CITY OF KANSAS CITY, MISSOURI

CITY MANAGER

Wayne Cauthen

ASSISTANT CITY MANAGERS

Richard R. Noll **Vicki Noteis**

DEPARTMENT DIRECTORS

Aviation	**Russell C. Widmar**
City Auditor	**Mark Funkhouser**
City Clerk	**Linda Becker**
City Planning and Development	**Vicki Noteis**
Codes Administration	**J. Barry Archer**
Convention and Entertainment Centers	**William H. LaMette**
Environmental Management	**John E. Stufflebean**
Finance	**Kevin Riper**
Fire	**Richard "Smokey" Dyer**
Health	**Rex Archer, M.D., MPH**
Housing and Community Development	**Stanley Barrett**
Human Relations	**Michael D. Bates**
Human Resources	**John Thigpen**
Information Technology	**Gail Roper**
Law	**Galen Beaufort**
Municipal Court	**Bernard Schneider**
Neighborhood and Community Services	**Lester Washington**
Parks and Recreation	**Terry R. Dopson**
Police	**Richard D. Easley**
Public Works	**Larry Frevert, Acting**
Water Services	**Frank Pogge**

TABLE OF CONTENTS

TRANSMITTAL LETTERS
City Manager's Submitted Budget for Fiscal Year 2003-04
Expenditure Summary 1
The Economy 2
Projected Revenues 3
Balancing the Budget 3
Council Priorities 4
Promote a Safer City 5
Neighborhood Reinvestment 6
Infrastructure and Deferred Maintenance 7
Comprehensive Efficiency Initiatives 10
Maintain a Structurally Balanced Budget 12
Organizational Issues 12
Staffing Changes 13
Fiscal Outlook 14
Conclusion 14
City Manager's Submission of Preliminary Budget for Fiscal Year 2003-04
Expenditure Summary 25
The Economy 26
Projected Revenues 26
Balancing the Budget 27
Council Priorities 28
Promote a Safer City 28
Neighborhood Reinvestment 29
Infrastructure and Deferred Maintenance 30
Comprehensive Efficiency Initiatives 33
Maintain a Structurally Balanced Budget 35
Organizational Issues 36
Staffing Changes 37
Fiscal Outlook 37
Conclusion 38
Mayor's Budget Transmittal Letter for FY 2003-04 49
EXECUTIVE OVERVIEW
Executive Overview 55
Budget Priority Setting 55
General Overview 56
General Municipal Programs 56
Enterprise and Assessment Funds 57
Financial Condition 57
Tax Increment Financing 58
Revenues 58
Expenditures 59
Public Infrastructure and Employment Impacts 59
TIF & Super TIF Allocations 61

TABLE OF CONTENTS

Fiscal Outlook 62
- Financial Objectives 62
- Balance and Diversification of Revenue Sources 62
- Maintenance of an Eight Percent General Fund Balance 62
- Structurally Balanced Budget 62
- Five-Year Financial Forecast 63
- Building the Outlook 63
- Outlook Revenues 63
- Net Transfers 63
- Outlook Expenditures 64
- Conclusions 64

Revenues 65

Revenue by Fund Type 65

Revenue Changes 66

2003-04 Revenue Changes 67
- General Fund 67
  - Property Taxes 67
  - Earnings Taxes 67
  - Utility Taxes 67
  - Licenses and Permits 67
  - Court Fines 67
  - Interest and Rental Income 67
  - Service Charges 67
  - All Other and Grants 68
- Special Revenue Funds 68
  - Property Taxes 68
  - Sales Taxes 68
  - Local Use Tax 68
  - Convention and Tourism Tax 68
  - Gaming Revenues 68
  - Interest and Rental Income 68
  - Licenses and Permits 68
  - Service Charges 68
  - Grants, Special Assessments, and All Other 69
- Enterprise and Assessment Funds 69
  - Enterprise Sales and Charges 69
  - Interest and Rental Income 69
  - Grants, Special Assessments, and All Other 69

Revenues by Source 69
- Property Tax 70
  - Definition 70
  - Discussion 70
- Earnings Tax 70
  - Definition 70
  - Discussion 71

TABLE OF CONTENTS

Sales Tax 71
Definition 71
Discussion 71
Utility Taxes 72
Definition 72
Discussion 72
Grants 73
Definition 73
Discussion 73
Enterprise and Assessment 74
Definition 74
Discussion 74
All Other 75
Definition 75
Discussion 75
Expenditures 77
Expenditures by Objective 77
Beautification and Recreation 78
Economic Vitality 78
Health and Neighborhood Services 79
Infrastructure and Maintenance 80
Policy Management 81
Public Safety and Protection 81
Dedicated and Flexible Resources 82
Enterprise Operations and Special Assessment Expenditures 83
Mandatory Expenditures 83
Restricted Expenditures 84
Fixed Costs 85
Flexible Resources 85
Personnel Authorization 86
Personnel Authorization Summary 86

BUDGET BY DEPARTMENT AND PROGRAM
Aviation 87
Administration 89
Charles B. Wheeler Downtown Airport 90
International Airport 91
Airport Management 92
Airport Police 93
Facilities Maintenance 94
Field Maintenance 95
Parking and Bus Services 96
Richards-Gebaur Memorial Airport 97
Debt Service 98
Capital Improvements 99

TABLE OF CONTENTS

Boards of Election Commissioners 101
- Administration and Registration 103
- Elections 104

City Development 105
- Administration 107
- Development Management 108
- Economic Development 109
  - American Jazz Museum Complex 110
  - Economic Development and Business Assistance 111
  - Economic Development Corporation 112
  - Economic Incentives 113
  - Property and Relocation Services 114
- Planning Services 115
  - City-Wide Planning and Research 116
  - District Planning 117
  - Focus Implementation 118
  - Historic Preservation 119
- 11th and Oak Garage 120
- Capital Improvements 121

Codes Administration 123
- Business Services 125
- Inspections 126
- Investigations 127
- Permits 128
- Plans Review 129

Contingent Appropriation 131
- Contingent Appropriation 133
- Economic Incentives 134

Convention and Entertainment Centers 135
- Administration 137
- American Royal Center 138
- Convention Center 139
- Public Parking Facility 140
- Sales and Marketing 141
- Capital Improvements 142

Convention and Tourism 143
- Convention and Visitors Bureau 145
- Jackson County Sports Authority 146
- Neighborhood Tourism Development 147

Debt Service 149
- Debt Service 151

Environmental Management 153
- Administration and Customer Service 155
- Clean City 156
- Environmental Compliance 157

TABLE OF CONTENTS

Environmental Enforcement 158
Household Hazardous Waste 159
Residential Waste Management 160
Curbside Recycling and Drop-offs 161
Bulky-Item and Appliance Collection 162
Leaf and Brush Collection and Drop-off 163
Refuse Collection 164
Ice Storm 165
Finance 167
Finance Director's Office 169
Accounts 170
Financial Support Services 171
Purchases and Supplies 172
Revenue 173
Risk Management 174
Treasury 175
Special Programs 176
Fire 177
Administration 179
Community Services Bureau 180
Fire Fighting Force 181
Hazardous Materials Team 182
Professional Development Bureau 183
Technical Services Bureau 184
Alarm and Communications 185
Equipment & Repair 186
Capital Improvements 187
Health 189
Administration 191
Communicable Disease - Public Health Preparedness 192
Communicable Disease 193
Epidemiology and Surveillance 194
Public Health Preparedness 195
Sexually Transmitted Disease 196
Community Partnership & Chronic Disease 197
Emergency Medical Services 198
Environmental Public Health Services 199
Air Quality Control 200
Food Protection Public Health 201
Health Education 202
Health Support Services 203
Maternal Family and Child Health 204
Aids Prevention and Control 205
Child Health Services 206
Lead Paint Poisoning Prevention 207

TABLE OF CONTENTS

Health and Medical Care Facilities 209
Health and Medical Care for Indigents 211
Metropolitan Ambulance Services Trust (MAST) 212
Indigent Health Care 213
Housing and Community Development 215
Administration 217
Economic Development 218
Housing Rehabilitation 219
Home Weatherization 220
Housing Rehabilitation Financial Assistance 221
Housing Rehabilitation Support Services 222
Loan Payments 223
Capital Improvements 224
Human Relations 225
Human Relations 227
Employment and Housing Discrimination 228
Human Resources 229
Administration 231
Recruitment and Selection 232
Employee Services 233
Information Technology 235
Information Technology 237
Business Applications and Customer Support 238
Kansas City Museum 239
Kansas City Museum 241
Law 243
Legal Services 245
Municipal Court Prosecution 246
Legislative Assistance 247
City Auditor 249
City Clerk 250
Municipal Court 251
Municipal Court 253
Neighborhood and Community Services 255
Administration 257
Animal Control 258
Correctional Services 259
Neighborhood Preservation 260
Building Demolitions 261
Community Action Network Centers 262
Nuisance and Property Code Inspections 263
Neighborhood Services 264
Linwood Multi-Purpose Center 265
Neighborhood Assistance Center 266
Property Maintenance Services 267

TABLE OF CONTENTS

Regulated Industries 268
Social Services 269
Emergency Services 270
Foster Grandparent 271
Homeless Initiatives 272
Child and Family Support 273
Tow Service 274
Office of City Manager 275
City Manager's Office 277
Action Center 278
City Communications 279
City Competitiveness and Efficiency 280
Emergency Management 281
Management and Budget 282
Capital Improvements 283
Offices of Mayor and City Council 285
Office of Mayor 287
Office of City Council 288
Parks and Recreation 289
Administration 291
Citywide Services 292
Equipment Maintenance 293
Property Maintenance 294
Horticulture Services 295
Park Maintenance Services 296
North Region 297
North Region Community Centers and Recreation 298
North Region Park and Boulevard Maintenance 299
Central Region 300
Central Region Community Centers and Recreation 301
Central Region Park and Boulevard Maintenance 302
South Region 303
South Region Community Centers and Recreation 304
South Region Park and Boulevard Maintenance 305
Park Planning and Design Services 306
Special Programs 307
Special Cultural Programs 308
Special Youth Programs 309
Golf Course Operations 310
Zoological Park 311
2002 Ice Storm 312
Capital Improvements 313
Police 315
Administration 317
Administrative Services 318

TABLE OF CONTENTS

Administrative Support 319
Human Resources and Training 320
Field Services 321
Patrol & Community Policing 322
Traffic 323
Information and Financial Services 324
Communications 325
Fiscal 326
Information & Technology 327
Investigations 328
Logistical Services 329
Fringe Benefits 330
Capital Improvements 331
Public Transportation 333
Area Transportation Authority 335
Special Transit Services 336
Public Works 337
Administration 339
Engineering Services 340
Motor Equipment Operations 341
Public Building Maintenance and Operations 342
Street and Traffic Operations 343
Snow and Ice Removal 344
Street Cleaning 345
Street Maintenance 346
Traffic Operations 347
Traffic Permits 348
Transportation Systems and Planning 349
Street Lighting 350
Ice Storm 2002 351
Capital Improvements 352
Water Services 357
Administration 359
Customer Services 360
Consumer Services 361
Reading and Service 362
Engineering Services 363
Fleet Maintenance 364
Line Maintenance 365
Sewer Line Maintenance 366
Water Line Maintenance 367
Quality Assurance 368
Industrial Waste Control 369
Laboratory Services 370
Stormwater Services 371

TABLE OF CONTENTS

Stormwater Engineering 372
Stormwater Maintenance 373
Treatment and Supply 374
Wastewater Treatment 375
Water Supply 376
Debt Service 377
Capital Improvements 378

CAPITAL IMPROVEMENTS SUMMARY 379
Capital Budget Summary 379
Capital Improvement Funding Sources 380
Capital Budget Process 381
Capital Improvement Program 382
Program Highlights 382
General Municipal Program 382
Neighborhood Conservation 383
Roadways 383
Bridges 383
Drainage and Flood Control 383
Public Buildings 383
Recreation 383
Development 384
Environmental 384
Walkways 384
Technology 384
Enterprise Program 384
Table A - Capital Improvements Program - Resources by Source 385
Table B - Capital Improvements Program - Traditional Allocation 386
Table C - Capital Improvements Program - By Category 392
Table D - Capital Improvements Program - By Category and Department and Fund 398
Table E - Capital Improvements Program - Neighborhood Conservation 403
Table F - Capital Improvements Program - Department by Project 418

MUNICIPAL DEBT
Outstanding Municipal Debt 425
General Obligation Bonds 426
Revenue Bonds 427
KCMAC Capital Leases 428
Municipal Lease Purchase Agreement 430
Other Limited Obligations 430
Debt Burden Ratios 432
Table I - Bonded Indebtedness by Fund 433
Table II - Debt Service Requirements by Fund 434
Table III - Bonded Indebtedness by Purpose 435
Table IV - Debt Service Requirements by Purpose 436

TABLE OF CONTENTS

Table V - Capital Lease / Other Ltd. Obligation Bonds Indebtedness by Purpose 437
Table VI - Authorized Debt and Amount Issued 439
Table VII - Statement of Legal Debt Margin 440

BUDGET SUMMARIES

All Funds Summaries

Schedule I - Comparison of Expenditures by Purpose and Program 441
Schedule II - Comparison of Expenditures by Appropriation Unit and Program 442
Schedule III - Comparison of Expenditures by Fund 443
Schedule IV - Comparison of Expenditures by Department 445
Schedule V - Comparison of Expenditures by Program and Department 446
Schedule VI - Comparison of Revenues by Major Sources and Program 448
Schedule VII - Comparison of Revenues by Fund 449

General Fund Summaries

Schedule VIII - Comparison of Revenues by Source 451
Schedule IX - Comparison of Expenditures by Purpose and Department 453
Schedule X - Comparison of Revenues, Expenditures and Change in Fund Balance 454

Special Revenue Fund Summaries

Schedule XI - Comparison of Revenues, Expenditures and Change in Fund Balance

Museum Fund 455
East Park Fund 456
West Park Fund 457
Golf and Tennis Fund 458
Motor Fuel Tax Fund 459
Trafficway Maintenance Fund 460
Public Mass Transportation Fund 461
Infrastructure and Maintenance Fund 463
Local Use Tax Fund 464
Hodge Park 465
Fire Sales Tax 466
Hazardous Materials Fund 467
Public Safety Sales Tax Fund 468
Health Levy Fund 469
Police Drug Enforcement Fund 470
Neighborhood Tourist Development Fund 471
Convention and Tourism Fund 472
Community Centers Fund 473
Zoo Fund 474
Police Grants Fund 476
Arterial Street Impact Fee 477
University Hospital Fund 478
Domestic Violence Shelter Operations Fund 479
Governmental Grants 480

TABLE OF CONTENTS

Capital Improvements Fund 481
Liberty Memorial Project Fund 482
General Debt and Interest Fund 483
Street Light Debt Fund 484
Sales Tax Debt Fund 485
Special Allocation Fund 486
Super TIF - Americana Hotel 487
Super TIF - Twelfth and Wyandotte 488
Super TIF - Midtown 489
Super TIF - Uptown 490
Super TIF - Valentine 491
Super TIF - Hotel Phillips 492
Super TIF - Savoy Bar & Grill 493
Super TIF - Union Hill 494
Convention and Sports Complex Fund 495
Special Housing Rehabilitation Fund 496
Liberty Memorial Endowment Trust Fund 497
Kemper-Butler Garage Fund 498
11th and Oak Garage Fund 499

Enterprise Funds Summaries

Schedule XII - Comparison of Revenues, Expenditures, and Change in Cash Reserve
Water Fund 500
Sewer Fund 501
Kansas City Airports Fund 502
Passenger Facility Charge Operating Fund 503
T.W.A. Special Facilities Fund - 1971 504
Host International Facility Fund 505
Convention Center Garages Fund 507
Stormwater Fund 508

Street and Avenue Special Assessment Funds Summaries

Schedule XIII - Comparison of Revenues, Expenditures and Change in Cash Reserve
Revolving Public Improvement Fund 509
Sewer Special Assessment Fund 510
MIDB Infrastructure Loan Fund 511
Neighborhood Improvement District GO Bond Fund 512

Federal Funds Summaries

Schedule XIV - Comparison of Revenues and Expenditures
Community Development Funds 513
Local Law Enforcement Block Grant Funds 514

Budget Summary

Schedule XV - General Budget Summary - Fiscal Year 2002-03 515

TABLE OF CONTENTS

Inter-Fund Transfers
Schedule XVI - Summary of Inter-Fund Transfers - All Funds 519

APPENDIX
Budget Process 531
Budget Development 531
Budget Adoption 531
Budget Execution and Administration 532

Method of Accounting 532
Fund Accounting 532
General Municipal Funds 532
General Fund 532
Special Revenue Funds 533
Special Assessment Funds 533
Debt Service Funds 533
Public Enterprise Funds 533
Capital Project Funds 534
Basis of Budgeting 534

Revenue Projections 534
Statistical 534
Deterministic 534

FOCUS Kansas City Plan 535
The Policy Plan 535
Strategic and Comprehensive Plan 535
Physical Environment Plans 535
Human Investment Plan 535
Governance Plan 535

FOCUS Implementation Achievements 536
Focus Centers 536
Connection Corridors 536
Moving About the City 537
Quality Places to Live and Work 537
Neighborhood Livability 538
Investing in Critical Resources 538
Community Anchors 539
Citizen Access and Communication 539
City Life 539

Community Profile 540
Household Income 540
Population 540

TABLE OF CONTENTS

Dwelling Units 540
Racial Composition 541
Age Composition 541
Educational Attainment 541
Education 541
Glossary 542

CITY OF FOUNTAINS
HEART OF THE NATION

KANSAS CITY
MISSOURI

Office of the City Manager

29th Floor, City Hall
414 East 12th Street
Kansas City, Missouri 64106

(816) 513-1408
Fax: (816) 513-1363

Date: May 1, 2003

To: Honorable Mayor and Members of the City Council

Subject: Adopted Budget FY 2003-04

I am pleased to transmit to you the Fiscal Year 2003-04 adopted budget for the City of Kansas City, Missouri. This document reflects the March 27, 2003 adoption of a final budget totaling $975,567,486. This adopted budget reflects an increase of $1,728,388, or 0.18%, over the budget submitted by the City Manager on February 13, 2003. These additional funds further reduced the projected General Fund unreserved fund balance from $11,641,282 to $10,257,614 and used other prior year resources from the Infrastructure and Maintenance Fund.

The primary change to the submitted budget was the funding of the new RecyleFIRST initiative. Expenditures for this initiative increased by $3,023,263 and are funded by expenditure decreases totaling $1,658,875 in other Environmental Management services (made possible by RecycleFIRST), revenues from various RecycleFIRST fees and fines of $1,205,000 and $159,388 from the General Fund fund balance. Fund balance from the General Fund in the amount of $1,224,280 was also used in order to eliminate fees for the collection of freon appliances and leaves and brush. In summary, expenditures increased by $1,364,388, revenue estimates were decreased by $19,280, and the General Fund unreserved fund balance was reduced by $1,383,668. The General Fund unreserved fund balance is three percent of expenditures.

The other change made to the submitted budget was to allocate $400,000 in gaming monies for capital improvements at the Zoo. Resources for this allocation came from a $30,000 reduction in Boulevard sidewalk and curb projects as well as $370,000 from the Infrastructure and Maintenance Fund unreserved fund balance.

Respectfully submitted,

Wayne Cauthen
City Manager

February 13, 2003

TO: Honorable Mayor Kay Barnes and Members of the City Council

SUBJECT: City Manager's Submitted Budget for Fiscal Year 2003-04

I respectfully submit to you the 2003-04 budget for your consideration as required by the City Charter. The budget totals $973,839,098 which is a decrease of 0.1% from the 2002-03 adopted budget. The proposed budget is as follows:

EXPENDITURE SUMMARY

Fund Type	Adopted 2002-03	Estimated 2003-04	Dollar Change	Percent Change
General	$356,240,729	$345,105,502	$(11,135,227)	(3.1%)
Special Revenue	374,301,237	385,755,148	11,453,911	3.1%
Enterprise & Assessment	244,373,081	242,978,448	(1,394,633)	(0.6%)
Total Expenditures	$974,915,047	$973,839,098	$ (1,075,949)	(0.1%)

The total budget reflects the addition of three new funds: Public Safety Sales Tax fund, $17,955,608, the Union Hill STIF fund, $314,927, and the Neighborhood Improvement District (NID) general obligation bond fund, $56,962. When these three new funds are excluded for year-to-year comparison, the FY 2003-04 total budget is reduced to $955,511,601 a decrease of $19,403,446 or 2.0% from FY 2002-03. The decrease in the General Fund reflects a continuing decline in the economy.

Special Revenue funds show an increase of $11,453,911. However, the comparison of Special Revenue funds when the above new funds are excluded shows a reduction of $6,816,624, or 1.8%.

Enterprise and Assessment funds reflect declines in the Water fund, ($111,809); Kansas City Airports fund ($188,202); Passenger Facility Charge fund, ($3,885,000); and the Convention Center Garages fund, ($2,329) and are offset by increases in the Sewer fund, totaling $1,706,905, the Stormwater fund, totaling $211,578, and the Revolving Public Improvement fund, totaling $865,000.

The budget comparisons are as follow when the three new funds are excluded:

EXPENDITURE SUMMARY (NET OF THREE NEW FUNDS)

Fund Type	Adopted 2002-03	Adjusted 2003-04	Dollar Change	Percent Change
General	$356,240,729	$345,105,502	$(11,135,227)	(3.1%)
Special Revenue	374,301,237	367,484,613	(6,816,624)	(1.8%)
Enterprise & Assessment	244,373,081	242,921,486	(1,451,595)	(0.6%)
Total Expenditures	$974,915,047	$955,511,601	$(19,403,446)	(2.0%)

CHANGES FROM THE PRELIMINARY BUDGET

The following changes have been made to the proposed budget after additional review by staff and city departments:

Additions	
Bruce R. Watkins Landscaping Enhancement Grant (Phase 3)	$2,200,000
Adjustment to reflect preliminary 2003 CDBG plan budget	739,000
Correction to appropriation for Super-TIF Hotel Phillips	20,000
Total Additions	$2,959,000
Reductions	
General Fund Transfer to Super-TIF Uptown Theater	$ 6,500
Correction to Street Preservation appropriation	2,580
Total Reductions	$ 9,080

THE ECONOMY

The nation's economy continues to show weaknesses and Kansas City has been significantly impacted by this downturn. In the last year local companies announced reductions in their work forces totaling over 11,000 jobs. The most recent report shows that the national unemployment rate is 5.7%, and for Kansas City it has increased to 6.3% in October 2002, up from 5.2% in October 2001. Business investment in equipment has declined as reflected in the reduced personal property tax assessed valuations. Sales taxes have declined in two of the last three fiscal years, and for the first time in the 40-year history of the city's earnings tax, there was a decline in the actual collections (from FY 2000-01 to FY 2001-02). Businesses are reducing their costs as the demand for goods and services decline. However, the demand for city services continues to rise and may be more necessary than before the start of the recession.

Actual General Fund revenues in FY 2001-02 were $17.1 million below the budget estimates. Again in FY 2002-03 revenues, (adjusted for grants and special enforcement efforts) in the nine funds supported by the General Fund, are estimated to be $18.5 million below this year's

adopted revenue estimates. Interest rates have declined dramatically and utility taxes reflect the reduction of the emergency tax on residential utility bills.

PROJECTED REVENUES

In the FY 2003-04 budget, overall revenues are estimated at $966,782,373, an increase of $21,084,740 or 2.2% over the FY 2002-03 adopted budget. These are reflected in Attachment I. However, a more accurate comparison of revenues results when adjustments are made to exclude new revenue sources and increased tax rates that support new programs in FY 2003-04. When total revenues are adjusted to exclude the new Public Safety Sales Tax ($19.4 million) and the increased rates for restaurant and hotel/motel taxes ($4.5 million), revenues decrease by $8.8 million, or 0.3%.

The recession of 2001-02 and a slower than anticipated recovery continue to impact the City's resources. General Fund revenues are projected to decline by $2.8 million, from $368.2 million to $365.4 million, between FY 2002-03 and FY 2003-04. Earnings tax collections are estimated to decline by $1.9 million between the current year's adopted estimate and next year's projection. Had the earnings tax grown at the 4.5 percent rate, as was typical prior to this recession, next year's earnings tax estimate would be $185.9 million or $17.6 million higher than the currently projected amount of $168.3 million. Other significant reductions in General Fund revenues include an estimated decrease of $2.7 million in utility tax collections as the final one percent of residential emergency tax is eliminated; and an estimated decrease of $1.7 million in interest earnings, reflecting the lowest interest rates since the early 1960's. These reductions are partially offset by an estimated increase of $2.0 million in court fines and a $1.0 million estimated increase in Licenses and Permits.

Other major revenues (compared to the FY 2002-03 adopted budget estimate) are projected as follows: Motor Fuel taxes down ($249,000); the non-fire and non-public safety portions of Local Use tax down ($2,056,000); Gaming revenues up by $418,000; Arterial Street Impact fees down ($1.0 million); Sales taxes down ($1,361,677) when the new Public Safety sales tax is excluded; Water sales up $472,000; Sewer charges up $2,975,000; Stormwater charges up $1,570,000; and Aviation revenues up $2,410,966. Restaurant taxes are up $2,632,150, reflecting the increase in rates of one-fourth percent, from one and three-fourths percent to two percent; and Hotel/Motel taxes are up $3,000,000 reflecting the increase in rates of one percent, from six and one-half percent to seven and one-half percent. Amounts related to these increases are set aside for Bartle Hall Expansion, the purpose for which they were approved by the voters.

BALANCING THE BUDGET

The impact of the continually declining revenues, the funding of merit increases for employees not at the top of their pay ranges, and increased cost for hospitalization insurance premiums for all city employees has made balancing the FY 2003-04 budget very difficult. Limited flexibility will affect all departments and functions even more so than in the previous year's budget. The budget was balanced through a combination of actions including:

Program Reductions – 40 FTE's (See Attachment II, page 4)	$12,518,980
Elimination of 40 Vacant Positions (Attachment III)	1,528,359
Retirement Incentive Program (170 general fund positions)	8,767,000
No Funding of Additional CIC Deferred Maintenance	7,215,000
Reduce Current Deferred Maintenance	8,242,000
Deferment of Equipment Replacement	4,078,976
Postpone Rebuilding Fund Balance	1,000,000
Continued Reduction in Non-Essential Expenses	723,635
Lower Than Projected Health Insurance Costs	3,092,000
Use of Fund Balances and Other Reserves	8,976,211
Increased E-Tax growth rate from 3.8% to 4.5%	1,130,000
No TIF Reserves	1,000,000
Total	**$58,272,161**

In addition to across the board reductions a strategic approach to analyzing the FY 2003-04 budget and the predicted imbalance was incorporated into the process to assure that decisions regarding additional program cuts or reductions were considered in a city-wide context. Also, all City departments have struggled with the consequences of the hiring freeze, loss of vacant positions and reduced revenue.

A team of budget staff, Department Directors, Assistant City Managers and FOCUS staff developed a framework for program analysis based on the FOCUS Kansas City Plan and Council Priorities. The "FOCUS 5", a designated bundle of citizen services, formed the basis for linking essential services across departments.

After significant analysis and review, the neighborhood-friendly scenario was recommended, with $2,813,536 in program savings to incorporate into the solutions listed above to balance the budget. A list of the savings is shown by Department and program in Attachment II.

This process will also be utilized to determine limited strategic staff replacement for programs affected by the Retirement Incentive plan.

COUNCIL PRIORITIES

In preparing this budget, the following priorities established by the City Council were used to guide the decisions.

Promote a Safer City
Neighborhood Reinvestment
Infrastructure and Deferred Maintenance
Comprehensive Efficiency Initiatives
Maintain a Structurally Balanced Budget

This budget emphasizes public safety and basic services as the highest priorities. The budget provides 36 new firefighter positions for the Fire Department (funded from the Fire Sales Tax) and increases the Police Department law enforcement staffing by an additional 20 officers. The General Fund allocation for these two departments is $205,783,479 and makes up 59.6% of the total General Fund budget. The legally required mandates and obligations including debt

service, contingent appropriation, economic incentives, and contractual obligations for increases such as residential trash collection, are incorporated in this budget.

The priorities of the City Council included in the budget are:

PROMOTE A SAFER CITY

- Allocates $11,427,012 from the Fire Sales Tax for the Fire Department Facility Improvement Program;

- Provides $2,373,300 from the Fire Sales Tax Program to add 36 new fire fighters and support the 21 fire fighters added in FY 2002-03;

- Allocates $2,798,425 from the Fire and Public Safety Sales Taxes to replace and upgrade the Computer Assisted Dispatch (CAD) System;

- Provides $719,307 for Fire Department technology and equipment replacement from the Fire Sales Tax program;

- Allocates $261,500 for a Fire Department Wellness Services program;

- Provides $602,630 of General Fund support for the Fire Department Hazardous Materials response;

`

- Budgets $1,472,033 for Fire Apparatus Equipment lease;

- Provides $400,000 for locker room upgrades for female firefighters;

- Allocates $150,000 for Diversity Training in the Fire Department;

- Provides $12,893,951 from the Public Safety Sales Tax for the Police Department Facility Improvement Program;

- Provides for a Police Vehicle Replacement program of $505,408;

- Provides $3,386,355 from the General Fund to fund the 40 officers added under the federal COPS Universal grant and the 30 positions added under the federal COPS More grant. A total of $1,189,664 in federal grant dollars are estimated for these two grants in FY 2003-04;

- Includes $653,145 to meet Public Safety Radio debt requirements;

- Allocates $705,671 for public safety radio operations and maintenance including $225,000 to replace 64 radio units;

- Allocates Public Safety Sales Tax funding of $1.0 million to complete the furnishing and technology needs of the city's new Emergency Operation Center at the Century Towers building; and

- Continues funding for the Kansas City Crime Commission to process probationers at a cost of $45,000.

NEIGHBORHOOD REINVESTMENT

The budget includes the following:

- Dangerous Building Demolition receives funding totaling $2,688,473 from the General, Local Use Tax, Local Law Enforcement Block Grant and Community Development Block Grant funds;

- Funding for the Tree Trimming program continues at $2,419,018;

- The Leaf Collection program receives $441,200 and will be funded by implementing a fee of $1.25 per bag to cover this cost;

- A fee of $30.00 will be charged for items requiring freon removal effective May 1, 2003 in order to cover the cost of this service and will generate an estimated $316,000;

- The Brush Drop-Off program is estimated to cost $447,080 in FY 2003-04 and a fee of $10.00 per pick up load will be implemented to cover the cost;

- Catch Basin Repair and Cleaning will receive an allocation of $3,176,451 from the stormwater fee, which is estimated to generate $7,814,140. Funds are also allocated for stormwater engineering, $1,659,669; catch basin replacement, $413,095; and stormwater master plans, $529,832;

- The Street Lighting Program is budgeted at $17,795,498 and includes $8,000,000 from the capital budget to pay debt service on the general obligation bonds sold to finance the expansion of the system;

- The Bulky Item program will be reorganized and will continue the monthly pick-up program in areas identified under the FOCUS Neighborhood Assessment effort as redeveloping or stabilization neighborhoods. All other areas will receive bulky-item pick-up every other month. The total cost of this program is $1,607,180;

- The Environmental Management department has reorganized its functions to create a Clean City program, funded at $430,143, which combines neighborhood dumpsters, vacant lot clean-up, dead animal control functions, and transfers one position from the old clean sweep program to this effort. This program will partner with neighborhoods to do clean-ups and will concentrate its efforts in the redeveloping or stabilization neighborhoods;

- The Environmental Enforcement program is funded at $664,828 and is the result of restructuring the illegal dumping, code enforcement, and weed abatement efforts to centralize these related enforcement activities into one program to gain efficiencies from staffing;

- The Home Weatherization program receives total funding of $1,334,844. General Fund support totals $123,288 and leverages an additional $1,211,556 in state, federal, and local grants and contributions; and

- Snow Removal is funded at $1.6 million, reflecting changes made in FY 2002-03 to utilize city forces to do residential routes and eliminate contract plowing at an annual savings of $300,000.

INFRASTRUCTURE AND DEFERRED MAINTENANCE

This has been a very high priority of the Mayor and City Council over the last several years. Each year this has been a major emphasis in the annual budget process and is evidenced in the increase in allocations for infrastructure purposes since the 1995-96 budget. In the FY 2003-04 budget, a total of $293,841,095 is dedicated to address infrastructure and deferred maintenance needs through allocations to capital improvement projects, paying principal and interest on bonds, and capital related to tax increment financing projects. This represents slightly over 30% of the total budget. In the FY 1995-96 budget, $152,486,425 was allocated for this same purpose and represented just over 23% of the total budget.

