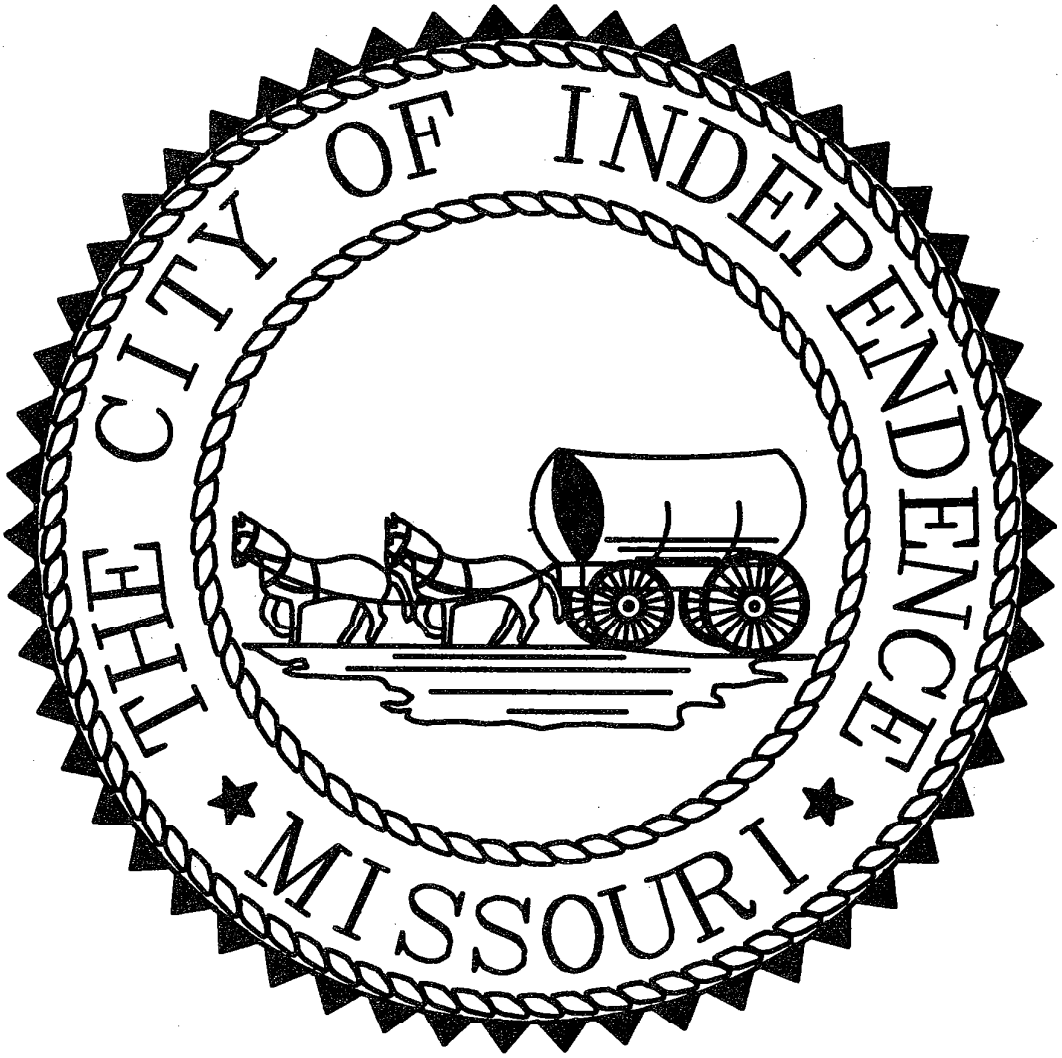


2002-03

OPERATING BUDGET

OPERATING BUDGET

City of Independence, Missouri

FOR THE FISCAL YEAR
JULY 1, 2002 THROUGH JUNE 30, 2003

MAYOR

Rondell F. Stewart

CITY COUNCIL

James (Jim) Schultz	**At-Large**
Jason White	**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

TABLE OF CONTENTS (Continued)

Sanitary Sewer Fund
- Budget Summary 289
- Historical Data and Budgeted Positions Summary 291
- Revenue Summary 292
- Rate Survey With Area Utilities 293
- **Water Pollution Control Department** 294
- Debt Service 313
- Capital Budget 314

Water Fund
- Budget Summary 315
- Historical Data and Budgeted Positions Summary 317
- Revenue Summary 318
- Rate Survey With Area Utilities 319
- **Water Department** 320
- Debt Service 340
- Capital Budget 341

Other Funds
- Tourism Fund Budget Summary 342
  - Tourism Fund Balance History 344
  - **Tourism Department** 345
- Street Improvements Sales Tax Fund Budget Summary 352
- Park Improvements Sales Tax Fund Budget Summary 354
- Storm Water Improvements Sales Tax Fund Budget Summary 360
- Budget Summary - CDBG, HOME Program, Central Garage and Staywell Health Care Funds 366
- Revenue Summary - Tourism, CDBG, HOME Program, Central Garage and Staywell Health Care Funds 367

Combined Summary - All Funds
- Budget Summary 369
- Summary of Sources and Uses by Fund and Fund Type 372
- Estimated Revenues
  - Revenue Summary by Fund 375
- Appropriations
  - Appropriations by Fund 389
  - Appropriations Allocated by Expenditure Type 395
- Summary of Operating Transfers/Designations of Fund Balance 396
- Debt Service 397
- Capital Budget 402
- Authorized Positions 418

Appendix -
- Budget Ordinance 424
- Budget Calendar 434
- Budget Policies and Procedures 435
- Demographic Statistics 440
- Financial Statistics 441
- Glossary of Budget and Finance Terms 442

(Operating departments are shown in bold letters)

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, and detail appropriation data for each organizational budget level within each department.

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

The **Other Funds** section represents financial, operating and employee staffing data for the remaining funds of the City for which an operating budget is prepared. These funds are as follows: Tourism, Community Development Block Grant Act, HOME Program, Street Improvements Sales Tax, Parks and Recreation Sales Tax, Storm Water Improvements Sales 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, debt service and employee staffing data across all fund and department lines.

The **Appendix** section contains the following: budget calendar, budget procedures and policies, and a glossary of key budget terms.

Guide to Independence's Budget Document

Structure of the City's Finances

Funds -

The City has twenty-five separate funds. Each fund is separately accounted for with its own set of self-balancing accounts. Twelve 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 twelve 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.

Storm Water Improvements Sales Tax Fund - Accounts for the revenues received on the Capital Improvement Sales Tax approved by voters in August, 2000 for storm water improvement purposes.

Enterprise Funds - Government operations that are accounted for in a manner similar to private sector operations.

Guide to Independence's Budget Document

Power and Light Fund - Accounts for Power and Light Utility operations.

Sanitary Sewer Fund - Accounts for Sanitary Sewer Utility operations.

Water Fund - Accounts for Water Utility operations.

Internal Service Funds - Funds used to account for the furnishing of goods or services by one department or fund within the City to other City departments and funds.

Central Garage - Accounts for the costs of maintaining a portion of the City's fleet.

Staywell Health Care Fund - Accounts for activities related to the City's self-insured health care plan.

Operating Departments -

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

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

Object of Expenditures -

Departmental appropriations are broken down into various object of expenditure accounts based on the type of goods or services to which an expenditure relates. Object of expenditure accounts represent such items as salaries, benefits, contractual services, office supplies, etc. Object of expenditure accounts are further grouped into five major class categories: Personal Services, Other Services, Supplies, Capital Outlay, and Debt Service/Other.

BUDGET MESSAGE

City of Independence

111 EAST MAPLE • P.O. BOX 1019 • INDEPENDENCE, MISSOURI 64051-0519

www.ci.independence.mo.us • (816) 325-7000

July 1, 2002

Honorable Mayor and Members of the Council:

Introduction

This budget complies with Section 3.5 (5) of the City Charter, which requires that the City Manager advise the City Council of the financial condition and future needs of the city. In accordance with Section 8.2 of the City Charter, I previously presented my proposed operating budget for the City of Independence for fiscal year July 1, 2002 through June 30, 2003. A public hearing on the budget was conducted on June 3, 2002, and six 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 exceed 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 Financed projects, which have been completed.

Due to the tragic events surrounding September 11, 2001 and the recent recession, many city and state governments are coping with revenue shortfalls and the ability to finance current levels of service. We too have felt the effect of these events. However, due to the strength of the City's retail sector and our local economy, we are projecting an increase in General Fund revenues of 3.0 percent over the budget, which was adopted a year ago.

Seventy-seven percent of General Fund expenditures is for salaries and benefits. Thus, when medical costs are increasing at 19.6 percent per year, prescription costs are increasing at 26.8 percent per year, and our salaries and other personnel benefits are increasing 6.2 percent for next year, you

can see that a 3.0 percent increase in revenue results in a funding gap. It has been much more difficult this year to balance the budget. The budget for 2002-03 is based on the following principles.

1. We are committed to maintenance and improvement of our infrastructures: streets, parks, storm water facilities, sanitary sewers, water and electric facilities.
2. The City Council's goal "Neighborhood Revitalization" is a foremost objective.
3. Support for sound economic development is a priority.
4. We will maintain service levels whenever possible.
5. We will deliver the maximum amount of service we can with the dollars available.
6. We will look for ways to invest in technology to better serve our citizens and to reduce our unit costs of service.
7. Sound fiscal management will require that the number of employees matches the resources we have, both in the short and long runs. If the increasing cost of salaries and benefits cannot be moderated, we'll have to have a smaller work force, which could result in some service level reduction.

The total 2002-03 operating and capital budget for the City, including utilities, is $193,899,878, an increase of 8.2% percent over 2001-02. The budget includes the one-half-cent sales tax for streets and parks and the one-fourth-cent sales tax for storm water, all of which amount to $11,363,296. When the Parks, Streets and Storm Water Sales Tax expenditures, operating transfers and capital improvement budgets of all funds are excluded, the remainder—which is the operating budget, is $159,622,692 and represents an increase of 2.3 percent over 2001-02.

General Fund

The General Fund is the tax-supported portion of the budget. It is 33 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, the Storm Water 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, etc.

Revenues

General Fund revenues next year will be $59,533,134. That is an increase of $1,727,639, or 3.0 percent, above the original 2001-02 budget estimates.

Significant revenue increases include the following.

Sales tax revenue of $17,576,954 constitutes 30 percent of General Fund revenue. Like most states and cities, our sales tax revenues reflect what happened to our economy during the past year. Since sales tax revenue during the current year will fall $379,252 short of our budget estimate, growth in the sales tax is projected to be 1.0 percent, or $165,432 over what the 2001-02 budget was based on.

Gas franchise fees are estimated to be $3,598,379, or $263,477 more than was budgeted in 2001-02. Gas franchise revenues fluctuate considerably based upon the weather and fuel prices. The increase is based on historical gas franchise revenues.

The 2001-02 budget included $570,000 for franchise fees on wireless telephone usage, based upon a Missouri Court of Appeals decision in February 2001. The telecommunications industry has refused to pay the fees, and the matter is being contested in court. Settlement of this issue will likely not occur for another year. Even though the budget doesn't include this disputed revenue, we are still anticipating a telephone franchise revenue in the amount of $3,285,073, or $215,073 over this year's budget.

Occupation license fees are increasing at a steady rate, attesting to the health of the Independence economy. The increase is estimated to be $204,303 for total revenue of $1,587,419. Other revenue from permits and licenses is expected to increase $349,366. This is largely due to Public Works and building permits.

It is anticipated that gasoline tax and motor vehicle license fees and sales taxes will be

$4,735,259, an increase of $379,263.

Expenses

The General Fund expenditure budget is $59,536,980, an increase of $1,393,678, or 2.4 percent above the 2001-02 budget.

Built-in salary increases due to existing work agreements amount to $1,268,834. This amount includes a 2 percent across-the-board increase on July 1 for non-union employees and a 2 percent increase for pay for performance in January 2003.

As you know, health care costs in our country seem to be out of control. Health and benefits industry experts are forecasting medical claim costs to rise 1.5 percent per month (19.6% compounded) and prescription costs to rise at the rate of 2 percent per month. (26.8% compounded). Thus, we will increase Stay Well rates by 22 percent in October. Our forecast for HMO health insurance is a 15 percent increase. The total cost increase to the General Fund budget for health care for employees and retirees is $1, 155,946.

The total cost increase for salaries and benefits is $2,882,621.

	Amount
Salaries and Benefits:	
Salaries	$ 1,268,834
Benefits:	
Health	1,155,946
LAGERS	302,746
FICA	130,927
Personal Business Days	26,300
Other Benefit Rate Changes	(2,132)
Total	$2,882,621

There are three other significant cost increases. The tragedy of 9/11 has caused insurance rates to rise throughout the country. We have not escaped this trend. While we are self-insured for most situations, we do have excess coverage to protect us from catastrophic losses. The following compares the changes in insurance rates for next year.

	2001-02 Budget	2002-03 Budget
Insurance		
Liability Insurance	$217,500	$250,000
Excess Liability	23,700	24,200
All Risk Property	25,300	40,200
Worker's Compensation Re-Insurance	15,500	118,600
Worker's Compensation Self-Insurance Tax	43,200	30,600
Underground Storage Tanks	600	600
Account Total	$325,800	$464,200

The Memorial Building is being renovated and will be ready for public use in October. We anticipate that the public will be very pleased with the reformation of this historic community building. Budgeting for the operation and maintenance of the Memorial Building will cost $229,000. This cost is being offset by $44,000 in anticipated use fees and program charges. This budget provides for one Recreation Supervisor ($44,960), an Administrative Specialist ($32,970) and $23,425 for part-time Center Attendants. Remaining funds will be used for utilities, a custodial contract, supplies and programming.

In April 2000 the City issued bonds for the Hartman Heritage TIF project. This debt will be retired with property and sales taxes generated from the project. Due to construction delays, the hotel/convention center and the State Farm office building did not get on the tax rolls as soon as was anticipated. Therefore, in 2002-03 the TIF Special Allocation Fund will not have sufficient revenue to pay all of the debt service which will come due. The budget provides for $194,291 of undesignated fund balance be used to make this payment. The General Fund will be reimbursed when tax revenue from the project occurs as projected.

As you can see, the increased costs of salaries and benefits, liability and property insurance, and operating the Memorial Building greatly exceed the new revenue we will have next year. To balance the budget the following steps have been taken. The $110,000 General Fund contingency has been eliminated. We will discontinue the annual transfer of $150,000 of gas tax revenues to the Streets Improvement Fund. It will be necessary to charge $200,000 in direct engineering and

inspection costs to capital projects. The budget for damage claims and for outside legal assistance is being reduced $40,000 and $50,000 respectively. In addition to miscellaneous smaller reductions in the budget, I have reduced the capital outlay budget for replacing equipment and repairing buildings by $904,053. That category was $1,350,000 in 2001-02.

I am not pleased to have to make some of the budget reductions, especially reducing the amount available for capital outlay. We should be spending about $2 million per year replacing equipment and keeping our buildings and facilities repaired and up to date. It is not the best use of revenues to have personnel and not give them the tools they need to do the job. Further, we should be making investments to increase our efficiency and productivity. Thus, I have instituted a modified freeze on hiring. Each vacant position will be thoroughly evaluated to see if we can live without it, or reduce our costs by eliminating or restructuring the work, changing systems or finding other ways to provide service. In some cases, we might have to suggest discontinuing some existing programs.

Streets Sales Tax

The Street Sales Tax Program began January 1, 1999. It was developed based upon receiving $4.9 million a year, with a total program of $24.5 million. The overlay portion of the program was $21.4 million, with the remainder going to 10 special projects. All of the projects identified in the Sales Tax Brochure should be complete by the end of calendar year 2002. The fourth year overlay contract is under way at this time, with a contract cost of $4.1 million. Of the 10 special projects, 39th and Phelps Signal, Noland Road Improvements, Bundschu Culvert, Eureka Culvert, 29th and Windsor Culvert, and Ann Culvert are complete. Salisbury Road Improvements, Maywood Bridge Replacement, Ash Street Bridge Replacement, and the Blue Ridge at Westport Signalization Project are under construction at this time. The budget for 2002-03 for Streets Sales Tax is $6.6 million. Of that amount $2.3 million is financing this year's overlay program, and $4.1 million will be used for year five of the overlay program. It is estimated we will be able to overlay 45 miles of streets.

The overlay program for year five will be developed in accordance with the pavement condition study.

Parks Sales Tax

This is the fourth year that the Park Improvement Sales Tax is included in the annual budget. Approved by residents in August of 1998, revenues associated with the sales tax became available in January of 1999 and may be utilized for a five-year period.

The budget contains a total of $1,634,917 in estimated sales tax revenues that are allocated for park capital improvement projects and park maintenance/park security programs. Of this total, $1,265,000 is identified for capital improvement projects, which will include additional park playground renovations, athletic field and court improvements, park building reconstruction, infrastructure repairs and multi-use park trails. The remaining $369,917 is identified to continue the much-needed park improvement/maintenance program, the very successful Park Patrol program and capital improvement project oversight functions for the Department.

Storm Water Sales Tax

This is the second year that the new sales tax for storm water is included in the budget. The storm water sales tax collection began January 1, 2001.

The budget contains $4,452,042 in estimated sales tax and interest income revenues for improved storm sewer maintenance and storm water capital projects. As outlined in the original proposal prepared for the public vote, 64 percent is to be allocated to construction and pollution control, 28 percent to improved maintenance, and 8 percent to management and administration. The 2002-2003 budget meets these guidelines. The operating and capital budget reflects $3,121,527 in expenses for this second full year of the program. The WPC Storm Water Administration function will continue to coordinate all activities of the program, including design and construction of capital projects and grant funding. The maintenance function will increase repairs and preventative

maintenance, as well as continue to fund a storm water disaster response and relief reserve for the future. In addition, it is anticipated that approximately $920,000 will be required to fund future permit requirements.

The capital budget will pay for construction of five projects (14201 East 35th Street, 11320 East 19th Street, Norton at 32nd to Country Club Park, Dodgion and Hocker, and 35th and Leslie Phase 2 Extension), design of two additional projects to be constructed in future years (18th Street and Hardy Avenue and 24th Street and Harris Avenue) and two watershed studies (Bundschu and Sugar Creek) to provide data on how to best correct existing problems, as well as plan for the future.

Water Fund

It is estimated that water revenues of $15,179,000 will be slightly greater than last year's revenues due to last year's wet weather. The operating budget totals $16,696,471 and is 4.9 percent higher than the 2001-2002 operating budget of $15,918,225.

During the next fiscal year, the Department will finish design of a 6-million-gallon-per-day plant addition and modifications to the Courtney Bend Water Treatment Plant to treat the water from the horizontal collector well as groundwater under the influence of surface water and therefore comply with EPA Safe Drinking Water Regulations. It is the Department's plan to pass on to the wholesalers their share of this plant addition and modifications as determined by a cost of service study.

In conjunction with the water plant expansion and modifications, the Department will complete the design, acquire the easements, and award the construction contract for a new 36-inch transmission main from the Courtney Bend Water Treatment Plant to 24 Highway.

Also, the Department will continue its commitment to provide better service to its customers by replacing approximately two miles of small water mains each year in the distribution system. In the Customer Service area, the Department will purchase and implement a computer-based cashiering program that will provide better customer service, as well as reduce the redundant

handling of documents, and allow automatic report processing.

Power & Light Fund

Power & Light total revenues for FY2002-03 are estimated to be $76,055,000, a decrease of $519,000 or 0.7 percent from the 2001-02 budget. This revenue decrease is due to a reduced price of electricity to customers, resulting from lower market prices for fuel and purchased power. Total appropriations for Power & Light are $73,506,783, which includes operating, non-departmental and debt service costs. Operating budget expenditures are $58,087,922, a $671,259 decrease from last year's budget.

The most significant change in the operating budget is a decrease of $2.5 million in fuel and purchased power expenses. This reduction is primarily due to projected decreases in the cost of natural gas (from $6.50 to $4.00 per million cubic feet) and the cost of coal (from $41.40 to 37.50 per ton). An increase in production unit expenditures of $300,000 will provide for increased plant maintenance ($100,000), purchase of inventory parts ($75,000), and for building maintenance/repairs ($125,000). An additional $150,000 in distribution inventory purchases is budgeted to address increased electric system construction and maintenance. Other key budget additions include funds to upgrade 69KV circuit breakers at Substation B ($120,000)and the utility's telephone and storm management system ($200,000).

The FY 2002-03 capital project budget of $9,600,000 reflects an increase of $2,720,000 (39.5 percent) from last year's capital budget. The budget includes funds for a new substation in southeastern Independence ($3,000,000), a complete Blue Valley Unit 3 generator "rewind" ($900,000), Blue Valley environmental and water quality system upgrades ($1,600,000), other power plant efficiency and safety improvements ($925,000), and continued betterment of the electric distribution system ($2,500,000), including funding for new underground conversion projects on 24 Highway, Truman Road and near the Square.

Sanitary Sewer Fund

Sanitary Sewer Fund revenue is estimated to be $13,118,214. This is a decrease of $328,786 or 2.4 percent below the 2001-2002 budget. Operating expenses, including non-department and capital improvements in 2002-2003, are projected to be $13,993,849 versus $13,713,464 in 2001-2002. Debt service is $598,025. In the next fiscal year, the Water Pollution Control Department will most likely negotiate the state operating permit for the Rock Creek Treatment Plant, review and negotiate the conditions and requirements of the City's storm water discharge permit, continue to work with the Little Blue Valley Sewer District to develop the most cost effective capital plan and administer the Storm Water Program made possible by the one-fourth cent sales tax, effective January 1, 2001.

The capital improvements budget provides $822,000 to evaluate, design, and construct eight sanitary sewer projects and $800,000 to rehabilitate other sanitary sewers (using trenchless technology). Other capital improvements include $245,000 for equipment rehabilitation at the Rock Creek Plant, $190,000 for Rock Creek Pump Stations improvements and $62,000 for facility projects.

Closed Out TIF Project Revenues

In 2001 the City Council adopted a policy of using sales and property tax revenues generated by closed out Tax Increment Financing (TIF) projects for capital improvements in the existing part of Independence. It is recommended that this policy be continued. The following are projects recommended for funding in 2002-03.

Truman Memorial Building Renovation & Furnishings	$ 590,000
35th Street & Noland Road Intersection Improvements	130,000
Landscaping West Side of Noland Rd: 31st to 35th Street (west ROW to railroad)	50,000
NID Match for Street Improvements	50,000
Truman Road Widening – M-291 to Swope Drive	200,000
Critical Sidewalks (to schools, public facilities & safety areas along arterial streets)	60,000
Fire Station 7 (M-291) – Replacement & Land Acquisition	238,000

Transit Center & Parking Lot	80,000
Maple Avenue Reconstruction – Delaware to Union Street	70,000
Total	$1,468,000

Two projects budgeted during the current year with funding from closed out TIF projects are $100,000 for the traffic signal emergency pre-emption system and $300,000 to design widening of 39th Street from Noland Road to Lee's Summit Road. We will be getting $3,200,000 in grant funds to construct the project

Closed out TIF project funds will amount to $8.5 million over six years. We will use these funds to match $11.1 million in grant funds, making a total of $19.6 million for capital improvements.

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 next four weeks will give you an opportunity to determine if the budget correctly matches community needs and priorities. The department directors and I look forward to implementing this operating budget with you and the public.

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

Very truly yours,

Larry N. Blick

Larry N. Blick
City Manager

City Vision, Goals and Objectives

Vision Statement in Action

Traditionally, the Operating Budget document has included a list of departmental objectives. They have been valuable in providing a picture of how the allocated resources will be utilized. However, it was unclear how the objectives related to each other across departments, and whether they blended into a cohesive whole.

As part of the Fiscal Year 2002-2003 budget process, the departments reviewed the Vision Statement adopted by the City Council. Through a detailed exercise, a series of goals were developed, in line with that vision. In addition, specific objectives were identified that would meet the goals. Some are areas of clear City responsibility, and others may be cases where the City would have to coordinate with other jurisdictions, or build consensus, in order to move forward.

Attached is a copy of the official Vision Statement, along with the list of City Goals and Objectives developed during this process. The departmental objectives included in this document are all numbered to correspond with this list. For example, Goal #5 is to: *Assure revitalization of older residential neighborhoods and attract private investment.* Objective 5.1 is to: *Provide and promote economic incentives to increase investment and rehabilitation in older neighborhoods, e.g. tax abatement, tax credits, matching grants, etc.*

The City will be initiating several efforts in this regard, including:

- the development of a revitalization plan for the northwest portion of the City, in conjunction with Amoco and the Northwest Communities Development Corporation;
- the completion of the 40 Highway Corridor Study;
- the development of a revitalization plan for the Maywood business district;
- the coordination of efforts for historic designation of the Independence Square to provide for economic incentives for quality rehabilitation; and
- the continuing support and promotion of the City's Park Improvement Matching Grant Program.

By linking the departmental objectives in this manner, the hope is that the community will be able to more clearly understand how the work of the various departments fit within a city-wide framework, and to improve the focus of all City staff to meeting the broad vision of the community as established by the City Council.

The City of Independence

Vision Statement

The pride we feel as a community will make Independence a centerpiece for the metropolitan area.

The City of Independence will be a community that provides an exceptional quality of life for residents through a healthy economy that provides jobs and livelihoods for citizens; with well planned, safe and secure neighborhoods; and through excellence in the delivery of public services.

The City of Independence will be a community that takes pride in its history, by maintaining its unique heritage for future residents and for visitors from throughout the world.

The City of Independence will meet the needs of its citizens through fostering citizen participation and involvement in local government; through the establishment of clear policy guidelines; and through a responsive, well-trained, professional City staff.

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.

CITY GOALS AND OBJECTIVES

Revised 2/20/2002

1. Goal:

Achieve a national reputation as a clean, safe, attractive community that provides a superb quality of life.

Objectives:

1. Maintain clean streets with rights-of-way that are free of trash and litter.
2. Maintain signage on public rights-of-way.
3. Upgrade entryways and rights-of-way with landscaping and other amenities to provide visual appeal.
4. Increase overall academic achievement so that our schools exceed national achievement scores.
5. Develop medical service strategies that assure no area of the City is under served.
6. Develop strategies to install new curbs, gutters, and sidewalks where none currently exist, considering impact on storm water.
7. Improve the condition of City infrastructure, e.g. streets, curbs, sidewalks, signage, water, and sewer.
8. Develop a comprehensive community signage plan and program for implementation.

2. Goal:

Increase citizen participation and involvement in community programs and governance.

Objectives:

1. Conduct bi-annual survey to measure citizen needs, concerns and priorities.
2. Have effective partnerships with businesses, schools, neighborhood organizations and police to reduce crimes.
3. Increase utilization of community policing.
4. Continue to encourage and utilize practices such as neighborhood crime watch.
5. Increase diversity of people who serve on boards and commissions.
6. Develop and implement programs that positively involve youth and prepare them for increased involvement in community issues.
7. Develop the ongoing capability to upgrade the City's website based on community needs and make it more interactive.
8. Increase use of City 7 as a means of communication and education.
9. Provide opportunities for citizens to provide feedback to the City government regarding services and policies.
10. Initiate a regular method of communication with neighborhood groups to foster informal communication and neighborhood partnerships in the planning process.
11. Initiate public participation for the City's Capital Improvement Program.

3. Goal:

Promote Interaction Among the City's Residents.

Objectives:

1. Develop strategies to install sidewalks and trails that promote interaction among community's residents.
2. Develop park programs that increase the use of parks and open space and recreation opportunities as proposed in the adopted Parks, Recreation and Open Space Plan.

4. Goal:

Achieve a balanced diversity of businesses and employment.
Objectives:
1. Define a city-wide economic development strategy that preserves existing businesses, encourages economic development in neighborhoods, and promotes diversification of the economic base.
2. Encourage and expand educational and job-training opportunities.
3. Develop plans and implementation strategies (including traffic and pedestrian circulation) to support the economic vitality of defined neighborhoods such as 40 Highway and Noland Road, Maywood, Independence Square, Fairmount, and Englewood.
4. Encourage new executive housing developments which will compliment/satisfy the housing needs related to new business development.

5. Goal:
Assure revitalization of older residential neighborhoods and attract private investment
Objectives:
1. Provide and promote economic incentives to increase investment and rehabilitation in older neighborhoods, e.g. tax abatement, tax credits, matching grants, etc.
2. Investigate the use of NIDs, CIDs, TDDs, TIFs, and other programs to implement specific neighborhood plans that will combine public and private efforts.
3. Improve the image and perception of older neighborhoods in the City.
4. Foster programs that strengthen neighborhood identity and pride by supporting neighborhood involvement in surveys, planning processes, and implementation programs.
5. Develop and implement incentive programs to encourage reinvestment in historic buildings and neighborhoods.
6. Adopt and implement building code regulations and enforcement procedures that will facilitate rehabilitation of existing buildings and areas.
7. Continue redevelopment efforts and upgrade of older neighborhoods through quality rehabilitation to increase property values and attract higher income residents.

6. Goal:
Adopt new development regulations and standards to include provisions for traditional neighborhood developments and an updated land use table.
Objectives:
1. Initiate a comprehensive effort to update and combine the City's subdivision regulations, zoning ordinance, and other development standards into a single, user friendly, unified document.
2. Revise standards for subdivision platting processes and procedures.
3. Review the establishment of additional overlay zones in certain areas of the city.
4. Continue the City's current policy virtually prohibiting development in100-year flood plain areas with such areas maintained as passive open space.
5. Incorporate provisions in the Code to encourage sustainable and walkable residential, commercial and industrial development, and provide for the development of new traditional neighborhoods.
6. Increase provisions to preserve and enhance the material environment.
7. Goal:
Maintain the community's historic properties and celebrate its unique heritage for the

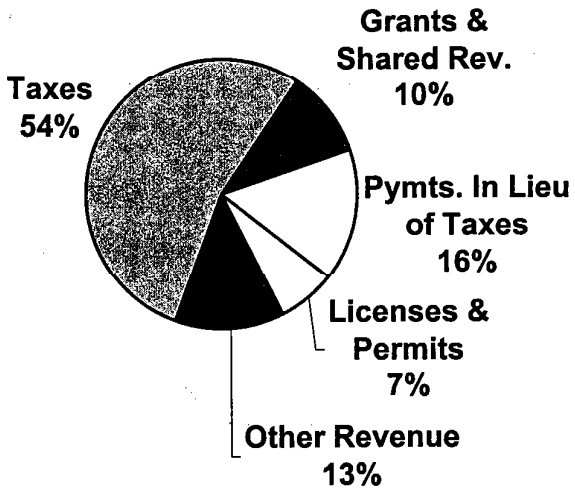
community's residents and for visitors from throughout the world.
Objectives:
1. Strengthen the integration of historic preservation into the planning process for all City departments and agencies.
2. Revise the existing preservation ordinance to establish an historic preservation program for the City with shared responsibilities by all departments.
3. Develop implementation structure and strategies for the citywide Historic Preservation Plan.
4. Increase the commitment of the City and community to adopt policies, procedures, and financial support for the National Frontier Trails Center Redevelopment; the Visitors Orientation Center, City owned historic sites, and the Parks and Recreation Master Plan.
5. Promote the City's historic buildings, neighborhoods, and history as a major attraction for worldwide visitors.

8. Goal:
Provide more effective enforcement of city codes and ordinances
Objectives:
1. Maintain public safety emergency response times below national averages.
2. Reduce levels of vandalism and burglaries.
3. Increase enforcement of traffic laws and apply traffic calming measures in residential areas.
4. Consider crime prevention through environmental design measures in residential areas.
5. Commit to more stringent enforcement of codes related to illegal outside storage in residential, commercial and industrial areas.
6. Revise codes to more effectively address repeat offenders and other deficiencies.

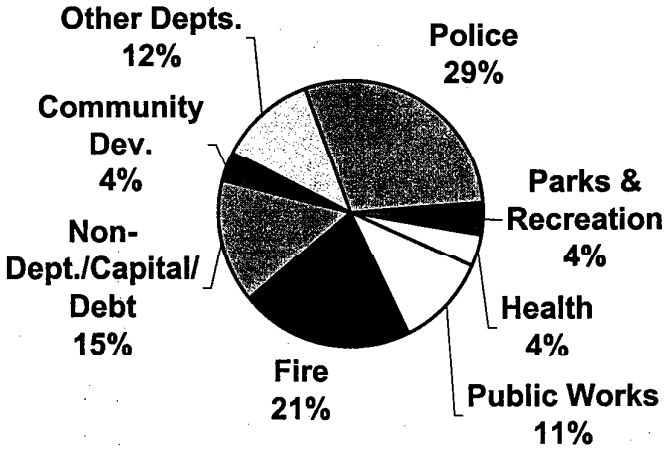
9. Goal :
Be a leader in providing City services that are state-of-the art.
Objectives:
1. Develop benchmarks to measure City's services as compared to other communities.
2. Develop service level standards.
3. Have each department set standards of timeliness for all services and by a target date measure their effectiveness in meeting these standards.
4. Coordinate with county, state, federal, and non-profit agencies to assure maximum benefit for Independence residents.
5. Establish communication / partnerships with other agencies and develop staff capability to receive grants, other funding programs, and matching and maintenance funds for projects and programs directly supportive of City goals and objectives.

GENERAL FUND

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2002-03 Operating Budget

Budget Summary - General Fund

For the Fiscal Years 2000-01, 2001-02 and 2002-03

Description	2000-01 Actual	% of Total	2001-02 Original Budget	% of Total	2002-03 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
Prior Years' Savings-								
Undesignated Fund Balance			$ 664,963		$ 194,291		$ (470,672)	-70.8%
Designated Fund Balance			1,388,066		1,358,914		(29,152)	-2.1%
Estimated Revenues-								
Taxes	$ 29,372,239	51.0%	$ 31,207,979	54.0%	$ 32,122,084	54.0%	$ 914,105	2.9%
Payments in Lieu of Taxes	9,507,366	16.5%	9,211,947	15.9%	9,315,089	15.6%	103,142	1.1%
Licenses & Permits	3,429,783	6.0%	3,611,166	6.2%	4,170,835	7.0%	559,669	15.5%
Grants-Federal & State	1,818,354	3.2%	542,829	0.9%	452,322	0.8%	(90,507)	-16.7%
State & County Shared Revenue	5,709,858	9.9%	5,242,749	9.1%	5,657,042	9.5%	414,293	7.9%
Charges for Current Services	1,060,486	1.8%	1,256,210	2.2%	1,172,388	2.0%	(83,822)	-6.7%
Fines and Forfeitures	3,010,798	5.2%	3,433,330	5.9%	3,429,401	5.8%	(3,929)	-0.1%
Interfund Charges	2,757,883	4.8%	2,696,800	4.7%	2,624,650	4.4%	(72,150)	-2.7%
Other Revenue	914,867	1.6%	602,485	1.0%	589,323	1.0%	(13,162)	-2.2%
Total Estimated Revenues	$ 57,581,634	100.0%	$ 57,805,495	100.0%	$ 59,533,134	100.0%	$ 1,727,639	3.0%
Transfers from Other Funds-								
CDBG Fund-								
Senior Citizen Nutrition Site							-	
Code Enforcement							-	
Redevelopment Planning							-	
Total CDBG Fund Transfers			$ -		$ -		$ -	
Total Sources			**$ 59,858,524**		**$ 61,086,339**		**$ 1,227,815**	**2.1%**

(continued on the next page)

City of Independence, Missouri
2002-03 Operating Budget

Budget Summary - General Fund

For the Fiscal Years 2000-01, 2001-02 and 2002-03

Description	2000-01 Actual	% of Total	2001-02 Original Budget	% of Total	2002-03 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Use of Budget Dollars								
Operating Departments-								
City Council	$ 335,222	0.6%	$ 342,824	0.6%	$ 386,187	0.6%	$ 43,363	12.6%
City Clerk	412,572	0.8%	412,530	0.7%	440,811	0.7%	28,281	6.9%
City Manager	768,980	1.4%	739,870	1.3%	802,226	1.3%	62,356	8.4%
National Frontier Trails Center	301,023	0.5%	305,027	0.5%	321,721	0.5%	16,694	5.5%
Technology Services	1,469,188	2.7%	1,435,189	2.5%	1,509,725	2.5%	74,536	5.2%
Municipal Court	543,530	1.0%	547,522	0.9%	626,324	1.1%	78,802	14.4%
Law	681,067	1.2%	659,813	1.1%	647,629	1.1%	(12,184)	-1.8%
Finance	1,414,803	2.6%	1,397,239	2.4%	1,547,504	2.6%	150,265	10.8%
Human Resources	426,916	0.8%	441,933	0.8%	467,930	0.8%	25,997	5.9%
Community Development	2,761,311	5.0%	2,090,141	3.6%	2,210,420	3.7%	120,279	5.8%
Police	17,985,889	32.7%	16,410,950	28.2%	17,475,034	29.4%	1,064,084	6.5%
Fire	11,817,252	21.5%	12,406,284	21.3%	12,698,517	21.3%	292,233	2.4%
Health	1,293,139	2.4%	1,962,053	3.4%	2,309,753	3.9%	347,700	17.7%
Public Works	6,298,655	11.5%	6,331,255	10.9%	6,518,640	10.9%	187,385	3.0%
Water Pollution Control	295,927	0.5%	307,686	0.5%	313,990	0.5%	6,304	2.0%
Parks and Recreation	1,956,671	3.6%	2,000,678	3.4%	2,375,481	4.0%	374,803	18.7%
Non-Departmental	4,488,249	8.2%	6,445,738	11.1%	6,380,919	10.7%	(64,819)	-1.0%
City Council Strategic Goals	369,520	0.7%	400,000	0.7%	400,000	0.7%	-	0.0%
Debt Service	102,029	0.2%	103,504	0.2%	299,308	0.5%	195,804	189.2%
Capital Outlay	1,215,838	2.2%	3,403,066	5.9%	1,804,861	3.0%	(1,598,205)	-47.0%
Total Operating Departments	$54,937,781	100.0%	$58,143,302	100.0%	$59,536,980	100.0%	$1,393,678	2.4%
Transfers for Capital Projects-								
Designated TIF Distributions			$ 1,388,066		$ 1,358,914		$ (29,152)	-2.1%
Transfers to Other Funds			327,156		190,445		(136,711)	-41.8%
Total Uses			**$59,858,524**		**$61,086,339**		**$1,227,815**	**2.1%**
Balance Available			$ -		$ -		$ -	

City of Independence, Missouri
2002-03 Operating Budget

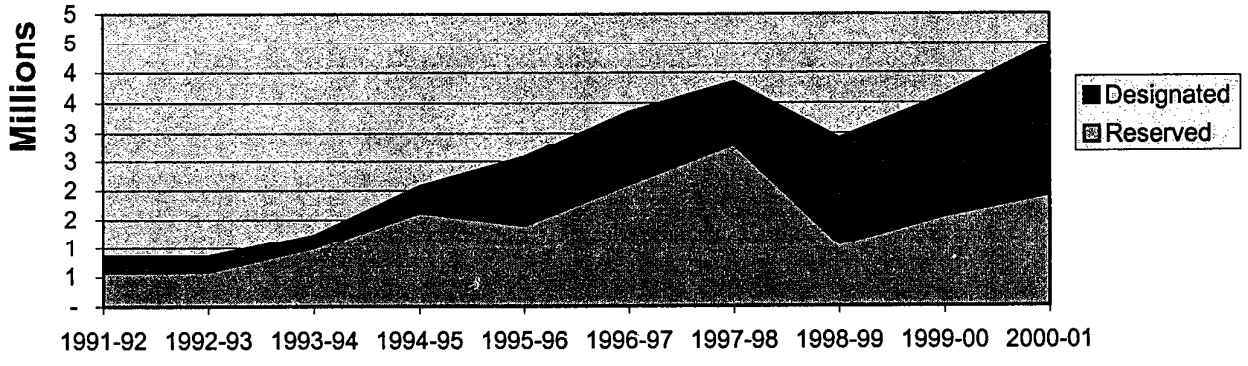
Fund Balance Summary - General Fund

For the Fiscal Years Ending June 30, 1997 through June 30, 2002

Description	Actual 6/30/97	Actual 6/30/98	Actual 6/30/99	Actual 6/30/00	Actual 6/30/01	Un-Audited 6/30/02
Fund Balance Components						
Reserved for:						
Encumbrances	$2,042,097	$2,711,298	$1,059,615	$1,487,615	$1,850,738	$2,543,500
Debt Service	62,818	62,818	-	60,604	57,176	224,953
Other	5,254	7,872	7,584	11,850	12,812	13,491
Total Reserved	$2,110,169	$2,781,988	$1,067,199	$1,560,069	$1,920,726	$2,781,944
Designated for:						
Police Equipment	$ 16,958	$ 73,985	$ 116,852	$ 152,064	$ 161,964	$ 213,099
Worker's Compensation	225,000	225,000	225,000	350,000	350,000	391,000
Capital Projects	460,813	402,936	1,117,589	1,161,743	1,613,860	1,463,538
Equipment Replacement	-	-	-	-	-	
TIF Distributions	-	-	88,536	-	-	
City Council Strategic Goals	343,856	355,888	291,272	381,681	397,161	279,004
Other	188,443	-	-	-	16,234	
Total Designated	$1,235,070	$1,057,809	$1,839,249	$2,045,488	$2,539,219	$2,346,641
Undesignated	4,090,741	3,945,963	3,245,732	2,623,804	3,509,067	1,965,621
Total Fund Balance	$7,435,980	$7,785,760	$6,152,180	$6,229,361	$7,969,012	$7,094,206
Fund Balance Target (a)	2,260,186	2,346,665	2,493,066	2,615,982	2,804,336	3,137,111
Actual over (under) Target (a)	1,830,555	1,599,298	752,666	7,822	704,731	(1,171,490)

(a) based on 5% of Annual Revenues (compared to Undesignated Fund Balance)

Ten Year Fund Balance Comparison



City of Independence, Missouri
2002-03 Operating Budget

Fund Balance Summary - General Fund

Projected Fund Balance for 2002-03

Projected Fund Balance at June 30, 2002	$ 1,965,621
Proposed Fund Balance Uses for 2002-03	
Excess of Proposed Appropriations (over) under Projected Revenues	-
Hartman Heritage TIF Debt Service Costs	(194,291)
Projected Fund Balance at June 30, 2003	$ 1,771,330
Projected Fund Balance Target (5% of Estimated Revenues)	$ 2,976,657

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
2002-2003 Operating Budget

Revenue Summary

For the Fiscal Years 2000-01 through 2002-03

Acct. No.	Description	2000-01 Actual	2001-02 Original Budget	2001-02 Current Estimate	2002-03 Proposed Budget	%Chg. Curr Est to Proj	%Chg. Orig. to Proj.
	General Fund						
	Property Taxes						
2-3011	Real Estate	5,591,990	6,017,151	5,949,469	6,262,059	5.3%	4.1%
2-3013	R.R. & Other Utility	39,168	39,200	45,912	39,200	-14.6%	0.0%
	Total Property Taxes	5,631,159	6,056,351	5,995,381	6,301,259	5.1%	4.0%
	Sales and Use Taxes						
2-3041	Local Option Sales Tax	16,141,368	17,411,522	17,032,270	17,576,954	3.2%	1.0%
2-3042	Cigarette Tax	595,259	610,000	599,969	600,000	0.0%	-1.6%
2-3044	Local Option Use Tax	0	0	0	0	n/a	n/a
	Total Sales and Use Taxes	16,736,627	18,021,522	17,632,239	18,176,954	3.1%	0.9%
	Utility Franchise Fees						
2-3052	Water	18,897	23,000	20,057	24,000	19.7%	4.3%
2-3053	Gas	3,952,161	3,334,902	3,244,381	3,598,379	10.9%	7.9%
2-3054	Telephone	2,281,407	3,070,000	2,674,545	3,285,073	22.8%	7.0%
2-3055	Electricity	187,658	175,000	212,134	210,000	-1.0%	20.0%
2-3057	Cable Television	564,330	527,204	641,181	526,419	-17.9%	-0.1%
	Total Utility Franchise Fees	7,004,453	7,130,106	6,792,298	7,643,871	12.5%	7.2%
	Payments in Lieu of Taxes						
2-3281	Power & Light In Lieu Of Taxes	7,543,970	7,254,247	6,904,036	7,269,683	5.3%	0.2%
2-3282	Water Service In Lieu Of Taxes	898,924	889,434	892,237	964,012	8.0%	8.4%
2-3283	Sanitary Sewer In Lieu Of Taxes	1,064,473	1,068,266	1,128,430	1,081,394	-4.2%	1.2%
	Total Pymt. in Lieu of Taxes	9,507,366	9,211,947	8,924,703	9,315,089	4.4%	1.1%
	Total Taxes	38,879,605	40,419,926	39,344,621	41,437,173	5.3%	2.5%
	Business Licenses and Permits						
2-3101	Occupation Licenses	1,270,531	1,383,116	1,506,623	1,587,419	5.4%	14.8%
2-3102	Liquor Licenses	68,315	78,588	77,648	76,895	-1.0%	-2.2%
2-3103	Planning Exam & Licenses	56,514	41,500	71,671	110,000	53.5%	165.1%
2-3104	Fin-Other License/Permits	50,604	51,762	61,427	59,126	-3.7%	14.2%
2-3108	Building Permits, Com.Develop.	962,255	1,111,500	989,642	1,200,000	21.3%	8.0%
2-3109	Construction Permits, Pub.Works	447,472	380,400	413,572	550,000	33.0%	44.6%
2-3120	Nursing Home Permits	471	800	876	800	-8.7%	0.0%
2-3121	Day Care Permits	7,566	4,500	3,344	2,700	-19.3%	-40.0%
2-3122	Food Handler's Permits	42,816	35,000	44,551	42,450	-4.7%	21.3%
2-3123	Massage Therapist Appl	3,231	1,300	1,845	5,330	188.9%	310.0%
2-3124	Other Food Permits	71,549	70,700	98,291	70,615	-28.2%	-0.1%
2-3125	Ambulance Permits & Licenses	22,606	5,000	25,808	20,000	-22.5%	300.0%
2-3126	Plan Reviews - Health Dept.	1,240	12,000	1,682	4,500	167.5%	-62.5%
	Total Bus. Lic. & Permits	3,005,170	3,176,166	3,296,980	3,729,835	13.1%	17.4%
	Non-Business Licenses and Permits						
2-3151	Motor Vehicle Licenses	424,613	435,000	424,619	441,000	3.9%	1.4%
	Total Licenses and Permits	3,429,783	3,611,166	3,721,599	4,170,835	12.1%	15.5%

City of Independence, Missouri
2002-2003 Operating Budget

Revenue Summary

For the Fiscal Years 2000-01 through 2002-03

Acct. No.	Description	2000-01 Actual	2001-02 Original Budget	2001-02 Current Estimate	2002-03 Proposed Budget	%Chg. Curr Est to Proj	%Chg. Orig. to Proj.
	Grants-						
	Federal Government Grants						
2-3210	Civil Defense Program	41,318	37,000	36,479	38,000	4.2%	2.7%
2-3211	Public Health Nursing	176,644	208,000	209,393	191,257	-8.7%	-8.0%
2-3212	Community Health Ed	0	27,500	27,500	0	-100.0%	-100.0%
2-3213	55 Mph Compliance Grant	0	0	0	0	n/a	n/a
2-3218	Dial-A-Ride	34,690	25,300	11,526	30,000	160.3%	18.6%
2-3219	Other	1,543,840	223,029	5,482,115	162,065	-97.0%	-27.3%
	Total Federal Grants	1,796,492	520,829	5,767,013	421,322	-92.7%	-19.1%
	State Government Grants						
2-3241	Financial Institutions Tax	21,862	22,000	31,750	31,000	-2.4%	40.9%
2-3242	Gasoline Tax	3,194,821	3,035,765	3,156,586	3,300,259	4.6%	8.7%
2-3243	Motor Vehicle License Fees	644,059	553,440	541,211	560,000	3.5%	1.2%
2-3244	Motor Vehicle Sales Tax	826,722	766,791	900,531	875,000	-2.8%	14.1%
2-3250	Other	118,697	0	126,641	0	-100.0%	n/a
	Total State Grants	4,806,162	4,377,996	4,756,719	4,766,259	0.2%	8.9%
	Other Sources						
2-3272	Jackson County Drug Task Force	561,343	522,658	523,834	558,507	6.6%	6.9%
2-3274	Jackson County Dare Program	334,095	334,095	333,276	333,276	0.0%	-0.2%
2-3275	Mid Am Reg Council	25,000	30,000	29,932	30,000	0.2%	0.0%
2-3279	Youth Social Services Coord.	5,120	0	944	0	-100.0%	n/a
	Total Other Sources	925,558	886,753	887,986	921,783	3.8%	4.0%
	Total Grants	7,528,212	5,785,578	11,411,718	6,109,364	-46.5%	5.6%
	Charges for Services						
	General Government						
2-3302	Planning & Zoning Fees	40,632	40,000	36,449	35,000	-4.0%	-12.5%
2-3303	Board Of Adjustment Fees	4,050	3,600	5,317	4,500	-15.4%	25.0%
2-3304	Sale Of Maps, Books, Plans	146	18,500	15,966	20,000	25.3%	8.1%
2-3305	Sale Of Police Reports	48,335	64,143	48,438	44,838	-7.4%	-30.1%
2-3306	Sale Of Fire Reports	664	900	983	936	-4.8%	4.0%
2-3307	Computer Service Charges	31,765	31,000	24,536	24,000	-2.2%	-22.6%
	Health						
2-3311	Animal Shelter Fees	56,747	50,000	49,406	50,000	1.2%	0.0%
2-3312	Animal Id Tags	430	400	497	450	-9.5%	12.5%
	Public Safety						
2-3316	Reimb. For Police Services	225,088	278,847	404,277	55,608	-86.2%	-80.1%
2-3317	School Resource Officers	129,265	141,570	171,514	224,756	31.0%	58.8%
2-3318	Alarm Charges - Police	73,300	56,250	63,268	60,000	-5.2%	6.7%
2-3319	Alarm Charges - Fire	4,521	2,000	6,179	2,000	-67.6%	0.0%
	Recreation						
2-3322	Class Fees	35,994	45,000	39,639	50,000	26.1%	11.1%
2-3323	Park Concessions	2,545	15,000	5,061	20,000	295.2%	33.3%
2-3326	Pool Fees	0	0	0	0	n/a	n/a
2-3327	Recreation Centers	13,889	22,000	15,266	74,000	384.7%	236.4%
2-3329	Recreation Rentals	43,614	50,000	51,258	60,000	17.1%	20.0%

City of Independence, Missouri
2002-2003 Operating Budget
Revenue Summary
For the Fiscal Years 2000-01 through 2002-03

Acct. No.	Description	2000-01 Actual	2001-02 Original Budget	2001-02 Current Estimate	2002-03 Proposed Budget	%Chg. Curr Est to Proj	%Chg. Orig. to Proj.
	National Frontier Trails Center						
2-3331	NFTC-Admissions	40,947	41,000	37,152	49,000	31.9%	19.5%
2-3332	NFTC-Gift Shop	41,194	38,000	40,185	42,000	4.5%	10.5%
	Cemetery						
2-3341	Sale Of Cemetery Lots	28,700	40,000	53,062	45,000	-15.2%	12.5%
2-3342	Sale Of Monument Bases	3,486	5,000	11,281	15,000	33.0%	200.0%
2-3343	Grave Opening Charges	49,671	65,000	60,480	75,000	24.0%	15.4%
	Other Charges						
2-3392	Sale Of Street Signs	4,020	2,000	4,462	2,300	-48.5%	15.0%
2-3393	Special Assessments	12,415	20,000	23,329	15,000	-35.7%	-25.0%
2-3396	Sale Of Recycled Material	32,214	44,000	44,238	35,000	-20.9%	-20.5%
2-3397	Solid Waste Disp Fees	33,354	42,000	31,483	28,000	-11.1%	-33.3%
2-3398	Miscellaneous Charges	103,502	140,000	279,883	140,000	-50.0%	0.0%
	Total Charges for Services	1,060,486	1,256,210	1,523,609	1,172,388	-23.1%	-6.7%
	Fines and Court Costs						
2-3401	Fines & Forfeitures	2,542,824	2,931,988	2,788,290	2,913,020	4.5%	-0.6%
2-3402	Court Costs	330,844	352,140	347,289	362,704	4.4%	3.0%
2-3403	Police Training	53,484	56,409	55,985	58,101	3.8%	3.0%
2-3404	Domestic Violence	52,758	56,867	54,201	58,573	8.1%	3.0%
2-3405	Dwi/Drug	30,888	35,926	30,041	37,003	23.2%	3.0%
2-3406	Special Warrant Collection	0	0	0	0	n/a	n/a
	Total Fines & Court Costs	3,010,798	3,433,330	3,275,806	3,429,401	4.7%	-0.1%
	Interest Income						
2-3411	Interest	293,151	170,000	178,817	125,028	-30.1%	-26.5%
2-3412	Special Assessments - Interest	0	10,000	2,966	0	-100.0%	-100.0%
2-3413	Interest - Other	67,249	45,000	77,008	70,000	-9.1%	55.6%
	Total Interest Income	360,399	225,000	258,791	195,028	-24.6%	-13.3%
2-3421	Interfund Chgs. For Supp. Serv.	2,757,883	2,696,800	2,701,849	2,624,650	-2.9%	-2.7%
	Other Revenue						
2-3431	Sale Of Land	0	0	0	0	n/a	n/a
2-3432	Sale Of Fixed Assets	44,659	40,000	180,328	40,000	-77.8%	0.0%
2-3433	Rents	140,206	136,485	152,016	153,795	1.2%	12.7%
2-3434	Damage Claims	57,384	20,000	31,850	20,000	-37.2%	0.0%
2-3435	Contributions	196,924	50,000	113,959	50,000	-56.1%	0.0%
2-3437	Housing Auth. In Lieu Of Taxes	0	0	0	0	n/a	n/a
2-3439	Cash Over/Short	-986	0	-383	0	n/a	n/a
2-3440	Discounts Taken	1,069	1,000	638	500	-21.6%	-50.0%
2-3449	Misc. Non-Operating Revenue	115,213	130,000	287,942	130,000	-54.9%	0.0%
	Total Other Revenue	554,468	377,485	766,350	394,295	-48.5%	4.5%
	Total General Fund Revenues	**$57,581,634**	**$57,805,495**	**$63,004,343**	**$59,533,134**	**-5.5%**	**3.0%**

City of Independence, Missouri
2002-03 Operating Budget

Budget Summary - General Fund

For the Fiscal Years 2000-01, 2001-02 and 2002-03

Description	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 City Council Adopted Budget
General Government:				
City Council	$ 335,222	$ 342,824	$ 353,512	$ 386,187
City Clerk	412,572	412,530	428,323	440,811
City Manager	768,980	739,870	771,855	802,226
Technology Services	1,469,188	1,435,189	1,489,822	1,509,725
Municipal Court	543,530	547,522	571,050	626,324
Total General Government	3,529,492	3,477,935	3,614,562	3,765,273
National Frontier Trails Center	301,023	305,027	315,923	321,721
Law Department	681,067	659,813	686,768	647,629
Finance Department:				
Administration	270,380	258,076	271,003	275,956
Accounting	611,756	606,558	630,898	677,558
Purchasing	359,871	365,036	379,819	414,470
Occupation Licensing	172,796	167,569	175,630	179,520
Total Finance Department	1,414,803	1,397,239	1,457,350	1,547,504
Human Resources	426,916	441,933	458,171	467,930
Community Development Department:				
Administration	175,813	166,048	174,660	177,387
Planning	584,066	561,354	588,522	601,963
Transportation	695,111	722,736	737,280	751,823
Historic Preservation	174,112	131,916	152,855	141,810
Building Inspection	541,603	508,087	531,252	537,437
Code Enforcement	590,606	-	-	-
Total Community Developmer	2,761,311	2,090,141	2,184,569	2,210,420
Police Department:				
Administration	2,190,952	917,588	2,573,980	929,270
Police Operations	11,576,921	11,183,082	11,521,621	11,795,632
Police Services	4,218,016	4,310,280	4,397,531	4,750,132
Total Police Department	17,985,889	16,410,950	18,493,132	17,475,034

(continued on the next page)

City of Independence, Missouri
2002-03 Operating Budget

Budget Summary - General Fund

For the Fiscal Years 2000-01, 2001-02 and 2002-03

Description	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 City Council Adopted Budget
Fire Department:				
Administration	$ 321,256	$ 309,620	$ 319,585	$ 429,261
Fire Operations	10,375,091	10,931,723	11,263,623	10,959,228
Fire Prevention	496,280	541,756	558,560	530,416
Maintenance	430,612	423,679	430,676	580,584
Training/Emer. Preparedness	194,013	199,506	205,864	199,028
Total Fire Department	11,817,252	12,406,284	12,778,308	12,698,517
Health Department:				
Administration	119,142	123,342	128,121	140,019
Health Services	724,447	753,115	859,758	900,624
Rabies/Animal Control	440,201	455,516	467,072	538,535
Code Enforcement	9,349	630,080	693,054	730,575
Total Health Department	1,293,139	1,962,053	2,148,005	2,309,753
Public Works:				
Administration	$ 180,736	$ 164,262	$ 173,335	177,429
Engineering	1,670,340	1,630,578	1,700,375	1,403,125
Property Management	856,975	849,168	887,721	973,314
Street Maintenance	3,590,604	3,687,247	3,737,643	3,964,772
Total Public Works	6,298,655	6,331,255	6,499,074	6,518,640
Water Pollution Control-				
Storm Water Maintenance	295,927	307,686	313,230	313,990
Parks and Recreation:				
Administration	$ 193,993	$ 188,725	$ 201,234	204,652
Park Maintenance	951,270	966,800	984,203	1,052,213
Recreation	619,517	671,488	666,795	925,470
Cemetery Maintenance	191,891	173,665	178,103	193,146
Total Parks and Recreation	1,956,671	2,000,678	2,030,335	2,375,481
Non-Departmental	4,488,249	6,445,738	5,979,206	6,380,919
City Council Strategic Goals	369,520	400,000	741,461	400,000
Debt Service (Lease Purchases)	102,029	103,504	103,504	299,308
Capital Outlay	1,215,838	3,403,066	2,015,000	1,804,861
Total General Fund	$ 54,937,781	$ 58,143,302	$ 59,818,598	$ 59,536,980

City of Independence, Missouri
2002-03 Operating Budget

Appropriations by Type Summary - General Fund

Description	Personal Services	Other Services	Supplies	Capital Outlay & Other	Total
Allocation by Amount					
City Council	$ 353,141	$ 28,891	$ 4,155	$ -	$ 386,187
City Clerk	386,246	30,035	24,530	-	440,811
City Manager	760,426	37,080	4,720	-	802,226
National Frontier Trails Center	226,781	65,465	29,475	-	321,721
Technology Services	1,319,688	167,012	23,025	-	1,509,725
Municipal Court	583,310	39,410	3,604	-	626,324
Law	514,278	118,100	15,251	-	647,629
Finance	1,404,263	131,123	12,118	-	1,547,504
Human Resources	434,142	27,538	6,250	-	467,930
Community Development	1,332,635	861,385	16,400	-	2,210,420
Police	15,568,597	1,143,602	457,331	305,504	17,475,034
Fire	11,597,421	573,835	204,071	323,190	12,698,517
Health	1,936,610	285,087	88,056	-	2,309,753
Public Works	4,364,125	1,123,840	830,675	200,000	6,518,640
Water Pollution Control	245,815	25,265	42,910	-	313,990
Parks and Recreation	1,810,711	437,816	126,954	-	2,375,481
Non-Departmental	2,735,731	2,611,888	8,800	1,024,500	6,380,919
City Council Strategic Goals	-	400,000	-	-	400,000
Debt Service	-	-	-	299,308	299,308
Capital Outlay	-	-	-	1,804,861	1,804,861
General Fund Total	$ 45,573,920	$ 8,107,372	$ 1,898,325	$ 3,957,363	$ 59,536,980
Allocation by Percentage					
City Council	91.44%	7.48%	1.08%	0.00%	100.00%
City Clerk	87.62%	6.81%	5.56%	0.00%	100.00%
City Manager	94.79%	4.62%	0.59%	0.00%	100.00%
National Frontier Trails Center	70.49%	20.35%	9.16%	0.00%	100.00%
Technology Services	87.41%	11.06%	1.53%	0.00%	100.00%
Municipal Court	93.13%	6.29%	0.58%	0.00%	100.00%
Law	79.41%	18.24%	2.35%	0.00%	100.00%
Finance	90.74%	8.47%	0.78%	0.00%	100.00%
Human Resources	92.78%	5.89%	1.34%	0.00%	100.00%
Community Development	60.29%	38.97%	0.74%	0.00%	100.00%
Police	89.09%	6.54%	2.62%	1.75%	100.00%
Fire	91.33%	4.52%	1.61%	2.55%	100.00%
Health	83.84%	12.34%	3.81%	0.00%	100.00%
Public Works	66.95%	17.24%	12.74%	3.07%	100.00%
Water Pollution Control	78.29%	8.05%	13.67%	0.00%	100.00%
Parks and Recreation	76.23%	18.43%	5.34%	0.00%	100.00%
Non-Departmental	42.87%	40.93%	0.14%	16.06%	100.00%
City Council Strategic Goals	0.00%	100.00%	0.00%	0.00%	100.00%
Debt Service	0.00%	0.00%	0.00%	100.00%	100.00%
Capital Outlay	0.00%	0.00%	0.00%	100.00%	100.00%
General Fund Total	76.55%	13.62%	3.19%	6.65%	100.00%

City of Independence, Missouri
2002-03 Operating Budget

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

For the Fiscal Years 2001-02 through 2002-03

Description	Amount
2001-02	
Fund Balance Designations-	
For Capital Projects-	
Designated Tax Increment Financing Distributions	(1,388,066)
Total Designations	$ (1,388,066)
Operating Transfers Out-	
Gas Sales Tax Transfer to the Street Improvements Fund	$ (150,000)
To the Employee Benefits Fund	(52,728)
To Amortize the Storm Water Fund Accumulated Deficit	(105,357)
To the Santa Fe TIF Fund for Motor Vehicle Sales Taxes and Fees	(19,071)
Total Operating Transfers	$ (327,156)
Net Transfers	**$ (1,715,222)**
2002-03	
Fund Balance Designations-	
For Capital Projects-	
Designated Tax Increment Financing Distributions	$ (1,358,914)
Operating Transfers Out-	
To the Employee Benefits Fund	(52,728)
To Amortize the Storm Water Fund Accumulated Deficit	(105,357)
To the Santa Fe TIF Fund for Motor Vehicle Sales Taxes and Fees	(32,360)
Total Operating Transfers	$ (190,445)
Net Transfers	**$ (1,549,359)**

City of Independence, Missouri
2002-03 Operating Budget

Authorized Positions Summary - General Fund

For the Fiscal Years 1996-97 through 2002-03

Description	1996-97	1997-98	1998-99	1999-2000	2000-01	2001-02	Budget 2002-03
City Council	12.00	11.00	11.00	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	5.00	9.38	10.50	11.50	11.00	10.00	10.00
National Frontier Trails Center	6.55	6.55	6.55	6.00	6.00	6.00	6.00
Technology Services	21.00	21.00	21.00	21.00	21.00	20.00	20.00
Municipal Court	13.00	12.00	12.00	13.00	13.00	13.00	13.00
Law	6.00	6.00	6.50	6.00	6.00	6.00	6.00
Finance	25.00	25.00	25.00	25.00	25.00	25.00	25.00
Human Resources	6.00	6.00	6.50	6.50	7.50	7.50	7.50
Community Development	28.00	28.00	30.00	31.00	35.00	23.00	23.00
Police	255.00	260.00	264.00	269.00	275.00	274.00	275.00
Fire	173.00	173.00	174.00	174.00	174.00	174.00	174.00
Health	27.74	26.74	28.49	28.49	27.24	38.13	39.69
Public Works	86.50	87.90	87.73	87.90	89.90	88.90	87.90
Water Pollution Control	-	5.00	5.00	5.00	5.00	5.00	5.00
Parks and Recreation	39.15	39.15	41.10	41.70	41.70	41.70	43.79
General Fund Total	710.94	723.72	736.37	744.09	755.34	750.23	753.88

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

Note 2: Changes by department and position between fiscal years 2001-02 and 2002-03 are shown on the following page

City of Independence, Missouri
2002-03 Operating Budget

Authorized Position Changes - General Fund

For the Fiscal Years 2001-02 through 2002-03

Fund/ Department/Function/Position Title	Change During 2001-02	Proposed Change for 2002-03	Total Changes for 2002-03	Comments
General Fund				
Finance-				
Accounting				
Account Clerk II	(2.00)		(2.00)	position reclassified
Accounts Payable Specialist	2.00		2.00	position reclassified
Department Total	0.00	0.00	0.00	
Police-				
Uniform Patrol Unit				
Police Lieutenant	1.00		1.00	upgrade from Police Sergeant
Police Sergeant	(2.00)		(2.00)	delete vacant position (upgraded to Lieutenant, one transferred to Detention)
Police Officer	2.00		2.00	transfer Bike Patrol from Community Services Unit
Traffic Unit				
Parking Enforcement Officer	1.00		1.00	add new position
Community Services Unit				
Police Officer	(2.00)		(2.00)	transfer Bike Patrol to Uniform Patrol Unit
Crime Scene				
Property Control Technician	1.00		1.00	Transfer from Records & Prop.
Detention				
Police Lieutenant	1.00		1.00	upgrade from Police Sergeant
Records and Property				
Property Control Technician	(1.00)		(1.00)	Transfer to Crime Scene
Department Total	1.00	0.00	1.00	
Fire-				
Fire Administration-				
Deputy Fire Chief	1.00		1.00	add new position
Fire Operations				
Deputy Fire Chief	1.00		1.00	add new position
Assistant Fire Chief	(2.00)		(2.00)	upgrade to Deputy Fire Chief
Assistant Fire Chief	(1.00)		(1.00)	transfer to Maintenance
Fire Prevention-				
Assistant Fire Chief	(1.00)		(1.00)	delete vacant position
Chief Fire Inspector	1.00		1.00	add new position
Fire Maintenance				
Assistant Fire Chief	1.00		1.00	transfer from Operations
Department Total	0.00	0.00	0.00	

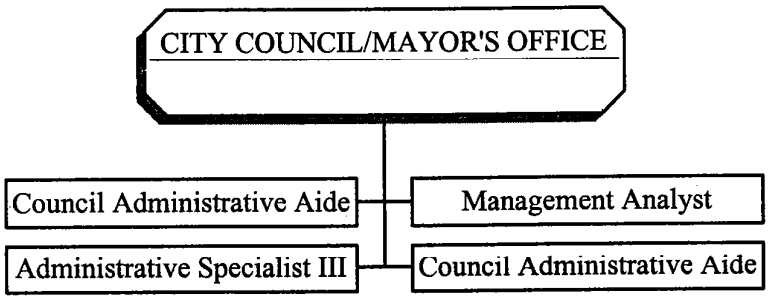
City of Independence, Missouri
2002-03 Operating Budget

Authorized Position Changes - General Fund

For the Fiscal Years 2001-02 through 2002-03

Fund/ Department/Function/Position Title	Change During 2001-02	Proposed Change for 2002-03	Total Changes for 2002-03	Comments
Health-				
Health Outreach and Promotion-				
Administrative Specialist III	(1.00)		(1.00)	delete vacant position
Clerk Typist II	1.00		1.00	add new position
Community Health Nurse		1.56	1.56	add part time Grant positions
Community Health Nurse	(1.00)		(1.00)	delete vacant position
Community Health Epidemiologist	1.00		1.00	add new position
Code Enforcement				
Clerk Typist II	(1.00)		(1.00)	delete vacant position
Administrative Specialist III	1.00		1.00	add new position
Department Total	0.00	1.56	1.56	
Public Works				
Property Management				
Carpenter I	(1.00)		(1.00)	position retitled
Painter I	(1.00)		(1.00)	position retitled
Electrician II	(1.00)		(1.00)	position retitled
Plumber I	(1.00)		(1.00)	position retitled
Building Maintenance Worker II	3.00		3.00	position retitled
Building Maintenance Worker III	1.00		1.00	position retitled
Custodian	1.00		1.00	transferred from Parks & Rec.
Custodian	(1.00)	(1.00)	(2.00)	transfer to contract services
Street Maintenance				
Sign and Marking Technician	5.00		5.00	position retitled
Heavy Equipment Operator	(1.00)		(1.00)	position retitled
Light Equipment Operator	(4.00)		(4.00)	position retitled
Department Total	0.00	(1.00)	(1.00)	
Parks and Recreation				
Truman Memorial Building				
Recreation Program Supervisor		1.00	1.00	add new position
Administrative Specialist II		1.00	1.00	add new position
Center Attendant		1.09	1.09	add new position
Roger T. Sermon Community Center-				
Custodian	(1.00)		(1.00)	transferred to Public Works
Department Total	(1.00)	3.09	2.09	
General Fund Total	0.00	3.65	3.65	

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



City of Independence
Departmental Budget Summary

Department: 4000 - City Council *2002-03 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.

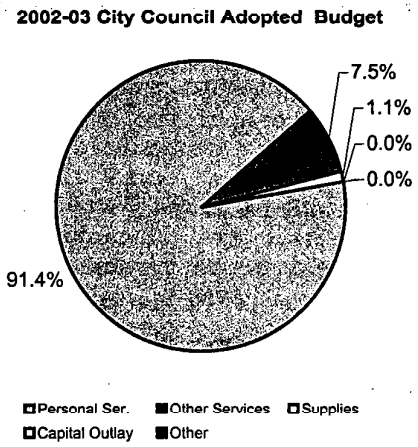
Description	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Staffing				
Full Time Positions	11.00	11.00	11.00	11.00
Total	11.00	11.00	11.00	11.00

Description	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Budget by Major Program Category				
4002 City Council	147,945	148,047	150,830	174,549
4003 Management Analyst	60,885	62,606	65,824	65,650
4004 Mayor's Office	126,392	132,171	136,858	145,988
Total	335,222	342,824	353,512	386,187
Source of Funding				
General Fund	335,222	342,824	353,512	386,187
Total	335,222	342,824	353,512	386,187

City Council

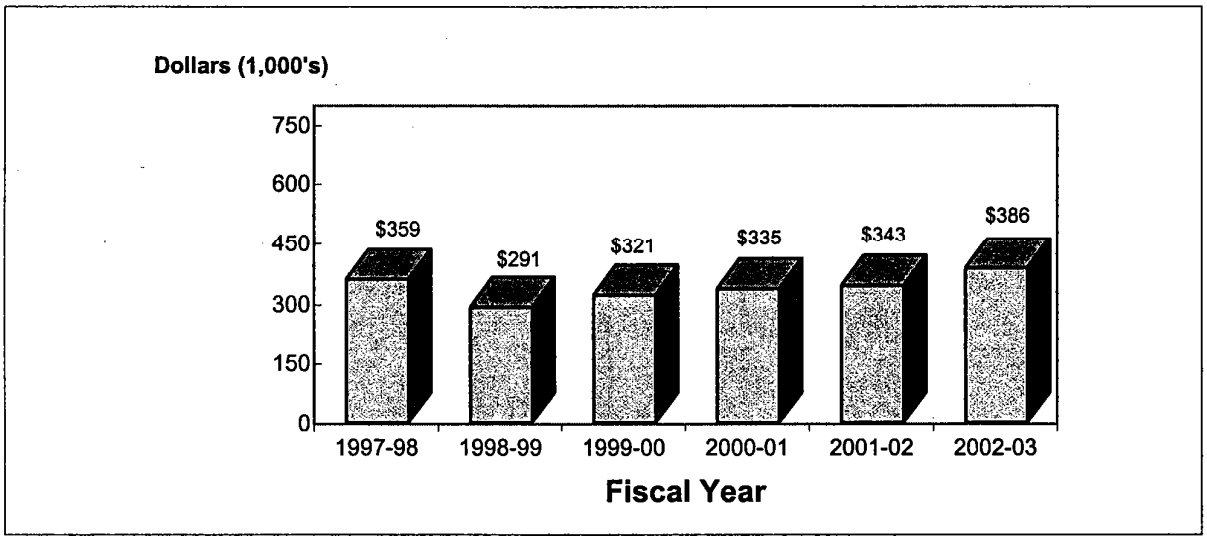
Appropriations by Type:

Expenditure Type	Actual 2000-01	Original 2001-02	Projected 2001-02	Adopted 2002-03
Personal Ser.	$ 307,325	$ 308,578	$ 319,266	$ 353,141
Other Services	24,739	30,091	30,516	28,891
Supplies	3,158	4,155	3,730	4,155
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	$ 335,222	$ 342,824	$ 353,512	$ 386,187



Historical Comparison:

	Actual 1997-98	Actual 1998-99	Actual 1999-00	Actual 2000-01	Budget 2001-02	Budget 2002-03
Employees:						
Full Time Equiv.	11.00	11.00	11.00	11.00	11.00	11.00
Amount by Fund:						
General Fund	$ 358,705	$ 290,576	$ 320,702	$ 335,222	$ 342,824	$ 386,187
Total All Funds	$ 358,705	$ 290,576	$ 320,702	$ 335,222	$ 342,824	$ 386,187
Comparative Ratios:						
Per Capita	$ 3.10	$ 2.51	$ 2.76	$ 2.87	$ 2.93	$ 3.30
Per Household	$ 7.16	$ 5.77	$ 6.33	$ 6.56	$ 6.71	$ 7.56



City of Independence
Detail Program Summary

Department: 4000 - City Council | *2002-03 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	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 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	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	137,245	139,937	142,720	166,839
Other Services & Charges	10,074	6,900	6,900	6,500
Supplies	626	1,210	1,210	1,210
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	147,945	148,047	150,830	174,549

City of Independence
Detail Program Summary

Department: 4000 - City Council — *2002-03 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.

2001-02 Accomplishments — **Goal Ref**

* Reviewed customer satisfaction with City services in the Community Development Department's Building Inspection and current Planning Divisions as well as the Department's First Time Home Buyer Program. Also reviewed customer satisfaction with City services in the Public Works, Police, and Fire Departments. The Health Department's Code Compliance Division, and the Mayor, Council, and City manager offices. Made a number of recommendations to improve customer service. — 2.0
* Reviewed the City's franchise agreement with Comcast Corporation to construct, operate and maintain a cable television system in the City. Found one area where Comcast wasn't complying with the agreement and made recommendations to correct this. Made other recommendations to strengthen the City's relationship with the company. — 9.0
* Reviewed several proposed City contracts in accordance with the City Code Section 1.43.007(D) which states the "Analyst shall audit all proposed City contracts anticipated to cost in excess of Two Million Dollars ($2,000,000) or scheduled to be in effect for more than 12 months and anticipated to cost in excess of Five Hundred Thousand Dollars($500,000). . . " The contracts reviewed were: — 9.0
  - Truman Memorial Building -- more than $4 million for renovations
  - Truman Road Enhancements Phase 2 Project, City Project #9698 almost $1.7 million
  - Salisbury Road Improvements, City Project #9712 -- almost $900,000
  - Courtney Bend Water Treatment Plant - over $500,000 for expansion.
  - Storm Debris Removal and Reduction Proposal No. 02-100 almost $2 million
  - 2002 Street Improvements Program, Project #9860 - over $4 million
* Began a review of the City's property maintenance to determine if the City is maintaining its properties in compliance with the City Codes. — 8.0

City of Independence
Detail Program Summary

Department: 4000 - City Council — *2002-03 Operating Budget*
Cost Center: 4003 - Management Analyst — *Fund: 02 - General Fund*

2002-03 Objectives — **Goal Ref**

* Review the City's agreements with the National Park Service to determine how well these agreements are working for the City. — 9.0
* Review the City's collection procedures for special tax bills. — 9.0
* Review City employees' satisfaction with the City departments providing internal support services — 9.0

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Management Analyst	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	60,275	60,016	63,234	63,460
Other Services & Charges	295	1,890	2,315	1,490
Supplies	315	700	275	700
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	60,885	62,606	65,824	65,650

City of Independence
Detail Program Summary

Department: 4000 - City Council — *2002-03 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.

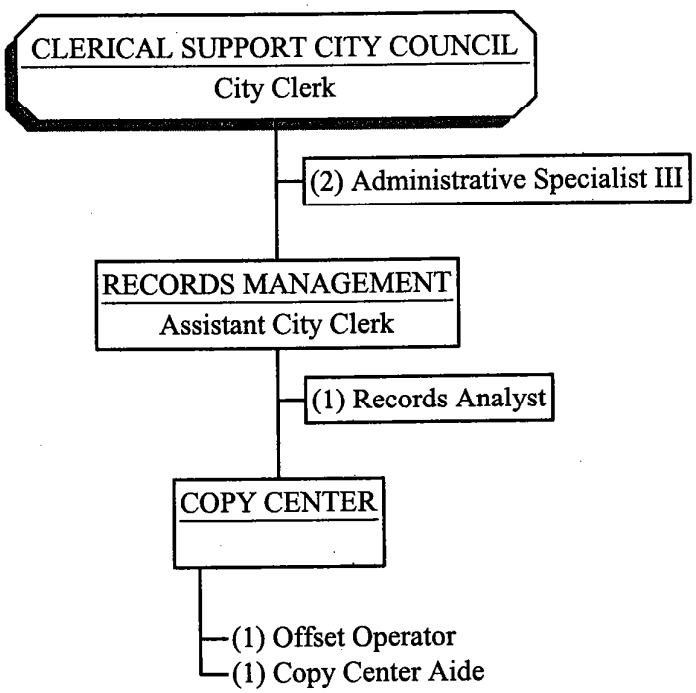
Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 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	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	109,805	108,625	113,312	122,842
Other Services & Charges	14,370	21,301	21,301	20,901
Supplies	2,217	2,245	2,245	2,245
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	126,392	132,171	136,858	145,988

City of Independence, Missouri
City Clerk



City of Independence
Departmental Budget Summary

Department: 4010 - City Clerk *2002-03 Operating Budget*

Department Description

To keep the journal of Council Proceedings; authenticate and record all ordinances and resolutions; edit and print the City Code; certify the validity of City documents for court evidence; attest to signatures on contracts and proclamations; apply the City Seal when appropriate; administer oaths of office; write and type ordinances and resolutions; maintain record of title to City vehicles; prepare and maintain record of deeds for Woodlawn Cemetery; operate the in-house printing facility for the City; maintain a Records Management and microfilming program for the City; transcribe the minutes of all Council Meetings; and work with the Jackson County Board of Election Commissioners in the handling of elections for the City.

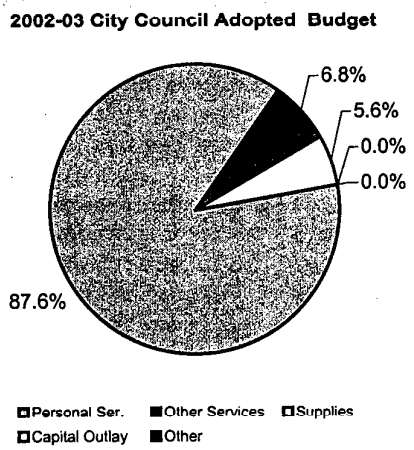
Description	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Staffing				
Full Time Positions	7.00	7.00	7.00	7.00
Total	7.00	7.00	7.00	7.00

Description	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Budget by Major Program Category				
4012 Clerical Support City Council	196,489	196,556	205,883	209,300
4014 Records Management	105,044	106,150	109,808	117,647
4015 Copy Center	111,039	109,824	112,632	113,864
Total	412,572	412,530	428,323	440,811
Source of Funding				
General Fund	412,572	412,530	428,323	440,811
Total	412,572	412,530	428,323	440,811

City Clerk

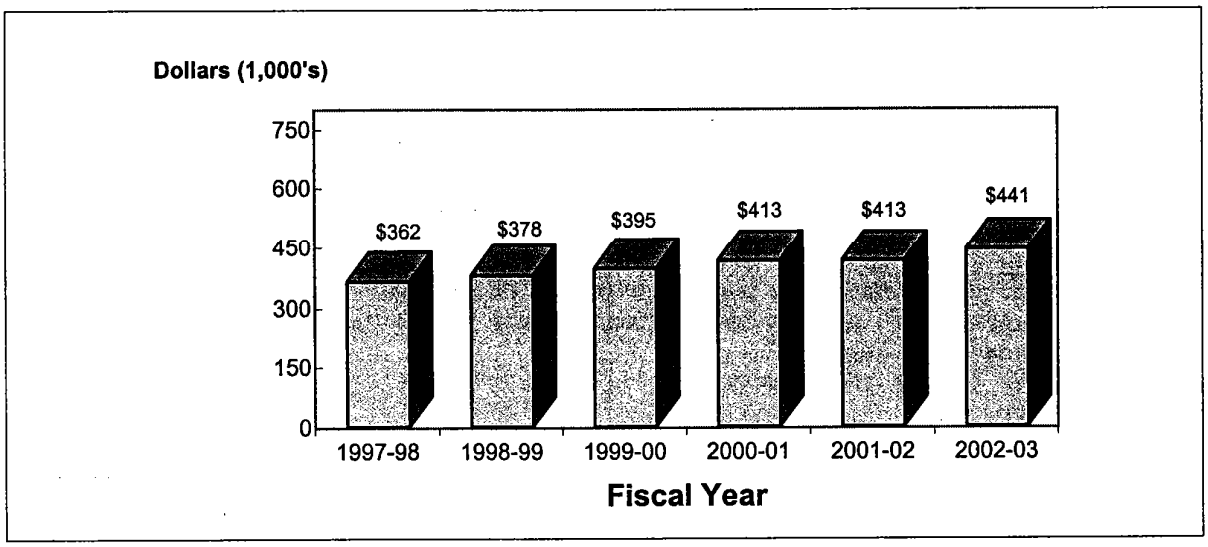
Appropriations by Type:

Expenditure Type	Actual 2000-01	Original 2001-02	Projected 2001-02	Adopted 2002-03
Personal Ser.	$ 359,367	$ 357,665	$ 373,458	$ 386,246
Other Services	29,895	30,335	30,352	30,035
Supplies	23,310	24,530	24,513	24,530
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	$ 412,572	$ 412,530	$ 428,323	$ 440,811



Historical Comparison:

	Actual 1997-98	Actual 1998-99	Actual 1999-00	Actual 2000-01	Budget 2001-02	Budget 2002-03
Employees:						
Full Time Equiv.	7.00	7.00	7.00	7.00	7.00	7.00
Amount by Fund:						
General Fund	$ 362,487	$ 378,023	$ 394,983	$ 412,572	$ 412,530	$ 440,811
Total All Funds	$ 362,487	$ 378,023	$ 394,983	$ 412,572	$ 412,530	$ 440,811
Comparative Ratios:						
Per Capita	$ 3.14	$ 3.26	$ 3.40	$ 3.53	$ 3.53	$ 3.77
Per Household	$ 7.24	$ 7.51	$ 7.80	$ 8.07	$ 8.07	$ 8.62



City of Independence
Detail Program Summary

Department: 4010 - City Clerk *2002-03 Operating Budget*
Cost Center: 4012 - Clerical Support City Council *Fund: 02 - General Fund*

Description

Responsible for keeping the journal of Council proceedings; authenticating and recording all ordinances & resolutions; editing and printing the City Code; certifying the validity of City documents for court evidence; attesting to signatures on contracts and proclamations; applying the City Seal when appropriate; administering oaths of office; recording City documents with Recorder of Deeds; writing & typing ordinances and resolutions and minutes of all City Council meetings; coordinating typing & preparing packets for Council agendas; responsible for advertising Invitations for Bid & public hearing notices; maintaining a record of the titles to City vehicles; preparing and maintaining a record of deeds for Woodlawn Cemetery; and working with the Jackson County Board of Election Commissioners in the handling of elections for City.

2001-02 Accomplishments — **Goal Ref**

* Completed entering into the computerized internal index system: Ordinances from 1983 to the present, plus 1979 and 1980, Resolutions from 1985 to the present, Study Session Minutes and/or meeting summaries from 1969 (beginning) to the present, and the entire City Code. — 9.5
* Have the City Code now available on the internet through the City's web site. — 2.7

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Ordinances Passed	308	319	322	320
Resolutions Passed	99	97	101	100
City Council Meetings	26	29	26	26
Study Sessions	25	27	25	25

2002-03 Objectives — **Goal Ref**

* Standardize the format and page numbering for the entire city Code. — 8.0
* Enter more years of Ordinances and more years of Resolutions into the computerized index system. — 8.0
* Make access to the computerized indexing system available to more departments. — 8.0

City of Independence
Detail Program Summary

Department: 4010 - City Clerk *2002-03 Operating Budget*
Cost Center: 4012 - Clerical Support City Council *Fund: 02 - General Fund*

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 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	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	184,365	182,981	192,308	196,025
Other Services & Charges	11,596	12,645	12,662	12,345
Supplies	528	930	913	930
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	196,489	196,556	205,883	209,300

City of Independence
Detail Program Summary

Department: 4010 - City Clerk — *2002-03 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 the portion of those records to microfilm, securing departmental approval and the City Council approval for the destruction of any records that have met the retention period of the Missouri Municipal Records Manual.

2001-02 Accomplishments

	Goal Ref
* Microfilmed 17 cubic feet of Ordinance files.	8.0
* Accepted 432 cubic feet of records for retention and retrieval from various City departments.	8.0
* Destroyed approximately 366 cubic feet of obsolete records.	8.0
* 90 cubic feet of records were added to offsite storage.	8.0
* Donated 17 cubic feet of records to the Jackson County Historical Society.	8.0

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Records Stored- Cubic Feet	2,440	2,256	2,400	2,350
Records Microfilmed - Cubic Feet	34	39	35	30

2002-03 Objectives

	Goal Ref
* Gain City Council acceptance of an Ordinance adopting the Missouri Municipal Records Manual which will allow destruction of records following specific staff procedures.	9.0

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 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 — *2002-03 Operating Budget*
Cost Center: 4014 - Records Management — *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	103,871	104,750	108,408	116,247
Other Services & Charges	934	800	800	800
Supplies	239	600	600	600
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	105,044	106,150	109,808	117,647

City of Independence
Detail Program Summary

Department: 4010 - City Clerk — *2002-03 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.

