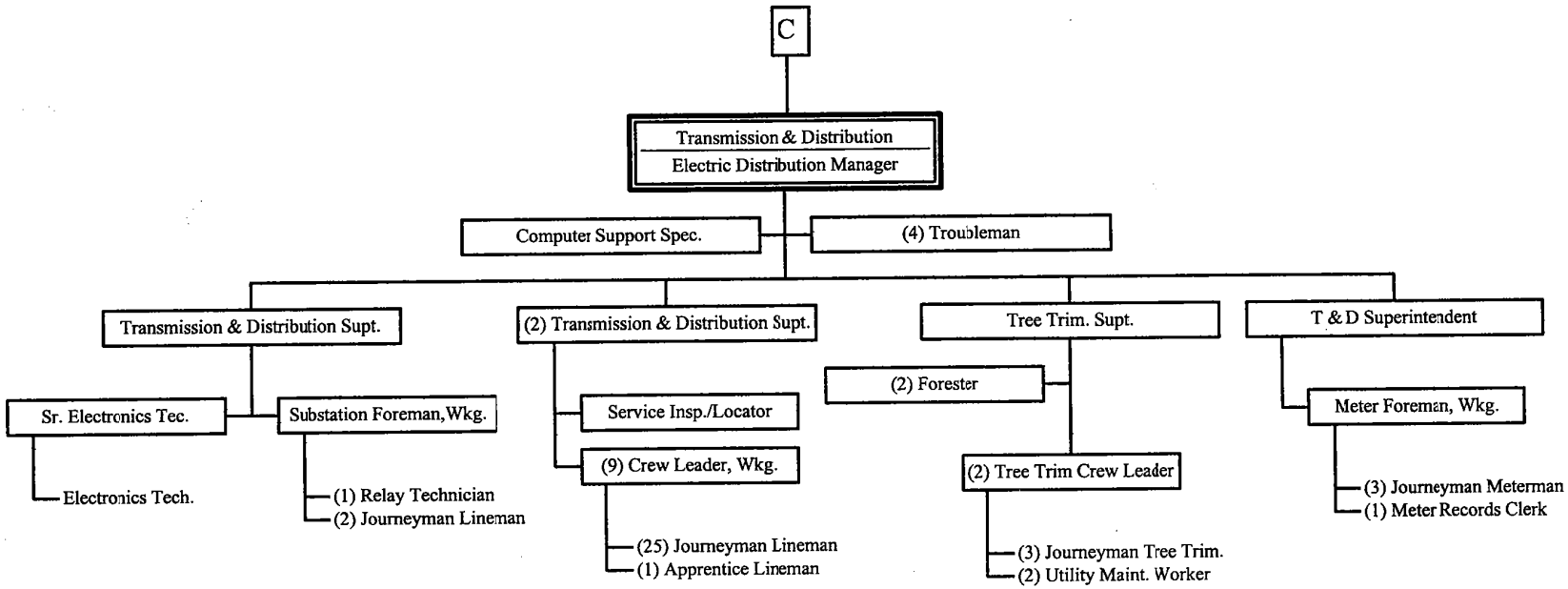
City of Independence, Missouri
Power & Light (Cont'd.)



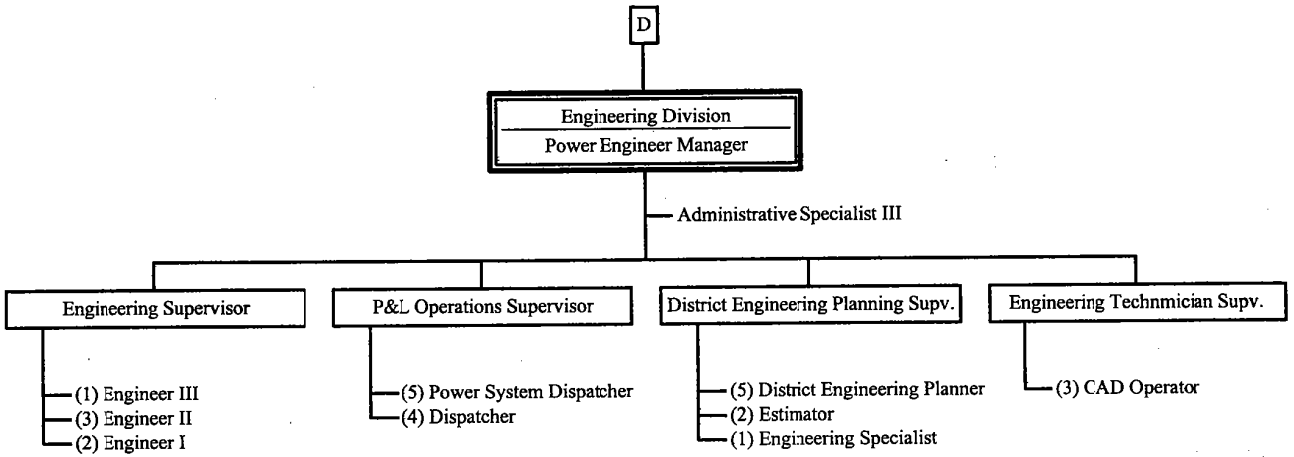
City of Independence, Missouri
Power & Light (Cont'd.)



City of Independence, Missouri
Power & Light (Cont'd.)



City of Independence, Missouri
Power & Light (Cont'd.)



City of Independence
Departmental Budget Summary

Department: 6100 - Power & Light *2000-01 Operating Budget*

Department Description

To Provide Reliable & Affordable Electric Energy Services In A Customer-Oriented & Environmentally-Responsible Manner, While Participating Organizationally & Individually In The Growth & Enhancement Of The Community We Serve.

Description	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Staffing				
Full Time Positions	220.00	220.00	220.00	220.00
Total	220.00	220.00	220.00	220.00

Description	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Budget by Major Program Category				
6110 Administration	584,647	948,065	922,114	961,841
6121 Customer Service	748,750	944,093	951,477	983,758
6122 Warehouse and Stores	3,270,242	2,251,760	2,679,816	2,609,193
6123 Vehicle Maintenance	656,565	1,549,254	1,559,057	1,621,954
6126 Meter Reading	1,443,194	1,355,626	1,361,774	1,454,654
6140 Production	14,649,767	7,199,580	7,891,721	7,904,535
6145 Purchased Power	18,552,718	28,227,915	28,227,915	25,427,025
6150 Transmision & Distribution	5,986,595	5,981,431	5,995,074	6,312,191
6160 Engineering	2,629,867	2,983,731	3,011,526	3,161,203
Total	48,522,345	51,441,455	52,600,474	50,436,354
Source of Funding				
Power and Light Fund	48,522,345	51,441,455	52,600,474	50,436,354
Total	48,522,345	51,441,455	52,600,474	50,436,354

City of Independence
Departmental Budget Summary

Department: 6100 - Power & Light *2000-01 Operating Budget*

Significant Issues/Changes

* Decreased Purchase Power Budget (6145) by $840,400 (energy costs) and $1,072,500 (demand costs) due to expiration of the 15 Mw MEC Contract at May 31, 2000. Also decreased transmission wheeling costs by $600,000 due to the expiration of the MEC contract.
* The budget includes the reclassification of 3 Journeyman Tree Trimmer positions and 1 Tree Trimmer Crew Leader position to an Apprentice Lineman as per the recently approved IBEW Work Agreement.
* The budget includes a 6% across the board increase ($456,911) and a 1 1/2% deferred compensation benefit contribution ($97,570) for the IBEW bargaining unit as per the recently approved Work Agreement.

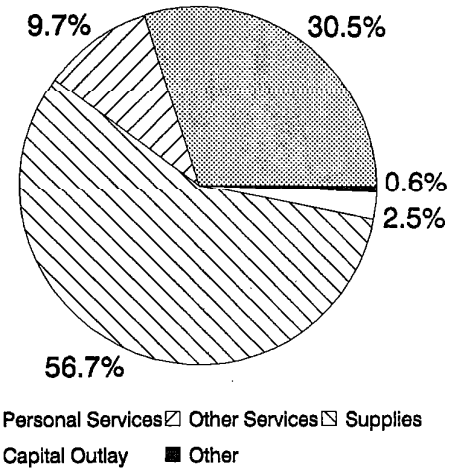
2000-01 Operating Budget

Power & Light

Appropriations by Type:

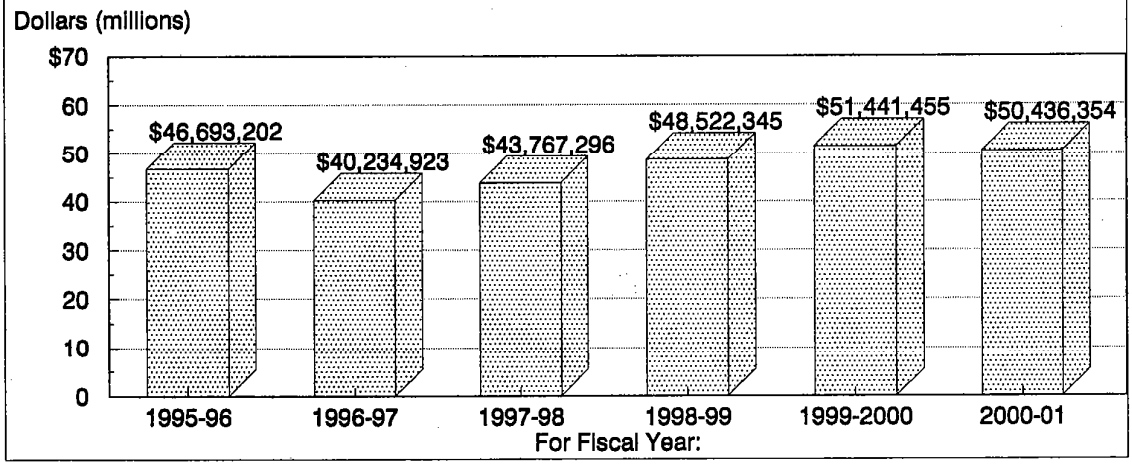
Expenditure Type	Actual 1998-99	Original 1999-2000	Projected 1999-2000	Adopted 2000-01
Personal Services	14,234,308	14,312,690	14,399,529	15,391,794
Other Services	3,710,987	4,696,700	4,628,830	4,898,185
Supplies	29,721,041	31,005,565	31,493,045	28,600,275
Capital Outlay	855,909	1,126,500	1,816,782	1,246,100
Other	100	300,000	262,288	300,000
Total	48,522,345	51,441,455	52,600,474	50,436,354

2000-01 City Council Adopted Budget



Historical Comparison:

	Actual 1995-96	Actual 1996-97	Actual 1997-98	Actual 1998-99	Budget 1999-2000	Budget 2000-01
Employees:						
Full Time Equiv.	220.50	220.00	220.00	220.00	220.00	220.00
Amount by Fund:						
Power and Light	46,693,202	40,234,923	43,767,296	48,522,345	51,441,455	50,436,354
Per Mwh	47.81	43.72	43.45	47.25	50.10	47.77
Per Capita	410.45	350.08	380.81	422.19	442.87	431.57
Per Household	943.72	809.87	880.97	976.68	1,015.55	986.76



City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2000-01 Operating Budget*
Cost Center: 6110 - Administration — *Fund: 20 - Power and Light Fund*

Description

Responsible for the overall operation and leadership of the Power & Light Department to ensure reliable electric service to the citizens of Independence at the lowest possible cost consistent with sound business practices.

1999-00 Accomplishments

* Completed the Year 2000 (Y2K) transition with no problems.
* Began receiving compliant "washed" coal from city's coal supplier beginning December 1999.
* Updated and implemented new street light rate schedules to increase options to City.
* Completed 55MW sale to KCPL during 1999 summer with realized revenue of $1,6 million.
* Held electric base rates at July, 1989 levels in spite of increased costs/inflation.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Average Number of Customers	52,029	52,640	53,138	53,564
Retail Energy Sales	934,431	942,158	954,988	979,054
Operating Revenues	64,559,582	66,343,685	67,358,000	68,507,000

2000-01 Objectives

* Remain apprised and involved in proposed legislation on electric deregulation.
* Update long-term power supply plan.
* Review Economic Development Rider to recommend extension and/or modifications.
* Consider potential for a Third party partnership or alliance in energy marketing area.
* Evaluate risk management techniques to mitigate possible open market cost impacts during summer of 2000.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2000-01 Operating Budget*
Cost Center: 6110 - Administration *Fund: 20 - Power and Light Fund*

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 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 - P&L	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	5.00	5.00	5.00	5.00

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	326,811	368,365	375,386	388,341
Other Services & Charges	243,227	267,700	267,700	261,500
Supplies	6,487	12,000	12,000	12,000
Capital Outlay	8,022	0	4,740	0
Other Expenditures	100	300,000	262,288	300,000
Total	584,647	948,065	922,114	961,841

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2000-01 Operating Budget*
Cost Center: 6121 - Customer Service — *Fund: 20 - Power and Light Fund*

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 Accomplishments

* Expanded key accounts program.
* Load profile data created for twelve large customers.
* High efficiency equipment energy rebate program eligibility requirements, process, and forms simplified and improved.
* Expanded publications, Channel 7 offerings, and promotional activities.
* Traffic volume on City website second only to Tourism.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Residential Energy Audits Conducted	0	19	150	400
New Projects (Contracts) Processed	26	23	25	22
Change Orders Processed	47	45	36	30
Joint Activities with Schools	0	10	17	30

2000-01 Objectives

* Provide additional web site enhancements and expand customer usage.
* Promote and further expand the high efficiency equipment energy rebate program.
* Continue production of Annual Report begun last year.
* Initiate detailed analysis of injury data and develop industry and municipal comparative data.
* Conduct 30 joint activities with school systems.
* Prepare 100-year anniversary publication and publicity campaign.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Data Entry Technician	1.00	1.00	1.00	1.00
Utility Account Admin - P&L	1.00	1.00	1.00	1.00
Accountant II	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2000-01 Operating Budget*
Cost Center: 6121 - Customer Service *Fund: 20 - Power and Light Fund*

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Energy Applications Spec	1.00	1.00	1.00	1.00
Safety & Training Officer	1.00	1.00	1.00	1.00
Support Services Manager	1.00	1.00	1.00	1.00
Customer Programs Admin	1.00	1.00	1.00	1.00
Contract Compliance Coord	1.00	1.00	1.00	1.00
Fiscal Technician II	1.00	1.00	1.00	1.00
Customer Service Tech II	.00	.00	1.00	1.00
Total	9.00	9.00	10.00	10.00

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	507,491	543,843	553,957	569,558
Other Services & Charges	230,473	336,750	334,020	296,000
Supplies	10,786	23,500	23,500	24,000
Capital Outlay	0	40,000	40,000	95,200
Other Expenditures	0	0	0	0
Total	748,750	944,093	951,477	983,758

Significant Issues

* New Proposed Document Management System Study ($25,000)
* Decreased cost for updated Energy Rebate Program (-$35,000).
* Service Center HVAC Upgrade ($75,000).

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2000-01 Operating Budget*
Cost Center: 6122 - Warehouse and Stores — *Fund: 20 - Power and Light Fund*

Description

Responsible for issuing, receiving, ordering, and maintaining inventory of material and tools for line crews and maintenance personnel and contractors to perform their duties.

1999-00 Accomplishments

* Purchased and constructed new racking for inside and outside storage that expanded ability to stock more material in an orderly fashion.
* Installed new bar-coding system and interfaced with Material Management System.
* A 5-year price agreement was completed for new style aluminum street light poles (speeds up the process and saves time and money).
* Approx. 140 stock items have been added to blanket purchase orders and the language was revised to make it more attractive for vendors to quote a 3-year agreement.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Purchase Requisitions Issued	130	250	300	350
Inventory Purchases:				
Transformers	267,298	881,893	800,000	850,000
Wood Poles	81,551	158,529	130,000	130,000
Street Light Poles	100,785	232,230	310,000	200,000
Wire	342,271	512,427	850,000	950,000
Other	1,088,237	869,660	1,930,000	1,375,000
Totals	1,880,141	2,654,739	3,480,000	3,505,000

2000-01 Objectives

* Obtain additional pallet racks as required to finish the new layout of the warehouse.
* Reconfigure to provide the Meter Shop more space in the warehouse for meter storage.
* With Engineering, work on updating specifications for material purchased and to better assign new stock number items.
* Implement strategies to address increased purchase and issuance volumes effectively.

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2000-01 Operating Budget*
Cost Center: 6122 - Warehouse and Stores *Fund: 20 - Power and Light Fund*

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Lead Warehouseman	1.00	1.00	1.00	1.00
Util Maint Wkr 2nd 6 Mo	1.00	1.00	1.00	1.00
Warehouseman 4th 6 Mo	2.00	2.00	2.00	2.00
Inventory Control Tech II	1.00	1.00	1.00	1.00
Warehouse Supt	1.00	1.00	1.00	1.00
Total	6.00	6.00	6.00	6.00

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	325,996	312,260	314,369	340,793
Other Services & Charges	82,516	132,000	132,000	101,200
Supplies	2,828,400	1,807,500	2,230,180	2,165,000
Capital Outlay	33,330	0	3,267	2,200
Other Expenditures	0	0	0	0
Total	3,270,242	2,251,760	2,679,816	2,609,193

Significant Issues

* Janitorial Services cost reduction ($25,000)
* Increased Warehouse Inventory Purchases ($350,000) due to increased construction in service territory.

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2000-01 Operating Budget*
Cost Center: 6123 - Vehicle Maintenance — *Fund: 20 - Power and Light Fund*

Description

Responsible for procurement, maintenance, accounting and replacement of Power & Light fleet and related facilities. Major objectives include providing a safe fleet, keeping equipment down time to a minimum, and providing related support services as required to Power & Light divisions.

1999-00 Accomplishments

* Procured budgeted mobile equipment for all P&L divisions and exercised newly assigned budgetary control over such purchases.
* Completed annual fleet evaluation and replacement recommendation report for FY2000-01.
* Procured new fleet fuel data management system.
* Reviewed truck safety testing specifications and procedures. Amended testing specifications for new contract period to conform to current utility requirements.
* Prepared the Fleet Maintenance Division for the millennium (Y2K) change.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
In-House Fleet Repair Shop Hours	5,592	5,833	5,709	5,255
In-House Fleet Repair Costs	146,672	173,223	152,275	136,000
Outside Fleet Repair Costs	138,380	89,812	148,000	125,000
Accident Repair Hours	83	155	150	100
Accident Repair Costs	4,114	6,895	6,500	5,000
Safety Inspection Hours	48	50	41	45
Safety Inspection Costs	7,637	7,370	7,225	7,500
Preventive Maintenance Hours	1,493	1,750	1,700	1,700
Preventive Maintenance Costs	61,956	69,821	76,000	76,000
Vehicle Downtime Days	43	78	70	50

2000-01 Objectives

* Replace inefficient diesel/gasoline pumps and dispensers.
* Review accounting procedures for budgeting and expensing boring/trenching equipment.
* Review fleet replacement guidelines and prepare enhanced recommendations beginning FY2001-02.
* Evaluate coal dozer preventive maintenance for contract consideration.
* Coordinate with T&D and Warehouse divisions on facility upgrade

2000-01 Objectives

alternatives and recommendations.

* Prepare a 10-year trend analysis of fleet maintenance expenditures to better forecast and prepare operating budgets.
* Fill vacant garage support room position and train that person.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Auto Service Attendant	1.00	1.00	1.00	1.00
Util Maint Wkr 2nd 6 Mo	1.00	1.00	1.00	1.00
Heavy Equipment Mech 3rd-Year	4.00	4.00	4.00	4.00
Fleet Administrator	1.00	1.00	1.00	1.00
Total	7.00	7.00	7.00	7.00

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	385,677	398,654	400,157	430,054
Other Services & Charges	171,455	185,100	185,100	205,100
Supplies	71,356	101,300	101,300	107,800
Capital Outlay	28,077	864,200	872,500	879,000
Other Expenditures	0	0	0	0
Total	656,565	1,549,254	1,559,057	1,621,954

Significant Issues

* Replacement of aged track coal dozer ($350,000).

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2000-01 Operating Budget*
Cost Center: 6126 - Meter Reading — *Fund: 20 - Power and Light Fund*

Description

Responsible for reading electric watt-hour meters and water consumption meters monthly on scheduled routes.

1999-00 Accomplishments

* Absorbed an increased 1,700 customer accounts without manpower increase.
* Reduced consecutive estimated monthly readings by over 15%.
* Identifying locations where selected automated meter reading could enhance unit's efficiency.
* Expanded identification of potential energy diversion accounts.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Meter Reads	1,222,656	1,222,978	1,223,756	1,225,465
Rechecks	12,720	12,850	13,000	13,255
Can't Reads	30,240	30,500	30,775	30,900
Customers per Meter Reader	6,504	6,695	6,900	7,120

2000-01 Objectives

* Further reduce estimated readings.
* Identify locations where automated meter readings could be effectively initiated and develop a report.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Utility Meter Reader I	10.00	10.00	10.00	10.00
Utility Field Service Wkr	3.00	3.00	3.00	3.00
Utility Meter Reader I	6.00	6.00	6.00	6.00
Administrative Spec II	1.00	1.00	1.00	1.00
Meter Reader Specialist	1.00	1.00	1.00	1.00
Meter Reader Supv	1.00	1.00	1.00	1.00
Total	22.00	22.00	22.00	22.00

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6126 - Meter Reading

2000-01 Operating Budget
Fund: 20 - Power and Light Fund

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	1,396,000	1,316,726	1,320,144	1,396,354
Other Services & Charges	19,528	31,100	33,830	47,500
Supplies	7,006	7,800	7,800	8,600
Capital Outlay	20,660	0	0	2,200
Other Expenditures	0	0	0	0
Total	1,443,194	1,355,626	1,361,774	1,454,654

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2000-01 Operating Budget*
Cost Center: 6140 - Production — *Fund: 20 - Power and Light Fund*

Description

Responsible for the safe and efficient maintenance and operation of all power production equipment (Thirteen generating units at five locations).

1999-00 Accomplishments

* Completed Blue Valley Units 1, 2 and 3 annual overhauls during off season.
* Operated Missouri City Power Plant during the summer season.
* Replaced 7 Missouri City PCB-contaminated transformers.
* Renovated Missouri City Power Plant mission critical equipment in preparation for operations during the 2000 summer season.
* Contracted for cleanup/overhaul of I-4 combustion turbine.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Total Net Generation at IP&L Plants (MWH)	210,381	255,541	227,500	347,704
Total Coal Burned (tons)	124,754	137,099	115,400	177,644
Total Gas Burned (MCF)	327,228	455,313	625,000	680,568
Total Oil Burned (gallons)	367,049	263,903	1,043,000	856,435

2000-01 Objectives

* Complete Sub. I, Unit 4, decontamination/overhaul/rehabilitation; including new solid-state controls and stack replacement.
* Complete Blue Valley Units 1, 2 and 3 overhauls by May 1, 2001.
* Complete Missouri City Units 1 and 2 annual overhauls.
* Operate Missouri City Power Plant during the summer season.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Scale Operator - 4th 6 Mo	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 & Records Clerk	1.00	1.00	.00	.00
Lab Control Technician	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2000-01 Operating Budget*
Cost Center: 6140 - Production *Fund: 20 - Power and Light Fund*

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Power Plant Electrian	4.00	4.00	4.00	3.00
PP General Utility Wkr	3.00	3.00	3.00	3.00
Journeyman Pwr Plant Mech	14.00	11.00	12.00	13.00
Power Plant Operator I	12.00	12.00	12.00	12.00
Power Plant Operator II	5.00	5.00	6.00	6.00
Power Plant Operator III	6.00	6.00	6.00	6.00
Utl Maint Wkr 1st 6 Mo	2.00	2.00	2.00	2.00
Util Maint Wkr 2nd 6 Mo	2.00	2.00	2.00	2.00
Tool Room Mechanic	1.00	1.00	1.00	1.00
APPR PP Mech-2nd 6 Months	.00	2.00	.00	.00
PP Mechanic/Welder II	1.00	1.00	1.00	.00
PP Mechanic/Welder III	1.00	1.00	1.00	1.00
Account Clerk I	1.00	1.00	1.00	1.00
BV Operations Super	1.00	1.00	1.00	1.00
Power Production Mgr	1.00	1.00	1.00	1.00
Plant Maint Supt	1.00	1.00	1.00	1.00
Engineering Admin-PL	1.00	1.00	1.00	1.00
PP Elec/Electronics Supvr	1.00	1.00	1.00	1.00
Facility Maint Supv PL	2.00	2.00	2.00	2.00
Perf & Contract Eng	1.00	1.00	1.00	1.00
Warehouse Supt	1.00	1.00	1.00	1.00
Computer Support Spec	1.00	1.00	1.00	1.00
Electrical/Tech Supvr	1.00	1.00	1.00	1.00
Operations Shift Supvr	4.00	4.00	4.00	5.00
Total	75.00	74.00	73.00	73.00

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	5,096,054	4,906,155	4,929,796	5,270,585
Other Services & Charges	1,343,835	1,655,725	1,590,925	1,987,250
Supplies	8,090,761	626,700	691,500	626,700
Capital Outlay	119,117	11,000	679,500	20,000
Other Expenditures	0	0	0	0
Total	14,649,767	7,199,580	7,891,721	7,904,535

Significant Issues

* Cost of temporary staffing at Missouri City ($195,000)
* Environmental testing on the RCT Combustion Turbine ($20,000)
* Waste oil disposal costs for underground tanks ($41,000)

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2000-01 Operating Budget*
Cost Center: 6145 - Purchased Power — *Fund: 20 - Power and Light Fund*

Description

This function is used to accumulate costs of power production fuels (coal, gas, oil) and purchase power agreements with other utilities, including the cost of energy, demand or reservation charges, transmission wheeling, and load regulation fees.

1999-00 Accomplishments

* Provided data to Load Control Dispatch for the most economical dispatch of P&L generating units on a daily and hourly basis.
* Provided cost data to Load Control Dispatch in order to implement most favorable terms and prices for purchase/sale of electric energy on a daily and hourly basis under WSPP and MAPP contracts.
* Reviewed monthly billed/sale transactions to assure compliance with terms and rates of contractual agreements.
* Arranged terms and pricing for a scheduled 55 Mw 5-day X 16-hour energy sale to KCP&L for the period of July thru Sept. 10, 1999; of which 27,959 Mwh was sold to KCP&L.
* Obtain compliant "washed" coal from City's coal supplier beginning December, 1999

Performance Indicators:

Description		1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Purchased Energy		10,654,253	10,486,792	10,178,597	9,338,159
Purchased Capacity Demand		7,662,000	7,529,000	8,632,500	7,560,000
Purchased Capacity Trans. Wheeling		1,071,000	994,500	604,350	5,100
Power Production Fuels		0	0	8,610,798	8,307,574
IP&L Net Generation (MWH)		210,381	294,505	316,576	347,704
Purchased Energy (MWH)		796,959	732,387	767,166	708,078
Summer Purchased Capacity	(Mw)	110	110	105	90
Winter Purchased Capacity	(Mw)	80	75	105	90
IP&L Generating Capacity	(Mw)	288	288	288	288

2000-01 Objectives

* Market P&L surplus energy to other utilities when available and competitive.
* Assist Load Control Dispatch to implement new Scada module for transaction evaluation.
* Review monthly billed purchase/sale transactions to assure compliance with terms and rates of contractual agreements.

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2000-01 Operating Budget*
Cost Center: 6145 - Purchased Power *Fund: 20 - Power and Light Fund*

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Other Services & Charges	0	0	0	0
Supplies	18,552,718	28,227,915	28,227,915	25,427,025
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	18,552,718	28,227,915	28,227,915	25,427,025

Significant Issues

* Decreased purchased energy cost due to expiration of 15 Mw MEC Contract at May 31, 2000 ($840,438).
* Decreased demand charge cost due to expiration of 15 Mw MEC Contract ($1,072,500).
* Decrease in transmission wheeling costs due to expiration of 15 Mw MEC Contract ($599,250).
* Decreased P&L power production fuel cost($295,000) due to reduced oil and gas generation resulting from the expiration of the 55Mw sale to KCPL.

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2000-01 Operating Budget*
Cost Center: 6150 - Transmision & Distribution — *Fund: 20 - Power and Light Fund*

Description

Responsible for the maintenance, repair, and construction of the City's electrical transmission and distribution systems. Division's major responsibilities are electric service, line clearance, electric metering, and substation maintenance and operations.

1999-00 Accomplishments

* Maintained the customer electrical service continuity at 99.98%.
* Installed SCADA operated recloser cutoff switches on all 13-KV feeders.
* Maintained tree trimming cycles of 5 years for easements and 3 years for street trees.
* Improved electrical service metering with improved programs and supervision.
* Evaluated and presented cost-effective programs to cut operating expenses.
* Replaced traffic signal controls and installed new L.E.D. type signal heads at key intersections.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Completed Construction Jobs	833	877	840	850
4-KV Conversion Miles Complete	3	3	3	3
Services Installed	1,363	1,402	875	875
Services Removed	1,087	1,090	600	600
Rotation of Meters	1,941	1,710	1,800	2,500
Total Number of Trees Trimmed	35,672	28,597	30,000	29,000
Properties Trimmed	7,291	7,714	8,000	8,000
Street Lights Added	111	83	105	100
Yearly Continuity Percentage	99.98	99.97	99	99
Damage Claim Costs	10,661	8,990	8,750	8,500

2000-01 Objectives

* Maintain the customer electrical service continuity at 99.98% by evaluating all customer outages and complaints providing quality service.
* Finish painting switchgear buildings in substations.
* Complete the changeout of traffic signals and controls to L.E.D. type at key intersections.
* Maintain technical training for T&D personnel.
* Improve electrical service metering by increasing the number of

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2000-01 Operating Budget*
Cost Center: 6150 - Transmision & Distribution — *Fund: 20 - Power and Light Fund*

2000-01 Objectives

planned meter rotations to 2,500 each year and by improving response time to metering problems, questions and by upgrading the relationship between all departments involved with the metering process.

* Build maintenance and storage building at Sub. M.
* Put privacy fences around Sub. E and around stores yard.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Apprentice Lineman	.00	.00	.00	5.00
Crew Leader - Working	9.00	9.00	9.00	9.00
Senior Electronics Tech	1.00	1.00	1.00	1.00
Electronics Technician	1.00	1.00	1.00	1.00
Journeyman Lineman	27.00	26.00	26.00	25.00
Relay Technician	1.00	2.00	2.00	1.00
Journeyman Meterman	3.00	3.00	3.00	3.00
Journeyman Tree Trimmer	4.00	3.00	3.00	.00
Meter Foreman, Wkg	1.00	1.00	1.00	1.00
Service Insp/Locator	1.00	1.00	1.00	1.00
Substation Foreman, Wkg	1.00	1.00	1.00	1.00
Tree Trim Crew Ldr Wkg	3.00	3.00	3.00	1.00
Troubleman	4.00	4.00	4.00	4.00
Util Maint Wkr 2nd 6 Mo	2.00	2.00	2.00	2.00
Meter Records Clerk	1.00	1.00	1.00	1.00
Electric Distribution Mgr	1.00	1.00	1.00	1.00
Tree Trimming Supt	1.00	1.00	1.00	1.00
Computer Support Spec	1.00	1.00	1.00	1.00
Transmission & Distr Supt	3.00	3.00	3.00	4.00
Forester	2.00	2.00	2.00	2.00
Total	67.00	66.00	66.00	65.00

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	4,167,154	4,492,631	4,503,869	4,764,941
Other Services & Charges	1,230,219	1,290,250	1,290,250	1,336,550
Supplies	82,345	98,250	98,250	102,000
Capital Outlay	506,877	100,300	102,705	108,700

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2000-01 Operating Budget*
Cost Center: 6150 - Transmision & Distribution *Fund: 20 - Power and Light Fund*

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Other Expenditures	0	0	0	0
Total	5,986,595	5,981,431	5,995,074	6,312,191

Significant Issues

* Trailer mounted vacuum unit to improve efficiency of underground line burial ($33,500).

