

2003-04

OPERATING BUDGET

OPERATING BUDGET

City of Independence, Missouri

**FOR THE FISCAL YEAR
JULY 1, 2003 THROUGH JUNE 30, 2004**

MAYOR

Rondell F. Stewart

CITY COUNCIL

James (Jim) Schultz

Jason White

Don B. Reimal, Mayor Pro Tem

John Perkins

Renee J. Paluka

Charlie E. Rich

At-Large

At-Large

District #1

District #2

District #3

District #4

City Manager

Larry N. Blick



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
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PRESENTED TO

**City of Independence
Missouri**

For the Fiscal Year Beginning
July 1, 2002

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Independence, Missouri for its annual budget for the fiscal year beginning July 1, 2002. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

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(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.

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

Sanitary Sewer Fund - Accounts for Sanitary Sewer Utility operations.

Guide to Independence's Budget Document

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.

City of Independence

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July 1, 2003

Honorable Mayor and Members of the City Council

Introduction

This budget complies with Section 3,5 (5) of the City Charter, which requires that the City Manager advise the City Council of the financial condition and future needs of the city. In accordance with Section 8.2 of the City Charter, I previously submitted a proposed operating budget for the City of Independence for fiscal year July 1, 2003 through June 30, 2004. A public hearing on the budget was conducted on May 19, 2003 and seven different budget review sessions were conducted by the City Council to review my previously submitted proposed budget. The budget is balanced and no new tax increases are proposed. It also includes a capital improvements program that is funded with state and federal grants and with revenues from completed Tax Increment Financed projects.

The budget is based on several priorities: no elimination of city services; no termination of city employees; and making changes to programs that will allow us to better adjust to conditions that affect both our current and future financial position. During the 2002-03 fiscal year we watched a continuing decline in our revenues. Our revenues for the 2003-04 fiscal year will be less than what we budgeted for 2002-03. As a result, I proposed no new or expanded community services or programs for the upcoming fiscal year. Although I am pleased that the directors of our city departments and I are able to offer a

budget that continues to provide a high level of city services, it is not without sacrifice. Since an additional \$1million will be required for employee benefits, no funds are available for step or cost of living increases. Changes to the employee Stay Well health insurance plan will require plan members to pay a larger portion of their health care costs.

The total 2003–2004 operating and capital budget for the City, including utilities, is \$187,917,449, a decrease of 4.5% under the 2002-2003 budget. The budget accounts for all revenues received from the sale of utility services, property taxes, sales taxes (including general sales tax, park and street sales taxes and stormwater sales tax), service fees, grants, etc.

General Fund

The General Fund is the tax and fee supported portion of the City's budget. At \$59,323,121 it is 33% of the total city budget., and pays for most of the city's operations, notable exceptions being the Power and Light Department, the Water Pollution Control Department, the Water Department and the Tourism Program, which are operated from funds that are separate from the General Fund. The Police Department and the Fire Department are the two largest departments in the General Fund (more than 51% of the General Fund is spent for the Police and Fire Departments).

The General Fund has felt the full impact of the economy. Revenue from many sources will increase slightly in the upcoming year. However, overall, our revenues will be \$16,928 less than we budgeted to receive in FY 2002-03. The largest drop in anticipated revenues is in the category of franchise fees. Telephone franchise fees are projected to be lower by \$635,000, as compared to the 2002-2003 budget. Revenue estimates that were used to prepare the 2002-2003 budget relied on a Federal Communication Commission decision that telephone companies have to pay the local franchise fees on wireless telephones. The telephone companies have appealed the commission's ruling. Telephone companies are not paying the franchise fees while the case is on appeal, and it could be several years before the issue is finally resolved.

From the following table you can see that revenue collection, excluding federal grants, for the prior fiscal year (2002-2003) was nearly \$780,000 less than we expected when we adopted the budget (because federal grants vary so much from year to year, federal grant revenues are listed in the table as a separate item).

General Fund Revenue Comparison

(In \$ millions)

Source	Adopted Budget 2002-03	Revised Estimate 2002-03	Adopted Budget 2003-04
Property Taxes	6.301	6.115	6.353
Sales Taxes	18.177	17.690	18.214
Utility Franchise Fees	7.644	6.847	7.067
Pmts in lieu of Taxes	9.315	9.442	9.436
Licenses & Permits	4.171	4.001	4.035
State & County Grants	5.688	5.700	5.574
Charges for Services	1.172	1.359	1.388
Fines & Court Costs	3.429	3.495	3.579
Interest Income	.195	.061	.067
Interfund Charges	2.625	2.630	2.746
Other Revenue	.394	.992	.445
Subtotal	59.111	58.332	58.904
Federal Grants	.421	2.247	.612
Total Revenue	59.532	60.579	59.516

Since the 2002-2003 budget was financed with \$194,291 of undesignated fund balance, and since we will have slightly less revenue in the upcoming year, than we projected when the FY 2002-03 budget was adopted, the budgeted General Fund expenses of \$59,323,121 will be \$213,859 less than the \$59,536,980 budget for FY 2002-03. In addition, for FY 2003-04 we will have approximately \$1.3 million of unavoidable increases in the cost of our operations. The following are some of the most significant ones:

Unavoidable Increases (\$)

Workers Compensation Claims	280,000
HMO Premium Increases	220,000
Health Insurance for Retirees	42,500
LAGERS Rate Adjustment	185,000
Stay Well Premium Increase (July & Aug)	201,000
Longevity	<u>81,000</u>
Total	\$1,009,500
Off-site Prisoner Retention	189,000
Property & Liability Insurance	63,000

The combination of less revenues and unavoidable expenditure increases forced me to recommend budget cuts of approximately \$1.5 million. The most significant of these changes and recommendations are:

A. Elimination of ten vacant positions:

Department	Position	Savings
City Clerk	.5 Administrative Specialist III	21,429
City Manager	1 Customer Service Technician	39,115
	.5 Administrative Specialist II	21,072
Law	.5 Administrative Specialist III	21,429
Finance	1 Business License Compliance Off.	42,858
Community Development	1 Planning Officer	100,829
Health	.5 Clerk Typist II	17,385
Public Works	1 Fleet Maintenance Superintendent	72,377
	2 Custodians (convert to contract)	23,669
	1 Building Maintenance Supervisor	75,132
	1 Building Maintenance Worker II	35,000
Total	10 Positions	\$470,295

B. Discontinuation of the policies that allow employees to cash-in accumulated personal business leave and accumulated vacation leave (no funding has been included in the budget to pay for these programs). Total savings: \$426,300.

C. Modification of work schedules to reduce employee overtime. We need to have more flexibility in scheduling our employees. I recommended changes to our personnel regulations that will require payment of overtime only after an employee has worked a full, forty hour week, and will discontinue the requirement that we allow employees to

credit vacation and sick leave for work, when determining eligibility for overtime. These changes should allow us to provide essentially the same number of hours of services to our residents, with a significant reduction in personnel costs. Estimated savings: \$300,000.

D. To decrease the subsidy of the capital improvements program by the operating budget, land acquisition costs will be charged to each affected capital improvement project. Cost savings: \$100,000

E. Changes to our Stay Well health care program that will avoid a \$974,000 increase in health care cost, \$604,000 of which would have to be paid by the General Fund. Health insurance premiums have been increasing across the nation by approximately 15% per year. It is anticipated that these increases will continue for the foreseeable future. The majority of the City's employees (both active and retired) are members of the Stay Well plan. The City pays 86% of premium costs and employees pay 14%. If no changes are made to the Stay Well plan, costs next year will increase approximately 16%. Staff has conducted an intensive evaluation of the program, including a comparison to other health care plans in the region and the nation. The review indicated two things: the Stay Well plan does not include common features that help to control costs; and the cost of Stay Well is significantly higher than the health care plans of other area cities and counties. To address these issues I am recommending modifications to the plan in specific areas. These changes will: introduce features that are common in other plans in our region and are designed to discourage overuse of health services; avoid the need to pay higher premiums next year; and shift health costs away from those members who use the plan the least. The changes include: implementation of a deductible feature; increasing the amount of a co-payments; and increasing the members' maximum, annual out-of-pocket expense. One notable item that we will be able to offer as a result of these changes is an increase in each member's maximum lifetime coverage from \$1 million to \$2 million.

F. A Freeze on Employee Compensation. The City Council should be proud of the fact that the City has been able to use the revenues generated by the last several years' economic growth to increase the wages and salaries of our city employees – by as much as 7% in some years. This has allowed us to become much more competitive in the marketplace and to attract well qualified employees. In turn, as indicated by survey after

survey, we have fewer employees, on a population basis, than many other communities. The quandary we are facing, is how to react to the current downturn in the economy, and its potential affect on city services and city employment. Many organizations, both private and public, are either eliminating or laying off workers. However, eliminating employees can cause a degradation of services. Also, when the city eliminates employees the city loses the investment it has made in the recruitment and training of those employees. I believe it is better to freeze or suspend salary and benefit increases, rather than eliminate employees. By doing so the City retains the services of qualified employees, families are not disrupted by job loss, and City services are not adversely affected. Please note: in 2003-2004 we will be in the final year of our work agreements with the Service Employees International Union and the Communication Worker's of America. Both work agreements specify that the members will receive wage increases next year (for a combined total of approximately \$443,000). We are in discussions with both groups regarding a wage freeze. If we are unable to gain each bargaining unit's consensus for a wage freeze, we will have to fund the wage increases by making cuts in other areas of the budget.

G. No use of the General Fund Undesignated Fund Balance. We should be maintaining an undesignated fund balance for the General Fund of approximately \$3 million (the equivalent of 5% of revenues). We are projecting that the City will begin the new fiscal year with an undesignated fund balance of \$421,343. This is only 14% of the amount recommended by our external financial advisors, and, better than anything else, illustrates the financial constraints that the City faces. During the recent past we have relied on the undesignated fund balance to pay for unanticipated and/or catastrophic events, such as the city-wide limb cleanup that was required following the March, 2002, ice storm. Our inability to fully fund the undesignated fund balance means that, should they occur, events on the scale of the ice storm could require us to make severe cuts in the budget, to allow us to respond to emergency situations.

Completed TIF Projects – Capital Improvements

In keeping with existing City Council policy, I recommended that revenues that are available from completed TIF projects be allocated for Capital Improvements. For some

projects this means that we will be able to use the funds as a match to obtain federal grants:

<u>Project</u>	<u>TIF Closeout Funds</u>	<u>Grant Amount</u>
39th Street Improvements (Lee's Summit to Phelps)	\$280,000	\$1,600,000
Noland Road Landscaping Inspection	\$ 10,000	\$ 120,000
Truman Road Widening (M-291 to Swope Drive)	\$190,000	\$2,000,000
Replace Fire Station 7	\$751,500	-0-
Transit Center & Commuter Parking	<u>\$120,000</u>	<u>\$ 800,000</u>
Total	\$1,351,500	\$4,520,000

Storm Water Sales Tax

This is the third year the sales tax for storm water is included in the budget. Sales tax collections began January 1, 2001.

The budget contains \$4,453,921 in estimated sales tax and interest income revenues for improved storm sewer maintenance and storm water capital projects, compared with \$4,452,042 budgeted for 2002-2003, an increase of .04 percent. 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 2003-2004 budget meets these guidelines. The operating and capital budgets reflect \$2,675,565 in expenses for this third full year of the program. The Water Pollution Control 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 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 funds construction of five projects (44th Street and Phelps, 18th Street and Hardy, 10422 Sheley, 24th Street and Harris, and Crysler Meadows - West 30th

Street Drainage,) design of five additional projects to be constructed in future years (Timbercreek - Pollard Street Culvert, Bellevista - Leslie Culvert at Linwood, Glendale - Queen Ridge Drainage, South Osage Acres Drainage, and the Salisbury Detention Basin,) and a watershed study (Tapawingo) to provide data on how to best correct existing problems, as well as plan for the future.

Street Improvement Sales Tax

The budget includes \$6,615,307 of revenues from the Street Improvement Sales Tax to continue funding needed street and bridge improvements:

Overlay Program	\$3,750,000
Bridge Improvements	500,000
Traffic Signals	10,000
Intersections (Whitetopping)	440,000
Other Streets Improvements	685,000

Park Improvement Sales Tax

Reauthorization of the Park Improvement Sales Tax will allow us to continue upgrading our park and recreation facilities for the benefit of our residents. In fiscal year 2003-2004 we will spend \$2,545,000 for parks improvements:

Athletic Fields/Courts	\$ 300,000
Maintenance & Security	50,000
Building Reconstruction	250,000
Infrastructure Repairs	100,000
Walking/Bicycle Trails	250,000
Palmer Senior Adult Center	600,000
Aquatics Center	500,000
Park Revitalization	385,000
Mobile Equipment	110,000

Sanitary Sewer Fund

Sanitary Sewer Fund revenue is estimated to be \$12,867,303. This is a decrease of \$250,911, or 1.9 percent below the 2002-2003 budget, primarily due to a projected decrease in interest income of \$272,911. Operating expenses, including non-department, in 2003-2004, are projected to be \$11,578,472 versus \$11,874,849 in 2002-2003, a decrease of 2.5 percent.

In the upcoming fiscal year, the Water Pollution Control Department will 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 to reduce infiltration and inflow and sanitary sewer overflows, work with the Little Blue Valley Sewer District to implement their capital plan and continue to administer the Storm Water Program made possible by the one-fourth cent sales tax.

The capital improvement budget provides \$53,000 to design the Kiger and Morgan sanitary sewer improvement and \$1,000,000 to rehabilitate other sanitary sewers using trenchless technology. Other capital improvements include \$130,000 for odor control improvements, \$85,000 for fuel tank improvements and \$65,000 for polymer pumps and controls at the Rock Creek Treatment Plant, as well as \$120,000 for facility projects.

Power & Light Fund

Power & Light total revenues for FY2003-04 are estimated to be \$79,376,718, an increase of \$1,043,538 or 1.3 percent from the 2002-03 budget. Total appropriations for Power & Light are \$76,393,436 which includes operating, non-departmental and debt service costs. Operating budget expenditures are \$60,135,390, a \$2,047,468 increase from last year's budget.

The most significant change in the operating budget is an increase of \$1.5 million in fuel and purchased power expenses. This increase is primarily due to projected increases in the cost of natural gas (from \$4.00 to \$5.49 per million cubic feet) and fuel oil (from

\$0.74 to 0.84 per gallon) needed for power production facilities. Other key budget additions include funds to upgrade 69KV circuit breakers at Substation H (\$120,000), replacement of the utility's dispatcher radio console (\$75,000); purchase of AEDs (defibrillators) for line trucks and plant facilities (\$50,000), increased cost of vehicle fuel (\$31,000), continued security enhancements (\$25,000) and acquisition of mobile mapping computers (\$15,000).

The FY 2003-04 capital project budget of \$8,125,000 reflects an increase of \$1,245,000 (18 percent) from last year's capital budget. The budget includes an allocation of funds for a new substation in southeastern Independence (\$1,000,000), additional funding associated with a Blue Valley Unit 3 generator "rewind" (\$700,000), inspection/overhaul of Blue Valley Units 1, 2 and the RCT (\$3,000,000), a Missouri City Burner Management safety system (\$800,000), Service Center facility enhancements (\$875,000), continued betterment/undergrounding of the electric distribution system (\$1,000,000) and other power plant efficiency/safety improvements (\$750,000).

Water Fund

It is estimated that water revenues of \$16,793,350 will be about the same as last year's revenues since projected growth does not exceed last year's unusually dry weather. The operating budget totals \$17,085,411 representing an increase of 2.3%, which includes operating, non-departmental, and debt service costs. Operating budget expenditures are \$10,904,470, an increase of \$150,630 from last year's proposed budget.

The most significant increase in the operating budget is for treatment chemicals which will increase by \$130,000 and for utilities which will increase by \$100,000 for the Courtney Bend Water Treatment Plant. This is due to price increases for chemicals and increased electrical use to cover increased water treatment and pumping.

During the next fiscal year, the Department will begin construction of a 6 million gallon per day plant addition and modifications to the Courtney Bend Water Treatment Plant to treat the water as groundwater under the influence of surface water and therefore comply with EPA Safe Drinking Water Regulations.

In conjunction with the water plant expansion and modifications, the Department will begin construction of 6.1 miles of transmission main from the Courtney Bend Water Treatment Plant to 24 Highway. This is the first phase of a plan to provide an additional supply line to the Little Blue Parkway and meet increased demand for water.

Also, the Department will continue its commitment to provide better service to its utility customers by upgrading the interactive voice response system used by our customers and by installing a communication recorder system to assure that quality service is being provided.

Use Tax

During the last several years the community has made significant strides in responding to the needs and desires of our residents. Through clear, open communications, surveys of resident opinions, and identification, adoption and implementation of strategic goals we have been able to provide better city services, new development and renewed economic vigor for our city. However, as I have reported to the City Council in previous years, I remain concerned regarding our inability to fund badly needed maintenance and repair of city properties. For several years we have been falling behind in replacing fire department equipment and police cars. Most fire stations are in need of repair and some should be rebuilt. More funding is needed to put wireless computers in police cars to increase the efficiency and effectiveness of our police officers.

I believe a use tax is the best way to provide badly needed revenues for these types of purchases and repairs. Use taxes are collected on out-of-state purchases. Because of legal issues, in the mid 1990s the Missouri Supreme Court ruled that use taxes in effect at the time, were unconstitutional. The state legislature immediately remedied the state enabling legislation, and since then, voters in more than 80 Missouri cities have adopted the use tax (the state also collects a use tax). Based on a survey of other Missouri communities, most residents do not pay a use tax because they do not make enough out-of-state purchases. However, the cities that collect a use tax report that out of state purchases by businesses generate use tax revenue in an amount that is equivalent to

approximately 6% of local sales tax revenues. For Independence, this means that a use tax would provide approximately \$1.5 million in annual revenues that could be dedicated to maintaining and improving our buildings and equipment. I believe you should consider giving Independence voters the opportunity to approve the use tax and recommend that you give this issue attention at your earliest convenience.

Conclusion:

Because of the City Council's operating and fiscal policies we have been able to react to the poor economy in ways that have allowed us to place a priority on avoiding disruption of City services and layoffs of employees. I believe this budget conforms to your policies, and that the budget addresses the community's priorities in a balanced and fair manner. I look forward to assisting the City Council in implementing this operating budget as we prepare for our community's future.

I wish to thank the staff who helped prepare this document and especially Mr. Calvin Holst, who has been primarily responsible for the City winning the GFOA Distinguished Budget Presentation Award for 17 years in a row.

Larry N. Blick
City Manager

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.

(reaffirmed by Resolution number 4937 – October 21, 2002)

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 property or infrastructure, or that lack quality health, or educational services, through cooperative partnerships with owners, tenants, hospitals, school districts, and other organizations.
2. To achieve continuous growth in the local economy, continued vitality of existing business areas, and a positive future by planned development of the Little Blue Valley.
3. To ensure long-term financial stability for the City of Independence, through the use of long-range forecasting, and the adoption of sound fiscal policies and budget decisions that balance community service needs with available resources.
4. To have a quality municipal organization which employs highly trained professional staff, delivers services efficiently and effectively, and properly maintains its infrastructure.

(approved by Resolution number 4937 – October 21, 2002)

City of Independence, Missouri
2003-04 Operating Budget
Financial Policies

A. Fund Balance

1. Fund Balance Target - The City shall maintain an Undesignated Fund Balance level in the General Fund equal to 5% of annual revenues. The purpose for maintaining this reserve fund will be for meeting emergencies arising from: (1) the loss or substantial reduction in actual revenue collections over anticipated amounts; 2) unexpected expenditures due to natural disasters or casualty losses; 3) non-budgeted expenditures for the satisfaction of court judgments and litigation costs; and, 4) conditions that threaten the loss of life, health or property within the community.
2. Recovery Plan when Fund Balance is below Target - Whenever the General Fund Undesignated Fund Balance account balance falls below the target level of 5% then the City will strive to restore the Undesignated Fund Balance through revenue allocations or expenditure reductions back to the target level over a five (5) year period.
3. Utilization of Funds that Exceed the Fund Balance Target - Any amounts in the General Fund Undesignated Fund Balance account that exceed the target amount may be utilized in the following year's operating budget with the same restrictions identified below for one-time revenues.

B. Revenues

1. Use of One-Time Revenues - One time revenues will be used only for one-time expenditures. The City will avoid using temporary revenues to fund on-going programs and activities.
2. Grant Acceptance and Cost Recovery Analysis - The City shall actively pursue federal, state and other grant opportunities when deemed appropriate. Before accepting any grant the City shall thoroughly consider all implications related to costs associated with complying with the terms of the grant agreement and the ongoing obligations that will be required in connection with the acceptance of the grant. Programs financed with grant monies will be budgeted in separately, and the service program will be adjusted to reflect the level of available funding. In the event of reduced grant funding, City resources may be substituted only after all program priorities and alternatives are considered during the budget process.
3. Revenues Diversification - The City will strive to develop and maintain a diversified and reliable revenue stream so as to avoid becoming overly dependent upon any single source of revenue. Efforts will be directed to optimize existing revenue sources while periodically reviewing potential new revenue sources.

City of Independence, Missouri
2003-04 Operating Budget
Financial Policies

4. Estimation of Annual Budgeted Revenues - The Finance Department will provide an annual estimate of anticipated revenues using an objective and analytical process. When faced with assumption uncertainties, conservative projections will be utilized.
5. Support Services provided to Funds - The City shall set user fees for each fund at a rate that fully covers direct and indirect costs of providing support services to other funds.
6. Fees and Charges for Services - Fees and charges shall be periodically evaluated and, if necessary, adjusted annually to assure that they cover all direct and indirect costs, unless it is determined full cost recovery would not be in the best interest of the public.
7. Investment of City Funds - Cash and investment programs will be maintained in accordance with State Statutes and the City Charter and will ensure proper controls and safeguards are maintained. City funds will be managed in a prudent and diligent manner with an emphasis on safety of principal, liquidity, and financial return on principal, in that order.
8. Restricted Revenues - Revenues will not be dedicated for specific purposes, unless required by law, generally accepted accounting practices (GAAP), or authorized by the Council. All non-restricted revenues will be deposited in the General Fund and appropriated by the budget process. This will preserve the ability of the City Council to determine the best use of available revenues to meet changing service requirements.

C. Expenditures

1. Employee Staffing Levels - The addition of new positions will only be requested after service needs have been thoroughly examined and it is substantiated that the additional staffing will result in increased revenue, enhanced operating efficiencies, or the achievement of specific objectives approved by the Council. To the extent feasible, personnel cost reductions will be achieved through attrition and reassignment.
2. Service Delivery Analysis - The City will seek to optimize the efficiency and effectiveness of its services to reduce costs and improve service quality. Alternative means of service delivery will be evaluated to ensure that quality services are provided to our residents at the most competitive and economical cost. Department directors, in cooperation with the City Manager's office, will identify all activities that could be provided by another source and review options/alternatives to current service delivery methods. The review of service delivery alternatives and the need for the service will be performed annually or on an "opportunity" basis.

City of Independence, Missouri
2003-04 Operating Budget
Financial Policies

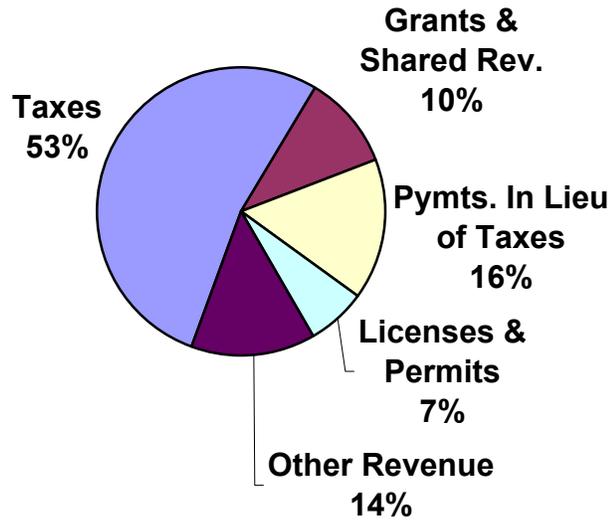
3. Capital Outlay (vehicles, equipment, building repairs) for Operations - The City will budget for capital items through the process used to prepare the annual operating budget.

- a. The City will prepare and update annually a long-range capital plan for operating capital outlay.
- b. The City will strive to fund capital outlay expenditures at a level to maximize service delivery and minimize maintenance costs with the objective of achieving the greatest useful life of the asset.
- c. When planning for capital outlay expenditures of any type, each department director must estimate the impact on the City's operating budget.

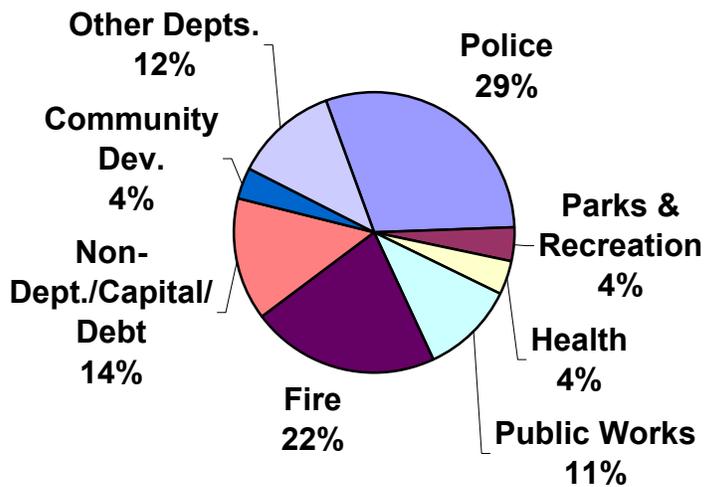
D. Other Financing Sources and Uses

1. Lease Purchase Financing - The City will lease purchase high-cost items of equipment only if necessary due to lack of alternative funding options, or if lease rates are less than the rate attained from investment return. In no case shall the City lease purchase equipment items whose useful life is not greater than term of the lease.

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
 2003-04 Operating Budget
Budget Summary - General Fund
 For the Fiscal Years 2001-02, 2002-03 and 2003-04

Description	2001-02 Actual	% of Total	2002-03 Original Budget	% of Total	2003-04 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
<u>Prior Years' Savings-</u>								
Undesignated Fund Balance			\$ 194,291		\$ -		\$ (194,291)	-100.0%
Designated Fund Balance			1,358,914		1,350,883		(8,031)	-0.6%
<u>Estimated Revenues-</u>								
Taxes	\$ 29,662,768	47.3%	\$ 32,122,084	54.0%	\$ 31,633,935	53.2%	\$ (488,149)	-1.5%
Payments in Lieu of Taxes	8,811,819	14.0%	9,315,089	15.6%	9,436,270	15.9%	121,181	1.3%
Licenses & Permits	3,645,327	5.8%	4,170,835	7.0%	4,034,910	6.8%	(135,925)	-3.3%
Grants-Federal & State	6,218,561	9.9%	452,322	0.8%	611,594	1.0%	159,272	35.2%
State & County Shared Revenue	6,100,349	9.7%	5,657,042	9.5%	5,573,803	9.4%	(83,239)	-1.5%
Charges for Current Services	1,416,694	2.3%	1,172,388	2.0%	1,388,226	2.3%	215,838	18.4%
Fines and Forfeitures	3,199,906	5.1%	3,429,401	5.8%	3,579,168	6.0%	149,767	4.4%
Interfund Charges	2,791,637	4.4%	2,624,650	4.4%	2,745,900	4.6%	121,250	4.6%
Other Revenue	895,153	1.4%	589,323	1.0%	512,400	0.9%	(76,923)	-13.1%
Total Estimated Revenues	<u>\$ 62,742,214</u>	100.0%	<u>\$ 59,533,134</u>	100.0%	<u>\$ 59,516,206</u>	100.0%	<u>\$ (16,928)</u>	0.0%
Total Sources			\$ 61,086,339		\$ 60,867,089		\$ (219,250)	-0.4%

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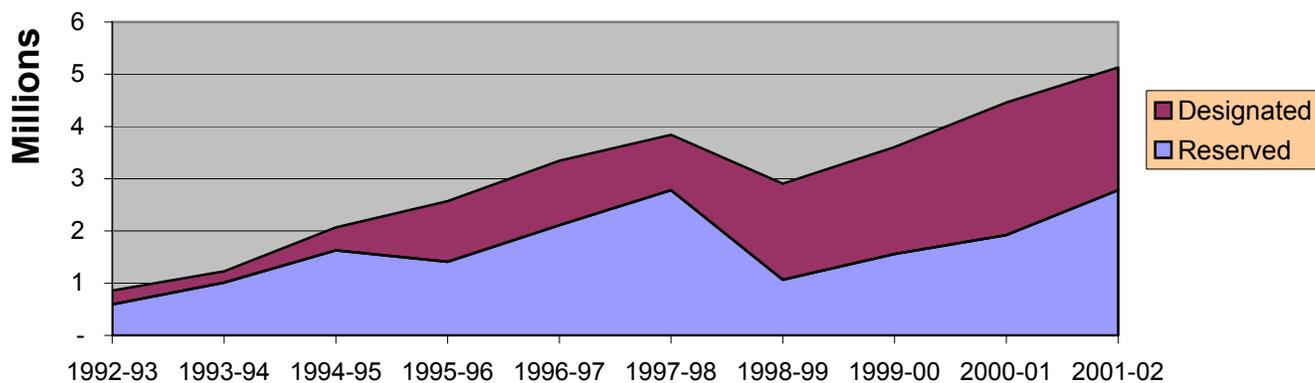
City of Independence, Missouri
2003-04 Operating Budget
Budget Summary - General Fund
For the Fiscal Years 2001-02, 2002-03 and 2003-04

Description	2001-02 Actual	% of Total	2002-03 Original Budget	% of Total	2003-04 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Use of Budget Dollars								
<u>Operating Departments-</u>								
City Council	\$ 350,658	0.6%	\$ 386,187	0.6%	\$ 407,979	0.7%	\$ 21,792	5.6%
City Clerk	430,017	0.7%	440,811	0.7%	421,637	0.7%	(19,174)	-4.3%
City Manager	765,471	1.3%	802,226	1.3%	764,224	1.3%	(38,002)	-4.7%
National Frontier Trails Center	308,718	0.5%	321,721	0.5%	330,435	0.6%	8,714	2.7%
Technology Services	1,503,446	2.5%	1,509,725	2.5%	1,584,938	2.7%	75,213	5.0%
Municipal Court	588,557	1.0%	626,324	1.1%	632,208	1.1%	5,884	0.9%
Law	738,217	1.2%	647,629	1.1%	596,847	1.0%	(50,782)	-7.8%
Finance	1,487,023	2.5%	1,547,504	2.6%	1,552,038	2.6%	4,534	0.3%
Human Resources	418,728	0.7%	467,930	0.8%	458,924	0.8%	(9,006)	-1.9%
Community Development	2,120,381	3.6%	2,210,420	3.7%	2,193,638	3.7%	(16,782)	-0.8%
Police	18,823,388	31.8%	17,475,034	29.4%	17,767,000	29.9%	291,966	1.7%
Fire	12,634,782	21.3%	12,698,517	21.3%	12,749,442	21.5%	50,925	0.4%
Health	2,168,206	3.7%	2,309,753	3.9%	2,416,116	4.1%	106,363	4.6%
Public Works	6,455,543	10.9%	6,518,640	10.9%	6,415,787	10.8%	(102,853)	-1.6%
Water Pollution Control	318,542	0.5%	313,990	0.5%	295,397	0.5%	(18,593)	-5.9%
Parks and Recreation	2,169,170	3.7%	2,375,481	4.0%	2,290,778	3.9%	(84,703)	-3.6%
Non-Departmental	4,849,662	8.2%	6,380,919	10.7%	6,142,334	10.4%	(238,585)	-3.7%
City Council Strategic Goals	456,833	0.8%	400,000	0.7%	400,000	0.7%	-	0.0%
Debt Service	241,053	0.4%	299,308	0.5%	106,569	0.2%	(192,739)	-64.4%
Capital Outlay	2,413,608	4.1%	1,804,861	3.0%	1,796,830	3.0%	(8,031)	-0.4%
Total Operating Departments	\$ 59,242,003	100.0%	\$ 59,536,980	100.0%	\$ 59,323,121	100.0%	\$ (213,859)	-0.4%
<u>Transfers for Capital Projects-</u>								
Designated TIF Distributions			\$ 1,358,914		\$ 1,350,883		\$ (8,031)	-0.6%
Transfers to Other Funds			190,445		193,085		2,640	1.4%
Total Uses			\$ 61,086,339		\$ 60,867,089		\$ (219,250)	-0.4%
Balance Available			\$ -		\$ -		\$ -	

City of Independence, Missouri
2003-04 Operating Budget
Fund Balance Summary - General Fund
For the Fiscal Years Ending June 30, 1997 through June 30, 2002

Description	Actual 6/30/98	Actual 6/30/99	Actual 6/30/00	Actual 6/30/01	Actual 6/30/02	Unaudited 6/30/03
Fund Balance Components						
Reserved for:						
Encumbrances	\$ 2,711,298	\$ 1,059,615	\$ 1,487,615	\$ 1,850,738	\$ 2,543,500	
Debt Service	62,818	-	60,604	57,176	224,953	
Other	7,872	7,584	11,850	12,812	13,491	
Total Reserved	\$ 2,781,988	\$ 1,067,199	\$ 1,560,069	\$ 1,920,726	\$ 2,781,944	
Designated for:						
Police Equipment	\$ 73,985	\$ 116,852	\$ 152,064	\$ 161,964	\$ 213,099	
Worker's Compensation	225,000	225,000	350,000	350,000	391,000	
Capital Projects	402,936	1,117,589	1,161,743	1,613,860	1,463,538	
Equipment Replacement	-	-	-	-	-	
TIF Distributions	-	88,536	-	-	-	
City Council Strategic Goals	355,888	291,272	381,681	397,161	279,004	
Other	-	-	-	16,234	-	
Total Designated	\$ 1,057,809	\$ 1,839,249	\$ 2,045,488	\$ 2,539,219	\$ 2,346,641	
Undesignated	3,945,963	3,245,732	2,623,804	3,509,067	1,965,621	413,562
Total Fund Balance	\$ 7,785,760	\$ 6,152,180	\$ 6,229,361	\$ 7,969,012	\$ 7,094,206	\$ 413,562
Fund Balance Target (a)	2,346,665	2,493,066	2,615,982	2,804,336	2,696,520	2,976,212
Actual over (under) Target (a)	1,599,298	752,666	7,822	704,731	(730,899)	(2,562,650)
(a) based on 5% of Annual Revenues (compared to Undesignated Fund Balance)						

Ten Year Fund Balance Comparison



City of Independence, Missouri
2003-04 Operating Budget
Fund Balance Summary - General Fund

Projected Fund Balance for 2003-04

Unaudited Fund Balance at June 30, 2003	\$ 413,562
Fund Balance Uses for 2003-04	
Excess of Proposed Appropriations (over) under Projected Revenues	-
Projected Fund Balance at June 30, 2004	<u>\$ 413,562</u>
Projected Fund Balance Target (5% of Estimated Revenues)	\$ 2,975,810

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
2003-2004 Operating Budget
Revenue Summary
For the Fiscal Years 2001-02 through 2003-04

Acct. No.	Description	2001-02 Actual	2002-03		2003-04 Proposed Budget	%Chg. Curr Est to Prop.	%Chg. Orig. to Prop.
			Original Budget	Current Estimate			
General Fund							
<u>Property Taxes</u>							
2-3011	Real Estate	5,956,418	6,262,059	6,070,159	6,308,377	3.9%	0.7%
2-3013	R.R. & Other Utility	45,912	39,200	44,594	45,000	0.9%	14.8%
	Total Property Taxes	6,002,330	6,301,259	6,114,753	6,353,377	3.9%	0.8%
<u>Sales and Use Taxes</u>							
2-3041	Local Option Sales Tax	16,520,681	17,576,954	17,092,807	17,614,027	3.0%	0.2%
2-3042	Cigarette Tax	594,665	600,000	597,467	600,000	0.4%	0.0%
2-3044	Local Option Use Tax	0	0	0	0		
	Total Sales and Use Taxes	17,115,345	18,176,954	17,690,274	18,214,027	3.0%	0.2%
<u>Utility Franchise Fees</u>							
2-3052	Water	19,291	24,000	24,578	22,500	-8.5%	-6.3%
2-3053	Gas	3,231,762	3,598,379	3,393,860	3,601,031	6.1%	0.1%
2-3054	Telephone	2,495,029	3,285,073	2,630,658	2,650,000	0.7%	-19.3%
2-3055	Electricity	239,907	210,000	242,211	220,000	-9.2%	4.8%
2-3057	Cable Television	559,104	526,419	556,000	573,000	3.1%	8.8%
	Total Utility Franchise Fees	6,545,093	7,643,871	6,847,307	7,066,531	3.2%	-7.6%
<u>Payments in Lieu of Taxes</u>							
2-3281	Power & Light In Lieu Of Taxes	6,866,053	7,269,683	7,325,947	7,391,809	0.9%	1.7%
2-3282	Water Service In Lieu Of Taxes	896,170	964,012	1,050,537	974,366	-7.3%	1.1%
2-3283	Sanitary Sewer In Lieu Of Taxes	1,049,596	1,081,394	1,065,555	1,070,095	0.4%	-1.0%
	Total Pymt. in Lieu of Taxes	8,811,819	9,315,089	9,442,039	9,436,270	-0.1%	1.3%
	Total Taxes	38,474,587	41,437,173	40,094,373	41,070,205	2.4%	-0.9%
<u>Business Licenses and Permits</u>							
2-3101	Occupation Licenses	1,311,074	1,587,419	1,479,000	1,524,000	3.0%	-4.0%
2-3102	Liquor Licenses	80,938	76,895	75,500	78,500	4.0%	2.1%
2-3103	Planning Exam & Licenses	70,926	110,000	74,500	78,000	4.7%	-29.1%
2-3104	Fin-Other License/Permits	57,441	59,126	46,500	47,500	2.2%	-19.7%
2-3108	Building Permits, Com.Develop.	1,033,543	1,200,000	1,161,825	1,198,000	3.1%	-0.2%
2-3109	Construction Permits, Pub.Works	507,593	550,000	529,374	500,000	-5.5%	-9.1%
2-3120	Nursing Home Permits	800	800	800	800	0.0%	0.0%
2-3121	Day Care Permits	5,882	2,700	6,000	6,500	8.3%	140.7%
2-3122	Food Handler's Permits	46,538	42,450	42,800	45,000	5.1%	6.0%
2-3123	Massage Therapist Appl	2,490	5,330	1,300	1,310	0.8%	-75.4%
2-3124	Other Food Permits	86,014	70,615	82,000	85,000	3.7%	20.4%
2-3125	Ambulance Permits & Licenses	31,494	20,000	32,000	20,000	-37.5%	0.0%
2-3126	Plan Reviews - Health Dept.	1,200	4,500	9,000	9,300	3.3%	106.7%
	Total Bus. Lic. & Permits	3,235,933	3,729,835	3,540,599	3,593,910	1.5%	-3.6%
<u>Non-Business Licenses and Permits</u>							
2-3151	Motor Vehicle Licenses	409,394	441,000	460,000	441,000	-4.1%	0.0%
	Total Licenses and Permits	3,645,327	4,170,835	4,000,599	4,034,910	0.9%	-3.3%

City of Independence, Missouri
2003-2004 Operating Budget
Revenue Summary
For the Fiscal Years 2001-02 through 2003-04

Acct. No.	Description	2001-02 Actual	2002-03		2003-04 Proposed Budget	%Chg. Curr Est to Prop.	%Chg. Orig. to Prop.
			Original Budget	Current Estimate			
Grants-							
Federal Government Grants							
2-3210	Civil Defense Program	41,807	38,000	46,983	38,000	-19.1%	0.0%
2-3211	Public Health Nursing	192,929	191,257	385,022	357,522	-7.1%	86.9%
2-3212	Community Health Ed	0	0	0	0		
2-3213	55 Mph Compliance Grant	0	0	0	0		
2-3218	Dial-A-Ride	26,614	30,000	25,000	25,000	0.0%	-16.7%
2-3219	Other	5,925,619	162,065	1,789,540	166,096	-90.7%	2.5%
	Total Federal Grants	6,186,969	421,322	2,246,545	586,618	-73.9%	39.2%
State Government Grants							
2-3241	Financial Institutions Tax	31,592	31,000	32,878	33,000	0.4%	6.5%
2-3242	Gasoline Tax	3,128,765	3,300,259	3,214,165	3,200,000	-0.4%	-3.0%
2-3243	Motor Vehicle License Fees	543,897	560,000	549,710	560,000	1.9%	0.0%
2-3244	Motor Vehicle Sales Tax	902,656	875,000	859,370	875,000	1.8%	0.0%
2-3250	Other	678,743	0	125,387	0	-100.0%	
	Total State Grants	5,285,654	4,766,259	4,781,510	4,668,000	-2.4%	-2.1%
Other Sources							
2-3272	Jackson County Drug Task Force	486,019	558,507	555,530	555,530	0.0%	-0.5%
2-3274	Jackson County Dare Program	333,276	333,276	333,276	353,273	6.0%	6.0%
2-3275	Mid Am Reg Council	25,000	30,000	30,000	30,000	0.0%	0.0%
2-3279	Other Misc. Grants	1,992	0	1,000	0	-100.0%	
	Total Other Sources	846,287	921,783	919,806	938,803	2.1%	1.8%
	Total Grants	12,318,909	6,109,364	7,947,861	6,193,421	-22.1%	1.4%
Charges for Services							
General Government							
2-3302	Planning & Zoning Fees	37,199	35,000	51,667	44,000	-14.8%	25.7%
2-3303	Board Of Adjustment Fees	6,671	4,500	6,000	5,400	-10.0%	20.0%
2-3304	Sale Of Maps, Books, Plans	11,674	20,000	21,208	21,500	1.4%	7.5%
2-3305	Sale Of Police Reports	43,845	44,838	44,838	44,838	0.0%	0.0%
2-3306	Sale Of Fire Reports	1,160	936	836	1,180	41.1%	26.1%
2-3307	Computer Service Charges	24,398	24,000	31,500	30,000	-4.8%	25.0%
Health							
2-3311	Animal Shelter Fees	48,512	50,000	52,000	52,000	0.0%	4.0%
2-3312	Animal Id Tags	560	450	700	700	0.0%	55.6%
2-3313	Health Training Programs	0	0	0	80,000		
Public Safety							
2-3316	Reimb. For Police Services	285,647	55,608	200,000	55,608	-72.2%	0.0%
2-3317	School Resource Officers	170,195	224,756	198,190	225,000	13.5%	0.1%
2-3318	Alarm Charges - Police	53,700	60,000	37,792	38,000	0.6%	-36.7%
2-3319	Alarm Charges - Fire	6,775	2,000	4,500	7,000	55.6%	250.0%
Recreation							
2-3322	Class Fees	39,051	50,000	50,000	55,000	10.0%	10.0%
2-3323	Park Concessions	1,543	20,000	10,000	20,000	100.0%	0.0%
2-3326	Pool Fees	0	0	0	0		
2-3327	Recreation Centers	13,776	74,000	60,000	100,000	66.7%	35.1%
2-3329	Recreation Rentals	54,270	60,000	60,000	65,000	8.3%	8.3%

City of Independence, Missouri
2003-2004 Operating Budget
Revenue Summary
For the Fiscal Years 2001-02 through 2003-04

Acct. No.	Description	2001-02 Actual	2002-03		2003-04 Proposed Budget	%Chg. Curr Est to Prop.	%Chg. Orig. to Prop.
			Original Budget	Current Estimate			
National Frontier Trails Center							
2-3331	NFTC-Admissions	35,952	49,000	41,000	45,000	9.8%	-8.2%
2-3332	NFTC-Gift Shop	39,048	42,000	35,000	39,000	11.4%	-7.1%
Cemetery							
2-3341	Sale Of Cemetery Lots	44,450	45,000	45,000	45,000	0.0%	0.0%
2-3342	Sale Of Monument Bases	14,392	15,000	15,000	20,000	33.3%	33.3%
2-3343	Grave Opening Charges	57,550	75,000	65,000	80,000	23.1%	6.7%
Other Charges							
2-3392	Sale Of Street Signs	4,549	2,300	4,533	4,000	-11.8%	73.9%
2-3393	Special Assessments	121,384	15,000	115,000	90,000	-21.7%	500.0%
2-3396	Sale Of Recycled Material	55,569	35,000	59,000	20,000	-66.1%	-42.9%
2-3397	Solid Waste Disp Fees	21,247	28,000	25,000	60,000	140.0%	114.3%
2-3398	Miscellaneous Charges	223,576	140,000	125,009	140,000	12.0%	0.0%
	Total Charges for Services	1,416,694	1,172,388	1,358,773	1,388,226	2.2%	18.4%
Fines and Court Costs							
2-3401	Fines & Forfeitures	2,719,142	2,913,020	2,964,929	3,039,227	2.5%	4.3%
2-3402	Court Costs	342,786	362,704	374,547	382,037	2.0%	5.3%
2-3403	Police Training	55,179	58,101	59,339	60,525	2.0%	4.2%
2-3404	Domestic Violence	54,816	58,573	60,522	61,732	2.0%	5.4%
2-3405	Dwi/Drug	27,983	37,003	35,647	35,647	0.0%	-3.7%
2-3406	Special Warrant Collection	0	0	0	0		
	Total Fines & Court Costs	3,199,906	3,429,401	3,494,984	3,579,168	2.4%	4.4%
Interest Income							
2-3411	Interest	103,193	125,028	600	4,000	566.7%	-96.8%
2-3412	Special Assessments - Interest	5,191	0	5,000	3,000	-40.0%	
2-3413	Interest - Other	80,597	70,000	55,000	60,000	9.1%	-14.3%
	Total Interest Income	188,980	195,028	60,600	67,000	10.6%	-65.6%
2-3421	Interfund Chgs. For Supp. Serv.	2,791,637	2,624,650	2,629,811	2,745,900	4.4%	4.6%
Other Revenue							
2-3431	Sale Of Land	0	0	0	0		
2-3432	Sale Of Fixed Assets	168,381	40,000	13,659	20,000	46.4%	-50.0%
2-3433	Rents	146,220	153,795	204,581	200,000	-2.2%	30.0%
2-3434	Damage Claims	16,270	20,000	90,000	20,000	-77.8%	0.0%
2-3435	Contributions	97,987	50,000	258,001	75,000	-70.9%	50.0%
2-3437	Housing Auth. In Lieu Of Taxes	0	0	0	0		
2-3439	Cash Over/Short	-544	0	300	0	-100.0%	
2-3440	Discounts Taken	631	500	400	400	0.0%	-20.0%
2-3449	Misc. Non-Operating Revenue	277,228	130,000	425,000	130,000	-69.4%	0.0%
	Total Other Revenue	706,173	394,295	991,941	445,400	-55.1%	13.0%
	Total General Fund Revenues	\$62,742,214	\$59,533,134	\$60,578,942	\$59,524,230	-1.7%	0.0%

City of Independence, Missouri
2003-04 Operating Budget
Budget Summary - General Fund
For the Fiscal Years 2001-02, 2002-03 and 2003-04

Description	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 City Council Adopted Budget
<u>General Government:</u>				
City Council	\$ 350,658	\$ 386,187	\$ 386,187	\$ 407,979
City Clerk	430,017	440,811	440,811	421,637
City Manager	765,471	802,226	802,226	764,224
Technology Services	1,503,446	1,509,725	1,509,725	1,584,938
Municipal Court	588,557	626,324	626,324	632,208
Total General Government	3,638,149	3,765,273	3,765,273	3,810,986
National Frontier Trails Center	308,718	321,721	323,072	330,435
Law Department	738,217	647,629	652,089	596,847
<u>Finance Department:</u>				
Administration	267,893	275,956	275,956	285,112
Accounting	668,144	677,558	688,998	714,412
Purchasing	376,893	414,470	414,470	416,633
Occupation Licensing	174,093	179,520	179,520	135,881
Total Finance Department	1,487,023	1,547,504	1,558,944	1,552,038
Human Resources	418,728	467,930	467,930	458,924
<u>Community Development Department:</u>				
Administration	184,420	177,387	177,387	184,413
Planning	230,296	285,665	285,665	282,310
Transportation	305,050	316,298	316,298	282,784
Historic Preservation	731,949	751,823	751,823	750,000
Building Inspection	144,917	141,810	141,810	142,119
Code Enforcement	523,749	537,437	537,437	552,012
Total Community Development	2,120,381	2,210,420	2,210,420	2,193,638
<u>Police Department:</u>				
Administration	2,425,104	929,270	2,715,954	1,169,646
Police Operations	11,904,686	11,795,632	11,801,977	12,028,842
Police Services	4,493,598	4,750,132	4,750,624	4,568,512
Total Police Department	18,823,388	17,475,034	19,268,555	17,767,000

(continued on the next page)

City of Independence, Missouri
2003-04 Operating Budget
Budget Summary - General Fund
For the Fiscal Years 2001-02, 2002-03 and 2003-04

Description	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 City Council Adopted Budget
<u>Fire Department:</u>				
Administration	\$ 348,490	\$ 429,261	\$ 460,761	\$ 479,357
Fire Operations	11,143,119	10,959,228	10,957,728	11,006,671
Fire Prevention	536,307	530,416	530,416	557,438
Maintenance	419,812	580,584	580,584	498,588
Training/Emer. Preparedness	187,054	199,028	198,028	207,388
Total Fire Department	12,634,782	12,698,517	12,727,517	12,749,442
<u>Health Department:</u>				
Administration	102,676	140,819	140,819	296,403
Health Services	832,208	899,824	1,110,817	844,289
Rabies/Animal Control	498,258	538,535	538,535	536,609
Code Enforcement	735,064	730,575	730,575	738,815
Total Health Department	2,168,206	2,309,753	2,520,746	2,416,116
<u>Public Works:</u>				
Administration	\$ 174,982	\$ 177,429	\$ 177,429	184,785
Engineering	1,735,956	1,403,125	1,403,125	1,458,780
Property Management	940,614	973,314	973,314	771,752
Street Maintenance	3,603,991	3,964,772	3,964,772	4,000,470
Total Public Works	6,455,543	6,518,640	6,518,640	6,415,787
<u>Water Pollution Control-</u>				
Storm Water Maintenance	318,542	313,990	313,990	295,397
<u>Parks and Recreation:</u>				
Administration	\$ 195,512	\$ 204,652	\$ 203,482	215,301
Park Maintenance	985,045	1,052,213	1,052,207	1,018,626
Recreation	747,567	925,470	941,853	876,641
Cemetery Maintenance	241,046	193,146	196,802	180,210
Total Parks and Recreation	2,169,170	2,375,481	2,394,344	2,290,778
Non-Departmental	4,849,662	6,380,919	6,605,919	6,142,334
City Council Strategic Goals	456,833	400,000	679,004	400,000
Debt Service (Lease Purchases)	241,053	299,308	299,308	106,569
Capital Outlay	2,413,608	1,804,861	1,871,127	1,796,830
Total General Fund	\$ 59,242,003	\$ 59,536,980	\$ 62,176,878	\$ 59,323,121

City of Independence, Missouri
2003-04 Operating Budget
Appropriations by Type Summary - General Fund

Description	Personal Services	Other Services	Supplies	Capital Outlay & Other	Total
Allocation by Amount					
City Council	\$ 374,933	\$ 28,891	\$ 4,155	\$ -	\$ 407,979
City Clerk	367,072	30,789	23,776		421,637
City Manager	722,424	36,955	4,845		764,224
National Frontier Trails Center	235,495	65,465	29,475		330,435
Technology Services	1,394,919	163,154	26,865		1,584,938
Municipal Court	584,194	43,790	4,224		632,208
Law	463,496	118,100	15,251		596,847
Finance	1,394,055	145,810	12,173		1,552,038
Human Resources	425,136	27,538	6,250		458,924
Community Development	1,317,415	860,123	16,100		2,193,638
Police	15,659,954	1,326,025	480,246	300,775	17,767,000
Fire	11,626,144	505,487	223,814	393,997	12,749,442
Health	2,023,527	291,525	101,064		2,416,116
Public Works	4,181,756	1,221,106	812,925	200,000	6,415,787
Water Pollution Control	252,725	25,265	17,407		295,397
Parks and Recreation	1,792,959	406,429	91,390		2,290,778
Non-Departmental	2,882,901	2,705,552	8,800	545,081	6,142,334
City Council Strategic Goals		400,000			400,000
Debt Service				106,569	106,569
Capital Outlay				1,796,830	1,796,830
General Fund Total	\$ 45,699,105	\$ 8,402,004	\$ 1,878,760	\$ 3,343,252	\$ 59,323,121

Allocation by Percentage					
City Council	91.90%	7.08%	1.02%	0.00%	100.00%
City Clerk	87.06%	7.30%	5.64%	0.00%	100.00%
City Manager	94.53%	4.84%	0.63%	0.00%	100.00%
National Frontier Trails Center	71.27%	19.81%	8.92%	0.00%	100.00%
Technology Services	88.01%	10.29%	1.70%	0.00%	100.00%
Municipal Court	92.41%	6.93%	0.67%	0.00%	100.00%
Law	77.66%	19.79%	2.56%	0.00%	100.00%
Finance	89.82%	9.39%	0.78%	0.00%	100.00%
Human Resources	92.64%	6.00%	1.36%	0.00%	100.00%
Community Development	60.06%	39.21%	0.73%	0.00%	100.00%
Police	88.14%	7.46%	2.70%	1.69%	100.00%
Fire	91.19%	3.96%	1.76%	3.09%	100.00%
Health	83.75%	12.07%	4.18%	0.00%	100.00%
Public Works	65.18%	19.03%	12.67%	3.12%	100.00%
Water Pollution Control	85.55%	8.55%	5.89%	0.00%	100.00%
Parks and Recreation	78.27%	17.74%	3.99%	0.00%	100.00%
Non-Departmental	46.93%	44.05%	0.14%	8.87%	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	77.03%	14.16%	3.17%	5.64%	100.00%

City of Independence, Missouri
2003-04 Operating Budget
**Summary of Operating/Other Transfers
and Designations of Fund Balance - General Fund**
For the Fiscal Years 2002-03 through 2003-04

Description	Amount
2002-03	
Fund Balance Designations-	
<u>For Capital Projects-</u>	
Designated Tax Increment Financing Distributions	(1,358,914)
Total Designations	<u>\$ (1,358,914)</u>
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	<u>\$ (190,445)</u>
Net Transfers	<u>\$ (1,549,359)</u>
2003-04	
Fund Balance Designations-	
<u>For Capital Projects-</u>	
Designated Tax Increment Financing Distributions	\$ (1,350,883)
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	(35,000)
Total Operating Transfers	<u>\$ (193,085)</u>
Net Transfers	<u>\$ (1,543,968)</u>

City of Independence, Missouri
2003-04 Operating Budget
Authorized Positions Summary - General Fund
For the Fiscal Years 1997-98 through 2003-04

Description	1997-98	1998-99	1999-2000	2000-01	2001-02	Budget 2002-03	Budget 2003-04
City Council	11.00	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	6.50
City Manager	9.38	10.50	11.50	11.00	10.00	10.00	8.50
National Frontier Trails Center	6.55	6.55	6.00	6.00	6.00	6.00	6.00
Technology Services	21.00	21.00	21.00	21.00	20.00	20.00	20.00
Municipal Court	12.00	12.00	13.00	13.00	13.00	13.00	13.00
Law	6.00	6.50	6.00	6.00	6.00	6.00	5.50
Finance	25.00	25.00	25.00	25.00	25.00	25.00	24.00
Human Resources	6.00	6.50	6.50	7.50	7.50	7.50	7.50
Community Development	28.00	30.00	31.00	35.00	23.00	23.00	22.00
Police	260.00	264.00	269.00	275.00	274.00	275.00	275.00
Fire	173.00	174.00	174.00	174.00	174.00	174.00	174.00
Health	26.74	28.49	28.49	27.24	38.13	39.69	39.47
Public Works	87.90	87.73	87.90	89.90	88.90	87.90	82.00
Water Pollution Control	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Parks and Recreation	39.15	41.10	41.70	41.70	41.70	43.79	42.14
General Fund Total	<u>723.72</u>	<u>736.37</u>	<u>744.09</u>	<u>755.34</u>	<u>750.23</u>	<u>753.88</u>	<u>741.61</u>

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

Note 2: Changes by department and position between fiscal years 2002-03 and 2003-04 are shown on the following page

City of Independence, Missouri
2003-04 Operating Budget
Authorized Position Changes - General Fund
For the Fiscal Years 2002-03 through 2003-04

Fund/ Department/Function/Position Title	Change During 2002-03	Change for 2003-04	Total Changes for 2003-04	Comments
General Fund				
City Clerk				
Administrative Specialist III		(0.50)	(0.50)	position reduced to 50%
Department Total	-	(0.50)	(0.50)	
City Manager				
City Manager's Office				
Administrative Specialist II		(0.50)	(0.50)	position reduced to 50%
Citizen Information Center				
Citizen Information Center Manager	1.00		1.00	position reclassified
Customer Service Technician II	(1.00)		(1.00)	position reclassified
Customer Service Technician I		(1.00)	(1.00)	position eliminated
Department Total	-	(1.50)	(1.50)	
Law				
Legal Administrative Specialist		(0.50)	(0.50)	position reduced to 50%
Department Total	-	(0.50)	(0.50)	
Finance				
Business License Compliance Officer		(1.00)	(1.00)	position eliminated
Department Total	-	(1.00)	(1.00)	
Human Resources				
Human Resources Specialist	(1.00)		(1.00)	position deleted in department reorganization
Human Resources Administrator	(1.00)		(1.00)	position deleted in department reorganization
Human Resources Technician	(1.00)		(1.00)	position deleted in department reorganization
Compensation and Benefits Specialist	1.00		1.00	new position added in department reorganization
Employment and Training Specialist	1.00		1.00	new position added in department reorganization
Human Resources Assistant	0.75		0.75	new part time position added in department reorganization
Administrative Specialist II	0.25		0.25	increase funding for part time position resulting from department reorganization
Department Total	-	-	-	
Community Development				
Long Range Planning				
Planner	(1.00)		(1.00)	transferred to Current Planning
Current Planning				

City of Independence, Missouri
2003-04 Operating Budget
Authorized Position Changes - General Fund
For the Fiscal Years 2002-03 through 2003-04

Fund/ Department/Function/Position Title	Change During 2002-03	Change for 2003-04	Total Changes for 2003-04	Comments
Planner	1.00		1.00	transferred from Long Range Planning
Planning Director		(1.00)	(1.00)	position eliminated
Building Inspection				
Building Inspection Supervisor	(1.00)		(1.00)	position retitled
Building Official	1.00		1.00	position retitled
Construction Inspector	(4.00)		(4.00)	positions retitled
Building Inspector	4.00		4.00	positions retitled
Department Total	-	(1.00)	(1.00)	
Police-				
Chief of Police				
Fleet Coordinator	1.00		1.00	add new position
Deputy Chief of Police	2.00		2.00	department reorganization
Police Major	1.00		1.00	department reorganization
Clerk Typist II	(1.00)		(1.00)	position reclassified
Police Lieutenant	(2.00)		(2.00)	department reorganization
Administrative Specialist II	1.00		1.00	position reclassified
Administrative Specialist II	1.00		1.00	position transferred from another unit
Uniform Unit				
Police Major	1.00		1.00	department reorganization
Police Captain	3.00		3.00	department reorganization
Police Officer	(12.00)		(12.00)	department reorganization
Police Lieutenant	(4.00)		(4.00)	department reorganization
Police Sergeant	(1.00)		(1.00)	department reorganization
Police Officer Recruit	1.00		1.00	department reorganization
Traffic Unit				
Police Major	1.00		1.00	department reorganization
Police Captain	(1.00)		(1.00)	department reorganization
Police Officer	(1.00)		(1.00)	department reorganization
Clerk Typist II	(1.00)		(1.00)	position reclassified
Administrative Specialist II	1.00		1.00	position reclassified
Special Operations				
Police Captain	1.00		1.00	department reorganization
Police Lieutenant	(1.00)		(1.00)	department reorganization
Police Sergeant	2.00		2.00	department reorganization
Police Officer	4.00		4.00	department reorganization
Community Services Unit				
Police Major	1.00		1.00	department reorganization
Police Captain	(1.00)		(1.00)	department reorganization
Police Sergeant	(1.00)		(1.00)	department reorganization
Police Officer	(4.00)		(4.00)	department reorganization
Drug Enforcement Unit				
Police Captain	1.00		1.00	department reorganization

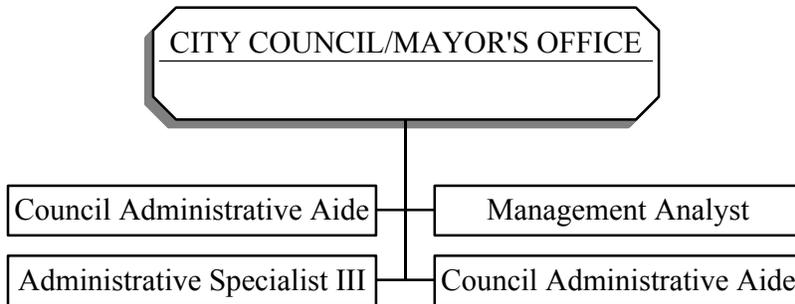
City of Independence, Missouri
2003-04 Operating Budget
Authorized Position Changes - General Fund
For the Fiscal Years 2002-03 through 2003-04

Fund/ Department/Function/Position Title	Change During 2002-03	Change for 2003-04	Total Changes for 2003-04	Comments
Police Sergeant	1.00		1.00	department reorganization
Police Officer	12.00		12.00	department reorganization
Detention				
Police Captain	1.00		1.00	department reorganization
Police Lieutenant	(1.00)		(1.00)	department reorganization
Police Sergeant	(1.00)		(1.00)	department reorganization
Records and Property				
Police Captain	(1.00)		(1.00)	department reorganization
Police Records Supervisor	(1.00)		(1.00)	department reorganization
Communications				
Telecommunicator I	(2.00)		(2.00)	department reorganization
Emergency Communications Admin.	1.00		1.00	department reorganization
Police Lieutenant	(1.00)		(1.00)	department reorganization
Department Total	-	-	-	
Fire-				
Fire Administration-				
Administrative Aide I	(1.00)		(1.00)	position reclassified
Administrative Specialist II	1.00		1.00	position reclassified
Department Total	-	-	-	
Health-				
Administration				
Community Health Epidemiologist	1.00		1.00	add new grant funded position
Community Health Response Planner	1.00		1.00	add new grant funded position
Health Outreach and Promotion				
Health Educator	(0.49)		(0.49)	delete vacant part time position
Community Health Nurse	(1.23)		(1.23)	adjust FTE for part time positions based on available grant funding
Code Enforcement				
Clerk Typist II		(0.50)	(0.50)	position reduced to 50%
Department Total	0.28	(0.50)	(0.22)	
Public Works				
Public Works Engineering				
Assistant Department Director	1.00		1.00	position reclassified
Chief Engineer	(1.00)		(1.00)	position reclassified
Engineer III	(1.00)		(1.00)	transferred to Traffic Section
Administrative Support				
Assistant Department Director	1.00		1.00	add new position
Land Acquisition Agent	1.00		1.00	transferred from Property Management section

City of Independence, Missouri
2003-04 Operating Budget
Authorized Position Changes - General Fund
For the Fiscal Years 2002-03 through 2003-04

Fund/ Department/Function/Position Title	Change During 2002-03	Change for 2003-04	Total Changes for 2003-04	Comments
Recycling Site Operator	0.10		0.10	position reclassified as full time
Property Management				
Land Acquisition Agent	(1.00)		(1.00)	transferred to Administrative Support
Maintenance Supervisor		(1.00)	(1.00)	position eliminated
Custodian		(2.00)	(2.00)	positions eliminated and offset by contract custodial services
Building Maintenance Worker II		(1.00)	(1.00)	position eliminated and offset by contract building maintenance services
Street Maintenance				
Maintenance Supervisor	(1.00)		(1.00)	transferred to Traffic section
Assistant Foreman	(1.00)		(1.00)	transferred to Traffic section
Assistant Foreman	(1.00)		(1.00)	delete vacant position
Sign and Marking Technician	(5.00)		(5.00)	transferred to Traffic section
Construction Aide	(2.00)		(2.00)	vacant positions converted to contract services
Traffic				
Engineer III	1.00		1.00	transferred from Engineering
Maintenance Supervisor	1.00		1.00	transferred from Street Maintenance
Assistant Foreman	1.00		1.00	
Sign and Marking Technician	5.00		5.00	
Department Total	(1.90)	(4.00)	(5.90)	
Parks and Recreation				
Recreation Programs Administration				
Clerk I	(0.10)		(0.10)	adjust funding
Truman Memorial Building				
Recreation Program Supervisor		(0.50)	(0.50)	adjustment for six month's funding of the facility
Administrative Specialist II		(0.50)	(0.50)	adjustment for six month's funding of the facility
Center Attendant		(0.55)	(0.55)	adjustment for six month's funding of the facility
			-	
Department Total	(0.10)	(1.55)	(1.65)	
General Fund Total	<u>(1.72)</u>	<u>(10.55)</u>	<u>(12.27)</u>	

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



City of Independence
Departmental Budget Summary

Department: 4000 - City Council

2003-04 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	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
<u>Staffing</u>				
Full Time Positions	11.00	11.00	11.00	11.00
Total	11.00	11.00	11.00	11.00
	=====	=====	=====	=====

Description	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
<u>Budget by Major Program Category</u>				
4002 City Council	155,969	174,549	174,549	188,215
4003 Management Analyst	65,244	65,650	65,650	68,988
4004 Mayor's Office	129,445	145,988	145,988	150,776
Total	350,658	386,187	386,187	407,979
	=====	=====	=====	=====

Source of Funding	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
General Fund	350,658	386,187	386,187	407,979
Total	350,658	386,187	386,187	407,979
	=====	=====	=====	=====

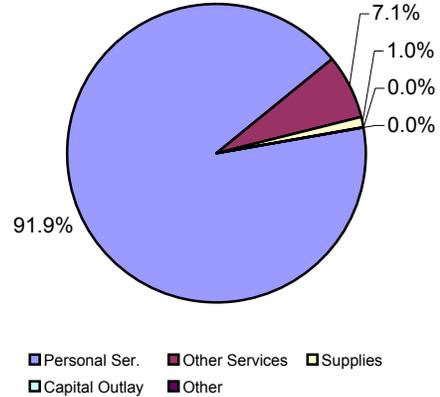
2003-04 Operating Budget

City Council

Appropriations by Type:

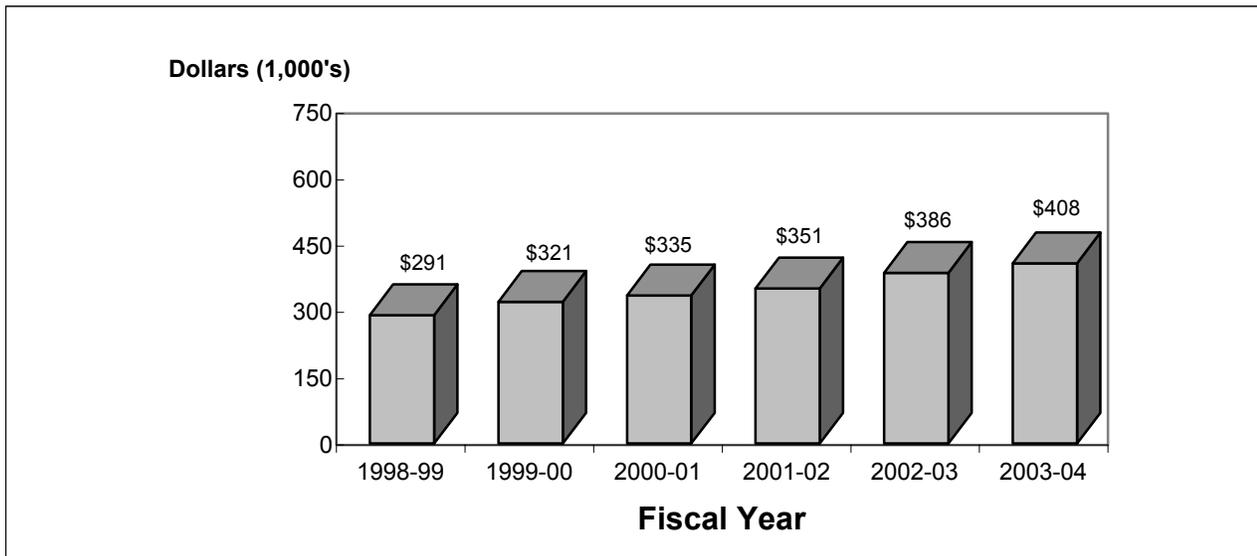
Expenditure Type	Actual 2001-02	Original 2002-03	Projected 2002-03	Adopted 2003-04
Personal Ser.	\$ 328,153	\$ 353,141	\$ 353,141	\$ 374,933
Other Services	18,677	28,891	25,991	28,891
Supplies	3,828	4,155	7,055	4,155
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	\$ 350,658	\$ 386,187	\$ 386,187	\$ 407,979

2003-04 City Council Adopted Budget



Historical Comparison:

	Actual 1998-99	Actual 1999-00	Actual 2000-01	Actual 2001-02	Budget 2002-03	Budget 2003-04
Employees:						
Full Time Equiv.	11.00	11.00	11.00	11.00	11.00	11.00
Amount by Fund:						
General Fund	\$ 290,576	\$ 320,702	\$ 335,222	\$ 350,658	\$ 386,187	\$ 407,979
Total All Funds	\$ 290,576	\$ 320,702	\$ 335,222	\$ 350,658	\$ 386,187	\$ 407,979
Comparative Ratios:						
Per Capita	\$ 2.51	\$ 2.76	\$ 2.87	\$ 3.00	\$ 3.39	\$ 3.58
Per Household	\$ 5.77	\$ 6.33	\$ 6.56	\$ 6.86	\$ 7.56	\$ 7.98



City of Independence
Detail Program Summary

Department: 4000 - City Council
 Cost Center: 4002 - City Council

2003-04 Operating Budget
 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	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 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	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	149,137	166,839	166,839	180,505
Other Services & Charges	6,177	6,500	6,500	6,500
Supplies	655	1,210	1,210	1,210
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	155,969	174,549	174,549	188,215
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4000 - City Council
 Cost Center: 4003 - Management Analyst

2003-04 Operating Budget
 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 enhance professionalism of the administration of the City through application of modern principles of management or performance auditing.

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Management Analyst	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00
	=====	=====	=====	=====

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	62,997	63,460	63,460	66,798
Other Services & Charges	2,077	1,490	1,490	1,490
Supplies	170	700	700	700
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	65,244	65,650	65,650	68,988
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4000 - City Council
 Cost Center: 4004 - Mayor's Office

2003-04 Operating Budget
 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.

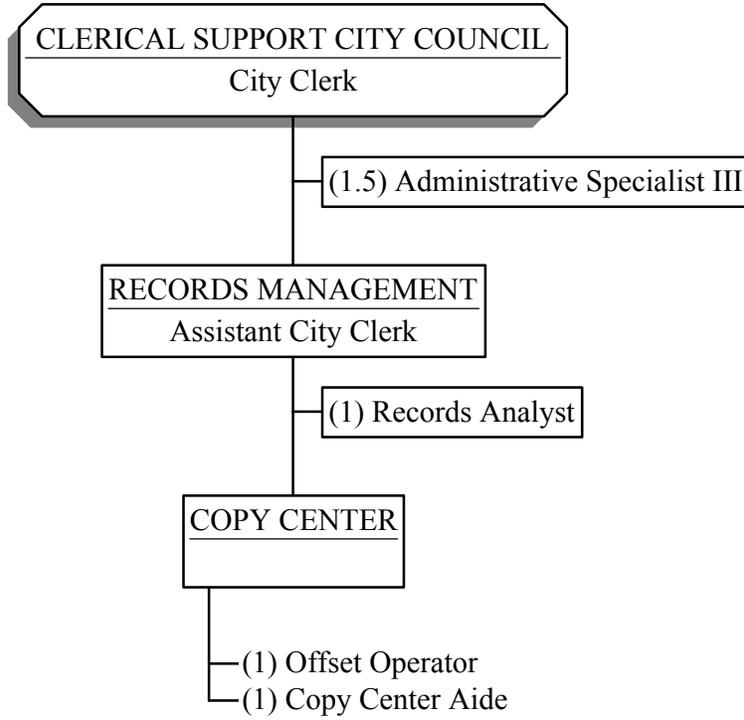
Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 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	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	116,019	122,842	122,842	127,630
Other Services & Charges	10,423	20,901	18,001	20,901
Supplies	3,003	2,245	5,145	2,245
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	129,445	145,988	145,988	150,776
	=====	=====	=====	=====

City of Independence, Missouri City Clerk



City of Independence
Departmental Budget Summary

Department: 4010 - City Clerk

2003-04 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; maintain a Council record indexing system; administer oaths of office; write and type ordinances and resolutions; type public hearing notices for Planning Commission and Council; maintain record of title to City vehicles; prepare deeds for Woodlawn Cemetery; process and return bid bonds for Capital Projects; 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 Board of Election Commissioners in the handling of elections for the City.

Description	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
<u>Staffing</u>				
Full Time Positions	7.00	7.00	7.00	6.50
Total	7.00	7.00	7.00	6.50
	=====	=====	=====	=====

Description	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
<u>Budget by Major Program Category</u>				
4012 Clerical Support City Council	206,345	209,300	209,300	183,983
4014 Records Management	116,641	117,647	117,647	121,191
4015 Copy Center	107,031	113,864	113,864	116,463
Total	430,017	440,811	440,811	421,637
	=====	=====	=====	=====

Source of Funding	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
General Fund	430,017	440,811	440,811	421,637
Total	430,017	440,811	440,811	421,637
	=====	=====	=====	=====

*City of Independence
Departmental Budget Summary*

Department: 4010 - City Clerk

2003-04 Operating Budget

Significant Issues/Changes

- * The budget includes the reduction of a vacant Administrative Specialist III position from full time to part time (50%) for a budget savings of \$21,429.
-

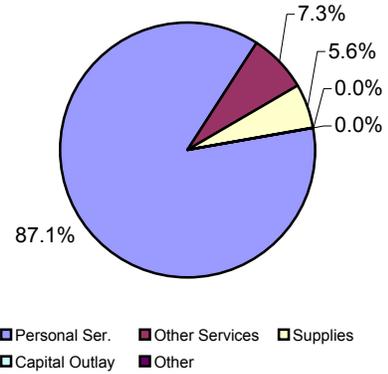
2003-04 Operating Budget

City Clerk

Appropriations by Type:

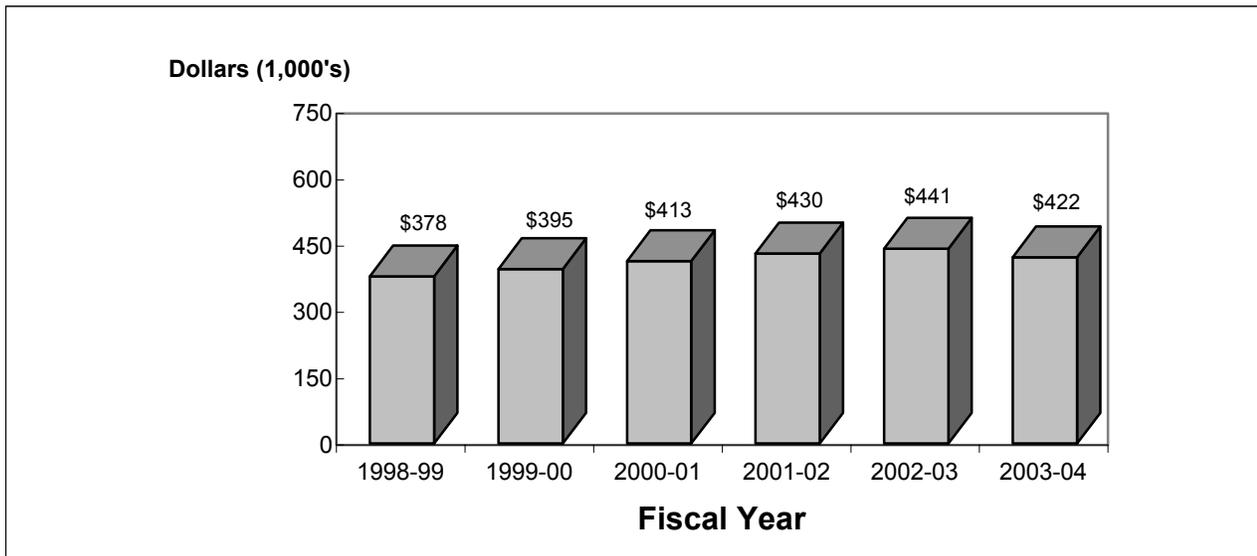
Expenditure Type	Actual 2001-02	Original 2002-03	Projected 2002-03	Adopted 2003-04
Personal Ser.	\$ 376,614	\$ 386,246	\$ 386,246	\$ 367,072
Other Services	29,934	30,035	30,035	30,789
Supplies	18,402	24,530	24,530	23,776
Capital Outlay	5,067	-	-	-
Other	-	-	-	-
Total	\$ 430,017	\$ 440,811	\$ 440,811	\$ 421,637

2003-04 City Council Adopted Budget



Historical Comparison:

	Actual 1998-99	Actual 1999-00	Actual 2000-01	Actual 2001-02	Budget 2002-03	Budget 2003-04
Employees:						
Full Time Equiv.	7.00	7.00	7.00	7.00	7.00	6.50
Amount by Fund:						
General Fund	\$ 378,023	\$ 394,983	\$ 412,572	\$ 430,017	\$ 440,811	\$ 421,637
Total All Funds	\$ 378,023	\$ 394,983	\$ 412,572	\$ 430,017	\$ 440,811	\$ 421,637
Comparative Ratios:						
Per Capita	\$ 3.26	\$ 3.40	\$ 3.53	\$ 3.68	\$ 3.87	\$ 3.70
Per Household	\$ 7.51	\$ 7.80	\$ 8.07	\$ 8.41	\$ 8.62	\$ 8.25



City of Independence
Detail Program Summary

Department: 4010 - City Clerk 2003-04 Operating Budget
 Cost Center: 4012 - Clerical Support City Council Fund: 02 - General Fund

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; maintain a Council record indexing system; administer oaths of office; write and type ordinances; type public hearings notices for Planning Commission and Council; prepare deeds for Woodlawn Cemetery; process and return bid bonds for Capital Projects; maintain a Records Management and microfilming program for the City; transcribe the minutes of all Council Meetings; and work with the Jackson County Election Commissioners in the handling of elections for the City.

2002-03 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
- * The City Code is available on the internet through the City's web site. 2.7

Performance Indicators:

<u>Description</u>	<u>2000-01 Actual</u>	<u>2001-02 Actual</u>	<u>2002-03 Budget</u>	<u>2003-04 Budget</u>
Ordinance Passed	319	288	320	300
Resolutions Passed	97	104	100	100
City Council Meetings	29	28	26	27
Study Sessions	27	25	25	25

2003-04 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 2003-04 Operating Budget
 Cost Center: 4012 - Clerical Support City Council Fund: 02 - General Fund

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
City Clerk	1.00	1.00	1.00	1.00
Administrative Spec III	2.00	2.00	2.00	1.50
Total	3.00	3.00	3.00	2.50
	=====	=====	=====	=====

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	193,842	196,025	196,025	170,708
Other Services & Charges	12,133	12,345	12,345	12,345
Supplies	370	930	930	930
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	206,345	209,300	209,300	183,983
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4010 - City Clerk
 Cost Center: 4014 - Records Management

2003-04 Operating Budget
 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.

2002-03 Accomplishments

Goal Ref

- * Accepted 325 cubic feet of records for retention and retrieval from various City departments. 8.0
- * 90 cubic feet of records were added to offsite storage. 8.0

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Records Stored- Cubic Feet	2,256	2,705	2,350	2,500
Records Microfilmed - Cubic Feet	39	0	30	30

2003-04 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	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 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
 Cost Center: 4014 - Records Management

2003-04 Operating Budget
 Fund: 02 - General Fund

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	110,455	116,247	116,247	119,791
Other Services & Charges	500	800	800	800
Supplies	619	600	600	600
Capital Outlay	5,067	0	0	0
Other Expenditures	0	0	0	0
Total	116,641	117,647	117,647	121,191
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2003-04 Operating Budget
 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.