2001-02 Accomplishments — **Goal Ref**

* The Mail Center reduced the City's mail expense by approximately $59,000 during FY 2001-02 through presort savings. — 9.0
* The Mail Center reduced the utility fund's mail expense by approximately $13,000 during FY 2001-02 through combining multiple statements to the same customer. — 9.0
* One mailing for Transient Guest Tax election involving over 158,000 printing impressions and the stuffing of over 52,000 envelopes was accomplished. — 9.0

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Printing Impressions	3,605,334	2,941,974	3,200,000	3,200,000
Items Mailed	1,065,690	983,830	965,000	985,000

2002-03 Objectives — **Goal Ref**

* To satisfactorily provide the requested copies by the time needed and in the most cost effective manner. — 9.0
* To affix postage on all outgoing mail on the day it is received with the greatest possible postage savings. — 9.0

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 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

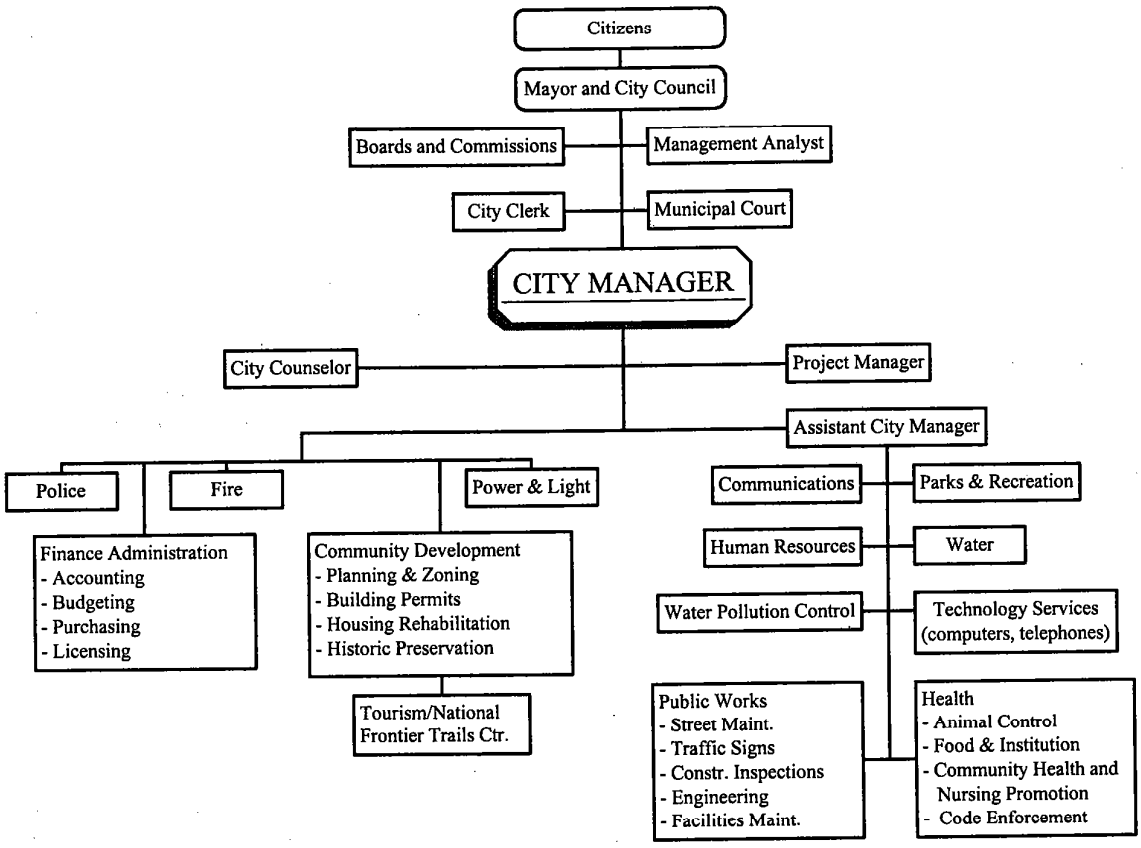
Department: 4010 - City Clerk
Cost Center: 4015 - Copy Center

2002-03 Operating Budget
Fund: 02 - General Fund

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	71,131	69,934	72,742	73,974
Other Services & Charges	17,365	16,890	16,890	16,890
Supplies	22,543	23,000	23,000	23,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	111,039	109,824	112,632	113,864

City of Independence, Missouri
Organizational Chart



City of Independence
Departmental Budget Summary

Department: 4020 - City Manager *2002-03 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.

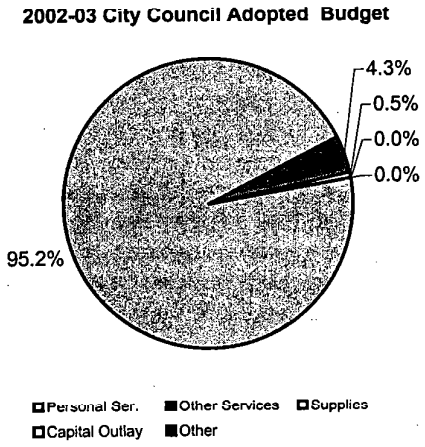
Description	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Staffing				
Full Time Positions	13.00	12.50	11.00	11.00
Part Time Positions	.00	.00	.50	.50
Total	13.00	12.50	11.50	11.50

Description	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Budget by Major Program Category				
4021 City Manager	479,115	479,052	502,012	515,218
4022 Communications	162,515	162,075	168,348	173,083
4026 Citizen Information Center	127,350	98,743	101,495	113,925
4027 Citizen Information Center	50,843	51,424	52,574	63,036
Total	819,823	791,294	824,429	865,262
Source of Funding				
General Fund	768,980	739,870	771,855	802,226
Water Fund	50,843	51,424	52,574	63,036
Total	819,823	791,294	824,429	865,262

City Manager

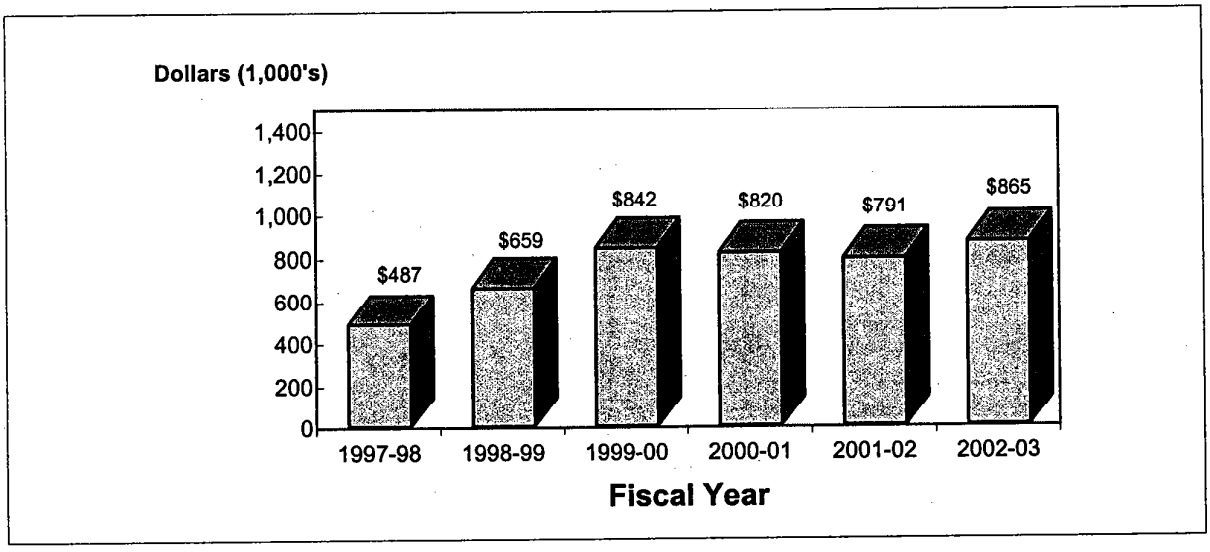
Appropriations by Type:

Expenditure Type	Actual 2000-01	Original 2001-02	Projected 2001-02	Adopted 2002-03
Personal Ser.	$ 776,547	$ 749,294	$ 782,429	$ 823,462
Other Services	24,274	36,880	37,055	37,080
Supplies	14,836	5,120	4,945	4,720
Capital Outlay	4,166	-	-	-
Other	-	-	-	-
Total	$ 819,823	$ 791,294	$ 824,429	$ 865,262



Historical Comparison:

	Actual 1997-98	Actual 1998-99	Actual 1999-00	Actual 2000-01	Budget 2001-02	Budget 2002-03
Employees:						
Full Time Equiv.	9.38	12.00	13.00	12.50	11.50	11.50
Amount by Fund:						
General Fund	$ 462,773	$ 618,268	$ 797,015	$ 768,980	$ 739,870	$ 802,226
Water Fund	24,688	40,844	44,654	50,843	51,424	63,036
Total All Funds	$ 487,461	$ 659,112	$ 841,669	$ 819,823	$ 791,294	$ 865,262
Comparative Ratios:						
Per Capita	$ 4.22	$ 5.69	$ 7.25	$ 7.02	$ 6.77	$ 7.40
Per Household	$ 9.73	$ 13.09	$ 16.62	$ 16.04	$ 15.48	$ 16.93



City of Independence
Detail Program Summary

Department: 4020 - City Manager — *2002-03 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.

2001-02 Accomplishments	**Goal Ref**
* Coordinated community's entry in National Civic League's All America City competition; won All America City designation for 2001.	1.0
* Negotiated with Southwestern Bell Telephone to resolve their printing errors in Independence telephone books; gained right to determine illustrations for cover of Independence telephone books.	9.4
* Initiated Independence Pride program with Kansas City Crime Commission to use court-assigned community service workers at Independence work sites.	1.1
* Leased Truman Depot to Jackson County Genealogical Society for use as society research facility; Society is required to maintain Amtrak stop.	7.5
* Coordinated with Northwest Communities Development Corporation to renew/administer City's $225,000 Weed and Seed grant: allows operation of community center, home rehabilitation program, computer training center, store-front action center staffed by Independence police officers; has also allowed partnering with Swope Parkway Medical Center to open a new $400,000 health clinic in Fairmount district. Program has received national recognition from Department of Justice for successful/innovative programming.	5.5
* In cooperation with KCATA, determined site to construct $1 million transit center.	5.5
* Coordinated with Rock Creek Community Center Association to complete architectural/reuse study of Rock Creek School.	5.7
* Supported Beautification Commission to host annual City Beautification Awards program using donated funds.	5.3
* Supported City Council/Landlord Technical Committee in monitoring licensing of local landlords and coordinated with Eastern Jackson County Landlord's Association to host Landlord Law Seminar at Sermon Center.	8.6
* Entered into negotiations with Jackson County Land Trust to resolve issues affecting Independence; assisted with sales of trust properties to return properties to private ownership.	9.4
* Successfully negotiated with Union Pacific Railroad to allow City to landscape Noland Road between Osage and 35th Street.	1.3
* Negotiated a long-term lease with the First United Methodist Church	5.4

2001-02 Accomplishments **Goal Ref**

to provide parking for the Truman Memorial Building.

* Obtained legislation to restructure the Little Blue Valley Sewer District and to enable approval of bonding to bring into compliance with federal and state regulations. 9.4
* Coordinated legislative efforts to preserve municipal control over the use of the public right-of-way. 1.0
* Assisted in the development of the expanded transient guest tax initiative and provided oversight on the public information materials developed. 7.5
* Successfully recruited and filled three department director positions - Police, Human Resources, Health. 9.0
* Provided oversight and coordination as Acting Health Director and Acting Human Resources Director.
* Negotiated and/or provided oversight and coordination on work agreements for SEIU Service and Maintenance & Clerical Bargaining Unit, SEIU Water Pollution Control Bargaining Unit and IBEW.
* Represented the City with various organizations and committees, including the MARC Telecommunications Consortium, Little Blue Valley Sewer District, the Jackson County Betterment Council, the Independence Chamber of Commerce, the Jackson County Public Health Task Force, the Independence Advisory Board of Public Health, the Jackson County United Way, the Local Public Health Administrators, and the Missouri City Management Association. 9.5
* Provided oversight and direction to ensure that the three sales tax programs (streets, parks, storm water) are progressing in accordance with the plans and schedules provided to the public. 1.7
* Coordinated response to threats of domestic terrorism, including the development of protocols, emergency operations plans, training to City staff, hosting a public forum, and creating and disseminating information to the public.
* Reviewed the security status of public facilities and implemented measures to make them more secure, including the development of employee identification badges, the expansion of proximity card access systems, increased lighting, and other improvements.
* Developed materials and coordinated discussions regarding the possible renewal of the street sales tax and renewal/expansion of park sales tax. 1.7
* Coordinated the response to the January/February 2002 ice storm, including the brush pickup and disposal. 1.0

2002-03 Objectives **Goal Ref**

* Participate as host committee member for 2002 All America City competition to be held in Kansas City. 1.0
* Complete design of Noland Road beautification/landscape project. 1.3
* Complete negotiations with Land Trust to properly dispose of Land Trust properties. 9.4
* Maintain compliance with Weed and Seed grant requirements; obtain 9.4

City of Independence
Detail Program Summary

Department: 4020 - City Manager — *2002-03 Operating Budget*
Cost Center: 4021 - City Manager — *Fund: 02 - General Fund*

2002-03 Objectives — **Goal Ref**

renewal of grant.

* Coordinate with KCATA to assure construction of satisfactory transit center. — 5.5
* Complete construction/exterior restoration of Truman Depot. — 5.5
* Market Rock Creek School to assure reuse of school that is compatible with neighborhood. — 9.4
* Expand use of Independence Pride program. — 1.1
* Initiate performance measurement system for City operations. — 9.3

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Project Manager	1.00	1.00	1.00	1.00
Assistant City Manager	1.00	1.00	1.00	1.00
City Manager	1.00	1.00	1.00	1.00
Staff Assistant	.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	.00	.00	.00
Total	5.00	5.00	5.00	5.00

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	467,691	467,302	490,262	503,668
Other Services & Charges	10,261	10,130	10,205	10,330
Supplies	1,163	1,620	1,545	1,220
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	479,115	479,052	502,012	515,218

City of Independence
Detail Program Summary

Department: 4020 - City Manager — *2002-03 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.

2001-02 Accomplishments — **Goal Ref**

* Improved community visibility and interaction of the city through more active participation in the community by the Communications Director. Served on the Chamber of Commerce Banquet Committee, attended monthly Legislative Briefings at the Chamber, encouraged participation with local newspaper in co-sponsored events. — 9.5
* Have explored the possibility of selling advertising for City 7 to develop new revenue source to supplement funding for the channel but have been unable to find another city with a successful program.
* Oversee continued growth of City 7 programming to keep the public well informed of high profile issues that impact the community. To achieve this goal, expanded the format of Inside Independence to add a monthly Health Segment. Communications Director has also worked with the Independence School District to add a weekly, student-produced news program that focuses on events in all of the district schools. — 2.8
* Communications Director worked with Internet Committee and Technology Services Department to assist several departments with reworking of their web pages. The committee met several times and presented a report suggesting an overall update for the City's Web Site. This project is in progress. The Communications Director meets on a regular basis regarding updates and redesign with several Technology Services Department personnel. Some projects completed during the past year included: getting the City Code online; web pages for the Mayor and City Council, Utility Online Bill Paying, Park Department pages, All-America City pages and photo album, January Ice Storm pages and photo album, Public Works Department project information. — 2.7
* We have worked to expand E-Commerce for the City's web site. In the last year, we added Utility Online Bill Paying and are planning to expand this for other departments such as Community Development Permits, Traffic Ticket Paying, etc. — 2.7
* We have continued to produce videos to publicize services, programs and products. This year's productions included programs on Utility Online Bill Paying and a Tourism Guest Tax video. We also did a short program on the January Ice Storm, the January Ice Storm visit of the FEMA Director and taped for broadcast a Town Forum on how to respond to terrorist acts following the September 11 attack in New York and Washington D.C. Other videos produced are: Inside Independence (7 episodes as of March 5); Harry Truman's Introduction to Tourism's Promotion Program; All-America City Award Presentation w/Brent Schondelmeyer; All-America City Party; Terrorist Memorial Services; Anthrax Awareness; Mayor's Prayer Breakfast; Mayor's Christmas Concert; Truman Memorial Building Press Conference; LAGERS — 1.0

2001-02 Accomplishments **Goal Ref**

Presentation; State of the City Address; and The League of Women Voters & The Examiner Candidate Forum.

* Published 12 issues of CityScene. 2.9
* Worked to get student internship program started. This is accomplished mostly through the previously mentioned student-produced videos that air weekly. 2.8
* Published two brochures to educate citizens about issues. They were "The Transportation Development District" and "After The Storm", regarding brush cleanup after the January Ice Storm. 2.9
* Increased the number of news releases from 17 in 2000 to 61 in 2001. Departments and number of releases were: City Manager's Office, 14; Community Development, 2; Fire, 9; Health, 2; Human Resources, 2; Mayor & City Council, 5; Parks and Recreation, 8; Police, 5; Power & Light, 2; Public Works, 8; Water, 1; and Water Pollution Control, 3. We will work to increase that number during the coming year. 2.9
* Organized and held two press conferences: Truman Memorial Building Fundraising and FEMA Ice Storm visit. 2.9
* Mailed 187 New Resident Guide packets to new Independence residents. 2.9

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Newsletters Published	12	12	12	12
New Residents Guides Distributed	538	126	187	200
Videos Broadcast	37	300	200	100
City Council Broadcasts	49	51	49	49
Planning Commission Broadcasts	23	24	23	23
News Releases		17		61
Press Conferences		0		2

2002-03 Objectives **Goal Ref**

* Facilitate positive media relations. 1.0
* Oversee continued growth of City 7 programming to keep public well informed of high-profile issues that impact the community. 2.8
* Work with Technology Services to continue growth of City's web site and E-Government. 2.7
* Make improvements to CityScene. 2.9
* Produce videos to publicize services, programs and products. 2.7
* Continue to work with Independence School District in student internship program. 2.8

City of Independence
Detail Program Summary

Department: 4020 - City Manager *2002-03 Operating Budget*
Cost Center: 4022 - Communications *Fund: 02 - General Fund*

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Communications Director	1.00	1.00	1.00	1.00
Video Production Specialist	1.00	1.50	1.50	1.50
Total	2.00	2.50	2.50	2.50

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	138,542	140,130	146,403	151,138
Other Services & Charges	9,741	19,945	20,045	19,945
Supplies	11,332	2,000	1,900	2,000
Capital Outlay	2,900	0	0	0
Other Expenditures	0	0	0	0
Total	162,515	162,075	168,348	173,083

City of Independence
Detail Program Summary

Department: 4020 - City Manager — *2002-03 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.

2001-02 Accomplishments — **Goal Ref**

* Provided information on community wide events and determined appropriate referrals to outside agencies. — 2.9
* Continued training on Civicall and expanded City wide usage. Produced council district statistics. — 2.9
* Received, and provided follow-up on citizen concerns and suggestions, through the Internet, in person, and while answering the switchboard. — 2.7
* Raised division profile by providing quality customer service to citizens. — 9.2
* Helped to releive customers concerns and handle complaints while Independence was recovering from a disaster, the January ice storm. — 2.9
* Coordinated volunteer program "Neighbor Helping Neighbor" with the Health Department. — 9.1
* Participated in community outreach projects such as Chamber of Commerce, YouthFriends, spoke with church groups regarding City services and City 7. — 9.5
* Administered City Hall Cashiering. — 9.4
* Registered voters in City Hall.

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Calls to Switchboard	68,576	69,000	71,500	74,250
Cashiering Functions	35,242	37,000	35,500	33,200
Civicall Entries	662	800	500	525
Response to E-Mails	457	500	900	1,507
Walk-ins at City Hall	8,907	9,100	12,000	13,700

2002-03 Objectives — **Goal Ref**

* Assist with providing security in City Hall.
* Implement an on-line computer system to aid employees in providing customer service to citizens. — 2.9
* Expand the use of Civicall allowing citizens to enter complaints on the Internet. — 2.9
* Continue to raise CIC profile by participating in community outreach programs. — 9.1
* Provide information on community wide events and determine — 2.9

2002-03 Objectives **Goal Ref**

appropriate referrals to outside agencies.
* Administer cashiering services in City Hall.

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Citizens Information Director	1.00	.00	.00	.00
Customer Service Tech I	2.50	2.50	1.50	1.50
Customer Service Tech II	1.00	1.00	1.00	1.00
Total	4.50	3.50	2.50	2.50

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	119,471	90,438	93,190	105,620
Other Services & Charges	4,272	6,805	6,805	6,805
Supplies	2,341	1,500	1,500	1,500
Capital Outlay	1,266	0	0	0
Other Expenditures	0	0	0	0
Total	127,350	98,743	101,495	113,925

City of Independence
Detail Program Summary

Department: 4020 - City Manager — *2002-03 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.

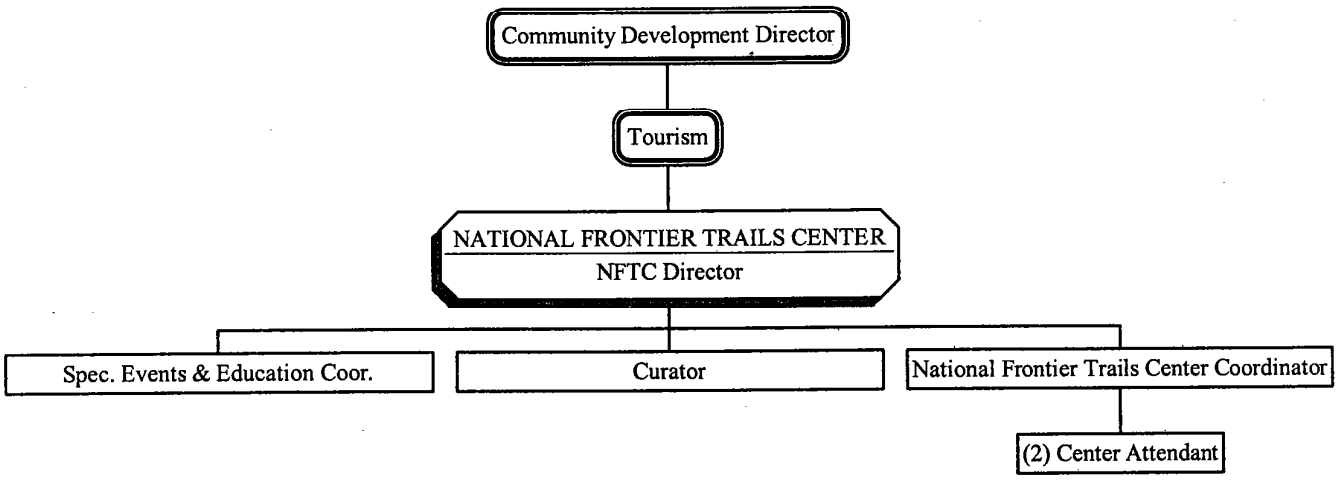
Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 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	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	50,843	51,424	52,574	63,036
Other Services & Charges	0	0	0	0
Total	50,843	51,424	52,574	63,036

City of Independence, Missouri
National Frontier Trails Center



City of Independence
Departmental Budget Summary

Department: 4025 - National Frontier Trails Ct. 2002-03 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	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Staffing				
Full Time Positions	4.00	4.00	4.00	4.00
Part Time Positions	2.00	2.00	2.00	2.00
Total	6.00	6.00	6.00	6.00

Description	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Budget by Major Program Category				
4025 National Frontier Trails Ct.	301,023	305,027	315,923	321,721
Total	301,023	305,027	315,923	321,721
Source of Funding				
General Fund	301,023	305,027	315,923	321,721
Total	301,023	305,027	315,923	321,721

City of Independence
Departmental Budget Summary

Department: 4025 - National Frontier Trails Ct. 2002-03 Operating Budget

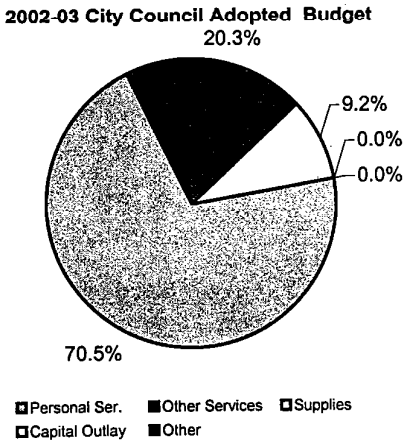
Direct/Offsetting Revenues				
NFTC Center Admissions	40,947	41,000	37,152	49,000
Gift Shop Sales	41,194	38,000	40,185	42,000
Total	82,141	79,000	77,337	91,000

Significant Issues/Changes

* The Center is at a major crossroads, with the NFTC Redevelopment Plan created in 2000 as the guide for the future. Following the plan will have a lasting impact on its facilities, exhibits, programming, staff, funding and attendance.

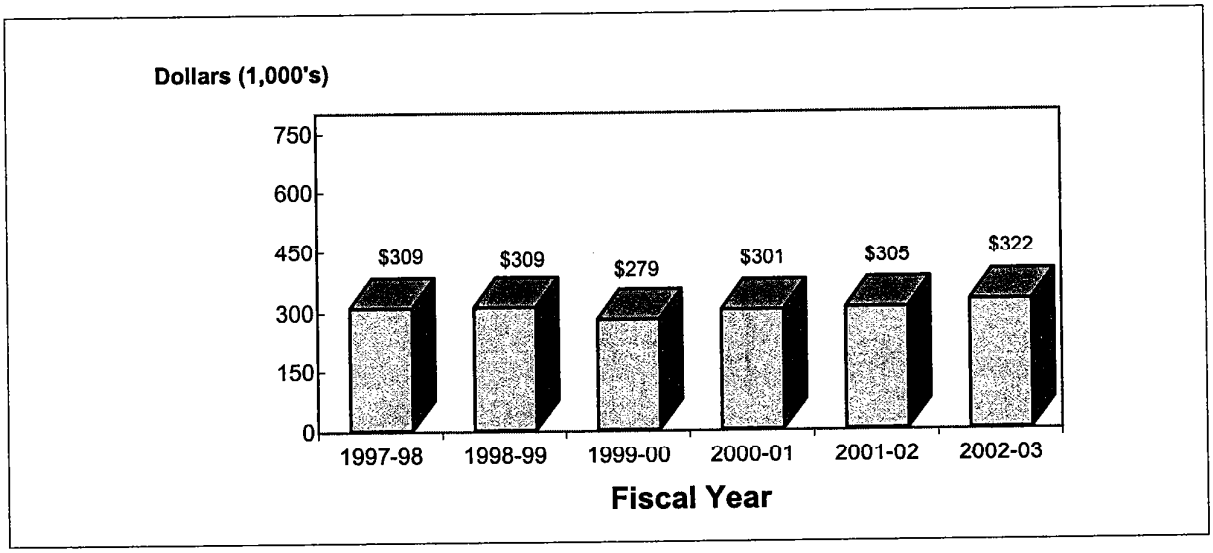
Appropriations by Type:

Expenditure Type	Actual 2000-01	Original 2001-02	Projected 2001-02	Adopted 2002-03
Personal Ser.	$ 194,676	$ 210,087	$ 220,983	$ 226,781
Other Services	60,413	65,465	65,465	65,465
Supplies	39,911	29,475	29,475	29,475
Capital Outlay	6,023	-	-	-
Other	-	-	-	-
Total	$ 301,023	$ 305,027	$ 315,923	$ 321,721



Historical Comparison:

	Actual 1997-98	Actual 1998-99	Actual 1999-00	Actual 2000-01	Budget 2001-02	Budget 2002-03
Employees:						
Full Time Equiv.	6.55	6.55	6.00	6.00	6.00	6.00
Amount by Fund:						
General Fund	$ 308,552	$ 309,433	$ 278,821	$ 301,023	$ 305,027	$ 321,721
Total All Funds	$ 308,552	$ 309,433	$ 278,821	$ 301,023	$ 305,027	$ 321,721
Comparative Ratios:						
Per Capita	$ 2.67	$ 2.67	$ 2.40	$ 2.58	$ 2.61	$ 2.75
Per Household	$ 6.16	$ 6.14	$ 5.50	$ 5.89	$ 5.97	$ 6.29



City of Independence
Detail Program Summary

Department: 4025 - National Frontier Trails Ct. 2002-03 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.

2001-02 Accomplishments — **Goal Ref**

* Increased gift shop revenue by nearly 17%.
* Increased visits by school children by 56%. — 1.4
* Increased special programs, talks, and meetings hosted by 55%. — 7.5
* Established a NFTC speaker's bureau for the Kansas City metro area, utilizing docents as well as staff. — 7.5
* Updated the NFTC's collections management system for more accurate identification and retrieval.

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
In house researchers	75	71	75	100
school groups	107	167	125	150
Adult tours	64	65	60	65
Special programs, talks & meetings hosted	66	102	80	100
Total number of visitors	18,015	20,105	22,000	22,000
Museum store revenue	36,023	42,095	38,000	42,000

2002-03 Objectives — **Goal Ref**

* Promote and further develop the NFTC Redevelopment Plan implementation strategy. — 7.4
* Begin to upgrade exhibits in preparation of the redevelopment plan. — 7.5
* Promote the NFTC by reaching out to new audiences in the Kansas City Metro area. — 7.5
* Partner with the Independence School District in creating an expanded educational outreach program. — 9.5
* Coordinate with the National Park Service with completing the — 7.5

2002-03 Objectives **Goal Ref**

installation of the interpretive signs at the swale area.

* Increase attendance revenue by 10%.

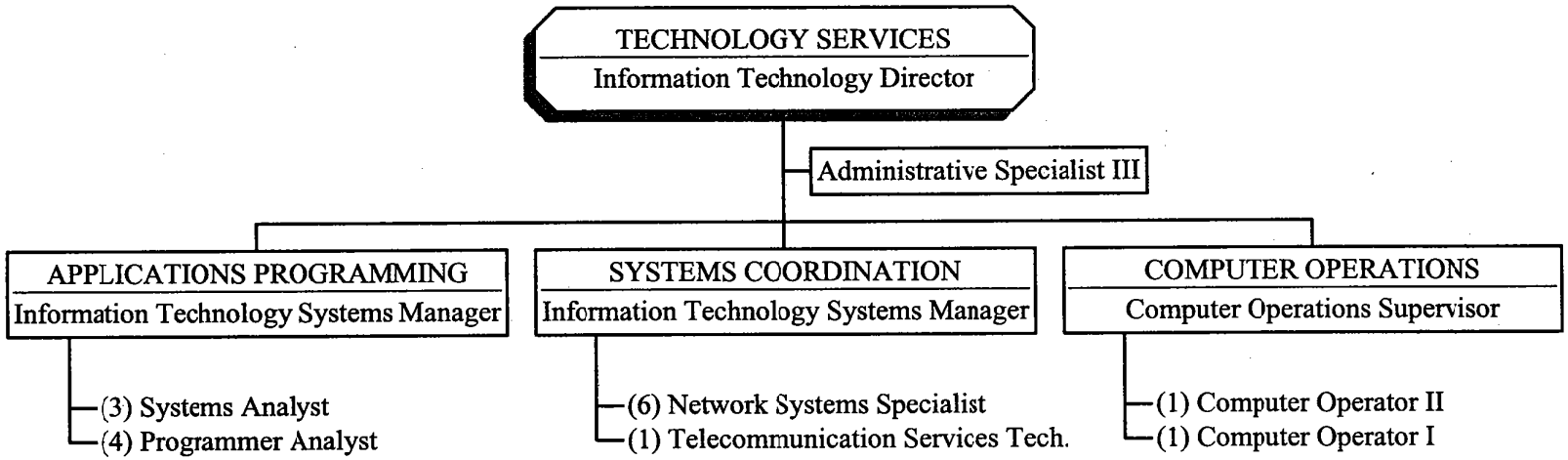
Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
NFTC Director	1.00	1.00	1.00	1.00
Curator	1.00	1.00	1.00	1.00
Special Events/Education Coord	.00	.00	1.00	1.00
Custodian	.00	.00	.00	.00
NFTC Coordinator	1.00	1.00	1.00	1.00
Maint Technician	1.00	1.00	.00	.00
Center Attendant	2.00	2.00	2.00	2.00
Total	6.00	6.00	6.00	6.00

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	194,676	210,087	220,983	226,781
Other Services & Charges	60,413	65,465	65,465	65,465
Supplies	39,911	29,475	29,475	29,475
Capital Outlay	6,023	0	0	0
Other Expenditures	0	0	0	0
Total	301,023	305,027	315,923	321,721

City of Independence, Missouri
Technology Services



City of Independence
Departmental Budget Summary

Department: 4050 - Technology Services *2002-03 Operating Budget*

Department Description

Technology Services provides analysis, programming, and computer processing support services to all City departments. The City's computer facility consists of two midrange computers, a series of Local Area Network file servers, and a communication network of terminals which connect with user departments. Technology Services is also responsible for administering a telephone system consisting of an AT&T PBX with 400 telephone stations, administration of voicemail, and coordinating long distance service with appropriate vendors.

Description	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Staffing				
Full Time Positions	22.00	22.00	21.00	21.00
Total	22.00	22.00	21.00	21.00

Description	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Budget by Major Program Category				
4052 Technology Services	1,469,188	1,435,189	1,489,822	1,509,725
4053 Technology Services	51,114	58,258	60,922	63,925
Total	1,520,302	1,493,447	1,550,744	1,573,650
Source of Funding				
General Fund	1,469,188	1,435,189	1,489,822	1,509,725
Power and Light Fund	51,114	58,258	60,922	63,925
Total	1,520,302	1,493,447	1,550,744	1,573,650

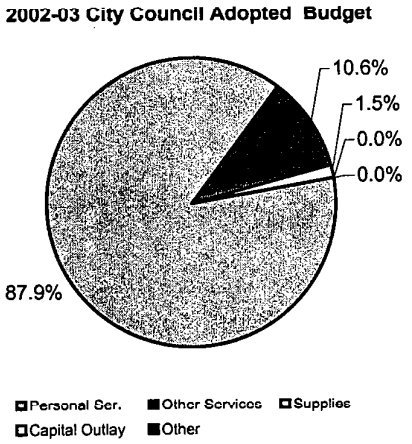
City of Independence
Departmental Budget Summary

Department: 4050 - Technology Services *2002-03 Operating Budget*

Direct/Offsetting Revenues				
Outside Computer Service Charges	31,765	31,000	24,536	24,000
Total	31,765	31,000	24,536	24,000

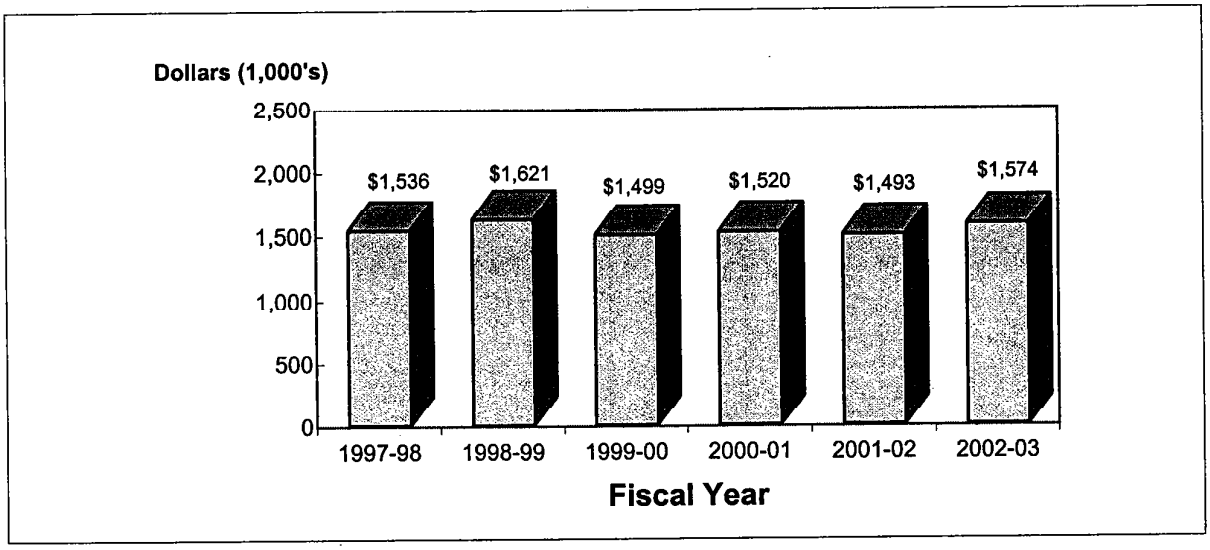
Appropriations by Type:

Expenditure Type	Actual 2000-01	Original 2001-02	Projected 2001-02	Adopted 2002-03
Personal Ser.	$ 1,278,753	$ 1,263,410	$ 1,326,857	$ 1,383,613
Other Services	106,874	205,037	172,949	167,012
Supplies	50,666	25,000	29,887	23,025
Capital Outlay	62,130	-	-	-
Other	21,879	-	21,051	-
Total	$ 1,520,302	$ 1,493,447	$ 1,550,744	$ 1,573,650



Historical Comparison:

	Actual 1997-98	Actual 1998-99	Actual 1999-00	Actual 2000-01	Budget 2001-02	Budget 2002-03
Employees:						
Full Time Equiv.	22.00	22.00	22.00	22.00	21.00	21.00
Amount by Fund:						
General Fund	$ 1,488,448	$ 1,573,867	$ 1,448,671	$ 1,469,188	$ 1,435,189	$ 1,509,725
Power and Light Fund	47,254	46,740	50,740	51,114	58,258	63,925
Total All Funds	$ 1,535,702	$ 1,620,607	$ 1,499,411	$ 1,520,302	$ 1,493,447	$ 1,573,650
Comparative Ratios:						
Per Capita	$ 13.29	$ 13.99	$ 12.91	$ 13.01	$ 12.78	$ 13.47
Per Household	$ 30.66	$ 32.18	$ 29.60	$ 29.74	$ 29.22	$ 30.79



City of Independence
Detail Program Summary

Department: 4050 - Technology Services — *2002-03 Operating Budget*
Cost Center: 4052 - Technology Services — *Fund: 02 - General Fund*

Description

Technology Services provides analysis, programming, and computer processing support services to all City departments. The City's computer facility consists of two midrange computers, a series of Local Area Network file servers, and a communication network of terminals which connect with user departments. Technology Services is also responsible for administering a telephone system consisting of an AT&T PBX with 400 telephone stations, administration of voicemail, and coordinating long distance service with appropriate vendors.

2001-02 Accomplishments — **Goal Ref**

* New features were added to the City's web site, including browsing of the City Code, Planning Commission agenda, birth/death certificates link, on-line Vendor Registration, City budget, and Business License renewal. — 2.7
* The Utilities and City Government IBM AS/400 was upgraded to resolve processing performance issues.
* The GIS committee was reinstituted and developed a GIS Strategic Plan.
* Implemented use of internal security software to prevent unauthorized use of information.
* Access to e-mail via the Internet was implemented.
* Reduced paper usage by making Business License reports electronic.
* Developed a new Dial-a-Ride system for Parks and Recreation.
* Developed a Student Survey System for the Health Department.

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Computer Terminals On-Line	500	525	525	560
AS/400 On-Line Transactions	28,000,000	39,782,600	39,782,600	42,600,000
Requests for Software Services	75	906	906	1100
Network Service Calls				3400

2002-03 Objectives — **Goal Ref**

* Add additional e-Government items, such as building permit applications, traffic ticket payments, legislative district information, and restaurant inspection status. — 2.7
* Convert to standardized address system for Utilities and Business Licenses.
* Convert Public Safety and Code Enforcement software packages to use

City of Independence
Detail Program Summary

Department: 4050 - Technology Services — *2002-03 Operating Budget*
Cost Center: 4052 - Technology Services — *Fund: 02 - General Fund*

2002-03 Objectives — **Goal Ref**

Microsoft Word.
* Install new Mug Shot system for the Police Department.
* Research use of mobile terminals for Code Enforcement and Building Inspection.

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Information Tech Dir	1.00	1.00	1.00	1.00
Information Tech Sys Mgr	2.00	2.00	2.00	2.00
Computer Operations Supvr	1.00	1.00	1.00	1.00
Computer Operator I	3.00	2.00	1.00	1.00
Computer Operator II	1.00	1.00	1.00	1.00
Network System Specialist	4.00	4.00	5.00	5.00
Programmer/Analyst	4.00	4.00	4.00	4.00
Systems Analyst	3.00	3.00	3.00	3.00
Telecomm Serv Tech	1.00	2.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	21.00	21.00	20.00	20.00

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	1,227,639	1,205,152	1,265,935	1,319,688
Other Services & Charges	106,874	205,037	172,949	167,012
Supplies	50,666	25,000	29,887	23,025
Capital Outlay	62,130	0	0	0
Other Expenditures	21,879	0	21,051	0
Total	1,469,188	1,435,189	1,489,822	1,509,725

Significant Issues

* Instituted a four year replacement cycle for personal computers and file servers.
* Established Microsoft Office as the software standard for desktops.
* Installed a satelite PBX at the Water Plant.

City of Independence
Detail Program Summary

Department: *4050 - Technology Services* *2002-03 Operating Budget*
Cost Center: *4052 - Technology Services* *Fund: 02 - General Fund*

Significant Issues

* Utilized college students for Web development.

City of Independence
Detail Program Summary

Department: 4050 - Technology Services — *2002-03 Operating Budget*
Cost Center: 4053 - Technology Services — *Fund: 20 - Power and Light Fund*

Description

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

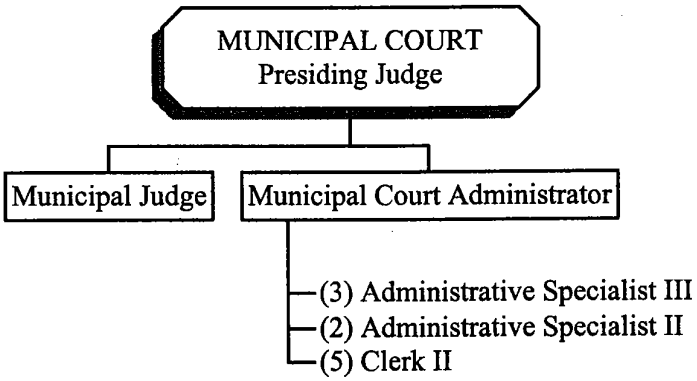
Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 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	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	51,114	58,258	60,922	63,925
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	51,114	58,258	60,922	63,925

City of Independence, Missouri
Municipal Court



City of Independence
Departmental Budget Summary

Department: 4090 - Municipal Court *2002-03 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	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Staffing				
Full Time Positions	13.00	13.00	13.00	13.00
Total	13.00	13.00	13.00	13.00

Description	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Budget by Major Program Category				
4090 Municipal Court	543,530	547,522	571,050	626,324
Total	543,530	547,522	571,050	626,324
Source of Funding				
General Fund	543,530	547,522	571,050	626,324
Total	543,530	547,522	571,050	626,324

Significant Issues/Changes

* Night Court started in December, 2001. It is held the first and second Wednesday night of each month, we will hold 23 Night Court sessions in the 2002-03 budget year. Night Court was implemented to accommodate the Police Department. Total amount to operate Night Court is $11,074.00.
* July, 2001, we started using Municipal Services Bureau, a collection agency to collect outstanding monies owed to the Municipal Court.

City of Independence
Departmental Budget Summary

Department: 4090 - Municipal Court *2002-03 Operating Budget*

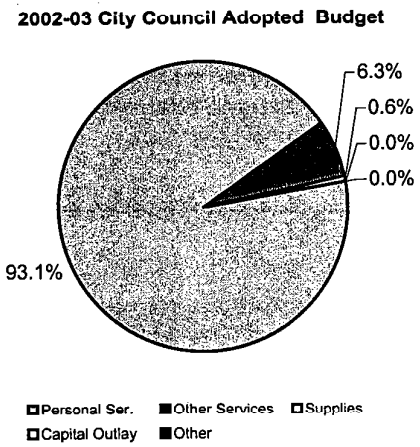
Significant Issues/Changes

The cost of services provided by MSB varies depending on the amount of revenues collected monthly. $7,000 has been added to the budget for this purpose and is offset by $23,333.00 in revenues resulting from this service.

Municipal Court

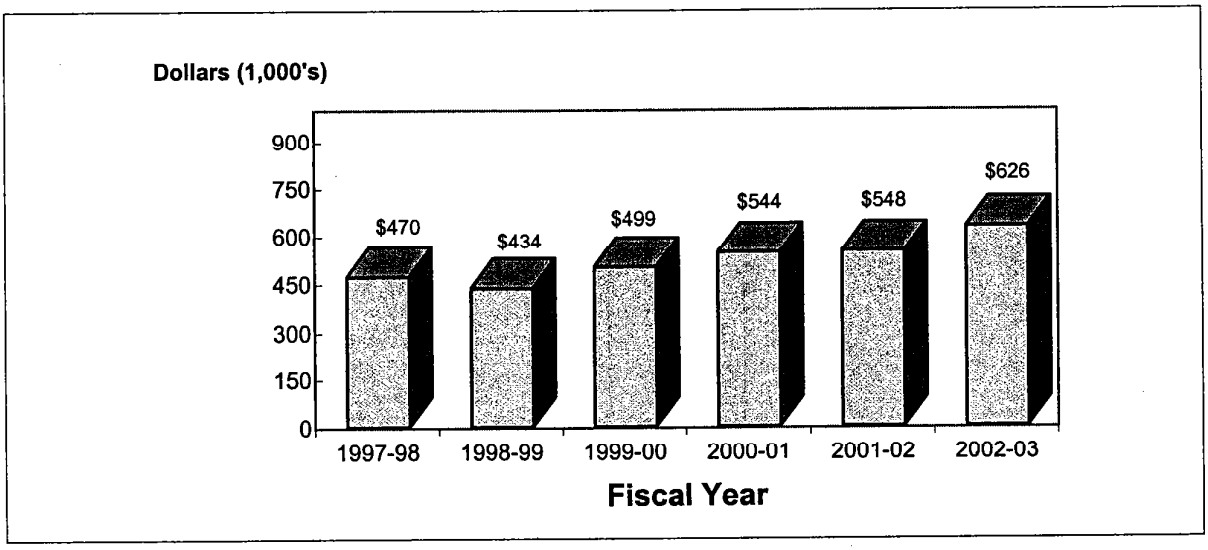
Appropriations by Type:

Expenditure Type	Actual 2000-01	Original 2001-02	Projected 2001-02	Adopted 2002-03
Personal Ser.	$ 507,539	$ 511,008	$ 530,581	$ 583,310
Other Services	25,306	34,152	35,527	39,410
Supplies	5,189	2,362	3,392	3,604
Capital Outlay	5,496	-	1,550	-
Other	-	-	-	-
Total	$ 543,530	$ 547,522	$ 571,050	$ 626,324



Historical Comparison:

	Actual 1997-98	Actual 1998-99	Actual 1999-00	Actual 2000-01	Budget 2001-02	Budget 2002-03
Employees:						
Full Time Equiv.	12.00	12.00	13.00	13.00	13.00	13.00
Amount by Fund:						
General Fund	$ 469,753	$ 433,865	$ 498,956	$ 543,530	$ 547,522	$ 626,324
Total All Funds	$ 469,753	$ 433,865	$ 498,956	$ 543,530	$ 547,522	$ 626,324
Comparative Ratios:						
Per Capita	$ 4.07	$ 3.75	$ 4.30	$ 4.65	$ 4.69	$ 5.36
Per Household	$ 9.38	$ 8.61	$ 9.85	$ 10.63	$ 10.71	$ 12.25



City of Independence
Detail Program Summary

Department: 4090 - Municipal Court — *2002-03 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.

2001-02 Accomplishments — **Goal Ref**

* Worked with Technology Services to acquire new computer and video software for arraignments. — 9.1
* Initiated operation with Municipal Services Bureau to collect outstanding monies due to Municipal Court.
* Implemented Services with Metropolitan Community Service Program to schedule and monitor community service workers. — 9.1
* Implemented Night Court to accommodate Police Department. — 9.1
* Added Student Drug Court to be held once a month. — 9.1

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
No. of Complaints	6,203	5,962	6,513	6,708
No. of Cases Disposed by Court	25,492	26,621	26,767	27,570
No. of Cases Disposed by TVB	11,130	11,324	11,687	12,037
No of Subpoenas Issued	2,559	3,273	2,687	2,768
No. of Warrants Issued	14,034	14,582	14,736	15,178
No. of Commitments	758	831	796	820
No. of Parking Tickets Paid	1,407	1,697	1,477	1,521
No. of Cases Docketed	56,049	58,328	59,461	63,278
No. of Night Court Cases Docketed				460

2002-03 Objectives — **Goal Ref**

* Work with Technology Services to create a Municipal Court Web Page. — 9.1
* Work with Technology Services to pay traffic tickets by Interact Voice Response System. — 9.1
* Work with Technology Services to pay traffic tickets on E-Government online. — 9.1
* Work with Technology Services to redesign and enhance the current court system. — 9.1
* Work with Police Department to purge antiquated warrants from the system.
* Coordinate and work with Security Shred Information Destruction Services to shred documents pursuant to Supreme Court Administrative — 9.2

City of Independence
Detail Program Summary

Department: 4090 - Municipal Court — *2002-03 Operating Budget*
Cost Center: 4090 - Municipal Court — *Fund: 02 - General Fund*

2002-03 Objectives — **Goal Ref**

Rule 8.

* Provide additional training and education for all Court Personnel. — 4.2

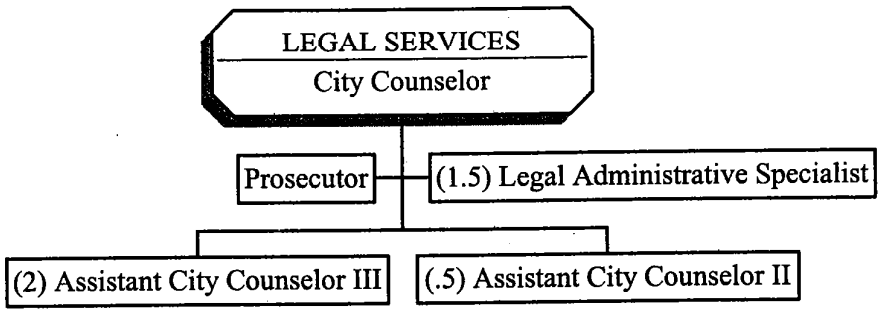
Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 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	2.00	2.00	2.00	2.00
Administrative Spec III	3.00	3.00	3.00	3.00
Total	13.00	13.00	13.00	13.00

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	507,539	511,008	530,581	583,310
Other Services & Charges	25,306	34,152	35,527	39,410
Supplies	5,189	2,362	3,392	3,604
Capital Outlay	5,496	0	1,550	0
Other Expenditures	0	0	0	0
Total	543,530	547,522	571,050	626,324

City of Independence, Missouri
Law



City of Independence
Departmental Budget Summary

Department: 4100 - Law *2002-03 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	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Staffing				
Full Time Positions	5.00	5.00	5.00	5.00
Part Time Positions	1.00	1.00	1.00	1.00
Total	6.00	6.00	6.00	6.00

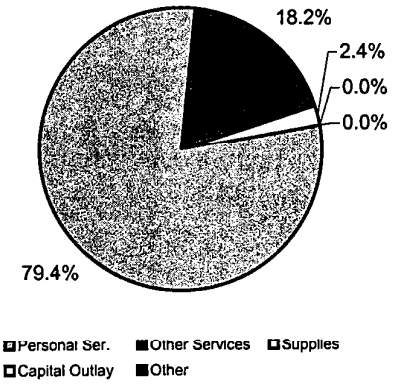
Description	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Budget by Major Program Category				
4100 Law	681,067	659,813	686,768	647,629
Total	681,067	659,813	686,768	647,629
Source of Funding				
General Fund	681,067	659,813	686,768	647,629
Total	681,067	659,813	686,768	647,629

Law

Appropriations by Type:

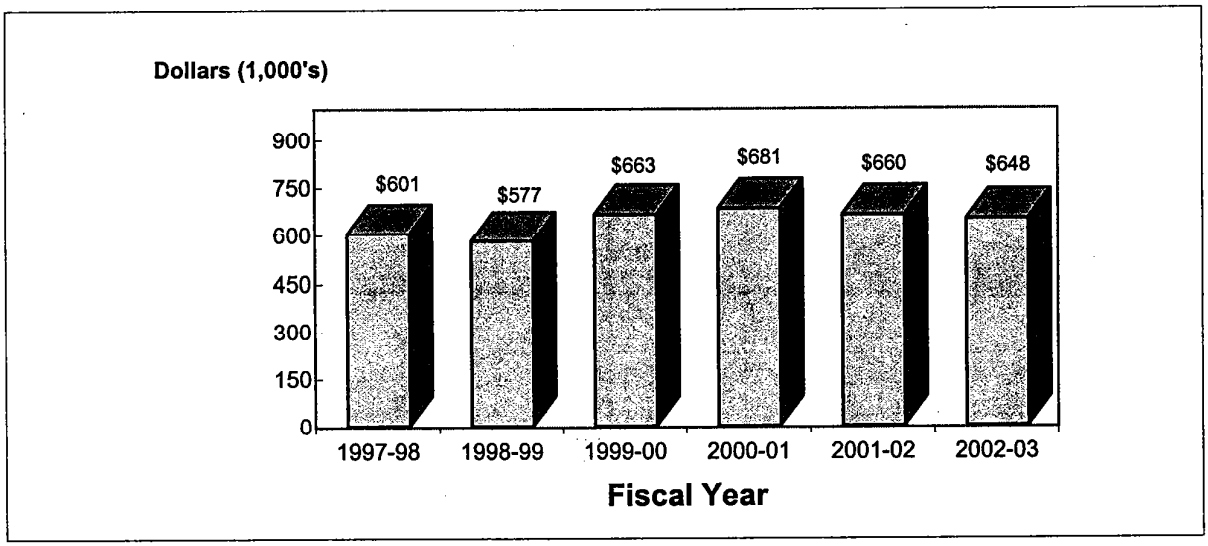
Expenditure Type	Actual 2000-01	Original 2001-02	Projected 2001-02	Adopted 2002-03
Personal Ser.	$ 468,378	$ 475,962	$ 500,408	$ 514,278
Other Services	201,246	171,851	174,360	118,100
Supplies	11,443	12,000	12,000	15,251
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	$ 681,067	$ 659,813	$ 686,768	$ 647,629

2002-03 City Council Adopted Budget



Historical Comparison:

	Actual 1997-98	Actual 1998-99	Actual 1999-00	Actual 2000-01	Budget 2001-02	Budget 2002-03
Employees:						
Full Time Equiv.	6.00	6.50	6.00	6.00	6.00	6.00
Amount by Fund:						
General Fund	$ 601,441	$ 577,377	$ 662,806	$ 681,067	$ 659,813	$ 647,629
Total All Funds	$ 601,441	$ 577,377	$ 662,806	$ 681,067	$ 659,813	$ 647,629
Comparative Ratios:						
Per Capita	$ 5.21	$ 4.98	$ 5.71	$ 5.83	$ 5.65	$ 5.54
Per Household	$ 12.01	$ 11.46	$ 13.08	$ 13.32	$ 12.91	$ 12.67



City of Independence
Detail Program Summary

Department: 4100 - Law
Cost Center: 4100 - Law

2002-03 Operating Budget
Fund: 02 - General Fund

Description

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

2001-02 Accomplishments

	Goal Ref
* Disposed of 6 lawsuits	
* Grant for domestic violence prosecutor extended	9.4
* Implemented night court docket	9.2

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Damage Claims	124	138	145	140
Lawsuits filed	13	20	20	20

2002-03 Objectives

	Goal Ref
* Assist in developing unified development code	6.1
* Continue training of new city prosecutor	9.2
* Research availability of time management products designed for governmental law offices	9.3

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 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	2.00	2.00
Asst City Counselor I	1.00	1.00	.00	.00
Asst City Counselor II	.50	.50	.50	.50
Legal Administrative Spec	1.50	1.50	1.50	1.50
Total	6.00	6.00	6.00	6.00

City of Independence
Detail Program Summary

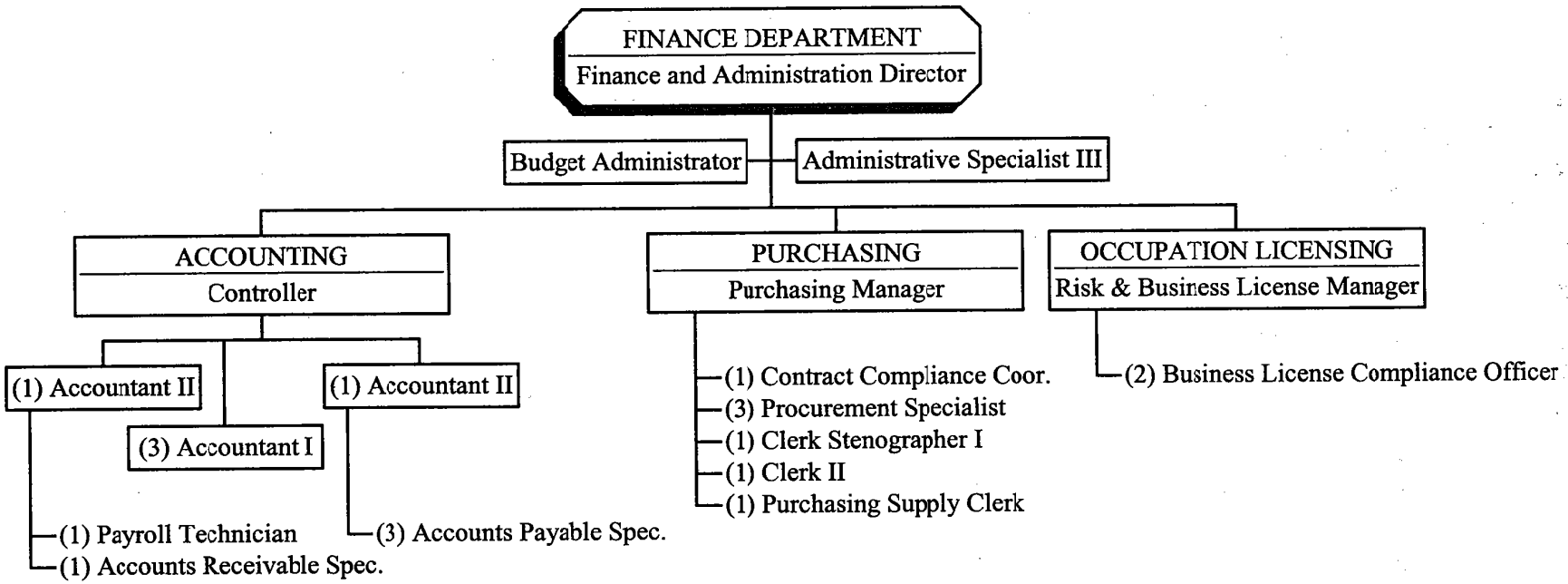
Department: 4100 - Law
Cost Center: 4100 - Law

2002-03 Operating Budget
Fund: 02 - General Fund

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	468,378	475,962	500,408	514,278
Other Services & Charges	201,246	171,851	174,360	118,100
Supplies	11,443	12,000	12,000	15,251
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	681,067	659,813	686,768	647,629

City of Independence, Missouri
Finance



City of Independence
Departmental Budget Summary

Department: 4200 - Finance *2002-03 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.

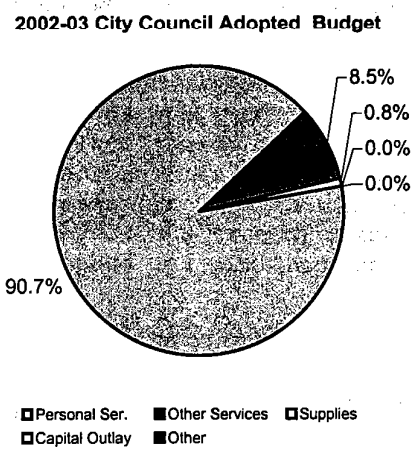
Description	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Staffing				
Full Time Positions	25.00	25.00	25.00	25.00
Total	25.00	25.00	25.00	25.00

Description	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Budget by Major Program Category				
4201 Administration	270,380	258,076	271,003	275,956
4210 Accounting	611,756	606,558	630,898	677,558
4240 Purchasing	359,871	365,036	379,819	414,470
4260 Business Licensing	172,796	167,569	175,630	179,520
Total	1,414,803	1,397,239	1,457,350	1,547,504
Source of Funding				
General Fund	1,414,803	1,397,239	1,457,350	1,547,504
Total	1,414,803	1,397,239	1,457,350	1,547,504

Finance

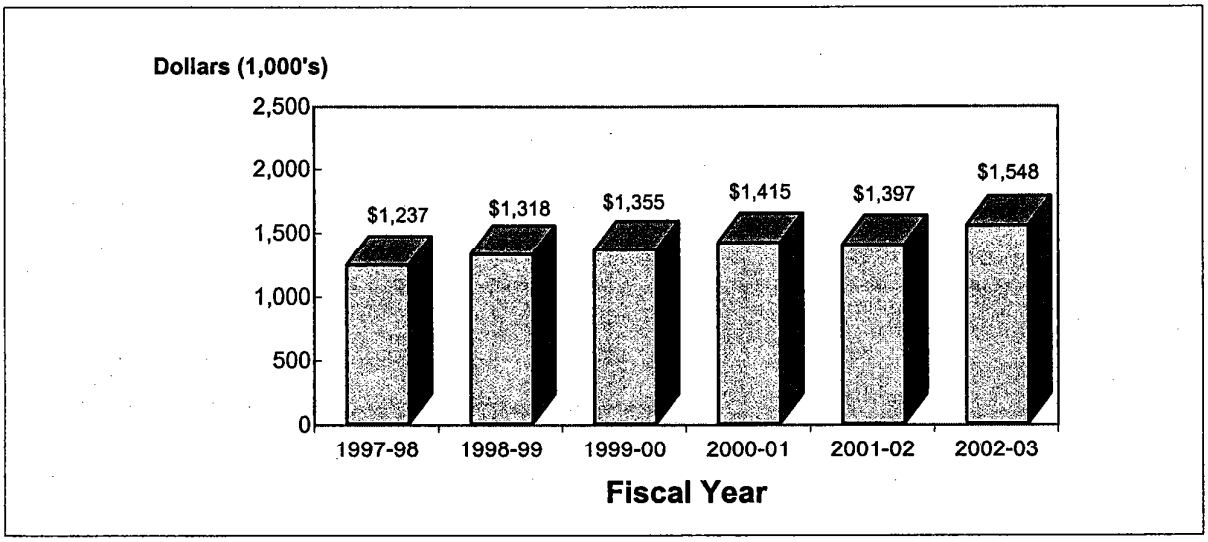
Appropriations by Type:

Expenditure Type	Actual 2000-01	Original 2001-02	Projected 2001-02	Adopted 2002-03
Personal Ser.	$ 1,265,041	$ 1,265,814	$ 1,325,925	$ 1,404,263
Other Services	128,613	119,367	120,015	131,123
Supplies	21,149	12,058	11,345	12,118
Capital Outlay	-	-	65	-
Other	-	-	-	-
Total	$ 1,414,803	$ 1,397,239	$ 1,457,350	$ 1,547,504



Historical Comparison:

	Actual 1997-98	Actual 1998-99	Actual 1999-00	Actual 2000-01	Budget 2001-02	Budget 2002-03
Employees:						
Full Time Equiv.	25.00	25.00	25.00	25.00	25.00	25.00
Amount by Fund:						
General Fund	$ 1,236,794	$ 1,317,840	$ 1,355,182	$ 1,414,803	$ 1,397,239	$ 1,547,504
Total All Funds	$ 1,236,794	$ 1,317,840	$ 1,355,182	$ 1,414,803	$ 1,397,239	$ 1,547,504
Comparative Ratios:						
Per Capita	$ 10.71	$ 11.38	$ 11.67	$ 12.11	$ 11.96	$ 13.24
Per Household	$ 24.69	$ 26.17	$ 26.75	$ 27.68	$ 27.34	$ 30.28



City of Independence
Detail Program Summary

Department: 4200 - Finance — *2002-03 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.

2001-02 Accomplishments — **Goal Ref**

* Received the 'Distinguished Budget Presentation Award' from the Government Finance Officers Association for the 2001-02 budget for the 16th year in a row. — 9.5
* Developed a staff training program for conversion from WordPerfect to Word. — 9.0
* Developed a training program for staff on the purchasing process and Financial Management System. — 9.0
* Provided access to the City's operating budget and financial reports on the internet. — 9.0
* Prepared revenue projections which accurately describe business activity in the 39th Street corridor. — 9.0

2002-03 Objectives — **Goal Ref**

* Continue with the implementation of GASB 34. — 9.0
* Assist in Tax Increment Financing project analysis. — 8.0
* Greater use of sales tax and business license data to track economic activity in the City. — 9.0

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Finance & Admin Dir	1.00	1.00	1.00	1.00
Budget Administrator	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: 4200 - Finance — *2002-03 Operating Budget*
Cost Center: 4201 - Administration — *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	242,044	238,431	251,358	256,561
Other Services & Charges	14,858	15,067	15,067	14,817
Supplies	13,478	4,578	4,578	4,578
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	270,380	258,076	271,003	275,956

City of Independence
Detail Program Summary

Department: 4200 - Finance — *2002-03 Operating Budget*
Cost Center: 4210 - Accounting — *Fund: 02 - General Fund*

Description

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

2001-02 Accomplishments — **Goal Ref**

* Received the "Certificate of Achievement for Excellence in Financial Reporting" for the Comprehensive Annual Financial Report. — 9.5
* Implemented GASB Statement No. 34 "Basic Financial Statements - and Management's Discussion and Analysis-for State and Local Governments" — 9.0
* Improved our Grant Reporting Procedures — 8.0
* Bid and awarded Banking Services Agreement — 8.0
* Implemented electronic payment for Retiree's health insurance. — 9.0

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Payroll Checks Processed	31,838	30,542	31,850	31,780
Disbursement Checks Processed	12,385	12,683	12,500	13,000
Department Local Checks Processed	6,170	5,942	7,000	6,000
Total Dollars Invested	66,000,000	64,385,000	65,000,000	52,500,000
Misc. Invoices Issued ($)	2,362,463	3,187,522	2,400,000	2,600,000
Electronic Payments	304	404	400	400

2002-03 Objectives — **Goal Ref**

* Compile data on the historical cost of the City's infrastructure to comply with GASB Statement No. 34. — 9.0
* Bid and award the agreement for independent auditing services. — 9.0
* Develop performance indicators which will measure how well we accomplish the activities of the Accounting Division. — 9.3

City of Independence
Detail Program Summary

Department: 4200 - Finance *2002-03 Operating Budget*
Cost Center: 4210 - Accounting *Fund: 02 - General Fund*

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Account Clerk II	2.00	2.00	2.00	.00
Accounts Payable Spec	1.00	1.00	1.00	3.00
Accounts Receivable Spec	1.00	1.00	1.00	1.00
Controller	1.00	1.00	1.00	1.00
Accountant I	5.00	3.00	3.00	3.00
Accountant II	.00	2.00	2.00	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	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	526,211	520,748	545,088	584,826
Other Services & Charges	81,130	81,180	81,828	88,102
Supplies	4,415	4,630	3,917	4,630
Capital Outlay	0	0	65	0
Other Expenditures	0	0	0	0
Total	611,756	606,558	630,898	677,558

City of Independence
Detail Program Summary

Department: 4200 - Finance | *2002-03 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.

2001-02 Accomplishments

	Goal Ref
* Established Web page for Purchasing Division	9.0
* Established Electronic bidding system through a third party service provider.	9.5
* Established on line vendor registration to provide information to the City's Financial Management System.	9.0
* Rebid or renewed 165 price agreements to be used by various City departments.	8.0

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Purchase Orders Issued	2,390	2,298	2,500	2,800
Price Agreements Maintained	165	176	180	184
Request for Proposals processed and administered	44	46	50	52

2002-03 Objectives

	Goal Ref
* Convert format of price agreements to allow placement into shared directory for all city departments to use.	8.0
* Implement a Lock Box Bid Receiving System for bids	9.0
* Review and combine price agreements with like commodities or services	9.0
* Initiate electronic submittal of informal quotes	9.0

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 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
Procurement Specialist	4.00	4.00	3.00	3.00

City of Independence
Detail Program Summary

Department: 4200 - Finance *2002-03 Operating Budget*
Cost Center: 4240 - Purchasing *Fund: 02 - General Fund*

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Contract Compliance Coord	.00	.00	1.00	1.00
Purchasing Supply Clerk	1.00	1.00	1.00	1.00
Total	8.00	8.00	8.00	8.00

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	343,234	355,116	369,899	399,306
Other Services & Charges	13,662	7,170	7,170	12,354
Supplies	2,975	2,750	2,750	2,810
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	359,871	365,036	379,819	414,470

City of Independence
Detail Program Summary

Department: 4200 - Finance — *2002-03 Operating Budget*
Cost Center: 4260 - Business Licensing — *Fund: 02 - General Fund*

Description

The Business Licensing division is responsible for the issuance and monitoring of business & liquor licenses, certificates of public convenience & necessity, employee liquor permits & all other licenses and permits authorized in Chapters 2, 5, & 19 of the City Code and Risk Management services.

2001-02 Accomplishments	**Goal Ref**
* Increased revenues through additional enforcement activities.	8.0
* Completed licensing of residential landlord from Utility Billing system.	8.0
* Continued to use State sales tax data to identify unlicensed businesses.	9.0
* Started accepting business license renewals via the Internet.	9.0
* Revised Alcoholic Beverages, Business License & Itinerant Merchant Codes.	8.0
* Held 24 administrative hearings for violations of the Alcoholic Beverage Code.	8.0
* Revised business license application.	8.0
* Evaluated premium options for the Stay Well Health Care Plan.	8.0
* Amended Stay Well Plan for benefit changes & to comply with new Federal regulations.	8.0
* Bid & awarded Dental, Life, LTD and Excess Workers' Compensation insurance programs.	8.0
* Renewed Property, Boiler & Machinery & Liability insurance programs.	8.0

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Business Licenses	5,750	7,400	7,700	7,750
Liquor Licenses	242	246	250	260
Employee Permits	2,050	2,109	2,200	4,000

2002-03 Objectives	**Goal Ref**
* Issue, renew & monitor business licenses in accordance with the City Code.	8.0
* Increase revenues by licensing new businesses & identifying unlicensed businesses.	8.0
* Accept business license applications via the Internet.	9.0
* License commercial landlords.	8.0
* Develop booklet summarizing each type of insurance coverage for distribution to departments.	9.0

City of Independence
Detail Program Summary

Department: 4200 - Finance — *2002-03 Operating Budget*
Cost Center: 4260 - Business Licensing — *Fund: 02 - General Fund*

2002-03 Objectives — **Goal Ref**

* Update the Division's Policy & Procedures Manual. — 9.0
* Evaluate premium options for the Stay Well Health Care Plan. — 9.0
* Bid & award TPA, PPO & Pharmacy services for Stay Well Plan & excess liability insurance program. — 9.0
* Renew Property, Boiler & Machinery, Life, LTD, Excess Workers' Compensation insurance programs. — 9.0

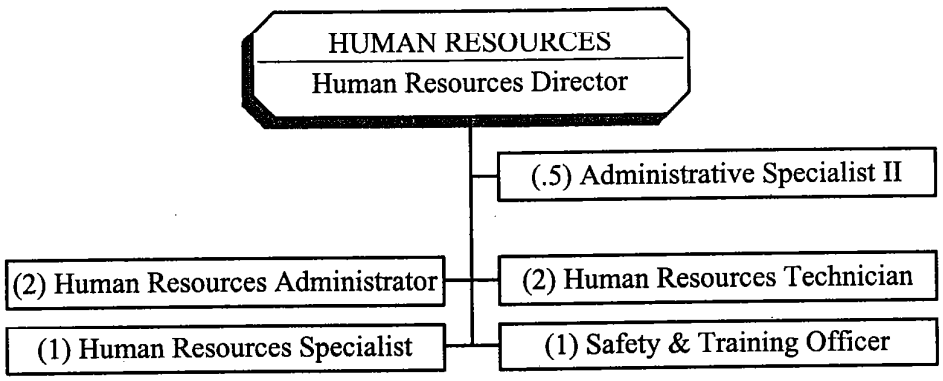
Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 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	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	153,552	151,519	159,580	163,570
Other Services & Charges	18,963	15,950	15,950	15,850
Supplies	281	100	100	100
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	172,796	167,569	175,630	179,520

City of Independence, Missouri
Human Resources



City of Independence
Departmental Budget Summary

Department: 4300 - Human Resources *2002-03 Operating Budget*

Department Description

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

Description	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Staffing				
Full Time Positions	6.00	7.00	7.00	7.00
Part Time Positions	.50	.50	.50	.50
Total	6.50	7.50	7.50	7.50

Description	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Budget by Major Program Category				
4300 Human Resources	426,916	441,933	458,171	467,930
Total	426,916	441,933	458,171	467,930

City of Independence
Departmental Budget Summary

Department: 4300 - Human Resources *2002-03 Operating Budget*

Source of Funding				
General Fund	426,916	441,933	458,171	467,930
Total	426,916	441,933	458,171	467,930

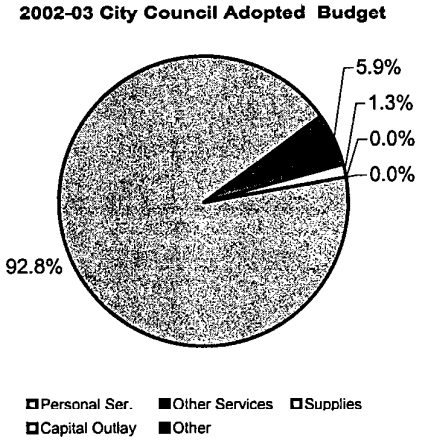
Significant Issues/Changes

* Work with Worker's Compensation Steering Committee to identify workers compensation issues which can be handled more effeciently and effectively.
* Identify Human Resources processes which can be handled more effectively.
* Perform Customer Service HR Audit.
* Participate in a Benefits Steering Committee.
* Develop Safety Awareness plan.
* Develop training plan.

Human Resources

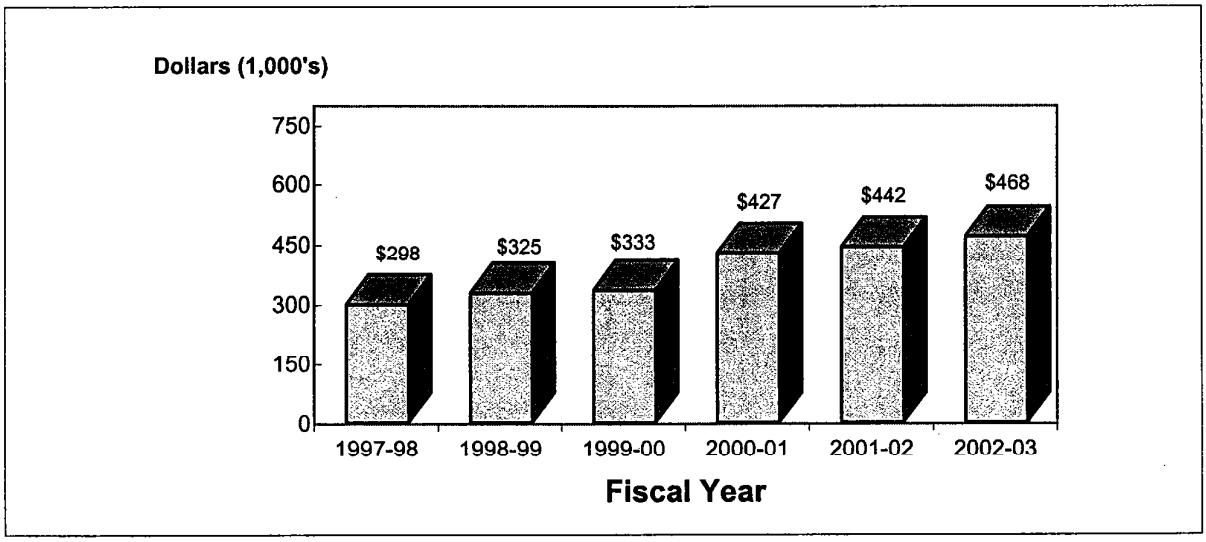
Appropriations by Type:

Expenditure Type	Actual 2000-01	Original 2001-02	Projected 2001-02	Adopted 2002-03
Personal Ser.	$ 387,147	$ 408,145	$ 424,383	$ 434,142
Other Services	22,850	27,538	27,538	27,538
Supplies	7,023	6,250	6,250	6,250
Capital Outlay	9,896	-	-	-
Other	-	-	-	-
Total	$ 426,916	$ 441,933	$ 458,171	$ 467,930



Historical Comparison:

	Actual 1997-98	Actual 1998-99	Actual 1999-00	Actual 2000-01	Budget 2001-02	Budget 2002-03
Employees:						
Full Time Equiv.	6.00	6.50	6.50	7.50	7.50	7.50
Amount by Fund:						
General Fund	$ 297,528	$ 325,438	$ 332,659	$ 426,916	$ 441,933	$ 467,930
Total All Funds	$ 297,528	$ 325,438	$ 332,659	$ 426,916	$ 441,933	$ 467,930
Comparative Ratios:						
Per Capita	$ 2.58	$ 2.81	$ 2.86	$ 3.65	$ 3.78	$ 4.00
Per Household	$ 5.94	$ 6.46	$ 6.57	$ 8.35	$ 8.65	$ 9.15



City of Independence
Detail Program Summary

Department: 4300 - Human Resources — *2002-03 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, classification, benefits administration,employee & labor relations, and training & development for 1100 employees. Primary responsibility for ensuring compliance with equal employment opportunity, City Charter, Federal, State & local rules and regulations governing employment. Responsible for classification and compensation plans; establishes and administers personnel policies and procedures; authorizes payroll; negotiates and administers work agreements; handles the grievance and appeals process; coordinates and conducts employee training and staff development programs. Serves as in-house advisor to departments on employee issues; and provides counsel to employees. Provides technical assistance and monitors performance management program; updates and keeps Human Resources and personnel records; contracts for and monitors performance of employee assistance program. Monitor Workers Compensation, investigate accidents; provide safety training and accident prevention.

2001-02 Accomplishments — **Goal Ref**

* Developed Administrative policy for Active Military Duty.
* Organized Worker's Compensation Steering Committee.
* Developed Administrative Policy for Active Military Duty Pay.
* Finalized negotiations for IBEW and SEIU contracts.
* Coordinated four Personnel Board Hearings and an Administrative Hearing.
* Developed identification badge system and proposed access procedure.

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Applications processed	2,000	3,500	2,400	2,675
Tests administered	750	800	800	800
New hires	80	120	130	117
Promotions	60	64	65	47
Retirements	25	30	35	41
EEO Training Hours	800	800	2,250	32,400
Grievances processed	18	15	25	30
Surveys/internal & external	68	79	90	70
Job announcements	140	160	130	80

Exit interviews	70	80	85	16
Safety Training Hours	0		1,280	820
Terminations				132

2002-03 Objectives **Goal Ref**

* Evaluate and update Certification process.
* Define roles of Human Resources Staff.
* Identify Workers Comp expenses which can be reduced.
* Improve Human Resources services.

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Human Resources Dir	1.00	1.00	1.00	1.00
Human Resources Spec	2.00	1.00	1.00	1.00
Human Resources Admin	1.00	2.00	2.00	2.00
Safety & Training Officer	.00	1.00	1.00	1.00
Human Resources Tech	2.00	2.00	2.00	2.00
Administrative Spec II	.50	.50	.50	.50
Total	6.50	7.50	7.50	7.50

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	387,147	408,145	424,383	434,142
Other Services & Charges	22,850	27,538	27,538	27,538
Supplies	7,023	6,250	6,250	6,250
Capital Outlay	9,896	0	0	0
Other Expenditures	0	0	0	0
Total	426,916	441,933	458,171	467,930

Significant Issues

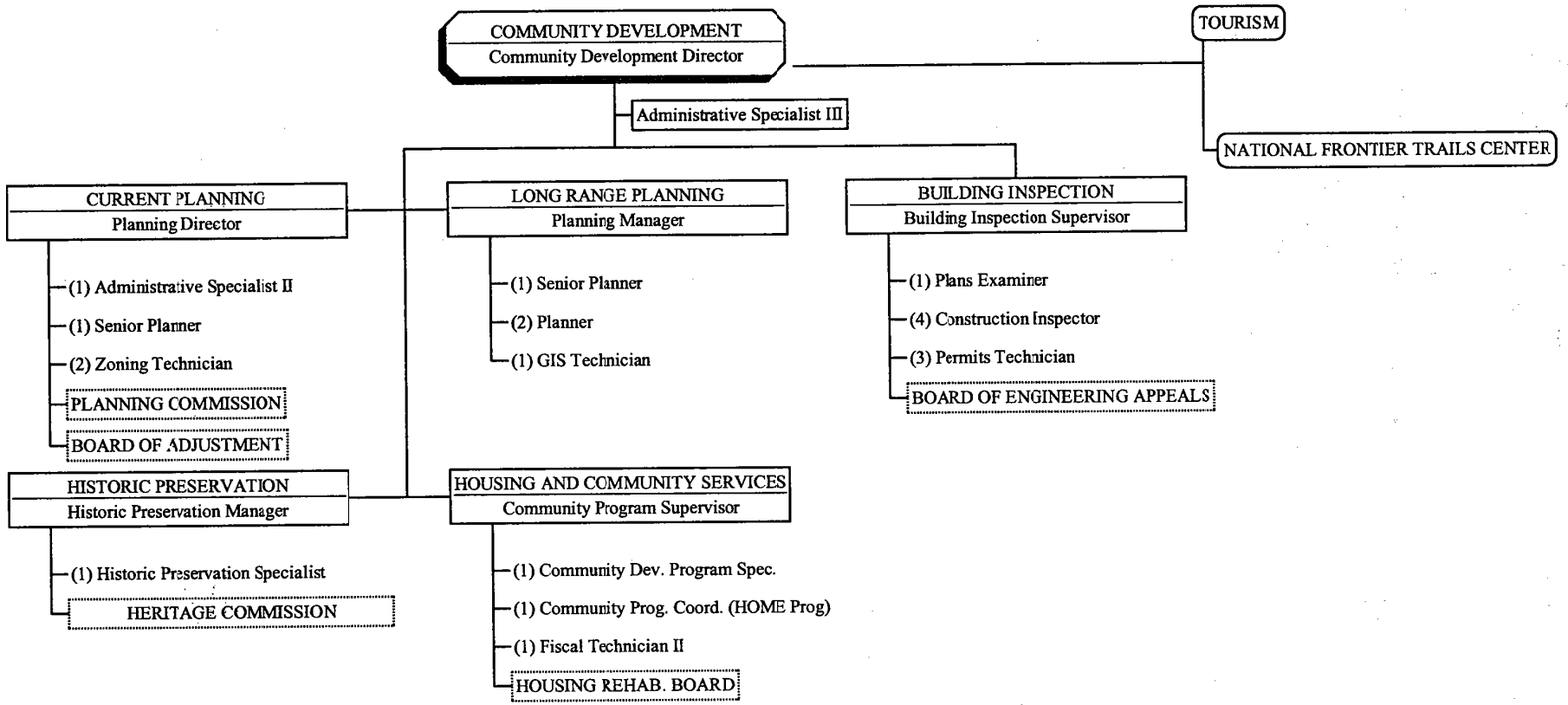
* Work with Worker's Compensation Steering Committee to identify workers compensation issues which can be handled more effeciently and

Significant Issues

effectively.

* Identify Human Resources processes which can be handled more effectively.
* Perform Customer Service HR Audit.
* Participate in a Benefits Steering Committee.
* Develop Safety Awareness plan.
* Develop training plan.

City of Independence, Missouri
Community Development



City of Independence
Departmental Budget Summary

Department: 4400 - Community Development *2002-03 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 preservation and enhancement of the natural 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	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Staffing				
Full Time Positions	36.50	39.50	27.00	27.00
Part Time Positions	.00	.00	.00	.00
Total	36.50	39.50	27.00	27.00

Description	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Budget by Major Program Category				
4401 Administration	175,813	166,048	174,660	177,387
4412 Long-Range Planning	268,994	270,802	281,050	285,665
4413 Current Planning	315,072	290,552	307,472	316,298
4414 Transportation	695,111	722,736	737,280	751,823
4420 Historic Preservation	174,112	131,916	152,855	141,810
4431 Building Inspection	541,603	508,087	531,252	537,437
4440 Code Enforcement	590,606	0	0	0
6601 CDBG Administration	160,679	155,570	200,009	164,609
6604 CDBG Housing	729,818	57,448	769,674	68,950
6802 HOME Administration	48,775	60,800	69,458	66,647
6803 Multi Family Housing	270,848	0	171,403	0
6804 Single Family Housing	313,490	0	389,967	0
Total	4,284,921	2,363,959	3,785,080	2,510,626

City of Independence
Departmental Budget Summary

Department: 4400 - Community Development *2002-03 Operating Budget*

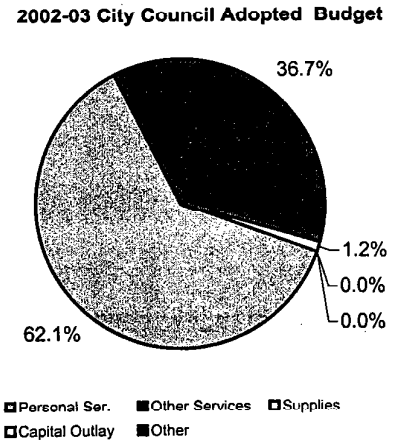
Source of Funding				
General Fund	2,761,311	2,090,141	2,184,569	2,210,420
Community Dev Block Grant Fund	890,497	213,018	969,683	233,559
HOME Program Fund	633,113	60,800	630,828	66,647
Total	4,284,921	2,363,959	3,785,080	2,510,626
Direct/Offsetting Revenues				
Planning Exams and Licenses	56,514	41,500	71,671	110,000
Building Permits	962,255	1,111,500	989,642	1,200,000
Planning and Zoning Fees	40,632	40,000	36,449	35,000
Board of Adjustment Fees	4,050	3,600	5,317	4,500
CDBG Federal Grant Grant	903,137	1,081,000	1,801,000	1,038,000
HOME Program Grant	478,974	548,000	548,000	547,000
Total	2,445,562	2,825,600	3,452,079	2,934,500

Significant Issues/Changes

* Hired new person for division manager position for Comprehensive Planning.
* Reorganized the floor plan and created private offices and better working conditions for Historic Preservation, Comprehensive Planning, and CDBG Administration.
* Training for an implementation of new federal leadbased paint regulations for City staff and subrecipients.