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2000-01 Operating Budget*
Cost Center: 6160 - Engineering — *Fund: 20 - Power and Light Fund*

Description

Responsible for the overall engineering and operations of the City's high voltage electrical power system. This system consists of approx. 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 Dept.; power purchase, sell, and production control; and construction job order and contract development, estimating, and administration.

1999-00 Accomplishments

* Completed design of Truman Road, Phase II, underground in Midtown Revitalization area.
* Completed design of street light conversion along Noland Road (from I-70, north to 23rd Street).
* Completed design of approximately 11 miles of overhead distribution.
* Completed design of approximately 2 miles of overhead to underground distribution conversion.
* Expanded Engineering Division and Operations office areas.
* Initiated Department's Work Management System (WMS).
* Replaced SCADA/AGC System located in Operations Center.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Contracted Construction	257,500	5,500,000	6,000,000	6,000,000
Code 2 Job Orders (less than $25,000)	1,071,365	1,500,000	2,000,000	3,000,000
Code 4 Job Orders (more than $25,000)	2,166,353	3,000,000	3,500,000	3,000,000
Code 6 Job Orders (street lighting)	182,353	100,000	200,000	200,000
Code 7 Job Orders (private lighting)	57,827	35,000	35,000	35,000

2000-01 Objectives

* Design Little Blue Parkway underground.
* Design street light conversion along Bess Truman Parkway and Brookside Avenue.
* Implement Work Management System (WMS).

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2000-01 Operating Budget*
Cost Center: 6160 - Engineering — *Fund: 20 - Power and Light Fund*

2000-01 Objectives

* Initiate Operations Management System (OMS).
* Establish conceptual route design for Little Blue Valley Comprehensive Development Plan.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Engineering Spec 4th-Year	1.00	1.00	1.00	1.00
CAD Operator	3.00	3.00	3.00	3.00
Estimator 4th-6 Months	2.00	2.00	2.00	2.00
Dispatcher	4.00	4.00	4.00	4.00
District Engr Planning Supvr	1.00	1.00	1.00	1.00
Power Engineering Mgr	1.00	1.00	1.00	1.00
District Engr Planner	4.00	4.00	4.00	5.00
Engineer I - PL	1.00	3.00	3.00	2.00
Engineer II - P&L	2.00	1.00	2.00	3.00
Engineer III - PL	2.00	1.00	1.00	1.00
Engineering Supervisor	1.00	1.00	1.00	1.00
Engineering Tech Supv	.00	1.00	1.00	1.00
P&L Operations Supvr	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	.00	.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	29.00	31.00	31.00	32.00

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	2,029,125	1,974,056	2,001,851	2,232,168
Other Services & Charges	389,734	798,075	795,005	663,085
Supplies	71,182	100,600	100,600	127,150
Capital Outlay	139,826	111,000	114,070	138,800
Other Expenditures	0	0	0	0
Total	2,629,867	2,983,731	3,011,526	3,161,203

Significant Issues

* Security System Improvements ($70,000)

CITY OF INDEPENDENCE, MISSOURI
2000-01 Operating Budget

Capital Budget Summary - Power and Light Fund

Project Number	Project Description	Source of Funds	Amount
9309	Combustion Turbine Overhaul Program	Power and Light Fund	$970,000
9777	Crane Rail and Controls Upgrade	Power and Light Fund	175,000
9778	Coal Yard and Scale Improvements	Power and Light Fund	175,000
9779	Blue Valley Unit No. 1 Arch & Tube Replacement	Power and Light Fund	400,000
9780	Fly Ash, Bottom Ash, and Compressor Controls Upgrade	Power and Light Fund	110,000
9310	Missouri City Plant Overhaul	Power and Light Fund	2,900,000
	Engineering (Production)	Power and Light Fund	100,000
9607	Transmission and Distribution Underground Conversion Program	Power and Light Fund	1,100,000
9402	New/Reconductored/Relocated Transmission and Distribution Circuits	Power and Light Fund	2,500,000
9407	Substation Design and Construction	Power and Light Fund	500,000
9669	Facility Improvements and Additions	Power and Light Fund	200,000
		Grand Total	**$9,130,000**

CITY OF INDEPENDENCE, MISSOURI
2000-01 Operating Budget

Capital Lease/Debt Service Requirements

Series	Principal	Interest	Fees	Total Debt Service Requirements
Power and Light Fund-				
Revenue Bonds (Refunding)- 1998 Series B (6235)	$1,160,000	$952,900	$500	$2,113,400
Revenue Bonds (Refunding)- 1993 Series (6233)	435,000	355,935	500	791,435
Total Power and Light Fund	$1,595,000	$1,308,835	$1,000	$2,904,835

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) Average Monthly Bill Amount	Missouri Public Service Company (MoPub) (rates effective 4/17/98) Rate Designation	MoPub Average Monthly Bill Amount	MoPub Percent Higher or (Lower) than IPL	Kansas City Power & Light Co. (KCPL) (rates effective 8/1/99) Rate Designation	KCPL Average Monthly Bill Amount	KCPL Percent Higher or (Lower) than IPL
Standard Residential Service								
Average Customer (Feb 99 - Jan 00) Annual KWH = 9,109	RS-3	58.54	060	66.03	12.79%	R	64.82	10.73%
Small General Service (Commercial)								
Average Customer (Feb 99 - Jan 00) Annual KWH = 8,789 (6 KW Demand)	GS-1	70.03	310	72.73	3.86%	SGS	82.51	17.82%
Large General Service (Commercial and Industrial)								
Metered Demand - 150 KW Energy - 45,000 KWH	LGS-1	3,002.17	320	2,535.87	-15.53%	MGS	3,170.09	5.59%
Metered Demand - 150 KW Energy - 75,000 KWH	LGS-1	4,042.12	320	3,700.67	-8.45%	LGS	4,251.32	5.18%
Metered Demand - 300 KW Energy - 90,000 KWH	LGS-1	5,780.85	320	5,017.66	-13.20%	LGS	5,931.79	2.61%
Metered Demand - 300 KW Energy - 150,000 KWH	LGS-1	7,860.75	320	7,345.87	-6.55%	LGS	7,950.88	1.15%
Industrial - Primary Voltage Delivered Service - 13,000 Volts								
Metered Demand - 500 KW Energy - 150,000 KWH	LP-2	8,341.75	335	7,786.82	-6.65%	LGS	9,494.27	13.82%
Metered Demand - 500 KW Energy - 250,000 KWH	LP-2	11,718.25	335	10,874.70	-7.20%	LGS	12,792.40	9.17%
Metered Demand - 1,200 KW Energy - 360,000 KWH	LP-2	19,364.90	335	18,502.49	-4.45%	LGS	23,211.04	19.86%
Metered Demand - 1,200 KW Energy - 600,000 KWH	LP-2	27,468.50	335	25,913.41	-5.66%	LPS	30,038.67	9.36%
Metered Demand - 4,000 KW Energy - 1,200,000 KWH	LP-2	58,135.50	335	61,366.20	5.56%	LPS	75,896.66	30.55%
Metered Demand - 4,000 KW Energy - 2,000,000 KWH	LP-2	82,540.50	335	86,068.24	4.27%	LPS	96,831.98	17.31%
Metered Demand - 10,000 KW Energy - 3,500,000 KWH	LP-2	157,260.00	335	170,084.01	8.15%	LPS	193,994.44	23.36%
Metered Demand - 10,000 KW Energy - 5,000,000 KWH	LP-2	197,215.50	335	214,971.45	9.00%	LPS	230,588.14	16.92%
Industrial - Transmission Voltage Delivered Service - 69,000 Volts								
Metered Demand - 10,000 KW Energy - 3,500,000 KWH	LP-2	150,160.00	335	170,084.01	13.27%	LPS	174,582.46	16.26%
Metered Demand - 10,000 KW Energy - 5,000,000 KWH	LP-2	190,115.50	335	214,971.45	13.07%	LPS	210,597.64	10.77%

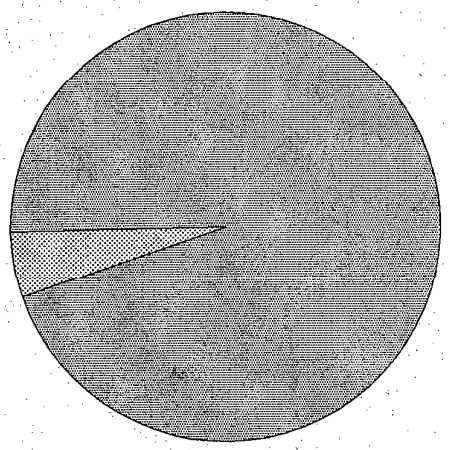
NOTES:

(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 ($0.009885) per KWH as based on the average of the actual monthly Fuel Cost Adjustment rates for the 12 months ending March 2000.
(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 February 1999 through January 2000.
(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 (95.0%)

Interest Income (5.0%)



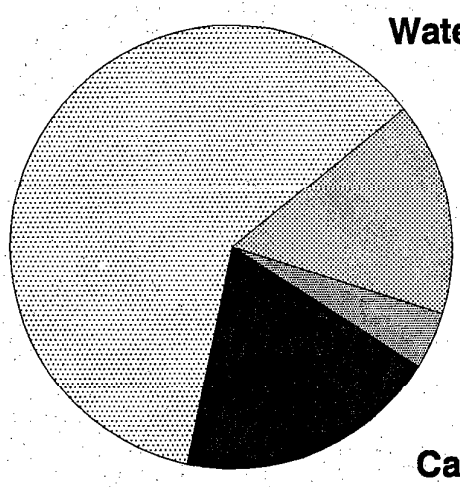
Allocation of Budget Dollars

Water Pollution Control Dept. (61.0%)

Non-Departmental (15.6%)

Debt Service (4.1%)

Capital Budget (19.3%)



CITY OF INDEPENDENCE, MISSOURI
2000-01 Operating Budget

Budget Summary - Sanitary Sewer Fund

For the Fiscal Years 1998-99, 1999-2000 and 2000-01

Description	1998-99 Actual	% of Total	1999-2000 Original Budget	% of Total	2000-01 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
Estimated Revenues-								
Operating Revenues	12,650,093	96.8%	$12,654,268	94.9%	$12,583,000	95.0%	($71,268)	-0.6%
Interest Income	420,057	3.2%	669,953	5.0%	662,082	5.0%	(7,871)	-1.2%
Other Revenues	0	0.0%	10,000	0.1%	0	0.0%	(10,000)	-100.0%
Total Estimated Revenues	$13,070,150	100.0%	$13,334,221	100.0%	$13,245,082	100.0%	($89,139)	-0.7%
Transfers from Other Funds-								
Employee Benefits Fund			40,580		40,580		0	0.0%
Total Sources			**$13,374,801**		**$13,285,662**		**($89,139)**	**-0.7%**
Allocation of Budget Dollars								
Operating Budget-								
Water Pollution Control Department	7,375,603	70.9%	$8,292,012	73.2%	$8,786,256	75.5%	$494,244	6.0%
Non-Departmental	2,375,290	22.8%	2,434,162	21.5%	2,252,989	19.4%	(181,173)	-7.4%
Debt Service	650,206	6.3%	594,594	5.3%	595,844	5.1%	1,250	0.2%
Total Operating Budget	$10,401,099	100.0%	$11,320,768	100.0%	$11,635,089	100.0%	$314,321	2.8%
Capital Budget-								
Capital Projects			2,840,350		2,777,320		(63,030)	-2.2%
Total Allocations			**$14,161,118**		**$14,412,409**		**$251,291**	**1.8%**
Balance Available			**($786,317)**		**($1,126,747)**		**($340,430)**	

CITY OF INDEPENDENCE, MISSOURI
2000-01 Operating Budget

Historical Data - Sanitary Sewer Fund

For the Fiscal Years 1994-95 through 1999-2000

Description	1994-95	1995-96	1996-97	1997-98	1998-99	Projected 1999-2000
Net Income (Loss)						
Net Income (Loss)	($791,541)	$28,074	$1,386,177	$1,961,129	$1,818,117	$890,000
Depreciation on Contributed Capital Adjustment	1,091,175	1,092,934	1,082,589	1,056,253	1,044,278	1,044,276
Transferred to Retained Earnings	$299,634	$1,121,008	$2,468,766	$3,017,382	$2,862,395	$1,934,276
Net Available Resources						
Net Available Resources-						
Total Current Assets	$4,780,033	$5,987,945	$7,702,899	$7,430,357	$11,304,410	
Less:						
Inventories	(174,722)	(177,823)	(237,226)	(161,629)	(146,775)	
Current Liabilities	(401,299)	(1,363,822)	(1,285,219)	(1,133,262)	(1,211,801)	
Carryover Capital Budget Appropriations	(329,056)	(1,050,713)	(5,750,707)	(5,419,735)	(5,228,655)	
Carryover Outstanding Encumbrances	(591,496)	(989,804)	(371,260)	(156,822)	(771,165)	
Add back:						
Compensated Absences	159,016	155,970	162,810	183,525	189,575	
Net Available Resources	$3,442,476	$2,561,753	$221,297	$742,434	$4,135,589	$2,824,828

Source: 1994-95 through 1998-99 - Comprehensive Annual Financial Report
1999-2000 - Operating Staff Projections

Employee Staffing (in Full Time Equivalents)

Department:						
Finance	0.75	0.00	0.00	0.00	0.00	0.00
Public Works	2.00	0.00	0.00	0.00	0.00	0.00
Water Pollution Control	74.50	72.50	72.50	72.50	71.50	73.50
Total	77.25	72.50	72.50	72.50	71.50	73.50

Utility Statistics

No. of Residential Customers	35,919	36,137	36,493	36,852	37,195	37,200
No. of Commercial Customers	3,553	3,519	3,463	3,459	3,442	3,460
Wastewater Treated (million gallons)	3,450	3,314	3,657	3,492	4,944	4,200
Wastewater Treated-Other Agencies (million gallons)	3,286	2,926	3,505	3,196		

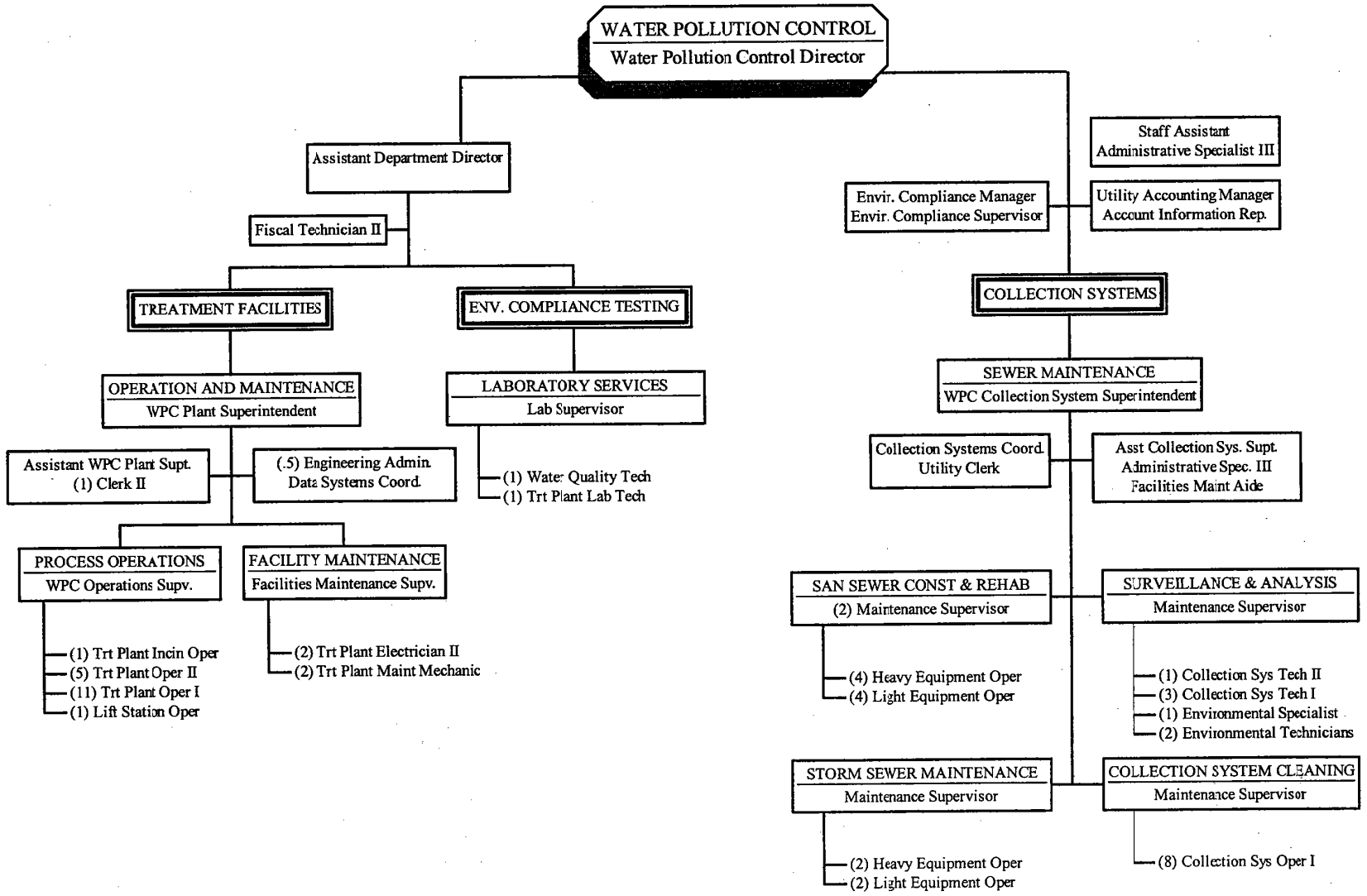
City of Independence, Missouri
2000-2001 Operating Budget

Revenue Summary

For the Fiscal Years 1998-99 through 2000-01

Acct. No.	Description	1998-99 Actual	1999-00 Original Budget	1999-00 Current Estimate	2000-01 Adopted Budget	%Chg. Curr Est to Proj	%Chg. Orig. to Proj. *
	Sanitary Sewer Fund						
	Operating Revenue						
	User Charges-						
30-4010	Residential	12,626,408	12,654,268	12,578,000	12,583,000	0.0%	-0.6%
30-4110	Comercial Base	0	0	0	0	n/a	n/a
30-4120	Comercial Surcharge	0	0	0	0	n/a	n/a
30-4430	Contract Services	0	0	0	0	n/a	n/a
30-4570	Intermunicipal Agreements	0	0	0	0	n/a	n/a
30-4600	Other Operating Revenue	23,685	10,000	0	0	n/a	-100.0%
30-4700	Change in Unbilled Revenue	0	0	0	0	n/a	n/a
	Total Operating Revenue	12,650,093	12,664,268	12,578,000	12,583,000	0.0%	-0.6%
	Non-Operating Revenue						
30-3411	Interest Income	420,057	669,953	550,903	662,082	20.2%	-1.2%
30-4900	Other Revenues, Net	0	0	0	0	n/a	n/a
	Total Revenues	**$13,070,150**	**$13,334,221**	**$13,128,903**	**$13,245,082**	**0.9%**	**-0.7%**

City of Independence, Missouri
Water Pollution Control



City of Independence
Departmental Budget Summary

Department: 5200 - Water Pollution Control *2000-01 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, ten pumping stations, 514 miles of sanitary sewer and approximately 255 miles of storm water sewer systems. The Department administers sewer service agreements with area jurisdictions, enforces the city, state and federal water pollution control regulations, and manages the billing for sewer use throughout the City's service area.

Description	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Staffing				
Full Time Positions	77.00	77.00	76.00	78.00
Part Time Positions	.50	.50	.50	.50
Total	77.50	77.50	76.50	78.50

Description	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Budget by Major Program Category				
5201 Water Pollution Control	617,810	699,102	710,515	736,962
5210 Inter-Jurisdictional Agencies	2,705,518	2,931,500	2,931,500	3,132,000
5220 Treatment Facilities	2,304,838	2,563,929	2,571,061	2,647,592
5230 Collection System Maintenance	1,578,427	1,904,844	2,079,667	2,058,883
5240 Laboratory Services	169,010	192,637	193,702	210,819
5250 Storm Sewer Maintenance	305,965	295,013	296,145	304,582
Total	7,681,568	8,587,025	8,782,590	9,090,838
Source of Funding				
Sanitary Sewer Fund	7,375,603	8,292,012	8,486,445	8,786,256
General Fund	305,965	295,013	296,145	304,582
Total	7,681,568	8,587,025	8,782,590	9,090,838

City of Independence
Departmental Budget Summary

Department: 5200 - Water Pollution Control *2000-01 Operating Budget*

Significant Issues/Changes

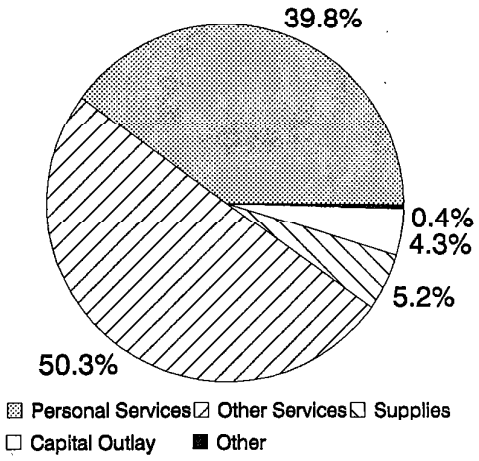
* The Department will continue to emphasize neighborhood sewer rehabilitation through increased use of trenchless technology.
* The Department must prepare to implement the Capacity, Management, Operations & Maintenance program for compliance with impending regulation of Sanitary Sewer Overflows.
* The Department will prepare to meet the requirements of the City's Storm Water Discharge Permit that is anticipated to be issued in the fiscal year 2000-2001.
* The Department will concentrate on watershed studies in the Little Blue Valley to provide for the anticipated development needs of sewer service in east Independence.
* The Department will collaboratively prepare a series of public information presentations to explain the needs of the City's storm water infrastructure.
* A negotiated sewer maintenance service agreement with Jackson County has allowed for the funding of two additional Collection System Operator I positions for a total cost of $58,848.
* One of the major increases in this budget is a $200,000 increase in the payments to the Little Blue Valley Sewer District. The increase is based on anticipated billings, however since there has been very little change in the normal wastewater flows, the City will be challenging the district formula for allocating costs to the various member jurisdictions.

2000-01 Operating Budget — Water Poll. Control

Appropriations by Type:

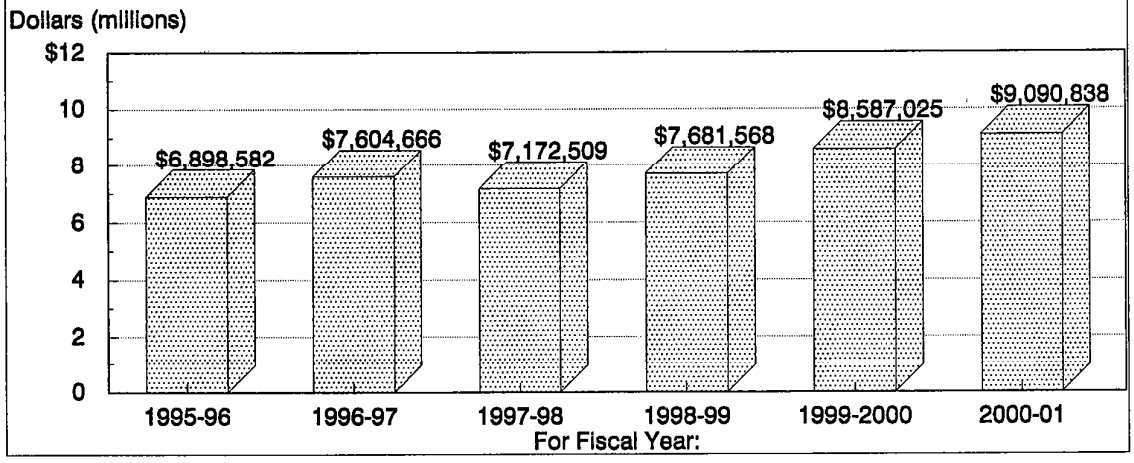
Expenditure Type	Actual 1998-99	Original 1999-2000	Projected 1999-2000	Adopted 2000-01
Personal Services	3,237,511	3,439,683	3,471,139	3,620,105
Other Services	3,958,582	4,358,892	4,354,558	4,570,507
Supplies	324,909	460,750	461,806	472,840
Capital Outlay	160,566	327,700	458,668	390,965
Other	0	0	36,419	36,421
Total	7,681,568	8,587,025	8,782,590	9,090,838

2000-01 City Council Adopted Budget



Historical Comparison:

	Actual 1995-96	Actual 1996-97	Actual 1997-98	Actual 1998-99	Budget 1999-2000	Budget 2000-01
Employees:						
Full Time Equiv.	77.50	77.50	77.50	77.50	76.50	78.50
Amount by Fund:						
Sanitary Sewer	6,706,579	7,317,817	6,942,949	7,375,603	8,292,012	8,786,256
Storm Water	192,003	0	0	0	0	0
General	0	286,849	229,560	305,965	295,013	304,582
Per 100,000 Gallons Treated	208.16	200.10	198.82	149.18	197.43	215.77
Per Capita	60.64	63.67	60.41	64.17	71.39	75.18
Per Household	139.43	147.30	139.75	148.46	163.70	171.90



City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control — *2000-01 Operating Budget*
Cost Center: 5201 - Water Pollution Control — *Fund: 30 - Sanitary Sewer Fund*

Description

Provides administrative support for the funding, construction, operation and maintenance of the City's sanitary and storm sewer collection systems and treatment facilities. Administers purchasing, payroll, billing and regulatory reporting for the Department. Coordinates the activities of divisions for the effective accomplishment of departmental objectives. Develops, maintains and enforces the City's water pollution control policies and regulations.

1999-00 Accomplishments

* Negotiated an intergovernmental agreement for collection systems maintenance with Jackson County.
* Secured the total allocation of the City's share of State Storm Water Grant funds for improvements to storm water sewer system.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Sanitary Sewer Customers (Residential)	36,852	37,195	37,200	38,750
Sanitary Sewer Customers (Commercial)	3,459	3,442	3,460	3,480
Compliance Inspections	248	294	325	300

2000-01 Objectives

* Develop and Implement Department Employee Orientation Program.
* Construct a Department Internet Web Site.
* Continue to monitor and participate in the State rulemaking and legislative processes.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Account Information Rep	1.00	1.00	1.00	1.00
Asst Dept Director	1.00	1.00	1.00	1.00
Water Pollution Cont Dir	1.00	1.00	1.00	1.00
Utility Account Admin	1.00	1.00	1.00	1.00
Environmental Compl Mgr	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2000-01 Operating Budget*
Cost Center: 5201 - Water Pollution Control *Fund: 30 - Sanitary Sewer Fund*

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Environmental Comp Supv	1.00	1.00	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Administrative Spec 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

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	522,082	543,477	554,890	564,687
Other Services & Charges	73,956	132,625	132,625	134,275
Supplies	11,934	17,000	17,000	17,000
Capital Outlay	9,838	6,000	6,000	21,000
Other Expenditures	0	0	0	0
Total	617,810	699,102	710,515	736,962

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2000-01 Operating Budget*
Cost Center: 5210 - Inter-Jurisdictional Agencies *Fund: 30 - Sanitary Sewer Fund*

Description

Provides administration and funding for cooperative sewer services within the contiguous watersheds of adjoining municipalities and the Little Blue Valley Sewer District. Provides administration, public information and funding for the City's participation in the regional Household Hazardous Waste Program.

1999-00 Accomplishments

* Conducted a mobile household hazardous waste collection event for the citizens of Independence.
* In collaboration with the thirteen customer political subdivisions, the Little Blue Valley Sewer District service rate structure was redeveloped to provide more equitable user charges.

2000-01 Objectives

* Provide the residents of Independence a mobile household hazardous waste collection day.

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Other Services & Charges	2,705,518	2,931,500	2,931,500	3,132,000
Other Expenditures	0	0	0	0
Total	2,705,518	2,931,500	2,931,500	3,132,000

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control — *2000-01 Operating Budget*
Cost Center: 5220 - Treatment Facilities — *Fund: 30 - Sanitary Sewer Fund*

Description

Responsible for the operation and maintenance of the Rock Creek Wastewater Treatment Plant and ten pumping stations throughout the City. Maintains pumps, blowers, boilers and reactors, and operates the physical, chemical and biological processes to clean the wastewater and dispose of the removed solid materials. The division provides monthly reporting of operating conditions in accordance with state and federal water, air and land disposal permits and regulations.

1999-00 Accomplishments

* Completed feasibility study and trial burn of non-oxidized sludge to evaluate the possibility of eliminating a costly sludge conditioning process.
* Through continued cross-training, qualified one additional incinerator operator and four back-up operators for sludge dewatering processes.
* Completed the Dickinson Pump Station upgrade and force main replacement to provide for safe, efficient operation and restore the deteriorated sewer force main.
* Completed the Sugar Creek Pump Station upgrade to provide for efficient pumping and prepare the station for remote, supervisory controlled operation.
* Assumed maintenance responsibility for county owned pump station and accepted operation and maintenance of pump station at Saddle Ridge development for increased customer service base.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Wastewater Treated (Million Gallons)	3,492	4,944	4,200	4,072
Solids Removal Efficiency (%) (85% Required)	93	92	92	92
Oxygen Demand Removal (%) (85 % Required)	89	90	91	91
Solids Incinerated (Dry Tons)	1,128	1,387	1,400	1,258
Preventative Maintenance Work Orders (Scheduled)	2,960	2,116	2,500	2,600

Repair Work Orders (Unscheduled)	531	313	400	300

2000-01 Objectives

* Centralize the treatment plant repair parts inventory for more efficient use and restocking, and consolidate the computerized parts and materials inventory to provide for effective ordering and tracking.
* Complete the installation of Supervisory Control and Data Acquisition system for the operation and process recording of the treatment plant and pump stations.
* Provide instruction and training to operators in the computerized Preventative Maintenance Program to provide direct entry of work orders and allow for work progress tracking by Operations.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Treatment Plant Elec II	2.00	2.00	2.00	2.00
Treat Plant Incin Oper	1.00	1.00	1.00	1.00
Treat Plant Maint Mech	2.00	2.00	2.00	2.00
Treatment Plant Oper I	11.00	11.00	10.00	10.00
Treatment Plant Oper II	5.00	5.00	5.00	5.00
WPC Plant Supt	1.00	1.00	1.00	1.00
Lift Station Operator	1.00	1.00	1.00	1.00
Engineering Administrator	.50	.50	.50	.50
Clerk II	1.00	1.00	1.00	1.00
Asst WW Plant Super	1.00	1.00	1.00	1.00
Data Systems Coord	1.00	1.00	1.00	1.00
Facility Maintenance Supv	1.00	1.00	1.00	1.00
WPC Operations Supv	1.00	1.00	1.00	1.00
Total	28.50	28.50	27.50	27.50

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	1,203,206	1,271,894	1,279,026	1,329,652
Other Services & Charges	932,593	1,014,550	1,008,002	1,019,440

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2000-01 Operating Budget*
Cost Center: 5220 - Treatment Facilities *Fund: 30 - Sanitary Sewer Fund*

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Supplies	154,841	239,785	241,389	246,000
Capital Outlay	14,198	37,700	42,644	52,500
Other Expenditures	0	0	0	0
Total	2,304,838	2,563,929	2,571,061	2,647,592

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2000-01 Operating Budget*
Cost Center: 5230 - Collection System Maintenance *Fund: 30 - Sanitary Sewer Fund*

Description

The Sewer Maintenance Division is responsible for maintaining over 514 miles (2.7 Million Feet) of sanitary sewer pipe, and over 11,900 manholes. The division also provides for maintenance of 16.9 miles of Jackson County sanitary sewers. The maintenance service delivery is both preventive and corrective. Maintenance is chiefly accomplished with the use of hydraulic pressure cleaning equipment, chemical treatment, 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 flow metering and sampling technology, and additional inspection is accomplished with closed circuit TV equipment, tracer dyes, and smoke testing.