In August 2002, voters approved a total of $35.0 million of general obligation bonds. Proceeds from these bonds will be allocated 45% or $15,750,000 for downtown projects and 55% or $19,250,000 to deferred maintenance. The deferred maintenance allocation will be allocated as follows: street preservation, $9.6 million; municipal building rehabilitation, $2.6 million; bridge rehabilitation, $2.5 million; boulevard curbs and sidewalks, $2.0 million; and sanitary sewers, $2.5 million. These bond resources will be in addition to the amounts allocated from the operating funds of the budget mentioned above and will help meet the deferred maintenance needs of the city.

This budget allocates $170,846,349 for capital improvements. Of that total $64,633,769 is from the capital improvements sales tax, an increase of $2,774,342 from the FY 2002-03 adopted budget. The PIAC Five-year Capital Improvement Plan and the deferred maintenance program reflect reduced resources in the Sales Tax and General funds. Sales tax collections have been erratic over the last few years, showing a decline of 1.6% in FY 1999-00, an increase of 6.3% in FY 2000-01, and another decline of 0.9% in FY 2001-02. Projections for FY 2002-03 estimate them to be 0.4% below the prior year and grow by 2.6% in FY 2003-04. General Municipal Funds' capital improvement allocations total $143,423,661, an increase of $9,630,329 or 7.2% over the FY 2002-03 total of $133,793,232. They include $11,427,012 to continue the Fire Department facilities capital improvement program from the Fire Sales tax. Also included are: an allocation of $12,893,951 for improvements to Police Department capital improvement facilities; $1,000,000 for the City's Emergency Operation Facility at Century Towers; and

$1,600,000 for building improvements at the MAST Repair Facility on Troost Avenue. These three allocations are funded from the new Public Safety Sales Tax. The City began collecting this tax on October 1, 2002 and it will sunset in eight years and nine months, on June 30, 2010.

A total of $14,871,567, or 25% of the available amount for capital improvements from the one percent sales tax for capital improvements is allocated to bridges and $17,845,881, or 30% is to be allocated for neighborhood conservation projects in conjunction with areas identified by the city's strategic plan neighborhood assessment efforts. The deferred maintenance portion of the capital budget, as recommended by the Public Improvements Advisory Committee, totals $36,337,087, a decrease of $5,897,913, or 14.0%, below the 2002-03 adopted budget. The Community Infrastructure Committee (CIC) recommendation to allocate increased amounts to the deferred maintenance budget, until the City reaches a $63 million deferred maintenance program, was approved by the City Council in Resolution No. 9711326. However, the deterioration of revenues in the General Fund Supported Funds in the last two fiscal years and again next fiscal year has resulted in the need to reduce the program.

The following list identifies the projects recommended by the Public Improvements Advisory Committee for the 2003-04 Deferred Maintenance program:

Streets	
Street Preservation and Marking	$10,893,000
Traffic Signal Safety Improvements	2,641,000
Americans Disability Act Curb Cuts & Corner Rehab	500,000
Roadway Physical Feature Management System	300,000
Slope Repair and Stabilization	250,000
Guardrail Safety Modifications and Replacement	200,000
Traffic Capacity and Safety Improvements	200,000
Neighborhood Sign Replacement	100,000
Crosswalk and Arrow Marking	100,000
Total - Streets	$15,184,000
Bridges	
Bridge Rehabilitation	$ 6,500,000
Curbs and Sidewalks	
Curbs and Sidewalks – Revolving Fund	$ 1,800,000
Citywide Sidewalks/Non-assessable	700,000
City Owned Sidewalks and Curbs	100,000
Total - Curbs and Sidewalks	$ 2,600,000
Buildings	
Municipal Building Rehabilitation	$ 5,154,000
Convention Center Maintenance	650,000
Americans Disability Act Compliance (Public Buildings)	400,000
Fire Locker Room Upgrades	400,000
City Hall Life Safety	350,000
Environmental Hazard Needs	187,500
Total – Buildings	$ 7,141,500

Parks	
Tree Trimming	$ 1,444,087
Boulevard Curbs and Walks	800,000
Park Maintenance	800,000
Golf Courses	230,000
Swimming Pool Maintenance	200,000
Park Roads and Parking Lots	150,000
Fountain Monument Restoration	100,000
Playground Replacement	100,000
Fountain/Monuments Maintenance	100,000
Lake Restoration Program	100,000
Ball Field Renovation	50,000
Streetscape Maintenance	50,000
Total – Parks	$ 4,124,087
Park Buildings	
Park Building Repair	$ 400,000
Community Center Maintenance	200,000
Environmental Hazard Needs	187,500
Total – Park Buildings	$ 787,500
Total Deferred Maintenance Program	**$36,337,087**

The following list highlights some of the capital improvement projects included in the budget for FY 2003-04:

12th Street Viaduct	$ 8,145,168
Maple Woods Parkway Phase I – 96th to Barry	2,756,250
Bruce R Watkins Landscaping Phase III	2,200,000
Brush Creek Improvements	2,000,000
Independence Corridor	2,000,000
Hickman Mills Drive	1,700,000
North Brighton-Vivion to Pleasant Valley	1,700,000
North Agnes Avenue Bridge	1,500,000
Black Archives/Full Employment Council	1,309,000
Northwest 128th Street Bridge	1,300,000
Upper Blue River Dodson	1,000,000
Brush Creek Enhancements	1,000,000
Downtown Signal Coordination	1,000,000
Troost Property Acquisition & Clearance	1,000,000
Blue River Channel Improvements Stage 3	1,000,000
Swope Park Industrial District	800,000
Brookside Interceptor/CSO Improvements	800,000
North Oak Trafficway (Phase II – NE 96th Street to 111th Street)	800,000
Northeast Reinking Road Bridge	795,000
Holmes Road	750,000
Barry Road – Section 2	750,000
Truman Road (Upper Viaduct)	700,000
22nd-23rd Street Corridor Improvements – Section 1A	600,000
Longview Road Improvements – Sections 2,3	500,000
63rd /Paseo/Meyer Intersection	500,000
Blue Valley Park	400,000
Total	**$37,005,418**

The budget includes funding to support the sale of bonds by the Water Services department in the amount of $20 million for Water System improvements and $17 million for Wastewater System improvements. After these bond sales, the department will still have voter approved authority to sell an additional $45,090,000 in water system bonds and an additional $29,050,000 in wastewater bonds.

COMPREHENSIVE EFFICIENCY INITIATIVES

The budget includes the following efforts:

- Allocates $402,479 towards continued development of a comprehensive efficiency strategy. The next group of services to be reviewed in this process include the Aviation Department and the Office of Management and Budget;

- The recommended operating budget for the Water Services Department is $91.3 million, which is $8.1 million below the projected "*status quo*" budget without KC-GO. In addition, this is a savings of $600,000 more for FY 2004 that was projected in the KC-GO competitive business plan for the Water Services Department.

- Combined with the $3.4 million savings in the FY 2003 Adopted Budget, the Water Services Competitive Business Plan has produced cumulative savings of $11.5 million in the first two years of that plan or a better than 11 to 1 return on consultant fees paid to assist in enabling those savings;

- Overall the Water Services Department is within $400,000 or achieving projected cumulative savings to date based on these preliminary numbers;

- Furthermore, the budget is based on maintaining a zero percent increase in water rates and a six percent increase in sewer rates as presented in the competitive business plan;

- In General Fund Operations, the City will again achieve better than $1.1 million in savings in telecommunications rates and systems, printing and duplicating, postage, and advertising, and leased vehicle costs as was reported to the City Council in August for the current year;

- In addition to that $1.1 million of "hard dollar" savings, this budget includes additional "hard dollar" savings of $84,514 in leased vehicle disposal savings, $109,000 in further duplicating cost savings resulting from taking advantage of current technology and altering the city's photocopying machine contract to reflect that advantage, and over $400,000 in additional savings in advertising costs achieved by utilizing innovative practices enabled by KC-GO and greater reliance on on-line advertising, which was also enabled by KC-GO;

- Furthermore, the City is continuing to achieve other hard dollar savings as well as substantial productivity savings as was reported to the City Council this past August. Greater use of procurement cards (KC-GO cards), greater use of on-line purchases and associated discounts, increasing usage of e-government applications and associated improvements in efficiency and service, etc.;

- Implements Enterprise Resource Planning (ERP) which replaces key business systems including a new payroll/human resources system, financial accounting, purchasing, time and attendance, and an asset management system. This system will be financed through a lease purchase or bond sale to be repaid over a period of years. An allocation of $511,839 is provided for the ERP System in FY 2003-04. This effort is funded by reallocating the debt payment for the public safety radio bonds which will be fully retired after FY 2004-05, from some prior year allocations for this effort, and from charges to enterprise departments;

- Funds the Tow Service program at $2,091,021. As a result of the Mayor's ServiceFIRST review, this activity has reduced the time for removing an abandoned vehicle off the street from three weeks to six days. The program is fully supported by revenues from tow fees and the sale of abandoned vehicles;

- Continues the replacement and standardization program for personal computers at a total cost of $1,390,374 and anticipates changing the replacement cycle from three years to four years and reducing the number of computers to be leased as staffing is curtailed;

- Funds city-wide software licensing of personal computers at a cost of $559,551 for general fund supported departments systems and charges back these costs associated with enterprise departments and grant programs;

- Funds $1,009,549 for licensing of centralized computer systems;

- Includes $200,000 to continue the city's E-Government effort;

- Reduces the number of leased vehicles in the Neighborhood and Community Services Department by 13, saving $84,514;

- Continues the city subsidy for operation of the Zoo at $4,000,000;

- Provides funding at $5,649,452 for operation of the five city golf courses and the Plaza Tennis Center, all of which are fully supported by fees;

- Provides funding in the amount of $77,390 for the Human Resources Management Academy program;

- Continues funding of $22,000 to purchase investment service reports to improve interest earnings on city funds and allocates the cost of the service to the benefiting funds;

- Reorganization of the Parks & Recreation Department resulted in permanent savings of $1.2 million and eliminated seven full time positions and five contract positions. The department will achieve increased accountability by organizing staff according to regional service delivery systems instead of by service types; and

- Reorganization of the Health Department resulted in permanent savings of $433,568 and 10.5 FTE's. In order to address threats to public health the department will focus on the core public functions of preparedness, education, communication and data collection, analysis and reporting.

MAINTAIN A STRUCTURALLY BALANCED BUDGET

The budget uses $4,754,482 of the General Fund unreserved fund balance to finance programs. The General Fund balance is projected to be $11,641,282, which includes $1,526,000 for allocation by the Mayor and City Council. It is recommended that $200,000 of this amount be set aside for the new city manager to allocate to assure adequate staff support depending upon the results of the retirement incentive program. It is also recommended that the General Fund balance be maintained at a minimum of $10,000,000, or 2.9% of estimated General Fund expenditures. The goal continues to be to rebuild the fund balance over the course of future years. Committee substitute for ordinance number 020340 establishes the city policy that, if there are savings at the end of the budget year, 50% of any excess savings will be allocated to rebuilding fund balance.

ORGANIZATIONAL ISSUES

The budget includes:

- The Health and Medical Care Facilities General Fund subsidy is reduced by $3,415,637 from $3,706,364 to $290,727. The reductions are: Truman Medical Center ($2,562,574); Health Centers ($149,069); and MAST ($87,282). Funding for Children's Mercy Hospital is reduced by $250,000;

- Continues the KIVA program at a cost of $433,050;

- Allocates $219,869 for maintenance of the Ilus Davis Park;

- Continues funding of $30,000 to staff the Race Relations effort of the Urban League;

- Provides $15,000 for Harmony and Congregational Partners;

- Continues funding of $97,274 for the Human Rights Commission;

- Budgets $204,788 for the payment of economic incentives to Nations Bank and Farmland Industry;

- Provides $50,000 for Industrial Retention activities through the Kansas City Area Development Corporation;

- Funds the federal lobbying effort at $139,500;

- Allocates $150,000 for the state lobbying effort;

- Provides $674,000 for operational support of the American Jazz Museum Complex;

- Budgets $658,496 in General Fund support and $300,000 in Community Development Block Grant fund support for a total of $958,496 for the Economic Development Corporation;

- Funds nine additional positions: Finance (3 positions), Parks and Recreation (2 positions), and Public Works (4 positions) at a total cost of $417,022 to implement the GASB 34 (Governmental Accounting Standards Board) requirements. The cost of seven of the positions will be charged back to capital projects; and

- Adds a total of eight positions, at a cost of $348,332, to support the new Enterprise Resource Planning system implementation effort. The positions are added as follows: Finance (2 positions); Human Resources (2 positions); Law (1 position); Management and Budget (1 position); and Information Technology (2 positions).

STAFFING CHANGES

The 2003-04 Budget proposes a total of 6,520.2 full time equivalent positions, a decrease of 302.2 full-time equivalent (FTE) positions below the 2002-03 adopted budget of 6,822.4 full time equivalent positions. This is a 4.4% overall reduction. However, if Police, Fire, and Enterprise Departments are excluded, the remaining departments are reduced by 240.0 full time equivalent positions or 10.3%.

The budget adds 36 new firefighters under the Fire Sales Tax program and 20 police officer positions, supported by the general fund. Changes by department are reflected in Attachment IV and are shown by department and program throughout the budget document.

In addition, the budget includes a Retirement Incentive Program that will save $12.1 million overall and $8.5 million in the General Fund supported departments. A total of 553 employees in the City Employee Retirement System will be eligible for retirement on February 1, 2003.

The savings are estimated under the following assumptions:

- Sixty-five percent or 301 employees, excluding fee and grant programs, will accept the retirement incentive of which an estimated 170 positions are in the General Fund supported programs and 131 positions are in all other funds;

- The cost to the city employees' retirement system would be funded by an increase of 2.14 percent in the city's contribution rate, (from 6% to 8.14%) for a period of ten years;

- Payouts for vacation and sick leave are estimated to total $6.4 million and will be paid from the affected funds. The cost to the General Fund is estimated at $3.9 million, enterprise funds at $2.2 million, and all other funds at $.3 million; and

- In order to pay for the increase in the city's pension contribution rate and save the $8.5 million dollars in the General Fund supported programs only 10% of those positions accepting the retirement incentive could be hired back and, as a group, at 15% lower salaries. In the enterprise funds 50% of the retirement positions can be hired back and in fee and grant supported programs 100% of the retirement positions can be hired back.

FISCAL OUTLOOK

The Five Year Financial Forecast presented to you in the fall of 2002, adjusted for changes reflected in the budget, including lower health insurance increases, projects a shortfall of $4.3 million for FY 2004-05. It assumes that there will be no pay increases granted for fiscal year 2004-05 unless the economy improves. However, beginning in FY 2005-06 surpluses are projected that can begin to increase the amount allocated for deferred maintenance and rebuild the General Fund balance.

CONCLUSION

The budget presented to you is a balanced budget. It reflects the continued downturn in the economy and the significant impact that it is having on future revenues. Staff continues to monitor revenues monthly and after the close of the books at the end of January 2003 will conduct another thorough analysis of revenues.

If revenues improve next year above the current estimates, the current policy would allocate 50% of the increase to fund balance and 50% to deferred maintenance. However, it is recommended that priority consideration be given to areas experiencing reductions as a result of the retirement incentive program to assure that priority programs are adequately addressed.

This budget meets the City's obligation to balance expenditures within the available resources. It provides expanded levels of service for the Police and Fire Departments. The Fire Department budget includes the allocation of Fire Sales Tax resources for facility improvements, additional staff, technology and equipment needs. Programs that leverage federal, state and private resources such as Bruce Watkins Cultural Center, Lakeside Nature Center, Garden Center Building, Brownfields Administration, and other programs that support or match grant funds were not eliminated. The budget continues reductions in telephones, cell phones and travel. It reflects additional reductions in other areas: elimination of all subscriptions and tuition reimbursements and reduced amounts for advertising, training and printing expenses. Reductions in staffing from elimination of vacant positions and the retirement incentive program as well as reductions in equipment replacement and deferred maintenance will leave many departments and programs at service levels far below what this City has expected and received in the past. With the continued uncertainty in the economy, the Mayor and City Council and city staff must continue to look at the long-term implications of budget decisions. Because salaries are a significant amount of the total General Fund supported budget, decisions affecting change in this area need to reflect the growth in revenues and the capacity to handle the impact of those changes.

This budget provides funding for annual merit salary increases negotiated with Local 42 and as proposed with Local 500 and it does not include funds for an increase for cost of living. These increases result in a cost of $3.5 million for General Fund employees, including police and fire personnel, and $4.3 million city-wide. The full year impact in FY 2004-05 is $7.0 million for General Fund employees and $8.6 million city-wide.

The City Council is scheduled to hold budget hearings with department directors on February 18, 20, and 21 from 9:00 a.m. to 1:00 p.m. A public hearing will be held on the proposed budget at 7:00 p.m. in the Council Chambers on March 5, 2003, with the ordinance to implement the FY 2003-04 budget introduced on Thursday March 6, 2003. Public testimony will again be taken on the proposed FY 2003-04 budget during the Finance and Audit Committee meetings on March 12, and March 19, 2003. A City Council business session will be held on the budget on March 27, and the budget must be adopted by March 27, 2003.

I want to thank you, the City Council, and the City departments for the assistance provided in preparing this budget. I look forward to working with you as you review it.

Respectfully submitted,

Robert L. Collins
City Manager

RLC:emm
Attachments

Attachment I

Changes in Revenue - All Funds

Comparison by Source and Fund Type

	Adopted 2002-03	Revised 2002-03	Submitted 2003-04	Dollar Change	Percent Change
General					
Property Taxes	$ 38,364,621	$ 37,452,383	$ 38,593,069	$ 228,448	0.6%
Earnings Taxes	170,217,961	167,077,300	168,315,243	-1,902,718	-1.1%
Licenses and Permits	19,612,052	23,153,688	20,688,884	1,076,832	5.5%
Utility Taxes	67,078,831	65,019,111	64,350,000	-2,728,831	-4.1%
Court Fines	13,500,000	15,100,000	15,500,000	2,000,000	14.8%
Interest on Investments	6,450,000	4,275,000	4,750,000	-1,700,000	-26.4%
Rental Income	7,516,339	6,735,917	6,725,000	-791,339	-10.5%
Service Charges	31,657,551	31,165,022	32,097,523	439,972	1.4%
Subtotal	$ 354,397,355	$ 349,978,421	$ 351,019,719	$ -3,377,636	-1.0%
Grants	11,223,252	39,916,694	10,782,773	-440,479	-3.9%
All Other	2,586,661	3,070,861	3,617,494	1,030,833	39.9%
Total	$ 368,207,268	$ 392,965,976	$ 365,419,986	$ -2,787,282	-0.8%
Special Revenue Funds					
Property Taxes	$ 43,484,741	$ 43,341,246	$ 44,551,958	$ 1,067,217	2.5%
Sales Taxes	107,785,057	109,737,475	122,364,235	14,579,178	13.5%
Local Use Tax	28,623,667	23,770,626	29,583,800	960,133	3.4%
Gaming	18,582,000	18,840,000	19,000,000	418,000	2.2%
Licenses and Permits	4,316,500	4,168,000	4,276,850	-39,650	-0.9%
Convention & Tourism Taxes	28,117,850	29,300,000	33,750,000	5,632,150	20.0%
Court Fines	850,000	965,000	980,000	130,000	15.3%
Interest on Investments	8,078,605	8,378,781	7,259,214	-819,391	-10.1%
Rental Income	10,671,241	7,228,712	12,640,828	1,969,587	18.5%
Service Charges	12,721,596	10,489,452	11,369,570	-1,352,026	-10.6%
Grants	69,468,590	98,860,584	65,786,061	-3,682,529	-5.3%
Special Assessments	264,500	264,500	264,500	- - -	0.0%
All Other	1,554,500	1,504,004	3,360,708	1,806,208	116.2%
Total	$ 334,518,847	$ 356,848,381	$ 355,187,724	$ 20,668,877	6.2%
Enterprise and Assessment Funds					
Water Sales	$ 68,910,784	$ 69,183,400	$ 69,382,806	$ 472,022	0.7%
Sewer Service Charges	48,322,312	49,314,496	51,298,121	2,975,809	6.2%
Stormwater Charges	6,243,511	5,981,572	7,814,140	1,570,629	25.2%
Airports Revenue	88,046,938	84,377,370	90,048,000	2,001,062	2.3%
Special Assessments	1,521,866	1,672,181	1,603,711	81,845	5.4%
Interest and Rental Income	13,733,428	12,716,852	10,583,385	-3,150,043	-22.9%
All Other	2,752,750	7,170,327	2,800,500	47,750	1.7%
Subtotal	$ 229,531,589	$ 230,416,198	$ 233,530,663	$ 3,999,074	1.7%
Grants	13,439,929	15,032,678	12,644,000	-795,929	-5.9%
Subtotal	$ 242,971,518	$ 245,448,876	$ 246,174,663	$ 3,203,145	1.4%
Total	$ 242,971,518	$ 245,448,876	$ 246,174,663	$ 3,203,145	1.3%
Grand Total	**$ 945,697,633**	**$ 995,263,233**	**$ 966,782,373**	**$ 21,084,740**	**2.2%**

Attachment II
Program Reductions

FY 03 Departmental Program Reductions

Department/Program		Reduction	FTE's
City Auditor			
Salary savings and operating costs	$	100,820	3.0
City Clerk			
Reduce general operating expenses	$	29,155	0.0
City Council			
Reduce operating expenses	$	22,000	0.0
City Development			
Central Relocation	$	50,000	0.0
Economic Development Corporation		55,071	0.0
Aquila Incentives		82,683	0.0
City Development Total	**$**	**187,754**	**0.0**
City Manager			
Reduce evening and after-hour shuttle services from City Hall	$	20,000	0.0
Reduce use of temporary employees		37,500	0.0
Other operating, including training and equipment		27,000	0.0
Municipal Dues and Memberships		5,250	0.0
Eliminate City Communications position		50,000	1.0
Reduce KCGO consultants		41,000	0.0
OMB Salary Savings		45,000	0.0
Performance Measure consulting		25,000	0.0
BRASS software upgrades/maintenance		25,000	0.0
Budget printing		12,000	0.0
Federal Lobbyist		10,500	0.0
City Manager Total	**$**	**298,250**	**1.0**
Convention and Entertainment Centers			
Reduce Temp Labor at ARC	$	50,000	0.0
Reduce Temp Labor at Bartle		220,000	0.0
Convention and Entertainment Centers Total	**$**	**270,000**	**0.0**
Environmental Management			
Recycling Centers reductions	$	37,999	0.0
Environmental Excellence Campaign		29,500	0.0
Clean Sweep		50,000	0.0
Neighborhood Dumpsters		25,000	0.0
Environmental Management Total	**$**	**142,499**	**0.0**

Attachment II
Program Reductions

Department/Program		Reduction	FTE's
Finance			
Reduce work out of class and OT in Treasury	$	11,000	0.0
Charge staff time to bond sales		50,000	0.0
Reduce training, memberships, auto allowance, software in Treasury		24,145	0.0
Reduce temp work in Treasury		10,000	0.0
Charge investment staff time to other funds		35,000	0.0
Charge other funds banking fees		40,000	0.0
Reduce number of tax forms mailed		18,000	0.0
Reduce number of Earnings Tax informational mailings.		4,000	0.0
Eliminate 5 of 6 Post Office Boxes		2,200	0.0
Change W2 processing		15,000	0.0
Reduce ads for vacant positions		4,500	0.0
Finance Total	**$**	**213,845**	**0.0**
Fire			
Utilize part of capital project savings as well as budgeted equipment replacement in the Fire Sales Tax fund to offset some general fund fire capital projects and to partially fund the fleet lease costs.	$	1,060,340	0.0
Health			
Eliminate Health Records position	$	47,318	2.0
Eliminate Health Building security position		36,248	1.0
Reduce hardware, software & IT consulting		20,000	0.0
Reduce Health Education public information efforts, travel and training		11,000	0.0
Eliminate Elder Services program		92,487	4.0
Eliminate two Lab positions (one filled)		86,550	2.0
Eliminate Project Well		96,070	0.0
Reduce HIV/AIDS Services funding to agencies		21,789	0.0
Eliminate part-time contract TB nurse		22,000	0.0
Health Total	**$**	**433,462**	**9.0**
Health and Medical Care for Indigent			
(General Fund Support Only)			
Truman Medical Center	$	179,380	0.0
Swope Parkway Health Center		8,249	0.0
Richard Cabot Club		3,287	0.0
KC Free Clinic		1,805	0.0
Samuel U. Rodgers		8,249	0.0
Metropolitan Ambulance Service Trust (MAST)		6,110	0.0
Health and Medical Care for Indigent Total	**$**	**207,080**	**0.0**
Human Resources			
Eliminate Human Resources Manager (KCGO)	$	61,116	1.0
Reduce Educational Training and Materials		30,000	0.0
Eliminate Awards and Recognition Program		10,000	0.0
Human Resources Total	**$**	**101,116**	**1.0**
Information Technology			
Reduce PC Lifecycle Program	$	300,000	0.0
Mayor's Office			
Reduce operating expenses	$	21,560	0.0

Attachment II
Program Reductions

Department/Program		Reduction	FTE's
Neighborhood and Community Services			
Restructure Strategic Planning Office	$	40,000	1.0
Reduce Family Support Program		76,664	0.0
Reorganize Neighborhood Assistance Center		75,000	0.0
Neighborhood and Community Services Total	**$**	**191,664**	**1.0**
Parks and Recreation			
Eliminate Analyst 2 in Accounting	$	48,986	1.0
Eliminate horticultural operations supervisor		41,800	1.0
Eliminate Admin Asst at BR Watkins		29,525	1.0
Eliminate Recreation Director in Heritage programming		28,139	1.0
Eliminate part-time Recreation Leader in Community Centers		5,408	0.5
Combine marketing & Recreation Dir positions with Youth program		101,192	0.0
Reduce Urban Recreation/athletics		100,000	0.0
Eliminate Building Maintenance Worker at Line Creek Community Cente		12,404	0.5
Reduce contract staff/Increase concession revenue		280,000	0.0
Eliminate Park Maintenance Equipment Operator position		24,807	1.0
Reduce marketing promotions		56,000	0.0
Reduce Accounting OT, cleaning, painting		13,000	0.0
Reduce contract tree trimming/pruning		100,000	0.0
Increase staff charge-outs to Tree Trimming		146,000	0.0
Eliminate Temporary Labor Services		15,000	0.0
Reduce Boulevard mowing contracts		100,000	0.0
Increase staff charge-outs to Boulevard Reconstruction		56,701	0.0
Eliminate GIS planning position		38,088	1.0
Parks and Recreation Total	**$**	**1,197,050**	**7.0**
Public Works			
Charge contract administration staff to CIP	$	90,000	0.0
Remove 50 traffic control devices		30,000	0.0
Snow removal program changes		300,000	0.0
Eliminate two vacant street maintenance positions		60,000	2.0
Eliminate one vacant transportation planner		35,000	1.0
Public Works Total	**$**	**515,000**	**3.0**
Total - FY 03 Departmental Program Reductions	**$**	**5,291,595**	**25.0**

Attachment II
Program Reductions

Strategic Program Reductions

Department/Program		Reduction	FTE's
City Development			
City Market Operations	$	98,000	0.0
Zoning Ordinance		32,000	0.0
Northland Plan		50,000	0.0
City Development Total	**$**	**180,000**	**0.0**
Environmental Management			
Environmental Compliance	$	72,171	1.0
Reorganized Community Environmental Programs, including Vacant		367,916	2.0
Lot Nuisance Abatement, Clean Sweep, and Neighborhood			0.0
Dumpsters Weed Abatement Project Clean Sweep			0.0
Reorganized Bulky Item Pickup		360,000	5.0
Reorganized Environmental Enforcement, including Solid Waste		103,085	2.0
Code Enforcement, Weed Abatement, and Illegal Dumping			
Household Hazardous Waste		110,809	1.0
Environmental Excellence Campaign		25,000	0.0
Recycling Centers		122,200	0.0
Environmental Management Total	**$**	**1,161,181**	**11.0**
Finance			
Cafeteria Subsidy	$	36,272	0.0
Health			
Community Affairs		69,114	1.0
Rat Control		171,744	1.0
Health and Planning Research		73,249	1.0
Community Environmental Health		30,703	1.0
Health Total	**$**	**344,810**	**4.0**
Neighborhood & Community Services			
Legal Aid Civil Legal Services	$	81,624	0.0
Family Support		66,336	0.0
Neighborhood & Community Services Total	**$**	**147,960**	**0.0**
Parks & Recreation			
Black Archives	$	33,500	0.0
Community Centers		738,076	21.0
Lakeside Nature Center		79,370	1.5
Heritage Programs		165,616	3.5
Parks & Recreation Total	**$**	**1,016,562**	**26.0**
Total - Strategic Program Reductions	**$**	**2,886,785**	**41.0**

Attachment II
Program Reductions

Other Budget Reductions

Department/Program		Reduction	FTE's
City Development			
Economic Development Corporation	$	73,166	0.0
Film Commission		25,000	0.0
FOCUS Neighborhood Assessments		258,520	0.0
Harley-Davidson Incentives		280,556	0.0
Farmland Incentives		294,360	0.0
Aquila Incentives		413,668	0.0
City Development Total	**$**	**1,345,270**	**0.0**
Environmental Management			
Recycling Centers reductions	$	125,000	0.0
Health and Medical Care for Indigent			
(General Fund Support Only)			
Truman Medical Center	$	2,562,574	0.0
Metropolitan Ambulance Service Trust (MAST)		87,282	0.0
Swope Parkway Health Center		58,922	0.0
Richard Cabot Club		18,330	0.0
KC Free Clinic		12,895	0.0
Samuel U. Rodgers		58,922	0.0
Health and Medical Care for Indigent Total	**$**	**2,798,925**	**0.0**
Neighborhood and Community Services			
Reduce Family Support Program	$	66,336	0.0
Legal Aid - Neighborhood Attorney		78,212	0.0
Neighborhood and Community Services Total	**$**	**144,548**	**0.0**
Total - Other Reductions	**$**	**4,413,743**	**0.0**
Total Program Reductions	**$**	**12,592,123**	**66.0**

Attachment III
FY2003-04 Vacant Position Eliminations

	FTEs Eliminated	Dollars
General Municipal Funds:		
City Auditor	0.0	$ -
City Clerk	0.0	-
City Development	0.0	-
Codes Administration	0.0	-
Convention and Entertainment Centers	1.0	30,000
Environmental Management	4.0	216,144
Finance	0.0	-
Fire	4.0	231,322
Health	6.0	172,243
Health and Medical Care Facilities	0.0	-
Housing and Community Development	0.0	-
Human Relations	0.0	-
Human Resources	1.0	29,594
Information and Technology	1.0	43,846
Law	0.0	-
Municipal Court	0.0	-
Neighborhood and Community Services	6.0	241,396
Office of City Manager	1.0	39,338
Offices of Mayor and City Council	0.0	-
Parks and Recreation	8.0	260,088
Police	2.0	66,996
Public Works	7.0	237,355
Total - General Municipal Funds	**41.0**	**$ 1,568,322**
Enterprise Funds:		
Aviation	0.0	-
Convention Centers Garages	0.0	-
Water Services	0.0	-
Total - Enterprise Funds	**-**	**-**
Total - All Funds	**41.0**	**-**

Attachment IV
Personnel Authorization
Full-time Equivalent Positions
All Departments

	Actual 2001-02	Adopted 2002-03	Estimated 2003-04	Change
General Municipal Funds:				
City Auditor	19.0	19.0	16.0	(3.0)
City Clerk	8.0	8.0	8.0	-
City Development	70.3	63.0	56.0	(7.0)
Codes Administration	104.3	109.0	110.5	1.5
Convention and Entertainment Centers	217.8	189.5	173.7	(15.8)
Environmental Management	114.0	114.9	93.9	(21.0)
Finance	138.6	140.0	135.0	(5.0)
Fire	866.1	895.1	923.2	28.1
Health	191.0	195.7	165.6	(30.1)
Health and Medical Care Facilities	2.1	2.0	2.0	-
Housing and Community Development	42.0	41.7	40.7	(1.0)
Human Relations	24.3	22.5	20.5	(2.0)
Human Resources	36.4	39.0	40.0	1.0
Information and Technology	74.4	67.0	61.0	(6.0)
Law	31.8	30.2	25.2	(5.0)
Municipal Court	84.3	76.3	72.3	(4.0)
Neighborhood and Community Services	261.5	260.9	231.9	(29.0)
Office of City Manager	52.0	51.0	45.0	(6.0)
Offices of Mayor and City Council	21.0	20.0	20.0	-
Parks and Recreation	703.1	502.1	418.1	(84.0)
Police	2,026.4	2,041.9	2,056.8	14.9
Public Works	391.7	388.0	359.4	(28.6)
Total - General Municipal Funds	**5,480.1**	**5,276.8**	**5,074.8**	**(202.0)**
Enterprise Funds:				
Aviation	515.5	546.6	535.8	(10.8)
Convention Centers Garages	2.5	2.5	4.3	1.8
Water Services	999.5	996.5	895.3	(101.2)
Total - Enterprise Funds	**1,517.5**	**1,545.6**	**1,435.4**	**(110.2)**
Total - All Funds	**6,997.6**	**6,822.4**	**6,510.2**	**(312.2)**

City Manager's Submission of Preliminary Budget for FY 2003-04

January 16, 2003

January 16, 2003

TO: Honorable Mayor Kay Barnes and Members of the City Council

SUBJECT: City Manager's Preliminary Budget for Fiscal Year 2003-04

I respectfully submit to you the 2003-04 preliminary budget for your consideration as required by the City Charter. The budget totals $970,881,438 which is a decrease of 0.4% from the 2002-03 adopted budget. The proposed budget is as follows:

EXPENDITURE SUMMARY

Fund Type	Adopted 2002-03	Proposed 2003-04	Dollar Change	Percent Change
General	$356,240,729	$345,155,502	$(11,085,227)	(3.1%)
Special Revenue	374,301,237	382,747,488	8,446,251	2.3%
Enterprise & Assessment	244,373,081	242,978,448	(1,394,633)	(0.6%)
Total Expenditures	$974,915,047	$970,881,438	$ (4,033,609)	(0.4%)

The total budget reflects the addition of three new funds: Public Safety Sales Tax fund, $17,955,608, the Union Hill STIF fund, $314,927, and the Neighborhood Improvement District (NID) general obligation bond fund, $56,962. When these three new funds are excluded for year-to-year comparison, the FY 2003-04 total budget is reduced to $952,553,941 which is a decrease of $22,361,106 or 2.3%. The decrease in the General Fund reflects a continuing decline in the economy.