2002-03 Accomplishments

Goal Ref

- * The Mail Center reduced the City's mail expense by approximately \$59,000 during FY 2002-03 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
- * Two mailings for elections involving over 320,000 printing impressions and the stuffing of over 106,600 envelopes was accomplished. 9.0

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Printing Impressions	2,941,974	2,984,063	3,200,000	3,000,000
Items Mailed	983,830	1,114,000	985,000	1,008,000

2003-04 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 consistent with required delivery standards. 9.0

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 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

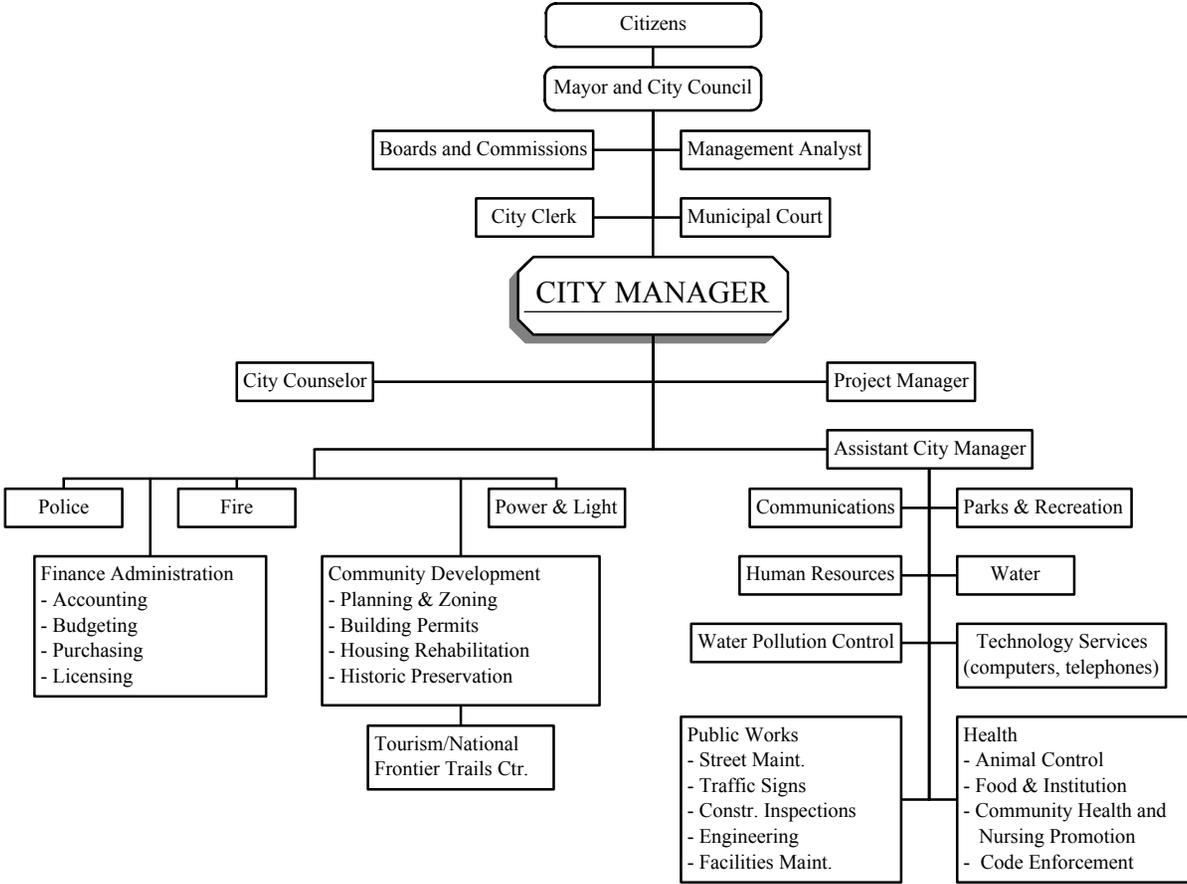
Department: 4010 - City Clerk
 Cost Center: 4015 - Copy Center

2003-04 Operating Budget
 Fund: 02 - General Fund

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	72,317	73,974	73,974	76,573
Other Services & Charges	17,301	16,890	16,890	17,644
Supplies	17,413	23,000	23,000	22,246
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	107,031	113,864	113,864	116,463
	=====	=====	=====	=====

City of Independence, Missouri Organizational Chart



City of Independence
Departmental Budget Summary

Department: 4020 - City Manager

2003-04 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	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
<u>Staffing</u>				
Full Time Positions	12.50	11.00	11.00	9.50
Part Time Positions	.00	.50	.50	.50
Total	12.50	11.50	11.50	10.00
	=====	=====	=====	=====

Description	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
<u>Budget by Major Program Category</u>				
4021 City Manager	503,186	515,218	518,454	518,257
4022 Communications	157,385	173,083	169,847	170,516
4026 Citizen Information Center	104,900	113,925	113,925	75,451
4027 Citizen Information Center	58,039	63,036	63,036	67,315
Total	823,510	865,262	865,262	831,539
	=====	=====	=====	=====

Source of Funding

General Fund	765,471	802,226	802,226	764,224
Water Fund	58,039	63,036	63,036	67,315
Total	823,510	865,262	865,262	831,539
	=====	=====	=====	=====

*City of Independence
Departmental Budget Summary*

Department: 4020 - City Manager

2003-04 Operating Budget

Significant Issues/Changes

- * The budget includes the reduction of a vacant Administrative Specialist II position from full time to part time (50%) for a budget savings of \$21,072.
 - * The budget includes the reduction of a Customer Service Technician I position in the Citizen Information Center for a budget savings of \$39,115.
-

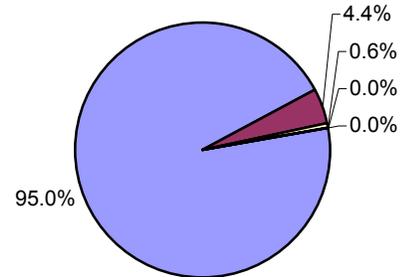
2003-04 Operating Budget

City Manager

Appropriations by Type:

Expenditure Type	Actual 2001-02	Original 2002-03	Projected 2002-03	Adopted 2003-04
Personal Ser.	\$ 783,990	\$ 823,462	\$ 819,417	\$ 789,739
Other Services	26,554	37,080	35,814	36,955
Supplies	12,966	4,720	10,031	4,845
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	\$ 823,510	\$ 865,262	\$ 865,262	\$ 831,539

2003-04 City Council Adopted Budget

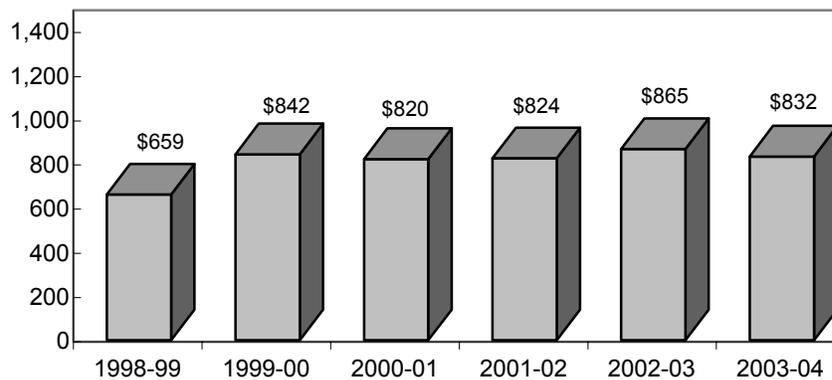


■ Personal Ser.
 ■ Other Services
 ■ Supplies
 ■ Capital Outlay
 ■ Other

Historical Comparison:

	Actual 1998-99	Actual 1999-00	Actual 2000-01	Actual 2001-02	Budget 2002-03	Budget 2003-04
Employees:						
Full Time Equiv.	12.00	13.00	12.50	11.50	11.50	10.00
Amount by Fund:						
General Fund	\$ 618,268	\$ 797,015	\$ 768,980	\$ 765,471	\$ 802,226	\$ 764,224
Water Fund	40,844	44,654	50,843	58,039	63,036	67,315
Total All Funds	\$ 659,112	\$ 841,669	\$ 819,823	\$ 823,510	\$ 865,262	\$ 831,539
Comparative Ratios:						
Per Capita	\$ 5.69	\$ 7.25	\$ 7.02	\$ 7.05	\$ 7.59	\$ 7.30
Per Household	\$ 13.09	\$ 16.62	\$ 16.04	\$ 16.11	\$ 16.93	\$ 16.27

Dollars (1,000's)



Fiscal Year

City of Independence
Detail Program Summary

Department: 4020 - City Manager
Cost Center: 4021 - City Manager

2003-04 Operating Budget
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.

2002-03 Accomplishments

Goal Ref

- * Participated as host committee member for 2002 All America City competition held in Kansas City. 1
- * Completed design of Noland Road beautification/landscape project. 1
- * Completed negotiations with Land Trust to properly dispose of Land Trust properties. 1
- * Maintained compliance with Weed and Seed Grant requirements; obtained renewal of grant. 1
- * Coordinated with KCATA to assure construction of satisfactory transit center. 3
- * Completed construction/exterior restoration of Truman Depot. 1
- * Coordinated the City's efforts pertaining to a sales tax election for streets, an election for parks and recreation and an election for property maintenance Charter language change. 1
- * Coordinated the City's response to the proposed sale of Health Midwest with other cities and the Jackson County Legislature. 1
- * Coordinated the City's response to the major ice storm in January, which resulted in the collection of over 550,000 cubic yards of debris. 4

2003-04 Objectives

Goal Ref

- * Negotiate new work agreements for USWA (Steelworkers), F.O.P. (Police), and IAFF (Firefighters). 3
 - * Develop legislative agenda for the City and provide oversight and coordination relative to the City's lobbying efforts. 2
 - * Provide continued oversight and direction to ensure the successful implementation of the three sales tax programs (streets, parks, storm water). 4
 - * Begin construction of transit center. 2
 - * Find adaptive reuse for the Rock Creek School. 1
-

City of Independence
Detail Program Summary

Department: 4020 - City Manager
 Cost Center: 4021 - City Manager

2003-04 Operating Budget
 Fund: 02 - General Fund

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 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	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	.50
Total	5.00	5.00	5.00	4.50
	=====	=====	=====	=====

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	491,922	503,668	503,668	506,707
Other Services & Charges	9,546	10,330	10,705	10,705
Supplies	1,718	1,220	4,081	845
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	503,186	515,218	518,454	518,257
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4020 - City Manager
Cost Center: 4022 - Communications

2003-04 Operating Budget
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.

2002-03 Accomplishments

Goal Ref

- * Continued to work on 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. Participated in the organization of Independence Night at the Royals, an event that was attended by more than 300 Independence residents. 1
- * Oversaw continued growth of City 7 programming to keep the public well informed of high-profile issues that impact the community. Communications Director continues to work with the Independence School District to incorporate student-produced news program that focuses on events in all of the district schools. Also meet regularly with School District representatives to use their videos on City 7. 2
- * Worked with Internet Committee and Technology Services Department with reworking of departmental web pages. The City's Web Site was completely revamped in the last year. The Communications Director meets on a regular basis regarding updates and redesign with technology services department personnel. Some projects completed during the past year included: City Manager pages were added to the web site; the newsletter, CityScene, is now placed on the web site; and the front page of the web site is updated weekly with news from throughout the City government. 2
- * Produced videos to publicize services, programs and products: We have continued to produce videos to publicize services, programs and products. Other videos produced were: Inside Independence (8 episodes), Mayor's Prayer Breakfast, State of the City Address, joint City Council and Planning Commission Arcadia Study Session, Truman Public Service Award, Smooth Streets & Quality Parks and Programs Sales Tax Video, Drop-Off Depot Video, Proposed Charter Amendment: Property Maintenance Code Violation Notification; Fluoridation of the Public Water Supply Public Hearing, Truman Memorial Building Rededication Ceremonies, Special Study Session of the City Council at NPTC, Public Meeting on the Sale of Health Midwest to HCA, Coalition for Public Safety: Dealing With Holiday Stress, "Mothers Too Soon" for the Time to Talk initiative and "Power Outages: What You Should Know" for IPL. Published brochures to educate citizens about issues. Two were the Streets and Parks Sales Tax renewal and the Charter Amendment Election. 1
- * Assisted Human Resources Department in development/design of quarterly HR newsletter. 1

City of Independence
Detail Program Summary

Department: 4020 - City Manager
Cost Center: 4022 - Communications

2003-04 Operating Budget
Fund: 02 - General Fund

2002-03 Accomplishments

Goal Ref

- * Published 12 issues of CityScene newsletter. 1
- * Worked with students and staff from William Chrisman and Truman High Schools. This is accomplished mostly through the previously mentioned student-produced videos that air weekly. 1
- * Facilitated positive media relations: 2
 Increased the number of news releases from 17 in 2000 and 61 in 2001 to 79 in 2002. Departments and number of releases written were: City Manager's office, 27; Community Development, 2; Finance, 2; Health, 18; Mayor & City Council, 1; Parks and Recreation, 11; Police, 1; Power & Light, 2; Public Works, 7; Technology Services, 1; and Water Pollution Control, 7. Once again, we will work to increase that figure during the coming year. Assisted Parks and Recreation Department in grand opening and dedication of newly remodeled Truman Memorial Building. This included developing advertising and press releases. Assisted in conducting and broadcasting forum on sale of Health Midwest. Assisted Health Department in conducting and broadcasting live the public hearing on fluoridation of water. Assisted Water Pollution Control in developing Stormwater Communications Plan. Developed media information for two elections: Streets and Parks Sales Tax Renewal and Charter Change (Codes). Assisted in scheduling and conducting Council District meetings for two elections: Streets and Parks Sales Tax Renewal and Proposed Charter Change (Codes). Assisted Health Department in media strategies for West Nile Virus and Rabid Bat events. Assisted Health Department by editing and sending weekly health column to The Examiner newspaper.
- * ETC 2002 Direction Finder Survey - Worked to prepare survey during Fall 2002 to assess citizen satisfaction with the delivery of major City services and to help determine priorities for the community as part of the City's ongoing planning process. 123&4

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Newsletters Published	12	12	12	12
New Residents Guides Distributed	126	187	200	200
Programs Broadcast Weekly	300	62	100	50
County Legislative Broadcasts		46		46
News Releases	17	78	61	60
Press Conferences	0	2	2	1

City of Independence
Detail Program Summary

Department: 4020 - City Manager
 Cost Center: 4022 - Communications

2003-04 Operating Budget
 Fund: 02 - General Fund

<u>2003-04 Objectives</u>	<u>Goal Ref</u>
* Facilitate positive media relations for all departments.	2
* Oversee continued growth of City 7 programming to keep public well informed of high-profile issues that impact the community.	2
* Work with Technology Services to continue growth of City's web site and E-Government.	2
* Make improvements to CityScene.	2
* Produce videos to publicize services, programs and products.	2
* Continue to work with Independence School District in various programs throughout the year.	1

Staffing:

<u>Position Title</u>	<u>2000-01 Budget</u>	<u>2001-02 Budget</u>	<u>2002-03 Budget</u>	<u>2003-04 Budget</u>
Communications Director	1.00	1.00	1.00	1.00
Video Production Specialist	1.50	1.50	1.50	1.50
Total	2.50	2.50	2.50	2.50
	=====	=====	=====	=====

Program Costs

<u>Expenditure Category</u>	<u>2001-02 Actual</u>	<u>2002-03 Original Budget</u>	<u>2002-03 Revised Budget</u>	<u>2003-04 Adopted Budget</u>
Personal Services	136,283	151,138	147,093	148,571
Other Services & Charges	12,269	19,945	18,720	19,445
Supplies	8,833	2,000	4,034	2,500
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	157,385	173,083	169,847	170,516
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4020 - City Manager

2003-04 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.

2002-03 Accomplishments

Goal Ref

- * Raised division profile by providing quality customer service to citizens. 4
- * Provided information on community wide events and determined appropriate referrals to outside agencies. 4
- * Administered City Hall cashiering. 4
- * Continued to answer customer concerns over the internet and in person. 4
- * Assisted in the transitional period to implement City Hall security. 4
- * Continued to provide back up support to the Finance Department while answering switchboard. (False alarm billing, mailings to customers, help file and stuff W-2's, mail out occupational license, etc.) 4
- * Continued to assist UPS, Federal Express and Corporate Express with departmental deliveries because of added security. 4
- * Assisted the Finance Department with customers paying occupational licensing and building permits on-line. 3
- * Registered voters at City Hall. 4
- * Coordinated ticket sales for the Independence Night at The Royals event. 4
- * Assembled packets for other departments and distributed them to customers. 4
- * CIC Supervisor is a representative on the Chamber of Commerce Ambassador Committee. 4
- * CIC Supervisor is Host of Inside Independence. 4
- * CIC acts as liaison between citizens and Comcast in taking complaints. 4
- * CIC staff sells bus passes to customers. 4

Performance Indicators:

<u>Description</u>	<u>2000-01 Actual</u>	<u>2001-02 Actual</u>	<u>2002-03 Budget</u>	<u>2003-04 Budget</u>
Calls to Switchboard	69,000	71,500	74,250	81,000
Cashiering Functions	37,000	35,500	33,200	34,000
Civical Entries	800	500	525	300
Response to E-Mails	500	900	1,507	1,700

City of Independence
Detail Program Summary

Department: 4020 - City Manager

2003-04 Operating Budget

Cost Center: 4026 - Citizen Information Center

Fund: 02 - General Fund

Walk-ins at City Hall	9,100	12,000	13,700	14,000
-----------------------	-------	--------	--------	--------

2003-04 Objectives

Goal Ref

- | | |
|---|---|
| * Implement revenue collector to provide better customer service for our citizens who will now be able to pay delinquent notices at City Hall. | 3 |
| * Work with Finance Department to insure a smooth transition for citizens wanting to obtain a liquor license or occupational license. | 3 |
| * Continue to play a vital role in implementation of City Hall security such as finding departmental representatives to answer customer questions; directing customers to the ground floor for employment applications and providing informational brochures. | 4 |
| * Participate in Community Outreach projects by expanding awareness of Citizen Information Center. | 4 |
| * Continue to promote use of Civicall, the citizen response system. | 4 |
| * Assist with implementation of voice activated phone system for central switchboard. | 4 |

Staffing:

<u>Position Title</u>	<u>2000-01 Budget</u>	<u>2001-02 Budget</u>	<u>2002-03 Budget</u>	<u>2003-04 Budget</u>
Customer Service Tech I	2.50	1.50	1.50	.50
Customer Service Tech II	1.00	1.00	1.00	.00
Citizen Information Ctr. Mgr.	.00	.00	.00	1.00
Total	3.50	2.50	2.50	1.50
	=====	=====	=====	=====

Program Costs

<u>Expenditure Category</u>	<u>2001-02 Actual</u>	<u>2002-03 Original Budget</u>	<u>2002-03 Revised Budget</u>	<u>2003-04 Adopted Budget</u>
Personal Services	97,746	105,620	105,620	67,146
Other Services & Charges	4,739	6,805	6,389	6,805
Supplies	2,415	1,500	1,916	1,500
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	104,900	113,925	113,925	75,451
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4020 - City Manager

2003-04 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.

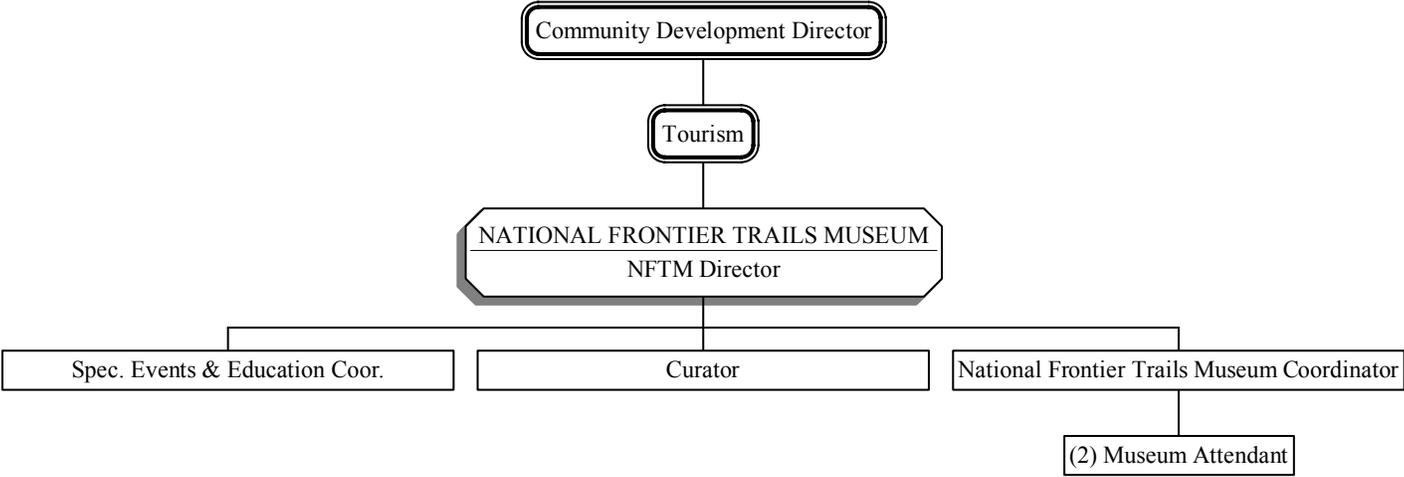
Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 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	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	58,039	63,036	63,036	67,315
Other Services & Charges	0	0	0	0
Total	58,039	63,036	63,036	67,315
	=====	=====	=====	=====

City of Independence, Missouri National Frontier Trails Museum



*City of Independence
Departmental Budget Summary*

Department: 4025 - Nat'l. Frontier Trails Museum 2003-04 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	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
<u>Staffing</u>				
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	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
<u>Budget by Major Program Category</u>				
4025 Nat'l. Frontier Trails Museum	308,718	321,721	323,072	330,435
Total	308,718	321,721	323,072	330,435
	=====	=====	=====	=====

Source of Funding	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
General Fund	308,718	321,721	323,072	330,435
Total	308,718	321,721	323,072	330,435
	=====	=====	=====	=====

*City of Independence
Departmental Budget Summary*

Department: 4025 - Nat'l. Frontier Trails Museum 2003-04 Operating Budget

Direct/Offsetting Revenues

NFTC Center Admissions	35,952	49,000	41,000	45,000
Gift Shop Sales	39,048	42,000	35,000	39,000
 Total	<u>75,000</u>	<u>91,000</u>	<u>76,000</u>	<u>84,000</u>
	=====	=====	=====	=====

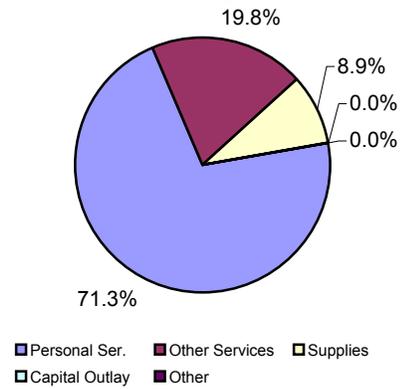
2003-04 Operating Budget

NFTM

Appropriations by Type:

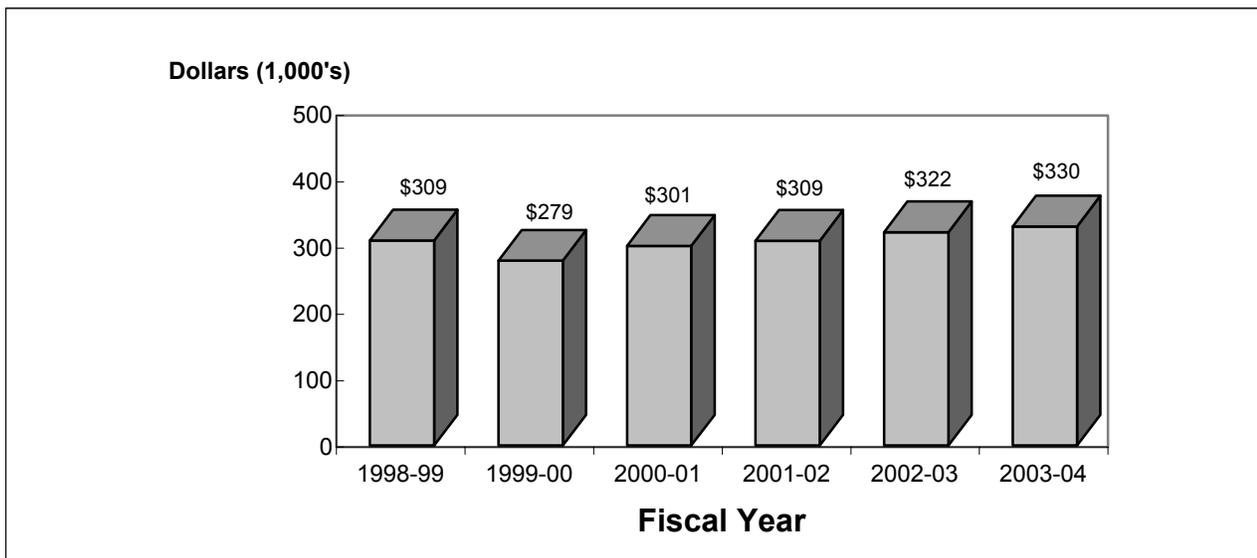
Expenditure Type	Actual 2001-02	Original 2002-03	Projected 2002-03	Adopted 2003-04
Personal Ser.	\$ 212,991	\$ 226,781	\$ 226,781	\$ 235,495
Other Services	60,151	65,465	66,816	65,465
Supplies	34,468	29,475	29,475	29,475
Capital Outlay	1,108	-	-	-
Other	-	-	-	-
Total	\$ 308,718	\$ 321,721	\$ 323,072	\$ 330,435

2003-04 City Council Adopted Budget



Historical Comparison:

	Actual 1998-99	Actual 1999-00	Actual 2000-01	Actual 2001-02	Budget 2002-03	Budget 2003-04
Employees:						
Full Time Equiv.	6.55	6.00	6.00	6.00	6.00	6.00
Amount by Fund:						
General Fund	\$ 309,433	\$ 278,821	\$ 301,023	\$ 308,718	\$ 321,721	\$ 330,435
Total All Funds	\$ 309,433	\$ 278,821	\$ 301,023	\$ 308,718	\$ 321,721	\$ 330,435
Comparative Ratios:						
Per Capita	\$ 2.67	\$ 2.40	\$ 2.58	\$ 2.64	\$ 2.82	\$ 2.90
Per Household	\$ 6.14	\$ 5.50	\$ 5.89	\$ 6.04	\$ 6.29	\$ 6.46



City of Independence
Detail Program Summary

Department: 4025 - Nat'l. Frontier Trails Museum 2003-04 Operating Budget
 Cost Center: 4025 - Nat'l. Frontier Trails Museum 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.

2002-03 Accomplishments

Goal Ref

- * Assisted in gaining City Council approval of concept for NFTC redevelopment plan.
- * Worked with hired consultant to begin implementation of plan.
- * Coordinated with the National Park Service to complete eight interpretive signs for the swales area.
- * Kept up operations despite loss of 25% of full time staff for eleven months.

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Library researchers assisted	71	109	100	110
Telephone and e-mail researchers assisted		N/A	577	700
Attendance: special events/museum & outreach prog./mtgs. host	1,500	1,781	1,900	2,200
Students in scheduled tours	4,749	4,467	4,200	5,500
Adults in scheduled tours	1,531	1,311	1,000	1,100
Number of visitors to museum	20,105	16,199	22,000	21,000
Museum store revenue	42,095	35,461	42,000	40,000
Admission revenue	36,330	36,925	49,000	45,000

2003-04 Objectives

Goal Ref

- * Promote and further develop the NFTC Redevelopment Plan.
- * Continue to upgrade exhibits in preparation of the transition to the redevelopment plan.
- * Continue to promote the NFTC by reaching out to new audiences in the Kansas City metro area.

City of Independence
Detail Program Summary

Department: 4025 - Nat'l. Frontier Trails Museum 2003-04 Operating Budget
 Cost Center: 4025 - Nat'l. Frontier Trails Museum Fund: 02 - General Fund

2003-04 Objectives

Goal Ref

- * Partner with the Independence School District in creating an expanded educational outreach program.
- * Develop Lewis & Clark themed programs.
- * Develop and expand existing education program.

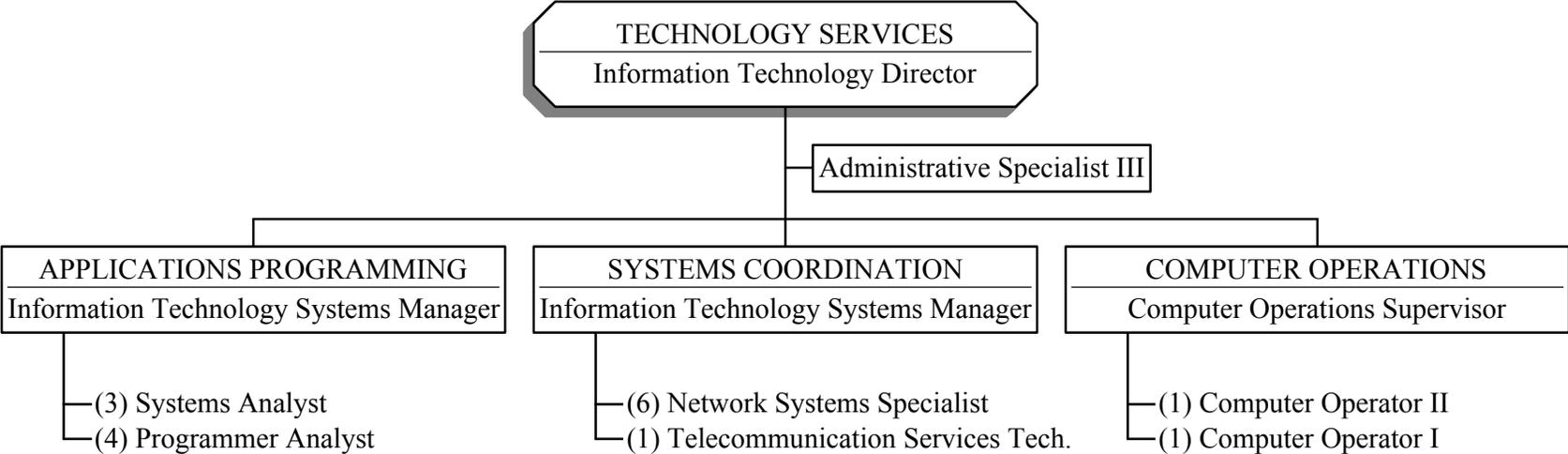
Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 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	1.00	1.00	1.00
NFTC Coordinator	1.00	1.00	1.00	1.00
Maint Technician	1.00	.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	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	212,991	226,781	226,781	235,495
Other Services & Charges	60,151	65,465	66,816	65,465
Supplies	34,468	29,475	29,475	29,475
Capital Outlay	1,108	0	0	0
Other Expenditures	0	0	0	0
Total	308,718	321,721	323,072	330,435

City of Independence, Missouri
Technology Services



City of Independence
Departmental Budget Summary

Department: 4050 - Technology Services

2003-04 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 multiple Avaya PBX's with 830 telephone stations, administration of voicemail, and coordinating long distance service with appropriate vendors.

Description	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
<u>Staffing</u>				
Full Time Positions	22.00	21.00	21.00	21.00
Total	22.00	21.00	21.00	21.00
	=====	=====	=====	=====

Description	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
<u>Budget by Major Program Category</u>				
4052 Technology Services	1,503,446	1,509,725	1,509,725	1,584,938
4053 Technology Services	55,599	63,925	63,925	66,702
Total	1,559,045	1,573,650	1,573,650	1,651,640
	=====	=====	=====	=====

Source of Funding	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
General Fund	1,503,446	1,509,725	1,509,725	1,584,938
Power and Light Fund	55,599	63,925	63,925	66,702
Total	1,559,045	1,573,650	1,573,650	1,651,640
	=====	=====	=====	=====

*City of Independence
Departmental Budget Summary*

Department: 4050 - Technology Services

2003-04 Operating Budget

Direct/Offsetting Revenues

Outside Computer Service Charges	24,398	24,000	31,500	30,000
Total	24,398	24,000	31,500	30,000
	=====	=====	=====	=====

Significant Issues/Changes

- * Given administration responsibilities for the satellite PBX at Power and Light.
 - * Continued to use college intern for Web page development.
 - * Due to reduced Capital Outlay funding, we will not be replacing personal computers and file servers on a four-year cycle.
-

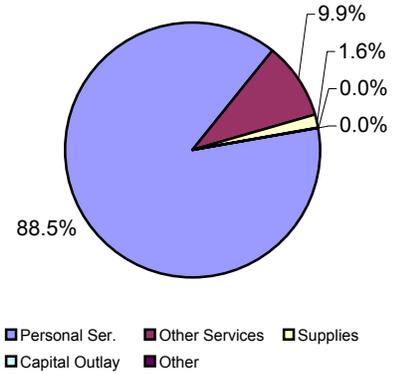
2003-04 Operating Budget

Technology Ser.

Appropriations by Type:

Expenditure Type	Actual 2001-02	Original 2002-03	Projected 2002-03	Adopted 2003-04
Personal Ser.	\$ 1,337,235	\$ 1,383,613	\$ 1,388,613	\$ 1,461,621
Other Services	133,022	167,012	105,107	163,154
Supplies	35,708	23,025	22,975	26,865
Capital Outlay	-	-	-	-
Other	53,080	-	56,955	-
Total	\$ 1,559,045	\$ 1,573,650	\$ 1,573,650	\$ 1,651,640

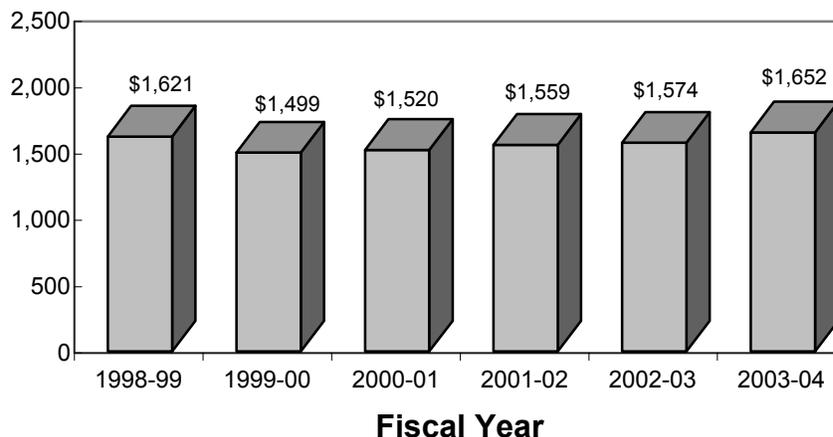
2003-04 City Council Adopted Budget



Historical Comparison:

	Actual 1998-99	Actual 1999-00	Actual 2000-01	Actual 2001-02	Budget 2002-03	Budget 2003-04
Employees:						
Full Time Equiv.	22.00	22.00	22.00	21.00	21.00	21.00
Amount by Fund:						
General Fund	\$ 1,573,867	\$ 1,448,671	\$ 1,469,188	\$ 1,503,446	\$ 1,509,725	\$ 1,584,938
Power and Light Fund	46,740	50,740	51,114	55,599	63,925	66,702
Total All Funds	\$ 1,620,607	\$ 1,499,411	\$ 1,520,302	\$ 1,559,045	\$ 1,573,650	\$ 1,651,640
Comparative Ratios:						
Per Capita	\$ 13.99	\$ 12.91	\$ 13.01	\$ 13.34	\$ 13.81	\$ 14.49
Per Household	\$ 32.18	\$ 29.60	\$ 29.74	\$ 30.50	\$ 30.79	\$ 32.31

Dollars (1,000's)



City of Independence
Detail Program Summary

Department: 4050 - Technology Services
Cost Center: 4052 - Technology Services

2003-04 Operating Budget
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 multiple Avaya PBX's with 830 telephone stations, administration of voicemail, and coordinating long distance service with appropriate vendors.

2002-03 Accomplishments

Goal Ref

- * Added new features to the City's Web site, including paying traffic and parking tickets, restaurant inspection information, building permit application and inspection requests, and legislative information based on address. 4
- * Completed conversion to a standardized address system for Utilities, Business Licenses, Code Enforcement, Building Permits, and Land Management, including programming an address search to indicate all activity at that location. 4
- * Installed a new Mug Shot system for the Police Department.
- * Assisted in the installation of the satellite PBX at Power and Light.

Performance Indicators:

<u>Description</u>	<u>2000-01 Actual</u>	<u>2001-02 Actual</u>	<u>2002-03 Budget</u>	<u>2003-04 Budget</u>
Computer Terminals On-Line	525	525	560	620
AS/400 On-Line Transactions	39,782,600	39,782,600	42,600,000	43,864,305
Requests for Software Services	906	950	1,100	1,022
Network Service Calls			3,400	3,193

2003-04 Objectives

Goal Ref

- * Install a new software system for the Municipal Court.
- * Develop software and implement a computerized field inspection system for Code Enforcement. 4
- * Implement a Voice Recognition System for the main switchboard. 4
- * Implement booking and detention software for the Police Department.
- * Add additional Web site features, including Business License applications. 4

City of Independence
Detail Program Summary

Department: 4050 - Technology Services
 Cost Center: 4052 - Technology Services

2003-04 Operating Budget
 Fund: 02 - General Fund

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 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	2.00	1.00	1.00	1.00
Computer Operator II	1.00	1.00	1.00	1.00
Network System Specialist	4.00	5.00	5.00	5.00
Programmer/Analyst	4.00	4.00	4.00	4.00
Systems Analyst	3.00	3.00	3.00	3.00
Telecomm Serv Tech	2.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	21.00	20.00	20.00	20.00

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	1,281,636	1,319,688	1,324,688	1,394,919
Other Services & Charges	133,022	167,012	105,107	163,154
Supplies	35,708	23,025	22,975	26,865
Capital Outlay	0	0	0	0
Other Expenditures	53,080	0	56,955	0
Total	1,503,446	1,509,725	1,509,725	1,584,938

Significant Issues

- * Given administration responsibilities for the satellite PBX at Power and Light.
- * Continued to use college intern for Web page development.
- * The replacement cycle for personal computers and file servers has changed from 4 years to 8 years due to reduced Capital Outlay funding.

City of Independence
Detail Program Summary

Department: 4050 - Technology Services
 Cost Center: 4053 - Technology Services

2003-04 Operating Budget
 Fund: 20 - Power and Light Fund

Description

Staff serving Power & Light provide personal computer and local area network support services to Power & Light staff.

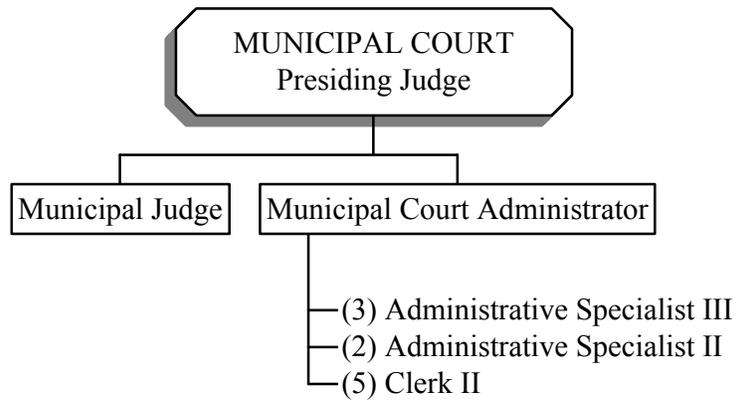
Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 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	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	55,599	63,925	63,925	66,702
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	55,599	63,925	63,925	66,702
	=====	=====	=====	=====

City of Independence, Missouri Municipal Court



City of Independence
Departmental Budget Summary

Department: 4090 - Municipal Court

2003-04 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	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
<u>Staffing</u>				
Full Time Positions	13.00	13.00	13.00	13.00
Total	13.00	13.00	13.00	13.00
	=====	=====	=====	=====

Description	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
<u>Budget by Major Program Category</u>				
4090 Municipal Court	588,557	626,324	626,324	632,208
Total	588,557	626,324	626,324	632,208
	=====	=====	=====	=====

Source of Funding	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
General Fund	588,557	626,324	626,324	632,208
Total	588,557	626,324	626,324	632,208
	=====	=====	=====	=====

Significant Issues/Changes

- * All Court personnel will be equipped with computers and a new Court software package. This will enable staff to automate functions that are currently done manually.
- * Collection Agency collection fees for collecting delinquent fines has been increased by \$5,000. This cost is offset by a larger increase in revenues from the fines collected.

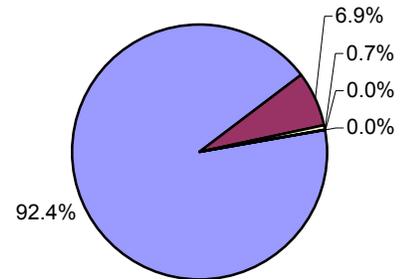
2003-04 Operating Budget

Municipal Court

Appropriations by Type:

Expenditure Type	Actual 2001-02	Original 2002-03	Projected 2002-03	Adopted 2003-04
Personal Ser.	\$ 539,727	\$ 583,310	\$ 583,310	\$ 584,194
Other Services	39,782	39,410	39,410	43,790
Supplies	7,350	3,604	3,604	4,224
Capital Outlay	1,698	-	-	-
Other	-	-	-	-
Total	\$ 588,557	\$ 626,324	\$ 626,324	\$ 632,208

2003-04 City Council Adopted Budget

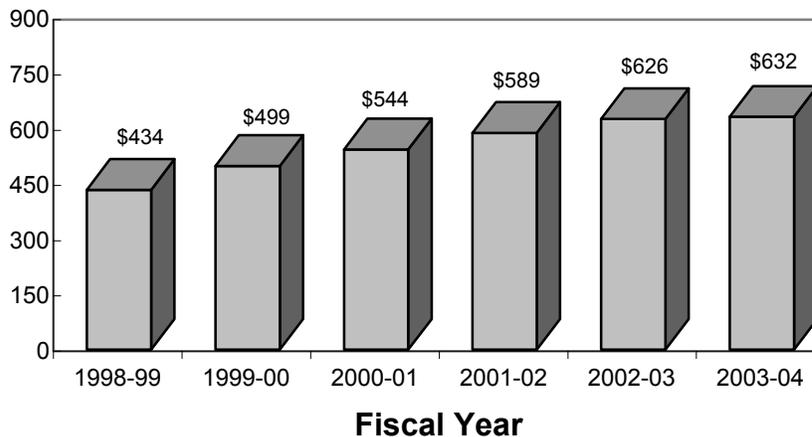


■ Personal Ser.
 ■ Other Services
 ■ Supplies
 ■ Capital Outlay
 ■ Other

Historical Comparison:

	Actual 1998-99	Actual 1999-00	Actual 2000-01	Actual 2001-02	Budget 2002-03	Budget 2003-04
Employees:						
Full Time Equiv.	12.00	13.00	13.00	13.00	13.00	13.00
Amount by Fund:						
General Fund	\$ 433,865	\$ 498,956	\$ 543,530	\$ 588,557	\$ 626,324	\$ 632,208
Total All Funds	\$ 433,865	\$ 498,956	\$ 543,530	\$ 588,557	\$ 626,324	\$ 632,208
Comparative Ratios:						
Per Capita	\$ 3.75	\$ 4.30	\$ 4.65	\$ 5.04	\$ 5.50	\$ 5.55
Per Household	\$ 8.61	\$ 9.85	\$ 10.63	\$ 11.51	\$ 12.25	\$ 12.37

Dollars (1,000's)



City of Independence
Detail Program Summary

Department: 4090 - Municipal Court
 Cost Center: 4090 - Municipal Court

2003-04 Operating Budget
 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.

2002-03 Accomplishments

Goal Ref

- * Worked with the Police Department to implement Night Court for Domestic Violence cases for evening officers, thus reducing their over-time costs. 4
- * Completed Administrative Order No. 2000-043 Destruction of Municipal Court Records dated January 2, 1985 through December 31, 1996. 4
- * Worked with Technology Services in the design of the Municipal Court Web page that is currently in operation. 4
- * Worked with Technology Services to implement the payment of Traffic Tickets through the internet. 4
- * Implemented computer generated Final Bond Forfeiture letters, Hold and Commitment papers that were initially done manually. 4
- * Monthly report totals and statistics are computer generated. 4
- * Worked with Technology Services to computer generate parking notices. 4

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
No. of Complaints	5,962	6,131	6,708	6,686
No. of Cases Disposed by Court	26,621	28,403	27,570	33,146
No. of Cases Disposed by TVB	11,324	11,200	12,037	12,386
No of Subpoenas Issued	3,273	4,231	2,768	4,600
No. of Warrants Issued	14,582	18,169	15,178	22,052
No. of Commitments	831	968	820	1,068
No. of Parking Tickets Paid	1,697	1,964	1,521	1,652
No. of Cases Docketed	58,328	65,828	63,278	69,119
No. of Night Court Cases Docketed	NOT APPLIC	243	460	600

2003-04 Objectives

Goal Ref

- * To update current phone system with the Interactive Voice Response system. 4
- * Work with Technology Services to pay traffic tickets by Interact Voice Response System. 4
- * Work with Technology Services with the installation and design of the New World Software. 4

City of Independence
Detail Program Summary

Department: 4090 - Municipal Court
 Cost Center: 4090 - Municipal Court

2003-04 Operating Budget
 Fund: 02 - General Fund

2003-04 Objectives	Goal Ref
* Work with the Police Department to purge antiquated warrants from the system.	4
* Provide additional training and education for all court personnel.	4
* Work with Technology Services in the installation of computers for court personnel which currently perform such tasks manually.	4
* Have Court Personnel cross-trained at all court positons.	4

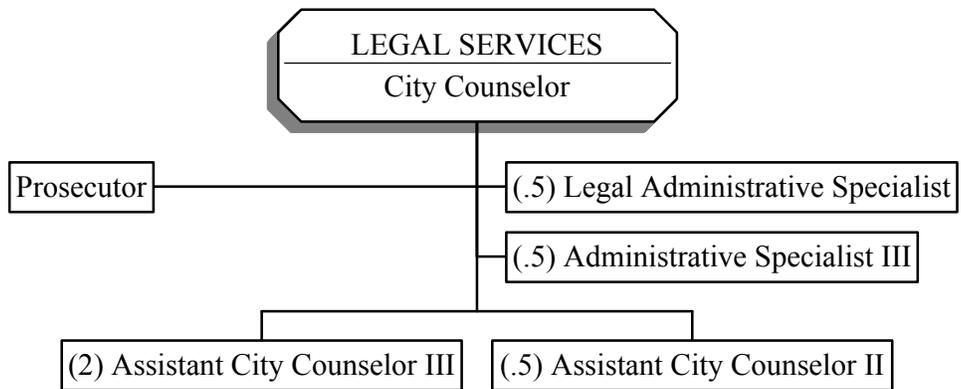
Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 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	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	539,727	583,310	583,310	584,194
Other Services & Charges	39,782	39,410	39,410	43,790
Supplies	7,350	3,604	3,604	4,224
Capital Outlay	1,698	0	0	0
Other Expenditures	0	0	0	0
Total	588,557	626,324	626,324	632,208
	=====	=====	=====	=====

City of Independence, Missouri Law



City of Independence
Departmental Budget Summary

Department: 4100 - Law

2003-04 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	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
<u>Staffing</u>				
Full Time Positions	5.00	5.00	5.00	4.50
Part Time Positions	1.00	1.00	1.00	1.00
Total	6.00	6.00	6.00	5.50
	=====	=====	=====	=====

Description	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
<u>Budget by Major Program Category</u>				
4100 Law	738,217	647,629	652,089	596,847
Total	738,217	647,629	652,089	596,847
	=====	=====	=====	=====

Source of Funding	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
General Fund	738,217	647,629	652,089	596,847
Total	738,217	647,629	652,089	596,847
	=====	=====	=====	=====

Significant Issues/Changes

* The budget includes the reduction of a vacant Administrative Specialist III position from full time to part time (50%) for a

*City of Independence
Departmental Budget Summary*

Department: 4100 - Law

2003-04 Operating Budget

Significant Issues/Changes

budget savings of \$21,429.

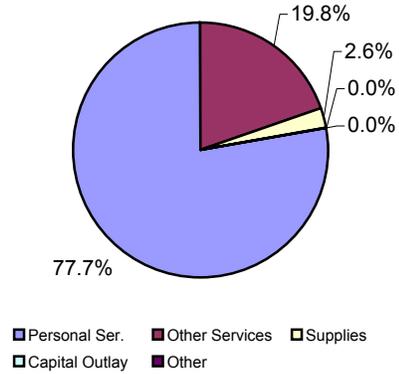
2003-04 Operating Budget

Law

Appropriations by Type:

Expenditure Type	Actual 2001-02	Original 2002-03	Projected 2002-03	Adopted 2003-04
Personal Ser.	\$ 554,409	\$ 514,278	\$ 514,278	\$ 463,496
Other Services	166,616	118,100	122,877	118,100
Supplies	14,800	15,251	14,934	15,251
Capital Outlay	2,392	-	-	-
Other	-	-	-	-
Total	\$ 738,217	\$ 647,629	\$ 652,089	\$ 596,847

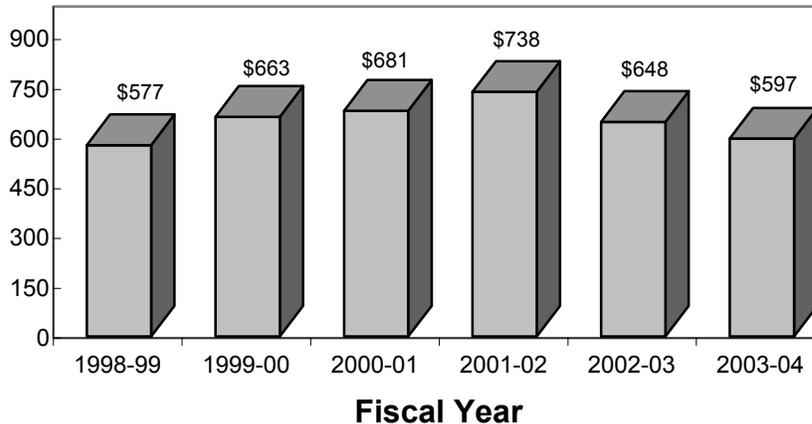
2003-04 City Council Adopted Budget



Historical Comparison:

	Actual 1998-99	Actual 1999-00	Actual 2000-01	Actual 2001-02	Budget 2002-03	Budget 2003-04
Employees:						
Full Time Equiv.	6.50	6.00	6.00	6.00	6.00	5.50
Amount by Fund:						
General Fund	\$ 577,377	\$ 662,806	\$ 681,067	\$ 738,217	\$ 647,629	\$ 596,847
Total All Funds	\$ 577,377	\$ 662,806	\$ 681,067	\$ 738,217	\$ 647,629	\$ 596,847
Comparative Ratios:						
Per Capita	\$ 4.98	\$ 5.71	\$ 5.83	\$ 6.32	\$ 5.68	\$ 5.24
Per Household	\$ 11.46	\$ 13.08	\$ 13.32	\$ 14.44	\$ 12.67	\$ 11.68

Dollars (1,000's)



City of Independence
Detail Program Summary

Department: 4100 - Law
 Cost Center: 4100 - Law

2003-04 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.

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Damage Claims	138		140	
Lawsuits filed	20		20	

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 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	2.00	2.00	2.00
Asst City Counselor I	1.00	.00	.00	.00
Asst City Counselor II	.50	.50	.50	.50
Legal Administrative Spec	1.50	1.50	1.50	.50
Administrative Spec III	.00	.00	.00	.50
Total	6.00	6.00	6.00	5.50

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	554,409	514,278	514,278	463,496
Other Services & Charges	166,616	118,100	122,877	118,100
Supplies	14,800	15,251	14,934	15,251
Capital Outlay	2,392	0	0	0

City of Independence
Detail Program Summary

Department: 4100 - Law
 Cost Center: 4100 - Law

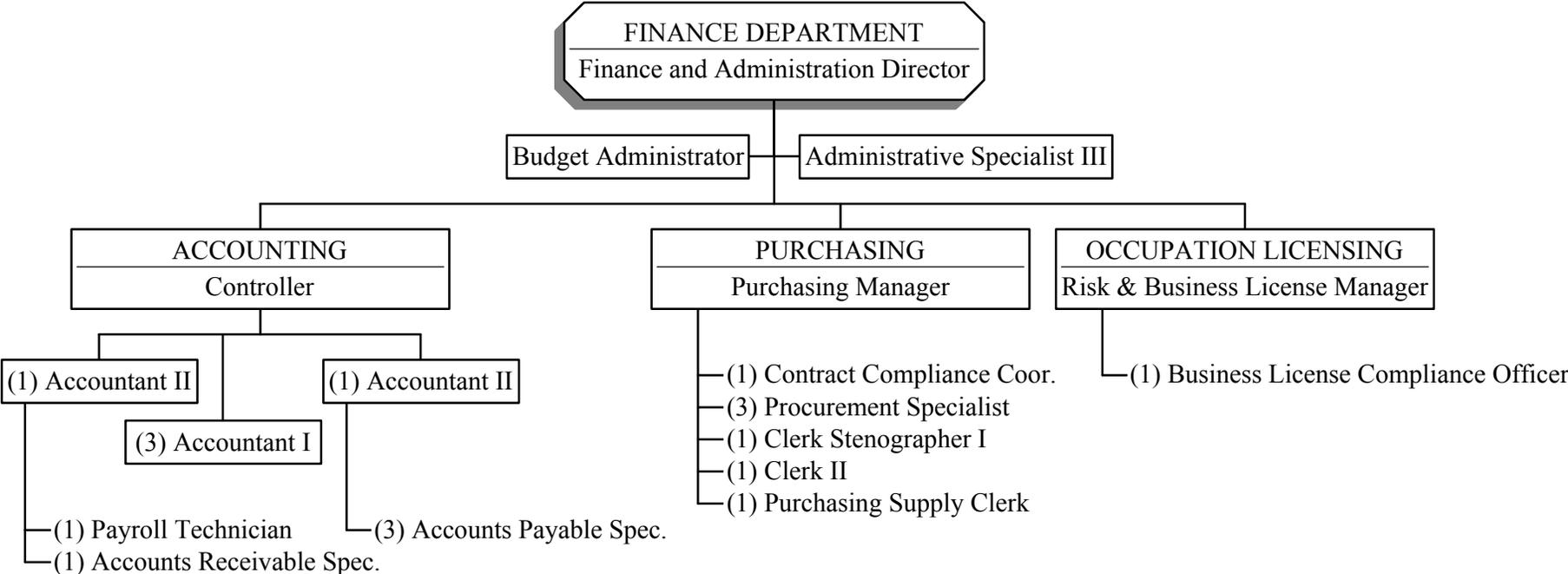
2003-04 Operating Budget
 Fund: 02 - General Fund

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Other Expenditures	0	0	0	0
Total	738,217	647,629	652,089	596,847
	=====	=====	=====	=====

City of Independence, Missouri

Finance



City of Independence
Departmental Budget Summary

Department: 4200 - Finance

2003-04 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	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
<u>Staffing</u>				
Full Time Positions	25.00	25.00	25.00	24.00
Total	25.00	25.00	25.00	24.00
	=====	=====	=====	=====

Description	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
<u>Budget by Major Program Category</u>				
4201 Administration	267,893	275,956	275,956	285,112
4210 Accounting	668,144	677,558	688,998	714,412
4240 Purchasing	376,893	414,470	414,470	416,633
4260 Business Licensing	174,093	179,520	179,520	135,881
Total	1,487,023	1,547,504	1,558,944	1,552,038
	=====	=====	=====	=====

Source of Funding

General Fund	1,487,023	1,547,504	1,558,944	1,552,038
Total	1,487,023	1,547,504	1,558,944	1,552,038
	=====	=====	=====	=====

*City of Independence
Departmental Budget Summary*

Department: 4200 - Finance

2003-04 Operating Budget

Significant Issues/Changes

- * The audit cost in the Accounting Division has been increased by \$14,806 due to the GASB 34 accounting and reporting changes.
 - * The budget includes the reduction of a vacant Business License Compliance Officer position for a budget savings of \$42,858.
-

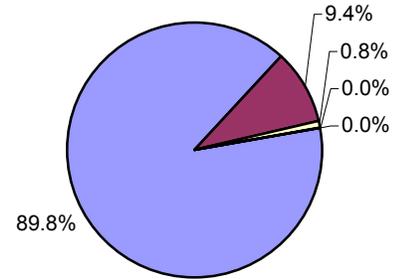
2003-04 Operating Budget

Finance

Appropriations by Type:

Expenditure Type	Actual 2001-02	Original 2002-03	Projected 2002-03	Adopted 2003-04
Personal Ser.	\$ 1,337,578	\$ 1,404,263	\$ 1,404,263	\$ 1,394,055
Other Services	135,273	131,123	142,563	145,810
Supplies	14,107	12,118	12,118	12,173
Capital Outlay	65	-	-	-
Other	-	-	-	-
Total	\$ 1,487,023	\$ 1,547,504	\$ 1,558,944	\$ 1,552,038

2003-04 City Council Adopted Budget

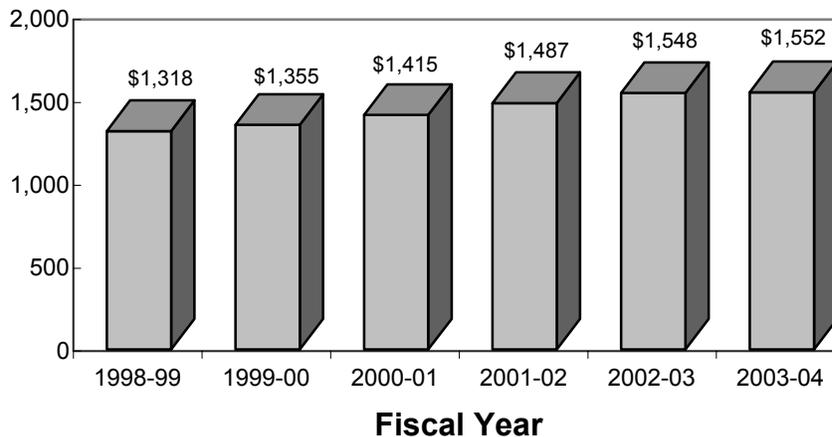


■ Personal Ser.
 ■ Other Services
 ■ Supplies
 ■ Capital Outlay
 ■ Other

Historical Comparison:

	Actual 1998-99	Actual 1999-00	Actual 2000-01	Actual 2001-02	Budget 2002-03	Budget 2003-04
Employees:						
Full Time Equiv.	25.00	25.00	25.00	25.00	25.00	24.00
Amount by Fund:						
General Fund	\$ 1,317,840	\$ 1,355,182	\$ 1,414,803	\$ 1,487,023	\$ 1,547,504	\$ 1,552,038
Total All Funds	\$ 1,317,840	\$ 1,355,182	\$ 1,414,803	\$ 1,487,023	\$ 1,547,504	\$ 1,552,038
Comparative Ratios:						
Per Capita	\$ 11.38	\$ 11.67	\$ 12.11	\$ 12.72	\$ 13.58	\$ 13.62
Per Household	\$ 26.17	\$ 26.75	\$ 27.68	\$ 29.09	\$ 30.28	\$ 30.36

Dollars (1,000's)



City of Independence
Detail Program Summary

Department: 4200 - Finance
 Cost Center: 4201 - Administration

2003-04 Operating Budget
 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.

2002-03 Accomplishments

Goal Ref

- * Received the 'Distinguished Budget Presentation Award' from the Government Finance Officers Association for the 2002-03 budget for the 17th year in a row. 3
- * Developed a multi-year financial analysis for the General Fund. 3
- * Implemented a sales tax collection system for the 39th Street Transportation Development District (TDD). 2
- * Refunded the current electric revenue debt at a savings of almost \$500,000. 3

2003-04 Objectives

Goal Ref

- * Expand and refine the transportation district tax collection process. 2
- * Continue with the implementation of GASB 34 financial reporting requirements. 3
- * Assist in Tax Increment Financing project analysis. 2
- * Greater use of sales tax and business license data to track economic activity in the City. 3

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 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
 Cost Center: 4201 - Administration

2003-04 Operating Budget
 Fund: 02 - General Fund

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	253,997	256,561	256,561	268,192
Other Services & Charges	8,637	14,817	14,817	12,342
Supplies	5,259	4,578	4,578	4,578
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	267,893	275,956	275,956	285,112
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4200 - Finance
 Cost Center: 4210 - Accounting

2003-04 Operating Budget
 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.

2002-03 Accomplishments

Goal Ref

- * Received the "Certificate of Achievement for Excellence in Financial Reporting" for the Comprehensive Annual Financial Report. 4
- * Completed our first audit and issued our first Comprehensive Annual Financial Report (CAFR) implementing GASB Statement No. 34 "Basic Financial Statements - and Management's Discussion and Analysis - for State and Local Governments." 4
- * Extended the agreement for independent auditing services for two years. 4

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Payroll Checks Processed	30,542	11,616	10,500	9,620
Payroll Direct Deposits Processed	NOT AVAIL.	19,579	21,280	20,774
Disbursement Checks Processed	12,683	12,784	13,000	12,000
Department Local Checks Processed	5,942	6,272	6,000	6,000
Total Dollars Invested (Millions)	64	119	52	300
Misc. Invoices Issued (\$)	3,187,522	2,220,868	2,600,000	2,500,000
Electronic Payments	404	232	400	800

2003-04 Objectives

Goal Ref

- * Compile data on the historical cost of the City's infrastructure to comply with GASB Statement No. 34. 4
- * Create reports utilizing new software for financial reporting. 4
- * Implement procedures to pay vendors electronically. 4

City of Independence
Detail Program Summary

Department: 4200 - Finance
 Cost Center: 4210 - Accounting

2003-04 Operating Budget
 Fund: 02 - General Fund

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Account Clerk II	2.00	2.00	.00	.00
Accounts Payable Spec	1.00	1.00	3.00	3.00
Accounts Receivable Spec	1.00	1.00	1.00	1.00
Controller	1.00	1.00	1.00	1.00
Accountant I	3.00	3.00	3.00	3.00
Accountant II	2.00	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	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	560,479	584,826	584,826	605,021
Other Services & Charges	103,305	88,102	99,542	104,761
Supplies	4,295	4,630	4,630	4,630
Capital Outlay	65	0	0	0
Other Expenditures	0	0	0	0
Total	668,144	677,558	688,998	714,412
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4200 - Finance
 Cost Center: 4240 - Purchasing

2003-04 Operating Budget
 Fund: 02 - General Fund

Description

The Purchasing Division strives to provide quality service through effective communication and a cooperative working relationship with all departments and vendors, in order to fulfill the needs of the City for goods and services in a professional, responsive, timely and cost effective manner, and in accordance with all legal requirements and ethical standards.

2002-03 Accomplishments

Goal Ref

- * Reviewed and combined price agreements with like commodities or services
- * All price agreements were converted to City's current word processing system and indexed into a single file
- * Updated "How to Do Business with the City of Independence" brochure
- * Filled two vacant procurement specialist positions
- * Rebid or renewed 178 price agreements to be used by various City departments
- * Contracting Officer received certification as a Certified Professional Public Buyer (CPPB) through the National Institute of Governmental Purchasing 4

Performance Indicators:

<u>Description</u>	<u>2000-01 Actual</u>	<u>2001-02 Actual</u>	<u>2002-03 Budget</u>	<u>2003-04 Budget</u>
Purchase Orders Issued	2,298	2,487	2,800	2,700
Price Agreements Maintained	176	178	184	185
Request for Proposals processed and administered	46	32	52	50

2003-04 Objectives

Goal Ref

- * Proceed with cooperative purchasing initiative through Mid-America Regional Council and Mid-America Council of Public Purchasing 4
- * Implement an electronic system for receiving bids and quotes. Although currently distributing bids electronically, we cannot receive bids via electronic media.
- * Research procedures for placing bids on the City's website (not through a third-party)
- * Pursue training initiatives for certification (and renewal) of staff through the National Institute of Governmental Purchasing, Missouri Association of Public Purchasing and Mid-America Council of Public Purchasing. 4

City of Independence
Detail Program Summary

Department: 4200 - Finance
 Cost Center: 4240 - Purchasing

2003-04 Operating Budget
 Fund: 02 - General Fund

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 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	3.00	3.00	3.00
Contract Compliance Coord	.00	1.00	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	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	362,284	399,306	399,306	400,911
Other Services & Charges	11,230	12,354	12,354	12,857
Supplies	3,379	2,810	2,810	2,865
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	376,893	414,470	414,470	416,633

City of Independence
Detail Program Summary

Department: 4200 - Finance
Cost Center: 4260 - Business Licensing

2003-04 Operating Budget
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.

2002-03 Accomplishments

Goal Ref

- * Increased revenues due to opening of new businesses. 3
- * Held 48 administrative hearings regarding violations of the Alcoholic Beverages Code. 4
- * Worked on system to accept business license and employee permit applications and payment via the internet. 3
- * Revised Division's policy and procedures manual. 4
- * Consolidated forms used by Division. 4
- * Updated the City's schedule of insured properties. 3
- * Evaluated premium options for the Stay Well Health Care Plan. 3
- * Amended Stay Well Health Care Plan for benefit changes. 3
- * Bid & awarded TPA, PPO & Pharmacy Services for the Stay Well Health Care Plan. 3
- * Renewed Property, Boiler & Machinery, Life, LTD, Liability, Excess Liability & excess workers' compensation insurance programs. 3

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Business Licenses	7,400	7,653	7,750	7,800
Liquor Licenses	246	257	260	265
Employee Permits	2,109	2,443	4,000	2,600

2003-04 Objectives

Goal Ref

- * Issue, renew & monitor business licenses in accordance with the City Code. 4
- * Accept business license applications & payment via the internet. 4
- * Accept employee permit applications & payment via the internet. 4
- * Eliminate License Division counter service. 3
- * Develop booklet summarizing each type of insurance coverage purchased by the City for distribution to departments. 4
- * Review the possibility of using the State's liquor license application form by the City to reduce the number of forms needed. 4
- * Continue to identify ways of automating the business license process. 4
- * Continue to develop methods to identify and license commercial 3

City of Independence
Detail Program Summary

Department: 4200 - Finance
 Cost Center: 4260 - Business Licensing

2003-04 Operating Budget
 Fund: 02 - General Fund

<u>2003-04 Objectives</u>	<u>Goal Ref</u>
property owners.	
* Revise City Code to eliminate regulatory requirements due to staff reduction.	3
* Transfer administration of employee benefit insurance policies to Human Resources Department.	4
* Bid & award LTD, Group Life, Excess Liability & HMO insurance programs.	3
* Renew Property, Boiler & Machinery, Liability & dental insurance programs.	3

Staffing:

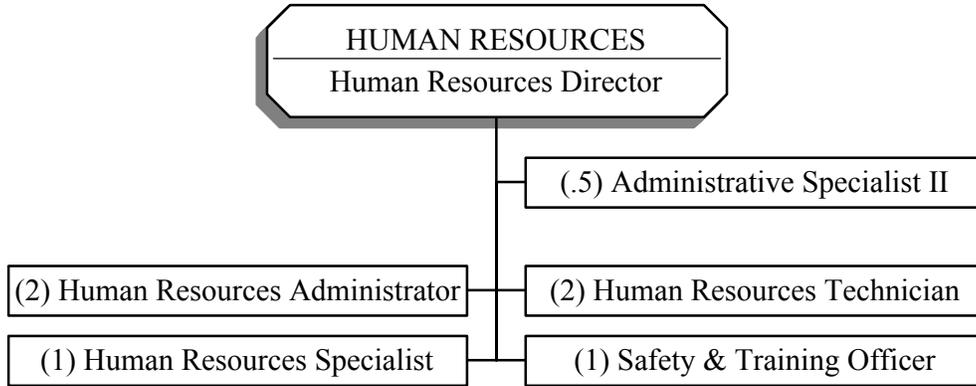
<u>Position Title</u>	<u>2000-01 Budget</u>	<u>2001-02 Budget</u>	<u>2002-03 Budget</u>	<u>2003-04 Budget</u>
Risk & Bus Lic Mgr	1.00	1.00	1.00	1.00
Bus Lic Comp Officer	2.00	2.00	2.00	1.00
Total	3.00	3.00	3.00	2.00
	=====	=====	=====	=====

Program Costs

<u>Expenditure Category</u>	<u>2001-02 Actual</u>	<u>2002-03 Original Budget</u>	<u>2002-03 Revised Budget</u>	<u>2003-04 Adopted Budget</u>
Personal Services	160,818	163,570	163,570	119,931
Other Services & Charges	12,101	15,850	15,850	15,850
Supplies	1,174	100	100	100
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	174,093	179,520	179,520	135,881
	=====	=====	=====	=====

City of Independence, Missouri

Human Resources



City of Independence
Departmental Budget Summary

Department: 4300 - Human Resources

2003-04 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 1174 employees as well as insurance issues of 550 retirees. 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 maintains Human Resources and personnel records; contracts for and monitors performance of employee assistance program. Monitors Workers Compensation, investigates accidents; provides safety training and accident prevention.

Description	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
<u>Staffing</u>				
Full Time Positions	7.00	7.00	7.00	7.50
Part Time Positions	.50	.50	.50	.00
Total	7.50	7.50	7.50	7.50
	=====	=====	=====	=====

Description	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
<u>Budget by Major Program Category</u>				
4300 Human Resources	418,728	467,930	467,930	458,924
Total	418,728	467,930	467,930	458,924
	=====	=====	=====	=====

*City of Independence
Departmental Budget Summary*

Department: 4300 - Human Resources

2003-04 Operating Budget

Source of Funding

General Fund	418,728	467,930	467,930	458,924
Total	<u>418,728</u>	<u>467,930</u>	<u>467,930</u>	<u>458,924</u>
	=====	=====	=====	=====

Significant Issues/Changes

- * Work with Worker's Compensation Steering Committee to identify workers compensation issues which can be handled more efficiently and effectively.
- * Identify Human Resources processes which can be handled more effectively.
- * Perform Customer Services Human Resources Audit.
- * Participate in a Benefits Steering Committee.
- * Develop Safety Awareness plan.
- * Develop training plan.
- * Health Insurance Portability and Accounting Act compliance.
- * Employee Assistance Program Contract Renewal.

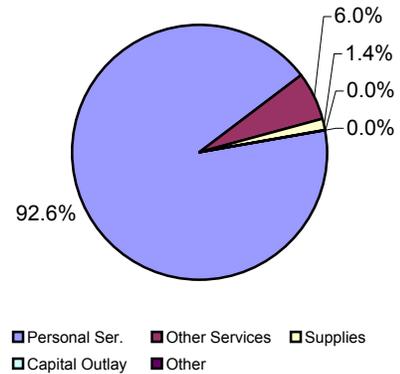
2003-04 Operating Budget

Human Resources

Appropriations by Type:

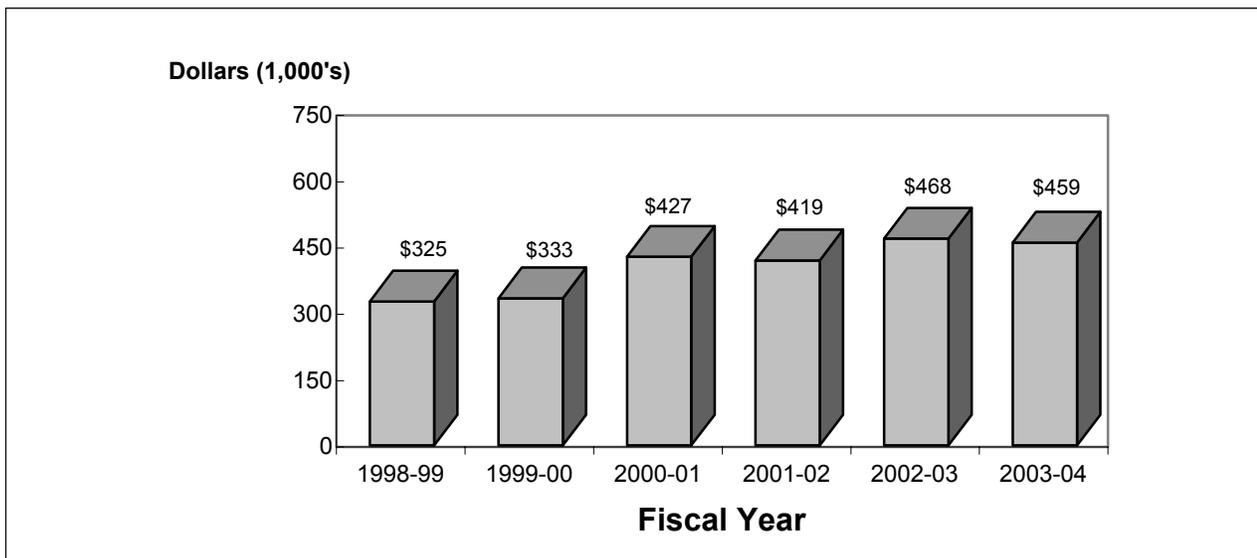
Expenditure Type	Actual 2001-02	Original 2002-03	Projected 2002-03	Adopted 2003-04
Personal Ser.	\$ 399,165	\$ 434,142	\$ 434,142	\$ 425,136
Other Services	12,935	27,538	27,538	27,538
Supplies	6,628	6,250	6,250	6,250
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	\$ 418,728	\$ 467,930	\$ 467,930	\$ 458,924

2003-04 City Council Adopted Budget



Historical Comparison:

	Actual 1998-99	Actual 1999-00	Actual 2000-01	Actual 2001-02	Budget 2002-03	Budget 2003-04
Employees:						
Full Time Equiv.	6.50	6.50	7.50	7.50	7.50	7.50
Amount by Fund:						
General Fund	\$ 325,438	\$ 332,659	\$ 426,916	\$ 418,728	\$ 467,930	\$ 458,924
Total All Funds	\$ 325,438	\$ 332,659	\$ 426,916	\$ 418,728	\$ 467,930	\$ 458,924
Comparative Ratios:						
Per Capita	\$ 2.81	\$ 2.86	\$ 3.65	\$ 3.58	\$ 4.11	\$ 4.03
Per Household	\$ 6.46	\$ 6.57	\$ 8.35	\$ 8.19	\$ 9.15	\$ 8.98



City of Independence
Detail Program Summary

Department: 4300 - Human Resources
 Cost Center: 4300 - Human Resources

2003-04 Operating Budget
 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 1174 employees as well as insurance issues of 550 retirees. 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 maintains Human Resources and personnel records; contracts for and monitors performance of employee assistance program. Monitors Workers Compensation, investigates accidents; provides safety training and accident prevention.

2002-03 Accomplishments

Goal Ref

- * Developed Administrative Policy for Tuition Reimbursement.
- * Hired Compensation & Benefits Specialist & Part-time Human Resources Assistant.
- * Implemented Health Insurance Portability and Accounting Act Privacy Rules effective 4/14/03.
- * Developed plan for Post Offer/Pre-employment physicals (for new hire positions).
- * Received HIB grant funding in the amount of \$50,000+.
- * Developed Benefits Newsletter.
- * Updated new employee orientation process.
- * Handled 30 reclassifications.
- * Developed response card (versus letter of reject).

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Applications processed	3,500	2,400	2,675	4,763
Tests administered	800	800	800	210
New hires	120	130	117	233

City of Independence
Detail Program Summary

Department: 4300 - Human Resources
Cost Center: 4300 - Human Resources

2003-04 Operating Budget
Fund: 02 - General Fund

Promotions	64	65	47	58
Retirements	30	35	41	44
EEO Training Hours	800	2,250	32,400	80
Grievances processed	15	25	30	12
Surveys/internal & external	79	90	70	110
Job announcements	160	130	80	89
Exit interviews	80	85	16	35
Safety Training Hours		1,280	820	1,000
Terminations			132	135

2003-04 Objectives

Goal Ref

- * Audit Human Resources files.
- * Implement Health Insurance Portability and Accounting Act Privacy rules.
- * Propose voluntary benefit plan.
- * Provide more effective customer service and communication.
- * Implement post offer/pre-employment hiring process.
- * Develop Safety Recognition Plan.

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Human Resources Dir	1.00	1.00	1.00	1.00
Human Resources Spec	1.00	1.00	1.00	.00
Human Resources Admin	2.00	2.00	2.00	1.00
Safety & Training Officer	1.00	1.00	1.00	1.00
Compensation & Benefits Spec.	.00	.00	.00	1.00
Employment & Training Spec.	.00	.00	.00	1.00
Human Resources Assistant	.00	.00	.00	.75
Human Resources Tech	2.00	2.00	2.00	1.00
Administrative Spec II	.50	.50	.50	.75
Total	7.50	7.50	7.50	7.50

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	399,165	434,142	434,142	425,136
Other Services & Charges	12,935	27,538	27,538	27,538

City of Independence
Detail Program Summary

Department: 4300 - Human Resources
 Cost Center: 4300 - Human Resources

2003-04 Operating Budget
 Fund: 02 - General Fund

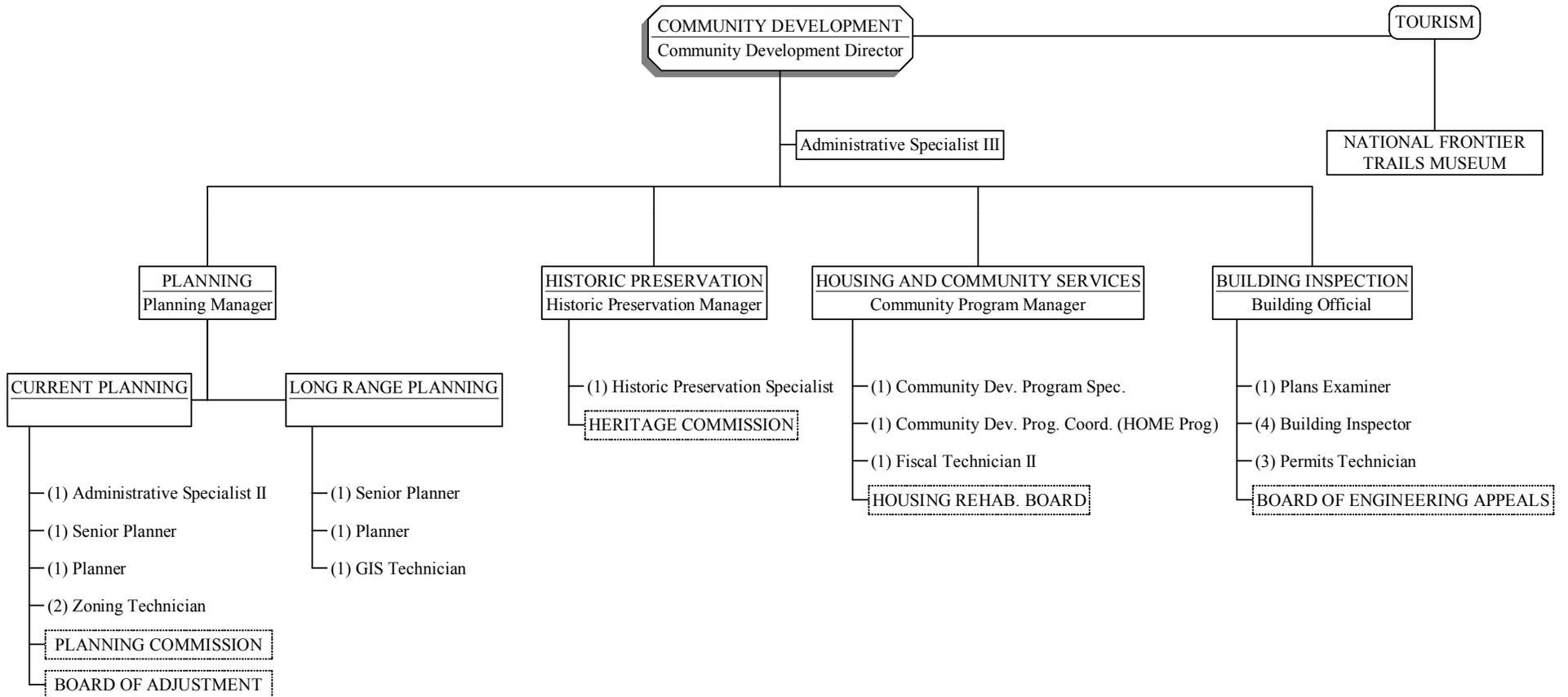
Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Supplies	6,628	6,250	6,250	6,250
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	418,728	467,930	467,930	458,924
	=====	=====	=====	=====

Significant Issues

- * Work with Worker's Compensation Steering Committee to identify workers compensation issues which can be handled more efficiently and effectively.
- * Identify Human Resources processes which can be handled more effectively.
- * Perform Customer Services Human Resources Audit.
- * Participate in a Benefits Steering Committee.
- * Develop Safety Awareness plan.
- * Develop training plan.
- * Health Insurance Portability and Accounting Act compliance.
- * Employee Assistance Program Contract Renewal.

City of Independence, Missouri Community Development



City of Independence
Departmental Budget Summary

Department: 4400 - Community Development

2003-04 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 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, to provide support for and operate the National Frontier Trails Center, and to plan and market for tourism.

Description	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
<u>Staffing</u>				
Full Time Positions	39.50	27.00	27.00	26.00
Part Time Positions	.00	.00	.00	.00
Total	39.50	27.00	27.00	26.00
	=====	=====	=====	=====

Description	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
<u>Budget by Major Program Category</u>				
4401 Administration	184,420	177,387	177,387	184,413
4412 Long-Range Planning	230,296	285,665	285,665	282,310
4413 Current Planning	305,050	316,298	316,298	282,784
4414 Transportation	731,949	751,823	751,823	750,000
4420 Historic Preservation	144,917	141,810	141,810	142,119
4431 Building Inspection	523,749	537,437	537,437	552,012
6601 CDBG Administration	157,482	164,609	206,748	161,740
6604 CDBG Housing	796,543	68,950	868,826	0
6608 Commercial Facade Program	0	0	0	55,610
6802 HOME Administration	57,941	66,647	67,310	68,157
6803 Multi Family Housing	270,848	0	21,928	0
6804 Single Family Housing	330,250	0	604,397	0
Total	3,733,445	2,510,626	3,979,629	2,479,145
	=====	=====	=====	=====

City of Independence
Departmental Budget Summary

Department: 4400 - Community Development

2003-04 Operating Budget

Source of Funding

General Fund	2,120,381	2,210,420	2,210,420	2,193,638
Community Dev Block Grant Fund	954,025	233,559	1,075,574	217,350
HOME Program Fund	659,039	66,647	693,635	68,157
Total	3,733,445	2,510,626	3,979,629	2,479,145
	=====	=====	=====	=====

Direct/Offsetting Revenues

Planning Exams and Licenses	70,926	110,000	74,500	78,000
Building Permits	1,033,543	1,200,000	1,161,825	1,198,000
Planning and Zoning Fees	37,199	35,000	51,667	44,000
Board of Adjustment Fees	6,671	4,500	6,000	5,400
CDBG Federal Grant Grant	1,212,996	1,038,000	1,038,000	931,000
HOME Program Grant	414,323	547,000	547,000	468,000
Total	2,775,658	2,934,500	2,878,992	2,724,400
	=====	=====	=====	=====

Significant Issues/Changes

- * Filling vacant staff positions and getting back on schedule with the department work program.
- * Training for HTE system modules for Building Inspections and Current Planning.
- * Training and certification for certain staff positions.
- * The budget includes the reduction of a vacant Planning Director position for a savings of \$100,829.