1999-00 Accomplishments

* Increased the participation of Collection System Operators certified through the Missouri Water Environment Association Certification Program.
* Televised 66,066 feet of sanitary sewer and investigated 47,415 feet of sewer through smoke testing for the identification of infiltration and inflow sources in various watersheds.
* Trained personnel in flow monitoring, sampling and reporting, and new software. Performed various flow studies to target watersheds for sewer rehabilitation.
* Installed the facility's HVAC unit, rehabilitated the employee lunchroom for both eating and training, and painted the south metal building.
* Enhanced information system by installing new computer hardware and software in the mobile TV units.
* Trained personnel in maintenance, calibration and usage of personal gas monitors, hazardous materials operations, and employee development (694 hours of training; 34 people)
* Repaired 46 right-of-way/customer service laterals

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Service Request Responses	1,455	2,790	2,079	2,000
Sewer Construction/Rehab (Feet)	1,413	1,371	1,646	1,500

Repair Projects	258	290	295	275
Televised Inspection (Feet)	91,983	112,299	113,256	115,000
Smoke Testing of Sewers (Feet)	33,650	61,495	81,283	75,000
Sewer Lines Cleaned (Feet)	702,791	989,750	1,090,627	1,250,000
Sewer Utility Identification Markings (Line Segments)	1,806	1,785	2,460	2,500

2000-01 Objectives

* Increase participation of Collection System Operators certified through the Missouri Water Environment Association Certification Program
* Conduct space utilization evaluation to redesign main office structure and customer service area of the facility.
* Install lighted outdoor sign to identify the facility, provide more landscaping
* Upgrade the facility's telephone line speed
* Upgrade the facility's Main Computer Server

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 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
Collection Sys Operator I	6.00	6.00	6.00	8.00
Collection Sys Tech I	3.00	3.00	3.00	3.00
Collection Sys Tech II	1.00	1.00	1.00	1.00
Environmental Specialist	1.00	1.00	1.00	1.00
Maintenance Supervisor	4.00	4.00	4.00	4.00
Administrative Spec II	1.00	1.00	1.00	1.00
Administrative Spec 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	34.00

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2000-01 Operating Budget*
Cost Center: 5230 - Collection System Maintenance *Fund: 30 - Sanitary Sewer Fund*

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	1,174,813	1,286,254	1,296,968	1,373,632
Other Services & Charges	164,289	206,100	208,314	212,375
Supplies	106,746	133,990	133,442	143,290
Capital Outlay	132,579	278,500	404,524	293,165
Other Expenditures	0	0	36,419	36,421
Total	1,578,427	1,904,844	2,079,667	2,058,883

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control — *2000-01 Operating Budget*
Cost Center: 5240 - Laboratory Services — *Fund: 30 - Sanitary Sewer Fund*

Description

Provides analytical services for the required reporting of pollutant concentrations in the water discharge of the wastewater treatment plant. Performs testing of wastewater and sludge samples for the control and optimization of treatment processes. Performs inspection, sampling and analysis of industrial discharges to determine compliance with National Pretreatment regulations. Conducts water quality investigations of surface water discharges and performs analyses for compliance with water quality and storm water management provisions. Maintains field and laboratory records of sample custody, analytical procedure and quality assurance.

1999-00 Accomplishments

* Implemented direct data entry of analytical results into the treatment operations database software to provide for immediate process information to operators and eliminated redundant data entry.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Samples Received	9,054	8,677	8,800	8,400
Treatment Operations Analyses	30,344	22,454	19,000	21,000
Industrial Discharge Analyses	1,342	1,368	950	1,400
Quality Assurance Analyses	4,914	4,868	4,900	5,100

2000-01 Objectives

* Develop and publish a written manual of sampling techniques and protocols for use by operators and field crews.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Treat Plant Lab Tech	2.00	2.00	2.00	2.00
Laboratory Supv I	1.00	1.00	1.00	1.00
Total	3.00	3.00	3.00	3.00

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control — *2000-01 Operating Budget*
Cost Center: 5240 - Laboratory Services — *Fund: 30 - Sanitary Sewer Fund*

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	131,569	139,232	140,297	143,739
Other Services & Charges	22,393	28,380	28,380	26,680
Supplies	11,097	19,525	19,525	16,100
Capital Outlay	3,951	5,500	5,500	24,300
Other Expenditures	0	0	0	0
Total	169,010	192,637	193,702	210,819

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control — *2000-01 Operating Budget*
Cost Center: 5250 - Storm Sewer Maintenance — *Fund: 02 - General Fund*

Description

The Storm Sewer Maintenance Team is responsible for performing preventive and corrective maintenance to the City's storm water sewer system. The system has approximately 255 miles (1.32 million feet) of storm sewer and approximately 11,000 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 and assists in resolving them.

1999-00 Accomplishments

* Replaced 74 storm sewer catch basin lids.
* Completed 14 storm water projects discovered following rain event of June 28, 1999. (99 working days, 1,660 manhours)
* Achieved 118 manhours of employee training (5 people) in maintenance, calibration and usage of personal gas monitors, hazardous materials operations and employee development.
* Replaced 160 feet of pipe at 2900 block of Hall.
* Performed structure rehabilitations at the 3000 block of Appleton and the 1100 block of Waldo Court.
* Performed 150 feet of drainage channel work and rip-rapping at the 700 block of South Crane.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Sewer Construction (feet)	994	298	200	825
Drainage Corrections (feet)	150	200	1,050	200
Repair Projects	105	102	115	160
Storm Water Structures Cleaned	2,110	1,794	2,500	2,000

2000-01 Objectives

* Increase participation in the Collection System Operators certified through the Missouri Water Environment Association Certification Program.
* Continue engineering evaluation of select drainage areas.
* Restructure the data recording and recovery system for storm sewer maintenance.

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control — *2000-01 Operating Budget*
Cost Center: 5250 - Storm Sewer Maintenance — *Fund: 02 - General Fund*

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 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

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	205,841	198,826	199,958	208,395
Other Services & Charges	59,833	45,737	45,737	45,737
Supplies	40,291	50,450	50,450	50,450
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	305,965	295,013	296,145	304,582

CITY OF INDEPENDENCE, MISSOURI
2000-01 Operating Budget

Capital Budget Summary - Sanitary Sewer Fund

Project Number	Project Description	Source of Funds	Amount
	Sanitary Sewer Collection System Projects-		
9781	Shope to Huttig	Sanitary Sewer Fund	$667,000
9782	44th Street to Osage	Sanitary Sewer Fund	106,000
9783	2nd Street and Liberty to McCOy	Sanitary Sewer Fund	150,000
9784	Kentucky and Wilson - Design	Sanitary Sewer Fund	30,800
9785	Forest & Turner - Design	Sanitary Sewer Fund	17,600
9786	Golden Acres Phase I - Design	Sanitary Sewer Fund	50,000
9787	Lacy Village - Design	Sanitary Sewer Fund	19,920
9757	Trenchless Technology - Neighborhoods	Sanitary Sewer Fund	500,000
9767	Harvest Hills Sewer Extension	Sanitary Sewer Fund	736,000
		Subtotal	$2,277,320
	Treatment Plant Projects-		
9788	Rock Creek Plant Buildings Restoration	Sanitary Sewer Fund	$125,000
9789	SCADA Installation	Sanitary Sewer Fund	375,000
		Subtotal	$500,000
		Grand Total	**$2,777,320**

CITY OF INDEPENDENCE, MISSOURI
2000-01 Operating Budget

Capital Lease/Debt Service Requirements

Series	Principal	Interest	Fees	Total Debt Service Requirements
Sanitary Sewer Fund-				
Infrastructure Facilities Revenue Bonds-				
1998 Series (6234)	$520,000	$74,644	$1,200	$595,844

CITY OF INDEPENDENCE, MISSOURI
2000-01 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	20.57	3.09	$2.57/100 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
Kansas City, MO **	13.17	5.15	$1.18/100 cubic feet
North Kansas City, MO	9.42	3.98	$1.07/1,000 gallons

** The average bill is calculated using the City of Independence city-wide average water consumption of 680 cubic feet per month*

*** Kansas City, MO rates are effective May 1, 2000*

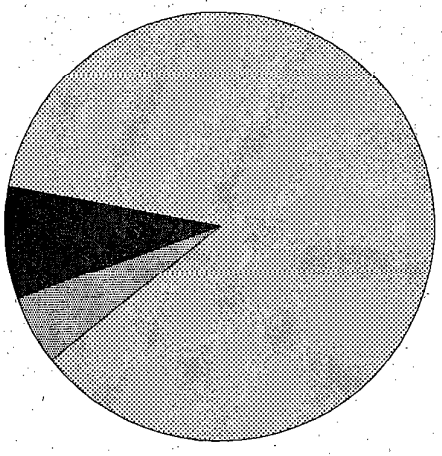
Survey conducted in February, 2000

Source of Budget Dollars

Operating Revenues (86.3%)

Interest Income (8.5%)

Interfund Charges (5.2%)



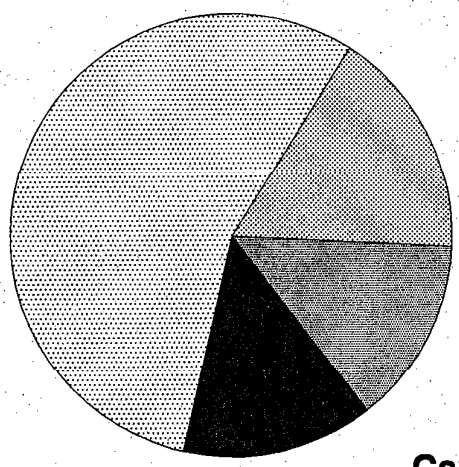
Allocation of Budget Dollars

Water Department (55.5%)

Non-Departmental (16.8%)

Debt Service (13.7%)

Capital Budget (14.0%)



CITY OF INDEPENDENCE, MISSOURI
2000-01 Operating Budget

Budget Summary - Water Fund

For the Fiscal Years 1998-99, 1999-2000 and 2000-01

Description	1998-99 Actual	% of Total	1999-2000 Original Budget	% of Total	2000-01 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
Estimated Revenues-								
Operating Revenues	14,110,109	91.6%	$14,518,634	87.7%	$14,672,816	86.3%	$154,182	1.1%
Interest Income	1,290,545	8.4%	1,176,710	7.1%	1,443,034	8.5%	266,324	22.6%
Interfund Charges	0	0.0%	857,750	5.2%	891,270	5.2%	33,520	3.9%
Other Revenues	0	0.0%	0	0.0%	0	0.0%	0	n/a
Total Estimated Revenues	$15,400,654	100.0%	$16,553,094	100.0%	$17,007,120	100.0%	$454,026	2.7%
Transfers from Other Funds-								
Employee Benefits Fund			58,980		58,980		0	0.0%
Total Sources			**$16,612,074**		**$17,066,100**		**$454,026**	**2.7%**
Allocation of Budget Dollars								
Operating Budget								
City Manager's Office- Citizen Information Ctr.	40,844	0.2%	$47,550	0.3%	$50,188	0.3%	$2,638	5.5%
Water Department	9,034,633	42.0%	9,713,468	64.7%	9,938,116	64.2%	224,648	2.3%
Non-Departmental	3,125,351	14.5%	3,204,132	21.3%	3,020,570	19.5%	(183,562)	-5.7%
Debt Service	9,329,526	43.3%	2,042,642	13.6%	2,475,020	16.0%	432,378	21.2%
Total Operating Budget	$21,530,354	100.0%	$15,007,792	100.0%	$15,483,894	100.0%	$476,102	3.2%
Capital Budget-								
Capital Projects			2,200,000		2,525,000		325,000	14.8%
Total Allocations			**$17,207,792**		**$18,008,894**		**$801,102**	**4.7%**
Balance Available			**($595,718)**		**($942,794)**		**($347,076)**	

CITY OF INDEPENDENCE, MISSOURI
2000-01 Operating Budget

Historical Data - Water Fund

For the Fiscal Years 1994-95 through 1999-00

Description	1994-95	1995-96	1996-97	1997-98	1998-99	Projected 1999-00
Net Income (Loss)						
Net Income (Loss)	$3,272,362	$1,804,052	$2,501,107	$3,317,490	$1,494,787	$1,425,000
Depreciation on Contributed Capital Adjustment	158,218	168,002	176,883	183,857	193,598	202,500
Transferred to Retained Earnings	$3,430,580	$1,972,054	$2,677,990	$3,501,347	$1,688,385	$1,627,500
Net Available Resources						
Net Available Resources-						
Total Current Assets	$14,093,292	$15,666,425	$18,019,238	$21,259,114	$23,528,884	
Less:						
Inventories	(702,622)	(662,812)	(687,294)	(665,727)	(665,372)	
Current Liabilities	(1,041,369)	(1,155,879)	(999,528)	(1,364,013)	(1,485,211)	
Carryover Capital Budget Appropriations	(2,310,589)	(1,987,338)	(2,737,821)	(4,068,183)	(5,050,717)	
Carryover Outstanding Encumbrances	(517,594)	(1,114,317)	(384,810)	(282,123)	(231,831)	
Add back:						
Compensated Absences	230,464	235,638	247,463	273,543	279,126	
Net Available Resources	$9,751,582	$10,981,717	$13,457,248	$15,152,611	$16,374,879	$17,802,452
Employee Staffing (in Full Time Equivalents)						
Department:						
City Manager	0.00	0.00	0.00	0.00	1.50	1.50
Finance	0.75	0.00	0.00	0.00	0.00	0.00
Water	115.73	106.73	106.48	101.48	98.48	98.48
Total	116.48	106.73	106.48	101.48	99.98	99.98
Utility Statistics						
No. of Residential Customers	40,944	41,116	41,475	41,475	42,229	42,520
No. of Commercial Customers	2,643	2,679	2,684	2,684	2,686	2,740
No. of Other Customers	283	300	306	306	328	340
Water Pumped (million gallons)	8,945	9,456	9,087	9,163	8,971	9,300
Water Sold (million gallons)	7,963	8,070	8,112	8,347	8,190	8,460

Source: 1994-95 through 1998-99 - Comprehensive Annual Financial Report
1999-00 - Operating Staff Projections

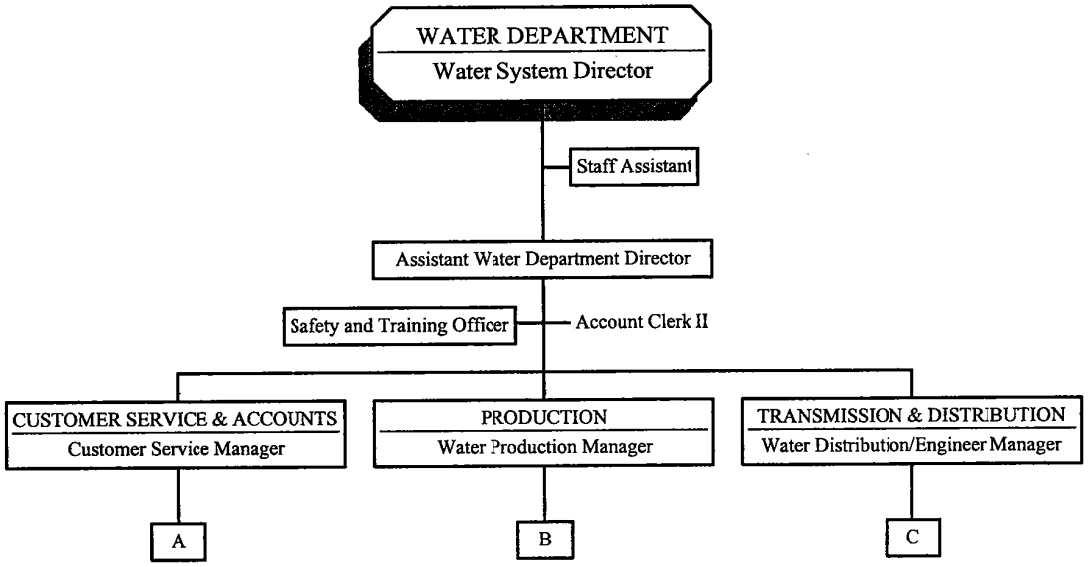
City of Independence, Missouri
2000-2001 Operating Budget

Revenue Summary

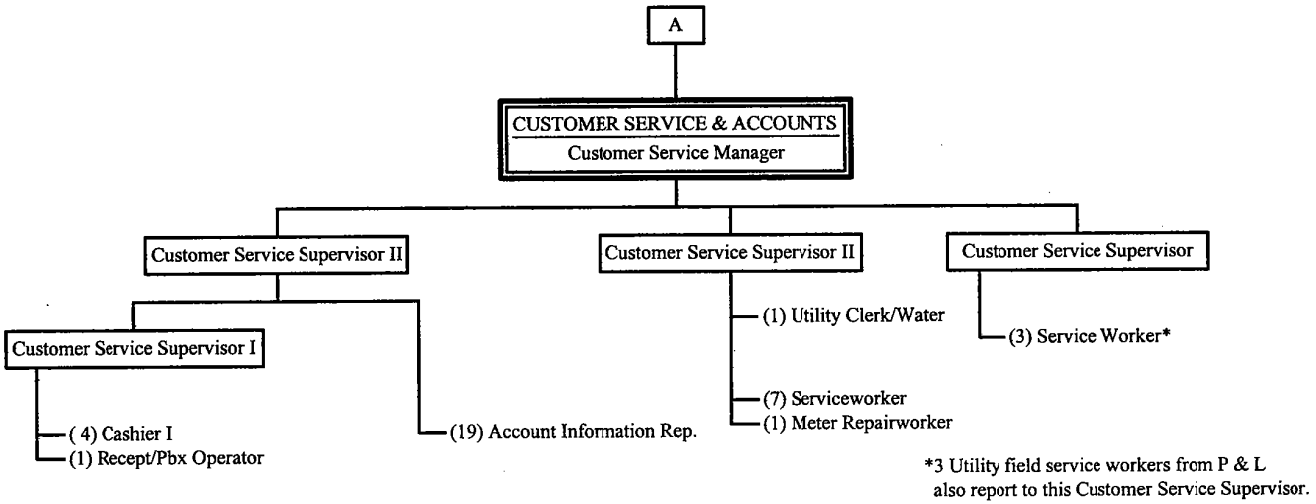
For the Fiscal Years 1998-99 through 2000-01

Acct. No.	Description	1998-99 Actual	1999-00 Original Budget	1999-00 Current Estimate	2000-01 Adopted Budget	%Chg. Curr Est to Proj	%Chg. Orig. to Proj. *
	Water Fund						
	Operating Revenue						
40-4010	Residential Sales	14,048,642	14,518,634	7,691,508	7,581,573	-1.4%	-47.8%
40-4110	Commercial Sales	0	0	2,025,490	1,976,085	-2.4%	n/a
40-4130	Industrial Sales	0	0	221,006	228,084	3.2%	n/a
40-4400	Public Authority Sales	0	0	119,137	117,061	-1.7%	n/a
40-4410	Private Fire Protection	0	0	42,352	42,000	-0.8%	n/a
40-4420	Public Fire Protection	0	0	540,649	540,000	-0.1%	n/a
40-4550	Sales for Resale	0	0	4,060,394	3,948,013	-2.8%	n/a
40-4600	Other Operating Revenue	61,467	0	236,877	240,000	1.3%	n/a
	Total Operating Revenue	14,110,109	14,518,634	14,937,413	14,672,816	-1.8%	1.1%
40-3421	Interfund Charges	0	857,750	0	891,270	n/a	3.9%
40-3411	Interest Income	1,290,545	1,176,710	1,171,550	1,443,034	23.2%	22.6%
40-3440	Other Revenues, Net	0	0	0	0	n/a	n/a
	Total Revenues	**$15,400,654**	**$16,553,094**	**$16,108,963**	**$17,007,120**	**5.6%**	**2.7%**

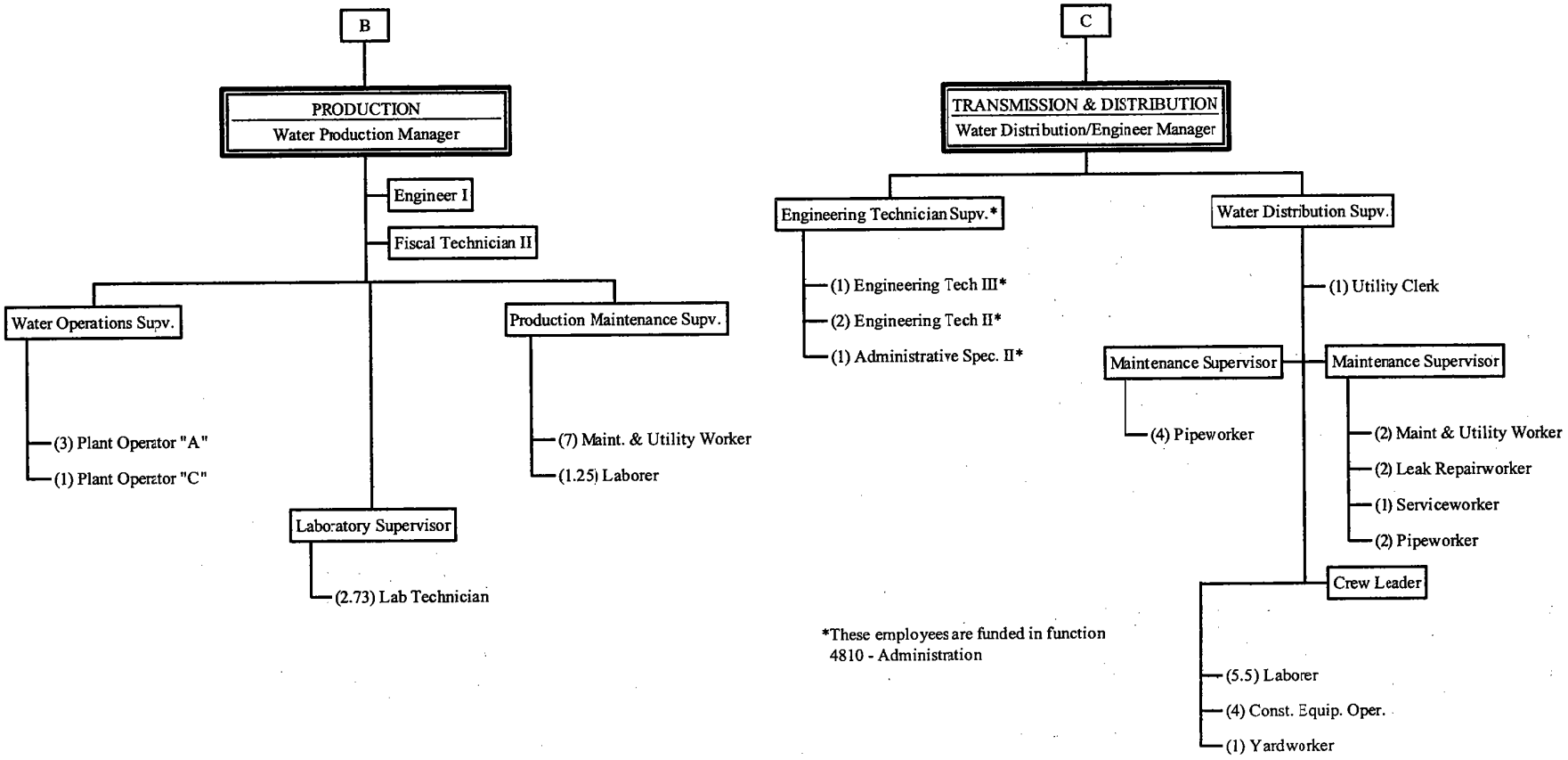
City of Independence, Missouri
Water Department



City of Independence, Missouri
Water Department (Continued)



City of Independence, Missouri
Water Department (Continued)



City of Independence
Departmental Budget Summary

Department: 4800 - Water *2000-01 Operating Budget*

Department Description

The Water Department produces and supplies drinking water to 45,580 customers that are served directly, and another 50,000 served through 11 wholesalers. The department operates, maintains and manages, 681 miles of main, more than 3,815 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.

Description	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
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

Description	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Budget by Major Program Category				
4810 Administration & General	999,216	919,149	909,088	890,117
4821 Water Field Service	809,139	858,938	860,961	868,851
4822 Customer Service	990,970	974,726	978,911	1,041,283
4823 Utility Field Service	262,993	293,175	294,374	295,504
4824 Cashiering	94,484	117,557	117,557	144,178
4830 Production	3,310,202	3,867,919	3,896,173	3,897,922
4840 Transmission & Distribution	2,567,629	2,682,004	2,808,490	2,800,261
Total	9,034,633	9,713,468	9,865,554	9,938,116

City of Independence
Departmental Budget Summary

Department: 4800 - Water *2000-01 Operating Budget*

Source of Funding				
Water Fund	9,034,633	9,713,468	9,865,554	9,938,116
Total	9,034,633	9,713,468	9,865,554	9,938,116

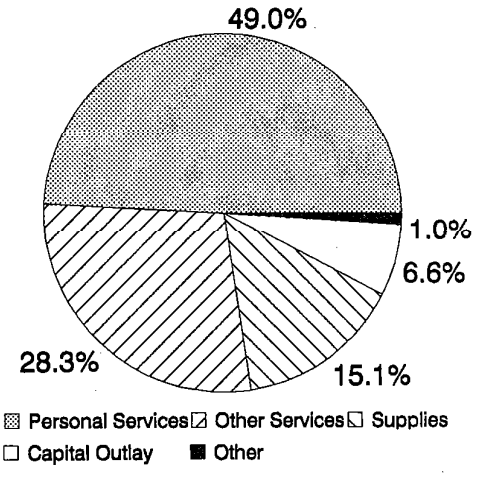
Significant Issues/Changes

* Purchase and install an automatic meter reading system for the 11 wholesale customer meter vaults. Wholesale accounts will be monitored for contract compliance as well as use profiles. This will reduce the cost of manually reading the accounts weekly and reduce the risk of entering confined space vaults.
* Develop a Comprehensive Master Plan for the City's raw water supply, Courtney Bend Water Treatment Plant, distribution, and storage facilities. This project will examine the City's facilities from source to tap, investigating specific issues the City is faced with, and evaluate alternatives to form a plan that can be used for capital improvements.
* Develop and implement a "Water Main Replacement Program."
* Plan and construct new wells on the north side of the Missouri River.
* New Telephone system and cell phone contract will result in department savings.

Appropriations by Type:

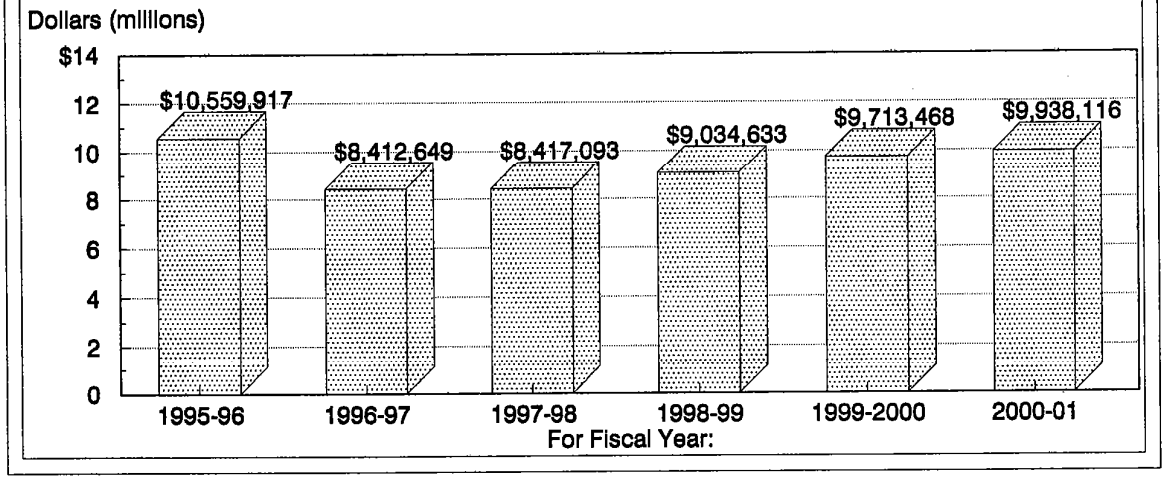
Expenditure Type	Actual 1998-99	Original 1999-2000	Projected 1999-2000	Adopted 2000-01
Personal Services	4,542,326	4,716,252	4,748,338	4,876,256
Other Services	2,584,066	2,826,816	2,898,210	2,807,590
Supplies	1,200,809	1,432,255	1,587,255	1,498,370
Capital Outlay	707,432	638,145	557,751	655,900
Other	0	100,000	74,000	100,000
Total	9,034,633	9,713,468	9,865,554	9,938,116

2000-01 City Council Adopted Budget



Historical Comparison:

	Actual 1995-96	Actual 1996-97	Actual 1997-98	Actual 1998-99	Budget 1999-2000	Budget 2000-01
Employees:						
Full Time Equiv.	106.73	106.48	101.48	98.48	98.48	98.48
Amount by Fund:						
Water	10,559,917	8,412,649	8,417,093	9,034,633	9,713,468	9,938,116
Per 1,000 Gals. of Water Pumped	1.12	0.93	0.92	1.01	1.03	1.06
Per Capita	92.83	73.20	73.24	78.61	83.63	85.04
Per Household	213.43	169.33	169.42	181.85	191.76	194.43



City of Independence
Detail Program Summary

Department: 4800 - Water — *2000-01 Operating Budget*
Cost Center: 4810 - Administration & General — *Fund: 40 - Water Fund*

Description

Responsible for the complete operation and monthly reporting of the Water Department. Major areas of responsibilities within administration are: Special projects, Safety and Training, and management of the Customer Service, Production, and Transmission and Distribution areas.

1999-00 Accomplishments

* Completed the Water Department landscaping along the perimeter of the Water Department property.
* Monitored a Backflow Program that contained over 2000 backflow preventors to assure compliance with DNR requirements.
* Evaluated condition of water mains in conjunction with Year 2 of the Street Overlay Program and began preparing work orders to replace some of these mains.
* Prepared the format to use as the tool to establish a main replacement program.
* Began construction of a data base and mapping system in G.I.S.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
number of customers	44,877	45,243	45,600	45,900
Revenue (Avg. Residential)	$14.55	$14.12	$15.00	$15.00
Gallons of water sold (Avg. Res.)	6,130	5,910	6,200	6,200
percentage of water pumped that was sold to customers	91%	91%	91%	91%

2000-01 Objectives

* Continue to evaluate the condition of the existing water mains in conjunction with the City's Street Overlay and Reconstruction Program.
* To monitor the City's Backflow Prevention Program to assure that the 2000 backflow preventors currently in the system are checked annually per DNR requirements.
* Continue to create a data base and mapping system for G.I.S.
* Continue to utilize Transmission and Distribution System Model to determine current and future system improvements.