Special Revenue funds show an increase of $8,446,251. However, the comparison of Special Revenue funds when the above new funds are excluded shows a reduction of $9,824,284, or 2.6%.

Enterprise and Assessment funds reflect declines in the Water fund, ($111,809); Kansas City Airports fund ($188,202); Passenger Facility Charge fund, ($3,885,000); and the Convention Center Garages fund, ($2,329) and are offset by increases in the Sewer fund, totaling $1,706,905 and in the Stormwater fund, totaling $211,578.

The budget comparisons are as follow when the three new funds are excluded:

EXPENDITURE SUMMARY (NET OF THREE NEW FUNDS)

Fund Type	Adopted 2002-03	Adjusted 2003-04	Dollar Change	Percent Change
General	$356,240,729	$345,155,502	$(11,085,227)	(3.1%)
Special Revenue	374,301,237	364,476,953	(9,824,284)	(2.6%)
Enterprise & Assessment	244,373,081	242,921,486	(1,451,595)	(0.6%)
Total Expenditures	$974,915,047	$952,553,941	$(22,361,106)	(2.3%)

THE ECONOMY

The nation's economy continues to show weaknesses and Kansas City has been significantly impacted by this downturn. In the last year local companies announced reductions in their work forces totaling over 11,000 jobs. The most recent report shows that the national unemployment rate is 5.7%, and for Kansas City it has increased to 6.3% in October 2002, up from 5.2% in October 2001. Business investment in equipment has declined as reflected in the reduced personal property tax assessed valuations. Sales taxes have declined in two of the last three fiscal years, and for the first time in the 40-year history of the city's earnings tax, there was a decline in the actual collections (from FY 2000-01 to FY 2001-02). Businesses are reducing their costs as the demand for goods and services decline. However, the demand for city services continues to rise and may be more necessary than before the start of the recession.

Actual General Fund revenues in FY 2001-02 were $17.1 million below the budget estimates. Again in FY 2002-03 revenues, (adjusted for grants and special enforcement efforts) in the nine funds supported by the General Fund, are estimated to be $18.5 million below this year's adopted revenue estimates. Interest rates have declined dramatically and utility taxes reflect the reduction of the emergency tax on residential utility bills.

PROJECTED REVENUES

In the preliminary FY 2003-04 budget, overall revenues are estimated at $963,843,373, an increase of $18,145,740 or 1.9% over the FY 2002-03 adopted budget. These are reflected in Attachment I. However, a more accurate comparison of revenues results when adjustments are made to exclude new revenue sources and increased tax rates that support new programs in FY 2003-04. When total revenues are adjusted to exclude the new Public Safety Sales Tax ($19.4 million) and the increased rates for restaurant and hotel/motel taxes ($4.5 million), revenues decrease by $5.8 million, or 0.6%.

The recession of 2001-02 and a slower than anticipated recovery continue to impact the City's resources. General Fund revenues are projected to decline by $2.8 million, from $368.2 million to $365.4 million, between FY 2002-03 and FY 2003-04. Earnings tax collections are estimated to decline by $1.9 million between the current year's adopted estimate and next year's projection. Had the earnings tax grown at the 4.5 percent rate, as was typical prior to this

recession, next year's earnings tax estimate would be $185.9 million or $17.6 million higher than the currently projected amount of $168.3 million. Other significant reductions in General Fund revenues include an estimated decrease of $2.7 million in utility tax collections as the final one percent of residential emergency tax is eliminated; and an estimated decrease of $1.7 million in interest earnings, reflecting the lowest interest rates since the early 1960's. These reductions are partially offset by an estimated increase of $2.0 million in court fines and a $1.0 million estimated increase in Licenses and Permits.

Other major revenues (compared to the FY 2002-03 adopted budget estimate) are projected as follows: Motor Fuel taxes down ($249,000); the non-fire and non-public safety portions of Local Use tax down ($2,056,000); Gaming revenues up by $418,000; Arterial Street Impact fees down ($1.0 million); Sales taxes down ($1,361,677) when the new Public Safety sales tax is excluded; Water sales up $472,000; Sewer charges up $2,975,000; Stormwater charges up $1,570,000; and Aviation revenues up $2,410,966. Restaurant taxes are up $2,632,150, reflecting the increase in rates of one-fourth percent, from one and three-fourths percent to two percent; and Hotel/Motel taxes are up $3,000,000 reflecting the increase in rates of one percent, from six and one-half percent to seven and one-half percent. Amounts related to these increases are set aside for Bartle Hall Expansion, the purpose for which they were approved by the voters.

BALANCING THE BUDGET

The impact of the continually declining revenues, the funding of merit increases for employees not at the top of their pay ranges, and increased cost for hospitalization insurance premiums for all city employees has made balancing the FY 2003-04 budget very difficult. Limited flexibility will affect all departments and functions even more so than in the previous year's budget. The budget was balanced through a combination of actions including:

Program Reductions – 40 FTE's (See Attachment II, page 4)	$12,499,220
Elimination of 40 Vacant Positions (Attachment III)	1,528,359
Retirement Incentive Program (170 general fund positions)	8,767,000
No Funding of Additional CIC Deferred Maintenance	7,215,000
Reduce Current Deferred Maintenance	8,242,000
Deferment of Equipment Replacement	4,078,976
Postpone Rebuilding Fund Balance	1,000,000
Continued Reduction in Non-Essential Expenses	723,635
Lower Than Projected Health Insurance Costs	3,092,000
Use of Fund Balances and Other Reserves	8,976,211
Increased E-Tax growth rate from 3.8% to 4.5%	1,130,000
No TIF Reserves	1,000,000
Total	**$58,252,301**

In addition to across the board reductions a strategic approach to analyzing the FY 2003-04 budget and the predicted imbalance was incorporated into the process to assure that decisions regarding additional program cuts or reductions were considered in a city-wide context. Also, all City departments have struggled with the consequences of the hiring freeze, loss of vacant positions and reduced revenue.

A team of budget staff, Department Directors, Assistant City Managers and FOCUS staff developed a framework for program analysis based on the FOCUS Kansas City Plan and Council Priorities. The "FOCUS 5", a designated bundle of citizen services, formed the basis for linking essential services across departments.

After significant analysis and review, the neighborhood-friendly scenario was recommended, with $2,813,536 in program savings to incorporate into the solutions listed above to balance the budget. A list of the savings are shown by Department and program in Attachment II.

This process will also be utilized to determine limited strategic staff replacement for programs affected by the Retirement Incentive plan.

COUNCIL PRIORITIES

In preparing this budget, the following priorities established by the City Council were used to guide the decisions.

Promote a Safer City
Neighborhood Reinvestment
Infrastructure and Deferred Maintenance
Comprehensive Efficiency Initiatives
Maintain a Structurally Balanced Budget

This budget emphasizes public safety and basic services as the highest priorities. The budget provides 36 new firefighter positions for the Fire Department (funded from the Fire Sales Tax) and increases the Police Department law enforcement staffing by an additional 20 officers. The General Fund allocation for these two departments is $205,783,479 and makes up 59.6% of the total General Fund budget. The legally required mandates and obligations including debt service, contingent appropriation, economic incentives, and contractual obligations for increases such as residential trash collection, are incorporated in this budget.

The priorities of the City Council included in the preliminary budget are:

PROMOTE A SAFER CITY

- Allocates $10,167,230 from the Fire Sales Tax for the Fire Department Facility Improvement Program;

- Provides $2,373,300 from the Fire Sales Tax Program to add 36 new fire fighters and support the 21 fire fighters added in FY 2002-03;

- Allocates $3,096,550 from the Fire Sales Tax Program to replace and upgrade the Computer Assisted Dispatch (CAD) System;

- Provides $719,307 for Fire Department technology and equipment replacement from the Fire Sales Tax program;

- Allocates $261,500 for a Fire Department Wellness Services program;

- Provides $602,630 of General Fund support for the Fire Department Hazardous Materials response;
`

- Budgets $1,472,033 for Fire Apparatus Equipment lease;

- Provides $400,000 for locker room upgrades for female firefighters;

- Allocates $150,000 for Diversity Training in the Fire Department;

- Provides for a Police Vehicle Replacement program of $505,408;

- Provides $3,386,355 from the General Fund to fund the 40 officers added under the federal COPS Universal grant and the 30 positions added under the federal COPS More grant. A total of $1,189,664 in federal grant dollars are estimated for these two grants in FY 2003-04;

- Includes $653,145 to meet Public Safety Radio debt requirements;

- Allocates $705,671 for public safety radio operations and maintenance including $225,000 to replace 64 radio units;

- Allocates Public Safety Sales Tax funding of $1.0 million to complete the furnishing and technology needs of the city's new Emergency Operation Center at the Century Towers building; and

- Continues funding for the Kansas City Crime Commission to process probationers at a cost of $45,000.

NEIGHBORHOOD REINVESTMENT

The preliminary budget includes the following:

- Dangerous Building Demolition receives funding totaling $2,188,473 from the General, Local Use Tax, Local Law Enforcement Block Grant and Community Development Block Grant funds;

- Funding for the Tree Trimming program continues at $2,419,018;

- The Leaf Collection program receives $441,200 and will be funded by implementing a fee of $1.25 per bag to cover this cost;

- A fee of $30.00 will be charged for items requiring freon removal effective May 1, 2003 in order to cover the cost of this service and will generate an estimated $316,000;

- The Brush Drop-Off program is estimated to cost $447,080 in FY 2003-04 and a fee of $10.00 per pick up load will be implemented to cover the cost;

- Catch Basin Repair and Cleaning will receive an allocation of $3,176,451 from the stormwater fee, which is estimated to generate $7,814,140. Funds are also allocated for stormwater engineering, $1,659,669; catch basin replacement, $413,095; and stormwater master plans, $529,832;

- The Street Lighting Program is budgeted at $17,795,498 and includes $8,000,000 from the capital budget to pay debt service on the general obligation bonds sold to finance the expansion of the system;

- The Bulky Item program will be reorganized and will continue the monthly pick-up program in areas identified under the FOCUS Neighborhood Assessment effort as redeveloping or stabilization neighborhoods. All other areas will receive bulky-item pick-up every other month. The total cost of this program is $1,607,180;

- The Environmental Management department has reorganized its functions to create a Clean City program, funded at $430,143, which combines neighborhood dumpsters, vacant lot clean-up, dead animal control functions, and transfers one position from the old clean sweep program to this effort. This program will partner with neighborhoods to do clean-ups and will concentrate its efforts in the redeveloping or stabilization neighborhoods;

- The Environmental Enforcement program is funded at $664,828 and is the result of restructuring the illegal dumping, code enforcement, and weed abatement efforts to centralize these related enforcement activities into one program to gain efficiencies from staffing;

- The Home Weatherization program receives total funding of $1,334,844. General Fund support totals $123,288 and leverages an additional $1,211,556 in state, federal, and local grants and contributions; and

- Snow Removal is funded at $1.6 million, reflecting changes made in FY 2002-03 to utilize city forces to do residential routes and eliminate contract plowing at an annual savings of $300,000.

INFRASTRUCTURE AND DEFERRED MAINTENANCE

This has been a very high priority of the Mayor and City Council over the last several years. Each year this has been a major emphasis in the annual budget process and is evidenced in the increase in allocations for infrastructure purposes since the 1995-96 budget. In the FY 2003-04 preliminary budget, a total of $291,906,652 is dedicated to address infrastructure and deferred maintenance needs through allocations to capital improvement projects, paying principal and

interest on bonds, and capital related to tax increment financing projects. This represents slightly over 30% of the total budget. In the FY 1995-96 budget, $152,486,425 was allocated for this same purpose and represented just over 23% of the total budget.

In August 2002, voters approved a total of $35.0 million of general obligation bonds. Proceeds from these bonds will be allocated 45% or $15,750,000 for downtown projects and 55% or $19,250,000 to deferred maintenance. The deferred maintenance allocation will be allocated as follows: street preservation, $9.6 million; municipal building rehabilitation, $2.6 million; bridge rehabilitation, $2.5 million; boulevard curbs and sidewalks, $2.0 million; and sanitary sewers, $2.5 million. These bond resources will be in addition to the amounts allocated from the operating funds of the budget mentioned above and will help meet the deferred maintenance needs of the city.

The preliminary budget allocates $168,111,629 for capital improvements. Of that total $62,436,359 is from the capital improvements sales tax, an increase of $576,932 from the FY 2002-03 adopted budget. The PIAC Five-year Capital Improvement Plan and the deferred maintenance program reflect reduced resources in the Sales Tax and General funds. Sales tax collections have been erratic over the last few years, showing a decline of 1.6% in FY 1999-00, an increase of 6.3% in FY 2000-01, and another decline of 0.9% in FY 2001-02. Projections for FY 2002-03 estimate them to be 0.4% below the prior year and grow by 2.6% in FY 2003-04. General Municipal Funds' capital improvement allocations total $141,489,111**,** an increase of $7,695,879 or 5.8% over the FY 2002-03 total of $133,793,232. They include $13,263,780 to continue the Fire Department facilities capital improvement program from the Fire Sales tax. Also included are: an allocation of $13,855,608 for improvements to Police Department capital improvement facilities; $1,000,000 for the City's Emergency Operation Facility at Century Towers; and $1,500,000 for building improvements at the MAST Troost Facility. These three allocations are funded from the new Public Safety Sales Tax. The City began collecting this tax on October 1, 2002 and it will sunset in eight years and nine months, on June 30, 2010.

A total of $14,871,567, or 25% of the available amount for capital improvements from the one percent sales tax for capital improvements is allocated to bridges and $17,845,880, or 30% is to be allocated for neighborhood conservation projects in conjunction with areas identified by the city's strategic plan neighborhood assessment efforts. The deferred maintenance portion of the capital budget, as recommended by the Public Improvements Advisory Committee, totals $36,337,087, a decrease of $5,897,913, or 14.0%, below the 2002-03 adopted budget. The Community Infrastructure Committee (CIC) recommendation to allocate increased amounts to the deferred maintenance budget, until the City reaches a $63 million deferred maintenance program, was approved by the City Council in Resolution No. 9711326. However, the deterioration of General Fund Supported Revenues in the last two fiscal years and again next fiscal year has resulted in the need to reduce the program.

The following list identifies the projects recommended by the Public Improvements Advisory Committee for the 2003-04 Deferred Maintenance program:

Streets	
Street Preservation and Marking	$10,893,000
Traffic Signal Safety Improvements	2,641,000
Americans Disability Act Curb Cuts & Corner Rehab	500,000
Roadway Physical Feature Management System	300,000
Slope Repair and Stabilization	250,000
Guardrail Safety Modifications and Replacement	200,000
Traffic Capacity and Safety Improvements	200,000
Neighborhood Sign Replacement	100,000
Crosswalk and Arrow Marking	100,000
Total - Streets	$15,184,000
Bridges	
Bridge Rehabilitation	$ 6,500,000
Curbs and Sidewalks	
Curbs and Sidewalks – Revolving Fund	$ 1,800,000
Citywide Sidewalks/Non-assessable	700,000
City Owned Sidewalks and Curbs	100,000
Total - Curbs and Sidewalks	$ 2,600,000
Buildings	
Municipal Building Rehabilitation	$ 5,154,000
Convention Center Maintenance	650,000
Americans Disability Act Compliance (Public Buildings)	400,000
Fire Locker Room Upgrades	400,000
City Hall Life Safety	350,000
Environmental Hazard Needs	187,500
Total – Buildings	$ 7,141,500
Parks	
Tree Trimming	$ 1,444,087
Boulevard Curbs and Walks	800,000
Park Maintenance	800,000
Golf Courses	230,000
Swimming Pool Maintenance	200,000
Park Roads and Parking Lots	150,000
Fountain Monument Restoration	100,000
Playground Replacement	100,000
Fountain/Monuments Maintenance	100,000
Lake Restoration Program	100,000
Ball Field Renovation	50,000
Streetscape Maintenance	50,000
Total – Parks	$ 4,124,087
Park Buildings	
Park Building Repair	$ 400,000
Community Center Maintenance	200,000
Environmental Hazard Needs	187,500
Total – Park Buildings	$ 787,500
Total Deferred Maintenance Program	**$36,337,087**

The following list highlights some of the capital improvement projects included in the preliminary budget for FY 2003-04:

12th Street Viaduct	$ 8,145,168
Maple Woods Parkway Phase I – 96th to Barry	2,756,250
Brush Creek Improvements	2,000,000
Independence Corridor	2,000,000
Hickman Mills Drive	1,700,000
North Brighton-Vivion to Pleasant Valley	1,700,000
North Agnes Avenue Bridge	1,500,000
Black Archives/Full Employment Council	1,309,000
Northwest 128th Street Bridge	1,300,000
Upper Blue River Dodson	1,000,000
Brush Creek Enhancements	1,000,000
Downtown Signal Coordination	1,000,000
Troost Property Acquisition & Clearance	1,000,000
Blue River Channel Improvements Stage 3	1,000,000
Swope Park Industrial District	800,000
Brookside Interceptor/CSO Improvements	800,000
North Oak Trafficway (Phase II – NE 96th Street to 111th Street)	800,000
Northeast Reinking Road Bridge	795,000
Holmes Road	750,000
Barry Road – Section 2	750,000
Truman Road (Upper Viaduct)	700,000
22nd-23rd Street Corridor Improvements – Section 1A	600,000
Longview Road Improvements – Sections 2,3	500,000
63rd /Paseo/Meyer Intersection	500,000
Blue Valley Park	400,000
Total	**$34,805,418**

The preliminary budget includes funding to support the sale of bonds by the Water Services department in the amount of $20 million for Water System improvements and $17 million for Wastewater System improvements. After these bond sales, the department will still have voter approved authority to sell an additional $45,090,000 in water system bonds and an additional $29,050,000 in wastewater bonds.

COMPREHENSIVE EFFICIENCY INITIATIVES

The preliminary budget includes the following efforts:

- Allocates $402,479 towards continued development of a comprehensive efficiency strategy. The next group of services to be reviewed in this process include the Aviation Department and the Office of Management and Budget;

- The preliminary recommended operating budget for the Water Services Department is $91.3 million, which is $8.1 million below the projected "*status quo*" budget without KC-GO. In addition, this is a savings of $600,000 more for FY 2004 that was projected in the KC-GO competitive business plan for the Water Services Department.

- Combined with the $3.4 million savings in the FY 2003 Adopted Budget, the Water Services Competitive Business Plan has produced cumulative savings of $11.5 million in the first two years of that plan or a better than 11 to 1 return on consultant fees paid to assist in enabling those savings;

- Overall the Water Services Department is within $400,000 or achieving projected cumulative savings to date based on these preliminary numbers;

- Furthermore, the budget is based on maintaining a zero percent increase in water rates and a six percent increase in sewer rates as presented in the competitive business plan;

- In General Fund Operations, the City will again achieve better than $1.1 million in savings in telecommunications rates and systems, printing and duplicating, postage, and advertising, and leased vehicle costs as was reported to the City Council in August for the current year;

- In addition to that $1.1 million of "hard dollar" savings, this preliminary budget includes additional "hard dollar" savings of $84,514 in leased vehicle disposal savings, $109,000 in further duplicating cost savings resulting from taking advantage of current technology and altering the city's photocopying machine contract to reflect that advantage, and over $400,000 in additional savings in advertising costs achieved by utilizing innovative practices enabled by KC-GO and greater reliance on on-line advertising, which was also enabled by KC-GO;

- Furthermore, the City is continuing to achieve other hard dollar savings as well as substantial productivity savings as was reported to the City Council this past August. Greater use of procurement cards (KC-GO cards), greater use of on-line purchases and associated discounts, increasing usage of e-government applications and associated improvements in efficiency and service, etc.;

- Implements Enterprise Resource Planning (ERP) which replaces key business systems including a new payroll/human resources system, financial accounting, purchasing, time and attendance, and an asset management system. This system will be financed through a lease purchase or bond sale to be repaid over a period of years. An allocation of $511,839 is provided for the ERP System in FY 2003-04. This effort is funded by reallocating the debt payment for the public safety radio bonds which will be fully retired after FY 2004-05, from some prior year allocations for this effort, and from charges to enterprise departments;

- Funds the Tow Service program at $2,091,021. As a result of the Mayor's ServiceFIRST review, this activity has reduced the time for removing an abandoned vehicle off the street from three weeks to six days. The program is fully supported by revenues from tow fees and the sale of abandoned vehicles;

- Continues the replacement and standardization program for personal computers at a total cost of $1,390,374 and anticipates changing the replacement cycle from three years to four years and reducing the number of computers to be leased as staffing is curtailed;

- Funds city-wide software licensing of personal computers at a cost of $559,551 for general fund supported departments systems and charges back these costs associated with enterprise departments and grant programs;

- Funds $1,009,549 for licensing of centralized computer systems;

- Includes $200,000 to continue the city's E-Government effort;

- Reduces the number of leased vehicles in the Neighborhood and Community Services Department by 13, saving $84,514;

- Continues the city subsidy for operation of the Zoo at $4,000,000;

- Provides funding at $5,649,452 for operation of the five city golf courses and the Plaza Tennis Center, all of which are fully supported by fees;

- Provides funding in the amount of $77,390 for the Human Resources Management Academy program;

- Continues funding of $22,000 to purchase investment service reports to improve interest earnings on city funds and allocates the cost of the service to the benefiting funds;

- Reorganization of the Parks & Recreation Department resulted in permanent savings of $1.2 million and eliminated seven full time positions and five contract positions. The department will achieve increased accountability by organizing staff according to regional service delivery systems instead of by service types; and

- Reorganization of the Health Department resulted in permanent savings of $433,568 and 10.5 FTE's. In order to address threats to public health the department will focus on the core public functions of preparedness, education, communication and data collection, analysis and reporting.

MAINTAIN A STRUCTURALLY BALANCED BUDGET

The preliminary budget uses $4,760,982 of the General Fund unreserved fund balance to finance programs. The General Fund balance is projected to be $11,589,886, which includes $1,580,000 for allocation by the Mayor and City Council. It is recommended that $200,000 of this amount be set aside for the new city manager to allocate to assure adequate staff support depending upon the results of the retirement incentive program. It is also recommended that the General Fund balance be maintained at a minimum of $10,000,000, or 2.9% of estimated General Fund expenditures. The goal continues to be to rebuild the fund balance over the course of future years. Committee substitute for ordinance number 020340 establishes the city policy that, if there are savings at the end of the budget year, 50% of any excess savings will be allocated to rebuilding fund balance.

ORGANIZATIONAL ISSUES

The budget includes:

- The Health and Medical Care Facilities General Fund subsidy is reduced by $3,415,637 from $3,706,364 to $290,727. The reductions are: Truman Medical Center ($2,562,574); Health Centers ($149,069); and MAST ($87,282). Funding for Children's Mercy Hospital is reduced by $250,000;

- Continues the KIVA program at a cost of $433,050;

- Allocates $219,869 for maintenance of the Ilus Davis Park;

- Continues funding of $30,000 to staff the Race Relations effort of the Urban League;

- Provides $15,000 for Harmony and Congregational Partners;

- Continues funding of $97,274 for the Human Rights Commission;

- Budgets $204,788 for the payment of economic incentives to Nations Bank and Farmland Industry;

- Provides $50,000 for Industrial Retention activities through the Kansas City Area Development Corporation;

- Funds the federal lobbying effort at $139,500;

- Allocates $150,000 for the state lobbying effort;

- Provides $674,000 for the American Jazz Museum Complex;

- Budgets $658,496 in General Fund support and $300,000 in Community Development Block Grant fund support for a total of $958,496 for the Economic Development Corporation;

- Funds nine additional positions: Finance (3 positions), Parks and Recreation (2 positions), and Public Works (4 positions) at a total cost of $417,022 to implement the GASB 34 (Governmental Accounting Standards Board) requirements. The cost of seven of the positions will be charged back to capital projects; and

- Adds a total of eight positions, at a cost of $348,332, to support the new Enterprise Resource Planning system implementation effort. The positions are added as follows: Finance (2 positions); Human Resources (2 positions); Law (1 position); Management and Budget (1 position); and Information Technology (2 positions).

STAFFING CHANGES

The 2003-04 Preliminary Budget proposes a total of 6,519.6 full time equivalent positions, a decrease of 302.8 full-time equivalent (FTE) positions below the 2002-03 adopted budget of 6,822.4 full time equivalent positions. This is a 4.4% overall reduction. However, if Police, Fire, and Enterprise Departments are excluded, the remaining departments are reduced by 240.6 full time equivalent positions or 10.3%.

The preliminary budget adds 36 new firefighters under the Fire Sales Tax program and 20 police officer positions, supported by the general fund. Changes by department are reflected in Attachment IV and are shown by department and program throughout the budget document.

In addition, the Preliminary Budget includes a Retirement Incentive Program that will save $12.1 million overall and $8.5 million in the General Fund supported departments. A total of 553 employees in the City Employee Retirement System will be eligible for retirement on February 1, 2003.

The savings are estimated under the following assumptions:

- Sixty-five percent or 301 employees, excluding fee and grant programs, will accept the retirement incentive of which an estimated 170 positions are in the General Fund supported programs and 131 positions are in all other funds;

- The cost to the city employees' retirement system would be funded by an increase of 2.14 percent in the city's contribution rate, (from 6% to 8.14%) for a period of ten years;

- Payouts for vacation and sick leave are estimated to total $6.4 million and will be paid from the affected funds. The cost to the General Fund is estimated at $3.9 million, enterprise funds at $2.2 million, and all other funds at $.3 million; and

- In order to pay for the increase in the city's pension contribution rate and save the $8.5 million dollars in the General Fund supported programs only 10% of those positions accepting the retirement incentive could be hired back and, as a group, at 15% lower salaries. In the enterprise funds 50% of the retirement positions can be hired back and in fee and grant supported programs 100% of the retirement positions can be hired back.

FISCAL OUTLOOK

The Five Year Financial Forecast presented to you in the fall of 2002, adjusted for changes reflected in the preliminary budget, including lower health insurance increases, projects a shortfall of $4.3 million for FY 2004-05. It assumes that there will be no pay increases granted for fiscal year 2004-05 unless the economy improves. However, beginning in FY 2005-06 surpluses are projected that can begin to increase the amount allocated for deferred maintenance and rebuild the General Fund balance.

CONCLUSION

The budget presented to you is a balanced budget. It reflects the continued downturn in the economy and the significant impact that it is having on future revenues. Staff continues to monitor revenues monthly and after the close of the books at the end of January 2003 will conduct another thorough analysis of revenues.

If revenues improve next year above the current estimates, the current policy would allocate 50% of the increase to fund balance and 50% to deferred maintenance. However, it is recommended that priority consideration be given to areas experiencing reductions as a result of the retirement incentive program to assure that priority programs are adequately addressed.

This budget meets the City's obligation to balance expenditures within the available resources. It provides expanded levels of service for the Police and Fire Departments. The Fire Department budget includes the allocation of Fire Sales Tax resources for facility improvements, additional staff, technology and equipment needs. Programs that leverage federal, state and private resources such as Bruce Watkins Cultural Center, Lakeside Nature Center, Garden Center Building, Brownfields Administration, and other programs that support or match grant funds were not eliminated. The budget continues reductions in telephones, cell phones and travel. It reflects additional reductions in other areas: elimination of all subscriptions and tuition reimbursements and reduced amounts for advertising, training and printing expenses. Reductions in staffing from elimination of vacant positions and the retirement incentive program as well as reductions in equipment replacement and deferred maintenance will leave many departments and programs at service levels far below what this City has expected and received in the past. With the continued uncertainty in the economy, the Mayor and City Council and city staff must continue to look at the long-term implications of budget decisions. Because salaries are a significant amount of the total General Fund supported budget, decisions affecting change in this area need to reflect the growth in revenues and the capacity to handle the impact of those changes.

The preliminary budget provides funding for annual merit salary increases negotiated with Local 42 and as proposed with Local 500 and it does not include funds for an increase for cost of living. These increases result in a cost of $3.5 million for General Fund employees, including police and fire personnel, and $4.3 million city-wide. The full year impact in FY 2004-05 is $7.0 million for General Fund employees and $8.6 million city-wide.

The official budget will be submitted on February 13, 2003. The budget must be adopted by March 27, 2003.

I want to thank you, the City Council, and the City departments for the assistance provided in preparing this preliminary budget. I look forward to working with you as you review it.