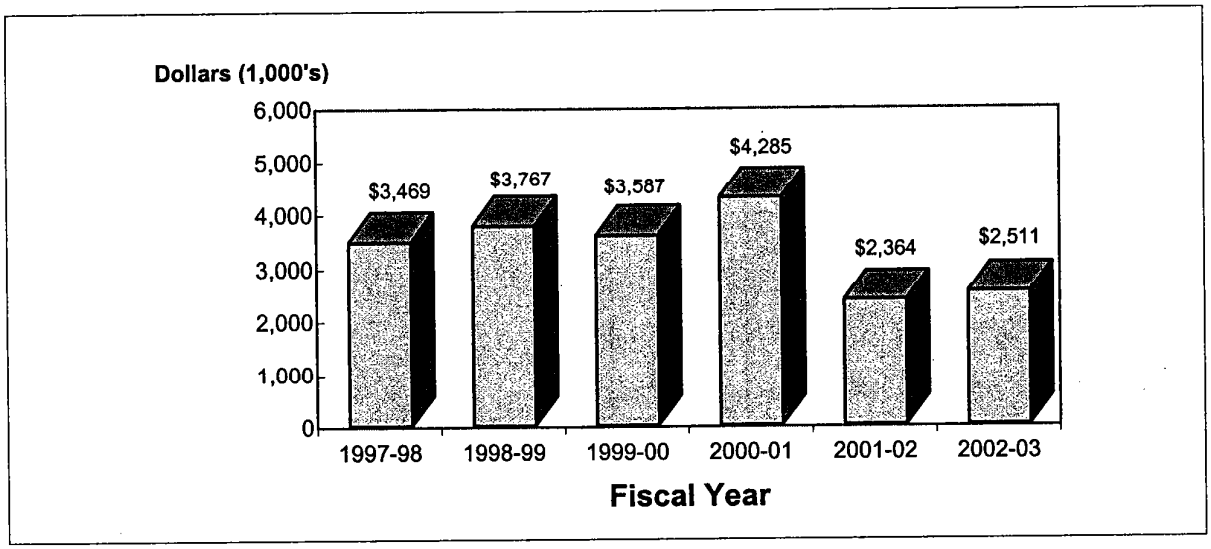
Appropriations by Type:

Expenditure Type	Actual 2000-01	Original 2001-02	Projected 2001-02	Adopted 2002-03
Personal Ser.	$ 1,920,067	$ 1,446,369	$ 1,529,341	$ 1,558,549
Other Services	1,310,498	888,683	1,385,097	922,570
Supplies	53,241	28,907	32,739	29,507
Capital Outlay	1,001,115	-	837,903	-
Other	-	-	-	-
Total	$ 4,284,921	$ 2,363,959	$ 3,785,080	$ 2,510,626



Historical Comparison:

	Actual 1997-98	Actual 1998-99	Actual 1999-00	Actual 2000-01	Budget 2001-02	Budget 2002-03
Employees:						
Full Time Equiv.	33.50	35.50	36.50	39.50	27.00	27.00
Amount by Fund:						
General Fund	$ 2,276,994	$ 2,343,840	$ 2,587,938	$ 2,761,311	$ 2,090,141	$ 2,210,420
CDBG Fund	871,603	850,968	644,406	890,497	213,018	233,559
HOME Program Fund	320,875	572,414	354,374	633,113	60,800	66,647
Total All Funds	$ 3,469,472	$ 3,767,222	$ 3,586,718	$ 4,284,921	$ 2,363,959	$ 2,510,626
Comparative Ratios:						
Per Capita	$ 30.03	$ 32.52	$ 30.88	$ 36.66	$ 20.23	$ 21.48
Per Household	$ 69.27	$ 74.80	$ 70.81	$ 83.83	$ 46.25	$ 49.12



City of Independence
Detail Program Summary

Department: 4400 - Community Development — *2002-03 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; 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.

2001-02 Accomplishments

	Goal Ref
* Prepared a Comprehensive Plan Amendment for the Historic Independence Square and updated the Redevelopment Program including the 353.	5.4
* Completed further amendments to Chapter 14 of the City Code.	6.1
* Established national testing for construction trades and introduced new journeyman requirements.	
* Introduced Building Inspector Certification Program.	
* Completed a successful campaign to increase the Guest Tax from 5% to 6.5% and establish it under state law.	4.1
* Determined the centerline alignment of the Little Blue Parkway from R.D. Mize Road to 24 Highway and initiated the preliminary design.	4.0

2002-03 Objectives

	Goal Ref
* Establish licensing for general contractors.	5.6
* Adopt a construction code for rehabilitation of structures.	6.1
* Initiate a comprehensive update and revision of the zoning and subdivision, growth management, and design codes.	
* Develop an implementation strategy for the National Frontier Trails Center.	7.4
* In conjunction with Amoco and the Northwest Communities Development Corporation, develop a revitalization plan for the northwest portion of the City.	5.1
* Continue to implement the development of Hartman Heritage Center and Eastland Center in accordance with their Redevelopment Agreements.	4.0
* Begin construction of the first License Surcharge project.	4.0
* Develop a revitalization plan for one local neighborhood business district.	5.2
* Implement the Santa Fe Neighborhood Lakeview Village Senior Housing Project.	5.0

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Community Development Dir	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 4400 - Community Development — *2002-03 Operating Budget*
Cost Center: 4401 - Administration — *Fund: 02 - General Fund*

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Administrative Spec III	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	161,185	159,548	168,160	170,887
Other Services & Charges	13,017	5,300	4,495	4,725
Supplies	1,571	1,200	2,005	1,775
Capital Outlay	40	0	0	0
Other Expenditures	0	0	0	0
Total	175,813	166,048	174,660	177,387

City of Independence
Detail Program Summary

Department: 4400 - Community Development — *2002-03 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.

2001-02 Accomplishments

	Goal Ref
* Amended 353 Development Plan for the Historic Independence Square as a component of a revitalization strategy and adopted as an amendment to the City's Comprehensive Plan.	5.4
* Prepared design standards for infill housing.	5.7
* Initiated the design of the first License Surcharge street improvement.	
* Prepared the Capital Improvements Program.	
* Initiated the 40 Highway Corridor Study.	5.1

2002-03 Objectives

	Goal Ref
* Complete 40 Highway Corridor Study.	5.1
* Develop Capital Improvements Program project evaluation criteria and public participation process.	2.11
* Initiate the construction of the first License Surcharge street improvement.	
* Initiate a comprehensive update and revision of the zoning and subdivision, growth management, and design codes. This will include provisions that will satisfy Goals 5.2, 5.3, 5.5 and 5.6.	6.1
* Develop a revitalization plan for the northwest portion of the City. This objective will include addressing Goal 4.3.	5.1
* Develop a revitalization plan for the Maywood business district. This objective will include addressing Goal 4.3.	5.1
* Encourage new housing developments which will compliment/satisfy the housing needs related to new business development.	4.4

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Planning Manager	.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 4400 - Community Development — *2002-03 Operating Budget*
Cost Center: 4412 - Long-Range Planning — *Fund: 02 - General Fund*

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Planner	2.00	2.00	2.00	2.00
Senior Planner	2.00	1.00	1.00	1.00
GIS Technician	1.00	1.00	1.00	1.00
Total	5.00	5.00	5.00	5.00

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	243,934	257,346	266,208	274,209
Other Services & Charges	11,887	10,906	12,379	9,106
Supplies	3,863	2,550	2,463	2,350
Capital Outlay	9,310	0	0	0
Other Expenditures	0	0	0	0
Total	268,994	270,802	281,050	285,665

City of Independence
Detail Program Summary

Department: 4400 - Community Development — *2002-03 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.

2001-02 Accomplishments — **Goal Ref**

* Began implementation of recommendation from Management Analyst Audit Report, including staff training, pre-application meetings, and Planning Commission information. — 9.0
* Purchased and began implementation of the HTE Planning and Zoning software module. — 9.0
* Continued Planning Commission and Board of Adjustment training.
* Revised staff reports to Board of Adjustment to improve information presented to Board and citizens.
* Updated development codes for group homes, screening for residential subdivisions, banner signs for schools, setbacks for detached accessory structures, Urban Redevelopment code notice requirements. — 8.6
* Began process of developing new Zoning and Subdivision regulations. — 6.1

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Site plan hearings by Planning Commission	33	32	35	25
Rezoning and Special Use Permit hearings by Planning Comm	34	20	25	30
Home occupation hearings by Planning Commission	5	13	15	10
Subdivision hearings by Planning Commission	41	42	40	40
Board of Zoning and Adjustment cases	10	29	25	30
Other cases heard by Planning Commission	22	22	25	25
Building Permit plans reviewed	1,635	1,700	1,650	1,500
Zoning and sign enforcement cases	1,393	1,250	1,350	1,450
Sign permits reviewed	400	307	300	300

City of Independence
Detail Program Summary

Department: 4400 - Community Development — *2002-03 Operating Budget*
Cost Center: 4413 - Current Planning — *Fund: 02 - General Fund*

2002-03 Objectives — **Goal Ref**

* Continue working with the Comprehensive Planning Division to develop the new Zoning and Subdivision regulations. — 6.1
* Update development codes for parking in residential yards, portable signs, dumpster screening, screening for certain storage areas, Overlay Zone amendments, and access to major streets. — 8.6
* Complete implementation of the HTE Planning and Zoning software module. — 9.0
* Continue working with the Board of Adjustment to improve meeting procedures.
* Continue Planning Commission, Board of Adjustment and staff training.

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Planning Director	1.00	1.00	1.00	1.00
Planner	.00	1.00	.00	.00
Senior Planner	1.00	1.00	1.00	1.00
Zoning Technician	2.00	2.00	2.00	2.00
Administrative Spec II	1.00	1.00	1.00	1.00
Total	5.00	6.00	5.00	5.00

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	297,244	274,242	287,496	300,063
Other Services & Charges	10,946	14,485	13,874	14,460
Supplies	2,732	1,825	2,102	1,775
Capital Outlay	4,150	0	4,000	0
Other Expenditures	0	0	0	0
Total	315,072	290,552	307,472	316,298

City of Independence
Detail Program Summary

Department: 4400 - Community Development — *2002-03 Operating Budget*
Cost Center: 4414 - Transportation — *Fund: 02 - General Fund*

Description

The Transportation function is administered by one (1) planner in the Comprehensive Planning Division. Staff member provides monthly reviews of the service provided and performed, yearly contract reviews, federal grant applications and audit reports related to federal grants for the Kansas City Area Transportation Authority. These services include the inter-city and intra-city bus service.

2001-02 Accomplishments — **Goal Ref**

* Renewed contract with KCATA for bus service in 2002 and completed a four year budget forecast.
* Monitored bus service and responded to requests for modified or improved services.

2002-03 Objectives — **Goal Ref**

* 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.
* Participate in state and regional transit committees.

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Other Services & Charges	695,111	722,736	737,280	751,823
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	695,111	722,736	737,280	751,823

Significant Issues

* Increased the KCATA Public Transportation contract costs in the amount of $29,087 based on current contract costs projected for FY 02-03.

City of Independence
Detail Program Summary

Department: 4400 - Community Development — *2002-03 Operating Budget*
Cost Center: 4420 - Historic Preservation — *Fund: 02 - General Fund*

Description

The Historic Preservation Division administers the development and operation of City owned and operated historic property; provides staff support to the Heritage Commission; monitors the Harry S Truman Heritage District; administers the certified local government program; administers grant activities for Historic Preservation, and provides services for other Historic Preservation activities.

2001-02 Accomplishments — **Goal Ref**

* Plans for the Truman Depot grounds and bid packet out for bid. — 1.3
* African-American Heritage Survey rescheduled for 2002-03 FY, and grant renegotiated to print brochures of designated Independence Landmarks and provide scholarships for Commission members training programs. — 7.1
* Square Survey completed, National Park Service is preparing documents to expand the Harry S Truman National Historic Landmark District to include the Square. — 5.1
* Major advances with the Vaile Victorian Society and new operating agreement lease signed by Friends of the Chicago and Alton Depot. — 7.5
* South Main group spearheading efforts for designation of South Main Historic District. — 2.10
* Three major rehabilitation projects have dramatically improved 14 historic buildings in two neighborhoods. — 5.5

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Heritage Commission Cases	15	15	20	25
Demolition Permits	83	45	75	40
Dangerous Buildings	75	50	75	60
Designations	2	2	5	5
Preservation Saves	15	20	25	30

2002-03 Objectives — **Goal Ref**

* Adopt uniform leasing and operating agreement for all City owned properties.
* Coordinate efforts for historic designation of the Independence Square to provide for economic incentives for quality rehabilitation. — 5.1
* Complete review and revision of Historic Preservation Program procedures and forms. — 7.2
* Complete and publish report on economic impact of historic preservation in Independence. — 4.1

City of Independence
Detail Program Summary

Department: 4400 - Community Development — *2002-03 Operating Budget*
Cost Center: 4420 - Historic Preservation — *Fund: 02 - General Fund*

2002-03 Objectives — **Goal Ref**

* Provide for ongoing training and education of preservation staff, volunteers, and Heritage Commission members. — 7.1
* Develop implementation structure and strategies for the city wide Historic Preservation Plan. — 7.3

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Historic Pres Specialist	.00	1.00	1.00	1.00
Historic Pres Tech	1.00	.00	.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	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	109,184	109,666	115,020	119,560
Other Services & Charges	42,871	21,250	28,790	21,250
Supplies	1,753	1,000	1,800	1,000
Capital Outlay	20,304	0	7,245	0
Other Expenditures	0	0	0	0
Total	174,112	131,916	152,855	141,810

City of Independence
Detail Program Summary

Department: 4400 - Community Development — *2002-03 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.

2001-02 Accomplishments — **Goal Ref**

* Generated approximately $1,200,000 in revenue from permit fees.
* Performed 14,666 building, electrical, plumbing, and heating/cooling inspections. — 8.6
* Continued customer service training.
* Continued training on codes and new materials.
* Introduced new requirements for journeyman trade licenses.
* Introduced Inspector Certification Program.

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Inspections Performed	13,396	13,171	14,478	14,666
Permits Issued	5,292	4,822	4,882	4,500

2002-03 Objectives — **Goal Ref**

* Request adoption of general contractor licenses.
* Continue training on new codes for certifications. — 8.6
* Update HTE to accept internet permit process. This will allow internet requests for inspections and results, and ordering of electrical, mechanical, and plumbing permits over the internet.

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Building Inspection Supv	1.00	1.00	1.00	1.00
Construction Inspector	5.00	5.00	4.00	4.00
Plans Examiner	.00	.00	1.00	1.00
Permits Technician	2.00	3.00	3.00	3.00

City of Independence
Detail Program Summary

Department: 4400 - Community Development — *2002-03 Operating Budget*
Cost Center: 4431 - Building Inspection — *Fund: 02 - General Fund*

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Total	8.00	9.00	9.00	9.00

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	472,965	438,191	461,356	467,916
Other Services & Charges	29,967	60,021	59,292	60,021
Supplies	17,529	9,875	10,604	9,500
Capital Outlay	21,142	0	0	0
Other Expenditures	0	0	0	0
Total	541,603	508,087	531,252	537,437

City of Independence
Detail Program Summary

Department: 4400 - Community Development — *2002-03 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.

2001-02 Accomplishments	**Goal Ref**
* Attended HUD Financial Management training.	5.7
* Attended HUD software training.	5.7
* Attended HUD Acquisition Relocation training.	5.7
* Worked with consultant to review/revise Relocation Policy under URA.	5.7
* Processed referrals for the Housing Code Abatement Program.	5.7
* Monitored Independence Code Abatement Program.	5.7
* Completed MARC Supervisor Certificate Program.	5.7
* Inspected and monitored CDBG funded Public Works projects and other Capital Improvements projects.	5.7
* Maple Ave 10 Building multi-family project completed and 100% leased. Street overlayed, curbs/sidewalks improved on Lexington & Maple as part of total project.	5.7
* Produced Customer Service survey for housing inquiries.	9.2

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Public Hearings	3	3	4	3
Grants Administered	3	3	3	3
Subrecipient Agencies Monitored	11	12	12	12
Projects Administered	23	26	26	26

2002-03 Objectives	**Goal Ref**
* Assist with the development of Square Revitalization Plan.	5.7
* Work with neighborhoods to utilize the Neighborhood Small Grants Program.	5.7
* Work with NorthWest Community Development Corporation and Fairmount Neighborhood to obtain a 24 Highway Revitalization Plan. Revitalization Plan complete by May, 2003.	5.7
* Relocation and site acquisition complete for hotel site.	5.7

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2002-03 Operating Budget*
Cost Center: 6601 - CDBG Administration *Fund: 08 - Community Dev Block*

2002-03 Objectives **Goal Ref**

* Demolition of buildings on hotel site. 5.7
* Continue to distribute customer surveys. 5.7
* Continue the Santa Fe Trail Neighborhood 353 Tax Abatement project. 5.7
* Publicize fair housing information, complaint process through brochures, Channel 7, Internet, CityScene, and newspapers. 5.7
* Conduct First Time Home Buyers inspections. 5.7
* Manage CDBG funded Public Works Capital Improvement projects. 5.7
* Monitor Independence Code Abatement Program. 5.7
* Work with Santa Fe Neighborhood CBDO to develop 84 unit senior housing project. 5.7

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Comm Develop Prog Spec	1.00	.00	.00	.00
Community Program Supvr	1.00	1.00	1.00	1.00
Public Management Intern I	.50	.50	.00	.00
Fiscal Technician II	1.00	1.00	1.00	1.00
Total	3.50	2.50	2.00	2.00

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	125,516	100,193	126,105	109,232
Other Services	17,320	47,632	56,144	47,632
Supplies	2,311	7,745	8,884	7,745
Capital Outlay	15,532	0	8,876	0
Other	0	0	0	0
Total	160,679	155,570	200,009	164,609

Significant Issues

* Continue to address issues of lead based paint with all CDBG Housing Programs. This will include Owner Occupied Rehabilitation, Independence Code Abatement Program, and the Emergency Home Repair Program.

City of Independence
Detail Program Summary

Department: 4400 - Community Development — *2002-03 Operating Budget*
Cost Center: 6601 - CDBG Administration — *Fund: 08 - Community Dev Block*

Significant Issues

* Acquisition of properties for hotel site and relocation of existing property owners.
* Revitalization/Redevelopment strategy for NW Independence/24 Highway Corridor.

City of Independence
Detail Program Summary

Department: 4400 - Community Development — *2002-03 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.

2001-02 Accomplishments	**Goal Ref**
* Completed six rehabilitation projects by June 30, 2002.	5.7
* Sent 48 First Interest Letters in Owner Occupied Rehabilitation Program.	5.7
* Completed 15 Building Analysis Reports.	5.7
* Attended five training classes or seminars: MO Department of Natural Resources Urban Erosion Workshop, Governer's Conference on Housing, Lead Based Paint HUD training, Word training, and Neighborhood Reinvestment Cooperative Rehabilitation Management training.	5.7
* Accompanied building inspectors for field training and other construction related experience.	5.7
* Represented the City of Independence on the Housing Rehabilitation Advisory Board, and made monthly presentations.	5.7

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Owner Occupied Rehabilitation	6	6	8	8

2002-03 Objectives	**Goal Ref**
* Expand funds allocated for program.	5.7
* Produce high quality rehabilitation projects.	5.7
* Develop waiting list for next year's funds.	5.7
* Attend Governor's Conference on Housing.	5.7
* Implement Lead Based Paint Regulations in all projects.	5.7
* Train three new contractors in Lead Safe Work Practices and certify.	5.7
* Attend one construction/rehabilitation training class.	5.7

City of Independence
Detail Program Summary

Department: 4400 - Community Development — *2002-03 Operating Budget*
Cost Center: 6604 - CDBG Housing — *Fund: 08 - Community Dev Block*

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 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	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	46,675	48,931	48,973	53,233
Other Services	358,125	5,200	382,171	12,400
Supplies	1,381	3,317	2,772	3,317
Capital Outlay	323,637	0	335,758	0
Other	0	0	0	0
Total	729,818	57,448	769,674	68,950

Significant Issues

* Total invested in low/moderate income homes in Independence since FY 96/97 by the Owner Occupied Rehabilitation Program have reached nearly $860,000 and 46 families.
* Procuring certified lead contractors for rehabilitation projects.
* Expending all allocated funds.
* Implementing new HUD lead regulations on all owner occupied projects.
* Procuring/training contractors certified in "Safe Lead Practices".

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2002-03 Operating Budget*
Cost Center: 6802 - HOME Administration *Fund: 09 - HOME Program Fund*

Description

Administration of City Programs funded through the City's Federal Home Investment Partnership Program. FY 2002-2003 will be the eighth year the City will receive funds from the Department of Housing and Urban Development as a participating jurisdiction (PJ). HOME funds may be used for a variety of activities to develop and support affordable housing. Eligible activities include: Tenant Based Rental Assistance, assistance to the First Time Home Buyer and existing homeowners, property acquisition, new construction, reconstruction, moderate or substantial rehabilitation, site improvements, demolition, relocation expenses and other reasonable and necessary expenses for development of non-luxury housing. Programs for FY 2002-2003 include: Construction and rehabilitation of rental property that is or will be occupied by low to moderate income tenants, the First Time Home Buyers Program, and the administration and capacity building of two Community Housing Development Organizations.

2001-02 Accomplishments	**Goal Ref**
* Continuing to work with the Community Housing Development Organizations (CHDO) to facilitate the rehabilitation and expansion of the moderate income housing base in the community.	5.1
* Successfully administered programs under the HOME Program which include the First Time Home Buyers Program.	5.1
* Facilitated the development of CHDO staff capacity by providing technical assistance for the executive director.	5.1
* Assisted 60 first time home buyers.	5.1
* Attended HOME Program training by HUD.	5.1
* Provided pre-development funding for a senior housing project in Santa Fe Trails neighborhood.	5.1
* Attended and received certification in Housing Development Finance.	5.1
* Establishment of one new CHDO.	5.1
* Tech assistance to evaluate and revise relocation policies under URA.	5.1

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Multi-Family Units	48	0	134	53
First Time Home Buyers	60	60	60	60

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2002-03 Operating Budget*
Cost Center: 6802 - HOME Administration *Fund: 09 - HOME Program Fund*

2002-03 Objectives **Goal Ref**

* Manage the HOME Program as a participating jurisdiction for the ninth year. 5.1
* Target units to include 54 unit new senior housing project. 5.1
* 60 units for home buyers. 5.1

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Comm. Development Prog. Coord.	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

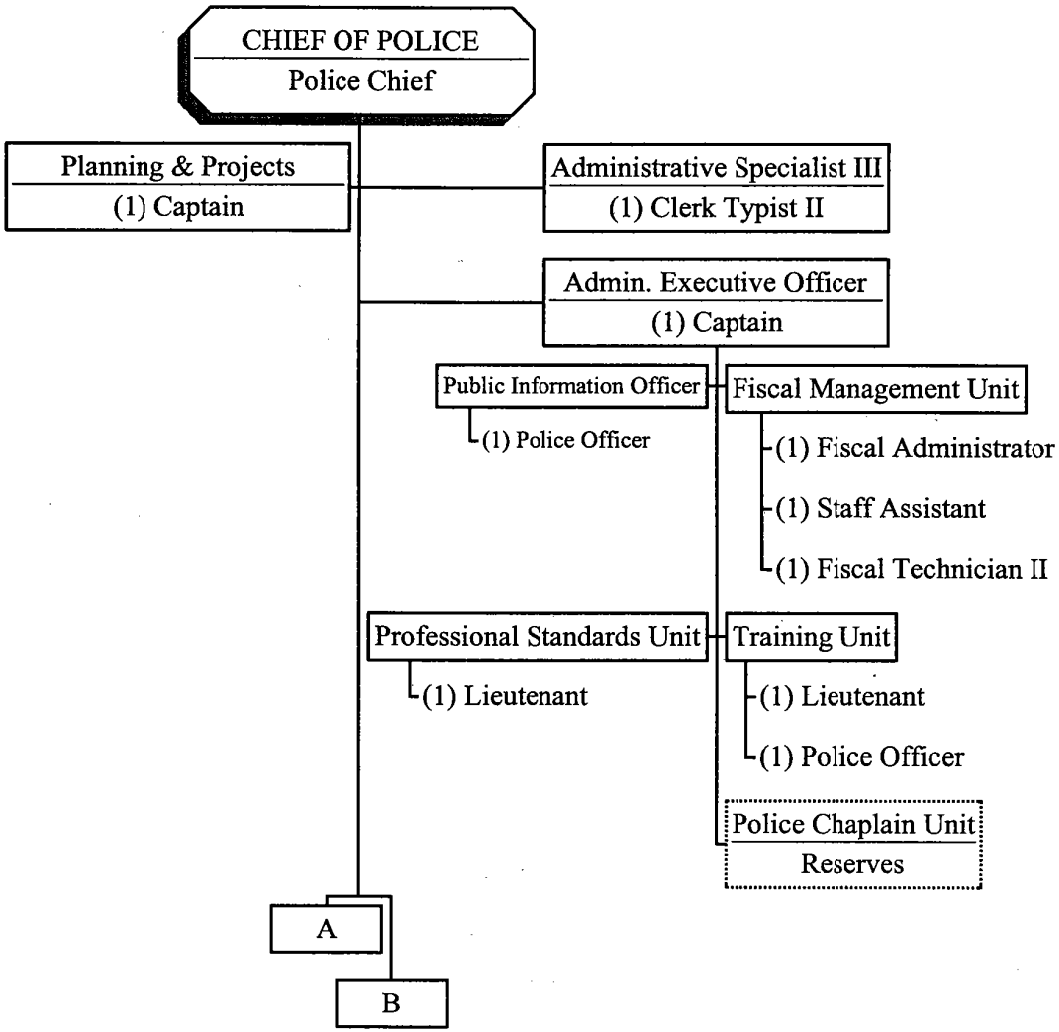
Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	45,781	58,252	65,301	63,449
Other Services	1,201	1,153	1,366	1,153
Supplies	901	1,395	2,109	2,045
Capital Outlay	892	0	682	0
Other	0	0	0	0
Total	48,775	60,800	69,458	66,647

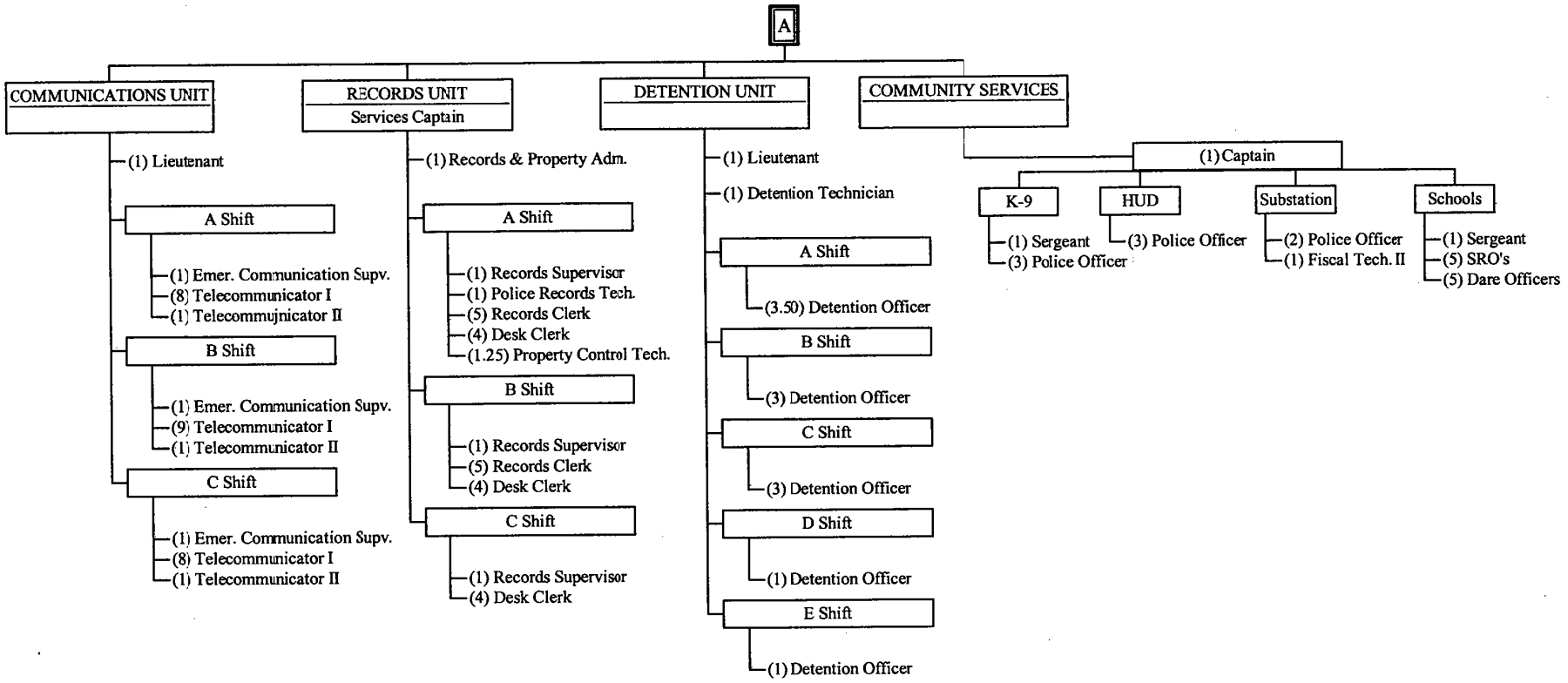
Significant Issues

* Targeting areas with HOME funds that will receive 353 Match (Owner Occupied Rehabilitation, Infill Housing, Rental Rehabilitation).
* Continue to identify and address issues of lead based paint with all HOME funded housing projects. This will include the Community Housing Development Organizations (CHDO), First Time Home Buyers Program, Rental Rehabilitation Program, in addition to any new programs that may be developed in the future.
* Funding HOME Program funds are targeted 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.
* Multi-family housing projects for seniors include projects in the Santa Fe area.

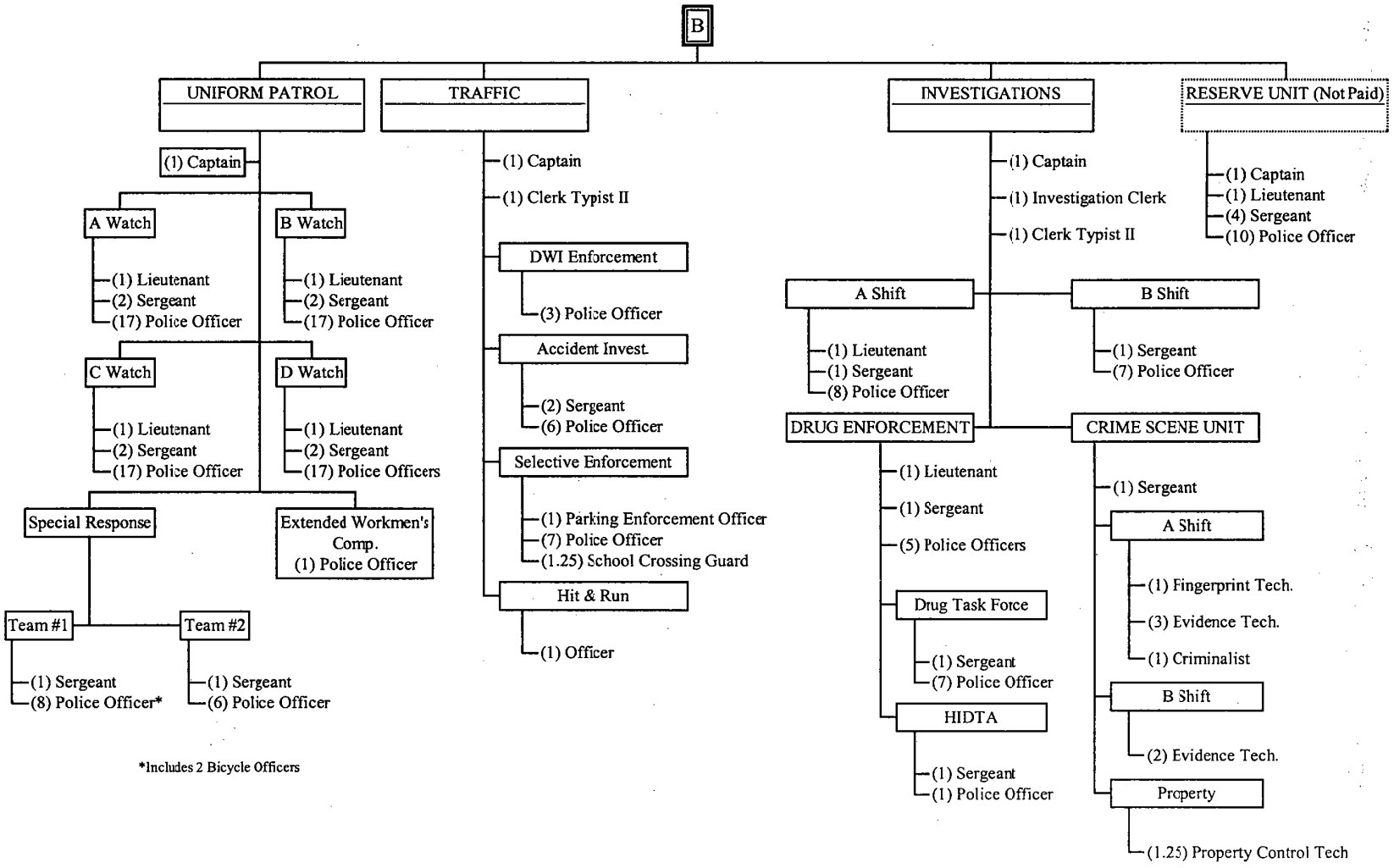
City of Independence, Missouri
Police Department



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



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



*Includes 2 Bicycle Officers

City of Independence
Departmental Budget Summary

Department: 4500 - Police *2002-03 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	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Staffing				
Full Time Positions	267.00	273.00	272.00	273.00
Part Time Positions	2.00	2.00	2.00	2.00
Total	269.00	275.00	274.00	275.00

Description	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Budget by Major Program Category				
4511 Chief of Police	796,642	826,025	858,059	837,642
4512 Police Grant Expenditures	1,320,235	0	1,614,062	0
4513 Police Training	74,075	91,563	101,859	91,628
4531 Police Operations - Admin.	145,156	0	0	0
4532 Uniform Unit	5,698,067	5,434,425	5,573,963	5,708,813
4533 Traffic Unit	1,452,882	1,523,724	1,565,067	1,671,007
4534 Investigations	1,513,767	1,508,161	1,549,243	1,650,237
4535 Special Operations	1,196,987	1,100,070	1,168,217	1,169,298
4536 Community Services Unit	1,570,062	1,616,702	1,665,131	1,596,277
4541 Police Services - Admin.	23,203	0	0	0
4542 Crime Scene	398,551	436,046	446,979	512,118
4543 Detention	1,018,206	923,012	938,683	1,079,967
4544 Records and Property	1,053,435	1,182,671	1,207,556	1,309,912
4545 Communications	1,724,473	1,768,551	1,804,313	1,848,135
4546 Community Outreach	148	0	0	0
Total	17,985,889	16,410,950	18,493,132	17,475,034

City of Independence
Departmental Budget Summary

Department: 4500 - Police *2002-03 Operating Budget*

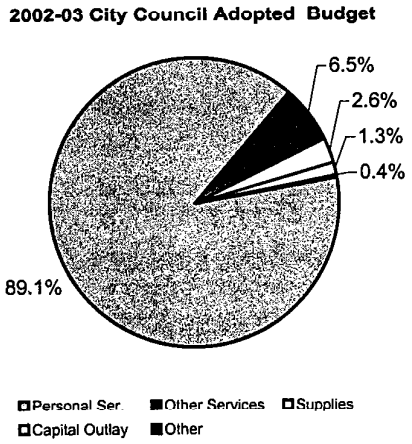
Source of Funding				
General Fund	17,985,889	16,410,950	18,493,132	17,475,034
Total	17,985,889	16,410,950	18,493,132	17,475,034
Direct/Offsetting Revenues				
Federal and State Grants	1,373,988	170,529	1,251,955	71,385
Jackson County Drug Task Force	561,343	522,658	523,834	558,507
Jackson County DARE Program	334,095	334,095	416,147	265,820
Police Services Reimbursement	225,088	278,847	404,277	55,608
Sale of Police Reports	49,335	64,143	48,438	44,838
School Resource Officers	129,265	141,570	171,514	224,756
Alarm Charges	73,300	56,250	63,268	60,000
Total	2,745,414	1,568,092	2,879,433	1,280,914

Significant Issues/Changes

* A new Chief was selected and has assumed responsibility as Department Head.
* All Patrol watches have transitioned to 12 hour work schedules.
* Undertook a dynamic building security program involving physical plant changes and development of significant procedural improvements.

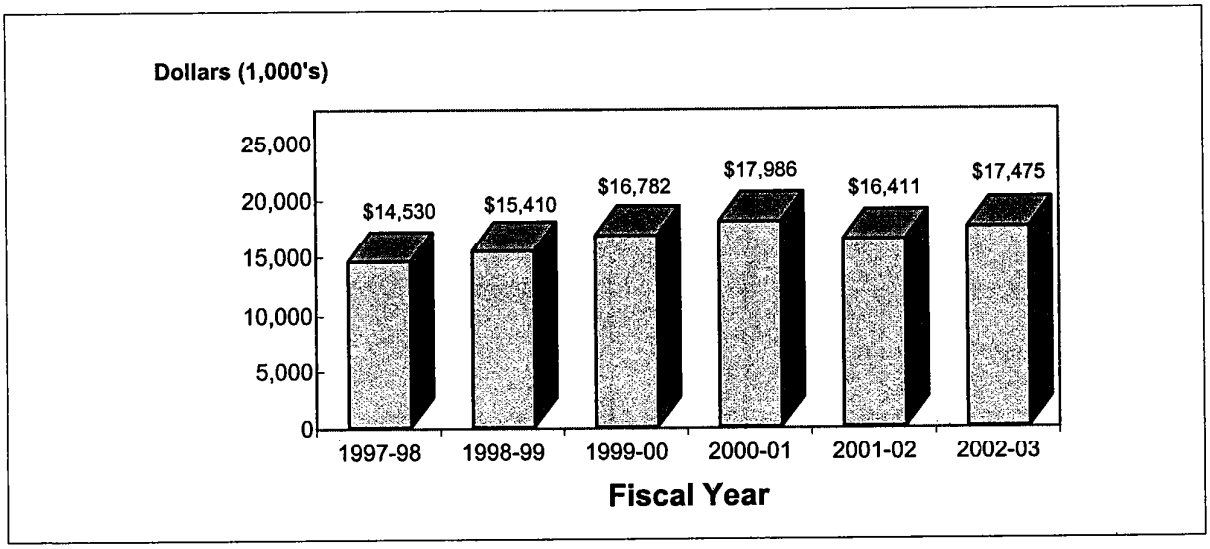
Appropriations by Type:

Expenditure Type	Actual 2000-01	Original 2001-02	Projected 2001-02	Adopted 2002-03
Personal Ser.	$ 15,429,073	$ 14,584,755	$ 16,120,666	$ 15,568,597
Other Services	1,363,350	1,062,624	1,207,091	1,143,602
Supplies	628,830	422,796	552,612	457,331
Capital Outlay	488,951	270,912	542,900	235,641
Other	75,685	69,863	69,863	69,863
Total	$ 17,985,889	$ 16,410,950	$ 18,493,132	$ 17,475,034



Historical Comparison:

	Actual 1997-98	Actual 1998-99	Actual 1999-00	Actual 2000-01	Budget 2001-02	Budget 2002-03
Employees:						
Full Time Equiv.	260.00	264.00	269.00	275.00	274.00	275.00
Amount by Fund:						
General Fund	$ 14,529,970	$ 15,409,592	$ 16,782,386	$ 17,985,889	$ 16,410,950	$ 17,475,034
Total All Funds	$ 14,529,970	$ 15,409,592	$ 16,782,386	$ 17,985,889	$ 16,410,950	$ 17,475,034
Comparative Ratios:						
Per Capita	$ 125.77	$ 133.01	$ 144.48	$ 153.90	$ 140.42	$ 149.53
Per Household	$ 290.11	$ 305.97	$ 331.31	$ 351.88	$ 321.07	$ 341.89



City of Independence
Detail Program Summary

Department: 4500 - Police — *2002-03 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, one Planning and Projects Officer,two Police Lieutenants, two Police Officers, one Fiscal Administrator, one Staff Assistant, one Administrative Specialist III, one 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, recruitment and employee candidate processing, public information, training, and accreditation functions of the department.

2001-02 Accomplishments — **Goal Ref**

* The department has completed the third year of preparation toward our 2002 re-accreditation. Mock On-Site is scheduled for April. The On-Site will occur in September. — 9.2
* The recruiting focus has been shifted to attract a better quality police applicant.
* An annual block training program was developed to meet POST recertification and accreditation requirements. — 9.1

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Police Officer Applicants	82	80	100	100
Police Officers Hired	14	10	15	14
Civilian Applicants	375	120	450	140
Participation in collegiate and public recruitment	2	3	4	4

2002-03 Objectives — **Goal Ref**

* Continue a more aggressive recruiting program to attract quality personnel to fill position openings throughout the department.
* Attain re-accredited status through the Commission on Accreditation for Law Enforcement Agencies. — 9.1

City of Independence
Detail Program Summary

Department: 4500 - Police — *2002-03 Operating Budget*
Cost Center: 4511 - Chief of Police — *Fund: 02 - General Fund*

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Police Chief	1.00	1.00	1.00	1.00
Police Captain	1.00	1.00	2.00	2.00
Fiscal Administrator	.00	1.00	1.00	1.00
Clerk Typist II	1.00	1.00	1.00	1.00
Master Police Officer	1.00	1.00	1.00	1.00
Police Lieutenant	2.00	2.00	2.00	2.00
Police Officer	.00	1.00	1.00	1.00
Police Sergeant	1.00	.00	.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	1.00	1.00
Total	11.00	12.00	12.00	12.00

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	707,731	743,599	773,317	754,489
Other Services & Charges	72,610	77,652	76,428	74,120
Supplies	4,449	4,774	4,774	6,833
Capital Outlay	11,852	0	3,540	2,200
Other Expenditures	0	0	0	0
Total	796,642	826,025	858,059	837,642

Significant Issues

* Department will prepare for its second On-Site Reassessment for re-accreditation during this budget period.
* Department-wide block training program was developed allowing all sworn personnel to train 40 hours per year toward maintenance of their state P.O.S.T. certification. Provides accreditation mandated annual training.

City of Independence
Detail Program Summary

Department: 4500 - Police — *2002-03 Operating Budget*
Cost Center: 4513 - Police Training — *Fund: 02 - General Fund*

Description

The training unit coordinates all department training to include mandated POST certification and city training requirements. The unit coordinates attendance at outside meetings, conferences, and seminars for specialization training purposes. A 15 week Field Training Program for new recruit officers supervised by the unit commander is facilitated by this unit. The department video lab is supervised and funded through this unit. The unit is responsible for the Police Firing Range, its maintenance and necessary supplies. Acquisition of training/duty ammunition and other training supplies for the department are included in the unit's responsibilities. Accreditation responsibilities include continuous updating of 443 CALEA standards, updating of Department General Orders, and participation in CALEA assessments and conferences. The Staff Inspection function ensures a comprehensive analysis of each unit at least once every three years.

2001-02 Accomplishments — **Goal Ref**

* Completed an evaluation of the training unit which assesses need and then implements a process to bring all personnel into compliance with — 9.2
* Completed a process for training department personnel in the proper maintenance of their accreditation standards. — 9.1
* Completed a process which coordinated in-service training with city mandated curriculum.
* A 40 hour monthly training block was implemented which will continue on 3 year cycles.

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
In-Service Training Hours	5,200	4,363	7,550	8,000
Specialized Training Hours	5,200	5,430	5,500	6,000

2002-03 Objectives — **Goal Ref**

* Create a new curriculum and improve the 40 hour mandated training block. Complete 48 hours POST requirements for all personnel required to demonstrate the same during this calendar year. Complete — 9.2
* Finish updating all 443 standards, complete file maintenance issues and complete the On-Site assessment in August of this year. — 9.1
* Complete required staff inspections during calendar year.

City of Independence
Detail Program Summary

Department: 4500 - Police — *2002-03 Operating Budget*
Cost Center: 4513 - Police Training — *Fund: 02 - General Fund*

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Other Services & Charges	60,844	73,806	74,765	73,871
Supplies	13,231	17,757	17,757	17,757
Capital Outlay	0	0	9,337	0
Other Expenditures	0	0	0	0
Total	74,075	91,563	101,859	91,628

Significant Issues

* On-Site assessment for accreditation is scheduled for August, 2002.

City of Independence
Detail Program Summary

Department: 4500 - Police — *2002-03 Operating Budget*
Cost Center: 4532 - Uniform Unit — *Fund: 02 - General Fund*

Description

The Uniform Unit has ninety-eight sworn police personnel and is the initial responder for all calls received from citizens. This unit operates twenty-four hours a day, three hundred sixty-five days per year. The unit is staffed according to workloads and geographical response areas.

2001-02 Accomplishments — **Goal Ref**

* In October of 2001 we reorganized the Patrol Unit into two twelve hour shifts with a ten hour SRT/Power shift functioning daily. Currently we are still analyzing the effectiveness of these shifts in both cost and delivery of services.
* Sector meetings are going well with planned agendas and timely as well as appropriately spaced meeting times. The flow of information and resulting delivery of services has become streamlined and effective. Problems are solved in a timely manner and the meetings have become a huge success. — 2.10

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Police Incident Calls	122,325	123,234	121,101	128,366
Violent Crimes Reported	2,412	2,271	2,267	2,321

2002-03 Objectives — **Goal Ref**

* Analyze the effectiveness of the new twelve hour work shifts and the ten hour full time SRT/Power shift. Make adjustments if necessary to reduce response times. — 8.1
* Train and assign units to assist the Traffic Division in the efforts to increase D.W.I enforcement. — 8.3
* Train officers and deploy weapons in order to implement defense programs for active shooters and less than lethal situations.

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Police Captain	3.00	1.00	1.00	1.00
Master Police Officer	24.00	18.00	17.00	15.00

City of Independence
Detail Program Summary

Department: 4500 - Police — *2002-03 Operating Budget*
Cost Center: 4532 - Uniform Unit — *Fund: 02 - General Fund*

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Police Lieutenant	3.00	3.00	3.00	4.00
Police Officer	53.00	59.00	59.00	63.00
Police Sergeant	9.00	11.00	11.00	9.00
Total	92.00	92.00	91.00	92.00

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	4,909,036	4,832,101	4,963,117	5,102,433
Other Services & Charges	198,654	191,983	191,431	194,319
Supplies	403,616	227,827	236,901	233,547
Capital Outlay	186,761	182,514	182,514	178,514
Other Expenditures	0	0	0	0
Total	5,698,067	5,434,425	5,573,963	5,708,813

Significant Issues

* In October of 2001 we went to twelve hour patrol shifts and a ten hour full time SRT/Power shift. In 2002 we are reconfiguring the way we plot response times to give a clear and accurate view of what these times actually are.
* One sergeant's position was upgraded to lieutenant to provide the additional Watch Commander required by the 12 hour shift configuration.

City of Independence
Detail Program Summary

Department: 4500 - Police — *2002-03 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, one parking enforcement officer, 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.

2001-02 Accomplishments — **Goal Ref**

* Implement and staff a civilian parking enforcement position to target parking complaint locations and abandoned vehicles. A parking enforcement officer was hired in July of 2001.
* Develop and implement a General Order Policy which outlines off-duty call-out procedures for serious injury and fatality vehicular accidents. The Traffic Safety General Order was changed and now has a call-out procedure.

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Vehicular Accidents Reported	3,561	3,537	3,600	3,547
Traffic Unit Summons Issued	22,048	22,062	23,500	24,000
DWI Arrests	553	652	600	680
Hit and Run Accidents Investigated	690	689	650	800

2002-03 Objectives — **Goal Ref**

* Increase DWI arrests by 5% through increased enforcement. — 8.3
* Target parking violations and abandoned autos by increasing enforcement in both areas. — 8.3
* Target Red Light violators and aggressive drivers. Increase enforcement in these areas. — 8.3

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget

City of Independence
Detail Program Summary

Department: 4500 - Police *2002-03 Operating Budget*
Cost Center: 4533 - Traffic Unit *Fund: 02 - General Fund*

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Police Captain	1.00	1.00	1.00	1.00
Clerk Typist II	1.00	1.00	1.00	1.00
Master Police Officer	14.00	14.00	11.00	12.00
Police Officer	3.00	5.00	8.00	7.00
Police Sergeant	2.00	2.00	2.00	2.00
Parking Enforcement Off	.00	.00	.00	1.00
School Cross Guard	1.25	1.25	1.25	1.25
Total	22.25	24.25	24.25	25.25

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	1,334,846	1,369,335	1,405,120	1,526,300
Other Services & Charges	34,083	45,107	46,107	54,250
Supplies	25,021	25,155	29,894	41,830
Capital Outlay	58,932	84,127	83,946	48,627
Other Expenditures	0	0	0	0
Total	1,452,882	1,523,724	1,565,067	1,671,007

Significant Issues

* One additional motorcycle to be used by the A Shift Sergeant for Enforcement and Special Events for the cost of approximately $14,000. Lightweight vests for the Selective Enforcement Officers for the cost of approximately $5,600.00.

City of Independence
Detail Program Summary

Department: 4500 - Police — *2002-03 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.

2001-02 Accomplishments — **Goal Ref**

* Manpower for the Missouri/Kansas Auto Theft Task Force was withdrawn due to a shortage of manpower. The task force has now been disbanded.
* Numerous meetings were held with the Hope House staff to foster and continue excellent working relationships. All three of the domestic violence grants have been extended. Application has been made for an additional police position through a Federal Grant to enhance our D.V. initiative. — 9.5
* A crime analysis test program has been created and put on-line.

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Criminal Cases Assigned	4,166	3,898	3,850	4,000

2002-03 Objectives — **Goal Ref**

* Re-new the Domestic Violence Initiative and partnership with Hope House. — 9.5
* Continue to participate in the Mid-America Regional Crime Analysis Network — 9.4
* Restructure operational procedures for the "Leads on Line" program to increase the effectiveness. — 2.7

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Police Investigative Clerk	1.00	1.00	1.00	1.00
Police Captain	1.00	1.00	1.00	1.00
Clerk Typist II	1.00	1.00	1.00	1.00
Master Police Officer	16.00	17.00	14.00	17.00

City of Independence
Detail Program Summary

Department: 4500 - Police *2002-03 Operating Budget*
Cost Center: 4534 - Investigations *Fund: 02 - General Fund*

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Police Lieutenant	1.00	1.00	1.00	1.00
Police Officer	.00	.00	3.00	.00
Police Sergeant	2.00	2.00	2.00	2.00
Total	22.00	23.00	23.00	23.00

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	1,413,998	1,402,124	1,443,206	1,515,132
Other Services & Charges	78,195	90,636	90,636	120,430
Supplies	21,574	13,930	13,750	14,675
Capital Outlay	0	1,471	1,651	0
Other Expenditures	0	0	0	0
Total	1,513,767	1,508,161	1,549,243	1,650,237

Significant Issues

* The Investigations Unit vehicle fleet currently consists of 18 leased vehicles and 5 1995 Ford Taurus's, all with high mileage. The request for 23 leased vehicles in the 02-03 budget would allow us to surplus the Taurus's.

City of Independence
Detail Program Summary

Department: 4500 - Police | *2002-03 Operating Budget*
Cost Center: 4535 - Special Operations | *Fund: 02 - General Fund*

Description

This unit is staffed with officers from the Drug Enforcement Unit (DEU) and Special Response Team (SRT). It is supervised by one Lieutenant who reports to the Investigations Division Captain. The SRT is staffed with a total of 21 sworn officers. The primary responsibility of the SRT is the resolution of difficult police situations outside the realm of the standard patrol response, through the use of developed skills, tactics, and specialized equipment. In October 2001, the SRT was restructured forming three squads, each having six officers and a sergeant. Two of the squads are assigned to Patrol as a power shift. The third team is comprised of officers assigned to other units throughout the department.

2001-02 Accomplishments — **Goal Ref**

* Contributed two detectives to the MIdwest HIDTA Metro Meth Task Force, resulting in the closure of 190 Meth Labs in the K.C. Metro area. — 9.4
* The combined efforts of the DEU, Metro Meth and Jackson County Task Forces conducted 47 Meth Lab Responses in Independence in 2001. This compares with 46 in 2000. — 9.4
* In 2001, detectives of the DEU investigated 570 drug complaints, and processed 340 Uniform Patrol In-Custody Arrests and 378 Patrol follow-up cases. DEU initiated 113 car/pedestrian checks, 288 residential checks, 116 consent searches, 25 undercover drug buys, and executed 37 search warrants. DEU drug arrests and related arrest with charges filed: 588.
* DEU Federal and State Asset Forfeitures: Federal filed - 1 - $10,000; State filed - 19 - $30,752; DEA Task Force - received - $72,693.72. — 9.4
* Drugs seized during 2001 include 120 lbs. marijuana, 375 grams of meth, 246 grams of cocaine, 7 marijuana grow operations, and smaller quantities of other drugs including psilocybin mushrooms, LSD, PCP, Ecstasy, and other prescription pills. Total street value of drugs seized: $161,995.
* Since restructure of SRT, response time to critical incidents has been significantly improved. This has increased the safety of citizens and patrol officers at and around these highly dangerous scenes.
* During 2001, the SRT was activated 49 times. These incidents included search warrants, barricaded subjects, and dignitary protection services.
* The SRT assisted various units within the department by providing additional manpower and equipment resources in a variety of assignments including warrant service, knock and talk residence checks, and saturation patrol.
* All SRT members attended required annual tactical training conducted by the Metro Tactical Officers Association located in Camp Dodge, IA.
* Officers of the SRT train other department members in areas such as

2001-02 Accomplishments **Goal Ref**

firearms, defensive tactics, active shooter, low light conditions, and response to critical incidents.

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Drug Cases Assigned	586	808	500	750
Drug Arrests	553	588	550	550
Drug Search Warrants	N/A	21	25	35
SRT Tactical Training	24	24	N/A	24
Tactical Activations	29	27	N/A	50
Conducted Dept In-Service Training	N/A	N/A	N/A	24

2002-03 Objectives **Goal Ref**

* Investigate and target drug trafficking organizations operating in Independence and coordinate efforts with other task force organizations in the K.C. Metro Area. 9.4
* Further reduce the number of Meth Labs operating within the city through aggressive and prompt lead follow-up.
* Monitor the Drug Hotline and provide prompt investigation and follow-up on drug complaints.
* Assist other units within the department in processing felony drug arrests and in filing of State and Federal drug charges.
* Fund and schedule all SRT members to attend the annual tactical training located at Camp Dodge, IA.
* Further prepare the department for terrorist attacks by actively seeking federal and/or state grant money for the purpose of training and equipment. 9.4
* Select and train two SRT members to maintain and service all shotguns assigned to SRT and Uniform Unit.

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Master Police Officer	10.00	11.00	11.00	12.00
Police Lieutenant	1.00	1.00	1.00	1.00
Police Officer	4.00	3.00	3.00	2.00
Police Sergeant	1.00	1.00	1.00	1.00
Total	16.00	16.00	16.00	16.00

City of Independence
Detail Program Summary

Department: 4500 - Police — *2002-03 Operating Budget*
Cost Center: 4535 - Special Operations — *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	1,146,052	1,032,061	1,078,343	1,097,044
Other Services & Charges	32,065	47,787	47,892	47,870
Supplies	7,411	20,222	41,982	24,384
Capital Outlay	11,459	0	0	0
Other Expenditures	0	0	0	0
Total	1,196,987	1,100,070	1,168,217	1,169,298

Significant Issues

* In October 2001, one Detective position was reassigned from Metro-Meth HIDTA Task Force and contributed to the organizational re-structuring for the Special Response Team.
* The SRT ammunition and equipment budget must be increased with the additional expansion of SRT officers.

City of Independence
Detail Program Summary

Department: 4500 - Police — *2002-03 Operating Budget*
Cost Center: 4536 - Community Services Unit — *Fund: 02 - General Fund*

Description

The Community Services Unit provides a collage of police services for the community and the Police Department. In providing those services the Community Services Unit must work with a host of other public entities some of which are COMBAT, Northwest CDC, Hawthorne Communities, Independence Housing Authority, Heart of America Crime Prevention Association, Neighborhood Block Watch, Simon Enterprises, DARE Inc., and the following school districts: Independence, Blue Springs, Fort Osage, and Kansas City. Those organizations help and work with Community Services with Crime Prevention, Weed and Seed programs, DARE, School Resource Officers, School Resource Truancy Officers, mall patrol and many other services. The Community Services Unit staffs Independence Center substation, a Fairmount office,a Hawthorne office, a Hocker Heights office, and a K-9 training facility office. All of these components come together in working towards providing a safer environment and better quality of life for residents and visitors to the City of Independence.

2001-02 Accomplishments

	Goal Ref
* Renewed the COMBAT funding for the DARE Officers and supervisor and thereby were able to maintain the current number of core classes.	2.2
* Completed a contract with the Independence School District to provide School Resource Officers at Chrisman High School, Truman High School, Bridger 8th Grade Center, Bingham 7th Grade Center, and Pioneer Ridge 6th Grade Center.	2.2
* Established new offices at Fairmount and a canine training facility.	2.10
* Replaced an injured Police canine (Buno) with K-9 Haas.	
* Renewed the Weed and Seed Grant enabling the officers to maintain their concentrated drug efforts in the Fairmount area of the city.	2.3
* Renewed the "New Approach Anti-Drug Program" grant enabling officers to maintain their drug emphasis in the Hawthorne area of the city.	2.3
* Renewed five year lease on the Independence Center Substation.	2.3

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Canine Calls	560	587	600	630
Child Fingerprint ID's	840	1,092	600	1,000
Command Posts Used	58	46	65	65
Disorderly House Cases	50	83	75	80

Certified Crime Free Multi-Housing Properties	12	7	20	25
Certified Crime Free Hotel/Motel Properties	0	0	5	5

2002-03 Objectives **Goal Ref**

* Bring staffing up to full strength in DARE, SRO, and grant positions. 2.3
* Complete the work at the canine training facility and obtain a certification as such.
* Remodel Independence Center Substation.
* Placement of SRO in new Blue Springs Middle School in fall of 2002. 2.3
* Continue "New Approach Anti-Drug Program" grants in Hawthorne target area. 2.3
* Continue Crime Free Multi Housing program and the Crime Free Hotel/Motel program in an effort in increase certified properties. 2.3
* Continue Disorderly house program. 2.3
* Continue Child ID program. 2.3
* Continue participation and expansion of Police Explorer Post 2840. 2.6
* Continue all services presently provided by Community Services Unit.

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Police Captain	1.00	1.00	1.00	1.00
Master Police Officer	7.00	15.00	17.00	15.00
Police Officer	2.00	6.00	4.00	4.00
Police Sergeant	1.00	2.00	2.00	2.00
Fiscal Technician II	.00	.00	1.00	1.00
Total	11.00	24.00	25.00	23.00

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	1,484,012	1,501,866	1,548,328	1,482,871
Other Services & Charges	58,701	63,706	64,614	69,282
Supplies	25,953	49,730	50,640	44,124
Capital Outlay	1,396	1,400	1,549	0
Other Expenditures	0	0	0	0

City of Independence
Detail Program Summary

Department: 4500 - Police — *2002-03 Operating Budget*
Cost Center: 4536 - Community Services Unit — *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Total	1,570,062	1,616,702	1,665,131	1,596,277

Significant Issues

* Bicycle Unit transferred to Uniform Patrol Division.
* SRO/Truancy Officer placed on contract in Independence School Dist. after grant expired.
* SRO added to the 6th Grade Center.
* Lease for Independence Center Substation renewed for five years.
* Fairmount Action Center moved to new larger location with extended lease.
* Five year lease of new K-9 Facility located at 21101 E. M78 Hwy.

City of Independence
Detail Program Summary

Department: 4500 - Police — *2002-03 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.

2001-02 Accomplishments — **Goal Ref**

* Obtained $12,000 through the Missouri Crime Lab Upgrade Grant to upgrade equipment within the Crime Scene Unit and Lab. Purchased Mettler Toledo Balance, Evidence Drying Cabinet, Toxi-Lab Kit, Computer Workstation to replace the AFIX Tracker computer. — 9.5
* Obtained $55,444 through the Narcotic Control Assistant Program to fund a second chemist for drug analysis and to purchase a digital darkroom that will replace our existing conventional darkroom. — 9.5
* Obtained $25,600 from Missouri Department of Highway Safety to purchase a new Hewlett Packard Gas Chromatograph to begin conducting blood alcohol testing in our crime lab.
* Sent two chemists and five evidence technicians to a total of 15 training seminars and schools within the state of Missouri and other states. The cost on most schools were picked up by State and Federal monies.
* Replaced the old refrigerator for overnight storage of blood and urine samples with a small secured refrigerator anchored in the property room.
* Bar code system went on line within the property room.
* Completed two internship programs with students from area colleges with the department benefiting from their help. One intern worked 40 hours a week for 11 weeks and has continued on as a volunteer for this department. — 9.4

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Crime Scenes Processed	597		850	625
Latent Prints Processed	0		1,100	625
Items of Evidence or recovered				12,000

2002-03 Objectives — **Goal Ref**

* Obtain $12,000 MCLUP Grant through the Missouri Department of Public Safety. — 9.5
* Apply for NCAP Grant or Missouri Department of Highway Safety Grant

City of Independence
Detail Program Summary

Department: 4500 - Police — *2002-03 Operating Budget*
Cost Center: 4542 - Crime Scene — *Fund: 02 - General Fund*

2002-03 Objectives — **Goal Ref**

to hire a full time chemist to conduct blood alcohol and urine analysis for the city and other Eastern Jackson County Police Agencies.

* Set up new digital darkroom with established directives for operation of system.
* Begin conducting blood alcohol and urine analysis.
* Move recovered property from Lake City Storage to the old sewage treatment plant.

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 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
Property Control Technician	.00	.00	.00	1.00
Police Sergeant	1.00	1.00	1.00	1.00
Total	8.00	8.00	8.00	9.00

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	366,203	404,773	415,905	480,845
Other Services & Charges	7,707	9,381	9,237	9,423
Supplies	24,641	21,892	21,837	21,850
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	398,551	436,046	446,979	512,118

Significant Issues

* Conversion from conventional photo lab to a digital darkroom system
* Effort will be made to acquire a new chemist to conduct blood alcohol and urine analysis on either an NCAP grant or through Missouri Dept. of Highway Safety.
* Transferred Property Control Technician from Records Unit.

City of Independence
Detail Program Summary

Department: 4500 - Police | *2002-03 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.

2001-02 Accomplishments **Goal Ref**

* Personnel received in-service training relating to fire suppression, first aid, CPR, food handlers training, began MULES training, sexual harassment, diversity, and self defense training
* Repainted holding cells.
* Implemented new process of packaging prisoner's recovered property, by sealing the property in plastic bags. This allows less chance of losing the property by sealing and you are able to view the contents of the bag without opening it.
* Began new prisoner meal program, saving funds and for convenience.

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Prisoners Booked	14,200	11,129	12,917	12,305
Prisoner Days Served	9,046	10,693	10,500	10,862
Prisoners Sentenced		883		1,565
Prisoner meals served		10,459		12,373

2002-03 Objectives **Goal Ref**

* 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 and new employees. Training will include First Aid, CPR, Fire Suppression, Self Defense, and MULES training.
* Continue the new meals program and fine tune it until it is most cost efficient and practical for the Department and the detainees.
* Continue cost efficient measures, which will include and not be limited to, discontinuing the use of blankets for detainees.

City of Independence
Detail Program Summary

Department: 4500 - Police
Cost Center: 4543 - Detention

2002-03 Operating Budget
Fund: 02 - General Fund

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Police Captain	1.00	.00	.00	.00
Detention Officer	11.75	11.75	11.50	11.50
Detention Technician	1.00	1.00	1.00	1.00
Police Lieutenant	.00	.00	.00	1.00
Police Sergeant	.00	1.00	1.00	1.00
Total	13.75	13.75	13.50	14.50

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	568,345	600,948	616,370	701,788
Other Services & Charges	445,411	315,453	315,833	361,234
Supplies	4,450	6,611	6,480	16,945
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,018,206	923,012	938,683	1,079,967

City of Independence
Detail Program Summary

Department: 4500 - Police — *2002-03 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.

2001-02 Accomplishments — **Goal Ref**

* Trained all employees on new State Accident Reports.
* Substantially improved Warrant Service workforce.
* Certification for all new employees and recertification as required for employees with M.U.L.E.S. access.
* M.A.R.C. sponsored supervisor training begun by one of the unit's supervisors.
* Microfilmed ten year backlog of booking sheets.
* S.O.P.'s written and submitted for approval. — 9.2

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Municipal Warrants In	14,113	16,166	16,000	18,001
Municipal Warrants Out	13,432	14,247	13,000	15,025
PACE Cases Processed	36,600	27,400	34,700	27,412
Records checks and police reports disseminated to customers				75,000

2002-03 Objectives — **Goal Ref**

* Complete unit training manual to ensure standardization of procedures. — 9.2
* Upgrade essential office equipment.
* Improve process and quality of customer service.
* Microfilm remainder of old paper documents requiring retention.
* Improve accessibility of files to facilitate retrieval.

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Records Unit Clerk	10.00	10.00	10.00	10.00

City of Independence
Detail Program Summary

Department: 4500 - Police — *2002-03 Operating Budget*
Cost Center: 4544 - Records and Property — *Fund: 02 - General Fund*

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Police Captain	.00	.00	1.00	1.00
Police Records & Prop Adm	1.00	1.00	1.00	1.00
Police Desk Clerk	12.00	12.00	12.00	12.00
Police Records Supervisor	3.00	3.00	3.00	3.00
Property Control Technician	1.00	1.00	1.25	.25
Police Records Technician	1.00	1.00	1.00	1.00
Total	28.00	28.00	29.25	28.25

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	935,214	1,056,506	1,081,416	1,186,006
Other Services & Charges	91,848	96,203	94,954	87,593
Supplies	26,373	28,562	29,786	31,513
Capital Outlay	0	1,400	1,400	4,800
Other Expenditures	0	0	0	0
Total	1,053,435	1,182,671	1,207,556	1,309,912

Significant Issues

* The quantity of warrants has doubled in the past 10 years. Therefore, the need for an additional warrant service technician is critical. A work study determined that one desk position could be eliminated and the salary utilized to create an additional warrant service position. That request has been made and the position is expected to be filled before the end of the next fiscal year.

City of Independence
Detail Program Summary

Department: 4500 - Police — *2002-03 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.

2001-02 Accomplishments — **Goal Ref**

* Funding for new radio consoles was secured from federal grant money. Five new Motorola Gold Elite consoles have been purchased and await installation in the new communication center. The Communication Unit consistently maintained acceptable processing times on E9-1-1 calls throughout the year. — 9.5

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Emergency 9-1-1 Calls	120,107	135,580	116,507	138,355
CAD Incidents	122,325	147,377	118,655	140,552

2002-03 Objectives — **Goal Ref**

* Complete the new Communication Center to an operational readiness condition.
* Continue to maintain acceptable processing times for priority one calls and E9-1-1 telephone calls. — 8.1

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 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
Police Lieutenant	1.00	1.00	1.00	1.00
Total	32.00	32.00	32.00	32.00

City of Independence
Detail Program Summary

Department: 4500 - Police — *2002-03 Operating Budget*
Cost Center: 4545 - Communications — *Fund: 02 - General Fund*

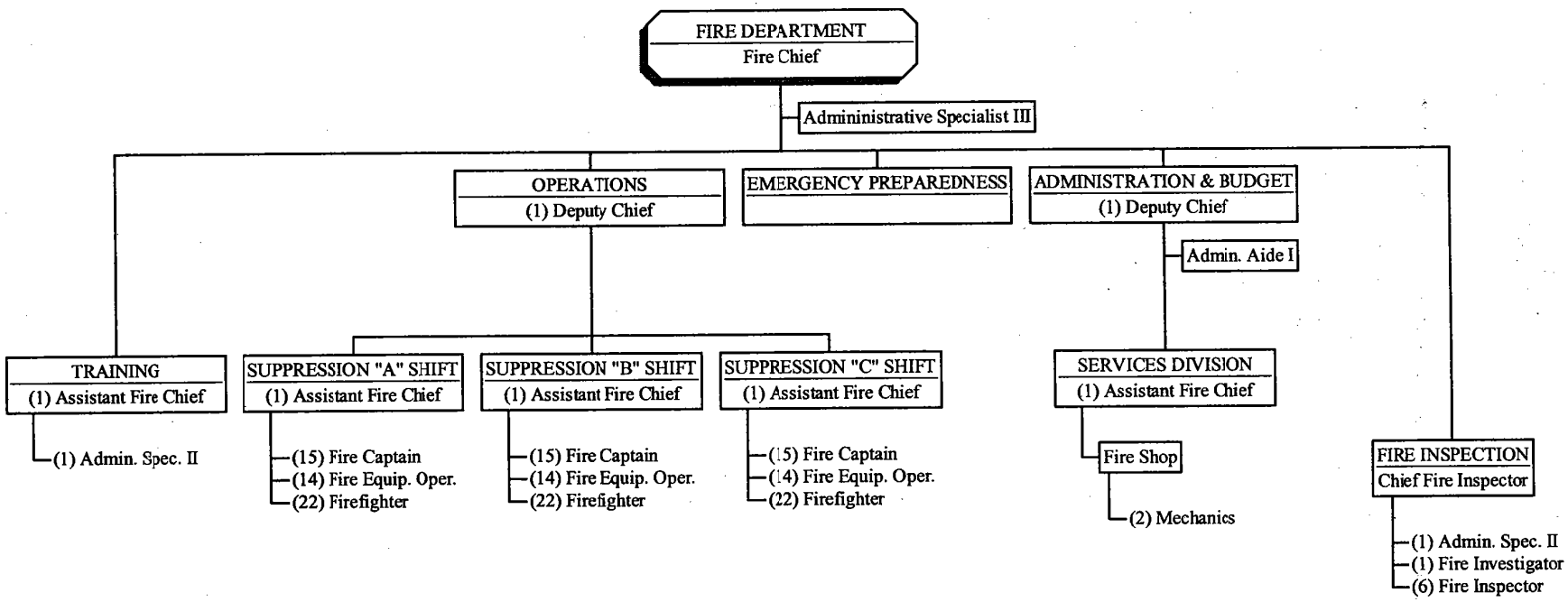
Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	1,580,286	1,641,442	1,677,204	1,721,689
Other Services & Charges	39,019	50,910	50,910	51,210
Supplies	3,520	6,336	6,336	3,873
Capital Outlay	25,963	0	0	1,500
Other Expenditures	75,685	69,863	69,863	69,863
Total	1,724,473	1,768,551	1,804,313	1,848,135

Significant Issues

* The Communication Unit is in the process of relocating our operation from its present site to the former computer operation center across the hall. This involves complete new wiring for all of the equipment in the Unit. Significant alterations to the room will also be necessary to accommodate the equipment. This work is being completed with LLEB grant funds, however, since the move was not a part of the original grant, two to five thousand dollars of city money may be necessary to complete the project.

City of Independence, Missouri
Fire Department



City of Independence
Departmental Budget Summary

Department: 4600 - Fire *2002-03 Operating Budget*

Department Description

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

Description	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Staffing				
Full Time Positions	174.00	174.00	174.00	174.00
Total	174.00	174.00	174.00	174.00

Description	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Budget by Major Program Category				
4611 Fire Administration	321,256	309,620	319,585	429,261
4621 Fire Operations	10,322,765	10,875,997	11,207,897	10,900,502
4622 Emergency Medical Services	52,326	55,726	55,726	58,726
4631 Fire Prevention	496,280	541,756	558,560	530,416
4641 Maintenance	430,612	423,679	430,676	580,584
4651 Training	194,013	199,506	205,864	166,052
4661 Emergency Preparedness	0	0	0	32,976
Total	11,817,252	12,406,284	12,778,308	12,698,517

City of Independence
Departmental Budget Summary

Department: 4600 - Fire *2002-03 Operating Budget*

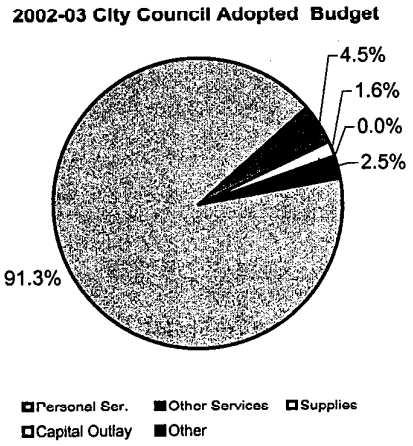
Source of Funding				
General Fund	11,817,252	12,406,284	12,778,308	12,698,517
Total	11,817,252	12,406,284	12,778,308	12,698,517
Direct/Offsetting Revenues				
Sale of Fire Reports	1,426	1,743	600	900
Emergency Preparedness Grant	41,212	36,560	37,000	37,000
AT&T Communication Tower Rental	0	0	0	9,000
Total	42,638	38,303	37,600	46,900

Significant Issues/Changes

* Returned one time reallocation of funds for Public Education Program back to the Wellness program for final voluntary year of program.
* Combined $5,132 dollars from completed lease purchase contract and $67,675 from vehicle purchase funds to support rewiring of station #1 and purchase of generators for three stations to provide emergency power during disasters.
* Reallocated funds from Maintenance Division to cover increased fuel costs.
* Reorganization of Department resulted in major changes in divisional funding:
  - Emergency Preparedness and Training divided into to separate divisions with funds reallocated accordingly 32,976.
  - One deputy chief was added to Fire Administration budget $85,096.
  - One deputy chief was added to Fire Operation's budget 94,218.
  - One assistant chief was moved from Fire Operations to Maintenance $92,059.
  - Three assistant chief's position reduced from Operations Division with corresponding reduction in personnel costs in the division ($254,000).
  - Creation of Chief Fire Inspector's position to supervise Fire Prevention Bureau In place of an assistant chief with net change to division salaries ($31,291).
* One time adjustment in Fire Operation Division Personnel Costs resulted in a $267,000 reduction in this category from last fiscal year.
* Line item added to Fire Administration division in the amount of $9,000 to track purchase and installation of communications equipment with ATT tower contract revenue.

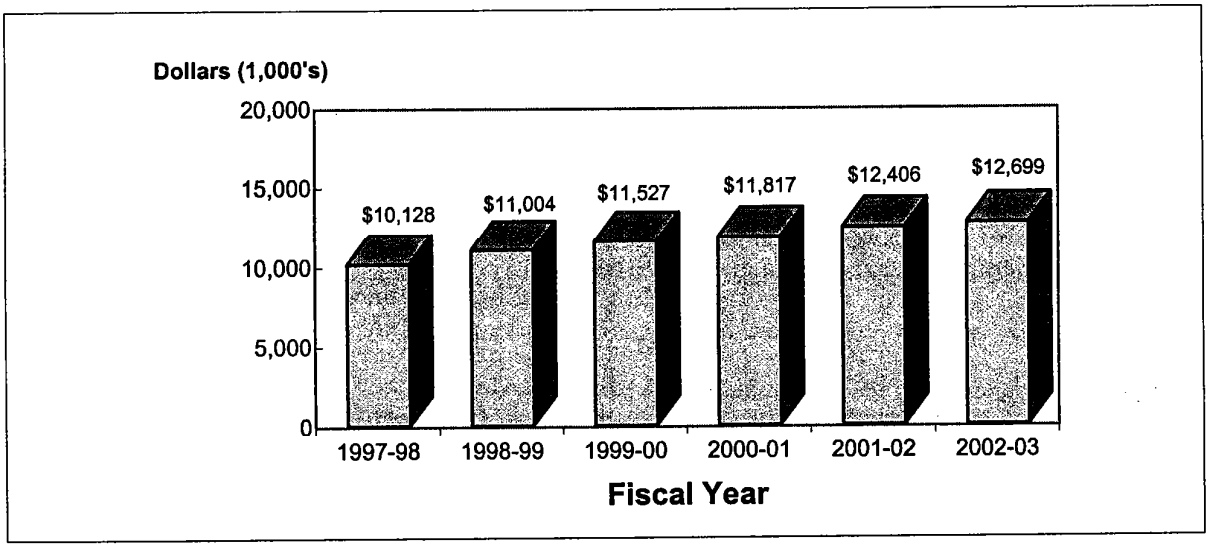
Appropriations by Type:

Expenditure Type	Actual 2000-01	Original 2001-02	Projected 2001-02	Fire 2002-03
Personal Ser.	$ 10,683,720	$ 11,316,863	$ 11,688,887	$ 11,597,421
Other Services	510,435	507,839	498,468	573,835
Supplies	182,251	187,493	196,864	204,071
Capital Outlay	44,554	65,675	65,675	-
Other	396,292	328,414	328,414	323,190
Total	$ 11,817,252	$ 12,406,284	$ 12,778,308	$ 12,698,517



Historical Comparison:

	Actual 1997-98	Actual 1998-99	Actual 1999-00	Actual 2000-01	Budget 2001-02	Budget 2002-03
Employees:						
Full Time Equiv.	173.00	174.00	174.00	174.00	174.00	174.00
Amount by Fund:						
General Fund	$ 10,127,651	$ 11,004,321	$ 11,526,997	$ 11,817,252	$ 12,406,284	$ 12,698,517
Total All Funds	$ 10,127,651	$ 11,004,321	$ 11,526,997	$ 11,817,252	$ 12,406,284	$ 12,698,517
Comparative Ratios:						
Per Capita	$ 87.66	$ 94.99	$ 99.24	$ 101.12	$ 106.16	$ 108.66
Per Household	$ 202.21	$ 218.50	$ 227.56	$ 231.20	$ 242.72	$ 248.44



City of Independence
Detail Program Summary

Department: 4600 - Fire — *2002-03 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.

2001-02 Accomplishments — **Goal Ref**

* Completed third year of the Wellness program with 88 participants. — 9.0
* Implemented six (6) new and revised Standard Operating Procedures. — 9.0
* Selected architect and identified site locations for reconstruction of fire station #7. — 8.1
* Reorganization of the Department completed with the reduction of one assistant chief's position, developing the job classification of Chief Fire Inspector to supervise Fire Prevention and reclassifying/upgrading two assistant chief's position to deputy chief. — 9.0

2002-03 Objectives — **Goal Ref**

* Complete final voluntary year of the Wellness program. — 9.0
* Continue revision of the Standard Operating Procedures Manual. — 9.0
* Move forward with site acquisition and construction of fire station #7. — 8.1

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Administrative Aide I	1.00	1.00	1.00	1.00
Fire Chief	1.00	1.00	1.00	1.00
Deputy Fire Chief	.00	.00	.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	3.00	3.00	3.00	4.00

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2002-03 Operating Budget*
Cost Center: 4611 - Fire Administration — *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	192,534	195,613	205,685	302,065
Other Services & Charges	107,873	98,967	99,596	103,656
Supplies	16,619	15,040	14,304	23,540
Capital Outlay	4,230	0	0	0
Other Expenditures	0	0	0	0
Total	321,256	309,620	319,585	429,261

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2002-03 Operating Budget*
Cost Center: 4621 - Fire Operations — *Fund: 02 - General Fund*

Description

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

2001-02 Accomplishments

	Goal Ref
* Completed visual inspection of all fire hydrants in the city.	9.2
* Assumed Hazardous Materials Response for the City.	
* Responded to 41 calls while doing square patrol at Santa-Cali-Gon Festival.	9.2
* Provided support during annual Household Waste Clean-up Weekend.	2.0
* Conducted multi-company drill simulating emergency operations on the fire ground on each shift.	4.2
* Fire companies conducted 2,894 business inspections as part of the annual Company Inspection program.	5.6

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Total Alarms	12,074	12,557	12,625	12,650
residential Fires	298	251	253	250
Vehicle Fires	223	228	202	230
Grass/Trash	177	139	325	160
Open Burning	126	124	51	140
Bomb Threat	11	23	17	27
Hazardous Materials	5	7	150	50
Alarm Systems	567	673	300	650
Carbon Monoxide Checks	396	386	525	380
Medical Alarms	8,572	7,923	9,090	8,400

2002-03 Objectives

	Goal Ref
* Conduct three (3) multi-company drills per shift.	4.2
* Participate in one City emergency preparedness exercise per shift.	4.2
* Inspect all fire hydrants.	9.2
* Complete Emergency Medical Technicians continuing education program.	4.2
* Complete Hazardous Materials continuing education requirement.	4.2
* Complete Fire Equipment Operator continuing education requirements.	4.2

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2002-03 Operating Budget*
Cost Center: 4621 - Fire Operations — *Fund: 02 - General Fund*

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 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	3.00
Deputy Fire Chief	.00	.00	.00	1.00
Total	159.00	159.00	159.00	157.00

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	9,745,151	10,334,446	10,666,346	10,411,358
Other Services & Charges	36,375	42,320	42,320	41,820
Supplies	105,914	105,142	105,142	124,134
Capital Outlay	39,033	65,675	65,675	0
Other Expenditures	396,292	328,414	328,414	323,190
Total	10,322,765	10,875,997	11,207,897	10,900,502

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2002-03 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 response of fire fighters trained to the level of Emergency Medical Technician or Paramedic to provide basic and advance life support (ALS) treatment.

2001-02 Accomplishments — **Goal Ref**

* Advanced life support services through the pilot Advanced Life Support (ALS) Pumper program were utilized on 400 responses. — 1.5
* Emergency Medical Technician and Paramedic certifications were maintained on all Fire Operations personnel. — 1.5
* Increased number of paramedics available to staff ALS pumpers from 14 to 16. — 1.5

2002-03 Objectives — **Goal Ref**

* Maintain Emergency Medical Technicians or Paramedic certifications for all Fire Operations personnel. — 1.5
* Review the Advanced Life Support (ALS) Pumper program for possible future expansion. — 1.5

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Other Services & Charges	38,491	39,726	39,726	42,726
Supplies	13,835	16,000	16,000	16,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	52,326	55,726	55,726	58,726

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2002-03 Operating Budget*
Cost Center: 4631 - Fire Prevention — *Fund: 02 - General Fund*

Description

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

2001-02 Accomplishments — **Goal Ref**

* Adoption of the 2000 International Fire Code and the 2000 Life Safety Code with amendments for access roads and fire hydrant locations. — 8.6
* Adoption of a sprinkler system ordinance that requires all buildings, except residential dwellings, to install a sprinkler system if the structure is over 5,000 sq. ft. — 9.0
* Published 500 copies of the Fire Department's Annual Report to distribute to City Department heads, fire stations, City Council, neighborhood groups and through the Chamber of Commerce and community events. — 2.1
* Implemented programs and procedures to address City audit (February 2001)issues related to public fire education, juvenile fire setting, code enforcement practices, uniforms and rank structure within the Bureau. — 9.0
* Negotiation and construction of a new radio tower a fire station #1 was completed at no cost to the City. — 8.1
* In cooperation with Code Enforcement, participated in the "house number" campaign to inform the public on the importance of posting address number so emergency personnel can better serve Independence residents. — 1.8

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Commercial Inspections	4,867	3,517	3,480	3,089
Company Re-Inspections	613	1,624	2,600	2,070
Plan Reviews	534	576	465	612
Occupational License Inspections	1,364	1,321	2,163	1,416
Public Education Audience	21,344	22,293	27,000	22,985
Citizen Request	258	393	225	318
Zoning Projects	102	133	120	146

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2002-03 Operating Budget*
Cost Center: 4631 - Fire Prevention — *Fund: 02 - General Fund*

2002-03 Objectives — **Goal Ref**

* Develop and distribute the Fire Department's Annual Report — 2.1
* Produce quarterly the Fire Department's newsletter "Hot Spots". — 2.1
* Establish fees for services as recommended by the audit report of the Fire Prevention Bureau in February of 2001. — 9.0
* Develop a policy for issuance of a General Ordinance Summons for non compliance of Fire and Life Safety Codes when traditional means of inspection and reinspection have not achieved compliance. — 8.5
* Continue the enforcement of fire lane violations. — 8.3

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Assistant Fire Chief	1.00	1.00	1.00	.00
Fire Inspector	6.00	6.00	6.00	6.00
Clerk Typist II	1.00	1.00	.00	.00
Chief Fire Inspector	.00	.00	.00	1.00
Administrative Spec II	.00	.00	1.00	1.00
Total	8.00	8.00	8.00	8.00

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	483,544	524,110	540,914	518,459
Other Services & Charges	4,526	3,110	3,110	3,110
Supplies	8,210	14,536	14,536	8,847
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	496,280	541,756	558,560	530,416

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2002-03 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.