City of Independence
Detail Program Summary

Department: 4800 - Water *2000-01 Operating Budget*
Cost Center: 4810 - Administration & General *Fund: 40 - Water Fund*

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Account Clerk II	1.00	1.00	1.00	1.00
Asst Dept Director	1.00	1.00	1.00	1.00
Water Systems Director	1.00	1.00	1.00	1.00
Safety & Training Officer	1.00	1.00	1.00	1.00
Engineering Technician II	2.00	2.00	2.00	2.00
Engineering Tech III	1.00	1.00	1.00	1.00
Engineering Tech Supv	1.00	1.00	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Total	10.00	10.00	10.00	10.00

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	529,750	523,183	533,872	560,222
Other Services & Charges	370,951	244,466	248,216	193,770
Supplies	30,632	34,900	34,900	23,125
Capital Outlay	67,883	16,600	18,100	13,000
Other Expenditures	0	100,000	74,000	100,000
Total	999,216	919,149	909,088	890,117

City of Independence
Detail Program Summary

Department: 4800 - Water — *2000-01 Operating Budget*
Cost Center: 4821 - Water Field Service — *Fund: 40 - Water Fund*

Description

The Water Field Service Division is responsible for installing and maintaining meter and appurtenances for over 45,500 customers, inspecting new service installations and the disconnection of existing services, and investigating high bill complaints.

1999-00 Accomplishments

* Changed out and tested 3,000 aged meters in the second year of a five year program.
* Continued the Field Trial of 30, single jet, type meters to evaluate their ability to capture low flow usages not presently being registered.
* Continued to field test and evaluate various automatic meter reading technologies.
* Provided monthly customer service skills training for all Field Service staff members.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
taps made	437	414	500	500
changed out aged meters	2,869	3,474	2,453	3,000
high bill inspections	139	139	140	140

2000-01 Objectives

* Continue 5 year program to change out and test all meters which have been set 15 years or longer.
* Purchase and install at remote meter reading system on the wholesale customer accounts.
* Continue monthly customer service skills training for all Field Service personnel.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Meter Repair Worker - Water	1.00	1.00	1.00	1.00
Service Worker	7.00	7.00	7.00	7.00
Customer Service Supvr II	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 4800 - Water *2000-01 Operating Budget*
Cost Center: 4821 - Water Field Service *Fund: 40 - Water Fund*

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Utility Clerk	1.00	1.00	1.00	1.00
Total	10.00	10.00	10.00	10.00

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	534,389	522,013	523,511	533,851
Other Services & Charges	32,590	33,900	34,319	38,100
Supplies	15,257	16,025	16,025	30,500
Capital Outlay	226,903	287,000	287,106	266,400
Other Expenditures	0	0	0	0
Total	809,139	858,938	860,961	868,851

Significant Issues

* With the purchase and implementation of a flow rate monitoring system in FY 00-01 we will be able to assist our customers by monitoring and profiling their consumption where they are experiencing high use by either actual use or thru leaks. It will be a tool which will allow us to properly size meters based on actual flows rather than design calculations.

City of Independence
Detail Program Summary

Department: 4800 - Water — *2000-01 Operating Budget*
Cost Center: 4822 - Customer Service — *Fund: 40 - Water Fund*

Description

The Customer Service Division is responsible for setting up electric, water, and sewer service for new customers, transfers, billing of accounts, resolving billing issues, delinquent accounts and other customer related questions.

1999-00 Accomplishments

* Continued monthly training of all Customer Service staff members in customer service skills.
* Implemented a Spy View Computer System which allows billing records and reports to be stored and retrieved on line rather than printing daily reports.
* Continued to enhance the customer service information system.
* Due to increased publicity the use of the Interactive Voice Response System which allows customers to pay they bill by credit card has increased steadily throughout the fiscal year.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
expense cost per customer account per month	$1.30	$1.51	$1.50	$1.54
calls to interactive voice response (IVR)	N/A	500	10,500	12,000

2000-01 Objectives

* Continue to provide monthly customer service skills training for all staff members.
* Implement an aggregate billing service for commercial customers with multiple accounts.
* Continue to investigate the ability of providing billing and receiving payments via the internet.
* Continue to work toward bringing the printing of billing statements back in house rather than an outsourced service.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget

City of Independence
Detail Program Summary

Department: 4800 - Water *2000-01 Operating Budget*
Cost Center: 4822 - Customer Service *Fund: 40 - Water Fund*

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Account Information Rep	20.00	19.00	19.00	19.00
Customer Service Manager	1.00	1.00	1.00	1.00
Customer Service Supvr I	.00	.00	.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	.00
Receptionist/PBX Oper	1.00	.00	.00	.00
Total	24.00	22.00	22.00	22.00

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	762,505	822,026	825,986	850,033
Other Services & Charges	144,996	143,000	143,225	166,750
Supplies	5,871	7,700	7,700	11,500
Capital Outlay	77,598	2,000	2,000	13,000
Other Expenditures	0	0	0	0
Total	990,970	974,726	978,911	1,041,283

City of Independence
Detail Program Summary

Department: 4800 - Water — *2000-01 Operating Budget*
Cost Center: 4823 - Utility Field Service — *Fund: 40 - Water Fund*

Description

The Utility Field Service Division is responsible for turning both electric and water services on and off, field collection of delinquent accounts and reading meters for customer transfers.

1999-00 Accomplishments

* Continued to provide cross-training, safety training and customer service skills training to all utility field service workers in order to provide courteous, efficient, safe and responsive service to our customers.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
shut-off customer accounts	4,776	4,448	4,800	4,900

2000-01 Objectives

* Continue to provide cross-training, safety training, and customer service training to all utility field service workers in order to provide courteous, efficient, safe and responsive service to our customers.
* Continue to seek methods of reducing the amount of theft of service and uncollected revenue.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Utility Field Serv Wkr	3.00	3.00	3.00	3.00
Customer Service Supvr I	1.00	1.00	1.00	1.00
Total	4.00	4.00	4.00	4.00

City of Independence
Detail Program Summary

Department: 4800 - Water *2000-01 Operating Budget*
Cost Center: 4823 - Utility Field Service *Fund: 40 - Water Fund*

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	258,364	270,175	271,374	275,654
Other Services & Charges	4,212	6,000	6,000	2,550
Supplies	417	2,000	2,000	3,500
Capital Outlay	0	15,000	15,000	13,800
Other Expenditures	0	0	0	0
Total	262,993	293,175	294,374	295,504

Significant Issues

* Provide for the purchase and implementation of an automatic meter reading system for the 11 wholesaler customers meter vaults. This will enable these accounts to be monitored for contract compliance as well as use profiles. It will reduce the cost of manually monitoring the accounts weekly and accessing these confined space vaults to do so.

City of Independence
Detail Program Summary

Department: 4800 - Water — *2000-01 Operating Budget*
Cost Center: 4824 - Cashiering — *Fund: 40 - Water Fund*

Description

The Cashiering Division is responsible for processing payments of electric, water, sewer, and gas billing.

1999-00 Accomplishments

* Continued monthly training of all cashiers in customer service skills.
* Completed the installation of a remittance processor system with optical imaging of documents and online retrieval and viewing. Storage of documents is on laser disc eliminating the cost of micro film.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
ratio net write off to credit sales	.54%	.51%	.50%	.50%

2000-01 Objectives

* Continue monthly training of all cashiers in customer service skills.
* Process MGE gas payments on-line.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Cashier I	4.00	4.00	4.00	4.00
Total	4.00	4.00	4.00	4.00

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	71,568	107,007	107,007	111,458
Other Services & Charges	21,858	8,750	8,750	29,420

City of Independence
Detail Program Summary

Department: 4800 - Water
Cost Center: 4824 - Cashiering

2000-01 Operating Budget
Fund: 40 - Water Fund

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Supplies	1,058	1,800	1,800	1,800
Capital Outlay	0	0	0	1,500
Other Expenditures	0	0	0	0
Total	94,484	117,557	117,557	144,178

City of Independence
Detail Program Summary

Department: 4800 - Water — *2000-01 Operating Budget*
Cost Center: 4830 - Production — *Fund: 40 - Water Fund*

Description

The Production area is responsible for water treatment, water quality, and pumping from the Courtney Bend Water Treatment Plant. This plant is designed to treat up to 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 heath requirements.

1999-00 Accomplishments

* The Courtney Bend Water Treatment Plant completed sampling, analysis and reporting required for compliance with the Safe Drinking Water Act and the consumer confidence requirement of that rule.
* Continued with the major maintenance program by rebuilding a sand filter, painting the exterior of the 39th Street Reservoir, painting the interior and exterior of a contact basin, replacing the drive units on two contact basins and replacing a pump at the 35th Street Reservoir.
* Successfully upgraded equipment and computer applications to avoid any Y2K related problems.
* Completed work on the Groundwater Protection Plan and received State of Missouri approval.
* Completed design of a chlorine scrubber system to prevent hazardous chlorine gas from escaping from the water plant property in the event of a chlorine leak.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
thousands of gallons pumped	9,163,245	8,970,872	9,300,000	9,400,000
pumping power cost	$1,069,449	$1,028,201	$1,100,000	$1,200,000
cost per million gallons pumped	$311.03	$328.17	$327.96	$329.79
operations and maintenance cost per customer per year	$63.51	$65.07	$66.89	$67.54

2000-01 Objectives

* Continue testing of the early warning monitoring well system.
* Complete construction and development of the first well in the new well field 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

2000-01 Objectives

designation as groundwater or groundwater under the influence of surface water and plan compliance with applicable rules.

* Construct a chlorine scrubber system to prevent hazardous chlorine gas from escaping the water plant property in the event of a chlorine leak.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Plant Operator "A"	4.00	4.00	3.00	3.00
Plant Operator "C"	.00	.00	1.00	1.00
Maintenance & Utility Wkr	7.00	7.00	7.00	7.00
Laborer	1.00	1.00	1.00	1.00
Laborer - temp	.25	.25	.25	.25
Water Plant Supt	1.00	.00	.00	.00
Water Production Mgr	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
Total	21.98	20.98	20.98	20.98

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	1,018,621	1,034,089	1,042,343	1,071,977
Other Services & Charges	1,516,506	1,991,500	2,011,500	1,966,500
Supplies	617,276	767,130	767,130	755,845
Capital Outlay	157,799	75,200	75,200	103,600
Other Expenditures	0	0	0	0
Total	3,310,202	3,867,919	3,896,173	3,897,922

City of Independence
Detail Program Summary

Department: 4800 - Water *2000-01 Operating Budget*
Cost Center: 4830 - Production *Fund: 40 - Water Fund*

Significant Issues

* The purchase and installation of a Lucent phone system will allow more efficient communications at the water treatment plant.

City of Independence
Detail Program Summary

Department: 4800 - Water *2000-01 Operating Budget*
Cost Center: 4840 - Transmission & Distribution *Fund: 40 - Water Fund*

Description

The Transmission and Distribution Division is responsible for engineering, construction and maintenance of the transmission and distribution system that conveys water to the customers. Pipeline construction is performed to water department engineering standards that exceed the Missouri Department of Natural Resources requirements. Maintenance is performed on 680 miles of main and over 3,800 fire hydrants.

1999-00 Accomplishments

* Relocated and 8" water main along Little Blue Parkway south of I-70 to allow for construction of the roadway.
* Serviced and maintained 38 vehicles and 12 pieces of equipment.
* Installed over 8 miles of promoter and city water main extensions.
* Repaired approximately 97 leaks on customer water service lines.
* Worked in conjunction with Public Works to assure water valve boxes were not overlaid during the street overlay of 1999.
* Removed and replace approximately 3/4 mile of water main that was either undersized or in poor condition.
* Installed a new 12" water main along Forest Avenue from Truman Road to Walnut Street that was in poor condition.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
main breaks	191	146	200	200
miles of main installed	4	6	8	6
fire hydrants installed	43	61	75	75
service lines repaired	114	97	125	140
fire hydrants tested/inspected	2,034	942	1,800	2,000
fire hydrants painted	1,144	1,098	1,800	2,000
valves & valve boxes repaired or adjusted	859	806	800	800
main breaks per mile of main per year	.29	.22	.29	.29
annual operations/maintenance cost per mile of main	$2,584	$3,561	$3,143	$3,333
operations and maintenance cost per customer account per year	$38.59	$53.22	$47.00	$50.00

City of Independence
Detail Program Summary

Department: 4800 - Water — *2000-01 Operating Budget*
Cost Center: 4840 - Transmission & Distribution — *Fund: 40 - Water Fund*

2000-01 Objectives

* Continue vehicle maintenance program to assure fleet vehicles and equipment are properly serviced and maintained.
* To continue to work in conjunction with Public Works to inspect and adjust all water valves located in pavement prior to the city overlaying the streets.
* Continue with the program to flush dead-end water mains to help maintain water quality in the distribution system.
* Flush and inspect 60% of the public fire hydrants.
* Replace one mile of water main that is either undersized or in poor condition.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Maintenance & Utility Wkr	2.00	2.00	2.00	2.00
Construction Equip Oper	4.00	4.00	4.00	4.00
Service Worker	1.00	1.00	1.00	1.00
Leak Repair Worker	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	.50	.50	.50	.50
Water Dist/Eng Mgr	1.00	1.00	1.00	1.00
Maintenance Supervisor	2.00	2.00	2.00	2.00
Water Distribution Supvr	1.00	1.00	1.00	1.00
Crew Leader	1.00	1.00	1.00	1.00
Utility Clerk - Water	1.00	1.00	1.00	1.00
Total	27.50	27.50	27.50	27.50

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	1,367,129	1,437,759	1,444,245	1,473,061
Other Services & Charges	492,953	399,200	446,200	410,500
Supplies	530,298	602,700	757,700	672,100
Capital Outlay	177,249	242,345	160,345	244,600
Other Expenditures	0	0	0	0
Total	2,567,629	2,682,004	2,808,490	2,800,261

Significant Issues

* Purchase a new backhoe to replace an existing 1988 backhoe.
* Increase inventory purchases account by $75,000 due to anticipated material demands.
* Increase contract service line repair by $20,000 to allow additional outsourcing of the repair of service lines.

CITY OF INDEPENDENCE, MISSOURI
2000-01 Operating Budget

Capital Budget Summary - Water Fund

Project Number	Project Description	Source of Funds	Amount
9790	23rd Street, Dodgion Street to Emery Avenue, 12" Main	Water Fund	$150,000
9748	Plant Improvement - Paint Blue Ridge Tower	Water Fund	200,000
9681	Plant Improvement - Rebuild Contact Basin Number 1	Water Fund	100,000
9745	Plant Improvement - Groundwater Classification Study	Water Fund	200,000
9687	Well Field - Develop New Well Field, north side of the Mo. River	Water Fund	805,000
9653	Office Building Renovations	Water Fund	100,000
9743	Well Field - Replace Well Field Transformers	Water Fund	50,000
9744	Plant Improvement - Replace Valve Operating Cylinders, Filters	Water Fund	20,000
9791	Design New Transmission Main	Water Fund	300,000
9689	Switch Gear Upgrade	Water Fund	100,000
9749	Main Replacement Program	Water Fund	500,000
		Grand Total	**$2,525,000**

CITY OF INDEPENDENCE, MISSOURI
2000-01 Operating Budget

Capital Lease/Debt Service Requirements

Series	Principal	Interest	Fees	Total Debt Service Requirements
Water Fund-				
Revenue Bonds-				
1986 Series (6352)	$900,000	$1,567,020	$8,000	$2,475,020

CITY OF INDEPENDENCE, MISSOURI
2000-01 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	16.00
Kansas City, MO	16.67
Lee's Summit, MO	17.32
Liberty, MO	18.45
Leawood, KS	19.48
Kansas City, KS	21.92
Grandview, MO	24.14
Raymore, MO	25.17
Belton, MO	26.07
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, 2000

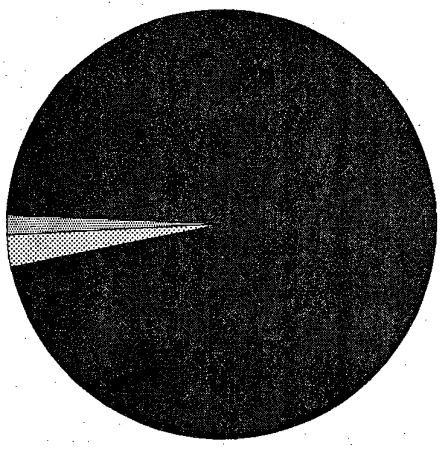
OTHER FUNDS

Source of Budget Dollars

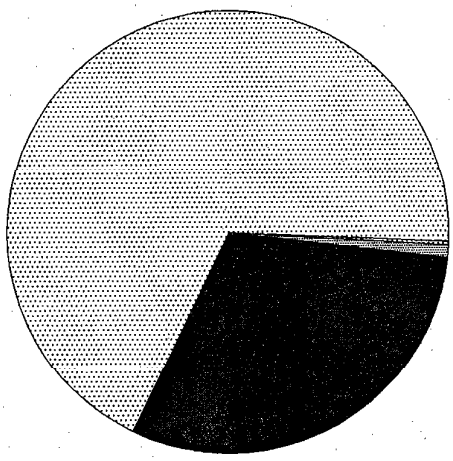
Transient Guest Taxes (96.1%)

Federal/State Grants (1.5%)

Interest Income and Other (2.4%)



Allocation of Budget Dollars



Other Services (68.5%)

Capital Outlay (0.3%)

Supplies (0.9%)

Personal Services (30.3%)

CITY OF INDEPENDENCE, MISSOURI
2000-01 Operating Budget

Budget Summary - Tourism Fund

For the Fiscal Years 1998-99, 1999-00 and 2000-01

Description	1998-99 Actual	% of Total	1999-2000 Original Budget	% of Total	2000-01 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
Estimated Revenues-								
Transient Guest Taxes	424,286	86.9%	$495,000	97.4%	$500,000	96.1%	$5,000	1.0%
Interest and Penalties	349	0.1%	1,000	0.2%	0	0.0%	(1,000)	-100.0%
Federal/State Grants	51,333	10.5%	0	0.0%	7,700	1.5%	7,700	n/a
Interest Income and Other	12,098	2.5%	12,013	2.4%	12,345	2.4%	332	2.8%
Total Estimated Revenues	$488,066	100.0%	$508,013	100.0%	$520,045	100.0%	$12,032	2.4%
Total Sources	**$488,066**		**$508,013**		**$520,045**		**$12,032**	**2.4%**
Allocation of Budget Dollars								
Operating Budget-								
Personal Services	154,227	31.1%	$154,081	30.7%	$156,431	30.3%	$2,350	1.5%
Other Services	337,700	68.0%	338,297	67.5%	352,950	68.5%	14,653	4.3%
Supplies	4,647	0.9%	4,600	0.9%	4,600	0.9%	0	0.0%
Capital Outlay/Other	0	0.0%	4,500	0.9%	1,500	0.3%	(3,000)	-66.7%
Total Operating Departments	$496,574	100.0%	$501,478	100.0%	$515,481	100.0%	$14,003	2.8%
Total Allocations	**$496,574**		**$501,478**		**$515,481**		**$14,003**	**2.8%**
Balance Available	**($8,508)**		**$6,535**		**$4,564**		**($1,971)**	

CITY OF INDEPENDENCE, MISSOURI
2000-01 Operating Budget

Fund Balance Summary - Tourism Fund

For the Fiscal Years Ending June 30, 1995 through June 30, 2000

Description	Actual 6/30/95	Actual 6/30/96	Actual 6/30/97	Actual 6/30/98	Actual 6/30/99	Unaudited 6/30/00
Fund Balance Components						
Reserved for:						
Encumbrances	$7,340	$12,270	$11,375	$37,056	$1,540	
Designated for:						
Working Capital	$36,174	$36,174	$36,174	$36,174	$0	
Undesignated	**154,599**	**217,613**	**294,117**	**185,416**	**177,327**	**70,696**
Total Fund Balance	$198,113	$266,057	$341,666	$258,646	$178,867	
Fund Balance Target *	92,300	92,304	110,595	109,354	122,017	123,639
Actual over (under) Target	62,299	125,309	183,522	76,062	55,311	(52,943)

* based on 25% (3 months) of Annual Revenues (compared to Undesginated Fund Balance)

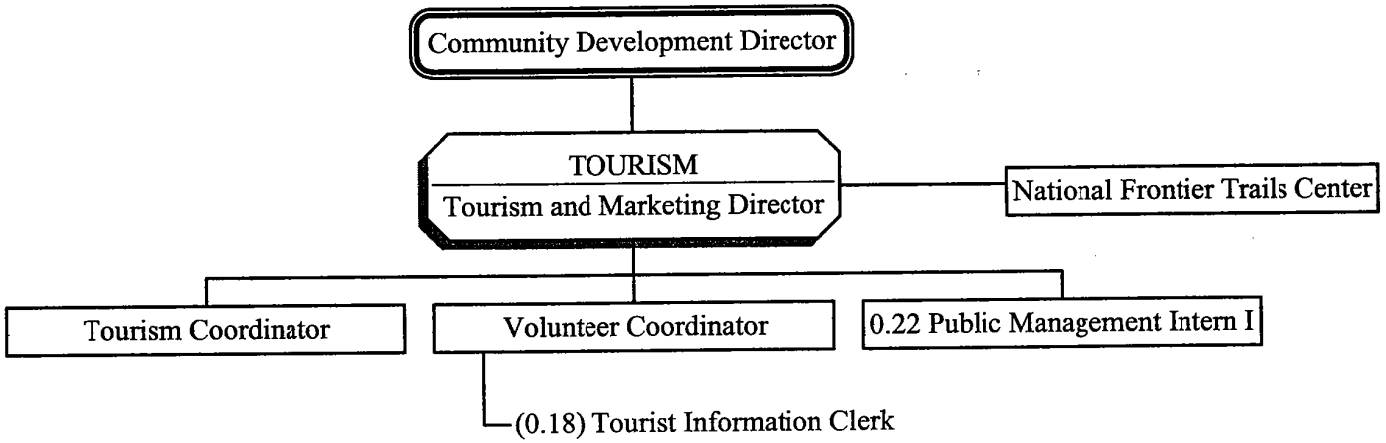
Source: Audited Annual Financial Statement

Projected Fund Balance for 2000-01

Projected Fund Balance at June 30, 2000	$70,696
Proposed Fund Balance Uses for 1999-2000:	
Excess of Proposed Appropriations over Projected Revenues	4,564
Projected Fund Balance at June 30, 2001	**$75,260**
Fund Balance Target Amount	$130,011
Projected Fund Balance over (under) Target	($54,751)

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 *2000-01 Operating Budget*

Department Description

The function of the Tourism Department is to attract out-of-town visitors to the City of Independence and increase visitor spending thereby generating revenue to the City. To achieve these goals, the Tourism Department promotes Independence to the individual, group and business traveler through marketing activities including local, regional and national advertising and public relations; and production and dissemination of collateral materials. The Department works with tourism sites and amenities to improve customer service with hospitality training and visitor industry education. The Tourism Department administers a City Volunteer Program which staffs six plus historic sites within the City.

Description	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Staffing				
Full Time Positions	3.00	3.00	3.00	3.00
Part Time Positions	.73	.40	.40	.40
Total	3.73	3.40	3.40	3.40

Description	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Budget by Major Program Category				
4024 Tourism	496,574	501,478	616,888	515,481
Total	496,574	501,478	616,888	515,481
Source of Funding				
Tourism Fund	496,574	501,478	616,888	515,481
Total	496,574	501,478	616,888	515,481

City of Independence
Departmental Budget Summary

Department: 4024 - Tourism *2000-01 Operating Budget*

Direct/Offsetting Revenues				
Transient Guest Taxes	424,286	495,000	495,000	500,000
Total	424,286	495,000	495,000	500,000

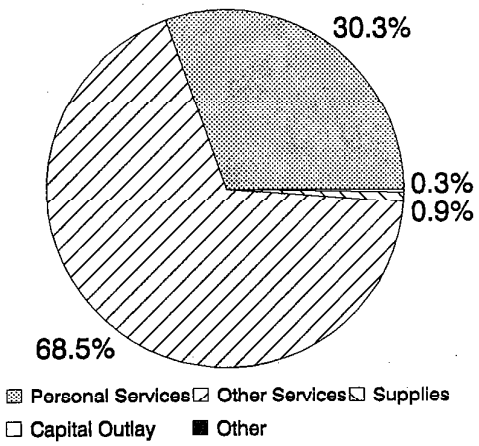
2000-01 Operating Budget

Tourism

Appropriations by Type:

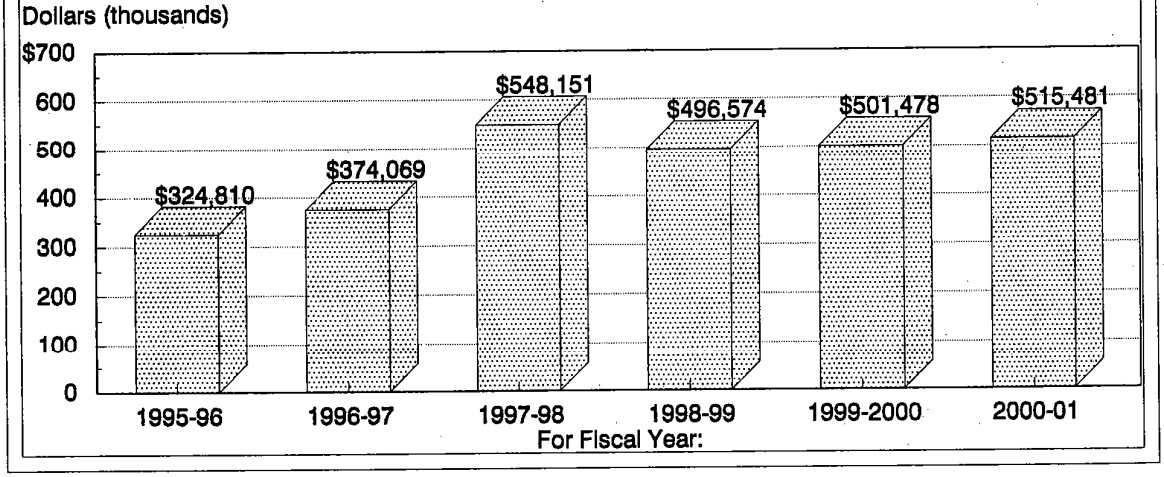
Expenditure Type	Actual 1998-99	Original 1999-2000	Projected 1999-2000	Adopted 2000-01
Personal Services	154,227	154,081	154,081	156,431
Other Services	337,700	338,297	453,707	352,950
Supplies	4,647	4,600	4,600	4,600
Capital Outlay	0	4,500	4,500	1,500
Other	0	0	0	0
Total	496,574	501,478	616,888	515,481

2000-00 City Council Adopted Budget



Historical Comparison:

	Actual 1995-96	Actual 1996-97	Actual 1997-98	Actual 1998-99	Budget 1999-2000	Budget 2000-01
Employees:						
Full Time Equiv.	3.10	3.10	3.73	3.40	3.40	3.40
Amount by Fund:						
Tourism	324,810	374,069	548,151	496,574	501,478	515,481
Per Bed/Room Units	425.14	489.62	717.48	649.97	580.41	512.41



City of Independence
Detail Program Summary

Department: 4024 - Tourism — *2000-01 Operating Budget*
Cost Center: 4024 - Tourism — *Fund: 04 - Tourism Fund*

Description

The function of the Tourism Department is to attract out-of-town visitors to the City of Independence and increase visitor spending thereby generating revenue to the City. To achieve these goals, the Tourism Department promotes Independence to the individual, group and business traveler through marketing activities including local, regional and national advertising and public relations; and production and dissemination of collateral materials. The Department works with tourism sites and amenities to improve customer service with hospitality training and visitor industry education. The Tourism Department administers a City Volunteer Program which staffs six plus historic sites within the City.

1999-00 Accomplishments

* Increased 4th quarter inquiries by 20%.
* Increased attraction attendance by 19%.
* Increased annual inquiries by 8%.
* Increased group tour visits by 4.5%.
* Defined scope of work, recrutied professional museum development leadership and community-based study team for NFTC Redevelopment Plan.
* Defined scope of work, recruited professonal museum development leadership and community-based study team for Visitor Orientation Center Development Plan.
* Launched "Pillar Council" and facilitated cooperative partnership between CEOs from Pillar attractions.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Visitor Inquiries	27,192	29,271	30,000	40,000
Group Tour Bookings	332	315	340	350
Site Attendance	394,149	338,373	350,000	400,000
Volunteer Hours	19,681	19,266	20,000	18,000

2000-01 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 provide information to the community regarding a proposed increase in the Transient Guest Tax

2000-01 Objectives

rate.