Respectfully submitted,

Robert L. Collins
City Manager

RLC:emm
Attachments

Attachment I
Changes in Revenue - All Funds
Comparison by Source and Fund Type

	Adopted 2002-03	Proposed 2003-04	Dollar Change	Percent Change
General				
Property Taxes	$ 38,364,621	$ 38,593,069	$ 228,448	0.6%
Earnings Taxes	170,217,961	168,315,243	-1,902,718	-1.1%
Licenses and Permits	19,612,052	20,688,884	1,076,832	5.5%
Utility Taxes	67,078,831	64,350,000	-2,728,831	-4.1%
Court Fines	13,500,000	15,500,000	2,000,000	14.8%
Interest on Investments	6,450,000	4,750,000	-1,700,000	-26.4%
Rental Income	7,516,339	6,725,000	-791,339	-10.5%
Service Charges	31,657,551	32,097,523	439,972	1.4%
Subtotal	$ 354,397,355	$ 351,019,719	$ -3,377,636	-1.0%
Grants	11,223,252	10,782,773	-440,479	-3.9%
All Other	2,586,661	3,617,494	1,030,833	39.9%
Total	$ 368,207,268	$ 365,419,986	$ -2,787,282	-0.8%
Special Revenue Funds				
Property Taxes	$ 43,484,741	$ 44,551,958	$ 1,067,217	2.5%
Sales Taxes	107,785,057	122,364,235	14,579,178	13.5%
Local Use Tax	28,623,667	29,583,800	960,133	3.4%
Gaming	18,582,000	19,000,000	418,000	2.2%
Licenses and Permits	4,316,500	4,276,850	-39,650	-0.9%
Convention & Tourism Taxes	28,117,850	33,750,000	5,632,150	20.0%
Court Fines	850,000	980,000	130,000	15.3%
Interest on Investments	8,078,605	7,259,214	-819,391	-10.1%
Rental Income	10,671,241	12,390,828	1,719,587	16.1%
Service Charges	12,721,596	11,369,570	-1,352,026	-10.6%
Grants	69,468,590	64,597,061	-4,871,529	-7.0%
Special Assessments	264,500	264,500	- - -	0.0%
All Other	1,554,500	1,860,708	306,208	19.7%
Total	$ 334,518,847	$ 352,248,724	$ 17,729,877	5.3%
Enterprise and Assessment Funds				
Water Sales	$ 68,910,784	$ 69,382,806	$ 472,022	0.7%
Sewer Service Charges	48,322,312	51,298,121	2,975,809	6.2%
Stormwater Charges	6,243,511	7,814,140	1,570,629	25.2%
Airports Revenue	88,046,938	90,048,000	2,001,062	2.3%
Special Assessments	1,521,866	1,603,711	81,845	5.4%
Interest and Rental Income	13,733,428	10,583,385	-3,150,043	-22.9%
All Other	2,752,750	2,800,500	47,750	1.7%
Subtotal	$ 229,531,589	$ 233,530,663	$ 3,999,074	1.7%
Grants	13,439,929	12,644,000	-795,929	-5.9%
Subtotal	$ 242,971,518	$ 246,174,663	$ 3,203,145	1.4%
Total	$ 242,971,518	$ 246,174,663	$ 3,203,145	1.3%
Grand Total	**$ 945,697,633**	**$ 963,843,373**	**$ 18,145,740**	**1.9%**

Attachment II
Program Reductions

Fiscal Year 2002-03 Departmental Program Reductions

Department/Program		Reduction	FTE's
City Auditor			
Salary savings and operating costs	$	100,820	3.0
City Clerk			
Reduce general operating expenses	$	29,155	0.0
City Council			
Reduce operating expenses	$	22,000	0.0
City Development			
Central Relocation	$	50,000	0.0
Economic Development Corporation		55,071	0.0
Aquila Incentives		82,683	0.0
City Development Total	**$**	**187,754**	**0.0**
City Manager			
Reduce evening and after-hour shuttle services from City Hall	$	20,000	0.0
Reduce use of temporary employees		37,500	0.0
Other operating, including training and equipment		27,000	0.0
Municipal Dues and Memberships		5,250	0.0
Eliminate City Communications position		50,000	1.0
Reduce KCGO consultants		41,000	0.0
OMB Salary Savings		45,000	0.0
Performance Measure consulting		25,000	0.0
BRASS software upgrades/maintenance		25,000	0.0
Budget printing		12,000	0.0
Federal Lobbyist		10,500	0.0
City Manager Total	**$**	**298,250**	**1.0**
Convention and Entertainment Centers			
Reduce Temp Labor at ARC	$	50,000	0.0
Reduce Temp Labor at Bartle		220,000	0.0
Convention and Entertainment Centers Total	**$**	**270,000**	**0.0**
Environmental Management			
Recycling Centers reductions	$	37,999	0.0
Environmental Excellence Campaign		29,500	0.0
Clean Sweep		50,000	0.0
Neighborhood Dumpsters		25,000	0.0
Environmental Management Total	**$**	**142,499**	**0.0**

Attachment II
Program Reductions

Department/Program		Reduction	FTE's
Finance			
Reduce work out of class and OT in Treasury	$	11,000	0.0
Charge staff time to bond sales		50,000	0.0
Reduce training, memberships, auto allowance, software in Treasury		24,145	0.0
Reduce temp work in Treasury		10,000	0.0
Charge investment staff time to other funds		35,000	0.0
Charge other funds banking fees		40,000	0.0
Reduce number of tax forms mailed		18,000	0.0
Reduce number of Earnings Tax informational mailings.		4,000	0.0
Eliminate 5 of 6 Post Office Boxes		2,200	0.0
Change W2 processing		15,000	0.0
Reduce ads for vacant positions		4,500	0.0
Finance Total	**$**	**213,845**	**0.0**
Fire			
Utilize part of capital project savings as well as budgeted equipment replacement in the Fire Sales Tax fund to offset some general fund fire capital projects and to partially fund the fleet lease costs.	$	1,060,340	0.0
Health			
Eliminate Health Records position	$	47,424	1.0
Eliminate Health Building security position		36,248	1.0
Reduce hardware, software & IT consulting		20,000	0.0
Reduce Health Education public information efforts, travel and training		11,000	0.0
Eliminate Elder Services program		92,487	4.0
Eliminate two Lab positions (one filled)		86,550	2.0
Eliminate Project Well		96,070	2.0
Reduce HIV/AIDS Services funding to agencies		21,789	0.0
Eliminate part-time contract TB nurse		22,000	0.5
Health Total	**$**	**433,568**	**10.5**
Health and Medical Care for Indigent			
(General Fund Support Only)			
Truman Medical Center	$	179,380	0.0
Swope Parkway Health Center		8,249	0.0
Richard Cabot Club		3,287	0.0
KC Free Clinic		1,805	0.0
Samuel U. Rodgers		8,249	0.0
Metropolitan Ambulance Service Trust (MAST)		6,110	0.0
Health and Medical Care for Indigent Total	**$**	**207,080**	**0.0**
Human Resources			
Eliminate Human Resources Manager (KCGO)	$	61,116	1.0
Reduce Educational Training and Materials		30,000	0.0
Eliminate Awards and Recognition Program		10,000	0.0
Human Resources Total	**$**	**101,116**	**1.0**
Information Technology			
Reduce PC Lifecycle Program	$	300,000	0.0
Mayor's Office			
Reduce operating expenses	$	21,560	0.0

Attachment II
Program Reductions

Department/Program		Reduction	FTE's
Neighborhood and Community Services			
Restructure Strategic Planning Office	$	40,000	1.0
Reduce Family Support Program		76,664	0.0
Reorganize Neighborhood Assistance Center		75,000	0.0
Neighborhood and Community Services Total	**$**	**191,664**	**1.0**
Parks and Recreation			
Eliminate Analyst 2 in Accounting	$	48,986	1.0
Eliminate horticultural operations supervisor		41,800	1.0
Eliminate Admin Asst at BR Watkins		29,525	1.0
Eliminate Recreation Director in Heritage programming		28,139	1.0
Eliminate part-time Recreation Leader in Community Centers		5,408	0.5
Combine marketing & Recreation Dir positions with Youth program		101,192	0.0
Reduce Urban Recreation/athletics		100,000	0.0
Eliminate Building Maintenance Worker at Line Creek Community Cente		12,404	0.5
Reduce contract staff/Increase concession revenue		280,000	0.0
Eliminate Park Maintenance Equipment Operator position		24,807	1.0
Reduce marketing promotions		56,000	0.0
Reduce Accounting OT, cleaning, painting		13,000	0.0
Reduce contract tree trimming/pruning		100,000	0.0
Increase staff charge-outs to Tree Trimming		146,000	0.0
Eliminate Temporary Labor Services		15,000	0.0
Reduce Boulevard mowing contracts		100,000	0.0
Increase staff charge-outs to Boulevard Reconstruction		56,701	0.0
Eliminate GIS planning position		38,088	1.0
Parks and Recreation Total	**$**	**1,197,050**	**7.0**
Public Works			
Charge contract administration staff to CIP	$	90,000	0.0
Remove 50 traffic control devices		30,000	0.0
Snow removal program changes		300,000	0.0
Eliminate two vacant street maintenance positions		60,000	2.0
Eliminate one vacant transportation planner		35,000	1.0
Public Works Total	**$**	**515,000**	**3.0**
Total - FY 03 Departmental Program Reductions	**$**	**5,270,141**	**26.5**

Attachment II
Program Reductions

Strategic Program Reductions

Department/Program		Reduction	FTE's
City Development			
City Market Operations	$	98,000	0.0
Zoning Ordinance		32,000	0.0
Northland Plan		50,000	0.0
City Development Total	**$**	**180,000**	**0.0**
Environmental Management			
Environmental Compliance	$	72,171	1.0
Reorganized Community Environmental Programs, including Vacant		367,916	2.0
Lot Nuisance Abatement, Clean Sweep, and Neighborhood			0.0
Dumpsters Weed Abatement Project Clean Sweep			0.0
Reorganized Bulky Item Pickup		360,000	5.0
Reorganized Environmental Enforcement, including Solid Waste		103,085	2.0
Code Enforcement, Weed Abatement, and Illegal Dumping			
Household Hazardous Waste		110,809	1.0
Environmental Excellence Campaign		25,000	0.0
Recycling Centers		122,200	0.0
Environmental Management Total	**$**	**1,161,181**	**11.0**
Finance			
Cafeteria Subsidy	$	36,272	0.0
Health			
Community Affairs		69,114	0.8
Rat Control		171,744	2.2
Community Environmental Health		30,703	0.0
Health Total	**$**	**271,561**	**3.0**
Neighborhood & Community Services			
Legal Aid Civil Legal Services	$	81,624	0.0
Family Support		66,336	0.0
Neighborhood & Community Services Total	**$**	**147,960**	**0.0**
Parks & Recreation			
Black Archives	$	33,500	0.0
Community Centers		738,076	21.0
Lakeside Nature Center		79,370	1.5
Heritage Programs		165,616	3.5
Parks & Recreation Total	**$**	**1,016,562**	**26.0**
Total - Strategic Program Reductions	**$**	**2,813,536**	**40.0**

Attachment II
Program Reductions

Other Budget Reductions

Department/Program		Reduction	FTE's
City Development			
Economic Development Corporation	$	73,166	0.0
Film Commission		25,000	0.0
FOCUS Neighborhood Assessments		258,520	0.0
Harley-Davidson Incentives		280,556	0.0
Farmland Incentives		294,360	0.0
Aquila Incentives		413,668	0.0
City Development Total	**$**	**1,345,270**	**0.0**
Environmental Management			
Recycling Centers reductions	$	125,000	0.0
Health and Medical Care for Indigent			
(General Fund Support Only)			
Truman Medical Center	$	2,562,574	0.0
Metropolitan Ambulance Service Trust (MAST)		87,282	0.0
Swope Parkway Health Center		58,922	0.0
Richard Cabot Club		18,330	0.0
KC Free Clinic		12,895	0.0
Samuel U. Rodgers		58,922	0.0
Health and Medical Care for Indigent Total	**$**	**2,798,925**	**0.0**
Neighborhood and Community Services			
Reduce Family Support Program	$	66,336	0.0
Legal Aid - Neighborhood Attorney		78,212	0.0
Neighborhood and Community Services Total	**$**	**144,548**	**0.0**
Total - Other Reductions	**$**	**4,413,743**	**0.0**
Total Program Reductions	**$**	**12,497,420**	**66.5**

ATTACHMENT III

Fiscal Year 2004 Vacant Position Eliminations

	FTEs Eliminated	Dollars
General Municipal Funds:		
Convention and Entertainment Centers	1.0	$ 30,000
Environmental Management	4.0	216,144
Fire	4.0	231,322
Health	5.0	132,280
Human Resources	1.0	29,594
Information and Technology	1.0	43,846
Neighborhood and Community Services	6.0	241,396
Office of City Manager	1.0	39,338
Parks and Recreation	8.0	260,088
Police	2.0	66,996
Public Works	7.0	237,355
Total - General Municipal Funds	**40.0**	**$ 1,528,359**

ATTACHMENT IV
Personnel Authorization
Full-time Equivilent Positions
All Departments

	Actual 2001-02	Adopted 2002-03	Estimated 2003-04	Change
General Municipal Funds:				
City Auditor	19.0	19.0	16.0	(3.0)
City Clerk	8.0	8.0	8.0	-
City Development	70.3	63.0	56.0	(7.0)
Codes Administration	104.3	109.0	110.5	1.5
Convention and Entertainment Centers	217.8	189.5	173.7	(15.8)
Environmental Management	114.0	114.9	93.9	(21.0)
Finance	138.6	140.0	140.0	-
Fire	866.1	895.1	923.2	28.1
Health	191.0	195.7	165.0	(30.7)
Health and Medical Care Facilities	2.1	2.0	2.0	-
Housing and Community Development	42.0	41.7	40.7	(1.0)
Human Relations	24.3	22.5	20.5	(2.0)
Human Resources	36.4	39.0	40.0	1.0
Information and Technology	74.4	67.0	61.0	(6.0)
Law	31.8	30.2	25.2	(5.0)
Municipal Court	84.3	76.3	72.3	(4.0)
Neighborhood and Community Services	261.5	260.9	231.9	(29.0)
Office of City Manager	52.0	51.0	45.0	(6.0)
Offices of Mayor and City Council	21.0	20.0	20.0	-
Parks and Recreation	703.1	502.1	418.1	(84.0)
Police	2,026.4	2,041.9	2,056.8	14.9
Public Works	391.7	388.0	359.4	(28.6)
Total - General Municipal Funds	**5,480.1**	**5,276.8**	**5,079.2**	**(197.6)**
Enterprise Funds:				
Aviation	515.5	546.6	535.8	(10.8)
Convention Centers Garages	2.5	2.5	4.3	1.8
Water Services	999.5	996.5	900.3	(96.2)
Total - Enterprise Funds	**1,517.5**	**1,545.6**	**1,440.4**	**(105.2)**
Total - All Funds	**6,997.6**	**6,822.4**	**6,519.6**	**(302.8)**

January 16, 2003

Councilman Edward F. Ford III
First District-at-large

Councilman Evert Asjes III
Fourth District-at-large

Councilwoman Teresa Loar
First District

Councilman Jim Rowland
Fourth District

Councilwoman Bonnie Sue Cooper
Second District-at-large

Councilwoman Rebecca Nace
Fifth District-at-large

Councilman Paul G. Danaher
Second District

Councilman Terry Riley
Fifth District

Councilman Troy Nash
Third District-at-large

Councilman Alvin L. Brooks
Sixth District-at-large

Councilwoman Mary Williams-Neal
Third District

Councilman Charles A. Eddy
Sixth District

City Hall
414 E. 12th Street, 24th Floor
Kansas City, Missouri 64106

RE: Mayor's Budget Transmittal Letter

Dear Council Members:

Fulfilling the Charter responsibilities as Mayor I submit to you my recommendations regarding the City Manager's 2003-2004 Preliminary Budget.

Since August 29, 2002, the City Council has worked tirelessly to develop a plan to balance the current year's budget and prepare a balanced budget for Fiscal Year 2003-2004. We have devoted an unprecedented amount of time to this critical issue, reviewing numerous alternatives in an effort to provide high levels of service and to pay our employees reasonably competitive salaries that are necessary to maintain a competent workforce.

We have not experienced the economic recovery for which we hoped, and we have already made decisions about which areas of our budget are priorities and which aren't, as we have reviewed those regularly since the budget's adoption in 2002. On several occasions, we were forced to

identify additional cuts within the current year's budget in addition to the cost savings from the past budget. This process continues today in order to balance the current year's budget.

Our year-round budgeting process has never been more important to the City of Kansas City than it has been this year. It has provided the City Council with numerous opportunities to discuss priorities and options with the City Manager and his staff, including program reductions and areas in which we could expect zero growth, allowing us to anticipate and prepare for the budget shortfalls brought on by the weak economy. Therefore, none of us should be surprised by the recommendations in the Manager's 2003-2004 projected budget. And, the last two years have made it clear that we must continue to prepare and account for shortfalls in revenue as we move into the 2003-2004 fiscal year.

While this budget has been and will continue to be a challenging one, I think it is important to reaffirm several objectives on which we have concentrated for this City, in an effort to stay the course related to our priorities. By doing so, we remain consistent in our support of previously agreed upon Council objectives, including promoting a safer city; neighborhood reinvestment; addressing infrastructure and deferred maintenance; comprehensive efficiency initiatives; and maintaining a structurally balanced budget.

Regardless of the challenges we face, this budget must reflect those objectives. For example, as a Council, we must continue to honor the commitments we made to the voters by increasing and promoting public safety in Kansas City.

We must continue to work to enhance our neighborhoods through the ServiceFIRST program, providing better services and improved infrastructure, continuing attention to street repair, removal of abandoned vehicles, more practical bulky item pickup and continued emphasis on other neighborhood needs through the Public Improvements Advisory Committee (PIAC) process.

As you know, the PIAC process has been hit hard with the implementation of the 2002- 2003 budget cuts, which have left deferred maintenance and capital improvements under-funded. However, these cuts, which we were forced to make because our revenues have not met expectations, are temporary. The passage of the $35 million General Obligation Bond on November 2 for neighborhoods and downtown has provided us funds to address some of the reductions, with no tax increase to the voters of Kansas City. However, we must return to the promised levels of funding for PIAC as soon as possible.

Our comprehensive efficiency initiatives have been implemented as promised. However, we must continue to focus on identifying efficiencies and doing more with less. Additional oversight regarding the effectiveness of the KC-GO program and making sure it reaches its goals will be important over the next year.

To maintain a structurally balanced budget has been a top priority for my administration. Over the last four years, we were able to totally eliminate the budget's structural imbalance in the first two years, but weak economic conditions hampered our efforts in the last two years. I still believe it is important for us to continue to have a structurally balanced budget as our goal in future years.

Although economic times are difficult, not only for city government, but for our citizens as well, this Council does have a number of things of which we can be proud as we reach the completion of our fourth year. I would particularly like to stress our accomplishments in the area of tax reform and tax savings. As you know, on May 1, 2003 we will have completely eliminated the emergency portion of the utility taxes for residential electrical, gas and telephone service. Since April 10, 1999, the City's sales tax rate has been steady at 2.0 percent. Overall the sales tax in Kansas City, Missouri in Jackson County was 7.1 percent on April 10, 1999 and today is 6.975 percent, in Clay County it was 7.225 percent and now is 7.1 percent and in Platte County it was 7.35 percent and now stands at 7.225 percent. By comparison, Overland Park's sales tax is 7.525 percent, Lee's Summit's is 7.35 percent and Olathe's is 7.525 percent. We have accomplished many things in the past four years while lowering the overall tax burden for Kansas City's residents, and keeping our sales tax rates competitive within the metropolitan area.

In his recommended budget, the City Manager has set the General Fund balance at $11,589,886, and suggests that it not fall below $10,000,000. Therefore, there exists approximately $1.5 million over and above the recommended $10,000,000 which can be used to offset some of the issues born out of difficult budget decisions. I support the City Manager's recommendation that $200,000 be reserved for the new City Manager to allocate to assure adequate staff support depending upon the results of the retirement incentive program. By way of opening discussion regarding the remaining amount, I am proposing a particular use for this $1.3 million:

In the City Manager's proposed budget, Clean City and waste management programs are drastically reduced. Trash collection is under-funded, bulky item collection is reduced, recycling centers are, for all practical purposes, eliminated. Household Hazardous Waste funding is reduced, Clean Sweep is rendered nearly useless at a 75 percent reduction, the neighborhood dumpster program is cut in half, clean city enforcement programs (such as solid waste code enforcement, weed enforcement, and illegal dump enforcement) are severely reduced, Keep Kansas City Beautiful is eliminated and there are no funds for community education. But this is only part of the story. In addition, the Manager proposes full price fees to our residents for appliance collection, leaf collection and the yard waste drop-off programs. In effect, nearly all of the progress the City has made in the last decade in managing our waste, reducing litter and illegal dumping, and beautifying our City would be eliminated. Also, our residents would be forced to pay significant fees for important services.

No one on the Council or in City government is happy to be faced with budget cuts across the length and breadth of City government as proposed by the City Manager. Although we cannot restore all of the various department budgets that are being cut, we can and must draw the line at the one area that affects the greatest cross section of our citizens. And that is in the area I just summarized – our waste management program. *On this critical issue, new fees for less service are simply not acceptable to me. We must restore these services and refuse to impose these recommended fees*. Otherwise, neighborhood preservation, especially in our urban core neighborhoods, will suffer as will public health, and the adverse effect of this proposal on the poorest of our citizens must be prevented.

By targeting one important City service that affects all of us, we can have a measurable short-term and long-term impact on both our cost and our ability to deliver quality services to all residents. This is one of the lessons learned through the ServiceFirst effort. If there is an emphasis on innovation, cost reduction and efficiency, we can improve the delivery of basic services and the satisfaction of our residents.

Through discussions in ServiceFirst, and with the Environmental Management Commission leadership, it is clear to me that we have the opportunity to be creative in designing a revised waste management program. I'm asking Councilman Rowland to lead an effort to craft an alternative to the proposed service reductions and new fees. The goal is for this proposal to be presented to the City Council for adoption as part of this budget. I encourage the City Council to refrain for the next 45 days from making a commitment to spend the $1.3 million in any area other than the City's waste management system.

Continuing the long-range budget initiatives as promised is imperative for this Council. Again, we must not lose sight of our goals during a difficult time. We have made the following commitments in the past and must reaffirm them as we move forward:

Restating Long Range Budget Initiatives

1. Continue to work on cost saving efforts through KC-GO, ServiceFirst, and other initiatives to capture additional revenue for Council priorities.

2. Creatively increase funding for basic Public Works services, specifically street and bridge maintenance.

3. Develop a long-range capital improvement program using the city's bonding capacity in conjunction with the current "pay-as-you-go" system. I am currently working with the Finance and Public Works Departments in creating a capital improvement program which will address current and future needs by utilizing the City's bonding capacity. Such a

program can create as much as $200 million in additional funds for capital improvements, which will be matched with our current pay-as-you-go deferred maintenance/capital improvements program, with no tax increase for our residents. This concept will provide necessary funds to keep us on or ahead of schedule in our efforts to eliminate the deferred maintenance backlog. Additional details of this program will be presented to the new City Council in early April.

Amid these difficult economic times, we still have room for optimism in Kansas City. We live in a vibrant community that has weathered economic storms in such a way that we are still able to provide jobs and opportunities in this city. We have managed to endure the hardship of job loss better than most metropolitan areas. Regardless of the falling revenues and the difficult decisions we have to make at City Hall, we are maintaining a higher quality of service than before and are working to increase capital investments and improve the business climate in our city through job creation and economic development.

I look forward to our City's future, undaunted by the short-term setbacks of the national economy. I endorse the general spirit of the City Manager's budget and also the need for unity in dealing with this budget as outlined by the Manager today.

Sincerely,

Kay Barnes

Cc: Robert Collins, City Manager

EXECUTIVE OVERVIEW

The Executive Overview provides background information and historical data on the city's budget and the process followed in its development. The following sections will help the reader better understand the 2003-04 budget. For more information about the budget's development you may turn to the Appendix.

- **Budget Priority Setting -** Provides an overview of the process used by the City Council to review and establish budget priorities for 2003-04
- **General Overview -** Presents a snapshot of the budget with an emphasis on expenditures by fund category
- **Financial Condition -** Provides tables depicting the city's fund balances and those balances as a percent of expenditures
- **Tax Increment Financing (TIF) -** Discusses the use of TIF for providing incentives to encourage economic development in Kansas City, Missouri
- **Fiscal Outlook -** Estimates revenues and expenditures for the coming two years
- **Revenues -** Reviews revenues by source and fund type
- **Expenditures -** Reviews expenditures by budgetary objective
- **Dedicated and Flexible Resources -** Illustrates the various constraints placed on the budget
- **Personnel Authorization -** Provides a summary of full-time equivalent positions and an analysis of workforce diversity

BUDGET PRIORITY SETTING

The 2003-04 budget was developed using a year-round budget process as established by the City Council. The budget process began in May 2002 with an overview of the current adopted budget. The Mayor and City Council then held a series of meetings over the course of the following two months to gather information, discuss issues, and set priorities for the 2003-04 budget.

Reports and analyses brought before the Council throughout the year included the:

- Five-Year Financial Forecast which outlined the financial outlook for fiscal years 2003-04 through 2007-08;
- Budget Constraint Analysis which defined and examined dedicated and flexible resources in the 2002-03 budget;
- Updates from the Mayor's ServiceFIRST initiative;
- User fee policy which examined the amount of revenue generated by such fees and their annual review process;

The priority setting process for the 2003-04 budget utilized an approach to assure that decisions regarding program reductions and eliminations were considered in a city-wide context and were strategic in nature. A team of assistant city managers, department directors, FOCUS staff, and budget analysts developed a framework for program analysis that incorporated professional judgment, recommendations from the FOCUS Governance Plan and data collected from the 284 neighborhood assessments conducted by FOCUS staff. City services from non-restricted funding sources were categorized as essential, flexible, or non-essential according to different scenarios, including a neighborhood approach, a capital improvements approach, a long-term approach, and a clean and safe city approach. Following significant analysis and discussion, the neighborhood approach was utilized to recommend $2.8 million in program reductions and eliminations.

As a result of this process the following funding priorities were set for the 2003-04 budget:

- Infrastructure and Deferred Maintenance
- Promote a Safer City
- Maintain Structural Budget Balance
- Comprehensive Efficiency Initiatives
- Neighborhood Reinvestment

These priorities form the basis from which the 2003-04 budget was developed. In accordance with the City Charter, a draft budget was given to the Mayor for review in December. Subsequently, a preliminary budget, including comments from the Mayor, was presented to the full City Council in mid-January.

GENERAL OVERVIEW

The 2003-04 budget of the City of Kansas City, Missouri totals $975,567,486. This is an increase of $652,439 or 0.0007 percent from the 2002-03 budget. The revenues and expenditures that make up this total are budgeted in 51 separate funds which are required by the City Charter, city ordinances, federal and state laws and regulations, or generally accepted governmental accounting standards. These funds are grouped into two categories: General Municipal Funds and Enterprise and Assessment Funds. The General Municipal Funds category is further divided into the General Fund and Special Revenue Funds.

The General Fund contains the revenue and expenditures for unrestricted municipal purposes. The Special Revenue Funds are comprised of 41 funds in which revenues and expenditures are earmarked for special purposes. The six Enterprise Funds account for the operations of the airports, convention center garage, and water and sewer services. The three Assessment Funds account for the special assessment payments received for debt service and capital improvements in specific programs.

GENERAL MUNICIPAL PROGRAMS

General Municipal Programs total $730,860,650 and represent 75.0 percent of the total budget. These programs increase $318,684 or less than 0.1 percent from the 2002-03 budget. Operating expenses decrease $2,508,449 or 0.5 percent from the 2002-03 budget. Pass-through payments decrease $6,234,920 or 9.4 percent, debt service and contingent appropriations decrease $568,276 or 1.4 percent and capital improvements increase $9,630,329 or 7.2 percent above 2002-03.

The decrease in operating expenditures is primarily attributable to strategic program reductions and the anticipated position reductions due to the early retirement incentive. Salaries and benefits comprise 61.9 percent of operating expenses. The decrease in pass-through payments can be attributed to significant reductions in prior-year resources from the public transit sales tax. The increase in capital expenditures is due to the addition of public safety sales tax revenues, which offsets reductions to the deferred maintenance capital program.

Table 1: General Municipal Funds

	Budget 2002-03	Budget 2003-04	Change
Operating	$ 488,583,387	$ 487,533,326	$ (1,050,061)
Pass-throughs	66,178,028	59,943,108	(6,234,920)
Debt and Contingent	41,987,319	41,419,043	(568,276)
Capital	133,793,232	143,693,561	9,900,329
Total	**$ 730,541,966**	**$ 732,589,038**	**$ 2,047,072**

Enterprise and Assessment Funds

Enterprise and Assessment Programs total $242,978,448 and represent 25.0 percent of the total budget. These programs decrease $1,394,633 or 0.6 percent from the 2002-03 budget. Operating expenses increase by $1,428,728 or 1.0 percent. Salaries and benefits comprise 46 percent of operating expenses. Debt Service requirements increase $7,684,170 or 13.5 percent. The increase is attributable to water and sewer line replacement programs as well as terminal improvements at Kansas City International Airport. Capital improvement expenditures decrease $10,507,531 or 27.7 percent. The decrease is due primarily to a shift of the funding for the KCI project as well as reduced federal grants. Listings of 2003-04 capital projects can be found in schedules provided in the Capital Improvement Summary section, as well as capital pages located within the departmental summaries.

Table 2: Enterprise and Assessment Funds

	Budget 2002-03	Budget 2003-04	Change
Operating	$ 149,342,627	$ 150,771,355	$ 1,428,728
Debt and Contingent	57,100,135	64,784,305	7,684,170
Capital	37,930,319	27,422,788	(10,507,531)
Total	**$ 244,373,081**	**$ 242,978,448**	**$ (1,394,633)**

Financial Condition

Government finance experts recommend that the General Fund balance be five to seven percent of budgeted expenditures. Applying this standard to Kansas City would result in a fund balance between $18,364,000 and $25,709,000. Effective in FY 1998, the City adopted reserve policies establishing savings requirements for economic emergencies and future years' equaling 8 percent. Since that date, the City achieved a eight percent fund balance for the first time since the early 1980s at the end of FY 1997-98 and was able to maintain that level through FY 2000-01. The maintenance of the general fund balance at a level which indicates financial stability is essential to maintaining the City's favorable bond rating, however in recent years the fund balance has fallen below the goal of eight percent to 3.0 percent in FY 2003-04 as a result of the recessionary economy. The goal is to begin rebuilding this reserve as quickly as possible by applying one-half of additional revenue growth beyond budgeted estimates.

Fund Balances at Year End

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Budget 2003-04
General Fund	$ 32,647,676	13,010,103	16,395,764	10,257,614
Special Revenue Funds	42,791,949	38,865,762	54,343,228	55,212,412
Total	**$ 75,439,625**	**$ 51,875,865**	**$ 70,738,992**	**$ 65,470,026**

Fund Balances as a Percentage of Expenditures

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Budget 2003-04
General Fund	9.8%	3.4%	4.2%	3.0%
Special Revenue Funds	12.2%	13.5%	10.3%	15.0%
Total	**11.0%**	**7.7%**	**7.7%**	**9.2%**

TAX INCREMENT FINANCING

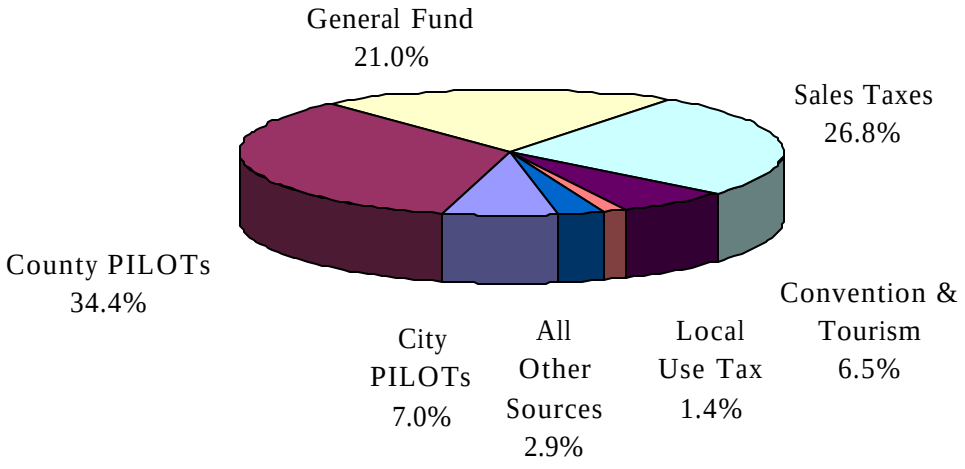
Tax Increment Financing (TIF) has been used extensively over the last decade to encourage new development and redevelopment in Kansas City, Missouri. Economic incentives granted to TIF projects include payment-in-lieu of taxes (PILOTs) on the increased assessed valuation generated by development and reimbursement of 50 percent of new Economic Activity Taxes (EATs) to the project developer. Additional Super TIF (STIF) incentives are available to designated projects. All new EATs are made available for reimbursement to STIF projects rather than the 50 percent under the normal TIF program. Created by state statute and administered by the city through the TIF Commission, an agency of the Kansas City Economic Development Corporation (EDC), the TIF program is intended to eliminate or reduce adverse economic and physical conditions in an area and to expand the tax base.

REVENUES

Revenue impacts of TIF plans include payment of PILOTs on the increased assessed valuation generated by the project for up to 23 years and reimbursement of 50 percent of new sales, earnings, utility, hotel/motel, local use and food and beverage taxes to the developer for eligible costs. Reimbursements of Economic Activity Taxes (EATs) grew from $15,907,263 million in FY 2001-02 to an estimated $22,233,361 in FY 2003-04 and are projected to increase to $27,484,581 in FY 2005-06. Additionally, city PILOTs increased from $1,842,374 in 2001-02 to an estimated $2,784,639 in 2003-04 and are estimated to rise to $4,381,109 in 2005-06.

The following chart illustrates estimated revenue by source for the TIF and STIF projects. The data in the chart show county PILOTs as the largest revenue stream at $13,709,924, or 34.4 percent, of total revenue. County PILOTs revenue is generated from the increment attributable to county and school district property taxes. The remaining revenue sources depicted below represent $26,164,403, or 65.6 percent, of total revenue.