2001-02 Accomplishments	**Goal Ref**
* Upgraded 16 self-contained breathing apparatus to meet current National Fire Protection Agency Standards.	9.2
* Updated the interior of fire station #2, #6, #8, #9 and # 10 with new paint and carpet.	5.3
* Completed installation of vehicle exhaust removal systems at fire station #5, #8 and #4.	1.0
* Developed specifications, purchased and placed in service new brush apparatus for extinguishment of off road grass and brush fires.	8.1
* Purchased and installed washer/extractor for fire station #2 to remove contaminates from fire fighter's protective clothing.	8.1
* Purchased 25 sets of personal protective gear that meet current National Fire Protection Association standards.	8.1
* Retrofitted 100 self contained breathing apparatus face pieces with adaptors and purchased 16 voice amplifiers to improve communications and safety on the fire ground.	8.1
* Completed purchase and placed in service new fire command vehicle for shift commanders.	8.1

2002-03 Objectives	**Goal Ref**
* Install vehicle exhaust systems in fire stations #9 and #10.	1.0
* Purchase 25 sets of personal protective gear for fire operations personnel. This will begin a six year replacement program for this equipment.	8.1
* Rewire fire station 1 for use of emergency generator power. Purchase and install generators at other fire stations.	1.0
* Purchase 15 voice amplifiers for use with self contained breathing apparatus to improve communications between officers and fire fighters on the fire ground.	8.1
* Move forward with the land acquisition and construction of fire station #7.	8.1

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget

City of Independence
Detail Program Summary

Department: 4600 - Fire
Cost Center: 4641 - Maintenance

2002-03 Operating Budget
Fund: 02 - General Fund

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Assistant Fire Chief	.00	.00	.00	1.00
Fire Apparatus Mechanic	2.00	2.00	2.00	2.00
Total	2.00	2.00	2.00	3.00

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	143,703	144,899	151,789	248,397
Other Services & Charges	254,343	250,130	240,237	308,937
Supplies	31,275	28,650	38,650	23,250
Capital Outlay	1,291	0	0	0
Other Expenditures	0	0	0	0
Total	430,612	423,679	430,676	580,584

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2002-03 Operating Budget*
Cost Center: 4651 - Training — *Fund: 02 - General Fund*

Description

The Training Division provides training to Fire Department, City employees, and citizens, including fire fighting procedures, emergency medical procedures, hazardous materials procedures, CPR, emergency response to terrorism and Incident Command. The main goal of the Division is to provide training which promotes effective and efficient emergency response service to the community.

2001-02 Accomplishments	**Goal Ref**
* Initiated Fire Officer development program for captains who spend up to 90 days as an intern to an assistant chief.	4.2
* 160 personnel completed hazardous materials training in air monitoring and decontamination classes.	9.2
* Maintained continuing education program for emergency medical technician licensing for 160 fire operations personnel.	1.5
* Provided Wellness classes to support the Department's Wellness program.	9.2
* Provided continuing education for fire equipment operators within the Fire Equipment Operator's program.	4.2
* Provided basic rope rescue training to all shift personnel.	4.2
* Provided weight training classes to support the Department's Wellness program.	4.2
* Provided incident management system continuing education classes.	4.2
* Began officer develop program through effective leadership skills class presented by MARC.	4.2
* Maintained the Fire Department WEB page for the year.	2.0

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Total Hours of Training	9,607	3,622	9,500	9,607
Staff hours of training	35,848	19,534	35,000	35,848

2002-03 Objectives	**Goal Ref**
* Maintain continuing education program for emergency medical technician for 160 personnel by negotiating new contract for instruction and scheduling classes.	1.5
* Maintain hazardous materials continuing education program.	4.2
* Maintain fire equipment operator's continuing education program.	4.2
* Maintain assistant fire chief internship program.	4.2
* Provide Hazardous Materials Technician level training courses to limited number of personnel.	4.2

City of Independence
Detail Program Summary

Department: 4600 - Fire *2002-03 Operating Budget*
Cost Center: 4651 - Training *Fund: 02 - General Fund*

2002-03 Objectives **Goal Ref**

* Provide additional officer development classes to enhance leadership skills. 4.2

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Assistant Fire Chief	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	118,788	117,795	124,153	117,142
Other Services & Charges	68,827	73,586	73,479	42,910
Supplies	6,398	8,125	8,232	6,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	194,013	199,506	205,864	166,052

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2002-03 Operating Budget*
Cost Center: 4661 - Emergency Preparedness — *Fund: 02 - General Fund*

Description

The Emergency Preparedness Division provides coordinating of emergency management functions within the City, including preparedness, response, mitigation and recovery from any disasterous event. The Division manages the State and Local Assistance Grant program, the outdoor warning system, the Radio Amateurs Communications Emergency Service group, develops the Emergency Operation Plan for the City and provides Citizens Emergency Response Training (CERT).

2001-02 Accomplishments	**Goal Ref**
* Represented the City on the Metropolitan Emergency Manager's Committee.	9.5
* Maintained quarterly state and local assistance grants through the State Emergency Management Agency.	9.4
* Maintained improvements of the Radio Amateurs Communications Emergency (RACES) group.	
* Assisted in the organization of the post January ice storm Federal Emergency Management (FEMA) reimbursement effort.	9.4
* Provided emergency preparedness information to the public via mailings, City 7, public presentation and citizen's visits.	2.0
* Completed the Emergency Operations Plan revisions.	1.0
* Replaced one (1) outdoor warning siren and upgraded the siren control system for future siren replacements.	1.0
* Acquired hazardous materials response equipment from MMRS, including four (4) gas monitors, air purifying respirators and response suits.	9.4

2002-03 Objectives	**Goal Ref**
* Maintain State and Local Assistance Grant.	9.4
* Improve the emergency preparedness communications system for the City.	8.1
* Maintain RACES group.	
* Replace additional sirens as funding permits in the outdoor warning system.	1.0
* Conduct outdoor warning system tests each month.	1.0
* Represent City on area emergency preparedness committees.	9.5
* Provide Emergency Response to Terrorism courses to City emergency response personnel.	4.2
* Provide emergency management classes to City personnel	4.2
* Offer Community Emergency Response Team course to City personnel.	3.0

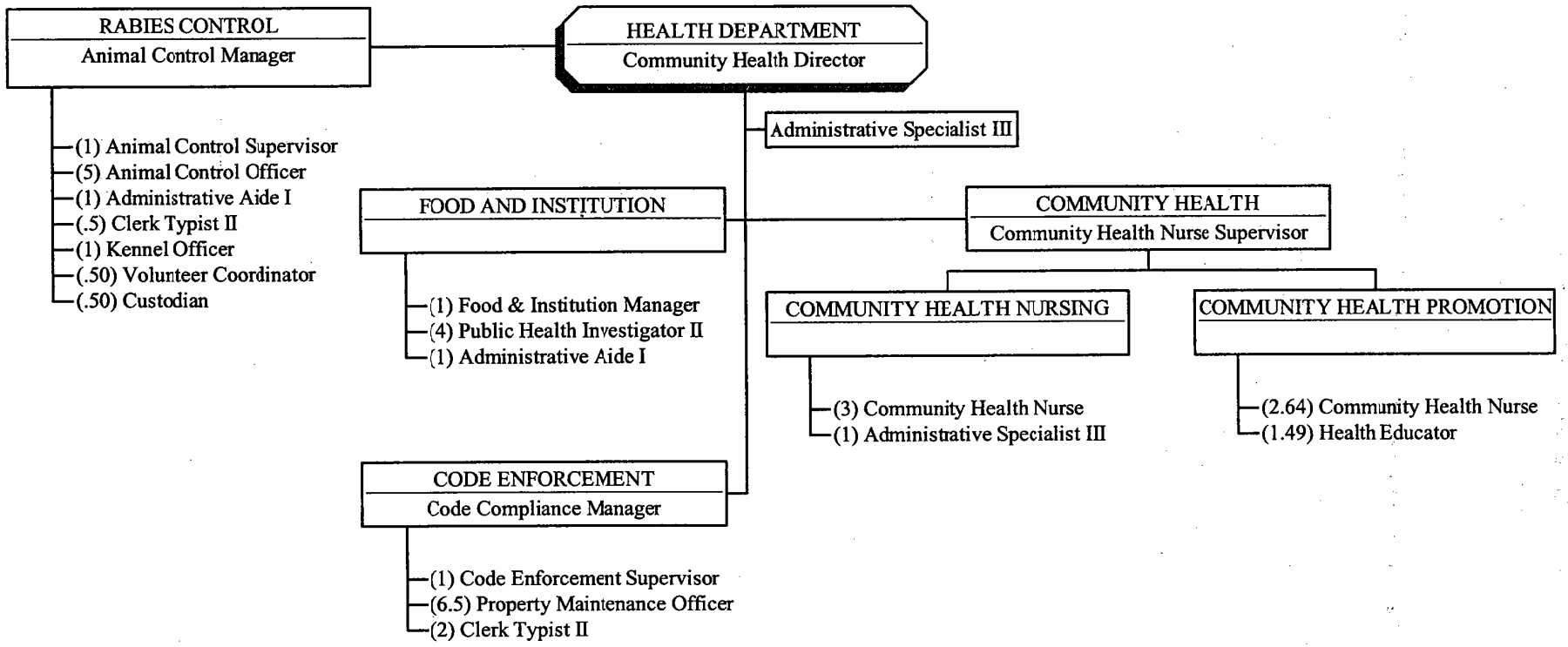
City of Independence
Detail Program Summary

Department: 4600 - Fire *2002-03 Operating Budget*
Cost Center: 4661 - Emergency Preparedness *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Other Services & Charges	0	0	0	30,676
Supplies	0	0	0	2,300
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	0	0	0	32,976

City of Independence, Missouri
Health Department



City of Independence
Departmental Budget Summary

Department: 4700 - Health *2002-03 Operating Budget*

Department Description

The Health Department is charged by the City Charter to enforce and administer the laws of the State, the provisions of the Charter and Ordinances relating to public health and environmental health and safety. The department ensures the public's health through activities that protects the public from environmental hazards, prevents injury and disease and promotes healthy behaviors and lifestyles. These goals are accomplished through enforcement of ordinances, health promotion, planning, and surveillance activities. The department also assesses community health needs, mobilizes community resourses to meet identified needs, and measures outcome of programs and services.

Description	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Staffing				
Full Time Positions	21.00	21.00	33.00	33.50
Part Time Positions	7.49	6.24	5.13	6.19
Total	28.49	27.24	38.13	39.69

Description	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Budget by Major Program Category				
4711 Health Administration	119,142	123,342	128,121	140,819
4713 Food and Institution	276,534	306,107	312,552	351,679
4714 Nursing Services	258,574	0	0	0
4715 Health Outreach and Promotion	189,339	447,008	547,206	548,145
4721 Animal/Rabies Control	440,201	455,516	467,072	538,535
4740 Code Enforcement	9,349	630,080	693,054	730,575
Total	1,293,139	1,962,053	2,148,005	2,309,753
Source of Funding				
General Fund	1,293,139	1,962,053	2,148,005	2,309,753
Total	1,293,139	1,962,053	2,148,005	2,309,753

City of Independence
Departmental Budget Summary

Department: 4700 - Health *2002-03 Operating Budget*

Direct/Offsetting Revenues

Public Health Nursing Grants	176,644	208,000	209,393	191,257
Food Handler's Permits	42,816	35,000	44,551	42,450
Animal Shelter Fees	56,747	50,000	49,406	50,000
Food Establishment Permits	71,549	70,700	98,291	70,615
Other Health Fees and Permits	35,114	23,600	33,555	33,330
Total	382,870	387,300	435,196	387,652

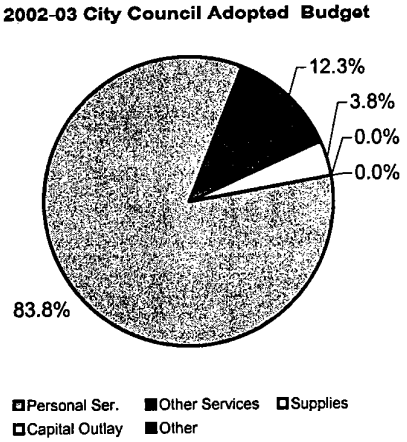
Significant Issues/Changes

* Increase the emphasis and training in the department in the area of Bio-terrorism.
* Increase the emphasis and implementation of Chronic Disease Prevention and Intervention strategies.
* Improve the computerization and customer service areas of the code enforcement division.
* Increase computer network and communication between remote Animal Control facility and the rest of the Health Department.
* Increase training level of staff for the reviewing of plans and certification/membership with the National Environmental Health Association (NEHA).
* Upgrading the HTE system to meet the division needs and training of staff to be able to use the system.

Health

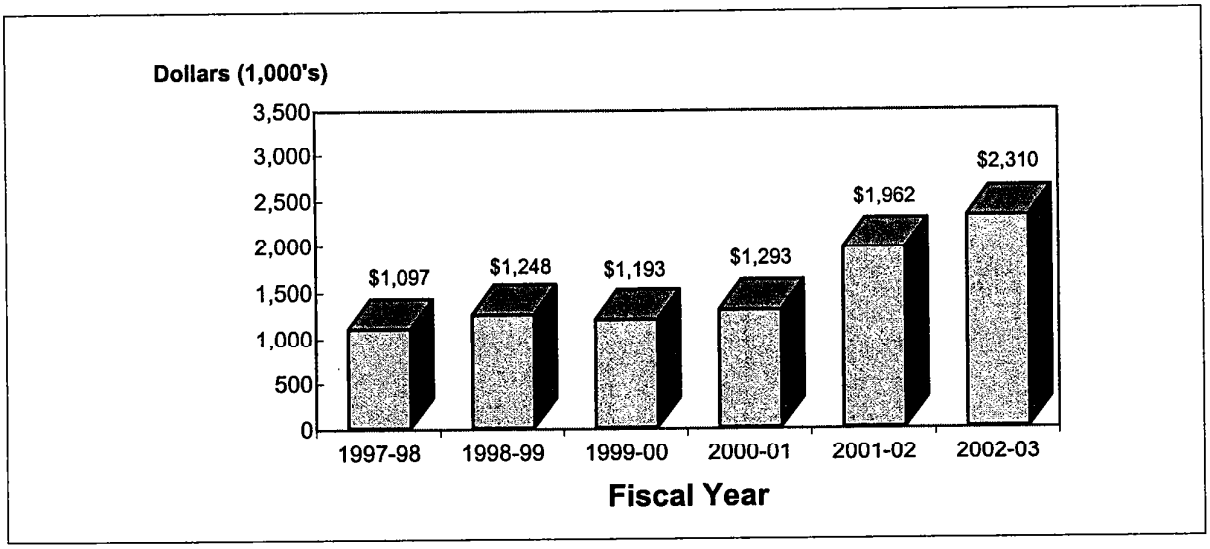
Appropriations by Type:

Expenditure Type	Actual 2000-01	Original 2001-02	Projected 2001-02	Adopted 2002-03
Personal Ser.	$ 1,111,813	$ 1,629,284	$ 1,727,097	$ 1,936,610
Other Services	93,737	243,591	322,612	285,087
Supplies	83,157	89,178	98,293	88,056
Capital Outlay	4,432	-	3	-
Other	-	-	-	-
Total	$ 1,293,139	$ 1,962,053	$ 2,148,005	$ 2,309,753



Historical Comparison:

	Actual 1997-98	Actual 1998-99	Actual 1999-00	Actual 2000-01	Budget 2001-02	Budget 2002-03
Employees:						
Full Time Equiv.	26.74	28.49	28.49	27.24	38.13	39.69
Amount by Fund:						
General Fund	$ 1,097,269	$ 1,247,881	$ 1,193,494	$ 1,293,139	$ 1,962,053	$ 2,309,753
Total All Funds	$ 1,097,269	$ 1,247,881	$ 1,193,494	$ 1,293,139	$ 1,962,053	$ 2,309,753
Comparative Ratios:						
Per Capita	$ 9.50	$ 10.77	$ 10.28	$ 11.07	$ 16.79	$ 19.76
Per Household	$ 21.91	$ 24.78	$ 23.56	$ 25.30	$ 38.39	$ 45.19



City of Independence
Detail Program Summary

Department: 4700 - Health — *2002-03 Operating Budget*
Cost Center: 4711 - Health Administration — *Fund: 02 - General Fund*

Description

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

2001-02 Accomplishments	**Goal Ref**
* Received Metropolitan wide recognition of Environmental Food Divisions work.	8.0
* Integrated the Code Enforcement Division into the health department.	9.0
* Animal Control Division continued to set records with animal adoptions.	7.0
* The Health Promotion Division responded to Anthrax scares and numerous communicable disease reports	1.0
* The department received an Environmental Protection Agency grant to work with the Independence School District to evaluate their buildings	1.4
* Developed a Food Managers Class to be implemented in 2002-03.	9.0
* Completed a secondary data review of the health status indicators for Independence and Jackson County.	1.0

2002-03 Objectives	**Goal Ref**
* Review the health status indicators for Independence with the community to begin the priority setting process.	2.0
* Protect the community from communicable and environmental threats to its existing health status.	1.0
* Implementation of the Food Managers Training Classes	9.0
* Build community partnerships to help improve the community's health status.	2.0
* Improve the operations of the Code Enforcement Division.	8.0
* Maintain and improve the effective programs of the Department.	9.0
* Become a recognized public health model	9.0

Staffing:

Position Title	**1999-00 Budget**	**2000-01 Budget**	**2001-02 Budget**	**2002-03 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 — *2002-03 Operating Budget*
Cost Center: 4711 - Health Administration — *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	115,799	121,252	126,031	132,429
Other Services & Charges	599	1,050	1,259	7,350
Supplies	1,250	1,040	831	1,040
Capital Outlay	1,494	0	0	0
Other Expenditures	0	0	0	0
Total	119,142	123,342	128,121	140,819

Significant Issues

* Increase the emphasis and training in the department in the area of Bio-terrorism.
* Increase the emphasis and implementation of Chronic Disease Prevention and Intervention strategies.
* Improve the computerization and customer service areas of the Code Enforcement Division.
* Increase public input into direction and operation of the Health Department.
* Increase strategic planning and coordination of the Environmental Health areas of the Health Department.

City of Independence
Detail Program Summary

Department: 4700 - Health — *2002-03 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 preparation, production, handling, storage and sale of all commodities intended for human consumption. The Division also inspects all Institutions providing housing or care to individuals and groups in Independence to ensure their sanitation.

2001-02 Accomplishments

	Goal Ref
* Increased the number of food services workers trained each month by conducting food handlers permit audits.	1.0
* Established system to disseminate information to the public by the use of listing health inspection reports in the local newspaper.	2.0
* Listing of food service establishment health inspection reports on the world wide web.	2.0
* Cross training of inspectors.	4.2
* Developed a food safety training program for food service managers.	8.0
* Simplified process for obtaining a Health permit for massage therapy by eliminating duplication.	8.0

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Food Service Inspections	290	989	1,284	1,577
Day Care Facilities Inspections	190	129	232	88
Retail Food Distribution Inspection	258	263	358	239
Swimming Pool Inspections	0	122	45	178
Tattoo Studio Inspections	0	12	10	34
Taxi Cab Inspections	0	70	55	56
Consultations	0	192	200	205
Miscellaneous Inspections/Follow Up	0	488	468	292
Food Related Complaints	300	147	328	196
Food Handlers Trained	4,262	4,963	3,700	3,750

2002-03 Objectives

	Goal Ref
* Develop a food safety training program for Temporary Events that include individual packets containing a metal stem thermometer, chlorine test strips and alcohol wipes.	9.0
* Develop food safety awareness by meeting with groups and different organizations within the community.	2.0
* Increase training level of staff for plan reviews and certification/membership with the National Environmental Health Association (NEHA).	4.2

City of Independence
Detail Program Summary

Department: 4700 - Health — *2002-03 Operating Budget*
Cost Center: 4713 - Food and Institution — *Fund: 02 - General Fund*

2002-03 Objectives — **Goal Ref**

* Implement a mosquito control and West Nile Virus abatement and education program. — 1.0
* Implementation of Managers Food Safety Training Program. — 9.0
* Provide health inspection report signage to all food service establishments for the posting of the most current inspection report. — 1.0

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Maintenance Aide	.58	.58	.00	.00
Administrative Aide I	1.00	1.00	1.00	1.00
Foods & Institution Manager	.00	1.00	1.00	1.00
Clerk Typist I	.33	.00	.00	.00
Mosquito Control Spec	.50	.50	.00	.00
Swimming Pool Insp	.25	.53	.00	.00
Public Health Inv II	4.00	3.00	4.00	4.00
Total	6.66	6.61	6.00	6.00

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	238,255	261,078	267,523	307,440
Other Services & Charges	11,125	18,064	18,139	20,274
Supplies	24,388	26,965	26,890	23,965
Capital Outlay	2,766	0	0	0
Other Expenditures	0	0	0	0
Total	276,534	306,107	312,552	351,679

Significant Issues

* Approved training in food safety for food service establishment managers.
* Increase training level of staff for the reviewing of plans and certification/membership with the National Environmental Health Association (NEHA).
* Training of temporary food service workers for special events.

City of Independence
Detail Program Summary

Department: *4700 - Health* *2002-03 Operating Budget*
Cost Center: *4713 - Food and Institution* *Fund: 02 - General Fund*

Significant Issues

* Educating the public on mosquito control and West Nile Virus.

City of Independence
Detail Program Summary

Department: 4700 - Health *2002-03 Operating Budget*
Cost Center: 4715 - Health Outreach and 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.

2001-02 Accomplishments	**Goal Ref**
* Epidemiologist added to staff to monitor health status of community, conduct research, analyze data supporting program planning, and evaluate community health activities.	1.0
* Addressed issues related to bio-terrorism. Provided current information from Mo Department of Health and CDC to primary care Committee and collaborated with community health agencies to address immediate needs and concerns of residents. Follow-up calls made to 71 residents to answer questions and assess health status related to potential Anthrax exposure.	1.0
* Received EPA contract to provide asthma education and conduct indoor air quality assessments in 16 area schools.	1.0
* Provided education and support for staff at 32 day care sites. Immunization records of over 1,200 children were reviewed. After educational follow-up with parents and directors, the immunization rates increased from 63.7% compliance to 98.7%.	1.0
* Initiated community coalitions to address teen pregnancy prevention and car seat use for infants and young children.	1.0
* Investigated over 300 communicable disease reports.	1.0
* Participated in Healthy Family Connections home visiting program in collaboration with CAPA to encourage improved parenting skills in high risk parents and assure health and well being of mothers and newborns.	1.0

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Community Health Education	2,000	300	2,500	300
L.I.F.E. Screening (7th/9th Grade)	2,000	1,210	2,000	1,000
Asthma Education	234	281	400	300
MCH Home/Office Visits	80	248	100	250

Communicable Disease Investigation	300	300	300	400
Flu Shots Given	774	450	800	550
Blood Pressure Clinic Services	2,429	1,898	2,000	2,500

2002-03 Objectives

	Goal Ref
* Perform Epidemiological investigations of all reported communicable diseases and biological/chemical warfare exposures.	1.0
* Monitor community health indicators using the MO Department of Health Community Assessment Tool as a guide.	1.0
* Enlist community partnerships to conduct passive and active surveillance activities to detect disease trends and potential agent	1.0
* Analyze vital statistical and infectious disease data to disseminate information to the community.	1.0
* Assess community chronic disease issues and design interventions to decrease mortality and morbidity.	1.0
* Identify and decrease risk indicators effecting newborns and young children and serve as a resource and referral agency for families.	1.0
* Provide environmental assessment and health education in the schools to address the increasing asthma rate in Independence youth.	1.0
* Collaborate with schools to provide programs that screen, identify and modify at-risk behavior in youth	1.4
* Establish and participate in community coalitions that address health and safety risk behaviors of children, teens and adults.	1.0

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Community Health Educ	.49	.49	1.49	1.49
Community Health Nurse	2.64	2.64	5.64	6.20
Comm. Hlth. Outreach & Prg.Mg.	.00	.00	1.00	1.00
Youth Services Coord	1.00	.00	.00	.00
Clerk Typist I	.20	.00	.00	.00
Clerk Typist II	.00	.00	.00	1.00
Community Hlth Epidemiologist	.00	.00	.00	1.00
Administrative Spec III	.00	.00	1.00	.00
Total	4.33	3.13	9.13	10.69

City of Independence
Detail Program Summary

Department: 4700 - Health *2002-03 Operating Budget*
Cost Center: 4715 - Health Outreach and Promotion *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	133,860	418,437	478,435	492,833
Other Services & Charges	30,928	11,446	42,247	37,992
Supplies	24,379	17,125	26,524	17,320
Capital Outlay	172	0	0	0
Other Expenditures	0	0	0	0
Total	189,339	447,008	547,206	548,145

Significant Issues

* Need for increased technological support for statistical data collection, research, data analysis, and report generation.
* Continual training related to Bio-terrorism and Emergency Preparedness participation in community coalitions for this purpose.
* Implementation of Department of Health High Alert Surveillance System in collaboration with community's primary care providers for detection of potential bio-terrorism activity.
* Alter focus of program and service goals to be measured by outcomes rather than statistics.
* Expand chronic disease prevention strategies and target population groups based on community need.

City of Independence
Detail Program Summary

Department: 4700 - Health — *2002-03 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.

2001-02 Accomplishments — **Goal Ref**

* Adopted an average of 189 animals per month.
* The volunteers and local veterinarians participated in Spay Day USA had over 25 cats altered at no charge to owners. — 2.0
* The last State Department of Agriculture inspection on September, 2001 indicated the shelter was in full compliance with no deficiences noted.
* All of the runs were repainted.
* Volunteer program had 49 orientation meetings resulting in over 120 new volunteers. Volunteers contributed over 6034 hours of time. — 2.0
* Weekly channel 7 public information submittals — 2.8

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Service Calls	8,100	8,318	8,600	8,600
Summons Issued	849	883	820	820
Animal Bites	166	177	150	180
Dead Animals retrieved from City streets.	712	589	730	700
Loose animals picked-up in field.	3,148	3,042	3,600	3,500

2002-03 Objectives — **Goal Ref**

* Adopted a minimum of 190 animals per month.
* Decrease the number of animal bites. — 1.0
* Educate the public on pet ownership responsibility. — 8.0
* Increase the number of animals properly vaccinated for rabies. — 1.0

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Animal Control Officer	5.00	5.00	5.00	5.00

City of Independence
Detail Program Summary

Department: 4700 - Health — *2002-03 Operating Budget*
Cost Center: 4721 - Animal/Rabies Control — *Fund: 02 - General Fund*

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Kennel Officer	1.00	1.00	1.00	1.00
Administrative Aide I	.00	1.00	1.00	1.00
Animal Control Manager	1.00	1.00	1.00	1.00
Clerk Typist II	1.50	.50	.50	.50
Animal Control Supvr	1.00	1.00	1.00	1.00
Custodian	.50	.50	.50	.50
Volunteer Coordinator	.50	.50	.50	.50
Total	10.50	10.50	10.50	10.50

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	360,309	366,465	378,021	451,519
Other Services & Charges	48,795	57,201	57,201	54,966
Supplies	31,097	31,850	31,850	32,050
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	440,201	455,516	467,072	538,535

Significant Issues

* 50% of our field staff has less than a years experience. The necessary training has lessened the effective field time.
* The lack of computer network support hinders effective communication between departments.
* The current front office at 875 Vista has no usable space for management use in conducting routine personnel matters.
* Our radio communication system is being review by Emergency Management for their use.

City of Independence
Detail Program Summary

Department: 4700 - Health — *2002-03 Operating Budget*
Cost Center: 4740 - 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.

2001-02 Accomplishments	**Goal Ref**
* Started the process of increasing the level of computerization in the Division and eliminating redundancy	8.0
* Designed a rat abatement program and a procedure to address areas in the city that have a large number of rat complaints	8.0
* Eliminated much of the backlog and shortened response times	8.0
* Continued efforts to educate staff and started the process of getting staff certified in Code Enforcement	4.2

2002-03 Objectives	**Goal Ref**
* Decrease the number of environmental health hazards in the community with a focus on eliminating weed, open-storage and non-operable	8.5
* Reduce the time elapsed from complaint to abatement with more customer satisfaction.	8.0
* Complete and implement the Standard Operating Procedure Manual.	9.2
* Have new property maintenance officer obtain national inspector/investigator certification.	4.2
* Have one experienced property maintenance officer obtain advanced national certification.	4.2
* Have all property maintenance officers certified by the American Association of Code Enforcement.	4.2
* Revise code and charter to more effectively address repeat offenders to reduce abatement times.	8.6
* Strengthen relationships and participate in activities with neighborhood organizations, non-profit organizations, landlord associations, and other community groups. These efforts will be geared toward bringing neighborhoods into code compliance thus reducing crime and improving health and safety.	2.2

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Clerk Typist II	.00	.00	2.00	1.00
Code Compliance Manager	.00	.00	1.00	1.00
Code Enforcement Supv	.00	.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 4700 - Health *2002-03 Operating Budget*
Cost Center: 4740 - Code Enforcement *Fund: 02 - General Fund*

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Administrative Spec III	.00	.00	.00	1.00
Property Maint Officer	.00	.00	6.50	6.50
Total	.00	.00	10.50	10.50

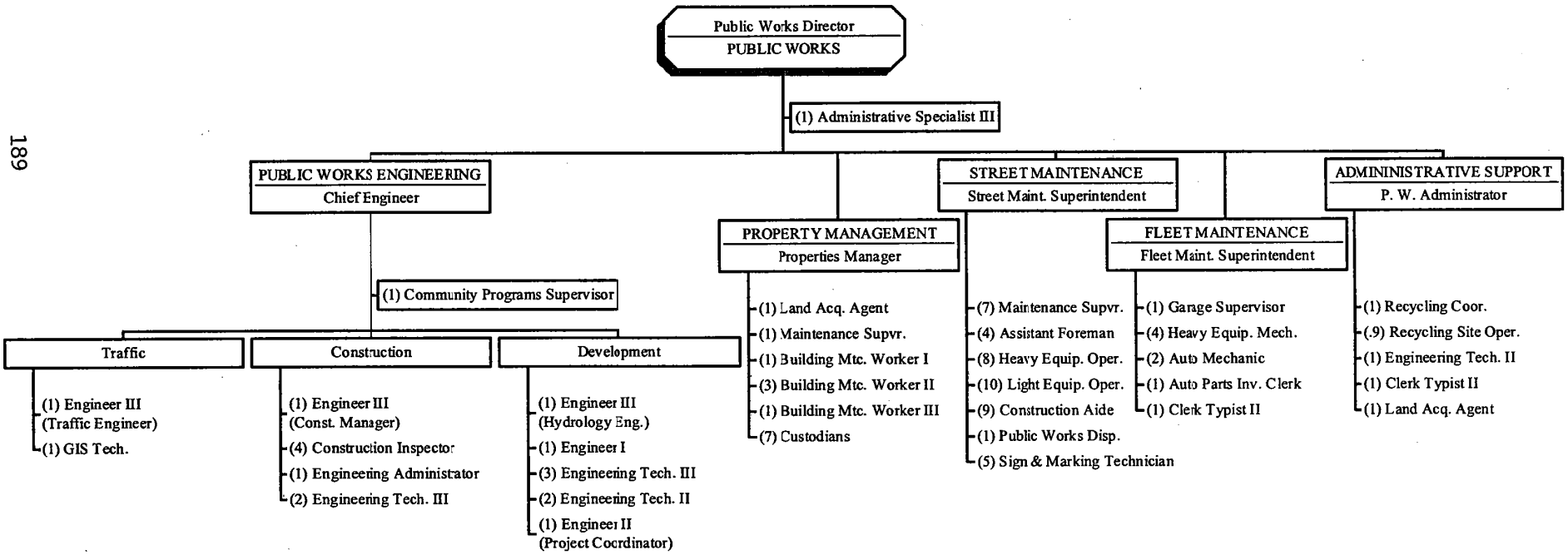
Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	9,349	462,052	477,087	552,389
Other Services & Charges	0	155,830	203,766	164,505
Supplies	0	12,198	12,198	13,681
Capital Outlay	0	0	3	0
Other Expenditures	0	0	0	0
Total	9,349	630,080	693,054	730,575

Significant Issues

* Computer generated information to general public in timely manner.
* Upgrading the HTE system to meet the division needs and training of staff to be able to use the system.
* Dangerous buildings are being addressed more efficiently and in a more timely manner than in the past. This has produced a greater number of demolitions than done in the past.

City of Independence, Missouri
Public Works



City of Independence
Departmental Budget Summary

Department: 5000 - Public Works *2002-03 Operating Budget*

Department Description

Provide professional engineering services for the public safety and convenience; design, acquire rights of way, administer contracts, capital budget preparation, City Code enforcement, review building applications, issue development, construction, blasting, erosion control and flood plain development permits. maintain records of City owned 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 530 miles of streets through sealing, patching, surfacing and shoulder operations. Make repairs to bridges and crossroad storm structures. Maintain a large portion of City vehicles.

Description	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Staffing				
Full Time Positions	97.90	99.00	98.00	97.00
Part Time Positions	.00	.90	.90	.90
Total	97.90	99.90	98.90	97.90

Description	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Budget by Major Program Category				
5001 Administration	180,736	164,262	173,335	177,429
5011 Public Works Engineering	1,336,668	1,279,335	1,337,546	1,030,159
5012 Real Estate and Records	0	0	0	0
5013 Public Works - Admin. Support	333,672	351,243	362,829	372,966
5014 Testing Inspection	0	0	0	0
5015 Property Management	856,975	849,168	887,721	973,314
5111 Street Maintenance	3,590,604	3,687,247	3,737,643	3,964,772
5112 Sales Tax Street Maintenance	15,992	0	32,923	0
5121 Central Garage	1,185,856	1,156,998	1,169,891	1,215,658
Total	7,500,503	7,488,253	7,701,888	7,734,298

City of Independence
Departmental Budget Summary

Department: 5000 - Public Works *2002-03 Operating Budget*

Source of Funding				
General Fund	6,298,655	6,331,255	6,499,074	6,518,640
Street Improv. Sales Tax Fund	15,992	0	32,923	0
Central Garage Fund	1,185,856	1,156,998	1,169,891	1,215,658
Total	7,500,503	7,488,253	7,701,888	7,734,298
Direct/Offsetting Revenues				
Erosion Control Permits and Right of way Management Permits	447,472	380,400	413,572	550,000
Total	447,472	380,400	413,572	550,000

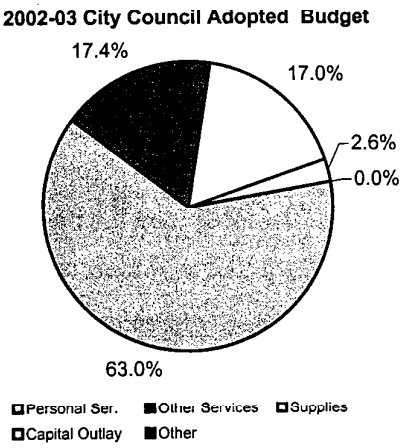
Significant Issues/Changes

* The need to develop the Crysler Maintenance Facility and making it ready to move Street Maintenance.
* Adding projects to the Street Sales Tax Program through the use of the Pavement Management Program.
* Develop asset management.
* An emphasis on extending the Little Blue Parkway, north of 39th Street, getting right of way acquired.
* Use of more contract design and inspection.
* Development of the Street Sales Tax Renewal.
* Development of Performance Measures.

Public Works

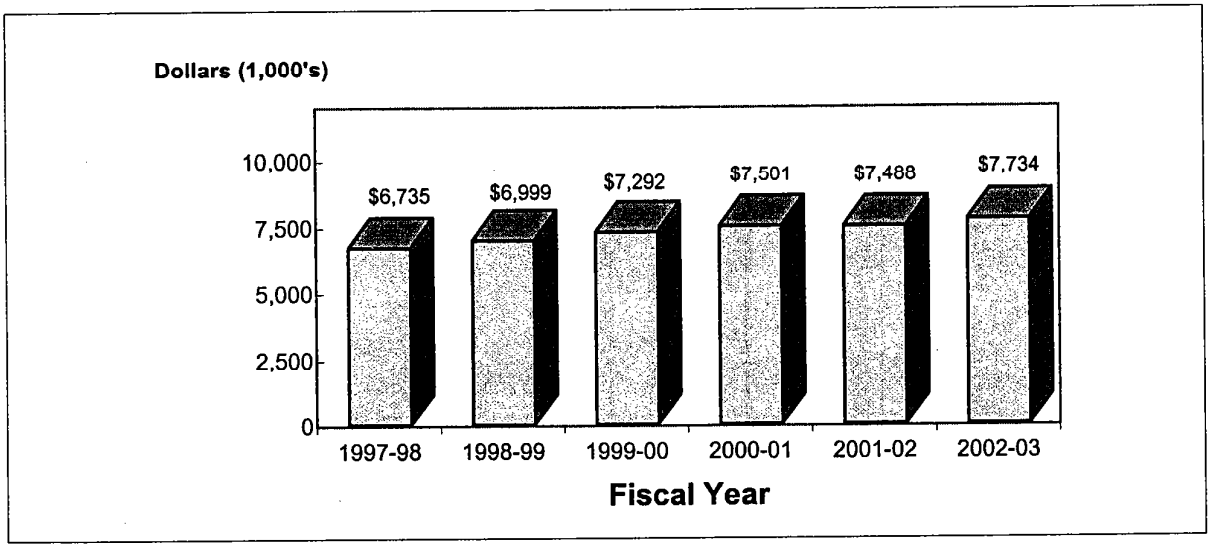
Appropriations by Type:

Expenditure Type	Actual 2000-01	Original 2001-02	Projected 2001-02	Adopted 2002-03
Personal Ser.	$ 4,837,573	$ 4,594,519	$ 4,719,124	$ 4,873,008
Other Services	1,366,162	1,285,450	1,241,860	1,343,506
Supplies	1,264,104	1,408,284	1,499,959	1,317,784
Capital Outlay	32,664	200,000	240,945	200,000
Other	-	-	-	-
Total	$ 7,500,503	$ 7,488,253	$ 7,701,888	$ 7,734,298



Historical Comparison:

	Actual 1997-98	Actual 1998-99	Actual 1999-00	Actual 2000-01	Budget 2001-02	Budget 2002-03
Employees:						
Full Time Equiv.	97.90	97.73	97.90	99.90	98.90	97.90
Amount by Fund:						
General Fund	$ 5,667,378	$ 5,930,177	$ 6,189,680	$ 6,298,655	$ 6,331,255	$ 6,518,640
Central Garage Fund	1,067,709	1,048,836	1,054,442	1,185,856	1,156,998	1,215,658
Streets Sales Tax	-	19,615	47,713	15,992	-	-
Total All Funds	$ 6,735,087	$ 6,998,628	$ 7,291,835	$ 7,500,503	$ 7,488,253	$ 7,734,298
Comparative Ratios:						
Per Capita	$ 58.30	$ 60.41	$ 62.78	$ 64.18	$ 64.07	$ 66.18
Per Household	$ 134.47	$ 138.96	$ 143.95	$ 146.74	$ 146.50	$ 151.32



City of Independence
Detail Program Summary

Department: 5000 - Public Works — *2002-03 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, fleet maintenance and facility maintenance.

2001-02 Accomplishments	**Goal Ref**
* Public Works Manual placed on the Internet.	2.9
* The City-Wide Cleanup Program increased to 9 times per year to reduce litter and dumping.	1.1
* Pavement Management Program initiated.	1.7
* The Preliminary Design and Right of Way plans for the Little Blue Parkway from 39th to U.S. 24 underway.	1.7
* Traffic signs improved.	1.8
* Contract inspection services have been added.	1.7
* Engineering and inspection on the Storm Water Sales Tax Projects have been initiated.	1.7
* Brush Cleanup from January 30, 2002 ice storm.	5.4
* Completed bidding for all Street Sales Tax Program.	1.7

2002-03 Objectives	**Goal Ref**
* Assist in getting the Record of Decision for the Little Blue Parkway to begin Property Acquisition.	1.7
* Establish plan for renewal of Street Sales Tax.	1.7
* Develop Performance Measurement that provides direction in program improvement.	9.2
* Improve project scheduling and reporting.	1.7
* Develop plan for inspections of projects and programs.	1.7

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Public Works Director	1.00	1.00	1.00	1.00
Projects Coordinator	1.00	.00	.00	.00
Clerk Typist II	1.00	.00	.00	.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	4.00	2.00	2.00	2.00

City of Independence
Detail Program Summary

Department: 5000 - Public Works — *2002-03 Operating Budget*
Cost Center: 5001 - Administration — *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	155,773	156,192	164,265	168,684
Other Services & Charges	15,572	4,720	5,720	5,395
Supplies	4,220	3,350	3,350	3,350
Capital Outlay	5,171	0	0	0
Other Expenditures	0	0	0	0
Total	180,736	164,262	173,335	177,429

Significant Issues

* Street Sales Tax extension proposal developed for election in August, 2002.
* Record of Decision for Little Blue Parkway, so that right of way can be set aside to allow water line extension.
* Storm Water Sales Tax projects are to be coordinated where Water Pollution Control is responsible for design and Public Works for acquisition and construction.
* Added project inspection needs will require contracts to be paid from individual Public Works Improvements.
* Performance measurements that are measurable and help indicate the efficiency and effectiveness of the Department.

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2002-03 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.

2001-02 Accomplishments **Goal Ref**

* 18 City projects with an estimated contractual construction cost of $5,659,800 were designed. 1.7
* Contract Administration was performed on 19 City projects with $8,503,918 in construction costs. Permits and inspections were done on private developments. 1.7
* Traffic engineering studies were completed, and traffic code was managed. Traffic signal and street lighting programs were administered. 4.3
* A $5.3 million street improvement contract was completed, design work is complete on the 10 Sales Tax Projects and five projects have been constructed. 1.7
* A right of way management program has been developed and implemented. Permits are issued and inspections are being made on utility work and private development. An estimated 1,950 right of way excavations will be permitted during the fiscal year. 1.7
* An erosion control permit and inspection program has been implemented. Erosion control standards have been developed. Erosion control permits and inspections covering 540 acres of land is estimated during the fiscal year. 2.11
* Work is being done on State Storm Water Grant and Storm Water Sales Tax Projects. 35 storm sewer projects are in design or construction. 2.11
* Pavement Management software has been purchased, data collected, and software data entry completed. This will be used for future street improvement projects. 1.7

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Survey and Design Effort	$4,777,000	$5,659,000	$7,000,000	$7,000,000
Capital Improvements (Construction Value)	$8,107,351	$8,503,000	10,000,000	$10,000,00
Construction Permit (Plans Reviewed)	637	760	800	800

Right of Way Excavations Permitted	500	1,950	2,700	2,000
Erosion Control Acreage Permitted	0	540	660	600
Construction Management Cost Percentage		5.0		5.0
Design Contract Management Percentage		2.7		3.0

2002-03 Objectives — **Goal Ref**

* Manage engineering services for street, storm and sanitary sewer projects. — 1.7
* Do construction inspection, contract administration and permitting, for Public Works projects. — 1.7
* Perform traffic engineering and infrastructure management. — 2.11
* Prepare technical specifications and contract documents for Public Works Projects to be advertised for bid. — 1.7
* Complete construction on the ten special projects in the Street Sales Tax Program. — 1.7
* Provide project management on funded Storm Water Sales Tax Capital Improvement and Excise Tax projects. — 1.7
* Provide plan review, permitting and inspection of erosion control and right of way construction. — 1.7
* Review building permit applications, Public Works projects and plans for public improvements by private development. — 1.7
* Provide right of way records, permits, inspections and management. — 1.7
* Implement a Pavement Management Program. — 9.3
* Report quarterly on objective progress. — 1.6
* Develop sidewalk replacement prioritizing procedure that can be applied to request for Capital Improvement Budget. — 1.10
* Meet with involved residents on all Capital Improvement Projects to discuss design and construction of projects. — 1.11
* Work with residents in neighborhoods where public improvements are desired, advising of tools available for resident participation through Neighborhood Improvement Districts (NID) and Special Assessment Benefit Districts. — 4.3
* Make applications for Enhancement Funds in the Surface Transportation Program to enhance the economic development of neighborhoods. — 6.4
* Continue management of the Flood Plain Ordinance and participation in the Community Rating System that provides reduction in flood insurance rates.

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Program Manager	.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2002-03 Operating Budget*
Cost Center: 5011 - Public Works Engineering *Fund: 02 - General Fund*

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Chief Engineer	1.00	1.00	1.00	1.00
Engineer I	1.00	1.00	1.00	1.00
Engineer II	.00	1.00	1.00	1.00
Engineering Administrator	1.00	1.00	1.00	1.00
Engineer III	2.00	3.00	3.00	3.00
Construction Inspector	4.00	4.00	4.00	4.00
Engineering Technician II	4.00	2.00	2.00	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	1.00	.00	.00	.00
Recycling Coordinator	1.00	.00	.00	.00
Recycling Site Operator - PT	.90	.00	.00	.00
Total	21.90	20.00	20.00	20.00

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	1,280,680	1,221,420	1,270,631	972,744
Other Services & Charges	37,239	41,955	50,955	41,455
Supplies	18,749	15,960	14,945	15,960
Capital Outlay	0	0	1,015	0
Other Expenditures	0	0	0	0
Total	1,336,668	1,279,335	1,337,546	1,030,159

Significant Issues

* Engineering design productivity was increased by 18 percent in 2001, mainly due to increased use of consulting engineers. The addition of storm water sales tax and excise tax projects will require an even greater increase in productivity next year. There is a need for added project management personnel to address the increased number of projects.
* Public Works administered construction completion increased by 5 percent in 2001. Contract inspectors are being used on three major projects. Increased usage of contract inspectors will be needed for

Significant Issues

the storm water projects. Administrative support in this work area is needed.

* Employees are being paid overtime on projects. This is not budgeted in the operating or capital budget, creating an operating budget deficit. Savings from vacant positions have been used to offset these costs, which may not continue.
* There is no erosion control inspector or right of way inspector currently in place. An inspector splitting time between these work functions is needed.
* Several major work programs need to be developed within this division, such as a developer's guarantee program, a traffic calming program, and pavement management system.

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2002-03 Operating Budget*
Cost Center: 5013 - Public Works - Admin. Support *Fund: 02 - General Fund*

Description

The Administrative Support Division of the Public Works Department is responsible for land acquisition for public improvements, 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.

2001-02 Accomplishments — **Goal Ref**

* Replaced 17,742 square feet of concrete sidewalks and drive approaches and 378 feet of curbs. — 1.7
* Approximately 301 code violations were investigated, resulting in 209 actual code violations issued, with 181 or 87% successfully abated. — 1.7
* Converted the City-Wide Clean Up Hotline to the Trash Line, including information on household hazardous waste disposal, the Drop-Off Depot and the recycling centers, and a reporting system for roadside illegal dumping. — 1.1
* Held three events at the new Drop-Off Depot to collect bulky waste and brush. — 1.1
* Acquired rights of way and necessary easements for scheduled projects. — 1.6
* Began a new program to inform citizens on Public Works projects through a targeted newsletter and the department's website. — 2.11
* Created new promotional materials for proper waste disposal and the recycling centers. — 1.1

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Parcels Acquired (Each)	100	200	250	300
Tons of Trash Received from City Wide Cleanups/Drop-O	652	491	700	600
Tons of Recyclable Materials	2,052	1,638	2,300	1,600
Code Violations Issued	185	215	230	256

2002-03 Objectives — **Goal Ref**

* Generate the specifications for the new 3-year sidewalk and curb price agreement and request bids with no gap in program service. — 1.7
* Increase the number of sidewalk and curb repair/replacements. — 1.7
* Continue archiving databases for code violations and septic system — 8.0

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2002-03 Operating Budget*
Cost Center: 5013 - Public Works - Admin. Support *Fund: 02 - General Fund*

2002-03 Objectives **Goal Ref**

permits.

* Continue monthly Drop-Off Depot events at the Massman Farm site. 1.1
* Acquire rights of way and necessary easements for scheduled projects. 1.7
* Review and investigate reported code violation complaints. 1.7
* Report quarterly on progress toward objectives. 9.3
* Continue Public Works "Project Update" newsletters. 2.9
* Expand waste disposal and recycling promotional materials. 2.6

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Public Works Administrator	.00	1.00	1.00	1.00
Clerk Typist II	.00	1.00	1.00	1.00
Engineering Technician II	.00	1.00	1.00	1.00
Land Acquisition Agent	.00	1.00	1.00	1.00
Recycling Coordinator	.00	1.00	1.00	1.00
Recycling Site Operator	.00	.90	.90	.90
Total	.00	5.90	5.90	5.90

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	253,501	253,758	265,344	275,481
Other Services & Charges	79,090	96,585	96,585	96,385
Supplies	1,081	900	900	1,100
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	333,672	351,243	362,829	372,966

Significant Issues

* Outside assistance has been contracted in the easement acquisition area due to the sheer volume of projects planned.

City of Independence
Detail Program Summary

Department: 5000 - Public Works — *2002-03 Operating Budget*
Cost Center: 5015 - Property Management — *Fund: 02 - General Fund*

Description

The Property Management Division is responsible for maintaining and upgrading 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.

2001-02 Accomplishments	**Goal Ref**
* Developed and implemented Price Agreements for Process Server and Mechanical and Electrical Engineering Services.	9.2
* Implemented two additional phases of the plan for Contract Custodial care in the buildings. The third floor of the Police Building and the second and third floors of City Hall are not cleaned by contract.	
* Designed and constructed remodeling project in Community Development. This project provided for additional private offices and workstations to better utilize existing space.	
* Worked with Consultant to perform an ADA Audit for the Sermon Center and Police Building.	
* Completed design for new exterior lighting system for the National Frontier Trails Center.	7.4
* Provide land and easement acquisition services for Maywood Bridge, Blue Ridge & Westport and all storm water projects.	1.7
* Provide real estate valuation and feasibility studies for different departments as requested.	
* Contract has been awarded for the replacement of the Fire Station No. 2 roof.	
* Contract has been awarded for masonry repairs at the Sermon Center.	
* Contract has been awarded for sanitary sewer modifications at the Sermon Center.	1.7
* The Woodlawn Cemetery maintenance building has been renovated.	
* Contract has been awarded for treatment of the stone on the Woodlawn Cemetery Office.	
* Contract has been awarded for the replacement of the overhead doors at the maintenance facility at 1030 S. Crysler.	7.5
* Contract has been awarded for masonry repairs at Fire Station No. 5.	
* Provide security enhancements to City Hall and Police Building.	
* Acquired house at 220 N. Delaware for renovation at request of Historic Preservation.	5.1

City of Independence
Detail Program Summary

Department: 5000 - Public Works — *2002-03 Operating Budget*
Cost Center: 5015 - Property Management — *Fund: 02 - General Fund*

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Work Orders Completed	620	500	488	600

2002-03 Objectives — **Goal Ref**

* Utilize the facilities inspection program and preventative maintenance inspections program to provide a safe, clean and comfortable environment for employees and citizens.
* Provide prompt, professional and customer service oriented land and easement acquisition services for the Storm Water Sales Tax Program.
* Develop and implement system to measure maintenance costs for individual buildings.

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Carpenter I	1.00	1.00	1.00	.00
Painter I	1.00	1.00	1.00	.00
Building Maint Worker III	.00	.00	.00	1.00
Electrician II	1.00	1.00	1.00	.00
Building Maintenance Worker II	.00	.00	.00	3.00
Plumber I	1.00	1.00	1.00	.00
Properties Manager	1.00	1.00	1.00	1.00
Land Acquisition Agent	1.00	1.00	1.00	1.00
Maintenance Supervisor	1.00	1.00	1.00	1.00
Custodian	9.00	9.00	8.00	7.00
Building Maint Wk I	1.00	1.00	1.00	1.00
Total	17.00	17.00	16.00	15.00

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	606,074	605,973	600,726	688,819
Other Services & Charges	188,535	187,885	231,685	215,750
Supplies	62,366	55,310	55,310	68,745

City of Independence
Detail Program Summary

Department: 5000 - Public Works — *2002-03 Operating Budget*
Cost Center: 5015 - Property Management — *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	856,975	849,168	887,721	973,314

Significant Issues

* Expanded custodial contract to include the second and third floors of City Hall. This resulted in the elimination of two custodian positions.
* Reclassified Plumber I, Painter I and Carpenter I positions to Building Maintenance Worker II and Electrician II to Building Maintenance Worker III. This will provide for more flexibility in staff utilization.
* One custodial position was transferred from Parks to Public Works during the year. This transfer puts the responsibility for cleaning the Sermon Center in one department.

City of Independence
Detail Program Summary

Department: 5000 - Public Works — *2002-03 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.

2001-02 Accomplishments	**Goal Ref**
* 1,524 patching tickets completed. 10,244 holes patched.	1.7
* 58 lane miles crack sealed.	1.7
* 2.7 lane miles overlayed or wedged.	1.7
* 2.5 miles ditched and 100% of the maintenance requests for ditching completed.	1.7
* Maintained safe driving conditions through 6 snow storm call outs.	
* Responded to 193 complaints for trash being dumped.	1.1
* Painted 204 miles of center line and edge line.	1.7
* Repaired or replaced signs at 3,276 locations.	1.8
* Swept 2,911 curb miles.	1.1
* Completed 81 drive pipe, crossroad pipe and storm drainage projects. Completed 100% of maintenance requests received.	1.7
* Constructed parking lot at Truman Road and Lynn.	
* Prepared and opened the site at Massman Farm for City Wide Cleanups. Assisted in four of these Cleanups.	
* Constructed walking trail from Little Blue Park to Blue River Community College on 78 Highway for Police Department.	
* Made modifications at the Ramsgate Detention Basin.	1.7
* Started installing larger street name signs along major streets throughout the City.	1.8
* Trimmed brush and tree limbs along City right of way.	1.1
* Reported quarterly on progress of objectives and budget concerns.	9.2

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Street Patching Jobs	1,951	1,133	1,000	1,000

Crack Seal (Lane Miles)	62.6	42.0	75.0	75.0
Ditching (Projects)	8	2	35	35
Street Sweeping (Curb Miles)	2,149		3,000	
Cross Road Pipe	14	6	10	10
Snow Removal (Call Outs)	5	5	10	10
Street Signs	2,793	3,445	3,500	3,276
Street Painting (Miles)	345.2	254.0	400.0	300.0
Overlay (Lane Miles)	8	7.15	8	8

2002-03 Objectives — **Goal Ref**

* Respond to all pothole complaints and calls within 24 hours. — 1.7
* Crack seal 75 lanes miles of streets.
* Complete all maintenance requests received and all ditching requests received. — 1.7
* Complete all storm sewer projects and pipe installation projects received. — 1.7
* Complete 5 miles of wedging or overlay. Part of this will be done by contract and some by City staff. Streets to be overlayed will be determined by the Pavement Management Program. — 1.7
* Maintain safe driving conditions during all snow and ice storms.
* Respond to all dumped brush and trash complaints in a timely manner. — 1.1
* Improve the appearance of the City by cleaning medians and rights of way on a regular schedule. — 1.1
* Reduce our painting program by increasing the use of thermal plastic and improving our signage program. — 1.7
* Improve our sweeping program. — 1.1
* Snow removal procedures will be reviewed.
* Report quarterly on progress of objectives and budget concerns. — 9.3
* Replace and repair signs as needed when damaged or destroyed by vandalism or accidents as reported. — 1.2

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Sign & Marking Technician	.00	.00	.00	5.00
Heavy Equipment Operator	9.00	9.00	9.00	8.00
Street Maint Supt	1.00	1.00	1.00	1.00
Light Equipment Operator	14.00	14.00	14.00	10.00

City of Independence
Detail Program Summary

Department: 5000 - Public Works — *2002-03 Operating Budget*
Cost Center: 5111 - Street Maintenance — *Fund: 02 - General Fund*

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
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	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	2,116,606	1,929,772	1,977,861	2,258,397
Other Services & Charges	684,836	634,755	640,365	764,855
Supplies	776,576	922,720	912,410	741,520
Capital Outlay	12,586	200,000	207,007	200,000
Other Expenditures	0	0	0	0
Total	3,590,604	3,687,247	3,737,643	3,964,772

Significant Issues

* Increase the use of thermal plastic for stripping.
* Improve sign maintenance.
* Concentrated effort to clean and enhance streets and rights of way.
* Less overlay by City Forces due to Sales Tax Street Improvements.

City of Independence
Detail Program Summary

Department: 5000 - Public Works — *2002-03 Operating Budget*
Cost Center: 5121 - Central Garage — *Fund: 90 - Central Garage Fund*

Description

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. Also, establishes inventory levels.

2001-02 Accomplishments — **Goal Ref**

* Refurbish and painted crack sealing truck.
* Tailgate holder at Massman Farm.
* Preparing for the move to 23rd & Crysler facility.
* Fabricated 4 foot water inlet and connection pipe for Public Works.
* All garage mechanics completed Car Quest Training. — 9.2

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Mechanic Hours Billed (Percent)	85	90	85	85
Police fuel (Miles Per Gallon)				8.82
Dump Trucks - Fuel (Miles Per Gallon)				5.72
Public Works & Other (Miles Per Gallon)				14.69

2002-03 Objectives — **Goal Ref**

* Train all mechanics in use of Mitchell software. — 9.2
* Complete refurbishing and painting all Public Works equipment.
* Provide monthly fuel and maintenance reports for departments. — 9.2
* Manage garage inventory to minimize surplus.
* Manage garage operating statements and report monthly.
* Convert all spreaders to stainless steel.
* Preventative Maintenance on trucks performed with 24 hours of schedule. — 9.2

City of Independence
Detail Program Summary

Department: 5000 - Public Works — *2002-03 Operating Budget*
Cost Center: 5121 - Central Garage — *Fund: 90 - Central Garage Fund*

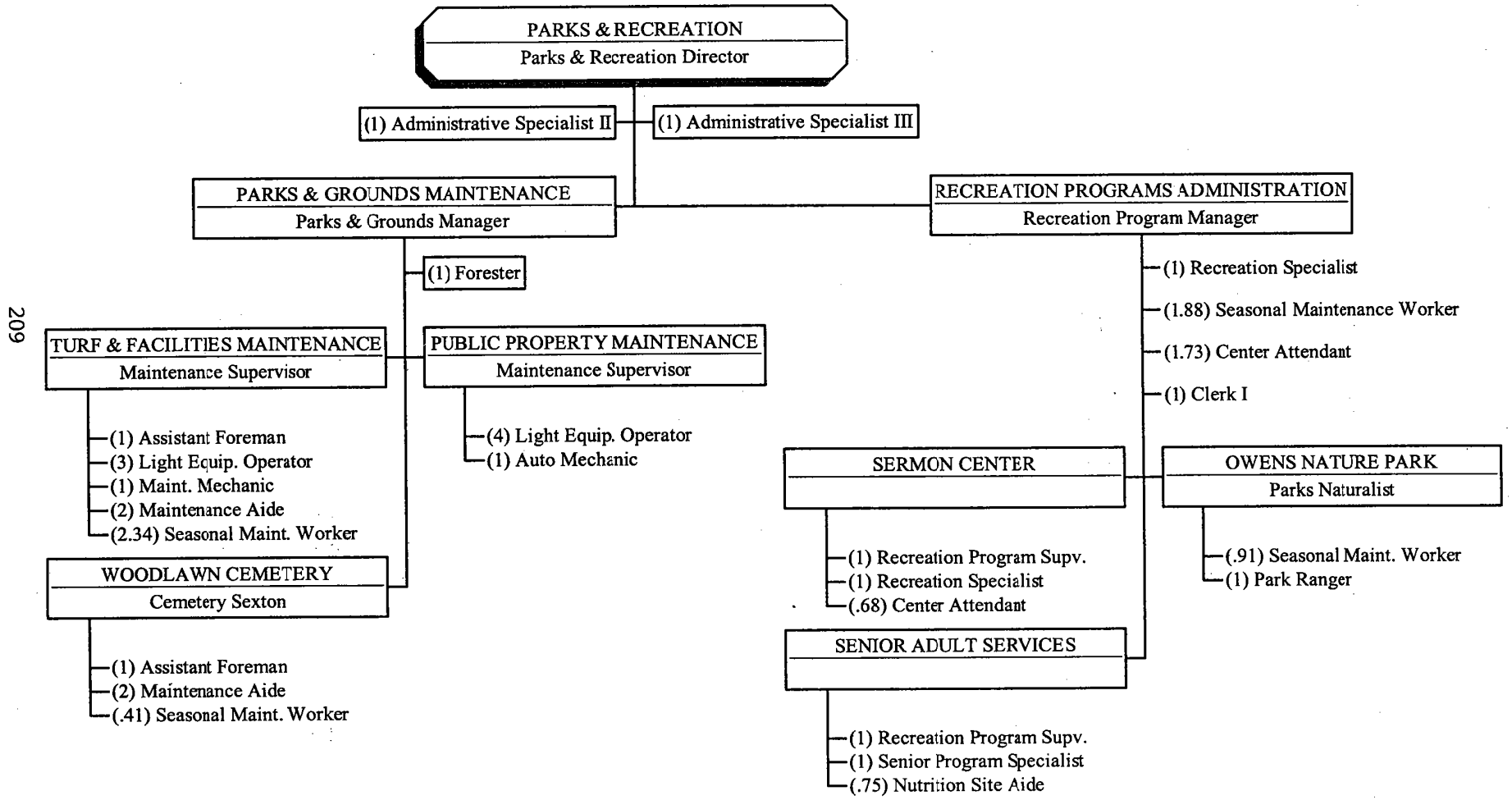
Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Heavy Equipment Mechanic	4.00	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	2.00	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	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	424,939	427,404	440,297	508,883
Other Services & Charges	346,215	319,550	216,550	219,666
Supplies	399,876	410,044	513,044	487,109
Capital Outlay	14,826	0	0	0
Other Expenditures	0	0	0	0
Total	1,185,856	1,156,998	1,169,891	1,215,658

City of Independence, Missouri
Parks and Recreation



City of Independence
Departmental Budget Summary

Department: 6000 - Parks and Recreation *2002-03 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	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Staffing				
Full Time Positions	33.00	33.00	33.00	34.00
Part Time Positions	8.70	8.70	8.70	9.79
Total	41.70	41.70	41.70	43.79

Description	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Budget by Major Program Category				
6001 Parks & Rec. Administration	193,993	188,725	201,234	204,652
6011 Park Maintenance Admin.	267,802	204,819	215,090	201,769
6012 Turf Facilities Maintenance	465,825	484,540	486,463	545,034
6013 Public Property Maintenance	217,643	277,441	282,650	305,410
6021 Recreation Programs Admin.	198,416	253,064	264,386	275,022
6022 Senior Adult Services	162,132	148,422	145,852	176,022
6026 Truman Memorial Building	0	0	0	229,000
6028 Roger T. Sermon Community Ctr.	127,190	154,659	139,607	134,371
6029 Owens Nature Park	131,779	115,343	116,950	111,055
6031 Cemetery Maintenance	191,891	173,665	178,103	193,146
Total	1,956,671	2,000,678	2,030,335	2,375,481

City of Independence
Departmental Budget Summary

Department: 6000 - Parks and Recreation *2002-03 Operating Budget*

Source of Funding				
General Fund	1,956,671	2,000,678	2,030,335	2,375,481
Total	1,956,671	2,000,678	2,030,335	2,375,481
Direct/Offsetting Revenues				
Class Fees	35,994	45,000	39,639	50,000
Park Concessions	2,545	15,000	5,061	20,000
Recreation Center Fees	13,889	22,000	15,266	74,000
Recreation Rentals	43,614	50,000	51,258	60,000
Cemetery Charges	81,857	110,000	124,823	135,000
Dial-a-Ride Grant	34,690	25,300	11,526	30,000
Mid America Regional Council Grant for Senior Citizen's Meal Program	25,000	30,000	29,932	30,000
Total	237,589	297,300	277,505	399,000

Significant Issues/Changes

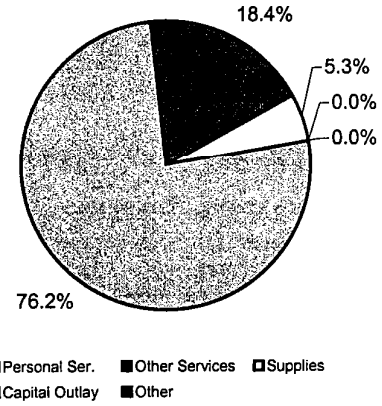
* Staff will coordinate departmental activities for successful implementation of the fourth year of Park Sales Tax improvement projects.
* New operations will commence as the newly-renovated Truman Memorial Building is reopened to the general public.
* Staff will work to implement the public information campaign associated with prospective renewal of the City's Park Sales Tax.
* First-year recommendations of the recently-adopted Independence Parks, Recreation and Open Space Master Plan will be implemented into departmental operations, plans, and strategies where appropriate.
* Departmental maintenance operations and capabilities will be enhanced significantly with the full vacation of the Crysler Maintenance Facility by Jackson County staff.

Parks and Recreation

Appropriations by Type:

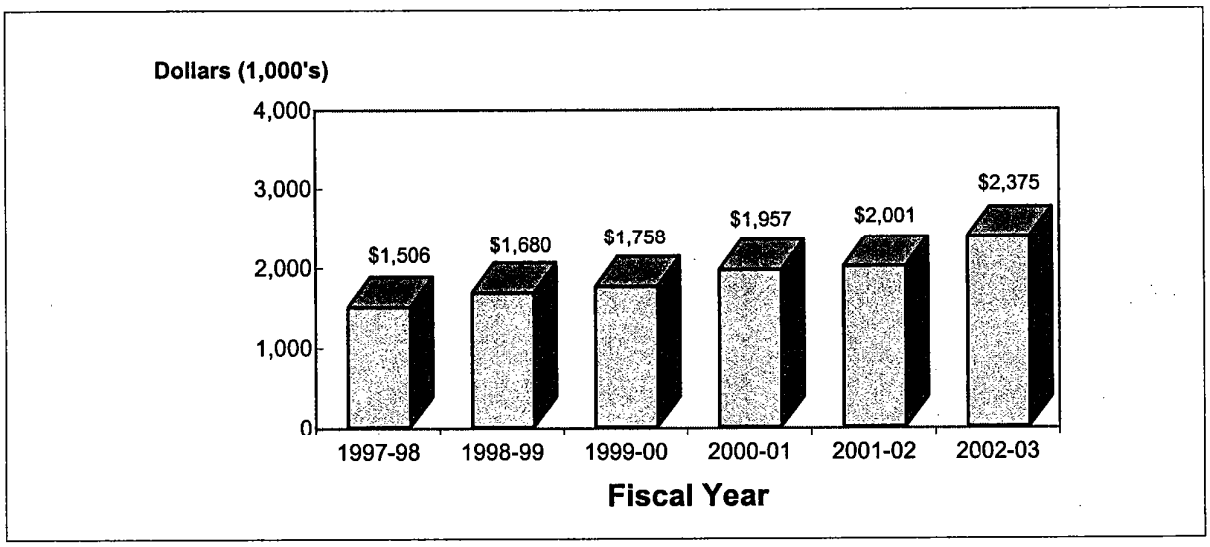
Expenditure Type	Actual 2000-01	Original 2001-02	Projected 2001-02	Adopted 2002-03
Personal Ser.	$ 1,511,599	$ 1,572,035	$ 1,600,471	$ 1,810,711
Other Services	329,622	316,845	317,821	437,816
Supplies	113,810	111,798	110,748	126,954
Capital Outlay	1,640	-	1,295	-
Other	-	-	-	-
Total	$ 1,956,671	$ 2,000,678	$ 2,030,335	$ 2,375,481

2002-03 City Council Adopted Budget



Historical Comparison:

	Actual 1997-98	Actual 1998-99	Actual 1999-00	Actual 2000-01	Budget 2001-02	Budget 2002-03
Employees:						
Full Time Equiv.	39.15	41.10	41.70	41.70	41.70	43.79
Amount by Fund:						
General Fund	$ 1,505,545	$ 1,680,223	$ 1,757,629	$ 1,956,671	$ 2,000,678	$ 2,375,481
Total All Funds	$ 1,505,545	$ 1,680,223	$ 1,757,629	$ 1,956,671	$ 2,000,678	$ 2,375,481
Comparative Ratios:						
Per Capita	$ 13.03	$ 14.50	$ 15.13	$ 16.74	$ 17.12	$ 20.33
Per Household	$ 30.06	$ 33.36	$ 34.70	$ 38.28	$ 39.14	$ 46.48



City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation — *2002-03 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.

2001-02 Accomplishments — **Goal Ref**

* Worked to successfully implement third year projects associated with the Parks Sales Tax, including Phase II playground activity center installation (6 parks), Santa Fe Tennis Complex renovation (12 courts), rebuilding of park restroom/concession facilities (5 sites), Crysler Baseball Stadium renovation, Sermon Center gymnasium floor replacement, Van Hook Park Picnic Shelter restoration, and continued installation of new picnic tables, park benches, and barbeque grills at numerous park sites. — 3.2
* Completed primary reconstruction efforts for the Truman Memorial Building (Phase I), and initiated Phase II reconstruction efforts associated with the development of the new Veterans' Courtyard area associated with the facility. — 7.5
* Developed, completed, and adopted first-ever Independence Parks, Recreation and Open Space Master Plan, providing community with planning strategies for future parks and recreation facilities, programs, and services. — 3.2
* Developed and initiated Community Aquatics Feasibility Study to look at prospective water-based recreational facilities for the department, new family aquatics center and new "sprayground" areas at neighborhood park sites. — 3.2
* Oversaw the fourth year of the Park Improvement Matching Grant Program, providing community groups with a means for making improvements to their neighborhood park facilities. — 5.1

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Park matching grant applications processed	6	3	4	4

2002-03 Objectives — **Goal Ref**

* Coordinate departmental activities for successful implementation of the fourth year of Parks Sales Tax capital improvement projects. — 3.2

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2002-03 Operating Budget*
Cost Center: 6001 - Parks & Rec. Administration *Fund: 02 - General Fund*

2002-03 Objectives **Goal Ref**

* Complete Phase II reconstruction efforts associated with the new Veterans' Courtyard area of the Truman Memorial Building, and work with departmental staff to oversee successful reopening of the facility to the general public. — 7.5
* Initiate, develop, and implement the public information campaign associated with prospective renewal of the City's Park Sales Tax, and coordinate with departmental staff to actively communicate that information with interested groups, organizations, and individuals. — 3.2
* Work with project consultants to complete individual park plans at eight key park sites through Phase II of the Parks, Recreation and Open Space Master Plan process. Implement first-year recommendations of the primary master plan into departmental operations, plans, and strategies where appropriate. — 3.2
* Continue to aggressively pursue areas of external assistance, including grant funding sources, agency partnering opportunities, and departmental volunteer support. — 5.1
* Continue to work with departmentally-affiliated boards and commissions, particularly with efforts to communicate those projects and expenditures associated with the Parks Sales Tax to the appropriate Oversight Committee. — 9.5
* Continue to support and promote the City's Park Improvement Matching Grant Program. — 5.1

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Parks and Recreation Director	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	3.00	3.00	3.00	3.00

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	171,518	171,948	180,657	188,375
Other Services & Charges	17,583	15,705	18,005	15,205
Supplies	4,892	1,072	2,572	1,072
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation — *2002-03 Operating Budget*
Cost Center: 6001 - Parks & Rec. Administration — *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Total	193,993	188,725	201,234	204,652

Significant Issues

* Administrative staff will spend a significant amount of time working to develop and implement the public information campaign associated with prospective renewal of the City's Park Sales Tax, and coordinate with other departmental staff to actively communicate that information with interested groups, organizations, and individuals.
* Administrative staff will work closely with Recreation staff to begin new operations at the newly-renovated Truman Memorial Building as the facility is reopened to the general public.

City of Independence
Detail Program Summary

Department: *6000 - Parks and Recreation* *2002-03 Operating Budget*
Cost Center: *6011 - Park Maintenance Admin.* *Fund: 02 - General Fund*

Description

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

2001-02 Accomplishments	**Goal Ref**
* Work with departmental administrative staff to successfully implement year Three Park Sales Tax improvement projects, including the inter-Departmental Park Patrol program and recruitment of all staff positions for the Park Improvement Crew.	3.2
* Work with departmental administrative staff, professional consulting group and the general public to develop a Park Master Plan for the community, which was adopted in early 2002.	3.2
* Coordinated the removal of defective and unused park equipment and related materials from the former Massman Nursery property.	5.3
* Designed and supervised installation of access-restrictive entrance fencing at Little Blue Park.	3.2
* Coordinated the site preparation and installation of a new park picnic pavilion and various site amenities at the Crackerneck Access of Van Hook Park.	3.2
* Assisted park advocacy groups in a variety of park improvement efforts, including groups from the Benton, Cler-Mont School, Van Hook and Fairmount park neighborhoods.	3.2
* Identified departmental capital outlay, equipment and staffing needs required for effective park and public property maintenance operations, and obtained desired equipment upgrades.	3.2
* Supervised contracted mowing services for City-owned flood buy-out properties.	5.3
* Completed successful application for renewal of the City's Tree City USA recognition.	9.4
* Designed and implemented new street sign package at Woodlawn Cemetery.	1.8
* Designed, specified and successfully bid comprehensive facility renovation project at the Woodlawn Cemetery maintenance shop. Coordinated staff labor to complete this project at a significant cost savings, with a much improved overall project value.	7.1
* Designed, specified and successfully bid a comprehensive fencing and backstop replacement project at Crysler Stadium.	3.2
* Designed, specified and successfully bid the scoreboard replacement at Crysler Stadium.	3.2
* Coordinated available staff and equipment resources in effort to improve the frequency of mowing and park appearances at all 41 park sites.	3.2
* Coordinated available staff and equipment resources in effort to provide timely and efficient removal of ice storm related debris from street right-of-ways, public properties and park sites.	9.4

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation — *2002-03 Operating Budget*
Cost Center: 6011 - Park Maintenance Admin. — *Fund: 02 - General Fund*

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Numbers of park sites maintained	41	41	41	41
Number of park acres maintained	987	724	724	724
Number of non-park acres maintained	528	564	564	580
Number of full-time staff supervised	19	19	19	19

2002-03 Objectives

	Goal Ref
* Work with departmental administrative staff to successfully implement Year Four Park Sales Tax improvement projects, including installation of additional new park playgrounds, picnic shelters, restrooms and various site amenities.	3.2
* Work with departmental administrative staff to begin implementation of Year One recommendations of the Park Master Plan.	3.2
* Coordinate operational efficiencies and special requirements for staff assigned to the Crysler Park Maintenance Facility.	3.2
* Coordinate daily operations to ensure desired levels of park maintenance and appearance for all parks, as well as Woodlawn Cemetery, are met and response time to work requests is within acceptable parameters.	3.2
* Assist community and neighborhood groups with park adoption and clean-up efforts.	5.3
* Work with the Tree Commission and forestry staff to address park and public right-of-way tree-related issues throughout the community.	1.3
* Serve as staff liaison to various boards, commissions and committees involving park resources.	9.1
* Provide technical assistance for the design and maintenance of new and existing park facilities.	3.2
* Identify and support appropriate professional training opportunities for divisional staff.	4.2

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Parks & Grounds Manager	1.00	1.00	1.00	1.00
Auto Mechanic	1.00	.00	.00	.00
Forester	.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation — *2002-03 Operating Budget*
Cost Center: 6011 - Park Maintenance Admin. — *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	161,593	134,402	140,221	145,852
Other Services & Charges	97,685	63,437	61,900	48,687
Supplies	8,524	6,980	13,069	7,230
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	267,802	204,819	215,090	201,769

Significant Issues

* Continued operation of Park Improvement and Park Police programs will require supervision and coordination between the 6011 and 6002 Cost Centers, as well as the Police Department.
* Potential implementation of contracted mowing services for non-park turf maintenance responsibilities will require significant coordination between the 6011 and 6012 Cost Centers.

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation — *2002-03 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.

2001-02 Accomplishments — **Goal Ref**

* Worked with departmental administrative staff to successfully implement Year Three Park Sales Tax improvement projects, including installation of new field lighting, scoreboard, fencing and backstop at Crysler Stadium, as well as initiation of new concession stand/restroom facility construction at Mill Creek Park, Santa Fe Park and Crysler Stadium. — 3.2
* Provided significant staff and equipment resource assistance for facility renovations at the Woodlawn Cemetery maintenance shop. — 9.1
* Coordinated installation of new concession area seating at Mill Creek Park Field 1. — 3.2
* Coordinated installation of picnic grills and tables at various park sites. — 3.2
* Supervised all game field preparation activities by assigned staff at various locations. — 3.2
* Completed several field improvements at the Van Hook Soccer Complex, including sodding the goal mouths with Bermudagrass, deep-tine aeration, top-dressing and overseeding all fields. — 3.2
* Completed several field improvement projects at Crysler Stadium, including re-sodding the infield, deep-tine aeration, top-dressing and overseeding the outfield turf. — 3.2
* Successfully hosted an area S.T.M.A. grounds workshop at Crysler Stadium. — 4.2
* Assisted community and neighborhood groups with park clean-up efforts a various locations. — 5.4
* Participated in various professional training opportunities, including the MPRA Annual Conference and athletic field maintenance workshops. — 4.2
* Supervised available staff and equipment resources in effort to provide timely and efficient removal of ice storm related debris from street right-of-ways, public properties and park sites. — 9.4

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Number of park sites maintained	41	41	41	41

Number of park acres maintained (turf)	401	401	401	401
Number of baseball game fields maintained	10	10	10	10
Number of baseball practice fields maintained	38	38	39	39
Number of soccer game fields maintained	5	5	5	5
Number of picnic shelters maintained	6	6	7	7
Number of traffic medians maintained	23	23	23	23
Number of miles of traffic medians maintained	11	11	11	11
Number of non-park acres maintained	45	45	45	45
Number of mowing cycles (parks)	14	13	16	17
Number of mowing cycles (non-parks)	11	11	12	12

2002-03 Objectives **Goal Ref**

* Work with departmental administrative staff to successfully implement Year Four Park Sales Tax improvement projects, including installation of new playgrounds, picnic shelters, restrooms and various site amenities. 3.2
* Supervise daily operations to ensure desired levels of park maintenance and appearance are met and athletic fields are properly maintained on a consistent basis. 3.2
* Assist community and neighborhood groups with park clean-up efforts. 5.4
* Provide practical assistance for the design and maintenance of new and existing park facilities. 3.2
* Identify and support appropriate professional training opportunities for divisional staff. 4.2
* Assist with completion of new restroom/concession facility construction at Crysler Stadium. 3.2

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Maintenance Aide	2.00	2.00	2.00	2.00
Maintenance Mechanic	1.00	1.00	1.00	1.00
Light Equipment Operator	3.00	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

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2002-03 Operating Budget*
Cost Center: 6012 - Turf Facilities Maintenance *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	367,940	356,691	363,974	401,229
Other Services & Charges	55,092	83,264	80,824	97,895
Supplies	41,153	44,585	41,665	45,910
Capital Outlay	1,640	0	0	0
Other Expenditures	0	0	0	0
Total	465,825	484,540	486,463	545,034

Significant Issues

* Additional park mowing cycle targets for the Parks Division desired during FY 2002-03 will be accomplished by staff schedule revision and prioritization (including assistance from the 6013 Cost Center), continued introduction of improved mowing equipment, and potential introduction of contracted mowing services or re-assignment of responsibility for non-park mowing responsibilities.

City of Independence
Detail Program Summary

Department: 6000 - *Parks and Recreation* — *2002-03 Operating Budget*
Cost Center: 6013 - *Public Property Maintenance* — *Fund: 02 - General Fund*

Description

The Public Properties Maintenance 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.

2001-02 Accomplishments — **Goal Ref**

* Worked with departmental administrative staff to successfully implement Year Three Park Sales Tax improvement projects, including picnic shelter repairs and infrastructure improvements. — 3.2
* Assisted with supervision of contracted mowing services for various City-owned properties. — 5.3
* Supervised the removal of defective and unused park equipment and related materials from the former Massman Nursery property. — 5.3
* Assisted in the demolition of pre-existing picnic shelter and site preparation at the Crackerneck Access of Van Hook Park. — 3.2
* Installed initial components of a field drainage system at the Van Hook Park Soccer Complex. — 3.2
* Completed removal of pre-existing playground equipment, site grading and installation of safety surfacing at the donated playground at Van Hook Park. — 3.2
* Completed removal of debris from new playground site at Young Park. — 3.2
* Completed installation of clay site cap materials at the new playground site at Young Park. — 3.2
* Assisted community and neighborhood groups with park clean-up efforts at various locations. — 5.4
* Participated in various professional training opportunities. — 4.2
* Supervised available staff and equipment resources in effort to provide timely and efficient removal of ice storm related debris from street right-of-ways, public properties and park sites. — 9.4

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Number of park sites maintained.	41	41	41	41
Number of park acres (non-turf) maintained	323	323	323	323
Number of detention basins maintained	9	9	9	0

Number of detention basin acres maintained	36	36	36	0
Number of flood lots maintained.	53	92	92	92
Number of flood lot acres maintained	27	44	44	44
Number of non-park acres maintained	463	477	397	580
Number of guardrails maintained	277	277	277	277
Number of guardrail acres maintained	34	34	34	34
Number of R.O.W. miles maintained	220	220	220	220
Number of R.O.W. acres maintained	400	400	400	400

2002-03 Objectives — **Goal Ref**

* Work with departmental administrative staff to successfully implement Year Four Park Sales Tax improvement projects, including installation of new playgrounds, picnic shelters, restrooms and various site amenities. — 3.2
* 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. — 3.2
* Assist community and neighborhood groups with park clean-up efforts. — 5.4
* Provide practical assistance for the design and maintenance of new and existing park facilities. — 3.2
* Identify and support appropriate professional training opportunities for divisional staff. — 4.2
* Assist with additional large-caliper tree planting, as well as park tree pruning and maintenance. — 3.2
* Assist 6012 Cost Center with park area mowing, in effort to further improve mowing cycle. — 3.2

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Light Equipment Operator	5.00	4.00	4.00	4.00
Maintenance Supervisor	1.00	1.00	1.00	1.00
Auto Mechanic	.00	1.00	1.00	1.00
Total	6.00	6.00	6.00	6.00

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2002-03 Operating Budget*
Cost Center: 6013 - Public Property Maintenance *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	188,273	238,623	244,804	263,022
Other Services & Charges	19,174	26,562	26,011	29,602
Supplies	10,196	12,256	10,540	12,786
Capital Outlay	0	0	1,295	0
Other Expenditures	0	0	0	0
Total	217,643	277,441	282,650	305,410

Significant Issues

* Additional park mowing cycle targets for the Parks Division during FY 2002-03 will require continued assistance from the 6013 Cost Center. This will be accomplished by continued introduction of improved mowing equipment, staff schedule revision and prioritization, and potential introduction of contracted mowing services or re-assignment of responsibility for non-park mowing responsibilities.

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation — *2002-03 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.

2001-02 Accomplishments	**Goal Ref**
* Successful recruitment and hiring of Parks Naturalist, Recreation Specialist (youth), and Maintenance Aide (George Owens Nature Park).	9.0
* Participated in process to secure adoption of Master Plan (community forum, City Council presentation).	3.1
* Facilitated Sales Tax Program Improvements: * Sermon Center gym wall padding, * Cooperate with Public Works staff to obtain ADA assessment report of Sermon Center, * George Owens Nature Park repairs: perimeter fence repair, repair to spillway system, removal of deactivated 'cones' for aesthetic improvement.	9.0
* Upgraded facility use procedures and supervision at Palmer site, effectively managing parking issues with nearby churches, implementing emergency communication process with user groups, refining scheduling process.	3.0
* Manage a 24 hour, 7 day emergency shelter operation at Sermon Center in response to ice storm in February 2002, in cooperation with Salvation Army, Independence Fire and Police Departments, American Red Cross.	1.0
* Coordinate a 2.5 week program site for FEMA operational staff at Palmer site, in cooperation with Independence School District, Independence Fire Department	9.4
* Development of partnerships for aquatic programs with Independence School District's Henley Aquatic Center, for adult volleyball/basketball opportunity with Community of Christ staff, expanded involvement of Parents as Partners with Toddler Town program.	9.5
* Truman Memorial Building operation budget - continued progress.	7.4
* Training opportunities facilitated: * CPR Instructor Certification (D.R. Richey), * CPR/Basic First Aid, on-site training coordinated by Kelli Starnes (10 staff certified), * Membership in National Association of Interpretation and Interpretive Site ISC Coalition by Parks Naturalist, * Class B Commercial Driver's License, * Controlled Burn/Fire Training (R. Williams),	9.0
* Work with Public Works to implement Sermon Center lobby refurbishments (removal of wall coverings, new paint, floor moldings, display areas).	9.0

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation — *2002-03 Operating Budget*
Cost Center: 6021 - Recreation Programs Admin. — *Fund: 02 - General Fund*

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Number of adult athletic teams	80	92	115	120
Athletic fields scheduled	38	45	44	44
Park shelter reservations	275	283	600	650
Number of youth athletic teams	393	408	425	435
Number of park shelter sites available for reservation	6	6	7	8

2002-03 Objectives — **Goal Ref**

* Participate, at Director's request, in market feasibility study/community forums for Family Aquatic Center. — 3.2
* Contribute to the completion of individual Park Master Plans for George Owens Nature Park, Sermon Center, at request of Director. — 3.2
* Continue to facilitate park projects at George Owens Nature Park and Sermon Center as part of current sales tax program. — 3.2
* Participate in community forums to provide public information regarding a proposed renewal of the Sales Tax program in August 2002. — 3.1
* Develop an Activity Based Costing model to determine true program costs. — 9.1
* Purchase computer based registration program to link with department website and to track revenue streams to each program area. — 9.1
* Establish revenue account system, in conjunction with Finance Department. — 9.0
* Manage opening of Truman Memorial Building for program operations. — 7.4

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Recreation Specialist	1.00	1.00	1.00	1.00
Clerk I	1.00	1.00	1.00	1.00
Recreation Program Mgr	1.00	1.00	1.00	1.00
Center Attendant	1.73	1.73	1.73	1.73
Seasonal Maintenance Wkr	1.88	1.88	1.88	1.88
Total	6.61	6.61	6.61	6.61

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation — *2002-03 Operating Budget*
Cost Center: 6021 - Recreation Programs Admin. — *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	154,837	206,164	212,087	228,372
Other Services & Charges	36,238	29,300	37,711	29,300
Supplies	7,341	17,600	14,588	17,350
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	198,416	253,064	264,386	275,022

Significant Issues

* Preparation for the opening of the Truman Memorial Building.
* Renewal of the Sales Tax Program for park improvements.
* Recruit and hire a Recreation Specialist (athletics) and staff for Truman Memorial Building.
* Facility refurbishments to Sermon Center.

City of Independence
Detail Program Summary

Department: 6000 - *Parks and Recreation* — *2002-03 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.