* 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.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Tourism & Marketing Dir	1.00	1.00	1.00	1.00
Tourism Coordinator	1.00	1.00	1.00	1.00
Volunteer Coordinator	1.00	1.00	1.00	1.00
Public Management Intern I	.63	.22	.22	.22
Tourism Information Clerk	.10	.18	.18	.18
Total	3.73	3.40	3.40	3.40

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	154,227	154,081	154,081	156,431
Other Services & Charges	337,700	338,297	453,707	352,950
Supplies	4,647	4,600	4,600	4,600
Capital Outlay	0	4,500	4,500	1,500
Other Expenditures	0	0	0	0
Total	496,574	501,478	616,888	515,481

CITY OF INDEPENDENCE, MISSOURI
2000-01 Operating Budget

City Council Adopted Budget Summary - Other Funds

For the Fiscal Year 2000-01

Description	Community Development Block Grant Fund	HOME Program Fund	Central Garage Fund	Staywell Healthcare Fund
Source of Budget Dollars				
Estimated Revenues-				
Federal Grant - CDBG	$1,046,000			
HOME Program Grant		$493,000		
Central Garage Charges			$1,172,282	
Staywell Healthcare Premiums				$7,519,381
Other Revenue			3,498	125,619
Total Estimated Revenues	$1,046,000	$493,000	$1,175,780	$7,645,000
Total Sources	$1,046,000	$493,000	$1,175,780	$7,645,000
Allocation of Budget Dollars				
Operating Departments-				
Community Development	$194,930	$54,258		
Public Works			$1,105,028	
Non-Departmental			70,752	$7,645,000
Total Operating Departments	$194,930	$54,258	$1,175,780	$7,645,000
Grant Authorized Programming				
Community Dev. Block Grant	732,498			
Home Program		438,742		
Transfers to Other Funds-				
General Fund-Code Enforcement	70,000			
General Fund-Senior Citizen Nutrition Site	18,572			
General Fund-Redevelopment Planning	30,000			
Total Allocations	$1,046,000	$493,000	$1,175,780	$7,645,000
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
2000-01 Operating Budget

Budget Summary - Street Improvements Sales Tax Fund

For the Fiscal Years 1998-99, 1999-2000 and 2000-01

Description	1998-99 Actual	% of Total	1999-2000 Original Budget	% of Total	2000-01 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
Estimated Revenues-								
Sales Taxes	1,964,737	99.6%	$5,298,710	99.3%	$5,887,007	99.9%	$588,297	104.8%
Interest Income and Other	7,582	0.4%	35,000	0.7%	7,954	0.1%	(27,046)	-4.8%
Total Estimated Revenues	$1,972,319	100.0%	$5,333,710	100.0%	$5,894,961	100.0%	$561,251	100.0%
Total Sources	**$1,972,319**		**$5,333,710**		**$5,894,961**		**$561,251**	**10.5%**
Allocation of Budget Dollars								
Operating Budget-								
Personal Services	$0	0.0%	$0	0.0%	$0	0.0%	$0	n/a
Other Services	6,759	0.2%	0	0.0%	0	0.0%	0	n/a
Supplies	1,092	0.0%	0	0.0%	0	0.0%	0	n/a
Capital Outlay/Other	0	0.0%	0	0.0%	0	0.0%	0	n/a
Total Operating Departments	$7,851	0.2%	$0	0.0%	$0	0.0%	$0	n/a
Capital Budget-								
Overlay Program	$2,978,891	93.9%	$2,862,710	53.7%	$5,152,000	97.7%	$2,289,290	80.0%
Bridge Improvements	21,057	0.7%	1,125,000	21.1%	0	0.0%	(1,125,000)	-100.0%
Traffic Signals		0.0%	110,000	2.1%	0	0.0%	(110,000)	-100.0%
Street Improvements	165,038	5.2%	1,236,000	23.2%	120,000	2.3%	(1,116,000)	-90.3%
Total Capital Budget	$3,164,986	99.8%	$5,333,710	100.0%	$5,272,000	100.0%	($61,710)	-1.2%
Total Allocations	**$3,172,837**	**100.0%**	**$5,333,710**	**100.0%**	**$5,272,000**	**100.0%**	**($61,710)**	**-1.2%**
Balance Available	**($1,200,518)**		**$0**		**$622,961**		**$622,961**	

CITY OF INDEPENDENCE, MISSOURI
2000-01 Operating Budget

Capital Budget Summary - Street Improvements Sales Tax Fund

Project Number	Project Description	Source of Funds	Amount
Street Improvements Sales Tax Fund-			
9750	2000 Overlay Program	Street Improv. Sales Tax	5,152,000
9712	Salisbury Road Improvements - U.S. 24	Street Improv. Sales Tax	120,000
	Highway to Dickinson Road		
	Street Improvements Sales Tax Fund Grand Total		**$5,272,000**

CITY OF INDEPENDENCE, MISSOURI
2000-01 Operating Budget

Budget Summary - Park Improvements Sales Tax Fund

For the Fiscal Years 1998-99, 1999-2000 and 2000-01

Description	1998-99 Actual	% of Total	1999-2000 Original Budget	% of Total	2000-01 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
Estimated Revenues-								
Sales Taxes	654,913	99.5%	$1,766,237	99.5%	$1,962,335	99.0%	$196,098	95.1%
Interest Income and Other	2,991	0.5%	8,750	0.5%	18,886	1.0%	10,136	4.9%
Total Estimated Revenues	$657,904	100.0%	$1,774,987	100.0%	$1,981,221	100.0%	$206,234	100.0%
Total Sources	**$657,904**		**$1,774,987**		**$1,981,221**		**$206,234**	**11.6%**
Allocation of Budget Dollars								
Operating Budget-								
Personal Services	$0	0.0%	$104,687	5.9%	$221,027	11.7%	$116,340	111.1%
Other Services	0	0.0%	20,000	1.1%	92,500	4.9%	72,500	362.5%
Supplies	0	0.0%	5,313	0.3%	6,473	0.3%	1,160	21.8%
Capital Outlay/Other	0	0.0%	0	0.0%	0	0.0%	0	n/a
Total Operating Departments	$0	0.0%	$130,000	7.3%	$320,000	17.0%	$190,000	146.2%
Capital Budget-								
Playground Renovations	$0	0.0%	$0	0.0%	$0	0.0%	$0	n/a
Athletic Fields & Court Renovation	170,577	63.0%	795,000	44.8%	170,000	9.0%	(625,000)	-78.6%
Maintenance & Security	0	0.0%	145,000	8.2%	55,000	2.9%	(90,000)	-62.1%
Building Reconstruction	0	0.0%	525,000	29.6%	1,180,000	62.7%	655,000	124.8%
Infrastructure Repairs	99,989	37.0%	179,987	10.1%	58,000	3.1%	(121,987)	-67.8%
Walking Trails & Bicycle Path	0	0.0%	0	0.0%	100,000	5.3%	100,000	n/a
Total Capital Budget	$270,566	100.0%	$1,644,987	92.7%	$1,563,000	83.0%	($81,987)	-5.0%
Total Allocations	**$270,566**	**100.0%**	**$1,774,987**	**100.0%**	**$1,883,000**	**100.0%**	**$108,013**	**6.1%**
Balance Available	**$387,338**		**$0**		**$98,221**		**$98,221**	

City of Independence
Departmental Budget Summary

Department: 6002 - Sales Tax - Parks Improvemen 2000-01 Operating Budget

Department Description

This division oversees and manages Year Two 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 capital improvement package planned throughout the system. Divisional staff will communicate ongoing progress to the Independence Park Commission with their role as the oversight committee for park improvements.

Description	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Staffing				
Full Time Positions	.00	.00	2.99	7.00
Total	.00	.00	2.99	7.00

Description	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Budget by Major Program Category				
6002 Sales Tax - Parks Improvemen	0	130,000	130,000	320,000
Total	0	130,000	130,000	320,000
Source of Funding				
Parks Improv. Sales Tax Fund	0	130,000	130,000	320,000
Total	0	130,000	130,000	320,000

City of Independence
Detail Program Summary

Department: 6002 - Sales Tax - Parks Improvemen 2000-01 Operating Budget
Cost Center: 6002 - Sales Tax - Parks Improvemen Fund: 12 - Parks Improv. Sales

Description

This division oversees and manages Year Two 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 capital improvement package planned throughout the system. Divisional staff will communicate ongoing progress to the Independence Park Commission with their role as the oversight committee for park improvements.

1999-00 Accomplishments

* Worked to successfully implement first year projects associated with the Parks Sales Tax, including Santa Fe Park baseball lighting, Glendale park drainage improvements, athletic field restoration (9 fields), new playground activity centers (6 parks), and installation of new picnic tables, park benches, and trash receptacles at numerous park sites.
* Hired a new Parks Contract Manager to facilitate, manage, and inspect the various park improvement projects made possible through the park sales tax.
* Completed formal architectural design and began Phase One reconstruction efforts for the Truman Memorial Building.
* Completed formal architectural design and began reconstruction efforts for the 12-court Santa Fe Park Tennis Complex.

Performance Indicators:

Description	1997-98 Actual	1998-99 Actual	1999-00 Budget	2000-01 Budget
Formal reports to Parks Sales Tax Oversight Committee	N/A	6	12	12
Oversight Committee reports to City Council	N/A	1	2	2

2000-01 Objectives

* Coordinate divisional activities for successful implementation of the second year of Parks Sales Tax improvement projects, including overseeing Phase One construction work associated with restoration efforts for the Truman Memorial Building and reconstruction efforts for the 12-court Santa Fe Park Tennis Complex.
* Identify and develop appropriate park sales tax projects for potential external assistance, including local, state and federal grant funding sources, agency partnership opportunities, and support from internal City departments.

City of Independence
Detail Program Summary

Department: 6002 - Sales Tax - Parks Improvemen 2000-01 Operating Budget
Cost Center: 6002 - Sales Tax - Parks Improvemen Fund: 12 - Parks Improv. Sales

2000-01 Objectives

* Regularly communicate and update park sales tax projects and expenditures to the Parks Sales Tax Oversight Committee.
* Assist with departmental staff and community user groups to develop a park master plan for the community, working to integrate those improvements projects associated with the five-year park sales tax program into overall master plan efforts.

Staffing:

Position Title	1997-98 Budget	1998-99 Budget	1999-00 Budget	2000-01 Budget
Maintenance Aide	.00	.00	.66	2.00
Light Equipment Operator	.00	.00	.33	1.00
Contract Administrator	.00	.00	1.00	1.00
Assistant Foreman	.00	.00	.33	1.00
Seasonal Maintenance Wkr	.00	.00	.67	2.00
Total	.00	.00	2.99	7.00

Program Costs

Expenditure Category	1998-99 Actual	1999-00 Original Budget	1999-00 Revised Budget	2000-01 Adopted Budget
Personal Services	0	104,687	104,687	221,027
Other Services & Charges	0	20,000	20,000	92,500
Supplies	0	5,313	5,313	6,473
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	0	130,000	130,000	320,000

Significant Issues

* Divisional staff will work with appropriate departmental staff to successfully implement the second year of parks sales tax improvement projects.
* Staff costs include Parks Contract Manager, maintenance/repair crew personnel, and seasonal park police personnel.

CITY OF INDEPENDENCE, MISSOURI
2000-01 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 - Crysler Stadium Lights	Park Improv. Sales Tax	$120,000
9719	Athletic Fields/Courts - Multi-Use Court Repair	Park Improv. Sales Tax	50,000
9720	Maintenance/Security - Park Security Lighting	Park Improv. Sales Tax	25,000
9720	Maintenance/Security - Tree Trimming and Removal	Park Improv. Sales Tax	30,000
9721	Building Reconstruction - Truman Memorial Building, Phase II	Park Improv. Sales Tax	850,000
9721	Building Reconstruction - Santa Fe, McCoy, Mill Creek Park Buildings	Park Improv. Sales Tax	210,000
9721	Building Reconstruction - Sermon Ctr. Gym Floor	Park Improv. Sales Tax	120,000
9722	Infrastructure Repairs - Park Tables, Drinking Fountains, Trees, etc.	Park Improv. Sales Tax	58,000
9723	Walking Trails and Bicycle Paths - Accessibility/ Trails Design	Park Improv. Sales Tax	100,000
	Park Improvements Sales Tax Fund Grand Total		**$1,563,000**

City of Independence, Missouri
2000-2001 Operating Budget

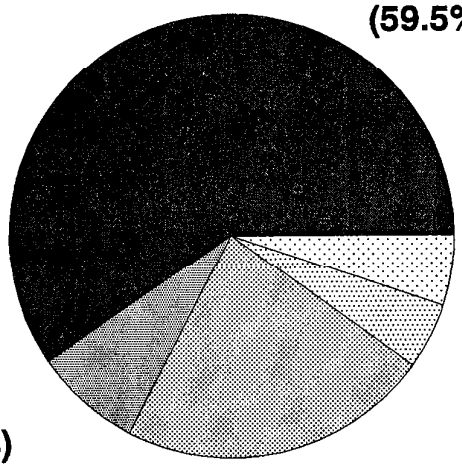
Revenue Summary

For the Fiscal Years 1998-99 through 2000-01

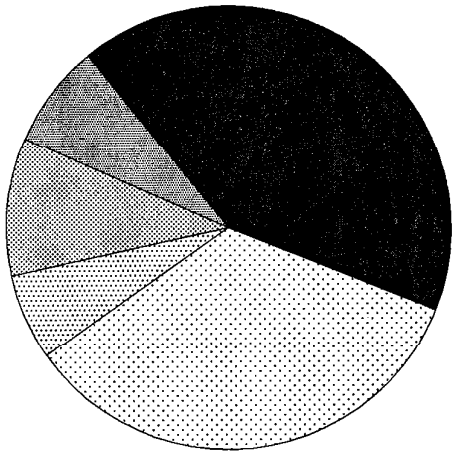
Acct. No.	Description	1998-99 Actual	1999-00 Original Budget	1999-00 Current Estimate	2000-01 Adopted Budget	%Chg. Curr Est to Proj	%Chg. Orig. to Proj. *
	Tourism Fund						
04-3043	Transient Guest Tax	424,286	495,000	495,000	500,000	1.0%	1.0%
04-3413	Interest and Penaltics	349	1,000	0	0	n/a	-100.0%
04-3219	Federal Grant - Other	51,333	0	0	0	n/a	n/a
04-3250	State Grant - Other	0	0	0	7,700	n/a	n/a
04-3411	Interest Income	12,098	12,013	9,568	12,045	25.9%	0.3%
04-3449	Misc. Non-Operating Revenue	0	0	540	300	-44.4%	n/a
	Total Revenues	**$488,066**	**$508,013**	**$505,108**	**$520,045**	**3.0%**	**2.4%**
	Street Improvments Sales Tax Fund						
11-3041	Sales Tax	1,964,737	5,298,710	5,410,188	5,887,007	8.8%	11.1%
11-3411	Interest	7,582	35,000	15,373	7,954	-48.3%	-77.3%
	Total Revenues	**$1,972,319**	**$5,333,710**	**$5,425,561**	**$5,894,961**	**8.7%**	**10.5%**
	Parks Improvments Sales Tax Fund						
12-3041	Sales Tax	654,912	1,766,237	1,803,396	1,962,335	8.8%	11.1%
12-3411	Interest	2,992	8,750	31,276	18,886	-39.6%	115.8%
	Total Revenues	**$657,904**	**$1,774,987**	**$1,834,672**	**$1,981,221**	**8.0%**	**11.6%**
	Community Development Block Grant Fund						
08-3204	Federal Grant - CDBG	1,355,269	1,049,000	1,049,000	1,046,000	-0.3%	-0.3%
08-3449	Misc. Non-Operating Revenue	0	0	0	0	n/a	n/a
	Total Revenues	**$1,355,269**	**$1,049,000**	**$1,049,000**	**$1,046,000**	**-0.3%**	**-0.3%**
	HOME Program Fund						
09-3209	HOME Program Grant	521,523	488,000	488,000	493,000	1.0%	1.0%
09-3411	Interest Income	0	0	0	0	n/a	n/a
	Total Revenues	**$521,523**	**$488,000**	**$488,000**	**$493,000**	**1.0%**	**1.0%**
	Central Garage Fund						
90-3380	Central Garage Charges	1,272,081	1,123,365	1,123,365	1,172,282	4.4%	4.4%
90-3411	Interest Income	8,453	0	-1,786	3,498	n/a	n/a
	Total Revenues	**$1,280,534**	**$1,123,365**	**$1,121,579**	**$1,175,780**	**4.8%**	**4.7%**
	Staywell Healthcare Fund						
91-3461	Premiums	6,556,846	6,865,000	6,688,954	7,519,381	12.4%	9.5%
91-3413	Interest	117,026	90,000	122,459	125,619	2.6%	39.6%
	Total Revenues	**$6,673,872**	**$6,955,000**	**$6,811,413**	**$7,645,000**	**12.2%**	**9.9%**

COMBINED SUMMARY

Source of Budget Dollars



Allocation of Budget Dollars



CITY OF INDEPENDENCE, MISSOURI
2000-01 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 1998-99, 1999-2000 and 2000-01

Description	1998-99 Actual	% of Total	1999-2000 Original Budget	% of Total	2000-01 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
Prior Years' Savings-								
Undesignated Fund Balance			$138,581		$157,738		$19,157	13.8%
Net Transfers In			402,517		400,162		(2,355)	-0.6%
Estimated Revenues-								
Taxes, excluding PILOTS	$28,102,033	18.8%	$33,850,584	21.4%	$36,487,697	22.7%	$2,637,113	7.8%
Payments in Lieu of Taxes	8,318,843	5.6%	8,432,994	5.3%	8,444,098	5.2%	11,104	0.1%
Licenses & Permits	2,476,897	1.7%	2,570,225	1.6%	3,276,340	2.0%	706,115	27.5%
Grants & Shared Revenue	8,874,402	5.9%	7,541,271	4.8%	7,699,768	4.8%	158,497	2.1%
Charges for Current Serv.	759,449	0.5%	870,627	0.6%	835,246	0.5%	(35,381)	-4.1%
Fines and Forfeitures	2,666,064	1.8%	2,804,214	1.8%	3,048,899	1.9%	244,685	8.7%
Utility Service Charges	93,377,599	62.5%	96,987,142	61.3%	95,762,816	59.5%	(1,224,326)	-1.3%
Other Revenue	4,854,304	3.2%	5,060,147	3.2%	5,289,773	3.3%	229,626	4.5%
Total Estimated Revenues	$149,429,591	100.0%	$158,117,204	100.0%	$160,844,637	100.0%	$2,727,433	1.7%
Total Sources			**$158,658,302**		**$161,402,537**		**$2,744,235**	**1.7%**

Note: Balances by Individual Fund are shown on the following schedule.

(continued on next page)

CITY OF INDEPENDENCE, MISSOURI
2000-01 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 1998-99, 1999-2000 and 2000-01

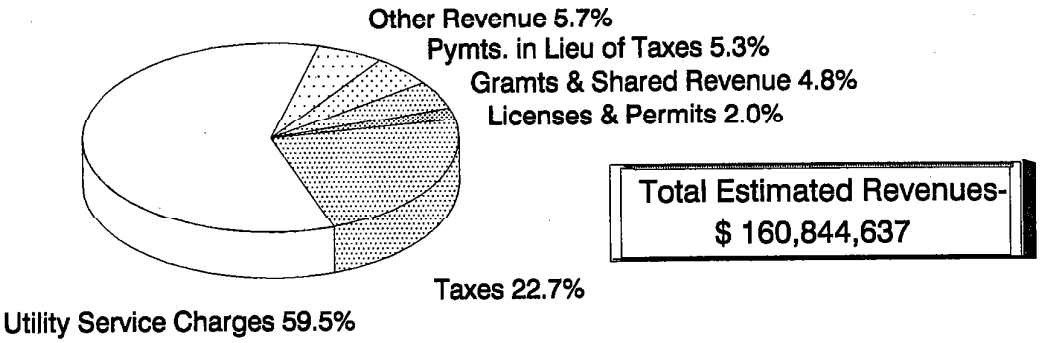
Description	1998-99 Actual	% of Total	1999-2000 Original Budget	% of Total	2000-01 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Allocation of Budget Dollars								
Operating Departments-								
City Council	$290,576	0.2%	$314,613	0.2%	$337,299	0.2%	$22,686	7.2%
City Clerk	378,023	0.3%	383,957	0.3%	404,156	0.3%	20,199	5.3%
City Manager	659,112	0.5%	779,761	0.6%	773,609	0.6%	(6,152)	-0.8%
Tourism	496,574	0.4%	501,478	0.4%	515,481	0.4%	14,003	2.8%
Nat. Frontier Trails Center	309,433	0.2%	283,014	0.2%	295,539	0.2%	12,525	4.4%
Technology Services	1,620,607	1.1%	1,495,058	1.1%	1,490,601	1.1%	(4,457)	-0.3%
Municipal Court	433,865	0.3%	478,263	0.3%	534,287	0.4%	56,024	11.7%
Law	577,377	0.4%	610,027	0.4%	638,206	0.5%	28,179	4.6%
Finance	1,317,840	0.9%	1,302,860	0.9%	1,353,737	1.0%	50,877	3.9%
Human Resources	325,438	0.2%	328,814	0.2%	400,730	0.3%	71,916	21.9%
Community Development	3,767,222	2.7%	2,732,034	2.0%	3,034,532	2.2%	302,498	11.1%
Police	15,409,592	10.9%	14,858,262	10.8%	15,325,478	10.9%	467,216	3.1%
Fire	11,004,321	7.8%	11,236,816	8.2%	11,336,175	8.1%	99,359	0.9%
Health	1,247,881	0.9%	1,253,896	0.9%	1,278,765	0.9%	24,869	2.0%
Water	9,034,633	6.4%	9,713,468	7.1%	9,938,116	7.1%	224,648	2.3%
Public Works	5,949,792	4.2%	5,882,604	4.3%	6,188,889	4.4%	306,285	5.2%
Water Pollution Control	7,681,568	5.4%	8,587,025	6.2%	9,090,838	6.5%	503,813	5.9%
Parks and Recreation	1,680,223	1.2%	1,909,419	1.4%	2,227,717	1.6%	318,298	16.7%
Power and Light	48,522,345	34.4%	51,441,455	37.4%	50,436,354	35.9%	(1,005,101)	-2.0%
Non-Departmental	17,003,311	12.0%	16,753,968	12.2%	17,728,945	12.6%	974,977	5.8%
Debt Service	12,531,580	8.9%	5,659,706	4.1%	6,077,729	4.3%	418,023	7.4%
Capital Outlay	911,878	0.6%	1,000,000	0.7%	1,199,738	0.9%	199,738	20.0%
Total Operating Departments	$141,153,191	100.0%	$137,506,498	100.0%	$140,606,921	100.0%	$3,100,423	2.3%
Utility/Sales Tax Fund-Capital Budget			17,019,047		21,267,320		4,248,273	25.0%
Net Transfers Out/Desig.			1,923,643		2,491,134		567,491	29.5%
Total Allocations			**$156,449,188**		**$164,365,375**		**$7,916,187**	**5.1%**
Balance Available			**$2,209,114**		**($2,962,838)**		**($5,171,952)**	

CITY OF INDEPENDENCE, MISSOURI
2000-01 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	$157,738									$157,738
Estimated Revenues	53,466,398	520,045	1,539,000	5,894,961	1,981,221	71,593,875	13,245,082	17,007,120	8,820,780	174,068,482
Consolidation Adjustments-										
Interfund Charges for Support Ser.		(10,000)				(2,168,965)	(755,455)	(1,468,645)		(4,403,065)
Internal Service Fund Charges									(8,820,780)	(8,820,780)
Transfers In-										
From Other Funds	118,572					182,030	40,580	58,980		400,162
Total Sources	$53,742,708	$510,045	$1,539,000	$5,894,961	$1,981,221	$69,606,940	$12,530,207	$15,597,455	$0	$161,402,537
Uses:										
Operating Budgets-										
City Council	$337,299									$337,299
City Clerk	404,156									404,156
City Manager	723,421							50,188		773,609
Tourism		515,481								515,481
National Frontier Trails Center	295,539									295,539
Technology Services	1,435,955					54,646				1,490,601
Municipal Court	534,287									534,287
Law	638,206									638,206
Finance	1,353,737									1,353,737
Human Resources	400,730									400,730
Community Development	2,757,178		249,188							3,006,366
Police	15,325,478									15,325,478
Fire	11,336,175									11,336,175
Health	1,278,765									1,278,765
Water								9,938,116		9,938,116
Public Works	6,188,889								1,105,028	7,293,917
Water Pollution Control	304,582						8,786,256			9,090,838
Parks and Recreation	1,935,883				320,000					2,255,883
Power and Light						50,436,354				50,436,354
Non-Departmental	5,989,338					10,869,113	2,252,989	3,020,570	7,715,752	29,847,762
Debt Service/Lease Purchase	102,030					2,904,835	595,844	2,475,020		6,077,729
Capital Outlay/Budget	1,199,738			5,272,000	1,563,000	9,130,000	2,777,320	2,525,000		22,467,058
Consolidation Adjustments-										
Interfund Charges for Support Ser.		(10,000)				(2,168,965)	(755,455)	(1,468,645)		(4,403,065)
Internal Service Fund Charges									(8,820,780)	(8,820,780)
Total Operating Budgets	$52,541,386	$505,481	$249,188	$5,272,000	$1,883,000	$71,225,983	$13,656,954	$16,540,249	$0	$161,874,241
Transfers Out-										
Desig. for Capital & Grant Projects	$998,594		$1,171,240							$2,169,834
To Other Funds	52,728		118,572							171,300
To Capital Project Funds	150,000									150,000
Total Uses	$53,742,708	$505,481	$1,539,000	$5,272,000	$1,883,000	$71,225,983	$13,656,954	$16,540,249	$0	$164,365,375
Transfer To (From) Undesignated Fund Balance/Retained Earnings	$0	$4,564	$0	$622,961	$98,221	($1,619,043)	($1,126,747)	($942,794)	$0	($2,962,838)

ESTIMATED REVENUES

2000-01 Estimated Revenues

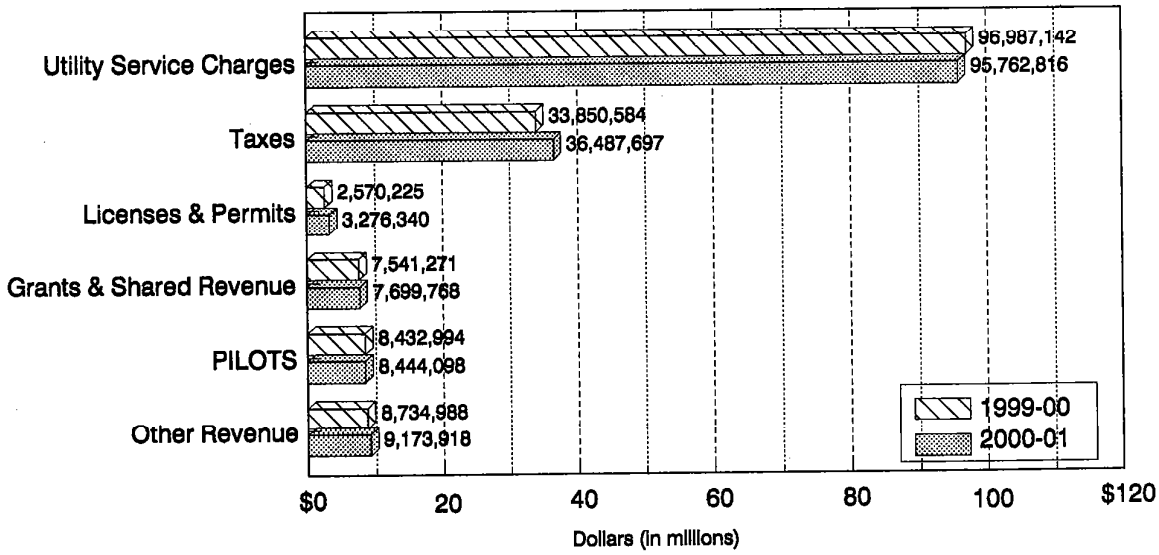


The single largest source of revenue for the City is Utility Service Charges from the City's electric, water and sanitary sewer utilities; comprising sixty percent of total revenues. Taxes represent the second largest category making up twenty-three percent of the total. For the General Fund alone, taxes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

Component revenues between the 1999-2000 and 2000-01 fiscal years have remained largely unchanged. Total revenues are projected to increase in the 2000-01 fiscal year by 1.7 percent over the 1999-2000 fiscal year. The largest single increase is in the Taxes category which is projected to increase by $2.6 million and represents an eight percent increase. Utility Service Charges decreased by $1.2 million or 1.3 percent. This decrease is primarily attributable to a decrease in projected non-operating revenues for the Power and Light utility.

Comparison of Estimated Revenues

For Fiscal Years 1999-2000 and 2000-01

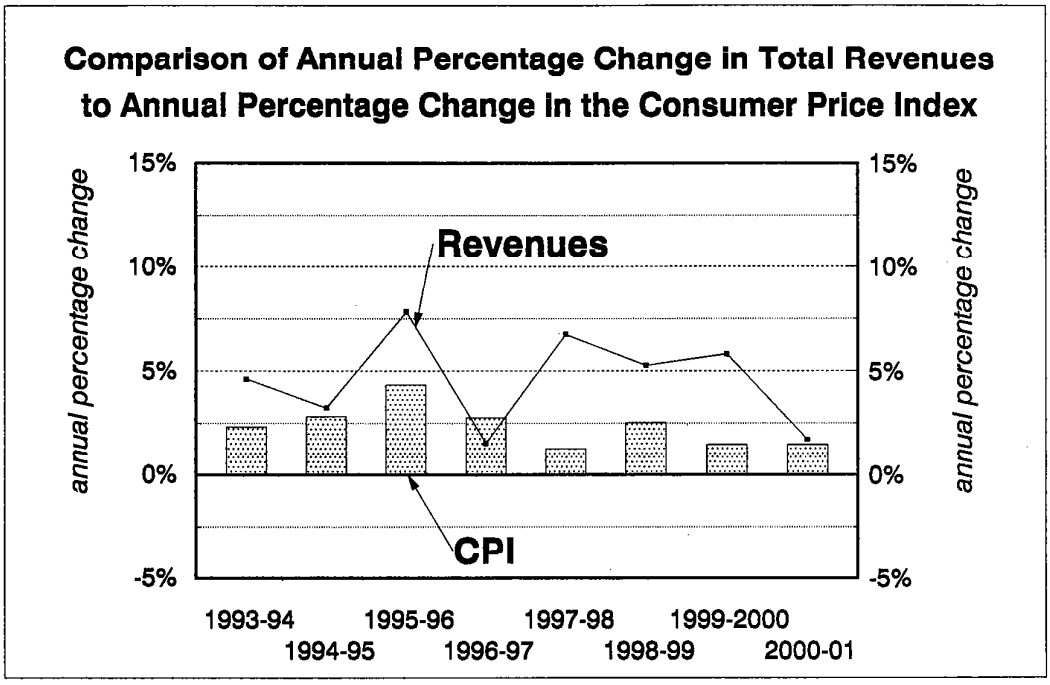


CITY OF INDEPENDENCE, MISSOURI
2000-01 OPERATING BUDGET
REVENUE OVERVIEW/PROJECTIONS

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.

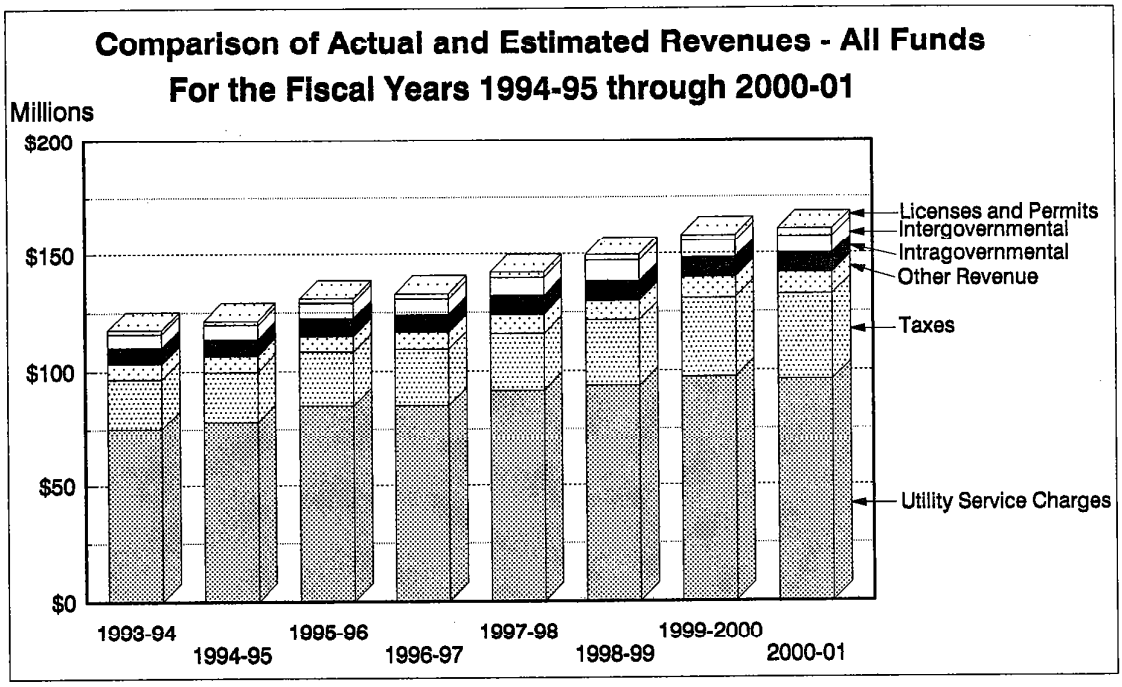
The following chart compares the annual percentage change in total revenues to the percentage change in the Consumer Price Index (CPI) for the local area. Generally, on an overall basis, expenditures have a stronger degree of correlation in relation to inflation based changes than revenues. Therefore,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



During the period shown on the above graph, for all years except one actual revenues have increased at a larger annual rate than the increase in the CPI index for the area. Total Revenues for 2000-01 are estimated to increase over the total revenues for 1999-2000 at a rate of 1.725 percent compared to a projected consumer price index increase for this area of 1.5 percent.