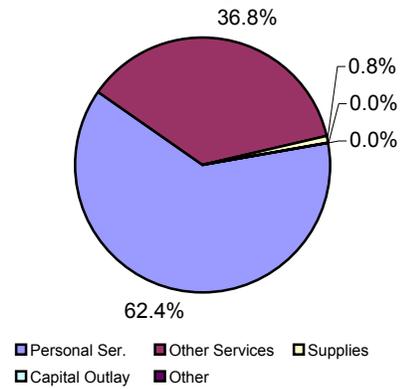
2003-04 Operating Budget

Community Dev.

Appropriations by Type:

Expenditure Type	Actual 2001-02	Original 2002-03	Projected 2002-03	Adopted 2003-04
Personal Ser.	\$ 1,491,728	\$ 1,558,549	\$ 1,579,340	\$ 1,546,706
Other Services	1,307,741	922,570	1,595,341	912,764
Supplies	27,820	29,507	34,247	19,675
Capital Outlay	906,156	-	770,701	-
Other	-	-	-	-
Total	\$ 3,733,445	\$ 2,510,626	\$ 3,979,629	\$ 2,479,145

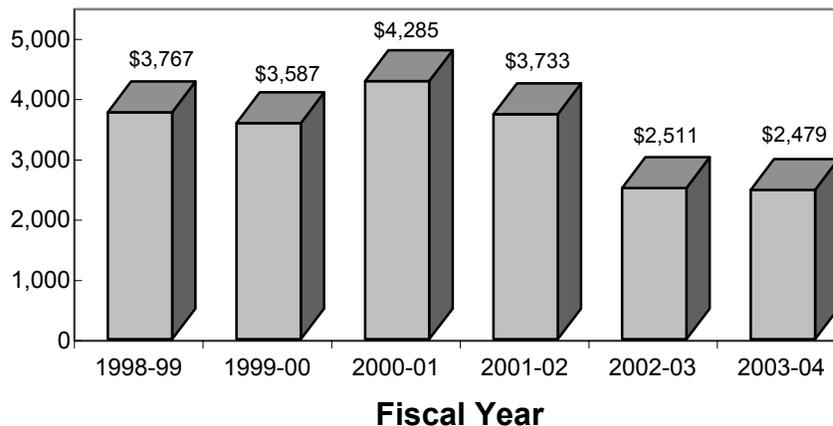
2003-04 City Council Adopted Budget



Historical Comparison:

	Actual 1998-99	Actual 1999-00	Actual 2000-01	Actual 2001-02	Budget 2002-03	Budget 2003-04
Employees:						
Full Time Equiv.	35.50	36.50	39.50	27.00	27.00	26.00
Amount by Fund:						
General Fund	\$ 2,343,840	\$ 2,587,938	\$ 2,761,311	\$ 2,120,381	\$ 2,210,420	\$ 2,193,638
CDBG Fed. Grant	850,968	644,406	890,497	954,025	233,559	217,350
HOME Prog. Grant	572,414	354,374	633,113	659,039	66,647	68,157
Total All Funds	\$ 3,767,222	\$ 3,586,718	\$ 4,284,921	\$ 3,733,445	\$ 2,510,626	\$ 2,479,145
Comparative Ratios:						
Per Capita	\$ 32.52	\$ 30.88	\$ 36.66	\$ 31.95	\$ 22.03	\$ 21.76
Per Household	\$ 74.80	\$ 70.81	\$ 83.83	\$ 73.04	\$ 49.12	\$ 48.50

Dollars (1,000's)



City of Independence
Detail Program Summary

Department: 4400 - Community Development
Cost Center: 4401 - Administration

2003-04 Operating Budget
Fund: 02 - General Fund

Description

The Community Development Department Administration provides overall direction for programs within the department including: Building Permits and Inspections; Zoning and Subdivisions; Comprehensive Planning and Transportation; Historic Preservation; Housing and Community Services, including CDBG and HOME Programs; Tourism and Marketing; and the National Frontier Trails Center.

2002-03 Accomplishments

Goal Ref

- * Established licensing for general contractors. 2
- * Initiated a comprehensive update and revision of the zoning and subdivision and other Land Development Codes. 1,2
- * Developed an implementation strategy for the National Frontier Trails Center and hired a consultant to assist in setting up the implementation structure. 1,2
- * Continued implementation of the Hartman Heritage Center and the Eastland Center TIFs in accordance with their Redevelopment Agreements. 2
- * Developed a revitalization plan for Maywood. 1
- * Revised the Eastland Center TIF Redevelopment Agreement 2
- * Adopted the HyVee and Noland Road Auto Plaza TIFs. 1,2
- * Filled seven (7) staff vacancies. 4
- * Established certification requirements for certain staff positions. 4

2003-04 Objectives

Goal Ref

- * Adopt a construction code for rehabilitation of structures. 1
- * Begin implementation steps for National Frontier Trails Center Development Plan. 1,2
- * Expand certification requirements for staff positions. 4
- * Complete comprehensive update and revisions of zoning and subdivision and other Land Development Codes. 1,2
- * Facilitate the approval and development of the Little Blue River Valley Development Plan (Arcadia / Community of Christ Plan). 2
- * Continue implementation of the Hartman Heritage Center and Eastland Center TIFs. 2
- * Complete the Independence Square Redevelopment Plan. 1
- * Develop a Comprehensive Neighborhood Revitalization Strategy. 1

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Community Development Dir	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 4400 - Community Development
 Cost Center: 4401 - Administration

2003-04 Operating Budget
 Fund: 02 - General Fund

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 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	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	170,206	170,887	170,887	177,913
Other Services & Charges	1,952	4,725	4,725	4,725
Supplies	5,591	1,775	1,775	1,775
Capital Outlay	6,671	0	0	0
Other Expenditures	0	0	0	0
Total	184,420	177,387	177,387	184,413

City of Independence
Detail Program Summary

Department: 4400 - Community Development
 Cost Center: 4412 - Long-Range Planning

2003-04 Operating Budget
 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.

2002-03 Accomplishments

Goal Ref

- * Developed Capital Improvements Program project evaluation criteria and public participation process. 3
- * Initiated the construction of the first License Surcharge street improvement. 3
- * Initiated a comprehensive update and revision of the zoning and subdivision, growth management, and design codes. 2
- * Initiated a revitalization plan for the northwest portion of the City. 1
- * Initiated a revitalization plan for the Maywood business district. 1

2003-04 Objectives

Goal Ref

- * Complete administrative draft of the new Land Development Code. 3
- * Implement a TIF monitoring and reporting process which will facilitate tracking multiple redevelopment projects and compliance with reporting requirements. 3
- * Prepare and recommend a Neighborhood Revitalization Plan for Independence. 1
- * Amend Comprehensive Plan to encourage medium to low density residential development in eastern Independence which provides for a mix of housing types and sizes within individual developments. 2
- * Provide increased access to planning information and development activities to the public on the City's website. 4
- * Complete city-wide parcel database to integrate GIS with HTE database. 4

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Planning Manager	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 4400 - Community Development
 Cost Center: 4412 - Long-Range Planning

2003-04 Operating Budget
 Fund: 02 - General Fund

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Planner	2.00	2.00	2.00	1.00
Senior Planner	1.00	1.00	1.00	1.00
GIS Technician	1.00	1.00	1.00	1.00
Total	5.00	5.00	5.00	4.00
	=====	=====	=====	=====

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	216,064	274,209	260,848	270,854
Other Services & Charges	11,677	9,106	22,519	9,106
Supplies	2,555	2,350	2,298	2,350
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	230,296	285,665	285,665	282,310
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4400 - Community Development
 Cost Center: 4413 - Current Planning

2003-04 Operating Budget
 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.

2002-03 Accomplishments

Goal Ref

- * Implemented the HTE Planning and Zoning development tracking and processing software. 2
- * Two newest staff members completed the MARC Customer Service Certificate Program. All staff members have completed the training. 4
- * Continued to improve printed development application forms. Simplifying and clarifying the Zoning and Board of Adjustment application forms. 2
- * Worked with Comprehensive Planning Division on new Land Development Code. 2

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Site plan hearings by Planning Commission	32	27	25	35
Rezoning and Special Use Permit hearings by Planning Comm	20	32	30	20
Home occupation hearings by Planning Commission	13	10	10	10
Subdivision hearings by Planning Commission	42	48	40	40
Board of Zoning and Adjustment cases	29	42	30	40
Other cases heard by Planning Commission	22	37	25	25
Building Permit plans reviewed	1,700	1,700	1,500	1,850
Zoning and sign enforcement cases	1,250	1,900	1,450	1,600
Sign permits reviewed	307	400	300	300

2003-04 Objectives

Goal Ref

- * Amend Subdivision Ordinance to comply with State Statutes and complete implementation of the subdivision improvement guarantees. 2
- * Continue minor development code amendments in advance of the new Land 2

City of Independence
Detail Program Summary

Department: 4400 - Community Development
Cost Center: 4413 - Current Planning

2003-04 Operating Budget
Fund: 02 - General Fund

2003-04 Objectives

Goal Ref

- Development Code including; parking in residential yards, non-residential dumpster screening, prohibit mini warehousing in C-3 districts in the Overlay Zone, prohibit direct access from arterial streets, and rear yard requirements in R-1b cluster districts.
- * Continue Planning Commission, Board of Adjustment and staff training. 4
 - * Work with Comprehensive Planning Division to develop the new Land Development Code. 2

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Planning Director	1.00	1.00	1.00	.00
Planner	1.00	.00	.00	1.00
Senior Planner	1.00	1.00	1.00	1.00
Zoning Technician	2.00	2.00	2.00	2.00
Administrative Spec II	1.00	1.00	1.00	1.00
Total	6.00	5.00	5.00	5.00

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	293,473	300,063	300,063	266,709
Other Services & Charges	9,419	14,460	14,010	14,100
Supplies	2,158	1,775	2,225	1,975
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	305,050	316,298	316,298	282,784

City of Independence
Detail Program Summary

Department: 4400 - Community Development
 Cost Center: 4414 - Transportation

2003-04 Operating Budget
 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.

2002-03 Accomplishments

Goal Ref

- * Renewed contract with KCATA for bus service in 2003 and completed a four year budget forecast. 3
- * Monitored bus service and responded to requests for modified or improved services. 3

2003-04 Objectives

Goal Ref

- * Monitor service changes for bus service and develop improvements as applicable. 3
- * Provide management and operations analysis in the inter-city and intra-city bus service. 3
- * Participate in state and regional transit committees. 3

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Other Services & Charges	731,949	751,823	751,823	750,000
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	731,949	751,823	751,823	750,000
	=====	=====	=====	=====

Significant Issues

- * Projected cost to the City will be reduced approximately \$1,800 in the FY 03-04 budget due to the availability of STP funds for transit service.

City of Independence
Detail Program Summary

Department: 4400 - Community Development
Cost Center: 4420 - Historic Preservation

2003-04 Operating Budget
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.

2002-03 Accomplishments

Goal Ref

- * Installation and construction of Truman Walking Trail, including text for brochure. Dedication set for May 3, 2003. 1
- * Completion of the Square Survey and coordination with National Park Service research led to an application to amend the Truman National Historic Landmark District to include the Square. 1,2
- * Designation of nine City owned historic sites as local landmarks completed. Landmarks brochure published. 1
- * Second floor rehabilitation and sprinkler system completed at the C&A Depot. Additional landscaping and fountain restoration completed at the Vaile. Victorian dog house restored at Bingham-Waggoner Estate. Roof reconstruction completed at Old Mill Office Building. Truman Depot parking lot work underway, including lighting. 1
- * Winget house, Kritser House and Pendleton House projects put into service. Work started on 620 S. Main to return it to single family home, rather than demolition. 1,2

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Heritage Commission Cases	15	17	25	25
Demolition Permits	45	65	40	50
Dangerous Buildings	50	60	60	75
Designations	2	7	5	5
Preservation Saves	20	32	30	30

2003-04 Objectives

Goal Ref

- * Participate as a team member with the redevelopment planner, CDBG staff, other divisions and City departments, and other agencies in the development of a neighborhood preservation and an economic revitalization strategy to facilitate reinvestment in older neighborhoods. 1,2
- * Compile and publish a report on "Economic Benefits of Preservation in Independence" by Fall of 2003. 3,4

City of Independence
Detail Program Summary

Department: 4400 - Community Development
 Cost Center: 4420 - Historic Preservation

2003-04 Operating Budget
 Fund: 02 - General Fund

2003-04 Objectives	Goal Ref
* Upgrade procedural and technical training and competence of Heritage Commission and staff to more effectively administer preservation responsibilities.	4
* Continue efforts to adopt uniform lease and operating agreements for all City owned historic properties by end of 2003.	3
* Increase public awareness of the value of historic preservation benefits to the City.	1,2

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Historic Pres Specialist	1.00	1.00	1.00	1.00
Historic Pres Manager	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00
	=====	=====	=====	=====

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	115,437	119,560	119,560	119,369
Other Services & Charges	21,708	21,250	21,250	21,750
Supplies	790	1,000	1,000	1,000
Capital Outlay	6,982	0	0	0
Other Expenditures	0	0	0	0
Total	144,917	141,810	141,810	142,119
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4400 - Community Development
Cost Center: 4431 - Building Inspection

2003-04 Operating Budget
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.

2002-03 Accomplishments

Goal Ref

- * Continue training on codes and new materials 1,4
- * Re-write the ordinance on dangerous buildings. 1,4
- * Re-write the ordinance on houses tagged unsafe. 1,4
- * Re-write the property maintenance ordinance. 1,4
- * Adopt the 2002 National Electrical Code. 1,4
- * Re-write the ordinance on requiring re-roofing permits. 1,4
- * Re-write policy and procedures on dangerous buildings and unsafe houses to occupy. 1,4

Performance Indicators:

<u>Description</u>	<u>2000-01 Actual</u>	<u>2001-02 Actual</u>	<u>2002-03 Budget</u>	<u>2003-04 Budget</u>
Inspections Performed	13,171	13,962	14,666	14,850
Permits Issued	4,822	3,984	4,500	4,752

2003-04 Objectives

Goal Ref

- * Adopt the International Existing Dwelling Code (Rehab Code). 1,4
- * Adopt the 2003 International Residential Code. 1,4
- * Adopt the 2003 International Building Code. 1,4
- * Review and adopt the 2003 International Plumbing Code. 1,4
- * Re-write the ordinance on General Contractor License. 1,4
- * Review and adopt the 2003 International Mechanical Code. 1,4
- * Educate inspectors on customer relations. 1,4
- * Continue training on new codes. 1,4
- * Complete MARC Customer Service Certificate Training. 1,4
- * Complete MARC Supervisor Certificate Program training. 1,4
- * Update HTE on permit issues and acquire more HTE training for staff. 1,4
- * Adopt ordinance to amend the Certificate of Occupancy which will penalize builders for allowing occupancy prior to obtaining a Certificate of Occupancy. 1,4

City of Independence
Detail Program Summary

Department: 4400 - Community Development
Cost Center: 4431 - Building Inspection

2003-04 Operating Budget
Fund: 02 - General Fund

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Building Inspection Supv	1.00	1.00	1.00	.00
Construction Inspector	5.00	4.00	4.00	.00
Plans Examiner	.00	1.00	1.00	1.00
Permits Technician	3.00	3.00	3.00	3.00
Building Inspector	.00	.00	.00	4.00
Building Official	.00	.00	.00	1.00
Total	9.00	9.00	9.00	9.00
	=====	=====	=====	=====

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	490,237	467,916	488,116	482,570
Other Services & Charges	23,947	60,021	39,204	60,442
Supplies	9,565	9,500	10,117	9,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	523,749	537,437	537,437	552,012
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4400 - Community Development
Cost Center: 6601 - CDBG Administration

2003-04 Operating Budget
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.

2002-03 Accomplishments

	<u>Goal Ref</u>
* Worked on Square Redevelopment Plan	1
* Developed and implemented Commercial Facade Program.	2
* Processed referrals for the Housing Code Abatement Program.	1
* Monitored Independence Code Abatement Program.	1
* Monitored CDBG funded public services projects.	1
* Inspected and monitored CDBG funded Public Works projects and other Capital Improvements projects.	1
* Participated in Continuum of Care committee resulting in grant for permanent housing for persons in Independence.	1

Performance Indicators:

<u>Description</u>	<u>2000-01</u> <u>Actual</u>	<u>2001-02</u> <u>Actual</u>	<u>2002-03</u> <u>Budget</u>	<u>2003-04</u> <u>Budget</u>
Public Hearings	3	4	3	3
Grants Administered	3	3	3	3
Subrecipient Agencies Monitored	12	12	12	13
Projects Administered	26	26	26	26

2003-04 Objectives

	<u>Goal Ref</u>
* Assist with the development of Square Revitalization Plan.	2
* Work with NorthWest Community Development Corporation and Fairmount Neighborhood to obtain a 24 Highway Revitalization Plan.	2
* Demolition of buildings on hotel site.	2
* Continue to distribute customer surveys.	4
* Publicize fair housing information, complaint process through brochures, Channel 7, Internet, CityScene, and newspapers.	1
* Manage CDBG funded Public Works Capital Improvement projects.	1
* Monitor Independence Code Abatement Program.	1
* Work with Santa Fe Neighborhood CBDO to develop 84 unit senior and other housing projects.	1

City of Independence
Detail Program Summary

Department: 4400 - Community Development
 Cost Center: 6601 - CDBG Administration

2003-04 Operating Budget
 Fund: 08 - Community Dev Block

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Community Program Supvr	1.00	1.00	1.00	.00
Community Programs Manager	.00	.00	.00	1.00
Public Management Intern I	.50	.00	.00	.00
Fiscal Technician II	1.00	1.00	1.00	1.00
Total	2.50	2.00	2.00	2.00
	=====	=====	=====	=====

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	101,365	109,232	135,083	112,417
Other Services	43,040	47,632	59,139	46,648
Supplies	4,637	7,745	10,067	2,675
Capital Outlay	8,440	0	2,459	0
Other	0	0	0	0
Total	157,482	164,609	206,748	161,740
	=====	=====	=====	=====

Significant Issues

- * Continue to address issues of lead based paint with all CDBG Housing Programs. This will include Owner Occupied Rehabilitation, NorthWest Independence Repair Program, Independence Code Abatement Program, and the Emergency Home Repair Program.
- * Acquisition of properties for hotel site and relocation of existing property owners.
- * Revitalization/Redevelopment strategy for NorthWest Independence/24 Highway Corridor.

City of Independence
Detail Program Summary

Department: 4400 - Community Development
Cost Center: 6604 - CDBG Housing

2003-04 Operating Budget
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 the 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.

2002-03 Accomplishments

Goal Ref

- * Certified five rehabilitation projects for participation and completion by June 30, 2003. 1
- * Completed 5 Building Analysis Reports. 1
- * Attended training classes or seminars including: EPA Brownfields Forum, Lead Based Paint HUD training, Word training, HUD Rehab Construction Management training. 1
- * Accompanied building inspectors for field training and other construction related experience and Housing Program staff. 1
- * Represented the City of Independence before the Housing Rehabilitation Advisory Board. 1

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Owner Occupied Rehabilitation	6	8	8	5

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Comm Develop Prog Spec	1.00	1.00	1.00	.00
Total	1.00	1.00	1.00	.00
	=====	=====	=====	=====

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
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City of Independence
Detail Program Summary

Department: 4400 - Community Development
 Cost Center: 6604 - CDBG Housing

2003-04 Operating Budget
 Fund: 08 - Community Dev Block

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	45,675	53,233	56,530	0
Other Services	462,292	12,400	591,882	0
Supplies	1,587	3,317	4,069	0
Capital Outlay	286,989	0	216,345	0
Other	0	0	0	0
Total	796,543	68,950	868,826	0
	=====	=====	=====	=====

Significant Issues

- * Total invested in low/moderate income homes in Independence since FY 96/97 by the Owner Occupied Rehabilitation Program have reached nearly \$985,000 and 51 families.
- * Expending all allocated funds.
- * Implementing new HUD lead based paint regulations on all owner occupied projects.
- * Procuring/training contractors certified in "Safe Lead Practices".

City of Independence
Detail Program Summary

Department: 4400 - Community Development
 Cost Center: 6608 - Commercial Facade Program

2003-04 Operating Budget
 Fund: 08 - Community Dev Block

Description

Improve older commercial areas by improving physical appearance of commercial buildings built prior to 1952. The program makes available matching grants of \$10,000.00 per facade visible from the public right of way to a maximum of \$25,000.00 for exterior rehabilitation of commercial and mixed used structures.

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Commercial Facade Projects				8

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Comm Develop Prog Spec	.00	.00	.00	1.00
Total	.00	.00	.00	1.00

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	0	0	0	52,710
Other Services	0	0	0	2,900
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other	0	0	0	0
Total	0	0	0	55,610

Significant Issues

- * Implementation of new program guidelines.
- * Contractors educated in required labor regulation requirements.
- * Streamlining coordination of design review.

*City of Independence
Detail Program Summary*

*Department: 4400 - Community Development
Cost Center: 6608 - Commercial Facade Program*

*2003-04 Operating Budget
Fund: 08 - Community Dev Block*

Significant Issues

* Development of vendor list.

City of Independence
Detail Program Summary

Department: 4400 - Community Development
Cost Center: 6802 - HOME Administration

2003-04 Operating Budget
Fund: 09 - HOME Program Fund

Description

Administration of City Programs funded through the City's Federal Home Investment Partnership Program. FY 2003-2004 will be the ninth 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 2003-2004 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 three Community Housing Development Organizations.

2002-03 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. 1
- * Successfully administered programs under the HOME Program which include the First Time Home Buyers Program. 1
- * Facilitated the development of CHDO staff capacity by providing technical assistance for all three CHDO's. 1
- * Assisted 60 first time home buyers. 1
- * Attended HOME Program training by HUD throughout the year. 1
- * Provided pre-development funding for a senior housing project in Santa Fe Trails neighborhood. 1
- * Establishment of one new CHDO bringing the total to three.

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Multi-Family Units	0	134	53	53
First Time Home Buyers	60	60	60	60

2003-04 Objectives

Goal Ref

- * Manage the HOME Program as a participating jurisdiction for the ninth year. 1
- * Target units to include 54 unit new senior housing project. 1

City of Independence
Detail Program Summary

Department: 4400 - Community Development
Cost Center: 6802 - HOME Administration

2003-04 Operating Budget
Fund: 09 - HOME Program Fund

2003-04 Objectives

Goal Ref

* 60 units for home buyers.

1

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Comm. Development Prog. Coord.	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00
	=====	=====	=====	=====

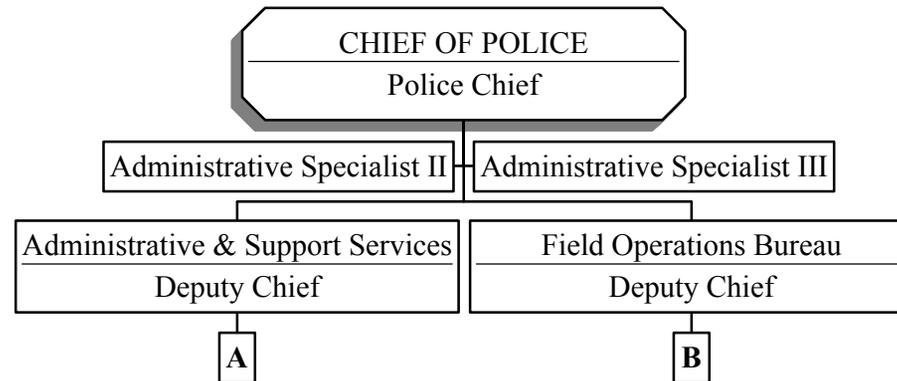
Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	53,661	63,449	63,141	64,164
Other Services	2,451	1,153	789	3,093
Supplies	937	2,045	2,696	900
Capital Outlay	892	0	684	0
Other	0	0	0	0
Total	57,941	66,647	67,310	68,157
	=====	=====	=====	=====

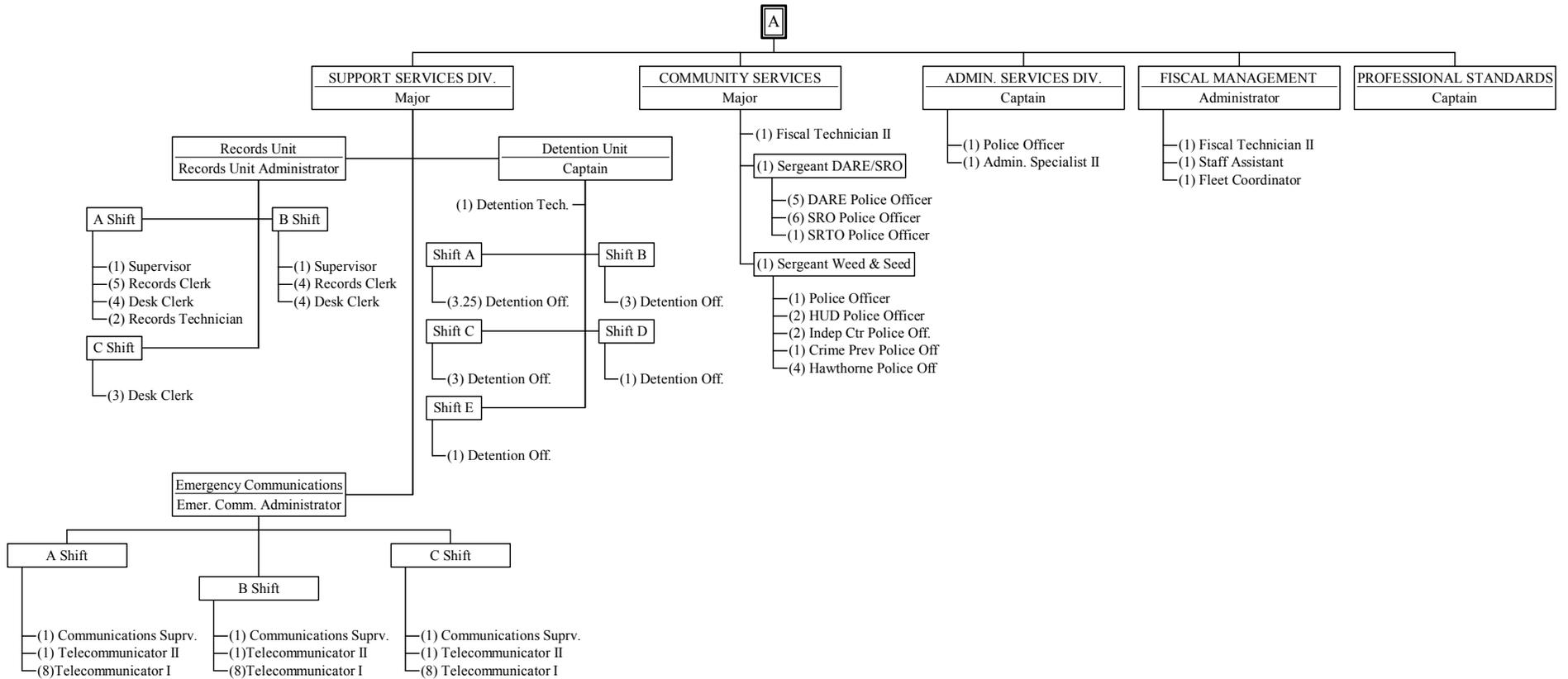
Significant Issues

- * 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 of HOME Program funds are targeted to projects that will generate the 25% community match required by HUD. These funds are 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.

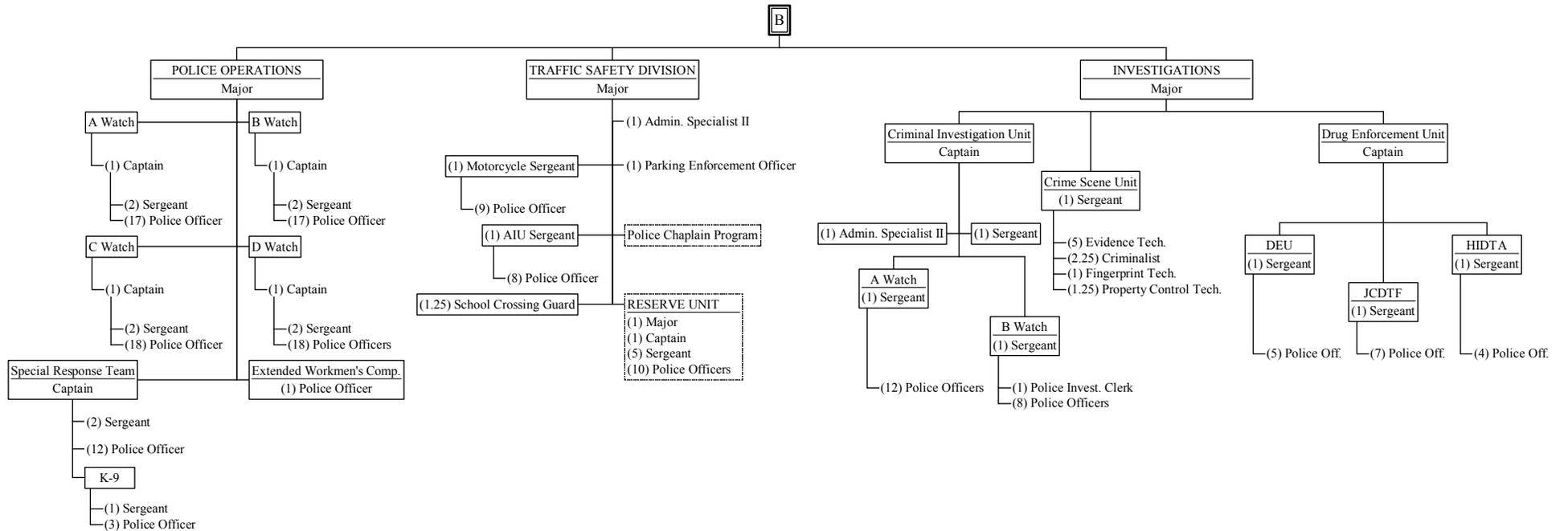
City of Independence, Missouri Police Department



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



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



City of Independence
Departmental Budget Summary

Department: 4500 - Police

2003-04 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	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
<u>Staffing</u>				
Full Time Positions	273.00	272.00	273.00	273.00
Part Time Positions	2.00	2.00	2.00	2.00
Total	275.00	274.00	275.00	275.00
	=====	=====	=====	=====

Description	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
<u>Budget by Major Program Category</u>				
4511 Chief of Police	885,780	837,642	831,734	1,071,735
4512 Police Grant Expenditures	1,458,470	0	1,793,521	0
4513 Police Training	80,854	91,628	90,699	97,911
4531 Police Operations - Admin.	23,478	0	0	0
4532 Uniform Unit	5,923,877	5,708,813	5,750,653	5,221,840
4533 Traffic Unit	1,601,991	1,671,007	1,660,658	1,587,352
4534 Investigations	1,562,882	1,650,237	1,628,259	1,662,377
4535 Special Operations	1,197,776	1,169,298	1,169,298	1,371,373
4536 Community Services Unit	1,594,682	1,596,277	1,593,109	872,404
4537 Drug Enforcement Unit	0	0	0	936,328
4538 Drug Abuse Resistance Educ.	0	0	0	377,168
4541 Police Services - Admin.	0	0	0	0
4542 Crime Scene	505,451	512,118	512,118	501,536
4543 Detention	1,086,325	1,079,967	1,079,967	1,210,591
4544 Records and Property	1,140,198	1,309,912	1,310,500	1,140,167
4545 Communications	1,761,624	1,848,135	1,848,039	1,716,218
4546 Community Outreach	0	0	0	0
Total	18,823,388	17,475,034	19,268,555	17,767,000
	=====	=====	=====	=====

City of Independence
Departmental Budget Summary

Department: 4500 - Police

2003-04 Operating Budget

Source of Funding

General Fund	18,823,388	17,475,034	19,268,555	17,767,000
Total	18,823,388	17,475,034	19,268,555	17,767,000
	=====	=====	=====	=====

Direct/Offsetting Revenues

Federal and State Grants	1,330,523	71,385	1,484,543	0
Jackson County Drug Task Force	486,019	558,507	555,530	555,530
Jackson County DARE Program	333,276	333,276	333,276	353,273
Police Services Reimbursement	285,647	55,608	55,608	55,608
Sale of Police Reports	43,845	44,838	44,838	44,838
School Resource Officers	170,195	224,756	198,190	225,000
Alarm Charges	53,700	60,000	37,792	38,000
Total	2,703,205	1,348,370	2,709,777	1,272,249
	=====	=====	=====	=====

Significant Issues/Changes

- * Continue development of response capabilities and expertise related to critical incidents.
- * Maintain high level of professionalism through accreditation.
- * Weed and Seed areas of Fairmount, Englewood, and Maywood represent an ongoing effort to cooperatively revitalize those strategically important neighborhoods.
- * The Department was reorganized during the past year to more effectively meet the needs of the community.
- * The budget includes an increase of \$20,000 for the DARE program from the Jackson County anti-drug sales tax revenue.
- * The offsite prisoner detention costs have been increased by \$189,000 due to an increase in prisoner housing days.

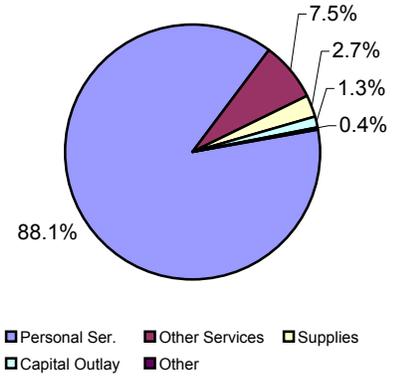
2003-04 Operating Budget

Police

Appropriations by Type:

Expenditure Type	Actual 2001-02	Original 2002-03	Projected 2002-03	Adopted 2003-04
Personal Ser.	\$ 16,302,044	\$ 15,568,597	\$ 16,634,480	\$ 15,659,954
Other Services	1,332,739	1,143,602	1,525,106	1,326,025
Supplies	614,776	457,331	609,616	480,246
Capital Outlay	503,966	235,641	429,490	235,685
Other	69,863	69,863	69,863	65,090
Total	\$ 18,823,388	\$ 17,475,034	\$ 19,268,555	\$ 17,767,000

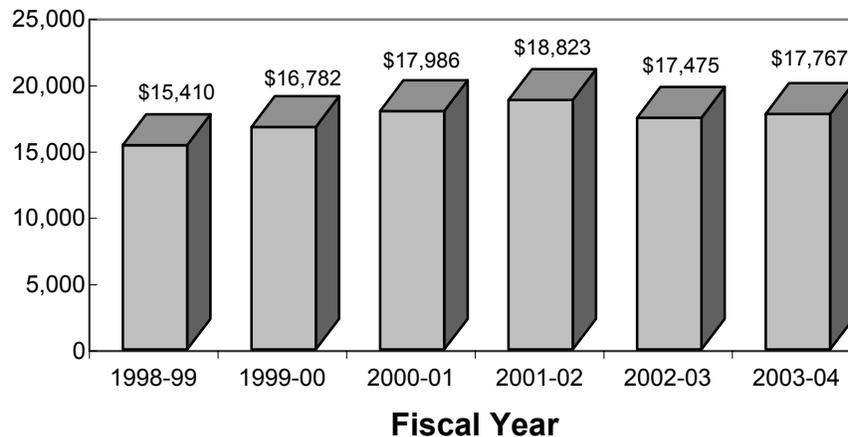
2003-04 City Council Adopted Budget



Historical Comparison:

	Actual 1998-99	Actual 1999-00	Actual 2000-01	Actual 2001-02	Budget 2002-03	Budget 2003-04
Employees:						
Full Time Equiv.	264.00	269.00	275.00	274.00	275.00	275.00
Amount by Fund:						
General Fund	\$ 15,409,592	\$ 16,782,386	\$ 17,985,889	\$ 18,823,388	\$ 17,475,034	\$ 17,767,000
Total All Funds	\$ 15,409,592	\$ 16,782,386	\$ 17,985,889	\$ 18,823,388	\$ 17,475,034	\$ 17,767,000
Comparative Ratios:						
Per Capita	\$ 133.01	\$ 144.48	\$ 153.90	\$ 161.07	\$ 153.36	\$ 155.92
Per Household	\$ 305.97	\$ 331.31	\$ 351.88	\$ 368.27	\$ 341.89	\$ 347.60

Dollars (1,000's)



City of Independence
Detail Program Summary

Department: 4500 - Police
 Cost Center: 4511 - Chief of Police

2003-04 Operating Budget
 Fund: 02 - General Fund

Description

Personnel assigned to the Office of the Chief of Police consist of the Chief of Police, two Deputy Chiefs, one Police Major, two Police Captains, two Police Officers, one Fiscal Administrator, one Staff Assistant, one Administrative Specialist III, one Fiscal Technician II, and two Clerk Typists 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.

2002-03 Accomplishments

Goal Ref

* The department was reaccredited in September 2002.

4

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Police Officer Applicants	80	100	100	151
Police Officers Hired	10	17	14	6
Civilian Applicants	120	130	140	150
Participation in collegiate and public recruitment	3	4	4	4

2003-04 Objectives

Goal Ref

* Continue an aggressive recruiting program to attract quality personnel to fill position openings throughout the department with emphasis on increasing applications from minorities and females.

4

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Police Chief	1.00	1.00	1.00	1.00
Police Major	.00	.00	.00	1.00
Deputy Chief of Police	.00	.00	.00	2.00
Police Captain	1.00	2.00	2.00	2.00

City of Independence
Detail Program Summary

Department: 4500 - Police
 Cost Center: 4511 - Chief of Police

2003-04 Operating Budget
 Fund: 02 - General Fund

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Fiscal Administrator	1.00	1.00	1.00	1.00
Fleet Coordinator	.00	.00	.00	1.00
Clerk Typist II	1.00	1.00	1.00	.00
Master Police Officer	1.00	1.00	1.00	1.00
Police Lieutenant	2.00	2.00	2.00	.00
Police Officer	1.00	1.00	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Administrative Spec II	.00	.00	.00	2.00
Administrative Spec III	1.00	1.00	1.00	1.00
Fiscal Technician II	2.00	1.00	1.00	1.00
Total	12.00	12.00	12.00	15.00

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	814,511	754,489	754,489	978,906
Other Services & Charges	62,469	74,120	68,430	88,656
Supplies	5,260	6,833	6,843	4,173
Capital Outlay	3,540	2,200	1,972	0
Other Expenditures	0	0	0	0
Total	885,780	837,642	831,734	1,071,735

City of Independence
Detail Program Summary

Department: 4500 - Police
Cost Center: 4513 - Police Training

2003-04 Operating Budget
Fund: 02 - General Fund

Description

The Administrative Services Division coordinates all department training to include mandated POST certification and city training requirements. The Division 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 division commander is facilitated by this division. The department video lab is supervised and funded through this division. The division 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 division'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. Research and development is accomplished at the Chief's direction.

2002-03 Accomplishments

Goal Ref

- * Completed an evaluation of the training unit which assesses training needs and then implements a process to bring all personnel into compliance. 4
- * Completed a process for training department personnel in the proper maintenance of their accreditation standards, placing working files in each unit. 4
- * Completed a process which coordinated in-service training with city mandated curriculum.
- * A 40 hour monthly training block was implemented which will continue on an annual basis. 4

Performance Indicators:

<u>Description</u>	<u>2000-01 Actual</u>	<u>2001-02 Actual</u>	<u>2002-03 Budget</u>	<u>2003-04 Budget</u>
In-Service Training Hours	4,363	7,688	8,000	13,000
Specialized Training Hours	5,430	17,747	6,000	22,000

2003-04 Objectives

Goal Ref

- * Created a new curriculum and improved the 40 hour mandated training block and continued POST requirements for all personnel required to demonstrate the same during this calendar year. 4
- * Begin updating all 443 standards.

City of Independence
Detail Program Summary

Department: 4500 - Police
 Cost Center: 4513 - Police Training

2003-04 Operating Budget
 Fund: 02 - General Fund

2003-04 Objectives

Goal Ref

* Complete required staff inspections during calendar year.

3

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Other Services & Charges	64,205	73,871	73,905	75,654
Supplies	16,649	17,757	16,794	22,257
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	80,854	91,628	90,699	97,911
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4500 - Police
Cost Center: 4532 - Uniform Unit

2003-04 Operating Budget
Fund: 02 - General Fund

Description

The Uniform Unit has 103 sworn police personnel and is the initial responder for all calls received from citizens. This unit operates 24 hours a day, 365 days per year. The unit is staffed according to workloads and geographical response areas. It includes the Special Response Team (SRT) and the K9 Unit as well as four Uniform Patrol Watches.

2002-03 Accomplishments

Goal Ref

- * The 12 and 10 hour shifts have been analyzed and found to be effective.
- * Units were trained and assigned to assist Traffic Division with DWI enforcement. 4
- * Training was conducted and weapons deployed to implement defense programs for active shooters and less lethal situations. 4

Performance Indicators:

<u>Description</u>	<u>2000-01 Actual</u>	<u>2001-02 Actual</u>	<u>2002-03 Budget</u>	<u>2003-04 Budget</u>
Police Incident Calls	123,234	125,219	128,366	126,000
Violent Crimes Reported	2,271	2,447	2,321	2,450

2003-04 Objectives

Goal Ref

- * Prepare and develop contingency plans for homeland security by identifying plans for biological, chemical and nuclear weapons of mass destruction. Provide training, equipment and education to personnel who are most likely to be first responders. 1
- * Continue to improve on efforts at self initiated activity. Increase self initiated arrests by 5%. 2
- * Continue to emphasize DWI and moving violation enforcement in an effort to reduce serious accidents and fatalities. 3
- * Identify officers who need specialized training in customer service and sensitivity training. Continue to emphasize community policing efforts and community partnerships. 4

Staffing:

<u>Position Title</u>	<u>2000-01 Budget</u>	<u>2001-02 Budget</u>	<u>2002-03 Budget</u>	<u>2003-04 Budget</u>
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City of Independence
Detail Program Summary

Department: 4500 - Police
 Cost Center: 4532 - Uniform Unit

2003-04 Operating Budget
 Fund: 02 - General Fund

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Police Major	.00	.00	.00	1.00
Police Captain	1.00	1.00	1.00	4.00
Master Police Officer	18.00	17.00	15.00	16.00
Police Lieutenant	3.00	3.00	4.00	.00
Police Officer	59.00	59.00	63.00	50.00
Police Sergeant	11.00	11.00	9.00	8.00
Police Officer Recruit	.00	.00	.00	1.00
Total	92.00	91.00	92.00	80.00
	=====	=====	=====	=====

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	5,218,683	5,102,433	5,102,433	4,588,141
Other Services & Charges	255,304	194,319	193,679	218,949
Supplies	265,339	233,547	234,204	234,750
Capital Outlay	184,551	178,514	220,337	180,000
Other Expenditures	0	0	0	0
Total	5,923,877	5,708,813	5,750,653	5,221,840
	=====	=====	=====	=====

Significant Issues

- * In conjunction with a Departmental reorganization, two bike unit positions were absorbed by Patrol. K9 was placed under Patrol and a Captain was assigned as SRT Commander.
- * Prioritized budget requests were developed in a new committee form and a final rough draft was presented to the Chief for his use in budget hearings.

City of Independence
Detail Program Summary

Department: 4500 - Police
 Cost Center: 4533 - Traffic Unit

2003-04 Operating Budget
 Fund: 02 - General Fund

Description

The Traffic Division has 24 sworn police personnel for traffic enforcement, 1 civilian for clerical duties, 1 parking enforcement officer, and 1.25 part-time school crossing guards. This unit is staffed 21 hours per day, 365 days per year. Personnel assigned to this unit have received additional training in radar operation, accident reconstruction, 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.

2002-03 Accomplishments

Goal Ref

- * Increased DWI arrests by 5% through increased enforcement. 4
- * Targeted parking violations and abandoned autos through increased enforcement. 4
- * Targeted red light violators and aggressive drivers. Enforcement was increased in both areas. 4

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Vehicular Accidents Reported	3,537	3,375	3,547	3,350
Traffic Unit Summons Issued	22,062	23,227	24,000	23,700
DWI Arrests	652	739	680	750
Hit and Run Accidents Investigated	689	758	800	700

2003-04 Objectives

Goal Ref

- * Reorganize the division to create a full time DWI Officer 4
- * Increase DWI arrests by 2%. 4
- * Continue to target historically high accident areas with selective enforcement and grants when available. 4

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Police Major	.00	.00	.00	1.00
Police Captain	1.00	1.00	1.00	.00
Clerk Typist II	1.00	1.00	1.00	.00

City of Independence
Detail Program Summary

Department: 4500 - Police
 Cost Center: 4533 - Traffic Unit

2003-04 Operating Budget
 Fund: 02 - General Fund

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Master Police Officer	14.00	11.00	12.00	12.00
Police Officer	5.00	8.00	7.00	6.00
Police Sergeant	2.00	2.00	2.00	2.00
Parking Enforcement Off	.00	.00	1.00	1.00
Administrative Spec II	.00	.00	.00	1.00
School Cross Guard	1.25	1.25	1.25	1.25
Total	24.25	24.25	25.25	24.25
	=====	=====	=====	=====

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	1,460,016	1,526,300	1,526,300	1,452,856
Other Services & Charges	37,378	54,250	53,820	44,696
Supplies	27,031	41,830	39,760	45,800
Capital Outlay	77,566	48,627	40,778	44,000
Other Expenditures	0	0	0	0
Total	1,601,991	1,671,007	1,660,658	1,587,352
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4500 - Police
Cost Center: 4534 - Investigations

2003-04 Operating Budget
Fund: 02 - General Fund

Description

The Investigations Division has 21 sworn police personnel one Clerk Typist II, and one Investigative Clerk. The members of this unit work two shifts of days and evenings and are on duty 365 days per year. Their primary function is to conduct follow up investigations of major crimes.

2002-03 Accomplishments

Goal Ref

- * 6 homicides occurred in 2002. 3 were children under 4 years of age. 2 were homicides where the suspect was related to the offender and committed suicide. All homicides in 2002 were cleared. 4
 - * Funding support through the Encourage Arrests Activities Grant was broadened to include another detective. This position will target those families of domestic violence with similar traits that were found in the three child homicides in 2002. 4
 - * The crime analysis program continues to improve with experience. 4
 - * More aggressive prosecution of domestic violence occurred in the last quarter of 2002 due to initiatives with Hope House, Investigations, and the Jackson County Prosecutor's Office. 4
 - * 1740 reports involving domestic violence were reviewed by the Domestic Violence Unit. The federal government also paid for Captain Wilkinson to travel to Washington, D.C. for input on future programs funded at the federal level. 4
 - * In 2002 effort continued to develop the position of Intelligence Officer. In this year the officer in that position has organized the method of gathering information and established contacts with every major agency in the Kansas City Metropolitan area. Information requiring immediate attention is forwarded to Independence officers in a timely manner. In addition, a monthly bulletin is produced. This bulletin is usually 25 to 30 pages that show crime trends, wanted people, and officer safety issues. Through intelligence, leads on several major crimes were developed that led to arrest of suspects in robberies, burglaries, and larcenies. On two occasions in the last quarter of 2002, task forces were established from multiple agencies to deal with criminals that were active in Independence and surrounding cities. 4
 - * The conditions which originated the conception of the Investigations Division continue to exist and is recommended that the Division remain in its' current form
 - * Training is important for specialized units due to the complexity of their tasks. In addition to the POST required training hours, detectives attended 604 hours of additional training in the last quarter of 2002. 4
-

City of Independence
Detail Program Summary

Department: 4500 - Police
Cost Center: 4534 - Investigations

2003-04 Operating Budget
Fund: 02 - General Fund

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Criminal Cases Assigned	3,898	3,500	4,000	3,700

2003-04 Objectives

	Goal Ref
* Continued improvement on domestic violence issues within the community.	1
* Continued improvement to the crime analysis program.	2
* Restructure supervision within Investigations to allow better supervision of case management.	3

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Police Investigative Clerk	1.00	1.00	1.00	1.00
Police Major	.00	.00	.00	1.00
Police Captain	1.00	1.00	1.00	1.00
Clerk Typist II	1.00	1.00	1.00	.00
Master Police Officer	17.00	14.00	17.00	16.00
Police Lieutenant	1.00	1.00	1.00	.00
Police Officer	.00	3.00	.00	.00
Police Sergeant	2.00	2.00	2.00	3.00
Administrative Spec II	.00	.00	.00	1.00
Total	23.00	23.00	23.00	23.00

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	1,456,946	1,515,132	1,515,132	1,529,144
Other Services & Charges	85,002	120,430	98,501	104,684
Supplies	19,302	14,675	14,626	25,208
Capital Outlay	1,632	0	0	3,341
Other Expenditures	0	0	0	0
Total	1,562,882	1,650,237	1,628,259	1,662,377

*City of Independence
Detail Program Summary*

Department: 4500 - Police
Cost Center: 4535 - Special Operations

2003-04 Operating Budget
Fund: 02 - General Fund

Description

The primary responsibility of Special Operations Unit is to assist uniform patrol as initial responders on calls for police service, and assist in the resolution of difficult police situations outside the realm of the standard patrol response, through the use of developed skills, tactics, and specialized equipment. The unit is comprised of a Captain, three Sergeants, and fifteen officers. The unit consists of a K9 component and a power shift assigned to Uniform Patrol that is trained and equipped as a Special Response Team.

2002-03 Accomplishments

Goal Ref

- * With the continued deployment of the SRT Powershift during peak calls for service, response time to critical incidents continues to be significantly enhanced. This has increased the safety of citizens and patrol officers during these highly dangerous scenes.
- * During 2002, the S.R.T. Team responded on 41 tactical activations. These incidents included 29 high risk search warrants, 9 armed barricaded subjects, 2 dignitary protection services, and 1 undercover tactical operation. 4
- * The SRT and K9 Units assisted Community Services and the Drug Enforcement Units within the department in a variety of assignments including warrant service, knock and talk residence checks, and saturation patrol. 4
- * All SRT members attended required annual advanced tactical training conducted by the Metro Tactical Officers Association located in Camp Dodge, Iowa. 4
- * SRT officers provided 12 monthly in-service training classes for all department members on "Active Shooter" incidents at local schools. 208 officers attended. 4
- * SRT officers provided 12 monthly in-service training classes for all department members on "Response to Critical Incidents" to increase the safety of officers and citizens during these highly dangerous situations. 208 officers attended.
- * SRT officers provided 8 in-service training classes for selected uniform patrol personnel in the deployment of "Less Lethal Impact Munitions". 36 officers attended.
- * Selected and trained two SRT members to maintain and service all department shotguns. This has been accomplished and will continue for 2003.
- * SRT officers provided 7 in-service training classes, training and qualifying patrol supervisors and selected patrol officers on the Colt .223 AR-15 rifle.
- * K9 Officer Paul Thompson received a nationally recognized certification as a K9 trainer, enhancing the professionalism of the unit and providing the ability to train canines for the department. This reduces future costs for the department which were previously paid to outside providers.
- * K9 officers selected and trained 3 replacement canine partners during

City of Independence
Detail Program Summary

Department: 4500 - Police
Cost Center: 4535 - Special Operations

2003-04 Operating Budget
Fund: 02 - General Fund

2002-03 Accomplishments

Goal Ref

the fourth quarter, at a significant cost reduction for the department.

- * K9 officers conducted 85 community presentations and made over 12,700 citizen contacts for community policing efforts, receiving overwhelming positive community response.

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
SRT Tactical Training	24	24	24	24
Tactical Activations	27	41	50	45
Conducted Dept In-Service Training	N/A	29	24	24
K9 Calls		2,513		3,250
K9 Demos		85		75
K9 Citizen Contacts		12,739		10,000

2003-04 Objectives

Goal Ref

- * SRT officers will continue to train department members in areas such as firearms, less lethal, active shooter, officer low light survival, and response to critical incidents. 4
- * Fund and schedule all SRT members to attend the advanced annual tactical training located at Camp Dodge, Iowa. 4
- * SRT will conduct quarterly scenario based training exercises with uniform patrol for response to critical incidents. 4
- * SRT will conduct routine monthly maintenance and armorers repairs for the departments Benelli shotguns and AR-15 .223 rifles.
- * K9 officers will develop and implement a video training program for patrol roll call training to enhance officer awareness and safety. 4
- * K9 officers will develop and conduct a two-hour block on in-service training on K9 procedures for department personnel. 4
- * K9 officers will increase K9 responses and activations by 25% through the development of in-service training and proactive patrol.
- * K9 officers will complete the training facility at the new K9 building and host a community appreciation day for local sponsors. 4
- * Fund and schedule K9 officers and canines to attend necessary training and certification. 4

City of Independence
Detail Program Summary

Department: 4500 - Police
Cost Center: 4535 - Special Operations

2003-04 Operating Budget
Fund: 02 - General Fund

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Police Captain	.00	.00	.00	1.00
Master Police Officer	11.00	11.00	12.00	2.00
Police Lieutenant	1.00	1.00	1.00	.00
Police Officer	3.00	3.00	2.00	16.00
Police Sergeant	1.00	1.00	1.00	3.00
Total	16.00	16.00	16.00	22.00

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	1,111,114	1,097,044	1,097,044	1,309,291
Other Services & Charges	42,474	47,870	50,923	20,514
Supplies	44,188	24,384	21,331	41,568
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,197,776	1,169,298	1,169,298	1,371,373

Significant Issues

- * In September, 2002, the Police Department restructured the Special Operations Unit, which had been comprised of the Drug Enforcement Unit and Special Response Team. With the new command structure, the Special Response Team and K9 Unit combined as Special Operations Unit under the Uniform Patrol Division; while the Drug Enforcement Unit remained aligned under the chain of command of the Investigations Division.
- * 2002 was a difficult year for the K9 Unit. Two of the canines were lost due to medical complications. A third was retired due to age. These canines were replaced and trained during the majority of the fourth quarter of 2002.
- * 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
 Cost Center: 4536 - Community Services Unit

2003-04 Operating Budget
 Fund: 02 - General Fund

Description

The Community Service Division provides a wide variety of services for the community and the Police Department. In providing those services the Community Services Division partners with a host of other public and service oriented entities. Some of these entities are COMBAT, Northwest Community Development Corporation, Hawthorne Properties, Independence Housing Authority, Heart of America Crime Prevention Association, Neighborhood Block Watch, Simon Properties, DARE Inc., and the following school districts: Independence, Fort Osage, Blue Springs, and Kansas City. Working with these organizations enables Community Services to provide Crime Prevention programs, Weed and Seed programs, Hawthorne Property programs, DARE, School Resource Officers, Truancy officer, and Housing officers. The Community Services Division staffs offices at the Independence Center substation, Hawthorne Apartments, Fairmount Action Center and an office in the Pleasant Heights Apartments. All of these components come together in working towards a safer environment and a better quality of life for residents and visitors to the City of Independence.

2002-03 Accomplishments

Goal Ref

- * Renewed the Weed and Seed Grant with the Department of Justice enabling the officers to maintain their concentrated drug efforts in the target area. 4
- * Obtained funding and placed SRO at Truman Campus. 4
- * Filled vacant SRO position at Nowlin Middle School. 4
- * Renewed the COPs Program and expanded the number of volunteers participating. 4
- * Remodeled the Indep. Center Substation with new paint and new carpet.
- * Filled the vacancy of the evening shift position at the Indep. Center Substation.
- * Updated and upgraded the communications equipment in the Mobile Police Command Post. 4

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Child Fingerprint ID's	1,092	2,179	1,000	2,000
Command Posts Used	46	54	65	65
Disorderly House Cases	83	220	80	230

City of Independence
Detail Program Summary

Department: 4500 - Police
Cost Center: 4536 - Community Services Unit

2003-04 Operating Budget
Fund: 02 - General Fund

Certified Crime Free Multi-Housing Properties	7	24	25	5
Certified Crime Free Hotel/Motel Properties	0	2	5	2

2003-04 Objectives

Goal Ref

* Bring staffing to full compliment in the SRO and DARE Units.	
* Bring the DARE program to those schools in our city that do not presently have it.	4
* Continue working with Hawthorne Place Properties in funding of officers assigned there.	4
* Continue expanding the Crime Free Hotel/Motel and Crime Free Multi-Housing programs.	4
* Continue the Disorderly House Program.	4
* Continue the Child ID Program.	4
* Continue the COPs Program and expand the duties of the volunteers.	4
* Continue the sponsorship and participation in Police Explorer Post 2840.	4
* Continue all other services currently provided by Community Services Division	4

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Police Major	.00	.00	.00	1.00
Police Captain	1.00	1.00	1.00	.00
Master Police Officer	15.00	17.00	15.00	9.00
Police Officer	6.00	4.00	4.00	1.00
Police Sergeant	2.00	2.00	2.00	.00
Fiscal Technician II	.00	1.00	1.00	1.00
Total	24.00	25.00	23.00	12.00

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	1,532,780	1,482,871	1,482,871	803,667
Other Services & Charges	38,128	69,282	68,141	37,307
Supplies	22,256	44,124	42,097	31,430

City of Independence
Detail Program Summary

Department: 4500 - Police
 Cost Center: 4536 - Community Services Unit

2003-04 Operating Budget
 Fund: 02 - General Fund

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Capital Outlay	1,518	0	0	0
Other Expenditures	0	0	0	0
Total	1,594,682	1,596,277	1,593,109	872,404
	=====	=====	=====	=====

Significant Issues

- * The most significant change was the reorganization the department underwent in October 2002. At that time, the K9 Unit was transferred from CSD to Patrol.
- * The Bicycle Unit was transferred from Patrol back to CSD and then made a part-time unit under the direction of Sgt. Swatzell.
- * The SRO position at Nowlin Middle School was filled in December 2002.
- * Preliminary approval by the Dept. of Justice of a \$250,000 Gun Control Grant in February of 2003.
- * Preliminary approval by Missouri Dept. of Mental Health on Liquor Control Grant of \$18,000.
- * The COPs (Citizens On Patrol volunteers) Program was placed under the direction of CSD.

City of Independence
Detail Program Summary

Department: 4500 - Police
 Cost Center: 4537 - Drug Enforcement Unit

2003-04 Operating Budget
 Fund: 02 - General Fund

Description

The DEU is staffed with a total of twenty sworn personnel. The Unit is commanded by one Captain, who reports to the Investigations Division Major. The unit's fundamental duty is to investigate all drug complaints and violations. This duty is carried out using a variety of street level investigative initiatives, maximizing high profile attention and tactics brought against drug houses and habitual offenders. Members of this unit follow up on all reported drug complaints received from the public and work with complainants and neighborhood groups to resolve drug issues. Eight police officers are assigned to the Jackson County Drug Task Force (current staffing is six), and are funded by the Jackson County C.O.M.B.A.T. 1/4 cent sales tax. Six sworn personnel are assigned to DEA, K.C. Metro Drug, and HIDTA Intelligence Center Task Forces through grants from Midwest H.I.D.T.A. (High Intensity Drug Trafficking Area)

2002-03 Accomplishments

Goal Ref

- * Contributed one detective to the Midwest HIDTA Metro Drug Task Force, resulting in the closure of 150 meth labs in the K.C. Metro area. 4
- * The combined efforts of the DEU, Metro Meth and Jackson County Task Forces led to 41 meth lab responses in Independence in 2002. This compares with 47 in 2001, 46 in 2000. 4
- * Detectives of the DEU investigated 434 drug complaints and processed 327 Uniform Patrol in-custody arrests. DEU initiated: 107 car/pedestrian checks, 293 residence checks, 173 consent searches, 15 undercover drug buys, and executed 27 search warrants. DEU drug arrests and related arrest with charges filed: 642. 4
- * DEU federal and state asset forfeitures: Federal filed - 2 - \$80,000.00. State filed -10-\$17,744.00. 4
- * Drugs seized during 2002 include 41.37 lbs of marijuana, 222.05 grams of meth, 1.69 lbs of cocaine, 3 marijuana grow operations, and smaller quantities of other drugs including psilocybin mushrooms, LSD, PCP, morphine, and other prescription pills. Total street value of drugs seized: \$582,996.00. 4

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Drug Cases Assigned	351	703	550	600
Drug Arrests	419	432	500	450

City of Independence
Detail Program Summary

Department: 4500 - Police

2003-04 Operating Budget

Cost Center: 4538 - Drug Abuse Resistance Educ.

Fund: 02 - General Fund

Description

The Drug Abuse Resistance Education (D.A.R.E.) Unit within the Community Services Division is composed of one sergeant and five officers. The unit is responsible for providing the D.A.R.E. curriculum to students in the elementary and junior high school. The mission of the D.A.R.E. program is to stop or curtail drug, alcohol, and tobacco use. The program also contributes to self-esteem and responsibility of the students, giving them the tools to resist peer pressure and make good choices.

2002-03 Accomplishments

Goal Ref

* Renewed the COMBAT funding for the DARE Officers and Sgt. Don Fowler

2003-04 Objectives

Goal Ref

* Certify all current DARE Officers in teaching the new DARE curriculum.

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Master Police Officer	.00	.00	.00	2.00
Police Officer	.00	.00	.00	3.00
Police Sergeant	.00	.00	.00	1.00
Total	.00	.00	.00	6.00
	=====	=====	=====	=====

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	0	0	0	347,525
Other Services & Charges	0	0	0	21,467
Supplies	0	0	0	8,176
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	0	0	0	377,168
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4500 - Police
 Cost Center: 4542 - Crime Scene

2003-04 Operating Budget
 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.

2002-03 Accomplishments

Goal Ref

- * Obtained \$12,000 MCLUP Grant thru the Missouri Department of Public Safety 4
- * Established a new digital darkroom system through NCAP grant to replace our existing 35 mm, polaroid cameras and conventional darkroom.
- * Opened a new annex property room located on 23rd St. with a savings of \$1,200 to \$2,400 a year by closing the Lake City Storage Locker. 4
- * Hired Elaina Parman on NCAP grant to conduct blood alcohol and urine analysis. 4

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Crime Scenes Processed		569	625	600
Latent Prints Processed		1,616	625	1,850
Items of Evidence or recovered		15,950	12,000	16,000
Drug cases analyzed				1,800
Blood alcohol and urine analyzed				600
Property room - items recovered				16,000
Digital imaging				1,200

2003-04 Objectives

Goal Ref

- * Obtain \$12,000 grant from the Missouri Department of Public Safety. 4
- * Re-apply for chemist position to conduct blood alcohol and urine analysis through NCAP grant with the Missouri Department of Public Safety. 4
- * Separate the supply operation from the Crime Lab by constructing a supply room next to the Crime Lab. 4

City of Independence
Detail Program Summary

Department: 4500 - Police
 Cost Center: 4542 - Crime Scene

2003-04 Operating Budget
 Fund: 02 - General Fund

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 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	1.00	1.00
Police Sergeant	1.00	1.00	1.00	1.00
Total	8.00	8.00	9.00	9.00

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	465,357	480,845	480,845	470,766
Other Services & Charges	9,288	9,423	9,068	8,920
Supplies	28,432	21,850	22,205	21,850
Capital Outlay	2,374	0	0	0
Other Expenditures	0	0	0	0
Total	505,451	512,118	512,118	501,536

City of Independence
Detail Program Summary

Department: 4500 - Police
 Cost Center: 4543 - Detention

2003-04 Operating Budget
 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.

2002-03 Accomplishments

Goal Ref

- * Personnel received in-service training relating to fire suppression, first aid, CPR, food handlers training, oleoresin capsicum (OC) training, fingerprint classification recognition, work place violence, and self defense. One employee received training on emergency generator trouble shooting. 4
- * Enhanced security through a variety of equipment and facility upgrades. These included installation of a sally port security cage, camera installations, card scanners and additional control switches. 4

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Prisoners Booked	11,129	13,392	12,305	13,322
Prisoner Days Served	10,693	10,982	10,862	12,624
Prisoners Sentenced	883	1,412	1,565	1,632
Prisoner meals served	10,459	11,337	12,373	9,481

2003-04 Objectives

Goal Ref

- * Implement on-line booking for the Detention Unit. 4
- * Conduct in-service training for all Detention Unit personnel in fire suppression, MULES training, and any applicable block training subjects. 4
- * Purchase and begin using a prisoner restraint chair.

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Police Captain	.00	.00	.00	1.00
Detention Officer	11.75	11.50	11.50	11.50
Detention Technician	1.00	1.00	1.00	1.00
Police Lieutenant	.00	.00	1.00	.00
Police Sergeant	1.00	1.00	1.00	.00

City of Independence
Detail Program Summary

Department: 4500 - Police
 Cost Center: 4543 - Detention

2003-04 Operating Budget
 Fund: 02 - General Fund

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Total	13.75	13.50	14.50	13.50

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	604,423	701,788	701,788	648,236
Other Services & Charges	477,415	361,234	361,684	549,831
Supplies	4,487	16,945	16,495	12,524
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,086,325	1,079,967	1,079,967	1,210,591

City of Independence
Detail Program Summary

Department: 4500 - Police
 Cost Center: 4544 - Records and Property

2003-04 Operating Budget
 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.

2002-03 Accomplishments

Goal Ref

- * Completed instructional procedure and policy packets for new hires. 4
- * Substantially improved Warrant Service workforce. 4
- * Certification for all new employees and recertification as required for employees with MULES access. 4
- * M.A.R.C. sponsored supervisor training begun by one of the units' supervisors. 4
- * Microfilmed ten year backlog of booking sheets.

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Municipal Warrants In	16,166	19,736	18,001	19,700
Municipal Warrants Out	14,247	16,786	15,025	16,800
PACE Cases Processed	27,400	30,347	27,412	30,400
Records checks and police reports disseminated to customers		27,941	75,000	75,000
Records Stored on Microfilm				500,000
Additional Warrants (felony) Issued				250
Felonies Served				170
Additional Revenue (Private Det/ Watchguards)				6,500
Reports Electronically Stored				50,000

2003-04 Objectives

Goal Ref

- * Upgrade essential office equipment.
- * Improve quality of customer service. 4
- * Microfilm remainder of old paper documents requiring retention. 4
- * Improve documentation procedures of employees for better tracking of training, achievements, counseling, and discipline.

City of Independence
Detail Program Summary

Department: 4500 - Police
 Cost Center: 4544 - Records and Property

2003-04 Operating Budget
 Fund: 02 - General Fund

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Records Unit Clerk	10.00	10.00	10.00	10.00
Police Captain	.00	1.00	1.00	.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	2.00
Property Control Technician	1.00	1.25	.25	.25
Police Records Technician	1.00	1.00	1.00	1.00
Total	28.00	29.25	28.25	26.25
	=====	=====	=====	=====

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	1,025,955	1,186,006	1,186,006	1,029,506
Other Services & Charges	85,795	87,593	87,734	73,827
Supplies	28,448	31,513	31,960	28,490
Capital Outlay	0	4,800	4,800	8,344
Other Expenditures	0	0	0	0
Total	1,140,198	1,309,912	1,310,500	1,140,167
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4500 - Police
 Cost Center: 4545 - Communications

2003-04 Operating Budget
 Fund: 02 - General Fund

Description

The Communications Unit receives emergency and non-emergency telephone calls from the public and routes them to the appropriate responder, be that fire, police, or AMR. Additionally, the unit responds to various informational requests from the radio traffic received from the police and fire departments. The unit is also responsible for proper support of various operational needs for all department entities.

2002-03 Accomplishments

Goal Ref

* The Communications Unit has successfully transitioned to the new Communications Center. The new equipment and computer programs have been installed in the new center. All staff have learned how to effectively use the new equipment and computer programs. The unit maintains acceptable processing times on E9-1-1 telephone calls.

4

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Emergency 9-1-1 Calls	135,580	134,368	138,355	140,000
CAD Incidents	147,377	124,834	140,552	139,061

2003-04 Objectives

Goal Ref

* Have all staff fully trained and operationally ready to use the command post.
 * Accomplish development and implementation of a training program that complies with the 911 training standards act and needs of the unit.
 * Continue to maintain acceptable processing times for all E9-1-1 telephone calls.

4

4

4

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Telecommunicator I	25.00	25.00	25.00	23.00
Telecommunicator II	3.00	3.00	3.00	3.00
Emergency Communications Admin	.00	.00	.00	1.00
Emergency Comm Supv	3.00	3.00	3.00	3.00
Police Lieutenant	1.00	1.00	1.00	.00

City of Independence
Detail Program Summary

Department: 4500 - Police
 Cost Center: 4545 - Communications

2003-04 Operating Budget
 Fund: 02 - General Fund

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Total	32.00	32.00	32.00	30.00

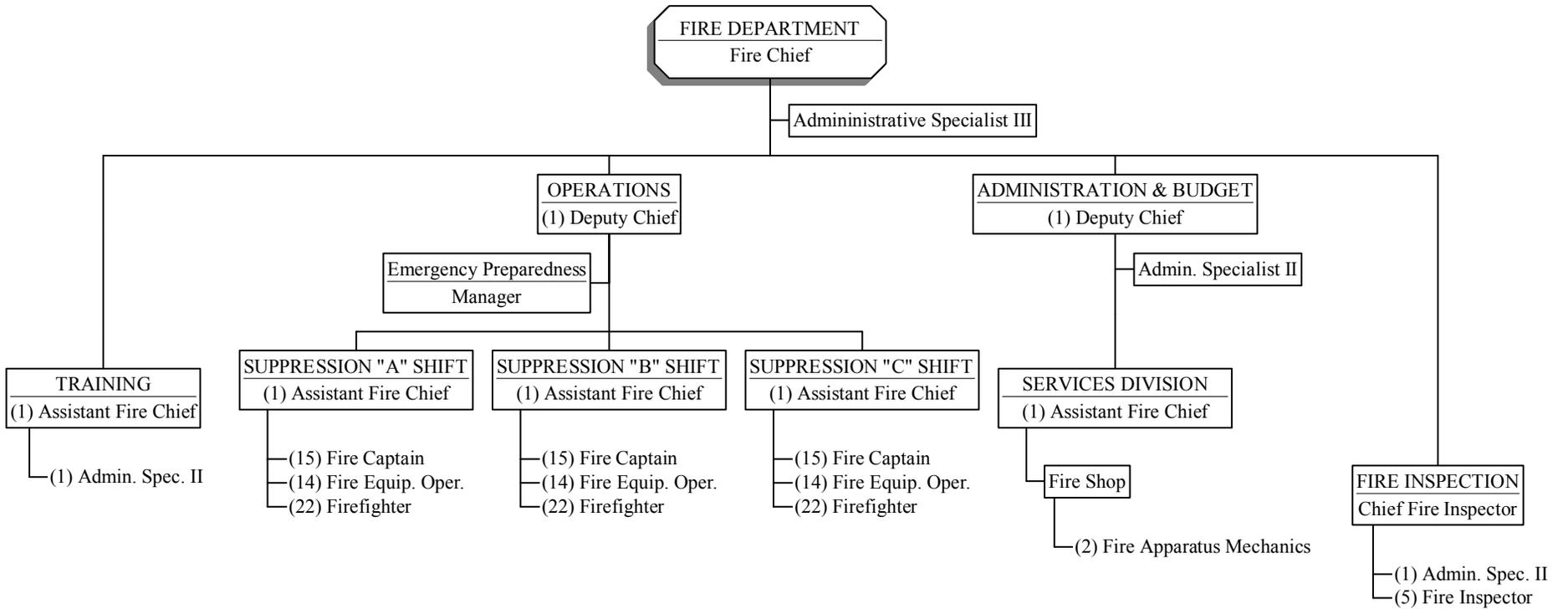
Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	1,641,792	1,721,689	1,721,689	1,594,238
Other Services & Charges	47,458	51,210	50,644	56,770
Supplies	2,511	3,873	3,197	120
Capital Outlay	0	1,500	2,646	0
Other Expenditures	69,863	69,863	69,863	65,090
Total	1,761,624	1,848,135	1,848,039	1,716,218

Significant Issues

* The Communications Unit will be adjusting to the improvements that were made to the command post. Additionally, the unit will be working to accomplish the mandates of the 9-1-1 training standards act. Training will play a significant role in adapting to both of these changes.

City of Independence, Missouri Fire Department



City of Independence
Departmental Budget Summary

Department: 4600 - Fire

2003-04 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	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
<u>Staffing</u>				
Full Time Positions	174.00	174.00	174.00	174.00
Total	174.00	174.00	174.00	174.00
	=====	=====	=====	=====

Description	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
<u>Budget by Major Program Category</u>				
4611 Fire Administration	348,490	429,261	460,761	479,357
4621 Fire Operations	11,085,897	10,900,502	10,899,002	10,947,945
4622 Emergency Medical Services	57,222	58,726	58,726	58,726
4631 Fire Prevention	536,307	530,416	530,416	557,438
4641 Maintenance	419,812	580,584	580,584	498,588
4651 Training	187,054	166,052	166,052	174,212
4661 Emergency Preparedness	0	32,976	31,976	33,176
Total	12,634,782	12,698,517	12,727,517	12,749,442
	=====	=====	=====	=====

City of Independence
Departmental Budget Summary

Department: 4600 - Fire

2003-04 Operating Budget

Source of Funding

General Fund	12,634,782	12,698,517	12,727,517	12,749,442
Total	12,634,782	12,698,517	12,727,517	12,749,442
	=====	=====	=====	=====

Direct/Offsetting Revenues

Sale of Fire Reports	1,160	936	836	1,180
Emergency Preparedness Grant	41,807	38,000	46,983	38,000
AT&T Communication Tower Rental	12,271	9,000	38,000	33,000
Total	55,238	47,936	85,819	72,180
	=====	=====	=====	=====

Significant Issues/Changes

- * Returned one time reallocation of funds for station generators to lease program for purchase of new apparatus.
- * Reallocated funds from various categories to provide for increase in costs and the inclusion of all age groups in the first year of mandatory participation in the Wellness Program.
- * Began training and development of Hazardous Materials team to respond from fire station 5.
- * Increase of \$24,000 in revenue added to budget from rental of space on radio tower located at fire station 1.

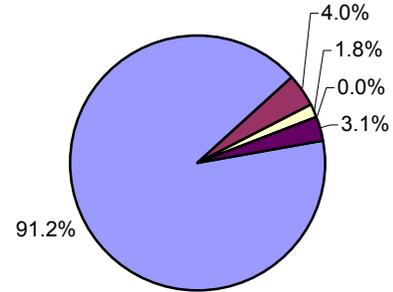
2003-04 Operating Budget

Fire

Appropriations by Type:

Expenditure Type	Actual 2001-02	Original 2002-03	Projected 2002-03	Adopted 2003-04
Personal Ser.	\$ 11,541,889	\$ 11,597,421	\$ 11,597,421	\$ 11,626,144
Other Services	468,804	573,835	552,019	505,487
Supplies	227,773	204,071	250,481	223,814
Capital Outlay	86,711	-	4,406	-
Other	309,605	323,190	323,190	393,997
Total	\$ 12,634,782	\$ 12,698,517	\$ 12,727,517	\$ 12,749,442

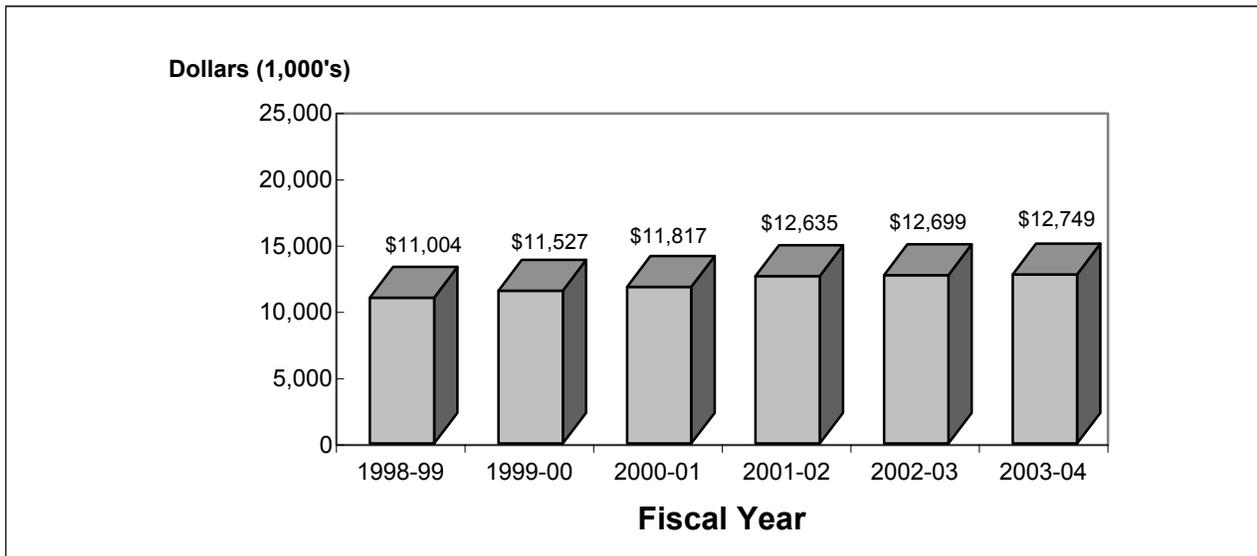
2003-04 City Council Adopted Budget



■ Personal Ser.
 ■ Other Services
 ■ Supplies
■ Capital Outlay
 ■ Other

Historical Comparison:

	Actual 1998-99	Actual 1999-00	Actual 2000-01	Actual 2001-02	Budget 2002-03	Budget 2003-04
Employees:						
Full Time Equiv.	174.00	174.00	174.00	174.00	174.00	174.00
Amount by Fund:						
General Fund	\$ 11,004,321	\$ 11,526,997	\$ 11,817,252	\$ 12,634,782	\$ 12,698,517	\$ 12,749,442
Total All Funds	\$ 11,004,321	\$ 11,526,997	\$ 11,817,252	\$ 12,634,782	\$ 12,698,517	\$ 12,749,442
Comparative Ratios:						
Per Capita	\$ 94.99	\$ 99.24	\$ 101.12	\$ 108.11	\$ 111.44	\$ 111.89
Per Household	\$ 218.50	\$ 227.56	\$ 231.20	\$ 247.19	\$ 248.44	\$ 249.44



City of Independence
Detail Program Summary

Department: 4600 - Fire
 Cost Center: 4611 - Fire Administration

2003-04 Operating Budget
 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.

2002-03 Accomplishments

Goal Ref

- * Completed final voluntary year of the Wellness program with 71 participants. 4
- * Implemented 10 new or revised Standard Operating Procedures. 4
- * Completed site review with architect and made initial recommendation to City Manager to begin site acquisition for new Fire Station 7. 4
- * Established Labor Management Committee with Local 781 to improve communication and promote additional involvement of labor. 4
- * Union Management safety committee promoted safety awareness through a program of monthly safety messages, circulation of safety videos and accident reviews and preventive recommendations. 4

2003-04 Objectives

Goal Ref

- * Implement first year of mandatory Wellness Program. 4
- * Continue development and revision of Standard Operating Procedures. 4
- * Complete land acquisition, building design and start construction of new fire station 7. 3
- * Continue efforts to promote safety awareness and accident prevention through the efforts of the Union/Management Safety Committee. 4
- * Work through the Labor Management Committee to address non-contractual issues to improve fire department operations and the working environment. 4
- * Negotiate Collective Bargaining Agreement (CBA) replacement. 3

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Administrative Aide I	1.00	1.00	1.00	.00
Fire Chief	1.00	1.00	1.00	1.00
Deputy Fire Chief	.00	.00	1.00	1.00
Administrative Spec II	.00	.00	.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	3.00	3.00	4.00	4.00
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4600 - Fire
 Cost Center: 4611 - Fire Administration

2003-04 Operating Budget
 Fund: 02 - General Fund

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	244,117	302,065	302,065	319,510
Other Services & Charges	89,300	103,656	94,421	112,907
Supplies	15,073	23,540	62,123	46,940
Capital Outlay	0	0	2,152	0
Other Expenditures	0	0	0	0
Total	348,490	429,261	460,761	479,357
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4600 - Fire
Cost Center: 4621 - Fire Operations

2003-04 Operating Budget
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.