2001-02 Accomplishments — **Goal Ref**

* Involved senior citizen participants in two fundraising activities to raise money for the renovation of the Palmer School building into a senior adult activities and nutrition center. — 3.2
* Increased 50-Something Newsletter mailing list by 25%. — 2.0
* Coordinated with other community senior providers to develop appropriate partnerships to maximize opportunities for area seniors. (Fairmount Community Ctr., Puppetry Arts Institute, AMF Bowling Ctrs., Schmitt Music Co., UMKC Extension Ctr., Edward Jones Finance Grp., AARP, Glendale at the Mansions, MARC, Health Midwest, Truman Heartland Fdtn., KCATA) — 9.5
* Participated in various continuing education opportunities i.e. Safety Training, Anthrax Recognition Tactics, Sexual Harrassment, Diversity, Procurement Training, CPR and First Aid training put on by the City. Also, Sr. Ctr. Administrator's Training by Mo. Area Agencies on Aging, Sanitation Training by MARC and MPRA Conference in Branson. — 9.5
* Increased number of nutrition site activities offered by 55%. — 3.2
* Secured grant monies for various senior programs: MARC - $25,000, KCATA - $25,393, Jackson County Legislature - $17,725, CDBG- $18,572, Truman Heartland Fdtn - $10,000. — 9.4
* Took on additional departmental tasks due to transitional periods: Vacancy of two Recreational Specialist positions and maternity leave period of one Recreation Supervisor. — 3.0
* Assisted in providing community shelter to residents without electricity at the Sermon Center during 2002 ice storm for a six day period. — 1.0

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Number of general recreation	30	34	45	35

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation — *2002-03 Operating Budget*
Cost Center: 6022 - Senior Adult Services — *Fund: 02 - General Fund*

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
programs				
Number of day/overnight trips	42	40	60	48
Meals served - On-Site	15,650	18,666	20,000	17,156
Meals served - Home Delivered	23,000	31,479	32,000	25,391
Number of nutrition site programs	95	89	75	165
Number of outreach programs	24	24	24	10

2002-03 Objectives — **Goal Ref**

* Participate in sales tax renewal presentations to the public. — 2.9
* Participate in architectural design of Palmer Junior High School into a senior adult nutrition and recreation center and additional fundraising activities to raise money for the renovation project. — 3.2
* Increase senior adult population in nutrition program by 25% particularly those considered low income minority. — 3.2
* Increase variety of senior recreation programming and number of programs offered by 25%. — 3.2
* Integrate two separate senior publications, The 50-Something Newsletter, and the Nutrition Site Menu/Activities Calendar, to simplify overview of programs offered to the senior adult community. — 2.0

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Nutrition Site Aide	.75	.75	.75	.75
Recreation Program Supv	1.00	1.00	1.00	1.00
Senior's Program Spec	1.00	1.00	1.00	1.00
Total	2.75	2.75	2.75	2.75

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	85,245	86,426	89,560	99,026
Other Services & Charges	73,473	59,546	53,942	74,546

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation — *2002-03 Operating Budget*
Cost Center: 6022 - Senior Adult Services — *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Supplies	3,414	2,450	2,350	2,450
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	162,132	148,422	145,852	176,022

Significant Issues

* Preparation for the community vote on the renewal of the Sales Tax program.
* Initiate use of Truman Memorial Building for senior adult special events.

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation — *2002-03 Operating Budget*
Cost Center: 6026 - Truman Memorial Building — *Fund: 02 - General Fund*

Description

This new division will serve to operate and maintain the recently renovated Truman Memorial Building located at 416 W. Maple. With its reopening scheduled for Fall 2002, the Memorial Building will effectively serve as the City's second community center facility. In doing so, the building will be available for recreation programs, educational classes, special events and functions, group meetings, and private rentals.

2001-02 Accomplishments — **Goal Ref**

* Completed primary reconstruction efforts for the Truman Memorial Building (Phase I). — 7.5
* Initiated Phase II reconstruction efforts associated with the development of the new Veterans' Courtyard area at the facility. — 7.5

2002-03 Objectives — **Goal Ref**

* Complete Phase II reconstruction efforts associated with the new Veterans' Courtyard area of the Truman Memorial Building. — 7.5
* Promote availability of facility within community and develop new rental program with accompanying fee schedules appropriate to its use. — 7.4
* Develop new recreation programs, special events, and public functions appropriate to the use of the facility. — 3.2
* Work with departmental staff to oversee successful reopening of the facility to the general public. — 7.5
* Host a special facility grand opening during Veterans' Day weekend, November 9-11, 2002. — 7.5
* Continue to actively promote efforts to re-adapt the former Palmer School into a comprehensive senior adult nutrition and recreation center. — 7.4

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Recreation Program Supv	.00	.00	.00	1.00
Administrative Spec II	.00	.00	.00	1.00
Center Attendant	.00	.00	.00	1.09
Total	.00	.00	.00	3.09

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation — *2002-03 Operating Budget*
Cost Center: 6026 - Truman Memorial Building — *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	0	0	0	105,399
Other Services & Charges	0	0	0	110,050
Supplies	0	0	0	13,551
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	0	0	0	229,000

Significant Issues

* Parks and Recreation Department will oversee the re-opening of the Truman Memorial Building for Fall, 2002.

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2002-03 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.

2001-02 Accomplishments

	Goal Ref
* Received final installment from Independence School District for expenses associated with the Youth Summer Slam program.	9.5
* Worked with the City's Communication Department to increase awareness of leisure services provided.	2.0
* Expanded leisure services for youth with the addition of day trips.	3.0
* Expanded leisure services for youth with partnerships with Henly Aquatics Center and Drumm Farm Golf Club.	3.0
* Provided additional training for fitness instructors which included certification with a nationally recognized fitness provider.	3.0
* Participated in various continued education opportunities including Missouri Parks and Recreation Association, City training classes, C.P.R. and first aid training and fitness.	9.0
* Continued to work with the City Council, Eastern Jackson County Boys and Girls Club, the Family Life Center, and Campus Pool on the Summer Slam Program.	9.5

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Facility hours of availability to the public per week	100	93	98	98
Number of Sermon Center memberships	830	900	900	1,026
Facility special events	15	14	16	14
Rental revenues - park shelters, Sermon Center. craft show	4,200	35,073	30,000	35,336
Co-sponsored clubs and organizations	15	15	16	17

2002-03 Objectives

	Goal Ref
* Continue to work with various user groups, with funding and volunteers, for Sermon Center improvements.	2.9
* Research feasibility, themes and possible locations for outdoor community festivals.	3.2

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2002-03 Operating Budget*
Cost Center: 6028 - Roger T. Sermon Community Ctr. *Fund: 02 - General Fund*

2002-03 Objectives **Goal Ref**

* Expand partnership opportunities with area providers to expand services and leisure opportunities. 3.2
* Working with City's Technology Services Department to bring the department's web page to a current and visually pleasing status. 2.7
* Coordinate the implementation of an online registration and computerized registration, facility rental and financial reporting system. 9.0
* Support staff with continued professional training opportunities. 9.3

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Recreation Specialist	1.00	1.00	1.00	1.00
Recreation Program Supv	1.00	1.00	1.00	1.00
Custodian	1.00	1.00	1.00	.00
Center Attendant	.68	.68	.68	.68
Total	3.68	3.68	3.68	2.68

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	101,941	127,713	113,335	107,925
Other Services & Charges	19,798	19,546	19,272	19,046
Supplies	5,451	7,400	7,000	7,400
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	127,190	154,659	139,607	134,371

Significant Issues

* Facilitate the addition of staff and transition in roles necessary to open the Truman Memorial Building
* Continue refurbishment to Sermon Center activity areas and equipment.
* Improve operational efficiency of the Sermon Center front office operation.

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation — *2002-03 Operating Budget*
Cost Center: 6029 - Owens Nature Park — *Fund: 02 - General Fund*

Description

The George Owens Nature Park is an 85-acre park site that features natural area for habitat, an extensive walking trail system, an indoor lodge facility, two picnic shelter facilities, and a small area for resident camping enthusiasts. Facility staff assist school groups, scouting organizations, and environmental advocates with interpretive activities and support programs.

2001-02 Accomplishments	**Goal Ref**
* Continued to increase attendance and offer assistance at the annual Enchanted Forest, co-sponsored by the Powerhouse Theatre Foundation and Parks and Recreation Department.	3.2
* Provided numerous interpretive programs for area schools.	3.2
* Created a detailed statistical analysis program to better track park visitation and usage.	2.0
* Painted the interior of the Eva Cooper Lodge and installed new light fixtures.	9.0
* Acquired new tables and chairs for the classroom/dining room.	9.0
* Worked with the Powerhouse Theatre Foundation to propose a Matching Grant to renovate the kitchen in the Eva Cooper Lodge.	9.5
* Installed two grinder pumps and rerouted the sewer lines to operate on the City's sewer system.	9.0
* Worked with the United States Department of Agriculture to address erosion and watershed problems.	9.5
* Repaired the primary spillway and have began filling erosion area near the emergency spillway.	9.0
* Created a forest management plan for the park including restoring native ecosystems and eradicating exotic and invasive species.	1.0
* Replaced sign at park entrance.	1.2
* Staff attended various educational workshops.	9.0
* Removed dilapidated picnic shelter along with all bollards found along Speck Road.	9.0
* Cleared the perimeter fence line of all vegetation and created a fire line surrounding the park.	1.0
* Repaired damaged fence in areas of significant importance.	9.0
* Worked with the City Forester to tree scape the entrance area and the riparian zones found in the park.	9.0
* Worked with various Community Service Agencies and volunteer groups to provide park improvements.	9.0
* Constructed a "Water Safety Station" near the lakes.	1.0
* Adopted a 3/4 mile stretch of Speck Road as described in the City's Adopt-A-Street program.	1.0
* Supported the departmental staff as needed with the Park Master Plan.	3.2

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation — *2002-03 Operating Budget*
Cost Center: 6029 - Owens Nature Park — *Fund: 02 - General Fund*

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Lodge hours of availability to the public per week	55	60	68	71
Facility rental revenue	$6,300	$6,235	$8,500	$9,500
Total number of visitors	28,000	39,000	41,000	45,000
On-site group presentations	25	22	30	40
Community outreach programs	38	24	30	30
Park programs (special events)	10	8	12	14

2002-03 Objectives	Goal Ref
* Continue to preserve and protect the natural resources found in the park.	1.0
* Continue to interpret the natural and cultural history found in the park.	7.4
* Continue to provide safe, outdoor recreational opportunities to the public.	3.2
* Support more continuing educational opportunities for the staff.	9.0
* Acquire a means to more efficiently mow the parks open spaces.	9.0
* Reroof the three structures found in the park.	3.0
* Support the departmental staff as needed with the Park Master Plan.	3.0
* Develop and implement an Environmental Education Program for area schools that promotes better understanding and appreciation for our natural resources.	3.0
* Develop a self-guided interpretive trail and new trail map.	3.0
* Install new trail head signs throughout the park.	3.0
* Update and modernize the look and feel of the Eva Cooper Lodge.	3.0
* Continue to manage the lakes to stimulate the fish population and other wildlife out-take.	3.0
* Explore new marketing strategies to increase park visitation.	3.0
* Continue to facilitate the development of the George Owens Nature Park individual Master Plan.	3.0
* Assist in the prioritization of park rehabilitation per Master Plan.	3.0

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Park Ranger	1.00	1.00	1.00	1.00
Parks Naturalist	1.00	1.00	1.00	1.00
Seasonal Maintenance Wkr	.91	.91	.91	.91
Total	2.91	2.91	2.91	2.91

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation — *2002-03 Operating Budget*
Cost Center: 6029 - Owens Nature Park — *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	119,691	98,446	100,625	98,908
Other Services & Charges	3,911	8,185	8,185	3,685
Supplies	8,177	8,712	8,140	8,462
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	131,779	115,343	116,950	111,055

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation — *2002-03 Operating Budget*
Cost Center: 6031 - Cemetery Maintenance — *Fund: 02 - General Fund*

Description

The Cemetery Maintenance Division is responsible for daily maintenance operations at Woodlawn Cemetery, including coordinating final arrangement needs and providing accurate facility and revenue records.

2001-02 Accomplishments — **Goal Ref**

* Coordinated comprehensive facility renovation project at cemetery maintenance shop. — 7.1
* Coordinated installation of new street sign posts and sign package. — 1.7
* Coordinated successful completion of White Mausoleum replacement project. — 7.1
* Coordinated and supervised successful facility decoration policy revision. — 5.6
* Successfully completed implementation of upgraded computer equipment and related software to improve divisional efficiency and customer service. — 9.2
* Provided significant assistance to cemetery management software vendor in effort to initiate digital mapping of the facility and integrate the cemetery record database with new maps. — 9.2
* Continued to provide desired facility appearance and condition on a consistent basis. — 5.3
* Continued to provide desired level of customer service and access on a consistent basis. — 9.3
* Provided normal cemetery operations, in absence of most necessary equipment and tools, after a significant theft of equipment and tools in early December, 2001. — 9.2

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Number of cemetery acres maintained	49	49	49	49
Number of funeral services per year	106	100	100	105
Opening/Closing revenues	$55,656	$52,763	$65,000	$55,401
Monument Base revenues	$5,061	$2,857	$5,000	$3,830
Pre-Need Arrangement revenues	$60,717	$31,800	$70,000	$42,713
Number of facility mowing cycles	14	16	22	22

2002-03 Objectives — **Goal Ref**

* Work with departmental administrative staff to successfully complete implementation of a formal business plan, including marketing a formal pre-arrangement program. — 9.2

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation — *2002-03 Operating Budget*
Cost Center: 6031 - Cemetery Maintenance — *Fund: 02 - General Fund*

2002-03 Objectives — **Goal Ref**

* Supervise operations to ensure desired levels of cemetery maintenance and appearance are met. — 9.3
* Transfer cemetery records from previous formats to new software database. — 9.2
* Assist community and volunteer groups with historical preservation and improvement efforts. — 5.3
* Provide practical assistance for the design and maintenance of existing cemetery facilities. — 9.2
* Access and develop appropriate cemetery facility rules and regulations. — 9.2
* Identify and support appropriate professional training opportunities for divisional staff. — 4.2

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 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	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	160,561	151,622	155,208	172,603
Other Services & Charges	6,668	11,300	12,071	9,800
Supplies	24,662	10,743	10,824	10,743
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	191,891	173,665	178,103	193,146

Significant Issues

* Additional cemetery mowing and trimming cycles were achieved during FY 2001-02 by introduction of more appropriate mowing equipment and

Significant Issues

commitment to staff schedule revision and prioritization. This is vital to the overall success of the cemetery facility.

City of Independence
Departmental Budget Summary

Department: 6500 - Non-Departmental *2002-03 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	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Budget by Major Program Category				
6502 Non-Departmental	4,462,892	6,420,358	5,953,826	6,341,539
6503 Capital Outlay	1,215,838	2,015,000	2,015,000	445,947
6504 City Council Strategic Goal	369,520	400,000	741,461	400,000
6505 Central Services	25,357	25,380	25,380	39,380
6507 Capital Outlay - TIF Distr.	0	1,388,066	1,297,066	1,358,914
6520 Non-Departmental	11,523,177	11,813,483	11,711,291	12,440,366
6530 Non-Departmental	2,311,303	2,582,596	2,544,926	2,428,364
6540 Non Departmental	2,856,838	3,219,755	3,185,593	3,305,397
6590 Non Departmental	69,389	105,631	101,514	78,141
6591 Non-Departmental (91)	9,239,969	9,473,000	9,473,000	10,162,500
Total	32,074,283	37,443,269	37,049,057	37,000,548
Source of Funding				
General Fund	6,073,607	10,248,804	10,032,733	8,585,780
Power and Light Fund	11,523,177	11,813,483	11,711,291	12,440,366
Sanitary Sewer Fund	2,311,303	2,582,596	2,544,926	2,428,364
Water Fund	2,856,838	3,219,755	3,185,593	3,305,397
Central Garage Fund	69,389	105,631	101,514	78,141
Staywell Health Care Fund	9,239,969	9,473,000	9,473,000	10,162,500
Total	32,074,283	37,443,269	37,049,057	37,000,548

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental — *2002-03 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	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	1,837,464	2,849,753	2,729,324	2,735,731
Other Services & Charges	2,622,592	2,462,405	2,542,597	2,581,308
Supplies	211	0	0	0
Capital Outlay	2,625	0	0	0
Other Expenditures	0	1,108,200	681,905	1,024,500
Total	4,462,892	6,420,358	5,953,826	6,341,539

CITY OF INDEPENDENCE, MISSOURI
2002-03 Operating Budget

General Fund Operating Budget - Capital Outlay Appropriations

Description	Buildings	Mobile Equipment	Other	Total
Lease Purchase Payments on Prior Year Purchases:				
Building Maintenance Repair and Renovations	$ 213,971			$ 213,971
Technology Services:				
Replacement program for Microcomputers, File Servers, and Network Systems			57,109	57,109
Upgrade Voice Mail System			21,125	21,125
Municipal Court:				
Replace Computer Terminals			8,742	8,742
Finance:				
Replace Copier			13,000	13,000
Fire:				
Warning Siren Replacement - Replace 3 and upgrade 2 sirens			50,000	50,000
Parks and Recreation:				
ADA modifications including restrooms, counter, elevator, etc.	50,000			50,000
6' Front Deck Mower (2)		32,000		32,000
Total	**$ 263,971**	**$ 32,000**	**$ 149,976**	**$ 445,947**

CITY OF INDEPENDENCE, MISSOURI
2002-03 Operating Budget
City Council Goals Account Summary

	Budget	Allocation	Actual
2000-01 Activity:			
Carryover of Unexpended Prior Year's Balance	$ 397,161.26		
Unexpended 2000-01 Allocations carried over to 2001-02			
Neighborhood Park Matching Grants		4,450.00	4,450.00
Neighborhood Matching Grants in Non-CDBG Areas		15,000.00	
Youth Summer Basketball & Teen Center		3,049.06	3,049.06
Ash Street Bridge		35,700.00	35,700.00
Neighborhood Parks Matching Grant		25,000.00	19,758.00
Curbside Pickup of Trash in Systematic Code Inspection Areas		50,000.00	22,103.31
Demolition of Dangerous Buildings		5,647.00	5,647.00
Mowing and Refuse Cleanup of Private Property		40,000.00	39,950.34
Subtotal	$ 397,161.26	$ 178,846.06	$ 130,657.71
2001-02 Allocation:	400,000.00		
Little Blue Parkway - R.D. Mize to US 24 - Preliminary Design		250,000.00	213,397.50
Tree Trimming and Dead Tree Removal in City Right-of-way		50,000.00	46,284.14
Demolition of Dangerous Buildings and Private Property Clean up		40,000.00	33,780.00
Youth Summer Basketball & Teen Center		10,000.00	1,538.17
Crysler Stadium Scoreboard		10,000.00	10,000.00
Aquatic Center Feasibility Center		15,000.00	15,000.00
Old Mill Office Building Windows		11,000.00	11,000.00
Transportation Costs, Police Memorial		1,500.00	1,500.00
City Council Chambers - Audio Visual Modifications		55,800.00	55,000.00
Total for 2001-02	$ 797,161.26	$ 622,146.06	$ 518,157.52
Unallocated Balance at June 30, 2002		$ 175,015.20	
2002-03 Fiscal Year:			
Unallocated Prior Year's Balance	$ 175,015		
2002-03 Allocation	400,000		
Demolition of Dangerous Buildings and Private Property (Supplements $75,000 in Community Development Budget)		75,000	
Mowing and Refuse Cleanup on Private Property (Supplements $47,600 in Community Development Budget)		40,000	
Youth Summer Basketball and Teen Center		10,000	
Neighborhood Park Matching Grants		25,000	
Jackson Drive (Jones Road to Bundschu)		70,000	
Police Academy Scholarship Program		20,000	
Total for 2002-03	$ 575,015	$ 240,000	
Unallocated Balance at June 30, 2003		$ 335,015	

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental | *2002-03 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	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Other Services & Charges	20,224	16,580	16,580	30,580
Supplies	5,133	8,800	8,800	8,800
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	25,357	25,380	25,380	39,380

CITY OF INDEPENDENCE, MISSOURI
2002-03 Operating Budget

General Fund Capital Improvement Projects - Funded from TIF Distributions

CIP Page No.	Project ID No.	Description	2002-03 Funded from General Fund TIF Distr.	Total City's Cost of the Project	Anticipated Matching Grant
27	PR 02-008	Truman Memorial Building Renovation - Front Façade and Veterans Plaza	$ 156,000	$ 306,000	$ 306,000
26	PR 02-007	Truman Memorial Building Renovation - Building Reconstruction	284,000	2,810,465	2,250,000
32	PW 01-004	35th Street and Noland Road Intersection Improvements	130,000	230,000	520,000
35	PW 02-002	Landscaping West Side of Noland Road - 31st to 35th Street	50,000	60,000	-
37	PW 02-004	Neighborhood Improvement District Match for Street Improvements	50,000	500,000	1,600,000
33	PW 01-005	Truman Road Widening - M291 to Swope Drive	200,000	400,000	2,000,000
1	CD 01-003	Critical Sidewalks (to schools, public facilities and safety areas along arterial streets)	60,000	684,000	-
3	FR 01-001	Fire Station Number 7 (M291) - Replacement and Land Acquisition	238,000	2,180,000	-
2	CD 02-001	Transit Center and Parking Lot	80,000	200,000	800,000
31	PR 02-012	Truman Memorial Building Renovation - Basic Furnishings	150,000	150,000	-
36	PW 02-003	Maple Avenue Reconstruction - Delaware to Union Street	70,000	70,000	-
		Total	**$ 1,468,000**	**$ 7,590,465**	**$ 7,476,000**

Note1) In many instances these projects represent multi-year funded projects. The anticipated matching grant amounts may refer to different phases and funding years. A reference to the Six Year Capital Improvements Program document is provided both by page number and project identification number. The Capital Improvements Program document provides extended information as to the project description, location, project details, and multi-year funding amounts by fiscal year.

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental — *2002-03 Operating Budget*
Cost Center: 6520 - Non-Departmental — *Fund: 20 - Power and Light Fund*

Description

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

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	808,595	931,872	895,996	1,146,728
Other Services & Charges	3,166,193	3,357,364	3,357,364	3,753,955
Supplies	61	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	7,548,328	7,524,247	7,457,931	7,539,683
Total	11,523,177	11,813,483	11,711,291	12,440,366

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental — *2002-03 Operating Budget*
Cost Center: 6530 - Non-Departmental — *Fund: 30 - Sanitary Sewer Fund*

Description

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

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	140,709	349,044	327,734	248,086
Other Services & Charges	1,101,866	1,092,768	1,092,768	1,048,884
Supplies	4,255	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	1,064,473	1,140,784	1,124,424	1,131,394
Total	2,311,303	2,582,596	2,544,926	2,428,364

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental — *2002-03 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	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	259,560	385,212	370,994	321,769
Other Services & Charges	1,698,325	1,770,643	1,770,643	1,904,616
Supplies	29	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	898,924	1,063,900	1,043,956	1,079,012
Total	2,856,838	3,219,755	3,185,593	3,305,397

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental — *2002-03 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	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	50,239	79,721	79,104	49,741
Other Services & Charges	19,150	22,410	22,410	23,200
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	3,500	0	5,200
Total	69,389	105,631	101,514	78,141

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental — *2002-03 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	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Other Services & Charges	9,239,969	18,946,000	18,946,000	10,162,500
Total	9,239,969	18,946,000	18,946,000	10,162,500

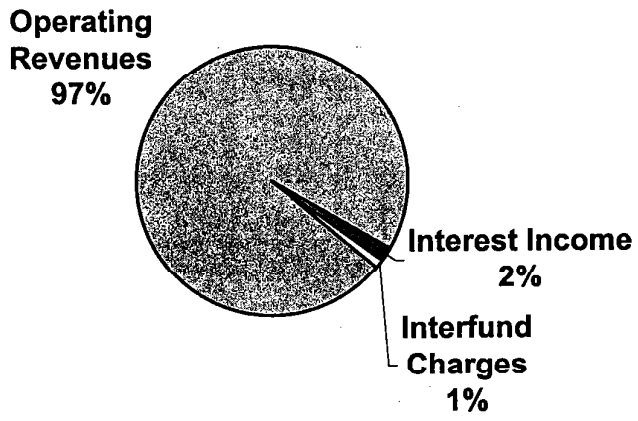
City of Independence, Missouri
2002-03 Operating Budget

Capital Lease/Debt Service Requirements - General Fund

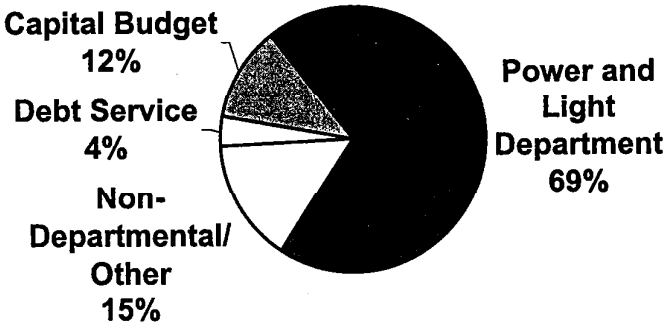
Series	Principal	Interest	Fees	Total Debt Service Requirements
Capital Equipment Lease-				
1995 Series (6365)	$ 82,911	$ 22,106		$ 105,017
Hartman Heritage TIF District	172,196	22,095		194,291
Total	$ 255,107	$ 44,201	$ -	$ 299,308

UTILITY FUNDS

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2002-03 Operating Budget

Budget Summary Power and Light Fund

For the Fiscal Years 2000-01, 2001-02 and 2002-03

Description	2000-01 Actual	% of Total	2001-02 Original Budget	% of Total	2002-03 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
Estimated Revenues-								
Operating Revenues	$ 78,910,100	96.6%	$ 76,574,000	96.5%	$ 76,055,000	97.1%	$ (519,000)	-0.7%
Interest Income	2,111,554	2.6%	2,090,000	2.6%	1,500,000	1.9%	(590,000)	-28.2%
Interfund Charges	681,806	0.8%	726,770	0.9%	778,180	1.0%	51,410	7.1%
Other Revenues	-	0.0%	-	0.0%	-	0.0%	-	n/a
Total Estimated Revenues	$ 81,703,460	100.0%	$ 79,390,770	100.0%	$ 78,333,180	100.0%	$ (1,057,590)	-1.3%
Transfers from Other Funds-								
Employee Benefits Fund			163,284		163,284		-	0.0%
Total Sources			**$ 79,554,054**		**$ 78,496,464**		**$ (1,057,590)**	**-1.3%**
Use of Budget Dollars								
Operating Budget:								
Technology Services	$ 51,114	0.1%	$ 58,258	0.1%	$ 63,925	0.1%	$ 5,667	9.7%
Power and Light Department	62,563,712	81.2%	58,759,181	79.9%	58,087,922	79.0%	(671,259)	-1.1%
Non-Departmental	11,523,177	15.0%	11,813,483	16.1%	12,440,366	16.9%	626,883	5.3%
Debt Service	2,905,976	3.8%	2,918,860	4.0%	2,914,570	4.0%	(4,290)	-0.1%
Total Operating Budget	$ 77,043,979	100.0%	$ 73,549,782	100.0%	$73,506,783	100.0%	$ (42,999)	-0.1%
Capital Budget:								
Capital Projects			$ 6,880,000		$ 9,600,000		$ 2,720,000	39.5%
Total Uses			**$ 80,429,782**		**$83,106,783**		**$2,677,001**	**3.3%**
Balance Available			**$ (875,728)**		**$ (4,610,319)**		**$ (3,734,591)**	

City of Independence, Missouri
2002-03 Operating Budget

Historical Data - Power and Light Fund

For the Fiscal Years 1996-97 through 2001-02

Description	1996-97	1997-98	1998-99	1999-2000	2000-01	Projected 2001-02
Net Income (Loss)						
Net Income (Loss)	$ 5,501,792	$ 8,151,345	$ 9,224,098	$ 5,320,990	$ 9,269,969	$ 4,954,000
Depreciation on Contrib. Capital Adjustment	57,191	58,138	61,010	65,830	88,510	89,000
Transferred to Retained Earnings	$ 5,558,983	$ 8,209,483	$ 9,285,108	$ 5,386,820	$ 9,358,479	$ 5,043,000
Net Available Resources						
Net Available Resources-						
Total Current Assets	$26,704,039	$28,390,019	$29,926,774	$34,285,881	$51,385,052	
Restricted Assets for Capital Improvements	20,687,438	23,351,555	20,772,049	12,670,263	-	
Less:						
Inventories	(7,156,984)	(5,397,179)	(7,502,466)	(7,717,653)	(8,127,079)	
Current Liabilities	(5,221,471)	(6,513,383)	(5,434,852)	(6,412,101)	(6,287,902)	
Carryover Capital Budget Appropriations	(20,687,438)	(23,351,555)	(20,772,049)	(12,670,263)	-	
Carryover Outstanding Encumbrances	(3,465,812)	(1,791,829)	(1,772,758)	(2,709,913)	(4,580,468)	
Add back:						
Compensated Absences	809,311	855,091	906,738	965,178	986,413	
Net Available Resources	$11,669,083	$15,542,719	$16,123,436	$18,411,392	$33,376,016	$33,710,000
Employee Staffing (in Full Time Equivalents)						
Department:						
Technology Services	1.00	1.00	1.00	1.00	1.00	1.00
Power and Light	220.00	220.00	220.00	220.00	220.00	220.00
Total	221.00	221.00	221.00	221.00	221.00	221.00
Utility Statistics						
No. of Residential Customers	45,921	47,663	47,804	48,653	48,956	49,148
No. of Other Customers	4,646	4,811	4,836	4,847	4,857	4,887
Generated Power (MWH)	133,167	210,381	269,475	214,605	346,346	236,385
Purchased Power (MWH)	787,135	796,956	754,032	839,981	771,805	834,367

Source: 1996-97 through 2001-02 - Comprehensive Annual Financial Report
2001-02 - Operating Staff Projections

City of Independence, Missouri
2002-2003 Operating Budget

Revenue Summary

For the Fiscal Years 2000-01 through 2002-03

Acct. No.	Description	2000-01 Actual	2001-02 Original Budget	2001-02 Current Estimate	2002-03 Proposed Budget	%Chg. Curr Est to Proj	%Chg. Orig. to Proj.
	Power and Light Fund						
	Operating Revenue						
20-4010	Electric Service Charges	78,186,959	75,604,000	70,686,000	75,082,000	6.2%	-0.7%
20-4600	Other Operating Revenue	723,141	970,000	973,000	973,000	0.0%	0.3%
	Total Operating Revenue	78,910,100	76,574,000	71,659,000	76,055,000	6.1%	-0.7%
20-3421	Interfund Charges	681,806	726,770	726,770	778,180	7.1%	7.1%
20-3411	Interest Income	2,111,554	2,090,000	1,514,240	1,500,000	-0.9%	-28.2%
	Total Revenues	**$81,703,460**	**$79,390,770**	**$73,900,010**	**$78,333,180**	**6.0%**	**-1.3%**

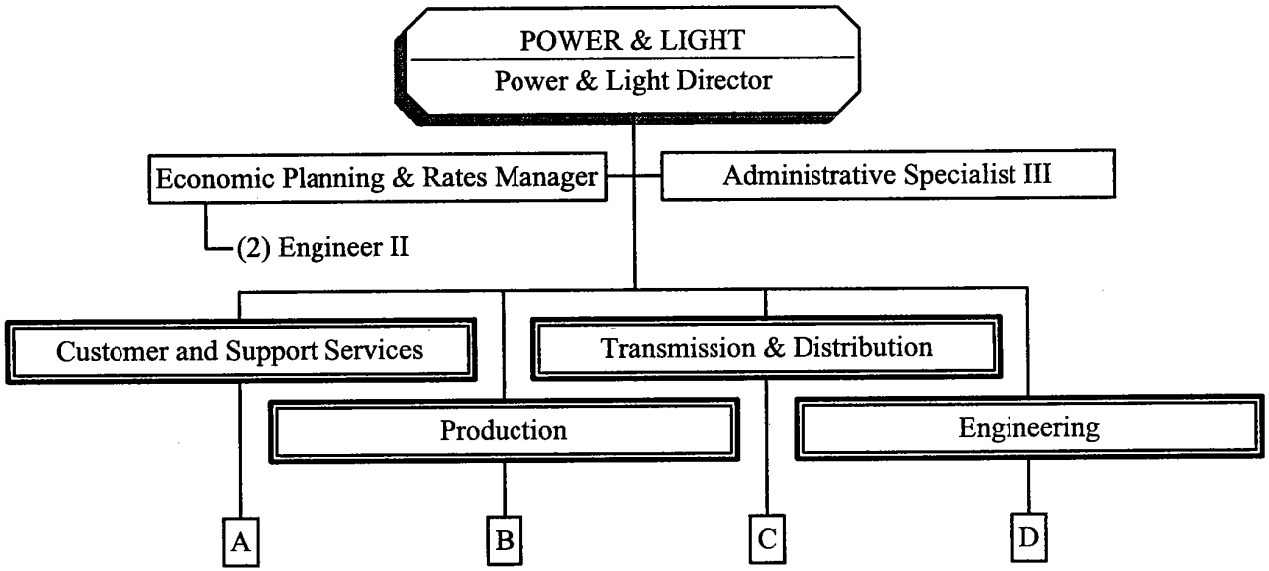
Comparison of Average Monthly Electric Bills for Electric Service Customers
Independence Power & Light
Versus
Kansas City Power & Light Company and Missouri Public Service Company

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 5/01/00) 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 01 - Jan 02) Annual KWH = 9,597	RS-3	64.22	M0860	69.17	7.71%	R	67.86	5.67%
Small General Service (Commercial)								
Average Customer (Feb 01 - Jan 02) Annual KWH = 9,537 (6 KW Demand)	GS-1	78.18	M0710	77.20	-1.25%	SGS	88.35	13.01%
Large General Service (Commercial and Industrial)								
Metered Demand - 150 KW Energy - 45,000 KWH	LGS-1	3,167.27	M0720	2,535.87	-19.94%	MGS	3,170.09	0.09%
Metered Demand - 150 KW Energy - 75,000 KWH	LGS-1	4,317.28	M0720	3,700.67	-14.28%	LGS	4,251.32	-1.53%
Metered Demand - 300 KW Energy - 90,000 KWH	LGS-1	6,111.04	M0720	5,017.66	-17.89%	LGS	5,931.79	-2.93%
Metered Demand - 300 KW Energy - 150,000 KWH	LGS-1	8,411.06	M0720	7,345.87	-12.66%	LGS	7,950.88	-5.47%
Industrial - Primary Voltage Delivered Service - 13,000 Volts								
Metered Demand - 500 KW Energy - 150,000 KWH	LP-2	8,892.06	M0735	7,786.82	-12.43%	LGS	9,494.27	6.77%
Metered Demand - 500 KW Energy - 250,000 KWH	LP-2	12,635.44	M0735	10,874.70	-13.93%	LGS	12,792.40	1.24%
Metered Demand - 1,200 KW Energy - 360,000 KWH	LP-2	20,685.65	M0735	18,502.49	-10.55%	LGS	23,211.04	12.21%
Metered Demand - 1,200 KW Energy - 600,000 KWH	LP-2	29,669.75	M0735	25,913.41	-12.66%	LPS	30,038.67	1.24%
Metered Demand - 4,000 KW Energy - 1,200,000 KWH	LP-2	62,538.00	M0735	61,365.20	-1.88%	LPS	75,896.66	21.36%
Metered Demand - 4,000 KW Energy - 2,000,000 KWH	LP-2	89,878.00	M0735	86,068.24	-4.24%	LPS	96,831.98	7.74%
Metered Demand - 10,000 KW Energy - 3,500,000 KWH	LP-2	170,100.63	M0735	170,084.01	-0.01%	LPS	193,994.44	14.05%
Metered Demand - 10,000 KW Energy - 5,000,000 KWH	LP-2	215,559.25	M0735	214,971.45	-0.27%	LPS	230,588.14	6.97%
Industrial - Transmission Voltage Delivered Service - 69,000 Volts								
Metered Demand - 10,000 KW Energy - 3,500,000 KWH	LP-2	163,000.63	M0735	170,084.01	4.35%	LPS	174,582.46	7.11%
Metered Demand - 10,000 KW Energy - 5,000,000 KWH	LP-2	208,459.25	M0735	214,971.45	3.12%	LPS	210,597.64	1.03%

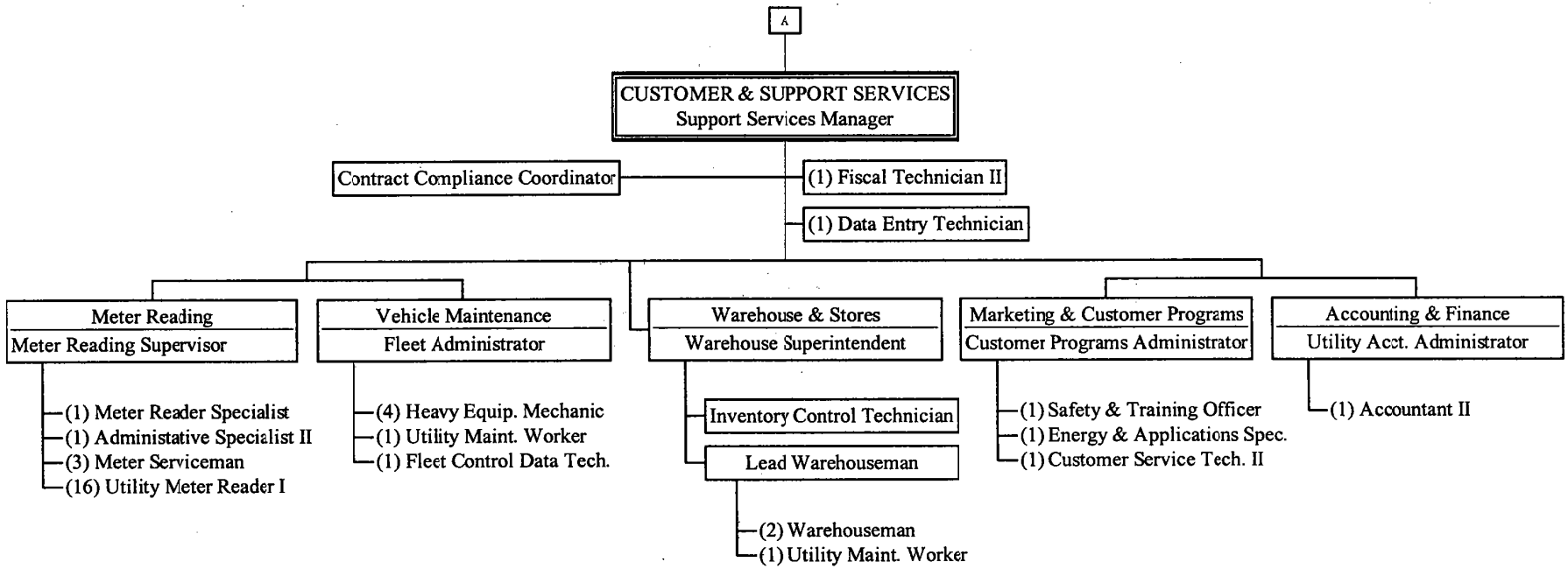
NOTES:

(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 ($0.00621625) per KWH as based on the average of the actual monthly Fuel Cost Adjustment rates for the 12 months ending April 2002.
(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 2001 through January 2002.
(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.

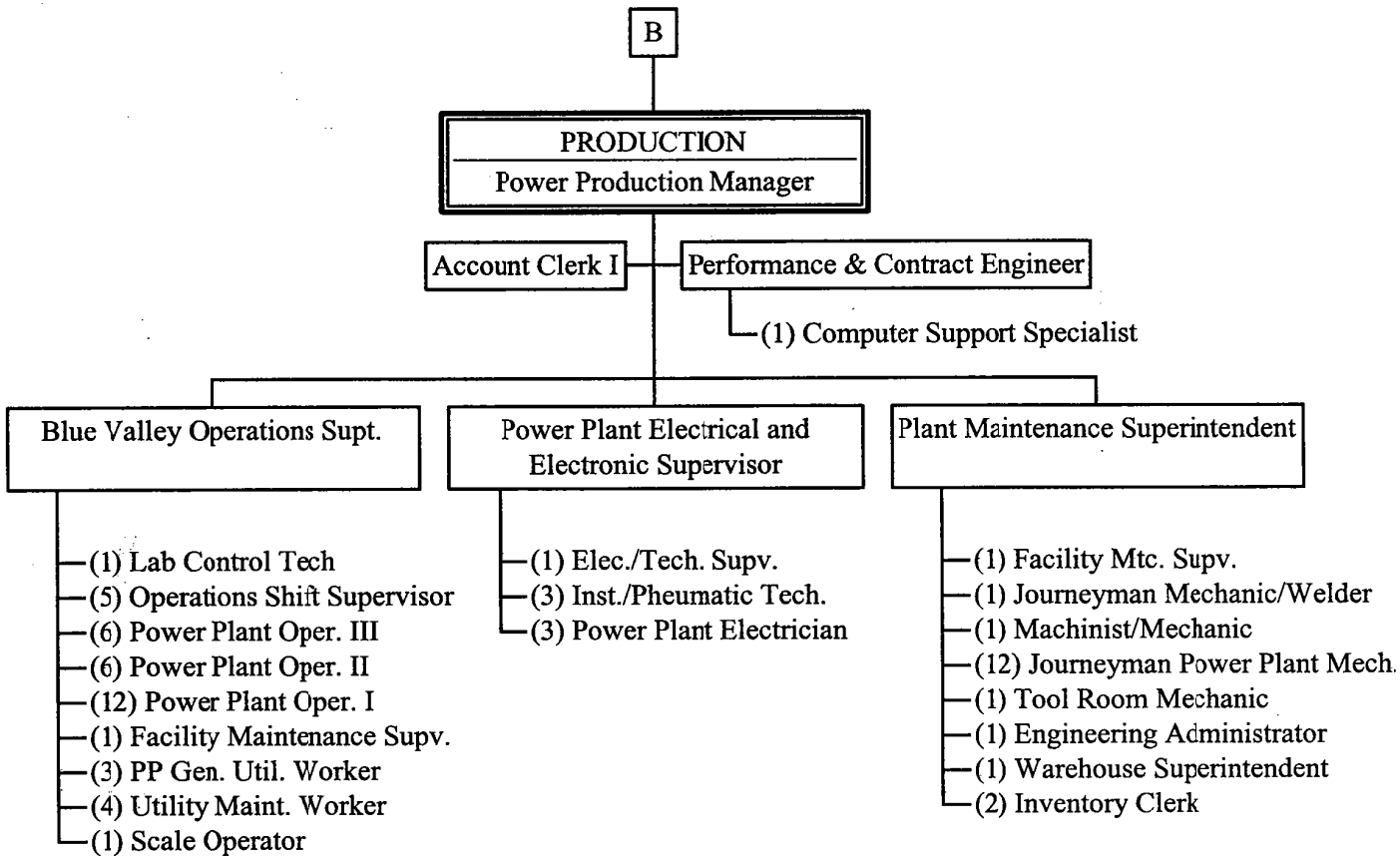
City of Independence, Missouri
Power & Light Department



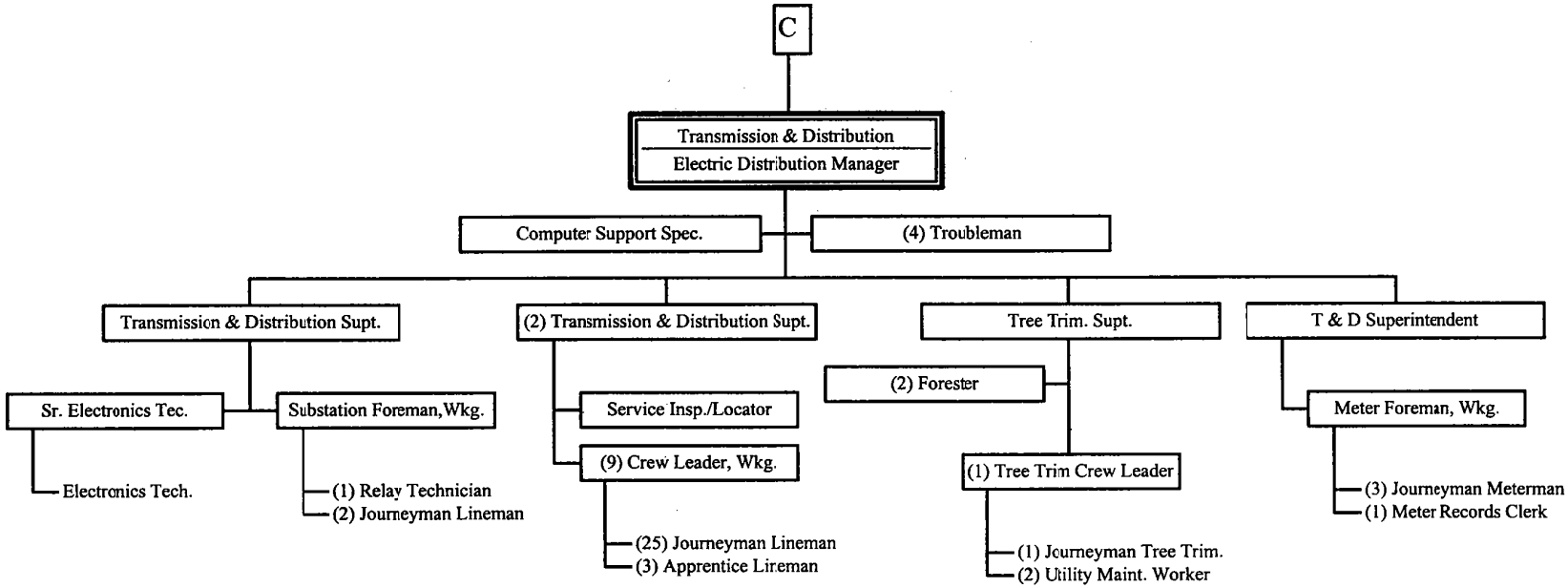
City of Independence, Missouri
Power & Light (Cont'd.)



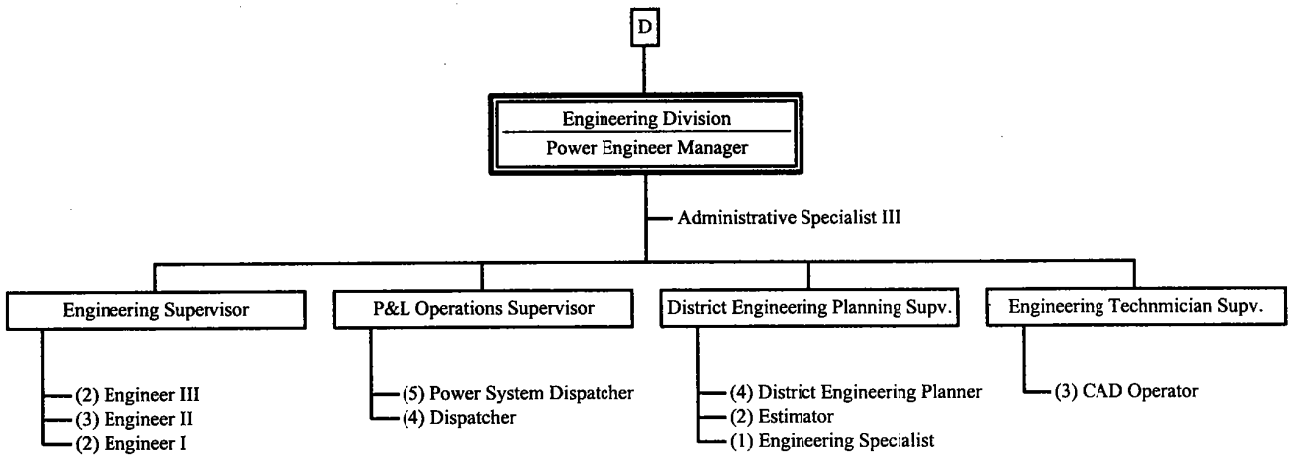
City of Independence, Missouri
Power & Light (Cont'd.)



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 *2002-03 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	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Staffing				
Full Time Positions	220.00	220.00	220.00	220.00
Total	220.00	220.00	220.00	220.00

Description	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Budget by Major Program Category				
6110 Administration	667,132	984,096	977,020	1,029,316
6121 Customer Service	942,206	1,020,251	1,051,333	950,341
6122 Warehouse and Stores	2,518,916	2,710,610	2,717,761	2,869,007
6123 Vehicle Maintenance	1,710,044	1,267,568	1,279,317	1,290,691
6126 Meter Reading	1,452,723	1,486,674	1,521,582	1,602,068
6140 Production	8,517,879	8,593,338	8,724,229	9,470,948
6145 Purchased Power	37,732,688	32,784,168	32,284,168	30,269,964
6150 Transmision & Distribution	6,219,857	6,758,191	7,378,172	7,207,332
6160 Engineering	2,802,267	3,154,285	3,228,385	3,398,255
Total	62,563,712	58,759,181	59,161,967	58,087,922
Source of Funding				
Power and Light Fund	62,563,712	58,759,181	59,161,967	58,087,922
Total	62,563,712	58,759,181	59,161,967	58,087,922

City of Independence
Departmental Budget Summary

Department: 6100 - Power & Light *2002-03 Operating Budget*

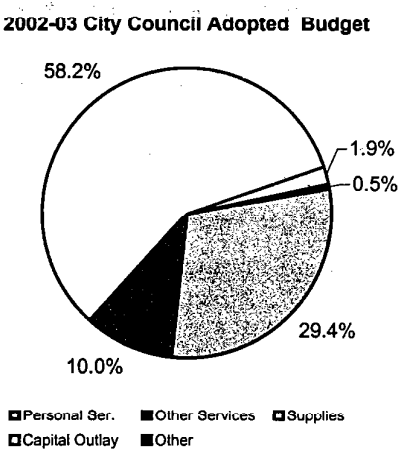
Significant Issues/Changes

* Reduced fuel and purchased power costs ($2.5 million).
* Storm management and telephone system improvements ($200,000).
* Increased power plant maintenance and parts ($200,000).

Power & Light

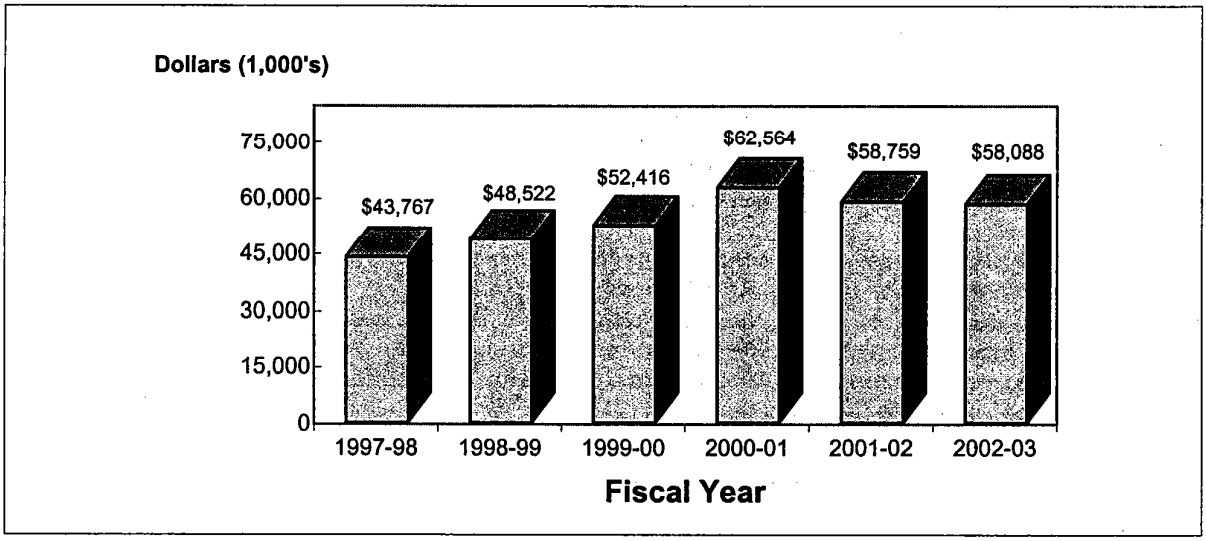
Appropriations by Type:

Expenditure Type	Actual 2000-01	Original 2001-02	Projected 2001-02	Adopted 2002-03
Personal Ser.	$ 15,835,262	$ 15,678,713	$ 16,081,499	$ 17,068,248
Other Services	4,837,744	5,767,750	6,227,511	5,800,085
Supplies	40,750,329	36,075,418	35,676,918	33,805,589
Capital Outlay	1,140,377	937,300	953,439	1,114,000
Other	-	300,000	222,600	300,000
Total	$ 62,563,712	$ 58,759,181	$ 59,161,967	$ 58,087,922



Historical Comparison:

	Actual 1997-98	Actual 1998-99	Actual 1999-00	Actual 2000-01	Budget 2001-02	Budget 2002-03
Employees:						
Full Time Equiv.	220.00	220.00	220.00	220.00	220.00	220.00
Amount by Fund:						
Power and Light Fund	$ 43,767,296	$ 48,522,345	$ 52,416,198	$ 62,563,712	$ 58,759,181	$ 58,087,922
Total All Funds	$ 43,767,296	$ 48,522,345	$ 52,416,198	$ 62,563,712	$ 58,759,181	$ 58,087,922
Comparative Ratios:						
Per Capita	$ 378.84	$ 418.83	$ 451.26	$ 535.34	$ 502.79	$ 497.04
Per Household	$ 873.86	$ 963.45	$ 1,034.79	$ 1,224.03	$ 1,149.59	$ 1,136.46



City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2002-03 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.

2001-02 Accomplishments — **Goal Ref**

* Modified existing KCPL power supply contract (Ordinance #15042) in order to assure a greater continuous hourly supply of this low cost resource.
* Evaluated risk management techniques available to mitigate open market power purchase cost impacts for the 2001 summer season.
* Replaced existing production natural gas fuel supply contract which expired on June 30,2002.
* Implemented low cost monthly spot market power purchases during the 2001/2002 winter season in order to mitigate risk of daily open market power price volatility.

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Average Number of Monthly Customers	53,135	53,658	53,991	54,419
Retail Energy Sales (Mwh)	952,119	1,019,161	999,915	1,020,999
Wholesale Energy Sales (Mwh)	36,393	30,275	11,000	6,350
Operating Revenues	67,741,998	79,381,987	76,574,000	76,055,000

2002-03 Objectives — **Goal Ref**

* Remain apprised and involved in proposed state and federal legislation on electric deregulation — 9.4
* Update long term power supply plan considering projected peak customer loads, and potential volatility of wholesale power market and fuels market
* Evaluate risk management techniques to mitigate potential open market purchase power cost impacts during summer of 2002.
* Make a determination as to whether IP&L should implement its contract option to extend the KCPL 90Mw purchase from June 1, 2005 thru May 31, 2011 at the terms, conditions and pricing included in Ordinance 15042 prior to June 2003.

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2002-03 Operating Budget*
Cost Center: 6110 - Administration *Fund: 20 - Power and Light Fund*

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 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	.00	.00
Engineer II - P&L	1.00	1.00	2.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Planning & Rates Supervisor	.00	.00	.00	1.00
Total	5.00	5.00	5.00	5.00

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	350,836	405,896	426,220	447,941
Other Services & Charges	298,741	264,000	314,000	265,875
Supplies	17,555	12,000	12,000	12,000
Capital Outlay	0	2,200	2,200	3,500
Other Expenditures	0	300,000	222,600	300,000
Total	667,132	984,096	977,020	1,029,316

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2002-03 Operating Budget*
Cost Center: 6121 - Customer Service — *Fund: 20 - Power and Light Fund*

Description

Administrative unit of the Support Services Division. Directly handle customer and energy programs, budgeting/accounting/financial planning, safety/training and construction contracts oversight.

2001-02 Accomplishments — **Goal Ref**

* Centennial history activities concluded. — 7.5
* Severity and frequency of lost time injuries reduced.
* Interval data (1/2-hour increments) now collected from 25 different commercial accounts.
* Purchase Order issued for web-based access to interval data. — 2.7
* Kits developed and distributed to low income residents for energy conservation. — 2.10

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Joint Activities with Schools	23	36	30	32
Energy Efficiency Rebates Processed	481	528	450	450

2002-03 Objectives — **Goal Ref**

* Assume responsibility for underground service promotion and initial customer contact. — 1.7
* Participate in HUEE energy education activities. — 9.5
* Continue production of Annual Report.
* Market interval data availability.
* Continue energy educational activities with school system. — 2.6
* Enhance communications with customers via internet and other media. — 2.7

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 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
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

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2002-03 Operating Budget*
Cost Center: 6121 - Customer Service *Fund: 20 - Power and Light Fund*

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Customer Programs Admin	1.00	1.00	1.00	1.00
Contract Compliance Coord	1.00	1.00	1.00	1.00
Fiscal Technician II	1.00	1.00	1.00	1.00
Customer Service Tech II	1.00	1.00	1.00	1.00
Total	10.00	10.00	10.00	10.00

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	524,310	561,751	589,433	618,841
Other Services & Charges	309,175	253,000	254,900	313,000
Supplies	31,336	25,000	26,500	18,500
Capital Outlay	77,385	180,500	180,500	0
Other Expenditures	0	0	0	0
Total	942,206	1,020,251	1,051,333	950,341

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2002-03 Operating Budget*
Cost Center: 6122 - Warehouse and Stores — *Fund: 20 - Power and Light Fund*

Description

Responsible for ordering, issuing, receiving and maintaining inventory of material and tools for line crews, maintenance personnel or outside contractors.

2001-02 Accomplishments — **Goal Ref**

* Resurfacing of paved outside storage will be completed in late Spring. — 1.7
* Revised min/max levels and multi-year price agreements permitted response to record storm with no material related delays.
* Gravel roads rebuilt and street light storage pits constructed. — 1.7
* Five-year transformer price agreement established.

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Purchase Requisitions Issued	339	513	300	430
Inventory Purchases:				
Transformers	531,017	661,398	650,000	600,000
Wood Poles	44,387	54,703	40,000	50,000
Street Light Poles	200,170	65,560	250,000	150,000
Wire	758,836	506,151	500,000	400,000
Other	1,766,237	1,153,878	1,000,000	1,000,000
Totals	3,300,648	2,441,690	2,440,000	2,200,000

2002-03 Objectives — **Goal Ref**

* Resurface additional paved storage to maintain good all-weather access to cable and transformer stock. — 1.7
* Construct additional storage facilities for newer style street light poles. — 1.7
* Conduct audits of firms required to maintain a 30-day stock of materials on their premises under newer price agreements.

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Lead Warehouseman	1.00	1.00	1.00	1.00
Utl Maint Wkr 1st 6 Mo	.00	.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2002-03 Operating Budget*
Cost Center: 6122 - Warehouse and Stores *Fund: 20 - Power and Light Fund*

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Util Maint Wkr 2nd 6 Mo	1.00	1.00	.00	.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	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	354,208	351,410	358,561	381,307
Other Services & Charges	126,433	129,200	129,200	129,200
Supplies	2,036,714	2,165,000	2,165,000	2,319,000
Capital Outlay	1,561	65,000	65,000	39,500
Other Expenditures	0	0	0	0
Total	2,518,916	2,710,610	2,717,761	2,869,007

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2002-03 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.

2001-02 Accomplishments **Goal Ref**

* With T&D have made prudent decisions to replace, upgrade or surplus existing construction equipment.
* Vendor recommended for facility upgrade study. 1.7
* Revisions made in taxable fuel reporting.
* Upgraded software and procedures in effect for OEM distributor parts.
* Fleet Control Data Technician training completed.

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Accident Repair Costs	8,904	9,205	6,878	8,300
Safety Inspection Costs	7,425	9,043	7,946	7,500
Vehicle Downtime Days	101	36	70	50
Prev. Maint. Hours - Inside	1,514	1,341	1,500	1,500
Prev. Maint. Costs - Inside	53,048	48,818	50,605	50,000
Prev. Maint. Costs - Outside	25,474	31,434	24,468	25,000
Vehicle Job Orders - Inside	2,598	3,860	2,684	3,100
Vehicle Job Orders - Outside	373	279	250	250
Vehicle Repair Costs - Inside	261,271	304,024	291,643	277,300
Vehicle Repair Costs - Outside	114,086	99,850	82,425	83,300

2002-03 Objectives **Goal Ref**

* Complete facility upgrade study. 1.7
* Prepare utilization report to determine current and future equipment requirements.
* Review requisition and procurement procedures for mobile equipment to improve interactions with the City's Purchasing Division.

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2002-03 Operating Budget*
Cost Center: 6123 - Vehicle Maintenance *Fund: 20 - Power and Light Fund*

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Auto Service Attendant	1.00	1.00	.00	.00
Fleet Control Data Technician	.00	.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	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	447,424	452,168	463,917	486,291
Other Services & Charges	217,308	206,600	206,600	226,600
Supplies	103,348	115,800	115,800	125,800
Capital Outlay	941,964	493,000	493,000	452,000
Other Expenditures	0	0	0	0
Total	1,710,044	1,267,568	1,279,317	1,290,691

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2002-03 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.

2001-02 Accomplishments — **Goal Ref**

* Redesigning routes to achieve the equivalent of two additional employees' performance, without adding any employees.
* Continued to identify energy diversions which have resulted in over 150 prosecutions. — 8.6
* Employees and supervisors led contract crews during major storm outage.
* Resolved software issues to permit valid, consistent collection of interval data for large accounts.

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Meter Reads	1,233,908	1,234,188	1,235,708	1,251,548
Rechecks	13,010	13,638	13,215	13,585
Can't Reads	30,960	31,050	31,225	32,099
Service Work Orders Generated	N/A	4,442	4,492	4,138

2002-03 Objectives — **Goal Ref**

* Absorb continued customer growth with no additional employees.
* Complete route redesign begun in 2001/02. — 9.2
* Research newer technology AMR systems designed for both electric and water meters.

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 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 *2002-03 Operating Budget*
Cost Center: 6126 - Meter Reading *Fund: 20 - Power and Light Fund*

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	1,426,812	1,430,724	1,465,632	1,544,668
Other Services & Charges	21,927	45,300	45,300	45,750
Supplies	3,984	8,650	8,650	8,650
Capital Outlay	0	2,000	2,000	3,000
Other Expenditures	0	0	0	0
Total	1,452,723	1,486,674	1,521,582	1,602,068

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2002-03 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).

2001-02 Accomplishments

	Goal Ref
* Engineering work for fly ash system repair and control replacememt at Blue Valley Power Plant completed by July 1,2002.	1.7
* Missouri City Power Plant Soot blower System upgrade to improve boiler performance to be completed by May 1, 2002.	1.7
* Major boiler tube replacement of deteriorated boiler tubes for Blue Valley Units #1 and #2 to improve unit availability and reliability to be completed by April 1, 2002. Critical Equipment maintenance and overhaul for Blue Valley Units 1, 2, and 3 completed by April 1, 2002.	1.7
* Annual overhaul of critical equipment completed by May 1, 2002 for Missouri City Power Plant Units 1 and 2.	1.7
* Engineering work for Blue Valley Unit #3 generator rewind to be completed July 1, 2002	1.7
* Missouri City Unit #2 major boiler piping systems and ductwork asbestos insulation removal (abatement) and replacement by April 1, 2002	1.7

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Total Net Generation at IP&L Plants (MWH)	214,605	346,346	421,820	365,783
Total Coal Burned (tons)	115,736	209,150	206,925	197,948
Total Gas Burned (MCF)	608,091	383,004	961,722	508,967
Total Oil Burned (gallons)	1,101,054	892,839	1,162,856	296,726

2002-03 Objectives

	Goal Ref
* Complete installation of fly ash repair and controls upgrade at Blue Valley Station by April 1, 2003.	1.7
* Complete Blue Valley Unit #3 Generator rewind of stator and rotor by April 1, 2003.	1.7
* Continue Asbestos Abatement program at Missouri City Power Plant to improve maintenance efficiency and safety.	1.7
* Complete installation of new Clarifier and Lime Slaker systems to improve water availability and reduce maintenance costs.	1.7
* Complete coal yard and scale improvements at Blue Valley Power Plant.	1.7

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2002-03 Operating Budget*
Cost Center: 6140 - Production — *Fund: 20 - Power and Light Fund*

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 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	.00	.00	.00	.00
Lab Control Technician	1.00	1.00	1.00	1.00
Machinist/Mechanic	.00	.00	1.00	1.00
Power Plant Electr	4.00	3.00	3.00	3.00
Journeyman Mechanic/Welder	.00	.00	1.00	1.00
PP General Utility Wkr	3.00	3.00	3.00	3.00
Journeyman Pwr Plant Mech	12.00	13.00	12.00	12.00
Power Plant Operator I	12.00	12.00	12.00	12.00
Power Plant Operator II	6.00	6.00	6.00	6.00
Power Plant Operator III	6.00	6.00	6.00	6.00
Utl Maint Wkr 1st 6 Mo	2.00	2.00	1.00	.00
Util Maint Wkr 2nd 6 Mo	2.00	2.00	3.00	4.00
Tool Room Mechanic	1.00	1.00	1.00	1.00
PP Mechanic/Welder II	1.00	.00	.00	.00
PP Mechanic/Welder III	1.00	1.00	.00	.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 Administrator P&L	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	5.00	5.00	5.00
Total	73.00	73.00	73.00	73.00

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	5,772,853	5,389,588	5,520,479	5,889,898
Other Services & Charges	1,999,410	2,359,050	2,259,050	2,548,350
Supplies	727,446	826,700	926,700	901,700
Capital Outlay	18,170	18,000	18,000	131,000

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2002-03 Operating Budget*
Cost Center: 6140 - Production — *Fund: 20 - Power and Light Fund*

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Other Expenditures	0	0	0	0
Total	8,517,879	8,593,338	8,724,229	9,470,948

Significant Issues

* Major roof repairs at Missouri City and increased security requirements for Blue Valley Power Plant Buildings ($65,000).
* Purchase of additional inventory parts for Blue Valley and Missouri City Power Plants to maintain availability of units ($75,000).

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2002-03 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.

2001-02 Accomplishments — **Goal Ref**

* Modified certain terms and conditions of the 90 Mw KCPL contract (Ordinance # 15042) in order to assure a greater continuous supply of this low cost resource.
* Identified coal fuel supply options for up to a 5 year supply term.
* Replaced existing natural gas fuel supply contract which expired in June 2002.
* 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
* Reviewed monthly billed/sale transactions to assure compliance with terms and rates for contractual agreements.

Performance Indicators:

Description		1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Purchased Energy	($)	11,790,139	16,138,404	9,210,616	12,762,932
Purchased Capacity Demand	($)	8,632,500	7,895,296	7,560,000	7,560,000
Purchased Cap. Trans. Wheeling	($)	604,928	7,506	5,100	8,000
Power Production Fuels	($)	6,095,461	9,530,673	15,787,710	9,681,463
IP&L Net Generation	(MWH)	214,604	346,646	421,820	365,783
Purchased Energy	(MWH)	840,056	772,106	655,073	727,318
Summer Purchased Capacity	(Mw)	105	110	90	90
Winter Purchased Capacity	(Mw)	105	90	90	90
IP&L Generating Capacity	(Mw)	288	288	288	288

2002-03 Objectives — **Goal Ref**

* Market P&L surplus energy to other utilities when available and competitive.
* Review monthly billed purchase/sale transactions to assure compliance with terms and rates of contractual agreements.
* Review adequacy of P&L power supply resources (contract purchases and P&L generating) for next two to three year period.
* Provide cost data to Load Control Dispatch in order to implement most favorable terms and prices for purchase/sale of electric energy on

2002-03 Objectives **Goal Ref**

a daily and hourly basis under MPA and WSPP contracts.

* Make a determination as to whether P&L should extend the 90 MW KCPL purchase for a term of June 1, 2005 thru May 31, 2011 at the terms, conditions and pricing included in Ordinance # 15042 prior to June 2003.

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Other Services & Charges	0	0	0	0
Supplies	37,732,688	32,784,168	32,284,168	30,269,964
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	37,732,688	32,784,168	32,284,168	30,269,964

Significant Issues

* Expected moderation of price volatility of wholesale power market and natural gas fuels market which is resulting in 2,514,204 decrease in 2002/2003 budget.

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2002-03 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.

2001-02 Accomplishments — **Goal Ref**

* Completed the scheduled changeout of traffic signals at key intersections. — 1.7
* Completed the cleanup and reorganization of meter shop for a more workable and efficient operation.
* Completed phase II of Traffic Signal Prioritization System — 1.7
* Reconductored and upgraded one 4KV circuit conversion project. — 1.7

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Completed Construction Jobs	813	815	850	850
4-KV Conversion Miles Complete	3	3	3	3
Services Installed	1,522	1,598	1,000	1,500
Rotation of Meters	3,307	3,326	2,500	3,500
Total Number of Trees Trimmed	26,103	23,007	27,500	23,000
Properties Trimmed	6,622	6,055	8,000	8,000
Street Lights Added	625	556	200	500
Yearly Continuity Percentage	99.98	99.00	99	99.00
Damage Claim Costs	4,561	11,700	5,000	5,000

2002-03 Objectives — **Goal Ref**

* Change out three 69kv oil breakers at Substation B to SF6 gas operated breakers. — 1.7
* Continue program to change out traffic signal equipment at key intersections. — 1.7
* Complete Phase III of Traffic Signal Prioritization System. — 1.7
* Complete one 4KV overhead to underground conversion on north side of Square. — 1.7

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2002-03 Operating Budget*
Cost Center: 6150 - Transmision & Distribution *Fund: 20 - Power and Light Fund*

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Apprentice Lineman	.00	5.00	1.00	1.00
Apprentice Lineman-2nd Yr	.00	.00	3.00	1.00
APPR LINEMAN - 3rd Year	.00	.00	.00	2.00
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	26.00	25.00	25.00	25.00
Relay Technician	2.00	1.00	1.00	1.00
Journeyman Meterman	3.00	3.00	3.00	3.00
Journeyman Tree Trimmer	3.00	.00	1.00	.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	1.00	1.00	2.00
Troubleman	4.00	4.00	4.00	4.00
Utl Maint Wkr 1st 6 Mo	.00	.00	1.00	1.00
Util Maint Wkr 2nd 6 Mo	2.00	2.00	1.00	1.00
Meter Records Clerk	1.00	1.00	1.00	1.00
Electric Distribution Mgr	1.00	1.00	1.00	1.00
Construction Inspector	.00	.00	.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	4.00	4.00	4.00
Forester	2.00	2.00	2.00	2.00
Total	66.00	65.00	65.00	66.00

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	4,661,688	4,776,591	4,875,572	5,240,782
Other Services & Charges	1,437,687	1,764,350	2,269,211	1,686,850
Supplies	71,456	105,450	105,450	116,700
Capital Outlay	49,026	111,800	127,939	163,000
Other Expenditures	0	0	0	0
Total	6,219,857	6,758,191	7,378,172	7,207,332

City of Independence
Detail Program Summary

Department: *6100 - Power & Light* *2002-03 Operating Budget*
Cost Center: *6150 - Transmision & Distribution* *Fund: 20 - Power and Light Fund*

Significant Issues

* Recommend replacement of 69KV oil filled breakers with SF6 gas filled breakers at Substation B ($120,000).
* Install concrete fence around Substation E ($150,000).

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2002-03 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. 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.

2001-02 Accomplishments — **Goal Ref**

* Conducted siting study in southeastern part of City to identify acceptable locations for substations and associated transmission and distribution lines.
* Completed renovation and energized Substation B (north of 23rd St., on Pleasant) and Substation H (at M-291 Hwy. & Salisbury Rd.). — 1.7
* Completed security system improvements at Blue Valley facilities.
* Designed and constructed approximately 3 miles of 600 ampere circuits to improve system capabilities in the southeastern part of the City. — 1.7
* Increased data acquisition capabilities at key substations in order to monitor system stability more effectively.

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Contracted Construction	2,548,637	2,971,170	4,000,000	4,000,000
Code 2 Job Orders (less than $25,000)	1,342,175	532,033	1,500,000	500,000
Code 4 Job Orders (more than $25,000)	2,701,646	622,717	3,000,000	700,000
Code 6 Job Orders (street lighting)	383,540	470,103	400,000	400,000
Code 7 Job Orders (private lighting)	27,049	14,643	30,000	15,000

2002-03 Objectives — **Goal Ref**

* Conduct a comprehensive transmission and distribution system optimization study.
* Initiate acquisition of substation site in southeastern part of the City.
* Acquire professional assistance to develop and implement a state-of-the-art outage management system.
* Design approximately 2 miles of overhead 4 kv to 13.6 kv conversion.

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2002-03 Operating Budget*
Cost Center: 6160 - Engineering *Fund: 20 - Power and Light Fund*

2002-03 Objectives **Goal Ref**

* Make improvements to the operations center UPS system.
* Upgrade the department's telephone system and call center capabilities.

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Engineering Spec 4th-Year	1.00	1.00	1.00	.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	5.00	4.00	4.00
Engineer I - PL	3.00	2.00	2.00	2.00
Engineer II - P&L	2.00	3.00	3.00	3.00
Engineer III - PL	1.00	1.00	2.00	2.00
Engineering Supervisor	1.00	1.00	1.00	1.00
Engineering Tech Supv	1.00	1.00	1.00	.00
Eng Tech Supv - P & L	.00	.00	.00	1.00
P&L Operations Supvr	1.00	1.00	1.00	1.00
Power Systems Dispatcher	5.00	5.00	5.00	5.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	31.00	32.00	32.00	31.00

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	2,297,131	2,310,585	2,381,685	2,458,520
Other Services & Charges	427,063	746,250	749,250	584,460
Supplies	25,802	32,650	32,650	33,275
Capital Outlay	52,271	64,800	64,800	322,000
Other Expenditures	0	0	0	0
Total	2,802,267	3,154,285	3,228,385	3,398,255

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2002-03 Operating Budget*
Cost Center: 6160 - Engineering *Fund: 20 - Power and Light Fund*

Significant Issues

* Replace two of the five SCADA servers ($25,000).
* Upgrade telephone and call center systems ($100,000).
* Make improvements to the operations center UPS system ($75,000).
* Undertake Storm Management System Improvements ($100,000)

City of Independence, Missouri
2002-03 Operating Budget

Capital Lease/Debt Service Requirements - Power and Light Fund

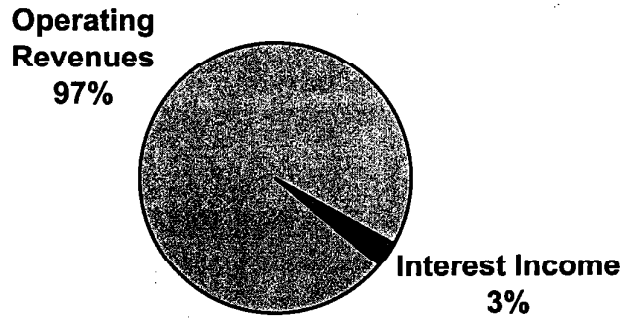
Series	Principal	Interest	Fees	Total Debt Service Requirements
Revenue Bonds (Refunding):				
1998 Series B (6235)	$ 1,260,000	$ 858,100	$ 750	$ 2,118,850
Revenue Bonds (Refunding):				
1993 Series (6233)	480,000	314,970	750	795,720
Total Power and Light Fund	$ 1,740,000	$ 1,173,070	$ 1,500	$ 2,914,570

City of Independence, Missouri
2002-03 Operating Budget

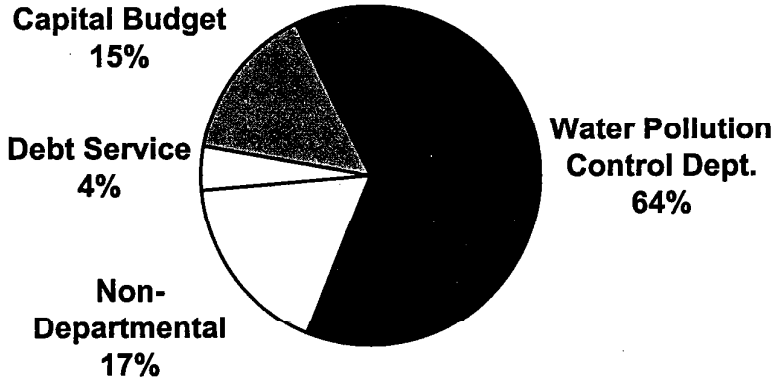
Capital Budget Summary - Power and Light Fund

Project Number	Project Description	Source of Funds	Amount
9607	Transmission and Distribtuion Underground Conversion Program	Power and Light Fund	$ 1,500,000
9905	Transmission and Distribution Overhead Improvements and Additions	Power and Light Fund	1,000,000
9906	Clarifier and Lime Slaker at Blue Valley Plant	Power and Light Fund	800,000
9778	Coal Yard and Scale Improvements	Power and Light Fund	200,000
9821	Blue Valley Unit No. 3 Generator Rewind	Power and Light Fund	900,000
9822	Fly Ash System Upgrade at Blue valley	Power and Light Fund	800,000
9823	Blue Valley Plant Upgrades and Improvements	Power and Light Fund	925,000
9907	Asbestos Abatement - Missouri City	Power and Light Fund	475,000
9908	New Substation - Southeastern Independence	Power and Light Fund	3,000,000
	Grand Total		$ 9,600,000

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2002-03 Operating Budget

Budget Summary Sanitary Sewer Fund

For the Fiscal Years 2000-01, 2001-02 and 2002-03

Description	2000-01 Actual	% of Total	2001-02 Original Budget	% of Total	2002-03 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
Estimated Revenues-								
Operating Revenues	$ 13,038,996	93.2%	$ 12,890,000	95.9%	$ 12,706,000	96.9%	$ (184,000)	-1.4%
Interest Income	740,043	5.3%	557,000	4.1%	412,214	3.1%	(144,786)	-26.0%
Other Revenues	205,256	1.5%	-	0.0%	-	0.0%	-	n/a
Total Estimated Revenues	$ 13,984,295	100.0%	$ 13,447,000	100.0%	$ 13,118,214	100.0%	$ (328,786)	-2.4%
Transfers from Other Funds-								
Employee Benefits Fund			30,948		30,948		-	0.0%
General Fund - Amortization of Storm Water Fund Deficit	-		-		105,357		105,357	n/a
Total Sources			**$ 13,477,948**		**$ 13,254,519**		**$ (328,786)**	**-2.4%**
Use of Budget Dollars								
Operating Budget:								
Water Pollution Control Dept.	$ 8,049,477	73.5%	$ 8,690,024	73.2%	$ 8,848,460	74.5%	$ 158,436	1.8%
Non-Departmental	2,311,303	21.1%	2,582,596	21.8%	2,428,364	20.4%	(154,232)	-6.0%
Debt Service	595,943	5.4%	595,844	5.0%	598,025	5.0%	2,181	0.4%
Total Operating Budget	$10,956,723	100.0%	$11,868,464	100.0%	$11,874,849	100.0%	$6,385	0.1%
Capital Budget:								
Capital Projects			$ 1,845,000		$ 2,119,000		$ 274,000	14.9%
Total Uses			**$13,713,464**		**$13,993,849**		**$280,385**	**2.0%**
Balance Available			**$ (235,516)**		**$ (739,330)**		**$ (609,171)**	

City of Independence, Missouri
2002-03 Operating Budget
Historical Data - Sanitary Sewer Fund
For the Fiscal Years 1996-97 through 2001-02

Description	1996-97	1997-98	1998-99	1999-2000	2000-01	Projected 2001-02
Net Income (Loss)						
Net Income (Loss)	$ 1,386,177	$ 1,961,129	$ 1,818,117	$ 1,998,587	$ 1,916,013	
Depreciation on Contrib. Capital Adjustment	1,082,589	1,056,253	1,044,278	1,046,338	1,075,553	
Transferred to Retained Earnings	$ 2,468,766	$ 3,017,382	$ 2,862,395	$ 3,044,925	$ 2,991,566	$ 1,928,000
Net Available Resources						
Net Available Resources-						
Total Current Assets	$ 7,702,899	$ 7,430,357	$11,304,410	$13,840,401	$11,476,516	
Less:						
Inventories	(237,226)	(161,629)	(146,775)	(113,176)	(53,784)	
Current Liabilities	(1,285,219)	(1,133,262)	(1,211,801)	(2,672,210)	(745,565)	
Carryover Capital Budget Appropriations	(5,750,707)	(5,419,735)	(5,228,655)	(6,348,359)	(6,889,853)	
Carryover Outstanding Encumbrances	(371,260)	(156,822)	(771,165)	(226,602)	(228,722)	
Add back:						
Compensated Absences	162,810	183,525	189,575	212,852	200,427	
Net Available Resources	$ 221,297	$ 742,434	$ 4,135,589	$ 4,692,906	$ 3,759,019	$ 2,964,067

Source: 1996-97 through 2001-02 - Comprehensive Annual Financial Report
2001-02 - Operating Staff Projections

Employee Staffing (in Full Time Equivalents)						
Department:						
Water Pollution Control	72.50	72.50	72.50	71.50	73.50	73.50
Total	72.50	72.50	72.50	71.50	73.50	73.50

Utility Statistics						
No. of Residential Customers	36,493	36,852	37,195	38,712	39,034	39,060
No. of Commercial Cust.	3,463	3,459	3,442	3,482	3,453	3,470
Wastewater Treated (million gallons)	3,657	3,492	4,944	3,241	4,218	3,820

City of Independence, Missouri
2002-2003 Operating Budget

Revenue Summary

For the Fiscal Years 2000-01 through 2002-03

Acct. No.	Description	2000-01 Actual	2001-02 Original Budget	2001-02 Current Estimate	2002-03 Proposed Budget	%Chg. Curr Est to Proj	%Chg. Orig. to Proj.
	Sanitary Sewer Fund						
	Operating Revenue						
30-3109	Construction Permits, Pub.Works	136,340	61,000	61,000	0	-100.0%	-100.0%
30-4010	Residential	8,015,061	8,116,000	8,039,000	8,071,000	0.4%	-0.6%
30-4110	Comercial Base	3,246,359	3,249,000	3,215,000	3,231,000	0.5%	-0.6%
30-4120	Comercial Surcharge	778,286	732,000	730,000	730,000	0.0%	-0.3%
30-4430	Contract Services	336,586	175,000	160,000	160,000	0.0%	-8.6%
30-4570	Intermunicipal Agreements	405,826	407,000	407,000	407,000	0.0%	0.0%
30-4600	Other Operating Revenue	103,872	150,000	116,000	107,000	-7.8%	-28.7%
30-4700	Change in Unbilled Revenue	16,666	0	12,000	0	-100.0%	n/a
	Total Operating Revenue	13,038,996	12,890,000	12,740,000	12,706,000	-0.3%	-1.4%
	Non-Operating Revenue						
30-3411	Interest Income	740,043	557,000	393,593	412,214	4.7%	-26.0%
30-4900	Other Revenues, Net	205,256	0	100,000	0	-100.0%	n/a
	Total Revenues	**$13,984,295**	**$13,447,000**	**$13,233,593**	**$13,118,214**	**-0.9%**	**-2.4%**

City of Independence, Missouri
2002-03 Operating Budget

Average Bill/Rate Comparison - Sanitary Sewer Fund

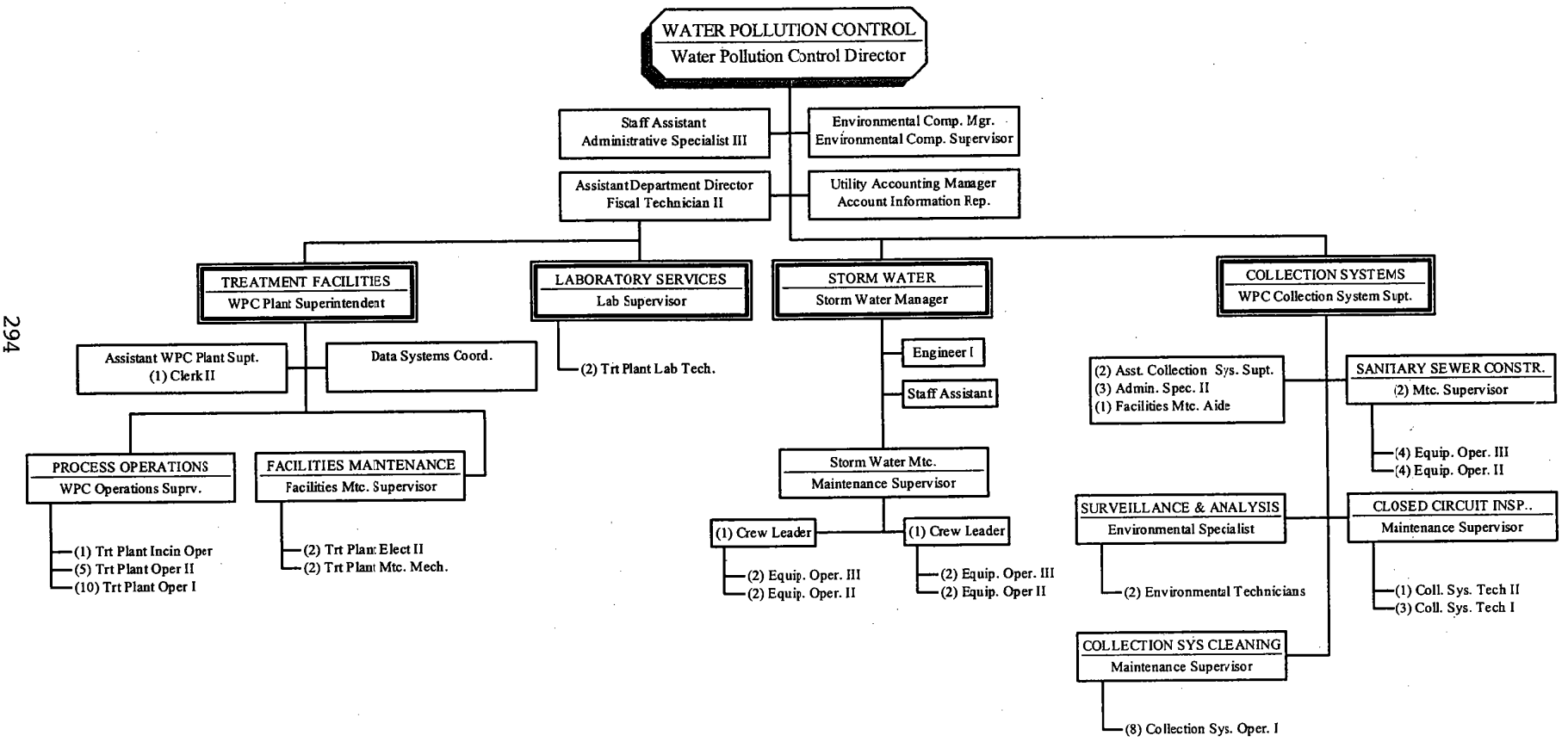
Utility	Average Bill *	Monthly Base Rate	Volume Charge
Raymore, MO	$ 34.84	none	$6.85/1,000 gallons
Belton, MO	28.13	none	$0.553/100 gallons
Lee's Summit, MO	25.43	12.00	$2.64/1,000 gallons
Liberty, MO	23.14	none	$4.55/1,000 gallons
Olathe, KS	21.37	3.21	$2.67/100 cubic feet
Independence, MO	**18.29**	**8.28**	**$1.4715/100 cubic feet**
Kansas City, KS	17.12	6.78	$1.52/100 cubic feet
Grandview, MO	15.18	5.62	$1.88/1,000 gallons
Kansas City, MO **	14.83	5.79	$1.33/100 cubic feet
Raytown, MO	14.61	13.00	$0.52/1000 gallons > 4,000/2 months
Blue Springs, MO	13.93	3.50	$0.205/100 gallons
North Kansas City, MO	10.74	4.53	$1.22/1,000 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, 2002

Survey conducted in February, 2002

City of Independence, Missouri
Water Pollution Control



City of Independence
Departmental Budget Summary

Department: 5200 - Water Pollution Control *2002-03 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, 565 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	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Staffing				
Full Time Positions	76.00	78.00	86.00	84.00
Part Time Positions	.50	.50	.00	.00
Total	76.50	78.50	86.00	84.00

Description	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Budget by Major Program Category				
5201 Administration	664,129	702,229	732,658	753,239
5210 Inter-Jurisdictional Agencies	2,907,468	3,140,300	3,140,300	3,190,300
5220 Treatment Facilities	2,499,679	2,629,589	2,664,386	2,745,552
5230 Collection System Maintenance	1,792,226	2,028,901	2,063,150	1,955,695
5240 Laboratory Services	185,975	189,005	192,770	203,674
5250 Storm Sewer Maintenance	295,927	307,686	313,230	313,990
5261 Storm Water Administration	58,267	274,984	277,224	234,118
5262 Storm Water Maintenance	582,983	837,219	840,174	956,409
Total	8,986,654	10,109,913	10,223,892	10,352,977
Source of Funding				
Sanitary Sewer Fund	8,049,477	8,690,024	8,793,264	8,848,460
General Fund	295,927	307,686	313,230	313,990

City of Independence
Departmental Budget Summary

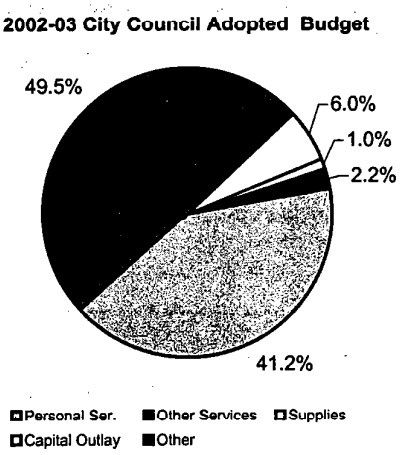
Department: 5200 - Water Pollution Control *2002-03 Operating Budget*

Description	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Source of Funding				
Storm Water Sales Tax Fund	641,250	1,112,203	1,117,398	1,190,527
Total	8,986,654	10,109,913	10,223,892	10,352,977

Water Pollution Control

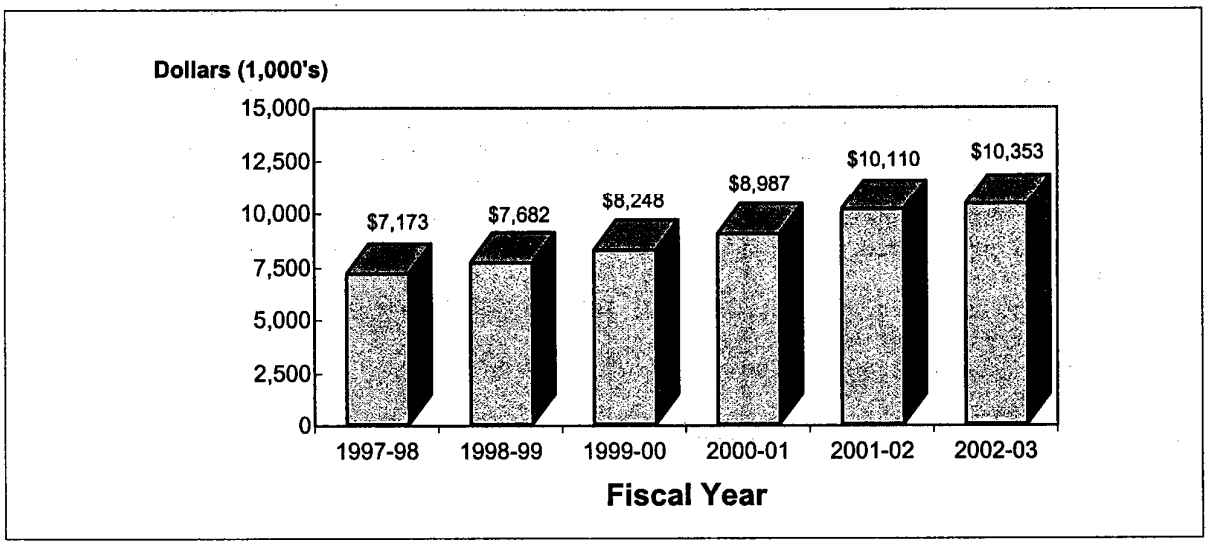
Appropriations by Type:

Expenditure Type	Actual 2000-01	Original 2001-02	Projected 2001-02	Adopted 2002-03
Personal Ser.	$ 3,409,445	$ 3,983,265	$ 4,107,044	$ 4,267,110
Other Services	4,228,406	4,949,425	4,937,188	5,128,665
Supplies	415,408	642,200	645,237	620,660
Capital Outlay	858,388	267,100	266,500	107,900
Other	75,007	267,923	267,923	228,442
Total	$ 8,986,654	$ 10,109,913	$ 10,223,892	$ 10,352,977



Historical Comparison:

	Actual 1997-98	Actual 1998-99	Actual 1999-00	Actual 2000-01	Budget 2001-02	Budget 2002-03
Employees:						
Full Time Equiv.	77.50	77.50	76.50	78.50	86.00	84.00
Amount by Fund:						
General Fund	$ 229,560	$ 305,965	$ 262,998	$ 295,927	$ 307,686	$ 313,990
Storm Water Sales Tax	-	-	-	641,250	1,112,203	1,190,527
Sanitary Sewer Fund	6,942,949	7,375,603	7,984,803	8,049,477	8,690,024	8,848,460
Total All Funds	$ 7,172,509	$ 7,681,568	$ 8,247,801	$ 8,986,654	$ 10,109,913	$ 10,352,977
Comparative Ratios:						
Per Capita	$ 62.08	$ 66.31	$ 71.01	$ 76.90	$ 86.51	$ 88.59
Per Household	$ 143.21	$ 152.52	$ 162.83	$ 175.82	$ 197.80	$ 202.55



City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control — *2002-03 Operating Budget*
Cost Center: 5201 - Administration — *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.