TIF AND STIF REVENUES BY SOURCE
FISCAL YEAR 2003-04



EXPENDITURES

Expenditures for TIF and Super TIF represent a growing segment of city spending. The number of active plans increased from 12 ten years ago, to 40 in 2003-04, representing an average growth of approximately three new plans each year. Allocations to TIF and STIF increased from $27.7 million in 2001-02 to $42.2 million in 2002-03 and is estimated to be $38.9 million in 2003-04, a decrease of $3.4 million, or 7.9 percent, from the adopted budget estimate of FY 2002-03. The decline in expenditures from FY 2002-03 to FY 2003-04 is due to a change in the forecasting method to more accurately reflect economic activity, as well as lack of funding reserves for TIF and STIF projects. Allocations are projected to grow to $52.0 million in 2005-06, due to increased project activities.

PUBLIC INFRASTRUCTURE AND EMPLOYMENT IMPACTS

Tax Increment Financing, since its inception, has resulted in the construction of major public infrastructure improvements including: roads, bridges and interchanges, parking structures, parks, flood control, and sanitary sewers. The following are a few highlights of infrastructure improvements, development and blight remediation according to data contained in *Tax Increment Financing 2002 Annual Report*, as prepared by the Economic Development Corporation:

INFRASTRUCTURE

- Approximately $215,000,000 in construction of public infrastructure
- More than 16.3 miles of road improvements
- Over 21.6 miles of storm drainage line
- Streetscape improvements total approximately 14.7 miles

DEVELOPMENT

- Approximately $1,492,201,070 in total investments, not including expenditures on blight
- Constructed more than 1,422 housing units
- Constructed or rehabilitated 1,704 hotel rooms
- Approximately 2,406,811 square feet of retail space
- Developed 5,407,724 square feet of office space

BLIGHT REMEDIATION

- Demolished 290 blighted structures
- Eliminated blight at a cost of $67,224,155, including $24,017,809 for demolition and $5,128,607 for flood remediation

Additionally, according to the TIF 2002 Annual Report, TIF has led to the retention and creation of a substantial number of jobs and annual payroll. TIF project impacts include 107,079 new or retained jobs and $2.6 billion in new and retained annual payroll generated to date. The public infrastructure projects constructed under the TIF program include:

- **12th & Wyandotte Hotel -** Renovation of the existing Marriot Hotel; demolition of the Muehlebach Tower and Link Building; construction of a new 413 room hotel;
- **Americana Hotel -** Renovation and expansion of the hotel; construction of 268 downtown parking spaces;
- **Barry Towne -** Widening of Barry Road Bridge over U.S. 169; widening and upgrading of Platte Purchase Road and Barry Road;
- **Briarcliff West -** Construction of Briarcliff Parkway/U.S. Highway 169 interchange; ramp construction at I-29 and Vivion Road;
- **Brush Creek Corridor -** Redevelopment of commercial and institutional properties; revitalization of residential neighborhoods; construction of the cultural walk;
- **Chouteau & I-35 -** Reconstruction of Chouteau Trafficway between I-35 and 42nd Terrace North into a five-lane boulevard; improvements to Winn Road;
- **Civic Mall -** Construction of Ilus W. Davis Park; rehabilitation and expansion of the J.E. Dunn Construction Headquarters; construction of the new Federal Aviation Administration (FAA) building;
- **Country Club Plaza -** Construction of 3,965 structured parking spaces;
- **Eleventh Street Corridor -** Construction of 5,155 downtown parking spaces; rehabilitation of 700 Central; construction of two new office buildings and a parking garage at 12th and Broadway;
- **Forty-Third and Main -** Redevelopment and streetscape improvements along Main Street from 41st to 44th Streets; construction of Office Depot store; removal of 43rd & Broadway bridge;

- **Freighthouse -** Renovation of the Freight House Building and 1900 Main allowing the Zin Restaurant, the Blue Gallery and a photography studio to open;
- **Gateway -** Rehabilitation and conversion of the 150,000 square foot former A. Reich and Sons Food Distribution Facility into office space; construction of a new 2-story 60,000 square foot office building and 1,077 parking spaces;
- **Grand Blvd -** Construction of a technology and operations center; construction of 547 structured parking spaces;
- **Hickman Mills -** Consolidation and expansion of the Marion Merrell Dow (Now Aventis) facility; improvements to Hickman Road; removal of low railroad bridge; creek improvements; preservation of the historic Santa Fe Trail;
- **Hotel Phillips -** Renovation of the historic Hotel Phillips; renovation of Walt Bodine's Steak House restaurant;
- **Hotel President** - Renovation and restoration of thehistoric Hotel President consisting of approximately 200 hotel rooms; construct 45,00 square feet of retail space; construction of 425 structured parking spaces;
- **Jazz District -** Construction of approximately 200 residential units; construction of 195 structured parking spaces;
- **KCI Corridor -** Reconstruction of interchange at Tiffany Springs Parkway and I-29; construction of half diamond interchange at M-152 and Ambassador Drive; realignment of Tiffany Springs Road; bridge between Skyview Avenue and Congress Avenue;
- **Midtown -** Construction of 268,000 square feet of retail space; construction of landscaped parking area with approximately 1,300 parking spaces;
- **New England Bank Building -** Rehabilitation of 7,000 square feet of restaurant space and 70,000 square feet of office space; restoration of property;
- **New York Life -** Construction of 540 structured parking spaces; construction of 175,156 square feet of office space;
- **Nineteenth and Central -** Rehabilitation of 18,000 square feet of retail space; construction and rehabilitation of approximately 540 parking spaces;
- **Parvin Road -** Construction and improvements to roadways; expansion and renovation to infrastructure;
- **Prospect North -** Construction of 300 townhomes and apartments; construction of 147 patio homes; construction of an educational or institutional facility;
- **River Front -** Construction of approximately 3.1 million square feet of space; construction of two million square feet of office space; established pedestrian walkway from east of the Paseo Bridge to the River Market;
- **River Market -** Construction of street and pedestrian improvements along the Second Street Corridor between the A.S.B. Bridge and Broadway;
- **Santa Fe -** Construction of infrastructure in the area to support development;
- **Savoy -** Restore, renovate and preserve the Savoy Hotel;
- **Searcy Creek -** Construction of sanitary sewer;
- **Shoal Creek -** Construction of Shoal Creek Parkway between I-435 and N. Brighton Maplewood Parkway; NE 76th Street between I-435 and Maplewood Parkway; N. Flintlock Road between NE 96th and NE 76th Streets; N. Brighton Avenue between Missouri Route 152 and N. Pleasant Valley;
- **Southtown Corridor -** Construction and rehabilitation of 96,947 square feet in retail space and 301,649 square feet of office space;
- **Summit -** Construction of 42,800 square feet in office space and 135 structured parking spaces; renovation and reuse of 2534 Madison Building; remodel the Pershing Building to provide two restaurants;
- **Thirteenth & Washington -** Construction of a 85,000 square feet of office space and 225 parking spaces;
- **Tower Properties -** Construction of one million square feet of office space; rehabilitation of the Federal Building located at 911 Walnut Street; construction of 2000 structured parking spaces;
- **Union Hill -** Construction of 116 hotel rooms and 56,101 square feet of hotel room space on the southeast corner of 30th and Main Street; rehabilitation of existing single family homes; construction of market rate and affordable multifamily communities;
- **Universal Floodwater -** Construction of major road improvements and a pump station;
- **Uptown Theatre -** Redevelopment of the theatre building and 30,000 square foot expansion;
- **Valentine** - Redevelopment of the Valentine Shopping Center;
- **Walnut Creek -** Construction of intersection improvements at NE 42nd and N. Holmes; extension of Parvin Road and NE Tracy; installation of water and sanitary sewer improvements; and
- **Winchester -** Construction of 17,000 square feet of office space; construction of 13,500 lineal feet of storm water systems.

TIF & SUPER TIF ALLOCATIONS

2002 - 2006

PLAN	Actual 2001-02	Budget 2002-03	Submitted 2003-04	Estimated 2004-05	Estimated 2005-06
12th & Wyandotte (Super TIF)	$ 1,899,656	$ 2,497,685	$ 2,618,015	$ 2,725,650	$ 2,770,060
Americana (Super TIF)	845,086	1,316,956	1,392,706	1,432,044	1,517,106
Barry Towne	983,721	2,112,205	1,190,091	2,361,441	2,397,964
Briarcliff West	624,239	723,108	739,135	844,755	856,894
Brush Creek Corridor	90,788	491,835	398,035	1,756,097	1,774,999
Chouteau I-35	222,813	941,634	935,576	947,005	962,299
Civic Mall	692,497	1,056,276	1,008,506	1,015,716	1,029,545
Country Club Plaza	2,520,334	2,430,107	2,713,503	3,062,670	4,203,126
Eleventh Street Corridor	3,350,890	5,432,251	3,138,362	3,354,976	3,416,806
Forty-Third and Main	517,553	675,185	500,192	560,542	568,340
Gateway	371,985	706,333	581,788	589,567	599,425
Grand Blvd	1,239,358	1,762,779	1,203,303	1,209,461	1,224,783
Hickman Mills	1,645,753	2,641,902	2,254,072	2,719,244	2,756,693
Hotel Phillips (Super TIF)	--	786,305	647,525	248,835	257,346
Hotel President (Super TIF)	--	--	--	468,188	498,774
Jazz District	--	301,195	319,327	326,010	332,520
KCI Corridor Plan	673,724	1,510,085	1,732,685	1,776,762	1,812,287
Midtown (Super TIF)	3,572,222	3,211,340	3,643,500	3,703,050	3,762,150
New England Bank Building	--	26,357	--	--	--
New York Life	987,353	982,639	837,686	991,701	1,008,137
Nineteenth and Central	--	107,260	109,401	196,829	199,616
Parvin Road	--	127,653	578,051	633,207	641,514
Prospect North	--	--	--	725,821	734,576
River Front	--	--	--	--	--
River Market	--	88,579	89,747	110,360	111,459
Santa Fe	9,147	37,919	23,315	3,417,959	3,460,376
Savoy (Super TIF)	--	142,715	215,503	157,878	161,037
Searcy Creek	19,237	110,401	110,684	110,684	111,786
Shoal Creek	2,447,067	3,871,237	4,293,081	5,188,306	5,236,050
Southtown Corridor	1,266,745	2,052,491	1,164,836	1,188,375	1,207,159
Summit	257,235	393,485	311,514	336,631	342,379
Thirteenth & Washington	354,616	279,572	462,041	468,002	475,718
Tower Properties	2,838	106,966	261,134	261,468	264,248
Twenty Second & Main (Freighthouse)	314,363	1,894,807	1,398,869	2,700,790	3,367,195
Union Hill (Super TIF)	91,856	151,796	314,927	108,426	110,595
Universal Floodwater	601,023	842,234	614,475	617,399	625,060
Uptown Theatre (Super TIF)	388,083	399,800	400,200	414,550	420,633
Valentine (Super TIF)	--	322,500	340,600	340,275	340,960
Walnut Creek	40,297	145,468	169,010	169,010	170,695
Winchester	1,670,000	1,532,546	2,135,017	2,197,716	2,226,159
Total	**$ 27,700,479**	**$ 42,213,606**	**$ 38,846,412**	**$ 49,437,400**	**$ 51,956,469**

Source: Economic Development Corporation, Finance Department and Office Management & Budget

FISCAL OUTLOOK

This section updates the Five-Year Financial Forecast 2004-08 presented to the City Council in October 2002, and details long-term financial objectives of the city as recommended by the city's strategic plan known as FOCUS. The fiscal outlook for revenues and expenditures includes the General Fund and the nine other funds receiving funding support from the General Fund – East Park, West Park, Motor Fuel Tax, Infrastructure and Maintenance, Local Use Tax, Hazardous Materials, Convention and Tourism, Community Centers and Zoo Funds.

FINANCIAL OBJECTIVES

The FOCUS Governance plan adopted by the City Council in 1997, outlines a set of financial management strategies to ensure that financial resources are available to meet present and future needs.

BALANCE AND DIVERSIFICATION OF REVENUE SOURCES

This goal is designed to protect the city from fluctuations in any one revenue source. In FY2003-04, the largest single revenue source is the one-percent earnings tax levied on the wages of workers and residents and net profits of businesses within the city. This source constitutes over 35 percent of all general fund supported revenues received by the city. The next largest revenue source is utility taxes which generate over 13 percent of general fund supported revenues. The smallest revenue stream is miscellaneous revenue at just over one-half percent of the total. Property taxes for general operating purposes constitute approximately nine percent of available revenues. Revenue continues to be driven by growth in earnings taxes, local use taxes, and gaming revenue. Efforts to keep the city's revenue streams diverse and balanced will continue by maximizing revenue from service charges, licenses and permits.

MAINTENANCE OF AN EIGHT PERCENT GENERAL FUND BALANCE

FOCUS recommends that a fund balance be maintained to protect the city's creditworthiness, as well as its financial position, from financial emergencies. The City Council established a goal of an eight percent general fund balance which was achieved for the first time at the end of FY1997-98. An eight percent fund balance is essentially a one month reserve of General Fund expenditures, and is consistent with the financial recommendations of the Government Finance Officers Association (GFOA). Due to the effects of the current economic recession and the January 2002 Ice Storm, an eight percent fund balance was not achieved in FY 2002-03 and will not be achieved again in FY 2003-04. The ending fund balance is estimated at 3.4 percent as a result of using General Fund reserves in the amount of $4.8 million to balance the FY2003-04 budget. This fiscal outlook assumes the 3.4 percent fund balance is maintained in FY2004-05 and begins to grow again in FY2005-06.

STRUCTURALLY BALANCED BUDGET

FOCUS recommends that a long-term financial objective should be that continuing revenues match continuing expenditures. This objective is a priority of the Mayor and City Council through the Fifteen Point Action Plan, and was the highest policy priority identified during the annual City Council priority sessions in the fall of 1999. In FY1999-00, current expenditures exceeded current revenues by $15.5 million in the nine general fund supported funds. Of this amount, $9.2 million was used for ongoing operating expenses. In FY2000-01 and FY2001-02, the budget was balanced using only ongoing revenues for ongoing expenditures. In FY2002-03 there was a structural imbalance of $15.2 million, and in FY 2003-04, the projected structural imbalance is reduced to $6.3 million and retains an $11.6 million General Fund balance.

The remainder of the fiscal outlook details how the outlook is developed, the potential shortfalls that will occur in the future, and the steps that can be taken to eliminate this shortfall.

Five-Year Financial Forecast

In the autumn of each year, city staff prepare and present a five-year forecast of revenues and expenditures. In October 2002, the forecast for fiscal years 2003-04 to 2007-08 was presented to the City Council. This forecast used the FY2002-03 budget as its base and projected an average annual revenue growth of 3.2 percent and an average annual expenditure growth of 4.5 percent over the next five years. These growth patterns result in a projected negative imbalance of $63.8 million in FY2004-05, rising to $73.4 million in FY2005-06.

Building the Outlook

This fiscal outlook makes the following important assumptions regarding the projection of revenues and expenditures:

- Continued revenue generation from current revenue sources with variation due only to changes in the local economy;
- No changes in programs or personnel beyond budgeted levels, except for already known or anticipated changes;
- Accuracy of cost estimates for budgetary impacts;
- A rebound from the current economic downturn positively affecting growth rates in the outlook period.

The table on this page projects the outlook for the next two fiscal years using both econometric and deterministic based revenue projections.

In this outlook, revenue growth averages 3.2 percent for the outlook period while expenditures grow at an average rate of 4.5 percent per year.

Three Year Outlook
General Fund and General Fund Supported
(In Millions)

	2003-04	2004-05	2005-06
Revenues	$ 480.1	$ 494.2	$ 512.5
Net Transfers	(34.9)	(40.3)	(42.3)
Expenditures			
Ongoing	450.0	457.9	468.6
Carryover Used	6.3	--	--
Shortfall:	$ 1.5	$ (4.0)	$ 1.6
Build Fund Balance	1.5	--	1.6
Total Shortfall:	$ 0.0	$ (4.0)	$ (0.0)

Outlook Revenues

The revenue growth projection presumes stronger revenue growth as the local economy begins to grow again in 2003.

Changes of note are:

- On May 1, 2003, the emergency utility tax on residential customers will be completely repealed;
- Average projected growth of 4.8 percent in annual earnings tax collections during the outlook period;
- Projected growth of 3.3 percent in annual property tax collections during the outlook period; and
- Projected growth of 3.0 percent in annual service charges during the outlook period, reflecting continued emphasis on program cost recovery efforts.

Net Transfers

Net Transfers reflect the transfer of resources between various funds of the city. There are a number of changes to net transfers.

Changes of note are:

- An additional $1.5 million over the outlook period needed for gaming fund support of streetlight debt service;
- A one-time transfer of $1.1 million in FY2003-04 from the Information Technology Working Capital Fund to pay for computer replacement;
- An additional $2.2 million from General Fund supported funds, for a total of $13.9 million by FY2005-06, is needed to support additional tax increment and super tax increment funded projects over the outlook period;
- An additional $1.3 million in General Fund support, for a total of $2.3 million during the outlook period, will be needed for operations and debt associated with the Kemper-Butler and 11th and Oak Garages;
- General Fund support of the private management of the Zoo continues at $4 million each year during the outlook period; and

Outlook Expenditures

To achieve this budgetary projection in FY 2004-05 and FY 2005-06 will require a significant reductions in planned expenditures in future years in order to maintain a structurally balanced budget.

- Deferred maintenance spending will need to be maintained at FY2003-04 levels and begin growing aain in FY 2005-06;
- Wage levels of city employees must be frozen in FY 2004-05 and begin growing again in FY 2005-06 but with growth limited to the rate of revenue growth;
- The FY 2003-04 retirement incentive program that reduced $8.5 million from the General Fund supported fund and 153 positions must be made permanent;
- Hospitalization insurance for all city employees including police is anticipated to grow each year at 12.5% per year from the FY 2003-04 levels;
- No additional resources to rebuild the General Fund unreserved fund balance until FY 2005-06. The projection assumes that potential budgetary surpluses will be divided equally between rebuilding the fund balance and providing additional deferred maintenance funding;
- Operating costs arelimited to only one percent growth which is below the projected inflation rate of 2.5 percent as provided by the Congressional Budget Office (CBO);
- Equipment replacement funding for city departments supported by the General Fund are held at FY 2003-04 funding levels throughout the outlook;
- Budgetary program reductions of $12.5 million undertaken in FY 2002-03 and FY 2003-04 are not restored during the outlook period.

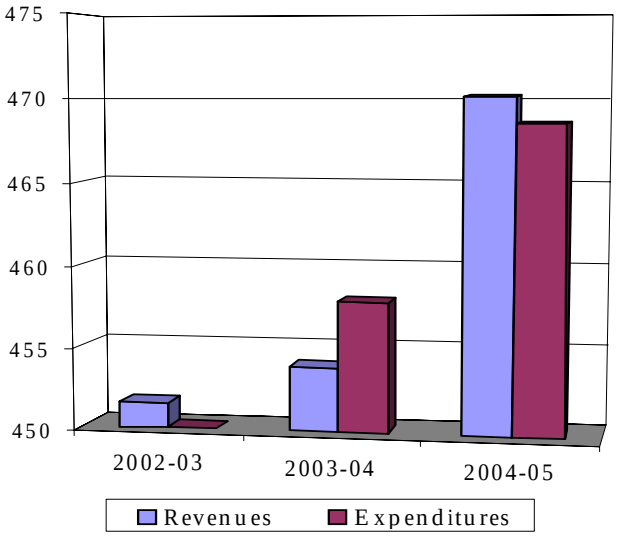
Conclusions

To achieve these smaller budgetary imbalances will require significant committment by city staff, council and residents. Unless these reductions are made or reductions similar to these proposed, the City's budgetary outlook will remain difficult at best. It is anticipated that the city's efforts at improving the competitiveness and efficiency of service delivery through the use of a variety of management tools and strategies, will result in ongoing cost savings in the future, and could be used to help maintain a balanced budget.

Increasing city revenues is as important as reducing expenditures in order to eliminate the gap between revenues and expenditures. Earmarked revenues such as park maintenance, trafficway maintenance and cigarette taxes, and user fees such as street cut fees and health department fees, should be reviewed and adjusted on an ongoing basis to insure that revenues received from a service are sufficient to cover the cost of providing that service.

The fiscal outlook projects that the city's budgetary outlook will be signficantly improved as the economy recovers and the city holds the line on its expenditures. The significant budgetary efforts undertaken in FY2002-03 and FY 2003-04 to maintain a balanced budget will need to be repeated in future years in order to make ongoing revenues equal or exceed ongoing expenditures.

Comparison of Projected Revenues and Expenditures

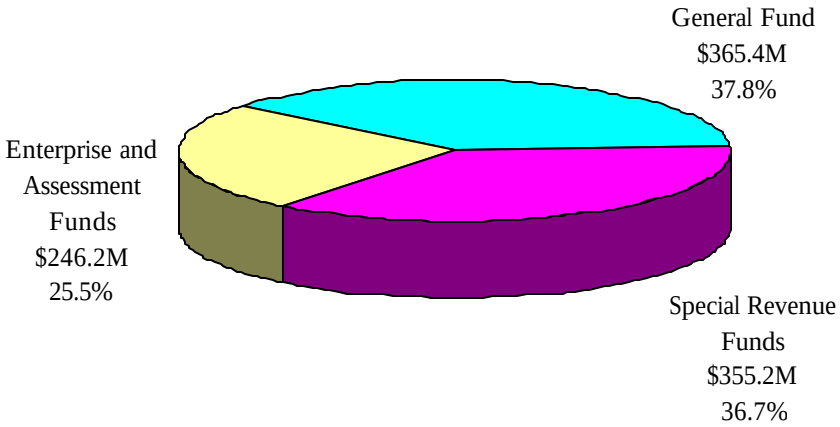


REVENUES

In the 2003-04 budget, revenue collections are estimated at $966,782,373, an increase of $21,084,740 or 2.2 percent over the 2002-03 adopted budget. However, a more accurate comparison of revenues results when adjustments are made to exclude new revenue sources and increased tax rates that support new programs in FY 2003-04. When total revenues are adjusted to exclude the new Public Safety Sales Tax ($19.4 million) and the increased rates for restaurant and hotel/motel taxes ($4.5 million), revenues are projected to decrease by $2.8 million or 0.3%. This adjusted comparison draws a clearer picture of the undedicated resources that are available to support basic municipal operations. To better understand the city's revenue base and changes to that base, the following discussion analyzes the city's revenues from two different perspectives: fund type and source.

REVENUES BY FUND TYPE

The following chart depicts projected revenue receipts by three fund types: General Fund, Special Revenue funds, and Enterprise and Assessment funds. Distribution of revenue between these categories has not materially changed from the 2002-03 budget. The "Revenues Changes" table on the next page details the changes in these three fund types. The data in the table indicate that total revenues are estimated to grow by 2.2 percent over the 2002-03 adopted budget. Each type of fund, however, grows at a different rate.



The relatively unrestricted General Fund is projected to receive revenues of $365.4 million in 2003-04. This is $2.8 million or 0.8 percent less than the 2002-03 adopted budget of $368.2 million. This decrease is due to projected reductions in earning taxes, utility taxes, rental income, interest earnings, and grants. Reductions in these sources are tempered by estimated increases in property tax collections, licenses and permits, court fines, service charges, and all other.

The more restricted Special Revenue funds are projected to receive revenues of $355.2 million. This is an increase of $20.7 million or 6.2 percent over the 2002-03 adopted budget of $334.5 million. The increase in these funds is attributable primarily to new, dedicated revenue sources: the Public Safety Sales Tax and rate increases in the restaurant tax and the hotel/motel taxes, which are dedicated for the Bartle Hall expansion. When these sources are excluded, Special Revenue funds are estimated to decrease by $3.3 million or 1.0 percent.

The Enterprise and Assessment funds are projected to receive revenues of $246.2 million or 1.3 percent more than in 2002-03. This estimated increase is due to higher aviation, storm water, and sewer service charges. All revenues in Enterprise and Assessment funds can only be used in their respective areas and not for general government purposes.

A detailed explanation of revenue changes by source within each fund group follows the "Revenue Changes" table.

REVENUE CHANGES

(In Millions of Dollars)

GENERAL FUND	Adopted 2002-03	Revised Estimate 2002-03	Budget 2003-04	Change From Adopted Dollar Change	Change From Adopted Percent Change
Property Taxes	$ 38.4	$ 37.5	$ 38.6	$ 0.2	0.5%
Earnings Tax	170.2	167.1	168.3	(1.9)	(1.1%)
Utility Taxes	67.1	65.0	64.4	(2.7)	(4.0%)
Licenses and Permits	19.6	23.2	20.7	1.1	5.6%
Court Fines	13.5	15.1	15.5	2.0	14.8%
Interest and Rental Income	14.0	11.0	11.5	(2.5)	(17.9%)
Service Charges	31.6	31.1	32.1	0.5	1.6%
All Other	2.6	3.1	3.6	1.0	38.5%
Subtotal:	$ 357.0	$ 353.1	$ 354.7	$ (2.3)	(0.6%)
Grants	11.2	39.9	10.7	(0.5)	(4.5%)
Total:	**$ 368.2**	**$ 393.0**	**$ 365.4**	**$ (2.8)**	**(0.8%)**
SPECIAL REVENUE FUNDS					
Property Taxes	$ 43.5	$ 43.3	$ 44.5	$ 1.0	2.3%
Sales Tax	107.8	109.7	122.3	14.5	13.5%
Local Use Tax	28.6	23.8	29.6	1.0	3.5%
Convention and Tourism	28.1	29.3	33.7	5.6	19.9%
Gaming Revenues	18.6	18.8	19.0	0.4	2.2%
Interest and Rental Income	18.7	15.6	19.9	1.2	6.4%
Licenses and Permits	4.3	4.2	4.3	--	--
Court Fines	0.9	1.0	1.0	0.1	11.1%
Service Charges	12.7	10.5	11.4	(1.3)	(10.2%)
Special Assessments	0.3	0.3	0.3	--	--
All Other	1.5	1.5	3.4	1.9	126.7%
Subtotal:	$ 265.0	$ 258.0	$ 289.4	$ 24.4	9.2%
Grants	69.5	98.8	65.8	(3.7)	(5.3%)
Total:	**$ 334.5**	**$ 356.8**	**$ 355.2**	**$ 20.7**	**6.2%**
ENTERPRISE AND ASSESSMENT FUNDS					
Water Sales	$ 68.9	$ 69.2	$ 69.4	$ 0.5	0.7%
Sewer Service Charges	48.3	49.3	51.3	3.0	6.2%
Stormwater Charges	6.2	6.0	7.8	1.6	25.8%
Airports Revenue	88.1	84.4	90.1	2.0	2.3%
Special Assessments	1.5	1.7	1.6	0.1	6.7%
Interest and Rental Income	13.7	12.7	10.6	(3.1)	(22.6%)
All Other	2.8	7.2	2.8	--	--
Subtotal:	$ 229.5	$ 230.5	$ 233.6	$ 4.1	1.8%
Grants	13.5	15.0	12.6	(0.9)	(6.7%)
Total:	**$ 243.0**	**$ 245.5**	**$ 246.2**	**$ 3.2**	**1.3%**
GRAND TOTAL ALL FUNDS	**$ 945.7**	**$ 995.3**	**$ 966.8**	**$ 21.1**	**2.2%**

2003-04 Revenue Changes

General Fund

Property Taxes

In 2003-04, real and personal property tax receipts are anticipated to increase by $0.2 million or 0.5 percent over the 2002-03 adopted budget. Compared to the 2002-03 revised estimate, revenues are projected to increase by $1.1 million or 2.9% with the difference attributable to delinquencies.

Earnings Taxes

Earnings taxes are estimated to decrease by $1.9 million or 1.1 percent below the 2002-03 adopted budget. The decrease in the 2002-03 revised estimate of $3.1 million from the 2002-03 adopted budget reflects the impact of the current recession on earnings tax. Compared to the 2002-03 revised estimate, earnings tax revenues are projected to increase by $1.2 million or 0.7 percent. This projected increase assumes a positive trend in the local economy.

Utility Taxes

Utility taxes are estimated to decrease by $2.7 million or 4.0 percent. Individual sources are estimated to change as follows:

Electricity - Electricity sales in the city are projected to generate $36.3 million in revenue in 2003-04, a decrease of $1.6 million from the 2002-03 adopted budget. Electricity receipts anticipate normal summer weather and usage. They also reflect the elimination of the final one-percent emergency tax on residential usage. The potential effects of deregulation of the electricity industry remain uncertain and are not factored into this estimate.

Steam/Chilled Water - Revenue of $290,000 is estimated in 2003-04. The increase of $10,000 over the 2002-03 adopted budget is based on current year collections and the availability of a more extensive history of chilled water receipts.

Natural Gas - Revenue of $13.1 million is estimated in 2003-04. This estimate is $1.2 million more than the 2002-03 adopted budget and is based on normal winter temperatures and moderate natural gas rates.

Cable TV - Revenue of $3.7 million is estimated in 2003-04, a decrease of $0.3 million or 7.5 percent below the 2002-03 adopted budget. This decrease is the result of the loss of fees that were generated by cable Internet service.

Telephone - Receipts are estimated at $10.9 million, $2.1 million less than the 2002-03 adopted budget. This estimate is based on the decline in current-year collections and the elimination of the final one-percent emergency tax on residential usage.

Licenses and Permits

Revenues from licenses and permits are estimated to increase by $1.1 million, or 5.6 percent above the 2002-03 adopted budget. Business licenses are estimated to increase by $0.8 million from the 2002-03 adopted budget.

Court Fines

Court fines are estimated to increase by $2.0 million or 14.8 percent more than the 2002-03 adopted budget. The change is due primarily to increases in enforcement and fine rates.

Interest and Rental Income

Interest from investments is anticipated to decline by $1.7 million from the 2002-03 adopted budget due to declining interest rates. Rental Income is also anticipated to decrease by $0.8 million, which reflects current activity levels at the American Royal Center, the loss of rentals from a proposed sale of the building at 4900 Swope Parkway, and the move of Water Services from City Hall to its new location.

Service Charges

Service Charges are projected at $32.1 million in 2003-04, an increase of $0.5 million. Increases include $0.3 million for building inspections, $1.1 million for new environmental programs for freon collection and leaf

and brush drop-off and collection, and $0.5 million for fire prevention permits. These are offset by decreases of $0.8 million for administrative service fees and $0.6 for information technology charges.

All Other and Grants

Grant revenues are estimated at $10.7 million, a decrease of $0.5 million from 2002-03. This reflects decreases of $0.2 million in the business replacement tax, $0.5 million in COPS MORE grants that will terminate July 2003, and $0.1 in Home Weatherization grants. These declines are partially offset by an increase of $0.3 for Health Department grants. The $39.6 million projection for the 2002-03 revised estimate includes $21.4 million in collections related to the January 2002 ice storm. All Other revenues are estimated to be $3.6 million, an increase of $1.0 million due mostly to the sale of city-owned real estate.

Special Revenue Funds

Property Taxes

Property taxes are projected to increase $1.0 million or 2.3 percent to $44.5 million in 2003-04 with the majority of the increase in the Health Levy Fund. Compared to the 2002-03 revised estimate, revenues are projected to increase by 2.8% with the difference attributable to delinquencies.

Sales Taxes

Revenues from the city's four sales taxes are estimated to increase by $14.5 million over the 2002-03 adopted budget. Contributing to this increase is $15.9 million from the new one-fourth cent Public Safety Sales Tax that was approved in April 2, 2002 and became effective on October 1, 2002. However, revenues from the remaining three sales taxes combined are estimated to decline by $1.4 million or 1.3 percent in 2003-04 from adopted 2002-03.

Local Use Tax

Revenue generated by this tax is estimated at $29.6 million in 2003-04, an increase of $1.0 million over the current 2002-03 budget. With the approval of the Public Safety Sales Tax, an additional $3.5 million in local use tax will contribute to the increase. Offsetting this increase is an estimated $2.5 million decline in collections related to the Public Mass Transportation, the Fire Department, and Capital Improvements sales taxes.

Convention and Tourism Tax

In 2003-04, revenues from this source are estimated at $33.7 million, an increase of $5.6 million or 19.9 percent from the 2002-03 adopted budget. $4.5 million of this increase is attributable to rate increases in both hotel/motel and restaurant taxes that were approved by the voters in August 2002. These funds are dedicated for the expansion of Bartle Hall and are set aside in the budget solely for this purpose.