2002-03 Accomplishments

Goal Ref

- * Established a hydrant location program in concert with the Water Department. 4
- * Personnel completed 12 hours of continued education to maintain operational level hazardous materials certification.
- * Participated in full scale regional drill for Weapons of Mass Destruction incidents. 4
- * Completed fire code enforcement inspections as part of the Annual Commercial Fire Inspection Program. 1
- * Completed monthly station inspection program to monitor cleanliness of buildings, building conditions and safety issues. 4

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Total Alarms	12,557	13,141	12,650	13,500
Residential Fires	251	180	250	200
Vehicle Fires	228	156	230	175
Grass/Trash	139	205	160	200
Open Burning	124	138	140	150
Bomb Threat	23	20	27	25
Hazardous Materials	7	79	50	85
Alarm Systems	673	663	650	675
Medical Alarms	7,923	8,648	8,400	8,700
Commercial Fires		25		25
Service Calls: Odors, Carbon Monoxide, Other Service		1181		1200
Structure Fire Other		16		18

2003-04 Objectives

Goal Ref

- * Begin training and equipment acquisition for implementation of a Hazardous Materials Emergency Response Team. 4
- * Participate in regional Weapons of Mass Destruction exercises. 4

City of Independence
Detail Program Summary

Department: 4600 - Fire
Cost Center: 4621 - Fire Operations

2003-04 Operating Budget
Fund: 02 - General Fund

<u>2003-04 Objectives</u>	<u>Goal Ref</u>
* Conduct performance evaluations of the company level tactical operations procedures.	4
* Participate in integrated activities that strengthen mutual aide/interagency operations between field personnel on the emergency scene.	4
* Establish the pre-incident planning program for target hazards.	4
* Continue the Fire Hydrant Inspection Program.	4
* Complete monthly fire station inspections.	4
* Establish a program to monitor apparatus and equipment maintenance by operations personnel.	4

Staffing:

<u>Position Title</u>	<u>2000-01 Budget</u>	<u>2001-02 Budget</u>	<u>2002-03 Budget</u>	<u>2003-04 Budget</u>
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	3.00	3.00
Deputy Fire Chief	.00	.00	1.00	1.00
Total	159.00	159.00	157.00	157.00
	=====	=====	=====	=====

Program Costs

<u>Expenditure Category</u>	<u>2001-02 Actual</u>	<u>2002-03 Original Budget</u>	<u>2002-03 Revised Budget</u>	<u>2003-04 Adopted Budget</u>
Personal Services	10,519,959	10,411,358	10,411,358	10,392,811
Other Services & Charges	41,142	41,820	42,593	45,128
Supplies	130,718	124,134	121,861	116,009
Capital Outlay	84,473	0	0	0
Other Expenditures	309,605	323,190	323,190	393,997
Total	11,085,897	10,900,502	10,899,002	10,947,945
	=====	=====	=====	=====

Significant Issues

- * New World Record Keeping system has provided a full year of data, due to this change in record keeping the performance indicators have been adjusted to more closely align with the categories of information

*City of Independence
Detail Program Summary*

*Department: 4600 - Fire
Cost Center: 4621 - Fire Operations*

*2003-04 Operating Budget
Fund: 02 - General Fund*

Significant Issues

collected in the new record keeping package. New indicators have been added to that the Fire Department provides a more complete picture of their performance. For these new areas no previous indicators are available.

City of Independence
Detail Program Summary

Department: 4600 - Fire

2003-04 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.

2002-03 Accomplishments

Goal Ref

- * Maintained EMT and Paramedic certifications for all Fire Operational personnel. 4
- * Advanced Life Support program currently being reviewed. 4
- * Of the 8,648 medical calls, the New World Record keeping program indicated that 1,394 calls had patient care initiated by a fire fighter with advanced life support skills. 4
- * Utilized Automatic External Defibrillators (AEDs) 41 times. 4

2003-04 Objectives

Goal Ref

- * Maintain all emergency medical certifications, both emergency medical technician and paramedic, for uniformed employees. 4
- * Present a revised Advanced Life Support program for review and adoption. 4
- * Maintain emergency medical services equipment, including automatic external defibrillators (AEDs) and emergency medical services supplies. 4

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Other Services & Charges	40,979	42,726	42,726	42,726
Supplies	16,243	16,000	16,000	16,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	57,222	58,726	58,726	58,726
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2003-04 Operating Budget
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.

2002-03 Accomplishments

Goal Ref

- * Published 500 copies of the Fire Department's Annual Report to distribute to City Department heads, fire stations, City Council, neighborhood groups and the Chamber of Commerce community events. 4
- * Produced and distributed the Fire Department's quarterly newsletter "Hot Spots" 4
- * Developed a fee schedule proposal for re-inspections of occupation licenses, annual business inspections and final inspections on construction projects. 3
- * Developed a proposal for a self-inspection program on low hazard business occupancies.
- * Gained support of various neighborhood organizations, City staff and City Council in the proposal and adoption of a model wood roof ordinance. 1
- * Put into practice writing General Ordinance Summons (GOS) for violations of the Fire Code. 1
- * Developed a new company inspection form and instruction booklet and provided training classes to Operations Personnel in conducting Annual Inspections. 1

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Commercial Inspections and Reinspections	3,517	3,926	3,089	4,280
Plan Reviews & Final Construction Inspections	576	572	612	640
Occupational License Inspections & Reinspections	1,321	1,413	1,416	1,573
Public Education Audience	22,293	13,828	22,985	17,156
Citizen Request	393	419	318	430
Zoning Projects	133	121	146	130

City of Independence
Detail Program Summary

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

2003-04 Operating Budget
Fund: 02 - General Fund

<u>2003-04 Objectives</u>	<u>Goal Ref</u>
* Develop, publish, and distribute the Fire Department's Annual Report	4
* Produce the Fire Department's quarterly newsletter "Hot Spots"	4
* Enter building information data in the preplan and inspection modules of the New World records package.	4
* Develop a comprehensive escape plan for Geospace that will be in full accordance with NFPA 520 "Standard on Subterranean Spaces"	1
* Develop a permit process proposal for the installation of commercial fire alarm systems	4
* Develop a list of sprinkler systems within the City to check and provide information on annual testing results.	
* Complete the organization and begin operation of a fire service oriented "Learning for Life" Explorer Post in conjunction with the Boy Scouts of America.	1
* Implement procedures for fire suppression personnel to refer juveniles involved in fire setting situations to the Juvenile Fire-setter Intervention Program.	4

Staffing:

<u>Position Title</u>	<u>2000-01 Budget</u>	<u>2001-02 Budget</u>	<u>2002-03 Budget</u>	<u>2003-04 Budget</u>
Assistant Fire Chief	1.00	1.00	.00	.00
Fire Inspector	6.00	6.00	6.00	6.00
Clerk Typist II	1.00	.00	.00	.00
Chief Fire Inspector	.00	.00	1.00	1.00
Administrative Spec II	.00	1.00	1.00	1.00
Total	8.00	8.00	8.00	8.00
	=====	=====	=====	=====

Program Costs

<u>Expenditure Category</u>	<u>2001-02 Actual</u>	<u>2002-03 Original Budget</u>	<u>2002-03 Revised Budget</u>	<u>2003-04 Adopted Budget</u>
Personal Services	519,476	518,459	518,459	544,481
Other Services & Charges	2,177	3,110	3,110	2,610
Supplies	12,416	8,847	8,847	10,347
Capital Outlay	2,238	0	0	0
Other Expenditures	0	0	0	0
Total	536,307	530,416	530,416	557,438
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4600 - Fire
Cost Center: 4641 - Maintenance

2003-04 Operating Budget
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.

2002-03 Accomplishments

Goal Ref

- * Installed vehicle exhaust system at fire station 10. 1
- * Purchased 30 sets of bunker gear. 4
- * Replaced emergency generator for Emergency Operations Center and upgraded to provide emergency power for all of fire station 1. 4
Purchased and installed emergency generators at fire station 2 and fire station 5.
- * Purchased and installed 15 voice amplifiers to improve emergency scene safety and communications. 4
- * Completed site and land acquisition study for new fire station 7. 1
- * Equipped reserve pumper with all equipment carried on front line pumpers. 4
- * Computerized fire station and apparatus supplies and equipment inventories. 4
- * Installed connections for washer and dryers at two fire stations. 1
- * Installed decontamination sinks at two fire stations. 1
- * Equipment committee developed specifications for aerial apparatus to be purchased with funds from the 2003-2004 budget. 3
- * Purchased and installed Leg/Hip Press weight machines in the fire stations to meet the last initiative in the City's commitment to the Wellness Program. 4

2003-04 Objectives

Goal Ref

- * Complete land acquisition and building design and start construction of new fire station 7. 4
 - * Purchase 30 sets of bunker gear for emergency personnel. 4
 - * Install washer and dryer connections at two fire stations. 4
 - * Install decon sinks at two fire stations. 1
 - * Install vehicle exhaust system at fire station 9. 1
 - * Begin ongoing program to replace Self Contained Breathing Apparatus (SCBA) bottles at fourteen (14) bottles per fiscal year. 4
 - * Purchase and put in service new aerial apparatus. 3
-

City of Independence
Detail Program Summary

Department: 4600 - Fire
 Cost Center: 4641 - Maintenance

2003-04 Operating Budget
 Fund: 02 - General Fund

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Assistant Fire Chief	.00	.00	1.00	1.00
Fire Apparatus Mechanic	2.00	2.00	2.00	2.00
Total	2.00	2.00	3.00	3.00
	=====	=====	=====	=====

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	149,023	248,397	248,397	246,040
Other Services & Charges	228,974	308,937	299,637	228,530
Supplies	41,815	23,250	32,550	24,018
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	419,812	580,584	580,584	498,588
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4600 - Fire
Cost Center: 4651 - Training

2003-04 Operating Budget
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.

2002-03 Accomplishments

Goal Ref

- * Maintained continuing education program for all emergency medical technicians and paramedics by negotiating a new contract for instruction and scheduling classes. 4
- * Scheduled and completed classes to provide 1884 staff hours of training to meet hazardous materials continued education requirements. 4
- * Conducted classroom activities, practical exercises and the evaluation process necessary to complete the Fire Equipment Operators Training Program. 4
- * Supported the attendance of personnel to more than 40 classes and seminars from external sources. 4

Performance Indicators:

<u>Description</u>	<u>2000-01 Actual</u>	<u>2001-02 Actual</u>	<u>2002-03 Budget</u>	<u>2003-04 Budget</u>
Total Hours of Training	3,622	4,270	9,607	4,400
Staff hours of training	19,534	18,078	35,848	18,398

2003-04 Objectives

Goal Ref

- * Provide continuing education program for 160 emergency medical technicians. 4
- * Schedule and conduct training to meet requirements of the hazardous material continuing education program. 4
- * Conduct classes in nutrition, exercise and reducing risk factors as outlined through the Wellness Program. 4
- * Provide officer training to Captains and Fire Equipment Operators. 4
- * Provide Emergency Incident Management System training to all uniformed personnel. 4

City of Independence
Detail Program Summary

Department: 4600 - Fire
 Cost Center: 4651 - Training

2003-04 Operating Budget
 Fund: 02 - General Fund

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 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	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	109,314	117,142	117,142	123,302
Other Services & Charges	66,232	42,910	42,910	42,910
Supplies	11,508	6,000	6,000	8,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	187,054	166,052	166,052	174,212
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4600 - Fire
Cost Center: 4661 - Emergency Preparedness

2003-04 Operating Budget
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).

2002-03 Accomplishments

Goal Ref

- * Represented the City on the Metropolitan Emergency Manager's Committee in order to maintain coordination, cooperation and communication between Emergency Management Departments in the MARC region 4
- * Maintained quarterly grant through the State Emergency Management Agency. 4
- * Maintained improvements in the Radio Amateurs Communications Emergency Service Group. 4
- * Replaced four Outdoor Warning Sirens. 4
- * Sponsored Emergency Management Training in Independence for City workers. 4
- * Conducted monthly test for all Outdoor Warning Sirens. 4
- * Provided with the assistance of Fire Department personnel the "Emergency Response to Terrorism: Emergency Medical System Considerations" course to Fire and Ambulance personnel. 4
- * Participated in " Project Community Alert" with NOAA Weather Radio advertising indoor warning systems. 4
- * Initiated the Risk/Vulnerability assessment for the City. 4
- * Applied for Community Emergency Response Team (CERT) grant. 4
- * Applied for Citizen Council/Citizen Corps grant. 4

2003-04 Objectives

Goal Ref

- * Maintain grant through the State and Local Assistance (SLA) grant program recently renamed to the Emergency Management Grant Program (EMGP). 4
- * Continue the Risk/Vulnerability Assessment and apply for a Federal grant for this project. 4
- * Revise Emergency Operations Plan. 4
- * Represent City on Metropolitan Emergency Manager's Committee. 4
- * Continue to promote Project Community Alert and the use of "All Hazard" NOAA Radios for indoor warning. 4
- * Continue the Community Emergency Response Team (CERT) program. 4
- * Continue to coordinate the Citizen Council/Citizen Corps program. 4
- * Provide additional Emergency Management training to City Departments. 4
- * Conduct one table top disaster exercise to simulate activation of 4

City of Independence
Detail Program Summary

Department: 4600 - Fire
 Cost Center: 4661 - Emergency Preparedness

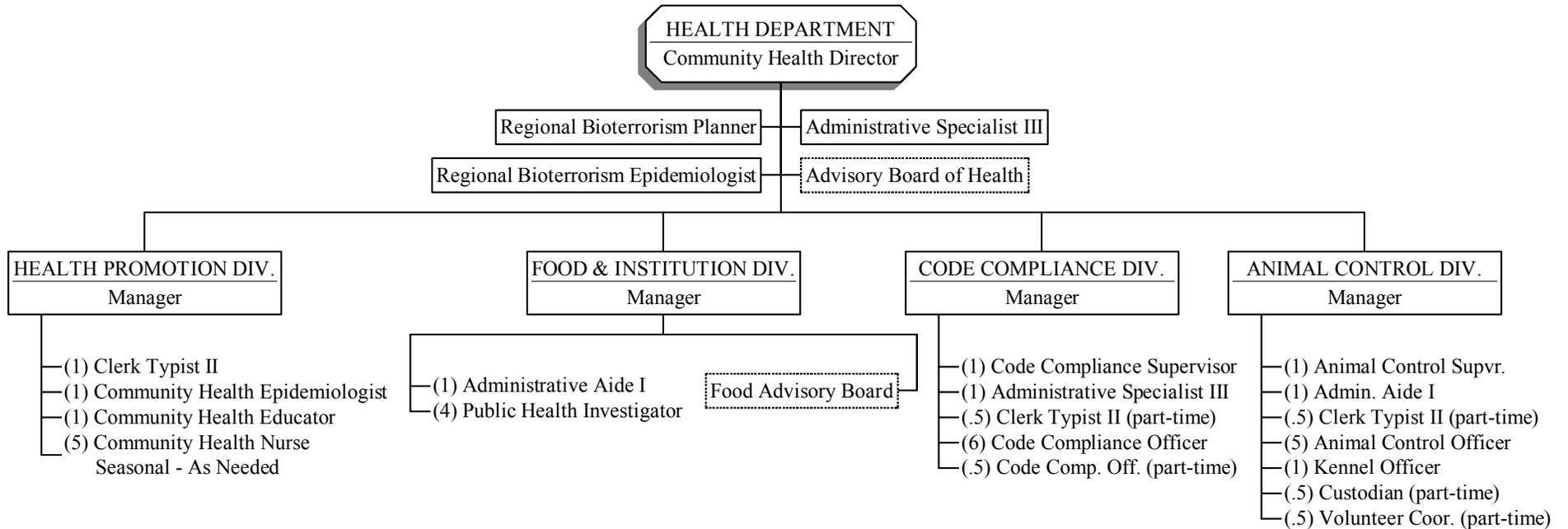
2003-04 Operating Budget
 Fund: 02 - General Fund

<u>2003-04 Objectives</u>	<u>Goal Ref</u>
the Emergency Operations Plan.	
* Conduct one functional disaster drill encompassing at least one annex of the Emergency Operations Plan.	4
* Coordinate and chair City Emergency Preparedness Committee	4

Program Costs

<u>Expenditure Category</u>	<u>2001-02 Actual</u>	<u>2002-03 Original Budget</u>	<u>2002-03 Revised Budget</u>	<u>2003-04 Adopted Budget</u>
Other Services & Charges	0	30,676	26,622	30,676
Supplies	0	2,300	3,100	2,500
Capital Outlay	0	0	2,254	0
Other Expenditures	0	0	0	0
Total	0	32,976	31,976	33,176
	=====	=====	=====	=====

City of Independence, Missouri Health Department



City of Independence
Departmental Budget Summary

Department: 4700 - Health

2003-04 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 resources to meet identified needs, and measures outcome of programs and services.

Description	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
<u>Staffing</u>				
Full Time Positions	21.00	33.00	33.50	33.50
Part Time Positions	6.24	5.13	6.19	5.97
Total	27.24	38.13	39.69	39.47
	=====	=====	=====	=====

Description	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
<u>Budget by Major Program Category</u>				
4711 Health Administration	102,676	140,819	140,819	296,403
4713 Food and Institution	324,137	351,679	351,679	345,585
4715 Health Outreach and Promotion	508,071	548,145	759,138	498,704
4721 Animal/Rabies Control	498,258	538,535	538,535	536,609
4740 Code Enforcement	735,064	730,575	730,575	738,815
Total	2,168,206	2,309,753	2,520,746	2,416,116
	=====	=====	=====	=====

Source of Funding				
General Fund	2,168,206	2,309,753	2,520,746	2,416,116
Total	2,168,206	2,309,753	2,520,746	2,416,116
	=====	=====	=====	=====

City of Independence
Departmental Budget Summary

Department: 4700 - Health

2003-04 Operating Budget

Direct/Offsetting Revenues

Public Health Grants	192,929	191,257	385,022	357,522
Food Handler's Permits	46,538	42,450	42,800	45,000
Animal Shelter Fees	48,512	50,000	52,000	52,000
Food Establishment Permits	86,014	70,615	82,000	85,000
Other Health Fees and Permits	41,866	33,330	49,100	37,910
Total	415,859	387,652	610,922	577,432
	=====	=====	=====	=====

Significant Issues/Changes

- * Increase the emphasis and training in the department in the area of Bio-Terrorism.
 - * Increase the emphasis in Public Education for the prevention of West Nile Virus.
 - * Upkeep and maintenance of the aged incinerator and freezer at the Animal Control Shelter
 - * Implementation of a managers permit program for food service establishments.
 - * Provision of handheld computers for the Code Compliance Division.
 - * Implementation of a voluntary smallpox vaccination program.
 - * Obtain funding to meet Independence's health needs from the Health Midwest Foundation.
 - * The budget includes the reduction of a vacant part time (50%) Clerk II position for a savings of \$17,385.
-

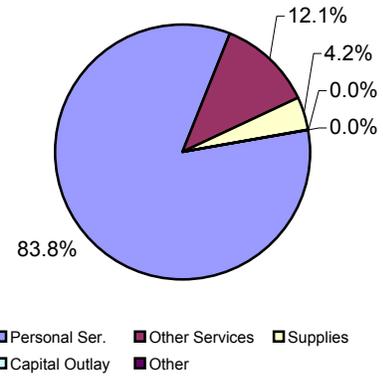
2003-04 Operating Budget

Health

Appropriations by Type:

Expenditure Type	Actual 2001-02	Original 2002-03	Projected 2002-03	Adopted 2003-04
Personal Ser.	\$ 1,729,441	\$ 1,936,610	\$ 2,081,591	\$ 2,023,527
Other Services	317,389	285,087	301,626	291,525
Supplies	109,725	88,056	119,191	101,064
Capital Outlay	11,651	-	18,338	-
Other	-	-	-	-
Total	\$ 2,168,206	\$ 2,309,753	\$ 2,520,746	\$ 2,416,116

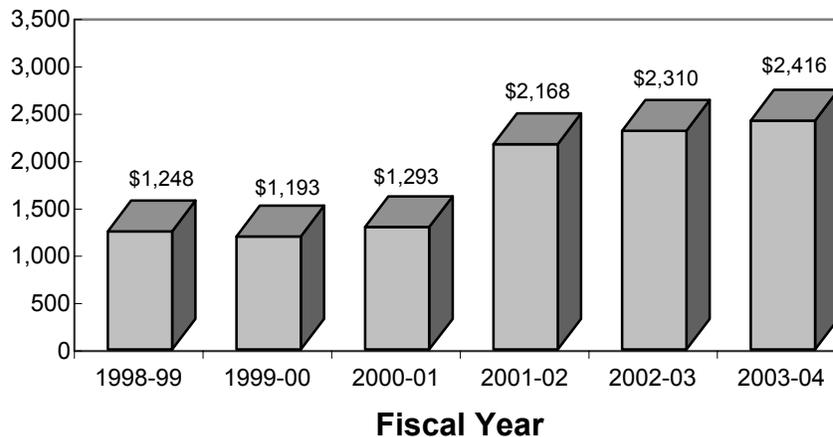
2003-04 City Council Adopted Budget



Historical Comparison:

	Actual 1998-99	Actual 1999-00	Actual 2000-01	Actual 2001-02	Budget 2002-03	Budget 2003-04
Employees:						
Full Time Equiv.	28.49	28.49	27.24	38.13	39.69	39.47
Amount by Fund:						
General Fund	\$ 1,247,881	\$ 1,193,494	\$ 1,293,139	\$ 2,168,206	\$ 2,309,753	\$ 2,416,116
Total All Funds	\$ 1,247,881	\$ 1,193,494	\$ 1,293,139	\$ 2,168,206	\$ 2,309,753	\$ 2,416,116
Comparative Ratios:						
Per Capita	\$ 10.77	\$ 10.28	\$ 11.07	\$ 18.55	\$ 20.27	\$ 21.20
Per Household	\$ 24.78	\$ 23.56	\$ 25.30	\$ 42.42	\$ 45.19	\$ 47.27

Dollars (1,000's)



City of Independence
Detail Program Summary

Department: 4700 - Health
 Cost Center: 4711 - Health Administration

2003-04 Operating Budget
 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.

2002-03 Accomplishments

Goal Ref

- * Reviewed the health status indicators for Independence with the community and set priorities to be worked on. 1
- * Protected the community from communicable and environmental threats to its existing health status. 1
- * Started the Coalition for Child Safety which now has 50+ agencies working together to address the child abuse and neglect issues of Independence. 1
- * Improved the operations of the Code Enforcement Division by working for the passage of a Charter Amendment. 4
- * Maintained the effective programs of the Health Department. 4
- * Received a Bio-Terrorism Planning and Epidemiology contract from the Missouri Department of Health and Senior Services. 2
- * Represented the City of Independence on the MARC Homeland Security Council. 2

2003-04 Objectives

Goal Ref

- * Continue to review the health status indicators for Independence with the community and to revise the priorities as necessary. 1
- * Protect the community from communicable and environmental threats to its existing health status. 1
- * Implementation of the Food Managers Training Classes. 2
- * Continue to build community partnerships to help improve the community's health status. 1
- * Maintain and improve the effective programs of the Department. 4

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Community Health Director	1.00	1.00	1.00	1.00
Community Hlth Epidemiologist	.00	.00	.00	1.00
Commun. Hlth Response Planner	.00	.00	.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 4700 - Health
 Cost Center: 4711 - Health Administration

2003-04 Operating Budget
 Fund: 02 - General Fund

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Total	2.00	2.00	2.00	4.00

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	100,713	132,429	132,429	269,874
Other Services & Charges	1,150	7,350	7,350	19,750
Supplies	813	1,040	1,040	6,779
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	102,676	140,819	140,819	296,403

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 customer service areas of the department.
- * Increase public input into direction and operation of the Health Department.
- * Increase strategic planning in the Health Department.

City of Independence
Detail Program Summary

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

2003-04 Operating Budget
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.

2002-03 Accomplishments

Goal Ref

- * Multiple Food Handler Training courses conducted by Public Health Investigators in Independence high school. 2
- * FDA Plan Review certification achieved by another Public Health Investigator. 4
- * New computers obtained for Public Health Investigator to provide more efficient inspections. 4
- * Pool photometer kit obtained for Public Health Investigator to provide more efficient and detailed swimming pool inspections. 4
- * FDA 2002 Food Code course in Des Moines, IA attended by Public Health Investigator. 4
- * Food Inspection Reports posted on City's web page. 2
- * Purchase of Global Positioning Systems and Geographical Information Systems for the mosquito program. 4

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Day Care Facilities Inspections	125	139	141	144
Retail Food Distribution Inspection	237	239	224	241
Swimming Pool Inspections	142	66	79	81
Miscellaneous Inspections	150	157	159	164
Food Related Complaints	47	185	205	208
Food Handlers Trained	4,963	4,741	4,814	5,260
Food Service Inspection	841	888	812	901
Follow-up Inspections	74	172	162	160
Soft-Serve Inspections/Sample	0	114	121	129
Mosquito Related Complaints	15	90	189	196

2003-04 Objectives

Goal Ref

- * Food Service Workers will receive food handler training within 15 days from the date of hire. 2
- * Routine Inspections will be conducted in all food service establishment at least once every 6 months with high risk establishment being 3 times per year. 2

City of Independence
Detail Program Summary

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

2003-04 Operating Budget
Fund: 02 - General Fund

2003-04 Objectives	Goal Ref
* Continue keeping the public informed of all food service inspection reports by way of Health Departments Web-Page, posting of all inspection reports for the public view in food service establishments, and local newspaper.	4
* Maintain a highly qualified staff by continuing education and training.	4
* Continued training of all food service managers.	2
* Continue to improve the Mosquito Control program and surveillance for West Niles Virus.	2
* Develop ways of providing better Customer Service with both internal and external customers.	4

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Maintenance Aide	.58	.00	.00	.00
Administrative Aide I	1.00	1.00	1.00	1.00
Foods & Institution Manager	1.00	1.00	1.00	1.00
Clerk Typist I	.00	.00	.00	.00
Mosquito Control Spec	.50	.00	.00	.00
Swimming Pool Insp	.53	.00	.00	.00
Public Health Inv II	3.00	4.00	4.00	4.00
Total	6.61	6.00	6.00	6.00
	=====	=====	=====	=====

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	281,170	307,440	307,440	301,306
Other Services & Charges	13,577	20,274	15,854	17,589
Supplies	29,390	23,965	28,385	26,690
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	324,137	351,679	351,679	345,585
	=====	=====	=====	=====

*City of Independence
Detail Program Summary*

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

*2003-04 Operating Budget
Fund: 02 - General Fund*

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.
 - * Educating the public on Mosquito Control and West Nile Virus.
 - * Increase the number of routine inspection of all high risk food service establishments to at least once every four (4) months.
-

City of Independence
Detail Program Summary

Department: 4700 - Health

2003-04 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. The staff monitors disease occurrence rate in the community and provides population-based education.

2002-03 Accomplishments

Goal Ref

- | | |
|---|---|
| * Identified community Pertusis outbreak and conducted effective follow-up with clients, physicians and school officials. | 1 |
| * Began participating in Statewide EMS System to electronically share real-time data between public Health Agencies and hospitals and the High-Alert Surveillance System for reporting disease symptoms. Both are significant in identifying potential bio-terrorism activities as well as disease outbreaks. | 1 |
| * Initiated the community-wide Child Safety Coalition addressing the infant homicide concern in Independence. | 1 |
| * Initiated the Teen Pregnancy Prevention Coalition which currently includes 15 community agencies. Facilitated 8 community awareness events and at least 25 educational presentations to teens and families. | 1 |
| * Encouraged and recognized a smoke-free policy in 95 dine-in restaurants. Targeting additional eating establishments and continuing educational campaign. | 1 |
| * Participated in bio-terrorism training and policy development including the nation-wide Smallpox Response Team. | 4 |
| * Administered 439 influenza vaccine shots at 9 sites. | 1 |
| * Received "Indoor Air Quality Tools for Schools National Excellence Award" for work in 16 Independence schools identifying asthma triggers and air quality indicators. Provided training for school coordinators and facilities personnel. | 4 |
| * Provided education and support for staff at 34 day care sites. Immunization records of 1160 children under the age of 2 were reviewed. With additional follow-up with parents and directors, the immunization rates increased from 79.4% to 99.5%. | 1 |
| * Conducted Open Airway asthma education in 13 schools for students identifying with asthma. | 1 |
| * Initiated the "Move for Missouri 6" week program for seniors that includes topics such as healthy life-styles, exercise, nutrition and goal-setting. | 1 |
-

City of Independence
Detail Program Summary

Department: 4700 - Health 2003-04 Operating Budget
 Cost Center: 4715 - Health Outreach and Promotion Fund: 02 - General Fund

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
L.I.F.E. Screening (7th/9th Grade)	1,210	1,389	1,000	1,800
Asthma Education	281	402	300	400
Communicable Disease Investigation	300	289	400	350
Flu Shots Given	450	450	550	500
Blood Pressure Clinic Clients	1,898	1,776	2,500	1,300
Immunization Record Reviews	1,175	1,205	1,160	1,200

2003-04 Objectives

	Goal Ref
* Perform Epidemiological investigations of all reported communicable diseases and biological/chemical warfare exposures.	1
* Monitor community health indicators using the Missouri Department of Health Community Assessment Tool as a guide.	1
* Enlist community partnerships to conduct passive and active surveillance activities to detect disease trends and potential agent.	1
* Analyze vital statistical and infectious disease data to disseminate information to the community.	1
* Assess community chronic disease issues and design interventions to decrease mortality and morbidity.	1
* Identify and decrease risk indicators effecting newborns and young children and serve as a resource and referral agency for families.	1
* Collaborate with schools to provide programs that screen, identify and modify at-risk behavior in youth.	1
* Establish and participate in community coalitions that address health and safety risk behaviors of children, teens and adults.	1
* Expand chronic disease programs to better address the needs of middle and senior adult population groups to include grant writing and partnering with community agencies and other city Departments.	1

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Community Health Educ	.49	1.49	1.49	1.00
Community Health Nurse	2.64	5.64	6.20	4.97
Comm. Hlth. Outreach & Prg.Mg.	.00	1.00	1.00	1.00
Youth Services Coord	.00	.00	.00	.00
Clerk Typist I	.00	.00	.00	.00
Clerk Typist II	.00	.00	1.00	1.00
Community Hlth Epidemiologist	.00	.00	1.00	1.00
Administrative Spec III	.00	1.00	.00	.00

City of Independence
Detail Program Summary

Department: 4700 - Health 2003-04 Operating Budget
 Cost Center: 4715 - Health Outreach and Promotion Fund: 02 - General Fund

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Total	3.13	9.13	10.69	8.97

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	415,284	492,833	637,814	440,639
Other Services & Charges	47,748	37,992	58,611	37,973
Supplies	35,964	17,320	44,375	20,092
Capital Outlay	9,075	0	18,338	0
Other Expenditures	0	0	0	0
Total	508,071	548,145	759,138	498,704

Significant Issues

- * Continued training and policy development for bio-terrorism and emergency preparedness.
- * Research and obtain additional funding sources to better address community health and safety issues.
- * Expansion of chronic disease prevention strategies and target population groups based on community need.
- * Proper immunizations of children attending child care facilities.
- * Efforts to increase the number of smoke-free restaurants available in the community.

City of Independence
Detail Program Summary

Department: 4700 - Health
 Cost Center: 4721 - Animal/Rabies Control

2003-04 Operating Budget
 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.

2002-03 Accomplishments

	<u>Goal Ref</u>
* Adopted an average of 191 animals per month.	1
* Thru education and enforcement over 31,000 rabies vaccinations were given to pets in the last year.	1
* The last State Department of Agriculture inspection indicated the shelter was in full compliance.	4
* Started a new barking dog program, with a barking dog hotline.	1
* Volunteer program had over 56 orientation meetings resulting in over 150 new volunteers. Volunteers contributed over 6000 hours of time.	4
* The volunteers and local veterinarians participated in Spay Day USA had over 50 dogs and cats altered at no charge to owners.	1

Performance Indicators:

<u>Description</u>	<u>2000-01 Actual</u>	<u>2001-02 Actual</u>	<u>2002-03 Budget</u>	<u>2003-04 Budget</u>
Service Calls	8,318	9,336	8,600	8,600
Summons Issued	883	729	820	820
Animal Bites	177	147	180	180
Dead Animals retrieved from City streets.	589	876	700	800
Loose animals picked-up in field.	3,042	2,967	3,500	3,500

2003-04 Objectives

	<u>Goal Ref</u>
* Adopt a minimum of 190 animals per month.	1
* Educate the public on pet ownership responsibility	1
* Decrease the number of animal bites	1
* Increase the number of animals properly vaccinated for rabies.	1

Staffing:

<u>Position Title</u>	<u>2000-01 Budget</u>	<u>2001-02 Budget</u>	<u>2002-03 Budget</u>	<u>2003-04 Budget</u>
Animal Control Officer	5.00	5.00	5.00	5.00

City of Independence
Detail Program Summary

Department: 4700 - Health
Cost Center: 4721 - Animal/Rabies Control

2003-04 Operating Budget
Fund: 02 - General Fund

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Kennel Officer	1.00	1.00	1.00	1.00
Administrative Aide I	1.00	1.00	1.00	1.00
Animal Control Manager	1.00	1.00	1.00	1.00
Clerk Typist II	.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	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	417,839	451,519	451,519	452,593
Other Services & Charges	46,688	54,966	54,966	50,966
Supplies	31,328	32,050	32,050	33,050
Capital Outlay	2,403	0	0	0
Other Expenditures	0	0	0	0
Total	498,258	538,535	538,535	536,609
	=====	=====	=====	=====

Significant Issues

- * The current front office at 875 Vista has no usable space for management use in conducting routine personnel matters.
- * Cost of up keep on incinerator and freezer.

City of Independence
Detail Program Summary

Department: 4700 - Health
Cost Center: 4740 - Code Enforcement

2003-04 Operating Budget
Fund: 02 - General Fund

Description

The City of Independence has developed municipal property codes to protect the life, health, safety, and welfare of its residents. It is the mission of the Code Compliance Division of the Health Department to work in partnership with the citizens of Independence to promote and maintain a safe, healthy and desirable living and working environment.

2002-03 Accomplishments

Goal Ref

- * Drafted Code and Charter changes amending the notification process for property maintenance code violations. Amended the City Code to more effectively address repeat offenders. 1
- * Coordinated a City-wide educational campaign explaining the Code and Charter change to educate voters of the ballot issue which would amend the Charter. This ballot issue was on the November 2002 ballot and 68% of the voters voted in favor of the change. The City's educational campaign included a brochure mailed to every address within the city, a video shown on City 7 and during speaking engagements, numerous public speaking engagements including Council District meetings, and articles in the Independence Examiner and Kansas City Star. 4
- * Designed and implemented a citizen volunteer program targeting non-operable vehicles. This included writing a thorough policy and procedure for the program and designing a training/screening process. A pilot version of this program was implemented at the end of September 2002 in Council District 4. Since inception, the five volunteers have achieved over 60% compliance among all the vehicles they have posted as being in violation. 1
- * Began work on creation of a comprehensive Policy and Procedure manual for Code Compliance Division. 4
- * Implemented the newly designed targeted neighborhood rat abatement program in the Hart Estates subdivision. 1
- * Implementation of the program succeeded in lessening neighborhood concerns and eliminating many violations in the area which provided food, water or shelter for rats.
- * Continued to eliminate the backlog of cases and shorten response times. 4

2003-04 Objectives

Goal Ref

- * Decrease the number of environmental health hazards in the community with a focus on eliminating weed, open-storage and non-operable vehicle violations. 1
- * Reduce the time elapsed from complaint to abatement with more customer satisfaction. 4
- * Complete and implement the Policy and Procedure Manual. 1
- * Have new Property Maintenance Officer obtain National 4

City of Independence
Detail Program Summary

Department: 4700 - Health
Cost Center: 4740 - Code Enforcement

2003-04 Operating Budget
Fund: 02 - General Fund

2003-04 Objectives

Goal Ref

- Inspector/Investigator Certification.
- * Have one experienced Property Maintenance Officer obtain Advanced National Certification. 4
 - * 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. 1

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Clerk Typist II	.00	2.00	1.00	.50
Code Compliance Manager	.00	1.00	1.00	1.00
Code Enforcement Supv	.00	1.00	1.00	1.00
Administrative Spec III	.00	.00	1.00	1.00
Property Maint Officer	.00	6.50	6.50	6.50
Total	.00	10.50	10.50	10.00
	=====	=====	=====	=====

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	514,435	552,389	552,389	559,115
Other Services & Charges	208,226	164,505	164,845	165,247
Supplies	12,230	13,681	13,341	14,453
Capital Outlay	173	0	0	0
Other Expenditures	0	0	0	0
Total	735,064	730,575	730,575	738,815
	=====	=====	=====	=====

Significant Issues

- * We are continuing our quest to modify the computer system to be more automated and to capture data that is useful for reports. Additionally, data entry capability in the field continues to be of utmost priority. It has been the challenge of this division to identify technology compatible with the HTE system. Obtaining field

*City of Independence
Detail Program Summary*

Department: 4700 - Health
Cost Center: 4740 - Code Enforcement

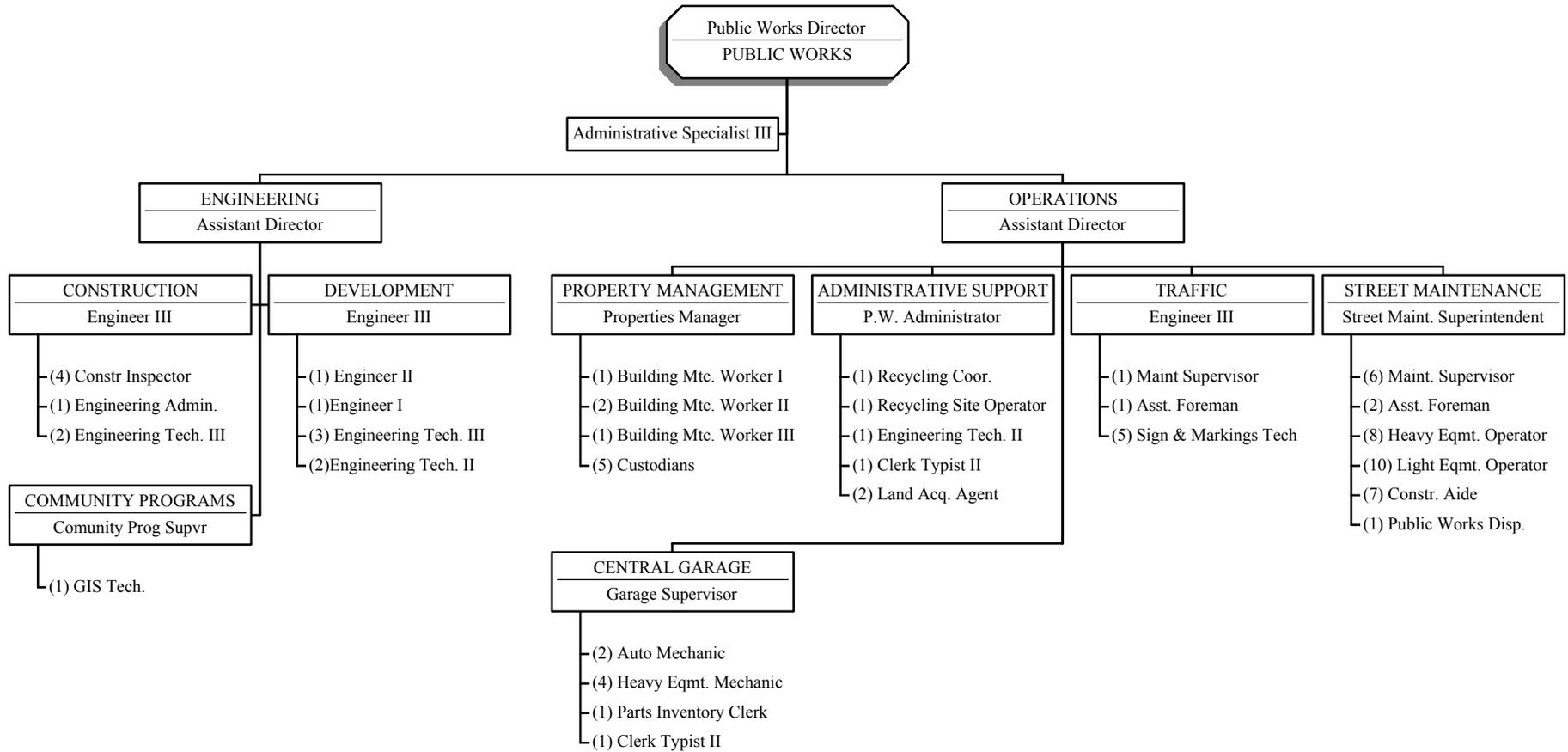
2003-04 Operating Budget
Fund: 02 - General Fund

Significant Issues

- capability has been made a number one priority by Technology Services and Code Compliance.
- * Under the revised Charter and City Code, nuisance violations are being addressed more efficiently and in a more timely manner than in the past. This has produced a greater number of City abatements than in the past. Current funds are not adequate to fund all of the abatements. It is estimated that at least \$30,000 additional will be needed.
 - * 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. Current funds are likely not to be adequate. It is estimated that at least \$50,000 additional will be needed.
 - * The citizens of Independence have continually stated their desire for strong code enforcement and speedy, courteous service. Over the past year, many improvements have been made legally and procedurally to comply with the citizens' desires. These improvements require, at a minimum, a fully staffed Code Compliance Division.
-

City of Independence, Missouri

Public Works



City of Independence
Departmental Budget Summary

Department: 5000 - Public Works

2003-04 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 and land trust 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 532 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	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
<u>Staffing</u>				
Full Time Positions	99.00	98.00	97.00	91.00
Part Time Positions	.90	.90	.90	.00
Total	99.90	98.90	97.90	91.00
	=====	=====	=====	=====

Description	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
<u>Budget by Major Program Category</u>				
5001 Administration	174,982	177,429	177,429	184,785
5011 Public Works Engineering	1,369,635	1,030,159	1,030,159	1,006,982
5012 Real Estate and Records	0	0	0	0
5013 Public Works - Admin. Support	366,321	372,966	372,966	451,798
5014 Testing Inspection	0	0	0	0
5015 Property Management	940,614	973,314	973,314	771,752
5111 Street Maintenance	3,603,991	3,964,772	3,964,772	3,417,040
5112 Street Maint.-Sales Tax Funds	17,574	0	17,782	0
5113 Traffic	0	0	0	583,430
5121 Central Garage	1,135,420	1,215,658	1,198,142	1,159,853
Total	7,608,537	7,734,298	7,734,564	7,575,640
	=====	=====	=====	=====

City of Independence
Departmental Budget Summary

Department: 5000 - Public Works

2003-04 Operating Budget

Source of Funding

General Fund	6,455,543	6,518,640	6,518,640	6,415,787
Street Improv. Sales Tax Fund	17,574	0	17,782	0
Central Garage Fund	1,135,420	1,215,658	1,198,142	1,159,853
Total	7,608,537	7,734,298	7,734,564	7,575,640
	=====	=====	=====	=====

Direct/Offsetting Revenues

Erosion Control Permits and Right of way Management Permits	507,593	550,000	529,374	500,000
Total	507,593	550,000	529,374	500,000
	=====	=====	=====	=====

Significant Issues/Changes

- * Begin design and start construction on projects approved by the Street Improvements Sales Tax.
- * Reorganized the department. and created two Assistant Public Works Director positions.
- * Added emphasis on Federally Funded projects, so that construction can begin in funding year.
- * Added emphasis on the results from programs rather than accomplishment.
- * Implement work order system tied to the asset improved or maintained.
- * Getting the Record of Decision for the Little Blue Parkway so that right of way can commence, and Federal Funding allocated.
- * The vacant Fleet Maintenance Superintendent position was deleted in the Central Garage Fund. This change had a General Fund impact of reducing the overall charges from the Central Garage Fund (Internal Service Fund) in the amount of \$72,377.
- * Two vacant Custodian positions were deleted from the budget and the related services will be provided by an expansion of the current custodial services contract. This change resulted in a net savings to the General Fund of \$23,669.
- * The budget includes the reduction of a vacant Building Maintenance Supervisor position in the Property Management Division for a budget savings of \$75,132.
- * The budget includes the reduction of a vacant Building Maintenance Worker II position in the Property Management division. The reduction will be partially offset by an increase in contract building maintenance services. The net reduction to the General Fund will be a savings of \$35,000.
- * The budget includes the allocation of Land Acquisition support costs within the Administrative Support division to Capital Projects based on services provided for the acquisition of land, easements and

*City of Independence
Departmental Budget Summary*

Department: 5000 - Public Works

2003-04 Operating Budget

Significant Issues/Changes

rights-of-way. The net savings to the General Fund operating budget will be \$100,000.

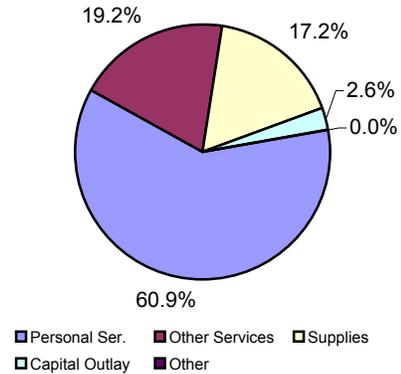
2003-04 Operating Budget

Public Works

Appropriations by Type:

Expenditure Type	Actual 2001-02	Original 2002-03	Projected 2002-03	Adopted 2003-04
Personal Ser.	\$ 4,937,350	\$ 4,873,008	\$ 4,858,008	\$ 4,617,300
Other Services	1,279,015	1,343,506	1,365,646	1,454,272
Supplies	1,316,647	1,317,784	1,278,864	1,304,068
Capital Outlay	73,334	200,000	232,046	200,000
Other	2,191	-	-	-
Total	\$ 7,608,537	\$ 7,734,298	\$ 7,734,564	\$ 7,575,640

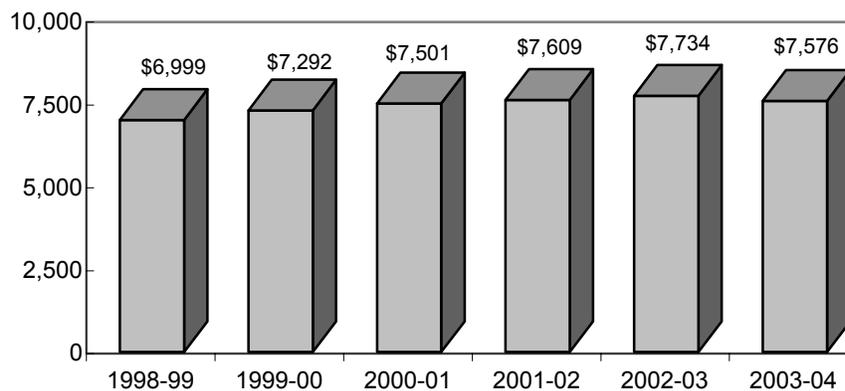
2003-04 City Council Adopted Budget



Historical Comparison:

	Actual 1998-99	Actual 1999-00	Actual 2000-01	Actual 2001-02	Budget 2002-03	Budget 2003-04
Employees:						
Full Time Equiv.	97.73	97.90	99.90	98.90	97.90	91.00
Amount by Fund:						
General Fund	\$ 5,930,177	\$ 6,189,680	\$ 6,298,655	\$ 6,455,543	\$ 6,518,640	\$ 6,415,787
Central Garage Fund	1,048,836	1,054,442	1,185,856	1,135,420	1,215,658	1,159,853
Street Sales Tax	19,615	47,713	15,992	17,574	-	-
Total All Funds	\$ 6,998,628	\$ 7,291,835	\$ 7,500,503	\$ 7,608,537	\$ 7,734,298	\$ 7,575,640
Comparative Ratios:						
Per Capita	\$ 60.58	\$ 62.94	\$ 64.57	\$ 65.10	\$ 66.18	\$ 64.82
Per Household	\$ 139.74	\$ 144.79	\$ 148.07	\$ 148.86	\$ 151.32	\$ 148.21

Dollars (1,000's)



Fiscal Year

City of Independence
Detail Program Summary

Department: 5000 - Public Works
 Cost Center: 5001 - Administration

2003-04 Operating Budget
 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.

2002-03 Accomplishments

Goal Ref

- * Reorganized Department, adding two Assistant Director positions. 4
- * Street Sales Tax Program developed through a Pavement Management Program and project evaluation form. 1
- * The Preliminary Design and Right of Way plans for the Little Blue Parkway from 39th to U.S. 24 Highway completed. 2
- * Traffic signs improved. 2
- * Engineering and inspection on the Storm Water Sales Tax Projects resulted in completed projects. 4
- * Completed all Street Sales Tax projects approved in 1998. 4
- * Street Sales Tax Program initiated after being approved by the voters. 4
- * Successful Food Drive managed. 4
- * Community Service Workers mowed and cleaned rights of way. 1

2003-04 Objectives

Goal Ref

- * Obtain the Record of Decision for the Little Blue Parkway and begin Property Acquisition. 2
- * Utilize Performance Measurement to determine effectiveness of Programs. 4
- * Improve project scheduling and reporting to keep projects on time. 4
- * Utilize performance measurements to determine effectiveness of Divisions and Programs. 4

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Public Works 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: 5000 - Public Works
 Cost Center: 5001 - Administration

2003-04 Operating Budget
 Fund: 02 - General Fund

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	164,754	168,684	168,684	176,040
Other Services & Charges	6,148	5,395	5,395	5,395
Supplies	4,080	3,350	3,350	3,350
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	174,982	177,429	177,429	184,785
	=====	=====	=====	=====

Significant Issues

- * Availability of resources to accomplish the Street Sales Tax extension approval 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 project coordination 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.
- * Making the Department Reorganization improve on efficiency and effectiveness.
- * Getting funding in place to continue the construction of the Little Blue Parkway.

City of Independence
Detail Program Summary

Department: 5000 - Public Works
Cost Center: 5011 - Public Works Engineering

2003-04 Operating Budget
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, records, mapping, surveying, and right of way management.

2002-03 Accomplishments

Goal Ref

- * 20 City projects with an estimated contractual construction cost of \$5,522,320 were designed. 1,2
- * Contract Administration was performed on 28 City projects with \$8,981,333 in construction costs. Permits and inspections were done on private developments. 1,2
- * A \$4.3 million street improvement contract was completed, design work is complete on the 10 Sales Tax Projects and nine projects have been constructed. 1
- * 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 1,558 right of way excavations will be permitted during the fiscal year. 1
- * An erosion control permit and inspection program has been implemented. Erosion control standards have been developed. Erosion control permits and inspections covering 925 acres of land is estimated during the fiscal year. 1
- * Work is being done on State Storm Water Grant and Storm Water Sales Tax Projects. 26 storm sewer projects are in design or construction. 1
- * Pavement Management software has been purchased, data collected, and software data entry completed. This will be used for future street improvement projects. 1
- * Developed a payment in lieu of storm water detention code change and program for developments near the Little Blue River. 1,2

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Survey and Design Effort	\$5,659,000	\$5,522,000	\$7,000,000	\$6,000,000
Capital Improvements (Construction Value)	\$8,503,000	\$8,981,333	\$10,000,00	10,000,000
Construction Permit (Plans Reviewed)	760	851	800	800
Right of Way Excavations Permitted	1,950	1,558	2,000	1,600

City of Independence
Detail Program Summary

Department: 5000 - Public Works
Cost Center: 5011 - Public Works Engineering

2003-04 Operating Budget
Fund: 02 - General Fund

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Asst Dept Director	.00	.00	.00	1.00
Program Manager	1.00	1.00	1.00	1.00
Chief Engineer	1.00	1.00	1.00	.00
Engineer I	1.00	1.00	1.00	1.00
Engineer II	1.00	1.00	1.00	1.00
Engineering Administrator	1.00	1.00	1.00	1.00
Engineer III	3.00	3.00	3.00	2.00
Construction Inspector	4.00	4.00	4.00	4.00
Engineering Technician II	2.00	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
Total	20.00	20.00	20.00	19.00
	=====	=====	=====	=====

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	1,292,352	972,744	957,744	952,467
Other Services & Charges	60,896	41,455	56,455	38,755
Supplies	15,349	15,960	15,960	15,760
Capital Outlay	1,038	0	0	0
Other Expenditures	0	0	0	0
Total	1,369,635	1,030,159	1,030,159	1,006,982
	=====	=====	=====	=====

Significant Issues

- * The Operating Budget has \$330,000 that is to be charged to Capital Improvement projects. Through the first half of the year there has been \$142,769 in costs that can be charged to projects. This is \$22,231 less than the amount that would need to be charged to reach the \$330,000 amount. Additionally, some of the costs have been incurred on projects that have no available appropriations.
- * An Engineer III in the division has been called to active military duty. This person managed project design contracts, reviewed plans, and supervised programs. A contract for an outside vendor to provide help in these areas is needed.
- * Employees are being paid overtime on projects. This is not budgeted

*City of Independence
Detail Program Summary*

Department: 5000 - Public Works
Cost Center: 5011 - Public Works Engineering

2003-04 Operating Budget
Fund: 02 - General Fund

Significant Issues

- 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.
- * One part time erosion control inspector and one part time right of way inspector are currently assigned to these programs. Additional inspection personnel is needed on both programs. One added inspector, dividing time between the two programs, would address this issue.
 - * One full time construction inspector, one part time construction inspector, and one part time office assistant, are being used with employment contracts. This needs to continue and possibly expand, depending on the construction project activity level. The professional services budget is not adequate to fund the part time inspector for a complete year.
 - * Several work programs, such as erosion control, traffic calming, developer's guarantees, payment in lieu of storm water detention, and pavement management, need to be developed or expanded.
-

City of Independence
Detail Program Summary

Department: 5000 - Public Works 2003-04 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 coordinates the State Legislative Program.

2002-03 Accomplishments

	<u>Goal Ref</u>
* Held nine events at the Drop-Off Depot to collect bulky waste and brush.	1
* Replaced 4,971 square feet of sidewalks and driveway approaches.	1
* Acquired rights of way and necessary easements for scheduled projects with the help of contract services.	1
* Began a new program to increase recycling in City buildings.	4
* Awarded new three year contract for sidewalk/curb replacement.	4
* Investigated 371 code violation complaints with 260 violations issued.	1

Performance Indicators:

<u>Description</u>	<u>2000-01</u> <u>Actual</u>	<u>2001-02</u> <u>Actual</u>	<u>2002-03</u> <u>Budget</u>	<u>2003-04</u> <u>Budget</u>
Parcels Acquired (Each)	200	276	300	300
Tons of Trash Received from Drop-Off Depot	491	911	600	900
Tons of Recyclable Materials	1,638	1,514	1,600	1,500
Code Violations Issued	215	166	256	325

2003-04 Objectives

	<u>Goal Ref</u>
* Increase the amount of recycling in City buildings.	4
* Acquire rights of way and easements for scheduled projects.	1
* Increase amount of concrete replacement over previous years.	1
* Continue monthly Drop-Off Depot events.	1
* Respond to reported code violation complaints.	1
* Resolve open code violations.	1
* Implement code violation software.	4

City of Independence
Detail Program Summary

Department: 5000 - Public Works 2003-04 Operating Budget
 Cost Center: 5013 - Public Works - Admin. Support Fund: 02 - General Fund

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Asst Dept Director	.00	.00	.00	1.00
Public Works Administrator	1.00	1.00	1.00	1.00
Clerk Typist II	1.00	1.00	1.00	1.00
Engineering Technician II	1.00	1.00	1.00	1.00
Land Acquisition Agent	1.00	1.00	1.00	2.00
Recycling Coordinator	1.00	1.00	1.00	1.00
Recycling Site Operator	.90	.90	.90	1.00
Total	5.90	5.90	5.90	8.00
	=====	=====	=====	=====

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	266,864	275,481	275,481	354,313
Other Services & Charges	97,899	96,385	96,385	96,385
Supplies	1,558	1,100	1,100	1,100
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	366,321	372,966	372,966	451,798
	=====	=====	=====	=====

Significant Issues

* An increase in the amount of assistance in acquisition is needed to manage the amount of projects planned.

City of Independence
Detail Program Summary

Department: 5000 - Public Works
Cost Center: 5015 - Property Management

2003-04 Operating Budget
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.

2002-03 Accomplishments

Goal Ref

- * Completed replacement of the Fire Station No. 2 roof.
- * Completed masonry repairs at the Sermon Center.
- * Completed sanitary sewer modifications at Sermon Center.
- * Completed treatment of the stone on the Woodlawn Cemetery Office.
- * Replaced the overhead doors at the maintenance facility at 1030 South Crysler.
- * Completed masonry repairs at Fire Station No. 5.
- * Provided security enhancements to City Hall and Police Building. 4
- * Completed design for restroom improvements at the Sermon Center.
- * Acquired second salt storage site on Truman Road by donation.
- * Completed space utilization study, design and construction of Water Pollution Control Maintenance Division first floor offices. 4
- * Worked with Fire Department to retain consultant for site selection and design of proposed relocated Fire Station No. 7 4
- * Completed project to eliminate water infiltration into the Police Building.
- * Worked with Fire Department to develop plan to provide generator power to each Fire Station.
- * Completed study and plans to resolve electrical problems in Old Fire Station No. 1 at Truman and Main.
- * Provided land acquisition services for all storm water sales tax projects.

Performance Indicators:

<u>Description</u>	<u>2000-01 Actual</u>	<u>2001-02 Actual</u>	<u>2002-03 Budget</u>	<u>2003-04 Budget</u>
Work Orders Completed	500	702	600	800

2003-04 Objectives

Goal Ref

- * Utilize the facilities inspection program and preventative maintenance inspections to provide a safe, clean and comfortable 4

City of Independence
Detail Program Summary

Department: 5000 - Public Works
Cost Center: 5015 - Property Management

2003-04 Operating Budget
Fund: 02 - General Fund

2003-04 Objectives

Goal Ref

- environment for employees and citizens.
* Develop and implement a system to measure maintenance costs for individual buildings. 4

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Carpenter I	1.00	1.00	.00	.00
Painter I	1.00	1.00	.00	.00
Building Maint Worker III	.00	.00	1.00	1.00
Electrician II	1.00	1.00	.00	.00
Building Maintenance Worker II	.00	.00	3.00	2.00
Plumber I	1.00	1.00	.00	.00
Properties Manager	1.00	1.00	1.00	1.00
Land Acquisition Agent	1.00	1.00	1.00	.00
Maintenance Supervisor	1.00	1.00	1.00	.00
Custodian	9.00	8.00	7.00	5.00
Building Maint Wk I	1.00	1.00	1.00	1.00
Total	17.00	16.00	15.00	10.00

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	642,593	688,819	688,819	442,263
Other Services & Charges	237,096	215,750	205,750	244,644
Supplies	60,925	68,745	78,745	84,845
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	940,614	973,314	973,314	771,752

Significant Issues

- * Land Acquisition Agent position was transferred to Administrative Support Division.
- * Maintenance responsibility for the renovated Memorial Building was added.

*City of Independence
Detail Program Summary*

*Department: 5000 - Public Works
Cost Center: 5015 - Property Management*

*2003-04 Operating Budget
Fund: 02 - General Fund*

Significant Issues

- * Responsibility for Storm Water Sales Tax land acquisition, surplus property, City owned property inventory and real estate acquisition was transferred to Administrative Support.
-

City of Independence
Detail Program Summary

Department: 5000 - Public Works
 Cost Center: 5111 - Street Maintenance

2003-04 Operating Budget
 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 and keeping brush cut back along the right of way.

2002-03 Accomplishments

	Goal Ref
* 744 patching tickets completed. 6,881 holes patched.	1
* 89 lane miles crack sealed.	1
* 2 lane miles overlayed or wedged.	1
* 36 requests for ditching received and 34 projects completed.	1
* Maintained safe driving conditions through three snow storm call-outs.	1
* Responded to 145 complaints for trash being dumped.	1
* Painted 74.8 miles of center line and edge lines.	1
* Repaired or replaced signs at 2,213 locations.	1
* Swept 2,724 curb miles.	1
* Completed 77 drive pipe, crossroad pipe and storm drainage projects, and completed 100% of maintenance requests received.	1
* Prepared and opened the site at Massman Farm for Drop-Off Depot. Assisted in eight of these cleanups.	1
* Trimmed brush and tree limbs along 31 miles of City right of way in rural area.	1
* Enhanced the appearance of City by developing a program of cleaning islands and medians.	1
* Used Community Service Workers for many cleanup and enhancement projects.	1
* Reported quarterly on progress of objectives and budget concerns.	4

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Street Patching Jobs	1,133	1,524	1,000	1,000
Crack Seal (Lane Miles)	42.0	58.0	75.0	75.0
Ditching (Projects)	2	63	35	35

City of Independence
Detail Program Summary

Department: 5000 - Public Works

2003-04 Operating Budget

Cost Center: 5111 - Street Maintenance

Fund: 02 - General Fund

Street Sweeping (Curb Miles)		2,911		3,000
Cross Road Pipe	6	8	10	10
Snow Removal (Call Outs)	5	13	10	10
Street Signs	3,445	3,500	3,276	2,000
Street Painting (Miles)	254.0	204.0	300.0	300.0
Overlay (Lane Miles)	7.15	2.70	8.00	3.00

2003-04 Objectives

Goal Ref

* Respond to all pothole complaints and calls within 24 hours.	1
* Crack seal 75 lane miles of streets.	1
* Complete all maintenance requests received and all ditching requests received.	1
* Complete all storm sewer projects and pipe installation projects received.	1
* Complete 3 miles of wedging or overlay. Part of this will be done by contract and some by City staff. Streets to be overlaid will be determined by the Pavement Management Program.	1
* Maintain safe driving conditions during all snow and ice storms.	4
* Respond to all dumped brush and trash complaints in a timely manner.	1
* Improve the appearance of the City by cleaning medians and rights of ways on a regular schedule.	1
* Maintain safe driving conditions along rural roads by keeping brush trimmed back along the right of way.	1
* Improve our sweeping program.	1
* Snow removal procedures and routes will be reviewed.	4
* Report quarterly on progress of objectives and budget concerns.	4

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Sign & Marking Technician	.00	.00	5.00	.00
Heavy Equipment Operator	9.00	9.00	8.00	8.00
Street Maint Supt	1.00	1.00	1.00	1.00
Light Equipment Operator	14.00	14.00	10.00	10.00
Assistant Foreman	4.00	4.00	4.00	2.00
Maintenance Supervisor	7.00	7.00	7.00	6.00
Construction Aide	9.00	9.00	9.00	7.00
Public Works Dispatcher	1.00	1.00	1.00	1.00
Total	45.00	45.00	45.00	35.00
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 5000 - Public Works
 Cost Center: 5111 - Street Maintenance

2003-04 Operating Budget
 Fund: 02 - General Fund

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	2,097,630	2,258,397	2,258,397	1,809,543
Other Services & Charges	636,210	764,855	777,195	818,527
Supplies	798,985	741,520	714,916	588,970
Capital Outlay	71,166	200,000	214,264	200,000
Other Expenditures	0	0	0	0
Total	3,603,991	3,964,772	3,964,772	3,417,040
	=====	=====	=====	=====

Significant Issues

- * Department reorganization.
- * Developed program for cutting and trimming brush along City right of way.
- * Developed program to clean islands and medians.
- * Increased use of Community Service Workers.

City of Independence
Detail Program Summary

Department: 5000 - Public Works
 Cost Center: 5113 - Traffic

2003-04 Operating Budget
 Fund: 02 - General Fund

Description

Traffic Engineering manages traffic concerns on existing streets and for future development. Traffic Engineering administers existing street light infrastructure and manages traffic related capital improvement projects. Sign Shop reports to the Traffic Engineer. Sign Shop fabricates, installs, and maintains all sign inventory of street name signs and traffic control signs. Sign Shop installs signs for new development, installs pavement markings on City streets and parking lots, installs guardrail and works snow removal and overtime duties for Street Maintenance.

2002-03 Accomplishments

	Goal Ref
* Twenty traffic counts were completed.	1
* Six traffic code change letters were issued.	1
* Traffic signal and street lighting programs were administered.	1
* Painted 74.8 miles of center line and edge line.	1
* Repaired or replaced signs at 2,213 existing locations.	1
* Fabricated and installed signs at 243 new locations.	2
* Continued installing large text street name signs along major streets throughout the City.	2
* Reported quarterly on progress of objectives and budget concerns.	3

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Design Contract Management (Percentage of Time)	N/A	8.5	8.7	9.0
Existing Street Signs (Locations Repaired/Repla	3,445	2,096	2,213	3,276
New Street Signs (Locations)	N/A	247	243	250
Street Painting (Miles)	254	264	300	300
Issued Dumpster Permits (Each)	21	34	35	35
Issued Street Closure Dispatch Notifications (Each)	N/A	70	70	70
Issued Traffic Code Change Letters (Each)	5	4	6	6
Traffic Count Locations (Each)	19	11	20	20

City of Independence
Detail Program Summary

Department: 5000 - Public Works
 Cost Center: 5113 - Traffic

2003-04 Operating Budget
 Fund: 02 - General Fund

<u>2003-04 Objectives</u>	<u>Goal Ref</u>
* Perform traffic engineering management by addressing citizen concerns and updating traffic code.	1
* Provide project management on funded Street Sales Tax Capital Improvement and Excise Tax projects.	2
* Implement Traffic Calming Program.	1
* Implement Street Lighting Program.	1
* Reduce painting program by increasing the use of thermal plastic pavement markings.	2
* Replace critical location signs with large text signs.	2
* Reduce backlog of old and faded signs needing replacement.	1
* Replace and repair signs as reported when damaged or destroyed by vandalism or accidents.	1
* Report quarterly on progress of objectives and budget concerns.	3

Staffing:

<u>Position Title</u>	<u>2000-01 Budget</u>	<u>2001-02 Budget</u>	<u>2002-03 Budget</u>	<u>2003-04 Budget</u>
Sign & Marking Technician	.00	.00	.00	5.00
Engineer III	.00	.00	.00	1.00
Assistant Foreman	.00	.00	.00	1.00
Maintenance Supervisor	.00	.00	.00	1.00
Total	.00	.00	.00	8.00
	=====	=====	=====	=====

Program Costs

<u>Expenditure Category</u>	<u>2001-02 Actual</u>	<u>2002-03 Original Budget</u>	<u>2002-03 Revised Budget</u>	<u>2003-04 Adopted Budget</u>
Personal Services	0	0	0	447,130
Other Services & Charges	0	0	0	17,400
Supplies	0	0	0	118,900
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	0	0	0	583,430
	=====	=====	=====	=====

*City of Independence
Detail Program Summary*

Department: 5000 - Public Works
Cost Center: 5113 - Traffic

2003-04 Operating Budget
Fund: 02 - General Fund

Significant Issues

- * Apart from the Sign Shop, the Traffic Engineering section consists of the Traffic Engineer. The workload of the section is such that evaluation of citizen concerns can exceed two months.
 - * Sign Shop duties have been increased to assist the Traffic Engineer with approximately twenty traffic count locations during the Summer construction season.
 - * Several work programs need to be developed within this section, such as street light requests, Civicall for citizen call management, and traffic calming program.
 - * Traffic signals have not been evaluated in over a decade for timing efficiencies. Traffic counts on primary arterials are needed to provide data for updating signal timings.
 - * Traffic studies are needed at high accident locations for identifying and budgeting for mitigations.
 - * Traffic studies are needed to provide support data for project submission for Federal funding.
 - * Use of thermoplastic pavement marking on new pavement is decreasing the need for traditional traffic paint. Need for restriping with traffic paint continues.
 - * Backlog of signs exceeding normal life cycle and needing replacement is being addressed by prioritizing on traffic control signs such as stop and yield signs. Remaining deteriorated sign inventory cannot be systematically addressed with current level of manpower.
 - * Sign inventory is increasing with needs for additional traffic control signs in existing development due to increasing traffic volumes and due to new development of street infrastructure.
-

City of Independence
Detail Program Summary

Department: 5000 - Public Works
 Cost Center: 5121 - Central Garage

2003-04 Operating Budget
 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 and establish inventory levels.

2002-03 Accomplishments

Goal Ref

- * Provide fuel and maintenance reports for departments. 4
- * Study garage inventory and determine potential surplus. 4
- * Billing has been consistent with expenses. 4
- * Convert all spreaders to stainless steel. 4
- * Preventative Maintenance on trucks performed no later than 24 hours after due. 4
- * Train all mechanics in use of Mitchell software. 4

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Mechanic Hours Billed (Percent)	96%	92%	85%	95%
Road Service Calls (Each)	90	121	30	130
Unleaded Fuel Dispensed (Cost)	308,627	296,008	181,519	305,008
Unleaded Fuel Dispensed (Gallons)	236,742	248,888	145,578	240,783
Diesel Fuel Dispensed (Cost)	101,845	86,635	33,723	94,835
Diesel Fuel Dispensed (Gallons)	82,991	78,268	30,850	79,468

2003-04 Objectives

Goal Ref

- * Computerized Fleet Analysis, Inc. and Gasboy Software updates. 3
- * Upgrade older snow removal equipment. 3
- * Upgrade Central Garage tow truck. 4
- * Complete the City's fleet update. 4

City of Independence
Detail Program Summary

Department: 5000 - Public Works
 Cost Center: 5121 - Central Garage

2003-04 Operating Budget
 Fund: 90 - Central Garage Fund

<u>2003-04 Objectives</u>	<u>Goal Ref</u>
* Complete refurbishing and painting all Public Works equipment.	3
* Begin a pictorial directory of the City's fleet for CFA.	4
* Provide user departments quarterly reports on equipment maintenance.	3
* Maintain 85% mechanic billing.	3

Staffing:

<u>Position Title</u>	<u>2000-01 Budget</u>	<u>2001-02 Budget</u>	<u>2002-03 Budget</u>	<u>2003-04 Budget</u>
Heavy Equipment Mechanic	4.00	4.00	4.00	4.00
Fleet Maint Supt	1.00	1.00	1.00	.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	9.00
	=====	=====	=====	=====

Program Costs

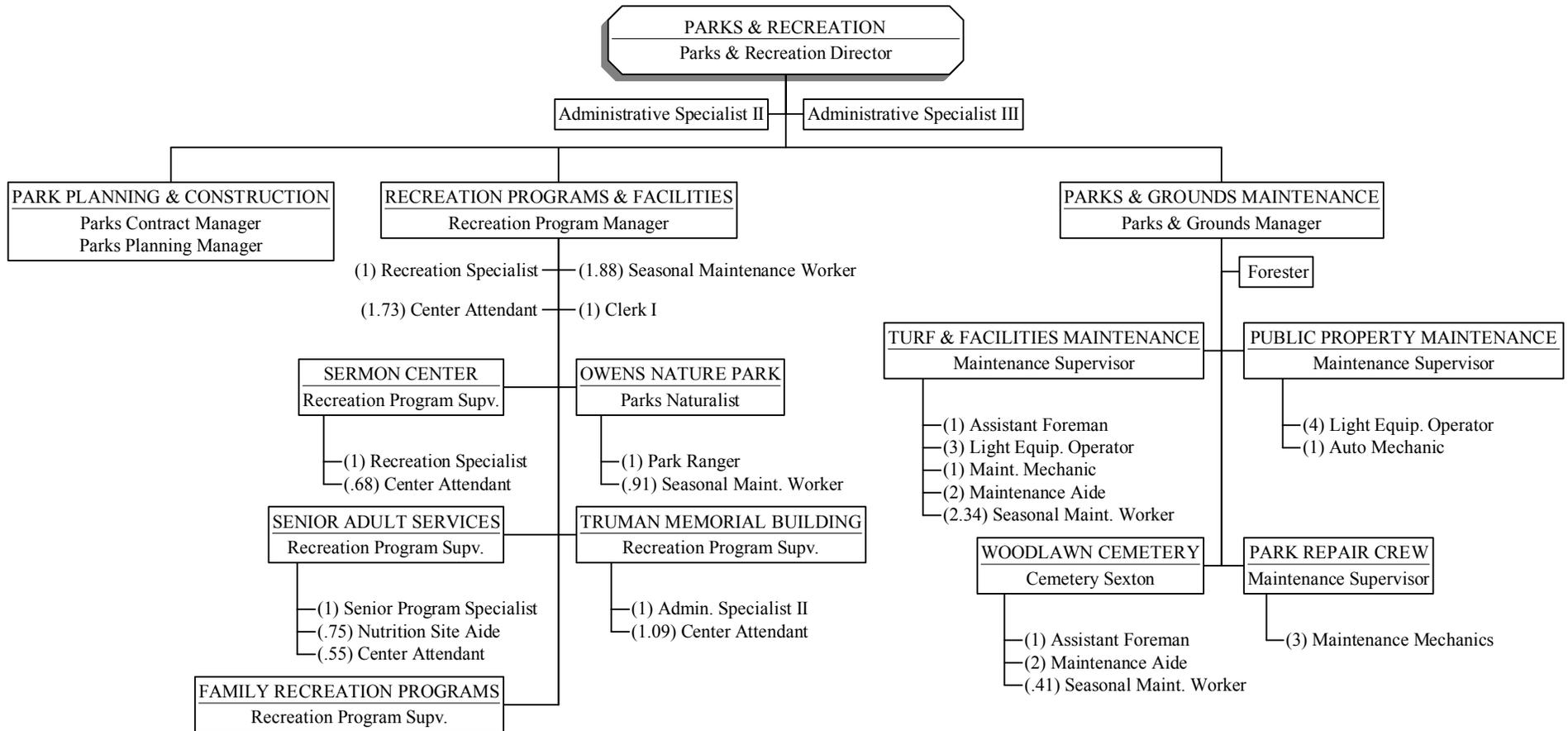
<u>Expenditure Category</u>	<u>2001-02 Actual</u>	<u>2002-03 Original Budget</u>	<u>2002-03 Revised Budget</u>	<u>2003-04 Adopted Budget</u>
Personal Services	473,157	508,883	508,883	435,544
Other Services & Charges	228,298	219,666	224,466	233,166
Supplies	432,835	487,109	464,793	491,143
Capital Outlay	1,130	0	0	0
Other Expenditures	0	0	0	0
Total	1,135,420	1,215,658	1,198,142	1,159,853
	=====	=====	=====	=====

Significant Issues

- * Reorganization of Public Works Department.
- * Fuel cost.
- * Needing to keep older equipment running.

City of Independence, Missouri

Parks and Recreation



City of Independence
Departmental Budget Summary

Department: 6000 - Parks and Recreation

2003-04 Operating Budget

Department Description

The Independence Parks and Recreation Department strives to improve the quality of life for resident families by providing superior park facilities, recreational programs, and related public services. These efforts were greatly enhanced in 1998, when voters approved a capital improvement sales tax that helped to fund the necessary repair, maintenance and reconstruction for a number of City park sites. In 2002, voters approved an expanded parks and recreation sales tax that will go into effect in January, 2004, that will allow for the renovation of the Palmer School facility into a senior adult recreation and nutrition center, construction of a new family aquatics center, implementation of water playgrounds at two neighborhood parks, development of the 14-mile Rock Creek multi-use trail, and construction of a new multi-field sports complex for local athletic contests. It will also provide for the ongoing revitalization of existing parks, creation of new parks in underserved neighborhoods, park maintenance and security, operation of recreation facilities, and development of new family-oriented recreation programs. The Parks and Recreation Department also works with a number of affiliated boards and commissions, athletic organizations, and other volunteer groups and individuals to provide a well-rounded inventory of program opportunities available to the public.

Description	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
<u>Staffing</u>				
Full Time Positions	40.00	38.00	39.00	39.40
Part Time Positions	8.70	8.70	9.79	11.35
Total	48.70	46.70	48.79	50.75
	=====	=====	=====	=====

Description	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
<u>Budget by Major Program Category</u>				
6001 Parks & Rec. Administration	195,512	204,652	203,482	215,301
6002 Sales Tax - Parks Improvemen	496,183	369,917	609,851	244,977
6011 Park Maintenance Admin.	224,498	201,769	203,499	209,613
6012 Turf Facilities Maintenance	510,702	545,034	550,414	520,202
6013 Public Property Maintenance	249,845	305,410	298,294	288,811

City of Independence
Departmental Budget Summary

Department: 6000 - Parks and Recreation

2003-04 Operating Budget

Description	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
<u>Budget by Major Program Category</u>				
6021 Recreation Programs Admin.	275,307	275,022	280,872	264,607
6022 Senior Adult Services	219,812	176,022	186,453	192,369
6026 Truman Memorial Building	0	229,000	228,750	155,552
6028 Roger T. Sermon Community Ctr.	129,157	134,371	134,223	145,440
6029 Owens Nature Park	123,291	111,055	111,555	118,673
6031 Cemetery Maintenance	241,046	193,146	196,802	180,210
6041 Park Maint. - Security & Insp.	0	0	0	272,719
6042 Rec. Fac.-Truman Memorial Bldg	0	0	0	156,130
6043 Rec. Fac.-Palmer Sr. Adult Ctr	0	0	0	116,129
6044 Family Recreation Programs	0	0	0	60,812
Total	2,665,353	2,745,398	3,004,195	3,141,545
	=====	=====	=====	=====

Source of Funding

General Fund	2,169,170	2,375,481	2,394,344	2,290,778
Parks Improv. Sales Tax Fund	496,183	369,917	609,851	850,767
Total	2,665,353	2,745,398	3,004,195	3,141,545
	=====	=====	=====	=====

Direct/Offsetting Revenues

Class Fees	39,051	50,000	50,000	55,000
Park Concessions	1,543	20,000	10,000	20,000
Recreation Center Fees	13,776	74,000	60,000	100,000
Recreation Rentals	54,270	60,000	60,000	65,000
Cemetery Charges	116,392	135,000	125,000	145,000
Dial-a-Ride Grant	26,614	30,000	25,000	25,000
Mid America Regional Council Grant for Senior Citizen's Meal Program	25,000	30,000	30,000	30,000
Total	276,646	399,000	360,000	440,000
	=====	=====	=====	=====

Significant Issues/Changes

* Departmental staff will coordinate departmental activities for successful implementation of the fifth and final year of the Capital Improvement Park Sales Tax Program while beginning the implementation

City of Independence
Departmental Budget Summary

Department: 6000 - Parks and Recreation

2003-04 Operating Budget

Significant Issues/Changes

- of the recently-adopted Parks and Recreation Sales Tax Renewal Program.
- * Departmental staff will work to oversee the renovation and reopening of the former Palmer School as a comprehensive senior adult
 - * Departmental staff will work with other City staff to coordinate the land acquisition and design process associated with a new Family
 - * Departmental staff will fully evaluate and review current Recreation Program offerings in order to introduce an expanded inventory of
 - * The budget includes a commitment to fund a half year's operations of the Truman Memorial Building out of the General Fund. The remaining portion of the operations for this facility will be funded out of sales taxes authorized by the renewal of the Park Improvements Sales Tax.
-

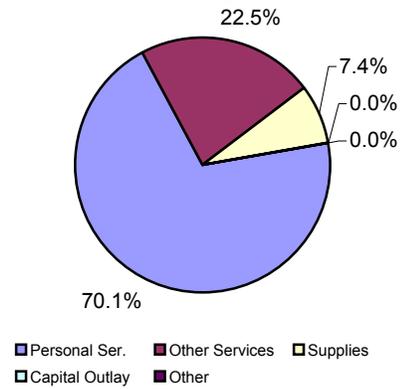
2003-04 Operating Budget

Parks and Rec.

Appropriations by Type:

Expenditure Type	Actual 2001-02	Original 2002-03	Projected 2002-03	Adopted 2003-04
Personal Ser.	\$ 1,851,919	\$ 2,074,975	\$ 2,074,975	\$ 2,200,675
Other Services	454,072	534,766	569,608	707,269
Supplies	131,246	135,657	169,051	233,601
Capital Outlay	176,478	-	190,561	-
Other	51,638	-	-	-
Total	\$ 2,665,353	\$ 2,745,398	\$ 3,004,195	\$ 3,141,545

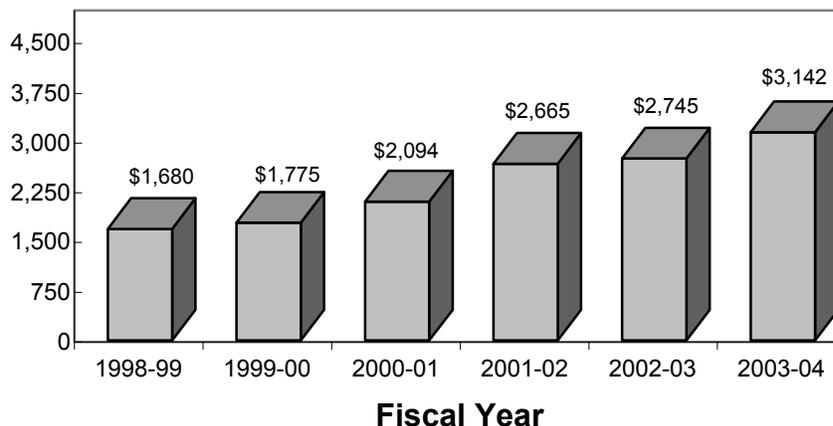
2003-04 City Council Adopted Budget



Historical Comparison:

	Actual 1998-99	Actual 1999-00	Actual 2000-01	Actual 2001-02	Budget 2002-03	Budget 2003-04
Employees:						
Full Time Equiv.	41.10	44.69	48.70	46.70	48.79	50.75
Amount by Fund:						
General Fund	\$ 1,680,223	\$ 1,757,629	\$ 1,956,671	\$ 2,169,170	\$ 2,375,481	\$ 2,290,778
Parks Improv. Sales	-	16,962	137,232	496,183	369,917	850,767
Total All Funds	\$ 1,680,223	\$ 1,774,591	\$ 2,093,903	\$ 2,665,353	\$ 2,745,398	\$ 3,141,545
Comparative Ratios:						
Per Capita	\$ 14.50	\$ 15.28	\$ 17.92	\$ 22.81	\$ 24.09	\$ 27.57
Per Household	\$ 33.36	\$ 35.03	\$ 40.97	\$ 52.15	\$ 53.71	\$ 61.46

Dollars (1,000's)



City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation
Cost Center: 6011 - Park Maintenance Admin.

2003-04 Operating Budget
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.