CITY OF INDEPENDENCE, MISSOURI
2000-01 OPERATING BUDGET
REVENUE OVERVIEW/PROJECTIONS

Shown below is a comparison of the actual total revenues by source for the 1993-94 fiscal year through the 1998-99 fiscal year. Also listed are unaudited actual amounts for the 1999-2000 fiscal year and estimated amounts for the 2000-01 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 5.26 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 16 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 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

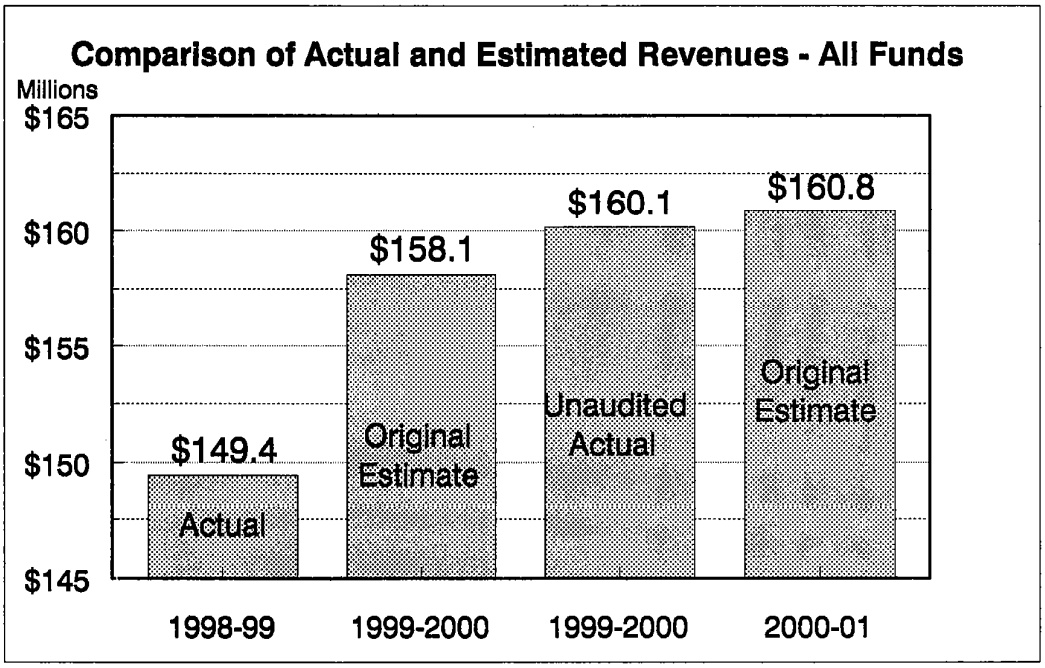
The City has three enterprise funds: Electric, Sanitary Sewer and Water. Service charge revenue estimates for each utility are based on projected consumption, as determined by historical trends and anticipated changes in service area, factored into the rate structure including changes for rate adjustments 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 1999-2000 as a measure of the previous year's projection accuracy. The difference between the original estimate and actual was a variance of $2.0 million representing a projection variance of 1.3 percent. Also, shown on the chart for comparison purposes is the estimate for 2000-01 and the actual for 1998-99.



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
2000-2001 Operating Budget
Revenue Summary
For the Fiscal Years 1998-99 through 2000-01

Acct. No.	Description	1998-99 Actual	1999-00 Original Budget	1999-00 Actual Rev. For 8 Months	1999-00 Est. Revenue For 4 Months	1999-00 Current Estimate	2000-01 Adopted Budget	%Chg. Orig. to Proj.
	General Fund							
	Property Taxes							
02-3011	Real Estate	5,081,318	5,215,243	5,397,520	29,359	5,426,879	5,589,685	7.2%
02-3013	R.R. & Other Utility	39,291	34,500		38,824	38,824	39,000	13.0%
	Total Property Taxes	5,120,609	5,249,743	5,397,520	68,183	5,465,703	5,628,685	7.2%
	Sales and Use Taxes							
02-3041	Local Option Sales Tax	13,695,329	14,129,894	9,667,654	4,759,514	14,427,168	15,698,684	11.1%
02-3042	Cigarette Tax	579,968	590,000	430,866	197,237	628,103	630,000	6.8%
02-3044	Local Option Use Tax	0	0		0	0	0	n/a
	Total Sales and Use Taxes	14,275,297	14,719,894	10,098,520	4,956,751	15,055,271	16,328,684	10.9%
	Utility Franchise Fees							
02-3052	Water	15,546	20,000	12,368	7,668	20,036	21,000	5.0%
02-3053	Gas	2,775,364	3,230,000	1,751,009	978,486	2,729,495	3,100,000	-4.0%
02-3054	Telephone	2,299,404	2,450,000	1,514,546	832,721	2,347,267	2,400,000	-2.0%
02-3055	Electricity	188,301	170,000	118,229	51,955	170,184	171,000	0.6%
02-3057	Cable Television	383,577	430,000	334,759	163,475	498,234	488,986	13.7%
	Total Utility Franchise Fees	5,662,192	6,300,000	3,730,911	2,034,305	5,765,216	6,180,986	-1.9%
	Payments in Lieu of Taxes							
02-3281	Power & Light In Lieu Of Taxes	6,404,789	6,486,555	4,626,735	1,802,837	6,429,572	6,533,334	0.7%
02-3282	Water Service In Lieu Of Taxes	855,160	882,665	608,162	280,742	888,904	873,158	-1.1%
02-3283	Sanitary Sewer In Lieu Of Taxes	1,058,894	1,063,774	698,426	336,734	1,035,160	1,037,606	-2.5%
	Total Pymt. in Lieu of Taxes	8,318,843	8,432,994	5,933,323	2,420,313	8,353,636	8,444,098	0.1%
	Total Taxes	33,376,941	34,702,631	25,160,274	9,479,552	34,639,826	36,582,453	5.4%

City of Independence, Missouri
2000-2001 Operating Budget
Revenue Summary
For the Fiscal Years 1998-99 through 2000-01

Acct. No.	Description	1998-99 Actual	1999-00 Original Budget	1999-00 Actual Rev. For 8 Months	1999-00 Est. Revenue For 4 Months	1999-00 Current Estimate	2000-01 Adopted Budget	%Chg. Orig. to Proj.
	Business Licenses and Permits							
02-3101	Occupation Licenses	1,054,169	1,138,270	480,710	646,472	1,127,182	1,231,541	8.2%
02-3102	Liquor Licenses	72,381	72,375	4,880	66,768	71,648	71,648	-1.0%
02-3103	Planning Exam & Licenses	22,570	52,436	21,292	18,608	39,900	41,500	-20.9%
02-3104	Fin-Other License/Permits	47,308	49,460	27,765	18,424	46,189	47,575	-3.8%
02-3108	Building Permits, Com.Develop.	761,817	700,843	663,119	148,518	811,637	1,111,500	58.6%
02-3109	Building Permits, Pub.Works	0	0		0	0	188,000	n/a
02-3120	Nursing Home Permits	600	750	500	257	757	750	0.0%
02-3121	Day Care Permits	4,452	5,500	2,814	2,827	5,641	4,056	-26.3%
02-3122	Food Handler'S Permits	37,364	35,000	24,315	10,685	35,000	40,000	14.3%
02-3123	Massage Therapist Appl	1,400	1,200	920	668	1,588	270	-77.5%
02-3124	Other Food Permits	38,465	40,000	22,685	14,315	37,000	70,500	76.3%
02-3125	Plan Reviews - Health Dept.	6,104	15,000	6,868	13,265	20,133	8,000	-46.7%
02-3126	Ambulance Permits & Licenses	11,700	9,100	9,450	2,550	12,000	11,000	20.9%
	Total Bus. Lic. & Permits	2,058,330	2,119,934	1,265,318	943,357	2,208,675	2,826,340	33.3%
	Non-Business Licenses and Permits							
02-3151	Motor Vehicle Licenses	418,567	450,291	452,893	-14,218	438,675	450,000	-0.1%
	Total Licenses and Permits	2,476,897	2,570,225	1,718,211	929,139	2,647,350	3,276,340	27.5%
	Grants-							
	Federal Government Grants							
02-3210	Civil Defense Program	27,985	36,560	23,580	12,980	36,560	36,560	0.0%
02-3211	Public Health Nursing	195,484	195,000	83,749	89,706	173,455	172,890	-11.3%
02-3212	Community Health Ed	0	0		0	0	0	n/a
02-3213	55 Mph Compliance Grant	0	0		0	0	0	n/a
02-3218	Dial-A-Ride	9,684	10,000	5,268	4,745	10,013	10,265	2.7%
02-3219	Other	1,255,726	179,909	722,222	288,595	1,010,817	202,074	12.3%
	Total Federal Grants	1,488,879	421,469	834,819	396,026	1,230,845	421,789	0.1%

City of Independence, Missouri
2000-2001 Operating Budget
Revenue Summary
For the Fiscal Years 1998-99 through 2000-01

Acct. No.	Description	1998-99 Actual	1999-00 Original Budget	1999-00 Actual Rev. For 8 Months	1999-00 Est. Revenue For 4 Months	1999-00 Current Estimate	2000-01 Adopted Budget	%Chg. Orig. to Proj.
	State Government Grants							
02-3241	Financial Institutions Tax	18,149	18,000	17,735	311	18,046	18,100	0.6%
02-3242	Gasoline Tax	3,144,974	3,271,000	2,172,821	1,126,549	3,299,370	3,275,000	0.1%
02-3243	Motor Vehicle License Fees	582,033	597,703	362,795	215,493	578,288	585,000	-2.1%
02-3244	Motor Vehicle Sales Tax	799,527	825,053	530,879	307,277	838,156	830,000	0.6%
02-3250	Other	23,586	0	52,000	1,566	53,566	79,141	n/a
	Total State Grants	4,568,269	4,711,756	3,136,230	1,651,196	4,787,426	4,787,241	1.6%
	Other Sources							
02-3272	Jackson County Drug Task Force	469,457	511,951	317,157	167,061	484,218	589,968	15.2%
02-3274	Jackson County Dare Program	334,095	334,095	334,095	0	334,095	324,070	-3.0%
02-3275	Mid Am Reg Council	72,303	25,000	15,252	14,748	30,000	30,000	20.0%
02-3279	Youth Social Services Coord.	13,274	0	30,856	0	30,856	0	n/a
	Total Other Sources	889,129	871,046	697,360	181,809	879,169	944,038	8.4%
	Total Grants	6,946,277	6,004,271	4,668,409	2,229,031	6,897,440	6,153,068	2.5%
	Charges for Services							
	General Government							
02-3302	Planning & Zoning Fees	34,044	28,550	22,179	12,321	34,500	45,000	57.6%
02-3303	Board Of Adjustment Fees	700	1,650	450	750	1,200	1,500	-9.1%
02-3304	Sale Of Maps, Books, Plans	6,363	4,000	3,081	1,556	4,637	4,700	17.5%
02-3305	Sale Of Police Reports	51,204	50,000	34,185	15,815	50,000	50,000	0.0%
02-3306	Sale Of Fire Reports	719	700	1,184	401	1,585	1,743	149.0%
02-3307	Computer Service Charges	26,046	36,350	14,879	8,121	23,000	35,000	-3.7%
	Health							
02-3311	Animal Shelter Fees	56,463	55,000	32,423	19,899	52,322	53,000	-3.6%
02-3312	Animal Id Tags	820	500	200	240	440	400	-20.0%

City of Independence, Missouri
2000-2001 Operating Budget
Revenue Summary
For the Fiscal Years 1998-99 through 2000-01

Acct. No.	Description	1998-99 Actual	1999-00 Original Budget	1999-00 Actual Rev. For 8 Months	1999-00 Est. Revenue For 4 Months	1999-00 Current Estimate	2000-01 Adopted Budget	%Chg. Orig. to Proj.
	Public Safety							
02-3316	Reimb. For Police Services	109,229	63,286	24,904	37,638	62,542	72,056	13.9%
02-3317	School Resource Officers	97,251	145,323	84,516	63,347	147,863	163,897	12.8%
02-3318	Alarm Charges - Police	9,525	43,768	25,913	24,087	50,000	50,000	14.2%
02-3319	Alarm Charges - Fire	2,500	2,000		0	0	1,950	-2.5%
	Recreation							
02-3322	Class Fees	36,177	32,500	24,306	11,694	36,000	40,000	23.1%
02-3323	Park Concessions	5,785	8,500	2,755	3,245	6,000	9,000	5.9%
02-3326	Pool Fees	0	0		0	0	0	n/a
02-3327	Sermon Center	12,847	35,000	8,531	11,469	20,000	22,000	-37.1%
02-3329	Recreation Rentals	32,108	36,000	18,976	17,024	36,000	40,000	11.1%
	National Frontier Trails Center							
02-3331	NFTC-Admissions	29,886	29,000	24,193	14,307	38,500	40,000	37.9%
02-3332	NFTC-Gift Shop	34,170	39,500	22,000	12,500	34,500	36,000	-8.9%
	Cemetery							
02-3341	Sale Of Cemetery Lots	25,110	35,000	20,550	12,450	33,000	36,000	2.9%
02-3342	Sale Of Monument Bases	8,439	10,000	2,797	5,203	8,000	10,000	0.0%
02-3343	Grave Opening Charges	49,025	60,000	37,303	22,697	60,000	60,000	0.0%
	Other Charges							
02-3392	Sale Of Street Signs	1,018	2,000	1,905	913	2,818	2,000	0.0%
02-3393	Special Assessments	83,586	60,000	25,509	14,491	40,000	20,000	-66.7%
02-3396	Sale Of Recycled Material	7,141	53,000	28,759	31,313	60,072	21,000	-60.4%
02-3397	Solid Waste Disp Fees	37,222	19,000	18,468	7,188	25,656	0	-100.0%
02-3398	Miscellaneous Charges	2,071	20,000	2,112	11,816	13,928	20,000	0.0%
	Total Charges for Services	759,449	870,627	482,078	360,485	842,563	835,246	-4.1%

City of Independence, Missouri
2000-2001 Operating Budget
Revenue Summary
For the Fiscal Years 1998-99 through 2000-01

Acct. No.	Description	1998-99 Actual	1999-00 Original Budget	1999-00 Actual Rev. For 8 Months	1999-00 Est. Revenue For 4 Months	1999-00 Current Estimate	2000-01 Adopted Budget	%Chg. Orig. to Proj.
	Fines and Court Costs							
02-3401	Fines & Forfeitures	2,253,208	2,352,100	1,699,137	753,195	2,452,332	2,574,948	9.5%
02-3402	Court Costs	309,721	337,747	223,298	91,992	315,290	331,054	-2.0%
02-3403	Police Training	47,854	53,035	35,260	15,688	50,948	53,495	0.9%
02-3404	Domestic Violence	23,897	26,457	17,615	7,837	25,452	53,450	102.0%
02-3405	Dwi/Drug	31,384	34,875	22,650	11,590	34,240	35,952	3.1%
02-3406	Special Warrant Collection	0	0		0	0	0	n/a
	Total Fines & Court Costs	2,666,064	2,804,214	1,997,960	880,302	2,878,262	3,048,899	8.7%
	Interest Income							
02-3411	Interest	218,799	153,767	108,696	117,020	225,716	277,382	80.4%
02-3412	Special Assessments - Interest	6,173	5,100	10,932	268	11,200	10,000	96.1%
02-3413	Interest - Other	45,714	21,200	26,255	6,935	33,190	36,000	69.8%
	Total Interest Income	270,686	180,067	145,883	124,223	270,106	323,382	79.6%
02-3421	Interfund Chgs. For Supp. Serv.	3,070,849	2,837,310	1,891,536	1,149,661	3,041,197	2,853,200	0.6%
	Other Revenue							
02-3431	Sale Of Land	0	0		0	0	0	n/a
02-3432	Sale Of Fixed Assets	44,245	50,000	3,746	18,299	22,045	50,000	0.0%
02-3433	Rents	124,137	120,460	83,640	37,826	121,466	120,810	0.3%
02-3434	Damage Claims	19,437	20,000	12,462	6,263	18,725	20,000	0.0%
02-3435	Contributions	22,008	2,000	25,750	70,527	96,277	2,000	0.0%
02-3437	Housing Auth. In Lieu Of Taxes	0	0		0	0	0	n/a
02-3439	Cash Over/Short	-1,109	0	-1,212	112	-1,100	0	n/a
02-3440	Discounts Taken	145	0	612	388	1,000	1,000	n/a
02-3449	Misc. Non-Operating Revenue	85,284	125,000	223,122	42,641	265,763	200,000	60.0%
	Total Other Revenue	294,147	317,460	348,120	176,056	524,176	393,810	24.1%
	Total General Fund Revenues	**$49,861,310**	**$50,286,805**	**$36,412,471**	**$15,328,449**	**$51,740,920**	**$53,466,398**	**6.3%**

City of Independence, Missouri
2000-2001 Operating Budget

Revenue Summary

For the Fiscal Years 1998-99 through 2000-01

Acct. No.	Description	1998-99 Actual	1999-00 Original Budget	1999-00 Actual Rev. For 8 Months	1999-00 Est. Revenue For 4 Months	1999-00 Current Estimate	2000-01 Adopted Budget	%Chg. Orig. to Proj.
	Power and Light Fund							
	Operating Revenue							
20-4010	Electric Service Charges	66,343,685	68,019,240	46,563,100	19,093,900	65,657,000	67,202,000	-1.2%
20-4600	Other Operating Revenue	273,712	1,969,000	691,366	1,009,634	1,701,000	1,305,000	-33.7%
	Total Operating Revenue	66,617,397	69,988,240	47,254,466	20,103,534	67,358,000	68,507,000	-2.1%
20-3421	Interfund Charges	0	635,935	425,338	-425,338	0	658,595	3.6%
20-3411	Interest Income	2,555,848	2,496,194	1,514,039	741,414	2,255,453	2,428,280	-2.7%
	Total Revenues	**$69,173,245**	**$73,120,369**	**$49,193,843**	**$20,419,610**	**$69,613,453**	**$71,593,875**	**-2.1%**
	Sanitary Sewer Fund							
	Operating Revenue							
	User Charges-							
30-4010	Residential	12,626,408	12,654,268	5,245,400	7,332,600	12,578,000	12,583,000	-0.6%
30-4110	Comercial Base	0	0	2,151,629	-2,151,629	0	0	n/a
30-4120	Comercial Surcharge	0	0	523,972	-523,972	0	0	n/a
30-4430	Contract Services	0	0	157,873	-157,873	0	0	n/a
30-4570	Intermunicipal Agreements	0	0	191,807	-191,807	0	0	n/a
30-4600	Other Operating Revenue	23,685	10,000	70,791	-70,791	0	0	-100.0%
30-4700	Change in Unbilled Revenue	0	0	-22,160	22,160	0	0	n/a
	Total Operating Revenue	12,650,093	12,664,268	8,319,312	4,258,688	12,578,000	12,583,000	-0.6%
	Non-Operating Revenue							
30-3411	Interest Income	420,057	669,953	291,102	259,801	550,903	662,082	-1.2%
30-4900	Other Revenues, Net	0	0	125,684	-125,684	0	0	n/a
	Total Revenues	**$13,070,150**	**$13,334,221**	**$8,736,098**	**$4,392,805**	**$13,128,903**	**$13,245,082**	**-0.7%**

City of Independence, Missouri
2000-2001 Operating Budget
Revenue Summary
For the Fiscal Years 1998-99 through 2000-01

Acct. No.	Description	1998-99 Actual	1999-00 Original Budget	1999-00 Actual Rev. For 8 Months	1999-00 Est. Revenue For 4 Months	1999-00 Current Estimate	2000-01 Adopted Budget	%Chg. Orig. to Proj.
Water Fund								
	Operating Revenue							
40-4010	Residential Sales	14,048,642	14,518,634	5,191,595	2,499,913	7,691,508	7,581,573	-47.8%
40-4110	Commercial Sales	0	0	1,348,749	676,741	2,025,490	1,976,085	n/a
40-4130	Industrial Sales	0	0	142,898	78,108	221,006	228,084	n/a
40-4400	Public Authority Sales	0	0	79,371	39,766	119,137	117,061	n/a
40-4410	Private Fire Protection	0	0	28,352	14,000	42,352	42,000	n/a
40-4420	Public Fire Protection	0	0	360,649	180,000	540,649	540,000	n/a
40-4550	Sales for Resale	0	0	2,740,755	1,319,639	4,060,394	3,948,013	n/a
40-4600	Other Operating Revenue	61,467	0	156,877	80,000	236,877	240,000	n/a
	Total Operating Revenue	14,110,109	14,518,634	10,049,246	4,888,167	14,937,413	14,672,816	1.1%
40-3421	Interfund Charges	0	857,750	571,832	-571,832	0	891,270	3.9%
40-3411	Interest Income	1,290,545	1,176,710	787,206	384,344	1,171,550	1,443,034	22.6%
40-3440	Other Revenues, Net	0	0	6,516	-6,516	0	0	n/a
	Total Revenues	**$15,400,654**	**$16,553,094**	**$11,414,800**	**$4,694,163**	**$16,108,963**	**$17,007,120**	**2.7%**
Tourism Fund								
04-3043	Transient Guest Tax	424,286	495,000	294,704	200,296	495,000	500,000	1.0%
04-3413	Interest and Penalties	349	1,000		0	0	0	-100.0%
04-3219	Federal Grant - Other	51,333	0	48,531	-48,531	0	0	n/a
04-3250	State Grant - Other	0	0		0	0	7,700	n/a
04-3411	Interest Income	12,098	12,013		9,568	9,568	12,045	0.3%
04-3449	Misc. Non-Operating Revenue	0	0	537	3	540	300	n/a
	Total Revenues	**$488,066**	**$508,013**	**$343,772**	**$161,336**	**$505,108**	**$520,045**	**2.4%**

City of Independence, Missouri
2000-2001 Operating Budget
Revenue Summary
For the Fiscal Years 1998-99 through 2000-01

Acct. No.	Description	1998-99 Actual	1999-00 Original Budget	1999-00 Actual Rev. For 8 Months	1999-00 Est. Revenue For 4 Months	1999-00 Current Estimate	2000-01 Adopted Budget	%Chg. Orig. to Proj.
	Street Improvments Sales Tax Fund							
11-3041	Sales Tax	1,964,737	5,298,710	3,625,370	1,784,818	5,410,188	5,887,007	11.1%
11-3411	Interest	7,582	35,000	2,144	13,229	15,373	7,954	-77.3%
	Total Revenues	**$1,972,319**	**$5,333,710**	**$3,627,514**	**$1,798,047**	**$5,425,561**	**$5,894,961**	**10.5%**
	Parks Improvments Sales Tax Fund							
12-3041	Sales Tax	654,912	1,766,237	1,208,456	594,940	1,803,396	1,962,335	11.1%
12-3411	Interest	2,992	8,750	20,338	10,938	31,276	18,886	115.8%
	Total Revenues	**$657,904**	**$1,774,987**	**$1,228,794**	**$605,878**	**$1,834,672**	**$1,981,221**	**11.6%**
	Community Development Block Grant Fund							
08-3204	Federal Grant - CDBG	1,355,269	1,049,000	747,156	301,844	1,049,000	1,046,000	-0.3%
08-3449	Misc. Non-Operating Revenue	0	0		0	0	0	n/a
	Total Revenues	**$1,355,269**	**$1,049,000**	**$747,156**	**$301,844**	**$1,049,000**	**$1,046,000**	**-0.3%**
	HOME Program Fund							
09-3209	HOME Program Grant	521,523	488,000	349,426	138,574	488,000	493,000	1.0%
09-3411	Interest Income	0	0		0	0	0	n/a
	Total Revenues	**$521,523**	**$488,000**	**$349,426**	**$138,574**	**$488,000**	**$493,000**	**1.0%**

City of Independence, Missouri
2000-2001 Operating Budget

Revenue Summary

For the Fiscal Years 1998-99 through 2000-01

Acct. No.	Description	1998-99 Actual	1999-00 Original Budget	1999-00 Actual Rev. For 8 Months	1999-00 Est. Revenue For 4 Months	1999-00 Current Estimate	2000-01 Adopted Budget	%Chg. Orig. to Proj.
Central Garage Fund								
90-3380	Central Garage Charges	1,272,081	1,123,365	700,930	422,435	1,123,365	1,172,282	4.4%
90-3411	Interest Income	8,453	0	-911	-875	-1,786	3,498	n/a
	Total Revenues	**$1,280,534**	**$1,123,365**	**$700,019**	**$421,560**	**$1,121,579**	**$1,175,780**	**4.7%**
Staywell Healthcare Fund								
91-3461	Premiums	6,556,846	6,865,000	4,485,987	2,202,967	6,688,954	7,519,381	9.5%
91-3413	Interest	117,026	90,000	81,717	40,742	122,459	125,619	39.6%
	Total Revenues	**$6,673,872**	**$6,955,000**	**$4,567,704**	**$2,243,709**	**$6,811,413**	**$7,645,000**	**9.9%**

City of Independence, Missouri
2000-2001 Operating Budget

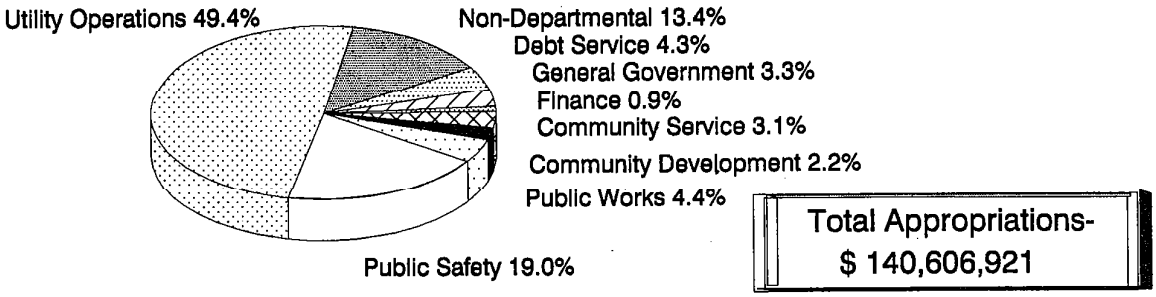
Revenue Summary

For the Fiscal Years 1998-99 through 2000-01

Acct. No.	Description	1998-99 Actual	1999-00 Original Budget	1999-00 Actual Rev. For 8 Months	1999-00 Est. Revenue For 4 Months	1999-00 Current Estimate	2000-01 Adopted Budget	%Chg. Orig. to Proj.
Summary:								
	Grand Total Revenues	$160,454,846	$170,526,564	$117,321,597	$50,505,975	$167,827,572	$174,068,482	2.1%
	Less:							
	Central Garage Fund	-1,280,534	-1,123,365	-700,019	-421,560	-1,121,579	-1,175,780	
	Staywell Health Care Fund	-6,673,872	-6,955,000	-4,567,704	-2,243,709	-6,811,413	-7,645,000	
	Interfund Charges	-3,070,849	-4,330,995	-2,888,706	-152,491	-3,041,197	-4,403,065	
	Net Total Revenues	$149,429,591	$158,117,204	$109,165,168	$47,688,215	$156,853,383	$160,844,637	1.7%

APPROPRIATIONS

2000-01 Appropriations

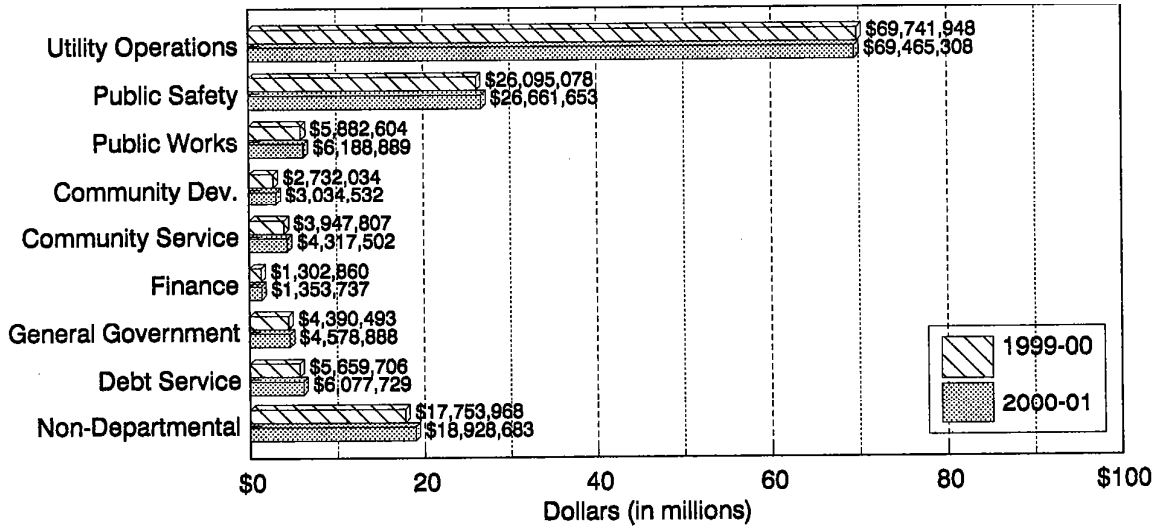


Utility costs represent forty-nine percent of the total budget. Debt Service represents four percent of the total budget. Within the Debt Service category, 98 percent or $6.0 million is for utility operations, the remainder is for Lease Purchase payments in the General Fund. For the General Fund separately, the largest category is Public Safety costs comprising fifty percent of that fund's budget.

Total Appropriations increased by 2.3 percent between the two fiscal years representing an increase of $3.1 million. Included in this amount is a decrease in Power and Light operations in the amount of $1 million which is primarily made up of a decrease in fuel and purchased power costs. The $467 thousand increase in the Police department reflects an increase of six additional positions and increases in contractual wage agreements. The $302 thousand increase in the Fire department reflects an increase in contractual wage agreements.