Gaming Revenues

Gaming revenues from the two casinos are projected to increase $0.4 million or 2.2 percent from the 2002-03 adopted budget. Estimated revenues for 2003-04 are 2.0 percent over the 2002-03 revised estimate and reflect more gradual growth than was anticipated.

Interest and Rental Income

Interest and Rental Income is estimated to increase by $1.2 million or 6.4 percent from the 2002-03 budget. Most of this increase is due to the first full year of collections of an additional $1.0 million at the new 11th & Oak parking garage, $0.6 million from revised accounting of the salaries of event security at Kemper Arena, and $0.3 million from Community Development Block Grant program income. These are partially offset by a decrease of $0.9 million from interest on investments.

Licenses and Permits

All combined licenses and permits are projected to remain flat at $4.3 million.

Service Charges

Revenues from this source are anticipated to decrease by $1.3 million or 10.2 percent. The majority of the decline is due to a reduced estimate by $1.0 million of the Arterial Street Impact Fee and a $0.3 million reduction in parks and recreation fees.

Grants, Special Assessments, and All Other

It is anticipated that grant revenues will decrease by $3.7 million or 5.3 percent in 2003-04. Much of the decline is due to $2.4 million in county payments in lieu of taxes, $1.0 million in Community Development Block Grants, $0.6 million in motor fuel taxes, and $0.7 in other smaller grants. An increase of $0.6 million in police grants and $0.4 million in health grants partially offset these losses.

Enterprise and Assessment Funds

Enterprise Sales and Charges

Revenue from water sales is estimated to increase by $0.5 million due to an improved billing system. Revenue from sewer services will grow by $3.0 million due to increased activity and a rate increase of 6.0 percent. Stormwater revenue is estimated to increase by $1.6 million to $7.8 million in 2003-04 due to a 31.5% rate increase. Airport revenue is anticipated to increase by $2.0 million or 2.3 percent primarily due to estimated moderate increases in air travel.

Interest and Rental Income

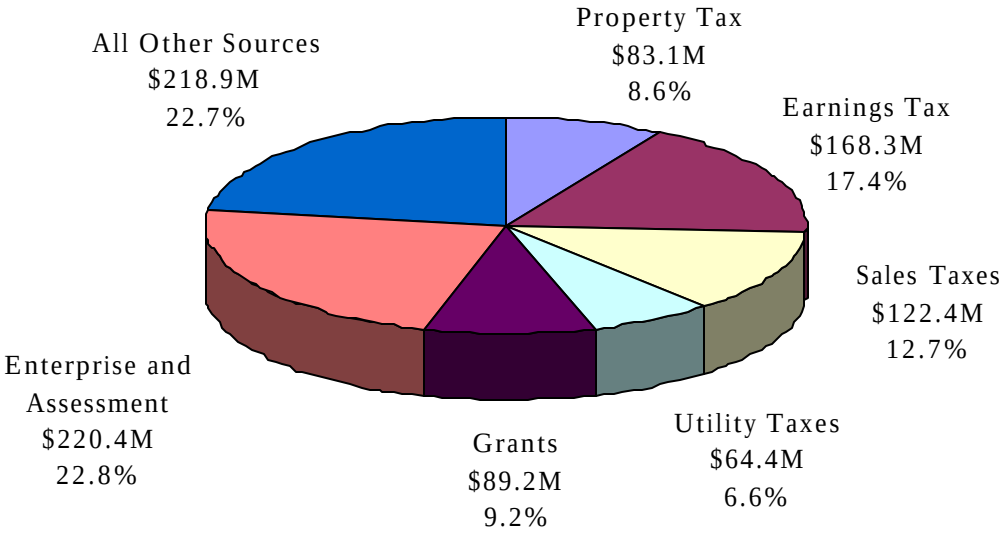
Interest and rental income earned in the Kansas City Airports, Water, and Sewer funds is estimated to decrease by $3.1 million in 2003-04. This is primarily due to decreases in interest earnings that are attributable to historically low interest rates.

Grants, Special Assessments, and All Other

Grants will decrease by $0.9 million to $12.6 million in 2003-04 due to a decline in airport grants for runway, terminal, apron, and other infrastructure improvements.

Revenues by Source

The following section provides an overall view of the city's seven most important revenue sources. For purposes of this discussion, these revenue sources are not categorized by fund, because some of them are collected in more than one fund. For instance, property taxes are collected in the General Fund, Museum Fund, East Park Fund, West Park Fund, Trafficway Maintenance Fund, the Health Levy Fund, and the General Debt and Interest Fund. Earnings and utility taxes, however, appear only in the General Fund. Grants appear in each of the fund types. Four of these sources – property taxes, earnings taxes, sales taxes, and utility taxes – respond to the level of economic activity in the city. Aviation revenues are also affected by economic activity. When the economy is growing, these revenues grow. Likewise, when economic activity slows, growth in these sources moderates or declines. Each of the sources discussed below contributes no less than 6.6 percent and no more than 22.7 percent of total city resources.



PROPERTY TAX

DEFINITION

A tax based upon the assessed value of improved and unimproved land, personal property, and footage on or abutting boulevards and trafficways. The four general levies are levied on both real property (including improvements) and on personal property. The two special assessments are levied on land only.

Table 1: Property Tax

Fiscal Year	Collections	$ Change	% Change
1994-95	59,485,138	409,531	0.7%
1995-96	62,939,973	3,454,835	5.8%
1996-97	65,677,205	2,737,232	4.3%
1997-98	66,676,883	999,678	1.5%
1998-99	69,704,813	3,027,930	4.5%
1999-00	74,133,754	4,428,941	6.4%
2000-01	76,702,703	2,568,949	3.5%
2001-02	79,731,181	3,028,478	3.9%
2002-03 Budget	81,849,362	2,118,181	2.7%
2003-04 Budget	83,145,027	1,295,665	1.6%

DISCUSSION

Property tax receipts are affected by the assessed valuation of property, mill levy rates, and collection rates. By state statute, real property is reassessed every two years. To avoid a potential windfall to governments from this biannual reassessment, the state limits property tax growth. It does so by capping the increase in valuation of existing property and improvements to the increase in the Consumer Price Index. Any new activity is valued at 100 percent for only one year. The mill levy rates are adjusted annually to avoid a windfall and also to ensure that property tax receipts do not decrease.

Table 2: Property Tax Rates 2003-04

Mill Levy Rate per $100	
General Purposes	0.68
Health Purposes	0.50
Debt Service	0.14
Museum	0.02
Total General Levy Rate	**1.34**
Special Assessments	
Park District Special Assessment	0.50
Trafficway District Special Assessment	0.25

In 1993-94, the total tax levy rate was reduced by five cents from $1.38 per $100.00 of assessed value to $1.33. The levy rate remained unchanged in 1994-95. Property tax collections grew by only 0.7% in 1994-95, reflecting this reduced levy. In 1995-96, the debt levy was increased by two cents, from 15 to 17 cents per hundred dollars of assessed valuation. In addition, the general purpose levy was increased by one cent, from 68 to 69 cents. In 1996-97, the general purpose levy was increased again by one cent, from 69 cents to 70 cents. In 1997-98, the general purpose levy was decreased by three cents, from 70 to 67 cents and the health levy was reduced from 50 cents to 48 cents, reflecting a significant increase in assessed valuation due to reassessment. In 1998-99, the general purpose levy was increased by one cent to 68 cents and the health levy was increased by one cent to 49 cents. In 1999-00 the general purpose levy was reduced by one cent to 67 cents and the debt levy was reduced by three cents to 14 cents. In 2000-01 the debt levy was again raised by three cents to 17 cents while the general purpose levy remained unchanged. In 2001-02 the debt levy was reduced by three cents to 14 cents and the general purpose levy remained at 67 cents. The health levy remained at 49 cents from 1998-99 through 2001-02. The current mill levy rates (2002-03) are displayed in Table 2. Revenue estimates for 2003-04 are based on these rates and are anticipated to grow by 1.6 percent, including new construction, TIF projects, delinquencies, and prior-year collections.

Overall growth in property tax collections for 2002-03 and as estimated for 2003-04 have been slowed by reductions in personal property assessed valuations.

Assessed property valuations totaled $4.8 billion in 1998-99, $5.1 billion in 1999-00, $5.2 billion in 2000-01, $5.5 billion in 2001-02, and $5.5 billion in 2002-03. The 2003-04 budget estimates $5.6 billion in assessed valuations.

EARNINGS TAX

DEFINITION

A one-percent tax levied on employee wages and business net profits. The tax applies to all residents of

Kansas City regardless of where they work. It also applies to the earnings of nonresidents working within the city limits.

Table 3: Earnings Tax

Fiscal Year	Collections	$ Change	% Change
1994-95	116,276,318	613,101	0.5%
1995-96	122,194,254	5,917,936	5.1%
1996-97	130,648,105	8,453,851	6.9%
1997-98	136,959,849	6,311,744	4.8%
1998-99	143,221,996	6,262,147	4.6%
1999-00	150,569,682	7,347,686	5.1%
2000-01	160,784,089	10,214,407	6.8%
2001-02	156,138,670	(4,645,419)	-2.9%
2002-03 Budget	170,217,961	14,079,291	9.0%
2003-04 Budget	168,315,243	(1,902,718)	-1.1%

Discussion

Earnings tax revenue showed increases ranging from 0.5 percent to 6.9 percent from 1994-95 to 2000-01. However, 2001-02 earning tax revenue decreased for the first time in its history. The 2002-03 budget amount was estimated before the decline in the earnings tax collections was apparent. In 2003-04, the earnings tax is expected to decrease by $1.9 million or 1.1 percent from the 2002-03 budget. However, actual collections are estimated to grow over 2002-03 receipts. Growth in this tax closely tracks economic activity in the city. The recession that began in 2001 has significantly impacted this revenue source.

Sales Tax

Definition

In 2003-04, Kansas City will levy four sales taxes on gross retail receipts, in addition to state and county levies: one cent for capital improvements, one quarter cent for Fire service operations, one half cent for public mass transportation, and one quarter cent for public safety capital improvements and a new Emergency Operations Center. The city's sales tax rate increased from one and three fourths cents in 2002-03 to two cents in 2003-04 due to voter approval on April 2, 2002, of a Public Safety Sales Tax of one quarter cent. Collection of this tax began October 1, 2002.

Discussion

Sales tax collections generally reflect the level of retail activity within Kansas City. Refunds of sales taxes that should not have been collected originally, however, can also affect the percent change from year to year. Between 1994-95 and 2001-02, sales tax collections grew at an average annual rate of 3.4 percent.

Table 4: Sales Taxes

Fiscal Year	Collections	$ Change	% Change
1994-95	76,201,317	2,402,860	3.3%
1995-96	80,869,061	4,667,744	6.1%
1996-97	81,665,625	796,564	1.0%
1997-98	84,263,757	2,598,132	3.2%
1998-99	86,196,293	1,932,536	2.3%
1999-00	111,978,299	25,782,006	29.9%
2000-01	108,728,245	(3,250,054)	-2.9%
2001-02	91,735,591	(16,992,654)	-15.6%
2002-03 Budget	107,785,057	16,049,466	17.5%
2003-04 Budget	122,364,235	14,579,178	13.5%

In 1999-00, receipts increased by 29.9 percent because of a voter-approved, one-half-cent sales tax for restoration of the Liberty Memorial. This 18-month tax expired September of 2000. Both 1999-00 and 2000-01 show higher collections due to this tax. The actual growth rate of the three ongoing sales taxes was 1.6 percent in 1999-00 and 6.3 percent in 2000-01. The 2001-02 decrease reflects the expiration of the Liberty Memorial tax. The one-fourth-cent Fire Sales Tax continues to provide funding of $17.9 million for capital improvements and added fire suppression personnel. The 2003-04 budget estimate projects an increase of 13.5 percent over the 2002-03 budgeted amount of $107.8 million. This increase is due to collection of the

Table 5: Sales Tax by Purpose

Sales Tax	2003-04 Amount
Capital Improvements	61,866,532
Fire Sales Tax	15,940,855
Public Safety Sales Tax	15,940,855
Public Mass Transportation	28,615,993
Total	**$ 122,364,235**

new Public Safety Sales Sales Tax. The remaining sales taxes are projected to decrease by $1.4 million or 1.3 percent from 2002-03.

In 1999, voters extended two one-half cent sales taxes for capital improvements through 2008 and combined them into a single, one-cent tax. The Fire Sales Tax became effective on January 1, 2002 and will terminate in 15 years. The one-half cent sales tax for public transportation expires every two years and must be renewed by the state legislature. This tax will expire on December 31, 2003.

UTILITY TAXES

DEFINITION

Utility taxes include license and franchise fees on companies that sell electricity, natural gas, steam, chilled water, cable television, and telephone services. In 1999-00, the tax rate was nine percent for residential customers and ten percent for commercial and industrial customers of gas, electric, and telephone companies. Effective May 1, 2003, the tax rate for residential customers is six percent. The rates on residential electric and telephone customers were reduced by one percent per year over a three year period to six percent. Rates for residential natural gas customers were permanently reduced to six percent on January 5, 2001.

Table 6: Utility Taxes

Fiscal Year	Collections	$ Change	% Change
1994-95	61,608,204	(1,342,543)	-2.1%
1995-96	65,283,494	3,675,290	6.0%
1996-97	68,909,491	3,625,997	5.6%
1997-98	66,575,948	(2,333,543)	-3.4%
1998-99	69,687,674	3,111,726	4.7%
1999-00	68,684,262	(1,003,412)	-1.4%
2000-01	76,303,080	7,618,818	11.1%
2001-02	66,482,733	(9,820,347)	-12.9%
2002-03 Budget	67,078,831	596,098	0.9%
2003-04 Budget	64,350,000	(2,728,831)	-4.1%

DISCUSSION

Factors affecting this revenue source are usage, rate changes, city tax rates, and gross receipts of utility companies. As Table 6 indicates, these factors result in a volatile revenue stream. In 1994-95, electricity receipts reflected a 2.6 percent rate decrease and cable television revenues reflected a full-year's impact of the increase in the franchise rate from three to five percent.

In 1995-96, all five utility sources showed increases, ranging from a 3.7 percent in electricity receipts to a 10.3 percent increase in telephone receipts to a 22.0 percent increase in cable television receipts.

In 1996-97, utility taxes increased because of greater than estimated telephone franchise receipts and an average increase of 38 percent in natural gas prices during the winter months. Electricity receipts reflected rate decreases totaling 4.5 percent and normal summer weather. In 1997-98 total utility tax revenue declined by $2.3 million and reflected declines in the following: electricity receipts fell $0.8 million, due in part to rate decreases, and natural gas revenues fell by $2.7 million due to a mild winter.

In 1998-99, total utility tax receipts increased by $3.1 million. Electricity receipts increased by $2.3 million due to increased usage, telephone receipts increased by $1.0 million, cable television receipts increased by $0.4 million, and steam/chilled water receipts increased by $0.2 million. Natural gas receipts declined by $0.8 million.

In 1999-00, total utility revenues declined by $1.0 million, with increases in telephone and cable offset by lower electricity and natural gas receipts. The decreases are attributable to lower rates and mild weather.

In 2000-01, total utility receipts increased by $7.6 million or 11.1 percent over 1999-00. Electricity receipts increased by $0.9 million. Cable revenues increased by $0.4 million. Natural gas revenues increased by $6.8 million and were driven by record-breaking cold temperatures and natural gas rates.

In 2001-02, total utility receipts decreased by $9.8 million or 12.9 percent from 2000-01. A reduction in the emergency residential tax rate, a much warmer-than-average winter, and reduced natural gas rates account for most of the decrease.

In 2002-03, total utility receipts were projected to increase by only $0.6 million and reflect the reduction in the emergency tax rate for residential customers from two percent to one percent. Smaller increases in usage offset the rate decrease.

In 2003-04, total utility receipts are projected to decrease by $2.7 million and reflect the final reduction in the emergency tax rate for residential customers from one percent to zero. This estimate is almost $1.0 million less than was collected eight years ago. Lower collections reflect reduction from 9.0 percent to 6.0 percent in residential rates. Electricity receipts are projected to decrease by $1.6 million, natural gas receipts are projected to increase by $1.2 million, telephone receipts are projected to decrease by $2.1 million, and cable television receipts are projected to decrease by $0.3 million due to the exemption of high-speed cable Internet access from the franchise fee.

GRANTS

DEFINITION

Grants include revenue from federal, state, and other local governments and contributions from businesses and developers participating in city projects.

Table 7: Grants

Fiscal Year	Collections	$ Change	% Change
1993-94	49,732,965	(13,877,193)	-21.8%
1994-95	47,847,814	(1,885,151)	-3.8%
1995-96	53,157,333	5,309,519	11.1%
1996-97	60,048,418	6,891,085	13.0%
1997-98	66,221,836	6,173,418	10.3%
1998-99	75,417,856	9,196,020	13.9%
1999-00	76,945,135	1,527,279	2.0%
2000-01	82,784,448	5,839,313	7.6%
2001-02	81,861,536	(922,912)	-1.1%
2002-03 Budget	94,131,771	12,270,235	15.0%
2002-03 Budget	89,212,834	(4,918,937)	-5.2%

DISCUSSION

The 1994-95 changes include $1.8 million from a two cent increase in the gasoline tax to 15 cents per gallon and increases in state vehicle sales taxes and license fees; $3.1 million in police grants; $0.6 million in the Special Allocation Fund; and $2.5 million in aviation grants. These increases were offset by a $1.5 million decline in flood grants; a $2.1 million decrease in capital-related grants; and a $6.2 million decline in funds received under CDBG.

The change in 1995-96 grant collections reflects an increase in police grants of $2.0 million, motor fuel tax of $1.0 million; road and bridge grants of $2.9 million; and CDBG grants of $1.3 million. These increases were offset by a decline of $2.4 million in aviation grants. The increase in 1996-97 includes the following: $1.4 million in aviation grants; $0.8 million in contributions for dangerous building demolition; $2.0 million in police grants; $1.2 million in motor fuel taxes, reflecting a two cent increase in the gasoline tax to 17 cents per gallon; $0.5 million in health grants; $0.5 million in tax increment financing revenues from other jurisdictions; and $0.3 million in all other grants.

The change in 1997-98 grant revenues reflects an increase of $2.6 million in General Fund federal and state grant receipts. In 1997-98, $4.3 million in additional grant revenue was received in the Special Allocation fund from economic development projects throughout the city. Declines in grant revenue occurred in CDBG funds, and construction delays reduced federal and state reimbursements for bridge, roadway and traffic signal projects. Other increases in grant revenues were received in the form of state motor fuel tax receipts, vehicle licenses, and county-urban road system disbursements from Clay and Platte counties.

The change in 1998-99 grant revenues reflects a onetime $5.0 million state grant for Liberty Memorial restoration, a $4.0 million increase in water and sewer grants, a $5.45 million Local Law Enforcement Block Grant, and a $2.2 million increase in federal capital improvement grants. These were offset by reductions in contributions from developers, police grants and airport grants.

In 1999-00, grant revenues increased by $1.5 million. This growth can be attributed to a $5.0 million increase in airport grants, a $1.2 million increase in capital improvement grants, a $3.3 million increase in Police grants and a $200,000 increase in TIF payments in lieu of taxes. These were offset by reductions in Liberty Memorial grants ($5.0 million) and the Local Law Enforcement Block Grant.

In 2000-01, grant revenues increased by $5.8 million. Airport grants increased by $5.3 million and tax increment financing (TIF) payments in lieu of taxes increased by $4.2 million. These and other increases were offset by the conclusion of a one-time water grant of $5.0 million and decreases in capital improvement grants.

In 2001-02, grant revenues decreased by $1.0 million. Much of this loss was attributable to reduced state funding for local landmark preservation. This was partially offset by state reimbursements from the flood of 1998 and federal assistance toward the Liberty Memorial restoration project.

In 2002-03, grant revenues were projected to increase by $12.3 million. Of this, $8.0 million was attributable to county payments in lieu of taxes and $7.0 million to aviation grants while declines in capital improvement grants offset the increase.

In 2003-04, grant revenues are projected to decrease by $4.9 million. Detail includes declines of $2.0 million in airports grants, $0.3 million in the business replacement tax, $2.9 million in TIF county payments in lieu of taxes. These are offset by increases in water and health grants.

Enterprise and Assessment

Definition

Revenue from public enterprise operations includes airport fees and charges, water sales, sewer charges, storm water charges.

Revenue from assessments are compulsory levies made against certain properties to defray part or all of the costs of a specific improvement deemed to primarily benefit the assessed properties. Sidewalk construction projects are currently repayable over a six-year period, and sewer special assessment mains are repayable over a fifteen-year period.

Table 8: Enterprise and Assessment

Fiscal Year	Collections	$ Change	% Change
1994-95	133,949,999	15,490,662	13.1%
1995-96	143,880,190	9,930,191	7.4%
1996-97	158,043,641	14,163,451	9.8%
1997-98	181,520,505	23,476,864	14.9%
1998-99	179,092,024	(2,428,481)	-1.3%
1999-00	192,788,637	13,696,613	7.6%
2000-01	213,909,564	21,120,927	11.0%
2001-02	209,267,322	(4,642,242)	-2.2%
2002-03 Budget	213,324,911	4,057,589	1.9%
2003-04 Budget	220,411,278	7,086,367	3.3%

Discussion

Over the past ten years, water rates have increased an average of 3.3 percent per year and sewer service rate increases have averaged 8.4 percent. Factors affecting revenue from these two sources include weather and usage both inside and outside city limits. Water is supplied to twenty-one other regional and municipal water districts and wastewater treatment service is sold to twenty-seven other sewer districts. Sale of water to non-city customers constituted 10.5 percent of all water sale revenue in 2001-02. It is anticipated that continued economic development in the metropolitan area will foster additional demand for water supply and wastewater treatment services.

Table 9: Water Services Rate Increase History

Fiscal Year	Water	Sewer	Stormwater
1994-95	9.5%	9.0%	
1995-96	6.0%	20.0%	
1996-97	4.0%	10.0%	
1997-98	3.0%	6.0%	
1998-99	4.0%	6.0%	
1999-00	4.0%	8.0%	
2000-01	2.5%	7.0%	8.5%
2001-02	0.0%	6.0%	0.0%
2002-03 Budget	0.0%	6.0%	0.0%
2003-04 Budget	0.0%	6.0%	31.5%
10 Year Average	3.3%	8.4%	

Sewer revenues in 2003-04 are projected at $51.3 million, an increase of $3.0 million, and are based on a six percent rate increase. Stormwater revenues are projected at $7.8 million. It is anticipated that water sales will generate $69.4 million, an increase of $0.5 million over 2002-03. There was no water rate increase in 2002-03, and none is proposed for 2003-04.

Airport revenues have grown 67.2 percent since 1994-95. In 1996-97, airport revenues increased by $8.6 million over 1995-96 primarily due to the new passenger facility charge. 1997-98 airport revenue increased by $14.2 million over the previous year, again due to the passenger facility charge. In 1998-99, revenue decreased by $2.1 million, primarily due to decreased revenue from the passenger facility charge.

In 1999-00, airport revenue increased by $6.3 million over 1998-99 due to increased receipts from the

passenger facility charge and parking concessions. In 2000-01, interest on special facilities rents augmented receipts by $1.2 million. In 2001-02, rent of non-aviation buildings substantially increased by $4.6 million, which offset losses of $3.7 million in terminal and parking lot concessions . Revenue in 2003-04 is projected at $90.1 million, an increase of $2.0 million. The events of September 11, 2001, and the subsequent reduction in air travel continue to impact airport revenues.

ALL OTHER

DEFINITION

All Other revenue is comprised of the eight sources listed in Table 10 below.

Table 10: All Other Sources

Source		2003-04 Estimate
Convention and Tourism	$	33,750,000
Local Use Tax		29,583,800
Gaming		19,000,000
Licenses and Permits		24,965,734
Court Fines		16,480,000
Interest and Rental Income		41,958,427
Service Charges		43,517,093
All Other		9,728,702
Total	**$**	**218,983,756**

DISCUSSION

As shown in Table 11, increases in 1994-95 revenue reflect the booking of current ($4.9 million) and prior year ($7.7 million) local use tax, interest earnings of $3.4 million, and increased service charges of $2.3 million. The 1995-96 revenues reflect increased interest income of $13.4 million and a reduction in local use tax revenues of $7.7 million attributable to the previous year's one-time receipt of prior year funds. All Other revenues in 1996-97 were essentially unchanged, but included an increase of gaming revenues of $5.9 million and a reduction in local use tax collections of $4.8 million.

The $19.2 million revenue increase in 1997-98 reflects local use tax receipts of $12.2 million, increased gaming revenues of $7.1 million, increased convention and tourism taxes of $2.3 million and additional interest and rental income of $5.8 million. Revenue in 1997-98 included reductions of $3.6 million in court fines and $1.8 million in business licenses.

In 1998-99, All Other revenues increased by $11.1 million or 6.7 percent. Increases include $5.3 million in prior and current year local use tax; $500,000 in gaming; $2.1 million in business licenses; $1.1 million in court fines; and $2.2 million in insurance and flood-related reimbursements.

In 1999-00, All Other revenues increased by $29.4 million or 16.6 percent over 1998-99. Local use tax increased by $11.7 million, primarily due to revenues generated in association with the Liberty Memorial sales tax. Gaming receipts increased by $1.8 million, reflecting increased activity and the impact of open boarding. Interest and rental income increased by $4.8 million, primarily due to increased interest earnings. Service charges grew by $3.9 million due to health service charges of $1.5 million; charges to enterprise funds for services of $1.1 million; community center and golf course charges of $0.4 million; inspection and construction fees of $0.7 million; and other increases of $0.2 million. Court fines grew by $1.5 million and Convention and Tourism taxes grew by $1.0 million. Licenses and permits receipts grew by $2.6 million due to increased business license collections. All Other receipts increased by $2.0 million.

Table 11: All Other Revenue

Fiscal Year	Collections	$ Change	% Change
1994-95	128,787,588	24,272,425	23.2%
1995-96	146,207,421	17,419,833	13.5%
1996-97	146,152,139	(55,282)	0.0%
1997-98	165,398,082	19,245,943	13.2%
1998-99	176,500,373	11,102,291	6.7%
1999-00	205,875,322	29,374,949	16.6%
2000-01	215,999,453	10,124,131	4.9%
2001-02	204,740,746	(11,258,707)	-5.2%
2002-03 Budget	211,324,740	6,583,994	3.2%
2003-04 Budget	218,983,756	7,659,016	3.6%

In 2000-01, All Other revenues increased by $10.1 million or 4.9 percent over 1999-00. Convention and Tourism taxes increased by $4.4 million, primarily due to an

increase in the hotel/motel tax from 5.5 percent to 6.5 percent ($3.6 million) and increased sales in restaurants ($0.8 million). Local use tax collections declined by $4.6 million due to the sunset of the Liberty Memorial tax in September 2000. Interest and rental income increased by $11.2 million, due primarily to high interest rates and increased interest earned on investments.

In 2001-02, All Other revenues decreased by $11.3 million or 5.2 percent from 2000-01. Convention and tourism taxes decreased by $2.7 million, which was primarily due to a reversion of the hotel/motel tax rate from 6.5 percent to 5.5 percent for six months. Interest earnings decreased by $7.5 million as rates decreased over the course of the year. Service charges increased by $2.0 million mostly due to building and construction fees. All other revenues decreased by $3.5 million because of a one-time collection in the Streetlight Bond Fund, a reduction in recoveries of prior-year expenditures, and the sale of real estate.

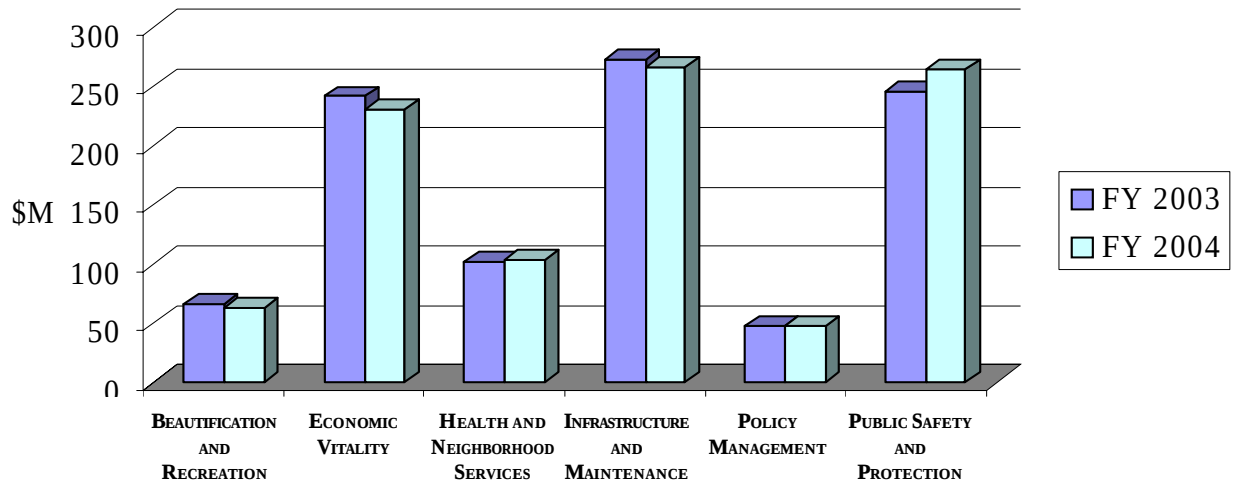
In 2002-03, All Other revenue was estimated to increase by $6.6 million or 3.2% percent. Convention and Tourism taxes were projected to increase by $2.5 million. Local Use tax was estimated to increase by $4.3 million due primarily to revenues generated by the new Fire sales tax ($3.9 million) and increased economic activity ($2.2 million). Gaming revenues were projected to remain flat while business licenses were projected to increase by $1.3 million and court fines by $0.1 million. Rental Income was estimated to increase by $4.3 million, primarily from additional CDBG program income. Interest income from investments was projected to decline by $6.1 million primarily due to record-low interest rates and fewer funds available for investment. Overall, Service Charges were projected to increase by $6.9 million due to $3.0 million from the aterial street impact fee, the sale of fire prevention permits, and adminnistrative service charges to enterprise departments. Miscellaneous Revenues were estimated to decrease by $2.0 million due to low receipts from the sale of city-owned real estate.

In 2003-04, All Other revenues are estimated to increase by $7.6 million or 3.6% from 2002-03. Convention and Tourism taxes are estimated to increase by $5.6 million primarily due to increases in the rates of both the hotel/motel and restaurant taxes that are dedicated for Bartle Hall expansion. Local Use tax collections are estimated to increase by $1.0 million due to the addition of the Public Safety Sales Tax. Gaming revenues are estimated to increase by $0.4 million, based on moderately increasing activity. Licenses and Permits are estimated to increase by $1.0 million primarily due to increases in business license collections. Court fines are estimated to increase by $2.1 million. Interest and Rental Income is estimated to decrease by $4.5 million primarily due to reduced earnings on investments. Service Charges are estimated to decrease by $0.9 million mostly due to a reduction in administrative service charges. Miscellaneous Revenues are estimated to increase by $3.2 million primarily due to recoveries of prior-year expenditures.

EXPENDITURES

The services provided by the city are categorized by six major objectives: Beautification and Recreation, Economic Vitality, Health and Neighborhood Services, Infrastructure and Maintenance, Policy Management and Public Safety and Protection. Each objective consists of a variety of city services; these services are closely related and often work in tandem. The total cost of services provided to 442,830 residents is $975,567,486 or $2,203.03 per capita in FY 2003-04. The following pages provide a description of each category and highlight some of the goals and projects of each objective.

Budget Objective	Budget FY 2002-03	Budget FY 2003-04	Percent of Total	Cost per Capita	FTEs
Beautification and Recreation	$ 65,685,997	$ 62,883,076	6.4%	$ 142.00	418.1
Economic Vitality	241,584,912	231,145,477	23.7	521.97	787.8
Health and Neighborhood Services	101,420,469	103,042,287	10.6	232.69	548.2
Infrastructure and Maintenance	272,739,682	266,478,627	27.3	601.76	1,332.7
Policy Management	48,014,944	46,977,133	4.8	106.08	439.0
Public Safety and Protection	245,469,043	265,040,886	27.2	598.52	3,088.5
Total Expenditures	**$ 974,915,047**	**$ 975,567,486**	**100.0%**	**$ 2,203.03**	**6,614.3**



Beautification and Recreation

Kansas City is nationally renowned for its beautiful parks and boulevards. The Parks and Recreation Department, under the direction of the Board of Parks and Recreation Commissioners, is committed to maintaining convenient and affordable park and recreational activities.