2001-02 Accomplishments

	Goal Ref
* Coordinated the review, update, and publication of the Water Pollution Control Employee Handbook.	9.2
* Conducted twenty Department new hire orientations.	9.2
* Finalized negotiations for Work Agreement with SEIU-Rock Creek Bargaining Unit.	9.2
* Applied for and received Storm Water grant from the Missouri Department of Natural Resources.	1.7

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Sanitary Sewer Customers (Residential)	38,712	39,034	39,060	39,350
Sanitary Sewer Customers (Commercial)	3,482	3,453	3,470	3,475
Compliance Inspections	299	328	260	239

2002-03 Objectives

	Goal Ref
* Continue to provide administrative staff support to the Storm Water Sales Tax Oversight and Storm Water Disaster Relief Committees.	2.9
* Update the Department Web site to include public education on storm water flooding and sanitary sewer overflow issues.	2.10
* Negotiate the Discharge Permit for the Rock Creek Treatment Plant.	9.4
* Review and negotiate the conditions of the City's Storm Water Discharge Permit.	9.4
* Continue to monitor and participate in the state and federal rulemaking process.	9.4
* Perform a Sanitary Sewer Fund Cost of Service Study.	1.7

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control — *2002-03 Operating Budget*
Cost Center: 5201 - Administration — *Fund: 30 - Sanitary Sewer Fund*

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 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
Environmental Comp Supv	1.00	1.00	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Administrative Spec II	.00	.00	.00	1.00
Administrative Spec III	1.00	1.00	1.00	.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	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	588,613	578,144	608,573	629,154
Other Services & Charges	43,896	99,985	99,985	99,985
Supplies	7,918	17,000	17,000	17,000
Capital Outlay	23,702	7,100	7,100	7,100
Other Expenditures	0	0	0	0
Total	664,129	702,229	732,658	753,239

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2002-03 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.

2001-02 Accomplishments — **Goal Ref**

* Led the regional effort and secured new intergovernmental agreement with the Little Blue Valley Sewer District. — 9.5
* Commented six times on regulations at the State and Federal level. — 9.4
* Conducted a mobile household hazardous waste collection event for the citizens of Independence. — 9.4

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Treatment Cost per Million Gallons Treated	$1,133	$814	$1,080	$1,098

2002-03 Objectives — **Goal Ref**

* Continue to provide staff review and input to the Little Blue Valley Sewer District Master Plan. — 9.4
* Provide staff and coordinate the annual household hazardous waste collection event. — 9.4

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Other Services & Charges	2,907,468	3,140,300	3,140,300	3,190,300
Other Expenditures	0	0	0	0
Total	2,907,468	3,140,300	3,140,300	3,190,300

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control — *2002-03 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.

2001-02 Accomplishments — **Goal Ref**

* Staff achieved 100% compliance with the treatment plant discharge permit and received the Association of Metropolitan Sewerage Agencies' "Gold Award". — 9.1
* Staff provided operation input to facilitate the design completion of the Supervisory Control and Data Acquisition project for the wastewater treatment processes. — 1.7
* Assumed ownership and began planned maintenance on two new wastewater pumping stations to provide service for development in the Saddle Ridge subdivision. — 1.7

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Wastewater Treated (Million Gallons)	3,241	4,218	3,820	4,100
Solids Removal Efficiency (%) (85% Required)	93	93	93	93
Oxygen Demand Removal (%) (85 % Required)	88	88	88	88
Solids Incinerated (Dry Tons)	1,264	1,074	1,249	1,224
Treatment Costs per Million Gallons Treated	$757	$637	$738	$713

2002-03 Objectives — **Goal Ref**

* Through planned construction and shift and schedule changes, perform uninterrupted operation of wastewater treatment facilities throughout the installation of Supervisory Control and Data Acquisition instrumentation. — 1.7

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control — *2002-03 Operating Budget*
Cost Center: 5220 - Treatment Facilities — *Fund: 30 - Sanitary Sewer Fund*

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 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	10.00	10.00	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	.00	.00
Engineering Administrator	.50	.50	.00	.00
Clerk II	1.00	1.00	1.00	.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
Administrative Spec II	.00	.00	.00	1.00
Total	27.50	27.50	26.00	26.00

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	1,183,481	1,265,639	1,300,436	1,371,652
Other Services & Charges	1,046,655	1,095,150	1,095,150	1,093,100
Supplies	214,149	255,200	255,200	255,200
Capital Outlay	55,394	13,600	13,600	25,600
Other Expenditures	0	0	0	0
Total	2,499,679	2,629,589	2,664,386	2,745,552

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2002-03 Operating Budget*
Cost Center: 5230 - Collection System Maintenance *Fund: 30 - Sanitary Sewer Fund*

Description

The Sewer Maintenance Division is responsible for maintaining over 565 miles (3 million feet) of sanitary sewer pipe and over 12,000 manholes. The division also provides for maintenance of 17 miles of Jackson County sanitary sewers. The maintenance service delivery is both preventive and corrective. Maintenance is chiefly accomplished with the use of high pressure cleaning equipment, mechanical rodding and sawing. The division's construction and repair crews 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. In addition, seven outlying lift stations are inspected for proper operation.

2001-02 Accomplishments **Goal Ref**

* Completed the design and bid for office space retrofit and construction.
* Participation in the collection system operators' certification program was increased with the addition of two personnel. 9.0
* West parking lot was modified to accommodate increased and efficient storage of materials.
* Held weekly safety meetings, trained and refreshed personnel in maintenance calibration of gas monitors and confined space equipment (950 contact hours for 34 employees). 9.0
* Repaired 20 right-of-way/easement customer service laterals. 1.7
* Continued a major trenchless technology rehabilitation program which resulted in over 30,000 LF of cured-in-place pipe and 1,500 VF of manhole sealing performed. 1.7

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Customer Service Request Responses	2,290	2,000	2,300	2,100
Sewer Utility Identification Markings (Line Segments)	2,641	1,950	2,600	2,350
Dry weather overflows per million feet of pipe		NA		<1.0
Dry weather basement back-ups per 1,000 customers		NA		<1.25

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2002-03 Operating Budget*
Cost Center: 5230 - Collection System Maintenance *Fund: 30 - Sanitary Sewer Fund*

2002-03 Objectives **Goal Ref**

* Survey other regional cities' sewer maintenance practices for benchmarking. 9.1
* Administer program to rehabilitate target neighborhood sanitary sewers, utilizing trenchless technology where practical and cost effective, to extend the life of the sewer and reduce infiltration. 1.7
* Administer program to seal sanitary sewer manholes in targeted neighborhoods to extend the asset life and reduce inflow and infiltration of groundwater and surface water. 1.7
* Perform a wastewater oil and grease discharge study in targeted areas of the City.

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 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	8.00	8.00	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	3.00	3.00
Administrative Spec III	1.00	1.00	.00	.00
Utility Clerk	1.00	1.00	.00	.00
Total	32.00	34.00	34.00	34.00

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	1,220,047	1,383,451	1,417,700	1,541,495
Other Services & Charges	159,131	236,500	236,500	236,950
Supplies	122,157	178,050	178,650	166,250
Capital Outlay	290,891	230,900	230,300	11,000
Other Expenditures	0	0	0	0
Total	1,792,226	2,028,901	2,063,150	1,955,695

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control — *2002-03 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.

2001-02 Accomplishments — **Goal Ref**

* Scored 100% in the EPA Laboratory Quality Assurance Program by accurately analyzing unknown concentrations for all permit listed pollutants in EPA supplied samples. — 9.1

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Samples Received	8,404	8,216	7,900	8,310
Treatment Operations Analyses	17,542	23721	17,000	23270
Industrial Discharge Analyses	855	1,457	650	1,450
Quality Assurance Analyses	4,512	6237	4,300	6012

2002-03 Objectives — **Goal Ref**

* The laboratory will provide supporting analytical data for the sound technology based negotiations for the plant permit renewal process. — 1.7

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 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 — *2002-03 Operating Budget*
Cost Center: 5240 - Laboratory Services — *Fund: 30 - Sanitary Sewer Fund*

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	134,878	141,545	145,310	153,014
Other Services & Charges	19,312	31,360	31,360	31,360
Supplies	14,934	16,100	16,100	16,100
Capital Outlay	16,851	0	0	3,200
Other Expenditures	0	0	0	0
Total	185,975	189,005	192,770	203,674

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control — *2002-03 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, high pressure cleaning, and vacuuming technology for the removal of debris. The team assists the Department in identifying potential illicit discharges and other environmental code concerns and assists in resolving them.

2001-02 Accomplishments — **Goal Ref**

* Achieved 144 manhours of employee training (5 employees) in maintenance, calibration and usage of personal gas monitors, hazardous materials operations and employee development. — 9.0
* Cleaned nine (9) regional detention basins of brush, and dredged two. — 1.7

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Repair Projects	163	175	206	190
Repair & Maintenance Team Uptime		N/A		90%

2002-03 Objectives — **Goal Ref**

* Increase participation in the Collection System Operators certified through the Missouri Water Environment Association Certification Program.
* Continue engineering evaluation of select drainage areas. — 1.7
* Continue the doubled maintenance and repair of storm water systems in order to improve the system and reduce its backlog. — 1.7

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Equipment Operator II	2.00	2.00	2.00	2.00
Equipment Operator III	2.00	2.00	2.00	2.00
Maintenance Supervisor	1.00	1.00	1.00	1.00
Total	5.00	5.00	5.00	5.00

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2002-03 Operating Budget*
Cost Center: 5261 - Storm Water Administration *Fund: 13 - Storm Water Sales Ta*

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	12,128	169,834	172,074	36,668
Other Services & Charges	2,570	64,400	64,400	175,700
Supplies	4,428	20,300	20,300	10,300
Capital Outlay	39,141	14,000	14,000	5,000
Other Expenditures	0	6,450	6,450	6,450
Total	58,267	274,984	277,224	234,118

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control — *2002-03 Operating Budget*
Cost Center: 5262 - Storm Water Maintenance — *Fund: 13 - Storm Water Sales Ta*

Description

The Storm Water Maintenance function is responsible for the maintenance and repair portion of the City's storm water system made possible by the August, 2000 adoption of a 1/4 cent increase to the City's sales tax.

2001-02 Accomplishments	**Goal Ref**
* Increased preventative maintenance and inspection activities on storm water structures and drainage systems.	1.7
* Established funding for flood response and relief assistance	9.5
* Increased repair maintenance activity	1.7
* Increased detention basin mowing.	1.3
* Achieved 136 manhours of employee training (6 employees) in maintenance, calibration and usage of personal gas monitors, hazardous materials operations and employee development.	9.0

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Storm Water Structures Cleaned	NR	NR	6,520	6,000
Storm Water Structures Inspected	NR	NR	12,000	12,000
Repair & Maintenance Team Uptime		NR		90%

2002-03 Objectives	**Goal Ref**
* Continue repair activity to reduce the backlog utilizing existing resources and outsourcing select projects.	1.7
* Continue to fund an account for flood response of assistance	9.5
* Continue to perform preventative maintenance and inspection activities at storm water structures and drainage areas.	1.7

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Equipment Operator II	.00	.00	2.00	2.00
Equipment Operator III	.00	.00	2.00	2.00
Crew Leader	.00	.00	2.00	2.00
Total	.00	.00	6.00	6.00

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2002-03 Operating Budget*
Cost Center: 5262 - Storm Water Maintenance *Fund: 13 - Storm Water Sales Ta*

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	63,452	233,141	236,096	289,312
Other Services & Charges	7,031	233,005	233,005	276,005
Supplies	5,084	108,100	108,100	113,100
Capital Outlay	432,409	1,500	1,500	56,000
Other Expenditures	75,007	261,473	261,473	221,992
Total	582,983	837,219	840,174	956,409

City of Independence, Missouri
2002-03 Operating Budget

Capital Lease/Debt Service Requirements - Sanitary Sewer Fund

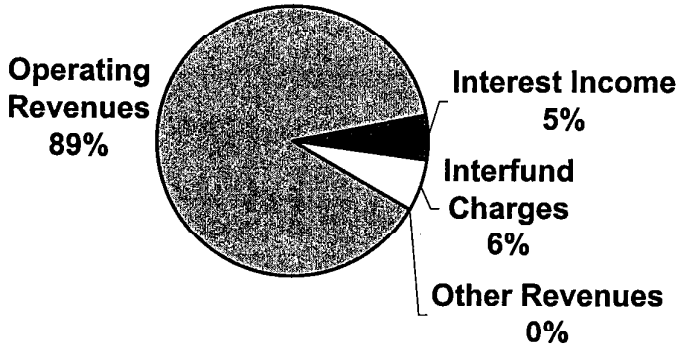
Series	Principal	Interest	Fees	Total Debt Service Requirements
Infrastructure Facilities Revenue Bonds:				
1998 Series (6234)	$ 575,000	$ 21,625	$ 1,400	$ 598,025

City of Independence, Missouri
2002-03 Operating Budget

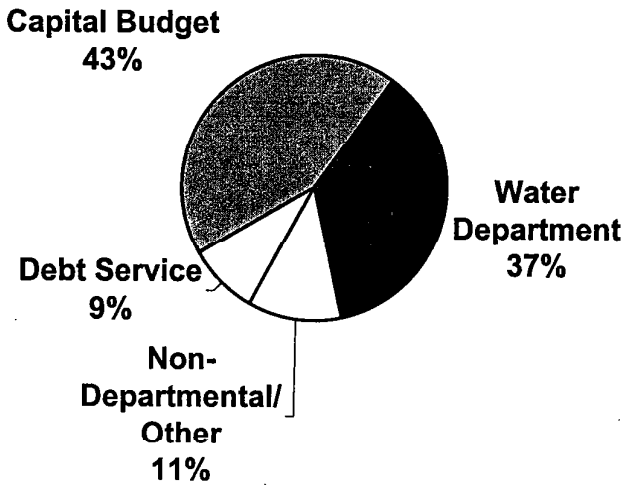
Capital Budget Summary - Sanitary Sewer Fund

Project Number	Project Description	Source of Funds	Amount
	Sanitary Sewer Collection System Projects-		
9787	Lacy Village	Sanitary Sewer Fund	$ 110,000
9757	Trenchless Technology	Sanitary Sewer Fund	800,000
9826	Norton Street and Markham Road	Sanitary Sewer Fund	113,000
9827	Norton Street to Country Club Park	Sanitary Sewer Fund	113,000
9878	18424 East 25th Terrace	Sanitary Sewer Fund	100,000
9879	Pollard to Hands	Sanitary Sewer Fund	176,000
9880	East South Avenue and Leslie Street	Sanitary Sewer Fund	30,000
9881	Contract Project Construction	Sanitary Sewer Fund	100,000
9882	Sanitary Sewer Evaluation Survey - Sugar Creek	Sanitary Sewer Fund	80,000
	Subtotal		$ 1,622,000
	Treatment Plant Projects-		
9883	Rock Creek Pump Station Improvements	Sanitary Sewer Fund	$ 190,000
9884	Incinerator Expansion Joint/Venturi Replacement	Sanitary Sewer Fund	130,000
9885	Dissolved Air Flotation Rehabilitation	Sanitary Sewer Fund	30,000
9886	Decant Basin Rehabilitation	Sanitary Sewer Fund	85,000
9887	Telephone Systems	Sanitary Sewer Fund	27,000
9888	Carpet Replacement	Sanitary Sewer Fund	35,000
	Subtotal		$ 497,000
	Grand Total		$ 2,119,000

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2002-03 Operating Budget

Budget Summary Water Fund

For the Fiscal Years 2000-01, 2001-02 and 2002-03

Description	2000-01 Actual	% of Total	2001-02 Original Budget	% of Total	2002-03 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
Estimated Revenues-								
Operating Revenues	$ 14,937,097	86.7%	$ 14,666,089	87.8%	$ 15,179,000	88.6%	$ 512,911	3.5%
Interest Income	1,406,625	8.2%	1,190,000	7.1%	900,000	5.3%	(290,000)	-24.4%
Interfund Charges	891,270	5.2%	840,350	5.0%	1,048,000	6.1%	207,650	24.7%
Other Revenues	165	0.0%	-	0.0%	-	0.0%	-	n/a
Total Estimated Revenues	$ 17,235,157	100.0%	$ 16,696,439	100.0%	$ 17,127,000	100.0%	$ 430,561	2.6%
Transfers from Other Funds-								
Employee Benefits Fund			21,624		21,624		-	0.0%
Total Sources			**$ 16,718,063**		**$ 17,148,624**		**$ 430,561**	**2.6%**
Use of Budget Dollars								
Operating Budget:								
City Manager's Office - Citizen Information Center	$ 50,843	0.3%	$ 51,424	0.3%	$ 63,036	0.4%	$ 11,612	22.6%
Water Department	9,944,571	64.9%	10,120,076	63.6%	10,753,840	64.4%	633,764	6.3%
Non-Departmental	2,856,838	18.7%	3,219,735	20.2%	3,305,397	19.8%	85,662	2.7%
Debt Service	2,461,920	16.1%	2,526,990	15.9%	2,574,198	15.4%	47,208	1.9%
Total Operating Budget	$15,314,172	100.0%	$15,918,225	100.0%	$16,696,471	100.0%	$778,246	4.9%
Capital Budget:								
Capital Projects			$ 3,551,000		$ 12,755,334		$ 9,204,334	259.2%
Total Uses			**$19,469,225**		**$29,451,805**		**$9,982,580**	**51.3%**
Balance Available			**$ (2,751,162)**		**$ (12,303,181)**		**$ (9,552,019)**	

City of Independence, Missouri
2002-03 Operating Budget
Historical Data - Water Fund
For the Fiscal Years 1996-97 through 2001-02

Description	1996-97	1997-98	1998-99	1999-2000	2000-01	Projected 2001-02
Net Income (Loss)						
Net Income (Loss)	$ 2,501,107	$ 3,317,490	$ 1,494,787	$ 2,664,840	$ 1,943,869	
Depreciation on Contrib. Capital Adjustment	176,883	183,857	193,598	203,466	219,374	
Transferred to Retained Earnings	$ 2,677,990	$ 3,501,347	$ 1,688,385	$ 2,868,306	$ 2,163,243	$ 2,196,781
Net Available Resources						
Net Available Resources-						
Total Current Assets	$18,019,238	$21,259,114	$23,528,884	$25,390,948	$25,359,028	
Less:						
Inventories	(687,294)	(665,727)	(665,372)	(871,234)	(782,073)	
Current Liabilities	(999,528)	(1,364,013)	(1,485,211)	(1,658,954)	(1,566,411)	
Carryover Capital Budget Appropriations	(2,737,821)	(4,068,183)	(5,050,717)	(4,839,326)	(5,783,905)	
Carryover Outstanding Encumbrances	(384,810)	(282,123)	(231,831)	(176,631)	(251,446)	
Add back:						
Compensated Absences	247,463	273,543	279,126	291,980	342,860	
Net Available Resources	$13,457,248	$15,152,611	$16,374,879	$18,136,783	$17,318,053	$16,127,200
Employee Staffing (in Full Time Equivalents)						
Department:						
City Manager	0.00	0.00	1.50	1.50	1.50	1.50
Water	106.48	101.48	98.48	98.48	98.48	97.48
Total	106.48	101.48	99.98	99.98	99.98	98.98
Utility Statistics						
No. of Residential Customers	41,475	41,475	42,229	42,558	42,832	43,259
No. of Commercial Cust.	2,684	2,684	2,686	2,749	2,763	2,818
No. of Other Customers	306	306	328	342	350	372
Water Pumped (million gallons)	9,087	9,163	8,971	10,082	10,188	10,083
Water Sold (million gallons)	8,112	8,347	8,190	8,903	8,808	9,090

Source: 1996-97 through 2001-02 - Comprehensive Annual Financial Report
2001-02 - Operating Staff Projections

City of Independence, Missouri
2002-2003 Operating Budget

Revenue Summary

For the Fiscal Years 2000-01 through 2002-03

Acct. No.	Description	2000-01 Actual	2001-02 Original Budget	2001-02 Current Estimate	2002-03 Proposed Budget	%Chg. Curr Est to Proj	%Chg. Orig. to Proj.
	Water Fund						
	Operating Revenue						
40-4010	Residential Sales	7,552,382	7,560,281	7,597,789	7,650,000	0.7%	1.2%
40-4110	Commercial Sales	2,032,338	1,961,753	2,085,159	2,070,000	-0.7%	5.5%
40-4130	Industrial Sales	215,619	210,408	224,660	221,000	-1.6%	5.0%
40-4400	Public Authority Sales	124,919	118,623	134,298	130,000	-3.2%	9.6%
40-4410	Private Fire Protection	42,886	42,000	43,586	43,000	-1.3%	2.4%
40-4420	Public Fire Protection	565,562	540,000	564,586	560,000	-0.8%	3.7%
40-4550	Sales for Resale	4,165,235	3,993,024	4,270,953	4,260,000	-0.3%	6.7%
40-4600	Other Operating Revenue	238,156	240,000	241,316	245,000	1.5%	2.1%
	Total Operating Revenue	14,937,097	14,666,089	15,162,347	15,179,000	0.1%	3.5%
40-3421	Interfund Charges	891,270	840,350	840,350	1,048,000	24.7%	24.7%
40-3411	Interest Income	1,406,625	1,190,000	914,846	900,000	-1.6%	-24.4%
40-3440	Other Revenues, Net	165	0	200	0	-100.0%	n/a
	Total Revenues	**$17,235,157**	**$16,696,439**	**$16,917,743**	**$17,127,000**	**1.2%**	**2.6%**

City of Independence, Missouri
2002-03 Operating Budget

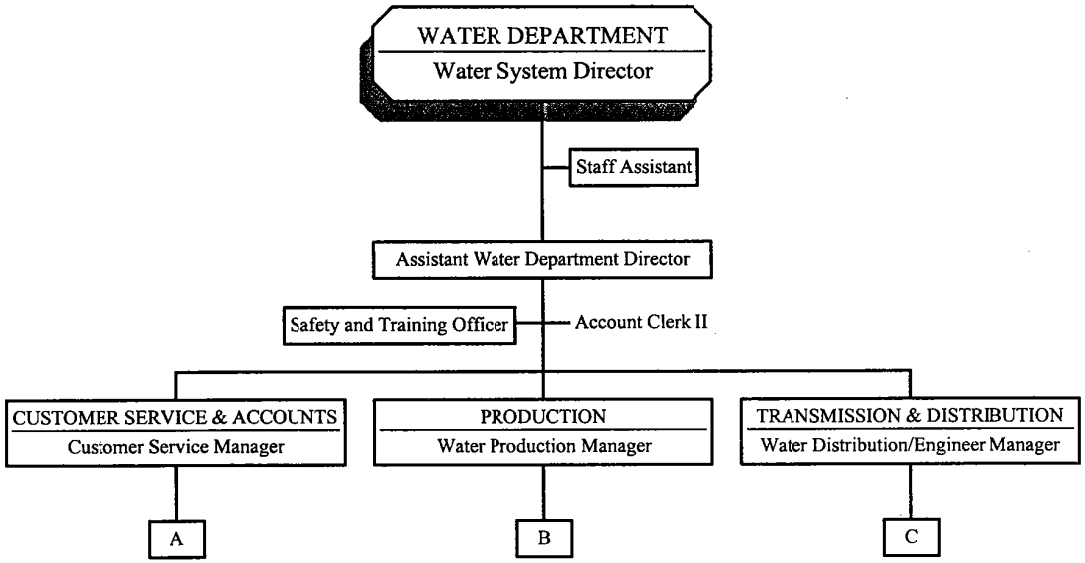
Average Bill/Rate Comparison - Water Fund

City	Average Bill *
North Kansas City, MO	$ 10.27
Independence, MO	**13.78**
Blue Springs, MO	14.21
Olathe, KS	16.34
Kansas City, MO	17.15
Lee's Summit, MO	17.32
Liberty, MO	19.36
Leawood, KS	19.48
Grandview, MO	24.14
Raymore, MO	25.17
Kansas City, KS	26.12
Belton, MO	28.81
Raytown, MO	29.68

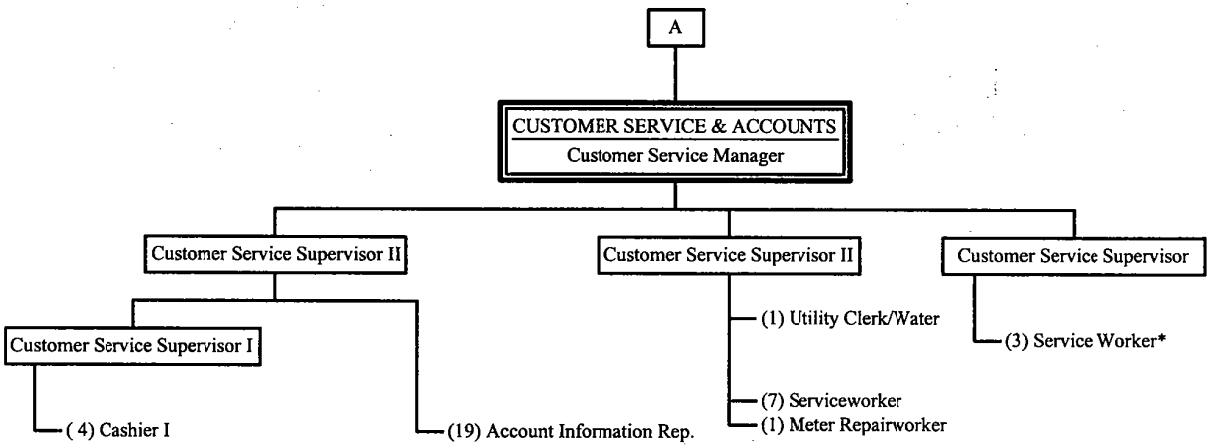
* The average bill is calculated using an average water consumption amount of 5,086 gallons per month (6.8 ccf)

Survey conducted in March 2001

City of Independence, Missouri
Water Department

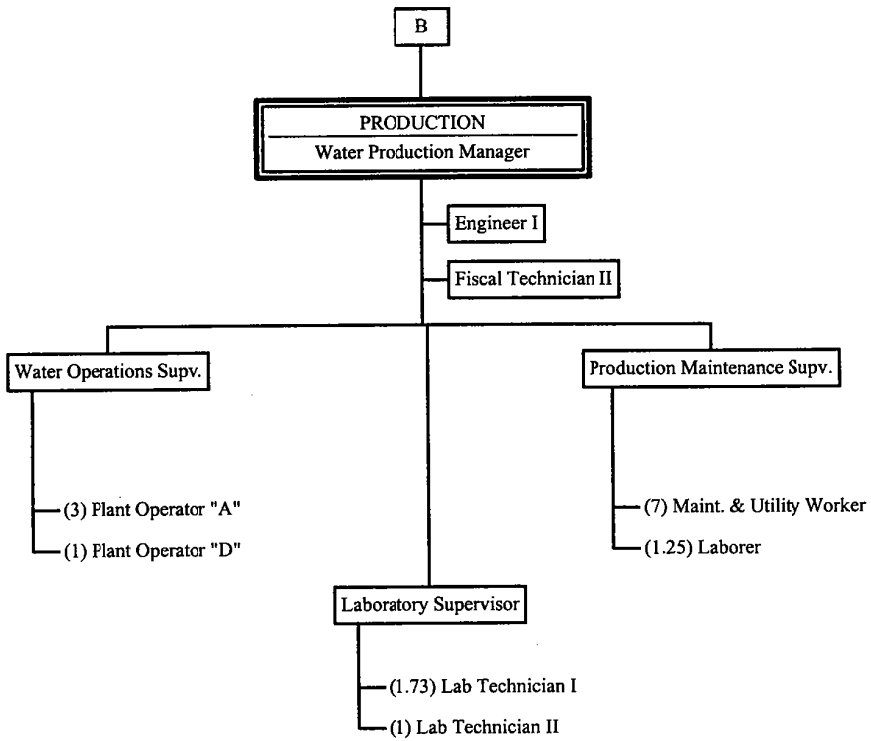


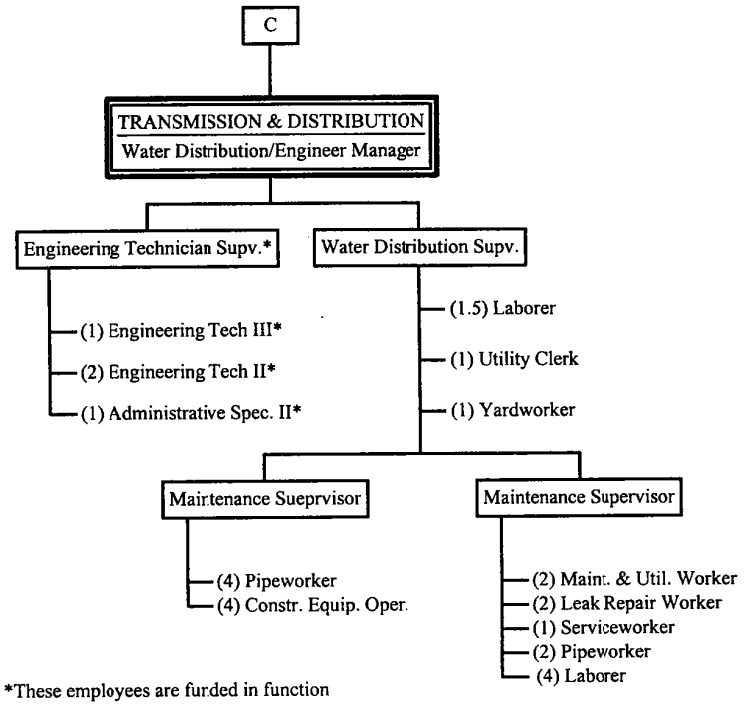
City of Independence, Missouri
Water Department (Continued)



*3 Utility field service workers from P & L also report to this Customer Service Supervisor.

City of Independence, Missouri
Water Department (Continued)





*These employees are furded in function
4810 - Administration

City of Independence
Departmental Budget Summary

Department: 4800 - Water *2002-03 Operating Budget*

Department Description

The Water Department produces and supplies drinking water to 46,234 customers that are served directly, and another 50,000 served through 11 wholesalers. The Department operates, maintains and manages, 692 miles of main, more than 3,956 fire hydrants, 36 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	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Staffing				
Full Time Positions	97.00	97.00	96.00	96.00
Part Time Positions	1.48	1.48	1.48	1.48
Total	98.48	98.48	97.48	97.48

Description	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Budget by Major Program Category				
4810 Administration & General	1,185,953	964,040	932,146	1,034,863
4821 Water Field Service	871,972	824,598	857,149	913,746
4822 Customer Service	949,254	995,665	1,022,584	1,145,854
4823 Utility Field Service	300,834	298,923	306,788	321,322
4824 Cashiering	153,277	177,607	206,583	372,728
4830 Production	3,760,143	3,993,726	4,106,653	4,047,478
4840 Transmission & Distribution	2,723,138	2,865,517	3,095,741	2,917,849
Total	9,944,571	10,120,076	10,527,644	10,753,840

City of Independence
Departmental Budget Summary

Department: 4800 - Water *2002-03 Operating Budget*

Source of Funding				
Water Fund	9,944,571	10,120,076	10,527,644	10,753,840
Total	9,944,571	10,120,076	10,527,644	10,753,840

Significant Issues/Changes

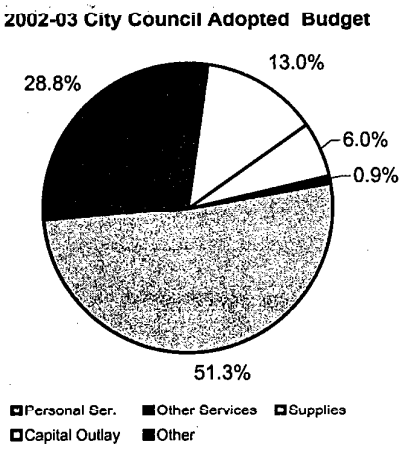
* Finalize design of a 6 million gallon per day plant addition to the Courtney Bend Water Treatment Plant to treat the water from the horizontal collector well as groundwater under the direct influence of surface water and thereby comply with all applicalbe regulations.
* Purchase and implement a computer based cashiering program for a cost of $132,000 that will provide better customer service as well as reduce the redundant handling of documents and allow automatic report processing.
* Re-design the combined utility bill to be more user friendly, provide more information and provide more clear "due dates" on delinquent amounts.
* Complete design, acquire easements, and award the construction contract for a new 36 inch water transmission main from Courtney Bend Water Treatment Plant to 24 Highway.
* Replace approximately 2 miles of undersized water mains in the second year of the small main replacement program.

2002-03 Operating Budget

Water

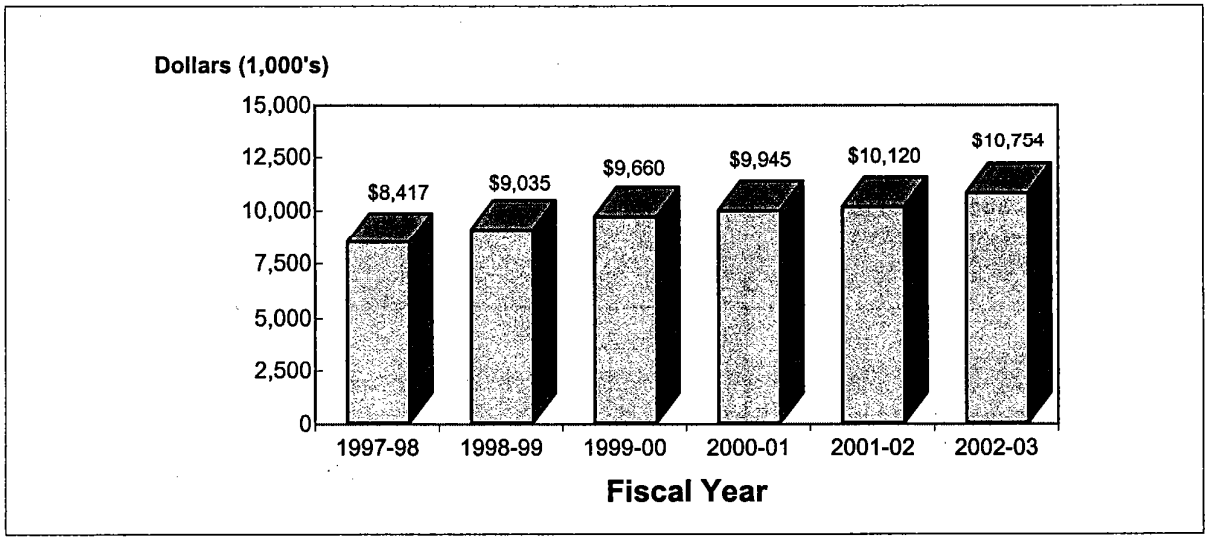
Appropriations by Type:

Expenditure Type	Actual 2000-01	Original 2001-02	Projected 2001-02	Adopted 2002-03
Personal Ser.	$ 4,946,781	$ 5,083,861	$ 5,221,734	$ 5,512,898
Other Services	2,948,787	2,907,570	3,195,772	3,100,605
Supplies	1,141,996	1,448,945	1,457,614	1,398,807
Capital Outlay	907,007	579,700	642,249	641,530
Other	-	100,000	10,275	100,000
Total	$ 9,944,571	$ 10,120,076	$ 10,527,644	$ 10,753,840



Historical Comparison:

	Actual 1997-98	Actual 1998-99	Actual 1999-00	Actual 2000-01	Budget 2001-02	Budget 2002-03
Employees:						
Full Time Equiv.	101.48	98.48	98.48	98.48	97.48	97.48
Amount by Fund:						
Water Fund	$ 8,417,093	$ 9,034,633	$ 9,659,633	$ 9,944,571	$ 10,120,076	$ 10,753,840
Total All Funds	$ 8,417,093	$ 9,034,633	$ 9,659,633	$ 9,944,571	$ 10,120,076	$ 10,753,840
Comparative Ratios:						
Per Capita	$ 72.86	$ 77.98	$ 83.16	$ 85.09	$ 86.59	$ 92.02
Per Household	$ 168.06	$ 179.39	$ 190.70	$ 194.56	$ 197.99	$ 210.39



City of Independence
Detail Program Summary

Department: 4800 - *Water* — *2002-03 Operating Budget*
Cost Center: 4810 - *Administration & General* — *Fund: 40 - Water Fund*

Description

Responsible for the complete operation and monthly reporting of the Water Department. Major areas of responsibilities within Administration are: Special projects, Fiscal Management, Safety and Training, and management of the Customer Service, Production, and Transmission and Distribution areas.

2001-02 Accomplishments — **Goal Ref**

* Monitored a Backflow Program that contained over 2200 backflow preventers to assure compliance with DNR requirements. — 1.7
* Provided personnel and equipment to assist with the brush removal relating to the January 30, 2002 ice storm. — 1.1
* Worked with Public Works Engineering to establish a plan review committee for projects being designed for public improvements. — 1.7
* Completed design and acquired the majority of the construction easements for the new 36" water main from the Courtney Bend Plant to 24 Highway. — 1.7
* Continued to create the data base and mapping system in G.I.S. — 9.0
* Continued evaluation of condition of water mains in conjunction with the Street Overlay Program. — 1.7
* Implemented computer-based training for the water department employees, including expansion to internet-based training for employees using Microsoft software. — 4.2
* Incorporated nurse-based early intervention program for department worker's compensation cases. — 9.0

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Number of customers	45,649	45,945	46,400	46,700
Revenue (Avg. Residential)	$15.14	$14.59	$15.00	$15.00
Gallons of water sold (Avg. Res.)	6,460	6,160	6,400	6,400
Percentage of water pumped that was sold to customers (histor	88%	87%	91%	86%

2002-03 Objectives — **Goal Ref**

* Complete easement acquisition and bid new 36" water main from the Courtney Bend Plant to 24 Highway. — 1.7
* Monitor the City's Backflow Prevention Program to assure the 2230 backflow preventors currently in the system are checked annually per DNR requirements. — 1.7
* Continue to scan work orders and mapping system for G.I.S. — 9.0

City of Independence
Detail Program Summary

Department: 4800 - Water — *2002-03 Operating Budget*
Cost Center: 4810 - Administration & General — *Fund: 40 - Water Fund*

2002-03 Objectives — **Goal Ref**

* Continue to analyze the water distribution system to determine current and future system improvements. — 1.7
* Provide the necessary inspection and testing for all water mains installed by private contractors. — 1.7
* Continue to evaluate the condition of the existing water mains in conjunction with the City's Street Overlay and Reconstruction Program. — 1.7
* Each employee using internet-based training will complete at least one course this year. Continue to expand computer-based training as a part of the department's training approach. — 4.2
* Continue to use early intervention and other programs to manage the department's worker's compensation cases with appropriate medical attention and efficient use of resources. — 9.0
* Analyze software for generating and tracking work orders, vehicle and equipment maintenance, and project management. — 9.0

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 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	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	562,354	569,195	597,136	619,833
Other Services & Charges	246,630	241,720	265,310	260,705
Supplies	23,984	23,125	29,425	23,925
Capital Outlay	352,985	30,000	30,000	30,400
Other Expenditures	0	100,000	10,275	100,000
Total	1,185,953	964,040	932,146	1,034,863

City of Independence
Detail Program Summary

Department: 4800 - Water
Cost Center: 4821 - Water Field Service

2002-03 Operating Budget
Fund: 40 - Water Fund

Description

The Water Field Service Division is responsible for installing and maintaining meter and appurtenances for over 46,234 customers, inspecting new service installations and the disconnection of existing services, and investigating high bill complaints.

2001-02 Accomplishments

	Goal Ref
* Changed out and tested 3250 aged meters in the third year of the change out program.	1.7
* Continued the Field Trial of 30, single jet meters to evaluate their ability to capture low flow usages not presently being registered. Purchased remote read out devices for easier reading.	9.0
* Purchased and are presently installing automatic meter reading equipment on all of the wholesale customer meters.	9.0
* Provided monthly customer service skills training for all Field Service staff members.	4.2

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Taps made	505	466	500	500
Changed out aged meters	2,404	3,250	3,300	4,500
High bill inspections	132	100	140	105

2002-03 Objectives

	Goal Ref
* Continue program to change out and test all meters which have been set 15 years or longer.	1.7
* Continue to evaluate possible automatic meter reading solutions which are compatible with electric meters.	9.0
* Continue monthly customer service skills training for all Field Service personnel.	4.2

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 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 *2002-03 Operating Budget*
Cost Center: 4821 - Water Field Service *Fund: 40 - Water Fund*

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Utility Clerk	1.00	1.00	1.00	1.00
Total	10.00	10.00	10.00	10.00

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	570,334	568,828	581,379	605,846
Other Services & Charges	32,457	35,600	56,860	72,600
Supplies	27,471	44,370	43,110	41,050
Capital Outlay	241,710	175,800	175,800	194,250
Other Expenditures	0	0	0	0
Total	871,972	824,598	857,149	913,746

City of Independence
Detail Program Summary

Department: 4800 - Water — *2002-03 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.

2001-02 Accomplishments — **Goal Ref**

* Continued monthly training of all Customer Service staff members in customer service skills. — 4.2
* Implemented an aggregate billing service for large multiple account customers. — 9.0
* Implemented the ability of providing billing information and accepting payments via the internet. — 9.0
* Brought the printing of billing statements back in house which improved efficiency and reduced costs. — 9.0

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Expense cost per customer account per month	$1.60	$1.56	$1.58	$1.61
Calls to interactive voice response (IVR)	9,862	15,675	20,000	22,000

2002-03 Objectives — **Goal Ref**

* Continue to provide monthly customer service skills training for all staff members. — 4.2
* Re-design the utility bill to be more user-friendly provide more information and more clear due dates on delinquent amounts. — 9.0

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Account Information Rep	19.00	19.00	19.00	19.00
Customer Service Manager	1.00	1.00	1.00	1.00
Customer Service Supvr I	.00	1.00	1.00	1.00
Customer Service Supvr II	1.00	1.00	1.00	1.00
Customer Service Tech II	1.00	.00	.00	.00

City of Independence
Detail Program Summary

Department: 4800 - Water — *2002-03 Operating Budget*
Cost Center: 4822 - Customer Service — *Fund: 40 - Water Fund*

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Total	22.00	22.00	22.00	22.00

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	797,358	871,315	892,834	1,003,954
Other Services & Charges	127,339	109,850	113,400	124,900
Supplies	8,301	6,500	8,350	9,000
Capital Outlay	16,256	8,000	8,000	8,000
Other Expenditures	0	0	0	0
Total	949,254	995,665	1,022,584	1,145,854

City of Independence
Detail Program Summary

Department: 4800 - Water
Cost Center: 4823 - Utility Field Service

2002-03 Operating Budget
Fund: 40 - Water Fund

Description

The Utility Field Service Division is responsible for turning both electric and water services on and off, field collection of delinquent accounts and reading meters for customer transfers.

2001-02 Accomplishments

	Goal Ref
* 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.	4.2

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Shut-off customer accounts	4,890	5,763	5,800	5,800

2002-03 Objectives

	Goal Ref
* Continue 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.	4.2
* Continue to seek methods of reducing the amount of theft of service and uncollected revenue.	8.2

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 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 — *2002-03 Operating Budget*
Cost Center: 4823 - Utility Field Service — *Fund: 40 - Water Fund*

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	285,786	292,873	300,738	314,772
Other Services & Charges	1,136	3,550	3,550	3,550
Supplies	955	2,500	2,500	3,000
Capital Outlay	12,957	0	0	0
Other Expenditures	0	0	0	0
Total	300,834	298,923	306,788	321,322

City of Independence
Detail Program Summary

Department: 4800 - Water — *2002-03 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 bills.

2001-02 Accomplishments

	Goal Ref
* Continued monthly training of all cashiers in customer service skills.	4.2
* Developed and implemented new procedures for cash drawer operations and individual accountability.	9.0
* Increased efficiency of credit card payments by processing payments online.	9.0

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Ratio net write off to credit sales	.50%	.46%	.45%	.40%

2002-03 Objectives

	Goal Ref
* Continue monthly training of all cashiers in customer service skills.	4.2
* Purchase and implement a computer based cashiering program which will provide better customer service as well as reduce the redundant handling of documents and allow automatic report processing.	9.3

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Cashier I	4.00	4.00	4.00	4.00
Total	4.00	4.00	4.00	4.00

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget

City of Independence
Detail Program Summary

Department: 4800 - Water *2002-03 Operating Budget*
Cost Center: 4824 - Cashiering *Fund: 40 - Water Fund*

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	90,607	112,957	114,333	150,428
Other Services & Charges	58,457	61,250	84,850	83,500
Supplies	1,237	1,800	3,579	2,900
Capital Outlay	2,976	1,600	3,821	135,900
Other Expenditures	0	0	0	0
Total	153,277	177,607	206,583	372,728

City of Independence
Detail Program Summary

Department: 4800 - Water — *2002-03 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.

2001-02 Accomplishments

	Goal Ref
* 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.	9.0
* Continued with the major maintenance program by rebuilding a sand filter, painting the interior and exterior of a contact basin and splitter tank and replacing the fill valve at the Van Horn Reservoir.	1.7
* Invited the 5th grade classes from the Independence School District to tour the water plant and learn about our well head protection plan.	2.6
* Assisted the Missouri Department of Natural Resources with their new water operator's certification program.	9.4
* Completed security upgrades at the water treatment plant.	9.0

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Thousands of gallons pumped	10,081,973	10,188,108	9,800,000	10,190,000
Pumping power cost	$1,085,956	$1,177,430	$1,250,000	$1,250,000
Cost per million gallons pumped	$347.44	$322.46	$342.00	$343.00
Operations and maintenance cost per customer per year	$76.74	$71.50	$72.00	$75.00

2002-03 Objectives

	Goal Ref
* Continue testing of the early warning monitoring well system.	9.0
* Continue the maintenance program at the Courtney Bend Plant to improve, update and modify the water treatment equipment.	1.7
* Complete disinfection by-product and filter pilot testing to provide needed information for the new plant design. Continue to finalize design of a 6 million gallon per day plant addition to the Courtney Bend Plant to treat the water from the collector well as groundwater under the direct influence of surface water and comply with all applicable rules.	1.7

City of Independence
Detail Program Summary

Department: 4800 - Water *2002-03 Operating Budget*
Cost Center: 4830 - Production *Fund: 40 - Water Fund*

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Plant Operator "A"	3.00	3.00	3.00	3.00
Plant Operator "C"	1.00	1.00	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 Production Mgr	1.00	1.00	1.00	1.00
Engineer I	1.00	1.00	1.00	1.00
Laboratory Tech II	.00	.00	1.00	1.00
Laboratory Supv I	1.00	1.00	1.00	1.00
Laboratory Tech	2.73	2.73	1.73	1.73
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	20.98	20.98	20.98	20.98

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	1,078,699	1,139,876	1,167,803	1,197,316
Other Services & Charges	1,910,280	1,995,100	1,994,772	1,974,850
Supplies	674,815	777,850	777,850	782,532
Capital Outlay	96,349	80,900	166,228	92,780
Other Expenditures	0	0	0	0
Total	3,760,143	3,993,726	4,106,653	4,047,478

City of Independence
Detail Program Summary

Department: 4800 - Water — *2002-03 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 692 miles of main and over 3,895 fire hydrants.

2001-02 Accomplishments — **Goal Ref**

* Replaced or have under contract to replace approximately two miles of undersized water mains that are 2" or smaller in size. — 5.3
* Worked in conjunction with Public Works to assure water valve boxes were not overlaid during the street overlay of 2001. — 1.7
* Repaired over 100 leaks on customer water service lines.
* Serviced and maintained 39 vehicles and 12 pieces of equipment.
* Filled, flushed, and sampled all water mains that were installed by private contractors throughout the year. — 1.7
* A new 12" water main was placed in service along Dodgion Avenue that had broken over a dozen times in the last ten years.

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Main breaks	215	294	210	210
Fire hydrants installed	105	68	40	60
Service lines repaired	137	129	120	120
Fire hydrants tested/inspected	1,633	1,247	2,000	2,400
Fire hydrants painted	1,563	591	1,200	1,000
Main breaks per mile of main per year	.31	.43	.30	.30
Annual operations/maintenance cost per mile of main	$3,030.15	$3,936.71	$3,286.00	$3,714.00
Operations and maintenance cost per customer account per year	$45.34	$59.04	$50.00	$56.00

2002-03 Objectives — **Goal Ref**

* Replace approximately two miles of undersized water mains in the second year of the small main replacement program. — 5.3
* Continue the vehicle maintenance program to assure all fleet vehicles and equipment are properly serviced and maintained.
* Fill, flush, and sample all water mains in a timely manner that are — 1.7

2002-03 Objectives **Goal Ref**

installed by private contractors throughout the year.

* To work with Public Works to inspect and adjust all water valves located in pavement prior to the City overlaying the streets. 1.7

* Continue to replace two-nozzle hydrants with steamer hydrants where possible. 1.7

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 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	.00	.00	.00	2.00
Laborer	5.00	5.00	5.00	3.00
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	.00	.00
Utility Clerk - Water	1.00	1.00	1.00	1.00
Total	27.50	27.50	26.50	26.50

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	1,561,643	1,528,817	1,567,511	1,620,749
Other Services & Charges	572,488	460,500	677,030	580,500
Supplies	405,233	592,800	592,800	536,400
Capital Outlay	183,774	283,400	258,400	180,200
Other Expenditures	0	0	0	0
Total	2,723,138	2,865,517	3,095,741	2,917,849

City of Independence, Missouri
2002-03 Operating Budget

Capital Lease/Debt Service Requirements - Water Fund

Series	Principal	Interest	Fees	Total Debt Service Requirements
Revenue Bonds:				
1986 Series (6352)	$ 1,070,000	$ 1,496,198	$ 8,000	$ 2,574,198

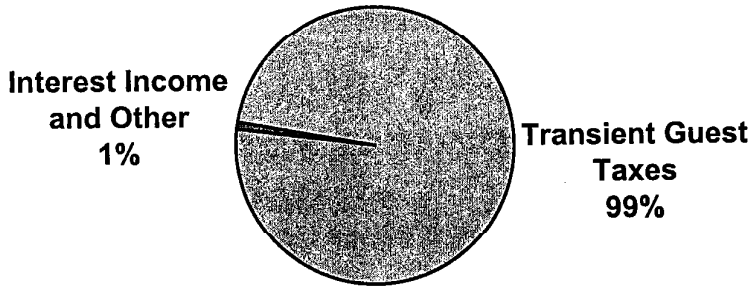
City of Independence, Missouri
2002-03 Operating Budget

Capital Budget Summary - Water Fund

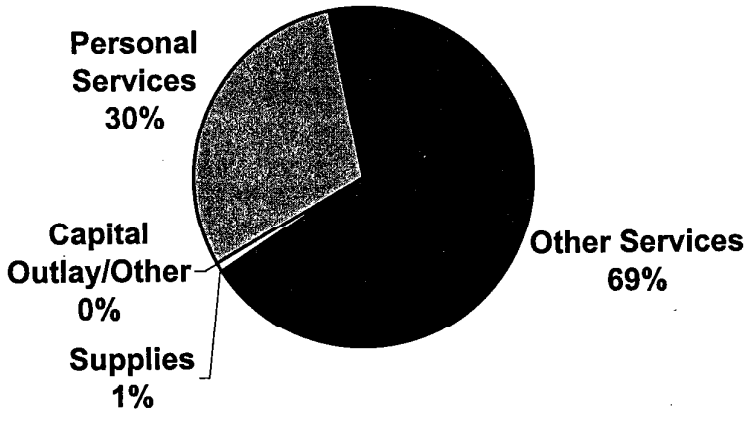
Project Number	Project Description	Source of Funds	Amount
9689	Switch Gear Upgrade at Plant	Water Fund	492,000
9749	Main Replacement Program	Water Fund	200,000
9832	Plant Improvements - Rebuild Contact Basin Number 5	Water Fund	100,000
9836	Plant Improvements - Replace Well Starters and Circuit Breakers	Water Fund	50,000
9837	Plant Improvements - Replace Valve Operating Cylinders, Filters	Water Fund	20,000
9839	Small Main Replacement Program	Water Fund	606,000
9889	Little Blue Parkway Main, Phase I - M-291 to 24 Highway	Water Fund	3,067,000
9890	Plant Improvements - High Pressure Water Line Replacement	Water Fund	100,000
9891	Plant Improvements - Well Field Fence	Water Fund	100,000
9892	Plant Improvements - Land Acquisition	Water Fund	85,000
9893	Plant Improvements - Contractor Overhead	Water Fund	560,000
9894	Site Work at Courtney Bend Plant for Plant Expansion	Water Fund	22,000
9895	Plant Improvements - Yard Piping	Water Fund	59,000
9896	Plant Improvements - Contact Basin Number 8	Water Fund	319,000
9897	Plant Improvements - Contact Basin Number 6	Water Fund	514,000
9898	Plant Improvements - Filter Improvements	Water Fund	525,000
9899	Plant Improvements - Chemical Feed and Storage	Water Fund	49,000
9900	Plant Improvements - Construction Contingency	Water Fund	676,000
9901	Plant Improvements - Lime Silo Package	Water Fund	330,000
9902	Plant Improvements - Clearwell, Reservoir and High Service Pumps	Water Fund	3,210,000
9903	Plant Improvements - Raw Water Improvements	Water Fund	577,000
9904	Plant Improvements - Courtney Bend Plant Construction Engineering	Water Fund	754,334
	Well Field Main Improvements	Water Fund	340,000
	Grand Total		$ 12,755,334

OTHER FUNDS

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2002-03 Operating Budget

Budget Summary - Tourism Fund

For the Fiscal Years 2000-01, 2001-02 and 2002-03

Description	2000-01 Actual	% of Total	2001-02 Original Budget	% of Total	2002-03 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
Estimated Revenues-								
Transient Guest Taxes	$ 443,658	86.2%	$ 500,429	97.5%	$ 803,665	99.0%	$ 303,236	60.6%
Interest and Penalties	12	0.0%	-	0.0%	100	0.0%	100	n/a
Federal & State Grants	33,304	6.5%	-	0.0%	-	0.0%	-	n/a
Interest Income and Other	37,416	7.3%	13,010	2.5%	7,686	0.9%	(5,324)	-40.9%
Total Estimated Revenues	$ 514,390	100.0%	$ 513,439	100.0%	$ 811,451	100.0%	$ 298,012	58.0%
Total Sources	**$ 514,390**		**$ 513,439**		**$ 811,451**		**$ 298,012**	**58.0%**
Use of Budget Dollars								
Operating Budget:								
Personal Services	$ 156,227	31.1%	$ 167,978	32.7%	$ 182,000	30.4%	$ 14,022	8.3%
Other Services	340,106	67.8%	339,253	66.1%	411,589	68.9%	72,336	21.3%
Supplies	3,859	0.8%	4,558	0.9%	4,200	0.7%	(358)	-7.9%
Capital Outlay/Other	1,444	0.3%	1,650	0.3%	-	0.0%	(1,650)	-100.0%
Total Operting Budget	$501,636	100.0%	$513,439	100.0%	$597,789	100.0%	$84,350	16.4%
Fund Balance Designations:								
Designated for Visitor Orientation Center	-		-		125,000		125,000	
Total Uses	**$501,636**		**$513,439**		**$722,789**		**$209,350**	**40.8%**
Balance Available	**$ 12,754**		**$ -**		**$ 88,662**		**$ 88,662**	

City of Independence, Missouri
2002-03 Operating Budget

Fund Balance Summary - Tourism Fund

For the Fiscal Years 1996-97 through 2001-02

Description	Actual 6/30/97	Actual 6/30/98	Actual 6/30/99	Actual 6/30/00	Actual 6/30/01	Unaudited 6/30/02
Fund Balance Components						
Reserved for:						
Encumbrances	$ 11,375	$ 37,056	$ 1,540	$ 72,173	$ 71,831	$ 43,400
Designated for:						
Working Capital	36,174	36,174	-	-	-	-
Visitor Orientation Center	-	-	-	-	-	-
Undesignated	294,117	185,416	177,327	70,697	88,335	172,425
Total Fund Balance	$ 341,666	$ 258,646	$ 178,867	$ 142,870	$ 160,166	$ 215,825
Fund Balance Target *	110,595	109,354	122,017	123,605	128,591	137,451
Actual over (under) Target	183,522	76,062	55,311	(52,908)	(40,256)	34,974

* based on 25% (3 months) of Annual Revenues (compared to Undesginated Fund Balance)

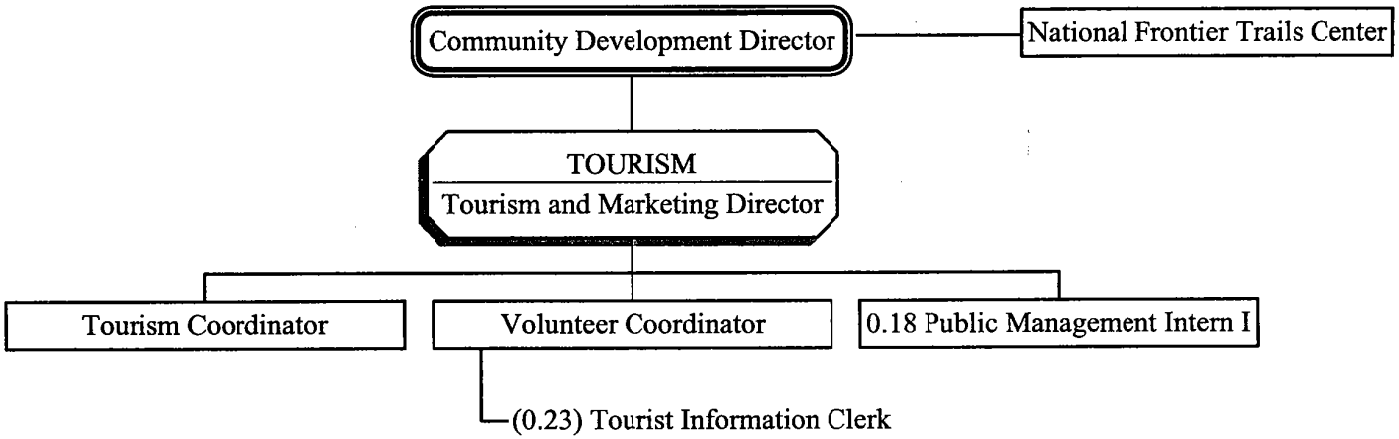
Source: Audited Annual Financial Statement

Projected Fund Balance for 2002-03

Projected Undesignated Fund Balance at June 30, 2002	172,425
Proposed Fund Balance Uses for 2002-03:	
Excess of Projected Revenues over (under) Proposed Appropriations	$ 88,662
Projected Undesignated Fund Balance at June 30, 2003	$ 261,087
Fund Balance Target Amount	202,863

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

City of Independence, Missouri
Tourism



City of Independence
Departmental Budget Summary

Department: 4024 - Tourism *2002-03 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	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Staffing				
Full Time Positions	3.00	3.00	3.00	3.00
Part Time Positions	.40	.40	.41	.41
Total	3.40	3.40	3.41	3.41

Description	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Budget by Major Program Category				
4024 Tourism	501,636	513,439	583,188	597,789
Total	501,636	513,439	583,188	597,789
Source of Funding				
Tourism Fund	501,636	513,439	583,188	597,789
Total	501,636	513,439	583,188	597,789

City of Independence
Departmental Budget Summary

Department: 4024 - Tourism *2002-03 Operating Budget*

Direct/Offsetting Revenues				
Transient Guest Taxes	443,658	500,429	428,000	803,665
Total	443,658	500,429	428,000	803,665

Significant Issues/Changes

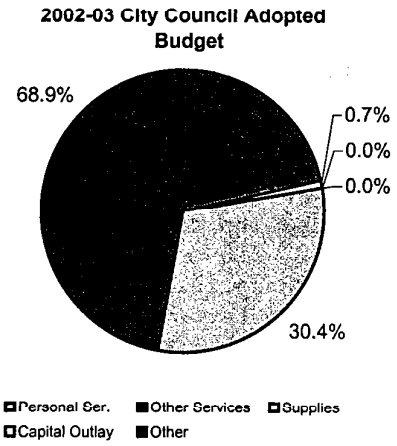
* The guest tax revenue reflects a 1 1/2% increase in the guest tax approved by Independence voters on February 5, 2002 with an effective date of April 1, 2002.
* Expenditures reflect increased marketing expenses and adding $125,000 (50% of the guest tax increase) to reserves to a designated fund to establish a Visitors Orientation Center. Both of these expenditures were referred to in the educational campaign to increase the Guest Tax.
* Guest tax revenue is based upon projections for all lodging facilities operating at similar levels. However, it is anticipated that some revenue might not be available within the budget year, and so expenses are projected at a lower amount.

2002-03 Operating Budget

Tourism

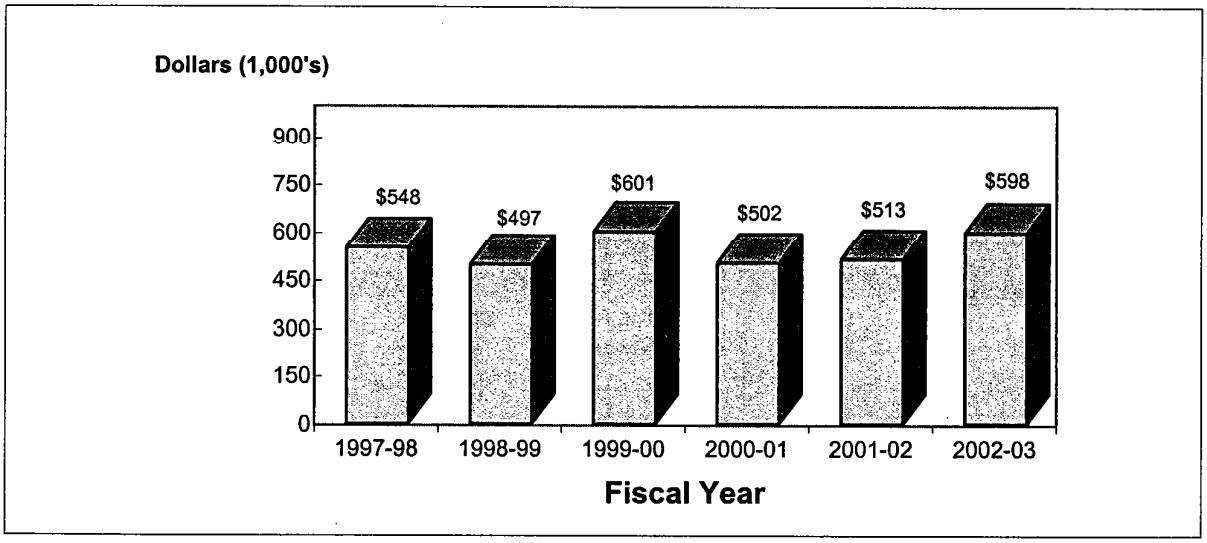
Appropriations by Type:

Expenditure Type	Actual 2000-01	Original 2001-02	Projected 2001-02	Adopted 2002-03
Personal Ser.	$ 156,227	$ 167,978	$ 170,287	$ 182,000
Other Services	340,106	339,253	406,693	411,589
Supplies	3,859	4,558	4,558	4,200
Capital Outlay	1,444	1,650	1,650	-
Other	-	-	-	-
Total	$ 501,636	$ 513,439	$ 583,188	$ 597,789



Historical Comparison:

	Actual 1997-98	Actual 1998-99	Actual 1999-00	Actual 2000-01	Budget 2001-02	Budget 2002-03
Employees:						
Full Time Equiv.	3.73	3.40	3.40	3.40	3.41	3.41
Amount by Fund:						
Tourism Fund	$ 548,151	$ 496,574	$ 601,481	$ 501,636	$ 513,439	$ 597,789
Total All Funds	$ 548,151	$ 496,574	$ 601,481	$ 501,636	$ 513,439	$ 597,789
Comparative Ratios:						
Per Capita	$ 4.74	$ 4.29	$ 5.18	$ 4.29	$ 4.39	$ 5.12
Per Household	$ 10.94	$ 9.86	$ 11.87	$ 9.81	$ 10.05	$ 11.70



City of Independence
Detail Program Summary

Department: 4024 - Tourism — *2002-03 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.

2001-02 Accomplishments	**Goal Ref**
* Presented Visitor Orientation Center Development Study to both Independence City Council and Jackson County Administration. Obtained resolutions of support for the concepts of the study from both legislative bodies.	7.4
* Coordinated a public education campaign regarding the proposed increase in the Transient Guest Tax. Increase to 6 1/2% was approved by public vote on February 5, 2002.	7.5
* Redesigned all brochures and collateral marketing materials to achieve a coordinated and professional look.	7.5
* Conducted interviews with more than 102 national and Canadian group tour directors. Increased group tours by more than 10%.	7.5
* Worked with National Frontier Trails Center to establish an Educational/Special Events Coordinator position to begin to implement some of the projects presented in Redevelopment Study.	7.4
* Assisted signage committee in developing a priority based signage program for both public buildings and tourism.	1.8
* Coordinated the establishment of a Hotel/Motel Alliance to address the growing needs and opportunities of that industry.	9.5
* Conducted 3 hospitality training seminars to educate volunteers, industry employees and residents. Recruited 53 additional volunteers, and recognized 197 historic sites volunteers for a time commitment to the City in 2001 of 20,458 hours.	7.5

Performance Indicators:

Description	**1999-00 Actual**	**2000-01 Actual**	**2001-02 Budget**	**2002-03 Budget**
Visitor Inquiries	28,540	21,446	40,000	40,000

Group Tours	330	389	325	400
Site Attendance	403,560	357,747	420,000	370,000
Volunteer Hours	18,894	17,914	19,000	20,000

2002-03 Objectives **Goal Ref**

* Present the National Frontier Trails Center Redevelopment Plan and implementation strategy to the Independence City Council. Obtain resolution of support from the Council. — 7.4
* Work with City Council, County, National Park Service, and other entities to further the renovation of the Historic Courthouse. Begin a fund from a portion of the Guest Tax increase to establish a Visitor Orientation Center in that facility. — 7.4
* Continue to develop the group tour market by participating in at least four State/National marketplaces, and advertise in related publications. Maximize financial investment by participating in cooperative marketing programs. — 7.5
* Continue to develop the individual travel market by developing relationships with media, travel writers, and advertising in appropriate publications. Maximize financial investment by participating in cooperative marketing programs. — 7.5
* Host recruitment programs and recognition programs throughout the year to retain current volunteers and recruit additional volunteers. Work with Boards of City owned sites to increase their involvement in the volunteer effort. — 7.5
* Work with signage committee to implement a program of comprehensive signage for public buildings and tourism. — 1.8
* Develop a new computer-based program to track results of group visitation. — 7.5
* Begin process of an economic impact/conversion study to determine visitor economic impact and advertising return on investment. — 9.1

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 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	.22	.22	.18	.18
Tourism Information Clerk	.18	.18	.23	.23
Total	3.40	3.40	3.41	3.41

City of Independence
Detail Program Summary

Department: 4024 - Tourism — *2002-03 Operating Budget*
Cost Center: 4024 - Tourism — *Fund: 04 - Tourism Fund*

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	156,227	167,978	170,287	182,000
Other Services & Charges	340,106	339,253	406,693	411,589
Supplies	3,859	4,558	4,558	4,200
Capital Outlay	1,444	1,650	1,650	0
Other Expenditures	0	0	0	0
Total	501,636	513,439	583,188	597,789

Significant Issues

* The guest tax revenue reflects a 1 1/2 % increase in the guest tax approved February 5, 2002, and implemented April 1st.
* Expenditures reflect increased marketing expenses and adding $103,386 (50% of the guest tax increase) to reserves to begin funding to establish a Visitors Orientation Center. Both of these expenditures were referred to in the educational campaign to increase the Guest Tax.
* Guest tax revenue is based upon projections for all lodging facilities operating at similar levels. However, it is anticipated that some revenue might not be available within the budget year, and so expenses are projected at a lower amount.

City of Independence, Missouri
2002-03 Operating Budget

Budget Summary - Street Improvements Sales Tax Fund

For the Fiscal Years 2000-01, 2001-02 and 2002-03

Description	2000-01 Actual	% of Total	2001-02 Original Budget	% of Total	2002-03 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
Estimated Revenues-								
Sales Taxes	$ 6,051,479	99.0%	$ 6,529,320	99.7%	$ 6,591,358	99.8%	$ 62,038	1.0%
Interest Income and Other	61,285	1.0%	20,000	0.3%	15,494	0.2%	(4,506)	-22.5%
Total Estimated Revenues	$ 6,112,764	100.0%	$ 6,549,320	100.0%	$ 6,606,852	100.0%	$ 57,532	0.9%
Total Sources	**$ 6,112,764**		**$ 6,549,320**		**$ 6,606,852**		**$ 57,532**	**0.9%**
Use of Budget Dollars								
Operating Budget:								
Personal Services	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	n/a
Other Services	12,770	0.2%	-	0.0%	-	0.0%	-	n/a
Supplies	708	0.0%	-	0.0%	-	0.0%	-	n/a
Capital Outlay/Other	81	0.0%	-	0.0%	-	0.0%	-	n/a
Total Operating Budget	$13,559	0.2%	$0	0.0%	$0	0.0%	$0	n/a
Capital Budget:								
Overlay Program	$ 6,315,350	94.3%	$ 5,599,320	85.5%	$ 6,550,852	99.2%	$ 951,532	17.0%
Bridge Improvements	70,901	1.1%	500,000	7.6%	-	0.0%	(500,000)	-100.0%
Traffic Signals	9,822	0.1%	-	0.0%	-	0.0%	-	n/a
Street Improvements	283,285	4.2%	450,000	6.9%	56,000	0.8%	(394,000)	-87.6%
Total Capital Budget	$6,679,358	99.8%	$6,549,320	100.0%	$6,606,852	100.0%	$57,532	0.9%
Operating Transfers:								
Santa Fe TIF	$1,021		$0					
Total Uses	**$6,693,938**		**$6,549,320**		**$6,606,852**		**$57,532**	**0.9%**
Balance Available	**$ (581,174)**		**$ -**		**$ -**		**$ -**	

City of Independence, Missouri
2002-03 Operating Budget

Capital Budget Summary - Street Improvements Sales Tax Fund

Project Number	Project Description	Source of Funds	Amount
Overlay Program:			
9860	2002 Overlay Program	Street Improv. Sales Tax	$ 2,440,000
	(Note: this item was previously appropriated by Ordinance number 15069 on 3/4/02)		
9915	2003 Overlay Program	Street Improv. Sales Tax	4,110,852
	Total Overlay Program		$ 6,550,852
Bridge Improvements:			
	Total Bridge Improvements		$ -
Traffic Signals:			
	Total Traffic Signals		$ -
Other Street Improvements:			
9714	Westport and Blue Ridge Improvements	Street Improv. Sales Tax	$ 56,000
	(Note: this item was previously appropriated by Ordinance number 15100 on 5/6/02)		
	Total Other Street Improvements		$ 56,000
	Grand Total		$ 6,606,852

City of Independence, Missouri
2002-03 Operating Budget

Budget Summary - Park Improvements Sales Tax Fund

For the Fiscal Years 2000-01, 2001-02 and 2002-03

Description	2000-01 Actual	% of Total	2001-02 Original Budget	% of Total	2002-03 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
Estimated Revenues-								
Sales Taxes	$ 2,017,160	94.1%	$ 2,176,440	98.2%	$ 2,197,119	98.8%	$ 20,679	1.0%
Interest Income and Other	125,623	5.9%	39,000	1.8%	25,562	1.2%	(13,438)	-34.5%
Total Estimated Revenues	$ 2,142,783	100.0%	$ 2,215,440	100.0%	$ 2,222,681	100.0%	$ 7,241	0.3%
Total Sources	**$ 2,142,783**		**$ 2,215,440**		**$ 2,222,681**		**$ 7,241**	**0.3%**
Use of Budget Dollars								
Operating Budget:								
Personal Services	$ 66,506	4.2%	$ 220,205	13.8%	$ 264,264	16.2%	$ 44,059	20.0%
Other Services	45,473	2.9%	92,500	5.8%	96,950	5.9%	4,450	4.8%
Supplies	2,435	0.2%	6,473	0.4%	8,703	0.5%	2,230	34.5%
Capital Outlay/Other	23,833	1.5%	-	0.0%	-	0.0%	-	n/a
Total Operating Budget	$ 138,247	8.8%	$ 319,178	19.9%	$ 369,917	22.6%	$ 50,739	15.9%
Capital Budget:								
Playground Renovations	$ -	0.0%	$ 150,000	9.4%	$ 150,000	9.2%	$ -	0.0%
Athletic Fields/Court Renovation	478,807	30.4%	80,822	5.1%	250,000	15.3%	169,178	209.3%
Maintenance & Security	189,288	12.0%	50,000	3.1%	40,000	2.4%	(10,000)	-20.0%
Building Reconstruction	498,712	31.7%	850,000	53.1%	600,000	36.7%	(250,000)	-29.4%
Infrastructure Repairs	177,092	11.3%	75,000	4.7%	125,000	7.6%	50,000	66.7%
Walking Trails & Bicycle Paths	91,097	5.8%	75,000	4.7%	100,000	6.1%	25,000	33.3%
Total Capital Budget	$ 1,434,996	91.2%	$ 1,280,822	80.1%	$ 1,265,000	77.4%	$ (15,822)	-1.2%
Total Uses	**$ 1,573,243**	**100.0%**	**$ 1,600,000**	**100.0%**	**$ 1,634,917**	**100.0%**	**$ 34,917**	**2.2%**
Balance Available	**$ 569,540**		**$ 615,440**		**$ 587,764**		**$ (27,676)**	

City of Independence
Departmental Budget Summary

Department: 6002 - Sales Tax - Parks Improvemen 2002-03 Operating Budget

Department Description

This division oversees and manages Year Four 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	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Staffing				
Full Time Positions	2.99	7.00	5.00	5.00
Total	2.99	7.00	5.00	5.00

Description	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Budget by Major Program Category				
6002 Sales Tax - Parks Improvemen	137,232	319,178	617,903	369,917
Total	137,232	319,178	617,903	369,917
Source of Funding				
Parks Improv. Sales Tax Fund	137,232	319,178	617,903	369,917
Total	137,232	319,178	617,903	369,917

City of Independence
Detail Program Summary

Department: 6002 - Sales Tax - Parks Improvemen *2002-03 Operating Budget*
Cost Center: 6002 - Sales Tax - Parks Improvemen *Fund: 12 - Parks Improv. Sales*

Description

This division oversees and manages Year Four 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.

2001-02 Accomplishments	**Goal Ref**
* Coordinated divisional activities for successful implementation of the Year Three Park Sales Tax improvement projects.	3.2
* Coordinated completion of an additional six new park playground areas and installation of related site amenities around each new playground site.	3.2
* Coordinated significant completion of Phase One tennis court reconstruction efforts at twelve-court Santa Fe Park tennis complex, as well as completion of a new park shelter and restroom facility renovation. Phase One scheduled for completion in Summer, 2002.	3.2
* Coordinated and managed completion of a donated playground area at Van Hook Park.	3.2
* Coordinated and managed completion of lighted multi-sport practice field at Mill Creek Park.	3.2
* Coordinated and managed completion of new field lighting at Crysler Stadium.	3.2
* Coordinated and managed completion of new scoreboard installation at Crysler Stadium.	3.2
* Coordinated and managed significant completion of all facility renovation project components at Truman Memorial Building. Total project scheduled for completion in Fall, 2002.	7.4
* Coordinated and managed implementation of new park signage packages at major park sites.	3.2
* Assisted departmental staff, professional consulting group and the general public to develop a comprehensive park master plan for the community, working to integrate those improvement projects associated with the five-year park sales tax program into overall master plan efforts. This plan was adopted in early 2002.	3.2
* Provided significant information and documentation required for state/federal alternate transportation grant application process.	5.1

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Number of formal reports to Park	10	12	12	12

City of Independence
Detail Program Summary

Department: 6002 - Sales Tax - Parks Improvemen 2002-03 Operating Budget
Cost Center: 6002 - Sales Tax - Parks Improvemen Fund: 12 - Parks Improv. Sales

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Sales Tax Oversight Comm. Number of Oversight Comm. formal reports to City Council	2	2	2	2

2002-03 Objectives — **Goal Ref**

* Coordinate divisional activities for successful implementation of Year Four Park Sales Tax improvement projects, including overseeing completion of all facility renovation project components at the Truman Memorial Building, installation of additional park playgrounds, picnic shelters, restrooms and various site amenities. — 3.2
* 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. — 5.5
* Communicate and update park sales tax projects and expenditures to the Park Sales Tax Oversight Committee on a regular basis. — 2.10
* Work with departmental administrative staff to begin implementation of Year One recommendations of the Park Master Plan. — 3.2
* Coordinate and manage park restroom and concession facility construction projects at Santa Fe Park, Mill Creek Park, McCoy Park and Crysler Stadium. — 3.2
* Coordinate and manage park playground construction projects at various locations. — 3.2
* Coordinate and manage park picnic shelter and restroom construction projects at various locations. — 3.2

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Maintenance Aide	.66	2.00	.00	.00
Maintenance Mechanic	.00	.00	3.00	3.00
Light Equipment Operator	.33	1.00	.00	.00
Parks Contract Manager	1.00	1.00	1.00	1.00
Assistant Foreman	.33	1.00	.00	.00
Maintenance Supervisor	.00	.00	1.00	1.00
Seasonal Maintenance Wkr	.67	2.00	.00	.00
Total	2.99	7.00	5.00	5.00

City of Independence
Detail Program Summary

Department: 6002 - Sales Tax - Parks Improvemen *2002-03 Operating Budget*
Cost Center: 6002 - Sales Tax - Parks Improvemen *Fund: 12 - Parks Improv. Sales*

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	66,506	220,205	223,125	264,264
Other Services & Charges	45,473	92,500	128,123	96,950
Supplies	2,059	6,473	20,689	8,703
Capital Outlay	23,194	0	245,966	0
Other Expenditures	0	0	0	0
Total	137,232	319,178	617,903	369,917

Significant Issues

* Divisional staff will work with appropriate departmental staff to successfully implement the fourth year of park sales tax improvement projects.
* Staff costs include Park Contract Manager, Park Improvement Crew staff positions and Park Patrol Program labor expenses with the Independence Police Department.