2002-03 Accomplishments

Goal Ref

- * Work with departmental administrative staff to successfully implement Year Four Park Sales Tax improvement projects, including completion of facility renovations at the Truman Memorial Building, completion of Santa Fe Trail Tennis Complex and installation of additional new park playgrounds, picnic shelters and various site amenities. 1
- * Worked with departmental administrative staff, volunteer groups and the general public to provide information and promote benefits of successful park sales renewal campaign. 4
- * Worked with City Manager's office to provide information required for 2002 Property Audit. 4
- * Coordinated the removal of defective park equipment and amenities from Dickinson Park, Fairmount Park, Little Blue Park, Van Hook Park and the former French Acres Park. 1
- * Designed, successfully bid and supervised installation of a new irrigation system and new infield and warning track materials at Crysler Stadium. 4

Performance Indicators:

<u>Description</u>	<u>2000-01 Actual</u>	<u>2001-02 Actual</u>	<u>2002-03 Budget</u>	<u>2003-04 Budget</u>
Numbers of park sites maintained	41	41	41	41
Number of park acres maintained	724	724	724	724
Number of non-park acres maintained	564	547	580	580
Number of full-time staff supervised	19	19	19	19

2003-04 Objectives

Goal Ref

- * Work with departmental administrative staff to successfully implement Year Five Park Sales Tax improvement projects, including additional facility renovation project components at the Santa Fe Trail Tennis Complex and baseball game fields, parking lot improvements and softball field renovations at Van Hook Park, as well as park walking trail repairs and installation of park shelters and site amenities at various locations. 1

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation
Cost Center: 6011 - Park Maintenance Admin.

2003-04 Operating Budget
Fund: 02 - General Fund

<u>2003-04 Objectives</u>	<u>Goal Ref</u>
* Work with departmental administrative staff to begin implementation of Year Two recommendations of the Park Master Plan.	4
* Coordinate continued operational efficiencies and special requirements for staff and equipment assigned to the Chrysler Maintenance Facility.	4
* 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 in with acceptable parameters.	4
* Assist community and neighborhood groups with park adoption and clean-up efforts.	1
* Work with the Tree Commission and forestry staff to address park and public right-of-way tree-related issues throughout the community.	
* Serve as staff liaison to various boards, commissions and committees involving park resources.	4
* Provide technical assistance for the design and maintenance of new and existing park facilities.	4
* Identify and support appropriate professional training opportunities for divisional staff.	4

Staffing:

<u>Position Title</u>	<u>2000-01 Budget</u>	<u>2001-02 Budget</u>	<u>2002-03 Budget</u>	<u>2003-04 Budget</u>
Parks & Grounds Manager	1.00	1.00	1.00	1.00
Forester	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00
	=====	=====	=====	=====

Program Costs

<u>Expenditure Category</u>	<u>2001-02 Actual</u>	<u>2002-03 Original Budget</u>	<u>2002-03 Revised Budget</u>	<u>2003-04 Adopted Budget</u>
Personal Services	142,504	145,852	145,852	145,529
Other Services & Charges	73,724	48,687	48,387	49,674
Supplies	8,270	7,230	9,260	14,410
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	224,498	201,769	203,499	209,613
	=====	=====	=====	=====

*City of Independence
Detail Program Summary*

Department: 6000 - Parks and Recreation
Cost Center: 6011 - Park Maintenance Admin.

2003-04 Operating Budget
Fund: 02 - General Fund

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.
 - * Implementation of contracted maintenance services for landscape beds will require significant coordination between the 6011 and 6012 Cost Centers.
 - * Implementation of initial improvement projects and operational modifications associated with the new dedicated Park Sales Tax will require supervision and coordination between the 6001 and 6002 Cost Centers.
-

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation

2003-04 Operating Budget

Cost Center: 6013 - Public Property Maintenance

Fund: 02 - General Fund

Significant Issues

- * Additional park and non-park mowing cycle targets for the Parks Division desired during FY 2003-04 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.
 - * Implementation of initial improvement projects and operational modifications associated with the new dedicated Park Sales Tax will require coordination between the 6013,6011 and 6002 Cost Centers.
-

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation
Cost Center: 6021 - Recreation Programs Admin.

2003-04 Operating Budget
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.

2002-03 Accomplishments

Goal Ref

- * Successful recruitment and hiring of Recreation Program Supervisor (Truman Memorial Building), Recreation Specialist (Athletics) and Administrative Specialist II. 4
- * Facilitated Facility and Programs Improvements (see accomplishment listing under other individual Cost Centers of Recreation Divisions). 4
- * Coordinated re-dedication celebration at the Truman Memorial Building and facilitated the THCF Annual Gala fund raising events. 1
- * Initiated and accomplished preliminary elements of cash management system in front office operations. 4
- * Introduced a more formal on-call schedule for supervisors, to insure clear communication and support to part-time staff in a seven day operation. 4
- * Implemented changes to the system used by the community to reserve athletic facilities. 4
- * Introduced and activated the position of "Liaison of Parks and Recreation for Field Allocation" within each sports association. This person collects their team's requests, priorities and filters these request for appropriateness, referees association political issues with support from their board, analysis trends within their group and communciates with City staff to indentify concerns. 4
- * Implemented a more formal "Facility Request" Form able to be used at multiple sites, to clarify event details, services needed, etc. 4
- * Met with the Independence School district to develop an updated inventory of District Facilities, available for the city to assign. 4
- * Gained support of the Sports Commission for this revised process. 4
- * Relocation of Recreation Program Manager's office to the Truman Memorial Building, allowing for re-assignment of office workspaces in Sermon Center. 4

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Number of adult athletic teams	92	120	120	120

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation
 Cost Center: 6021 - Recreation Programs Admin.

2003-04 Operating Budget
 Fund: 02 - General Fund

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Total	275,307	275,022	280,872	264,607

Significant Issues

- * Transition of staff and start-up operations to Palmer Senior Center.
- * Manage loss of staff presence at Sermon Center, caused by their transfer to the Palmer Senior Center.
- * Implementation of custodial services contract to cover custodial needs at the Sermon Center and the Truman Memorial Building.
- * Activation of athletic programs at the Truman Memorial Building (with the closing of Palmer site or construction).
- * Continuation of process to monitor/coordinate parking around the Truman Memorial Building, as the new parking lot is constructed and comes on-line.

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation
Cost Center: 6022 - Senior Adult Services

2003-04 Operating Budget
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.

2002-03 Accomplishments

Goal Ref

- * Involved senior citizen participants in two fundraising activities to raise money for the renovation of the Palmer School Building into and a Spring Garage Sale). 1
- * Participate in various continuing education opportunities - Drug and Alcohol Awareness, MPRA conference in Kansas City, Sanitation Training by MARC, Supervisor Training Certification Program with KCMLIN. 1
- * Secured grant monies on various senior programs: MARC - \$25,000; KCATA - \$25,393; CDBG - \$18,572; Truman Hearland Foundation - \$5,000. 1
- * Provided opportunities for public input on the schematic design of the former Palmer Junior High School into a senior adult activities and nutrition center. Worked with ACI/Frangkiser Hutchens, Inc. to develop an architectural design for the community center to meet the diverse needs of senior citizens in the community. 4
- * Increased number of general recreation, tips, and nutrition program offered by a total of 15.5% since last year. 4

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Number of general recreation programs	34	46	35	46
Number of day/overnight trips	40	49	48	49
Meals served - On-Site	18,666	17,758	17,156	17,758
Meals served - Home Delivered	31,479	28,275	25,391	28,275
Number of nutrition site programs	89	191	165	191
Number of outreach programs	24	8	10	8

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation
Cost Center: 6022 - Senior Adult Services

2003-04 Operating Budget
Fund: 02 - General Fund

<u>2003-04 Objectives</u>	<u>Goal Ref</u>
* Work with Principal architect with ACI/Frangkiser Hutchens, Inc. and Recreation Manager to ensure that the Senior Adult Activities and Nutrition Center is designed and constructed according to user group's needs and adopted recommendations.	1
* Improve program and attendance recording methods for more accurate counts of offerings and level of participation in senior adult programs.	4
* Integrate two separate senior publications, The Fifty-Something Newsletter and the Nutrition Site Menu/Activity calendar, to simplify overview of programs offered to the senior adult community.	4
* Establish Foundation for Senior Center so that people will donate money for personal estates to fund special events and add equipment/furnishings above daily operational needs at the Senior Center.	4
* Explore opportunities and make plans to offer meals cooked on site for the nutrition program, with a goal to start this operation in July, 2004.	4
* Open up Senior Activities and Nutrition Center in January, 2004 to provide full array of quality Parks and Recreation programs to senior adults.	1

Staffing:

<u>Position Title</u>	<u>2000-01 Budget</u>	<u>2001-02 Budget</u>	<u>2002-03 Budget</u>	<u>2003-04 Budget</u>
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

<u>Expenditure Category</u>	<u>2001-02 Actual</u>	<u>2002-03 Original Budget</u>	<u>2002-03 Revised Budget</u>	<u>2003-04 Adopted Budget</u>
Personal Services	102,277	99,026	99,026	102,126
Other Services & Charges	114,790	74,546	85,577	86,747
Supplies	2,745	2,450	1,850	3,496
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	219,812	176,022	186,453	192,369
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation
Cost Center: 6026 - Truman Memorial Building

2003-04 Operating Budget
Fund: 02 - General Fund

Description

Divisional staff in this area serve to operate and maintain the Truman Memorial Building located at 416 W. Maple. The Truman Memorial Building serves as the City's second community center facility. In doing so, the building will be available for the recreation programs, educational classes, special events and functions, group meeting, and private rentals.

2002-03 Accomplishments

Goal Ref

- * Completed Phase II reconstruction of the Veterans' Courtyard of the Truman Memorial Building. 1
- * Developed RFP for Custodial Services Contract & recommended vendor. 4
- * Worked with department staff to oversee the successful re-opening of the facility to the general public. 1
- * Successfully hosted a special facility re-dedication that involved honoring our Veterans on November 9, 2002, with 300 people estimated to being attendance. 4
- * Promoted the facility's availability and newly established rental fee structure within the community through the Examiner and the Recreation & Leisure Services Catalog. 4
- * Developed programs, services and public functions appropriate to the use of the facility. 4
- * Completed and supervised the receipt and set-up of all interior furnishings. 4
- * Hosted 250 at the Volunteer Appreciation Breakfast, 800 for the Truman Heartland Gala, and 400 for the City-wide Holiday Luncheon. 4

2003-04 Objectives

Goal Ref

- * Facilitate and solidify planning process and weekly meetings to communicate and coordinate facility parking needs for the Independence School District, the neighboring churches and the TMB. 4
 - * Develop new recreation programs, special events, and public functions appropriate to the use of the facility. 4
 - * Develop programming partnerships with area agencies. 1
 - * Promote availability of facility within the community through all forms of media. 4
 - * Conduct monthly reviews of the TMB custodial services contract with representative from Properties Management and the approved custodial vendor. 4
 - * Oversee the completion of the Sermon Room, the Donor Recognition "Walls of Honor", the paver-brick program in the Veteran's Courtyard. 4
 - * Establish a computerized tracking system of facility Revenues and participation for monthly and yearly reports. 3
-

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation
 Cost Center: 6026 - Truman Memorial Building

2003-04 Operating Budget
 Fund: 02 - General Fund

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Recreation Program Supv	.00	.00	1.00	.50
Administrative Spec II	.00	.00	1.00	.50
Center Attendant	.00	.00	1.09	.54
Total	.00	.00	3.09	1.54
	=====	=====	=====	=====

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	0	105,399	105,399	59,314
Other Services & Charges	0	110,050	104,169	88,488
Supplies	0	13,551	10,550	7,750
Capital Outlay	0	0	8,632	0
Other Expenditures	0	0	0	0
Total	0	229,000	228,750	155,552
	=====	=====	=====	=====

Significant Issues

- * The parking lot reconstruction is scheduled to take place mid March to mid June of 2003.
- * The coordination of scheduling, dates and times for the Independence School District offices, the neighboring churches and the facility staff will be an ongoing concern.

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation
Cost Center: 6029 - Owens Nature Park

2003-04 Operating Budget
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.

2002-03 Accomplishments

Goal Ref

- | | |
|---|---|
| * Continued work with Community Service Agency and volunteer groups to provide park improvements. | 1 |
| * Supported the continuation of staff education in their related fields (First Aid Instructor Level 1 & 2 Prescribed Burn certification, "Right Tree Right Place"/Oak Wilt blight). | 4 |
| * Provided support to the department for the Park Master Plan and the George Owens Nature Park individual Master Plan. | 4 |
| * Provided numerous interpretive programs for eight area school districts. | 1 |
| * Implemented an Environmental Education Program for area schools that promoted better understanding and appreciation for our natural resources. | 4 |
| * Installed six new wooden park benches along trails. | 4 |
| * Cleared location near Bullhead Lake for public use as a family area. | 4 |
| * Installed twelve new trail head signs. | 4 |
| * Updated the interior look of the Eva Cooper Lodge with a new color of paint and renovation of the kitchen. | 4 |
| * Completed Park Matching Grant project in cooperation with Powerhouse Theater Foundation, to replace cabinets and appliances in the lodge kitchen. | 1 |
| * Implemented new marketing techniques and strategies through National Interpreter Associations "Passport to Adventure" to increase public knowledge of the park. | 4 |
| * Primary lake spillway repaired and erosion area filled. | 1 |
| * Installed two grinder pumps and new sewage lines to complete Water Pollution Control project. | 1 |
| * Removal of three large sewage cones from around Bullhead Lake to return its visual appeal. | 1 |
| * Removal of exotic and invasive species and forest vegetation through prescribed burns. | 4 |
| * Repaired two dilapidated footbridges and watershed problem along Butterfly Trail. | 1 |
-

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation
Cost Center: 6029 - Owens Nature Park

2003-04 Operating Budget
Fund: 02 - General Fund

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Lodge hours of availability to the public per week	60	68	71	68
Facility rental revenue	\$6,235	8,500	\$9,500	\$11,060
Total number of visitors	39,000	41,000	45,000	42,519
On-site group presentations	22	33	40	40
Community outreach programs	24	41	30	22
Park programs (special events)	8	12	14	10

2003-04 Objectives

2003-04 Objectives	Goal Ref
* Provide understanding of environmental needs, cultivating a code of ethics among park users for a better appreciation of animals and their environment.	4
* Expand family oriented recreational programs.	4
* Continue partnerships with state, county and other agencies, implementing and developing projects that assist environmental needs.	1
* Continue to assist in the development of the George Owens Natural Park Master Plan and the rehabilitation of the park per Master Plan.	4
* Update educational library, materials and displays.	4
* Update and improve accuracy of trail map and install trail signage.	4
* Research and obtain efficient equipment to maintain the grounds, trail and building upkeep.	4
* Continue correct watershed problem areas.	4
* Indentify accessability concerns utilizing ADA Accessibility Guidelines.	4
* Replace trash dumpster corral to improve the front of the parks visual appeal.	4
* Continue forest stewardship with prescribed forest floor burns to remove invasive plant species.	4
* Continue preparation of the Family Picnic area.	4
* Improve natural beauty of park with planting of native perennials and wild flowers.	4
* Develop an Excel spreadsheet program to track and present facility program facility program data (revenues, paricipations, etc).	4
* Recruit and hire a Parks Naturalist.	4

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Park Ranger	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation
 Cost Center: 6029 - Owens Nature Park

2003-04 Operating Budget
 Fund: 02 - General Fund

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
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
	=====	=====	=====	=====

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	103,263	98,908	98,908	105,856
Other Services & Charges	11,529	3,685	5,185	6,685
Supplies	8,499	8,462	7,462	6,132
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	123,291	111,055	111,555	118,673
	=====	=====	=====	=====

Significant Issues

* Department will work to complete park trail improvements through the Park Sales Tax Program while looking for opportunities to begin implementation of new master plan for the park.

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation
 Cost Center: 6031 - Cemetery Maintenance

2003-04 Operating Budget
 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.

2002-03 Accomplishments

Goal Ref

- * Provided information and direction necessary for successful adoption of revised cemetery fees and charges schedule, which was approved in August, 2002. 3
- * Completed comprehensive facility renovation project at cemetery maintenance shop. 1
- * Coordinated successful completion of asphalt overlay at maintenance shop area. 1
- * Coordinated successful completion of security system installation at office and shop buildings. 4
- * Continued data entry into new cemetery management software program. 4
- * Continued to provide desired facility appearance and condition on a consistent basis. 4
- * Continued to provide desired level of customer service and access on a consistent basis. 4
- * Provided information and direction necessary for successful adoption of revised cemetery fees and charges schedule, which was approved in August, 2002. 4

Performance Indicators:

<u>Description</u>	<u>2000-01 Actual</u>	<u>2001-02 Actual</u>	<u>2002-03 Budget</u>	<u>2003-04 Budget</u>
Number of cemetery acres maintained	49	49	49	49
Number of funeral services per year	100	100	105	105
Opening/Closing revenues	\$52,763	\$70,000	\$55,401	\$55,401
Monument Base revenues	\$2,857		\$3,830	\$3,830
Pre-Need Arrangement revenues	\$31,800		\$42,713	\$42,713
Number of facility mowing cycles	16	22	22	22

2003-04 Objectives

Goal Ref

- * Continue to work with departmental administrative staff to begin implementation of a formal business plan, including marketing a formal pre-arrangement program. 4
- * Supervise operations to ensure desired levels of cemetery maintenance and appearances are met. 4
- * Continue transfer of cemetery records from previous formats to new 4

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation
Cost Center: 6031 - Cemetery Maintenance

2003-04 Operating Budget
Fund: 02 - General Fund

2003-04 Objectives

Goal Ref

- software database.
- * Assist community and volunteer groups with historical preservation and improvement efforts. 1
- * Provide practical assistance for the design and maintenance of existing cemetery facilities. 4
- * Assess and develop appropriate cemetery facility rules and regulations.
- * Identify and support appropriate professional training opportunities for divisional staff. 4

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 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	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	178,195	172,603	172,603	164,185
Other Services & Charges	15,188	9,800	9,100	9,100
Supplies	21,599	10,743	6,899	6,925
Capital Outlay	26,064	0	8,200	0
Other Expenditures	0	0	0	0
Total	241,046	193,146	196,802	180,210

Significant Issues

- * The untimely death of the Cemetery Sexton in late 2002 created a difficult situation, on both a personal and professional level, for the cemetery staff. Staff will be challenged to maintain the positive direction of facility maintenance and appearance established over the past several years, while transitioning into a new cemetery

*City of Independence
Detail Program Summary*

*Department: 6000 - Parks and Recreation
Cost Center: 6031 - Cemetery Maintenance*

*2003-04 Operating Budget
Fund: 02 - General Fund*

Significant Issues

management and supervision scenario in FY 03-04.

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation 2003-04 Operating Budget
 Cost Center: 6043 - Rec. Fac.-Palmer Sr. Adult Ctr Fund: 12 - Parks Improv. Sales

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	0	0	0	6,129
Other Services & Charges	0	0	0	58,000
Supplies	0	0	0	52,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	0	0	0	116,129
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation
Cost Center: 6044 - Family Recreation Programs

2003-04 Operating Budget
Fund: 12 - Parks Improv. Sales

Description

This cost center serves to provide ongoing development and implementation of family-oriented recreation programs consistent with recommendations from the Independence Parks, Recreation and Open Space Master Plan. Funding is provided through the Parks and Recreation Sales Tax Renewal Program, beginning January 1, 2004. Special attention will be given to the development of youth, family and senior adult recreation programs, non-traditional and outdoor programs, festivals and special events, and sports, athletics, and tournaments.

2003-04 Objectives

	<u>Goal Ref</u>
* Coordinate divisional activities for successful implementation of the first year of the Parks and Recreation Sales Tax Renewal Program.	4
* Add new staff position, Recreation Program Supervisor, to develop and facilitate new recreation events and programs at neighborhood park sites.	4
* Develop and facilitate partnerships and co-sponsored activities with other community-based recreation providers.	4
* Work closely with other inter-departmental recreation programs, event and services to maximize recreational opportunities available within the community.	4

Staffing:

<u>Position Title</u>	<u>2000-01 Budget</u>	<u>2001-02 Budget</u>	<u>2002-03 Budget</u>	<u>2003-04 Budget</u>
Recreation Program Supv	.00	.00	.00	.50
Seasonal Maintenance Wkr	.00	.00	.00	.29
Total	.00	.00	.00	.79
	=====	=====	=====	=====

Program Costs

<u>Expenditure Category</u>	<u>2001-02 Actual</u>	<u>2002-03 Original Budget</u>	<u>2002-03 Revised Budget</u>	<u>2003-04 Adopted Budget</u>
Personal Services	0	0	0	30,812
Other Services & Charges	0	0	0	26,000
Supplies	0	0	0	4,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	0	0	0	60,812
	=====	=====	=====	=====

City of Independence
Departmental Budget Summary

Department: 6500 - Non-Departmental

2003-04 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	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
<u>Budget by Major Program Category</u>				
6502 Non-Departmental	4,822,435	6,341,539	6,566,539	6,102,954
6503 Capital Outlay	1,933,808	445,947	445,947	445,947
6504 City Council Strategic Goal	456,833	400,000	679,004	400,000
6505 Central Services	27,227	39,380	39,380	39,380
6507 Capital Outlay - TIF Distr.	479,800	1,358,914	1,425,180	1,350,883
6520 Non-Departmental	11,317,192	12,440,366	12,440,366	13,369,234
6530 Non-Departmental	2,334,506	2,428,364	2,428,364	2,583,320
6540 Non Departmental	2,887,736	3,305,397	3,305,397	3,452,391
6590 Non Departmental	51,902	78,141	78,141	79,216
6591 Non-Departmental (91)	9,017,768	10,162,500	10,162,500	10,956,000
Total	<u>33,329,207</u>	<u>37,000,548</u>	<u>37,570,818</u>	<u>38,779,325</u>
	=====	=====	=====	=====

Source of Funding

General Fund	7,720,103	8,585,780	9,156,050	8,339,164
Power and Light Fund	11,317,192	12,440,366	12,440,366	13,369,234
Sanitary Sewer Fund	2,334,506	2,428,364	2,428,364	2,583,320
Water Fund	2,887,736	3,305,397	3,305,397	3,452,391
Central Garage Fund	51,902	78,141	78,141	79,216
Staywell Health Care Fund	9,017,768	10,162,500	10,162,500	10,956,000
Total	<u>33,329,207</u>	<u>37,000,548</u>	<u>37,570,818</u>	<u>38,779,325</u>
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental
 Cost Center: 6502 - Non-Departmental

2003-04 Operating Budget
 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	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	2,338,502	2,735,731	2,735,731	2,882,901
Other Services & Charges	2,483,047	2,581,308	2,806,308	2,674,972
Supplies	886	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	1,024,500	1,024,500	545,081
Total	4,822,435	6,341,539	6,566,539	6,102,954
	=====	=====	=====	=====

CITY OF INDEPENDENCE, MISSOURI
2003-04 Operating Budget
General Fund Operating Budget - Capital Outlay Appropriations

<u>Description</u>	<u>Buildings</u>	<u>Mobile Equipment</u>	<u>Other</u>	<u>Total</u>
Lease Purchase Payments on Prior Year Purchases:				
Building Maintenance Repair and Renovations	\$ 215,507			\$ 215,507
Technology Services:				
Replacement program for Microcomputers, File Servers, and Network Systems			105,420	105,420
Fire:				
Warning Siren Replacement - Replaces 35th and Lee's Summit, 21500 E. Truman, 23rd & RD Mize, E. Truman at Ann Street			55,020	55,020
Health				
Animal Shelter Equipment Replacement - Incinerator and Freezer			70,000	70,000
Total	<u><u>\$ 215,507</u></u>	<u><u>\$ -</u></u>	<u><u>\$ 230,440</u></u>	<u><u>\$ 445,947</u></u>

CITY OF INDEPENDENCE, MISSOURI
2003-04 Operating Budget
City Council Goals Account Summary

	Budget	Allocation	Actual
<u>2002-03 Activity:</u>			
Carryover of Unexpended Prior Year's Balance	279,003.74		
Unexpended 2001-02 Allocations carried over to 2002-03			
Neighborhood Parks Matching Grant		5,242.00	3,716.00
Little Blue Parkway - R.D. Mize to US 24 - Preliminary Design		36,602.50	
Tree Trimming and Dead Tree Removal in City Right-of-way		3,715.86	
Demolition of Dangerous Buildings and Private Property		6,220.00	6,220.00
Youth Summer Basketball & Teen Center		8,461.83	8,461.83
City Council Chambers - Audio Visual Modifications		800.00	799.98
2002-03 Allocation	400,000.00		
Demolition of Dangerous Buildings and Private Property (Supplements \$75,000 in Community Development Budget)		75,000.00	5,370.00
Mowing and Refuse Cleanup on Private Property (Supplements \$47,600 in Community Development Budget)		40,000.00	30,000.00
Youth Summer Basketball and Teen Center		10,000.00	35.45
Neighborhood Park Matching Grants		25,000.00	
Jackson Drive (Jones Road to Bundschu)		70,000.00	
Police Academy Scholarship Program		20,000.00	
Northwest Communities Development Corporation		38,000.00	38,000.00
House Painting Program		30,000.00	170.77
Veterinary Services for K-9 Unit		2,022.00	2,021.61
Municipal Court Software		84,000.00	83,060.00
NFTC Redevelopment Strategy		35,000.00	
Coalition for Child Safety		1,500.00	1,500.00
NWCDC Operating Agreement (year 1 of 3)		50,000.00	
Total for 2002-03	<u>\$ 679,003.74</u>	<u>\$ 541,564.19</u>	<u>\$ 179,355.64</u>
Unallocated Balance at June 30, 2003		<u><u>\$ 137,439.55</u></u>	
<u>2003-04 Fiscal Year:</u>			
Unallocated Prior Year's Balance	\$ 137,439.55		
2003-04 Allocation	400,000.00		
Salvation Army Crossroads Shelter		4,837.00	
Mowing and Refuse Cleanup on Private Property (Supplements \$47,600 in Community Development Budget)		70,000.00	
Demolition of Dangerous Buildings and Private Property (Supplements \$75,000 in Community Development Budget)		50,000.00	
Neighborhood Park Matching Grant		20,000.00	
Sidewalk Repairs to Private Property (to be repaid through 5 year assessments)		50,000.00	
Youth Summer Basketball and Teen Center		10,000.00	
Northwest Community Development Corporation		50,000.00	
Unallocated Balance at June 30, 2004		<u><u>\$ 282,602.55</u></u>	

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental
 Cost Center: 6505 - Central Services

2003-04 Operating Budget
 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	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Other Services & Charges	20,153	30,580	30,580	30,580
Supplies	7,074	8,800	8,800	8,800
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	27,227	39,380	39,380	39,380
	=====	=====	=====	=====

CITY OF INDEPENDENCE, MISSOURI
2003-04 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 Cost of the Project	Anticipated Matching Grant
40	PW-02-016	39th Street - Lee's Summit Phelps	\$ 280,000	\$ 2,040,000	\$ 440,000
36	PW-02-001	Landscaping West Side of Noland Road - 31st to 35th Street	10,000	190,000	70,000
35	PW-01-002	Truman Road Widening - M291 to Swope Drive	190,000	2,400,000	400,000
3	FR-01-001	Fire Station Number 7 (M291) - Replacement and Land Acquisition	751,500	2,180,000	2,180,000
2	CD-02-001	Transit Center and Commuter Parking	120,000	1,500,000	300,000
Total			\$ 1,351,500	\$ 8,310,000	\$ 3,390,000

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
 Cost Center: 6520 - Non-Departmental

2003-04 Operating Budget
 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	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	1,064,762	1,146,728	1,146,728	1,517,035
Other Services & Charges	3,378,720	3,753,955	3,753,955	4,185,390
Supplies	709	0	0	0
Capital Outlay	1,908	0	0	0
Other Expenditures	6,871,093	7,539,683	7,539,683	7,666,809
Total	11,317,192	12,440,366	12,440,366	13,369,234
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental
 Cost Center: 6530 - Non-Departmental

2003-04 Operating Budget
 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	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	186,746	248,086	248,086	368,370
Other Services & Charges	1,095,901	1,048,884	1,048,884	1,114,855
Supplies	355	0	0	0
Capital Outlay	1,908	0	0	0
Other Expenditures	1,049,596	1,131,394	1,131,394	1,100,095
Total	2,334,506	2,428,364	2,428,364	2,583,320
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental
 Cost Center: 6540 - Non Departmental

2003-04 Operating Budget
 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	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	238,896	321,769	321,769	394,110
Other Services & Charges	1,750,338	1,904,616	1,904,616	1,968,915
Supplies	424	0	0	0
Capital Outlay	1,908	0	0	0
Other Expenditures	896,170	1,079,012	1,079,012	1,089,366
Total	2,887,736	3,305,397	3,305,397	3,452,391
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental
 Cost Center: 6590 - Non Departmental

2003-04 Operating Budget
 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	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	33,203	49,741	49,741	49,366
Other Services & Charges	18,699	23,200	23,200	24,650
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	5,200	5,200	5,200
Total	51,902	78,141	78,141	79,216
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental

2003-04 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.

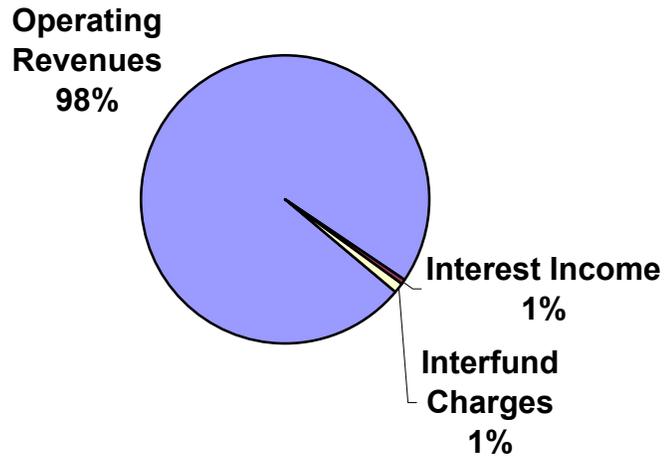
Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Other Services & Charges	9,017,768	10,162,500	10,162,500	10,956,000
Total	9,017,768	10,162,500	10,162,500	10,956,000
	=====	=====	=====	=====

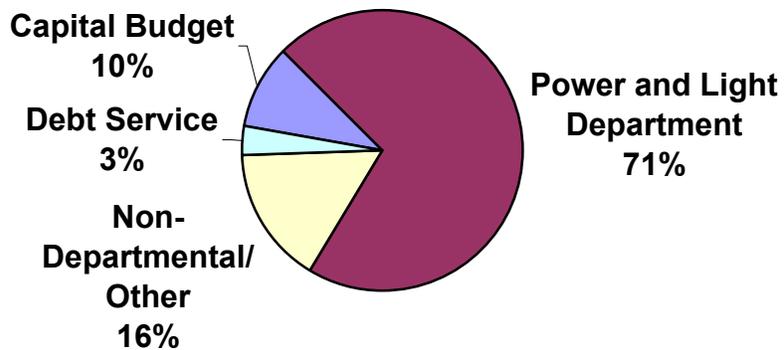
City of Independence, Missouri
2003-04 Operating Budget
Capital Lease/Debt Service Requirements - General Fund

<u>Series</u>	<u>Principal</u>	<u>Interest</u>	<u>Fees</u>	<u>Total Debt Service Requirements</u>
<u>Capital Equipment Lease-</u> 1995 Series (6365)	\$ 90,373	\$ 16,196		\$ 106,569

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2003-04 Operating Budget
Budget Summary Power and Light Fund
For the Fiscal Years 2001-02, 2002-03 and 2003-04

Description	2001-02 Actual	% of Total	2002-03 Original Budget	% of Total	2003-04 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
Estimated Revenues-								
Operating Revenues	\$ 71,945,127	97.0%	\$ 76,055,000	97.1%	\$ 78,139,000	98.4%	\$ 2,084,000	2.7%
Interest Income	1,505,712	2.0%	1,500,000	1.9%	420,118	0.5%	(1,079,882)	-72.0%
Interfund Charges	735,912	1.0%	778,180	1.0%	817,600	1.0%	39,420	5.1%
Other Revenues	-	0.0%	-	0.0%	-	0.0%	-	n/a
Total Estimated Revenues	\$ 74,186,751	100.0%	\$ 78,333,180	100.0%	\$ 79,376,718	100.0%	\$ 1,043,538	1.3%
Transfers from Other Funds-								
Employee Benefits Fund			163,284		163,284		-	0.0%
Total Sources			\$ 78,496,464		\$ 79,540,002		\$ 1,043,538	1.3%
Use of Budget Dollars								
Operating Budget:								
Technology Services	\$ 55,599	0.1%	\$ 63,925	0.1%	\$ 66,702	0.1%	\$ 2,777	4.3%
Power and Light Department	55,824,362	79.6%	58,087,922	79.0%	60,135,390	78.7%	2,047,468	3.5%
Non-Departmental	11,317,192	16.1%	12,440,366	16.9%	13,369,234	17.5%	928,868	7.5%
Debt Service	2,915,518	4.2%	2,914,570	4.0%	2,822,110	3.7%	(92,460)	-3.2%
Total Operating Budget	\$ 70,112,671	100.0%	\$ 73,506,783	100.0%	\$76,393,436	100.0%	\$ 2,886,653	3.9%
Capital Budget:								
Capital Projects			6,880,000		8,125,000		1,245,000	18.1%
Total Uses			\$ 80,386,783		\$84,518,436		\$4,131,653	5.1%
Balance Available			\$ (1,890,319)		\$ (4,978,434)		\$ (3,088,115)	

City of Independence, Missouri
2003-04 Operating Budget
Historical Data - Power and Light Fund
For the Fiscal Years 1997-98 through 2002-03

Description	1997-98	1998-99	1999-2000	2000-01	2001-02	Projected 2002-03
Net Income (Loss)						
Net Income (Loss)	\$ 8,151,345	\$ 9,224,098	\$ 5,320,990	\$ 9,269,969	\$ 6,244,287	
Depreciation on Contrib. Capital Adjustment	58,138	61,010	65,830	88,510	260,890	
Transferred to Retained Earnings	\$ 8,209,483	\$ 9,285,108	\$ 5,386,820	\$ 9,358,479	\$ 6,505,177	\$ 5,135,000

Net Available Resources						
Net Available Resources-						
Total Current Assets	\$28,390,019	\$29,926,774	\$34,285,881	\$51,385,052	\$50,494,131	
Restricted Assets for Capital Improvements	23,351,555	20,772,049	12,670,263	-	-	
Less:						
Inventories	(5,397,179)	(7,502,466)	(7,717,653)	(8,127,079)	(9,571,604)	
Current Liabilities	(6,513,383)	(5,434,852)	(6,412,101)	(6,287,902)	(8,510,886)	
Carryover Capital Budget Appropriations	(23,351,555)	(20,772,049)	(12,670,263)	-	-	
Carryover Outstanding Encumbrances	(1,791,829)	(1,772,758)	(2,709,913)	(4,580,468)	(1,629,377)	
Add back:						
Compensated Absences	855,091	906,738	965,178	986,413	-	
Net Available Resources	\$15,542,719	\$16,123,436	\$18,411,392	\$33,376,016	\$30,782,264	\$32,009,000
Source: 1997-98 through 2002-03 - Comprehensive Annual Financial Report 2002-03 - Operating Staff Projections						

Employee Staffing (in Full Time Equivalent)						
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	47,663	47,804	48,653	48,956	49,279	49,497
No. of Other Customers	4,811	4,836	4,847	4,857	4,918	4,922
Generated Power (MWH)	210,381	269,475	214,605	346,346	196,967	365,783
Purchased Power (MWH)	796,956	754,032	839,981	771,805	882,377	727,318

City of Independence, Missouri
2003-2004 Operating Budget
Revenue Summary
For the Fiscal Years 2001-02 through 2003-04

Acct. No.	Description	2001-02 Actual	2002-03 Original Budget	2002-03 Current Estimate	2003-04 Adopted Budget	%Chg. Curr Est to Proj	%Chg. Orig. to Proj.
Power and Light Fund							
<u>Operating Revenue</u>							
20-4010	Electric Service Charges	71,156,494	75,082,000	76,801,000	77,213,000	0.5%	2.8%
20-4600	Other Operating Revenue	788,633	973,000	910,000	926,000	1.8%	-4.8%
	Total Operating Revenue	<u>71,945,127</u>	<u>76,055,000</u>	<u>77,711,000</u>	<u>78,139,000</u>	0.6%	2.7%
20-3421	Interfund Charges	735,912	778,180	778,180	817,600	5.1%	5.1%
20-3411	Interest Income	1,505,712	1,500,000	363,357	420,118	15.6%	-72.0%
	Total Revenues	<u>\$74,186,751</u>	<u>\$78,333,180</u>	<u>\$78,852,537</u>	<u>\$79,376,718</u>	0.7%	1.3%

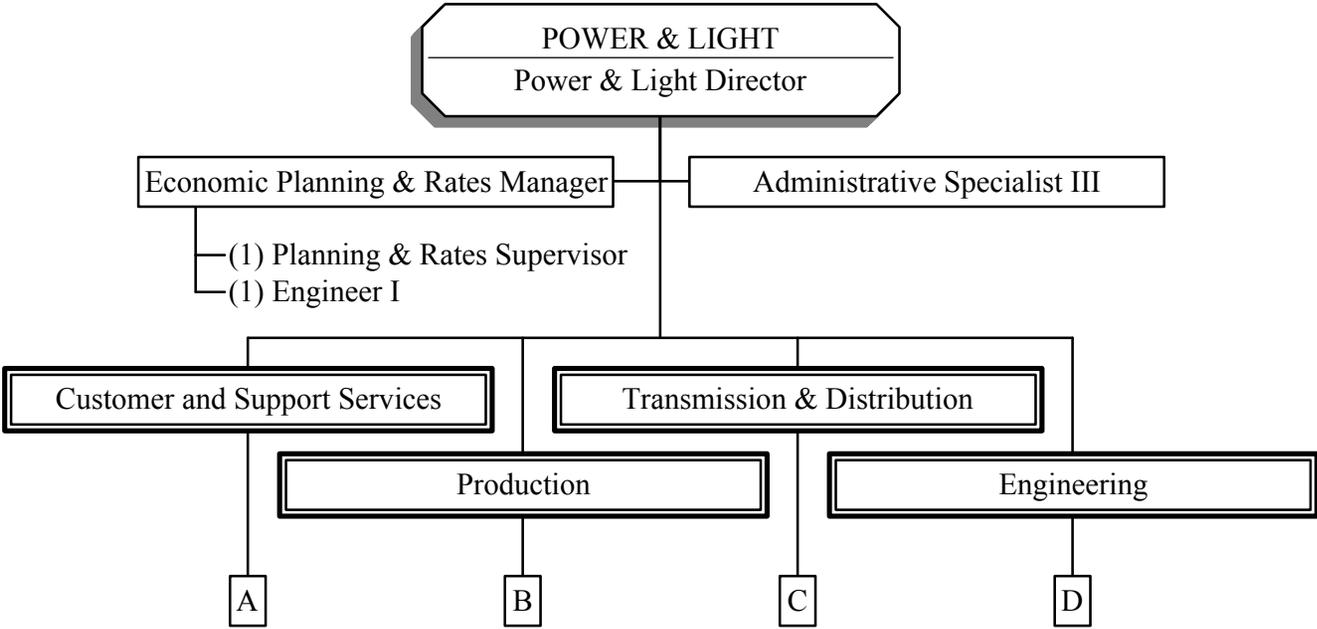
**Comparison of Average Monthly Electric Bills for Electric Service Customers
Independence Power & Light Versus
Kansas City Power & Light Company, Aquila Networks - MoPub, and Board of Public Utilities-Kansas City, KS**

Type of Service and Customer Monthly Usage	Independence Power & Light (IPL)		Aquila Networks - MoPub (MoPub) (rates effective 5/01/00)			Kansas City Power & Light Co. (KCPL) (rates effective 8/1/99)			Board of Public Utilities-Kansas City (BPU-KC) (rates effective 1/1/03)		
	Rate Code	Average Monthly Bill Amount	Rate Code	Average Monthly Bill Amount	Percent Higher or (Lower) than IPL	Rate Code	Average Monthly Bill Amount	Percent Higher or (Lower) than IPL	Rate Code	Average Monthly Bill Amount	Percent Higher or (Lower) than IPL
Standard Residential Service											
Average Customer (Mar 02 - Feb 03) Annual KWH = 10,088	RS-3	69.01	M0860	71.71	3.91%	R	70.13	1.62%	100	70.88	2.71%
Small General Service (Commercial)											
Average Customer (Mar 02 - Feb 03) Annual KWH = 9,698 (6 KW Demand)	GS-1	80.72	M0710	77.90	-3.49%	SGS	89.56	10.95%	200	97.25	20.48%
Large General Service (Commercial and Industrial)											
Metered Demand - 150 KW Energy - 45,000 KWH	LGS-1	3,236.67	M0720	2,535.87	-21.65%	MGS	3,170.09	-2.06%	300	3,273.58	1.14%
Metered Demand - 150 KW Energy - 75,000 KWH	LGS-1	4,432.95	M0720	3,700.67	-16.52%	LGS	4,251.32	-4.10%	300	4,819.97	8.73%
Metered Demand - 300 KW Energy - 90,000 KWH	LGS-1	6,249.84	M0720	5,017.66	-19.72%	LGS	5,931.79	-5.09%	300	6,547.16	4.76%
Metered Demand - 300 KW Energy - 150,000 KWH	LGS-1	8,642.40	M0720	7,345.87	-15.00%	LGS	7,950.88	-8.00%	300	9,639.93	11.54%
Industrial - Primary Voltage Delivered Service - 13,000 Volts											
Metered Demand - 500 KW Energy - 150,000 KWH	LP-2	9,123.40	M0735	7,786.82	-14.65%	LGS	9,494.27	4.07%	300	10,697.98	17.26%
Metered Demand - 500 KW Energy - 250,000 KWH	LP-2	13,021.00	M0735	10,874.70	-16.48%	LGS	12,792.40	-1.76%	300	15,751.53	20.97%
Metered Demand - 1,200 KW Energy - 360,000 KWH	LP-2	21,240.86	M0735	18,502.49	-12.89%	LGS	23,211.04	9.28%	300	25,675.15	20.88%
Metered Demand - 1,200 KW Energy - 600,000 KWH	LP-2	30,595.10	M0735	25,913.41	-15.30%	LPS	30,038.67	-1.82%	300	37,803.66	23.56%
Metered Demand - 4,000 KW Energy - 1,200,000 KWH	LP-2	64,388.70	M0735	61,365.20	-4.70%	LPS	75,896.66	17.87%	400	80,229.29	24.60%
Metered Demand - 4,000 KW Energy - 2,000,000 KWH	LP-2	92,962.50	M0735	86,068.24	-7.42%	LPS	96,831.98	4.16%	400	112,606.46	21.13%
Industrial - Transmission Voltage Delivered Service - 69,000 Volts											
Metered Demand - 10,000 KW Energy - 3,500,000 KWH	LP-2	168,398.50	M0735	170,084.01	1.00%	LPS	174,582.46	3.67%	400	203,881.69	21.07%
Metered Demand - 10,000 KW Energy - 5,000,000 KWH	LP-2	216,170.50	M0735	214,971.45	-0.55%	LPS	210,597.64	-2.58%	400	254,163.96	17.58%

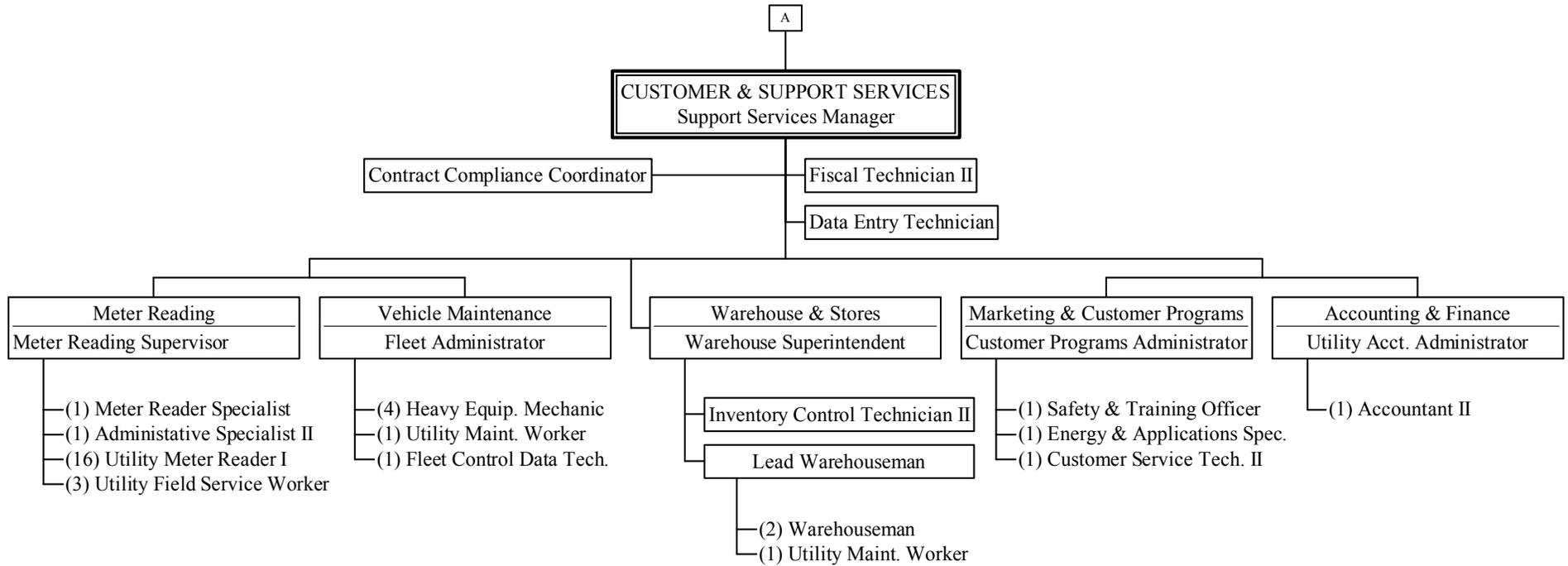
NOTES:

- (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 (\$0.004674) per KWH as based on the average of the actual monthly Fuel Cost Adjustment rates for the 12 months ending April 2003.
- (b) A Gross Receipts Tax of 9.08 percent is incorporated within IPL's rates. All bill amounts shown for KCPL, MoPub, & BPU-KC include the City's Franchise Gross Receipts Tax of 9.08 percent.
- (c) Fuel Cost Adjustment rate provision is not applicable for MoPub or KCPL. BPU-KC assumes actual rates of \$0.01505/kWh (May 2002 - Oct. 2002) and \$0.01791/kWh (Nov. 2002 - Apr 2003).
- (d) No sales tax is included in the above bill amounts.
- (e) Standard Residential Service and Small General Service are based on monthly bill calculations using IPL's average usage per customer for each month from March 2002 through February 2003.

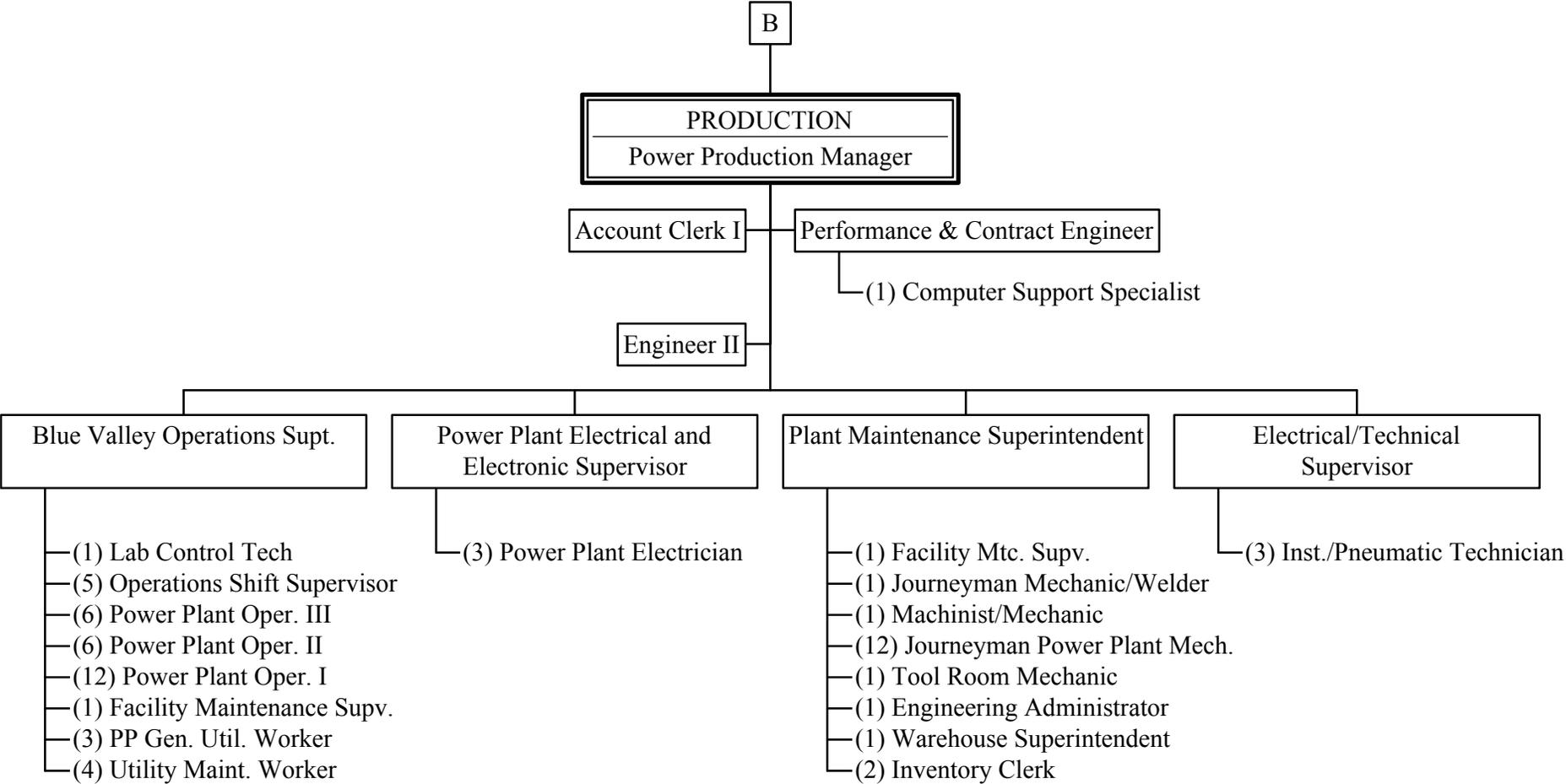
**City of Independence, Missouri
Power & Light Department**



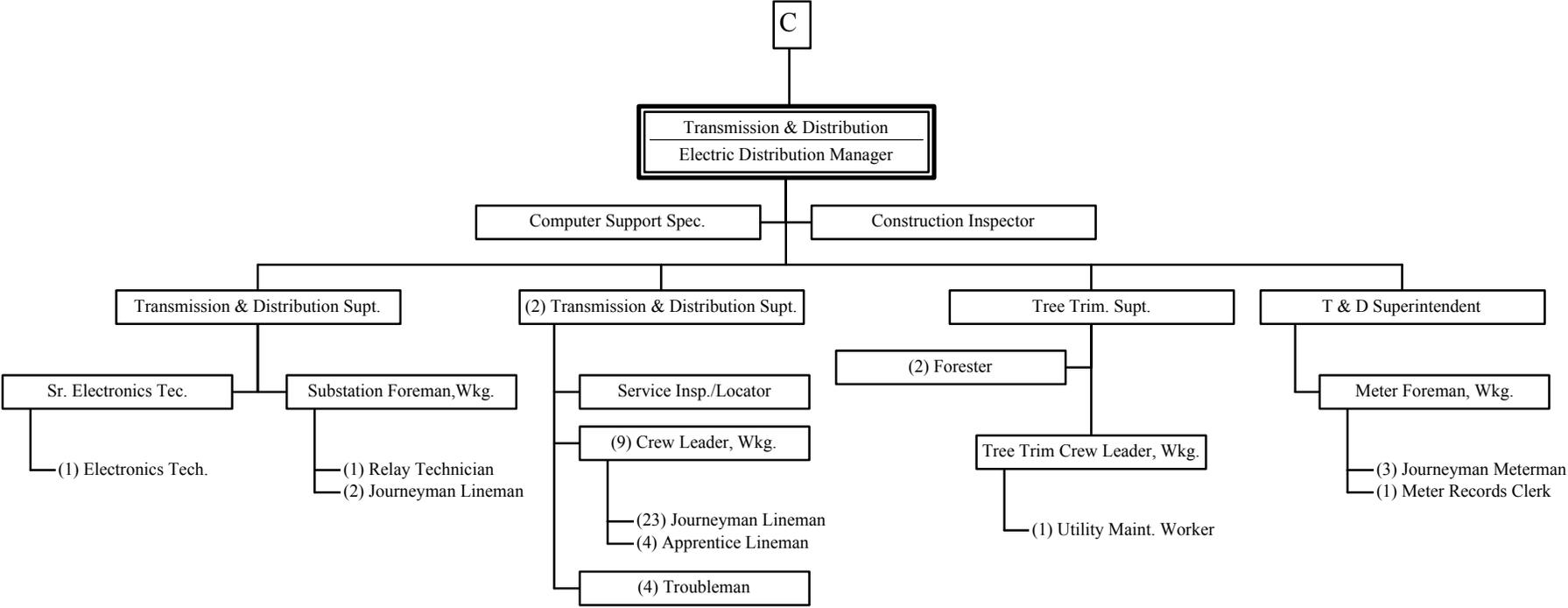
City of Independence, Missouri Power & Light (Cont'd.)



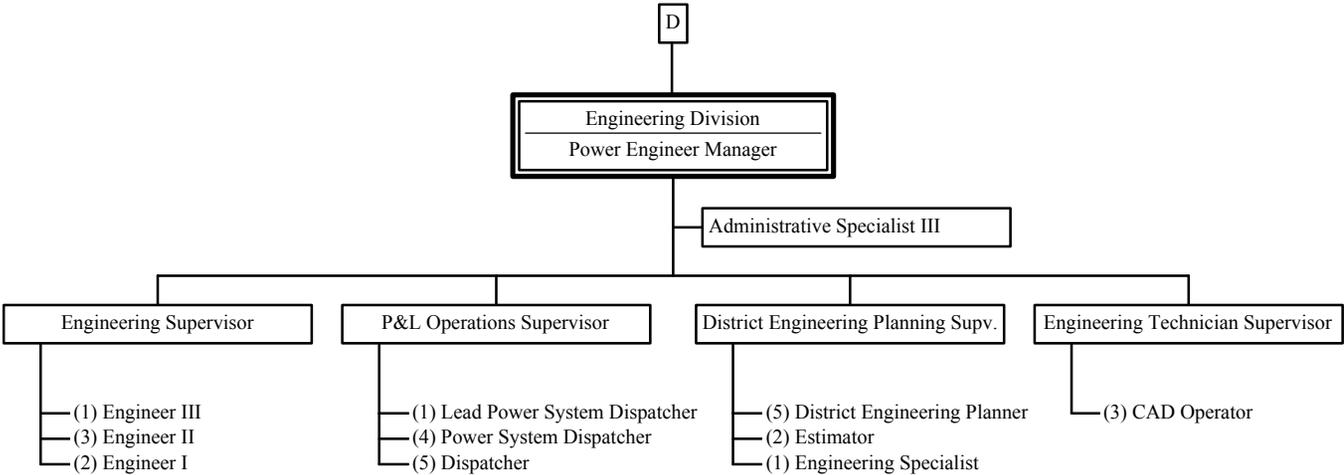
**City of Independence, Missouri
Power & Light (Cont'd.)**



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

2003-04 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	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
<u>Staffing</u>				
Full Time Positions	220.00	220.00	220.00	220.00
Total	220.00	220.00	220.00	220.00
	=====	=====	=====	=====

Description	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
<u>Budget by Major Program Category</u>				
6110 Administration	720,060	1,029,316	1,019,316	1,068,492
6121 Customer Service	885,620	950,341	950,341	1,050,422
6122 Warehouse and Stores	2,975,197	2,869,007	2,869,007	2,892,281
6123 Vehicle Maintenance	1,255,857	1,290,691	1,285,691	1,374,613
6126 Meter Reading	1,671,166	1,602,068	1,607,068	1,633,511
6140 Production	8,266,825	9,470,948	9,470,948	9,520,953
6145 Purchased Power	26,353,531	30,269,964	30,269,964	31,808,911
6150 Transmission & Distribution	10,770,469	7,207,332	7,217,332	7,438,586
6160 Engineering	2,925,637	3,398,255	3,790,221	3,347,621
Total	55,824,362	58,087,922	58,479,888	60,135,390
	=====	=====	=====	=====

Source of Funding	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Power and Light Fund	55,824,362	58,087,922	58,479,888	60,135,390
Total	55,824,362	58,087,922	58,479,888	60,135,390
	=====	=====	=====	=====

*City of Independence
Departmental Budget Summary*

Department: 6100 - Power & Light

2003-04 Operating Budget

Significant Issues/Changes

- * Increased fuel and purchase power costs due to projected load growth and higher natural gas and oil costs (\$1.5 million)
-

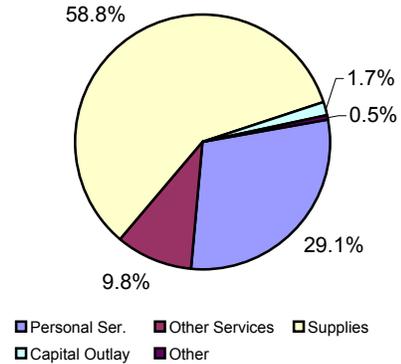
2003-04 Operating Budget

Power & Light

Appropriations by Type:

Expenditure Type	Actual 2001-02	Original 2002-03	Projected 2002-03	Adopted 2003-04
Personal Ser.	\$ 16,788,167	\$ 17,068,248	\$ 17,068,248	\$ 17,505,684
Other Services	8,242,895	5,800,085	5,856,585	5,912,185
Supplies	29,953,077	33,805,589	33,805,589	35,375,961
Capital Outlay	840,223	1,114,000	1,509,466	1,041,560
Other	-	300,000	240,000	300,000
Total	\$ 55,824,362	\$ 58,087,922	\$ 58,479,888	\$ 60,135,390

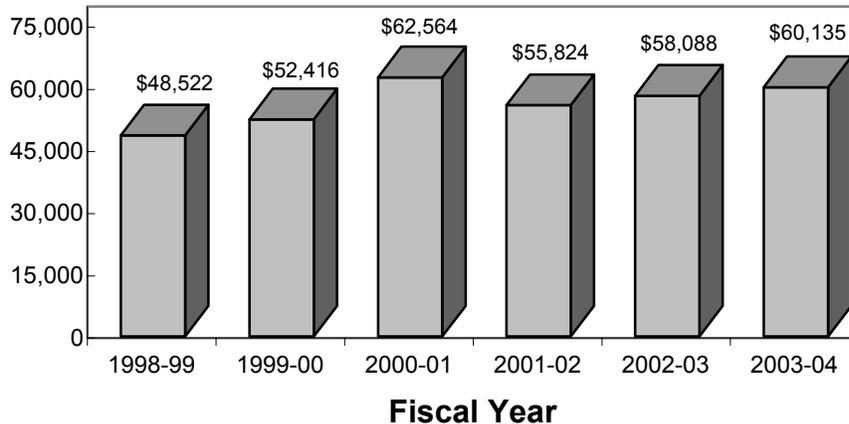
2003-04 City Council Adopted Budget



Historical Comparison:

	Actual 1998-99	Actual 1999-00	Actual 2000-01	Actual 2001-02	Budget 2002-03	Budget 2003-04
Employees:						
Full Time Equiv.	220.00	220.00	220.00	220.00	220.00	220.00
Amount by Fund:						
Power and Light Fund	\$ 48,522,345	\$ 52,416,198	\$ 62,563,712	\$ 55,824,362	\$ 58,087,922	\$ 60,135,390
Total All Funds	\$ 48,522,345	\$ 52,416,198	\$ 62,563,712	\$ 55,824,362	\$ 58,087,922	\$ 60,135,390
Comparative Ratios:						
Per Capita	\$ 418.83	\$ 451.26	\$ 535.34	\$ 477.67	\$ 509.78	\$ 527.75
Per Household	\$ 963.45	\$ 1,034.79	\$ 1,224.03	\$ 1,092.18	\$ 1,136.46	\$ 1,176.52

Dollars (1,000's)



City of Independence
Detail Program Summary

Department: 6100 - Power & Light
 Cost Center: 6110 - Administration

2003-04 Operating Budget
 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.

2002-03 Accomplishments

Goal Ref

- * Established on-going negotiations with KCPL for the extension of the existing 90 Mw power supply contract for the period of June 1, 2005 thru May 31, 2011 at price levels acceptable to IPL. 1
- * Evaluated risk management techniques available to mitigate open market power purchase cost impacts for the 2002 summer season. 3
- * Renewed existing production natural gas fuel supply contract for a one-year period which expired in March 2003. 3
- * Implemented daily spot market wholesale power sales during the 2002/2003 winter season at margins significantly above marginal cost to produce. 3
- * Entered into a non-binding "Memorandum of Understanding Agreement" with the Omaha Public Power District for the purchase of up to 100 Mw of long-term power supply (Nebraska City Power Station Unit #2) for the summer of 2009 and thereafter. 3
- * Revised IPL's long-term customer energy and peak load projections for a 20-year period, including resource supply balance thru year 2012. 3
- * Entered into the membership of a new regional transmission organization (Midwest MISO) as a replacement for the SPP transmission organization membership. 1

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Average Number of Monthly Customers	53,658	53,982	54,419	54,848
Retail Energy Sales (Mwh)	1,019,161	1,006,984	1,020,999	1,039,721
Wholesale Energy Sales (Mwh)	30,275	6,165	6,350	6,500
Operating Revenues	79,381,987	72,278,838	76,055,000	77,391,000

2003-04 Objectives

Goal Ref

- * Remain apprised and involved in proposed state and federal legislation on electric deregulation and environmental regulations. 4
- * Update long-term power supply plan considering projected peak customer loads and potential volatility of wholesale power market and fuels market. 3
- * Evaluate risk management techniques to mitigate potential open market 3

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6110 - Administration

2003-04 Operating Budget
Fund: 20 - Power and Light Fund

2003-04 Objectives

Goal Ref

- purchase power cost impacts during the summer of 2003.
- * Continue on-going negotiations with KCPL, if necessary, for the extension of the 90 Mw KCPL power supply contract from 2005 thru 2011 at terms and pricing acceptable to IPL. 3
- * Evaluate and recommend whether IPL should enter into a long-term power supply contract for up to 100 Mw's supply, starting in year 2009, with the Omaha Public Power District's proposed Nebraska City Power Station Unit #2. 3
- * Continue the evaluation of wind generation and other renewable resource generation projects for up to a 10 Mw potential IPL purchase participation from such resources. 1

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 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	.00	.00	.00
Engineer II - P&L	1.00	2.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Planning & Rates Supervisor	.00	.00	1.00	1.00
Total	5.00	5.00	5.00	5.00
	=====	=====	=====	=====

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	382,381	447,941	447,941	472,492
Other Services & Charges	327,410	265,875	315,875	281,500
Supplies	7,208	12,000	12,000	12,000
Capital Outlay	3,061	3,500	3,500	2,500
Other Expenditures	0	300,000	240,000	300,000
Total	720,060	1,029,316	1,019,316	1,068,492
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6121 - Customer Service

2003-04 Operating Budget
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.

2002-03 Accomplishments

Goal Ref

- * Assumed responsibility for both "out of sight" underground program and private security lighting program. Staff operates both programs from promotion to customer contact to record keeping and reporting. 1
- * Staff actively participates in recently formed Heartland Utilities for Energy Efficiency (HUEE). During the fiscal year, workshops on residential energy efficiency were held in Independence through HUEE funding. 4
- * The Annual Report, as well as several other public information publications, were developed and published. 4
- * Staff continued to work closely with the Independence School District on energy efficiency and electric safety programs. 4
- * The IPL web site was overhauled, making the site more customer friendly and adding several new features enhancing services. 4

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Energy Efficiency Rebates Processed	528	506	450	500
Customers on Surge Protection Program	152	186	200	220
OSHA Recordable Accidents	28	22	24	20
Security Lights Maintained	728	733	735	740
Residential Underground Conversions Completed	13	23	125	600

2003-04 Objectives

Goal Ref

- * Promote heat pumps in new residential construction through rebates and contact with builders. 4
- * Implement new services and publications for residential customers, including an on-site residential energy audit. 4
- * Enhance existing services to key accounts. 4
- * Continue to work to reduce the severity and frequency of lost-time injuries. 3
- * Establish and administer turn key underground conversion program.

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
 Cost Center: 6121 - Customer Service

2003-04 Operating Budget
 Fund: 20 - Power and Light Fund

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 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
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	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	606,439	618,841	618,841	645,922
Other Services & Charges	228,573	313,000	313,000	358,500
Supplies	25,843	18,500	18,500	6,000
Capital Outlay	24,765	0	0	40,000
Other Expenditures	0	0	0	0
Total	885,620	950,341	950,341	1,050,422

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6122 - Warehouse and Stores

2003-04 Operating Budget
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.

2002-03 Accomplishments

Goal Ref

- * Resurfaced the main storage area of the outside storage area. 1
- * New pits were constructed in the pole yard and the area was expanded for other use such as parking trailers and equipment when not in use. 1
- * Audits have been conducted on two vendors we have price agreements with. The remaining two will be conducted after new agreements are reached (after July 1) 3

Performance Indicators:

<u>Description</u>	<u>2000-01 Actual</u>	<u>2001-02 Actual</u>	<u>2002-03 Budget</u>	<u>2003-04 Budget</u>
Purchase Requisitions Issued	513	553	430	400
Inventory Purchases:				
Transformers	661,398	393,076	600,000	600,000
Wood Poles	54,703	108,903	50,000	75,000
Street Light Poles	65,560	100,182	150,000	150,000
Wire	506,151	284,552	400,000	400,000
Other	1,153,878	1,159,883	1,000,000	975,000
Totals	2,441,690	2,046,596	2,200,000	2,200,000

2003-04 Objectives

Goal Ref

- * Request quote to restripe the Service Center Parking Lot. Work with awarded company to assure job is completed to meet specifications. 4
- * Work with Technology Services and Power & Light Engineering staff to integrate Service Work Orders into the existing Warehouse Bar Coding 4
- * Acquire material to construct new racks for the outside storage of conduit. 4
- * Evaluate modifications to warehouse dock to improve safety and efficiency.

Staffing:

<u>Position Title</u>	<u>2000-01 Budget</u>	<u>2001-02 Budget</u>	<u>2002-03 Budget</u>	<u>2003-04 Budget</u>
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City of Independence
Detail Program Summary

Department: 6100 - Power & Light
 Cost Center: 6122 - Warehouse and Stores

2003-04 Operating Budget
 Fund: 20 - Power and Light Fund

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Lead Warehouseman	1.00	1.00	1.00	1.00
Util Maint Wkr 1st 6 Mo	.00	1.00	1.00	1.00
Util Maint Wkr 2nd 6 Mo	1.00	.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	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	388,486	381,307	381,307	396,481
Other Services & Charges	110,231	129,200	129,200	125,800
Supplies	2,388,565	2,319,000	2,319,000	2,360,000
Capital Outlay	87,915	39,500	39,500	10,000
Other Expenditures	0	0	0	0
Total	2,975,197	2,869,007	2,869,007	2,892,281
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
 Cost Center: 6123 - Vehicle Maintenance

2003-04 Operating Budget
 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.

2002-03 Accomplishments

Goal Ref

- * Completed facility upgrade study. Submitted facility project proposals, along with recommendations for doing the project in phases. 1
- * Prepared equipment utilization report, including a 10-year replacement project to forecast capital budgets. 1
- * Established better communications and procedures with the City's Purchasing Division to expedite vehicle and equipment procurement. 4

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Accident Repair Costs	9,205	13,513	8,300	8,300
Safety Inspection Costs	9,043	6,930	7,500	7,500
Vehicle Downtime Days	36	54	50	45
Prev. Maint. Hours - Inside	1,341	1,435	1,500	1,500
Prev. Maint. Costs - Inside	48,818	44,804	50,000	50,000
Prev. Maint. Costs - Outside	31,434	27,242	25,000	28,000
Vehicle Job Orders - Inside	3,860	3,724	3,100	3,500
Vehicle Job Orders - Outside	279	285	250	270
Vehicle Repair Costs - Inside	304,024	269,941	277,300	275,000
Vehicle Repair Costs - Outside	99,850	79,260	83,300	80,000

2003-04 Objectives

Goal Ref

- * Coordinate efforts to phase in facility upgrades. 4
- * Procure and implement software upgrades to the fleet management and fuel management programs. 4
- * Convert word processing and spreadsheet programs to the required Word and Excel formats. 4

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
 Cost Center: 6123 - Vehicle Maintenance

2003-04 Operating Budget
 Fund: 20 - Power and Light Fund

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Auto Service Attendant	1.00	.00	.00	.00
Fleet Control Data Technician	.00	1.00	1.00	1.00
Util Maint Wkr 2nd 6 Mo	1.00	1.00	1.00	1.00
Heavy Equipment Mech 3rd-Year	4.00	4.00	4.00	4.00
Fleet Administrator	1.00	1.00	1.00	1.00
Total	7.00	7.00	7.00	7.00
	=====	=====	=====	=====

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	482,686	486,291	486,291	498,213
Other Services & Charges	172,162	226,600	226,600	236,600
Supplies	113,290	125,800	125,800	156,800
Capital Outlay	487,719	452,000	447,000	483,000
Other Expenditures	0	0	0	0
Total	1,255,857	1,290,691	1,285,691	1,374,613
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
 Cost Center: 6126 - Meter Reading

2003-04 Operating Budget
 Fund: 20 - Power and Light Fund

Description

Responsible for reading electric watt-hour meters and water consumption meters monthly on scheduled routes.

2002-03 Accomplishments

Goal Ref

- * The Meter Reading division absorbed approximately 1,800 new meters into existing routes. 1
- * Completed re-routing design in November 2002 reducing routes from 16 to 14 per day. 1
- * Had meetings with vendors about their Automated Meter Reading (AMR) systems for both electric and water meters. 3

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Meter Reads	1,234,188	1,249,776	1,251,548	1,254,048
Rechecks	13,638	9,523	12,317	13,317
Can't Reads	31,050	25,488	27,288	30,088
Service Work Orders Generated	4,442	2,371	3,276	4,000

2003-04 Objectives

Goal Ref

- * Absorb continued customer growth without adding additional employees. 4
- * Continue with re-routing design due to additional growth in our system. 4
- * Research new technology for AMR systems for both electric and water meters. 4
- * Reduce overtime by \$10,000.

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Utility Meter Reader I	10.00	10.00	10.00	10.00
Utility Field Service Wkr	3.00	3.00	3.00	3.00
Utility Meter Reader I	6.00	6.00	6.00	6.00
Administrative Spec II	1.00	1.00	1.00	1.00
Meter Reader Specialist	1.00	1.00	1.00	1.00
Meter Reader Supv	1.00	1.00	1.00	1.00
Total	22.00	22.00	22.00	22.00
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
 Cost Center: 6126 - Meter Reading

2003-04 Operating Budget
 Fund: 20 - Power and Light Fund

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	1,639,358	1,544,668	1,544,668	1,576,161
Other Services & Charges	25,398	45,750	45,750	46,700
Supplies	6,410	8,650	8,650	9,400
Capital Outlay	0	3,000	8,000	1,250
Other Expenditures	0	0	0	0
Total	1,671,166	1,602,068	1,607,068	1,633,511
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6140 - Production

2003-04 Operating Budget
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).

2002-03 Accomplishments

Goal Ref

- * Installation of flyash system and controls upgrades at Blue Valley Power Plant is on schedule for completion by April 1, 2003. 1
- * Blue Valley Unit #3 turbine overhaul was completed in December 2002 during blade failure repair outage. The blade failure occurred on August 18, 2002. 1
- * Blue Valley Unit #3 generator rewind is still under study to determine when to be scheduled. 1
- * New water pre-treatment upgrades, including a new clarifier and lime slaker system, is in progress and scheduled for completion by August 2003. 1
- * Coal yard and scale improvements should be completed by April 2003. 1
- * I-4 combustion turbine was restarted, after the generator replacement and turbine overhaul, for the first time since the generator fire in 1997. 1
- * H-5 generator rewind was completed in July 2002. 1
- * Blue Valley Unit #3 chimney inspection was completed. 1
- * Production employees have worked safely, without a disabling injury, since October 2001. 4
- * Missouri City Unit #2 boiler tube repairs are in progress and scheduled to be completed by April 1, 2003. These repairs were necessary after an explosion in the boiler on June 18, 2002. 1

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Total Net Generation at IP&L Plants (MWH)	346,346	196,967	365,783	402,254
Total Coal Burned (tons)	209,150	107,444	197,948	223,495
Total Gas Burned (MCF)	383,004	291,729	508,967	465,159
Total Oil Burned (gallons)	892,839	143,623	296,726	247,103

2003-04 Objectives

Goal Ref

- * Hire a Power Plant Production Engineer to assist with plant performance and project evaluations. 4
- * Blue Valley Units #1 and #2 steam turbine overhauls are scheduled for Fall 2003. 1

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
 Cost Center: 6140 - Production

2003-04 Operating Budget
 Fund: 20 - Power and Light Fund

2003-04 Objectives	Goal Ref
* Initiate engineering for a Missouri City burner management system (BMS) to improve operational safety.	1
* Complete the DCS Foxboro upgrade to current status. Existing system will not be supported by Foxboro any longer.	1
* Initiate engineering for boiler water analysis sampling system upgrades for Blue Valley and Missouri City Power Plants.	1
* Complete RCT hot gas inspection and necessary repairs.	1
* Evaluate and schedule repair for Blue Valley Unit #3 chimney, based on inspection report.	1

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Scale Operator - 4th 6 Mo	1.00	1.00	1.00	.00
Instrument/Pneumatic Tech	3.00	3.00	3.00	3.00
Inventory Clerk	2.00	2.00	2.00	2.00
Lab Control Technician	1.00	1.00	1.00	1.00
Machinist/Mechanic	.00	1.00	1.00	1.00
Power Plant Electr	3.00	3.00	3.00	3.00
Journeyman Mechanic/Welder	.00	1.00	1.00	1.00
PP General Utility Wkr	3.00	3.00	3.00	3.00
Journeyman Pwr Plant Mech	13.00	12.00	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
Util Maint Wkr 1st 6 Mo	2.00	1.00	.00	.00
Util Maint Wkr 2nd 6 Mo	2.00	3.00	4.00	4.00
Tool Room Mechanic	1.00	1.00	1.00	1.00
PP Mechanic/Welder III	1.00	.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
Engineer II - P&L	.00	.00	.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	5.00	5.00	5.00	5.00
Total	73.00	73.00	73.00	73.00
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
 Cost Center: 6140 - Production

2003-04 Operating Budget
 Fund: 20 - Power and Light Fund

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	5,502,573	5,889,898	5,889,898	6,016,653
Other Services & Charges	1,819,162	2,548,350	2,548,350	2,578,850
Supplies	945,090	901,700	901,700	846,700
Capital Outlay	0	131,000	131,000	78,750
Other Expenditures	0	0	0	0
Total	8,266,825	9,470,948	9,470,948	9,520,953
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6145 - Purchased Power

2003-04 Operating Budget
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.

2002-03 Accomplishments

Goal Ref

- * Extended existing natural gas fuel supply contract, which expired March 2003, for an additional one-year term. 3
- * Provided data to Load Control dispatch for the most economical dispatch of IPL generating units on a daily and hourly basis. 3
- * Provided cost data to Load Control dispatch in order to implement most favorable terms and prices for purchase/sale of electric energy. 3
- * Reviewed monthly billed/sale transactions to assure compliance with terms and rates for contractual agreements. 3
- * Entered into a new coal supply contract for an initial term through December 2004 with an option to extend through December 2006, and with a further option to extend through December 2008. 3
- * Completed an RFP for power supply for a 5-year period ending 2011 and determined that the extension of the 90 Mw KCPL contract was the lowest cost option. 3
- * Entered into a joint marketing agreement with Omaha Public Power District for the short term purchase/sale of electric power. 3

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Purchased Energy	(\$) 16,138,404	14,415,373	12,762,932	13,078,374
Purchased Capacity Demand	(\$) 7,895,296	7,560,000	7,560,000	7,560,000
Purchased Cap. Trans. Wheeling	(\$) 7,506	6,613	8,000	8,000
Power Production Fuels	(\$) 9,530,673	5,739,525	9,681,463	10,926,665
IP&L Net Generation	(MWH) 346,646	196,967	365,783	410,754
Purchased Energy	(MWH) 772,106	882,414	727,318	710,095
Summer Purchased Capacity	(Mw) 110	90	90	90
Winter Purchased Capacity	(Mw) 90	90	90	90
IP&L Generating Capacity	(Mw) 288	288	288	288

2003-04 Objectives

Goal Ref

- * Market IPL surplus energy to other utilities, when available and competitive. 3
- * Review monthly billed purchase/sale transactions to assure compliance with terms and rates of contractual agreements. 3

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
 Cost Center: 6145 - Purchased Power

2003-04 Operating Budget
 Fund: 20 - Power and Light Fund

2003-04 Objectives

Goal Ref

- * Review adequacy of IPL power supply resources (contract purchases and P&L generating) for the next two to three-year period. 3
- * Provide cost data to Load Control dispatch in order to implement most favorable terms and prices for purchase/sale of electric energy on a daily and hourly basis, under MPA and WSPP contracts. 3
- * Review IPL's option to extend gas supply contract for an additional year, or take bids for a new supplier. 3
- * Monitor monthly power generation fuel procurements (coal and gas) to assure compliance with terms and rates of contractual agreements. 3

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Other Services & Charges	0	0	0	0
Supplies	26,353,531	30,269,964	30,269,964	31,808,911
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	26,353,531	30,269,964	30,269,964	31,808,911
	=====	=====	=====	=====

Significant Issues

- * Increased energy produced and energy purchased totaling 27,748 Mwh, and continued moderation of price volatility in wholesale power market.
- * Increased price levels and volatility in natural gas and oil fuels markets, resulting in a \$1,538,947 annual cost increase.

City of Independence
Detail Program Summary

Department: 6100 - Power & Light

2003-04 Operating Budget

Cost Center: 6150 - Transmission & Distribution

Fund: 20 - Power and Light Fund

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Apprentice Lineman	5.00	1.00	1.00	2.00
Apprentice Lineman-2nd Yr	.00	3.00	1.00	.00
APPR LINEMAN - 3rd Year	.00	.00	2.00	.00
Apprentice Lineman-4th Yr	.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	25.00	25.00	25.00	25.00
Relay Technician	1.00	1.00	1.00	1.00
Journeyman Meterman	3.00	3.00	3.00	3.00
Journeyman Tree Trimmer	.00	1.00	.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	1.00	1.00	2.00	1.00
Troubleman	4.00	4.00	4.00	4.00
Utl Maint Wkr 1st 6 Mo	.00	1.00	1.00	.00
Util Maint Wkr 2nd 6 Mo	2.00	1.00	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	1.00	1.00
Tree Trimming Supt	1.00	1.00	1.00	1.00
Computer Support Spec	1.00	1.00	1.00	1.00
Transmission & Distr Supt	4.00	4.00	4.00	4.00
Forester	2.00	2.00	2.00	2.00
Total	65.00	65.00	66.00	64.00

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	5,271,535	5,240,782	5,240,782	5,253,736
Other Services & Charges	5,276,943	1,686,850	1,693,350	1,843,150
Supplies	83,196	116,700	116,700	141,700
Capital Outlay	138,795	163,000	166,500	200,000
Other Expenditures	0	0	0	0
Total	10,770,469	7,207,332	7,217,332	7,438,586

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6160 - Engineering

2003-04 Operating Budget
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.