Table 1: Beautification and Recreation

Service	Budget FY 2002-03	Budget FY 2003-04
Administration and Engineering	$ 2,198,300	$ 1,961,951
Park and Boulevard Maintenance	16,607,769	16,104,774
Community Centers	4,704,245	3,591,237
Golf Course Operations	5,873,630	5,649,452
Kansas City Museum	1,210,842	1,228,103
Recreational and Cultural Activities	4,029,384	3,281,775
Zoo	4,000,000	4,000,000
Debt Service	8,791,687	7,018,820
Capital Improvements	18,270,140	20,046,964
Total	**$ 65,685,997**	**$ 62,883,076**

Funds provided in the 2003-04 budget will operate and maintain over 3,200 acres of developed park land, 159 parks, 300 miles of boulevards and parkways, 82 fountains and memorials, eleven community centers, one cultural center, a nature center, a museum and numerous other landscape features that contribute to the cultural and recreational interests of Kansas City citizens.

Park and Boulevard Maintenance services are partially funded through dedicated property tax revenues from special assessments levied against property located on or abutting boulevards, the park maintenance levy on unimproved property and vehicle license fees. User fees from community centers and recreation programs will generate $1,190,452 in revenue and defray 26.0 percent of operational costs. The Plaza Tennis Center and the four municipal golf courses are self-supporting and derive income from user fees totaling $6,728,045. Dedicated property tax revenue of $1,228,103 provides operational support for the Kansas City Museum, which opened Science City at the newly renovated Union Station in 1999. On January 1, 2002, management of the Kansas City Missouri Zoological Park was turned over to the Friends of the Zoo; the city provides a $4 million operating subsidy.

This objective represents 6.4 percent of the total budget. Expenditures per capita are $142.00.

Economic Vitality

Most resources available to maintain and encourage economic vitality come from dedicated revenues. Expenditures related to the operation of the city's Aviation department are entirely supported by user fees and charges, and account for $57.9 million in operating costs and $46.6 million in capital improvements and debt service. The department's operating budget increases due to the dedication of additional resources toward heightened security measures required by the Federal Aviation Administration as a result of the events of September 11, 2001. These expenditures will support an estimated 10.8 million passengers as well as provide nonstop service to 29 of the top 30 origin and destination markets from KCI.

Convention Center activities at Bartle Hall, Municipal Auditorium and Barney Allis Plaza, as well as American Royal Center events at Kemper and Hale Arenas, and other tourism programs are primarily funded by revenues of $33.8 million from the convention and tourism taxes, rental income of $12.7 million and $2.0 million in state assistance.

Table 2: Economic Vitality

Service	Budget FY 2002-03	Budget FY 2003-04
Aviation	$ 54,851,788	$ 57,876,751
City Development	6,984,270	8,944,975
Convention and Entertainment Centers	20,455,198	21,706,199
Convention and Tourism	9,325,000	9,825,000
Public Transportation	31,902,778	25,750,933
Debt Service	51,248,245	55,974,678
Economic Incentives	35,738,345	30,656,179
Capital Improvements	31,079,288	20,410,762
Total	**$ 241,584,912**	**$ 231,145,477**

The City Development department is the city's primary physical and economic planning agency. It has primary responsibility for the implementation of FOCUS, the city's comprehensive and strategic plan. The department also works closely with the development community to promote a physical environment that nurtures the excellent quality of life enjoyed by most Kansas Citians. The department also coordinates business attraction and retention services with area economic development organizations. The increase in City Development reflects the shifting of the 11th and Oak Garage operations and maintenance costs from Public Works.

Economic incentives to support the city's 42 tax increment financing districts will decrease in FY 2003-04 by $5,102,166 or 14 percent. This increase is due to decreased economic activity within these districts.

Public transportation services are primarily funded with $25.8 million from the one-half cent transportation sales tax, which provides approximately 65 percent of the operating budget of the Kansas City Area Transportation Authority.

This objective represents 23.7 percent of the total budget. Expenditures per capita are $521.97.

Table 3: Health and Neighborhood Services

Service	Budget FY 2002-03	Budget FY 2003-04
Ambulance Services	$ 2,514,345	$ 3,979,195
Environmental Management	3,156,504	3,098,014
Health	13,626,203	13,395,382
Hospitals and Health Centers	29,713,583	28,561,480
Housing and Community Development	16,147,934	15,513,744
Neighborhood and Community Services	20,879,693	21,802,820
Refuse and Yard Waste Collection	12,773,258	13,184,652
Capital Improvements	2,608,949	3,507,000
Total	**$ 101,420,469**	**$ 103,042,287**

HEALTH AND NEIGHBORHOOD SERVICES

Approximately 29.3 percent of the expenditures in health and neighborhood services are for hospitals and health centers. The property tax for health purposes, a levy of 49 cents per $100 assessed valuation is estimated to generate $28.3 million in revenue in FY 2003-04 and will support Truman Medical Center, Children's Mercy Hospital, five community health centers, and the ambulance service operated by the Metropolitan Ambulance Services Trust (MAST). The increase reflects a voter approved Public Safety Sales Tax, of which $1.5 million is allocated for capital equipment replacement.

The Health Department will provide public health services to prevent the spread of disease and promote community and environmental health. The department will receive public health grants of $5.8 million and will collect $2.0 million in fees.

Housing and Community Development administers the federal Community Development Block Grant, which provides $16.6 million to support programs in low and moderate-income areas of the city, including housing rehabilitation, economic development, dangerous building demolition and capital improvements. State and utility company grants totaling $1,211,556 will be used to weatherize homes.

Neighborhood and Community Services provides a wide range of programs including neighborhood improvement and preservation services, correctional services for those individuals sentenced in Municipal Court, and social services for youths, the elderly and indigent individuals. The department will receive $4 million in federal and state social service grants and will generate an estimated $5.4 million in fees.

The Department of Environmental Management provides programs such as household hazardous waste disposal services, recycling centers, neighborhood cleanup services and illegal dumping abatement. Residents are also provided with weekly curbside collection of household trash. In FY2003-04, Recycle First will introduce curbside collection of recyclables as an option for residents. This iniatitive is intended to limit the amount of waste produced by households and deter polluntants from entering into the environment. Revenues for these services are estimated at $1,205,000. The decrease in Environemental Management reflects reorganization and efficiency efforts in community programs.

Capital improvements include $1.6 million for MAST facilitites provided by Public Safety Sales Tax revenues.

This objective represents 10.6 percent of the total budget. Expenditures per capita are $232.69.

INFRASTRUCTURE AND MAINTENANCE

Kansas City provides a wide array of infrastructure and maintenance services to its residents, including water treatment, sewage disposal, street lighting and street maintenance.

Table 4: Infrastructure and Maintenance

Service	Budget FY 2002-03	Budget FY 2003-04
Administration	$ 12,114,520	$ 14,800,204
Engineering	8,970,083	8,711,103
Public Property Maintenance	7,018,130	5,932,293
Street and Traffic Operations	19,644,148	16,313,337
Streetlight Operations	7,418,833	7,956,977
Water Services	45,313,401	42,609,297
Sewer Services	26,320,056	26,562,221
Stormwater Services	5,680,256	5,570,198
Debt Service	42,787,102	47,233,682
Capital Improvements	97,473,153	90,789,315
Total	**$ 272,739,682**	**$ 266,478,627**

Water and sewer services are self-supporting and will generate revenues of $132.5 million in FY 2003-04. These resources will allow for daily production and distribution of 115 million gallons of potable water to 148,000 customers, and remove 70 tons of solids from wastewater each day through the operation of eight wastewater treatment plants. Administration includes $2.8 million to hire employees to offset 50 percent of the Water department's recent retirements. The postions filled will be reallocated throughout the department.

Capital improvements for water and sewer services include funds to complete the stormwater master plans for city watersheds and make a complete inventory of stormwater catchbasins. Ongoing capital projects include improvements to the water and wastewater treatment plants, replacement of undersized water mains, rehabilitation of sanitary sewer mains and elimination of combined stormwater and sanitary sewer lines.

The city's streets are currently lit by approximately 72,878 new and upgraded streetlights. The street lighting budget of $8,352,080 provides for the generation and maintenance of the system, as well as repayment of bonds used to purchase the KCP&L and Missouri Public Service streetlights. The decrease in Street and Traffic Operations reflects a reduction in equipment replacement and the shifting of the 11th and Oak Garage operating and maintenance costs to City Development. Street and traffic operations provide for maintenance of 708 traffic signals, sweeping residential streets five times per year, maintenance of 200,000 street and traffic control signs posted throughout the city and $1.6 million for snow removal.

The FY 2003-04 budget includes 10.9m to resurface 240 of the 2,300 center-lane miles, or 11 percent of streets and boulevards in the city at an average cost of $45,000 per mile. Additionally, $21,371,567 is dedicated to replacing and repairing the 409 bridges and culverts in the city and $17,845,881 is dedicated to neighborhood infrastructure improvement projects, including curb and sidewalk replacements, pedestrian traffic control improvements and streetscapes. Capital improvements for general municipal infrastructure and maintenance are primarily funded by a one-cent sales tax, local use tax, gaming and general fund revenues.

This objective represents 27.3 percent of the total budget. Expenditures per capita are $601.76.

Table 5: Policy Management

Service	Budget FY 2002-03	Budget FY 2003-04
Boards of Election	$ 2,719,872	$ 1,626,654
Finance	10,315,095	10,461,031
Human Relations	1,320,071	1,324,123
Human Resources	2,636,203	2,927,378
Information Technology	11,430,381	12,876,109
Law	3,099,320	2,801,351
Legislative Assistance	1,975,353	1,869,032
Mayor and City Council	2,925,326	2,993,447
Office of City Manager	5,092,097	4,398,008
Contingent Appropriation	6,501,226	4,700,000
Capital Improvements	--	1,000,000
Total	**$ 48,014,944**	**$ 46,977,133**

POLICY MANAGEMENT

The citizens of Kansas City elect the Mayor and City Council to govern and set priorities for the city. The City Manager enacts policies of the elected officials, conducts the business of running the city and directs the operation of all city departments and agencies. The City Auditor assists the City Council in achieving increased accountability of city government. The City Clerk provides administrative and clerical assistance to the City Council. The election boards monitor and coordinate local, state and federal elections.

The budget includes $310,040 to continue the KC-GO Comprehensive Efficiency Strategy to improve the efficiency and competitiveness of city services. The budget for the Information Technology Department provides funding for debt service on an upgraded Geographic Information System and an Enterprise Resource Planning Computer System. Funding of $1 million to complete a new Emergency Operations Center is provided by the Public Safety Sales tax.

This objective represents 4.8 percent of the total budget. Expenditures per capita are $106.08.

PUBLIC SAFETY AND PROTECTION

The physical security and safety of residents continues to be a high priority for Kansas City. There are 923.2 fire fighting personnel budgeted in FY 2003-04, comprising 52 companies, which respond to nearly 52,400 fire and medical emergency calls annually. The Fire Prevention Division performs over 14,000 fire safety inspections and investigates over 1,400 fires annually. Fire Sales tax funds an additional 36 firefighters in FY 2003-04.

Table 6: Public Safety and Protection

Service	Budget FY 2002-03	Budget FY 2003-04
Codes Administration	$ 7,136,354	$ 7,398,763
Fire	74,512,359	78,414,767
Municipal Court	5,775,322	5,768,515
Police	141,233,000	145,271,356
Debt Service	515,987	2,268,097
Capital Improvements	16,296,021	25,919,388
Total	**$ 245,469,043**	**$ 265,040,886**

The Police Department continues to implement a community-oriented approach to public safety. The FY 2003-04 budget provides funding for 1,385 law enforcement personnel, including 20 new police officers. In April 2002, voters approved a quarter cent sales tax for public safety improvements for various capital improvements and equipment projects. The sales tax will raise an estimated $19,431,361 in FY 2003-04. Grant revenue is estimated at $5.58 million in FY 2003-04, plus $2.5 million from the Jackson County sales tax to eliminate illegal drug activity. Municipal Court will adjudicate 300,000 cases and collect $16.5 million in fines.

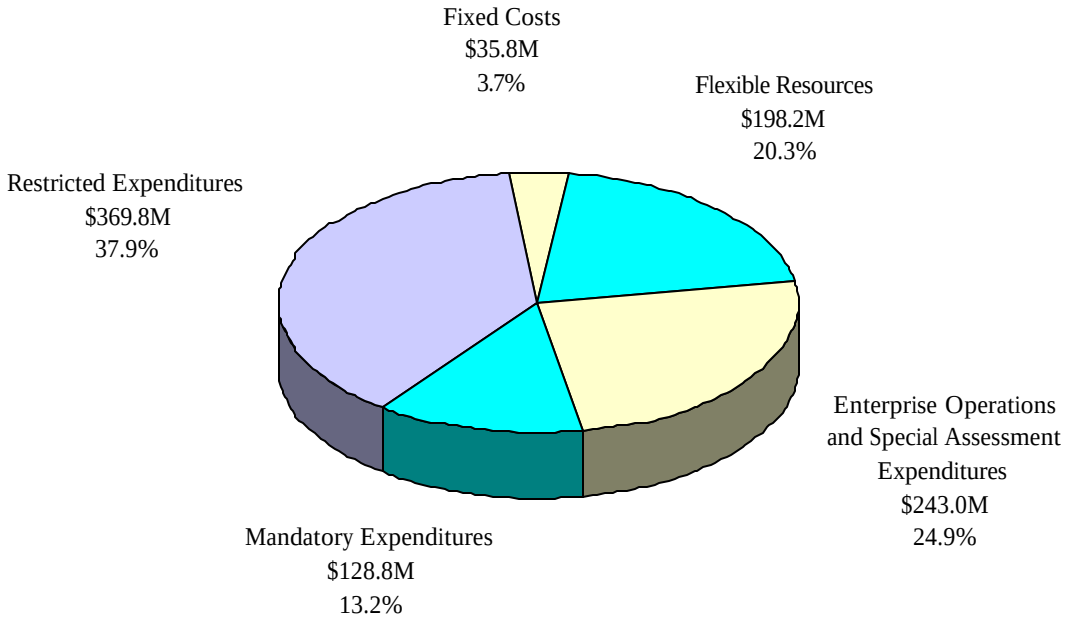
Building code enforcement and inspection services are provided through the department of Codes Administration. They conduct 65,000 inspections, issue 20,000 permits, and investigate 1,855 building code complaints on an annual basis. The department is fully supported by fees for service.

This objective represents 27.2 percent of the total budget. Expenditures per capita are $598.52.

DEDICATED AND FLEXIBLE RESOURCES

This explanation of dedicated and flexible resources groups expenditures into five categories: enterprise operations and special assessment expenditures, mandatory expenditures, restricted expenditures, fixed costs, and flexible resources. The following analysis demonstrates that, much like a family budget, resources are sometimes difficult to shift from one purpose to another. The City budget contains many resources that can only be used for specific purposes, such as revenues from the sale of water that are dedicated to water purification and distribution. The graph below illustrates that slightly more than 20 percent of the City's budget is flexible.

ADOPTED BUDGET - $975,567,486



The following definitions provide explanation of the five expenditure categories:

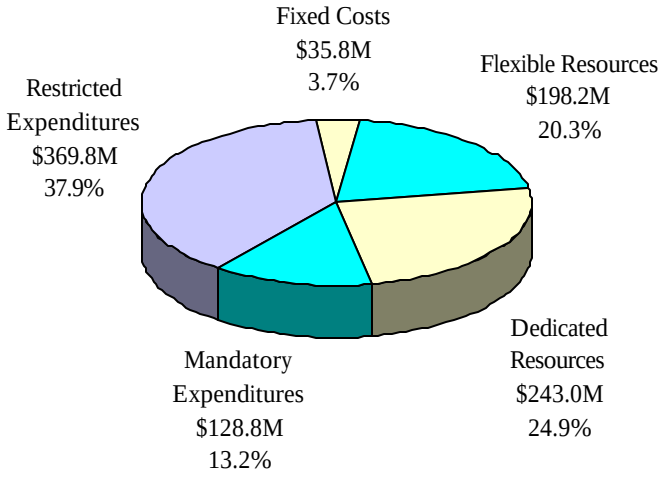
- **Enterprise Operations and Special Assessments**- Services funded through user fees
- **Mandatory Expenditures** - Expenditures that are required by state law or the City Charter
- **Restricted Expenditures** - Expenditures that are restricted to certain city services as approved by the citizens and/or the City Council
- **Fixed Costs** - Costs that are difficult to curtail in the short term, such as lease payments and utility costs
- **Flexible Resources** - The amount of resources remaining after accounting for dedicated expenditures

Enterprise Operations and Special Assessment Expenditures

Special Assessments	$	3,397,577
Enterprise Operations		239,580,871
Subtotal	**$**	**242,978,448**

Enterprise expenditures fund those services that are based primarily on user fees. Water and sewer services, public garage facilities, two city airports, as well as principal and interest on revenue bonds issued for enterprise facilities, total $243.0 million. Special assessments are compulsory levies against properties that benefit from specific improvements. The budget includes $3.4 million for curb, sidewalks, and sewer special assessment debt payments. Exclusion of enterprise operations and special assessments leaves 75.1 percent of the budget.

Budget Remaining
$732,589,038

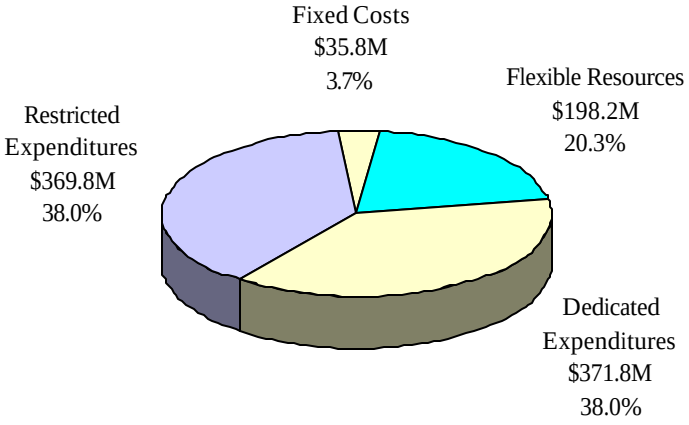


Mandatory Expenditures

Contingent Appropriation	$	3,700,000
Election Costs and Registration		1,626,654
Municipal Court Legal Services for the Indigent		460,118
Police Department Services and Retirement System		121,567,320
Property Assessment and Tax Collection Fees		1,413,411
Subtotal	**$**	**128,767,503**

Mandatory expenditures are established by the laws of the State of Missouri or by the City Charter. The City Charter requires that an amount of not less than one percent and no more than three percent of the estimated General Fund revenues to be set aside as a contingency. State law mandates that the cost of registering voters and administering election activities be shared with each of the four counties based on the population living within the city limits. The Municipal Court is a division of the 16th Judicial Court of Missouri; as such, legal services for indigent defendants must be provided. Funding for Police Department services is required by State law to be at least 20 percent of General Fund revenues; State law also requires the minimum contribution to the police officer retirement system to be 12 percent of officer salaries. Property assessment tax collection fees are required by State law to be paid to the county that perform these services. Exclusion of mandatory expenditures leaves 62.0 percent of the budget.

Budget Remaining
$603,821,535



RESTRICTED EXPENDITURES

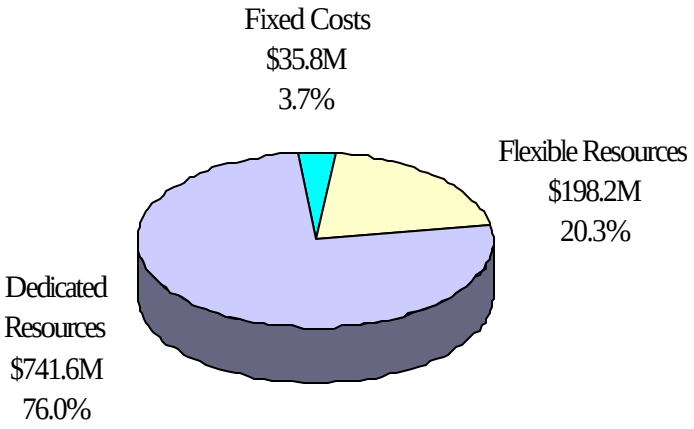
Cable TV - Public Information	$	373,303
Reserve for Economic Activity		30,451,391
Convention Centers		8,634,334
Neighborhood and Convention Tourism		9,825,000
General Debt Service		44,230,543
Environmental Compliance		805,147
Hazardous Materials Team		1,515,000
Kansas City Museum		1,228,103
Health and Medical Care Facilities		29,637,750
Economic Incentives		204,788
Salary Reserve		1,000,000
Financial Audits		241,117
Domestic Violence Shelter Operations		365,000
Indigent Housing Rehabilitation		615,000
Youth Programs		500,326
Park and Boulevard Maintenance		6,543,272
Community Centers		1,904,593
Street Light Operations		1,286,977
Public Transportation		25,750,933
Transportation Planning		766,260
Zoo		4,000,000
Garages		3,714,998
Other Program Related Expenses		155,513
General Fund Capital Improvements		6,007,282
Capital Improvements Sales Tax		64,633,769
Gaming Tax		11,336,409
Local Use Tax		21,437,808
Street & Traffic Operations		15,474,387
Fire Sales Tax		17,955,608
Public Safety Sales Tax		17,955,608
Other Capital Improvements		1,940,000
Grants		39,319,384
Subtotal	**$**	**369,809,603**

Restricted expenditures are resources that have been approved by a vote of the citizens of Kansas City, Missouri are contained in the City Code of Ordinances, and are provided by state or federal grants or by other agreements. Voters have approved allocations for the convention center, tourism activities, general obligation debt, the Kansas City Museum, health and medical care for indigent persons, community centers, park and boulevard maintenance, streetlighting, public safety, and capital improvements.

Ordinances adopted by the City Council restrict expenditures for economic activity purposes, environmental compliance, domestic violence shelter operations, indigent housing rehabilitation services, youth programs, public transportation and capital improvements.

State and federal grants are restricted for their intended purposes. These grants provide resources for street maintenance, community development, housing, health care, home weatherization, social services, and illegal drug activity abatement. Expenditures for 24.0 percent of the budget remain.

BUDGET REMAINING
$234,011,932

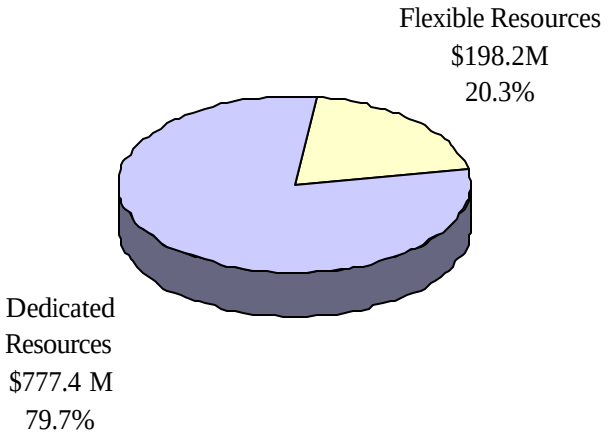


Fixed Costs

Insurance	$	5,313,300
Residential Trash Collection		8,059,123
Other Long-term Lease Debt		4,245,228
Streetlighting Program		7,065,103
Utilities		11,078,769
Subtotal	**$**	**35,761,523**

Fixed costs, 3.7 percent or $35.8 million, include those expenditures that are difficult to curtail in the short or long-term. These costs include utility payments for natural gas, electric power, water, sewer, streetlighting and telephone services, other long-term lease debt and insurance payments primarily for public liability, automobiles and other properties. Residential trash collection includes the costs of weekly curbside collection services to more than 201,000 dwelling units. Expenditures for 20.3 percent of the budget remain.

Budget Remaining
$198,250,409



Flexible Resources

Legislative Assistance	$	1,850,513
City Development		6,185,809
Office of City Manager		3,849,429
Codes Administration		6,992,124
Convention and Entertainment Centers		9,028,137
Environmental Management		7,344,411
Finance		8,660,244
Fire		68,904,415
Health		6,488,066
Health and Medical Care		159,365
Housing and Community Development		142,188
Human Relations		1,133,323
Human Resources		2,902,593
Information Technology		6,383,383
Law		2,613,469
Municipal Court		5,652,847
Neighborhood and Community Services		14,642,388
Offices of Mayor and City Council		2,919,951
Parks and Recreation		21,078,412
Police		8,354,446
Public Works		12,964,896
Subtotal	**$**	**198,250,409**

The remaining expenditures, $198.2 million or 20.3 percent of the budget, have been identified as flexible resources. However, the term flexible is used to identify a wide range of services, some of which may not be as flexible as they appear. $77.3 million, or 38.9 percent, of the flexible resources fund Fire and Police services. An additional $38.7 million or 19.5 percent is supported by revenue and is therefore budget-neutral, meaning that if funding goes away, revenue also goes away. Examples of these service areas include codes administration, convention center, and golf courses. Excluding public safety and revenue supported programs, 8.4 percent or $82.3 million of the budget remains.

PERSONNEL AUTHORIZATION SUMMARY

FULL-TIME EQUIVALENT POSITIONS

ALL DEPARTMENTS

	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
General Municipal Funds:			
City Auditor	19.0	19.0	16.0
City Clerk	8.0	8.0	8.0
City Development	70.3	63.0	56.0
Codes Administration	104.3	109.0	110.5
Convention and Entertainment Centers	217.8	176.5	173.7
Environmental Management	114.0	110.9	105.9
Finance	138.6	138.0	135.0
Fire	866.1	895.1	921.2
Health	191.0	195.7	165.6
Health and Medical Care Facilities	2.1	2.0	2.0
Housing and Community Development	42.0	41.7	40.7
Human Relations	24.3	22.5	20.5
Human Resources	36.4	39.0	40.0
Information and Technology	74.4	67.0	61.0
Law	31.8	30.2	24.2
Municipal Court	84.3	76.3	69.3
Neighborhood and Community Services	261.5	255.0	234.0
Office of City Manager	52.0	51.0	45.0
Offices of Mayor and City Council	21.0	20.0	20.0
Parks and Recreation	703.1	502.1	418.1
Police	2,026.4	2,041.9	2,056.8
Public Works	391.7	373.5	387.4
Total - General Municipal Funds	**5,480.1**	**5,237.4**	**5,110.9**
Enterprise Funds:			
Aviation	515.5	534.6	553.8
Convention Centers Garages	2.5	2.5	4.3
Water Services	999.5	984.5	945.3
Total - Enterprise Funds	**1,517.5**	**1,521.6**	**1,503.4**
Total - All Funds	**6,997.6**	**6,759.0**	**6,614.3**

CITYWIDE WORKFORCE ANALYSIS

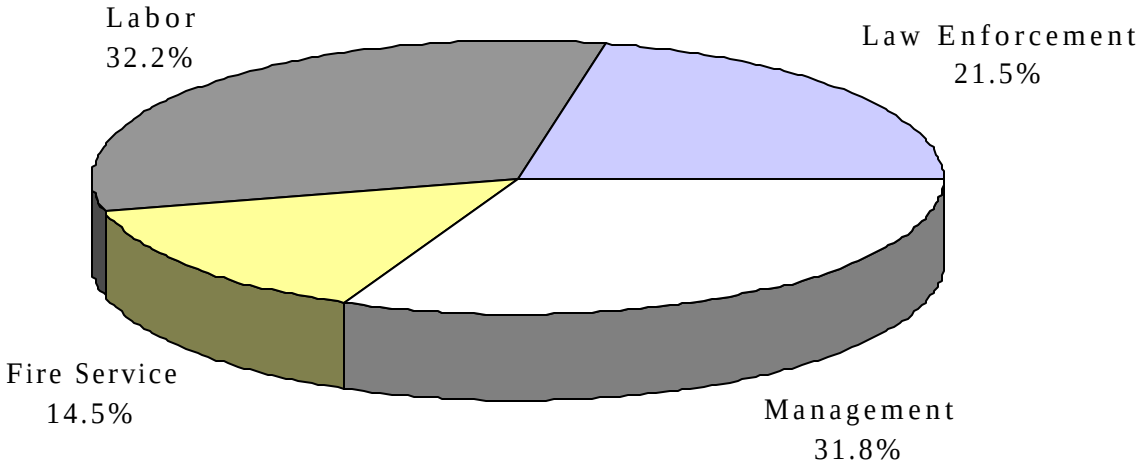
As of December, 2002

The City of Kansas City, Missouri is committed to equal employment opportunity practices and principles. The table shows the composition of the city's full-time employees as of December 2002. At this time 59 percent of all full-time employees are non-minority and 41 percent are minority. Furthermore, 74 percent are male and 26 percent are female. The graph below illustrates the composition of the city's workforce by the four job categories.

DIVERSITY COMPOSITION

	Male	Female	Total
Management			
Minority	21.4%	18.9%	42.2%
Non-Minority	39.6%	20.1%	57.8%
Total	61.0%	39.0%	100.0%
Labor			
Minority	44.7%	22.0%	64.8%
Non-Minority	25.7%	7.6%	35.2%
Total	70.4%	29.6%	100.0%
Fire Service			
Minority	20.3%	0.7%	21.0%
Non-Minority	75.7%	3.3%	79.0%
Total	96.0%	4.0%	100.0%
Law Enforcement			
Minority	12.4%	3.6%	23.9%
Non-Minority	72.6%	11.5%	76.1%
Total	85.0%	15.1%	100.0%
Total			
Minority	26.8%	14.0%	41.3%
Non-Minority	47.4%	11.8%	58.7%
Total	74.2%	25.8%	100.0%

WORKFORCE BY JOB CATEGORY



Aviation

Budget $104.30M FTE Positions 553.8

Administration
Budget $15.77M FTEs 125.5

International Airport
Budget $40.15M FTEs 412.3

Richards-Gebaur Memorial Airport
Budget $0.30M FTEs 0.0

Charles Wheeler Airport
Budget $1.66M FTEs 16.0

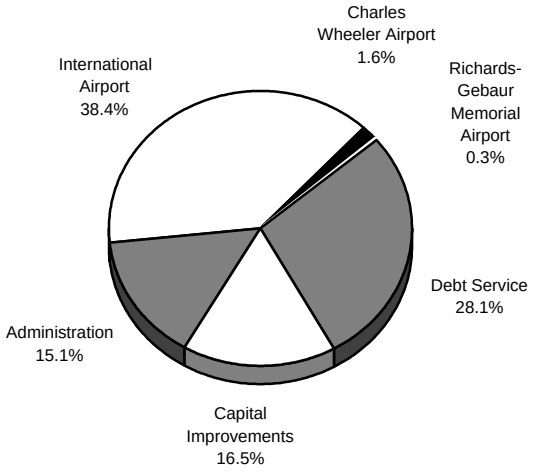
Debt Service
Budget $29.30M FTEs 0.0

Capital Improvements
Budget $17.12M FTEs 0.0

Departmental Highlights

- Complete the Terminal Improvement Program
- KCI cargo capacity ranks #1 in the six-state region
- Serve 10.8 million arriving and departing passengers
- Provide non-stop travel to 29 of the top 30 origin and destination markets in the country
- Continue the KCI Ambassadors program

Budget by Program



Workforce Analysis - Full-time Employees

	Male	Female	Total
Management			
Minority	16.0%	7.8%	23.8%
Non-Minority	48.1%	28.1%	76.2%
Total	64.1%	35.9%	100.0%
Labor			
Minority	27.9%	17.2%	45.1%
Non-Minority	41.0%	13.9%	54.9%
Total	68.9%	31.1%	100.0%
Total			
Minority	22.7%	13.2%	35.9%
Non-Minority	44.1%	20.0%	64.1%
Total	66.8%	33.2%	100.0%

Aviation

Expenditures by Program	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Administration	$ 12,235,005	$ 15,836,189	$ 15,768,365
Charles B. Wheeler Downtown Airport	1,809,854	1,948,919	1,654,980
International Airport	33,675,661	36,731,851	40,153,406
Richards-Gebaur Memorial Airport	190,013	334,829	300,000
Sub-Total Operating Expenses	**$ 47,910,533**	**$ 54,851,788**	**$ 57,876,751**
Debt Service	21,002,463	25,369,192	29,304,666
Capital Improvements	98,069,518	27,824,141	17,118,000
Total	**$ 166,982,514**	**$ 108,045,121**	**$ 104,299,417**

Expenditures by Appropriation Unit			
Personal Services	$ 20,666,393	$ 22,963,333	$ 24,661,741
Contractual Services	22,589,022	27,191,410	29,274,420
Commodities	2,290,239	2,736,340	3,011,590
Capital Outlay	2,364,879	1,960,705	929,000
Sub-Total Operating Expenses	**$ 47,910,533**	**$ 54,851,788**	**$ 57,876,751**
Pass Through Payments	--	--	--
Debt Service	21,002,463	25,369,192	29,304,666
Capital Improvements	98,069,518	27,824,141	17,118,000
Total	**$ 166,982,514**	**$ 108,045,121**	**$ 104,299,417**

Expenditures by Fund			
Kansas City Airports	$ 157,200,656	$ 89,660,121	$ 89,799,417
Passenger Facility Charges	7,566,667	18,385,000	14,500,000
TWA Special Facility (1971)	2,215,191	--	--
Total	**$ 166,982,514**	**$ 108,045,121**	**$ 104,299,417**

No. of Full Time Equivalent Positions	**515.5**	**534.6**	**589.8**
Less: Anticipated Retirements	--	--	(36.0)
Net Full Time Equivalent Positions	**515.5**	**534.6**	**553.8**

Aviation

Program: ADMINISTRATION
Sub-Program: ADMINISTRATION

Program Activities

1. Provide leadership and management to all sections and divisions of the Aviation Department
2. Provide financial management, information services, and personnel management to all divisions of the Aviation Department
3. Monitor all contractual activities, marketing directives, and engineering projects for KCI and the Aviation Department

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
2. Percentage of revenue collected within 30 days	N/A	96%	97%
3. Non-airline revenue per enplaned passenger	$ 8.59	$ 8.60	$ 8.36
3. Number of top 30 cities served with non-stop service	28	30	30
Output			
2. Number of invoices issued	N/A	500	600
3. Number of active contracts and leases	186	209	214
3. Number of total passengers	10,894,846	10,400,000	10,608,000
Efficiency			
2. Cost as percent of revenue budget	1.28%	1.54%	1.91%
3. Cost per active contract/lease	$ 3,352	$ 3,700	$ 3,740
3. Marketing cost per passenger	$ 0.14	$ 0.19	$ 0.16

Expenditures by Appropriation Unit			
Personal Services	$ 5,244,570	$ 6,169,551	$ 7,012,729
Contractual Services	6,428,633	8,684,508	8,337,946
Commodities	86,108	296,130	417,690
Capital Outlay	475,694	686,000	--
Total	**$ 12,235,005**	**$ 15,836,189**	**$ 15,768,365**

Expenditures by Fund			
Kansas City Airports	$ 12,235,005	$ 15,836,189	$ 15,768,365
Total	**$ 12,235,005**	**$ 15,836,189**	**$ 15,768,365**

No. of Full Time Equivalent Positions	**114.4**	**115.5**	**132.5**
Less: Anticipated Retirements	--	--	(7.0)
Net Full Time Equivalent Positions	**114.4**	**115.5**	**125.5**

Highlights

The mission of the Administration program is to provide leadership and management oversight to the Aviation Department so that the delivery of safe, outstanding airport services to citizens, travelers, airlines, and all customers can be achieved through innovation, teamwork, and continuous improvement. The Aviation Department responded to reductions in air travel and increased insurance costs subsequent to the 9/11 events by continuing to reduce operating costs. Recent airline bankruptcies put additional stress on the revenues and costs for FY 2003-04. New sources of revenue are being sought to mitigate the impact. A retirement reserve in the amount of $1,077,202, or 18 positions in FY 2003-04, will be used to restore staffing levels by 50%. One position transferred to Facilities Maintenance during FY 2002-03.