City of Independence, Missouri
2002-03 Operating Budget

Capital Budget Summary - Park Improv. Sales Tax Fund

Project Number	Project Description	Source of Funds	Amount
Playground Renovations:			
9718	Playground Renovations - various parks	Park Improv. Sales Tax	$ 150,000
	Total Playground Renovations		$ 150,000
Athletic Fields & Court Renovations:			
9719	Athletic Fields/Courts - Sport Court Rehab.	Park Improv. Sales Tax	$ 100,000
9719	Athletic Fields/Courts - Van Hook Soccer Complex Rehabilitation	Park Improv. Sales Tax	150,000
	Total Athletic Fields & Court Renovations		$ 250,000
Maintenance & Security:			
9720	Maintenance/Security - Tree Trimming & Removal	Park Improv. Sales Tax	$ 20,000
9720	Maintenane/Security - Security Lighting	Park Improv. Sales Tax	20,000
	Total Maintenance & Security		$ 40,000
Building Reconstruction:			
9721	Building Reconstruction - Truman Memorial Building	Park Improv. Sales Tax	$ 350,000
9721	Building Reconstruction - Park Picnic Shelter and Restroom Rehabilitation	Park Improv. Sales Tax	250,000
	Total Building Reconstruction		$ 600,000
Infrastructure Repairs:			
9722	Infrastructure Repairs - Park Signage	Park Improv. Sales Tax	$ 75,000
9722	Infrastructure Repairs - Drinking Fountains, Park Benches, Landscaping	Park Improv. Sales Tax	50,000
	Total Infrastructure Repairs		$ 125,000
Walking Trails & Bicycle Paths:			
9723	Walking Trails and Bicycle Paths - Fairmount/ Davis Trail	Park Improv. Sales Tax	$ 100,000
	Total Walking Trails & Bicycle Paths		$ 100,000
	Grand Total		$ 1,265,000

City of Independence, Missouri
2002-03 Operating Budget

Budget Summary - Storm Water Sales Tax Fund

For the Fiscal Years 2000-01, 2001-02 and 2002-03

Description	2000-01 Actual	% of Total	2001-02 Original Budget	% of Total	2002-03 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
Estimated Revenues-								
Sales Taxes	$ 1,676,492	n/a	$ 4,352,880	99.1%	$ 4,400,000	98.8%	$ 47,120	1.1%
Interest Income and Other	12,262	n/a	40,000	0.9%	52,042	1.2%	12,042	30.1%
Total Estimated Revenues	$ 1,688,754	n/a	$ 4,392,880	100.0%	$ 4,452,042	100.0%	$ 59,162	1.3%
Total Sources	**$ 1,688,754**		**$ 4,392,880**		**$ 4,452,042**		**$ 59,162**	**1.3%**
Use of Budget Dollars								
Operating Budget:								
Storm Water Administration	$ 58,267	n/a	$ 274,984	9.8%	$ 234,118	5.3%	$ (40,866)	-14.9%
Storm Water Maintenance	582,983	n/a	837,219	30.0%	956,409	21.5%	119,190	14.2%
Total Operating Budget	$ 641,250	n/a	$ 1,112,203	39.8%	$ 1,190,527	26.7%	$ 78,324	7.0%
Capital Budget:								
Capital Projects	$ -	n/a	$ 1,681,000	60.2%	$ 1,931,000	43.4%	$ 250,000	14.9%
Total Uses	**$ 641,250**	**n/a**	**$ 2,793,203**	**100.0%**	**$ 3,121,527**	**70.1%**	**$ 328,324**	**11.8%**
Balance Available	**$ 1,047,504**		**$ 1,599,677**		**$ 1,330,515**		**$ (269,162)**	

Note 1) The storm Water Improvements Sales Tax was approved by Independence voters on August 8, 2000 and went into effect on January 1, 2001

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2002-03 Operating Budget*
Cost Center: 5261 - Storm Water Administration *Fund: 13 - Storm Water Sales Ta*

Description

This function of the division oversees and manages the City's storm water program through funding made possible by the August, 2000 adoption of a 1/4 cent increase to the City's sales tax. Staff will communicate ongoing progress to the Oversight Committee which will prepare periodic reports to the City Council.

2001-02 Accomplishments **Goal Ref**

* Outsourced Storm Water Manager to engineering consulting firm. Hired Administrative Specialist II for Storm Water Administration.
* Met with and prepared presentations for the Storm Water Sales Tax Oversight Committee. 2.9
* Met with officials from the Missouri Department of Natural Resources for grants and loans and with the Jackson County Storm Water Coordinating Committee 9.4
* Department Director appointed to the Jackson County Storm Water Commission.
* Achieved 25 hours of administrative training in Microsoft Office suite and RUMBA systems pertaining to payroll, data entry, requisitions and budget preparation. 9.0

2002-03 Objectives **Goal Ref**

* Coordinate activities for a successful Storm Water Management Program. 1.7
* Manage storm water project selection and design engineering consultants for the Capital Improvement Program. 1.7
* Prepare grant and loan application to the Missouri Department of Natural Resources. 9.5

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Storm Water Manager	.00	.00	1.00	.00
Engineer I	.00	.00	1.00	.00
Staff Assistant	.00	.00	.00	.00
Administrative Spec II	.00	.00	1.00	1.00
Total	.00	.00	3.00	1.00

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2002-03 Operating Budget*
Cost Center: 5261 - Storm Water Administration *Fund: 13 - Storm Water Sales Ta*

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	12,128	169,834	172,074	36,668
Other Services & Charges	2,570	64,400	64,400	175,700
Supplies	4,428	20,300	20,300	10,300
Capital Outlay	39,141	14,000	14,000	5,000
Other Expenditures	0	6,450	6,450	6,450
Total	58,267	274,984	277,224	234,118

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2002-03 Operating Budget*
Cost Center: 5262 - Storm Water Maintenance *Fund: 13 - Storm Water Sales Ta*

Description

The Storm Water Maintenance function is responsible for the maintenance and repair portion of the City's storm water system made possible by the August, 2000 adoption of a 1/4 cent increase to the City's sales tax.

2001-02 Accomplishments — **Goal Ref**

* Increased preventative maintenance and inspection activities on storm water structures and drainage systems. — 1.7
* Established funding for flood response and relief assistance — 9.5
* Increased repair maintenance activity — 1.7
* Increased detention basin mowing. — 1.3
* Achieved 136 manhours of employee training (6 employees) in maintenance, calibration and usage of personal gas monitors, hazardous materials operations and employee development. — 9.0

Performance Indicators:

Description	1999-00 Actual	2000-01 Actual	2001-02 Budget	2002-03 Budget
Storm Water Structures Cleaned	NR	NR	6,520	6,000
Storm Water Structures Inspected	NR	NR	12,000	12,000
Repair & Maintenance Team Uptime		NR		90%

2002-03 Objectives — **Goal Ref**

* Continue repair activity to reduce the backlog utilizing existing resources and outsourcing select projects. — 1.7
* Continue to fund an account for flood response of assistance — 9.5
* Continue to perform preventative maintenance and inspection activities at storm water structures and drainage areas. — 1.7

Staffing:

Position Title	1999-00 Budget	2000-01 Budget	2001-02 Budget	2002-03 Budget
Equipment Operator II	.00	.00	2.00	2.00
Equipment Operator III	.00	.00	2.00	2.00
Crew Leader	.00	.00	2.00	2.00
Total	.00	.00	6.00	6.00

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2002-03 Operating Budget*
Cost Center: 5262 - Storm Water Maintenance *Fund: 13 - Storm Water Sales Ta*

Program Costs

Expenditure Category	2000-01 Actual	2001-02 Original Budget	2001-02 Revised Budget	2002-03 Adopted Budget
Personal Services	63,452	233,141	236,096	289,312
Other Services & Charges	7,031	233,005	233,005	276,005
Supplies	5,084	108,100	108,100	113,100
Capital Outlay	432,409	1,500	1,500	56,000
Other Expenditures	75,007	261,473	261,473	221,992
Total	582,983	837,219	840,174	956,409

City of Independence, Missouri
2002-03 Operating Budget

Capital Budget Summary - Storm Water Sales Tax Fund

Project Number	Project Description	Source of Funds	Amount
9854	14201 East 35th Street Construction	Storm Water Sales Tax	$ 327,000
9853	11320 East 19th Street Construction	Storm Water Sales Tax	433,000
9855	Norton at 32nd to Country Club Park Constr.	Storm Water Sales Tax	441,000
9856	Dodgion & Hocker, North of Gilmer Constr.	Storm Water Sales Tax	165,000
9805	35th and Leslie Phase 2 Extension	Storm Water Sales Tax	250,000
9909	18th Street and Hardy Avenue - Design	Storm Water Sales Tax	40,000
9910	24th Street and Harris Avenue - Design	Storm Water Sales Tax	50,000
9911	Watershed Studies - Bundschu & Sugar Creek	Storm Water Sales Tax	140,000
9814	Construction Contingency	Storm Water Sales Tax	85,000
	Grand Total		$ 1,931,000

City of Independence, Missouri
2002-03 Operating Budget

Budget Summary - Other Funds

For the Fiscal Year 2002-03

Description	Community Development Block Grant Fund	HOME Program Fund	Central Garage Fund	Staywell Healthcare Fund
Source of Budget Dollars				
Estimated Revenues-				
Federal Grant - CDBG	$ 1,038,000			
HOME Program Grant		$ 547,000		
Central Garage Charges			$ 1,292,150	
Staywell Healthcare Premiums				$ 10,130,997
Other Revenue			1,649	31,503
Total Estimated Revenues	$ 1,038,000	$ 547,000	$ 1,293,799	$ 10,162,500
Total Sources	**$ 1,038,000**	**$ 547,000**	**$ 1,293,799**	**$ 10,162,500**
Allocation of Budget Dollars				
Operating Departments-				
Community Development	$ 233,559	$ 66,647		
Public Works			$ 1,215,658	
Non-Departmental			78,141	$ 10,162,500
Total Operating Departments	$ 233,559	$ 66,647	$ 1,293,799	$ 10,162,500
Grant Authorized Programming				
Community Dev. Block Grant	804,441			
Home Program		480,353		
Total Allocations	**$ 1,038,000**	**$ 547,000**	**$ 1,293,799**	**$ 10,162,500**
Balance Available	$ -	$ -	$ -	$ -

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
2002-2003 Operating Budget

Revenue Summary

For the Fiscal Years 2000-01 through 2002-03

Acct. No.	Description	2000-01 Actual	2001-02 Original Budget	2001-02 Current Estimate	2002-03 Proposed Budget	%Chg. Curr Est to Proj	%Chg. Orig. to Proj.
	Tourism Fund						
4-3043	Transient Guest Tax	443,658	500,429	428,000	803,665	87.8%	60.6%
4-3413	Interest and Penalties	12	0	0	100	n/a	n/a
4-3219	Federal Grant - Other	0	0	0	0	n/a	n/a
4-3250	State Grant - Other	33,304	0	23,962	0	-100.0%	n/a
4-3398	Miscellaneous Charges	1,246	0	610	0	-100.0%	n/a
4-3411	Interest Income	10,996	9,400	3,600	3,686	2.4%	-60.8%
4-3449	Misc. Non-Operating Revenue	25,174	3,610	11,098	4,000	-64.0%	10.8%
	Total Revenues	**$514,390**	**$513,439**	**$467,270**	**$811,451**	**73.7%**	**58.0%**
	Street Improvments Sales Tax Fund						
11-3041	Sales Tax	6,051,479	6,529,320	6,307,520	6,591,358	4.5%	1.0%
11-3411	Interest	61,285	20,000	21,717	15,494	-28.7%	-22.5%
	Total Revenues	**$6,112,764**	**$6,549,320**	**$6,329,237**	**$6,606,852**	**4.4%**	**0.9%**
	Parks Improvments Sales Tax Fund						
12-3041	Sales Tax	2,017,160	2,176,440	2,102,507	2,197,119	4.5%	1.0%
12-3411	Interest	125,623	39,000	55,473	25,562	-53.9%	-34.5%
	Total Revenues	**$2,142,783**	**$2,215,440**	**$2,157,980**	**$2,222,681**	**3.0%**	**0.3%**
	Storm Water Improvments Sales Tax Fund						
13-3041	Sales Tax	1,676,492	4,352,880	4,000,000	4,400,000	10.0%	1.1%
13-3411	Interest	12,262	40,000	52,711	52,042	-1.3%	30.1%
	Total Revenues	**$1,688,754**	**$4,392,880**	**$4,052,711**	**$4,452,042**	**9.9%**	**1.3%**
	License Surcharge (Excise Tax) Fund						
14-3108	License Tax	102,533	300,000	400,204	500,000	24.9%	66.7%
14-3411	Interest	1,567	800	5,528	4,607	-16.7%	475.9%
	Total Revenues	**$104,100**	**$300,800**	**$405,732**	**$504,607**	**24.4%**	**67.8%**
	Community Development Block Grant Fund						
8-3204	Federal Grant - CDBG	903,088	1,081,000	1,081,000	1,038,000	-4.0%	-4.0%
8-3449	Misc. Non-Operating Revenue	49	0	0	0	n/a	n/a
	Total Revenues	**$903,137**	**$1,081,000**	**$1,081,000**	**$1,038,000**	**-4.0%**	**-4.0%**
	HOME Program Fund						
9-3209	HOME Program Grant	478,974	548,000	548,000	547,000	-0.2%	-0.2%
9-3411	Interest Income	0	0	0	0	n/a	n/a
	Total Revenues	**$478,974**	**$548,000**	**$548,000**	**$547,000**	**-0.2%**	**-0.2%**

City of Independence, Missouri
2002-2003 Operating Budget

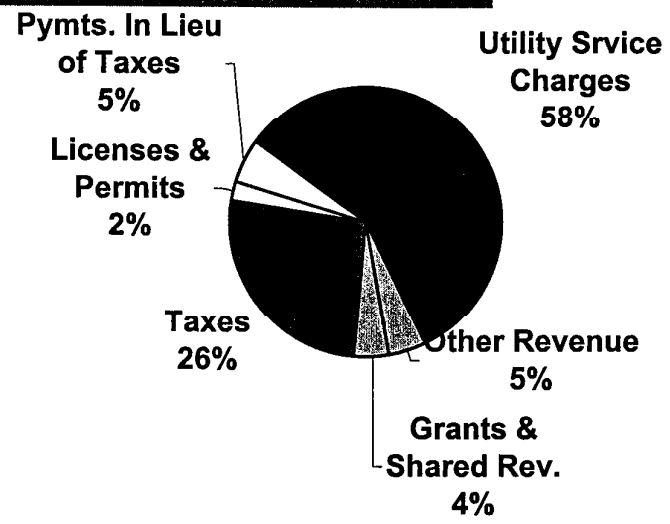
Revenue Summary

For the Fiscal Years 2000-01 through 2002-03

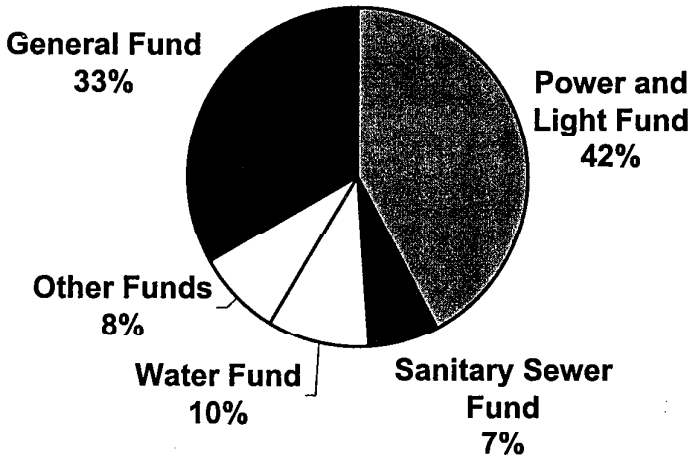
Acct. No.	Description	2000-01 Actual	2001-02 Original Budget	2001-02 Current Estimate	2002-03 Proposed Budget	%Chg. Curr Est to Proj	%Chg. Orig. to Proj.
	Central Garage Fund						
90-3380	Central Garage Charges	1,269,589	1,262,129	1,262,129	1,292,150	2.4%	2.4%
90-3411	Interest Income	3,647	500	3,096	1,649	-46.7%	229.8%
	Total Revenues	**$1,273,236**	**$1,262,629**	**$1,265,225**	**$1,293,799**	**2.3%**	**2.5%**
	Staywell Healthcare Fund						
91-3461	Premiums	8,196,540	9,368,200	8,718,875	10,130,997	16.2%	8.1%
91-3413	Interest	90,825	104,800	16,626	31,503	89.5%	-69.9%
	Total Revenues	**$8,287,365**	**$9,473,000**	**$8,735,501**	**$10,162,500**	**16.3%**	**7.3%**

COMBINED SUMMARY

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2002-03 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2000-01, 2001-02 and 2002-03

Description	2000-01 Actual	% of Total	2001-02 Original Budget	% of Total	2002-03 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
Prior Years' Savings-								
Undesignated Fund Balance			$ 664,963		$ 194,291		$ (470,672)	-70.8%
Designated Fund Balance			-		1,358,914		1,358,914	n/a
Estimated Revenues-								
Taxes, excluding PILOTS	$ 39,663,573	22.3%	$ 45,067,048	25.2%	$ 46,614,326	25.9%	$ 1,547,278	3.4%
Payment in Lieu of Taxes	9,507,366	5.3%	9,211,947	5.2%	9,315,089	5.2%	103,142	1.1%
Licenses & Permits	3,429,783	1.9%	3,611,166	2.0%	4,170,835	2.3%	559,669	15.5%
Grants and Shared Revenue	8,943,578	5.0%	7,414,578	4.1%	7,694,364	4.3%	279,786	3.8%
Charges for Current Services	1,060,486	0.6%	1,256,210	0.7%	1,172,388	0.7%	(83,822)	-6.7%
Fines and Forfeitures	3,010,798	1.7%	3,433,330	1.9%	3,429,401	1.9%	(3,929)	-0.1%
Utility Service Charges	106,886,193	60.0%	104,130,089	58.3%	103,940,000	57.8%	(190,089)	-0.2%
Other Revenue	5,616,712	3.2%	4,552,295	2.5%	3,506,928	1.9%	(1,045,367)	-23.0%
Total Estimated Revenues	$178,118,489	100.0%	$ 178,676,663	100.0%	$ 179,843,331	100.0%	$ 1,166,668	0.7%
Net Transfers In			$ 215,856		$ 321,213		$ 105,357	48.8%
Total Sources			**$ 179,557,482**		**$ 181,717,749**		**$ 2,160,267**	**1.2%**

(continued on the next page)

City of Independence, Missouri
2002-03 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2000-01, 2001-02 and 2002-03

Description	2000-01 Actual	% of Total	2001-02 Original Budget	% of Total	2002-03 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Use of Budget Dollars								
Operating Departments-								
City Council	$ 335,222	0.2%	$ 342,824	0.2%	$ 386,187	0.2%	$ 43,363	12.6%
City Clerk	412,572	0.3%	412,530	0.3%	440,811	0.3%	28,281	6.9%
City Manager	819,823	0.5%	791,294	0.5%	865,262	0.5%	73,968	9.3%
Tourism	501,636	0.3%	513,439	0.3%	597,789	0.4%	84,350	16.4%
National Frontier Trails Center	301,023	0.2%	305,027	0.2%	321,721	0.2%	16,694	5.5%
Technology Services	1,520,302	1.0%	1,493,447	1.0%	1,573,650	1.0%	80,203	5.4%
Municipal Court	543,530	0.3%	547,522	0.4%	626,324	0.4%	78,802	14.4%
Law	681,067	0.4%	659,813	0.4%	647,629	0.4%	(12,184)	-1.8%
Finance	1,414,803	0.9%	1,397,239	0.9%	1,547,504	1.0%	150,265	10.8%
Human Resources	426,916	0.3%	441,933	0.3%	467,930	0.3%	25,997	5.9%
Community Development	4,284,921	2.7%	2,363,959	1.5%	2,510,626	1.6%	146,667	6.2%
Police	17,985,889	11.5%	16,410,950	10.5%	17,475,034	10.9%	1,064,084	6.5%
Fire	11,817,252	7.5%	12,406,284	8.0%	12,698,517	8.0%	292,233	2.4%
Health	1,293,139	0.8%	1,962,053	1.3%	2,309,753	1.4%	347,700	17.7%
Water	9,944,571	6.3%	10,120,076	6.5%	10,753,840	6.7%	633,764	6.3%
Public Works	6,314,647	4.0%	6,331,255	4.1%	6,518,640	4.1%	187,385	3.0%
Water Pollution Control	8,986,654	5.7%	10,109,913	6.5%	10,352,977	6.5%	243,064	2.4%
Parks and Recreation	2,094,918	1.3%	2,319,856	1.5%	2,745,398	1.7%	425,542	18.3%
Power and Light	62,563,712	39.9%	58,759,181	37.7%	58,087,922	36.4%	(671,259)	-1.1%
Non-Departmental	17,218,128	11.0%	20,197,652	12.9%	20,504,216	12.8%	306,564	1.5%
Debt Service	6,065,868	3.9%	6,144,804	3.9%	6,386,101	4.0%	241,297	3.9%
Capital Outlay	1,215,838	0.8%	2,015,000	1.3%	1,804,861	1.1%	(210,139)	-10.4%
Total Operating Departments	$156,742,431	100.0%	$156,046,051	100.0%	$159,622,692	100.0%	$3,576,641	2.3%
Utility/Sales Tax Funds-Capital Budget			23,175,208		34,277,186		11,101,978	47.9%
Net Transfers Out/Designations			3,070,404		2,959,153		(111,251)	-3.6%
Total Uses			**$182,291,663**		**$196,859,031**		**$14,567,368**	**8.0%**
Balance Available			**$ (2,734,181)**		**$ (15,141,282)**		**$ (12,407,101)**	

City of Independence, Missouri
2002-03 Operating Budget

Summary of Sources and Uses by Fund and Fund Type - Combined Total for All Funds

Description / Fund=>	General Fund	Special Revenue Funds	Enterprise Funds: Power & Light Fund	Enterprise Funds: Sanitary Sewer Fund	Enterprise Funds: Water Fund	Internal Service Funds	Grand Total All Funds
Sources:							
Undesignated Fund Balance	$ 194,291	$ -					$ 194,291
Designated Fund Balance	1,358,914						1,358,914
Estimated Revenues	59,533,134	16,182,633	78,333,180	13,118,214	17,127,000	11,456,299	195,750,460
Consolidation Adjustments-							
Interfund Charges for Support Ser.		(10,000)	(2,181,366)	(799,941)	(1,459,523)		(4,450,830)
Internal Service Fund Charges						(11,456,299)	(11,456,299)
Transfers In-							
From Other Funds			163,284	136,305	21,624		321,213
Total Sources	$ 61,086,339	$ 16,172,633	$ 76,315,098	$ 12,454,578	$ 15,689,101	$ -	$ 181,717,749
Uses:							
Operating Budgets-							
City Council	$ 386,187						$ 386,187
City Clerk	440,811						440,811
City Manager	802,226				63,036		865,262
Tourism		597,789					597,789
National Frontier Trails Center	321,721						321,721
Technology Services	1,509,725		63,925				1,573,650
Municipal Court	626,324						626,324
Law	647,629						647,629
Finance	1,547,504						1,547,504
Human Resources	467,930						467,930
Community Development	2,210,420	300,206					2,510,626
Police	17,475,034						17,475,034
Fire	12,698,517						12,698,517
Health	2,309,753						2,309,753
Water					10,753,840		10,753,840

(continued on the next page)

City of Independence, Missouri
2002-03 Operating Budget

Summary of Sources and Uses by Fund and Fund Type - Combined Total for All Funds

Description / Fund=>	General Fund	Special Revenue Funds	Enterprise Funds: Power & Light Fund	Enterprise Funds: Sanitary Sewer Fund	Enterprise Funds: Water Fund	Internal Service Funds	Grand Total All Funds
Operating Budgets (continued)-							
Public Works	6,518,640	-				1,215,658	7,734,298
Water Pollution Control	313,990	1,190,527		8,848,460			10,352,977
Parks and Recreation	2,375,481	369,917					2,745,398
Power and Light			58,087,922				58,087,922
Non-Departmental	6,780,919	-	12,440,366	2,428,364	3,305,397	10,240,641	35,195,687
Debt Service/Lease Purchase	299,308	-	2,914,570	598,025	2,574,198		6,386,101
Capital Outlay	1,804,861						1,804,861
Operating Budget Total	$ 59,536,980	$ 2,458,439	$ 73,506,783	$ 11,874,849	$ 16,696,471	$ 11,456,299	$ 175,529,821
Consolidation Adjustments-							
Interfund Charges for Support Ser.		(10,000)	(2,181,366)	(799,941)	(1,459,523)		(4,450,830)
Internal Service Fund Charges		-				(11,456,299)	(11,456,299)
Consolidated Operating Budget	59,536,980	2,448,439	71,325,417	11,074,908	15,236,948	-	159,622,692
Capital Budget		9,802,852	9,600,000	2,119,000	12,755,334		34,277,186
Total Operating/Capital Budgets	$ 59,536,980	$ 12,251,291	$ 80,925,417	$ 13,193,908	$ 27,992,282	$ -	$ 193,899,878
Transfers Out-							
Desig. for Capital & Grant Projects	1,358,914	1,409,794					2,768,708
To Other Funds	190,445	-					190,445
Total Uses	$ 61,086,339	$ 13,661,085	$ 80,925,417	$ 13,193,908	$ 27,992,282	$ -	$ 196,859,031
Transfer To (From) Undesignated Fund Balance/Retained Earnings	$ -	$ 2,511,548	$ (4,610,319)	$ (739,330)	$ (12,303,181)	$ -	$ (15,141,282)

City of Independence, Missouri
2002-03 Operating Budget

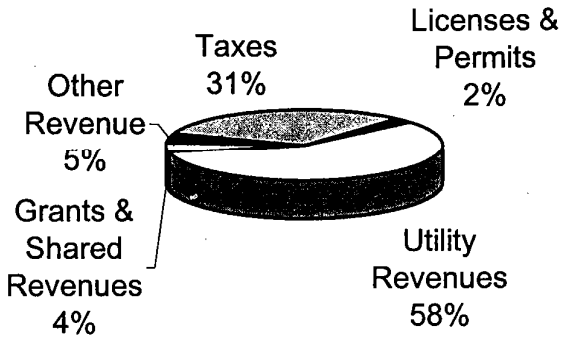
Summary of Sources and Uses by Fund and Fund Type - Combining Total for Other Funds

Description / Fund=>	Tourism	Street Improv. Sales Tax Fund	Park Improv. Sales Tax Fund	Storm Water Improv. Sales Tax Fund	License Surcharge (Excise Tax) Fund	CDBG Program Fund	HOME Program Fund	Total All Funds
Sources:								
Undesignated Fund Balance								$ -
Estimated Revenues	811,451	6,606,852	2,222,681	4,452,042	504,607	1,038,000	547,000	16,182,633
Consolidation Adjustments-								
Interfund Charges for Support Ser.	(10,000)							(10,000)
Internal Service Fund Charges								-
Transfers In-								
From Other Funds								-
Total Sources	$ 801,451	$ 6,606,852	$ 2,222,681	$ 4,452,042	$ 504,607	$ 1,038,000	$ 547,000	$ 16,172,633
Uses:								
Operating Budgets-								
Tourism	$ 597,789							$ 597,789
Community Development						233,559	66,647	300,206
Public Works								-
Water Pollution Control				1,190,527				1,190,527
Parks and Recreation			369,917					369,917
Non-Departmental								-
Debt Service/Lease Purchase								-
Capital Outlay/Budget		6,606,852	1,265,000	1,931,000				9,802,852
Consolidation Adjustments-								-
Interfund Charges for Support Ser.	(10,000)							(10,000)
Internal Service Fund Charges								-
Total Operating Budgets	$ 587,789	$ 6,606,852	$ 1,634,917	$ 3,121,527	$ -	$ 233,559	$ 66,647	$ 12,251,291
Transfers Out-								
Desig. for Capital & Grant Proj.	$ 125,000					$ 804,441	$ 480,353	$ 1,409,794
To Other Funds								-
Total Uses	$ 712,789	$ 6,606,852	$ 1,634,917	$ 3,121,527	$ -	$ 1,038,000	$ 547,000	$ 13,661,085
Transfer To (From) Undesignated Fund Balance/Retained Earnings	$ 88,662	$ -	$ 587,764	$ 1,330,515	$ 504,607	$ -	$ -	$ 2,511,548

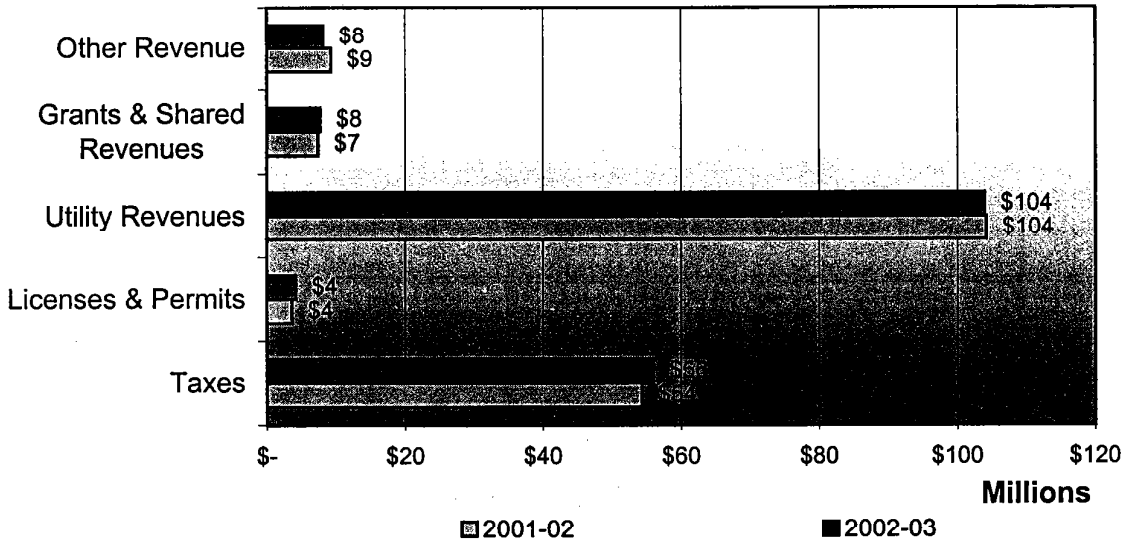
Note1) the combined total for these Funds is included in the calculation of the City-wide total on the previous schedule.

Estimated Revenues

Revenues by Source



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



Component revenues between the 2001-02 and 2002-03 fiscal years have remained largely unchanged. Total revenues are projected to increase in the 2002-03 fiscal year by 0.7 percent over the 2001-02 fiscal year. The largest single increase is in the Taxes category which is projected to increase by $1.5 million and represents a three percent increase. The largest single decrease was in the Other Revenue category which decreased $1 million representing a 23 percent decline from the previous fiscal year. This decrease reflects lower interest income projections in the amount of $1,149,000.

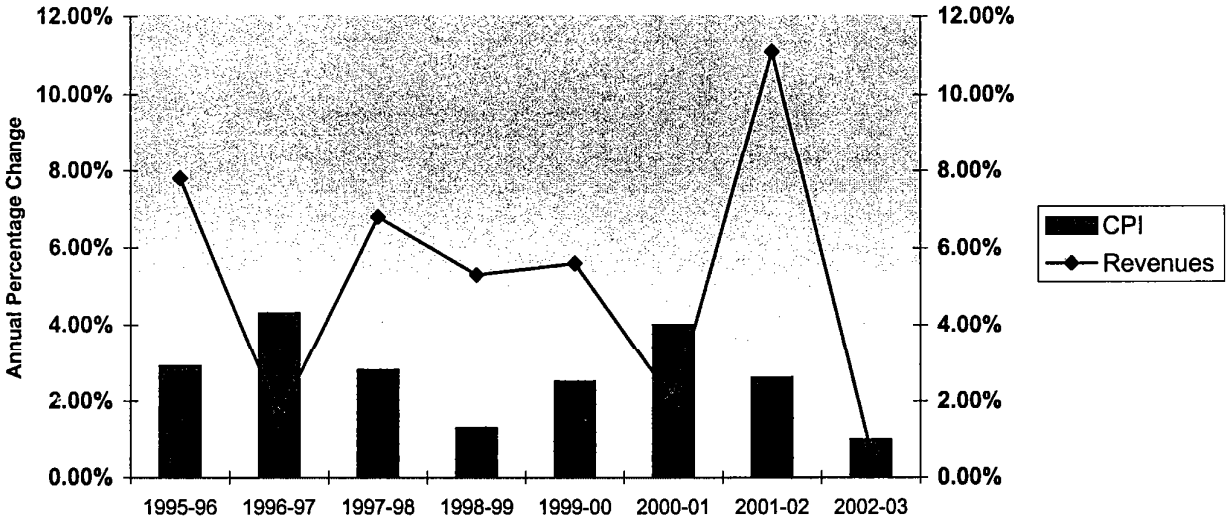
City of Independence, Missouri
2002-03 Operating Budget
Revenue Overview/Projections

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 that can be provided to the community. The economic environment locally, as well as nationally, creates conditions that affect the receipt of these revenues. Therefore, the City's budget is based on the latest economic forecast available, however it must also be flexible to reflect changes that occur through the year. A continuation of the level of services provided by the City depends on how quickly management recognizes these changes and reacts to adjust for them.

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

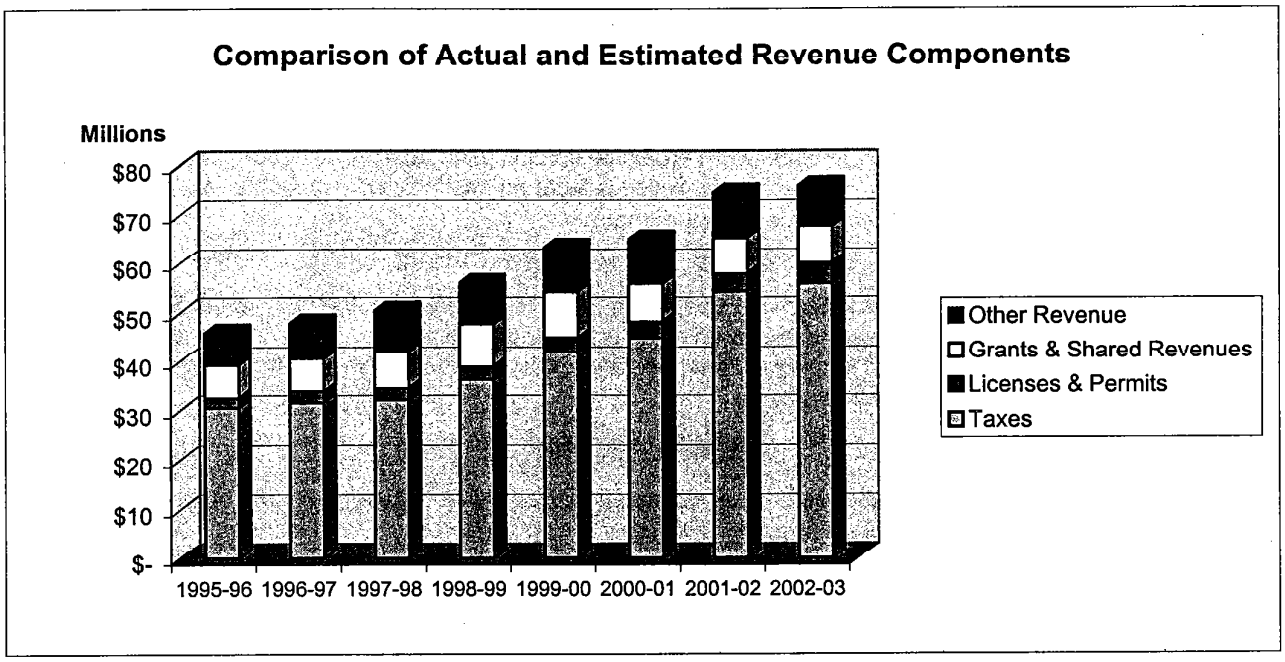
Comparison of Annual Percentage Change in Total Revenues to Annual Percentage change in the Consumer Price Index



During the period shown on the above graph, for all years except three, actual revenues have increased at a larger annual rate than the increase in the CPI index for the area. Total Revenues for 2002-03 are estimated to increase over the total revenues for 2001-02 at a rate of 0.7 percent compared to a projected consumer price index increase for this area of 1.0 percent.

City of Independence, Missouri
2002-03 Operating Budget
Revenue Overview/Projections

Shown below is a comparison of the actual total revenues by source for the 1995-96 fiscal year through the 2000-01 fiscal year. Also listed are budgeted amounts for the 2001-02 and 2002-03 fiscal years. The component mix of revenues has remained largely unchanged over the listed period of time. Revenues have increased at an average annual rate of 4.7 percent.



Revenue Estimates by Fund -

General Fund

Taxes - taxes comprise 70 percent of the total revenue within the General Fund. Included in this category are Real Estate Taxes, Local Option Sales Taxes, Payments in Lieu of Taxes from the City's three municipally owned utilitiy companies and Utility Franchise Fees from privately owned utility companies. Projections in these categories are based on historical trend analysis with adjustments for projected changes in economic conditions and rate changes, as applicable. For the Payments in Lieu of Taxes and Utility Franchise Fees, the revenue is based on 9.08 percent of the gross receipts collected by each utility.

Grants and Shared Revenue - Grant revenues represent 10.2 percent of the total revenues in the General Fund. This revenue source, particularly at the Federal level, continues to decline from year to year. Revenue for each grant type is based on historical trend analysis as adjusted for projected changes in grant activity.

Other Revenue - Projections for other revenue sources within the General Fund are based primarily on historical trend analysis with adjustments for projected economic and rate changes, as applicable.

Tourism Fund

Transient Guest Tax - The primary source of revenue in the Tourism Fund is Transient Guest Taxes. The tax rate is 6.5% and assessed to Hotel/Motel occupants. Revenue estimates are based on a historical trend analysis with adjustments for projected changes in occupancy rates and the number of available hotel/motel units.

Community Development Block Grant Act Fund

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

HOME Program Fund

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

Enterprise Funds

The City has three enterprise funds: Electric, Sanitary Sewer and Water utilities. Service charge revenue estimates for each utility are based on projected consumption, as determined by historical trends and anticipated changes in service area, which is factored into the rate structure including changes for anticipated rate adjustments, as appropriate.

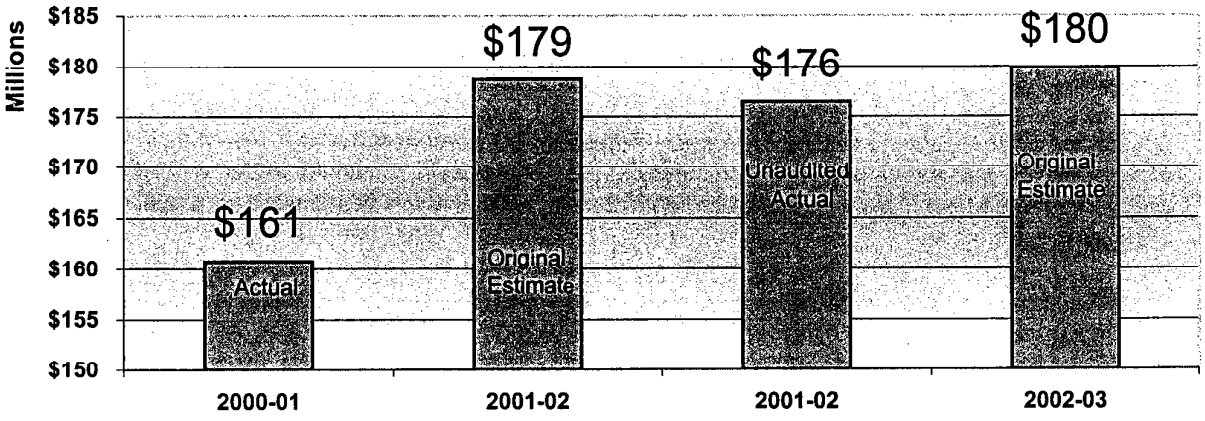
Central Garage Fund

The City's Central Garage Internal Service Fund's revenue is based on the actual maintenance and fuel charges for the preceding calendar year as adjusted for approved appropriations for the ensuing fiscal year. Estimated revenues in this fund are offset by appropriations for the use of the garage facility in the various operating departments.

Projection Accuracy

The chart shown below compares the original estimated and unaudited actual revenue amounts for the 2001-02 fiscal year as a measure of the previous year's projection accuracy. The difference between the original estimate and actual revenue was a negative variance of $2.2 million, representing a projection variance of (1.2) percent. The Power and Light utility accounted for the largest portion of the decrease in the actual over the estimate with electricity sales being lower in FY 2001-02 than FY 2000-01(significant basis for original budget projections) due to lower market prices for fuel and purchased power. Also, shown on the chart for comparison purposes is the estimate for 2002-03 and the actual for 2000-01.

Comparison of Actual and Estimated Revenues



For additional revenue details and projection information, refer to the separate Revenue Manual. This document provides detail information regarding each revenue source int eh City including authorization, projection parameters, historical data, etc.

City of Independence, Missouri
2002-2003 Operating Budget
Revenue Summary
For the Fiscal Years 2000-01 through 2002-03

Acct. No.	Description	2000-01 Actual	2001-02 Original Budget	2001-02 Actual Rev. For 9 Months	2001-02 Est. Revenue For 3 Months	2001-02 Current Estimate	2002-03 Proposed Budget	%Chg. Orig. to Proj.
	General Fund							
	Property Taxes							
2-3011	Real Estate	5,591,990	6,017,151	5,970,638	-21,169	5,949,469	6,262,059	4.1%
2-3013	R.R. & Other Utility	39,168	39,200	45,912	0	45,912	39,200	0.0%
	Total Property Taxes	5,631,159	6,056,351	6,016,550	-21,169	5,995,381	6,301,259	4.0%
	Sales and Use Taxes							
2-3041	Local Option Sales Tax	16,141,368	17,411,522	12,566,251	4,466,019	17,032,270	17,576,954	1.0%
2-3042	Cigarette Tax	595,259	610,000	446,139	153,830	599,969	600,000	-1.6%
2-3044	Local Option Use Tax	0	0		0	0	0	n/a
	Total Sales and Use Taxes	16,736,627	18,021,522	13,012,390	4,619,849	17,632,239	18,176,954	0.9%
	Utility Franchise Fees							
2-3052	Water	18,897	23,000	13,268	6,789	20,057	24,000	4.3%
2-3053	Gas	3,952,161	3,334,902	2,538,080	706,301	3,244,381	3,598,379	7.9%
2-3054	Telephone	2,281,407	3,070,000	1,887,239	787,306	2,674,545	3,285,073	7.0%
2-3055	Electricity	187,658	175,000	171,981	40,153	212,134	210,000	20.0%
2-3057	Cable Television	564,330	527,204	417,491	223,690	641,181	526,419	-0.1%
	Total Utility Franchise Fees	7,004,453	7,130,106	5,028,059	1,764,239	6,792,298	7,643,871	7.2%
	Payments in Lieu of Taxes							
2-3281	Power & Light In Lieu Of Taxes	7,543,970	7,254,247	5,339,831	1,564,205	6,904,036	7,269,683	0.2%
2-3282	Water Service In Lieu Of Taxes	898,924	889,434	672,586	219,651	892,237	964,012	8.4%
2-3283	Sanitary Sewer In Lieu Of Taxes	1,064,473	1,068,266	788,214	340,216	1,128,430	1,081,394	1.2%
	Total Pymt. in Lieu of Taxes	9,507,366	9,211,947	6,800,631	2,124,072	8,924,703	9,315,089	1.1%
	Total Taxes	38,879,605	40,419,926	30,857,630	8,486,991	39,344,621	41,437,173	2.5%

City of Independence, Missouri
2002-2003 Operating Budget
Revenue Summary
For the Fiscal Years 2000-01 through 2002-03

Acct. No.	Description	2000-01 Actual	2001-02 Original Budget	2001-02 Actual Rev. For 9 Months	2001-02 Est. Revenue For 3 Months	2001-02 Current Estimate	2002-03 Proposed Budget	%Chg. Orig. to Proj.
	Business Licenses and Permits							
2-3101	Occupation Licenses	1,270,531	1,383,116	614,463	892,160	1,506,623	1,587,419	14.8%
2-3102	Liquor Licenses	68,315	78,588	5,983	71,665	77,648	76,895	-2.2%
2-3103	Planning Exam & Licenses	56,514	41,500	61,356	10,315	71,671	110,000	165.1%
2-3104	Fin-Other License/Permits	50,604	51,762	43,516	17,911	61,427	59,126	14.2%
2-3108	Building Permits, Com.Develop.	962,255	1,111,500	661,813	327,829	989,642	1,200,000	8.0%
2-3109	Construction Permits, Pub.Works	447,472	380,400	377,552	36,020	413,572	550,000	44.6%
2-3120	Nursing Home Permits	471	800	800	76	876	800	0.0%
2-3121	Day Care Permits	7,566	4,500	1,461	1,883	3,344	2,700	-40.0%
2-3122	Food Handler's Permits	42,816	35,000	34,004	10,547	44,551	42,450	21.3%
2-3123	Massage Therapist Appl	3,231	1,300	1,490	355	1,845	5,330	310.0%
2-3124	Other Food Permits	71,549	70,700	82,403	15,888	98,291	70,615	-0.1%
2-3125	Ambulance Permits & Licenses	22,606	5,000	24,452	1,356	25,808	20,000	300.0%
2-3126	Plan Reviews - Health Dept.	1,240	12,000	600	1,082	1,682	4,500	-62.5%
	Total Bus. Lic. & Permits	3,005,170	3,176,166	1,909,893	1,387,087	3,296,980	3,729,835	17.4%
	Non-Business Licenses and Permits							
2-3151	Motor Vehicle Licenses	424,613	435,000	450,012	-25,393	424,619	441,000	1.4%
	Total Licenses and Permits	3,429,783	3,611,166	2,359,905	1,361,694	3,721,599	4,170,835	15.5%
	Grants-							
	Federal Government Grants							
2-3210	Civil Defense Program	41,318	37,000	23,207	13,272	36,479	38,000	2.7%
2-3211	Public Health Nursing	176,644	208,000	148,489	60,904	209,393	191,257	-8.0%
2-3212	Community Health Ed	0	27,500		27,500	27,500	0	-100.0%
2-3213	55 Mph Compliance Grant	0	0		0	0	0	n/a
2-3218	Dial-A-Ride	34,690	25,300	1,221	10,305	11,526	30,000	18.6%
2-3219	Other	1,543,840	223,029	3,069,338	2,412,777	5,482,115	162,065	-27.3%
	Total Federal Grants	1,796,492	520,829	3,242,255	2,524,758	5,767,013	421,322	-19.1%

City of Independence, Missouri
2002-2003 Operating Budget
Revenue Summary
For the Fiscal Years 2000-01 through 2002-03

Acct. No.	Description	2000-01 Actual	2001-02 Original Budget	2001-02 Actual Rev. For 9 Months	2001-02 Est. Revenue For 3 Months	2001-02 Current Estimate	2002-03 Proposed Budget	%Chg. Orig. to Proj.
	State Government Grants							
2-3241	Financial Institutions Tax	21,862	22,000	31,592	158	31,750	31,000	40.9%
2-3242	Gasoline Tax	3,194,821	3,035,765	2,359,128	797,458	3,156,586	3,300,259	8.7%
2-3243	Motor Vehicle License Fees	644,059	553,440	387,902	153,309	541,211	560,000	1.2%
2-3244	Motor Vehicle Sales Tax	826,722	766,791	684,948	215,583	900,531	875,000	14.1%
2-3250	Other	118,697	0	47,548	79,093	126,641	0	n/a
	Total State Grants	4,806,162	4,377,996	3,511,118	1,245,601	4,756,719	4,766,259	8.9%
	Other Sources							
2-3272	Jackson County Drug Task Force	561,343	522,658	344,715	179,119	523,834	558,507	6.9%
2-3274	Jackson County Dare Program	334,095	334,095	333,276	0	333,276	333,276	-0.2%
2-3275	Mid Am Reg Council	25,000	30,000	16,667	13,265	29,932	30,000	0.0%
2-3279	Youth Social Services Coord.	5,120	0	944	0	944	0	n/a
	Total Other Sources	925,558	886,753	695,602	192,384	887,986	921,783	4.0%
	Total Grants	7,528,212	5,785,578	7,448,975	3,962,743	11,411,718	6,109,364	5.6%
	Charges for Services							
	General Government							
2-3302	Planning & Zoning Fees	40,632	40,000	24,735	11,714	36,449	35,000	-12.5%
2-3303	Board Of Adjustment Fees	4,050	3,600	4,410	907	5,317	4,500	25.0%
2-3304	Sale Of Maps, Books, Plans	146	18,500	7,360	8,606	15,966	20,000	8.1%
2-3305	Sale Of Police Reports	48,335	64,143	32,940	15,498	48,438	44,838	-30.1%
2-3306	Sale Of Fire Reports	664	900	730	253	983	936	4.0%
2-3307	Computer Service Charges	31,765	31,000	14,531	10,005	24,536	24,000	-22.6%
	Health							
2-3311	Animal Shelter Fees	56,747	50,000	35,877	13,529	49,406	50,000	0.0%
2-3312	Animal Id Tags	430	400	350	147	497	450	12.5%

City of Independence, Missouri
2002-2003 Operating Budget

Revenue Summary

For the Fiscal Years 2000-01 through 2002-03

Acct. No.	Description	2000-01 Actual	2001-02 Original Budget	2001-02 Actual Rev. For 9 Months	2001-02 Est. Revenue For 3 Months	2001-02 Current Estimate	2002-03 Proposed Budget	%Chg. Orig. to Proj.
	Public Safety							
2-3316	Reimb. For Police Services	225,088	278,847	189,261	215,016	404,277	55,608	-80.1%
2-3317	School Resource Officers	129,265	141,570	125,388	46,126	171,514	224,756	58.8%
2-3318	Alarm Charges - Police	73,300	56,250	45,575	17,693	63,268	60,000	6.7%
2-3319	Alarm Charges - Fire	4,521	2,000	5,625	554	6,179	2,000	0.0%
	Recreation							
2-3322	Class Fees	35,994	45,000	27,379	12,260	39,639	50,000	11.1%
2-3323	Park Concessions	2,545	15,000	1,543	3,518	5,061	20,000	33.3%
2-3326	Pool Fees	0	0		0	0	0	n/a
2-3327	Recreation Centers	13,889	22,000	11,098	4,168	15,266	74,000	236.4%
2-3329	Recreation Rentals	43,614	50,000	38,382	12,876	51,258	60,000	20.0%
	National Frontier Trails Center							
2-3331	NFTC-Admissions	40,947	41,000	23,950	13,202	37,152	49,000	19.5%
2-3332	NFTC-Gift Shop	41,194	38,000	26,869	13,316	40,185	42,000	10.5%
	Cemetery							
2-3341	Sale Of Cemetery Lots	28,700	40,000	41,600	11,462	53,062	45,000	12.5%
2-3342	Sale Of Monument Bases	3,486	5,000	9,850	1,431	11,281	15,000	200.0%
2-3343	Grave Opening Charges	49,671	65,000	44,650	15,830	60,480	75,000	15.4%
	Other Charges							
2-3392	Sale Of Street Signs	4,020	2,000	3,711	751	4,462	2,300	15.0%
2-3393	Special Assessments	12,415	20,000	18,387	4,942	23,329	15,000	-25.0%
2-3396	Sale Of Recycled Material	32,214	44,000	29,435	14,803	44,238	35,000	-20.5%
2-3397	Solid Waste Disp Fees	33,354	42,000	17,802	13,681	31,483	28,000	-33.3%
2-3398	Miscellaneous Charges	103,502	140,000	158,942	120,941	279,883	140,000	0.0%
	Total Charges for Services	1,060,486	1,256,210	940,380	583,229	1,523,609	1,172,388	-6.7%

City of Independence, Missouri
2002-2003 Operating Budget
Revenue Summary
For the Fiscal Years 2000-01 through 2002-03

Acct. No.	Description	2000-01 Actual	2001-02 Original Budget	2001-02 Actual Rev. For 9 Months	2001-02 Est. Revenue For 3 Months	2001-02 Current Estimate	2002-03 Proposed Budget	%Chg. Orig. to Proj.
	Fines and Court Costs							
2-3401	Fines & Forfeitures	2,542,824	2,931,988	2,041,893	746,397	2,788,290	2,913,020	-0.6%
2-3402	Court Costs	330,844	352,140	258,297	88,992	347,289	362,704	3.0%
2-3403	Police Training	53,484	56,409	41,663	14,322	55,985	58,101	3.0%
2-3404	Domestic Violence	52,758	56,867	41,325	12,876	54,201	58,573	3.0%
2-3405	Dwi/Drug	30,888	35,926	20,483	9,558	30,041	37,003	3.0%
2-3406	Special Warrant Collection	0	0		0	0	0	n/a
	Total Fines & Court Costs	3,010,798	3,433,330	2,403,661	872,145	3,275,806	3,429,401	-0.1%
	Interest Income							
2-3411	Interest	293,151	170,000	129,333	49,484	178,817	125,028	-26.5%
2-3412	Special Assessments - Interest	0	10,000		2,966	2,966	0	-100.0%
2-3413	Interest - Other	67,249	45,000	59,336	17,672	77,008	70,000	55.6%
	Total Interest Income	360,399	225,000	188,669	70,122	258,791	195,028	-13.3%
2-3421	Interfund Chgs. For Supp. Serv.	2,757,883	2,696,800	2,022,606	679,243	2,701,849	2,624,650	-2.7%
	Other Revenue							
2-3431	Sale Of Land	0	0		0	0	0	n/a
2-3432	Sale Of Fixed Assets	44,659	40,000	169,074	11,254	180,328	40,000	0.0%
2-3433	Rents	140,206	136,485	116,057	35,959	152,016	153,795	12.7%
2-3434	Damage Claims	57,384	20,000	18,121	13,729	31,850	20,000	0.0%
2-3435	Contributions	196,924	50,000	57,308	56,651	113,959	50,000	0.0%
2-3437	Housing Auth. In Lieu Of Taxes	0	0		0	0	0	n/a
2-3439	Cash Over/Short	-986	0	-383	0	-383	0	n/a
2-3440	Discounts Taken	1,069	1,000	409	229	638	500	-50.0%
2-3449	Misc. Non-Operating Revenue	115,213	130,000	244,904	43,038	287,942	130,000	0.0%
	Total Other Revenue	554,468	377,485	605,490	160,860	766,350	394,295	4.5%
	Total General Fund Revenues	**$57,581,634**	**$57,805,495**	**$46,827,316**	**$16,177,027**	**$63,004,343**	**$59,533,134**	**3.0%**

City of Independence, Missouri
2002-2003 Operating Budget
Revenue Summary
For the Fiscal Years 2000-01 through 2002-03

Acct. No.	Description	2000-01 Actual	2001-02 Original Budget	2001-02 Actual Rev. For 9 Months	2001-02 Est. Revenue For 3 Months	2001-02 Current Estimate	2002-03 Proposed Budget	%Chg. Orig. to Proj.
	Power and Light Fund							
	Operating Revenue							
20-4010	Electric Service Charges	78,186,959	75,604,000	53,805,288	16,880,712	70,686,000	75,082,000	-0.7%
20-4600	Other Operating Revenue	723,141	970,000	648,249	324,751	973,000	973,000	0.3%
	Total Operating Revenue	78,910,100	76,574,000	54,453,537	17,205,463	71,659,000	76,055,000	-0.7%
20-3421	Interfund Charges	681,806	726,770	551,934	174,836	726,770	778,180	7.1%
20-3411	Interest Income	2,111,554	2,090,000	1,290,030	224,210	1,514,240	1,500,000	-28.2%
	Total Revenues	$81,703,460	$79,390,770	$56,295,501	$17,604,509	$73,900,010	$78,333,180	-1.3%
	Sanitary Sewer Fund							
	Operating Revenue							
30-3109	Construction Permits, Pub.Works	136,340	61,000	18,289	42,711	61,000	0	-100.0%
30-4010	Residential	8,015,061	8,116,000	6,021,742	2,017,258	8,039,000	8,071,000	-0.6%
30-4110	Comercial Base	3,246,359	3,249,000	2,390,957	824,043	3,215,000	3,231,000	-0.6%
30-4120	Comercial Surcharge	778,286	732,000	526,629	203,371	730,000	730,000	-0.3%
30-4430	Contract Services	336,586	175,000	116,683	43,317	160,000	160,000	-8.6%
30-4570	Intermunicipal Agreements	405,826	407,000	225,593	181,407	407,000	407,000	0.0%
30-4600	Other Operating Revenue	103,872	150,000	79,413	36,587	116,000	107,000	-28.7%
30-4700	Change in Unbilled Revenue	16,666	0	11,690	310	12,000	0	n/a
	Total Operating Revenue	13,038,996	12,890,000	9,390,996	3,349,004	12,740,000	12,706,000	-1.4%
	Non-Operating Revenue							
30-3411	Interest Income	740,043	557,000	339,702	53,891	393,593	412,214	-26.0%
30-4900	Other Revenues, Net	205,256	0	99,697	303	100,000	0	n/a
	Total Revenues	$13,984,295	$13,447,000	$9,830,395	$3,403,198	$13,233,593	$13,118,214	-2.4%

City of Independence, Missouri
2002-2003 Operating Budget
Revenue Summary
For the Fiscal Years 2000-01 through 2002-03

Acct. No.	Description	2000-01 Actual	2001-02 Original Budget	2001-02 Actual Rev. For 9 Months	2001-02 Est. Revenue For 3 Months	2001-02 Current Estimate	2002-03 Proposed Budget	%Chg. Orig. to Proj.
	Water Fund							
	Operating Revenue							
40-4010	Residential Sales	7,552,382	7,560,281	5,654,698	1,943,091	7,597,789	7,650,000	1.2%
40-4110	Commercial Sales	2,032,338	1,961,753	1,534,934	550,225	2,085,159	2,070,000	5.5%
40-4130	Industrial Sales	215,619	210,408	717,427	-492,767	224,660	221,000	5.0%
40-4400	Public Authority Sales	124,919	118,623	104,116	30,182	134,298	130,000	9.6%
40-4410	Private Fire Protection	42,886	42,000	33,675	9,911	43,586	43,000	2.4%
40-4420	Public Fire Protection	565,562	540,000	436,970	127,616	564,586	560,000	3.7%
40-4550	Sales for Resale	4,165,235	3,993,024	3,294,052	976,901	4,270,953	4,260,000	6.7%
40-4600	Other Operating Revenue	238,156	240,000	170,764	70,552	241,316	245,000	2.1%
	Total Operating Revenue	14,937,097	14,666,089	11,946,636	3,215,711	15,162,347	15,179,000	3.5%
40-3421	Interfund Charges	891,270	840,350	630,261	210,089	840,350	1,048,000	24.7%
40-3411	Interest Income	1,406,625	1,190,000	798,063	116,783	914,846	900,000	-24.4%
40-3440	Other Revenues, Net	165	0	197	3	200	0	n/a
	Total Revenues	**$17,235,157**	**$16,696,439**	**$13,375,157**	**$3,542,586**	**$16,917,743**	**$17,127,000**	**2.6%**
	Tourism Fund							
4-3043	Transient Guest Tax	443,658	500,429	374,798	53,202	428,000	803,665	60.6%
4-3413	Interest and Penalties	12	0		0	0	100	n/a
4-3219	Federal Grant - Other	0	0		0	0	0	n/a
4-3250	State Grant - Other	33,304	0	23,962	0	23,962	0	n/a
4-3398	Miscellaneous Charges	1,246	0	610	0	610	0	n/a
4-3411	Interest Income	10,996	9,400	3,480	120	3,600	3,686	-60.8%
4-3449	Misc. Non-Operating Revenue	25,174	3,610	11,098	0	11,098	4,000	10.8%
	Total Revenues	**$514,390**	**$513,439**	**$413,948**	**$53,322**	**$467,270**	**$811,451**	**58.0%**

City of Independence, Missouri
2002-2003 Operating Budget

Revenue Summary

For the Fiscal Years 2000-01 through 2002-03

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	Street Improvments Sales Tax Fund							
11-3041	Sales Tax	6,051,479	6,529,320	4,705,122	1,602,398	6,307,520	6,591,358	1.0%
11-3411	Interest	61,285	20,000	17,545	4,172	21,717	15,494	-22.5%
	Total Revenues	**$6,112,764**	**$6,549,320**	**$4,722,667**	**$1,606,570**	**$6,329,237**	**$6,606,852**	**0.9%**
	Parks Improvments Sales Tax Fund							
12-3041	Sales Tax	2,017,160	2,176,440	1,568,707	533,800	2,102,507	2,197,119	1.0%
12-3411	Interest	125,623	39,000	52,764	2,709	55,473	25,562	-34.5%
	Total Revenues	**$2,142,783**	**$2,215,440**	**$1,621,471**	**$536,509**	**$2,157,980**	**$2,222,681**	**0.3%**
	Storm Water Improvments Sales Tax Fund							
13-3041	Sales Tax	1,676,492	4,352,880	2,983,814	1,016,186	4,000,000	4,400,000	1.1%
13-3411	Interest	12,262	40,000	42,742	9,969	52,711	52,042	30.1%
	Total Revenues	**$1,688,754**	**$4,392,880**	**$3,026,556**	**$1,026,155**	**$4,052,711**	**$4,452,042**	**1.3%**
	License Surcharge (Excise Tax) Fund							
14-3108	License Tax	102,533	300,000	239,754	160,450	400,204	500,000	66.7%
14-3411	Interest	1,567	800	4,545	983	5,528	4,607	475.9%
	Total Revenues	**$104,100**	**$300,800**	**$244,299**	**$161,433**	**$405,732**	**$504,607**	**67.8%**

City of Independence, Missouri
2002-2003 Operating Budget
Revenue Summary
For the Fiscal Years 2000-01 through 2002-03

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	Community Development Block Grant Fund							
8-3204	Federal Grant - CDBG	903,088	1,081,000	1,015,199	65,801	1,081,000	1,038,000	-4.0%
8-3449	Misc. Non-Operating Revenue	49	0		0	0	0	n/a
	Total Revenues	**$903,137**	**$1,081,000**	**$1,015,199**	**$65,801**	**$1,081,000**	**$1,038,000**	**-4.0%**
	HOME Program Fund							
9-3209	HOME Program Grant	478,974	548,000	388,376	159,624	548,000	547,000	-0.2%
9-3411	Interest Income	0	0		0	0	0	n/a
	Total Revenues	**$478,974**	**$548,000**	**$388,376**	**$159,624**	**$548,000**	**$547,000**	**-0.2%**
	Central Garage Fund							
90-3380	Central Garage Charges	1,269,589	1,262,129	971,415	290,714	1,262,129	1,292,150	2.4%
90-3411	Interest Income	3,647	500	2,693	403	3,096	1,649	229.8%
	Total Revenues	**$1,273,236**	**$1,262,629**	**$974,108**	**$291,117**	**$1,265,225**	**$1,293,799**	**2.5%**
	Staywell Healthcare Fund							
91-3461	Premiums	8,196,540	9,368,200	6,577,809	2,141,066	8,718,875	10,130,997	8.1%
91-3413	Interest	90,825	104,800	14,563	2,063	16,626	31,503	-69.9%
	Total Revenues	**$8,287,365**	**$9,473,000**	**$6,592,372**	**$2,143,129**	**$8,735,501**	**$10,162,500**	**7.3%**

City of Independence, Missouri
2002-2003 Operating Budget

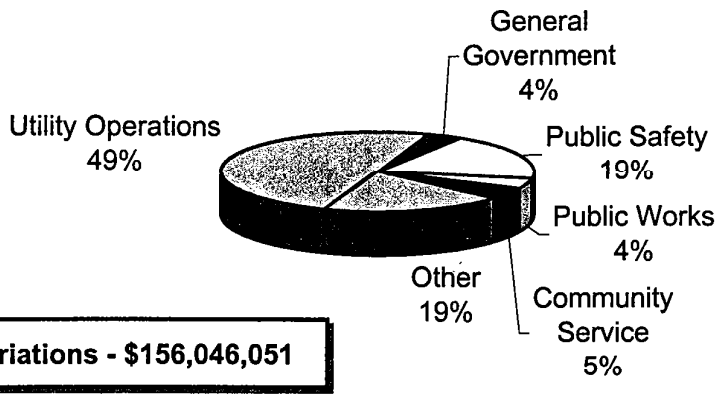
Revenue Summary

For the Fiscal Years 2000-01 through 2002-03

Acct. No.	Description	2000-01 Actual	2001-02 Original Budget	2001-02 Actual Rev. For 9 Months	2001-02 Est. Revenue For 3 Months	2001-02 Current Estimate	2002-03 Proposed Budget	%Chg. Orig. to Proj.
	Summary:							
	Grand Total Revenues	$192,010,049	$193,676,212	$145,327,365	$46,770,980	$192,098,345	$195,750,460	1.1%
	Less:							
	Central Garage Fund	-1,273,236	-1,262,629	-974,108	-291,117	-1,265,225	-1,293,799	
	Staywell Health Care Fund	-8,287,365	-9,473,000	-6,592,372	-2,143,129	-8,735,501	-10,162,500	
	Interfund Charges	-4,330,959	-4,263,920	-3,204,801	-1,064,168	-4,268,969	-4,450,830	
	Net Total Revenues	$178,118,489	$178,676,663	$134,556,084	$43,272,566	$177,828,650	$179,843,331	0.7%

Appropriations

Appropriations

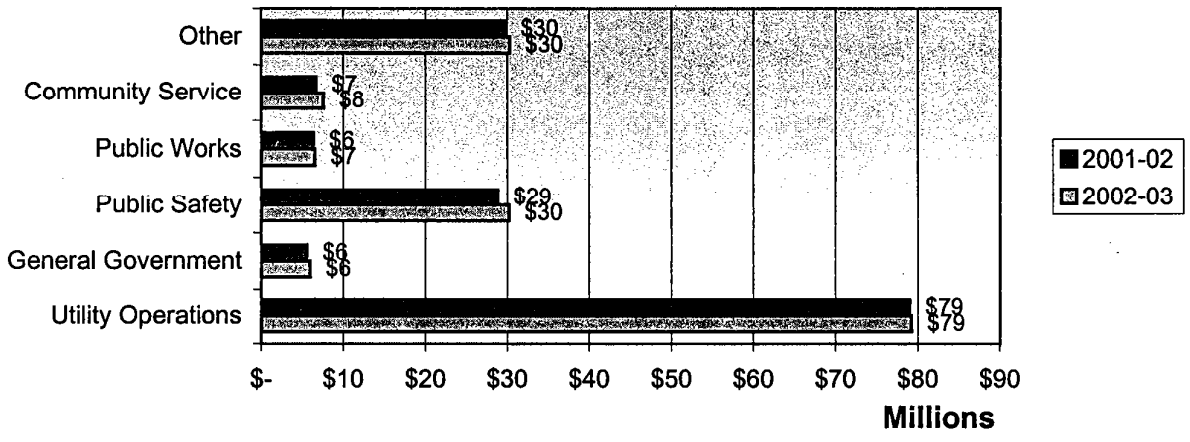


Total Appropriations - $156,046,051

Utility Operations represent forty-nine percent of the total budget. In addition to these costs, debt service and non-departmental costs associated with utility operations are included in the Other category. With the direct Utility Operations costs, debt service and utility non-departmental costs, the City's three utilities account for sixty-two percent of the total City Budget. For the General Fund separately, Public Safety represents the largest category of expenses and accounts for fifty-one percent of that fund's budget.

Total operating budget appropriations increased by 2.3 pecent between the two fiscal years representing an increase of $3.6 million. Included in this amount is an increase in the amount of $1.6 million for health insurance premium increases for City employees and retirees. This health insurance increase reflects an anticipated increase of 1.5 percent per month for medical claim costs and 2 percent per month increase in prescription costs. The City's contribution to State retirement program for City employees also will be increasing in the 2002-03 fiscal year by $718,000.

Comparison of Appropriations



City of Independence, Missouri
2002-03 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2000-01, 2001-02 and 2002-03

Fund/Department	Actual Expenditures 2000-01	Original Budget 2001-02	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2001-02	City Council Adopted 2002-03
General Fund:						
General Government:						
City Council	$ 335,222	$ 342,824	$ 254,900	$ 98,612	$ 353,512	$ 386,187
City Clerk	412,572	412,530	316,226	112,097	428,323	440,811
City Manager	768,980	739,870	570,970	200,885	771,855	802,226
Technology Services	1,469,188	1,435,189	1,141,247	348,575	1,489,822	1,509,725
Municipal Court	543,530	547,522	441,537	129,513	571,050	626,324
Total General Government	$ 3,529,492	$ 3,477,935	$ 2,724,880	$ 889,682	$ 3,614,562	$ 3,765,273
National Frontier Trails Center	$ 301,023	$ 305,027	$ 222,471	$ 93,452	$ 315,923	$ 321,721
Law Department	681,067	659,813	527,195	159,573	686,768	647,629
Finance Department:						
Administration	$ 270,380	$ 258,076	$ 197,982	$ 73,021	$ 271,003	$ 275,956
Accounting	611,756	606,558	503,364	127,534	630,898	677,558
Purchasing	359,871	365,036	286,047	93,772	379,819	414,470
Occupation Licensing	172,796	167,569	133,507	42,123	175,630	179,520
Total Finance Department	$ 1,414,803	$ 1,397,239	$ 1,120,900	$ 336,450	$ 1,457,350	$ 1,547,504
Human Resources Department	$ 426,916	$ 441,933	$ 301,114	$ 157,057	$ 458,171	$ 467,930
Community Development Department:						
Administration	$ 175,813	$ 166,048	$ 131,023	$ 43,637	$ 174,660	$ 177,387
Planning	584,066	561,354	403,729	184,793	588,522	601,963
Transportation	695,111	722,736	731,948	5,332	737,280	751,823
Historic Preservation	174,112	131,916	106,948	45,907	152,855	141,810
Building Inspection	541,603	508,087	392,563	138,689	531,252	537,437
Code Enforcement	590,606	-	-	-	-	-
Total Planning and Permits	$ 2,761,311	$ 2,090,141	$ 1,766,211	$ 418,358	$ 2,184,569	$ 2,210,420

City of Independence, Missouri
2002-03 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2000-01, 2001-02 and 2002-03

Fund/Department	Actual Expenditures 2000-01	Original Budget 2001-02	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2001-02	City Council Adopted 2002-03
General Fund (continued):						
Police Department:						
Administration	$ 2,190,952	$ 917,588	$ 1,811,840	$ 762,140	$ 2,573,980	$ 929,270
Police Operations	11,576,921	11,183,082	9,229,542	2,292,079	11,521,621	11,795,632
Police Services	4,218,016	4,310,280	3,352,606	1,044,925	4,397,531	4,750,132
Total Police Department	$ 17,985,889	$ 16,410,950	$ 14,393,988	$ 4,099,144	$ 18,493,132	$ 17,475,034
Fire Department:						
Administration	$ 321,256	$ 309,620	$ 251,563	$ 68,022	$ 319,585	$ 429,261
Suppression	10,375,091	10,931,723	8,458,557	2,805,066	11,263,623	10,959,228
Fire Prevention	496,280	541,756	403,935	154,625	558,560	530,416
Maintenance	430,612	423,679	357,827	72,849	430,676	580,584
Training	194,013	199,506	144,870	60,994	205,864	166,052
Emergency Preparedness	-	-	-	-	-	32,976
Total Fire Department	$ 11,817,252	$ 12,406,284	$ 9,616,752	$ 3,161,556	$ 12,778,308	$ 12,698,517
Health Department:						
Administration	$ 119,142	$ 123,342	$ 70,509	$ 57,612	$ 128,121	$ 140,819
General Services	724,447	753,115	624,231	235,527	859,758	899,824
Animal/Rabies Control	440,201	455,516	364,232	102,840	467,072	538,535
Code Enforcement	9,349	630,080	595,353	97,701	693,054	730,575
Total Health Department	$ 1,293,139	$ 1,962,053	$ 1,654,325	$ 493,680	$ 2,148,005	$ 2,309,753
Public Works:						
Administration	$ 180,736	$ 164,262	$ 131,150	$ 42,185	$ 173,335	$ 177,429
Engineering	1,670,340	1,630,578	1,016,646	683,729	1,700,375	1,403,125
Property Management	856,975	849,168	709,481	178,240	887,721	973,314
Street Maintenance	3,590,604	3,687,247	2,658,130	1,079,513	3,737,643	3,964,772
Total Public Works	$ 6,298,655	$ 6,331,255	$ 4,515,407	$ 1,983,667	$ 6,499,074	$ 6,518,640

City of Independence, Missouri
2002-03 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2000-01, 2001-02 and 2002-03

Fund/Department	Actual Expenditures 2000-01	Original Budget 2001-02	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2001-02	City Council Adopted 2002-03
General Fund (continued):						
Water Pollution Control:						
Storm Sewer Maintenance	$ 295,927	$ 307,686	$ 238,498	$ 74,732	$ 313,230	$ 313,990
Parks and Recreation:						
Administration	$ 193,993	$ 188,725	$ 153,429	$ 47,805	$ 201,234	$ 204,652
Park Maintenance	951,270	966,800	730,045	254,158	984,203	1,052,213
Recreation	619,517	671,488	507,856	158,939	666,795	925,470
Cemetery Maintenance	191,891	173,665	166,251	11,852	178,103	193,146
Total Parks and Recreation	$ 1,956,671	$ 2,000,678	$ 1,557,581	$ 472,754	$ 2,030,335	$ 2,375,481
Non-Departmental	$ 4,857,769	$ 6,845,738	$ 3,865,244	$ 2,855,423	$ 6,720,667	$ 6,780,919
Debt Service (Lease Purchases)	102,029	103,504	77,440	26,064	103,504	299,308
Capital Outlay	1,215,838	2,015,000	904,356	1,110,644	2,015,000	1,804,861
Total General Fund	$ 54,937,781	$ 56,755,236	$ 43,486,362	$ 16,332,236	$ 59,818,598	$ 59,536,980
Tourism Fund:						
Tourism	$ 501,636	$ 513,439	$ 383,923	$ 199,265	$ 583,188	$ 597,789
Community Development Block Grant Fund:						
Community Development	$ 890,497	$ 213,018	$ 902,638	$ 67,045	$ 969,683	$ 233,559
HOME Program Fund:						
Community Development	$ 633,113	$ 60,800	$ 543,188	$ 87,640	$ 630,828	$ 66,647
Central Garage Fund:						
Public Works	$ 1,185,856	$ 1,156,998	$ 1,027,065	$ 142,826	$ 1,169,891	$ 1,215,658
Non-Departmental	69,389	105,631	50,160	51,354	101,514	78,141
Total Central Garage Fund	$ 1,255,245	$ 1,262,629	$ 1,077,225	$ 194,180	$ 1,271,405	$ 1,293,799
Staywell Health Care Fund	$ 9,239,969	$ 9,473,000	$ 6,002,826	$ 3,470,174	$ 9,473,000	$ 10,162,500

City of Independence, Missouri
2002-03 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2000-01, 2001-02 and 2002-03

Fund/Department	Actual Expenditures 2000-01	Original Budget 2001-02	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2001-02	City Council Adopted 2002-03
Park Improvements Sales Tax Fund:						
Parks and Recreation	$ 138,247	$ 319,178	$ 397,796	$ 220,107	$ 617,903	$ 369,917
Street Improvements Sales Tax Fund:						
Public Works	$ 15,992	$ -	$ 7,249	$ 25,674	$ 32,923	$ -
Storm Water Improvements Sales Tax Fund:						
Water Pollution Control	$ 641,250	$ 1,112,203	$ 356,218	$ 761,180	$ 1,117,398	$ 1,190,527
Power and Light Fund:						
Technology Services Department:						
Technology Services	$ 51,114	$ 58,258	$ 47,474	$ 13,448	$ 60,922	$ 63,925
Power and Light Department:						
Administration	667,132	984,096	521,977	455,043	977,020	1,029,316
Support Services	6,623,889	6,485,103	3,065,142	3,504,851	6,569,993	6,712,107
Production	46,250,567	41,377,506	28,547,440	12,460,957	41,008,397	39,740,912
Distribution	6,219,857	6,758,191	5,996,446	1,381,726	7,378,172	7,207,332
Engineering	2,802,267	3,154,285	1,774,474	1,453,911	3,228,385	3,398,255
Total Power and Light Department	$ 62,563,712	$ 58,759,181	$ 39,905,479	$ 19,256,488	$ 59,161,967	$ 58,087,922
Non-Departmental	11,523,177	11,813,483	8,892,824	2,818,467	11,711,291	12,440,366
Debt Service	2,905,976	2,918,860	1,587,600	1,331,260	2,918,860	2,914,570
Total Power and Light Fund	$ 77,043,979	$ 73,549,782	$ 50,433,377	$ 23,419,663	$ 73,853,040	$ 73,506,783
Sanitary Sewer Fund:						
Water Pollution Control Department:						
Administration	$ 664,129	$ 702,229	$ 528,719	$ 203,939	$ 732,658	$ 753,239
Treatment Facilities	5,407,147	5,769,889	3,889,088	1,915,598	5,804,686	5,935,852
Collection System Maintenance	1,792,226	2,028,901	1,203,115	860,035	2,063,150	1,955,695
Laboratory Services	185,975	189,005	121,145	71,625	192,770	203,674
Total Water Pollution Control Dept.	$ 8,049,477	$ 8,690,024	$ 5,742,067	$ 3,051,197	$ 8,793,264	$ 8,848,460

City of Independence, Missouri
2002-03 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2000-01, 2001-02 and 2002-03

Fund/Department	Actual Expenditures 2000-01	Original Budget 2001-02	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2001-02	City Council Adopted 2002-03
Sanitary Sewer Fund (continued):						
Non-Departmental	$ 2,311,303	$ 2,582,596	$ 1,785,548	$ 759,378	$ 2,544,926	$ 2,428,364
Debt Service	595,943	595,844	309,186	286,658	595,844	598,025
Total Sanitary Sewer Fund	$ 10,956,723	$ 11,868,464	$ 7,836,801	$ 4,097,233	$ 11,934,034	$ 11,874,849
Water Fund:						
City Manager's Department:						
Citizen Information Center	$ 50,843	$ 51,424	$ 37,858	$ 14,716	$ 52,574	$ 63,036
Water Department:						
Administration	1,185,953	964,040	666,656	265,490	932,146	1,034,863
Customer Service and Accounts	2,275,337	2,296,793	1,788,309	604,795	2,393,104	2,753,650
Production	3,760,143	3,993,726	3,250,887	855,766	4,106,653	4,047,478
Transmission and Distribution	2,723,138	2,865,517	2,337,820	757,921	3,095,741	2,917,849
Total Water Department	$ 9,944,571	$ 10,120,076	$ 8,043,672	$ 2,483,972	$ 10,527,644	$ 10,753,840
Non-Departmental	2,856,838	3,219,755	2,150,703	1,034,890	3,185,593	3,305,397
Debt Service	2,461,920	2,526,990	2,134,015	392,975	2,526,990	2,574,198
Total Water Fund	$ 15,314,172	$ 15,918,245	$ 12,366,248	$ 3,926,553	$ 16,292,801	$ 16,696,471
Storm Water Fund:						
Water Pollution Control-						
Storm Sewer Maintenance	$ -	$ -	$ -	$ -	$ -	$ -
Grand Total - All Funds	$ 171,568,604	$ 171,045,994	$ 123,793,851	$ 52,800,950	$ 176,594,801	$ 175,529,821
Less:						
Central Garage Fund	(1,255,245)	(1,262,629)	(974,108)	(291,117)	(1,265,225)	(1,293,799)
Staywell Health Care Fund	(9,239,969)	(9,473,000)	(6,592,372)	(2,143,129)	(8,735,501)	(10,162,500)
Interfund Charges for Support Ser.	(4,330,959)	(4,263,920)	(3,204,801)	(1,064,168)	(4,268,969)	(4,450,830)
Net Total Budget - All Funds	$ 156,742,431	$ 156,046,445	$ 113,022,570	$ 49,302,536	$ 162,325,106	$ 159,622,692

City of Independence, Missouri
2002-03 Operating Budget

Appropriations by Type Summary - All Funds

Department	Personal Services	Percent of Total	Other Services	Percent of Total	Supplies	Percent of Total	Capital Outlay/Other	Percent of Total	Total
City Council	$ 353,141	91.4%	$ 28,891	7.5%	$ 4,155	1.1%	$ -	0.0%	$ 386,187
City Clerk	386,246	87.6%	30,035	6.8%	24,530	5.6%	-	0.0%	440,811
City Manager	823,462	95.2%	37,080	4.3%	4,720	0.5%	-	0.0%	865,262
Tourism	182,000	30.4%	411,589	68.9%	4,200	0.7%	-	0.0%	597,789
NFTC	226,781	70.5%	65,465	20.3%	29,475	9.2%	-	0.0%	321,721
Technology Services	1,383,613	87.9%	167,012	10.6%	23,025	1.5%	-	0.0%	1,573,650
Municipal Court	583,310	93.1%	39,410	6.3%	3,604	0.6%	-	0.0%	626,324
Law	514,278	79.4%	118,100	18.2%	15,251	2.4%	-	0.0%	647,629
Finance	1,404,263	90.7%	131,123	8.5%	12,118	0.8%	-	0.0%	1,547,504
Human Resources	434,142	92.8%	27,538	5.9%	6,250	1.3%	-	0.0%	467,930
Community Dev.	1,558,549	62.1%	922,570	36.7%	29,507	1.2%	-	0.0%	2,510,626
Police	15,568,597	89.1%	1,143,602	6.5%	457,331	2.6%	305,504	1.7%	17,475,034
Fire	11,597,421	91.3%	573,835	4.5%	204,071	1.6%	323,190	2.5%	12,698,517
Health	1,936,610	83.8%	285,087	12.3%	88,056	3.8%	-	0.0%	2,309,753
Water	5,512,898	51.3%	3,100,605	28.8%	1,398,807	13.0%	741,530	6.9%	10,753,840
Public Works	4,364,125	66.9%	1,123,840	17.2%	830,675	12.7%	200,000	3.1%	6,518,640
Water Pollution Control	4,267,110	41.2%	5,128,665	49.5%	620,860	6.0%	336,342	3.2%	10,352,977
Parks and Recreation	2,074,975	75.6%	534,766	19.5%	135,657	4.9%	-	0.0%	2,745,398
Power and Light	17,068,248	29.4%	5,800,085	10.0%	33,805,589	58.2%	1,414,000	2.4%	58,087,922
Non-Departmental	4,452,314	21.7%	5,268,513	25.7%	8,800	0.0%	10,774,589	52.5%	20,504,216
Debt Service	-	0.0%	-	0.0%	-	0.0%	6,386,101	100.0%	6,386,101
Capital Outlay	-	0.0%	-	0.0%	-	0.0%	1,804,861	100.0%	1,804,861
Totals	$ 74,692,083	46.8%	$ 24,937,811	15.6%	$ 37,706,681	23.6%	$ 22,286,117	14.0%	$ 159,622,692

City of Independence, Missouri
2002-03 Operating Budget

Summary of Operating/Other Transfers and Designations of Fund Balance - All Funds

For the Fiscal Years 2001-02 and 2002-03

Description	General Fund	Tourism Fund	C.D.B.G. Fund	HOME Program Fund	Power & Light Fund	Sanitary Sewer Fund	Water Fund	Grand Total All Funds
2001-02								
Designations-								
For CDBG Programming			$(867,982)					$ (867,982)
For HOME Program Programming				(487,200)				(487,200)
For Tax Increment Financing Distributions	(1,388,066)							(1,388,066)
Total Designations	$(1,388,066)	$ -	$(867,982)	$(487,200)	$ -	$ -	$ -	$(2,743,248)
Operating Transfers-								
From (To) Street Improv. Fund (Gas Tax)	$ (150,000)							$ (150,000)
From (To) Emp. Benefits Fund	(52,728)				163,284	30,948	21,624	163,128
From (To) Santa Fe TIF Fund	(19,071)							(19,071)
From (To) Storm Water Fund	(105,357)							(105,357)
Total Operating Transfers	$ (327,156)	$ -	$ -	$ -	$ 163,284	$ 30,948	$ 21,624	$ (111,300)
Net Transfers	$(1,715,222)	$ -	$(867,982)	$(487,200)	$ 163,284	$ 30,948	$ 21,624	$(2,854,548)
2002-03								
Designations-								
For CDBG Programming			$(804,441)					$ (804,441)
For HOME Program Programming				(480,353)				(480,353)
For Visitor Orientation Center		(125,000)						(125,000)
For Tax Increment Financing Distributions	(1,358,914)							(1,358,914)
Total Designations	$(1,358,914)	$(125,000)	$(804,441)	$(480,353)	$ -	$ -	$ -	$(2,768,708)
Operating Transfers-								
From (To) Emp. Benefits Fund	$ (52,728)				$ 163,284	$ 30,948	$ 21,624	$ 163,128
From (To) Santa Fe TIF Fund	(32,360)							(32,360)
From (To) Storm Water Fund	(105,357)					105,357		-
Total Operating Transfers	$ (190,445)	$ -	$ -	$ -	$ 163,284	$ 136,305	$ 21,624	$ 130,768
Net Transfers	$(1,549,359)	$(125,000)	$(804,441)	$(480,353)	$ 163,284	$ 136,305	$ 21,624	$(2,637,940)

Debt Service

CITY OF INDEPENDENCE, MISSOURI

DEBT SERVICE

FOR THE 2002-03 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, 2001, the City had no outstanding General Obligation Bonds and $57,851,614 outstanding in Revenue Bonds and loans payable for utility operations. Included in the outstanding debt for utility operations was $24,011,614 for Power and Light Operations, $575,000 for Sanitary Sewer Operations, and $33,265,000 for Water Utility Operations. The City had a legal debt limit of $206,390,388 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, 2002).