2002-03 Accomplishments

Goal Ref

- * Received approval to acquire substation site in the southeastern part of the city. 1
- * Acquired professional assistance to develop and implement a state-of-the-art outage management system over 24 months. 4
- * Completed design on approximately 2 miles of overhead 4-kv to 13.6-kv conversion. 1
- * Replaced operations center UPS system to improve emergency capability. 4
- * Upgraded the department's telephone system and call center capabilities. 4

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Contracted Construction	2,971,170	1,102,000	4,000,000	2,000,000
Code 2 Job Orders (less than \$25,000)	532,033	312,042	500,000	500,000
Code 4 Job Orders (more than \$25,000)	622,717	332,300	700,000	700,000
Code 6 Job Orders (street lighting)	470,103	165,942	400,000	200,000
Code 7 Job Orders (private lighting)	14,643	11,689	15,000	15,000

2003-04 Objectives

Goal Ref

- * Manage project to convert approximately 1,200 overhead electric services from overhead to underground under FEMA grant program. 1
- * Initiate acquisition of a site for Substation "S" in the eastern part of the city. 1
- * Complete first phase of the storm management and work order system. 1
- * Complete development and implementation of a computerized estimating program. 4

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6160 - Engineering

2003-04 Operating Budget
Fund: 20 - Power and Light Fund

2003-04 Objectives	Goal Ref
* Complete design on the relocation of electric facilities for the 35th Street widening at Noland Road project.	1
* Implement replacement of the Dispatch Center Radio/Telephone System.	4

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Engineering Spec 4th-Year	1.00	1.00	.00	.00
CAD Operator	3.00	3.00	3.00	3.00
Engineering Spec 1st-Year	.00	.00	.00	1.00
Estimator 4th-6 Months	2.00	2.00	2.00	2.00
Dispatcher	4.00	4.00	4.00	5.00
District Engr Planning Supvr	1.00	1.00	1.00	1.00
Power Engineering Mgr	1.00	1.00	1.00	1.00
District Engineering Planner	5.00	4.00	4.00	5.00
Engineer I - PL	2.00	2.00	2.00	2.00
Engineer II - P&L	3.00	3.00	3.00	3.00
Engineer III - PL	1.00	2.00	2.00	1.00
Engineering Supervisor	1.00	1.00	1.00	1.00
Engineering Tech Supv	1.00	1.00	.00	.00
Eng Tech Supv - P & L	.00	.00	1.00	1.00
P&L Operations Supvr	1.00	1.00	1.00	1.00
Power Systems Dispatcher	5.00	5.00	5.00	4.00
Lead Power Systems Dispatcher	.00	.00	.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	32.00	32.00	31.00	33.00

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	2,514,709	2,458,520	2,458,520	2,646,026
Other Services & Charges	283,016	584,460	584,460	441,085
Supplies	29,944	33,275	33,275	34,450
Capital Outlay	97,968	322,000	713,966	226,060
Other Expenditures	0	0	0	0
Total	2,925,637	3,398,255	3,790,221	3,347,621

*City of Independence
Detail Program Summary*

*Department: 6100 - Power & Light
Cost Center: 6160 - Engineering*

*2003-04 Operating Budget
Fund: 20 - Power and Light Fund*

Significant Issues

- * Replace three of the remaining SCADA servers (\$40,500).
 - * Install Transaction Management Program to receive tags and populate SCADA (\$50,000).
 - * Replace dated and failing Dispatch Center Radio/Telephone System (\$75,000).
-

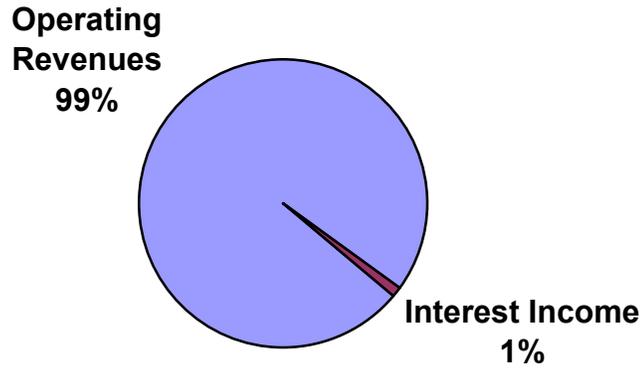
City of Independence, Missouri
2003-04 Operating Budget
Capital Lease/Debt Service Requirements - Power and Light Fund

<u>Series</u>	<u>Principal</u>	<u>Interest</u>	<u>Fees</u>	<u>Total Debt Service Requirements</u>
<u>Revenue Bonds (Refunding):</u>				
1998 Series B (6235)	\$ 1,310,000	\$ 807,700	\$ 1,000	\$ 2,118,700
<u>Revenue Bonds (Refunding):</u>				
2003 Series (6236)	410,000	292,410	1,000	703,410
Total Power and Light Fund	<u>\$ 1,720,000</u>	<u>\$ 1,100,110</u>	<u>\$ 2,000</u>	<u>\$ 2,822,110</u>

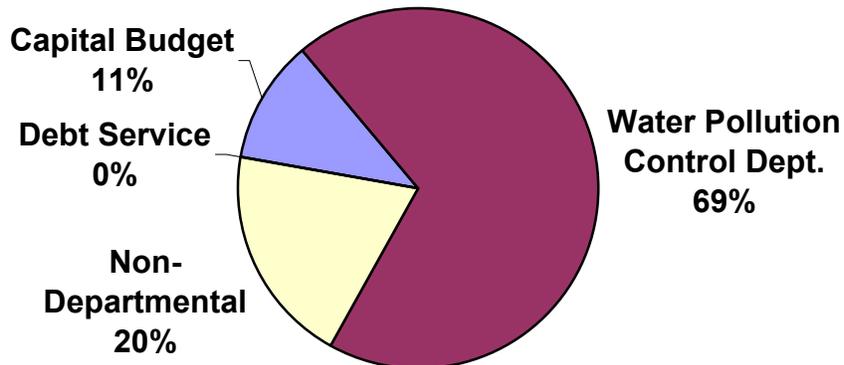
City of Independence, Missouri
2003-04 Operating Budget
Capital Budget Summary - Power and Light Fund

Project Number	Project Description	Source of Funds	Amount
9607	Transmission and Distribution Underground Conversion Program	Power and Light Fund	\$ 500,000
9905	Transmission and Distribution Overhead Improvements and Additions	Power and Light Fund	500,000
9821	Blue Valley Plant - Unit 3 Generator Rewind Upgrades	Power and Light Fund	700,000
9943	Blue Valley Plant - Unit 2 Turbine Overhaul	Power and Light Fund	900,000
9823	Blue Valley Plant Upgrades and Improvements	Power and Light Fund	750,000
9908	New Substation - Southeastern Independence	Power and Light Fund	1,000,000
9669	Service Center Facility Improvements	Power and Light Fund	875,000
9944	Blue Valley Unit 1 Turbine Overhaul	Power and Light Fund	900,000
9945	RCT - Turbine Inspection/Overhaul	Power and Light Fund	1,200,000
9946	Burner Management System - Missouri City	Power and Light Fund	800,000
Grand Total			<u><u>\$ 8,125,000</u></u>

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
 2003-04 Operating Budget
Budget Summary Sanitary Sewer Fund
 For the Fiscal Years 2001-02, 2002-03 and 2003-04

Description	2001-02 Actual	% of Total	2002-03 Original Budget	% of Total	2003-04 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
<u>Estimated Revenues-</u>								
Operating Revenues	\$ 12,692,126	96.9%	\$ 12,706,000	96.9%	\$ 12,728,000	98.9%	\$ 22,000	0.2%
Interest Income	385,513	2.9%	412,214	3.1%	139,303	1.1%	(272,911)	-66.2%
Other Revenues	22,985	0.2%	-	0.0%	-	0.0%	-	n/a
Total Estimated Revenues	\$ 13,100,624	100.0%	\$ 13,118,214	100.0%	\$ 12,867,303	100.0%	\$ (250,911)	-1.9%
<u>Transfers from Other Funds-</u>								
Employee Benefits Fund			30,948		30,948		-	0.0%
General Fund - Amortization of Storm Water Fund Deficit	-		105,357		105,357		-	0.0%
Total Sources			\$ 13,254,519		\$ 13,003,608		\$ (250,911)	-1.9%
Use of Budget Dollars								
<u>Operating Budget:</u>								
Water Pollution Control Dept.	\$ 8,079,249	73.4%	\$ 8,848,460	74.5%	\$ 8,995,152	77.7%	\$ 146,692	1.7%
Non-Departmental	2,334,506	21.2%	2,428,364	20.4%	2,583,320	22.3%	154,956	6.4%
Debt Service	595,435	5.4%	598,025	5.0%	-	0.0%	(598,025)	-100.0%
Total Operating Budget	\$ 11,009,190	100.0%	\$ 11,874,849	100.0%	\$ 11,578,472	100.0%	\$ (296,377)	-2.5%
<u>Capital Budget:</u>								
Capital Projects			\$ 2,119,000		\$ 1,453,000		\$ (666,000)	-31.4%
Total Uses			\$ 13,993,849		\$ 13,031,472		\$ (962,377)	-6.9%
Balance Available			\$ (739,330)		\$ (27,864)		\$ 711,466	

City of Independence, Missouri
2003-04 Operating Budget
Historical Data - Sanitary Sewer Fund
For the Fiscal Years 1997-98 through 2002-03

Description	1997-98	1998-99	1999-2000	2000-01	2001-02	Projected 2002-03
Net Income (Loss)						
Net Income (Loss)	\$ 1,961,129	\$ 1,818,117	\$ 1,998,587	\$ 1,916,013	\$ 1,154,922	
Depreciation on Contrib. Capital Adjustment	1,056,253	1,044,278	1,046,338	1,075,553	409,633	
Transferred to Retained Earnings	\$ 3,017,382	\$ 2,862,395	\$ 3,044,925	\$ 2,991,566	\$ 1,564,555	\$ 1,231,500

Net Available Resources						
Net Available Resources-						
Total Current Assets	\$ 7,430,357	\$11,304,410	\$13,840,401	\$11,476,516	\$12,378,827	
Less:						
Inventories	(161,629)	(146,775)	(113,176)	(53,784)	(55,059)	
Current Liabilities	(1,133,262)	(1,211,801)	(2,672,210)	(745,565)	(2,024,504)	
Carryover Capital Budget Appropriations	(5,419,735)	(5,228,655)	(6,348,359)	(6,889,853)	(5,458,877)	
Carryover Outstanding Encumbrances	(156,822)	(771,165)	(226,602)	(228,722)	(255,401)	
Add back:						
Compensated Absences	183,525	189,575	212,852	200,427	479,393	
Net Available Resources	\$ 742,434	\$ 4,135,589	\$ 4,692,906	\$ 3,759,019	\$ 5,064,379	
Source: 1997-98 through 2002-03 - Comprehensive Annual Financial Report 2002-03 - Operating Staff Projections						

Employee Staffing (in Full Time Equivalents)						
Department:						
Water Pollution Control	72.50	72.50	71.50	73.50	72.00	72.00
Total	72.50	72.50	71.50	73.50	72.00	72.00

Utility Statistics						
No. of Residential Customers	36,852	37,195	38,712	39,034	39,381	39,700
No. of Commercial Cust.	3,459	3,442	3,482	3,453	3,475	3,480
Wastewater Treated (million gallons)	3,492	4,944	3,241	4,218	3,830	4,100

City of Independence, Missouri
2003-2004 Operating Budget
Revenue Summary
For the Fiscal Years 2001-02 through 2003-04

Acct. No.	Description	2001-02 Actual	2002-03 Original Budget	2002-03 Current Estimate	2003-04 Adopted Budget	%Chg. Curr Est to Proj	%Chg. Orig. to Proj.
Sanitary Sewer Fund							
<u>Operating Revenue</u>							
30-3109	Construction Permits, Pub.Works	37,654	0	0	0		
30-4010	Residential	8,037,051	8,071,000	8,135,000	8,169,000	0.4%	1.2%
30-4110	Comercial Base	3,174,857	3,231,000	3,202,000	3,218,000	0.5%	-0.4%
30-4120	Comercial Surcharge	697,355	730,000	740,000	740,000	0.0%	1.4%
30-4430	Contract Services	220,675	160,000	136,000	100,000	-26.5%	-37.5%
30-4570	Intermunicipal Agreements	406,253	407,000	399,000	399,000	0.0%	-2.0%
30-4600	Other Operating Revenue	103,029	107,000	102,000	102,000	0.0%	-4.7%
30-4700	Change in Unbilled Revenue	15,251	0	30,000	0	-100.0%	
	Total Operating Revenue	12,692,126	12,706,000	12,744,000	12,728,000	-0.1%	0.2%
<u>Non-Operating Revenue</u>							
30-3411	Interest Income	385,513	412,214	166,684	139,303	-16.4%	-66.2%
30-4900	Other Revenues, Net	22,985	0	11,000	0	-100.0%	
	Total Revenues	\$13,100,623	\$13,118,214	\$12,921,684	\$12,867,303	-0.4%	-1.9%

**City of Independence, Missouri
2003-04 Operating Budget
Average Bill/Rate Comparison - Sanitary Sewer Fund**

<u>Utility</u>	<u>Average Bill *</u>	<u>Monthly Base Rate</u>	<u>Volume Charge</u>
Raymore, MO	\$ 34.84	none	\$6.85/1,000 gallons
Belton, MO	28.69	none	\$0.5641/100 gallons
Lee's Summit, MO	26.55	12.00	\$2.86/1,000 gallons
Liberty, MO	25.48	none	\$5.01/1,000 gallons
Olathe, KS	21.84	3.28	\$2.73/100 cubic feet
Sugar Creek	19.45	8.67	\$2.12/1,000 gallons
Independence, MO	18.29	8.28	\$1.4715/100 cubic feet
Kansas City, KS	17.66	6.98	\$1.57/100 cubic feet
Grandview, MO	16.90	5.62	\$1.88/1,000 gallons
Kansas City, MO **	15.73	6.14	\$1.41/100 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	11.36	4.80	\$1.29/1,000 gallons

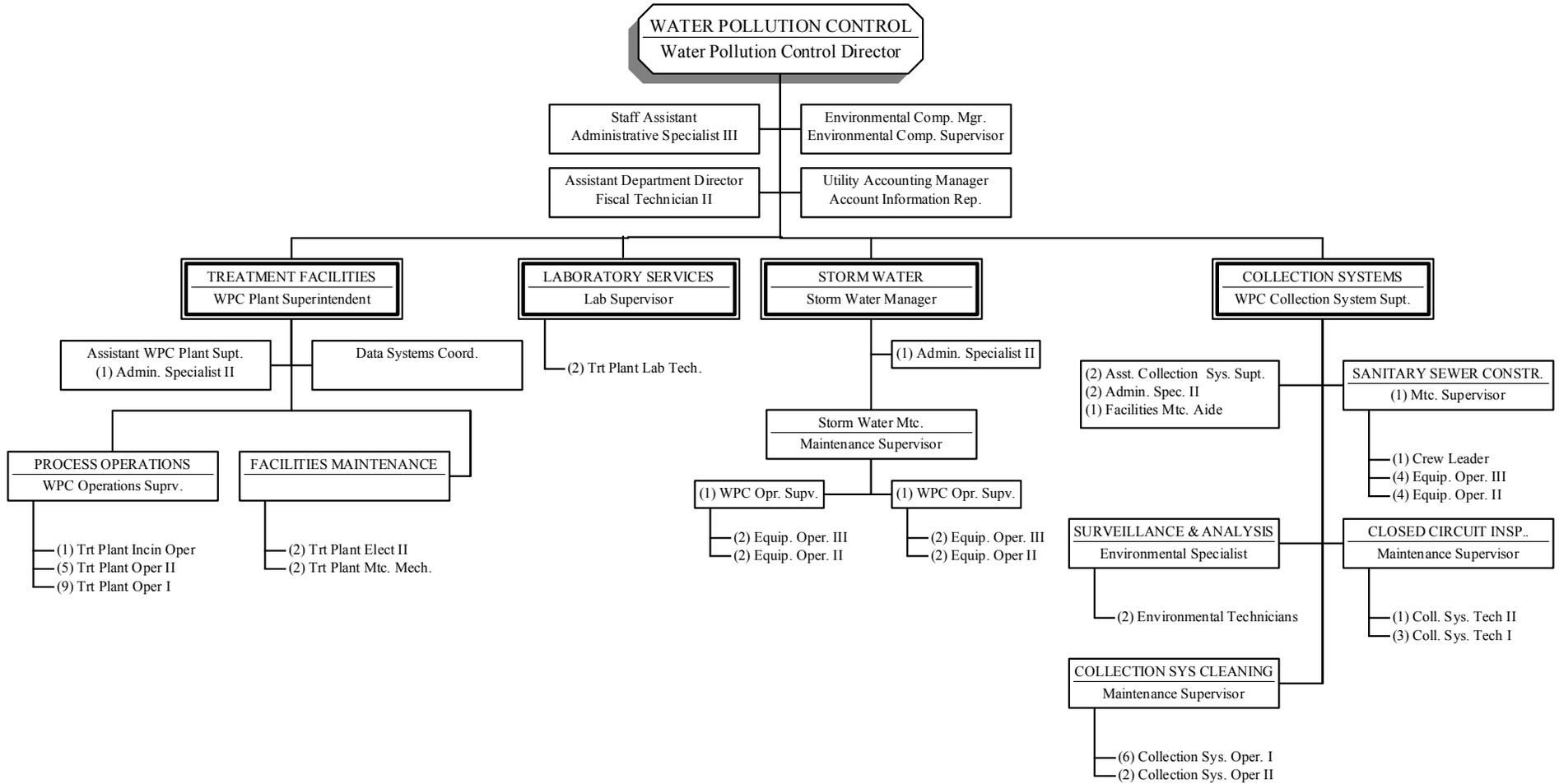
* The average bill is calculated using the City of Independence city-wide average water consumption of 680 cubic feet per month

** Kansas City, MO rates are effective May 1, 2003

Survey conducted in February, 2003

City of Independence, Missouri

Water Pollution Control



City of Independence
Departmental Budget Summary

Department: 5200 - Water Pollution Control

2003-04 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	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
<u>Staffing</u>				
Full Time Positions	78.00	86.00	84.00	81.00
Part Time Positions	.50	.00	.00	.00
Total	78.50	86.00	84.00	81.00
	=====	=====	=====	=====

Description	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
<u>Budget by Major Program Category</u>				
5201 Administration	686,382	753,239	753,239	780,832
5210 Inter-Jurisdictional Agencies	2,939,244	3,190,300	3,190,300	3,225,300
5220 Treatment Facilities	2,493,427	2,745,552	2,745,552	2,700,621
5230 Collection System Maintenance	1,802,293	1,955,695	1,955,695	2,080,148
5240 Laboratory Services	157,903	203,674	203,674	208,251
5250 Storm Sewer Maintenance	318,542	313,990	313,990	295,397
5261 Storm Water Administration	114,414	234,118	234,118	234,559
5262 Storm Water Maintenance	604,278	956,409	956,409	988,006
Total	9,116,483	10,352,977	10,352,977	10,513,114
	=====	=====	=====	=====

Source of Funding

Sanitary Sewer Fund	8,079,249	8,848,460	8,848,460	8,995,152
General Fund	318,542	313,990	313,990	295,397

City of Independence
Departmental Budget Summary

Department: 5200 - Water Pollution Control

2003-04 Operating Budget

Description	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Source of Funding				
Storm Water Sales Tax Fund	718,692	1,190,527	1,190,527	1,222,565
Total	9,116,483	10,352,977	10,352,977	10,513,114
	=====	=====	=====	=====

Significant Issues/Changes

- * The Department must negotiate the Rock Creek Treatment Plant's discharge permit and the City's storm water discharge permit.
- * The Department will assume a significant role on the Technical Advisory Committee in the implementation of the Facility Plan for the Little Blue Valley Sewer District.
- * The Department will continue to focus on the City's Storm Water Management Program with emphasis on grant and loan administration and project management.
- * Through reorganization and elimination of vacant positions, the department has reduced the budget for personal services in the amount of \$141,918.
- * The department will enter the first full year of participation in the Missouri "One Call" utility line location program with an estimated cost of \$50,000.

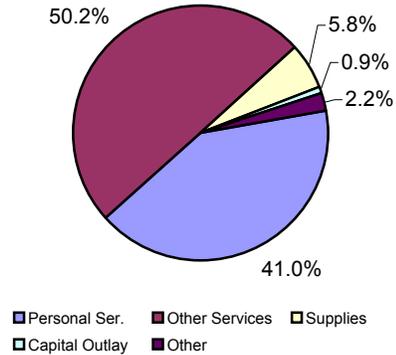
2003-04 Operating Budget

WPC

Appropriations by Type:

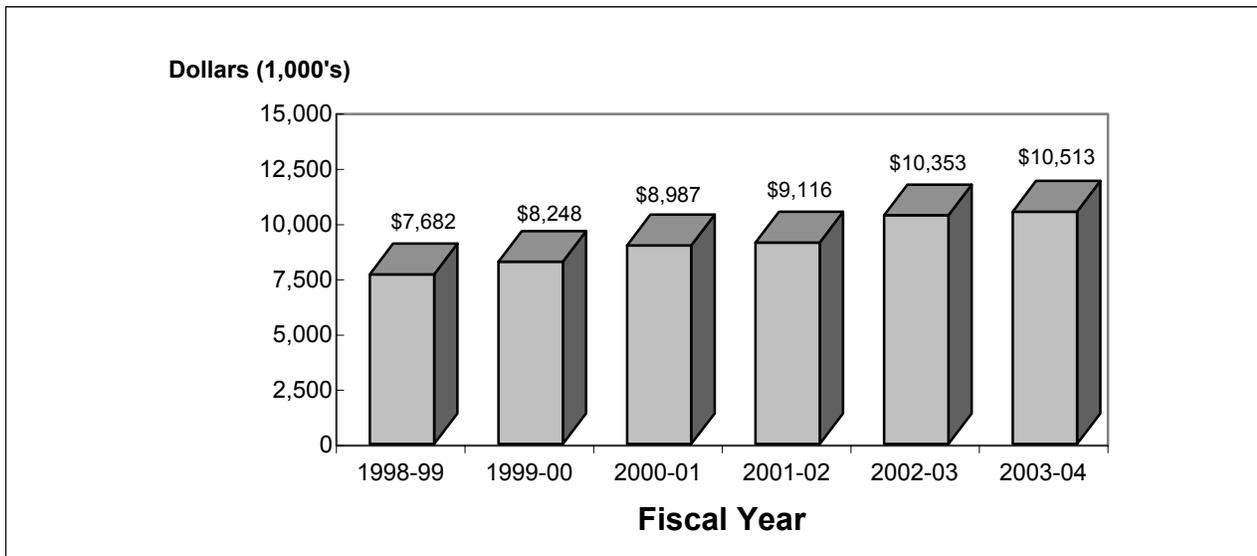
Expenditure Type	Actual 2001-02	Original 2002-03	Projected 2002-03	Proposed 2003-04
Personal Ser.	\$ 3,849,911	\$ 4,267,110	\$ 4,267,110	\$ 4,309,860
Other Services	4,414,415	5,128,665	5,128,665	5,275,032
Supplies	433,475	620,860	619,660	606,957
Capital Outlay	343,675	107,900	109,100	90,900
Other	75,007	228,442	228,442	230,365
Total	\$ 9,116,483	\$ 10,352,977	\$ 10,352,977	\$ 10,513,114

2003-04 City Council Adopted Budget



Historical Comparison:

	Actual 1998-99	Actual 1999-00	Actual 2000-01	Actual 2001-02	Budget 2002-03	Adopted 2003-04
Employees:						
Full Time Equiv.	77.50	76.50	78.50	86.00	84.00	81.00
Amount by Fund:						
General Fund	\$ 305,965	\$ 262,998	\$ 295,927	\$ 318,542	\$ 313,990	\$ 295,397
Storm Water Sales Tax	-	-	641,250	718,692	1,190,527	1,222,565
Sanitary Sewer Fund	7,375,603	7,984,803	8,049,477	8,079,249	8,848,460	8,995,152
Total All Funds	\$ 7,681,568	\$ 8,247,801	\$ 8,986,654	\$ 9,116,483	\$ 10,352,977	\$ 10,513,114
Comparative Ratios:						
Per Capita	\$ 66.31	\$ 71.01	\$ 76.90	\$ 78.01	\$ 90.86	\$ 92.26
Per Household	\$ 152.52	\$ 162.83	\$ 175.82	\$ 178.36	\$ 202.55	\$ 205.68



City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control
 Cost Center: 5201 - Administration

2003-04 Operating Budget
 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.

2002-03 Accomplishments

Goal Ref

- * Developed the policies and implemented the Safety Initiatives Program for employees of Water Pollution Control. 4
- * Completed four of ten watershed studies to identify storm water problems and address citizen concerns through projects to remedy storm water runoff in neighborhoods. 1
- * Completed a Cost of Service Study for the Sanitary Sewer Fund. 3

Performance Indicators:

<u>Description</u>	<u>2000-01 Actual</u>	<u>2001-02 Actual</u>	<u>2002-03 Budget</u>	<u>2003-04 Budget</u>
Sanitary Sewer Customers (Residential)	39,034	39,381	39,350	39,775
Sanitary Sewer Customers (Commercial)	3,453	3,475	3,475	3,485
Compliance Inspections	328	258	239	241

2003-04 Objectives

Goal Ref

- * Continue to provide administrative staff support to the Storm Water Sales Tax Oversight and Storm Water Disaster Relief Committees. 1
- * Negotiate the Discharge Permit for the Rock Creek Treatment Plant. 4
- * Review and negotiate the conditions of the City's Storm Water Discharge Permit. 1
- * Continue to monitor and participate in the state and federal rulemaking process. 3
- * Negotiate new Work Agreement with SEIU Bargaining Units. 4

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control
 Cost Center: 5201 - Administration

2003-04 Operating Budget
 Fund: 30 - Sanitary Sewer Fund

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 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	1.00	1.00
Administrative Spec III	1.00	1.00	.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	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	620,862	629,154	629,154	657,380
Other Services & Charges	53,345	99,985	99,985	99,352
Supplies	12,175	17,000	17,000	17,000
Capital Outlay	0	7,100	7,100	7,100
Other Expenditures	0	0	0	0
Total	686,382	753,239	753,239	780,832

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control 2003-04 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.

2002-03 Accomplishments

Goal Ref

- * Led a regional effort to secure funding through the State Revolving Loan Program to implement capital improvements to the Little Blue Valley Sewer District's treatment plant. 2
- * Conducted a mobile household hazardous waste collection event for the citizens of Independence. Over six hundred households disposed of more than 52,000 pounds of hazardous waste. 1

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Treatment Cost per Million Gallons Treated	\$814	\$893	\$1,098	\$950

2003-04 Objectives

Goal Ref

- * Provide technical oversight to the financing procedures used complete the plant expansion for the Little Blue Valley Sewer District. 3
- * Conduct a mobile household hazardous waste collection event for the citizens of Independence. 1

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Other Services & Charges	2,939,244	3,190,300	3,190,300	3,225,300
Other Expenditures	0	0	0	0
Total	2,939,244	3,190,300	3,190,300	3,225,300
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control
Cost Center: 5220 - Treatment Facilities

2003-04 Operating Budget
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.

2002-03 Accomplishments

Goal Ref

- * Achieved compliance with all requirements of the plant discharge permit with the exception of one constituent on one day. Eligible for the Association of Metropolitan Sewerage Agencies' Silver Award. 4
- * Effectively completed the installation of the Supervisory Control and Data Acquisition system for the plant operations. Operations staff are consolidated in one location for reduced operating costs and all pump stations (11) are constantly monitored from the control panel. 4
- * All plant supervisors completed the MARC Supervision Certificate Program. 4
- * With significant staff involvement, major rehabilitation of the plant incinerator, dissolved air flotation process and building heat boiler was accomplished this period to provide ten year life extension to this equipment. 4

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Wastewater Treated (Million Gallons)	4,218	3,830	4,100	4,024
Solids Removal Efficiency (%) (85% Required)	93	95	93	95
Oxygen Demand Removal (%) (85 % Required)	88	90	88	91
Solids Incinerated (Dry Tons)	1,074	1,218	1,224	1,241
Treatment Costs per Million Gallons Treated	\$637	\$698	\$713	\$680

2003-04 Objectives

Goal Ref

- * Enhanced odor control technologies and operating procedures will be investigated and implemented for increased capture and neutralization 4

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control
Cost Center: 5220 - Treatment Facilities

2003-04 Operating Budget
Fund: 30 - Sanitary Sewer Fund

2003-04 Objectives

Goal Ref

- of plant emissions.
* Initiate advanced training of computerized operation of plant processes and optimize effectiveness of process run time and staff scheduling. 4

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 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	9.00
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	.00	.00	.00
Engineering Administrator	.50	.00	.00	.00
Clerk II	1.00	1.00	.00	.00
Asst WPC Plant Supt	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	.00
WPC Operations Supv	1.00	1.00	1.00	1.00
Administrative Spec II	.00	.00	1.00	1.00
Total	27.50	26.00	26.00	24.00

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	1,294,732	1,371,652	1,371,652	1,305,721
Other Services & Charges	998,437	1,093,100	1,093,100	1,104,100
Supplies	187,811	255,200	255,200	255,200
Capital Outlay	12,447	25,600	25,600	35,600
Other Expenditures	0	0	0	0
Total	2,493,427	2,745,552	2,745,552	2,700,621

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control 2003-04 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 sanitary sewer systems repair crew corrects 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.

2002-03 Accomplishments

Goal Ref

- * Retrofitted building office space. 4
- * Participation in the collection system operators' certification program was increased with the addition of five personnel. 4
- * Held weekly safety meetings, trained and refreshed personnel in maintenance calibration of gas monitors and confined space equipment (1,324 contact hours for 34 employees). 4
- * Repaired 24 right-of-way/easement customer service laterals. 1
- * Continued a major trenchless technology rehabilitation program which resulted in over 32,500 linear feet of cured-in-place pipe and sealed 1,600 vertical feet of manholes for a total rehabilitation of 34,100 feet. 1
- * Performed oil and grease study. 1

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Customer Service Request Responses	2,000	1,262	2,100	1,200
Sewer Utility Identification Markings (Line Segments)	1,950	1,029	2,350	50
Dry weather overflows per million feet of pipe	NOT AVAIL.	NOT AVAIL.	~1.0	~1.0
Dry weather basement back-ups per 1,000 customers	NOT AVAIL.	NOT AVAIL.	~1.25	~1.25

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control 2003-04 Operating Budget
 Cost Center: 5230 - Collection System Maintenance Fund: 30 - Sanitary Sewer Fund

<u>2003-04 Objectives</u>	<u>Goal Ref</u>
* Enhance participation in the collection system operators' certification program.	4
* Replace overhead furnaces in north warehouse area.	4
* Perform building energy audit at 14909 East Truman Road.	4
* Survey other regional cities' sewer maintenance practices for bench-marking.	1
* Administer program to rehabilitate targeted neighborhood's sanitary sewers, utilizing trenchless technology where practical and cost effective, to extend the life of the sewer and reduce infiltration.	1
* Administer a 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

Staffing:

<u>Position Title</u>	<u>2000-01 Budget</u>	<u>2001-02 Budget</u>	<u>2002-03 Budget</u>	<u>2003-04 Budget</u>
Facilities Maint Aide	1.00	1.00	1.00	1.00
Equipment Operator II	4.00	4.00	4.00	6.00
Equipment Operator III	4.00	4.00	4.00	2.00
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	8.00	8.00	8.00	6.00
Coll Sys Oper II	.00	.00	.00	2.00
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	3.00
Administrative Spec II	1.00	3.00	3.00	2.00
Administrative Spec III	1.00	.00	.00	.00
Crew Leader	.00	.00	.00	1.00
Utility Clerk	1.00	.00	.00	.00
Total	34.00	34.00	34.00	33.00
	=====	=====	=====	=====

Program Costs

<u>Expenditure Category</u>	<u>2001-02 Actual</u>	<u>2002-03 Original Budget</u>	<u>2002-03 Revised Budget</u>	<u>2003-04 Adopted Budget</u>
Personal Services	1,285,039	1,541,495	1,541,495	1,586,948
Other Services & Charges	190,016	236,950	236,950	286,950

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control 2003-04 Operating Budget
 Cost Center: 5230 - Collection System Maintenance Fund: 30 - Sanitary Sewer Fund

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Supplies	120,467	166,250	166,250	166,250
Capital Outlay	206,771	11,000	11,000	40,000
Other Expenditures	0	0	0	0
Total	1,802,293	1,955,695	1,955,695	2,080,148
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control
 Cost Center: 5240 - Laboratory Services

2003-04 Operating Budget
 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.

2002-03 Accomplishments

Goal Ref

- * Analyzed greater than 100 samples of wastewater collected throughout the City's sewer system to characterize the oil & grease discharge from different categories of commercial users. 4
- * Performed in-house study of field sited analytical devices to calibrate and confirm instrument accuracy and reliability for future remote, continuous monitoring of wastewater treatment processes. 4

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Samples Received	8,216	8,083	8,310	8,100
Treatment Operations Analyses	23,721	20,144	23,270	21,000
Industrial Discharge Analyses	1,457	1,216	1,450	1,250
Quality Assurance Analyses	6,237	5,627	6,012	5,900

2003-04 Objectives

Goal Ref

- * Staff will participate in the implementation of on-line monitoring of treatment processes with the use of field installed analytical instrumentation. 4

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Treat Plant Lab Tech	2.00	2.00	2.00	2.00
Laboratory Supvr	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control
 Cost Center: 5240 - Laboratory Services

2003-04 Operating Budget
 Fund: 30 - Sanitary Sewer Fund

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Total	3.00	3.00	3.00	3.00

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	129,256	153,014	153,014	157,591
Other Services & Charges	18,519	31,360	31,360	31,360
Supplies	10,128	16,100	16,100	16,100
Capital Outlay	0	3,200	3,200	3,200
Other Expenditures	0	0	0	0
Total	157,903	203,674	203,674	208,251

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control
 Cost Center: 5250 - Storm Sewer Maintenance

2003-04 Operating Budget
 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 300 miles (1.58 million feet) of storm sewer and approximately 12,000 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.

2002-03 Accomplishments

Goal Ref

- * Achieved over 173 manhours of employee training (5 employees) in maintenance, calibration and use of personal gas monitors, hazardous material operation, confined space entry and other employee development. 4
- * Performed engineering evaluations on select storm drainage systems. 1
- * Increased participation of the Collection System Operators to be certified through the Missouri Water Environment Association Certification program by 2 members. 4
- * Cleaned and maintained all regional detention basins of debris, and started re-seeding program. 1

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Repair Projects	175	207	190	210
Repair & Maintenance Team Uptime	N/A	N/A	~90%	~90%

2003-04 Objectives

Goal Ref

- * Continue the engineering evaluation, design and construction of selected storm water drainage systems. 1
- * Continue escalated efforts to repair and maintain storm water systems in order to improve the system and further reduce backlog. 1

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
----------------	-------------------	-------------------	-------------------	-------------------

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control
 Cost Center: 5250 - Storm Sewer Maintenance

2003-04 Operating Budget
 Fund: 02 - General Fund

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Equipment Operator II	2.00	2.00	2.00	2.00
Equipment Operator III	2.00	2.00	2.00	2.00
Maintenance Supervisor	1.00	1.00	1.00	1.00
Total	5.00	5.00	5.00	5.00

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	244,917	245,815	245,815	252,725
Other Services & Charges	32,627	25,265	25,265	25,265
Supplies	40,998	42,910	42,910	17,407
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	318,542	313,990	313,990	295,397

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control 2003-04 Operating Budget
 Cost Center: 5261 - Storm Water Administration Fund: 13 - Storm Water Sales Tax

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.

2002-03 Accomplishments

Goal Ref

- * Outsourced Storm Water Manager to engineering consulting firm. 4
- * Met with and prepared presentations for the Storm Water Sales Tax Oversight Committee.
- * Met with officials from the Missouri Department of Natural Resources for grants and loans.
- * Department Director continuing to serve the Jackson County Storm Water Commission. 4
- * Achieved 40 hours of administrative training through Mid-America Regional Council training and other continuing education programs. 4

2003-04 Objectives

Goal Ref

- * Coordinate activities for a successful Storm Water Management Program.
- * Manage storm water project selection and design engineering consultants for the Capital Improvement Program. 1
- * Prepare grant and/or loan applications to the Missouri Department of Natural Resources. 1
- * Continue to participate with Mid-America Regional Council on Storm Water initiatives and public education. 4
- * Continue watershed studies and evaluate findings for Storm Water systems improvements. 4
- * Assist in the maintenance of the Storm Water Web pages. 4

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Storm Water Manager	.00	1.00	.00	.00
Engineer I	.00	1.00	.00	.00
Staff Assistant	.00	.00	.00	.00
Administrative Spec II	.00	1.00	1.00	1.00
Total	.00	3.00	1.00	1.00
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control 2003-04 Operating Budget
 Cost Center: 5261 - Storm Water Administration Fund: 13 - Storm Water Sales Tax

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	38,091	36,668	36,668	37,109
Other Services & Charges	47,098	175,700	175,700	175,700
Supplies	15,383	10,300	10,300	10,300
Capital Outlay	13,842	5,000	5,000	5,000
Other Expenditures	0	6,450	6,450	6,450
Total	114,414	234,118	234,118	234,559
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control
 Cost Center: 5262 - Storm Water Maintenance

2003-04 Operating Budget
 Fund: 13 - Storm Water Sales Tax

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.

2002-03 Accomplishments

Goal Ref

- * Increased maintenance activities with the use of existing resources as well as outsourced assistance, using C.I.P.P. 1
- * Increased preventive maintenance activity and inspection activities on the storm water structures as well as drainage basins. 4
- * Increased participation of Collection Systems Operator Certification program by 2 crew members. 4
- * Achieved over 188 manhours of employee training (6 employees) in job related matters of maintenance, use of personal gas monitors, hazardous materials and confined space entry procedures. 4
- * Completed a large neighborhood project to address flooding and erosion problem. 1

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Storm Water Structures Cleaned	NR	6,765	6,000	8,000
Storm Water Structures Inspected	NR	12,868	12,000	14,000
Repair & Maintenance Team Uptime	NR	NR	~90%	~90%

2003-04 Objectives

Goal Ref

- * Continue to increase preventive maintenance and inspection activities on storm water structures as well as drainage basins. 1
- * Increase number of participants in the Collection Systems Certification program. 4
- * Train staff and engage a consulting firm in the proper methods of seeding and stabilization. 4
- * Complete a large neighborhood project to address a flooding and erosion problem. 1

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control
 Cost Center: 5262 - Storm Water Maintenance

2003-04 Operating Budget
 Fund: 13 - Storm Water Sales Tax

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Equipment Operator II	.00	2.00	2.00	2.00
Equipment Operator III	.00	2.00	2.00	2.00
WPC Operations Supv	.00	.00	.00	2.00
Crew Leader	.00	2.00	2.00	.00
Total	.00	6.00	6.00	6.00
	=====	=====	=====	=====

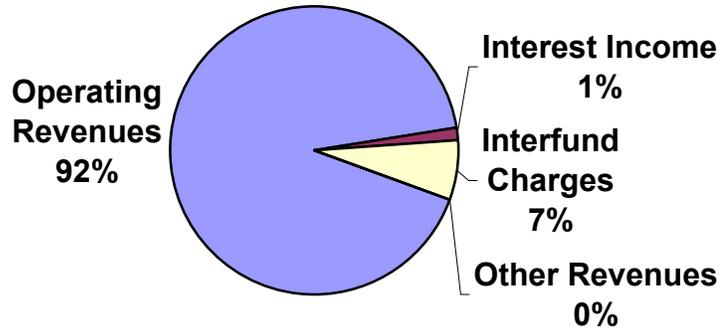
Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	237,014	289,312	289,312	312,386
Other Services & Charges	135,129	276,005	276,005	327,005
Supplies	46,513	113,100	111,900	124,700
Capital Outlay	110,615	56,000	57,200	0
Other Expenditures	75,007	221,992	221,992	223,915
Total	604,278	956,409	956,409	988,006
	=====	=====	=====	=====

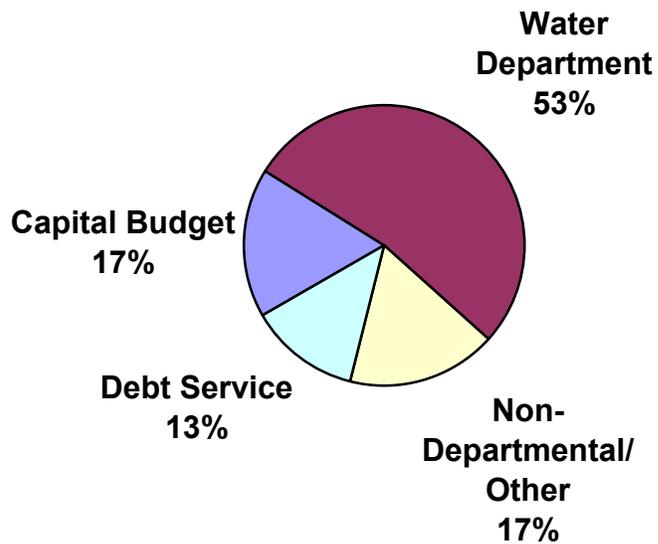
City of Independence, Missouri
2003-04 Operating Budget
Capital Budget Summary - Sanitary Sewer Fund

Project Number	Project Description	Source of Funds	Amount
<u>Sanitary Sewer Collection System Projects-</u>			
9953	Kiger and Morgan Design	Sanitary Sewer Fund	\$ 53,000
9757	Trenchless Technology	Sanitary Sewer Fund	1,000,000
	Subtotal		<u>\$ 1,053,000</u>
<u>Treatment Plant Projects-</u>			
9954	Polymer Pumps (3) and Controls	Sanitary Sewer Fund	\$ 65,000
9955	Odor Control Improvements	Sanitary Sewer Fund	130,000
9956	Fuel Tank Improvements (SPCC)	Sanitary Sewer Fund	85,000
	Subtotal		<u>\$ 280,000</u>
<u>Facility Projects</u>			
9957	Buildings Roof Repair	Sanitary Sewer Fund	\$ 120,000
	Subtotal		<u>\$ 120,000</u>
	Grand Total		<u><u>\$ 1,453,000</u></u>

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2003-04 Operating Budget
Budget Summary Water Fund
For the Fiscal Years 2001-02, 2002-03 and 2003-04

Description	2001-02 Actual	% of Total	2002-03 Original Budget	% of Total	2003-04 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
<u>Estimated Revenues-</u>								
Operating Revenues	\$ 15,191,313	90.0%	\$ 15,179,000	88.6%	\$ 15,436,000	91.9%	\$ 257,000	1.7%
Interest Income	748,185	4.4%	900,000	5.3%	230,350	1.4%	(669,650)	-74.4%
Interfund Charges	840,350	5.0%	1,048,000	6.1%	1,127,000	6.7%	79,000	7.5%
Other Revenues	97,684	0.6%	-	0.0%	-	0.0%	-	n/a
Total Estimated Revenues	\$ 16,877,532	100.0%	\$ 17,127,000	100.0%	\$ 16,793,350	100.0%	\$ (333,650)	-1.9%
<u>Transfers from Other Funds-</u>								
Employee Benefits Fund			21,624		21,624		-	0.0%
Total Sources			\$ 17,148,624		\$ 16,814,974		\$ (333,650)	-1.9%
Use of Budget Dollars								
<u>Operating Budget:</u>								
City Manager's Office - Citizen Information Center	\$ 58,039	0.4%	\$ 63,036	0.4%	\$ 67,315	0.4%	\$ 4,279	6.8%
Water Department	9,872,580	64.1%	10,753,840	64.4%	10,904,470	63.8%	150,630	1.4%
Non-Departmental	2,887,736	18.7%	3,305,397	19.8%	3,452,391	20.2%	146,994	4.4%
Debt Service	2,586,094	16.8%	2,574,198	15.4%	2,661,235	15.6%	87,037	3.4%
Total Operating Budget	\$15,404,449	100.0%	\$16,696,471	100.0%	\$17,085,411	100.0%	\$388,940	2.3%
<u>Capital Budget:</u>								
Capital Projects			\$ -		\$ 3,546,000		\$ 3,546,000	n/a
Total Uses			\$16,696,471		\$20,631,411		\$3,934,940	23.6%
Balance Available			\$ 452,153		\$ (3,816,437)		\$ (4,268,590)	

City of Independence, Missouri
2003-04 Operating Budget
Historical Data - Water Fund
For the Fiscal Years 1997-98 through 2002-03

Description	1997-98	1998-99	1999-2000	2000-01	2001-02	Projected 2002-03
Net Income (Loss)						
Net Income (Loss)	\$ 3,317,490	\$ 1,494,787	\$ 2,664,840	\$ 1,943,869		
Depreciation on Contrib. Capital Adjustment	183,857	193,598	203,466	219,374		
Transferred to Retained Earnings	\$ 3,501,347	\$ 1,688,385	\$ 2,868,306	\$ 2,163,243	\$ 2,668,170	\$ 2,001,128

Net Available Resources						
Net Available Resources-						
Total Current Assets	\$21,259,114	\$23,528,884	\$25,390,948	\$25,359,028	\$25,157,560	
Less:						
Inventories	(665,727)	(665,372)	(871,234)	(782,073)	(646,135)	
Current Liabilities	(1,364,013)	(1,485,211)	(1,658,954)	(1,566,411)	(3,149,461)	
Carryover Capital Budget Appropriations	(4,068,183)	(5,050,717)	(4,839,326)	(5,783,905)	(7,609,926)	
Carryover Outstanding Encumbrances	(282,123)	(231,831)	(176,631)	(251,446)	(220,423)	
Add back:						
Compensated Absences	273,543	279,126	291,980	342,860	-	
Net Available Resources	\$15,152,611	\$16,374,879	\$18,136,783	\$17,318,053	\$13,531,615	
Source: 1997-98 through 2002-03 - Comprehensive Annual Financial Report 2002-03 - Operating Staff Projections						

Employee Staffing (in Full Time Equivalents)						
Department:						
City Manager	0.00	1.50	1.50	1.50	1.50	1.50
Water	101.48	98.48	98.48	98.48	97.48	97.48
Total	101.48	99.98	99.98	99.98	98.98	98.98

Utility Statistics						
No. of Residential Customers	41,475	42,229	42,558	42,832	43,259	43,879
No. of Commercial Cust.	2,684	2,686	2,749	2,763	2,818	2,872
No. of Other Customers	306	328	342	350	372	380
Water Pumped (million gallons)	9,163	8,971	10,082	10,188	10,083	10,561
Water Sold (million gallons)	8,347	8,190	8,903	8,808	9,090	9,284

City of Independence, Missouri
2003-2004 Operating Budget
Revenue Summary
For the Fiscal Years 2001-02 through 2003-04

Acct. No.	Description	2001-02 Actual	2002-03 Original Budget	2002-03 Current Estimate	2003-04 Adopted Budget	%Chg. Curr Est to Proj	%Chg. Orig. to Proj.
Water Fund							
<u>Operating Revenue</u>							
40-4010	Residential Sales	7,543,113	7,650,000	8,277,000	7,700,000	-7.0%	0.7%
40-4110	Commercial Sales	2,025,449	2,070,000	2,272,000	2,070,000	-8.9%	0.0%
40-4130	Industrial Sales	256,478	221,000	302,000	270,000	-10.6%	22.2%
40-4400	Public Authority Sales	131,219	130,000	156,000	130,000	-16.7%	0.0%
40-4410	Private Fire Protection	45,153	43,000	84,000	46,000	-45.2%	7.0%
40-4420	Public Fire Protection	583,390	560,000	572,000	585,000	2.3%	4.5%
40-4550	Sales for Resale	4,378,138	4,260,000	4,321,000	4,400,000	1.8%	3.3%
40-4600	Other Operating Revenue	228,375	245,000	237,000	235,000	-0.8%	-4.1%
	Total Operating Revenue	15,191,313	15,179,000	16,221,000	15,436,000	-4.8%	1.7%
40-3421	Interfund Charges	840,350	1,048,000	1,048,000	1,127,000	7.5%	7.5%
40-3411	Interest Income	748,185	900,000	341,410	230,350	-32.5%	-74.4%
40-3440	Other Revenues, Net	97,684	0	85,000	0	-100.0%	
	Total Revenues	\$16,877,533	\$17,127,000	\$17,695,410	\$16,793,350	-5.1%	-1.9%

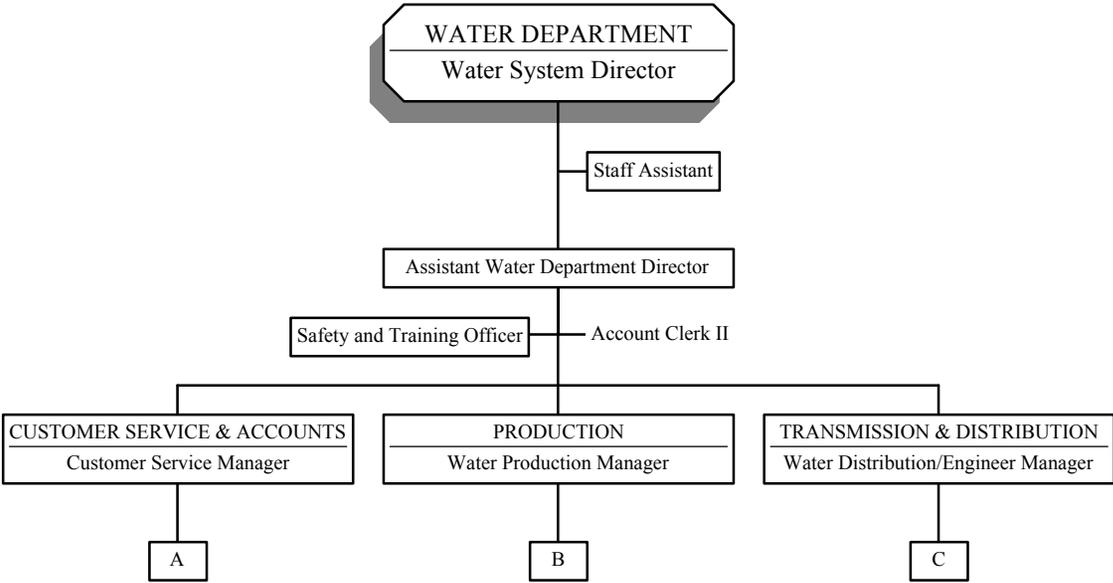
City of Independence, Missouri
2003-04 Operating Budget
Average Bill/Rate Comparison - Water Fund

<u>City</u>	<u>Average Bill *</u>
North Kansas City, MO	\$ 10.27
Independence, MO	13.78
Blue Springs, MO	14.21
Olathe, KS	16.40
Kansas City, MO	17.15
Lee's Summit, MO	17.89
Leawood, KS	19.48
Liberty, MO	21.31
Grandview, MO	24.14
Raymore, MO	25.17
Belton, MO	28.81
Raytown, MO	29.68
Kansas City, KS	32.09

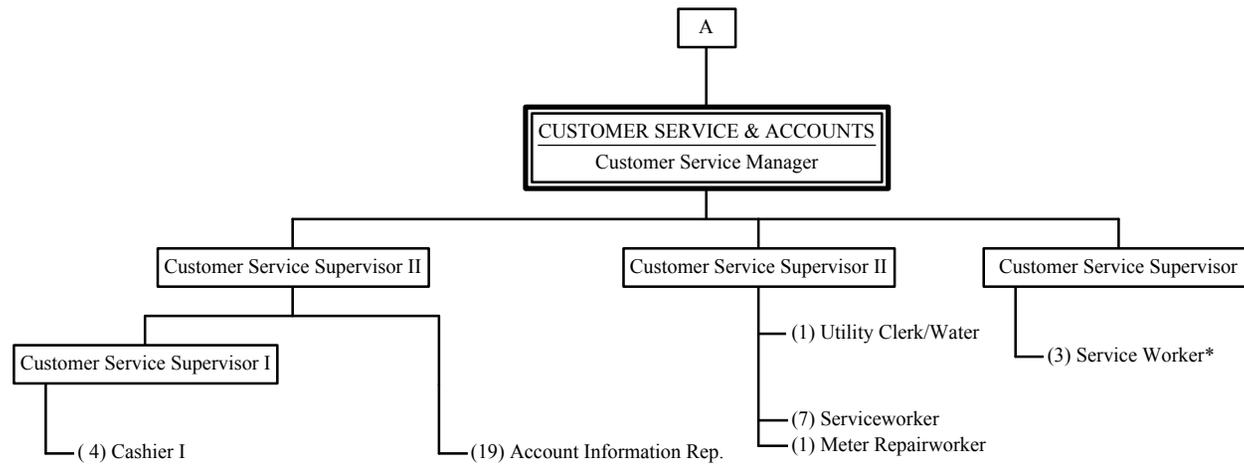
* The average bill is calculated using an average water consumption amount of 5,086 gallons per month (6.8 ccf)

Survey conducted in March 2001

City of Independence, Missouri Water Department

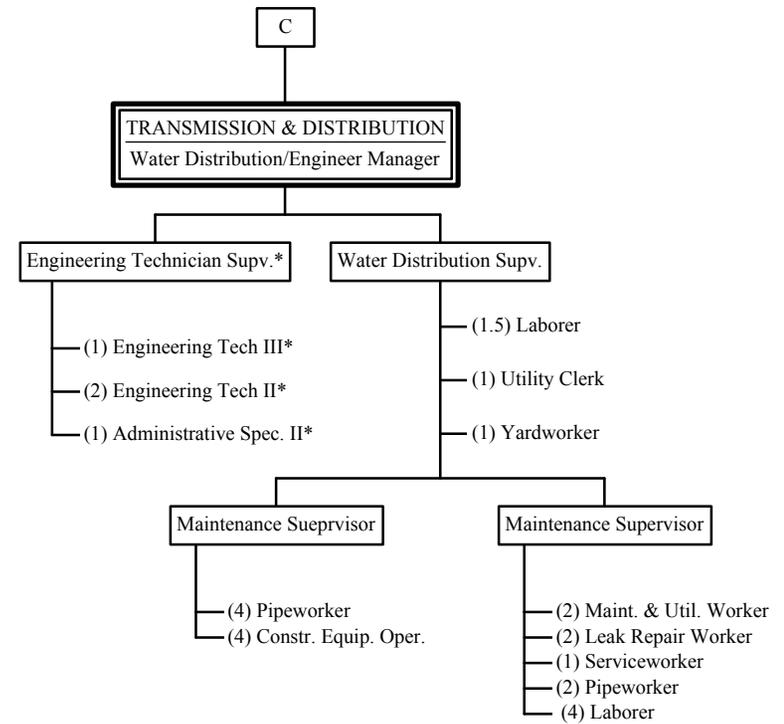
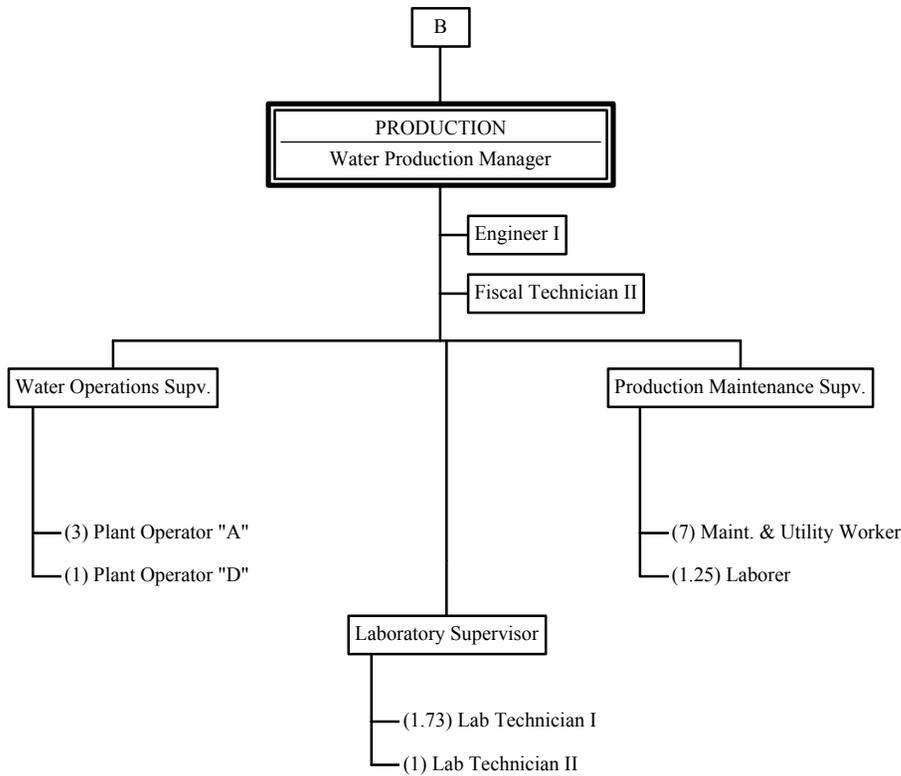


City of Independence, Missouri Water Department (Continued)



*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 funded in function
4810 - Administration

City of Independence
Departmental Budget Summary

Department: 4800 - Water

2003-04 Operating Budget

Department Description

The Water Department produces and supplies drinking water to 46,654 customers that are served directly, and another 50,000 served through 11 wholesalers. The Department operates, maintains and manages, 695 miles of main, more than 4,000 fire hydrants, 38 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	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
<u>Staffing</u>				
Full Time Positions	97.00	96.00	96.00	96.00
Part Time Positions	1.48	1.48	1.48	1.48
Total	98.48	97.48	97.48	97.48
	=====	=====	=====	=====

Description	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
<u>Budget by Major Program Category</u>				
4810 Administration & General	882,555	1,034,863	1,158,028	1,091,367
4821 Water Field Service	874,357	913,746	913,746	954,857
4822 Customer Service	955,180	1,145,854	1,148,476	1,229,441
4823 Utility Field Service	292,468	321,322	333,322	339,127
4824 Cashiering	224,175	372,728	382,728	312,019
4830 Production	3,930,888	4,047,478	4,113,389	4,034,048
4840 Transmission & Distribution	2,712,957	2,917,849	2,893,849	2,943,611
Total	9,872,580	10,753,840	10,943,538	10,904,470
	=====	=====	=====	=====

City of Independence
Departmental Budget Summary

Department: 4800 - Water

2003-04 Operating Budget

Source of Funding

Water Fund	9,872,580	10,753,840	10,943,538	10,904,470
Total	<u>9,872,580</u>	<u>10,753,840</u>	<u>10,943,538</u>	<u>10,904,470</u>
	=====	=====	=====	=====

Significant Issues/Changes

- * Begin construction of a 6 million gallon per day plant addition to the Courtney Bend Plant and investigate compliance and reporting requirements for the transition to groundwater under the direct influence of surface water.
- * Update the Water Department Emergency Operations plan in compliance with Federal Bioterrorism Act requirements.
- * Coordinate the construction contract for the installation of the 36" transmission main project from Courtney Bend Plant to 24 Highway.
- * Replace approximately two miles of undersized water mains in the third year of the small main replacement program.
- * Upgrade the Interactive Voice Response hardware and software system in customer service from touch tone response to speech recognition. This will allow customers to speak their request and not be limited to a touch tone requirement.
- * Install a digital communication recorder system to be able to digitally record all calls to the customer service center to assure quality service is being provided, resolve customer complaints, and provide improved training.

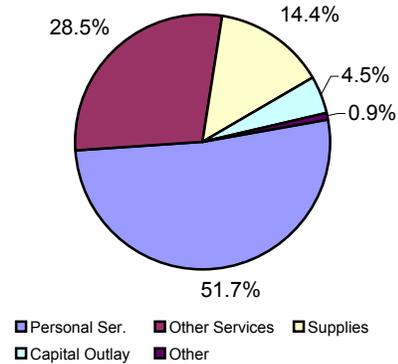
2003-04 Operating Budget

Water

Appropriations by Type:

Expenditure Type	Actual 2001-02	Original 2002-03	Projected 2002-03	Adopted 2003-04
Personal Ser.	\$ 5,136,622	\$ 5,512,898	\$ 5,534,277	\$ 5,632,900
Other Services	2,973,383	3,100,605	3,264,024	3,108,275
Supplies	1,254,076	1,398,807	1,447,807	1,568,760
Capital Outlay	508,499	641,530	629,430	494,535
Other	-	100,000	68,000	100,000
Total	\$ 9,872,580	\$ 10,753,840	\$ 10,943,538	\$ 10,904,470

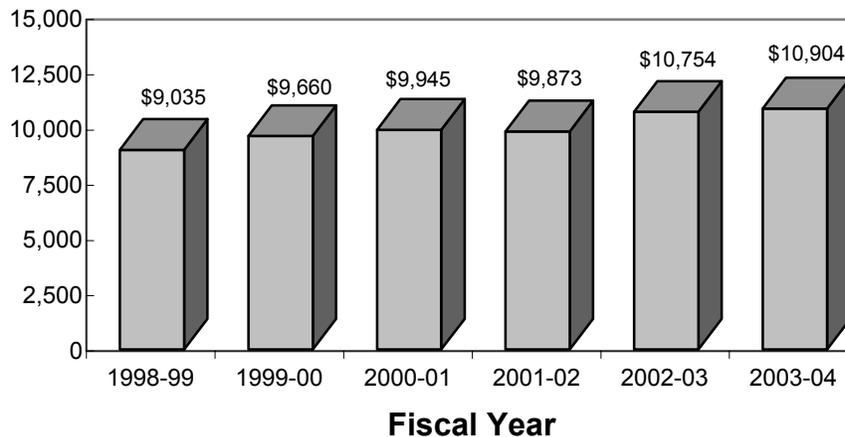
2003-04 City Council Adopted Budget



Historical Comparison:

	Actual 1998-99	Actual 1999-00	Actual 2000-01	Actual 2001-02	Budget 2002-03	Budget 2003-04
Employees:						
Full Time Equiv.	98.48	98.48	98.48	97.48	97.48	97.48
Amount by Fund:						
Water Fund	\$ 9,034,633	\$ 9,659,633	\$ 9,944,571	\$ 9,872,580	\$ 10,753,840	\$ 10,904,470
Total All Funds	\$ 9,034,633	\$ 9,659,633	\$ 9,944,571	\$ 9,872,580	\$ 10,753,840	\$ 10,904,470
Comparative Ratios:						
Per Capita	\$ 77.98	\$ 83.16	\$ 85.09	\$ 84.48	\$ 94.38	\$ 95.70
Per Household	\$ 179.39	\$ 190.70	\$ 194.56	\$ 193.15	\$ 210.39	\$ 213.34

Dollars (1,000's)



City of Independence
Detail Program Summary

Department: 4800 - Water

2003-04 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.

2002-03 Accomplishments

Goal Ref

- * Monitored a Backflow Program that contained over 2400 backflow devices to assure compliance with DNR Requirements. 1
- * Completed easement acquisition and bid the new 36" water main from the Courtney Bend Plant to 24 Highway. 2
- * Completed all data bases for the GIS System. 4
- * Continued to work with the Public Works Department to evaluate existing water mains in conjunction with the City's Street Overlay and Reconstruction Program. 1
- * Provided the testing and inspection for all water mains installed by private contractors. 1
- * Reviewed approximately 1500 sets of plans to assure compliance with Independence Water Department Standards. 2

Performance Indicators:

<u>Description</u>	<u>2000-01 Actual</u>	<u>2001-02 Actual</u>	<u>2002-03 Budget</u>	<u>2003-04 Budget</u>
Number of customers	45,945	46,394	46,700	47,100
Revenue (Avg. Residential)	\$14.59	\$14.46	\$15.00	\$15.00
Gallons of water sold (Avg. Res.)	6,160	6,110	6,400	6,300
Percentage of water pumped that was sold to customers (histor	87%	89%	86%	86%

2003-04 Objectives

Goal Ref

- * Coordinate the construction contract for 36" transmission main project from Courtney Bend Plant to 24 Highway. 2
- * To monitor the City's Backflow Prevention Program to assure the over 2400 backflow devices currently in the system are checked annually per DNR requirements. 1
- * To continue to review all plans submitted and return comments in a timely manner. 2
- * To continue to provide necessary inspection and testing for all water mains installed by private contractors. 4

City of Independence
Detail Program Summary

Department: 4800 - Water
 Cost Center: 4810 - Administration & General

2003-04 Operating Budget
 Fund: 40 - Water Fund

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 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	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	610,231	619,833	636,970	647,042
Other Services & Charges	218,941	260,705	399,833	289,425
Supplies	25,684	23,925	23,925	25,700
Capital Outlay	27,699	30,400	29,300	29,200
Other Expenditures	0	100,000	68,000	100,000
Total	882,555	1,034,863	1,158,028	1,091,367

City of Independence
Detail Program Summary

Department: 4800 - Water
Cost Center: 4821 - Water Field Service

2003-04 Operating Budget
Fund: 40 - Water Fund

Description

The Water Field Service Division is responsible for installing and maintaining meters and appurtenances for over 46,654 customers, inspecting new service installations and the disconnection of existing services, and investigating high bill complaints.

2002-03 Accomplishments

Goal Ref

- * Changed out and tested 4,385 aged meters in the aged meter change out program. 1
- * Purchased and installed cellular packet automatic meter reading equipment on all of the wholesale customer meters. 4
- * Provided monthly customer service skills training for all Field Service staff members. 4
- * Implemented the change out of all old technology 24 pin remote meter reading equipment to the newer touch pad technology. 4

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Taps made	466	551	500	550
Changed out aged meters	3,250	4,718	4,500	4,500
High bill inspections	100	101	105	100

2003-04 Objectives

Goal Ref

- * Continue program to change out and test all meters which have been set 15 years or longer. 1
- * Continue to evaluate possible automatic meter reading solutions which are compatible with electric meters. 4
- * Continue monthly customer service skills training for all Field Service personnel. 4
- * Implement an Automatic Vehicle Location management system. 4

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 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
 Cost Center: 4821 - Water Field Service

2003-04 Operating Budget
 Fund: 40 - Water Fund

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Utility Clerk	1.00	1.00	1.00	1.00
Total	10.00	10.00	10.00	10.00

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	589,619	605,846	605,846	617,727
Other Services & Charges	48,163	72,600	64,600	63,100
Supplies	21,872	41,050	41,050	44,300
Capital Outlay	214,703	194,250	202,250	229,730
Other Expenditures	0	0	0	0
Total	874,357	913,746	913,746	954,857

City of Independence
Detail Program Summary

Department: 4800 - Water
 Cost Center: 4822 - Customer Service

2003-04 Operating Budget
 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.

2002-03 Accomplishments

Goal Ref

- * Continued monthly training of all Customer Service staff members in customer service skills. 4
- * Completed re-designing the utility bill to be more user friendly, provide more information and clearer due dates on delinquent amounts. 4
- * Implemented the electronic transfer of both customer records and payments for customers on the LIHEAP assistant program. 4

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Expense cost per customer account per month	\$1.56	\$1.67	\$1.61	\$1.77
Calls to interactive voice response (IVR)	15,675	16,812	22,000	22,000

2003-04 Objectives

Goal Ref

- * Continue to provide monthly customer service skills training for all staff members. 4
- * Upgrade the current Interactive Voice Response system to a voice recognition IVR system. 4
- * Implement a digital communications recording system on the call center system phones. 4

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 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	1.00	1.00	1.00	1.00
Customer Service Supvr II	1.00	1.00	1.00	1.00
Total	22.00	22.00	22.00	22.00
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4800 - Water
 Cost Center: 4822 - Customer Service

2003-04 Operating Budget
 Fund: 40 - Water Fund

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	870,298	1,003,954	1,003,954	1,026,041
Other Services & Charges	71,325	124,900	127,522	125,350
Supplies	7,317	9,000	9,000	6,600
Capital Outlay	6,240	8,000	8,000	71,450
Other Expenditures	0	0	0	0
Total	955,180	1,145,854	1,148,476	1,229,441
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4800 - Water
 Cost Center: 4823 - Utility Field Service

2003-04 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.

2002-03 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
- * Implemented new procedures for making police reports and filing for prosecution on theft of service cases to reduce time and police personnel involvement. 4

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Shut-off customer accounts	5,763	5,326	5,800	5,800

2003-04 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
- * Develop an onsite paystation at Hawthorne Apartment Complex. 1
- * Continue to seek methods of reducing the amount of theft of service and uncollected revenue. 4
- * Implement an Automatic Vehicle Location management system. 4

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 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
 Cost Center: 4823 - Utility Field Service

2003-04 Operating Budget
 Fund: 40 - Water Fund

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	289,171	314,772	314,772	321,077
Other Services & Charges	1,426	3,550	3,550	4,050
Supplies	1,871	3,000	3,000	3,000
Capital Outlay	0	0	12,000	11,000
Other Expenditures	0	0	0	0
Total	292,468	321,322	333,322	339,127
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4800 - Water
 Cost Center: 4824 - Cashiering

2003-04 Operating Budget
 Fund: 40 - Water Fund

Description

The Cashiering Division is responsible for processing payments of electric, water, sewer, and gas bills.

2002-03 Accomplishments

Goal Ref

- * Continued monthly training of all cashiers in customer service skills. 4
- * Purchased and implemented a PC based cashiering program which will provide better customer service as well as reduce the redundant handling of documents and allow automatic report processing. 4

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Ratio net write off to credit sales	.46%	.53%	.40%	.50%

2003-04 Objectives

Goal Ref

- * Continue monthly training of all cashiers in customer service skills. 4
- * Purchase and implement the use of electronic equipment to count cash and currency. 4

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
Cashier I	4.00	4.00	4.00	4.00
Total	4.00	4.00	4.00	4.00

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	127,887	150,428	150,428	155,919
Other Services & Charges	89,415	83,500	83,500	148,500

City of Independence
Detail Program Summary

Department: 4800 - Water
 Cost Center: 4824 - Cashiering

2003-04 Operating Budget
 Fund: 40 - Water Fund

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Supplies	3,827	2,900	2,900	3,900
Capital Outlay	3,046	135,900	145,900	3,700
Other Expenditures	0	0	0	0
Total	224,175	372,728	382,728	312,019
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4800 - Water
Cost Center: 4830 - Production

2003-04 Operating Budget
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 health requirements.

2002-03 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. 4
- * 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 communications equipment between the plant and remote reservoir locations. 4
- * Completed a vulnerability assessment for the water plant, remote locations and office complex. 4
- * Invited the 5th grade classes from the Independence School District to tour the water plant and learn about our well head protection plan. 4
- * Completed design of a 6 million gallon per day addition to the Courtney Bend Water Plant. 2

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Thousands of gallons pumped	10,188,108	10,195,580	10,190,000	10,400,000
Pumping power cost	\$1,177,430	\$1,208,363	\$1,250,000	\$1,350,000
Cost per million gallons pumped	\$322.46	\$330.76	\$343.00	\$356.00
Operations and maintenance cost per customer per year	\$71.50	\$72.69	\$75.00	\$79.00

2003-04 Objectives

Goal Ref

- * Continue testing of the early warning monitoring wells. 4
- * Begin construction of a 6 million gallon per day plant addition to the Courtney Bend Plant and investigate compliance and reporting requirements for the transition to groundwater under the direct influence of surface water. 2
- * Update the Water Department emergency operations plan in compliance with Federal Bioterrorism Act requirements. 4

City of Independence
Detail Program Summary

Department: 4800 - Water
 Cost Center: 4830 - Production

2003-04 Operating Budget
 Fund: 40 - Water Fund

2003-04 Objectives

Goal Ref

* Continue security improvements at the water plant and remote sites.

4

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 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	1.00	1.00	1.00
Laboratory Supv I	1.00	1.00	1.00	1.00
Laboratory Tech	2.73	1.73	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	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	1,123,949	1,197,316	1,209,558	1,221,483
Other Services & Charges	1,955,083	1,974,850	2,004,519	1,812,350
Supplies	785,408	782,532	831,532	947,760
Capital Outlay	66,448	92,780	67,780	52,455
Other Expenditures	0	0	0	0
Total	3,930,888	4,047,478	4,113,389	4,034,048

City of Independence
Detail Program Summary

Department: 4800 - Water

2003-04 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 695 miles of main and over 4,000 fire hydrants.

2002-03 Accomplishments

Goal Ref

- * Eliminated approximately two miles of undersized water mains that were 2" or smaller in size. 1
- * Filled, flushed, and sampled all water mains installed by private contractors throughout the year. 4
- * Repaired over 120 leaks on customer water service lines. 1
- * Replaced a 12" water main along White Oak that had broken several times that had caused significant street damage. 1
- * Began replacement of a 12" water main along Truman Road from Alexander to Powell that had a history of main breaks. 1
- * Serviced and maintained 43 vehicles and 12 pieces of equipment. 4
- * Installed a cardless fuel control system with PC/1000 software and electronic leak detection. 4
- * Worked with Public Works to assure water valve boxes were not overlaid during the street overlay of 2002. 1

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Main breaks	294	180	210	210
Fire hydrants installed	68	89	60	60
Service lines repaired	129	121	120	120
Fire hydrants tested/inspected	1,247	3,845	2,400	3,000
Fire hydrants painted	591	2,038	1,000	1,000
Main breaks per mile of main per year	.43	.26	.30	.30
Annual operations/maintenance cost per mile of main	\$3,936.71	\$3,557.62	\$3,714.00	\$4,143.00
Operations and maintenance cost per customer account per year	\$59.04	\$53.22	\$56.00	\$62.00

City of Independence
Detail Program Summary

Department: 4800 - Water

2003-04 Operating Budget

Cost Center: 4840 - Transmission & Distribution

Fund: 40 - Water Fund

2003-04 Objectives

Goal Ref

- * Replace approximately two miles of undersized water mains in the third year of the small main replacement program. 1
- * Continue the vehicle maintenance program to assure all fleet vehicles and equipment are properly serviced and maintained. 4
- * Fill, flush, and sample all water mains in a timely manner that are installed by private contractors throughout the year. 4
- * To integrate the cardless fuel control system with the vehicle fleet records to then automatically generate the work order for regular fleet maintenance items. 4
- * To work with Public Works to inspect and adjust all water valves located in pavement prior to the City overlaying the streets. 1

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 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	.00
Yard Worker	.00	.00	.00	1.00
Laborer	.00	.00	2.00	.00
Laborer	5.00	5.00	3.00	5.00
Laborer - temp	.50	.50	.50	.50
Water Dist/Eng Mgr	1.00	1.00	1.00	1.00
Maintenance Supervisor	2.00	2.00	2.00	2.00
Water Distribution Supvr	1.00	1.00	1.00	1.00
Crew Leader	1.00	.00	.00	.00
Utility Clerk - Water	1.00	1.00	1.00	1.00
Total	27.50	26.50	26.50	26.50

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	1,525,467	1,620,749	1,612,749	1,643,611
Other Services & Charges	589,030	580,500	580,500	665,500
Supplies	408,097	536,400	536,400	537,500
Capital Outlay	190,363	180,200	164,200	97,000

City of Independence
Detail Program Summary

Department: 4800 - Water

2003-04 Operating Budget

Cost Center: 4840 - Transmission & Distribution

Fund: 40 - Water Fund

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Other Expenditures	0	0	0	0
Total	2,712,957	2,917,849	2,893,849	2,943,611
	=====	=====	=====	=====

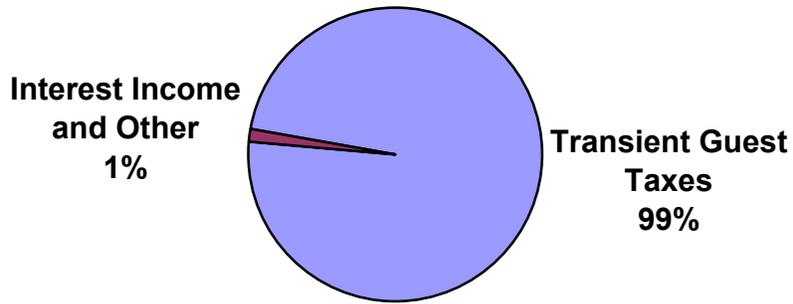
City of Independence, Missouri
2003-04 Operating Budget
Capital Lease/Debt Service Requirements - Water Fund

<u>Series</u>	<u>Principal</u>	<u>Interest</u>	<u>Fees</u>	<u>Total Debt Service Requirements</u>
<u>Revenue Bonds:</u>				
1986 Series (6352)	\$ 1,200,000	\$ 1,453,035	\$ 8,200	<u>\$ 2,661,235</u>

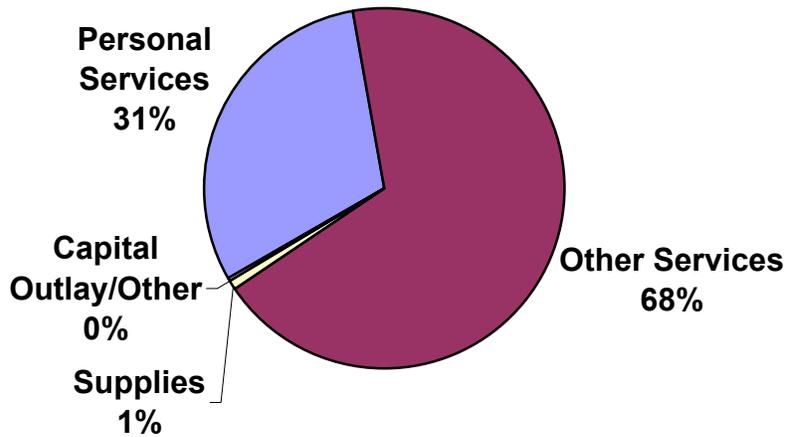
City of Independence, Missouri
2003-04 Operating Budget
Capital Budget Summary - Water Fund

Project Number	Project Description	Source of Funds	Amount
9947	USGS Riverbank Filtration Study	Water Fund	110,000
9749	Main Replacement Program	Water Fund	200,000
9948	Plant Improvements - Vertical Wells in North Well Field	Water Fund	530,000
9836	Plant Improvements - Replace Well Starters and Circuit Breakers	Water Fund	50,000
9839	Small Main Replacement Program	Water Fund	606,000
9949	Crysler Avenue Main Replacement - 31st to 23rd Street	Water Fund	600,000
9950	39th Street Main Replacement - Noland to Lee's Summit Road	Water Fund	750,000
9951	Truman Road Main Replacement - M291 to Swope Drive	Water Fund	200,000
9952	Security Upgrades	Water Fund	500,000
Grand Total			<u><u>\$ 3,546,000</u></u>

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2003-04 Operating Budget
Budget Summary - Tourism Fund
For the Fiscal Years 2001-02, 2002-03 and 2003-04

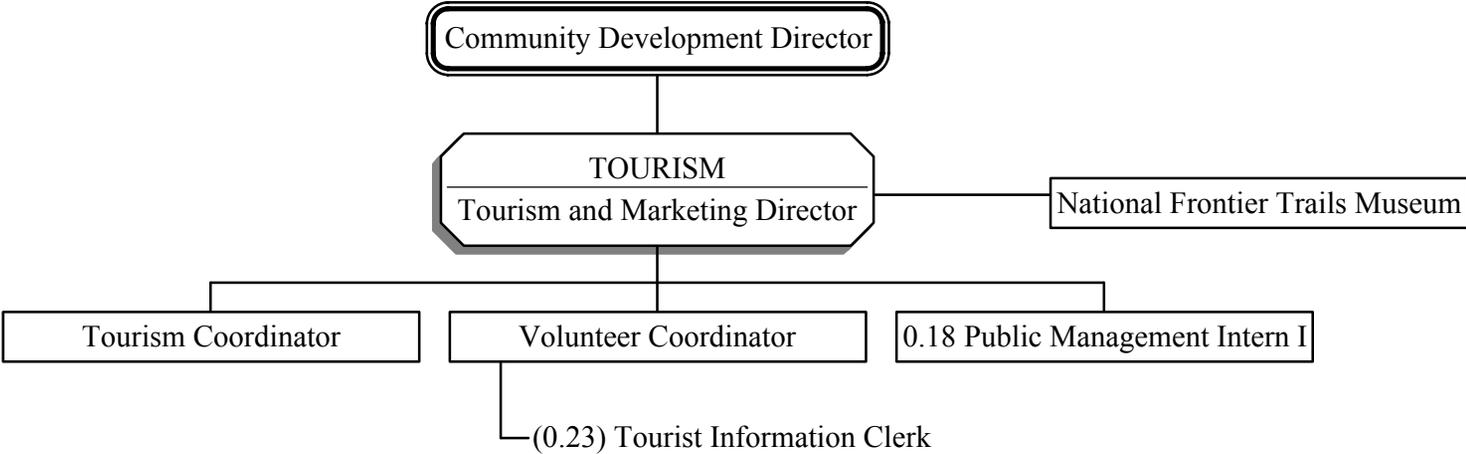
Description	2001-02 Actual	% of Total	2002-03 Original Budget	% of Total	2003-04 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
Estimated Revenues-								
Transient Guest Taxes	\$ 471,450	90.3%	\$ 803,665	92.2%	\$ 738,000	98.6%	\$ (65,665)	-8.2%
Interest and Penalties	774	0.1%	100	0.0%	50	0.0%	(50)	-50.0%
Federal & State Grants	43,772	8.4%	60,130	6.9%	-	0.0%	(60,130)	-100.0%
Interest Income and Other	6,083	1.2%	7,686	0.9%	10,608	1.4%	2,922	38.0%
Total Estimated Revenues	<u>\$ 522,079</u>	100.0%	<u>\$ 871,581</u>	100.0%	<u>\$ 748,658</u>	100.0%	<u>\$ (122,923)</u>	-14.1%
Total Sources	\$ 522,079		\$ 871,581		\$ 748,658		\$ (122,923)	-14.1%
Use of Budget Dollars								
Operating Budget:								
Personal Services	\$ 166,721	35.2%	\$ 182,000	30.4%	\$ 184,720	30.6%	\$ 2,720	1.5%
Other Services	304,052	64.2%	411,589	68.9%	413,289	68.4%	1,700	0.4%
Supplies	1,941	0.4%	4,200	0.7%	4,200	0.7%	-	0.0%
Capital Outlay/Other	979	0.2%	-	0.0%	2,000	0.3%	2,000	n/a
Total Operating Budget	<u>\$ 473,693</u>	100.0%	<u>\$ 597,789</u>	100.0%	<u>\$ 604,209</u>	100.0%	<u>\$ 6,420</u>	1.1%
Fund Balance Designations:								
Designated for Visitor Orientation Center	-		125,000		85,000		(40,000)	
Total Uses	\$ 473,693		\$ 722,789		\$ 689,209		\$ (33,580)	-4.6%
Balance Available	\$ 48,386		\$ 148,792		\$ 59,449		\$ (89,343)	

City of Independence, Missouri
2003-04 Operating Budget
Fund Balance Summary - Tourism Fund
For the Fiscal Years 1997-98 through 2002-03

Description	Actual 6/30/98	Actual 6/30/99	Actual 6/30/00	Actual 6/30/01	Actual 6/30/02	Unaudited 6/30/03
Fund Balance Components						
Reserved for:						
Encumbrances	\$ 37,056	\$ 1,540	\$ 72,173	\$ 71,831	\$ 43,400	
Designated for:						
Working Capital	36,174	-	-	-	-	
Visitor Orientation Center	-	-	-	-	-	12,012
Undesignated	185,416	177,327	70,697	88,335	172,425	355,229
Total Fund Balance	<u>\$ 258,646</u>	<u>\$ 178,867</u>	<u>\$ 142,870</u>	<u>\$ 160,166</u>	<u>\$ 215,825</u>	
Fund Balance Target *	109,354	122,017	123,605	128,591	137,451	187,165
Actual over (under) Target	76,062	55,311	(52,908)	(40,256)	34,974	168,065
* based on 25% (3 months) of Annual Revenues (compared to Undesignated Fund Balance)						
Source: Audited Annual Financial Statement						

Projected Fund Balance for 2003-04	
Projected Undesignated Fund Balance at June 30, 2003	355,229
Proposed Fund Balance Uses for 2003-04:	
Excess of Projected Revenues over (under) Appropriations	\$ 59,449
Projected Undesignated Fund Balance at June 30, 2004	<u><u>\$ 414,678</u></u>
Fund Balance Target Amount	\$ 187,165
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

2003-04 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	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 Budget
<u>Staffing</u>				
Full Time Positions	3.00	3.00	3.00	3.18
Part Time Positions	.40	.41	.41	.23
Total	3.40	3.41	3.41	3.41
	=====	=====	=====	=====

Description	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
<u>Budget by Major Program Category</u>				
4024 Tourism	473,693	597,789	657,919	604,209
Total	473,693	597,789	657,919	604,209
	=====	=====	=====	=====

Source of Funding	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Tourism Fund	473,693	597,789	657,919	604,209
Total	473,693	597,789	657,919	604,209
	=====	=====	=====	=====

*City of Independence
Departmental Budget Summary*

Department: 4024 - Tourism

2003-04 Operating Budget

Direct/Offsetting Revenues

Transient Guest Taxes	471,450	803,665	680,000	738,000
Total	<u>471,450</u>	<u>803,665</u>	<u>680,000</u>	<u>738,000</u>
	=====	=====	=====	=====

Significant Issues/Changes

- * Guest tax revenues are projected at a slight increase from FY'02-'03. Although lodging occupancy was down approximately 5% from 2001 to 2002, actual guest tax revenue increased. This is a result of the guest tax increase and new management at one of the hotels.
- * A new hotel is anticipated to open in early summer. Another hotel corporation filed bankruptcy papers recently but is still operating the Independence facility as in the past. It will be important to react to any changes in revenue.
- * Revenues indicate adding an additional \$83,000 to reserves for the Visitors Orientation Center. This is an amount greater than original predictions.
- * Many communities are experiencing some decreases in group tours due to the downturn in the economy. Tourism group tour figures are based on the calendar year and school tours were down last Spring. This will be an area of focus for improvement.