Comparison of Appropriations

For Fiscal Years 1999-2000 and 2000-01



CITY OF INDEPENDENCE, MISSOURI
2000-01 Operating Budget

Comparison of Appropriations for the 2000-01 Fiscal Year with the Actual Expenditures for 1998-99 and the Original and Amended Budget for 1999-2000

	Actual Expenditures 1998-99	Original Budget 1999-2000	Actual Expenditures For 8 Months	Estimated Expenditures For 4 Months	Amended Budget 1999-2000	City Council Adopted 2000-01
GENERAL FUND-						
General Government:						
City Council	$290,576	$314,613	$206,821	$111,862	$318,683	$337,299
City Clerk	378,023	383,957	246,321	142,494	388,815	404,156
City Manager	618,268	732,211	478,699	303,167	781,866	723,421
Technology Services	1,573,867	1,443,762	985,267	486,894	1,472,161	1,435,955
Municipal Court	433,865	478,263	318,221	165,731	483,952	534,287
Total General Government	$3,294,599	$3,352,806	$2,235,329	$1,210,148	$3,445,477	$3,435,118
National Frontier Trails Center	$309,433	$283,014	$165,391	$130,784	$296,175	$295,539
Law Department	577,377	610,027	405,421	216,533	621,954	638,206
Finance Department:						
Administration	$234,219	$236,741	$159,912	$81,721	$241,633	$250,099
Accounting	595,864	568,809	420,750	154,816	575,566	590,674
Purchasing	334,186	342,449	201,545	146,053	347,598	349,629
Occupation Licensing	153,571	154,861	103,722	54,344	158,066	163,335
Total Finance Department	$1,317,840	$1,302,860	$885,929	$436,934	$1,322,863	$1,353,737
Human Resources Department	$325,438	$328,814	$226,324	$109,310	$335,634	$400,730
Community Development Department:						
Administration	$144,877	$155,592	$108,165	$48,189	$156,354	$160,640
Planning	500,083	538,006	363,019	187,090	550,109	642,616
Transportation	696,035	707,323	494,391	212,932	707,323	719,887
Historic Preservation	123,851	118,756	76,978	43,804	120,782	126,722
Building Inspection	455,763	427,243	327,814	108,377	436,191	516,340
Code Enforcement	423,231	514,539	319,770	196,006	515,776	619,139
Total Planning and Permits	$2,343,840	$2,461,459	$1,690,137	$796,398	$2,486,535	$2,785,344
Police Department:						
Administration	$747,378	$726,460	$919,842	$610,613	$1,530,455	$833,115
Police Operations	10,206,813	9,521,330	6,878,413	2,819,439	9,697,852	10,535,643
Police Services	4,455,401	4,610,472	3,095,337	1,514,486	4,609,823	3,956,720
Total Police Department	$15,409,592	$14,858,262	$10,893,592	$4,944,538	$15,838,130	$15,325,478

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CITY OF INDEPENDENCE, MISSOURI
2000-01 Operating Budget

Comparison of Appropriations for the 2000-01 Fiscal Year with the Actual Expenditures for 1998-99 and the Original and Amended Budget for 1999-2000

	Actual Expenditures 1998-99	Original Budget 1999-2000	Actual Expenditures For 8 Months	Estimated Expenditures For 4 Months	Amended Budget 1999-2000	City Council Adopted 2000-01
GENERAL FUND (Cont)-						
Fire Department:						
Administration	$243,447	$267,185	$190,500	$87,540	$278,040	$302,360
Suppression	9,675,694	9,868,402	6,748,285	3,145,391	9,893,676	9,934,040
Fire Prevention	454,751	473,871	312,499	162,976	475,475	487,154
Maintenance	436,377	420,360	237,923	162,848	400,771	417,053
Training	194,052	206,998	138,344	70,440	208,784	195,568
Total Fire Department	$11,004,321	$11,236,816	$7,627,551	$3,629,195	$11,256,746	$11,336,175
Health Department:						
General Services	$848,446	$841,010	$496,746	$439,902	$936,648	$836,082
Animal/Rabies Control	399,435	412,886	257,912	157,234	415,146	442,683
Total Health Department	$1,247,881	$1,253,896	$754,658	$597,136	$1,351,794	$1,278,765
Public Works:						
Administration	$267,828	$243,034	$116,781	$123,834	$240,615	$158,470
Engineering	1,485,195	1,240,579	920,798	417,866	1,338,664	1,570,516
Property Management	643,941	782,006	568,503	215,327	783,830	830,964
Street Maintenance	3,533,213	3,616,985	2,102,450	1,523,355	3,625,805	3,628,939
Total Public Works	$5,930,177	$5,882,604	$3,708,532	$2,280,382	$5,988,914	$6,188,889
Water Pollution Control:						
Storm Sewer Maintenance	$305,965	$295,013	$156,342	$139,803	$296,145	$304,582
Parks and Recreation:						
Administration	$157,325	$169,893	$126,188	$67,251	$193,439	$180,550
Park Maintenance	901,938	883,466	556,753	315,575	872,328	937,468
Recreation	455,724	567,114	331,057	236,083	567,140	611,206
Cemetery Maintenance	165,236	158,946	92,815	65,946	158,761	178,493
Total Parks and Recreation	$1,680,223	$1,779,419	$1,106,813	$684,855	$1,791,668	$1,907,717
Non-Departmental	$4,525,865	$5,143,395	$2,597,809	$2,893,254	$5,491,063	$5,989,338
Debt Service (Lease Purchases)	99,185	100,710	66,901	33,809	100,710	102,030
Capital Outlay	911,878	1,000,000	426,343	568,657	995,000	1,199,738
Total General Fund	$49,283,614	$49,889,095	$32,947,072	$18,671,736	$51,618,808	$52,541,386

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CITY OF INDEPENDENCE, MISSOURI
2000-01 Operating Budget

Comparison of Appropriations for the 2000-01 Fiscal Year with the Actual Expenditures for 1998-99 and the Original and Amended Budget for 1999-2000

	Actual Expenditures 1998-99	Original Budget 1999-2000	Actual Expenditures For 8 Months	Estimated Expenditures For 4 Months	Amended Budget 1999-2000	City Council Adopted 2000-01
TOURISM FUND -						
Tourism	$496,574	$501,478	$298,960	$317,928	$616,888	$515,481
COMMUNITY DEV. BLOCK GRANT FUND-						
Finance	$0	$0	$0	$0	$0	$0
Community Development	850,968	215,775	589,366	82,192	671,558	194,930
Total CDBG Fund	$850,968	$215,775	$589,366	$82,192	$671,558	$194,930
HOME PROGRAM FUND-						
Community Development	$572,414	$54,800	$349,426	$162,514	$511,940	$54,258
CENTRAL GARAGE FUND-						
Public Works	$1,048,836	$1,053,453	$695,119	$362,534	$1,057,653	$1,105,028
Non-Departmental	58,080	69,912	26,379	$39,333	65,712	70,752
Total Central Garage Fund	$1,106,916	$1,123,365	$721,498	$401,867	$1,123,365	$1,175,780
STAYWELL HEALTH CARE FUND-	$5,738,618	$6,955,000	$4,441,349	$2,513,651	$6,955,000	$7,645,000
PARK IMPROVEMENTS SALES TAX FUND-						
Parks and Recreation	$0	$130,000	$0	$130,000	$130,000	$320,000
STREET IMPROVEMENTS SALES TAX FUND-						
Public Works	$19,615	$0	$16,851	$70,298	$87,149	$0

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CITY OF INDEPENDENCE, MISSOURI
2000-01 Operating Budget

Comparison of Appropriations for the 2000-01 Fiscal Year with the Actual Expenditures for 1998-99 and the Original and Amended Budget for 1999-2000

	Actual Expenditures 1998-99	Original Budget 1999-2000	Actual Expenditures For 8 Months	Estimated Expenditures For 4 Months	Amended Budget 1999-2000	City Council Adopted 2000-01
POWER AND LIGHT FUND-						
Technology Services Department:						
Technology Services	$46,740	$51,296	$33,930	$18,464	$52,394	$54,646
Power and Light Department:						
Administration	584,647	948,065	377,043	545,071	922,114	961,841
Support Services	6,118,751	6,100,733	3,477,774	3,074,350	6,552,124	6,669,559
Production	33,202,485	35,427,495	22,931,930	13,187,706	36,119,636	33,331,560
Distribution	5,986,595	5,981,431	3,863,584	2,131,490	5,995,074	6,312,191
Engineering	2,629,867	2,983,731	1,649,981	1,361,545	3,011,526	3,161,203
Total Power and Light Department	$48,522,345	$51,441,455	$32,300,312	$20,300,162	$52,600,474	$50,436,354
Non-Departmental	10,047,654	10,303,274	11,269,347	(1,051,825)	10,217,522	10,869,113
Debt Service	2,452,663	2,921,760	1,994,982	926,778	2,921,760	2,904,835
Total Power and Light Fund	$61,069,402	$64,717,785	$45,598,571	$20,193,579	$65,792,150	$64,264,948
SANITARY SEWER FUND-						
Water Pollution Control Department:						
Administration	$617,810	$699,102	$425,190	$285,325	$710,515	$736,962
Treatment Facilities	5,010,356	5,495,429	3,581,366	1,921,195	5,502,561	5,779,592
Collection System Maintenance	1,578,427	1,904,844	1,167,570	912,097	2,079,667	2,058,883
Environmental Compliance	169,010	192,637	110,001	83,701	193,702	210,819
Total Water Pollution Control Dept.	$7,375,603	$8,292,012	$5,284,127	$3,202,318	$8,486,445	$8,786,256
Non-Departmental	2,375,290	2,434,162	1,903,990	499,848	2,403,838	2,252,989
Debt Service	650,206	594,594	321,937	272,657	594,594	595,844
Total Sanitary Sewer Fund	$10,401,099	$11,320,768	$7,510,054	$3,974,823	$11,484,877	$11,635,089

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CITY OF INDEPENDENCE, MISSOURI
2000-01 Operating Budget

Comparison of Appropriations for the 2000-01 Fiscal Year with the Actual Expenditures for 1998-99 and the Original and Amended Budget for 1999-2000

	Actual Expenditures 1998-99	Original Budget 1999-2000	Actual Expenditures For 8 Months	Estimated Expenditures For 4 Months	Amended Budget 1999-2000	City Council Adopted 2000-01
WATER FUND-						
City Manager's Department:						
Citizen Information Center	$40,844	$47,550	$29,778	$17,772	$47,550	$50,188
Water Department:						
Administration	999,216	919,149	497,094	411,994	909,088	890,117
Customer Service and Accounts	2,157,586	2,244,396	1,366,240	885,563	2,251,803	2,349,816
Production	3,310,202	3,867,919	2,253,042	1,643,131	3,896,173	3,897,922
Transmission and Distribution	2,567,629	2,682,004	1,850,641	957,849	2,808,490	2,800,261
Total Water Department	$9,034,633	$9,713,468	$5,967,017	$3,898,537	$9,865,554	$9,938,116
Non-Departmental	3,125,351	3,204,132	1,988,778	1,197,957	3,186,735	3,020,570
Debt Service	9,329,526	2,042,642	1,955,509	87,133	2,042,642	2,475,020
Total Water Fund	$21,530,354	$15,007,792	$9,941,082	$5,201,399	$15,142,481	$15,483,894
STORM SEWER FUND-						
Water Pollution Control-						
Storm Sewer Maintenance	$0	$0	$0	$0	$0	$0
Grand Total - All Funds	$151,069,574	$149,915,858	$102,414,229	$51,719,987	$154,134,216	$153,830,766
Less:						
Central Garage Fund	(1,106,916)	(1,123,365)	(721,498)	(401,867)	(1,123,365)	(1,175,780)
Staywell Health Care Fund	(5,738,618)	(6,955,000)	(4,441,349)	(2,513,651)	(6,955,000)	(7,645,000)
Interfund Charges for Support Ser.	(3,070,849)	(4,330,995)		(4,330,995)	(4,330,995)	(4,403,065)
Net Total Budget - All Funds	$141,153,191	$137,506,498	$97,251,382	$44,473,474	$141,724,856	$140,606,921

CITY OF INDEPENDENCE, MISSOURI
2000-01 OPERATING BUDGET
SUMMARY OF DEPARTMENTAL APPROPRIATIONS ALLOCATED BY EXPENDITURE CLASS
CITY COUNCIL ADOPTED BUDGET

Department	Personal Services	Percent of Total	Other Services	Percent of Total	Supplies	Percent of Total	Capital Outlay	Percent of Total	Other	Percent of Total	Total
City Council	$303,053	89.8%	$30,201	9.0%	$4,045	1.2%	$0	0.0%	$0	0.0%	$337,299
City Clerk	349,291	86.4%	30,535	7.6%	24,330	6.0%	0	0.0%	0	0.0%	404,156
City Manager	731,609	94.6%	36,880	4.8%	5,120	0.7%	0	0.0%	0	0.0%	773,609
Tourism	156,431	30.3%	352,950	68.5%	4,600	0.9%	1,500	0.3%	0	0.0%	515,481
NFTC	205,599	69.6%	60,265	20.4%	29,675	10.0%	0	0.0%	0	0.0%	295,539
Technology Services	1,260,564	84.6%	195,587	13.1%	34,450	2.3%	0	0.0%	0	0.0%	1,490,601
Municipal Court	497,773	93.2%	34,152	6.4%	2,362	0.4%	0	0.0%	0	0.0%	534,287
Law	449,355	70.4%	176,851	27.7%	12,000	1.9%	0	0.0%	0	0.0%	638,206
Finance	1,223,337	90.4%	118,807	8.8%	11,593	0.9%	0	0.0%	0	0.0%	1,353,737
Human Resources	362,442	90.4%	27,538	6.9%	6,250	1.6%	4,500	1.1%	0	0.0%	400,730
Community Dev.	1,954,756	64.4%	1,011,569	33.3%	32,303	1.1%	35,904	1.2%	0	0.0%	3,034,532
Police	13,603,273	88.8%	942,728	6.2%	380,993	2.5%	398,484	2.6%	0	0.0%	15,325,478
Fire	10,251,839	90.4%	513,529	4.5%	171,979	1.5%	398,828	3.5%	0	0.0%	11,336,175
Health	1,118,124	87.4%	89,987	7.0%	68,154	5.3%	2,500	0.2%	0	0.0%	1,278,765
Water	4,876,256	49.1%	2,807,590	28.3%	1,498,370	15.1%	655,900	6.6%	100,000	1.0%	9,938,116
Public Works	4,117,469	66.5%	894,765	14.5%	976,655	15.8%	200,000	3.2%	0	0.0%	6,188,889
Water Pollution Cntrl.	3,620,105	39.8%	4,570,507	50.3%	472,840	5.2%	390,965	4.3%	36,421	0.4%	9,090,838
Parks and Recreation	1,758,476	78.9%	359,410	16.1%	109,831	4.9%	0	0.0%	0	0.0%	2,227,717
Power and Light	15,391,794	30.5%	4,898,185	9.7%	28,600,275	56.7%	1,246,100	2.5%	300,000	0.6%	50,436,354
Non-Departmental	3,673,170	20.7%	4,351,180	24.5%	8,800	0.0%	0	0.0%	9,695,795	54.7%	17,728,945
Debt Service	0	0.0%	0	0.0%	0	0.0%	6,077,729	100.0%	0	0.0%	6,077,729
Capital Outlay	0	0.0%	0	0.0%	0	0.0%	1,199,738	100.0%	0	0.0%	1,199,738
Totals	$65,904,716	46.9%	$21,503,216	15.3%	$32,454,625	23.1%	$10,612,148	7.5%	$10,132,216	7.2%	$140,606,921

CITY OF INDEPENDENCE, MISSOURI
2000-01 OPERATING BUDGET
Summary of Operating/Other Transfers and Designations of Fund Balance
For Fiscal Years 1999-2000 and 2000-01

Description	General Fund	C.D.B.G. Fund	HOME Program Fund	Power & Light Fund	Sanitary Sewer Fund	WATER Fund	GRAND TOTAL All Funds
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)
2000-01							
Designations-							
For CDBG Programming		($732,498)					($732,498)
For HOME Program Programming			($438,742)				(438,742)
For Capital Projects (Mid Town Truman Road)	(150,000)						(150,000)
For Tax Increment Financing Distributions	(848,594)						(848,594)
Total Designations	($998,594)	($732,498)	($438,742)	$0	$0	$0	($2,169,834)
Operating Transfers-							
From (To) Street Improv. Fund (Gas Tax Alloc.)	($150,000)						($150,000)
From (To) CDBG Fund	118,572	(118,572)					0
From (To) Emp. Benefits Fund	(52,728)			182,030	40,580	58,980	228,862
Total Operating Transfers	($84,156)	($118,572)	$0	$182,030	$40,580	$58,980	$78,862
Net Transfers	($1,082,750)	($851,070)	($438,742)	$182,030	$40,580	$58,980	($2,090,972)

DEBT SERVICE

CITY OF INDEPENDENCE, MISSOURI

DEBT SERVICE

FOR THE 2000-01 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, 1999, the City had no outstanding General Obligation Bonds and $66,522,790 outstanding in Revenue Bonds and loans payable for utility operations. Included in the outstanding debt for utility operations was $28,387,790 for Power and Light Operations, $2,135,000 for Sanitary Sewer Operations, and $36,000,000 for Water Utility Operations. The City had a legal debt limit of $192,419,621 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, 1999).

CITY OF INDEPENDENCE, MISSOURI
2000-01 Operating Budget

Capital Lease/Debt Service Requirements - All Funds

Series	Principal	Interest	Fees	Total Debt Service Requirements
General Fund-				
Capital Equipment Lease-				
1995 Series (6365)	$69,541	$32,489	$0	$102,030
Power and Light Fund-				
Revenue Bonds (Refunding)-				
1998 Series B (6235)	$1,160,000	$952,900	$500	$2,113,400
Revenue Bonds (Refunding)-				
1993 Series (6233)	435,000	355,935	500	791,435
Total Power and Light Fund	$1,595,000	$1,308,835	$1,000	$2,904,835
Sanitary Sewer Fund-				
Infrastructure Facilities Revenue Bonds-				
1998 Series (6234)	$520,000	$74,644	$1,200	$595,844
Water Fund-				
Revenue Bonds-				
1986 Series (6352)	$900,000	$1,567,020	$8,000	$2,475,020
Grand Total All Funds	$3,084,541	$2,982,988	$10,200	$6,077,729

CITY OF INDEPENDENCE, MISSOURI
2000-01 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
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	-	-	-	2,150,000	684,965	2,834,965
2010-2022	-	-	-	12,410,000	1,824,210	14,234,210
Total	$0	$0	$0	$28,985,000	$10,951,930	$39,936,930

	Sanitary Sewer Fund			Water Fund			Total
	Principal	Fees and Interest	Total	Principal	Fees and Interest (1)	Total	All Funds
2001	520,000	75,844	595,844	900,000	1,575,020	2,475,020	5,974,699
2002	545,000	50,450	595,450	985,000	1,541,990	2,526,990	6,040,300
2003	575,000	22,825	597,825	1,070,000	1,504,198	2,574,198	6,085,093
2004	-	-	-	1,200,000	1,461,035	2,661,035	5,481,145
2005	-	-	-	1,285,000	1,412,556	2,697,556	5,524,071
2006	-	-	-	1,415,000	1,358,524	2,773,524	5,602,324
2007	-	-	-	1,540,000	1,297,915	2,837,915	5,668,365
2008	-	-	-	1,670,000	1,230,890	2,900,890	5,728,005
2009	-	-	-	1,840,000	1,156,720	2,996,720	5,831,685
2010-2022	-	-	-	23,245,000	5,312,146	28,557,146	42,791,356
Total	$1,640,000	$149,119	$1,789,119	$35,150,000	$17,850,994	$53,000,994	$94,727,043

CITY OF INDEPENDENCE, MISSOURI
2000-01 Operating Budget

Capital Lease Payment Requirements to Maturity

For the Fiscal Years ending June 30,

Year	Various Fire Dept. Equipment	Various Fire Dept. Equipment	City Hall HVAC Renovation	Wheeled Excavator	Grader	2 Pumpers, 1 Rescue Vehicle
2001	56,374	93,806	102,030	28,088	30,353	101,646
2002	56,374	5,131	103,504	28,088	30,353	101,646
2003	56,374	-	105,017	28,088	-	101,646
2004	56,374	-	106,569	28,088	-	101,646
2005	56,374	-	108,161	-	-	101,648
2006	28,187	-	91,262	-	-	-
2007	-	-	-	-	-	-
2008	-	-	-	-	-	-
2009	-	-	-	-	-	-
2010-2021	-	-	-	-	-	-
Total	$310,057	$98,937	$616,543	$112,352	$60,706	$508,232

Year	Sewer Fund Equipment					Total
2001	36,419	-	-	-	-	$448,716
2002	36,419	-	-	-	-	361,515
2003	36,418	-	-	-	-	327,543
2004	-	-	-	-	-	292,677
2005	-	-	-	-	-	266,183
2006	-	-	-	-	-	119,449
2007	-	-	-	-	-	0
2008	-	-	-	-	-	0
2009	-	-	-	-	-	0
2010-2021	-	-	-	-	-	0
Total	$109,256	$0	$0	$0	$0	$1,816,083

City of Independence, Missouri

Computation of Legal Debt Margin

June 30, 2000

Assessed Value at January 1, 2000: *			
Jackson County		$977,893,122	
Clay County		35,150	
Total Assessed Value		$977,928,272	
Constitutional Debt Limit ** (20% of Assessed Value)			$195,585,654
Total Bonded Debt		$63,785,731	
Less:			
Water Utility Bonds	$35,150,000		
Electric Utility Bonds	26,995,731		
Sanitary Sewer Utility Bonds	1,640,000		
Subtotal		63,785,731	
Total Bonded Debt		$0	
Less: Debt Service Fund Balance		0	
Applicable Debt Limit			$0
Legal Debt Margin			**$195,585,654**

* *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 2000-01 FISCAL YEAR

Capital Improvements

In addition to the Operating Budget document, the City prepares a capital improvements program recommended by the Planning Commission. The fundamental purposes of the capital improvements program process are as follows:

1. To establish a system of procedures and priorities by which each proposal can be evaluated in terms of the public need, the City's comprehensive plan, the inter-relationship of projects and cost replacements.

2. To consolidate and coordinate all the various departmental requests with the hope of reducing delays and coordinating individual improvements programs of the departments.

3. To schedule the proposals according to their priority evaluation.

4. To set forth an overall financing program whereby the Capital Improvements Program can be achieved.

5. To allow the general public an opportunity to review the capital expenditures program and provide their recommendations, suggestions, and comments.

6. To provide the planning and foundation for the City's Capital Budget.

Capital Budget

The complete "Capital Budget" is composed of three separate components. The first component is carryover appropriations from one fiscal year to the next. The carryover appropriations represent unexpended capital project appropriation balances at June 30 (outstanding June 30 encumbrances are added back to the project and then re-encumbered in the new fiscal year) and are necessary since capital project appropriations exist for the life of the project and do not lapse at the end of the fiscal year. The second component of the capital budget is individual capital project appropriation ordinances that are approved during the period between July 1, and the date when the Capital Budget appropriation ordinance is approved. The third and final component is the Capital Budget appropriations included in this budget document.

In addition to the Capital Budget, a separate Capital Improvements Program (CIP) is prepared by the Community Development Department. The CIP is a plan that starts with the current Capital Budget and then projects Capital Project activity including funding sources and uses for the next five fiscal years. The CIP includes Capital Projects for which funding sources have been identified in either the current or future fiscal years and Capital Projects which are needed but for which an appropriate level of funding is not identified or available.

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). Capital project expenses for the Street Improvements Sales Tax, Park Improvements Sales Tax and the Tax Increment Financing Funds are funded directly out of each of those respective funds. The remaining capital projects are accounted for in the capital project funds listed below:

Street Improvements Fund
Buildings and Other Improvements Fund
Storm Drainage Improvements Fund
Park Improvements Fund
Revolving Public Improvements Fund

These capital project funds are used solely for the purpose of accounting for similar types of capital projects in the same fund. Funding for these projects generally represents outside revenues such as grants or operating transfers from operating funds.

CITY OF INDEPENDENCE, MISSOURI
2000-01 CAPITAL BUDGET
SUMMARY OF 1999-2000 CARRYOVER APPROPRIATIONS

Project No.	Project Description	Source	Carryover Appropriation
Power and Light Fund-			
9034	PCB Testing Program	Power & Light	$5,136.40
9036	Blue Valley Life Extension - Eng.	Power & Light	1,089,485.64
9309	CT Unit Life Extension Study	Power & Light	3,515,536.37
9310	Missouri City Power Production	Power & Light	346,950.93
9402	Reconductoring Elec. Dist. Circuit	Power & Light	834,280.34
9407	Substation & Turbine Siting Sudy	Power & Light	3,128,982.36
9607	Underground Utilities Program	Power & Light	2,485,462.58
9661	Midtown Truman Road Corridor	Power & Light	(20,231.80)
9667	Blue Valley Plant - Clarifier & Lime Slaker	Power & Light	250,000.00
9668	SCADA Modernization	Power & Light	434,365.44
9669	Service Center facility Improvements	Power & Light	69,374.10
9670	Substation Capacitor Bank Improvements	Power & Light	165,312.14
9730	Blue Valley Unit 3 Boiler Tube and Bottom Replaceme	Power & Light	81,120.70
9734	Blue Valley Unit 2 Condenser Retubing	Power & Light	253,767.30
9763	Blue Valley S02 Monitoring	Power & Light	30,720.90
	Total Power and Light Fund		$12,670,263.40
Water Fund-			
9501	M291 Widening (24 Hwy. to 210 Hwy.)	Water	$1,897,778.05
9616	Plant Improvements-Rebuild Contact Basin 1	Water	19,025.00
9620	Develop Well Field N. Side of Mo. River	Water	595,173.87
9634	Plant Improvements - Contact Basin No. 3	Water	7,203.00
9638	Plant Improvements - PLC Cabinet	Water	269,276.94
9639	23rd St Water Line (S. Emery to S. Haden)	Water	231,703.81
9640	Forest Avenue Equipment Building	Water	110,000.00
9643	Forest St. Imp. Truman to 9th St.	Water	27,848.68
9683	Plant Improv.-Repl. Transformers @ Substation	Water	120,000.00
9689	Switch Gear Upgrade at Plant	Water	195,272.90
9691	Screening- Office & Shop Grounds	Water	83.75
9692	Enclose Chlorine Rack at Plant	Water	190,543.82
9740	Plant Improvements - 35th St. Reservoir	Water	424,127.50
9741	Plant Improvements - Soft Starter HSP #3X	Water	50,000.00
9742	Plant Improv. - Remove Asbestos from Van Horn Res.	Water	30,000.00
9743	Well Field - Replace Transformers	Water	50,000.00
9744	Plant Improv. - Replace Valve Oper. Cylinders/Filters	Water	20,000.00
9745	Plant Improvements - Groundwater Classification	Water	365,999.27
9746	24 Highway Water Main Replacement - Liberty to Lyn	Water	87,322.72
9747	Plant Improvements - Filter Chlorine Monitor	Water	60,000.00
9748	Plant Improvements - Paint Blue Ridge Tower	Water	20,000.00
9749	Main Replacement Program	Water	67,966.31
	Total Water Fund		$4,839,325.62
Sanitary Sewer Fund-			
6452	Sewer Benefit District Number 448	Sanitary Sewer	$178,525.34
6452	Sewer Benefit District Number 448	Community Dev. Block Grant	100,000.00
6452	Sewer Benefit District Number 448	Donations	4,000.00
6453	Sewer Benefit District Number 449	Sanitary Sewer	29,401.04

CITY OF INDEPENDENCE, MISSOURI

2000-01 CAPITAL BUDGET

SUMMARY OF 1999-2000 CARRYOVER APPROPRIATIONS

Project No.	Project Description	Source	Carryover Appropriation
Sanitary Sewer Fund (continued)-			
6453	Sewer Benefit District Number 449	Community Dev. Block Grant	30,000.00
6455	Sewer Benefit District Number 451	Sanitary Sewer	11,502.98
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	432,261.24
9613	Control Room Modification	Sanitary Sewer	550,000.00
9644	Lake Drive	Sanitary Sewer	213,841.09
9645	Wilson Road	Sanitary Sewer	178,417.20
9646	Trenchless Technology Projects	Sanitary Sewer	125,200.79
9647	Clam Shell Hoist Assembly Rest.	Sanitary Sewer	40,000.00
9671	Drumm Farm Outfall	Sanitary Sewer	368,863.82
9672	Pope to Dodgion	Sanitary Sewer	338,830.00
9673	Maywood Park Phase II *trenchless technology)	Sanitary Sewer	88,641.42
9676	Grit Chamber Gate Replacement	Sanitary Sewer	7,721.58
9680	Building Floor and Floor Drain Improvement	Sanitary Sewer	17,900.00
9694	Dickinson Force Main	Sanitary Sewer	8,881.29
9699	Tapawingo Watershed Sanitary Sewer	Sanitary Sewer	810,140.96
9716	Grand - Hayward to Linden	Sanitary Sewer	54,200.00
9724	3300 Block of South Claremont	Sanitary Sewer	238,104.34
9725	25th Street Crysler to Rock Creek Main	Sanitary Sewer	230,380.00
9726	Main H - Truman to Rock Creek	Sanitary Sewer	363,257.06
9735	Engineering Design - Shope to Huttig	Sanitary Sewer	133,237.20
9736	Engineering Design - 44th and Osage	Sanitary Sewer	23,850.00
9737	Engineering Design - 2nd and Liberty to McCoy	Sanitary Sewer	50,000.00
9738	Raw Pump Motors/Drives, VFD (2), SCPS	Sanitary Sewer	78,700.50
9739	Engineering Design - Kentucky I Pump Station	Sanitary Sewer	500,000.00
9757	Trenchless Technology - Neighborhoods	Sanitary Sewer	967,100.00
9767	Harvest Hills Sanitary Sewer	Sanitary Sewer	85,229.41
	Total Sanitary Sewer Fund		$6,482,359.26
Street Improvements Fund-			
9208	Little Blue Expressway	Street Improv.	16,203.45
9208	Little Blue Expressway	Power and Light	12,000.00
9208	Little Blue Expressway	Surface Trans. Program	136,982.64
9622	Little Blue Expressway - Phase I	CURS	180,050.19
9622	Little Blue Expressway - Phase I	Surface Trans. Program	378,104.73
9623	College Ave. Noland to US 24 Highway	General Fund	11,921.31
9633	Little Blue Expressway Phase II	CURS	37,549.70
9656	Noland Road Maintenance	Street Improv.	10,881.61
9696	39th Street Repair - Phelps to Lee's Summit Road	General Fund	10,555.61
9702	Independence Square Handicap Ramps - Phase II	CDBG	1,209.52
9703	Carlisle Neighborhood Street	CDBG	44,752.50
9705	Santa Fe Neighborhood Improvement District	CDBG	150,000.00
9731	Benton Sidewalks	CDBG	45,067.50
9732	Southside Blvd. Design	CDBG	201.04
9760	Crenshaw & R.D. Mize Road Improvement	Street Improv.	7,275.00
9775	Englewood Crosswalks	General Fund	49,663.31

CITY OF INDEPENDENCE, MISSOURI
2000-01 CAPITAL BUDGET
SUMMARY OF 1999-2000 CARRYOVER APPROPRIATIONS

Project No.	Project Description	Source	Carryover Appropriation
Street Improvements Fund (continued)-			
9776	Noland Road - I-70 to 23rd Street	Neighborhood Improv. Dist.	600,880.32
9776	Noland Road - I-70 to 23rd Street	Street Improv.	208,190.00
	Total Street Improvements		$1,901,488.43
Street Improvement Sales Tax Fund-			
9706	Noland Road Rehabilitation	Street Improv. Sales Tax	$0.76
9711	Ash Street Bridge	Street Improv. Sales Tax	769,585.35
9712	Salisbury Road Improvements	Street Improv. Sales Tax	439,929.00
9713	39th and Phelps Traffic Signal	Street Improv. Sales Tax	119,250.00
9714	Blue Ridge and Westport	Street Improv. Sales Tax	240,000.00
9717	1999 Street Overlay Program	Street Improv. Sales Tax	27,021.52
9727	1999 Street Overlay Program	Street Improv. Sales Tax	392,646.45
9750	2000 Overlay Program	Street Improv. Sales Tax	1,642,940.08
9751	Maywood Bridge at Rock Creek	Street Improv. Sales Tax	407,289.00
9752	Noland Road - I-70 to 23rd Street Overlay	Street Improv. Sales Tax	385,191.00
9753	Ann Street Culvert	Street Improv. Sales Tax	79,009.70
9754	Bundschu Road Culvert West of Charlton Road	Street Improv. Sales Tax	101,736.00
9755	Eureka Road Culvert east of R.D. Mize Road	Street Improv. Sales Tax	115,000.00
9756	29th Street and Windsor	Street Improv. Sales Tax	110,200.00
	Total Street Improvement Sales Tax Fund		$4,829,798.86
Park Improvement Sales Tax Fund-			
9719	Athletic Fields and Court Rennovations	Park Improv. Sales Tax	$407,833.30
9720	Maintenance and Security	Park Improv. Sales Tax	151,165.00
9721	Building Reconstruction	Park Improv. Sales Tax	156,915.15
9722	Infrastructure Repairs	Park Improv. Sales Tax	155,236.04
	Total Park Improvement Sales Tax Fund		$871,149.49
Buildings and Other Improvements Fund-			
8768	Historic Preservation	CDBG	$31,573.26
8768	Historic Preservation	Contributions	2,873.74
9001	Truman Railroad Depot Restoration	Contributions	8,738.44
9001	Truman Railroad Depot Restoration	State Grant	5,007.80
9512	1879 Chicagp & Alton Railroad Depot	Surface Trans. Program	74,152.49
9512	1879 Chicagp & Alton Railroad Depot	Contributions	27,215.90
9513	Historic Truman Walking Trail	Tourism Fund	133.34
9513	Historic Truman Walking Trail	City Council Strat. Goals	1,014.72
9655	McCoy to Mill Creek Park Trail	Surface Trans. Program	45,776.32
9655	McCoy to Mill Creek Park Trail	General Fund	47,360.23
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	General Fund	16,528.79
9715	Four Entryway Landscape Enhancement	Surface Trans. Program	90,000.00
9715	Four Entryway Landscape Enhancement	General Fund	28,911.20
9728	Independence Square Hotel Site Acquisition	CDBG	85,552.00
9766	Truman Walking Trail - Phase II	Surface Trans. Program	101,185.00
	Total Buildings and Other Improvements		$1,108,900.23