City of Independence, Missouri
2002-03 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)	$ 82,911	$ 22,106	$ -	$ 105,017
Hartman Heritage TIF District	172,196	22,095	-	194,291
Total General Fund	$ 255,107	$ 44,201	$ -	$ 299,308
Power and Light Fund-				
Revenue Bonds (Refunding):				
1998 Series B (6235)	$ 1,260,000	$ 858,100	$ 750	$ 2,118,850
Revenue Bonds (Refunding):				
1993 Series (6233)	480,000	314,970	750	795,720
Total Power and Light Fund	$ 1,740,000	$ 1,173,070	$ 1,500	$ 2,914,570
Sanitary Sewer Fund-				
Infrastructure Facilities Revenue Bonds:				
1998 Series (6234)	$ 575,000	$ 21,625	$ 1,400	$ 598,025
Water Fund-				
Revenue Bonds:				
1986 Series (6352)	$ 1,070,000	$ 1,496,198	$ 8,000	$ 2,574,198
Grand Total All Funds	$ 3,640,107	$ 2,735,094	$ 10,900	$ 6,386,101

City of Independence, Missouri
2002-03 Operating Budget

Debt Service Requirements to Maturity - All Bonds

For the fiscal Years ending June 30,

Year	General Obligation Bonds Principal	General Obligation Bonds Fees and Interest	General Obligation Bonds Total	Power and Light Fund Principal	Power and Light Fund Fees and Interest	Power and Light Fund Total
2003			$ -	$ 1,740,000	$ 1,174,170	$ 2,914,170
2004			-	1,720,000	1,101,210	2,821,210
2005			-	1,800,000	1,027,615	2,827,615
2006			-	1,880,000	949,900	2,829,900
2007			-	1,965,000	866,550	2,831,550
2008			-	2,050,000	778,215	2,828,215
2009			-	2,150,000	686,065	2,836,065
2010			-	2,250,000	587,755	2,837,755
2011			-	2,360,000	483,175	2,843,175
2012-24			-	7,800,000	768,680	8,568,680
Total	$ -	$ -	$ -	$ 25,715,000	$ 8,423,335	$ 34,138,335

Year	Sanitary Sewer Fund Principal	Sanitary Sewer Fund Fees and Interest	Sanitary Sewer Fund Total	Water Fund Principal	Water Fund Fees and Interest	Water Fund Total	Total All Funds
2003	$ 575,000	$ 23,925	$ 598,925	$ 1,070,000	$ 1,504,198	$ 2,574,198	6,087,293
2004			-	1,200,000	1,461,035	2,661,035	5,482,245
2005			-	1,285,000	1,412,556	2,697,556	5,525,171
2006			-	1,415,000	1,358,524	2,773,524	5,603,424
2007			-	1,540,000	1,297,915	2,837,915	5,669,465
2008			-	1,670,000	1,230,890	2,900,890	5,729,105
2009			-	1,840,000	1,156,720	2,996,720	5,832,785
2010			-	1,970,000	1,074,773	3,044,773	5,882,528
2011			-	2,185,000	982,763	3,167,763	6,010,938
2012-24			-	19,090,000	3,254,610	22,344,610	30,913,290
Total	$ 575,000	$ 23,925	$ 598,925	$ 33,265,000	$ 14,733,984	$ 47,998,984	$ 82,736,244

City of Independence, Missouri
2002-03 Operating Budget

Capital Lease Payment Requirements to Maturity

For the fiscal Years ending June 30,

Year	Various Fire Dept. Equipment (2430-006)	Quint Fire Apparatus (2430-015)	City Hall HVAC Renovation (2430-001)	Wheeled Excavator (2430-008)	Grader (2430-009)	Computer Tape Drive (2430-011)	AS/400 Computer (2430-012)	2 Pumpers, 1 Rescue Vehicle (2430-013)
2003	$ 56,374	$ 115,260	$ 105,017	$ 28,088	$ 30,352	$ 2,775	$ 79,811	$ 101,647
2004	56,374	115,260	106,569					101,647
2005	56,374	115,260	108,161					101,647
2006	28,187	115,260	91,262					
2007								
2008								
2009								
2010								
2011								
2012-24								
Total	$ 197,309	$ 461,040	$ 411,009	$ 28,088	$ 30,352	$ 2,775	$ 79,811	$ 304,941

Year	Storm Water Equipment (2430-010)	Storm Water Sewer Vac (2430-016)	1999 Fire Pumper (2430-014)	City Hall Renovation	City Hall Renovation	Fire Records System	Hartman Heritage Debt Service	Total
2003	$ 36,419	$ 38,589	$ 22,909	$ 69,155	$ 117,815	$ 27,000	$ 78,197	$ 909,408
2004	36,419	38,588	22,909	71,860	143,647		77,566	770,839
2005		38,588	22,909	69,260	145,587		78,613	736,399
2006			22,909	71,635	140,757		76,006	546,016
2007			22,909	68,638	145,668		78,657	315,872
2008			22,910	70,640	143,671		77,579	314,800
2009				72,280	141,599		76,461	290,340
2010				68,640	145,755		78,705	293,100
2011								-
2012-24								-
Total	$ 72,838	$ 115,765	$ 137,455	$ 562,108	$ 1,124,499	$ 27,000	$ 621,784	$ 4,176,774

City of Independence, Missouri
2002-03 Operating Budget
Computation of Legal Debt Margin
June 30, 2002

Assessed Value at January 1, 2001: *			
Jackson County		$1,031,916,832	
Clay County		35,110	
Total Assessed Value		$1,031,951,942	
Constitutional Debt Limit ** (20% of Assessed Value)			$ 206,390,388
Total Bonded Debt		$ 59,793,673	
Less:			
Water Utility Bonds	$ 34,250,000		
Electric Utility Bonds	25,543,673		
Subtotal		59,793,673	
Total Bonded Debt		$ -	
Less: Debt Service Fund Balance		0	
Applicable Debt Limit			$ -
Legal Debt Margin			**$ 206,390,388**

** All Tangible Property.*

*** Article 6, Section 26(b) of the Missouri Constitution permits any county or city, by a vote of four-sevenths of qualified electors voting thereon, to incur an indebtedness for city purposes not to exceed 5 percent of the value of the taxable tangible property therein, as shown by the last assessment.*

Article 6, Section 26(c) of the Missouri Constitution permits any county or city, by a vote of four-sevenths of qualified electors voting thereon, to incur additional indebtedness of city purposes not to exceed 5 percent of the value of the taxable tangible property thereink as shown by the last assessment.

Article 6, Section 26(d) & (e) of the Missouri Constitution provides that any city may become indebted not exceeding in the aggregate an additional 10 percent of the value of the taxable tangible property for the purpose of acquiring right-of-ways, construction, extending and improving streets and avenues and/or sanitary or storm sewer systems and an additional 10 percent for purchasing or constructing waterworks, electric or other light plants provided the total general obligated indebtedness of the city does not exceed 20 percent of the assessed valuation.

Capital Budget

CITY OF INDEPENDENCE, MISSOURI

CAPITAL PROJECTS

FOR THE 2002-03 FISCAL YEAR

Capital Improvements

In addition to the Operating Budget document, the City prepares a capital improvements program recommended by the Planning Commission. The fundamental purposes of the capital improvements program process are as follows:

1. To establish a system of procedures and priorities by which each proposal can be evaluated in terms of the public need, the City's comprehensive plan, the inter-relationship of projects and cost replacements.

2. To consolidate and coordinate all the various departmental requests with the hope of reducing delays and coordinating individual improvements programs of the departments.

3. To schedule the proposals according to their priority evaluation.

4. To set forth an overall financing program whereby the Capital Improvements Program can be achieved.

5. To allow the general public an opportunity to review the capital expenditures program and provide their recommendations, suggestions, and comments.

6. To provide the planning and foundation for the City's Capital Budget.

Capital Budget

The complete "Capital Budget" is composed of three separate components. The first component is carryover appropriations from one fiscal year to the next. The carryover appropriations represent unexpended capital project appropriation balances at June 30 (outstanding June 30 encumbrances are added back to the project and then re-encumbered in the new fiscal year) and are necessary since capital project appropriations exist for the life of the project and do not lapse at the end of the fiscal year. The second component of the capital budget is individual capital project appropriation ordinances that are approved during the fiscal year. The third and final component is the Capital Budget appropriations included in this budget document.

In addition to the Capital Budget, a separate Capital Improvements Program (CIP) is prepared by the Community Development Department. The CIP is a plan that starts with the current Capital Budget and then projects Capital Project activity including funding sources and uses for the next five fiscal years. The CIP includes Capital Projects for which funding sources have been identified in either the current or future fiscal years and Capital Projects which are needed but for which an appropriate level of funding is not identified or available.

Relationships Between the Operating and Capital Budgets

There are many features that distinguish the City's operating budget from the capital budget. The operating budget includes expenses that are generally of a recurring nature and are appropriated for one year only. It includes the provision of all city services, but does not result in major physical assets for the community. Year to year changes in the operating budget are expected to be fairly stable, and represent incremental changes in the cost of doing business, in the size of the city, and in the types and level of service that are provided. Resources for the operating budget generally come from taxes, user fees, and intergovernmental payments that generally recur from year to year.

The capital budget, on the other hand, includes one-time costs for projects that may last several years. The projects result in major physical assets in the community. Wide fluctuations are expected in the capital budget from year to year depending on the timing of project expenditures. Resources for the capital budget generally come from bond sales, grants, and other one-time sources.

In spite of these differences, the operating and capital budgets are closely linked. The most obvious connection is the fact that the operating budget assumes the cost of maintaining and operating new facilities that are built under the capital budget. These costs are considered during the development of the capital improvement plan and are listed in the CIP document.

Capital expenditures affect the City's operating budget as well. New large capital projects often generate increased operating expenditures. For example, the addition of a new street could create additional street maintenance, snow removal, roadside mowing, etc. support costs.

Capital expenditures may also have positive impacts on the operating budget. Infrastructure improvements funded in the capital budget can reduce maintenance costs in these areas in future operating budgets. When a road is resurfaced in the capital budget, operating budget expenditures spent on maintenance of the road will be reduced for a number of years. As another example, repairing or building sanitary sewer collection systems reduce and hopefully eliminate staff callouts often on an overtime basis to respond to flooding and backup sewage situations.

Other capital projects may have little impact on the operating budget. Sidewalk replacement or storm drainage system repairs, for example, generally require little operating fund maintenance for many years, until full-scale improvements may again be required.

The resources that support the operating and capital budgets are also linked. Utility operating revenue bonds, lease/purchase payments and sometimes grants are funded through operating revenues in direct competition with the operating budget.

Capital Budget Funds

Capital project expenses for Enterprise Funds are funded directly out of those funds (i.e. Power and Light, Sanitary Sewer and Water funds). Capital project expenses for the Street Improvements Sales Tax, Park Improvements Sales Tax, Storm Water Improvements Sales Tax 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
2002-03 Capital Budget

Summary of 2001-02 Carryover Appropriations

Project No.	Project Description	Source of Funding	Carryover Appropriation
Power and Light Fund:			
9034	PCB Testing Program	Power & Light	$ 5,837.86
9036	Blue Valley Life Extension - Engineering	Power & Light	1,026,383.21
9309	Combustion Turbine Unit Life Extension Study	Power & Light	427,657.30
9310	Missouri City Power Production	Power & Light	469,635.89
9402	Reconductor Transmission & Distribution Circuits	Power & Light	1,743,571.26
9407	Substation Design and Construction	Power & Light	2,245,292.81
9607	Underground Utilities Program	Power & Light	3,077,517.02
9667	Blue Valley Plant - Clarifier & Lime Slaker	Power & Light	605,018.29
9669	Service Center Facility Improvements	Power & Light	269,374.10
9763	Blue Valley S02 Monitoring	Power & Light	53,487.17
9777	Crane Rail and Controls Upgrade	Power & Light	70,870.00
9778	Coal Yard and Scale Improvements	Power & Light	218,386.29
9779	Blue Valley Unit No. 1 Arch & Tube Replacement	Power & Light	44,705.04
9780	Fly Ash, Bottom Ash, and Compressor Controls Upgrade	Power & Light	79,926.73
9821	Blue Valley Unit 3 Generator Rewind	Power & Light	875,000.00
9822	Fly Ash System Upgrade - Blue Valley	Power & Light	539,532.41
9823	Blue Valley Plant Upgrades	Power & Light	792,625.00
9863	Combustion Turbine H5 Generator Rewind	Power & Light	176,673.75
9870	Blue Valley Unit No. 2 Boiler Tube	Power & Light	74,514.34
	Power and Light Fund Total		**$ 12,796,008.47**
Sanitary Sewer Fund:			
6452	Sewer District 448 - James Downey Road	Sanitary Sewer	$ 56,053.64
6453	Sewer District 449 - Kansas Avenue	Sanitary Sewer	29,401.04
9608	Swope and Viking to Kentucky	Sanitary Sewer	44,767.52
9609	44th and Dover (Adair to Lee's Summit Road)	Sanitary Sewer	30,163.30
9613	Control Room Modification	Sanitary Sewer	831,597.60
9644	Lake Drive	Sanitary Sewer	19,433.11
9645	Wilson Road	Sanitary Sewer	47,018.49
9647	Clam Shell Hoist Assembly Restoration	Sanitary Sewer	19,225.19
9671	Drumm Farm Outfall	Sanitary Sewer	45,136.68
9672	Pope to Dodgion	Sanitary Sewer	316,847.26
9676	Grit Chamber Gate Replacement	Sanitary Sewer	969.56
9716	Grand - Hayward to Linden	Sanitary Sewer	2,546.61
9724	3300 Block of South Claremont	Sanitary Sewer	100,263.35
9725	25th Street - Crysler to Rock Creek Main	Sanitary Sewer	34,722.16
9726	Main H - Truman Road to Rock Creek	Sanitary Sewer	295,147.38
9735	Engineering/Design - Shope to Huttig	Sanitary Sewer	56,301.34
9738	Raw Pump Motors/Drives, VFD (2) SCPS	Sanitary Sewer	17,163.94
9739	Engineering/Design - Kentucky I Pump Station	Sanitary Sewer	500,000.00
9757	Trenchless Technology - Neighborhoods	Sanitary Sewer	664,477.19
9767	Harvest Hills Sanitary Sewer	Sanitary Sewer	773,230.51
9781	Shope to Huttig	Sanitary Sewer	667,000.00
9782	44th Street to Osage	Sanitary Sewer	16,501.61
9783	2nd Street and Liberty to McCoy	Sanitary Sewer	13,281.40

City of Independence, Missouri
2002-03 Capital Budget

Summary of 2001-02 Carryover Appropriations

Project No.	Project Description	Source of Funding	Carryover Appropriation
Sanitary Sewer Fund (continued):			
9784	Kentucky and Wilson - Design	Sanitary Sewer	151,823.15
9785	Forest and Turner - Design	Sanitary Sewer	74,893.15
9786	Golden Acres Phase I - Design	Sanitary Sewer	121,260.00
9787	Lacy Village - Design	Sanitary Sewer	7,920.00
9788	Rock Creek Plant Buildings Restoration	Sanitary Sewer	71,941.22
9824	George Owens Park Sewer	Sanitary Sewer	91,739.01
9825	Truman and Berry Road Sewer	Sanitary Sewer	87,980.00
9826	Norton & Markham Design	Sanitary Sewer	21,672.01
9827	Norton to Country Club Park Design	Sanitary Sewer	23,400.00
9828	Treatment Plant Clarifier Drives (6)	Sanitary Sewer	160,000.00
9829	Treatment Plant HVAC Study and Design	Sanitary Sewer	15,000.00
9830	Aerator Gear Box and Motor Restoration	Sanitary Sewer	50,000.00
	Sanitary Sewer Fund Total		**$ 5,458,877.42**
Water Fund:			
9501	M291 Widening (24 Highway to 210 Highway)	Water	$ 1,796,392.20
9620	Develop Well Field - North Side of River	Water	(3,456.78)
9653	Renovation of Administration Building	Water	13,540.00
9681	Plant Improvement - Rebuild Contact Basin No. 1	Water	190,046.25
9683	Plant Improvement - Replace Transformers at Substation	Water	120,000.00
9687	North Well Field Development	Water	304,214.64
9688	Relocate Existing Control Cabinets at Plant	Water	115,455.08
9689	Switch Gear Upgrade at Plant	Water	198,000.00
9740	Plant Improvement - Paint 35th Street Reservoir	Water	205,337.50
9744	Plant Improvement - Replace Valve Oper. Cylinders - Filters	Water	40,000.00
9748	Plant Improvement - Paint Blue Ridge Tower	Water	220,000.00
9749	Main Replacement Program	Water	311,644.90
9791	Design New Transmission Main	Water	414,122.85
9832	Plant Improvement Rebuild Contact Basin 5	Water	90,046.25
9834	Plant Improvement Dismantle and Replace East Wash Water Tank	Water	250,000.00
9835	Plant Improvement Replace Slaker 6	Water	100,000.00
9836	Plant Improvement Replace Well Starters and Circuit Breakers	Water	50,000.00
9837	Plant Improvement Replace Valve Operating Cylinders and Filters	Water	20,000.00
9838	Crysler Avenue Main Replacement 39th to 31st St.	Water	670,000.00
9839	Small Main Replacement Program	Water	743,338.66
9841	Little Blue Parkway Preliminary Engineering	Water	250,000.00
9842	Salisbury Road Improvements	Water	65,955.04
9844	New Cement City Road Main Extension	Water	188,000.00
9845	New Blue Ridge Elevated Tank	Water	290,000.00
9846	Plant Improvements New Mixing Chamber Existing Plant	Water	351,000.00

City of Independence, Missouri
2002-03 Capital Budget

Summary of 2001-02 Carryover Appropriations

Project No.	Project Description	Source of Funding	Carryover Appropriation
Water Fund (continued):			
9869	Courtney Bend Treatment Plant	Water	526,289.20
9916	Property Acquisition for CBP Plant Expansion	Water	90,000.00
	Water Fund Total		**$ 7,609,925.79**
Street Improvements Fund:			
9208	Little Blue Parkway - Phase III	Street Improvements	$ 74,427.31
		Surface Transportation	4,299.60
		Power and Light	12,000.00
9622	Little Blue Parkway - Phase I	County Urban Road Sys.	77,173.36
		Surface Transportation	147,669.06
9623	College Avenue - Noland to US 24	General	2,428.54
9633	Little Blue Parkway - Phase II	County Urban Road Sys.	225,594.45
9696	35th Street Repair - Phelps to Lee's Summit Rd.	General	3,555.61
9703	Carlisle Neighborhood Street	CDBG Grant	64,380.98
		General Fund TIF Dist.	2,000.00
9705	Santa Fe Neighborhood Improvement District	Street Improvements	5,130.81
		General	3,679.20
9708	Crysler Avenue - 39th to 31st Street	Surface Transportation	1,374,085.50
		County Urban Road Sys.	339,375.80
9731	Benton Sidewalks	CDBG Grant	39,770.24
		General Fund TIF Dist.	13,000.00
9760	Crenshaw and RD Mize Improvement	Street Improvements	7,155.08
		Revolving Public Improv.	229,125.00
9761	Crysler Avenue - 23rd Street to 31st Street	County Urban Road Sys.	24,507.20
9774	Pleasant Street Railroad Crossing Improvements	General	1,500.00
9775	Englewood Crosswalks	General	1,195.91
9776	Noland Road I-70 to 23rd Street	Street Improvements	69,558.99
9795	Truman Road - Grand to Union	General	6,848.40
9797	Maple, Forest Curbs and Gutters	CDBG Grant	17,520.00
9798	Nineth Street Sidewalks	CDBG Grant	181.02
9799	Benton Sidewalks - Phase II	CDBG Grant	5,191.00
9800	Lexington Curbs and Storm Drains	CDBG Grant	7,531.15
9815	Truman Road - M-291 Highway to Swope	County Urban Road Sys.	47,661.33
9819	Maple, Delaware to Pleasant	General	18,040.17
9868	Ash Street Bridge	Strategic Goals	35,336.22
9874	Hidden Valley Road Street Improvements	Excise Taxes	83,077.20
	Street Improvements Fund Total		**$ 2,942,999.13**
Street Improvements Sales Tax Fund:			
9706	Noland Road Rehabilitation	Street Improv. Sales Tax	$ (260.36)
9711	Ash Street Bridge	Street Improv. Sales Tax	901,728.08
9712	Salisbury Road Improvements	Street Improv. Sales Tax	625,204.20
9713	39th and Phelps Signals	Street Improv. Sales Tax	29,231.40
9714	Blue Ridge and Westport	Street Improv. Sales Tax	8,445.44
9751	Maywood Bridge at Rock Creek	Street Improv. Sales Tax	565,559.83
9752	Noland Road Overlay- I-70 to 23rd Street	Street Improv. Sales Tax	(7,463.84)

City of Independence, Missouri
2002-03 Capital Budget

Summary of 2001-02 Carryover Appropriations

Project No.	Project Description	Source of Funding	Carryover Appropriation
Street Improvements Sales Tax Fund (continued):			
9753	Ann Street Culvert	Street Improv. Sales Tax	9,874.20
9754	Bundschu Road Culvert West of Charlton Road	Street Improv. Sales Tax	14,354.67
9755	Eureka Road Culvert East of RD Mize Road	Street Improv. Sales Tax	4,135.78
9756	29th Street and Windsor	Street Improv. Sales Tax	6,711.68
9816	Southside Blvd. Improvements	Street Improv. Sales Tax	104.51
9818	2001 Street Overlay Program	Street Improv. Sales Tax	(5,310.39)
9860	2002 Street Overlay Program	Street Improv. Sales Tax	470,117.20
9871	9th Street Sidewalks	Street Improv. Sales Tax	7,835.20
	Street Improvements Sales Tax Fund Total		**$ 2,630,267.60**
Buildings and Other Improvements Fund:			
8768	Historic Preservation	CDBG Grant	$ 12,837.40
		Contributions	2,996.00
9513	Historic Truman Walking Trail	Strategic Goals	1,014.72
		Tourism	133.34
9660	West Entry Streetscape Phase I	Surface Transportation	32,631.00
		General	42,422.72
9698	Truman Road Streetscape Phase II	Surface Transportation	388,583.57
9707	Truman Road Streetscape Phase II	General	14,986.59
9728	Hotel Site Acquisition	CDBG Grant	209,024.86
9766	Truman Walking Trail Phase II	Surface Transportation	99,953.96
		Contributions	27,000.00
	Buildings and Other Improvements Fund Total		**$ 831,584.16**
Storm Drainage Improvements Fund:			
9729	FEMA Buyout	General	35,395.67
		State Grant	124,016.74
9771	27th and Scott	General	912.67
9792	North Fork of Crackerneck Detention Basin	State Grant	11,481.66
9793	Spring Branch Watershed Study	General	20.32
9794	35th and Leslie Phase II Storm Sewer	General	800.00
9862	Cariage Hills Storm Sewer	Contributions	15,000.00
		General	5,000.00
	Storm Drainage Improvements Fund Total		**$ 192,627.06**
Storm Drainage Improvements Sales Tax Fund:			
9803	Spring Branch Creek Detention Basin	General	$ 100,500.00
		State Grant	78,000.00
		Storm Water Sales Tax	214,493.50
9804	Selsa Road Culvert	General	94,594.00
		Storm Water Sales Tax	35,472.33
9805	35th and Leslie Phase II	General	200,000.00
		State Grant	175,757.00
		Storm Water Sales Tax	227,016.02
9806	30th Terrace Culvert	Storm Water Sales Tax	114,641.51

City of Independence, Missouri
2002-03 Capital Budget
Summary of 2001-02 Carryover Appropriations

Project No.	Project Description	Source of Funding	Carryover Appropriation
Storm Drainage Improvements Sales Tax Fund (continued):			
9807	3013 IVA Drive	Storm Water Sales Tax	58,158.80
9808	Bryn Mawr Road Culvert	Storm Water Sales Tax	105,598.13
9809	3018 Sweet Briar	Storm Water Sales Tax	36,699.61
9810	1103 West 35th Street	Storm Water Sales Tax	22,942.70
9811	39th Street North and Pleasant	Storm Water Sales Tax	249,499.51
9812	Rock Creek Watershed Study	General	13,200.00
		State Grant	75,000.00
9813	Crackerneck Watershed Study	Storm Water Sales Tax	35,100.00
9814	Construction Contingency	Storm Water Sales Tax	135,372.00
9847	39th and Woodland Detention Basin	Storm Water Sales Tax	194,660.00
9848	1103 West 35th Street	Storm Water Sales Tax	180,000.00
9849	18909 Arrowhead	Storm Water Sales Tax	65,897.00
9850	16621 Crackerneck	Storm Water Sales Tax	78,925.53
9851	Dakota and Apache	Storm Water Sales Tax	84,349.37
9852	Redwood and Cheyenne	Storm Water Sales Tax	202,425.25
9853	11320 East 19th Street Design	Storm Water Sales Tax	80,000.00
9854	14201 East 35th Street Design	Storm Water Sales Tax	60,000.00
9855	Norton at 32nd to Country Club Park Design	Storm Water Sales Tax	46,489.96
9856	Dodgion to Hocker, North of Gilmer Design	Storm Water Sales Tax	31,000.00
9857	44th and Phelps Design	Storm Water Sales Tax	77,000.00
9858	10422 Sheley Design	Storm Water Sales Tax	20,000.00
9859	Watershed Studies - Burr Oak and Mill Creek	Storm Water Sales Tax	140,000.00
9864	Blue Mills Detention Basin	Storm Water Sales Tax	4,768.00
9865	Bellevista Detention Basin	Storm Water Sales Tax	3,906.44
9872	32nd Street and Crysler Culvert	Storm Water Sales Tax	(13,503.27)
9873	Adair Watershed Study	Storm Water Sales Tax	(26,014.13)
9876	Cliffs Lot 84 Storm Sewer	Storm Water Sales Tax	3,456.84
	Storm Water Improvements Sales Tax Fund Total		**$ 3,205,406.10**
Park Improvements Fund:			
9709	Park Maintenance Facility	General	$ 1,004.00
9802	Truman Memorial Building Restoration	State Grant	234,762.13
		General Fund TIF Distr.	306,000.00
9877	Truman Memorial Building Parking Lot	General Fund TIF Distr.	302,034.10
	Park Improvements Fund Total		**$ 843,800.23**
Park Improvements Sales Tax Fund:			
9718	Playground Renovations	Park Improv. Sales Tax	$ 256.00
9719	Athletic Fields and Court Renovations	Park Improv. Sales Tax	31,394.18
9720	Maintenance and Security	Park Improv. Sales Tax	9,130.82
9721	Building Reconstruction	Park Improv. Sales Tax	274,802.47
9722	Infrastructure Repairs	Park Improv. Sales Tax	5,490.85
9723	Walking Trails and Bicycle Paths	Park Improv. Sales Tax	69,602.52
	Park Improvements Sales Tax Fund Total		**$ 390,676.84**
	Grand Total - All Funds		**$ 36,902,172.80**

City of Independence, Missouri
2002-03 Capital Budget
Summary of 2000-01 Carryover Appropriations

Capital Project Fund	Funding Source		Amount
Power and Light Fund:			
	Power and Light Fund Retained Earnings		$ 12,796,008.47
Sanitary Sewer Fund:			
	Sanitary Sewer Fund Retained Earnings		5,458,877.42
Water Fund:			
	Water Fund Retained Earnings		7,609,925.79
Street Improvements Fund:			
	Street Improvements Fund Designated for Capital Projects	156,272.19	
	Community Development Block Grant Act	134,574.39	
	Excise Tax	83,077.20	
	General Fund Designated for Capital Projects	37,247.83	
	General Fund TIF Distributions	15,000.00	
	Revolving Public Improvements	229,125.00	
	City Council Strategic Goals	35,336.22	
	County Urban Road System Program	714,312.14	
	Surface Transportation Federal Grant Program	1,526,054.16	
	Power and Light Retained Earnings	12,000.00	2,942,999.13
Street Improvements Sales Tax Fund:			
	Street Improvements Sales Tax		2,630,267.60
Buildings and Other Improvements Fund:			
	Community Development Block Grant Act	221,862.26	
	General Fund Designated for Capital Projects	57,409.31	
	Surface Transportation Federal Grant Program	521,168.53	
	City Council Strategic Goals	1,014.72	
	Contributions	29,996.00	
	Tourism Fund	133.34	831,584.16
Storm Drainage Improvements Fund:			
	General Fund Designated for Capital Projects	42,128.66	
	Contributions	15,000.00	
	State Grants	135,498.40	192,627.06
Storm Drainage Improvements Sales Tax Fund:			
	Storm Drainage Improvements Sales Tax	2,468,355.10	
	General Fund Designated for Capital Projects	408,294.00	
	State Grants	328,757.00	3,205,406.10
Park Improvements Fund:			
	General Fund Designated for Capital Projects	1,004.00	
	General Fund Designated for TIF Distributions	608,034.10	
	State Grants	234,762.13	843,800.23
Park Improvements Sales Tax Fund:			
	Park Improvements Sales Tax		390,676.84
	Grand Total - All Funds		**$ 36,902,172.80**

City of Independence, Missouri
2002-03 Operating Budget

Capital Budget Summary - Power and Light Fund

Project Number	Project Description	Source of Funds	Amount
9607	Transmission and Distribtuion Underground Conversion Program	Power and Light Fund	$ 1,500,000
9905	Transmission and Distribution Overhead Improvements and Additions	Power and Light Fund	1,000,000
9667	Blue Valley Plant - Clarifier and Lime Slaker	Power and Light Fund	800,000
9778	Coal Yard and Scale Improvements	Power and Light Fund	200,000
9821	Blue Valley Unit No. 3 Generator Rewind	Power and Light Fund	900,000
9822	Fly Ash System Upgrade at Blue valley	Power and Light Fund	800,000
9823	Blue Valley Plant Upgrades and Improvements	Power and Light Fund	925,000
9907	Asbestos Abatement - Missouri City	Power and Light Fund	475,000
9908	New Substation - Southeastern Independence	Power and Light Fund	3,000,000
	Fund Total		$ 9,600,000

City of Independence, Missouri
2002-03 Operating Budget

Capital Budget Summary - Sanitary Sewer Fund

Project Number	Project Description	Source of Funds	Amount
	Sanitary Sewer Collection System Projects-		
9787	Lacy Village	Sanitary Sewer Fund	$ 110,000
9757	Trenchless Technology	Sanitary Sewer Fund	800,000
9826	Norton Street and Markham Road	Sanitary Sewer Fund	113,000
9827	Norton Street to Country Club Park	Sanitary Sewer Fund	113,000
9878	18424 East 25th Terrace	Sanitary Sewer Fund	100,000
9879	Pollard to Hands	Sanitary Sewer Fund	176,000
9880	East South Avenue and Leslie Street	Sanitary Sewer Fund	30,000
9881	Contract Project Construction	Sanitary Sewer Fund	100,000
9882	Sanitary Sewer Evaluation Survey - Sugar Creek	Sanitary Sewer Fund	80,000
	Subtotal		$ 1,622,000
	Treatment Plant Projects-		
9883	Rock Creek Pump Station Improvements	Sanitary Sewer Fund	$ 190,000
9884	Incinerator Expansion Joint/Venturi Replacement	Sanitary Sewer Fund	130,000
9885	Dissolved Air Flotation Rehabilitation	Sanitary Sewer Fund	30,000
9886	Decant Basin Rehabilitation	Sanitary Sewer Fund	85,000
9887	Telephone Systems	Sanitary Sewer Fund	27,000
9888	Carpet Replacement	Sanitary Sewer Fund	35,000
	Subtotal		$ 497,000
	Fund Total		$ 2,119,000

City of Independence, Missouri
2002-03 Operating Budget

Capital Budget Summary - Water Fund

Project Number	Project Description	Source of Funds	Amount
9689	Switch Gear Upgrade at Plant	Water Fund	492,000
9749	Main Replacement Program	Water Fund	200,000
9832	Plant Improvements - Rebuild Contact Basin Number 5	Water Fund	100,000
9836	Plant Improvements - Replace Well Starters and Circuit Breakers	Water Fund	50,000
9837	Plant Improvements - Replace Valve Operating Cylinders, Filters	Water Fund	20,000
9839	Small Main Replacement Program	Water Fund	606,000
9889	Little Blue Parkway Main, Phase I - M-291 to 24 Highway	Water Fund	3,067,000
9890	Plant Improvements - High Pressure Water Line Replacement	Water Fund	100,000
9891	Plant Improvements - Well Field Fence	Water Fund	100,000
9892	Plant Improvements - Land Acquisition	Water Fund	85,000
9893	Plant Improvements - Contractor Overhead	Water Fund	560,000
9894	Site Work at Courtney Bend Plant for Plant Expansion	Water Fund	22,000
9895	Plant Improvements - Yard Piping	Water Fund	59,000
9896	Plant Improvements - Contact Basin Number 8	Water Fund	319,000
9897	Plant Improvements - Contact Basin Number 6	Water Fund	514,000
9898	Plant Improvements - Filter Improvements	Water Fund	525,000
9899	Plant Improvements - Chemical Feed and Storage	Water Fund	49,000
9900	Plant Improvements - Construction Contingency	Water Fund	676,000
9901	Plant Improvements - Lime Silo Package	Water Fund	330,000
9902	Plant Improvements - Clearwell, Reservoir and High Service Pumps	Water Fund	3,210,000
9903	Plant Improvements - Raw Water Improvements	Water Fund	577,000
9904	Plant Improvements - Courtney Bend Plant Construction Engineering	Water Fund	754,334
	Well Field Main Improvements	Water Fund	340,000
	Fund Total		$ 12,755,334

City of Independence, Missouri
2002-03 Operating Budget

Capital Budget Summary - Street Improvements Sales Tax Fund

Project Number	Project Description	Source of Funds	Amount
Overlay Program:			
9860	2002 Overlay Program	Street Improv. Sales Tax	$ 2,440,000
	(Note: this item was previously appropriated by Ordinance number 15069 on 3/4/02)		
9915	2003 Overlay Program	Street Improv. Sales Tax	4,110,852
	Total Overlay Program		$ 6,550,852
Bridge Improvements:			
	Total Bridge Improvements		$ -
Traffic Signals:			
	Total Traffic Signals		$ -
Other Street Improvements:			
9714	Westport and Blue Ridge Improvements	Street Improv. Sales Tax	$ 56,000
	(Note: this item was previously appropriated by Ordinance number 15100 on 5/6/02)		
	Total Other Street Improvements		$ 56,000
	Fund Total		$ 6,606,852

City of Independence, Missouri
2002-03 Operating Budget

Capital Budget Summary - Park Improv. Sales Tax Fund

Project Number	Project Description	Source of Funds	Amount
Playground Renovations:			
9718	Playground Renovations - various parks	Park Improv. Sales Tax	$ 150,000
	Total Playground Renovations		$ 150,000
Athletic Fields & Court Renovations:			
9719	Athletic Fields/Courts - Sport Court Rehab.	Park Improv. Sales Tax	$ 100,000
9719	Athletic Fields/Courts - Van Hook Soccer Complex Rehabilitation	Park Improv. Sales Tax	150,000
	Total Athletic Fields & Court Renovations		$ 250,000
Maintenance & Security:			
9720	Maintenance/Security - Tree Trimming & Removal	Park Improv. Sales Tax	$ 20,000
9720	Maintenane/Security - Security Lighting	Park Improv. Sales Tax	20,000
	Total Maintenance & Security		$ 40,000
Building Reconstruction:			
9721	Building Reconstruction - Truman Memorial Building	Park Improv. Sales Tax	$ 350,000
9721	Building Reconstruction - Park Picnic Shelter and Restroom Rehabilitation	Park Improv. Sales Tax	250,000
	Total Building Reconstruction		$ 600,000
Infrastructure Repairs:			
9722	Infrastructure Repairs - Park Signage	Park Improv. Sales Tax	$ 75,000
9722	Infrastructure Repairs - Drinking Fountains, Park Benches, Landscaping	Park Improv. Sales Tax	50,000
	Total Infrastructure Repairs		$ 125,000
Walking Trails & Bicycle Paths:			
9723	Walking Trails and Bicycle Paths - Fairmount/ Davis Trail	Park Improv. Sales Tax	$ 100,000
	Total Walking Trails & Bicycle Paths		$ 100,000
	Fund Total		$ 1,265,000

City of Independence, Missouri
2002-03 Operating Budget

Capital Budget Summary - Storm Water Sales Tax Fund

Project Number	Project Description	Source of Funds	Amount
9854	14201 East 35th Street Construction	Storm Water Sales Tax	$ 327,000
9853	11320 East 19th Street Construction	Storm Water Sales Tax	433,000
9855	Norton at 32nd to Country Club Park Constr.	Storm Water Sales Tax	441,000
9856	Dodgion & Hocker, North of Gilmer Constr.	Storm Water Sales Tax	165,000
9805	35th and Leslie Phase 2 Extension	Storm Water Sales Tax	250,000
9909	18th Street and Hardy Avenue - Design	Storm Water Sales Tax	40,000
9910	24th Street and Harris Avenue - Design	Storm Water Sales Tax	50,000
9911	Watershed Studies - Bundschu & Sugar Creek	Storm Water Sales Tax	140,000
9814	Construction Contingency	Storm Water Sales Tax	85,000
	Fund Total		$ 1,931,000

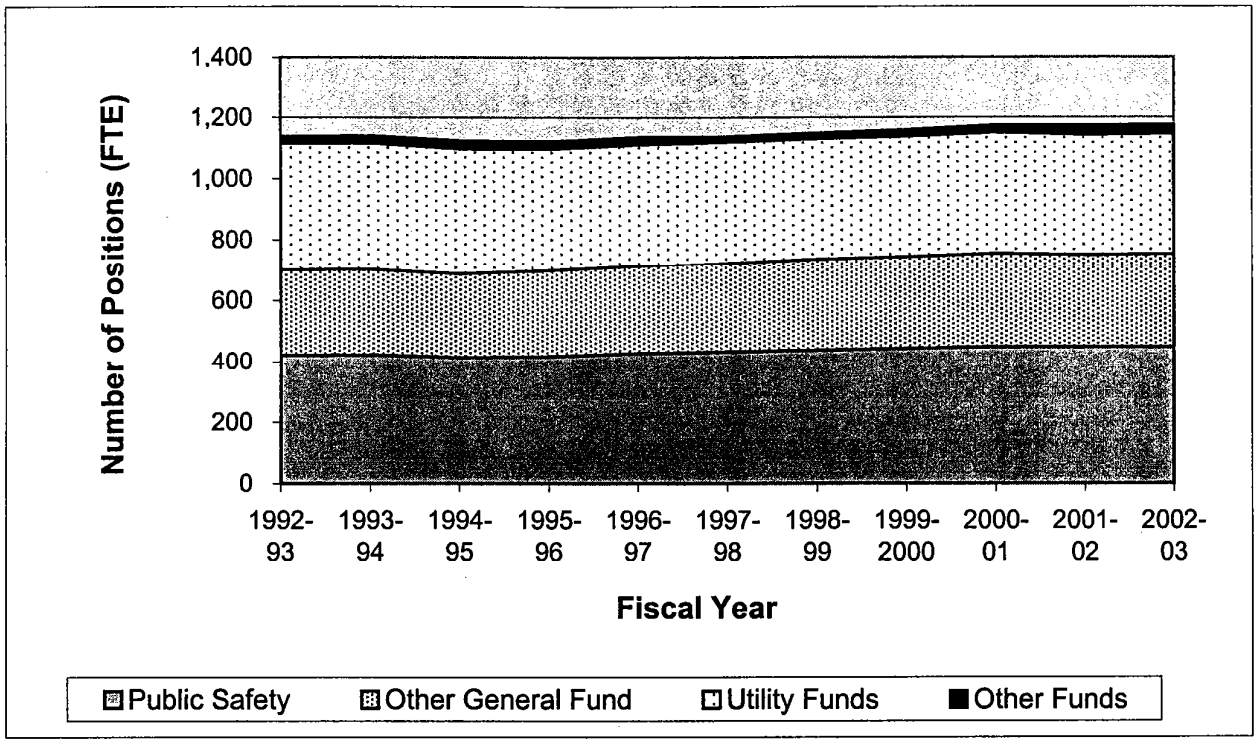
City of Independence, Missouri
2002-03 Capital Budget

Capital Budget Summary - Tax Increment Financing Fund

Project Number	Project Description	Source of Funds	Amount
6703	Midtown Truman Road Corridor Redevelopment Project	Tax Increment Fin. Rev.	$ 400,000
6704	Schnucks Redevelopment	Tax Increment Fin. Rev.	700,000
6706	Recovery Sales Outlet Redevelopment	Tax Increment Fin. Rev.	200,000
6707	Bolger Square	Tax Increment Fin. Rev.	3,200,000
6708	Noland Road/Santa Fe Trail Neighborhood	Tax Increment Fin. Rev.	7,130,000
6710	Hartman Heritage park	Tax Increment Fin. Rev.	2,000,000
6711	Drumm Farm Golf Course	Tax Increment Fin. Rev.	300,000
6712	Eastland Town Center	Tax Increment Fin. Rev.	2,200,000
6715	Mount Washington Cemetery	Tax Increment Fin. Rev.	200,000
	Fund Total		$ 16,330,000
	Grand Total - All Funds		$ 50,607,186

Authorized Positions

Positions Authorized by the Table of Organization



The number of full and part time employees (based on full time equivalents - FTE) has increased by 37.92 FTE positions since 1992-93 representing an average annual increase of three tenths of one percent per year. For the General Fund the number of employees increased by 54.98 FTE positions. During this same period, the number of positions within the Police Department increased by 45.75 FTE positions. Since 1992-93 the number of positions in the Utility Funds has decreased by 22.87 FTE positions with the reductions primarily being in the Power and Light Fund.

City of Independence, Missouri
2002-03 Operating Budget

Authorized Positions Summary - All Funds

For the Fiscal Years 1992-93 through 2002-03

Description	1992-93	1993-94	1994-95	1995-96	1996-97	1997-98	1998-99	1999-2000	2000-01	2001-02	Budget 2002-03
General Fund-											
City Council	12.00	12.00	12.00	12.00	12.00	11.00	11.00	11.00	11.00	11.00	11.00
City Clerk	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00
City Manager	5.00	5.00	4.00	5.00	5.00	9.38	10.50	11.50	11.00	10.00	10.00
National Frontier Trails Center	6.76	6.55	6.55	6.55	6.55	6.55	6.55	6.00	6.00	6.00	6.00
Technology Services	19.00	19.00	19.00	21.00	21.00	21.00	21.00	21.00	21.00	20.00	20.00
Municipal Court	13.00	13.00	13.00	13.00	13.00	12.00	12.00	13.00	13.00	13.00	13.00
Law	6.00	6.00	6.00	6.00	6.00	6.00	6.50	6.00	6.00	6.00	6.00
Finance	26.00	26.00	26.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00
Personnel	5.00	5.00	5.00	6.00	6.00	6.00	6.50	6.50	7.50	7.50	7.50
Community Development	16.00	15.00	21.50	24.50	28.00	28.00	30.00	31.00	35.00	23.00	23.00
Police	232.25	240.53	240.25	245.00	255.00	260.00	264.00	269.00	275.00	274.00	275.00
Fire	189.00	183.28	174.00	173.00	173.00	173.00	174.00	174.00	174.00	174.00	174.00
Health	29.49	30.49	24.99	26.74	27.74	26.74	28.49	28.49	27.24	38.13	39.69
Public Works	93.00	92.00	86.00	86.00	86.50	87.90	87.73	87.90	89.90	88.90	87.90
Water Pollution Control	0.00	0.00	0.00	0.00	0.00	5.00	5.00	5.00	5.00	5.00	5.00
Parks and Recreation	39.40	39.90	39.90	40.15	39.15	39.15	41.10	41.70	41.70	41.70	43.79
Total General Fund	698.90	700.75	685.19	696.94	710.94	723.72	736.37	744.09	755.34	750.23	753.88
Tourism Fund	3.10	3.10	3.10	3.10	3.10	3.73	3.40	3.40	3.40	3.41	3.41
Community Dev. Block Grant Act Fund-											
Community Development	3.50	5.50	5.50	4.50	4.50	4.50	4.50	4.50	3.50	3.00	3.00
Parks and Recreation	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total CDBG Fund	3.50	5.50	6.50	4.50	4.50	4.50	4.50	4.50	3.50	3.00	3.00
HOME Program Fund	0.00	0.00	1.00	1.00	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	2.99	7.00	5.00	5.00

City of Independence, Missouri
2002-03 Operating Budget

Authorized Positions Summary - All Funds

For the Fiscal Years 1992-93 through 2002-03

Description	1992-93	1993-94	1994-95	1995-96	1996-97	1997-98	1998-99	1999-2000	2000-01	2001-02	Budget 2002-03
Storm Water Sales Tax Fund	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	9.00	7.00
Power and Light Fund-											
Technology Services	1.00	1.00	1.00	0.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Finance	1.50	1.50	1.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Power and Light	230.62	230.50	215.50	220.50	220.00	220.00	220.00	220.00	220.00	220.00	220.00
Total Power and Light Fund	233.12	233.00	218.00	220.50	221.00	221.00	221.00	221.00	221.00	221.00	221.00
Sanitary Sewer Fund-											
Finance	0.75	0.75	0.75	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Public Works	2.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Water Pollution Control	76.50	77.50	74.50	72.50	72.50	72.50	72.50	71.50	73.50	72.00	72.00
Total Sanitary Sewer Fund	79.25	80.25	77.25	72.50	72.50	72.50	72.50	71.50	73.50	72.00	72.00
Storm Water Fund-											
Water Pollution Control	5.00	5.00	5.00	5.00	5.00	0.00	0.00	0.00	0.00	0.00	0.00
Water Fund-											
City Manager	0.00	0.00	0.00	0.00	0.00	0.00	1.50	1.50	1.50	1.50	1.50
Finance	0.75	0.75	0.75	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Water	101.73	101.73	115.73	106.73	106.48	101.48	98.48	98.48	98.48	97.48	97.48
Total Water Fund	102.48	102.48	116.48	106.73	106.48	101.48	99.98	99.98	99.98	98.98	98.98
Central Garage Fund	12.00	11.00	11.00	11.00	11.00	10.00	10.00	10.00	10.00	10.00	10.00
Grand Total All Funds	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	1,173.62	1,175.27

City of Independence, Missouri
2002-03 Operating Budget

Authorized Position Changes - All Funds

For the Fiscal Years 2001-02 through 2002-03

Fund/ Department/Function/Position Title	Change During 2001-02	Proposed Change for 2002-03	Total Changes for 2002-03	Comments
General Fund				
Finance-				
Accounting				
Account Clerk II	(2.00)		(2.00)	position reclassified
Accounts Payable Specialist	2.00		2.00	position reclassified
Department Total	0.00	0.00	0.00	
Police-				
Uniform Patrol Unit				
Police Lieutenant	1.00		1.00	upgrade from Police Sergeant
Police Sergeant	(2.00)		(2.00)	delete vacant position (upgraded to Lieutenant, one transferred to Detention)
Police Officer	2.00		2.00	transfer Bike Patrol from Community Services Unit
Traffic Unit				
Parking Enforcement Officer	1.00		1.00	add new position
Community Services Unit				
Police Officer	(2.00)		(2.00)	transfer Bike Patrol to Uniform Patrol Unit
Crime Scene				
Property Control Technician	1.00		1.00	Transfer from Records & Prop.
Detention				
Police Lieutenant	1.00		1.00	upgrade from Police Sergeant
Records and Property				
Property Control Technician	(1.00)		(1.00)	Transfer to Crime Scene
Department Total	1.00	0.00	1.00	
Fire-				
Fire Administration-				
Deputy Fire Chief	1.00		1.00	add new position
Fire Suppression-				
Deputy Fire Chief	1.00		1.00	add new position
Assistant Fire Chief	(2.00)		(2.00)	upgrade to Deputy Fire Chief
Assistant Fire Chief	(1.00)		(1.00)	transfer to Maintenance
Fire Prevention-				
Assistant Fire Chief	(1.00)		(1.00)	delete vacant position
Chief Fire Inspector	1.00		1.00	add new position
Fire Maintenance				
Assistant Fire Chief	1.00		1.00	transfer from Operations
Department Total	0.00	0.00	0.00	

City of Independence, Missouri
2002-03 Operating Budget

Authorized Position Changes - All Funds

For the Fiscal Years 2001-02 through 2002-03

Fund/ Department/Function/Position Title	Change During 2001-02	Proposed Change for 2002-03	Total Changes for 2002-03	Comments
Health-				
Health Outreach and Promotion-				
Administrative Specialist III	(1.00)		(1.00)	delete vacant position
Clerk Typist II	1.00		1.00	add new position
Community Health Nurse		1.56	1.56	add part time Grant positions
Community Health Nurse	(1.00)		(1.00)	delete vacant position
Community Health Epidemiologist	1.00		1.00	add new position
Code Enforcement				
Clerk Typist II	(1.00)		(1.00)	delete vacant position
Administrative Specialist III	1.00		1.00	add new position
Department Total	0.00	1.56	1.56	
Public Works				
Property Management				
Carpenter I	(1.00)		(1.00)	position retitled
Painter I	(1.00)		(1.00)	position retitled
Electrician II	(1.00)		(1.00)	position retitled
Plumber I	(1.00)		(1.00)	position retitled
Building Maintenance Worker II	3.00		3.00	position retitled
Building Maintenance Worker III	1.00		1.00	position retitled
Custodian	1.00		1.00	transferred from Parks & Rec.
Custodian	(1.00)	(1.00)	(2.00)	transfer to contract services
Street Maintenance				
Sign and Marking Technician	5.00		5.00	position retitled
Heavy Equipment Operator	(1.00)		(1.00)	position retitled
Light Equipment Operator	(4.00)		(4.00)	position retitled
Department Total	0.00	(1.00)	(1.00)	
Parks and Recreation				
Truman Memorial Building				
Recreation Program Supervisor		1.00	1.00	add new position
Administrative Specialist II		1.00	1.00	add new position
Center Attendant		1.09	1.09	add new position
Roger T. Sermon Community Center-				
Custodian	(1.00)		(1.00)	transferred to Public Works
Department Total	(1.00)	3.09	2.09	
General Fund Total	0.00	3.65	3.65	

City of Independence, Missouri
2002-03 Operating Budget

Authorized Position Changes - All Funds

For the Fiscal Years 2001-02 through 2002-03

Fund/ Department/Function/Position Title	Change During 2001-02	Proposed Change for 2002-03	Total Changes for 2002-03	Comments
Power and Light				
Power and Light				
Administration				
Engineer II - P&L	(1.00)		(1.00)	position upgraded
Planning and Rates Supervisor	1.00		1.00	position upgraded
Transmission and Distribution				
Journeyman Tree Trimmer	(1.00)		(1.00)	delete vacant position
Tree Trim Crew Leader, Working	1.00		1.00	add new position
Construction Inspector	1.00		1.00	retitled and transferred from Engineering
Engineering				
Engineering Specialist	(1.00)		(1.00)	retitled and transferred to Transmission & Distribution
Department Total	0.00	0.00	0.00	
Water Pollution Control-				
Administration				
Administrative Specialist III	(1.00)		(1.00)	delete vacant position
Administrative Specialist II	1.00		1.00	add new position
Treatment Facilities				
Clerk II	(1.00)		(1.00)	delete vacant position
Administrative Specialist II	1.00		1.00	add new position
Sales Tax/Storm Water Administration				
Storm Water Manager	(1.00)		(1.00)	transfer to contract services
Engineer I	(1.00)		(1.00)	transfer to contract services
Department Total	(2.00)	0.00	(2.00)	
Grand Total All Funds	(2.00)	3.65	1.65	

APPENDIX

BILL NO. 02-81

ORDINANCE NO. 15132

AN ORDINANCE ADOPTING THE ANNUAL OPERATING AND CAPITAL BUDGETS OF THE CITY OF INDEPENDENCE, MISSOURI, FOR THE FISCAL YEAR JULY 1, 2002 _ JUNE 30, 2003, 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 2002-03 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 June 3, for the July 1, 2002 - June 30, 2003 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, 2002 - June 30, 2003.

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. Appropriation transfers 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, 2002 - June 30, 2003, 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 2001-02 fiscal year are hereby authorized to be reappropriated in the 2002-03 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, the Sidewalk Repair Program account, and the Capital Outlay - TIF Distributions are hereby authorized to be reappropriated in the 2002-03 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 2002-03 fiscal year to be spent for the same purposes as previously authorized by the City Council.

SECTION 9. Included in the Non-Departmental section of each of the major funds is an amount set aside for a subsequent transfer to applicable operating departments, based on actual amounts incurred, which will be determinable at a later date for employee pay adjustments, annual payments of accumulated personal business and vacation leave time, and periodic payments of accumulated leave time for employees leaving City employment. The Finance Director is hereby authorized to transfer these appropriation amounts to applicable operating departments based on actual expenditures up to the amount designated for each purpose in the approved budget document.

SECTION 10. That the City Council periodically authorizes the acceptance of grants from various entities on behalf of City Operating Departments. Whenever the grant period does not match the City's fiscal year or when expenditures are not incurred in the same time frame as originally anticipated in the grant acceptance document, the Finance Director is hereby authorized to carryover these unexpended grant appropriations (including amounts appropriated as required City matching funds) to the 2002-03 fiscal year with these funds being limited in use for the sole purpose as designated in the original grant acceptance document as approved by prior City Council action.

SECTION 11. That employees represented by the Communications Workers of America (CWA), Fraternal Order of Police (FOP), International Association of Fire Fighters (IAFF), International Brotherhood of Electrical Workers (IBEW), United Steelworkers of America, Service Employees International Union (SEIU) - Water Pollution Control and the Service Employees International Union (SEIU) - Service, Maintenance and Clerical Workers bargaining units will receive wage adjustments in accordance with terms provided for in their respective work agreement.

SECTION 12. That starting on July 1, 2002, non-union employees will receive a maximum of a two percent (2%) increase to all wages that are provided for within the employees classification pay range.

SECTION 13. That a two percent (2%) pay for performance pool is hereby established for non-union employees. This performance pay adjustment will be made starting in January 2003 based on the employee's evaluation rating score.

SECTION 14. That the following statement of appropriations, designations and requisitioning authority for the departments/purpose listed below for the General Fund is hereby adopted. The Director of Finance and Administration, upon specific authority of the designated Requisitioning Authority, may also make a requisition for encumbrance out of said appropriations.

GENERAL FUND APPROPRIATIONS

Department or Purpose	Requisitioning Authority	Appropriation Amount
City Council	City Clerk	$ 386,187
City Clerk	City Clerk	440,811
City Manager's Office	City Manager	802,226
National Frontier Trails Center	National Frontier Trails Center Director	321,721
Technology Services	Technology Services Director	1,509,725
Municipal Court	Presiding Judge	626,324
Law	City Counselor	647,629
Finance	Finance and Administration Director	1,547,504
Human Resources	Human Resources Director	467,930
Community Development	Community Development Director	2,210,420
Police	Police Chief	17,475,034
Fire	Fire Chief	12,698,517
Health	Health Director	2,309,753
Public Works	Public Works Director	6,518,640
Water Pollution Control	Water Pollution Control Director	313,990
Parks and Recreation	Parks and Recreation Director	2,375,481

Non-Departmental	Finance and Administration Director	6,380,919
City Council Strategic Goals	Finance and Administration Director	400,000
Debt Service/Lease Purchase	Finance and Administration Director	299,308
Capital Outlay	Finance and Administration Director	445,947
Capital Outlay – TIF Distributions	Finance and Administration Director	1,358,914
	TOTAL GENERAL FUND	$ 59,536,980

SECTION 15. That the following statement of appropriations, designations and requisitioning authority for the departments/purpose listed below for the funds and accounts listed below is hereby adopted. The Director of Finance and Administration, upon specific authority of the designated Requisitioning Authority, may also make a requisition for encumbrance out of said appropriations.

Department or Purpose	Requisitioning Authority	Appropriation Amount
	TOURISM FUND APPROPRIATIONS	
Tourism	Tourism & Marketing Dir.	$ 597,789
	COMMUNITY DEVELOPMENT BLOCK GRAND FUND APPROPRIATIONS	
Community Development	Community Development Director	$ 233,559
	HOME PROGRAM FUND APPROPRIATIONS	
Community Development	Community Development Director	$ 66,647
	PARK IMPROVEMENTS SALES TAX FUND APPROPRIATIONS	
Parks and Recreation	Parks & Recreation Director	$ 369,917
	STORM WATER IMPROVEMENTS SALES TAX FUND APPROPRIATIONS	
Water Pollution Control	Water Pollution Control Director	$ 1,190,527

POWER AND LIGHT FUND APPROPRIATIONS

Technology Services	Technology Services Director	$ 63,925
Power and Light	Power and Light Director	58,087,922
Non-Departmental	Finance and Administration Director	12,440,366
Debt Service	Finance and Administration Director	2,914,570
	TOTAL POWER AND LIGHT FUND	$ 73,506,783

SANITARY SEWER FUND APPROPRIATIONS

Water Pollution Control	Water Pollution Control Director	$ 8,848,460
Non-Departmental	Finance and Administration Director	2,428,364
Debt Service	Finance and Administration Director	598,025
	TOTAL SANITARY SEWER FUND	$ 11,874,849

WATER FUND APPROPRIATIONS

City Manager's Office	City Manager	$ 63,036
Water	Water Director	10,753,840
Non-Departmental	Finance and Administration Director	3,305,397
Debt Service	Finance and Administration Director	2,574,198
	TOTAL WATER FUND	$ 16,696,471

CENTRAL GARAGE FUND APPROPRIATIONS

Public Works	Public Works Director	$ 1,215,658
Non-Departmental	Finance and Administration Director	78,141
	TOTAL CENTRAL GARAGE FUND	$ 1,293,799

STAYWELL HEALTHCARE FUND APPROPRIATIONS

Non-Departmental	Finance and Administration Director	$ 10,162,500
	TOTAL OPERATING BUDGET – ALL FUNDS	$ 175,529,821

SECTION 16. That Interfund Operating Transfers In and Out are hereby established in the following funds and amounts:

Operating Transfers In	Operating Transfers Out		
Fund	Employee Benefits Fund	General Fund	Total
Power and Light Fund	$ 163,284		$ 163,284
Sanitary Sewer Fund	30,948		30,948
Water Fund	21,624		21,624
Santa Fe TIF Fund		32,360	32,360
Storm Water Fund		105,357	105,357
Employee Benefits Fund		52,728	52,728
Total	$ 215,856	$ 190,445	$ 406,301

SECTION 17. That the following fund balance designations are hereby established:

Fund	Purpose	Amount
General Fund	Tax Increment Financing Dist.	$ 1,358,914
Tourism Fund	Visitor Orientation Center	125,000
Community Development Block Grant Fund	CDBG Fund Programming	804,441
HOME Program Grant Fund	HOME Program Fund Programming	480,353
Total		$ 2,768,708

SECTION 18. That the following statement of appropriations for the 2002-03 Capital Budget is hereby adopted for the funds, from the sources and in the amounts as listed below:

Fund/ Project No.	Description	Source	Appropriation Amount
Power and Light Fund:			
9607	Transmission and Distribution Underground Conversion	Power and Light Fund	$ 1,500,000
9905	Transmission and Distribution Overhead Improv. & Additions	Power and Light Fund	1,000,000
9906	Clarifier and Lime Slaker at Blue Valley Plant	Power and Light Fund	800,000
9778	Coal Yard and Scale Improv.	Power and Light Fund	200,000

9821	Blue Valley Unit No. 3 Generator Rewind	Power and Light Fund	900,000
9822	Fly Ash System Upgrade at Blue Valley Plant	Power and Light Fund	800,000
9823	Blue Valley Plant Upgrades and Improvements	Power and Light Fund	925,000
9907	Asbestos Abatement - Missouri City	Power and Light Fund	475,000
9908	New Substation – SE Indep.	Power and Light Fund	3,000,000
	Total Power and Light Fund		$ 9,600,000

Sanitary Sewer Fund:

9787	Lacy Village	Sanitary Sewer Fund	$ 110,000
9757	Trenchless Technology	Sanitary Sewer Fund	800,000
9826	Norton Street & Markham Rd.	Sanitary Sewer Fund	113,000
9827	Norton Street to Country Club Park	Sanitary Sewer Fund	113,000
9878	18424 East 25th Terrace	Sanitary Sewer Fund	100,000
9879	Pollard to Hands	Sanitary Sewer Fund	176,000
9880	East South Avenue and Leslie Street	Sanitary Sewer Fund	30,000
9881	Contract Project Construction	Sanitary Sewer Fund	100,000
9882	Sanitary Sewer Evaluation Survey – Sugar Creek	Sanitary Sewer Fund	80,000
9883	Rock Creek Pump Station Improvements	Sanitary Sewer Fund	190,000
9884	Incinerator Expansion Joint/ Venturi Replacement	Sanitary Sewer Fund	130,000
9885	Dissolved Air Flotation Rehabilitation	Sanitary Sewer Fund	30,000
9886	Decant Basin Rehabilitation	Sanitary Sewer Fund	85,000
9887	Telephone System	Sanitary Sewer Fund	27,000
9888	Carpet Replacement	Sanitary Sewer Fund	35,000
	Total Sanitary Sewer Fund		$ 2,119,000

Water Fund:

9689	Switch Gear Upgrade at Plant	Water Fund	$ 492,000
9749	Main Replacement Program	Water Fund	200,000
9832	Plant Improvements – Rebuild Contact Basin Number 5	Water Fund	100,000
9836	Plant Improvements – Replace Well Starters & Circuit Breakers	Water Fund	50,000
9837	Plant Improvements – Replace Valve Operating Cylinders, Filters	Water Fund	20,000
9839	Small Main Replacement Prog,	Water Fund	606,000
9889	Little Blue Parkway Main, Phase I – M-291 to 24 Highway	Water Fund	3,067,000

9890	Plant Improvements – High Pressure Water Line Replacement	Water Fund	100,000
9891	Plant Improv.–Well Field Fence	Water Fund	100,000
9892	Plant Improv.-Land Acquisition	Water Fund	85,000
9893	Plant Improvements - Contractor Overhead	Water Fund	560,000
9894	Site Work at Courtney Bend for Plant Expansion	Water Fund	22,000
9895	Plant Improv.-Yard Piping	Water Fund	59,000
9896	Plant Improvements – Contact Basin Number 8	Water Fund	319,000
9897	Plant Improvements – Contact Basin Number 6	Water Fund	514,000
9898	Plant Improvements – Filter Improvements	Water Fund	525,000
9899	Plant Improvements – Chemical Feed and Storage	Water Fund	49,000
9900	Plant Improvements - Construction Contingency	Water Fund	676,000
9901	Plant Improvements – Lime Silo Package	Water Fund	330,000
9902	Plant Improvements – Clearwell, Reservoir and High Service Pumps	Water Fund	3,210,000
9903	Plant Improvements – Raw Water Improvements	Water Fund	577,000
9904	Plant Improvements – Courtney Bend Plant Construction Engineering	Water Fund	754,334
9912	Well Field Main Improvements	Water Fund	340,000
	Total Water Fund		$12,755,334
Street Improvements Sales Tax Fund:			
9915	2003 Overlay Program	Street Improvements Sales Tax	$ 4,110,852
Park Improvements Sales Tax Fund:			
9718	Playground Renovations - various Parks	Park Improvements Sales Tax	$ 150,000
9719	Athletic Fields/Courts – Sport Court Rehabilitation	Park Improvements Sales Tax	100,000
9719	Athletic Fields/Courts – Van Hook Soccer Complex Rehab.	Park Improvements Sales Tax	150,000
9720	Maintenance/Security – Tree Trimming and Removal	Park Improvements Sales Tax	20,000
9720	Maintenance/Security – Security Lighting	Park Improvements Sales Tax	20,000
9721	Building Reconstruction - Truman Memorial Building	Park Improvements Sales Tax	350,000
9721	Building Reconstruction – Park Picnic Shelter and Restroom Rehab.	Park Improvements Sales Tax	250,000

9722	Infrastructure Repairs – Park Signage	Park Improvements Sales Tax	75,000
9722	Infrastructure Repairs-Drinking Fountains, Park Benches, Landscaping	Park Improvements Sales Tax	50,000
9723	Walking Trails and Bicycle Paths – Fairmount/Davis Trail	Park Improvements Sales Tax	100,000
	Total Park Improvements Sales Tax Fund		$ 1,265,000

Storm Water Sales Tax Fund:

9854	14201 East 35th Street Constr.	Storm Water Improv. Sales Tax	$ 327,000
9853	11320 East 19th Street Constr.	Storm Water Improv. Sales Tax	433,000
9855	Norton at 32nd Street to Country Club Park Construction	Storm Water Improv. Sales Tax	441,000
9856	Dodgion and Hocker, North of Gilmer Construction	Storm Water Improv. Sales Tax	165,000
9805	35th and Leslie Phase 2 Extension	Storm Water Improv. Sales Tax	250,000
9909	18th Street and Hardy Avenue - Design	Storm Water Improv. Sales Tax	40,000
9910	24th Street and Harris Avenue-Design	Storm Water Improv. Sales Tax	50,000
9911	Watershed Studies – Bundschu and Sugar Creek	Storm Water Improv. Sales Tax	140,000
9814	Construction Contingency	Storm Water Improv. Sales Tax	85,000
	Total Storm Water Improvements Sales Tax Fund		$ 1,931,000
	Total 2002-03 Capital Budget – All Funds		$31,781,186

SECTION 19. That the following statement of appropriations for the 2002-03 Capital Budget for the Tax Increment Financing Projects in the Tax Increment Financing Project Capital Projects Fund as listed below is hereby adopted.

Fund/ Project No.	Description	Source	Appropriation Amount
TIF Capital Projects Fund:			
6703	Midtown Truman Road Corridor Redevelopment	Tax Increment Financing Revenue	$ 400,000
6704	Schnucks Redevelopment	Tax Increment Financing Revenue	700,000
6706	Recovery Sales Outlet Redevelopment	Tax Increment Financing Revenue	200,000
6707	Bolger Square	Tax Increment Financing Revenue	3,200,000
6708	Noland road/Santa Fe Trail Neighborhood	Tax Increment Financing Revenue	7,130,000
6710	Hartman Heritage Park	Tax Increment Financing Revenue	2,000,000
6711	Drumm Farm Golf Course	Tax Increment Financing Revenue	300,000

6712	Eastland Town Center	Tax Increment Financing Revenue	2,200,000
6715	Mount Washington Cemetery	Tax Increment Financing Revenue	200,000
	Total Tax Increment Financing Fund		$16,330,000

SECTION 20. That a copy of this ordinance shall be kept on file in the office of the City Clerk.

SECTION 21. That all ordinances in conflict herewith are hereby repealed.

SECTION 22. That this ordinance shall go into effect upon the date of its adoption.

PASSED THIS 17th DAY OF June, 2002, BY THE CITY COUNCIL OF THE CITY OF INDEPENDENCE, MISSOURI.

Presiding Officer of the City Council
of the City of Independence, Missouri

ATTEST:

Bruce Lowrey
City Clerk

APPROVED - FORM AND LEGALITY

William B. Moore
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

CITY OF INDEPENDENCE, MISSOURI
2002-03 OPERATING BUDGET
BUDGET CALENDAR

ACTIVITY	FOOTNOTES	DATE
Preparation of Departmental Requested Budgets		February 11 March 8
Preparation of City Manager's Proposed Budget		March 11 - May 6
City Manager's Proposed Budget submitted to the City Council (at least 45 days prior to the beginning of the new fiscal year)	a	May 6
Publication of Legal Notice on Budget Hearing (at least 10 days prior to hearing)	a	May 10
Public Hearing by City Council on Proposed Budget	a	May 20
First reading of 2002-03 Operating Budget Appropriation Ordinance	a	June 3
Council Adoption of 2002-03 Operating Budget Appropriation Ordinance (must be on or prior to June 27 or proposed budget as amended will become effective by default)	a	June 17
Preparation and public filing in City Clerk's office of Adopted Budget	a	July 1
Receive Certification of Assessed Valuation from Jackson and Clay Counties		July 1
Legal Notice of Public Hearing on Tax Levy Rate (at least 7 days prior to hearing)	b	July 29
Public Hearing on Tax Levy Rate and first reading on Tax Levy Ordinance	b	August 5
Council adoption of Tax Levy Ordinance (tax rates must be Certified to the County by September 1)	b	August 19

Footnotes

a City Charter Requirement
b Tax Levy Requirement under the "Open Window Law"

CITY OF INDEPENDENCE, MISSOURI
2002-03 Operating Budget
Budget Procedures and Policies

Budget Preparation/Control -

The fiscal year of the City shall start on July 1 and end on June 30.

Formal annual operating budgets are used as a control device for the General, Tourism, Community Development, HOME Program, Street Improvements Sales Tax, Park Improvements Sales Tax, Storm Water Improvements Sales Tax, Power and Light, Sanitary Sewer, Water, Stay Well Health Care and Central Garage Funds. Expenditures may not exceed appropriations for any department within each applicable fund. Unexpended operating budget appropriations lapse at year end.

Annual operating budgets are not prepared for Capital Project Funds although budgets are prepared on a life to date project basis.

> City Charter, Section 8.2 Budget: Preparation and submission. At least forty-five (45) days before the beginning of the fiscal year, the City Manager shall prepare and submit to the Council a proposed budget for the next fiscal year, which shall contain detailed estimates of anticipated revenues including any resources available from the current fiscal year, and proposed expenditures for the year, and an explanatory message. The budget shall include the general fund and at least all other regular operating funds which are deemed to require formal annual budgeting, and shall be in such form as the City Manager deems desirable or as the Council may require. The total of the proposed expenditures from any fund shall not exceed the total of the anticipated resources thereof. The budget and budget message shall be public records in the office of the City Clerk, and shall be open to public inspection. Copies of the budget; and budget message shall be made for distribution to persons on request.

Prior to June 27, the Council shall adopt the budget. If the Council fails to adopt the budget on or before that date, the budget, as submitted or amended, shall go into effect.

> City Charter, Section 8.3 Comparison of anticipation revenues and proposed expenditures with prior years.
>
> (1) In parallel columns opposite the several items of anticipated revenues in the budget, there shall be placed the amount of revenue during the last preceding fiscal year, and the amount of revenue up to the time of preparing the budget plus anticipated revenue for the remainder of the current fiscal year estimated as accurately as may be.
>
> (2) In parallel columns opposite the several items of proposed expenditures in the budget, there shall be placed the amount of each such item actually expended during the last preceding fiscal year, and the amount of each such item actually expended up to the time of preparing the budget plus the expenditures for the remainder of the current fiscal year estimated as accurately as may be.

City Charter, Section 8.4 Budget: Public hearing. The Council shall hold a public hearing on the proposed budget at least one (1) week after a notice of the time of the hearing has been published in a newspaper of general circulation within the City; and any interested person shall have an opportunity to be heard. The Council may continue the hearing at later meetings without further notice.

City Charter, Section 8.5 Budget: Amendment, adoption, appropriations. The Council may insert, strike out, increase, or decrease items in the budget, and otherwise amend it, but may not increase any estimate of anticipated revenues therein unless the City Manager certifies that, in the City Manager's judgement, the amount estimated will be revenue of the fiscal year. The Council, not later than the twenty-seventh (27th) day of the last month of the fiscal year, shall adopt the budget and make the appropriations for the next fiscal year. If the Council fails to adopt the budget and make the appropriations on or before that day, the budget as submitted or as amended, shall go into effect and be deemed to have been finally adopted by the Council; and the proposed expenditures therein shall become the appropriations for the next fiscal year. The appropriations, when made by the Council by a general appropriation ordinance separate from the budget document, need not be in as great detail as the proposed expenditures in the budget. Appropriations from a fund shall never exceed the anticipated resources thereof in the budget as adopted.

City Charter, Section 8.6 Budget: Transfer of appropriation balances, amendment. After the appropriations are made, and except as the Council by ordinance may provide otherwise, the City Manager may transfer unencumbered appropriation balances or parts thereof from any item of appropriation within a department, office, or agency to any other items of appropriation, including new items within the same department, office, or agency; and upon recommendation by the City Manager, the Council may transfer unencumbered appropriation balances or parts thereof from any item of appropriation , including an item for contingencies, in a fund to any other item of appropriation, including new items, in the fund.

Upon recommendation by the City Manager, the Council by ordinance may also amend the budget as adopted by changing the estimates of anticipated revenues or proposed expenditures of a fund and otherwise; and may increase or decrease the total appropriations from a fund when a change in revenues or conditions justify such action; but total appropriations from any fund shall never exceed the anticipated revenues thereof in the budget as adopted or as amended, as the case may be. The Council shall not increase any estimate of anticipated revenues in the budget unless the City Manager certifies that, in the City Manager's judgement, the amount estimated will be revenue of the fiscal year.

Budget Policies -

Fund Types

Governmental Funds - are those through which most governmental functions of the City are financed. The acquisition, use and balances of the City's expendable financial resources and the related liabilities (other than those in proprietary funds) are accounted for through governmental funds. The measurement focus is upon determination of changes in financial position. The following are the City's governmental fund types for which annual operating budgets are prepared:

> The General Fund is the principal operating fund of the City and accounts for all financial transactions not accounted for in other funds. The general operating expenditures, fixed charges, and capital improvement costs that are not paid through other funds are financed through revenues received by the General Fund.
>
> Special Revenue Funds (Tourism, Community Development, HOME Program, Street Improvements Sales Tax, Park Improvements Sales Tax, Storm Water Improvements Sales Tax) are used to account for revenues derived from specific taxes, governmental grants or other revenue sources which are designated to finance particular functions or activities of the City.

Proprietary Funds - are used to account for the City's on-going organizations and activities which are similar to those often found in the private sector. The measurement focus is upon determination of net income. The following are the City's proprietary fund types:

> Enterprise Funds (Power and Light, Sanitary Sewer, Water) are used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges or where the periodic determination of net income or loss is deemed appropriate.
>
> Internal Service Funds (Central Garage/Staywell Health Care Fund) are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City on a cost-reimbursement basis.

Basis of Accounting/Measurement Focus for Budgets

Basis of accounting refers to when revenues and expenditures or expenses are recognized in the accounts and recorded in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied. Measurement focus determines what actually is being recorded, not when. The measurement focus for governmental funds is based upon expenditures - decreases in net financial resources. The measurement focus for proprietary funds is based upon expenses - decreases in net total assets. The principal difference between expenditures and expenses is that with expenditures, the primary concern is the flow of resources,

however with expenses, the primary concern is the substance of transactions and events which may not specifically relate to the actual flow of resources.

As already indicated, the basis of accounting relates to when transactions are recorded, not what is actually being recorded. The three different types of accounting basis are 1) Cash, 2) Modified Accrual, and 3) Accrual. The latter two are recognized as Generally Accepted Accounting Principles (GAAP); the Cash basis is not.

The modified accrual basis of accounting is utilized by all governmental fund types and expendable trust funds. Under the modified accrual basis of accounting, revenues are recorded as collected unless susceptible to accrual, i.e., amounts measurable and available to finance the City's operations or of a material amount and not received at the normal time of receipt. Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Significant revenues which are considered susceptible to accrual include real estate taxes, sales taxes, utility franchise taxes, interest, and certain State and Federal grants and entitlements. Expenditures, other than interest on long-term debt, are recorded when the liability is incurred.

In applying the susceptible to accrual concept to intergovernmental revenues (i.e. grants), the legal and contractual requirements of the individual program is used as guidance. There are, however, essentially two types of these revenues. In one, monies must be expended on the specific purpose or project before any amounts will be paid to the City; therefore, revenues are recognized based upon the expenditures recorded. In the other, monies are virtually unrestricted as to purposes or expenditures and nearly irrevocable, i.e., revocable only for failure to comply with prescribed compliance requirements. These resources are reflected as revenues at the time of receipt or earlier if they meet the available and measurable criteria.

Real estate taxes levied and expected to be collected within sixty days after the fiscal year-end are considered available and, therefore, are recognized as revenues.

Licenses and permits, fines and forfeitures, charges for services, and miscellaneous revenues are recorded as revenues when received in cash because they are generally not measurable until actually received.

The accrual basis of accounting is utilized by the proprietary and nonexpendable trust fund types. Under this basis of accounting, revenues are recognized when earned (including unbilled revenue) and expenses are recorded when liabilities are incurred.

Encumbrances

The City's policy is to prepare the annual operating budget on a basis which includes encumbrances as the equivalent of expenditures in order to assure effective budgetary control and accountability and to facilitate effective cash planning and control. Encumbrance accounting is where purchase orders, contracts, and other commitments for the expenditures of funds are recorded in order to reserve that portion of the applicable appropriation.

Encumbrances outstanding at year-end represent the estimated amount of the expenditures ultimately to result if unperformed contracts in process at year-end are completed. Encumbrances outstanding at year-end are reported in the Comprehensive Annual Financial Report (CAFR) as reservations of fund balances because they do not constitute expenditures or liabilities. Outstanding encumbrances at year-end are re-appropriated in the following fiscal year in order to provide authority to complete these transactions.

Difference between Budget Basis and Financial Reporting Basis

The City's Comprehensive Annual Financial Report (CAFR) reports on the status of the City's finances in accordance with the GAAP basis of accounting. In most cases this is also the same basis of accounting as used in preparing the budget. Exceptions to the basis of accounting used for financial reports and in preparing the budget are listed below:

Governmental Fund Types - All governmental fund types use the same basis of accounting for reporting and budgeting with the exception that the budget also recognizes encumbrance accounting. In the CAFR, the "Combined Statement of Revenues, Expenditures and Changes in Fund Balance - All Governmental Fund Types and Expendable Trust Funds" presents revenues and expenditures in accordance with the GAAP basis of accounting. The "Combined Statement of Revenues, Expenditures and Changes in Fund Balance - Budget and Actual (Budget Basis)" in the CAFR presents the same information, however it also includes the recognition of encumbrances. This later statement provides a reconciliation of the presented data to the GAAP basis statement.

Proprietary Fund Types - All proprietary fund types use the same basis of accounting for reporting and budgeting with the exception of "non-cash" expenses and disbursements that affect balance sheet accounts. "Non-cash" expenses are included in the financial reports but not in the budget. An example of this type of expense would be depreciation where an expense is recorded but a cash disbursement does not take place. Balance sheet account disbursements are items that are included in the budget as expenditures, however they do not affect the "Combined Statement of Revenues, Expenses and Changes in Retained Earnings/Fund Balances - All Proprietary Fund Types and Nonexpendable Trust Funds" (i.e. the operating statement) in the CAFR. An example of these types of items would be inventory purchases, debt principal payments, and capitalized labor and material costs.

City of Independence, Missouri
2002-03 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:

1993 - 113,561	1996 - 114,931	1999 - 116,155
1994 - 113,802	1997 - 115,531	2000 - 116,867
1995 - 113,761	1998 - 115,851	2001 - 113,288

Projected Retail Sales as of June 30, 2002	$1,668,755,000	**Registered Voters:**	67,614
Number of Households:	47,390	**Unemployment Rate:**	4.3%
Form of Government:	Council/Manager	**Number of Employees:**	1,174

Fire Protection:

Number of Stations	10
No. of Authorized Employees	174
Number of Vehicles	42

Police Protection:

Number of Stations	2
No. of Authorized Employees	275
Number of Vehicles	109

Education:

Elementary and High School enrollment	15,302
Elementary Schools	21
Junior High Schools	4
Senior High Schools	4
Parochial & Private	13
Pre-School & Kinder-gartens	14
Teachers	1,083
Administrators	87
Colleges	2

Communications (served by):

Newspapers (daily)	2
Radio Stations	38
TV Stations	9
(cable TV service available)	

Recreation:

Park Acreage	724
Number of Parks	41
Community Centers	1
Fitness Centers	1
Ball Fields	54

Transportation:

Bus Systes (operated by KCATA)	1
Taxi Services	3

Community Facilities:

Hospitals	2
Beds	569
Motels/Hotels	13
No. of Rooms	1,006
Bank/Credit Union Fac.	35

Public Works Infrastructure:

Paved Streets (miles)	580	Water Mains (miles)	688
Electric Circuits (miles)	776	Water Consumption (daily avg.) (in millions of gallons)	28
Electric Consumption (daily avg.) (in Mwh)	2,981	Sanitary Sewers (miles)	515

City of Independence, Missouri
2002-03 Operating Budget
Financial Statistics

Real Estate Taxes

Real Estate Tax Rate
Per $100 assessed valuation)

Debt Levy Purpose	2001-02	Budget 2002-03
General Purposes	$ 0.5100	$ 0.5100
Public Health & Recreation	0.2400	0.2400
Total	$ 0.7500	$ 0.7500
Indep. School District	4.46	not avail.
Jackson Co./State of Mo.	1.133	not avail.
Indep. Square Special Benefit District	0.4322	0.4736

Real Estate Revenue by Levy Type

Debt Levy Purpose	Unaudited 2001-02	Budget 2002-03
General Purposes	$ 4,050,364	$ 4,258,200
Public Health & Recreation	1,906,054	2,003,859
Total	$ 5,956,418	$ 6,262,059

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	0.750
City of Independence	1.000
City of Independence-Street Improv.	0.375
City of Independence-Park Improv.	0.125
City of Independence-Storm Water Improv.	0.250
Total	6.725

	Unaudited 2001-02	Budget 2002-03
Local Option Sales Tax	$ 16,520,681	$ 17,576,954
Street Improv. Sales Tax	6,185,076	6,591,358
Park Improv. Sales Tax	2,062,025	2,197,119
Storm Water Improv. Sales Tax	3,928,129	4,400,000

Fee Structure

Transient Guest Tax	6.5% of Gross Daily Rent
Cigarette Tax	$2.50 per thousand Cigarettes
Utility Franchise Fee	9.08% of Gross Receipts (3% for Cable TV)
Occupation License Fee	$25.00 Annual Gross Revenue under $25,000; $25.00 plus $0.29 per thousand Annual Gross Revenue over $25,000 (maximum fee $30,000)
Motor Vehicle License	$4.50 Motorcycles & Motortricycles
	5.00 Passenger Cars
	6.00 Commercial Vehicles and Recreational Vehicles

Outstanding Debt as of June 30, 2002

General Obligation Bonds	$ -
Revenue Bonds-	
Power and Light	24,011,614
Water	33,265,000
Sanitary Sewer	575,000

Glossary of Budget and Finance Terms

Account - A sub-unit of the accounting system used to record the financial activity of similar transactions.

Accounting System - The total set of records and procedures that are to record, classify, and report information on financial status and operations.

Accrual Accounting - A basis of accounting in which revenues and expenditures are recorded at the time they are earned or incurred as opposed to when cash is actually received or spent. For example, in accrual accounting, a revenue which was earned between June 1 and June 30, but for which payment was not received until July 10, is recorded as a revenue of June rather than July.

Appropriation - An authorization made by the Council that allows the City to incur obligations and to make expenditures of resources for the procurement of goods and services.

Assessed Valuation - A value that is established for real or personal property for use as a basis for levying property taxes.

Budget (Capital Improvement) - A Capital Improvement Budget is a separate budget from the operating budget. Items in the Capital Budget are usually construction projects designed to improve the value of the government assets. Examples of capital improvement projects include roads, sewer lines, buildings, recreational facilities and large scale remodeling. The Council receives a separate document that details the Capital Budget costs for the upcoming fiscal year. The Capital Budget is based on a Capital Improvement Program (CIP).

Budget (Operating) - A plan of financial operation embodying an estimate of proposed expenditures for a given period (a fiscal year) and the proposed means of financing them (revenue estimates). The term is also sometimes used to denote the officially approved expenditure ceilings under which the departments operate.

Glossary of Budget and Finance Terms

Capital Outlay - Represents expenditures which result in the acquisition or addition to fixed assets including land, buildings, improvements, machinery or equipment. Most equipment or machinery expenditures are included in the Operating Budget. Capital improvements such as acquisition of land and related construction and engineering fees are generally in the Capital Budget.

Contingency - A budgetary appropriation set aside for emergencies and expenditures not otherwise planned for.

Debt Service - Debt Service expenditures are the result of bonded indebtedness of the City. Debt Service expenditures include principal, interest, fiscal agent's fees, and bond reserve requirements on the City's outstanding debt.

Department - A major administrative division of the City that has management responsibility for an operation or a group of related operations within a functional area.

Designated Fund Balance- An account used to show that a portion of fund balance was segregated for a specific purpose. The account is not legally restricted and is therefore available for general appropriation.

Encumbrances - Obligations in form of purchase orders, contracts or salary commitments that are chargeable to an appropriation and that an appropriation is restricted. They cease to be encumbrances when paid or when an actual liability is created.

Enterprise Fund - Separate financial accounting used for government operations that are financial and operated in a manner similar to private sector operations. Enterprise funds for the City are Power & Light, Sanitary Sewer and Water.

Estimated Revenue - The amount of projected revenue to be collected during the fiscal year.

Expenditure - This term refers to the outflow of funds paid or to be paid for an asset obtained or goods and services obtained despite when the expense occurs. This term applies to all funds. Note: An encumbrance is not an expenditure. An encumbrance reserves funds to be expended.

Glossary of Budget and Finance Terms

Fiscal Year - The period signifying the beginning and ending period for recording financial transactions. The Charter specifies July 1 to June 30 as the fiscal year.

Fund - An independent fiscal and accounting entity with a self-balancing set of accounts recording cash or other resources with all related liabilities, obligations, reserves, and equities that are segregated to carrying on specific activities or attaining certain objectives.

Fund Balance - The Fund Balance is the excess of a governmental fund's assets over its liabilities. A negative fund balance is a deficit.

General Fund - The largest governmental fund, the General Fund accounts for most of the financial resources of the general government. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund usually includes most of the basic operating services, such as fire and police protection, finance, data processing, parks and recreation, public works and general administration.

Internal Service Funds - Proprietary funds used to account for the furnishing of goods or services by one department or agency to other departments or agencies on a cost-reimbursement basis; for example, the Central Garage.

Object of Expenditure - Expenditure classifications based upon the types or categories of goods and services purchased. Objects of expenditures are:
* 100 - Personal Services (salaries and wages);
* 200 - Services (utilities, maintenance contracts, travel)
* 300 - Supplies;
* 400 - Capital (automobiles, trucks, computers)

Objective - A program objective is an operational statement of a program goal, containing specific descriptions of desired results. An objective states a result in which the achievement is measurable within a given time frame and cost parameter. Objectives usually contain verbs such as "increase", "reduce", or "maintain".

Reserved Fund Balance - An account used to show that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

Glossary of Budget and Finance Terms

Resources - Total dollars available for appropriations including estimated revenues, fund transfers, and beginning fund balances.

Revenue - Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

Sources - That portion of Revenues and Fund Balance (Resources) that are identified to balance the budget.

Special Revenue Fund - A fund used to account for the proceeds of specific revenue sources (other than expendable trusts of major capital projects) that are restricted to expenditure for specified purposes.

Undesignated Fund Balance - That portion of the fund balance that has neither been restricted nor designated for a specific purpose. The account is available for general appropriation.

Uses - The appropriations and transfer authorizations that create the budget for each Fund.

Working Capital (Designated) - An account within the fund balance of the General Fund in which a certain amount of resources were set aside for purposes of maintaining a positive cash flow, shortfalls in the revenue projections, and emergencies during the fiscal year.