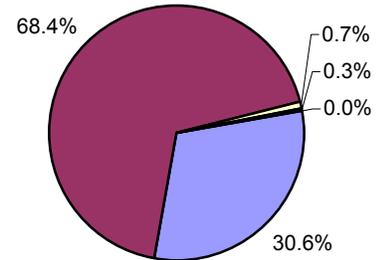
2003-04 Operating Budget

Tourism

Appropriations by Type:

Expenditure Type	Actual 2001-02	Original 2002-03	Projected 2002-03	Adopted 2003-04
Personal Ser.	\$ 166,721	\$ 182,000	\$ 182,000	\$ 184,720
Other Services	304,052	411,589	471,719	413,289
Supplies	1,941	4,200	4,200	4,200
Capital Outlay	979	-	-	2,000
Other	-	-	-	-
Total	\$ 473,693	\$ 597,789	\$ 657,919	\$ 604,209

2003-04 City Council Adopted Budget

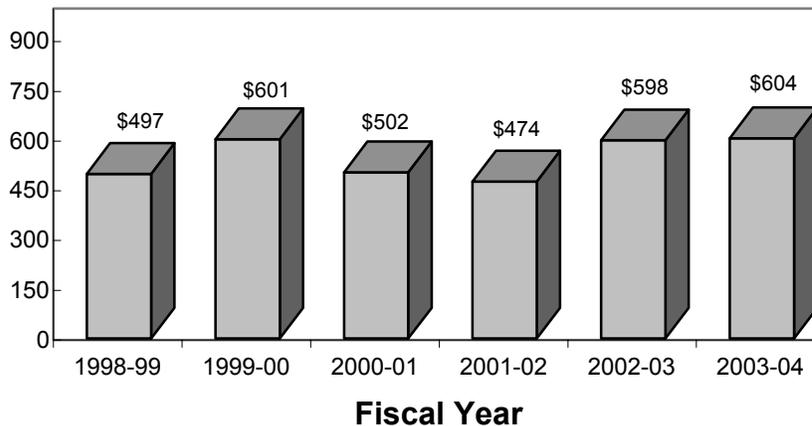


■ Personal Ser.
 ■ Other Services
 ■ Supplies
 ■ Capital Outlay
 ■ Other

Historical Comparison:

	Actual 1998-99	Actual 1999-00	Actual 2000-01	Actual 2001-02	Budget 2002-03	Budget 2003-04
Employees:						
Full Time Equiv.	3.40	3.40	3.40	3.41	3.41	3.41
Amount by Fund:						
Tourism Fund	\$ 496,574	\$ 601,481	\$ 501,636	\$ 473,693	\$ 597,789	\$ 604,209
Total All Funds	\$ 496,574	\$ 601,481	\$ 501,636	\$ 473,693	\$ 597,789	\$ 604,209
Comparative Ratios:						
Per Capita	\$ 4.29	\$ 5.18	\$ 4.29	\$ 4.05	\$ 5.25	\$ 5.30
Per Household	\$ 9.86	\$ 11.87	\$ 9.81	\$ 9.27	\$ 11.70	\$ 11.82

Dollars (1,000's)



City of Independence
Detail Program Summary

Department: 4024 - Tourism
Cost Center: 4024 - Tourism

2003-04 Operating Budget
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.

2002-03 Accomplishments

Goal Ref

- | | |
|---|---|
| * Presented the National Frontier Trails Center Redevelopment Plan and implementation strategy to the Independence City Council who in turn passed an ordinance to support the plan and authorized the City to enter into a price agreement with a consultant to develop the initial strategies for implementation. Began negotiations with Oregon California Trails Association (OCTA) to revise twelve year old rental agreement. | 2 |
| * Continued to work with appropriate organizations to further the renovation of the Historic Courthouse. A new roof, tuck pointing and some other outside improvements are being completed this year. The Visitor Orientation Center fund was established and more than \$92,000 should be allocated to that fund by the end of the fiscal period. | 1 |
| * Participated in two national and two international market places cultivating group tour sales. | 3 |
| * Received a \$60,000 State matching grant for advertising. This, plus dedicating additional resources to the department's advertising budget, increased advertising responses by 60%. | 3 |
| * Contracted with a new public relations consultant. Total media value achieved in the first six months of that contract exceeded \$123,000 in print, radio, TV and online. | 3 |
| * Conducted three Hospitality Training seminars. Hosted recruitment and recognition programs throughout the year to retain current volunteers and recruit additional volunteers. Volunteers donated more than 20,000 hours during the year at a value of nearly \$318,000. | 4 |
| * Oversaw the development of a new signage program for public buildings and tourism. Phase I was scheduled for implementation in the spring. | 4 |
| * With the assistance of the Technical Services Department, redesigned the Tourism web site to achieve higher interest and access to programs and information. | 4 |
| * Began the process of an economic impact/conversion study to determine visitor economic impact and advertising return on investment. | 3 |

City of Independence
Detail Program Summary

Department: 4024 - Tourism
Cost Center: 4024 - Tourism

2003-04 Operating Budget
Fund: 04 - Tourism Fund

Performance Indicators:

Description	2000-01 Actual	2001-02 Actual	2002-03 Budget	2003-04 Budget
Visitor Inquiries	21,446	42,608	40,000	43,000
Group Tours	389	292	400	350
Site Attendance	357,747	432,268	370,000	400,000
Volunteer Hours	17,914	20,655	20,000	21,000

2003-04 Objectives

2003-04 Objectives	Goal Ref
* Assist the consultant and National Frontier Trails Center director in developing a Charter Board and other strategies to implement the redevelopment plan. Complete negotiations with OCTA for new operations agreement.	2
* Continue to work with appropriate organizations to further the renovation of the Historic Courthouse, focusing on the interior. Add resources to the VOC fund.	1
* Present Phase II Signage options to attractions and other appropriate organizations to enlist their involvement in site specific signage.	4
* Continue to develop the group tour and leisure travel market by participating in at least four State/National/International market places. Maximize financial investment increasing grant request for cooperative state and regional marketing programs. As resources available, develop billboard advertising program (outside Independence) as requested by Tourism Advisory Board.	3
* Continue to develop computer-based program to improve tracking results of group visitation.	4
* Host recruitment programs and recognition programs throughout the year to retain current volunteers and recruit additional volunteers. Develop new opportunities for volunteers in welcoming the group tour market.	4
* Complete economic impact & conversion study. Present to Council. Utilize results in developing future programs.	3

Staffing:

Position Title	2000-01 Budget	2001-02 Budget	2002-03 Budget	2003-04 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	.18	.18	.18
Tourism Information Clerk	.18	.23	.23	.23
Total	3.40	3.41	3.41	3.41
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4024 - Tourism
 Cost Center: 4024 - Tourism

2003-04 Operating Budget
 Fund: 04 - Tourism Fund

Program Costs

Expenditure Category	2001-02 Actual	2002-03 Original Budget	2002-03 Revised Budget	2003-04 Adopted Budget
Personal Services	166,721	182,000	182,000	184,720
Other Services & Charges	304,052	411,589	471,719	413,289
Supplies	1,941	4,200	4,200	4,200
Capital Outlay	979	0	0	2,000
Other Expenditures	0	0	0	0
Total	473,693	597,789	657,919	604,209
	=====	=====	=====	=====

City of Independence, Missouri
2003-04 Operating Budget
Budget Summary - Street Improvements Sales Tax Fund
For the Fiscal Years 2001-02, 2002-03 and 2003-04

Description	2001-02 Actual	% of Total	2002-03 Original Budget	% of Total	2003-04 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
Estimated Revenues-								
Sales Taxes	\$ 6,185,076	99.5%	\$ 6,591,358	99.8%	\$ 6,605,260	99.8%	\$ 13,902	0.2%
Interest Income and Other	29,208	0.5%	15,494	0.2%	10,047	0.2%	(5,447)	-35.2%
Total Estimated Revenues	\$ 6,214,284	100.0%	\$ 6,606,852	100.0%	\$ 6,615,307	100.0%	\$ 8,455	0.1%
Total Sources	\$ 6,214,284		\$ 6,606,852		\$ 6,615,307		\$ 8,455	0.1%
Use of Budget Dollars								
Operating Budget:								
Personal Services	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	n/a
Other Services	10,563	0.2%	-	0.0%	-	0.0%	-	n/a
Supplies	2,387	0.0%	-	0.0%	-	0.0%	-	n/a
Capital Outlay/Other	2,191	0.0%	-	0.0%	-	0.0%	-	n/a
Total Operating Budget	\$ 15,141	0.3%	\$ -	0.0%	\$ -	0.0%	\$ -	n/a
Capital Budget:								
Overlay Program	\$ 4,275,221	70.9%	\$ 6,550,852	99.2%	\$ 3,750,000	69.5%	\$ (2,800,852)	-42.8%
Bridge Improvements	393,214	6.5%	-	0.0%	500,000	9.3%	500,000	n/a
Traffic Signals	89,153	1.5%	-	0.0%	10,000	0.2%	10,000	n/a
Intersection Improvements		0.0%		0.0%	440,000	8.2%	440,000	n/a
Street Improvements	1,241,106	20.6%	56,000	0.8%	685,000	12.7%	629,000	1123.2%
Total Capital Budget	\$ 5,998,694	99.5%	\$ 6,606,852	100.0%	\$ 5,385,000	99.9%	\$ (1,221,852)	-18.5%
Operating Transfers:								
Santa Fe TIF	13,727		-		7,500		7,500	
Total Uses	\$ 6,027,562		\$ 6,606,852		\$ 5,392,500		\$ (1,214,352)	-18.4%
Balance Available	\$ 186,722		\$ -		\$ 1,222,807		\$ 1,222,807	

City of Independence, Missouri
2003-04 Operating Budget
Capital Budget Summary - Street Improvements Sales Tax Fund

Project Number	Project Description	Source of Funds	Amount
<u>Overlay Program:</u>			
9958	2004 Overlay Program	Street Improv. Sales Tax	\$ 3,750,000
	Total Overlay Program		<u>\$ 3,750,000</u>
<u>Bridge Improvements:</u>			
9938	Crackerneck Culvert	Street Improv. Sales Tax	\$ 100,000
9959	Liberty and Jones Culvert	Street Improv. Sales Tax	50,000
9960	Strode Road Bridge	Street Improv. Sales Tax	50,000
9934	Bundschu Bridge	Street Improv. Sales Tax	200,000
9937	Vermont Street Bridge	Street Improv. Sales Tax	100,000
	Total Bridge Improvements		<u>\$ 500,000</u>
<u>Traffic Signals:</u>			
9961	Winner Road and Ash Street Traffic Signal	Street Improv. Sales Tax	\$ 10,000
	Total Traffic Signals		<u>\$ 10,000</u>
<u>Intersection Improvements - Whitetopping</u>			
9962	Lee's Summit Road and 24 Highway	Street Improv. Sales Tax	\$ 220,000
9963	Crysler and 40 Highway	Street Improv. Sales Tax	\$ 220,000
	Total Intersection Improvements		<u>\$ 440,000</u>
<u>Other Street Improvements:</u>			
9936	Santa Fe Road/McCoy (23rd to 31st)	Street Improv. Sales Tax	\$ 200,000
9939	23rd Street and Noland Turn Lanes	Street Improv. Sales Tax	30,000
9964	Eureka and Crenshaw Intersection Improvements	Street Improv. Sales Tax	40,000
9965	Holke and Necessary Road Intersection Improvements	Street Improv. Sales Tax	60,000
9966	Lexington Street and Walnut Intersection Improvements	Street Improv. Sales Tax	40,000
9967	Median Improvements	Street Improv. Sales Tax	275,000
9933	32nd Street and Noland Turn Lane	Street Improv. Sales Tax	40,000
	Total Other Street Improvements		<u>\$ 685,000</u>
		Grand Total	<u><u>\$ 5,385,000</u></u>

City of Independence, Missouri
2003-04 Operating Budget
Budget Summary - Park Improvements Sales Tax Fund
For the Fiscal Years 2001-02, 2002-03 and 2003-04

Description	2001-02 Actual	% of Total	2002-03 Original Budget	% of Total	2003-04 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
<u>Estimated Revenues-</u>								
Sales Taxes	\$ 2,062,025	96.9%	\$ 2,197,119	98.8%	\$ 2,952,210	99.1%	\$ 755,091	34.4%
Interest Income and Other	65,956	3.1%	25,562	1.2%	25,476	0.9%	(86)	-0.3%
Total Estimated Revenues	\$ 2,127,981	100.0%	\$ 2,222,681	100.0%	\$ 2,977,686	100.0%	\$ 755,005	34.0%
Total Sources	\$ 2,127,981		\$ 2,222,681		\$ 2,977,686		\$ 755,005	34.0%
Use of Budget Dollars								
<u>Operating Budget:</u>								
6002-Park Improv. Sales Tax	\$ 377,669	12.3%	\$ 369,917	22.6%	\$ 244,977	7.2%	\$ (124,940)	-33.8%
6041-Security & Inspection	-	0.0%	-	0.0%	272,719	8.0%	272,719	n/a
6042-Truman Memorial Bldg.	-	0.0%	-	0.0%	156,130	4.6%	156,130	n/a
6043-Palmer Senior Adult Center	-	0.0%	-	0.0%	116,129			
6044-Family Recreation Programs	-	0.0%	-	0.0%	60,812	1.8%	60,812	n/a
Total Operating Budget	\$ 377,669	12.3%	\$ 369,917	22.6%	\$ 850,767	25.0%	\$ 364,721	98.6%
<u>Capital Budget:</u>								
1998 Sales Tax Funded Projects	\$ 2,689,298	87.6%	\$ 1,265,000	77.4%	\$ 950,000	28.0%	\$ (315,000)	-24.9%
2002 Sales Tax Funded Projects	-	0.0%	-	0.0%	1,595,000	46.9%	1,595,000	n/a
Total Capital Budget	\$ 2,689,298	87.6%	\$ 1,265,000	77.4%	\$ 2,545,000	74.9%	\$ 1,280,000	101.2%
<u>Operating Transfers:</u>								
Santa Fe TIF	4,576		-		2,500		2,500	
Total Uses	\$ 3,071,543	100.0%	\$ 1,634,917	100.0%	\$ 3,398,267	100.0%	\$ 1,647,221	100.8%
Balance Available	\$ (943,562)		\$ 587,764		\$ (420,581)		\$ (892,216)	

City of Independence, Missouri
2003-04 Operating Budget
Capital Budget Summary - Park Improv. Sales Tax Fund

Project Number	Project Description	Source of Funds	Amount
<u>1998 Capital Improvements Sales Tax Projects - Parks:</u>			
Playground Renovations:			
	Total Playground Renovations		\$ -
Athletic Fields & Court Renovations:			
9719	Athletic Fields/Courts - Van Hook Softball Complex Rehabilitation	Park Improv. Sales Tax (1)	\$ 300,000
	Total Athletic Fields & Court Renovations		\$ 300,000
Maintenance & Security:			
9720	Maintenance/Security - Tree Trimming & Removal	Park Improv. Sales Tax (1)	\$ 50,000
	Total Maintenance & Security		\$ 50,000
<u>Building Reconstruction:</u>			
9721	Building Reconstruction - Park Picnic Shelter and Restroom Rehabilitation	Park Improv. Sales Tax (1)	\$ 250,000
	Total Building Reconstruction		\$ 250,000
<u>Infrastructure Repairs:</u>			
9722	Infrastructure Repairs - Various Park Sites	Park Improv. Sales Tax (1)	\$ 100,000
	Total Infrastructure Repairs		\$ 100,000
<u>Walking Trails & Bicycle Paths:</u>			
9723	Walking Trails and Bicycle Paths - Various Park Sites	Park Improv. Sales Tax (1)	\$ 250,000
	Total Walking Trails & Bicycle Paths		\$ 250,000
	Subtotal 1998 Capital Improvements Sales Tax Projects - Parks		\$ 950,000
<u>2002 Parks and Recreation Sales Tax Projects:</u>			
9968	Palmer Senior Adult Center	Park Improv. Sales Tax (2)	\$ 600,000
9969	Aquatics Center and Water Playgrounds	Park Improv. Sales Tax (2)	500,000
9970	Park Revitalization	Park Improv. Sales Tax (2)	385,000
9971	Park Maintenance - Mobile Equipment	Park Improv. Sales Tax (2)	110,000
	Subtotal 2002 Parks and Recreation Sales Tax Projects		\$ 1,595,000
	Grand Total		<u>\$ 2,545,000</u>

City of Independence, Missouri
 2003-04 Operating Budget
Budget Summary - Storm Water Sales Tax Fund
 For the Fiscal Years 2001-02, 2002-03 and 2003-04

Description	2001-02 Actual	% of Total	2002-03 Original Budget	% of Total	2003-04 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
Estimated Revenues-								
Sales Taxes	\$ 3,928,129	n/a	\$ 4,400,000	98.8%	\$ 4,403,506	98.9%	\$ 3,506	0.1%
Grants and Shared Revenue	6,253	n/a	-	0.0%	-	0.0%	-	n/a
Interest Income and Other	65,328	n/a	52,042	1.2%	50,415	1.1%	(1,627)	-3.1%
Total Estimated Revenues	\$ 3,999,710	n/a	\$ 4,452,042	100.0%	\$ 4,453,921	100.0%	\$ 1,879	0.0%
Other Sources								
Capital Project Transfers from Other Funds	99,130		-		-			
Total Sources	\$ 4,098,840		\$ 4,452,042		\$ 4,453,921		\$ 1,879	0.0%
Use of Budget Dollars								
Operating Budget:								
Storm Water Administration	\$ 65,347	n/a	\$ 234,118	7.5%	\$ 234,559	5.3%	\$ 441	0.2%
Storm Water Maintenance	505,141	n/a	956,409	30.6%	988,006	22.2%	31,597	3.3%
Total Operating Budget	\$ 570,488	n/a	\$ 1,190,527	38.1%	\$ 1,222,565	27.4%	\$ 32,038	2.7%
Capital Budget:								
Capital Projects	\$ 511,985	n/a	\$ 1,931,000	61.9%	\$ 1,453,000	32.6%	\$ (478,000)	-24.8%
Operating Transfers:								
Santa Fe TIF	9,151		-		5,000		5,000	
Total Uses	\$ 1,091,624	n/a	\$ 3,121,527	100.0%	\$ 2,680,565	60.2%	\$ (440,962)	-14.1%
Balance Available	\$ 3,007,216		\$ 1,330,515		\$ 1,773,356		\$ 442,841	

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, Missouri
2003-04 Operating Budget
Capital Budget Summary - Storm Water Sales Tax Fund

Project Number	Project Description	Source of Funds	Amount
9972	44th and Phelps Construction	Storm Water Sales Tax	\$ 409,000
9973	18th and Hardy Construction	Storm Water Sales Tax	205,000
9974	10422 Sheley Construction	Storm Water Sales Tax	102,000
9975	24th and Harris Construction	Storm Water Sales Tax	254,000
9976	Timbercreek - Pollard Street Culvert	Storm Water Sales Tax	30,000
9977	Bellevista - Leslie Culvert at Linwood	Storm Water Sales Tax	25,000
9978	Glendale - Queen Ridge Drainage	Storm Water Sales Tax	75,000
9979	Crysler Meadows - West 30th Street Drainage	Storm Water Sales Tax	33,000
9980	South Osage Acres Drainage	Storm Water Sales Tax	35,000
9981	Salisbury Detention Basin	Storm Water Sales Tax	60,000
9982	Watershed Study - Tapawingo	Storm Water Sales Tax	75,000
9814	Construction Contingency	Storm Water Sales Tax	150,000
	Grand Total		<u><u>\$ 1,453,000</u></u>

City of Independence, Missouri
2003-04 Operating Budget
Budget Summary - Other Funds
For the Fiscal Year 2003-04

Description	Community Development Block Grant Fund	HOME Program Fund	Central Garage Fund	Staywell Healthcare Fund
Source of Budget Dollars				
<u>Estimated Revenues-</u>				
Federal Grant - CDBG	\$ 931,000			
HOME Program Grant		\$ 468,000		
Central Garage Charges			\$ 1,206,833	
Staywell Healthcare Premiums				\$ 10,922,149
Other Revenue			32,236	33,851
Total Estimated Revenues	\$ 931,000	\$ 468,000	\$ 1,239,069	\$ 10,956,000
Total Sources	\$ 931,000	\$ 468,000	\$ 1,239,069	\$ 10,956,000

Allocation of Budget Dollars				
<u>Operating Departments-</u>				
Community Development	\$ 217,350	\$ 68,157		
Public Works			\$ 1,159,853	
Non-Departmental			79,216	\$ 10,956,000
Total Operating Departments	\$ 217,350	\$ 68,157	\$ 1,239,069	\$ 10,956,000
<u>Grant Authorized Programming</u>				
Community Dev. Block Grant	713,650			
Home Program		399,843		
Total Allocations	\$ 931,000	\$ 468,000	\$ 1,239,069	\$ 10,956,000

Balance Available	\$	-	\$	-	\$	-	\$	-
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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
2003-2004 Operating Budget
Revenue Summary
For the Fiscal Years 2001-02 through 2003-04

Acct. No.	Description	2001-02 Actual	2002-03 Original Budget	2002-03 Current Estimate	2003-04 Adopted Budget	%Chg. Curr Est to Proj	%Chg. Orig. to Proj.
Tourism Fund							
4-3043	Transient Guest Tax	471,450	803,665	680,000	738,000	8.5%	-8.2%
4-3413	Interest and Penalties	774	100	50	50	0.0%	-50.0%
4-3219	Federal Grant - Other	0	0	0	0		
4-3250	State Grant - Other	43,772	60,130	60,130	0	-100.0%	-100.0%
4-3398	Miscellaneous Charges	1,014	0	0	0		
4-3411	Interest Income	3,589	3,686	3,645	2,608	-28.4%	-29.2%
4-3449	Misc. Non-Operating Revenue	1,480	4,000	4,000	8,000	100.0%	100.0%
	Total Revenues	\$522,080	\$871,581	\$747,825	\$748,658	0.1%	-14.1%

Street Improvments Sales Tax Fund							
11-3041	Sales Tax	6,185,076	6,591,358	6,409,803	6,605,260	3.0%	0.2%
11-3411	Interest	29,208	15,494	8,636	10,047	16.3%	-35.2%
	Total Revenues	\$6,214,284	\$6,606,852	\$6,418,439	\$6,615,307	3.1%	0.1%

Parks Improvments Sales Tax Fund							
12-3041	Sales Tax	2,062,025	2,197,119	2,136,601	2,952,210	38.2%	34.4%
12-3411	Interest	65,956	25,562	27,556	25,476	-7.5%	-0.3%
	Total Revenues	\$2,127,982	\$2,222,681	\$2,164,157	\$2,977,686	37.6%	34.0%

Storm Water Improvments Sales Tax Fund							
13-3041	Sales Tax	3,928,129	4,400,000	4,273,202	4,403,506	3.0%	0.1%
13-3411	Interest	65,322	52,042	150,000	50,415	-66.4%	-3.1%
	Total Revenues	\$3,993,451	\$4,452,042	\$4,423,202	\$4,453,921	0.7%	0.0%

License Surcharge (Excise Tax) Fund							
14-3108	License Tax	312,206	500,000	550,000	900,000	63.6%	80.0%
14-3411	Interest	6,996	4,607	7,268	4,826	-33.6%	4.8%
	Total Revenues	\$319,202	\$504,607	\$557,268	\$904,826	62.4%	79.3%

Community Development Block Grant Fund							
8-3204	Federal Grant - CDBG	1,212,996	1,038,000	1,038,000	931,000	-10.3%	-10.3%
8-3449	Misc. Non-Operating Revenue	52	0	0	0		
	Total Revenues	\$1,213,049	\$1,038,000	\$1,038,000	\$931,000	-10.3%	-10.3%

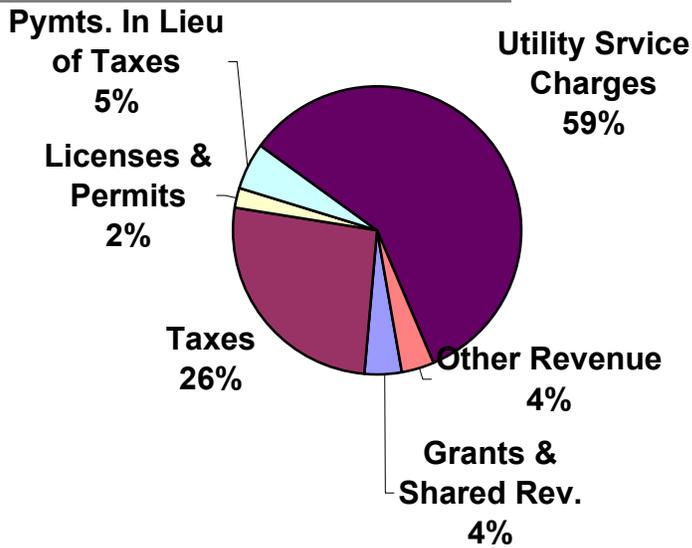
HOME Program Fund							
9-3209	HOME Program Grant	414,323	547,000	547,000	468,000	-14.4%	-14.4%
9-3411	Interest Income	0	0	0	0		
	Total Revenues	\$414,323	\$547,000	\$547,000	\$468,000	-14.4%	-14.4%

City of Independence, Missouri
2003-2004 Operating Budget
Revenue Summary
For the Fiscal Years 2001-02 through 2003-04

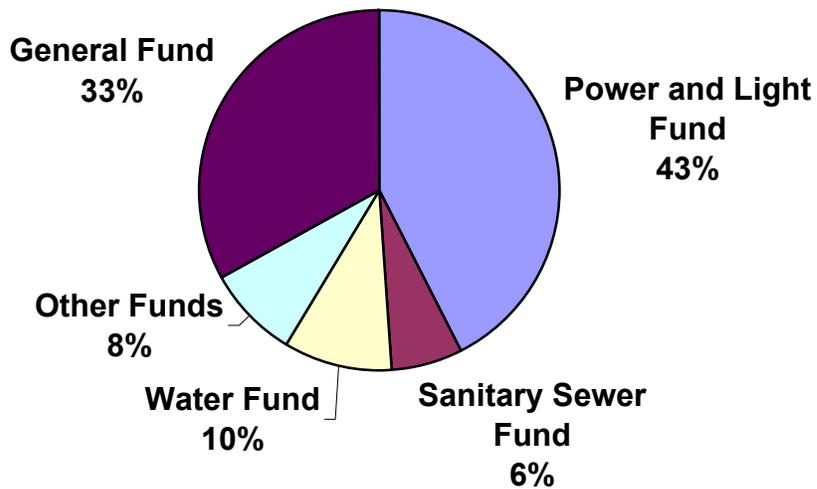
Acct. No.	Description	2001-02 Actual	2002-03 Original Budget	2002-03 Current Estimate	2003-04 Adopted Budget	%Chg. Curr Est to Proj	%Chg. Orig. to Proj.
Central Garage Fund							
90-3380	Central Garage Charges	1,236,922	1,292,150	1,292,150	1,206,833	-6.6%	-6.6%
90-3411	Interest Income	3,680	1,649	1,857	1,020	-45.1%	-38.1%
90-3449	Misc. Non-Operating Revenue	<u>\$2,038</u>	0	5,000	31,216	524.3%	
	Total Revenues	<u>1,242,640</u>	<u>\$1,293,799</u>	<u>\$1,299,007</u>	<u>\$1,239,069</u>	<u>-4.6%</u>	<u>-4.2%</u>

Staywell Healthcare Fund							
91-3461	Premiums	<u>8,763,556</u>	10,130,997	10,149,053	10,922,149	0	7.8%
91-3413	Interest	<u>\$20,689</u>	31,503	19,085	33,851	1	7.5%
	Total Revenues	<u>8,784,245</u>	<u>\$10,162,500</u>	<u>\$10,168,138</u>	<u>\$10,956,000</u>	<u>\$0</u>	<u>7.8%</u>

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2003-04 Operating Budget
Budget Summary - All Funds
For the Fiscal Years 2001-02, 2002-03 and 2003-04

Description	2001-02 Actual	% of Total	2002-03 Original Budget	% of Total	2003-04 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
<u>Prior Years' Savings-</u>								
Undesignated Fund Balance			\$ 194,291		\$ -		\$ (194,291)	-100.0%
Designated Fund Balance			1,358,914		1,350,883		(8,031)	n/a
<u>Estimated Revenues-</u>								
Taxes, excluding PILOTS	\$ 39,663,573	22.3%	\$ 46,614,326	25.9%	\$ 47,232,911	26.1%	\$ 618,585	1.3%
Payment in Lieu of Taxes	9,507,366	5.3%	9,315,089	5.2%	9,436,270	5.2%	121,181	1.3%
Licenses & Permits	3,429,783	1.9%	4,170,835	2.3%	4,034,910	2.2%	(135,925)	-3.3%
Grants and Shared Revenue	8,943,578	5.0%	7,694,364	4.3%	7,584,397	4.2%	(109,967)	-1.4%
Charges for Current Services	1,060,486	0.6%	1,172,388	0.7%	1,388,226	0.8%	215,838	18.4%
Fines and Forfeitures	3,010,798	1.7%	3,429,401	1.9%	3,579,168	2.0%	149,767	4.4%
Utility Service Charges	106,886,193	60.0%	103,940,000	57.8%	106,303,000	58.7%	2,363,000	2.3%
Other Revenue	5,616,712	3.2%	3,506,928	1.9%	1,403,593	0.8%	(2,103,335)	-60.0%
Total Estimated Revenues	<u>\$ 178,118,489</u>	100.0%	<u>\$ 179,843,331</u>	100.0%	<u>\$ 180,962,475</u>	100.0%	<u>\$ 1,119,144</u>	0.6%
Net Transfers In			\$ 321,213		\$ 321,213		\$ -	0.0%
Total Sources			\$ 181,717,749		\$ 182,634,571		\$ 916,822	0.5%

(continued on the next page)

City of Independence, Missouri
2003-04 Operating Budget
Budget Summary - All Funds
For the Fiscal Years 2001-02, 2002-03 and 2003-04

Description	2001-02 Actual	% of Total	2002-03 Original Budget	% of Total	2003-04 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Use of Budget Dollars								
Operating Departments-								
City Council	\$ 350,658	0.2%	\$ 386,187	0.2%	\$ 407,979	0.3%	\$ 21,792	5.6%
City Clerk	430,017	0.3%	440,811	0.3%	421,637	0.3%	(19,174)	-4.3%
City Manager	823,510	0.5%	865,262	0.5%	831,539	0.5%	(33,723)	-3.9%
Tourism	473,693	0.3%	597,789	0.4%	604,209	0.4%	6,420	1.1%
National Frontier Trails Center	308,718	0.2%	321,721	0.2%	330,435	0.2%	8,714	2.7%
Technology Services	1,559,045	1.0%	1,573,650	1.0%	1,651,640	1.0%	77,990	5.0%
Municipal Court	588,557	0.4%	626,324	0.4%	632,208	0.4%	5,884	0.9%
Law	738,217	0.5%	647,629	0.4%	596,847	0.4%	(50,782)	-7.8%
Finance	1,487,023	0.9%	1,547,504	1.0%	1,552,038	1.0%	4,534	0.3%
Human Resources	418,728	0.3%	467,930	0.3%	458,924	0.3%	(9,006)	-1.9%
Community Development	3,733,445	2.4%	2,510,626	1.6%	2,479,145	1.5%	(31,481)	-1.3%
Police	18,823,388	11.9%	17,475,034	10.9%	17,767,000	10.9%	291,966	1.7%
Fire	12,634,782	8.0%	12,698,517	8.0%	12,749,442	7.8%	50,925	0.4%
Health	2,168,206	1.4%	2,309,753	1.4%	2,416,116	1.5%	106,363	4.6%
Water	9,872,580	6.2%	10,753,840	6.7%	10,904,470	6.7%	150,630	1.4%
Public Works	7,608,537	4.8%	6,518,640	4.1%	7,575,640	4.7%	1,057,000	16.2%
Water Pollution Control	9,116,483	5.8%	10,352,977	6.5%	10,513,114	6.5%	160,137	1.5%
Parks and Recreation	2,665,353	1.7%	2,745,398	1.7%	3,141,545	1.9%	396,147	14.4%
Power and Light	55,824,362	35.3%	58,087,922	36.4%	60,135,390	37.0%	2,047,468	3.5%
Non-Departmental	19,891,638	12.6%	20,504,216	12.8%	20,096,926	12.4%	(407,290)	-2.0%
Debt Service	6,065,868	3.8%	6,386,101	4.0%	5,589,914	3.4%	(796,187)	-12.5%
Capital Outlay	2,413,608	1.5%	1,804,861	1.1%	1,796,830	1.1%	(8,031)	-0.4%
Total Operating Departments	\$ 157,996,416	100.0%	\$ 159,622,692	100.0%	\$ 162,652,988	100.0%	\$ 3,030,296	1.9%
Utility/Sales Tax Funds-Capital Budget			34,277,186		22,507,000		(11,770,186)	-34.3%
Net Transfers Out/Designations			2,959,153		2,757,461		(201,692)	-6.8%
Total Uses			\$ 196,859,031		\$ 187,917,449		\$ (8,941,582)	-4.5%
Balance Available			\$ (15,141,282)		\$ (5,282,878)		\$ 9,858,404	

**City of Independence, Missouri
2003-04 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			Internal Service Funds	Grand Total All Funds
			Power & Light Fund	Sanitary Sewer Fund	Water Fund		
Sources:							
Undesignated Fund Balance	\$ -	\$ -					\$ -
Designated Fund Balance	1,350,883						1,350,883
Estimated Revenues	59,516,206	17,099,398	79,376,718	12,867,303	16,793,350	12,195,069	197,848,044
Consolidation Adjustments-							
Interfund Charges for Support Ser.		(10,000)	(2,342,900)	(854,300)	(1,483,300)		(4,690,500)
Internal Service Fund Charges						(12,195,069)	(12,195,069)
Transfers In-							
From Other Funds			163,284	136,305	21,624		321,213
Total Sources	\$ 60,867,089	\$ 17,089,398	\$ 77,197,102	\$ 12,149,308	\$ 15,331,674	\$ -	\$ 182,634,571
Uses:							
Operating Budgets-							
City Council	\$ 407,979						\$ 407,979
City Clerk	421,637						421,637
City Manager	764,224				67,315		831,539
Tourism		604,209					604,209
National Frontier Trails Center	330,435						330,435
Technology Services	1,584,938		66,702				1,651,640
Municipal Court	632,208						632,208
Law	596,847						596,847
Finance	1,552,038						1,552,038
Human Resources	458,924						458,924
Community Development	2,193,638	285,507					2,479,145
Police	17,767,000						17,767,000
Fire	12,749,442						12,749,442
Health	2,416,116						2,416,116
Water					10,904,470		10,904,470

(continued on the next page)

**City of Independence, Missouri
2003-04 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			Internal Service Funds	Grand Total All Funds
			Power & Light Fund	Sanitary Sewer Fund	Water Fund		
Operating Budgets (continued)-							
Public Works	6,415,787	-				1,159,853	7,575,640
Water Pollution Control	295,397	1,222,565		8,995,152			10,513,114
Parks and Recreation	2,290,778	850,767					3,141,545
Power and Light			60,135,390				60,135,390
Non-Departmental	6,542,334	-	13,369,234	2,583,320	3,452,391	11,035,216	36,982,495
Debt Service/Lease Purchase	106,569	-	2,822,110		2,661,235		5,589,914
Capital Outlay	1,796,830						1,796,830
Operating Budget Total	<u>\$ 59,323,121</u>	<u>\$ 2,963,048</u>	<u>\$ 76,393,436</u>	<u>\$ 11,578,472</u>	<u>\$ 17,085,411</u>	<u>\$ 12,195,069</u>	<u>\$ 179,538,557</u>
Consolidation Adjustments-							
Interfund Charges for Support Ser.		(10,000)	(2,342,900)	(854,300)	(1,483,300)		(4,690,500)
Internal Service Fund Charges		-				(12,195,069)	(12,195,069)
Consolidated Operating Budget	<u>59,323,121</u>	<u>2,953,048</u>	<u>74,050,536</u>	<u>10,724,172</u>	<u>15,602,111</u>	<u>-</u>	<u>162,652,988</u>
Capital Budget		9,383,000	8,125,000	1,453,000	3,546,000		22,507,000
Total Operating/Capital Budgets	<u>\$ 59,323,121</u>	<u>\$ 12,336,048</u>	<u>\$ 82,175,536</u>	<u>\$ 12,177,172</u>	<u>\$ 19,148,111</u>	<u>\$ -</u>	<u>\$ 185,159,988</u>
Transfers Out-							
Desig. for Capital & Grant Projects To Other Funds	1,350,883	1,198,493					2,549,376
	193,085	15,000					208,085
Total Uses	<u>\$ 60,867,089</u>	<u>\$ 13,549,541</u>	<u>\$ 82,175,536</u>	<u>\$ 12,177,172</u>	<u>\$ 19,148,111</u>	<u>\$ -</u>	<u>\$ 187,917,449</u>
Transfer To (From) Undesignated Fund Balance/Retained Earnings	<u>\$ -</u>	<u>\$ 3,539,857</u>	<u>\$ (4,978,434)</u>	<u>\$ (27,864)</u>	<u>\$ (3,816,437)</u>	<u>\$ -</u>	<u>\$ (5,282,878)</u>

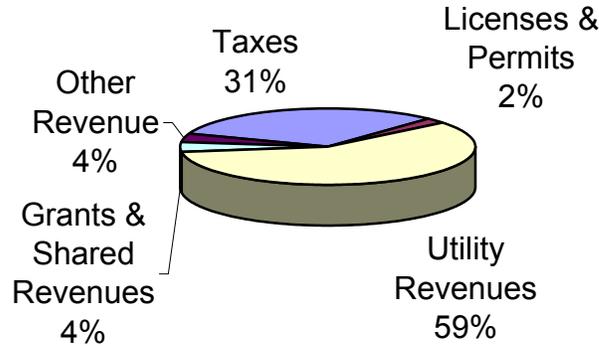
**City of Independence, Missouri
2003-04 Operating Budget
Summary of Sources and Uses by Fund and Fund Type - Combining Total for Other Funds**

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	748,658	6,615,307	2,977,686	4,453,921	904,826	931,000	468,000	17,099,398
Consolidation Adjustments-								
Interfund Charges for Support Ser.	(10,000)							(10,000)
Internal Service Fund Charges								-
Transfers In-								
From Other Funds								-
Total Sources	\$ 738,658	\$ 6,615,307	\$ 2,977,686	\$ 4,453,921	\$ 904,826	\$ 931,000	\$ 468,000	\$ 17,089,398
Uses:								
Operating Budgets-								
Tourism	\$ 604,209							\$ 604,209
Community Development						217,350	68,157	285,507
Public Works								-
Water Pollution Control				1,222,565				1,222,565
Parks and Recreation			850,767					850,767
Non-Departmental								-
Debt Service/Lease Purchase								-
Capital Outlay/Budget		5,385,000	2,545,000	1,453,000				9,383,000
Consolidation Adjustments-								
Interfund Charges for Support Ser.	(10,000)							(10,000)
Internal Service Fund Charges								-
Total Operating Budgets	\$ 594,209	\$ 5,385,000	\$ 3,395,767	\$ 2,675,565	\$ -	\$ 217,350	\$ 68,157	\$ 12,336,048
Transfers Out-								
Desig. for Capital & Grant Proj.	\$ 85,000					\$ 713,650	\$ 399,843	\$ 1,198,493
To Other Funds		7,500	2,500	5,000				15,000
Total Uses	\$ 679,209	\$ 5,392,500	\$ 3,398,267	\$ 2,680,565	\$ -	\$ 931,000	\$ 468,000	\$ 13,549,541
Transfer To (From) Undesignated Fund Balance/Retained Earnings	\$ 59,449	\$ 1,222,807	\$ (420,581)	\$ 1,773,356	\$ 904,826	\$ -	\$ -	\$ 3,539,857

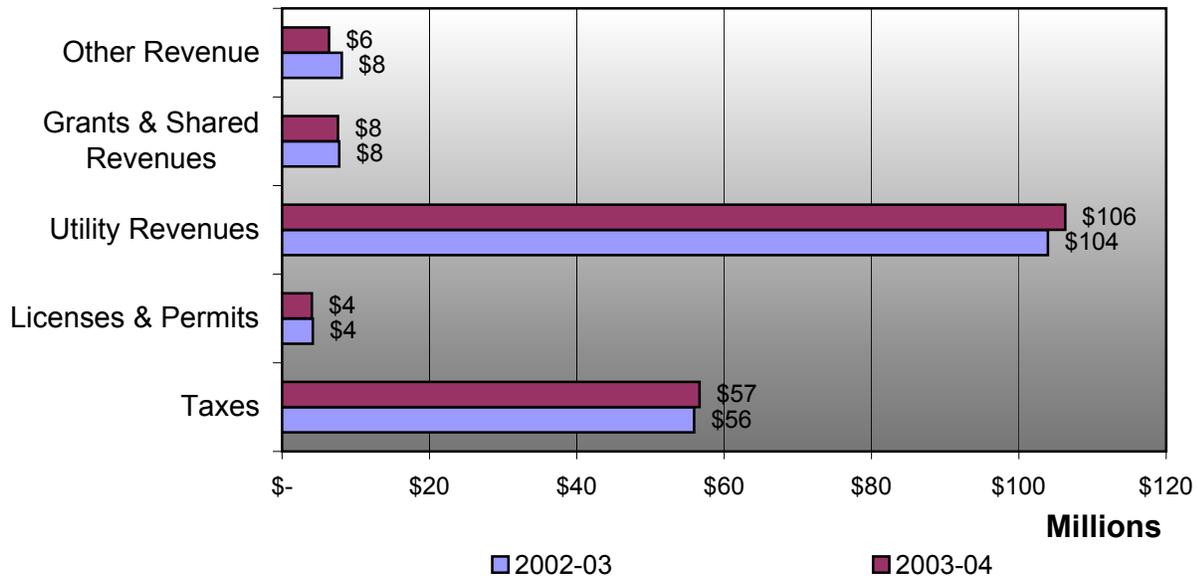
Note1) the combined total for these Funds is included in the calculation of the City-wide total on the previous schedule.

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-nine 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 sixty nine percent of total revenues.



Component revenues between the 2002-03 and 2003-04 fiscal years have remained largely unchanged. Total revenues are projected to increase in the 2003-04 fiscal year by 0.6 percent over the 2002-03 fiscal year. The largest single increase is in the Utility Revenues category which is projected to increase by \$2.4 million and represents a two percent increase. The largest single decrease was in the Other Revenue category which decreased \$1.5 million representing a 12 percent decline from the previous fiscal year. This decrease reflects lower interest income projections in the amount of \$2.1 million.

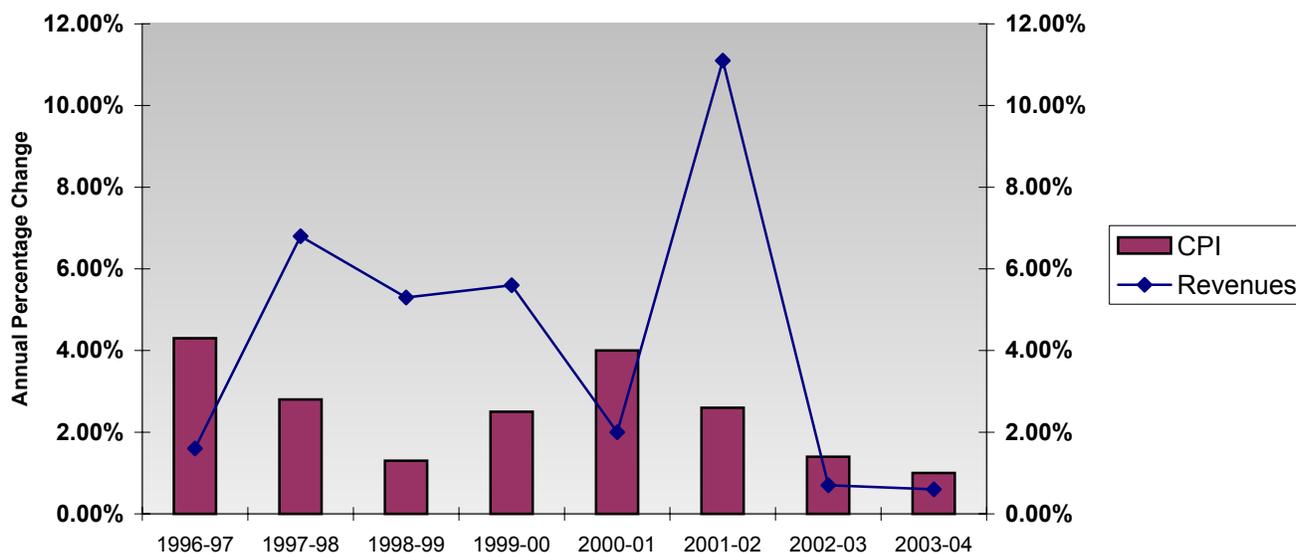
City of Independence, Missouri
2003-04 Operating Budget
Revenue Overview/Projections

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.

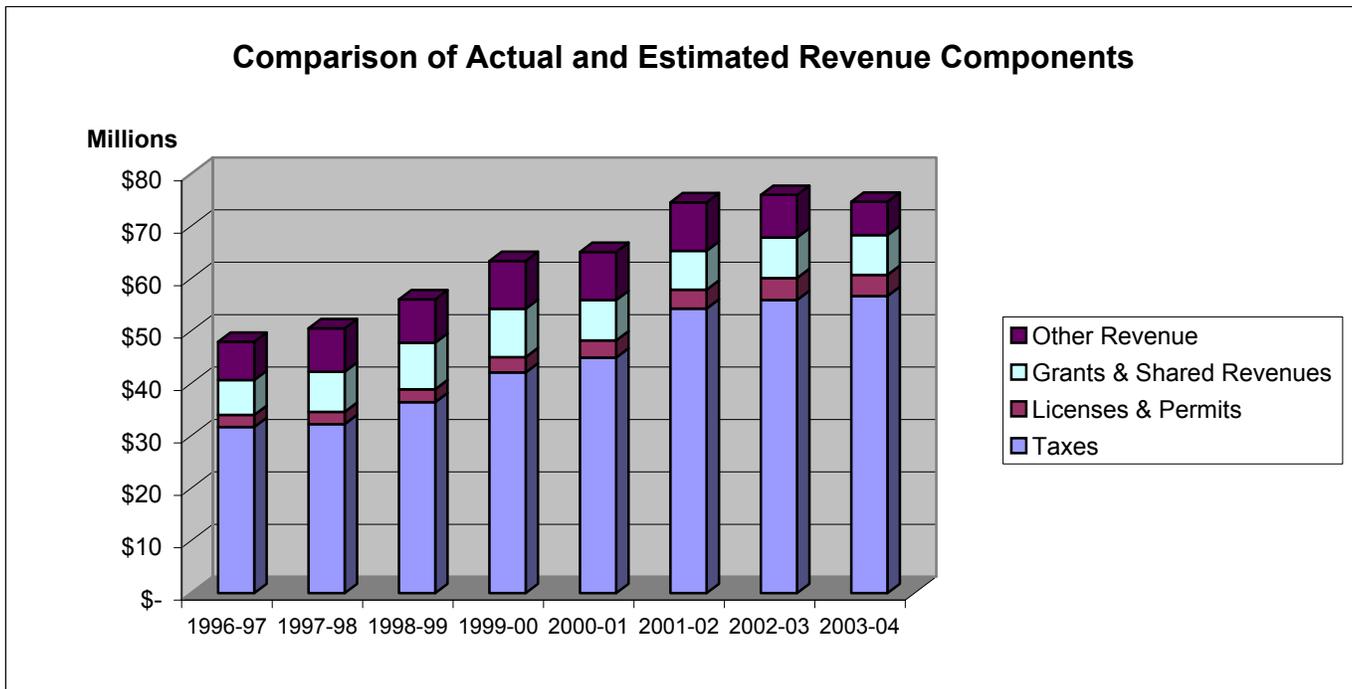
**Comparison of Annual Percentage Change in Total Revenues to
Annual Percentage change in the Consumer Price Index**



During the period shown on the above graph, for all years except four, actual revenues have increased at a larger annual rate than the increase in the CPI index for the area. Total Revenues for 2003-04 are estimated to increase over the total revenues for 2002-03 at a rate of 0.6 percent compared to a projected consumer price index increase for this area of 1.0 percent.

**City of Independence, Missouri
2003-04 Operating Budget
Revenue Overview/Projections**

Shown below is a comparison of the actual total revenues by source for the 1996-97 fiscal year through the 2001-02 fiscal year. Also listed are budgeted amounts for the 2002-03 and 2003-04 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 4.6 percent.



Revenue Estimates by Fund -

General Fund

Taxes - taxes comprise 69 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 utility 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 10.4 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.

**City of Independence, Missouri
2003-04 Operating Budget
Revenue Overview/Projections**

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.

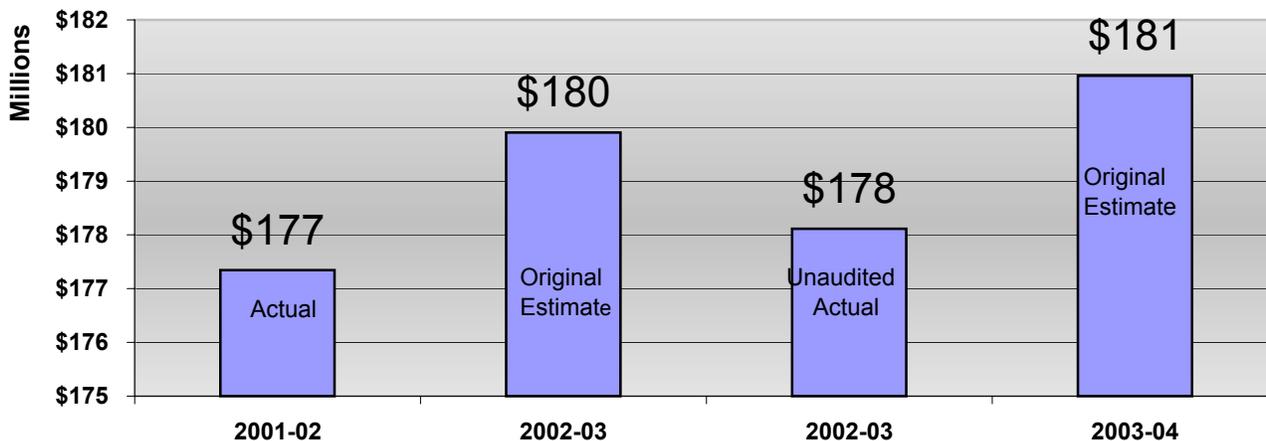
Central Garage Fund

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 2002-03 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 \$1.8 million, representing a projection variance of (1.0) percent. Sales Taxes within the General Fund accounted for the largest portion of the decrease (\$1 million) in the actual over the estimate with retail sales being lower in FY 2002-03 than FY 2001-02 due to the economic downturn throughout the country. In addition to the General Fund, retail sales in the three Sales Tax Special Revenue Funds also were less than amounts budgeted by \$673,000 for similar reasons. Also, shown on the chart for comparison purposes is the estimate for 2003-04 and the actual for 2001-02.

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 in the City including authorization, projection parameters, historical data, etc.

City of Independence, Missouri
2003-2004 Operating Budget
Revenue Summary
For the Fiscal Years 2001-02 through 2003-04

Acct. No.	Description	2001-02 Actual	2002-03			2003-04 Adopted Budget	%Chg. Orig. to Proj.	
			Original Budget	Actual Rev. For 9 Months	Est. Revenue For 3 Months			Current Estimate
General Fund								
<u>Property Taxes</u>								
2-3011	Real Estate	5,956,418	6,262,059	6,070,159	0	6,070,159	6,308,377	0.7%
2-3013	R.R. & Other Utility	45,912	39,200	44,594	0	44,594	45,000	14.8%
	Total Property Taxes	6,002,330	6,301,259	6,114,753	0	6,114,753	6,353,377	0.8%
<u>Sales and Use Taxes</u>								
2-3041	Local Option Sales Tax	16,520,681	17,576,954	12,581,843	4,510,964	17,092,807	17,614,027	0.2%
2-3042	Cigarette Tax	594,665	600,000	438,613	158,854	597,467	600,000	0.0%
2-3044	Local Option Use Tax	0	0	0	0	0	0	
	Total Sales and Use Taxes	17,115,345	18,176,954	13,020,456	4,669,818	17,690,274	18,214,027	0.2%
<u>Utility Franchise Fees</u>								
2-3052	Water	19,291	24,000	17,105	7,473	24,578	22,500	-6.3%
2-3053	Gas	3,231,762	3,598,379	2,851,355	542,505	3,393,860	3,601,031	0.1%
2-3054	Telephone	2,495,029	3,285,073	1,604,342	1,026,316	2,630,658	2,650,000	-19.3%
2-3055	Electricity	239,907	210,000	196,897	45,314	242,211	220,000	4.8%
2-3057	Cable Television	559,104	526,419	408,899	147,101	556,000	573,000	8.8%
	Total Utility Franchise Fees	6,545,093	7,643,871	5,078,598	1,768,709	6,847,307	7,066,531	-7.6%
<u>Payments in Lieu of Taxes</u>								
2-3281	Power & Light In Lieu Of Taxes	6,866,053	7,269,683	5,895,848	1,430,099	7,325,947	7,391,809	1.7%
2-3282	Water Service In Lieu Of Taxes	896,170	964,012	732,690	317,847	1,050,537	974,366	1.1%
2-3283	Sanitary Sewer In Lieu Of Taxes	1,049,596	1,081,394	798,029	267,526	1,065,555	1,070,095	-1.0%
	Total Pymt. in Lieu of Taxes	8,811,819	9,315,089	7,426,567	2,015,472	9,442,039	9,436,270	1.3%
	Total Taxes	38,474,587	41,437,173	31,640,374	8,453,999	40,094,373	41,070,205	-0.9%

City of Independence, Missouri
2003-2004 Operating Budget
Revenue Summary
For the Fiscal Years 2001-02 through 2003-04

Acct. No.	Description	2001-02 Actual	2002-03			2003-04 Adopted Budget	%Chg. Orig. to Proj.	
			Original Budget	Actual Rev. For 9 Months	Est. Revenue For 3 Months			Current Estimate
<u>Business Licenses and Permits</u>								
2-3101	Occupation Licenses	1,311,074	1,587,419	625,385	853,615	1,479,000	1,524,000	-4.0%
2-3102	Liquor Licenses	80,938	76,895	3,480	72,020	75,500	78,500	2.1%
2-3103	Planning Exam & Licenses	70,926	110,000	25,535	48,965	74,500	78,000	-29.1%
2-3104	Fin-Other License/Permits	57,441	59,126	33,100	13,400	46,500	47,500	-19.7%
2-3108	Building Permits, Com.Develop.	1,033,543	1,200,000	766,195	395,630	1,161,825	1,198,000	-0.2%
2-3109	Construction Permits, Pub.Works	507,593	550,000	353,265	176,109	529,374	500,000	-9.1%
2-3120	Nursing Home Permits	800	800	750	50	800	800	0.0%
2-3121	Day Care Permits	5,882	2,700	1,643	4,357	6,000	6,500	140.7%
2-3122	Food Handler's Permits	46,538	42,450	29,853	12,947	42,800	45,000	6.0%
2-3123	Massage Therapist Appl	2,490	5,330	1,712	-412	1,300	1,310	-75.4%
2-3124	Other Food Permits	86,014	70,615	86,014	-4,014	82,000	85,000	20.4%
2-3125	Ambulance Permits & Licenses	31,494	20,000	25,822	6,178	32,000	20,000	0.0%
2-3126	Plan Reviews - Health Dept.	1,200	4,500	7,505	1,495	9,000	9,300	106.7%
	Total Bus. Lic. & Permits	3,235,933	3,729,835	1,960,259	1,580,340	3,540,599	3,593,910	-3.6%
<u>Non-Business Licenses and Permits</u>								
2-3151	Motor Vehicle Licenses	409,394	441,000	451,698	8,302	460,000	441,000	0.0%
	Total Licenses and Permits	3,645,327	4,170,835	2,411,957	1,588,642	4,000,599	4,034,910	-3.3%
<u>Grants-</u>								
Federal Government Grants								
2-3210	Civil Defense Program	41,807	38,000	23,171	23,812	46,983	38,000	0.0%
2-3211	Public Health Nursing	192,929	191,257	130,992	254,030	385,022	349,498	86.9%
2-3212	Community Health Ed	0	0	0	0	0	0	
2-3213	55 Mph Compliance Grant	0	0	0	0	0	0	
2-3218	Dial-A-Ride	26,614	30,000		25,000	25,000	25,000	-16.7%
2-3219	Other	5,925,619	162,065	882,526	907,014	1,789,540	166,096	2.5%
	Total Federal Grants	6,186,969	421,322	1,036,689	1,209,856	2,246,545	578,594	39.2%

City of Independence, Missouri
2003-2004 Operating Budget
Revenue Summary
For the Fiscal Years 2001-02 through 2003-04

Acct. No.	Description	2001-02 Actual	2002-03			2003-04 Adopted Budget	%Chg. Orig. to Proj.	
			Original Budget	Actual Rev. For 9 Months	Est. Revenue For 3 Months			Current Estimate
<u>State Government Grants</u>								
2-3241	Financial Institutions Tax	31,592	31,000	32,412	466	32,878	33,000	6.5%
2-3242	Gasoline Tax	3,128,765	3,300,259	2,367,962	846,203	3,214,165	3,200,000	-3.0%
2-3243	Motor Vehicle License Fees	543,897	560,000	396,312	153,398	549,710	560,000	0.0%
2-3244	Motor Vehicle Sales Tax	902,656	875,000	613,455	245,915	859,370	875,000	0.0%
2-3250	Other	678,743	0	58,113	67,274	125,387	0	
	Total State Grants	5,285,654	4,766,259	3,468,254	1,313,256	4,781,510	4,668,000	-2.1%
<u>Other Sources</u>								
2-3272	Jackson County Drug Task Force	486,019	558,507	361,308	194,222	555,530	555,530	-0.5%
2-3274	Jackson County Dare Program	333,276	333,276	333,276	0	333,276	353,273	6.0%
2-3275	Mid Am Reg Council	25,000	30,000	18,750	11,250	30,000	30,000	0.0%
2-3279	Other Misc. Grants	1,992	0	931	69	1,000	0	
	Total Other Sources	846,287	921,783	714,265	205,541	919,806	938,803	1.8%
	Total Grants	12,318,909	6,109,364	5,219,208	2,728,653	7,947,861	6,185,397	1.4%
<u>Charges for Services</u>								
<u>General Government</u>								
2-3302	Planning & Zoning Fees	37,199	35,000	42,049	9,618	51,667	44,000	25.7%
2-3303	Board Of Adjustment Fees	6,671	4,500	4,150	1,850	6,000	5,400	20.0%
2-3304	Sale Of Maps, Books, Plans	11,674	20,000	10,451	10,757	21,208	21,500	7.5%
2-3305	Sale Of Police Reports	43,845	44,838	33,445	11,393	44,838	44,838	0.0%
2-3306	Sale Of Fire Reports	1,160	936	570	266	836	1,180	26.1%
2-3307	Computer Service Charges	24,398	24,000	24,127	7,373	31,500	30,000	25.0%
<u>Health</u>								
2-3311	Animal Shelter Fees	48,512	50,000	39,171	12,829	52,000	52,000	4.0%
2-3312	Animal Id Tags	560	450	630	70	700	700	55.6%
2-3313	Health Training Programs	0	0	0	0	0	80,000	

City of Independence, Missouri
2003-2004 Operating Budget
Revenue Summary
For the Fiscal Years 2001-02 through 2003-04

Acct. No.	Description	2001-02 Actual	2002-03			2003-04 Adopted Budget	%Chg. Orig. to Proj.	
			Original Budget	Actual Rev. For 9 Months	Est. Revenue For 3 Months			Current Estimate
Public Safety								
2-3316	Reimb. For Police Services	285,647	55,608	189,709	10,291	200,000	55,608	0.0%
2-3317	School Resource Officers	170,195	224,756	149,912	48,278	198,190	225,000	0.1%
2-3318	Alarm Charges - Police	53,700	60,000	36,925	867	37,792	38,000	-36.7%
2-3319	Alarm Charges - Fire	6,775	2,000	5,200	-700	4,500	7,000	250.0%
Recreation								
2-3322	Class Fees	39,051	50,000	26,693	23,307	50,000	55,000	10.0%
2-3323	Park Concessions	1,543	20,000	3,611	6,389	10,000	20,000	0.0%
2-3326	Pool Fees	0	0	0	0	0	0	
2-3327	Recreation Centers	13,776	74,000	11,431	48,569	60,000	100,000	35.1%
2-3329	Recreation Rentals	54,270	60,000	40,693	19,307	60,000	65,000	8.3%
National Frontier Trails Center								
2-3331	NFTC-Admissions	35,952	49,000	26,388	14,612	41,000	45,000	-8.2%
2-3332	NFTC-Gift Shop	39,048	42,000	22,817	12,183	35,000	39,000	-7.1%
Cemetery								
2-3341	Sale Of Cemetery Lots	44,450	45,000	26,680	18,320	45,000	45,000	0.0%
2-3342	Sale Of Monument Bases	14,392	15,000	8,096	6,904	15,000	20,000	33.3%
2-3343	Grave Opening Charges	57,550	75,000	36,423	28,577	65,000	80,000	6.7%
Other Charges								
2-3392	Sale Of Street Signs	4,549	2,300	3,956	577	4,533	4,000	73.9%
2-3393	Special Assessments	121,384	15,000	113,988	1,012	115,000	90,000	500.0%
2-3396	Sale Of Recycled Material	55,569	35,000	37,482	21,518	59,000	20,000	-42.9%
2-3397	Solid Waste Disp Fees	21,247	28,000	18,491	6,509	25,000	60,000	114.3%
2-3398	Miscellaneous Charges	223,576	140,000	54,680	70,329	125,009	140,000	0.0%
Total Charges for Services		1,416,694	1,172,388	967,768	391,005	1,358,773	1,388,226	18.4%

City of Independence, Missouri
2003-2004 Operating Budget
Revenue Summary
For the Fiscal Years 2001-02 through 2003-04

Acct. No.	Description	2001-02 Actual	2002-03			2003-04 Adopted Budget	%Chg. Orig. to Proj.	
			Original Budget	Actual Rev. For 9 Months	Est. Revenue For 3 Months			Current Estimate
<u>Fines and Court Costs</u>								
2-3401	Fines & Forfeitures	2,719,142	2,913,020	2,174,378	790,551	2,964,929	3,039,227	4.3%
2-3402	Court Costs	342,786	362,704	282,100	92,447	374,547	382,037	5.3%
2-3403	Police Training	55,179	58,101	44,506	14,833	59,339	60,525	4.2%
2-3404	Domestic Violence	54,816	58,573	43,954	16,568	60,522	61,732	5.4%
2-3405	Dwi/Drug	27,983	37,003	23,731	11,916	35,647	35,647	-3.7%
2-3406	Special Warrant Collection	0	0	0	0	0	0	
	Total Fines & Court Costs	3,199,906	3,429,401	2,568,669	926,315	3,494,984	3,579,168	4.4%
<u>Interest Income</u>								
2-3411	Interest	103,193	125,028	0	600	600	4,000	-96.8%
2-3412	Special Assessments - Interest	5,191	0	4,524	476	5,000	3,000	
2-3413	Interest - Other	80,597	70,000	50,092	4,908	55,000	60,000	-14.3%
	Total Interest Income	188,980	195,028	54,616	5,984	60,600	67,000	-65.6%
2-3421	Interfund Chgs. For Supp. Serv.	2,791,637	2,624,650	1,968,489	661,322	2,629,811	2,745,900	4.6%
<u>Other Revenue</u>								
2-3431	Sale Of Land	0	0	0	0	0	0	
2-3432	Sale Of Fixed Assets	168,381	40,000		13,659	13,659	20,000	-50.0%
2-3433	Rents	146,220	153,795	151,405	53,176	204,581	200,000	30.0%
2-3434	Damage Claims	16,270	20,000	84,152	5,848	90,000	20,000	0.0%
2-3435	Contributions	97,987	50,000	160,430	97,571	258,001	75,000	50.0%
2-3437	Housing Auth. In Lieu Of Taxes	0	0	0	0	0	0	
2-3439	Cash Over/Short	-544	0	291	9	300	0	
2-3440	Discounts Taken	631	500	261	139	400	400	-20.0%
2-3449	Misc. Non-Operating Revenue	277,228	130,000	414,640	10,360	425,000	130,000	0.0%
	Total Other Revenue	706,173	394,295	811,179	180,762	991,941	445,400	13.0%

City of Independence, Missouri
2003-2004 Operating Budget
Revenue Summary
For the Fiscal Years 2001-02 through 2003-04

Acct. No.	Description	2001-02 Actual	2002-03			2003-04 Adopted Budget	%Chg. Orig. to Proj.	
			Original Budget	Actual Rev. For 9 Months	Est. Revenue For 3 Months			Current Estimate
Total General Fund Revenues		\$62,742,214	\$59,533,134	\$45,642,260	\$14,936,682	\$60,578,942	\$59,516,206	0.0%

City of Independence, Missouri
2003-2004 Operating Budget
Revenue Summary
For the Fiscal Years 2001-02 through 2003-04

Acct. No.	Description	2001-02 Actual	2002-03			2003-04 Adopted Budget	%Chg. Orig. to Proj.	
			Original Budget	Actual Rev. For 9 Months	Est. Revenue For 3 Months			Current Estimate
Power and Light Fund								
<u>Operating Revenue</u>								
20-4010	Electric Service Charges	71,156,494	75,082,000	61,912,707	14,888,293	76,801,000	77,213,000	2.8%
20-4600	Other Operating Revenue	788,633	973,000	692,529	217,471	910,000	926,000	-4.8%
	Total Operating Revenue	71,945,127	76,055,000	62,605,236	15,105,764	77,711,000	78,139,000	2.7%
20-3421	Interfund Charges	735,912	778,180	594,774	183,406	778,180	817,600	5.1%
20-3411	Interest Income	1,505,712	1,500,000	248,950	114,407	363,357	420,118	-72.0%
	Total Revenues	\$74,186,751	\$78,333,180	\$63,448,960	\$15,403,577	\$78,852,537	\$79,376,718	1.3%

Sanitary Sewer Fund								
<u>Operating Revenue</u>								
30-3109	Construction Permits, Pub.Works	37,654	0	0	0	0	0	
30-4010	Residential	8,037,051	8,071,000	6,097,830	2,037,170	8,135,000	8,169,000	1.2%
30-4110	Comercial Base	3,174,857	3,231,000	2,398,810	803,190	3,202,000	3,218,000	-0.4%
30-4120	Comercial Surcharge	697,355	730,000	573,279	166,721	740,000	740,000	1.4%
30-4430	Contract Services	220,675	160,000	82,362	53,638	136,000	100,000	-37.5%
30-4570	Intermunicipal Agreements	406,253	407,000	222,607	176,393	399,000	399,000	-2.0%
30-4600	Other Operating Revenue	103,029	107,000	77,536	24,464	102,000	102,000	-4.7%
30-4700	Change in Unbilled Revenue	15,251	0	28,073	1,927	30,000	0	
	Total Operating Revenue	12,692,126	12,706,000	9,480,497	3,263,503	12,744,000	12,728,000	0.2%
<u>Non-Operating Revenue</u>								
30-3411	Interest Income	385,513	412,214	133,137	33,547	166,684	139,303	-66.2%
30-4900	Other Revenues, Net	22,985	0	10,467	533	11,000	0	
	Total Revenues	\$13,100,623	\$13,118,214	\$9,624,101	\$3,297,583	\$12,921,684	\$12,867,303	-1.9%

City of Independence, Missouri
2003-2004 Operating Budget
Revenue Summary
For the Fiscal Years 2001-02 through 2003-04

Acct. No.	Description	2001-02 Actual	2002-03			2003-04 Adopted Budget	%Chg. Orig. to Proj.
			Original Budget	Actual Rev. For 9 Months	Est. Revenue For 3 Months		

Water Fund

<u>Operating Revenue</u>								
40-4010	Residential Sales	7,543,113	7,650,000	6,172,437	2,104,563	8,277,000	7,700,000	0.7%
40-4110	Commercial Sales	2,025,449	2,070,000	1,701,785	570,215	2,272,000	2,070,000	0.0%
40-4130	Industrial Sales	256,478	221,000	242,142	59,858	302,000	270,000	22.2%
40-4400	Public Authority Sales	131,219	130,000	124,830	31,170	156,000	130,000	0.0%
40-4410	Private Fire Protection	45,153	43,000	34,791	49,209	84,000	46,000	7.0%
40-4420	Public Fire Protection	583,390	560,000	441,029	130,971	572,000	585,000	4.5%
40-4550	Sales for Resale	4,378,138	4,260,000	3,241,669	1,079,331	4,321,000	4,400,000	3.3%
40-4600	Other Operating Revenue	228,375	245,000	172,499	64,501	237,000	235,000	-4.1%
	Total Operating Revenue	15,191,313	15,179,000	12,131,182	4,089,818	16,221,000	15,436,000	1.7%
40-3421	Interfund Charges	840,350	1,048,000	785,997	262,003	1,048,000	1,127,000	7.5%
40-3411	Interest Income	748,185	900,000	210,494	130,916	341,410	230,350	-74.4%
40-3440	Other Revenues, Net	97,684	0	82,007	2,993	85,000	0	
	Total Revenues	\$16,877,533	\$17,127,000	\$13,209,680	\$4,485,730	\$17,695,410	\$16,793,350	-1.9%

Tourism Fund

4-3043	Transient Guest Tax	471,450	803,665	493,088	186,912	680,000	738,000	-8.2%
4-3413	Interest and Penalties	774	100		50	50	50	-50.0%
4-3219	Federal Grant - Other	0	0		0	0	0	
4-3250	State Grant - Other	43,772	60,130	13,773	46,357	60,130	0	-100.0%
4-3398	Miscellaneous Charges	1,014	0		0	0	0	
4-3411	Interest Income	3,589	3,686	3,080	565	3,645	2,608	-29.2%
4-3449	Misc. Non-Operating Revenue	1,480	4,000	2,763	1,237	4,000	8,000	100.0%
	Total Revenues	\$522,080	\$871,581	\$512,704	\$235,121	\$747,825	\$748,658	-14.1%

City of Independence, Missouri
2003-2004 Operating Budget
Revenue Summary
For the Fiscal Years 2001-02 through 2003-04

Acct. No.	Description	2001-02 Actual	2002-03			2003-04 Adopted Budget	%Chg. Orig. to Proj.	
			Original Budget	Actual Rev. For 9 Months	Est. Revenue For 3 Months			Current Estimate
Street Improvments Sales Tax Fund								
11-3041	Sales Tax	6,185,076	6,591,358	4,665,226	1,744,577	6,409,803	6,605,260	0.2%
11-3411	Interest	29,208	15,494	8,242	394	8,636	10,047	-35.2%
	Total Revenues	\$6,214,284	\$6,606,852	\$4,673,468	\$1,744,971	\$6,418,439	\$6,615,307	0.1%
Parks Improvments Sales Tax Fund								
12-3041	Sales Tax	2,062,025	2,197,119	1,555,074	581,527	2,136,601	2,952,210	34.4%
12-3411	Interest	65,956	25,562	27,124	432	27,556	25,476	-0.3%
	Total Revenues	\$2,127,982	\$2,222,681	\$1,582,198	\$581,959	\$2,164,157	\$2,977,686	34.0%
Storm Water Improvments Sales Tax Fund								
13-3041	Sales Tax	3,928,129	4,400,000	2,978,772	1,294,430	4,273,202	4,403,506	0.1%
13-3411	Interest	65,322	52,042	144,372	5,628	150,000	50,415	-3.1%
	Total Revenues	\$3,993,451	\$4,452,042	\$3,123,144	\$1,300,058	\$4,423,202	\$4,453,921	0.0%
License Surcharge (Excise Tax) Fund								
14-3108	License Tax	312,206	500,000	284,892	265,108	550,000	900,000	80.0%
14-3411	Interest	6,996	4,607	5,651	1,617	7,268	4,826	4.8%
	Total Revenues	\$319,202	\$504,607	\$290,543	\$266,725	\$557,268	\$904,826	79.3%

City of Independence, Missouri
2003-2004 Operating Budget
Revenue Summary
For the Fiscal Years 2001-02 through 2003-04

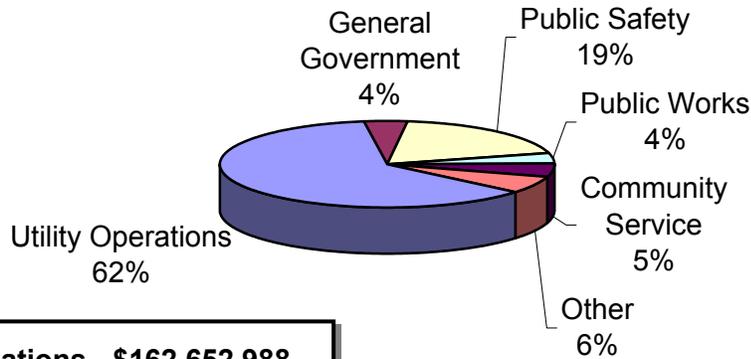
Acct. No.	Description	2001-02 Actual	2002-03			2003-04 Adopted Budget	%Chg. Orig. to Proj.	
			Original Budget	Actual Rev. For 9 Months	Est. Revenue For 3 Months			Current Estimate
Community Development Block Grant Fund								
8-3204	Federal Grant - CDBG	1,212,996	1,038,000	597,329	440,671	1,038,000	931,000	-10.3%
8-3449	Misc. Non-Operating Revenue	52	0		0	0	0	
	Total Revenues	\$1,213,049	\$1,038,000	\$597,329	\$440,671	\$1,038,000	\$931,000	-10.3%
HOME Program Fund								
9-3209	HOME Program Grant	414,323	547,000	243,675	303,325	547,000	468,000	-14.4%
9-3411	Interest Income	0	0		0	0	0	
	Total Revenues	\$414,323	\$547,000	\$243,675	\$303,325	\$547,000	\$468,000	-14.4%
Central Garage Fund								
90-3380	Central Garage Charges	1,236,922	1,292,150	928,564	363,586	1,292,150	1,206,833	-6.6%
90-3411	Interest Income	3,680	1,649	1,786	71	1,857	1,020	-38.1%
90-3449	Misc. Non-Operating Revenue	2,038	0	4,069	931	5,000	31,216	
	Total Revenues	\$1,242,640	\$1,293,799	\$934,419	\$364,588	\$1,299,007	\$1,239,069	-4.2%
Staywell Healthcare Fund								
91-3461	Premiums	8,763,556	10,130,997	7,511,478	2,637,575	10,149,053	10,922,149	7.8%
91-3413	Interest	20,689	31,503	14,992	4,093	19,085	33,851	7.5%
	Total Revenues	\$8,784,245	\$10,162,500	\$7,526,470	\$2,641,668	\$10,168,138	\$10,956,000	7.8%

City of Independence, Missouri
2003-2004 Operating Budget
Revenue Summary
For the Fiscal Years 2001-02 through 2003-04

Acct. No.	Description	2001-02 Actual	2002-03			2003-04 Adopted Budget	%Chg. Orig. to Proj.	
			Original Budget	Actual Rev. For 9 Months	Est. Revenue For 3 Months			Current Estimate
Summary:								
	Grand Total Revenues	\$191,738,377	\$195,810,590	\$151,408,951	\$46,002,658	\$197,411,609	\$197,848,044	1.0%
	Less:							
	Central Garage Fund	-1,242,640	-1,293,799	-934,419	-364,588	-1,299,007	-1,239,069	
	Staywell Health Care Fund	-8,784,245	-10,162,500	-7,526,470	-2,641,668	-10,168,138	-10,956,000	
	Interfund Charges	-4,367,899	-4,450,830	-3,349,260	-1,106,731	-4,455,991	-4,690,500	
	Net Total Revenues	\$177,343,593	\$179,903,461	\$139,598,802	\$41,889,671	\$181,488,473	\$180,962,475	0.6%

Appropriations

Appropriations

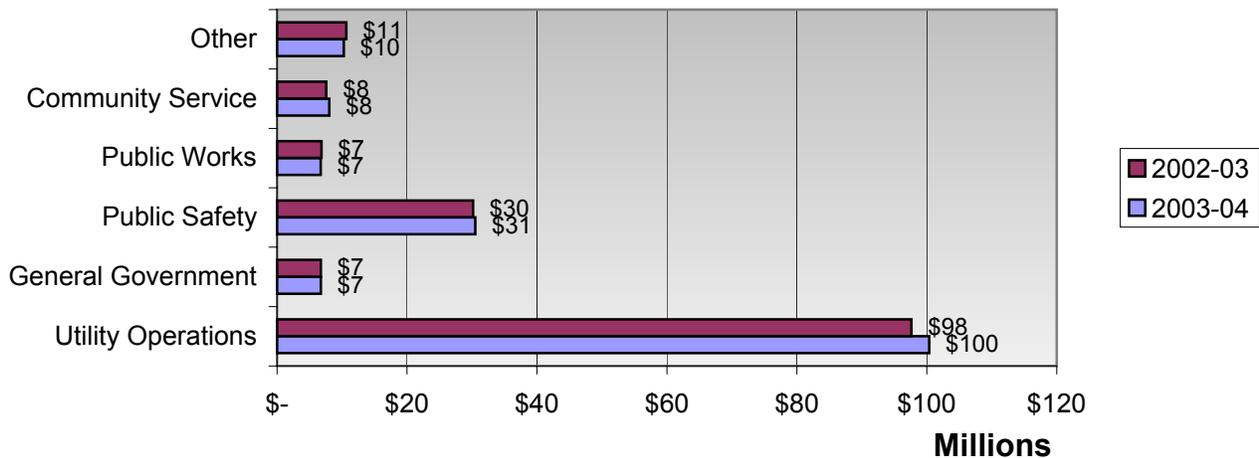


Total Appropriations - \$162,652,988

Utility Operations represent sixty-two percent of the total budget. Independence has three utilities: Power and Light, Sanitary Sewer and Water. For the General Fund separately, Public Safety represents the largest category of expenses and accounts for fifty-one percent of that fund's budget. Public Safety includes Police services (\$17,767,000) and Fire services (\$12,749,442).

Total operating budget appropriations increased by 2 percent between the two fiscal years representing an increase of \$3 million. This increase has occurred almost entirely in the Utility Operations category, and more specifically in the Power and Light fund. The largest single increase within the Power and Light fund was for increased fuel and purchased power costs in the amount of \$1.5 million reflecting both higher load growth and natural gas and oil costs. Budgeted salary and benefit costs for the City's three utilities (Power and Light, Sanitary Sewer, and Water) increased \$600,000 between the two fiscal years.