CITY OF INDEPENDENCE, MISSOURI
2000-01 CAPITAL BUDGET
SUMMARY OF 1999-2000 CARRYOVER APPROPRIATIONS

Project No.	Project Description	Source	Carryover Appropriation
Storm Drain Improvements Fund-			
6457	Storm Sewer District Number 8	General Fund	$848.11
9506	35th & Leslie Storm Sewer Phase I	General Fund	8,558.66
9729	FEMA Flood Prone Property Voluntary Buyout Progra	General Fund	35,570.67
9729	FEMA Flood Prone Property Voluntary Buyout Progra	State Grant	124,016.74
9772	FEMA Flood Prone Prop. Voluntary Buyout Prog.-Ph I	General Fund	187,628.46
9772	FEMA Flood Prone Prop. Voluntary Buyout Prog.-Ph I	State Grant	562,882.54
9792	North Fork of Crackerneck Detention Basin	General Fund	(7,935.42)
	Total Storm Drain Improvements		$911,569.76
Park Improvements Fund-			
9709	Park Maintenance Facility Acquisition	General Fund	$21,719.23
	Total Park Improvements fund		$21,719.23
	Grand Total All Funds		$33,636,574.28

CITY OF INDEPENDENCE, MISSOURI
2000-01 CAPITAL BUDGET
SUMMARY OF 1999-2000 CARRYOVER APPROPRIATIONS

Project No.	Project Description	Source	Carryover Appropriation
SUMMARY OF FUNDING SOURCES:			
Power and Light Fund-			
	Power and Light Fund Retained Earnings		$12,670,263.40
Sanitary Sewer Fund-			
	Sanitary Sewer Fund Retained Earnings		$6,348,359.26
	Community Development Block Grant Act		130,000.00
	Donations		4,000.00
Water Fund-			
	Water Fund Retained Earnings		$4,839,325.62
Street Improvements Fund-			
	Street Improvements Fund Designated for Capital Projects		$242,550.06
	Community Development Block Grant Act		241,230.56
	General Fund Designated for Capital Projects		72,140.23
	County Urban Road System Program		217,599.89
	Surface Transportation Program		515,087.37
	Neighborhood Improvement District		600,880.32
	Power and Light Fund Retained Earnings		12,000.00
	Total Street Improvements Fund		$1,901,488.43
Street Improvement Sales Tax Fund-			
	Street Improvement Sales Tax		$4,829,798.86
Park Improvement Sales Tax Fund-			
	Park Improvement Sales Tax		$871,149.49
Buildings and Other Improvements Fund-			
	Community Development Block Grant Act		$117,125.26
	General Fund Designated for Capital Projects		92,800.22
	Surface Transportation Program		853,990.81
	City Council Strategic Goals		1,014.72
	Contributions		38,828.08
	Tourism Fund		133.34
	State Grants		5,007.80
	Total Buildings and Other Improvements Fund		$1,108,900.23
Storm Drain Improvements Fund-			
	General Fund Designated for Capital Projects		$224,670.48
	State Grants		686,899.28
	Total Storm Drain Improvements Fund		$911,569.76
Park Improvement Fund-			
	General Fund Designated for Capital Projects		$21,719.23
	Grand Total All Funds		$33,636,574.28

CITY OF INDEPENDENCE, MISSOURI
2000-01 Operating Budget

Capital Budget Summary - Power and Light Fund

Project Number	Project Description	Source of Funds	Amount
9309	Combustion Turbine Overhaul Program	Power and Light Fund	$970,000
9777	Crane Rail and Controls Upgrade	Power and Light Fund	175,000
9778	Coal Yard and Scale Improvements	Power and Light Fund	175,000
9779	Blue Valley Unit No. 1 Arch & Tube Replacement	Power and Light Fund	400,000
9780	Fly Ash, Bottom Ash, and Compressor Controls Upgrade	Power and Light Fund	110,000
9310	Missouri City Plant Overhaul	Power and Light Fund	2,900,000
	Engineering (Production)	Power and Light Fund	100,000
9607	Transmission and Distribution Underground Conversion Program	Power and Light Fund	1,100,000
9402	New/Reconductored/Relocated Transmission and Distribution Circuits	Power and Light Fund	2,500,000
9407	Substation Design and Construction	Power and Light Fund	500,000
9669	Facility Improvements and Additions	Power and Light Fund	200,000
		Grand Total	**$9,130,000**

CITY OF INDEPENDENCE, MISSOURI
2000-01 Operating Budget

Capital Budget Summary - Tax Increment Financing Fund

Project Number	Project Description	Source of Funds	Amount
6701	I-470 Redevelopment Project- Crossroads	Tax Increment Fin. Rev.	$2,335,000
6702	39th and Jackson Drive Redevelopment Project- Independence Commons	Tax Increment Fin. Rev.	4,515,000
6703	Mid-Town Truman Road Corridor Redevelopment Project	Tax Increment Fin. Rev.	715,000
6704	Crossings Redevelopment Project	Tax Increment Fin. Rev.	1,110,000
6706	RSO Redevelopment Project	Tax Increment Fin. Rev.	288,000
6707	Bolger Square	Tax Increment Fin. Rev.	9,636,000
6710	Hartman Village Park	Tax Increment Fin. Rev.	11,885,000
6712	Eastland Town Center	Tax Increment Fin. Rev.	13,000,000
		Grand Total	**$43,484,000**

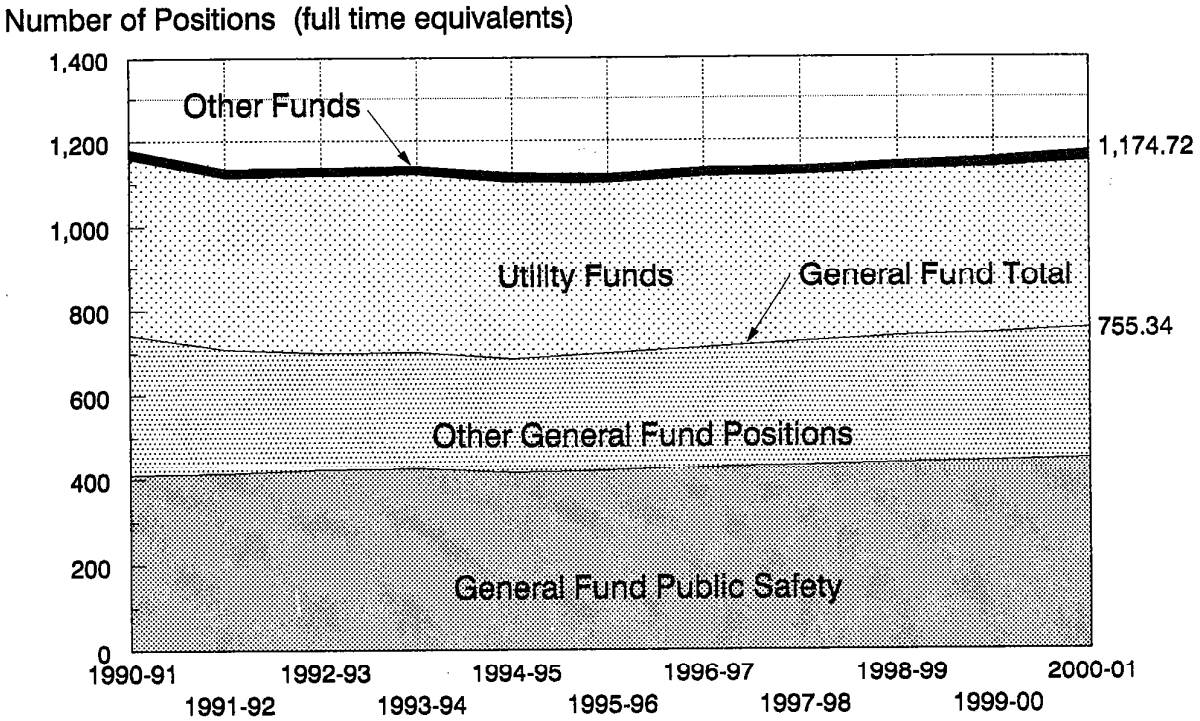
CITY OF INDEPENDENCE, MISSOURI
2000-01 Operating Budget

Capital Budget Summary

Sources:		
Closed Out Tax Increment Finance Projects		$848,594
State Storm Water Grant		329,000
	Total Sources	$1,177,594
Proposed Uses:		
Storm Water Projects:		
35th and Leslie - Phase II		$302,000
Spring Branch Detention Basin (Design & Construction)		391,000
Selsa Road Culvert		94,594
Rock Creek Drainage Basin Study		75,000
Local Match for CMAQ Grant to Purchase Property in the 400 Block of Maple for a Transit Center		125,000
Develop Parking Lot at Truman and Lynn		40,000
9817 Traffic Signal Emergency Vehicle Priority Control System (permits Emergency Vehicles to change Traffic Signals to green)		150,000
	Total Proposed Uses	$1,177,594

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 5.67 FTE positions since 1990-91 representing an average annual decrease of less than one tenth of one percent per year. For the General Fund the number of employees increased by 12.9 FTE positions. During this same period, the number of positions within the Police Department increased by 57.75 FTE positions. Since 1990-91 the number of positions in the Utility Funds has decreased by 21.08 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 1990-91 through 2000-01

Description	1990-91	1991-92	1992-93	1993-94	1994-95	1995-96	1996-97	1997-98	1998-99	1999-2000	Budget 2000-01
General Fund-											
City Council	13.00	12.00	12.00	12.00	12.00	12.00	12.00	11.00	11.00	11.00	11.00
City Clerk	8.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00
City Manager	6.00	5.00	5.00	5.00	4.00	5.00	5.00	9.38	10.50	11.50	11.00
National Frontier Trails Center	9.00	7.40	6.76	6.55	6.55	6.55	6.55	6.55	6.55	6.00	6.00
Technology Services	22.00	19.50	19.00	19.00	19.00	21.00	21.00	21.00	21.00	21.00	21.00
Municipal Court	13.00	13.00	13.00	13.00	13.00	13.00	13.00	12.00	12.00	13.00	13.00
Law	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.50	6.00	6.00
Finance	38.37	28.00	26.00	26.00	26.00	25.00	25.00	25.00	25.00	25.00	25.00
Personnel	6.00	4.50	5.00	5.00	5.00	6.00	6.00	6.00	6.50	6.50	7.50
Community Development	20.00	16.00	16.00	15.00	21.50	24.50	28.00	28.00	30.00	31.00	35.00
Police	217.25	222.93	232.25	240.53	240.25	245.00	255.00	260.00	264.00	269.00	275.00
Fire	192.00	190.00	189.00	183.28	174.00	173.00	173.00	173.00	174.00	174.00	174.00
Health	37.16	32.49	29.49	30.49	24.99	26.74	27.74	26.74	28.49	28.49	27.24
Public Works	111.00	103.00	93.00	92.00	86.00	86.00	86.50	87.90	87.73	87.90	89.90
Water Pollution Control	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.00	5.00	5.00	5.00
Parks and Recreation	43.66	40.52	39.40	39.90	39.90	40.15	39.15	39.15	41.10	41.70	41.70
Total General Fund	742.44	707.34	698.90	700.75	685.19	696.94	710.94	723.72	736.37	744.09	755.34
Tourism Fund	3.10	3.10	3.10	3.10	3.10	3.10	3.10	3.73	3.40	3.40	3.40
Community Dev. Block Grant Act Fund-											
Community Development	4.29	4.00	3.50	5.50	5.50	4.50	4.50	4.50	4.50	4.50	3.50
Parks and Recreation	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Total CDBG Fund	4.29	4.00	3.50	5.50	6.50	4.50	4.50	4.50	4.50	4.50	3.50
HOME Program Fund	0.00	0.00	0.00	0.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Park Improv. Sales Tax Fund	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.99	7.00

CITY OF INDEPENDENCE, MISSOURI

Authorized Personnel (in full time equivalents - FTE) by Fund/Operating Department

For Fiscal Years 1990-91 through 2000-01

Description	1990-91	1991-92	1992-93	1993-94	1994-95	1995-96	1996-97	1997-98	1998-99	1999-2000	Budget 2000-01
Power and Light Fund-											
Technology Services	1.00	1.00	1.00	1.00	1.00	0.00	1.00	1.00	1.00	1.00	1.00
Finance	0.00	1.50	1.50	1.50	1.50	0.00	0.00	0.00	0.00	0.00	0.00
Power and Light	243.33	225.50	230.62	230.50	215.50	220.50	220.00	220.00	220.00	220.00	220.00
Total Power and Light Fund	244.33	228.00	233.12	233.00	218.00	220.50	221.00	221.00	221.00	221.00	221.00
Sanitary Sewer Fund-											
Finance	0.00	0.75	0.75	0.75	0.75	0.00	0.00	0.00	0.00	0.00	0.00
Public Works	0.00	2.00	2.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00
Water Pollution Control	70.50	74.50	76.50	77.50	74.50	72.50	72.50	72.50	72.50	71.50	73.50
Total Sanitary Sewer Fund	70.50	77.25	79.25	80.25	77.25	72.50	72.50	72.50	72.50	71.50	73.50
Storm Water Fund-											
Water Pollution Control	0.00	0.00	5.00	5.00	5.00	5.00	5.00	0.00	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	1.50	1.50	1.50
Finance	0.00	0.75	0.75	0.75	0.75	0.00	0.00	0.00	0.00	0.00	0.00
Water	100.73	101.73	101.73	101.73	115.73	106.73	106.48	101.48	98.48	98.48	98.48
Total Water Fund	100.73	102.48	102.48	102.48	116.48	106.73	106.48	101.48	99.98	99.98	99.98
Central Garage Fund	15.00	12.00	12.00	11.00	11.00	11.00	11.00	10.00	10.00	10.00	10.00
Grand Total All Funds	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	1,174.72

Authorized Positions Changes for 1999-2000 and 2000-01

Fund/ Department/Function/Position Title	Changes During 1999-2000	Authorized Changes for 2000-01	Total Changes for 2000-01	Comments
General Fund				
City Manager's Office-				
City Manager's Office				
Staff Assistant	1.00		1.00	position upgraded
Administrative Specialist III	(1.00)		(1.00)	position upgraded
Communications				
Communications Director	1.00		1.00	position upgraded
Public Information Officer	(1.00)		(1.00)	position upgraded
Video Production Specialist	0.50		0.50	funded from utilities
Citizen Information Center				
Citizen Information Center Director	(1.00)		(1.00)	transferred to Public Works
Department Total	(0.50)	0.00	(0.50)	
Technology Services-				
Technology Services				
Computer Operator I	(1.00)		(1.00)	position upgraded
Telecommunication Services Tech.	1.00		1.00	position upgraded
Department Total	0.00	0.00	0.00	
Finance-				
Accounting				
Accountant I	(2.00)		(2.00)	position upgraded
Accountant II	2.00		2.00	position upgraded
Department Total	0.00	0.00	0.00	
Human Resources-				
Human Resources Specialist	(1.00)		(1.00)	position upgraded
Human Resources Administrator	1.00		1.00	position upgraded
Safety and Training Officer		1.00	1.00	to manage Work Comp. costs
Department Total	0.00	1.00	1.00	
Community Development-				
Current Planning				
Planner (Customer Counselor - Zoning and Building)		1.00	1.00	funded from increased Bldg. Permit revenues
Building Inspection				
Permits Technician	1.00		1.00	funded from increased Bldg. Permit revenues
Code Enforcement				
Property Maintenance Officer	1.00		1.00	funded from Rental License fees
Clerk II	1.00		1.00	funded from Rental License fees
Department Total	3.00	1.00	4.00	

(continued on next page)

Authorized Positions Changes for 1999-2000 and 2000-01

Fund/ Department/Function/Position Title	Changes During 1999-2000	Authorized Changes for 2000-01	Total Changes for 2000-01	Comments
Police-				
Chief of Police				
Police Sergeant	(1.00)		(1.00)	
Fiscal Administrator	1.00		1.00	
Police Officer	1.00		1.00	funded by federal COPS Ahead Grant
Uniform Unit				
Police Captain	(2.00)		(2.00)	department reorganization
Police Sergeant	2.00		2.00	department reorganization
Traffic Unit				
Police Officer	2.00		2.00	funded by federal COPS Ahead Grant
Investigations				
Police Officer	1.00		1.00	funded by federal COPS Ahead Grant
Community Services				
Police Officer (School Resource Officer)	2.00		2.00	funded by federal COPS Ahead Grant
Detention				
Police Captain	(1.00)		(1.00)	department reorganization
Police Sergeant	1.00		1.00	department reorganization
Department Total	6.00	0.00	6.00	
Health-				
Food and Institutions				
Public Health Investigator II		(1.00)	(1.00)	position upgraded
Food & Institution Manager		1.00	1.00	position upgraded
Clerk Typist I		(0.33)	(0.33)	delete vacant position
Swimming Pool Inspector		0.28	0.28	
Community Health Promotion				
Clerk Typist I		(0.20)	(0.20)	delete vacant position
Youth Services Coordinator		(1.00)	(1.00)	delete vacant position
Animal/Rabies Control				
Administrative Aide I	1.00		1.00	position upgraded
Clerk Typist II	(1.00)		(1.00)	position upgraded
Department Total	0.00	(1.25)	(1.25)	

(continued on next page)

Authorized Positions Changes for 1999-2000 and 2000-01

Fund/ Department/Function/Position Title	Changes During 1999-2000	Authorized Changes for 2000-01	Total Changes for 2000-01	Comments
Public Works-				
Administration				
Engineering Inspections Supervisor	(1.00)		(1.00)	position reclassified
Public Works Engineering				
Engineer II	1.00		1.00	position reclassified
Engineer III (Hydrologist)	1.00		1.00	funded from Erosion Control Permit revenue
Community Program Supervisor		1.00	1.00	funded from Right-of-Way Mgmt. Permit revenue
Engineering Technician II		(1.00)	(1.00)	delete vacant position
Administrative Support				
Public Works Administrator	1.00		1.00	trsf. from City Manager's Office
Department Total	2.00	0.00	2.00	
Parks and Recreation-				
Park Maintenance Administration				
Forester		1.00	1.00	
Public Property Maintenance				
Light Equipment Operator		(1.00)	(1.00)	
Department Total	0.00	0.00	0.00	
General Fund Total	10.50	0.75	11.25	
Community Development Block Grant Fund-				
Community Development				
CDBG Administration				
Community Development Program Spec.	(1.00)		(1.00)	
CDBG Fund Total	(1.00)	0.00	(1.00)	
HOME Program Fund-				
Community Development				
Rental Rehab Administration				
Community Program Supervisor	(1.00)		(1.00)	position reclassified
Community Dev. Program Coordinator	1.00		1.00	position reclassified
HOME Program Fund Total	0.00	0.00	0.00	
Park Improvements Sales Tax Fund-				
Parks and Recreation				
Assistant Foremen		0.67	0.67	add full year funding
Light Equipment Operator		0.67	0.67	add full year funding
Maintenance Aide		1.34	1.34	add full year funding
Seasonal Maintenance Worker		1.33	1.33	add full year funding
Park Improv.Sales Tax Fund Total	0.00	4.01	4.01	

(continued on next page)

CITY OF INDEPENDENCE, MISSOURI
2000-01 Operating Budget

Authorized Positions Changes for 1999-2000 and 2000-01

Fund/ Department/Function/Position Title	Changes During 1999-2000	Authorized Changes for 2000-01	Total Changes for 2000-01	Comments
Power and Light				
Power and Light				
Customer & Support Services				
Energy Applications Administrator	(1.00)		(1.00)	position reclassified
Energy Applications Specialist	1.00		1.00	position reclassified
Production				
Power Plant Electrician	(1.00)		(1.00)	
Journeyman Power Plant Mechanic	1.00		1.00	
Power Plant Mechanic/Welder II	(1.00)		(1.00)	
Operations Shift Supervisor	1.00		1.00	
Transmission and Distribution				
Tree Trimmer Crew Leader Working	(1.00)		(1.00)	
Tree Trimmer Crew Leader Working	(1.00)		(1.00)	IBEW Work Agreement change
Journeyman Tree Trimmer	(3.00)		(3.00)	IBEW Work Agreement change
Apprentice Lineman	4.00		4.00	IBEW Work Agreement change
Relay Technician	(1.00)		(1.00)	
Transmission and Distribution Superintenc	1.00		1.00	
Engineering				
Engineer I	(1.00)		(1.00)	
Engineer II	1.00		1.00	
District Engineering Planner	1.00		1.00	
Power and Light Fund Total	0.00	0.00	0.00	
Water Pollution Control-				
Collection System Maintenance				
Collection System Operator I	2.00		2.00	added for Maintenance on Jackson County accounts
Department Total	2.00	0.00	2.00	
Water-				
Administration and General				
Engineering Technician I	(2.00)		(2.00)	position upgraded
Engineering Technician II	2.00		2.00	position upgraded
Customer Service				
Customer Service Technician II	(1.00)		(1.00)	position upgraded
Customer Service Supervisor I	1.00		1.00	position upgraded
Department Total	0.00	0.00	0.00	
Grand Total All Funds	11.50	4.76	16.26	

CITY OF INDEPENDENCE, MISSOURI
2000-01 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 -	$1,175,780	$7,645,000
Appropriations -	1,175,780	7,645,000

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

	Actual 1998-99	Revised 1999-00	Adopted 2000-01
Estimated Revenues	$3,070,849	$4,330,995	$4,403,065
Estimated Appropriations	3,070,849	4,330,995	4,403,065

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.

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. 00-75

ORDINANCE NO. 14515

AN ORDINANCE ADOPTING THE ANNUAL OPERATING AND CAPITAL BUDGETS OF THE CITY OF INDEPENDENCE, MISSOURI, FOR THE FISCAL YEAR JULY 1, 2000 - JUNE 30, 2001, 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 2000-01 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 15, for the July 1, 2000 - June 30, 2001 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, 2000 - June 30, 2001.

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, 2000 - June 30, 2001, 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 1999-2000 fiscal year are hereby authorized to be reappropriated in the 2000-01 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 2000-01 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 2000-01 fiscal year to be spent for the same purposes as previously authorized by the City Council.

Debt Service Requirements	Finance & Administration Director	2,904,835
	TOTAL POWER & LIGHT FUND	$64,264,948
	FROM HOME PROGRAM FUND	
Community Development	Community Development Dir.	$ 54,258
	FROM COMMUNITY DEVELOPMENT BLOCK GRANT FUND	
Community Development	Community Development Dir.	$ 194,930
	FROM STAYWELL HEALTH CARE FUND	
Non-Departmental	Finance & Administration Director	$ 7,645,000
	FROM PARK IMPROVEMENTS SALES TAX FUND	
Parks and Recreation	Parks and Recreation Director	$ 320,000
	FROM CENTRAL GARAGE FUND	
Public Works	Public Works Director	$ 1,105,028
Non-Departmental	Finance & Administration Director	70,752
	TOTAL CENTRAL GARAGE FUND	$ 1,175,780
	FROM WATER FUND	
City Manager	City Manager	$ 50,188
Water	Water Dept. Director	9,938,116
Non-Departmental	Finance & Administration Director	3,020,570
Debt Service Requirements	Finance & Administration Director	2,475,020
	TOTAL WATER FUND	$15,483,894
	TOTAL OPERATING BUDGET ALL FUNDS	$153,830,766

SECTION 17. 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			$ 118,572		$ 118,572
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	$ 118,572	$ 202,728	$ 602,890

SECTION 18. 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	848,594
HOME Program Grant Fund	HOME Program Fund Programming	438,742
Community Development Block Grant Fund	CDBG Fund Programming	732,498
TOTAL		$2,169,834

SECTION 19. That the following statement of appropriations for the 2000-01 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-			
9309	Combustion Turbine Overhaul Prog.	Power and Light	$970,000
9777	Crane Rail and Controls Upgrade	Power and Light	175,000
9778	Coal Yard and Scale Improvements	Power and Light	175,000
9779	Blue Valley Unit No. 1 Arch and Tube Replacement	Power and Light	400,000
9780	Fly Ash, Bottom Ash and Compressor Controls Upgrade	Power and Light	110,000
9310	Missouri City Plant Overhaul	Power and Light	2,900,000
9796	Engineering (Production)	Power and Light	100,000
9607	Transmission and Distribution Underground Conversion Program	Power and Light	1,100,000
9402	New/Reconductored/Relocated Transmission and Distribtuion Circuits	Power and Light	2,500,000
9407	Substation Design and Construction	Power and Light	500,000
9669	Facility Improvements &Additions	Power and Light	200,000
	Total Power and Light Fund		$ 9,130,000
Sanitary Sewer Fund-			
9781	Shope to Huttig	Sanitary Sewer	$ 667,000
9782	44th Street to Osage	Sanitary Sewer	106,000
9783	2nd Street and Liberty to McCoy	Sanitary Sewer	150,000
9784	Kentucky and Wilson - Design	Sanitary Sewer	30,800

9785	Forest and Turner - Design	Sanitary Sewer	17,600
9786	Golden Acres Phase I - Design	Sanitary Sewer	50,000
9787	Lacy Village - Design	Sanitary Sewer	19,920
9757	Trenchless Technology	Sanitary Sewer	500,000
9767	Harvest Hills Sewer Extension	Sanitary Sewer	736,000
9788	Rock Creek Plant Buildings Restoration	Sanitary Sewer	125,000
9789	SCADA Installation	Sanitary Sewer	375,000
	Total Sanitary Sewer Fund		$ 2,777,320
Water Fund-			
9790	23rd Street, Dodgion Street to	Water	$150,000
9748	Plant Improvements - Paint Blue Ridge Tower	Water	200,000
9681	Plant Improvements - Rebuild Contact Basin Number 1	Water	100,000
9745	Plant Improvements - Groundwater Classification Study	Water	200,000
9687	Well Field - Develop New Well Field, north side of the Missouri River	Water	805,000
9653	Office Building Renovations	Water	100,000
9743	Well Field - Replace Well Field Transformers	Water	50,000
9744	Plant Improvements - Replace Valve Operating Cylinders, Filters	Water	20,000
9791	Design New Transmission Main	Water	300,000
9689	Switch Gear Upgrade	Water	100,000
9749	Main Replacement Program	Water	500,000
	Total Water Fund		$2,525,000
Street Improvements Sales Tax Fund-			
9750	2000 Overlay Program	Street Improv. Sales Tax	$ 5,152,000
9712	Salisbury Road, U.S. 24 to Dickinson Road	Street Improv. Sales Tax	120,000
	Total Street Improvements Sales Tax Fund		$ 5,272,000
Park Improvements Sales Tax Fund-			
9719	Athletic Fields/Courts - Crysler Stadium Lights	Park Improv. Sales Tax	$120,000
9719	Athletic Fields/Courts - Multi-use Court Repair	Park Improv. Sales Tax	50,000
9720	Maintenance/Security - Park Security Lighting	Park Improv. Sales Tax	25,000
9720	Maintenance/Security - Tree Trimming and Removal	Park Improv. Sales Tax	30,000
9721	Building Reconstruction - Truman Memorial Building, Phase II	Park Improv. Sales Tax	850,000
9721	Building Reconstruction - Santa Fe, McCoy, Mill Creek Park Buildings	Park Improv. Sales Tax	210,000
9721	Building Reconstruction - Sermon Center Gym Floor	Park Improv. Sales Tax	120,000
9722	Infrastructure Repairs - Park Tables, Drinking Fountains, Trees, etc.	Park Improv. Sales Tax	58,000
9723	Walking Trails and Bicycle Paths - Accessibility/Trails Design	Park Improv. Sales Tax	100,000
	Total Park Improvements Sales Tax Fund		$ 1,563,000
	TOTAL CAPITAL BUDGET ALL FUNDS		$21,267,320

SECTION 20. That the following statement of appropriations for the 2000-01 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	$ 2,335,000
6702	39th and Jackson Drive Redevelopment Project	4,515,000
6703	Mid-Town Truman Road Corridor Redevelopment Project	715,000
6704	Schnucks Redevelopment	1,110,000
6706	RSO Redevelopment	288,000
6707	Bolger Square	9,636,000
6710	Hartman Village Park	11,885,000
6712	Eastland Town Center	13,000,000
	Total TIF Capital Projects Fund	$ 43,484,000

SECTION 21. That a copy of this ordinance shall be kept on file in the office of the City Clerk.

SECTION 22. That all ordinances in conflict herewith are hereby repealed.

SECTION 23. That this ordinance shall go into effect upon the date of its adoption.

PASSED THIS 19th DAY OF June, 2000, BY THE CITY COUNCIL OF THE CITY OF INDEPENDENCE, MISSOURI.

Presiding Officer of the City Council
of the City of Independence, Missouri

ATTEST:

City Clerk

APPROVED - FORM AND LEGALITY

City Counselor

REVIEWED BY:

City Manager

I hereby certify that there is a balance, otherwise unencumbered, to the credit of the appropriation to which the foregoing expenditure is to be charged, and a cash balance, otherwise unencumbered, in the treasury, to the credit of the fund from which payment is to be made, sufficient to meet the obligation hereby incurred.

Source is: As Indicated Above

Director of Finance & Administration
City of Independence, Missouri

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
2000-01 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:

1992 - 113,165	1995 - 113,761	1998 - 115,851
1993 - 113,561	1996 - 114,931	1999 - 116,155
1994 - 113,802	1997 - 115,531	2000 - 116,867

Projected Retail Sales as of June 30, 2000	$1,453,038,586
Number of Households:	51,113
Registered Voters:	66,765
Unemployment Rate:	3.0%

Fire Protection:

Number of Stations	10
No. of Authorized Employees	174
Number of Vehicles	44

Police Protection:

Number of Stations	2
No. of Authorized Employees	275
Number of Vehicles	108

Education:

Elementary and High School enrollment	16,361
Elementary Schools	21
Junior High Schools	5
Senior High Schools	4
Parochial & Private	14
Pre-School & Kinder-gartens	20
Teachers	1,262
Administrators	93
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
Bank/Credit Union Facilities	37

Public Works Infrastructure:

Paved Streets (miles)	580	Sidewalks (miles)	180
Sanitary Sewers (miles)	515	Curbs & Gutters (miles)	512

CITY OF INDEPENDENCE, MISSOURI
2000-01 OPERATING BUDGET
FINANCIAL STATISTICS

Real Estate Taxes

Real Estate Tax Rate
Per $100 assessed valuation)

Debt Levy Purpose	1999-2000	Proposed 2000-01
General Purposes	$0.5100	$0.5100
Public Health & Recreation	0.2400	0.2400
Total	$0.7500	$0.7500
Indep. School District	$4.290	not avail.
Jackson Co./State of Mo.	$1.123	not avail.
Indep. Square Special Benefit District	$0.4600	$0.4598

Real Estate Revenue by Levy Type

Debt Levy Purpose	Unaudited 1999-2000	Budget 2000-01
General Purposes	$3,597,292	$3,800,986
Public Health & Recreation	1,692,844	1,788,699
Total	$5,290,136	$5,589,685

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

	Unaudited 1999-2000	Budget 2000-01
Local Option Sales Tax	$14,385,082	$15,698,684
Street Improv. Sales Tax	5,390,126	5,887,007
Park Improv. Sales Tax	1,796,709	1,962,335

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, 2000

General Obligation Bonds	$0
Revenue Bonds-	
Power and Light	$26,995,731
Water	$35,150,000
Sanitary Sewer	$1,640,000