Comparison of Appropriations



City of Independence, Missouri
2003-04 Operating Budget
Budget Summary - All Funds
For the Fiscal Years 2001-02, 2002-03 and 2003-04

<u>Fund/Department</u>	<u>Actual Expenditures 2001-02</u>	<u>Original Budget 2002-03</u>	<u>Actual Expenditures For 9 Months</u>	<u>Estimated Expenditures For 3 Months</u>	<u>Amended Budget 2002-03</u>	<u>City Council Adopted 2003-04</u>
General Fund:						
General Government:						
City Council	\$ 350,658	\$ 386,187	\$ 289,071	\$ 97,116	\$ 386,187	\$ 407,979
City Clerk	430,017	440,811	298,720	142,091	440,811	421,637
City Manager	765,471	802,226	601,472	200,754	802,226	764,224
Technology Services	1,503,446	1,509,725	1,135,913	373,812	1,509,725	1,584,938
Municipal Court	588,557	626,324	441,124	185,200	626,324	632,208
Total General Government	\$ 3,638,149	\$ 3,765,273	\$ 2,766,300	\$ 998,973	\$ 3,765,273	\$ 3,810,986
National Frontier Trails Center	\$ 308,718	\$ 321,721	\$ 215,106	\$ 107,966	\$ 323,072	\$ 330,435
Law Department	738,217	647,629	526,049	126,040	652,089	596,847
Finance Department:						
Administration	\$ 267,893	\$ 275,956	\$ 208,439	\$ 67,517	\$ 275,956	\$ 285,112
Accounting	668,144	677,558	531,280	157,718	688,998	714,412
Purchasing	376,893	414,470	269,553	144,917	414,470	416,633
Occupation Licensing	174,093	179,520	131,603	47,917	179,520	135,881
Total Finance Department	\$ 1,487,023	\$ 1,547,504	\$ 1,140,875	\$ 418,069	\$ 1,558,944	\$ 1,552,038
Human Resources Department	\$ 418,728	\$ 467,930	\$ 327,349	\$ 140,581	\$ 467,930	\$ 458,924
Community Development Department:						
Administration	\$ 184,420	\$ 177,387	\$ 137,100	\$ 40,287	\$ 177,387	\$ 184,413
Planning	535,346	601,963	370,141	231,822	601,963	565,094
Transportation	731,949	751,823	581,198	170,625	751,823	750,000
Historic Preservation	144,917	141,810	80,851	60,959	141,810	142,119
Building Inspection	523,749	537,437	417,000	120,437	537,437	552,012
Code Enforcement	-	-	-	-	-	-
Total Planning and Permits	\$ 2,120,381	\$ 2,210,420	\$ 1,586,290	\$ 624,130	\$ 2,210,420	\$ 2,193,638

City of Independence, Missouri
2003-04 Operating Budget
Budget Summary - All Funds
For the Fiscal Years 2001-02, 2002-03 and 2003-04

Fund/Department	Actual Expenditures 2001-02	Original Budget 2002-03	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2002-03	City Council Adopted 2003-04
General Fund (continued):						
Police Department:						
Administration	\$ 2,425,104	\$ 929,270	\$ 2,060,750	\$ 655,204	\$ 2,715,954	\$ 1,169,646
Police Operations	11,904,686	11,795,632	9,387,938	2,414,039	11,801,977	12,028,842
Police Services	4,493,598	4,750,132	3,585,752	1,164,872	4,750,624	4,568,512
Total Police Department	\$ 18,823,388	\$ 17,475,034	\$ 15,034,440	\$ 4,234,115	\$ 19,268,555	\$ 17,767,000
Fire Department:						
Administration	\$ 348,490	\$ 429,261	\$ 365,674	\$ 95,087	\$ 460,761	\$ 479,357
Suppression	11,143,119	10,959,228	8,449,970	2,507,758	10,957,728	11,006,671
Fire Prevention	536,307	530,416	407,063	123,353	530,416	557,438
Maintenance	419,812	580,584	525,788	54,796	580,584	498,588
Training	187,054	166,052	131,123	34,929	166,052	174,212
Emergency Preparedness	-	32,976	18,813	13,163	31,976	33,176
Total Fire Department	\$ 12,634,782	\$ 12,698,517	\$ 9,898,431	\$ 2,829,086	\$ 12,727,517	\$ 12,749,442
Health Department:						
Administration	\$ 102,676	\$ 140,819	\$ 108,066	\$ 32,753	\$ 140,819	\$ 296,403
General Services	832,208	899,824	697,602	413,215	1,110,817	844,289
Animal/Rabies Control	498,258	538,535	399,766	138,769	538,535	536,609
Code Enforcement	735,064	730,575	580,667	149,908	730,575	738,815
Total Health Department	\$ 2,168,206	\$ 2,309,753	\$ 1,786,101	\$ 734,645	\$ 2,520,746	\$ 2,416,116
Public Works:						
Administration	\$ 174,982	\$ 177,429	\$ 148,013	\$ 29,416	\$ 177,429	\$ 184,785
Engineering	1,735,956	1,403,125	1,349,163	53,962	1,403,125	1,458,780
Property Management	940,614	973,314	749,726	223,588	973,314	771,752
Street Maintenance	3,603,991	3,964,772	2,869,444	1,095,328	3,964,772	4,000,470
Total Public Works	\$ 6,455,543	\$ 6,518,640	\$ 5,116,346	\$ 1,402,294	\$ 6,518,640	\$ 6,415,787

City of Independence, Missouri
2003-04 Operating Budget
Budget Summary - All Funds
For the Fiscal Years 2001-02, 2002-03 and 2003-04

<u>Fund/Department</u>	<u>Actual Expenditures 2001-02</u>	<u>Original Budget 2002-03</u>	<u>Actual Expenditures For 9 Months</u>	<u>Estimated Expenditures For 3 Months</u>	<u>Amended Budget 2002-03</u>	<u>City Council Adopted 2003-04</u>
General Fund (continued):						
Water Pollution Control:						
Storm Sewer Maintenance	\$ 318,542	\$ 313,990	\$ 214,117	\$ 99,873	\$ 313,990	\$ 295,397
Parks and Recreation:						
Administration	\$ 195,512	\$ 204,652	\$ 145,968	\$ 57,514	\$ 203,482	\$ 215,301
Park Maintenance	985,045	1,052,213	810,357	241,850	1,052,207	1,018,626
Recreation	747,567	925,470	633,010	308,843	941,853	876,641
Cemetery Maintenance	241,046	193,146	155,602	41,200	196,802	180,210
Total Parks and Recreation	<u>\$ 2,169,170</u>	<u>\$ 2,375,481</u>	<u>\$ 1,744,937</u>	<u>\$ 649,407</u>	<u>\$ 2,394,344</u>	<u>\$ 2,290,778</u>
Non-Departmental	\$ 5,306,495	\$ 6,780,919	\$ 4,606,247	\$ 2,678,676	\$ 7,284,923	\$ 6,542,334
Debt Service (Lease Purchases)	241,053	299,308	78,570	220,738	299,308	106,569
Capital Outlay	2,413,608	1,804,861	454,071	1,417,056	1,871,127	1,796,830
Total General Fund	<u>\$ 59,242,003</u>	<u>\$ 59,536,980</u>	<u>\$ 45,495,229</u>	<u>\$ 16,681,649</u>	<u>\$ 62,176,878</u>	<u>\$ 59,323,121</u>
Tourism Fund:						
Tourism	\$ 473,693	\$ 597,789	\$ 475,981	\$ 181,938	\$ 657,919	\$ 604,209
Community Development Block Grant Fund:						
Community Development	\$ 954,025	\$ 233,559	\$ 1,069,679	\$ 5,895	\$ 1,075,574	\$ 217,350
HOME Program Fund:						
Community Development	\$ 659,039	\$ 66,647	\$ 615,249	\$ 78,386	\$ 693,635	\$ 68,157
Central Garage Fund:						
Public Works	\$ 1,135,420	\$ 1,215,658	\$ 1,016,040	\$ 182,102	\$ 1,198,142	\$ 1,159,853
Non-Departmental	51,902	78,141	32,267	45,874	78,141	79,216
Total Central Garage Fund	<u>\$ 1,187,322</u>	<u>\$ 1,293,799</u>	<u>\$ 1,048,307</u>	<u>\$ 227,976</u>	<u>\$ 1,276,283</u>	<u>\$ 1,239,069</u>
Staywell Health Care Fund	\$ 9,017,768	\$ 10,162,500	\$ 6,630,707	\$ 3,531,793	\$ 10,162,500	\$ 10,956,000

City of Independence, Missouri
2003-04 Operating Budget
Budget Summary - All Funds
For the Fiscal Years 2001-02, 2002-03 and 2003-04

<u>Fund/Department</u>	<u>Actual Expenditures 2001-02</u>	<u>Original Budget 2002-03</u>	<u>Actual Expenditures For 9 Months</u>	<u>Estimated Expenditures For 3 Months</u>	<u>Amended Budget 2002-03</u>	<u>City Council Adopted 2003-04</u>
<u>Park Improvements Sales Tax Fund:</u>						
Parks and Recreation	\$ 496,183	\$ 369,917	\$ 545,389	\$ 64,462	\$ 609,851	\$ 850,767
<u>Street Improvements Sales Tax Fund:</u>						
Public Works	\$ 17,574	\$ -	\$ 7,961	\$ 9,821	\$ 17,782	\$ -
<u>Storm Water Improvements Sales Tax Fund:</u>						
Water Pollution Control	\$ 718,692	\$ 1,190,527	\$ 452,692	\$ 737,835	\$ 1,190,527	\$ 1,222,565
<u>Power and Light Fund:</u>						
Technology Services Department:						
Technology Services	\$ 55,599	\$ 63,925	\$ 50,624	\$ 13,301	\$ 63,925	\$ 66,702
Power and Light Department:						
Administration	720,060	1,029,316	570,890	448,426	1,019,316	1,068,492
Support Services	6,787,840	6,712,107	2,796,987	3,915,120	6,712,107	6,950,827
Production	34,620,356	39,740,912	32,828,195	6,912,717	39,740,912	41,329,864
Distribution	10,770,469	7,207,332	5,888,321	1,329,011	7,217,332	7,438,586
Engineering	2,925,637	3,398,255	1,750,511	2,039,710	3,790,221	3,347,621
Total Power and Light Department	\$ 55,824,362	\$ 58,087,922	\$ 43,834,904	\$ 14,644,984	\$ 58,479,888	\$ 60,135,390
Non-Departmental	11,317,192	12,440,366	9,789,926	2,650,440	12,440,366	13,369,234
Debt Service	2,915,518	2,914,570	2,185,631	728,939	2,914,570	2,822,110
Total Power and Light Fund	\$ 70,112,671	\$ 73,506,783	\$ 55,861,085	\$ 18,037,664	\$ 73,898,749	\$ 76,393,436
<u>Sanitary Sewer Fund:</u>						
Water Pollution Control Department:						
Administration	\$ 686,382	\$ 753,239	\$ 547,802	\$ 205,437	\$ 753,239	\$ 780,832
Treatment Facilities	5,432,671	5,935,852	4,023,311	1,912,541	5,935,852	5,925,921
Collection System Maintenance	1,802,293	1,955,695	1,300,119	655,576	1,955,695	2,080,148
Laboratory Services	157,903	203,674	141,107	62,567	203,674	208,251
Total Water Pollution Control Dept.	\$ 8,079,249	\$ 8,848,460	\$ 6,012,339	\$ 2,836,121	\$ 8,848,460	\$ 8,995,152

City of Independence, Missouri
2003-04 Operating Budget
Budget Summary - All Funds
For the Fiscal Years 2001-02, 2002-03 and 2003-04

<u>Fund/Department</u>	<u>Actual Expenditures 2001-02</u>	<u>Original Budget 2002-03</u>	<u>Actual Expenditures For 9 Months</u>	<u>Estimated Expenditures For 3 Months</u>	<u>Amended Budget 2002-03</u>	<u>City Council Adopted 2003-04</u>
Sanitary Sewer Fund (continued):						
Non-Departmental	\$ 2,334,506	\$ 2,428,364	\$ 2,571,242	\$ (142,878)	\$ 2,428,364	\$ 2,583,320
Debt Service	595,435	598,025	28,442	569,583	598,025	-
Total Sanitary Sewer Fund	<u>\$ 11,009,190</u>	<u>\$ 11,874,849</u>	<u>\$ 8,612,023</u>	<u>\$ 3,262,826</u>	<u>\$ 11,874,849</u>	<u>\$ 11,578,472</u>
<u>Water Fund:</u>						
City Manager's Department:						
Citizen Information Center	\$ 58,039	\$ 63,036	\$ 45,497	\$ 17,539	\$ 63,036	\$ 67,315
Water Department:						
Administration	882,555	1,034,863	1,947,786	(789,758)	1,158,028	1,091,367
Customer Service and Accounts	2,346,180	2,753,650	1,877,837	900,435	2,778,272	2,835,444
Production	3,930,888	4,047,478	3,514,179	599,210	4,113,389	4,034,048
Transmission and Distribution	2,712,957	2,917,849	1,952,744	941,105	2,893,849	2,943,611
Total Water Department	<u>\$ 9,872,580</u>	<u>\$ 10,753,840</u>	<u>\$ 9,292,546</u>	<u>\$ 1,650,992</u>	<u>\$ 10,943,538</u>	<u>\$ 10,904,470</u>
Non-Departmental	2,887,736	3,305,397	2,308,013	997,384	3,305,397	3,452,391
Debt Service	2,512,809	2,574,198	1,177,304	1,396,894	2,574,198	2,661,235
Total Water Fund	<u>\$ 15,331,164</u>	<u>\$ 16,696,471</u>	<u>\$ 12,823,360</u>	<u>\$ 4,062,809</u>	<u>\$ 16,886,169</u>	<u>\$ 17,085,411</u>
<u>Storm Water Fund:</u>						
Water Pollution Control- Storm Sewer Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total - All Funds	<u>\$ 169,219,324</u>	<u>\$ 175,529,821</u>	<u>\$ 133,637,662</u>	<u>\$ 46,883,054</u>	<u>\$ 180,520,716</u>	<u>\$ 179,538,557</u>
Less:						
Central Garage Fund	(1,187,322)	(1,293,799)	(1,048,307)	(227,976)	(1,276,283)	(1,239,069)
Staywell Health Care Fund	(9,017,768)	(10,162,500)	(6,630,707)	(3,531,793)	(10,162,500)	(10,956,000)
Interfund Charges for Support Ser.	(4,367,899)	(4,450,830)	(3,349,260)	(1,106,731)	(4,455,991)	(4,690,500)
Net Total Budget - All Funds	<u><u>\$ 154,646,335</u></u>	<u><u>\$ 159,622,692</u></u>	<u><u>\$ 122,609,388</u></u>	<u><u>\$ 42,016,554</u></u>	<u><u>\$ 164,625,942</u></u>	<u><u>\$ 162,652,988</u></u>

City of Independence, Missouri
2003-04 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	\$ 374,933	91.9%	\$ 28,891	7.1%	\$ 4,155	1.0%	\$ -	0.0%	\$ 407,979
City Clerk	367,072	87.1%	30,789	7.3%	23,776	5.6%	-	0.0%	421,637
City Manager	789,739	95.0%	36,955	4.4%	4,845	0.6%	-	0.0%	831,539
Tourism	184,720	31.1%	403,289	67.9%	4,200	0.7%	2,000	0.3%	594,209
NFTC	235,495	71.3%	65,465	19.8%	29,475	8.9%	-	0.0%	330,435
Technology Services	1,461,621	88.5%	163,154	9.9%	26,865	1.6%	-	0.0%	1,651,640
Municipal Court	584,194	92.4%	43,790	6.9%	4,224	0.7%	-	0.0%	632,208
Law	463,496	77.7%	118,100	19.8%	15,251	2.6%	-	0.0%	596,847
Finance	1,394,055	89.8%	145,810	9.4%	12,173	0.8%	-	0.0%	1,552,038
Human Resources	425,136	92.6%	27,538	6.0%	6,250	1.4%	-	0.0%	458,924
Community Dev.	1,546,706	62.4%	912,764	36.8%	19,675	0.8%	-	0.0%	2,479,145
Police	15,659,954	88.1%	1,326,025	7.5%	480,246	2.7%	300,775	1.7%	17,767,000
Fire	11,626,144	91.2%	505,487	4.0%	223,814	1.8%	393,997	3.1%	12,749,442
Health	2,023,527	83.8%	291,525	12.1%	101,064	4.2%	-	0.0%	2,416,116
Water	5,632,900	51.7%	3,108,275	28.5%	1,568,760	14.4%	594,535	5.5%	10,904,470
Public Works	4,181,756	65.2%	1,221,106	19.0%	812,925	12.7%	200,000	3.1%	6,415,787
Water Pollution Control	4,309,860	41.0%	5,275,032	50.2%	606,957	5.8%	321,265	3.1%	10,513,114
Parks and Recreation	2,200,675	70.1%	707,269	22.5%	233,601	7.4%	-	0.0%	3,141,545
Power and Light	17,505,684	29.1%	5,912,185	9.8%	35,375,961	58.8%	1,341,560	2.2%	60,135,390
Non-Departmental	5,162,416	24.3%	5,694,212	26.8%	8,800	0.0%	10,401,351	48.9%	21,266,779
Debt Service	-	0.0%	-	0.0%	-	0.0%	5,589,914	100.0%	5,589,914
Capital Outlay	-	0.0%	-	0.0%	-	0.0%	1,796,830	100.0%	1,796,830
Totals	\$ 76,130,083	46.8%	\$ 26,017,661	16.0%	\$ 39,563,017	24.3%	\$ 20,942,227	12.9%	\$ 162,652,988

City of Independence, Missouri
2003-04 Operating Budget
Summary of Operating/Other Transfers and Designations of Fund Balance - All Funds
For the Fiscal Years 2002-03 and 2003-04

Description	General Fund	Special Revenue Funds	C.D.B.G. Fund	HOME Program Fund	Power & Light Fund	Sanitary Sewer Fund	Water Fund	Grand Total All Funds
<u>2002-03</u>								
<u>Designations-</u>								
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)
<u>Operating Transfers-</u>								
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	<u>\$ (1,549,359)</u>	<u>\$ (125,000)</u>	<u>\$ (804,441)</u>	<u>\$ (480,353)</u>	<u>\$ 163,284</u>	<u>\$ 136,305</u>	<u>\$ 21,624</u>	<u>\$ (2,637,940)</u>
<u>2003-04</u>								
<u>Designations-</u>								
For CDBG Programming			\$ (713,650)					\$ (713,650)
For HOME Program Programming				(399,843)				(399,843)
For Visitor Orientation Center		(85,000)						(85,000)
For Tax Increment Financing Distributions	(1,350,883)							(1,350,883)
Total Designations	\$ (1,350,883)	\$ (85,000)	\$ (713,650)	\$ (399,843)	\$ -	\$ -	\$ -	\$ (2,549,376)
<u>Operating Transfers-</u>								
From (To) Emp. Benefits Fund	\$ (52,728)				\$ 163,284	\$ 30,948	\$ 21,624	\$ 163,128
From (To) Santa Fe TIF Fund	(35,000)	(15,000)						(50,000)
From (To) Storm Water Fund	(105,357)					105,357		-
Total Operating Transfers	\$ (193,085)	\$ (15,000)	\$ -	\$ -	\$ 163,284	\$ 136,305	\$ 21,624	\$ 113,128
Net Transfers	<u>\$ (1,543,968)</u>	<u>\$ (100,000)</u>	<u>\$ (713,650)</u>	<u>\$ (399,843)</u>	<u>\$ 163,284</u>	<u>\$ 136,305</u>	<u>\$ 21,624</u>	<u>\$ (2,436,248)</u>

Debt Service

CITY OF INDEPENDENCE, MISSOURI

DEBT SERVICE

FOR THE 2003-04 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, 2003, the City had no outstanding General Obligation Bonds and \$53,826,179 outstanding in Revenue Bonds and loans payable for utility operations. Included in the outstanding debt for utility operations was \$21,631,179 for Power and Light Operations, and \$32,195,000 for Water Utility Operations. The City had a legal debt limit of \$213,460,418 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, 2003).

City of Independence, Missouri
2003-04 Operating Budget
Capital Lease/Debt Service Requirements - All Funds

<u>Series</u>	<u>Principal</u>	<u>Interest</u>	<u>Fees</u>	<u>Total Debt Service Requirements</u>
<u>General Fund:</u>				
Capital Equipment Lease- 1995 Series (6365)	\$ 90,373	\$ 16,196	\$ -	\$ 106,569
<u>Power and Light Fund-</u>				
Revenue Bonds (Refunding): 1998 Series B (6235)	\$ 1,310,000	\$ 807,700	\$ 1,000	\$ 2,118,700
Revenue Bonds (Refunding): 2003 Series (6236)	410,000	292,410	1,000	703,410
Total Power and Light Fund	<u>\$ 1,720,000</u>	<u>\$ 1,100,110</u>	<u>\$ 2,000</u>	<u>\$ 2,822,110</u>
<u>Water Fund-</u>				
Revenue Bonds: 1986 Series (6352)	\$ 1,200,000	\$ 1,453,035	\$ 8,200	\$ 2,661,235
Grand Total All Funds	<u>\$ 3,010,373</u>	<u>\$ 2,569,341</u>	<u>\$ 10,200</u>	<u>\$ 5,589,914</u>

City of Independence, Missouri
2003-04 Operating Budget
Debt Service Requirements to Maturity - All Bonds
For the fiscal Years ending June 30,

Year	Parks Sales Tax Fund			Power and Light Fund		
	Principal	Fees and Interest	Total	Principal	Fees and Interest	Total
2004	\$ 1,215,000	\$ 51,638	\$ 1,266,638	\$ 1,720,000	\$ 1,101,610	\$ 2,821,610
2005			-	1,800,000	1,028,015	2,828,015
2006			-	1,880,000	950,300	2,830,300
2007			-	1,965,000	866,950	2,831,950
2008			-	2,050,000	778,615	2,828,615
2009			-	2,150,000	686,465	2,836,465
2010			-	2,250,000	588,155	2,838,155
2011			-	2,360,000	483,575	2,843,575
2012			-	2,475,000	372,090	2,847,090
2013-25			-	5,325,000	386,390	5,711,390
Total	\$ 1,215,000	\$ 51,638	\$ 1,266,638	\$ 23,975,000	\$ 7,242,165	\$ 31,217,165

Year	Sanitary Sewer Fund			Water Fund			Total All Funds
	Principal	Fees and Interest	Total	Principal	Fees and Interest	Total	
2004	\$ -	\$ -	\$ -	\$ 1,200,000	\$ 1,461,235	\$ 2,661,235	6,749,483
2005			-	1,285,000	1,412,756	2,697,756	5,525,771
2006			-	1,415,000	1,358,724	2,773,724	5,604,024
2007			-	1,540,000	1,298,115	2,838,115	5,670,065
2008			-	1,670,000	1,231,090	2,901,090	5,729,705
2009			-	1,840,000	1,156,920	2,996,920	5,833,385
2010			-	1,970,000	1,074,973	3,044,973	5,883,128
2011			-	2,185,000	982,963	3,167,963	6,011,538
2012			-	2,350,000	879,750	3,229,750	6,076,840
2013-25			-	16,740,000	2,376,060	19,116,060	24,827,450
Total	\$ -	\$ -	\$ -	\$ 32,195,000	\$ 13,232,586	\$ 45,427,586	\$ 77,911,389

City of Independence, Missouri
2003-04 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)	Storm Water Equipment (2430-010)	Storm Water Sewer Vac (2430-016)	1999 Fire Pumper (2430-014)	AS/400 Computer (2430-017)	2 Pumpers, 1 Rescue Vehicle (2430-013)
2004	\$ 56,374	\$ 107,212	\$ 106,569	\$ 36,419	\$ 38,588	\$ 22,909	\$ 49,288	\$ 101,647
2005	56,374	107,212	108,161		38,588	22,909	16,430	101,647
2006	28,187		91,262			22,909		
2007						22,909		
2008						22,910		
2009								
2010								
2011								
2012								
2013-25								
Total	\$ 140,935	\$ 214,424	\$ 305,992	\$ 36,419	\$ 77,176	\$ 114,546	\$ 65,718	\$ 203,294

Year	City Hall Renovation	City Hall Renovation	Hartman Heritage Debt Service	Total
2004	\$ 71,860	\$ 143,647	\$ 77,566	\$ 812,079
2005	69,260	145,587	78,613	744,781
2006	71,635	140,757	76,006	430,756
2007	68,638	145,668	78,657	315,872
2008	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			78,705	78,705
2012				-
2013-25				-
Total	\$ 492,953	\$ 1,006,684	\$ -	\$ 3,280,433

City of Independence, Missouri
2003-04 Operating Budget
Computation of Legal Debt Margin
June 30, 2003

Assessed Value at January 1, 2002: *			
Jackson County		\$ 1,067,266,982	
Clay County		<u>35,110</u>	
Total Assessed Value		<u><u>\$ 1,067,302,092</u></u>	
Constitutional Debt Limit ** (20% of Assessed Value)			\$ 213,460,418
Total Bonded Debt		\$ 53,826,179	
Less:			
Water Utility Bonds	\$ 32,195,000		
Electric Utility Bonds	<u>21,631,179</u>		
Subtotal		<u>53,826,179</u>	
Total Bonded Debt		\$ -	
Less: Debt Service Fund Balance		<u>0</u>	
Applicable Debt Limit			<u>\$ -</u>
Legal Debt Margin			\$ 213,460,418

* 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 thereon 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 2003-04 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
2003-04 Capital Budget
Summary of 2002-03 Carryover Appropriations

Project No.	Project Description	Source of Funding	Carryover Appropriation
Power and Light Fund:			
9036	Blue Valley Life Extension - Engineering	Power & Light	\$ 951,101.83
9309	Combustion Turbine Unit Life Extension Study	Power & Light	120,244.06
9310	Missouri City Power Production	Power & Light	111,990.52
9407	Substation Design and Construction	Power & Light	1,364,223.61
9607	Underground Utilities Program	Power & Light	4,011,832.46
9667	Blue Valley Plant - Clarifier & Lime Slaker	Power & Light	1,387,918.87
9669	Service Center Facility Improvements	Power & Light	212,894.44
9778	Coal Yard and Scale Improvements	Power & Light	181,155.74
9821	Blue Valley Unit 3 Generator Rewind	Power & Light	1,775,000.00
9822	Fly Ash System Upgrade - Blue Valley	Power & Light	906,475.50
9823	Blue Valley Plant Upgrades	Power & Light	1,059,647.89
9905	Transmission and Distribution	Power & Light	1,000,000.00
9907	Asbestos Abatement Missouri City	Power & Light	475,000.00
9908	New Substation Southeastern Independence	Power & Light	2,688,859.00
9918	Missouri City Unit 2 Boiler Repair	Power & Light	125,195.97
9925	Blue Valley Unit 3 Turbine Repair	Power & Light	18,686.44
9927	Blue Valley Unit 3 Turbine Overhaul	Power & Light	54,378.82
9931	Hazard Mitigation Grant	Power & Light	311,834.85
		Federal/State Grant	1,151,000.00
Power and Light Fund Total			\$ 17,907,440.00
Sanitary Sewer Fund:			
6452	Sewer District 448 - James Downey Road	Sanitary Sewer	\$ 56,098.64
9608	Swope and Viking to Kentucky	Sanitary Sewer	23,648.64
9613	Control Room Modification	Sanitary Sewer	439,345.14
9644	Lake Drive	Sanitary Sewer	3,887.65
9645	Wilson Road	Sanitary Sewer	46,373.17
9647	Clam Shell Hoist Assembly Restoration	Sanitary Sewer	10,618.19
9672	Pope to Dodgion	Sanitary Sewer	94,646.21
9724	3300 Block of South Claremont	Sanitary Sewer	32,565.79
9725	25th Street - Crysler to Rock Creek Main	Sanitary Sewer	31,922.16
9726	Main H - Truman Road to Rock Creek	Sanitary Sewer	104,293.91
9735	Engineering/Design - Shope to Huttig	Sanitary Sewer	12,839.43
9739	Engineering/Design - Kentucky I Pump Station	Sanitary Sewer	354,999.80
9757	Trenchless Technology - Neighborhoods	Sanitary Sewer	351,933.94
9767	Harvest Hills Sanitary Sewer	Sanitary Sewer	773,230.51
9781	Shope to Huttig	Sanitary Sewer	664,448.92
9783	2nd Street and Liberty to McCoy	Sanitary Sewer	13,161.40
9784	Kentucky and Wilson - Design	Sanitary Sewer	139,931.24
9785	Forest and Turner - Design	Sanitary Sewer	67,564.45
9786	Golden Acres Phase I - Design	Sanitary Sewer	99,428.01
9787	Lacy Village - Design	Sanitary Sewer	93,180.14
9788	Rock Creek Plant Buildings Restoration	Sanitary Sewer	7,703.85
9824	George Owens Park Sewer	Sanitary Sewer	4,253.24
9825	Truman and Berry Road Sewer	Sanitary Sewer	35,225.00
9826	Norton & Markham Design	Sanitary Sewer	124,615.03

City of Independence, Missouri
2003-04 Capital Budget
Summary of 2002-03 Carryover Appropriations

Project No.	Project Description	Source of Funding	Carryover Appropriation
Sanitary Sewer Fund (continued):			
9827	Norton to Country Club Park Design	Sanitary Sewer	136,038.76
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
9878	18424 East 25th Terrace	Sanitary Sewer	86,042.25
9879	Pollard to Hands	Sanitary Sewer	170,096.78
9880	East South Avenue and Leslie Street	Sanitary Sewer	14,627.49
9881	Contract Project Construction	Sanitary Sewer	100,000.00
9882	Sanitary Sewer Evaluation	Sanitary Sewer	80,000.00
9883	Rock creek Pump Station Improvements	Sanitary Sewer	108,366.90
9884	Incinerator Expansion Joint	Sanitary Sewer	90,070.42
9885	Dissolved Air Flotation Rehabilitation	Sanitary Sewer	8,128.03
9886	Decant Basin Rehabilitation	Sanitary Sewer	85,000.00
9887	Telephone Systems	Sanitary Sewer	27,000.00
9888	Carpet Replacement	Sanitary Sewer	35,000.00
9917	Country Meadows Sanitary Sewer	Sanitary Sewer	840.00
9921	Sanitary Sewer @ American Legion on 40 Highway	Sanitary Sewer	26,239.45
9923	Fall Drive Sanitary Sewer	Sanitary Sewer	250,177.18
Sanitary Sewer Fund Total			\$ 5,028,541.72
Water Fund:			
9501	M291 Widening (24 Highway to 210 Highway)	Water	\$ 1,301,856.30
9748	Plant Improvement - Paint Blue Ridge Tower	Water	191,690.00
9749	Main Replacement Program	Water	269,498.85
9791	Design New Transmission Main	Water	350,392.06
9832	Plant Improvement Rebuild Contact Basin 5	Water	587,081.00
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	100,000.00
9837	Plant Improvement Replace Valve Operating Cylinders and Filters	Water	40,000.00
9838	Crysler Avenue Main Replacement 39th to 31st St.	Water	670,000.00
9839	Small Main Replacement Program	Water	805,743.36
9841	Little Blue Parkway Preliminary Engineering	Water	239,000.00
9842	Salisbury Road Improvements	Water	38,774.79
9844	New Cement City Road Main Extension	Water	188,000.00
9869	Courtney Bend Treatment Plant	Water	1,177,560.74
9889	Little Blue Parkway Main Phase I		4,665,087.00
9894	Site Work at Courtney Bend Plant for Plant Exp.		145,200.75
9912	Well Field Main Improvements		340,000.00
9942	Courtney Bend Plant Expansion/Construction		17,749,930.00
Water Fund Total			\$ 29,209,814.85

City of Independence, Missouri
2003-04 Capital Budget
Summary of 2002-03 Carryover Appropriations

Project No.	Project Description	Source of Funding	Carryover Appropriation
Street Improvements Fund:			
9208	Little Blue Parkway - Phase III	Street Improvements	\$ 31,886.54
		Surface Transportation	4,299.60
		Power and Light	12,000.00
9622	Little Blue Parkway - Phase I	Street Improvements	(3,738.64)
		Surface Transportation	142,442.42
9633	Little Blue Parkway - Phase II	County Urban Road Sys.	594.45
9703	Carlisle Neighborhood Street	CDBG Grant	10,459.78
		General Fund TIF Dist.	1,163.34
9705	Santa Fe Neighborhood Improvement District	General	(60.96)
9708	Crysler Avenue - 39th to 31st Street	Surface Transportation	1,339,880.50
		County Urban Road Sys.	327,724.66
9731	Benton Sidewalks	CDBG Grant	2,012.74
		General Fund TIF Dist.	927.53
9760	Crenshaw and RD Mize Improvement	General	17.01
		Revolving Public Improv.	33,267.95
9761	Crysler Avenue - 23rd Street to 31st Street	County Urban Road Sys.	250,271.90
		Surface Transportation	1,440,000.00
9774	Pleasant Street Railroad Crossing Improvements	General	1,400.00
9776	Noland Road I-70 to 23rd Street	Neighborhood Improv.	29,756.89
		Street Improvements	33,339.55
9795	Truman Road - Grand to Union	General	1,150.32
9797	Maple, Forest Curbs and Gutters	CDBG Grant	17,520.00
9815	Truman Road - M-291 Highway to Swope	County Urban Road Sys.	4,213.75
9819	Maple, Delaware to Pleasant	General	(6,588.29)
9866	Little Blue Parkway (RD Mize to 24 Hwy.)	General	(139.92)
9868	Ash Street Bridge	Strategic Goals	35,336.22
9874	Hidden Valley Road Street Improvements	Excise Taxes	16,367.75
9913	39th and Noland to Phelps	General Fund TIF Dist.	(153.36)
9914	39th St (Phelps to Lee's Summit)	General Fund TIF Dist.	(1,629.22)
9919	35th and Noland Intersection	General Fund TIF Dist.	(2,067.73)
9920	Jackson Drive (Bundschu to Jones)	General Fund TIF Dist.	(18,139.03)
9924	Independence Square Parking Lot Improvements	General	(4,926.51)
9926	RSO Railroad Crossings	TIF Revenues	(2,694.00)
9929	South Main Street Viaduct	General Fund TIF Dist.	(3,475.86)
Street Improvements Fund Total			\$ 3,692,419.38
Street Improvements Sales Tax Fund:			
9706	Noland Road Rehabilitation	Street Improv. Sales Tax	\$ (12,191.04)
9711	Ash Street Bridge	Street Improv. Sales Tax	250,972.01
9712	Salisbury Road Improvements	Street Improv. Sales Tax	94,094.30
9713	39th and Phelps Signals	Street Improv. Sales Tax	12,549.23
9714	Blue Ridge and Westport	Street Improv. Sales Tax	7,680.39
9751	Maywood Bridge at Rock Creek	Street Improv. Sales Tax	23,494.07
9752	Noland Road Overlay- I-70 to 23rd Street	Street Improv. Sales Tax	(7,463.84)
9753	Ann Street Culvert	Street Improv. Sales Tax	10,045.20
9754	Bundschu Road Culvert West of Charlton Road	Street Improv. Sales Tax	10,306.31

City of Independence, Missouri
2003-04 Capital Budget
Summary of 2002-03 Carryover Appropriations

Project No.	Project Description	Source of Funding	Carryover Appropriation
<u>Street Improvements Sales Tax Fund (continued):</u>			
9818	2001 Street Overlay Program	Street Improv. Sales Tax	(6,299.69)
9860	2002 Street Overlay Program	Street Improv. Sales Tax	(2,772,401.15)
9871	9th Street Sidewalks	Street Improv. Sales Tax	6,449.15
9915	2003 Street Overlay Program	Street Improv. Sales Tax	3,971,676.95
9932	Northern Avenue Bridge	Street Improv. Sales Tax	99,600.00
9933	32nd and Noland Intersection	Street Improv. Sales Tax	49,440.00
9934	Bundschu Road Bridge	Street Improv. Sales Tax	20,000.00
9935	Noland Road Bridge	Street Improv. Sales Tax	248,160.00
9936	Santa Fe/McCoy Improvements	Street Improv. Sales Tax	19,920.00
9937	Vermont Street Bridge	Street Improv. Sales Tax	19,920.00
9938	Crackerneck Culvert	Street Improv. Sales Tax	20,000.00
9939	Noland and 23rd Intersection	Street Improv. Sales Tax	80,000.00
9940	Main and Walnut Traffic Signal	Street Improv. Sales Tax	40,000.00
9941	Main Street Bridge	Street Improv. Sales Tax	87,907.43
Street Improvements Sales Tax Fund Total			\$ 2,273,859.32
<u>Buildings and Other Improvements Fund:</u>			
9660	West Entry Streetscape Phase I	General	\$ 4,848.05
9698	Truman Road Streetscape Phase II	Surface Transportation	28,062.28
9707	Truman Road Streetscape Phase II	General	14,545.71
		Street Improvements	90,000.00
9728	Hotel Site Acquisition	CDBG Grant	189,535.42
9766	Truman Walking Trail Phase II	Surface Transportation	37,876.58
		General	(5,476.12)
		Contributions	6,307.54
Buildings and Other Improvements Fund Total			\$ 365,699.46
<u>Storm Drainage Improvements Fund:</u>			
9729	FEMA Buyout	General	395.67
		State Grant	124,016.74
9771	27th and Scott	General	778.47
9792	North Fork of Crackerneck Detention Basin	General	(749.00)
		State Grant	7,468.46
9862	Cariage Hills Storm Sewer	Contributions	15,000.00
		General	5,000.00
Storm Drainage Improvements Fund Total			\$ 151,910.34
<u>Storm Drainage Improvements Sales Tax Fund:</u>			
9803	Spring Branch Creek Detention Basin	General	\$ 58,957.00
		State Grant	78,000.00
		Storm Water Sales Tax	405,582.13
9804	Selsa Road Culvert	Storm Water Sales Tax	6,940.19
9805	35th and Leslie Phase II	State Grant	107,347.23
		Storm Water Sales Tax	(41,491.16)

City of Independence, Missouri
2003-04 Capital Budget
Summary of 2002-03 Carryover Appropriations

Project No.	Project Description	Source of Funding	Carryover Appropriation
<u>Storm Drainage Improvements Sales Tax Fund (continued):</u>			
9806	30th Terrace Culvert	General	92,179.96
		Storm Water Sales Tax	(5,606.68)
9807	3013 IVA Drive	Storm Water Sales Tax	(6,389.27)
9808	Bryn Mawr Road Culvert	Storm Water Sales Tax	80,786.86
9809	3018 Sweet Briar	Storm Water Sales Tax	14,422.29
9810	1103 West 35th Street	Storm Water Sales Tax	22,285.61
9811	39th Street North and Pleasant	Storm Water Sales Tax	223,191.58
9813	Crackerneck Watershed Study	Storm Water Sales Tax	33,558.05
9814	Construction Contingency	Storm Water Sales Tax	51,085.60
9847	39th and Woodland Detention Basin	Storm Water Sales Tax	187,969.71
9848	1103 West 35th Street	Storm Water Sales Tax	358,476.03
9849	18909 Arrowhead	Storm Water Sales Tax	55,659.14
9850	16621 Crackerneck	Storm Water Sales Tax	71,808.14
9851	Dakota and Apache	Storm Water Sales Tax	150,491.38
9852	Redwood and Cheyenne	Storm Water Sales Tax	342,837.39
9853	11320 East 19th Street Design	Storm Water Sales Tax	450,688.81
9854	14201 East 35th Street Design	Storm Water Sales Tax	281,067.73
9855	Norton at 32nd to Country Club Park Design	Storm Water Sales Tax	484,828.18
9856	Dodgion to Hocker, North of Gilmer Design	Storm Water Sales Tax	195,914.62
9857	44th and Phelps Design	Storm Water Sales Tax	19,687.82
9858	10422 Sheley Design	Storm Water Sales Tax	19,906.72
9859	Watershed Studies - Burr Oak and Mill Creek	Storm Water Sales Tax	120,500.00
9864	Blue Mills Detention Basin	Storm Water Sales Tax	5,411.07
9865	Bellevista Detention Basin	Storm Water Sales Tax	125,507.16
9872	32nd Street and Crysler Culvert	Storm Water Sales Tax	94,266.80
9873	Adair Watershed Study	Storm Water Sales Tax	4,631.70
9876	Cliffs Lot 84 Storm Sewer	Storm Water Sales Tax	3,114.70
9909	18th and Harris Avenue Design	Storm Water Sales Tax	16,000.00
9910	24th and Harris Avenue Design	Storm Water Sales Tax	27,255.60
9911	Watershed Studies - Bundschu and Sugar Creek	Storm Water Sales Tax	140,000.00
9922	30th and Linwood Storm Sewer	Storm Water Sales Tax	13,307.48
Storm Water Improvements Sales Tax Fund Total			\$ 4,290,179.57
<u>Park Improvements Fund:</u>			
9802	Truman Memorial Building Restoration	Contributions	\$ 15,290.13
9877	Truman Memorial Building Parking Lot	General Fund TIF Distr.	120,337.45
Park Improvements Fund Total			\$ 135,627.58

City of Independence, Missouri
 2003-04 Capital Budget
Summary of 2002-03 Carryover Appropriations

Project No.	Project Description	Source of Funding	Carryover Appropriation
<u>Park Improvements Sales Tax Fund:</u>			
9718	Playground Renovations	Park Improv. Sales Tax	\$ 27,914.32
9719	Athletic Fields and Court Renovations	Park Improv. Sales Tax	193,456.80
9720	Maintenance and Security	Park Improv. Sales Tax	(628.18)
9721	Building Reconstruction	Park Improv. Sales Tax	253,466.08
9722	Infrastructure Repairs	Park Improv. Sales Tax	22,091.48
9723	Walking Trails and Bicycle Paths	Park Improv. Sales Tax	131,353.57
Park Improvements Sales Tax Fund Total			\$ 627,654.07
Grand Total - All Funds			\$ 63,683,146.29

City of Independence, Missouri
2003-04 Capital Budget
Summary of 2000-01 Carryover Appropriations

Capital Project Fund	Funding Source	Amount
<u>Power and Light Fund:</u>		
	Power and Light Fund Retained Earnings	\$ 16,756,440.00
	Federal (FEMA)/State (SEMA) Grant	1,151,000.00
		<u>\$ 17,907,440.00</u>
<u>Sanitary Sewer Fund:</u>		
	Sanitary Sewer Fund Retained Earnings	5,028,541.72
<u>Water Fund:</u>		
	Water Fund Retained Earnings	29,209,814.85
<u>Street Improvements Fund:</u>		
	Street Improvements Fund Designated for Capital Projects	61,487.45
	Community Development Block Grant Act	29,992.52
	Excise Tax	16,367.75
	General Fund Designated for Capital Projects	(9,148.35)
	General Fund TIF Distributions	(23,374.33)
	Tax Increment Financing Revenues	(2,694.00)
	Revolving Public Improvements	33,267.95
	City Council Strategic Goals	35,336.22
	Neighborhood Improvement District	29,756.89
	County Urban Road System Program	582,804.76
	Surface Transportation Federal Grant Program	2,926,622.52
	Power and Light Retained Earnings	12,000.00
		<u>3,692,419.38</u>
<u>Street Improvements Sales Tax Fund:</u>		
	Street Improvements Sales Tax	2,273,859.32
<u>Buildings and Other Improvements Fund:</u>		
	Community Development Block Grant Act	189,535.42
	General Fund Designated for Capital Projects	13,917.64
	Surface Transportation Federal Grant Program	65,938.86
	Street Improvements Fund Designated for Capital Projects	90,000.00
	Contributions	6,307.54
		<u>365,699.46</u>
<u>Storm Drainage Improvements Fund:</u>		
	General Fund Designated for Capital Projects	5,425.14
	Contributions	15,000.00
	State Grants	131,485.20
		<u>151,910.34</u>
<u>Storm Drainage Improvements Sales Tax Fund:</u>		
	Storm Drainage Improvements Sales Tax	3,953,695.38
	General Fund Designated for Capital Projects	151,136.96
	State Grants	185,347.23
		<u>4,290,179.57</u>
<u>Park Improvements Fund:</u>		
	Contributions	15,290.13
	General Fund Designated for TIF Distributions	120,337.45
		<u>135,627.58</u>
<u>Park Improvements Sales Tax Fund:</u>		
	Park Improvements Sales Tax	627,654.07
Grand Total - All Funds		<u><u>\$ 63,683,146.29</u></u>

City of Independence, Missouri
2003-04 Operating Budget
Capital Budget Summary - Power and Light Fund

Project Number	Project Description	Source of Funds	Amount
9607	Transmission and Distribution Underground Conversion Program	Power and Light Fund	\$ 500,000
9905	Transmission and Distribution Overhead Improvements and Additions	Power and Light Fund	500,000
9821	Blue Valley Plant - Unit 3 Generator Rewind Upgrades	Power and Light Fund	700,000
9943	Blue Valley Plant - Unit 2 Turbine Overhaul	Power and Light Fund	900,000
9823	Blue Valley Plant Upgrades and Improvements	Power and Light Fund	750,000
9908	New Substation - Southeastern Independence	Power and Light Fund	1,000,000
9669	Service Center Facility Improvements	Power and Light Fund	875,000
9944	Blue Valley Unit 1 Turbine Overhaul	Power and Light Fund	900,000
9945	RCT - Turbine Inspection/Overhaul	Power and Light Fund	1,200,000
9946	Burner Management System - Missouri City	Power and Light Fund	800,000
Grand Total			<u><u>\$ 8,125,000</u></u>

City of Independence, Missouri
2003-04 Operating Budget
Capital Budget Summary - Sanitary Sewer Fund

Project Number	Project Description	Source of Funds	Amount
<u>Sanitary Sewer Collection System Projects-</u>			
9953	Kiger and Morgan Design	Sanitary Sewer Fund	\$ 53,000
9757	Trenchless Technology	Sanitary Sewer Fund	1,000,000
	Subtotal		<u>\$ 1,053,000</u>
<u>Treatment Plant Projects-</u>			
9954	Polymer Pumps (3) and Controls	Sanitary Sewer Fund	\$ 65,000
9955	Odor Control Improvements	Sanitary Sewer Fund	130,000
9956	Fuel Tank Improvements (SPCC)	Sanitary Sewer Fund	85,000
	Subtotal		<u>\$ 280,000</u>
<u>Facility Projects</u>			
9957	Buildings Roof Repair	Sanitary Sewer Fund	\$ 120,000
	Subtotal		<u>\$ 120,000</u>
	Grand Total		<u><u>\$ 1,453,000</u></u>

City of Independence, Missouri
2003-04 Operating Budget
Capital Budget Summary - Water Fund

Project Number	Project Description	Source of Funds	Amount
9947	USGS Riverbank Filtration Study	Water Fund	110,000
9749	Main Replacement Program	Water Fund	200,000
9948	Plant Improvements - Vertical Wells in North Well Field	Water Fund	530,000
9836	Plant Improvements - Replace Well Starters and Circuit Breakers	Water Fund	50,000
9839	Small Main Replacement Program	Water Fund	606,000
9949	Crysler Avenue Main Replacement - 31st to 23rd Street	Water Fund	600,000
9950	39th Street Main Replacement - Noland to Lee's Summit Road	Water Fund	750,000
9951	Truman Road Main Replacement - M291 to Swope Drive	Water Fund	200,000
9952	Security Upgrades	Water Fund	500,000
	Grand Total		<u>\$ 3,546,000</u>

City of Independence, Missouri
2003-04 Operating Budget
Capital Budget Summary - Street Improvements Sales Tax Fund

Project Number	Project Description	Source of Funds	Amount
<u>Overlay Program:</u>			
9958	2004 Overlay Program	Street Improv. Sales Tax	\$ 3,750,000
	Total Overlay Program		<u>\$ 3,750,000</u>
<u>Bridge Improvements:</u>			
9938	Crackerneck Culvert	Street Improv. Sales Tax	\$ 100,000
9959	Liberty and Jones Culvert	Street Improv. Sales Tax	50,000
9960	Strode Road Bridge	Street Improv. Sales Tax	50,000
9934	Bundschu Bridge	Street Improv. Sales Tax	200,000
9937	Vermont Street Bridge	Street Improv. Sales Tax	100,000
	Total Bridge Improvements		<u>\$ 500,000</u>
<u>Traffic Signals:</u>			
9961	Winner Road and Ash Street Traffic Signal	Street Improv. Sales Tax	\$ 10,000
	Total Traffic Signals		<u>\$ 10,000</u>
<u>Intersection Improvements - Whitetopping</u>			
9962	Lee's Summit Road and 24 Highway	Street Improv. Sales Tax	\$ 220,000
9963	Crysler and 40 Highway	Street Improv. Sales Tax	\$ 220,000
	Total Intersection Improvements		<u>\$ 440,000</u>
<u>Other Street Improvements:</u>			
9936	Santa Fe Road/McCoy (23rd to 31st)	Street Improv. Sales Tax	\$ 200,000
9939	23rd Street and Noland Turn Lanes	Street Improv. Sales Tax	30,000
9964	Eureka and Crenshaw Intersection Improvements	Street Improv. Sales Tax	40,000
9965	Holke and Necessary Road Intersection Improvements	Street Improv. Sales Tax	60,000
9966	Lexington Street and Walnut Intersection Improvements	Street Improv. Sales Tax	40,000
9967	Median Improvements	Street Improv. Sales Tax	275,000
9933	32nd Street and Noland Turn Lane	Street Improv. Sales Tax	40,000
	Total Other Street Improvements		<u>\$ 685,000</u>
		Grand Total	<u><u>\$ 5,385,000</u></u>

City of Independence, Missouri
2003-04 Operating Budget
Capital Budget Summary - Park Improv. Sales Tax Fund

Project Number	Project Description	Source of Funds	Amount
<u>1998 Capital Improvements Sales Tax Projects - Parks:</u>			
Playground Renovations:			
	Total Playground Renovations		\$ -
Athletic Fields & Court Renovations:			
9719	Athletic Fields/Courts - Van Hook Softball Complex Rehabilitation	Park Improv. Sales Tax (1)	\$ 300,000
	Total Athletic Fields & Court Renovations		\$ 300,000
Maintenance & Security:			
9720	Maintenance/Security - Tree Trimming & Removal	Park Improv. Sales Tax (1)	\$ 50,000
	Total Maintenance & Security		\$ 50,000
<u>Building Reconstruction:</u>			
9721	Building Reconstruction - Park Picnic Shelter and Restroom Rehabilitation	Park Improv. Sales Tax (1)	\$ 250,000
	Total Building Reconstruction		\$ 250,000
<u>Infrastructure Repairs:</u>			
9722	Infrastructure Repairs - Various Park Sites	Park Improv. Sales Tax (1)	\$ 100,000
	Total Infrastructure Repairs		\$ 100,000
<u>Walking Trails & Bicycle Paths:</u>			
9723	Walking Trails and Bicycle Paths - Various Park Sites	Park Improv. Sales Tax (1)	\$ 250,000
	Total Walking Trails & Bicycle Paths		\$ 250,000
	Subtotal 1998 Capital Improvements Sales Tax Projects - Parks		\$ 950,000
<u>2002 Parks and Recreation Sales Tax Projects:</u>			
9968	Palmer Senior Adult Center	Park Improv. Sales Tax (2)	\$ 600,000
9969	Aquatics Center and Water Playgrounds	Park Improv. Sales Tax (2)	500,000
9970	Park Revitalization	Park Improv. Sales Tax (2)	385,000
9971	Park Maintenance - Mobile Equipment	Park Improv. Sales Tax (2)	110,000
	Subtotal 2002 Parks and Recreation Sales Tax Projects		\$ 1,595,000
	Grand Total		<u>\$ 2,545,000</u>

City of Independence, Missouri
2003-04 Operating Budget
Capital Budget Summary - Storm Water Sales Tax Fund

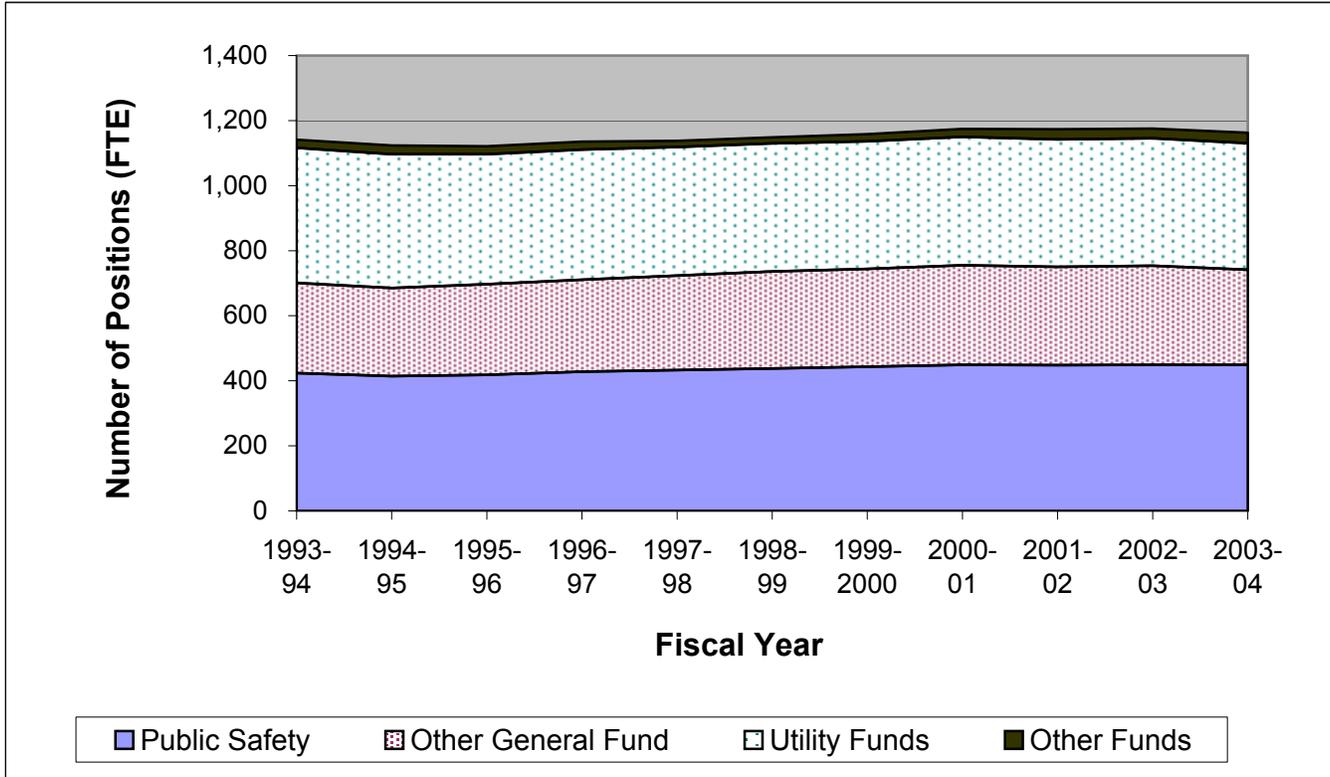
Project Number	Project Description	Source of Funds	Amount
9972	44th and Phelps Construction	Storm Water Sales Tax	\$ 409,000
9973	18th and Hardy Construction	Storm Water Sales Tax	205,000
9974	10422 Sheley Construction	Storm Water Sales Tax	102,000
9975	24th and Harris Construction	Storm Water Sales Tax	254,000
9976	Timbercreek - Pollard Street Culvert	Storm Water Sales Tax	30,000
9977	Bellevista - Leslie Culvert at Linwood	Storm Water Sales Tax	25,000
9978	Glendale - Queen Ridge Drainage	Storm Water Sales Tax	75,000
9979	Crysler Meadows - West 30th Street Drainage	Storm Water Sales Tax	33,000
9980	South Osage Acres Drainage	Storm Water Sales Tax	35,000
9981	Salisbury Detention Basin	Storm Water Sales Tax	60,000
9982	Watershed Study - Tapawingo	Storm Water Sales Tax	75,000
9814	Construction Contingency	Storm Water Sales Tax	150,000
	Grand Total		<u><u>\$ 1,453,000</u></u>

City of Independence, Missouri
2003-04 Capital Budget
Capital Budget Summary - Tax Increment Financing Fund

Project Number	Project Description	Source of Funds	Amount
6704	Schnucks Redevelopment	Tax Increment Fin. Rev.	\$ 58,000
6706	Recovery Sales Outlet Redevelopment	Tax Increment Fin. Rev.	200,000
6713	North Independence Improvements	Tax Increment Fin. Rev.	50,000
	Fund Total		<u>\$ 308,000</u>
	Grand Total - All Funds		<u><u>\$ 22,815,000</u></u>

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
2003-04 Operating Budget
Authorized Positions Summary - All Funds
For the Fiscal Years 1992-93 through 2003-04

Description	1993-94	1994-95	1995-96	1996-97	1997-98	1998-99	1999-2000	2000-01	2001-02	2002-03	Budget 2003-04
General Fund-											
City Council	12.00	12.00	12.00	12.00	11.00	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	6.50
City Manager	5.00	4.00	5.00	5.00	9.38	10.50	11.50	11.00	10.00	10.00	8.50
National Frontier Trails Center	6.55	6.55	6.55	6.55	6.55	6.55	6.00	6.00	6.00	6.00	6.00
Technology Services	19.00	19.00	21.00	21.00	21.00	21.00	21.00	21.00	20.00	20.00	20.00
Municipal Court	13.00	13.00	13.00	13.00	12.00	12.00	13.00	13.00	13.00	13.00	13.00
Law	6.00	6.00	6.00	6.00	6.00	6.50	6.00	6.00	6.00	6.00	5.50
Finance	26.00	26.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	24.00
Personnel	5.00	5.00	6.00	6.00	6.00	6.50	6.50	7.50	7.50	7.50	7.50
Community Development	15.00	21.50	24.50	28.00	28.00	30.00	31.00	35.00	23.00	23.00	22.00
Police	240.53	240.25	245.00	255.00	260.00	264.00	269.00	275.00	274.00	275.00	275.00
Fire	183.28	174.00	173.00	173.00	173.00	174.00	174.00	174.00	174.00	174.00	174.00
Health	30.49	24.99	26.74	27.74	26.74	28.49	28.49	27.24	38.13	39.69	39.47
Public Works	92.00	86.00	86.00	86.50	87.90	87.73	87.90	89.90	88.90	87.90	82.00
Water Pollution Control	0.00	0.00	0.00	0.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Parks and Recreation	39.90	39.90	40.15	39.15	39.15	41.10	41.70	41.70	41.70	43.79	42.14
Total General Fund	700.75	685.19	696.94	710.94	723.72	736.37	744.09	755.34	750.23	753.88	741.61
Tourism Fund	3.10	3.10	3.10	3.10	3.73	3.40	3.40	3.40	3.41	3.41	3.41
Community Dev. Block Grant Act Fund-											
Community Development	5.50	5.50	4.50	4.50	4.50	4.50	4.50	3.50	3.00	3.00	3.00
Parks and Recreation	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total CDBG Fund	5.50	6.50	4.50	4.50	4.50	4.50	4.50	3.50	3.00	3.00	3.00
HOME Program Fund	0.00	1.00	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	2.99	7.00	5.00	5.00	8.61

City of Independence, Missouri
2003-04 Operating Budget
Authorized Positions Summary - All Funds
For the Fiscal Years 1992-93 through 2003-04

Description	1993-94	1994-95	1995-96	1996-97	1997-98	1998-99	1999-2000	2000-01	2001-02	2002-03	Budget 2003-04
Storm Water Sales Tax Fund	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	9.00	7.00	7.00
Power and Light Fund-											
Technology Services	1.00	1.00	0.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Finance	1.50	1.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Power and Light	230.50	215.50	220.50	220.00	220.00	220.00	220.00	220.00	220.00	220.00	220.00
Total Power and Light Fund	233.00	218.00	220.50	221.00	221.00	221.00	221.00	221.00	221.00	221.00	221.00
Sanitary Sewer Fund-											
Finance	0.75	0.75	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Public Works	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Water Pollution Control	77.50	74.50	72.50	72.50	72.50	72.50	71.50	73.50	72.00	72.00	69.00
Total Sanitary Sewer Fund	80.25	77.25	72.50	72.50	72.50	72.50	71.50	73.50	72.00	72.00	69.00
Storm Water Fund-											
Water Pollution Control	5.00	5.00	5.00	5.00	0.00	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	1.50	1.50	1.50	1.50	1.50	1.50
Finance	0.75	0.75	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Water	101.73	115.73	106.73	106.48	101.48	98.48	98.48	98.48	97.48	97.48	97.48
Total Water Fund	102.48	116.48	106.73	106.48	101.48	99.98	99.98	99.98	98.98	98.98	98.98
Central Garage Fund	11.00	11.00	11.00	11.00	10.00	10.00	10.00	10.00	10.00	10.00	9.00
Grand Total All Funds	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	1,162.61

City of Independence, Missouri
2003-04 Operating Budget
Authorized Position Changes - All Funds
For the Fiscal Years 2002-03 through 2003-04

Fund/ Department/Function/Position Title	Change During 2002-03	Change for 2003-04	Total Changes for 2003-04	Comments
General Fund				
City Clerk				
Administrative Specialist III		(0.50)	(0.50)	position reduced to 50%
Department Total	-	(0.50)	(0.50)	
City Manager				
City Manager's Office				
Administrative Specialist II		(0.50)	(0.50)	position reduced to 50%
Citizen Information Center				
Citizen Information Center Manager	1.00		1.00	position reclassified
Customer Service Technician II	(1.00)		(1.00)	position reclassified
Customer Service Technician I		(1.00)	(1.00)	position eliminated
Department Total	-	(1.50)	(1.50)	
Law				
Legal Administrative Specialist		(0.50)	(0.50)	position reduced to 50%
Department Total	-	(0.50)	(0.50)	
Finance				
Business License Compliance Officer		(1.00)	(1.00)	position eliminated
Department Total	-	(1.00)	(1.00)	
Human Resources				
Human Resources Specialist	(1.00)		(1.00)	position deleted in department reorganization
Human Resources Administrator	(1.00)		(1.00)	position deleted in department reorganization
Human Resources Technician	(1.00)		(1.00)	position deleted in department reorganization
Compensation and Benefits Specialist	1.00		1.00	new position added in department reorganization
Employment and Training Specialist	1.00		1.00	new position added in department reorganization
Human Resources Assistant	0.75		0.75	new part time position added in department reorganization
Administrative Specialist II	0.25		0.25	increase funding for part time position resulting from department reorganization
Department Total	-	-	-	
Community Development				
Long Range Planning				
Planner	(1.00)		(1.00)	transferred to Current Planning

City of Independence, Missouri
2003-04 Operating Budget
Authorized Position Changes - All Funds
For the Fiscal Years 2002-03 through 2003-04

Fund/ Department/Function/Position Title	Change During 2002-03	Change for 2003-04	Total Changes for 2003-04	Comments
General Fund				
City Clerk				
Administrative Specialist III		(0.50)	(0.50)	position reduced to 50%
Department Total	-	(0.50)	(0.50)	
City Manager				
City Manager's Office				
Administrative Specialist II		(0.50)	(0.50)	position reduced to 50%
Citizen Information Center				
Citizen Information Center Manager	1.00		1.00	position reclassified
Customer Service Technician II	(1.00)		(1.00)	position reclassified
Customer Service Technician I		(1.00)	(1.00)	position eliminated
Department Total	-	(1.50)	(1.50)	
Law				
Legal Administrative Specialist		(0.50)	(0.50)	position reduced to 50%
Department Total	-	(0.50)	(0.50)	
Finance				
Business License Compliance Officer		(1.00)	(1.00)	position eliminated
Department Total	-	(1.00)	(1.00)	
Human Resources				
Human Resources Specialist	(1.00)		(1.00)	position deleted in department reorganization
Human Resources Administrator	(1.00)		(1.00)	position deleted in department reorganization
Human Resources Technician	(1.00)		(1.00)	position deleted in department reorganization
Compensation and Benefits Specialist	1.00		1.00	new position added in department reorganization
Employment and Training Specialist	1.00		1.00	new position added in department reorganization
Human Resources Assistant	0.75		0.75	new part time position added in department reorganization
Administrative Specialist II	0.25		0.25	increase funding for part time position resulting from department reorganization
Department Total	-	-	-	
Community Development				
Long Range Planning				
Planner	(1.00)		(1.00)	transferred to Current Planning

City of Independence, Missouri
2003-04 Operating Budget
Authorized Position Changes - All Funds
For the Fiscal Years 2002-03 through 2003-04

Fund/ Department/Function/Position Title	Change During 2002-03	Change for 2003-04	Total Changes for 2003-04	Comments
Current Planning				
Planner	1.00		1.00	transferred from Long Range Planning
Planning Director		(1.00)	(1.00)	position eliminated
Building Inspection				
Building Inspection Supervisor	(1.00)		(1.00)	position retitled
Building Official	1.00		1.00	position retitled
Construction Inspector	(4.00)		(4.00)	positions retitled
Building Inspector	4.00		4.00	positions retitled
Department Total	-	(1.00)	(1.00)	
Police-				
Chief of Police				
Fleet Coordinator	1.00		1.00	add new position
Deputy Chief of Police	2.00		2.00	department reorganization
Police Major	1.00		1.00	department reorganization
Clerk Typist II	(1.00)		(1.00)	position reclassified
Police Lieutenant	(2.00)		(2.00)	department reorganization
Administrative Specialist II	1.00		1.00	position reclassified
Administrative Specialist II	1.00		1.00	position transferred from another unit
Uniform Unit				
Police Major	1.00		1.00	department reorganization
Police Captain	3.00		3.00	department reorganization
Police Officer	(12.00)		(12.00)	department reorganization
Police Lieutenant	(4.00)		(4.00)	department reorganization
Police Sergeant	(1.00)		(1.00)	department reorganization
Police Officer Recruit	1.00		1.00	department reorganization
Traffic Unit				
Police Major	1.00		1.00	department reorganization
Police Captain	(1.00)		(1.00)	department reorganization
Police Officer	(1.00)		(1.00)	department reorganization
Clerk Typist II	(1.00)		(1.00)	position reclassified
Administrative Specialist II	1.00		1.00	position reclassified
Special Operations				
Police Captain	1.00		1.00	department reorganization
Police Lieutenant	(1.00)		(1.00)	department reorganization
Police Sergeant	2.00		2.00	department reorganization
Police Officer	4.00		4.00	department reorganization
Community Services Unit				
Police Major	1.00		1.00	department reorganization
Police Captain	(1.00)		(1.00)	department reorganization
Police Sergeant	(1.00)		(1.00)	department reorganization
Police Officer	(4.00)		(4.00)	department reorganization

City of Independence, Missouri
2003-04 Operating Budget
Authorized Position Changes - All Funds
For the Fiscal Years 2002-03 through 2003-04

Fund/ Department/Function/Position Title	Change During 2002-03	Change for 2003-04	Total Changes for 2003-04	Comments
Drug Enforcement Unit				
Police Captain	1.00		1.00	department reorganization
Police Sergeant	1.00		1.00	department reorganization
Police Officer	12.00		12.00	department reorganization
Detention				
Police Captain	1.00		1.00	department reorganization
Police Lieutenant	(1.00)		(1.00)	department reorganization
Police Sergeant	(1.00)		(1.00)	department reorganization
Records and Property				
Police Captain	(1.00)		(1.00)	department reorganization
Police Records Supervisor	(1.00)		(1.00)	department reorganization
Communications				
Telecommunicator I	(2.00)		(2.00)	department reorganization
Emergency Communications Admin.	1.00		1.00	department reorganization
Police Lieutenant	(1.00)		(1.00)	department reorganization
Department Total	-	-	-	
Fire-				
Fire Administration-				
Administrative Aide I	(1.00)		(1.00)	position reclassified
Administrative Specialist II	1.00		1.00	position reclassified
Department Total	-	-	-	
Health-				
Administration				
Community Health Epidemiologist	1.00		1.00	add new grant funded position
Community Health Response Planner	1.00		1.00	add new grant funded position
Health Outreach and Promotion				
Health Educator	(0.49)		(0.49)	delete vacant part time position
Community Health Nurse	(1.23)		(1.23)	adjust FTE for part time positions based on available grant funding
Code Enforcement				
Clerk Typist II		(0.50)	(0.50)	position reduced to 50%
Department Total	0.28	(0.50)	(0.22)	
Public Works				
Public Works Engineering				
Assistant Department Director	1.00		1.00	position reclassified
Chief Engineer	(1.00)		(1.00)	position reclassified
Engineer III	(1.00)		(1.00)	transferred to Traffic Section
Administrative Support				

City of Independence, Missouri
2003-04 Operating Budget
Authorized Position Changes - All Funds
For the Fiscal Years 2002-03 through 2003-04

Fund/ Department/Function/Position Title	Change During 2002-03	Change for 2003-04	Total Changes for 2003-04	Comments
Assistant Department Director	1.00		1.00	add new position
Land Acquisition Agent	1.00		1.00	transferred from Property Management section
Recycling Site Operator	0.10		0.10	position reclassified as full time
Property Management				
Land Acquisition Agent	(1.00)		(1.00)	transferred to Administrative Support
Maintenance Supervisor		(1.00)	(1.00)	position eliminated
Custodian		(2.00)	(2.00)	positions eliminated and offset by contract custodial services
Building Maintenance Worker II		(1.00)	(1.00)	position eliminated and offset by contract building maintenance services
Street Maintenance				
Maintenance Supervisor	(1.00)		(1.00)	transferred to Traffic section
Assistant Foreman	(1.00)		(1.00)	transferred to Traffic section
Assistant Foreman	(1.00)		(1.00)	delete vacant position
Sign and Marking Technician	(5.00)		(5.00)	transferred to Traffic section
Construction Aide	(2.00)		(2.00)	vacant positions converted to contract services
Traffic				
Engineer III	1.00		1.00	transferred from Engineering
Maintenance Supervisor	1.00		1.00	transferred from Street Maintenance
Assistant Foreman	1.00		1.00	
Sign and Marking Technician	5.00		5.00	
Department Total	(1.90)	(4.00)	(5.90)	
Parks and Recreation				
Recreation Programs Administration				
Clerk I	(0.10)		(0.10)	adjust funding
Truman Memorial Building				
Recreation Program Supervisor		(0.50)	(0.50)	adjustment for six month's funding of the facility
Administrative Specialist II		(0.50)	(0.50)	adjustment for six month's funding of the facility
Center Attendant		(0.55)	(0.55)	adjustment for six month's funding of the facility
Department Total	(0.10)	(1.55)	(1.65)	
General Fund Total	(1.72)	(10.55)	(12.27)	

City of Independence, Missouri
2003-04 Operating Budget
Authorized Position Changes - All Funds
For the Fiscal Years 2002-03 through 2003-04

Fund/ Department/Function/Position Title	Change During 2002-03	Change for 2003-04	Total Changes for 2003-04	Comments
Community Development Block Grant Fund-				
Community Development				
Community Program Supervisor	(1.00)		(1.00)	position retitled
Community Programs Manager	1.00		1.00	position retitled
CDBG Housing				
Community Dev. Program Specialist	(1.00)		(1.00)	position transferred to Commercial Façade Program
Commercial Façade Program				
Community Dev. Program Specialist	1.00		1.00	position transferred from CDBG Housing
Fund Total	0.00	0.00	0.00	
Parks and Recreation Sales Tax Fund-				
Parks and Recreation Sales Tax Operations (6002)				
Maintenance Mechanic		(1.50)	(1.50)	shift 6 month's funding to new sales tax renewal cost center
Parks Contract Manager		(0.50)	(0.50)	shift 6 month's funding to new sales tax renewal cost center
Maintenance Supervisor		(0.50)	(0.50)	shift 6 month's funding to new sales tax renewal cost center
Park Maintenance- Security and Inspection (6041)				
Maintenance Mechanic		1.50	1.50	shift 6 month's funding to new sales tax renewal cost center
Parks Contract Manager		0.50	0.50	shift 6 month's funding to new sales tax renewal cost center
Parks Contract Manager		1.00	1.00	add new position
Maintenance Supervisor		0.50	0.50	shift 6 month's funding to new sales tax renewal cost center
Truman Memorial Building (6042)				
Recreation Program Supervisor		0.50	0.50	adjustment for six month's funding of the facility
Administrative Specialist II		0.50	0.50	adjustment for six month's funding of the facility
Center Attendant		0.55	0.55	adjustment for six month's funding of the facility
Palmer Senior Adult Center (6043)				
Center Attendant		0.27	0.27	add new position
Family Recreation Programs (6044)				
Recreation Program Supervisor		0.50	0.50	add new position
Seasonal Maintenance Worker		0.29	0.29	add new position
Fund Total	0.00	3.61	3.61	

City of Independence, Missouri
2003-04 Operating Budget
Authorized Position Changes - All Funds
For the Fiscal Years 2002-03 through 2003-04

Fund/ Department/Function/Position Title	Change During 2002-03	Change for 2003-04	Total Changes for 2003-04	Comments
Power and Light Fund-				
Power and Light				
Production				
Scale Operator	(1.00)		(1.00)	delete vacant position
Engineer II	1.00		1.00	add new position
Transmission and Distribution				
Tree Trim Crew Leader, working	(1.00)		(1.00)	delete vacant position
Utility Maintenance Worker	(1.00)		(1.00)	delete vacant position
Engineering				
Engineering Specialist	1.00		1.00	add new position
Dispatcher	1.00		1.00	add new position
District Engineering Planner	1.00		1.00	add new position
Engineer III	(1.00)		(1.00)	delete vacant position
Power Systems Dispatcher	(1.00)		(1.00)	position reclassified
Lead Power Systems Dispatcher	1.00		1.00	position reclassified
Department Total	0.00	0.00	0.00	
Water Pollution Control-				
Treatment Facilities				
Treatment Plant Operator I		(1.00)	(1.00)	delete vacant position
Facility Maintenance Supervisor		(1.00)	(1.00)	delete vacant position
Collection System Maintenance				
Equipment Operator III	(2.00)		(2.00)	see below
Equipment Operator II	2.00		2.00	employees hired "in lieu of" Equipment Operator III based on skill levels at date of hire
Collection System Operator I		(2.00)	(2.00)	position reclassified
Collection System Operator II		2.00	2.00	position reclassified
Maintenance Supervisor		(1.00)	(1.00)	position reclassified
Crew Leader		1.00	1.00	position reclassified
Administrative Specialist II		(1.00)	(1.00)	delete vacant position
Storm Water Maintenance				
Crew Leader	(2.00)		(2.00)	position reclassified
WPC Operations Supervisor	2.00		2.00	position reclassified
Department Total	0.00	(3.00)	(3.00)	
Central Garage Fund-				
Public Works				
Fleet Maintenance Superintendent	(1.00)		(1.00)	vacant position deleted
Fund Total	(1.00)	0.00	(1.00)	
Grand Total All Funds	(2.72)	(9.94)	(12.66)	

**CITY OF INDEPENDENCE, MISSOURI
2003-04 OPERATING BUDGET
BUDGET CALENDAR**

ACTIVITY	FOOTNOTES	DATE
Preparation of Departmental Requested Budgets		February 10 March 7
Preparation of City Manager's Proposed Budget		March 10 - May 5
City Manager's Proposed Budget submitted to the City Council (at least 45 days prior to the beginning of the new fiscal year)	a	May 5
Publication of Legal Notice on Budget Hearing (at least 10 days prior to hearing)	a	May 9
Public Hearing by City Council on Proposed Budget	a	May 19
First reading of 2003-04 Operating Budget Appropriation Ordinance	a	June 2
Council Adoption of 2003-04 Operating Budget Appropriation Ordinance (must be on or prior to June 27 or proposed budget as amended will become effective by default)	a	June 16
Preparation and public filing in City Clerk's office of Adopted Budget	a	July 1
Receive Certification of Assessed Valuation from Jackson and Clay Counties		July 1
Legal Notice of Public Hearing on Tax Levy Rate (at least 7 days prior to hearing)	b	July 28
Public Hearing on Tax Levy Rate and first reading on Tax Levy Ordinance	b	August 4
Council adoption of Tax Levy Ordinance (tax rates must be Certified to the County by September 1)	b	August 18

Footnotes

a City Charter Requirement

b Tax Levy Requirement under the "Open Window Law"

CITY OF INDEPENDENCE, MISSOURI
2003-04 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 OF INDEPENDENCE, MISSOURI
2003-04 Operating Budget
Budget Procedures and Policies

City Charter, Section 8.4 Budget: Public hearing. The Council shall hold a public hearing on the proposed budget at least one (1) week after a notice of the time of the hearing has been published in a newspaper of general circulation within the City; and any interested person shall have an opportunity to be heard. The Council may continue the hearing at later meetings without further notice.

City Charter, Section 8.5 Budget: Amendment, adoption, appropriations. The Council may insert, strike out, increase, or decrease items in the budget, and otherwise amend it, but may not increase any estimate of anticipated revenues therein unless the City Manager certifies that, in the City Manager's judgement, the amount estimated will be revenue of the fiscal year. The Council, not later than the twenty-seventh (27th) day of the last month of the fiscal year, shall adopt the budget and make the appropriations for the next fiscal year. If the Council fails to adopt the budget and make the appropriations on or before that day, the budget as submitted or as amended, shall go into effect and be deemed to have been finally adopted by the Council; and the proposed expenditures therein shall become the appropriations for the next fiscal year. The appropriations, when made by the Council by a general appropriation ordinance separate from the budget document, need not be in as great detail as the proposed expenditures in the budget. Appropriations from a fund shall never exceed the anticipated resources thereof in the budget as adopted.

City Charter, Section 8.6 Budget: Transfer of appropriation balances, amendment. After the appropriations are made, and except as the Council by ordinance may provide otherwise, the City Manager may transfer unencumbered appropriation balances or parts thereof from any item of appropriation within a department, office, or agency to any other items of appropriation, including new items within the same department, office, or agency; and upon recommendation by the City Manager, the Council may transfer unencumbered appropriation balances or parts thereof from any item of appropriation, including an item for contingencies, in a fund to any other item of appropriation, including new items, in the fund.

Upon recommendation by the City Manager, the Council by ordinance may also amend the budget as adopted by changing the estimates of anticipated revenues or proposed expenditures of a fund and otherwise; and may increase or decrease the total appropriations from a fund when a change in revenues or conditions justify such action; but total appropriations from any fund shall never exceed the anticipated revenues thereof in the budget as adopted or as amended, as the case may be. The Council shall not increase any estimate of anticipated revenues in the budget unless the City Manager certifies that, in the City Manager's judgement, the amount estimated will be revenue of the fiscal year.

CITY OF INDEPENDENCE, MISSOURI
2003-04 Operating Budget
Budget Procedures and Policies

Budget Policies -

Fund Types

Governmental Funds - are those through which most governmental functions of the City are financed. The acquisition, use and balances of the City's expendable financial resources and the related liabilities (other than those in proprietary funds) are accounted for through governmental funds. The measurement focus is upon determination of changes in financial position. The following are the City's governmental fund types for which annual operating budgets are prepared:

The General Fund is the principal operating fund of the City and accounts for all financial transactions not accounted for in other funds. The general operating expenditures, fixed charges, and capital improvement costs that are not paid through other funds are financed through revenues received by the General Fund.

Special Revenue Funds (Tourism, Community Development, HOME Program, Street Improvements Sales Tax, Park Improvements Sales Tax, 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

CITY OF INDEPENDENCE, MISSOURI
2003-04 Operating Budget
Budget Procedures and Policies

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

CITY OF INDEPENDENCE, MISSOURI
2003-04 Operating Budget
Budget Procedures and Policies

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
2003-04 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:	1994 - 113,802	1997 - 115,531	2000 - 116,867
	1995 - 113,761	1998 - 115,851	2001 - 113,288
	1996 - 114,931	1999 - 116,155	2002 - 113,947

**Projected Retail Sales
as of June 30, 2003** \$1,669,237,000
Number of Households: 47,600
Form of Government: Council/Manager

Registered Voters: 66,461
Unemployment Rate: 2.9%
Number of Employees: 1,163

Fire Protection:

Number of Stations	10
No. of Authorized Employees	174
Number of Vehicles	40

Communications (served by):

Newspapers (daily)	2
Radio Stations	48
TV Stations	16
(cable TV service available)	

Police Protection:

Number of Stations	3
No. of Authorized Employees	275
Number of Vehicles	151

Recreation:

Park Acreage	721
Number of Parks	40
Community Centers	2
Fitness Centers	1
Ball Fields	53

Education:

Elementary and High School enrollment	15,987
Elementary Schools	21
Junior High Schools	5
Senior High Schools	4
Parochial & Private	13
Pre-School & Kindergartens	15
Teachers	1,170
Administrators	91
Colleges	5

Transportation:

Bus Systes (operated by KCATA)	1
Taxi Services	3

Community Facilities:

Hospitals	2
Beds	573
Motels/Hotels	15
No. of Rooms	1,209
Bank/Credit Union Fac.	32

Public Works Infrastructure:

Paved Streets (miles)	532	Water Mains (miles)	694
Electric Circuits (miles)	789	Water Consumption (daily avg.)	25
Electric Consumption (daily avg.)	2,940	(in millions of gallons)	
(in Mwh)		Sanitary Sewers (miles)	565

City of Independence, Missouri
2003-04 Operating Budget
Financial Statistics

Real Estate Taxes

Real Estate Tax Rate Per \$100 assessed valuation)			Real Estate Revenue by Levy Type		
Debt Levy Purpose	2002-03	Budget 2003-04	Debt Levy Purpose	Unaudited 2002-03	Budget 2003-04
General Purposes	\$ 0.5100	\$ 0.4713	General Purposes	\$ 4,105,702	\$ 4,289,624
Public Health & Recreation	0.2400	0.2218	Public Health & Recreation	1,932,095	2,018,753
Total	\$ 0.7500	\$ 0.6931	Total	\$ 6,037,797	\$ 6,308,377
Indep. School District	4.99	not avail.			
Jackson Co./State of Mo.	1.143	not avail.			
Indep. Square Special Benefit District	0.4736	0.3811			

Local Option Sales Taxes

Description	Percent		Unaudited 2002-03	Budget 2003-04
State of Missouri	4.000			
Mo. State Conservation	0.125	Local Option Sales Tax	\$ 16,525,449	\$ 17,614,027
Mo. State Parks and Soil	0.100	Street Improv. Sales Tax	6,145,345	6,605,260
Jackson County	0.750	Park Improv. Sales Tax	2,048,448	2,952,210
City of Independence	1.000	Storm Water Improv. Sales Tax	3,919,445	4,403,506
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			

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, 2003

General Obligation Bonds	\$ -
Revenue Bonds-	
Power and Light	21,631,179
Water	32,195,000

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.

City of Independence



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