Aviation

Program: CHARLES B. WHEELER DOWNTOWN AIRPORT
Sub-Program: CHARLES B. WHEELER DOWNTOWN AIRPORT

Program Activities

1. Maintain runways, taxiways, and aircraft parking pavement and lighting in a safe condition
2. Maintain airport grounds to prevent excessive vegetation
3. Maintain airport roads and walks in satisfactory condition
4. Provide preventative maintenance and daily upkeep for all City-owned buildings

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Success ratio on 19 critical areas of FAA Annual Airfield inspection	95%	100%	100%
Output			
1. Annual aircraft operations	122,700	128,800	135,300
Efficiency			
1. Cost per aircraft operation	$ 14.75	$ 15.13	$ 12.23

Expenditures by Appropriation Unit			
Personal Services	$ 844,386	$ 873,301	$ 718,945
Contractual Services	850,820	878,018	813,335
Commodities	114,648	126,000	122,700
Capital Outlay	--	71,600	--
Total	**$ 1,809,854**	**$ 1,948,919**	**$ 1,654,980**

Expenditures by Fund			
Kansas City Airports	$ 1,809,854	$ 1,948,919	$ 1,654,980
Total	**$ 1,809,854**	**$ 1,948,919**	**$ 1,654,980**

No. of Full Time Equivalent Positions	**19.0**	**19.0**	**19.0**
Less: Anticipated Retirements	--	--	(3.0)
Net Full Time Equivalent Positions	**19.0**	**19.0**	**16.0**

Highlights

The mission of the Downtown Airport is to provide maintenance and management to the Charles B. Wheeler Downtown Airport in the safest possible manner so that it will best serve the general aviation needs of the Greater Kansas City Area relating to charters, corporate, and small aircraft. The Downtown Airport, due to its unique location and amenities, provides first class airport services to the business areas of Downtown Kansas City, Missouri and Kansas City, Kansas. The airport offers a variety of services with two fixed base operators, office space, and plentiful car and aircraft parking. The airport is also home to the Airline History Museum that flies one of the only airworthy Lockheed Super Constellations.

Aviation

Program: INTERNATIONAL AIRPORT

Expenditures by Sub-Program	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Airport Management	$ 3,538,456	$ 3,395,962	$ 3,334,802
Airport Police	7,081,557	8,377,961	11,025,863
Facilities Maintenance	9,483,419	12,837,821	13,024,949
Field Maintenance	5,317,581	6,648,831	5,961,778
Parking and Bus Services	8,254,648	5,471,276	6,806,014
Total	**$ 33,675,661**	**$ 36,731,851**	**$ 40,153,406**

Expenditures by Appropriation Unit			
Personal Services	$ 14,577,437	$ 15,920,481	$ 16,930,067
Contractual Services	15,119,556	17,294,055	19,823,139
Commodities	2,089,483	2,314,210	2,471,200
Capital Outlay	1,889,185	1,203,105	929,000
Total	**$ 33,675,661**	**$ 36,731,851**	**$ 40,153,406**

Expenditures by Fund			
Kansas City Airports	$ 33,675,661	$ 36,731,851	$ 40,153,406
Total	**$ 33,675,661**	**$ 36,731,851**	**$ 40,153,406**

No. of Full Time Equivalent Positions	**382.1**	**400.1**	**438.3**
Less: Anticipated Retirements	--	--	(26.0)
Net Full Time Equivalent Positions	**382.1**	**400.1**	**412.3**

Highlights

Kansas City International Airport (KCI) is the metropolitan area's air passenger carrier airport as well as the largest air cargo destination in the six-state region. KCI will serve an estimated 10.8 million passengers in FY 2003-04. Kansas City area residents are now able to travel nonstop to 29 of the top 30 origin and destination markets in the country. Funds provide for the daily maintenance and operation of three terminal buildings, garages, airport runways and grounds, bus and parking services, and airport police and security functions.

Aviation

Program: INTERNATIONAL AIRPORT
Sub-Program: AIRPORT MANAGEMENT

Program Activities

1. Provide a safe and secure environment for airlines, tenants, and airport users by ensuring regular airport inspections, airfield, and building maintenance
2. Comply fully with Federal Aviation Regulation (FAR) Part 139 which details security and operation requirements

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
2. Success ratio on 19 critical areas of Federal Aviation Administration (FAA) Annual Airfield Inspection	100%	100%	100%
Output			
1. Number of airfield operations	203,001	186,600	189,720
Efficiency			
1. Airfield cost per operation	$ 17.48	$ 18.20	$ 17.57

Expenditures by Appropriation Unit			
Personal Services	$ 778,888	$ 742,899	$ 651,415
Contractual Services	2,699,601	2,589,503	2,665,087
Commodities	15,099	33,560	18,300
Capital Outlay	44,868	30,000	--
Total	**$ 3,538,456**	**$ 3,395,962**	**$ 3,334,802**

Expenditures by Fund			
Kansas City Airports	$ 3,538,456	$ 3,395,962	$ 3,334,802
Total	**$ 3,538,456**	**$ 3,395,962**	**$ 3,334,802**

No. of Full Time Equivalent Positions	**12.0**	**12.0**	**12.0**
Less: Anticipated Retirements	--	--	(2.0)
Net Full Time Equivalent Positions	**12.0**	**12.0**	**10.0**

Highlights

The mission of the Airport Management program is to provide a safe and efficient operation of the airfield in compliance with Federal Aviation Regulation Part 139, and act as a liaison to all KCI Airport tenants so that the overall operation of all airport functions is efficiently provided to airport users. This division is responsible for the day-to-day operations of KCI airport including airfield inspections, terminal inspections, snow removal, and passenger flow. KCI undergoes an annual airfield inspection conducted by the FAA and for the last three consecutive years, KCI has received a perfect review.

Aviation

Program: INTERNATIONAL AIRPORT
Sub-Program: AIRPORT POLICE

Program Activities

1. Manage the provision of emergency medical services
2. Recover and provide safekeeping for lost and found items
3. Respond to mobile response alarms, apprehend Carrying Concealed Weapon (CCW) violators, communicate vital information with screening checkpoints, monitor the closed circuit television system, and perform central paging throughout the airport terminals
4. Respond to vehicular accidents

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
3. Percent of calls responded to within five minutes	100%	100%	100%
Output			
3. Airport visitors per year	27,237,115	25,000,000	26,520,000
Efficiency			
3. Cost per visitor	$ 0.26	$ 0.32	$ 0.41

Expenditures by Appropriation Unit			
Personal Services	$ 4,158,689	$ 5,016,167	$ 4,969,813
Contractual Services	2,788,346	3,123,439	5,938,650
Commodities	106,779	77,750	88,400
Capital Outlay	27,743	160,605	29,000
Total	**$ 7,081,557**	**$ 8,377,961**	**$ 11,025,863**

Expenditures by Fund			
Kansas City Airports	$ 7,081,557	$ 8,377,961	$ 11,025,863
Total	**$ 7,081,557**	**$ 8,377,961**	**$ 11,025,863**

No. of Full Time Equivalent Positions	**118.5**	**122.0**	**138.0**
Less: Anticipated Retirements	--	--	(7.0)
Net Full Time Equivalent Positions	**118.5**	**122.0**	**131.0**

Highlights

The mission of the Airport Police is to provide services to protect life and property, and respond to threats which affect public safety and/or carrier operations so that the safety and security of the traveling public is ensured. Contractual services increase by $2,815,211, or 90.1%, from the adopted FY 2002-03 budget. The increase is due to continued heightened security requirements by the Federal Aviation Administration (FAA), and increased airport public safety costs as a result of the events of September 11, 2001. The division has assumed additional duties involved in coordinating Kansas City, Missouri, Police Department off-duty officers at security checkpoints, as well as contract security during FY 2002-03 in response to increased security requirements. Ten airport security positions were added during FY 2002-03.

Aviation

Program: INTERNATIONAL AIRPORT
Sub-Program: FACILITIES MAINTENANCE

Program Activities

1. Operate all heating, ventilating, and air conditioning (HVAC) systems for KCI-owned and operated airport buildings
2. Maintain and remove trash from terminal buildings and restrooms
3. Monitor custodial contracts for certain KCI-owned and operated airport buildings
4. Perform daily routine maintenance on KCI-owned and operated airport buildings

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percentage of standard priority work requests completed in five days or less	70%	90%	90%
4. Favorable customer satisfaction survey results	68%	70%	70%
Output			
1. Number of square feet heated, cooled, and maintained	1,102,000	1,102,000	1,102,000
4. Square feet of terminal building space maintained	468,000	500,000	500,000
Efficiency			
1. Cost per square foot	$ 5.10	$ 8.05	$ 6.50
4. Custodial cost per square foot of terminal space	$ 8.26	$ 7.93	$ 10.19

Expenditures by Appropriation Unit			
Personal Services	$ 4,367,474	$ 4,383,585	$ 5,544,214
Contractual Services	4,509,261	7,358,136	6,834,535
Commodities	601,622	603,100	646,200
Capital Outlay	5,062	493,000	--
Total	**$ 9,483,419**	**$ 12,837,821**	**$ 13,024,949**

Expenditures by Fund			
Kansas City Airports	$ 9,483,419	$ 12,837,821	$ 13,024,949
Total	**$ 9,483,419**	**$ 12,837,821**	**$ 13,024,949**

No. of Full Time Equivalent Positions	**113.7**	**118.0**	**140.0**
Less: Anticipated Retirements	--	--	(8.0)
Net Full Time Equivalent Positions	**113.7**	**118.0**	**132.0**

Highlights

The mission of the Facilities Maintenance program is to provide the day-to-day maintenance functions and structural repairs to all City-owned buildings at the Kansas City International Airport and to maintain the respective heating, air conditioning, and utility systems so that facilities are operating efficiently. The Facilities Maintenance Division is responsible for preserving the appearance and structural integrity of the terminal buildings, adjoining parking, and other departmental buildings and fixtures. One position transferred to Administration, six maintenance mechanics are funded and 17 new building maintenance positions are added in the FY 2003-04 budget.

Aviation

Program: INTERNATIONAL AIRPORT
Sub-Program: FIELD MAINTENANCE

Program Activities

1. Maintain all airfield electrical systems and aircraft movement surfaces (pavement) according to Federal Aviation Administration standards
2. Maintain machinery; landscape, mow and conduct erosion control of airport grounds; clean, mark and repair all pavement including parking lots; remove snow; and perform upkeep of exterior lights and signs

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Productive hours as a percent of total time	N/A	65%	65%
2. Units maintained	395	401	401
Output			
1. Total hours	N/A	100,000	107,500
2. Number of maintenance jobs performed	4,000	5,500	5,500
Efficiency			
1. Cost per hour	$ N/A	$ 49.48	$ 39.67
2. Annual cost per vehicle maintained	$ 383.75	$ 309.23	$ 308.75

Expenditures by Appropriation Unit			
Personal Services	$ 2,972,707	$ 3,539,511	$ 3,274,253
Contractual Services	848,153	1,010,220	987,725
Commodities	1,358,529	1,579,600	1,699,800
Capital Outlay	138,192	519,500	--
Total	**$ 5,317,581**	**$ 6,648,831**	**$ 5,961,778**

Expenditures by Fund			
Kansas City Airports	$ 5,317,581	$ 6,648,831	$ 5,961,778
Total	**$ 5,317,581**	**$ 6,648,831**	**$ 5,961,778**

No. of Full Time Equivalent Positions	**79.5**	**85.1**	**85.3**
Less: Anticipated Retirements	--	--	(6.0)
Net Full Time Equivalent Positions	**79.5**	**85.1**	**79.3**

Highlights

The mission of the Field Maintenance program is to provide the day-to-day operation of the on-airport pavement and lighting systems and to maintain the airport grounds, vehicular equipment, and machinery so that the safety of the traveling public is ensured. The division is also responsible for financial and operational management of passenger-boarding bridges and baggage-handling maintenance contracts, new to the department in FY 2002-03.

Aviation

Program: INTERNATIONAL AIRPORT
Sub-Program: PARKING AND BUS SERVICES

Program Activities

1. Keep parking equipment in service
2. Maintain an accurate revenue reporting system
3. Provide shuttle bus service on the airport grounds at an economical cost

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
2. Revenue collected per parking space	$ 1,578	$ 1,672	$ 1,373
Output			
3. Number of bus miles driven	815,333	815,000	820,000
Efficiency			
3. Cost per mile driven	$ 6.48	$ 6.71	$ 5.33

Expenditures by Appropriation Unit			
Personal Services	$ 2,299,679	$ 2,238,319	$ 2,490,372
Contractual Services	4,274,195	3,212,757	3,397,142
Commodities	7,454	20,200	18,500
Capital Outlay	1,673,320	--	900,000
Total	**$ 8,254,648**	**$ 5,471,276**	**$ 6,806,014**

Expenditures by Fund			
Kansas City Airports	$ 8,254,648	$ 5,471,276	$ 6,806,014
Total	**$ 8,254,648**	**$ 5,471,276**	**$ 6,806,014**

No. of Full Time Equivalent Positions	**58.4**	**63.0**	**63.0**
Less: Anticipated Retirements	--	--	(3.0)
Net Full Time Equivalent Positions	**58.4**	**63.0**	**60.0**

Highlights

The mission of the Parking and Bus Services program is to provide accurate and efficient collection of parking lot revenues through the use of a contracted parking lot operation, and provide efficient and expeditious movement of customers between terminals and remote parking areas so that customers receive quality service. Capital outlay increases by $900,000, or 100%, from FY 2002-03 due to anticipated additional bus purchases. In FY 2003-04, the new economy satellite parking lot will be opened, increasing the number of available parking spaces by 5,000.

Aviation

Program: RICHARDS-GEBAUR MEMORIAL AIRPORT
Sub-Program: RICHARDS-GEBAUR MEMORIAL AIRPORT

Program Activities

1. To market the existing land and facilities base
2. To maintain facility until intermodal facility is fully operational

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percentage of buildings leased	78%	80%	80%
Output			
2. Number of buildings maintained	44	40	40
Efficiency			
2. Average cost of maintenance per building	$ 28,576	$ 21,895	$ 21,895

Expenditures by Appropriation Unit			
Personal Services	$ --	$ --	$ --
Contractual Services	190,013	334,829	300,000
Commodities	--	--	--
Capital Outlay	--	--	--
Total	**$ 190,013**	**$ 334,829**	**$ 300,000**

Expenditures by Fund			
Kansas City Airports	$ 190,013	$ 334,829	$ 300,000
Total	**$ 190,013**	**$ 334,829**	**$ 300,000**

No. of Full Time Equivalent Positions	**--**	**--**	**--**

Highlights

The mission of the Richards-Gebaur Airport is to provide maintenance to the facility so that it is maintained in the most efficient manner. Efforts will continue in FY 2003-04 to transition the property from general aviation purposes to commercial property available for redevelopment.

Aviation

Program: DEBT SERVICE
Sub-Program: DEBT SERVICE

Program Activities

1. To provide funds to meet bond covenant requirements for General Airport Revenue Bonds

Performance Measures	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
KC Airports			
Principal paid	$ 6,520,000	$ 6,845,000	$ 10,759,656
Interest paid	7,600,605	8,039,192	8,124,010
Outstanding Debt-April 30	138,265,000	267,940,000	124,220,000
Passenger Facility Charge Revenue Bonds			
Principal paid	--	3,480,000	3,590,000
Interest paid	4,666,667	7,005,000	6,831,000
Outstanding Debt-April 30	140,000,000	136,520,000	132,930,000
Host Special Facilities			
Principal paid	2,139,000	--	--
Interest paid	76,191	--	--
Outstanding Debt-April 30	--	--	--

Expenditures by Appropriation Unit			
Debt Service	$ 21,002,463	25,369,192	$ 29,304,666
Total	**$ 21,002,463**	**$ 25,369,192**	**$ 29,304,666**

Expenditures by Fund			
Kansas City Airports	$ 14,120,605	$ 14,884,192	$ 18,883,666
Passenger Facility Charges	4,666,667	10,485,000	10,421,000
TWA Special Facility (1971)	2,215,191	--	--
Host International Special Facilities	--	--	--
Total	**$ 21,002,463**	**$ 25,369,192**	**$ 29,304,666**
No. of Full Time Equivalent Positions	**--**	**--**	**--**

Highlights

The mission of the Debt Service is to provide funds for payment of the department's outstanding debt to its creditors so that the department remains in accordance with existing requirements and bond covenants. Debt Service expenditures will total $29,304,666 for FY 2003-04. These payments service $404,460,000 in outstanding debt on general airport revenue, and passenger facility charge bonds.

Aviation

Program: CAPITAL IMPROVEMENTS

Expenditures by Project	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
CAPITAL IMPROVEMENTS PROJECTS			
Downtown Airport			
Airfield Storm Drainage	$ 390,375	$ 7,900,000	$ --
Airport Facility Development	174,209	--	--
Environment Remediation	1,025,449	750,000	--
Relief Well Repairs	5,384	--	--
Sub-Total	$ 1,595,417	$ 8,650,000	$ --
Kansas City International Airport			
Apron Repairs	$ 28,934,349	$ --	$ 4,079,000
Art and Aesthetics	10,760	--	--
Building Repairs and Improvements	55,745,443	17,824,541	13,039,000
Drainage Improvements	--	149,600	--
Environment Remediation	605,565	700,000	--
Facility Development	359,778	--	--
Land Acquisition	1,730,306	--	--
Light Generator	389,912	--	--
Parking Lot Repairs and Improvements	7,849,899	--	--
Sign Improvements	57,961	--	--
Street Rehabilitation	34,000	--	--
Taxiway Repairs	756,128	--	--
Sub-Total	$ 96,474,101	$ 18,674,141	$ 17,118,000
Richards-Gebaur Memorial Airport			
Street Repairs	$ --	$ 500,000	$ --
Sub-Total	$ --	$ 500,000	$ --
Total	**$ 98,069,518**	**$ 27,824,141**	**$ 17,118,000**

Expenditures by Fund			
Kansas City Airports	$ 95,169,518	$ 19,924,141	$ 13,039,000
Passenger Facility Charge	2,900,000	7,900,000	4,079,000
Total	**$ 98,069,518**	**$ 27,824,141**	**$ 17,118,000**

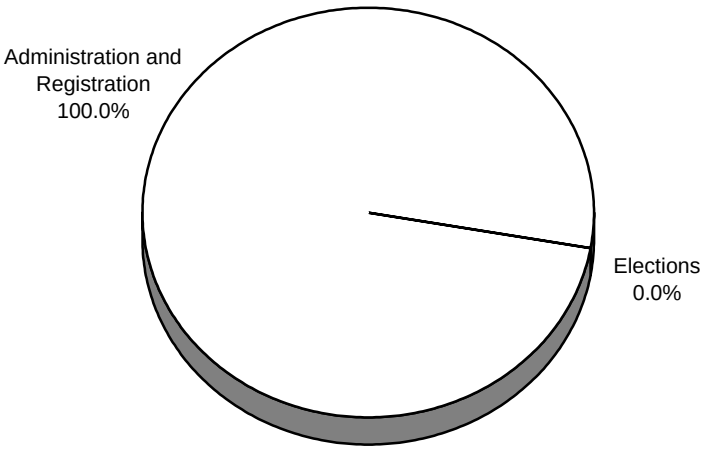
Boards of Election Commissioners

Budget $1.63M FTE Positions 0.0

Administration and Registration
Budget $1.63M FTEs 0.0

Elections
Budget $0.00M FTEs 0.0

Budget by Program



Boards of Election Commissioners

Expenditures by Program	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Administration and Registration	$ 1,456,411	$ 1,569,872	$ 1,626,654
Elections	661,803	1,150,000	--
Sub-Total Operating Expenses	**$ 2,118,214**	**$ 2,719,872**	**$ 1,626,654**
Debt Service	--	--	--
Capital Improvements	--	--	--
Total	**$ 2,118,214**	**$ 2,719,872**	**$ 1,626,654**

Expenditures by Appropriation Unit			
Personal Services	$ 834,435	$ 894,567	$ 959,048
Contractual Services	1,225,239	1,706,369	535,669
Commodities	42,430	29,088	27,930
Capital Outlay	16,110	89,848	104,007
Sub-Total Operating Expenses	**$ 2,118,214**	**$ 2,719,872**	**$ 1,626,654**
Pass Through Payments	--	--	--
Debt Service	--	--	--
Capital Improvements	--	--	--
Total	**$ 2,118,214**	**$ 2,719,872**	**$ 1,626,654**

Expenditures by Fund			
General	$ 2,118,214	$ 2,719,872	$ 1,626,654
Total	**$ 2,118,214**	**$ 2,719,872**	**$ 1,626,654**
No. of Full Time Equivalent Positions	**--**	**--**	**--**

Boards of Election Commissioners

Program: ADMINISTRATION AND REGISTRATION

Expenditures by Sub-Program	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Kansas City Board	$ 919,724	$ 975,420	$ 992,586
Clay County Board	318,379	327,751	341,367
Platte County Board	218,308	266,701	292,701
Total	**$ 1,456,411**	**$ 1,569,872**	**$ 1,626,654**
Expenditures by Appropriation Unit			
Kansas City Board			
Personal Services	$ 557,890	$ 587,427	$ 634,378
Contractual Services	343,515	369,868	341,333
Commodities	18,319	18,125	16,875
Capital Outlay	--	--	--
Total	**$ 919,724**	**$ 975,420**	**$ 992,586**
Clay County Board			
Personal Services	$ 159,318	$ 179,641	$ 187,270
Contractual Services	129,277	87,407	91,080
Commodities	22,445	8,495	8,616
Capital Outlay	7,339	52,208	54,401
Total	**$ 318,379**	**$ 327,751**	**$ 341,367**
Platte County Board			
Personal Services	$ 117,227	$ 127,499	$ 137,400
Contractual Services	90,644	99,094	103,256
Commodities	1,666	2,468	2,439
Capital Outlay	8,771	37,640	49,606
Total	**$ 218,308**	**$ 266,701**	**$ 292,701**
Expenditures by Fund			
General	$ 1,456,411	$ 1,569,872	$ 1,626,654
Total	**$ 1,456,411**	**$ 1,569,872**	**$ 1,626,654**
No. of Full Time Equivalent Positions	**--**	**--**	**--**

Boards of Election Commissioners

Program: ELECTIONS

Expenditures by Sub-Program	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Kansas City Board	$ 556,818	$ 800,000	$ --
Clay County Board	62,721	184,000	--
Platte County Board	41,621	163,000	--
Cass County Board	643	3,000	--
Total	**$ 661,803**	**$ 1,150,000**	**$ --**

Expenditures by Appropriation Unit			
Personal Services	$ --	$ --	$ --
Contractual Services	661,803	1,150,000	--
Commodities	--	--	--
Capital Outlay	--	--	--
Total	**$ 661,803**	**$ 1,150,000**	**$ --**

Expenditures by Fund			
General	$ 661,803	$ 1,150,000	$ --
Total	**$ 661,803**	**$ 1,150,000**	**$ --**

Program Information			
City Primary, General and Special:			
Kansas City Board	$ --	$ 500,000	$ --
Clay County Board	--	84,000	--
Platte County Board	--	63,000	--
Cass County Board	--	3,000	--
Total	**$ --**	**$ 650,000**	**$ --**
County Primary, General, and Special:			
Kansas City Board	$ 556,818	$ 300,000	$ --
Clay County Board	62,721	100,000	--
Platte County Board	41,621	100,000	--
Cass County Board	643	--	--
Total	**$ 661,803**	**$ 500,000**	**$ --**

City Development

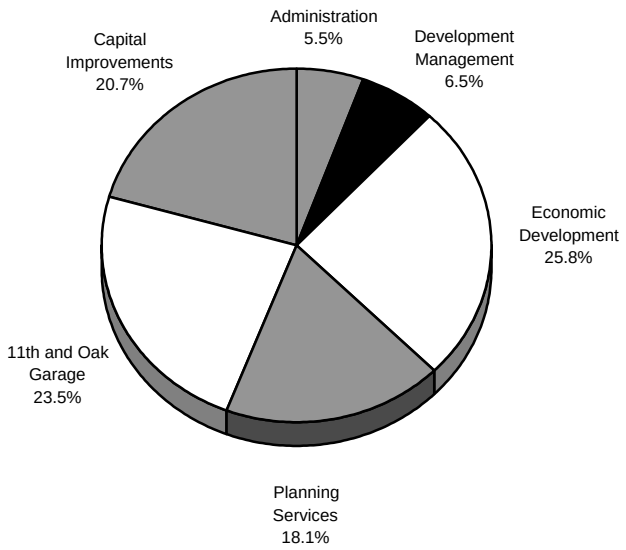
Budget $11.54M FTE Positions 56.0

- Administration — Budget $0.65M FTEs 6.0
- Development Management — Budget $0.75M FTEs 12.0
- Economic Development — Budget $2.94M FTEs 15.0
- 11th and Oak Garage — Budget $2.72M FTEs 0.0
- Planning Services — Budget $2.09M FTEs 23.0
- Capital Improvements — Budget $2.39M FTEs 0.0

Departmental Highlights

- Coordinate the implementation of FOCUS Kansas City
- Review 1,146 plans/projects for integration with FOCUS principles
- Review 280 zoning applications
- Write 270 staff reports on development issues
- Provide graphics capacity for 1,857 graphics depicting urban geography
- Coordinate the Development Assistance Team
- Manage 80 leases for city-owned property

Budget by Program



Workforce Analysis - Full-time Employees

	Male	Female	Total
Management			
Minority	8.8%	14.0%	22.8%
Non-Minority	45.6%	31.6%	77.2%
Total	54.4%	45.6%	100.0%
Labor			
Minority	12.5%	25.0%	37.5%
Non-Minority	12.5%	50.0%	62.5%
Total	25.0%	75.0%	100.0%
Total			
Minority	9.2%	15.4%	24.6%
Non-Minority	41.6%	33.8%	75.4%
Total	50.8%	49.2%	100.1%

City Development

Expenditures by Program	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Administration	$ 631,605	$ 641,586	$ 640,987
Development Management	574,085	693,545	752,777
Economic Development	5,979,842	4,737,257	2,942,773
Planning Services	2,882,807	2,184,902	2,092,736
11th and Oak Garage	--	--	2,720,490
Sub-Total Operating Expenses	**$ 10,068,339**	**$ 8,257,290**	**$ 9,149,763**
Capital Improvements	4,658,942	2,455,147	2,385,682
Total	**$ 14,727,281**	**$ 10,712,437**	**$ 11,535,445**

Expenditures by Appropriation Unit			
Personal Services	$ 3,403,456	$ 3,710,464	$ 3,806,038
Contractual Services	6,691,965	4,493,451	5,296,375
Commodities	52,664	53,375	47,350
Capital Outlay	15,355	--	--
Sub-Total Operating Expenses	**$ 10,163,440**	**$ 8,257,290**	**$ 9,149,763**
Pass Through Payments	--	--	--
Debt Service	--	--	--
Capital Improvements	4,563,841	2,455,147	2,385,682
Total	**$ 14,727,281**	**$ 10,712,437**	**$ 11,535,445**

Expenditures by Fund			
General	$ 9,677,429	$ 7,558,874	$ 6,011,112
Public Mass Transportation	193,653	123,416	168,161
Infrastructure and Maintenance	1,613,350	1,601,147	1,385,682
Local Use Tax	35,000	--	--
11th and Oak Garage	--	125,000	2,720,490
Community Development Block Grant	651,786	550,000	250,000
Capital Improvements	2,556,063	754,000	1,000,000
Total	**$ 14,727,281**	**$ 10,712,437**	**$ 11,535,445**
No. of Full Time Equivalent Positions	**72.3**	**73.0**	**64.0**
Less: Anticipated Retirements	--	--	(8.0)
Less: Vacant Positions Eliminated	(2.0)	(10.0)	--
Net Full Time Equivalent Positions	**70.3**	**63.0**	**56.0**

City Development

Program: ADMINISTRATION
Sub-Program: ADMINISTRATION

Program Activities

1. Provide leadership and coordination for city planning & development projects including the FOCUS Kansas City plan
2. Provide centralized support services to all divisions including payroll, purchasing, budget, contract grant administration, and all human resource functions

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of plans approved which integrate and implement FOCUS principles	70%	80%	70%
2. Percent of contracts executed within 60 days of ordinance passage	60%	70%	60%
Output			
1. Number of plans/projects reviewed for integration with FOCUS principles	1,078	892	1,146
2. Number of contracts executed	141	245	141

Expenditures by Appropriation Unit			
Personal Services	$ 454,387	$ 486,890	$ 489,555
Contractual Services	147,318	125,996	123,482
Commodities	29,900	28,700	27,950
Capital Outlay	--	--	--
Total	**$ 631,605**	**$ 641,586**	**$ 640,987**

Expenditures by Fund			
General	$ 631,605	$ 641,586	$ 640,987
Total	**$ 631,605**	**$ 641,586**	**$ 640,987**

No. of Full Time Equivalent Positions	**7.0**	**7.0**	**6.0**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	--
Net Full Time Equivalent Positions	**7.0**	**7.0**	**6.0**

Highlights

The mission of Administration is to manage and support the department as well as coordinate with other City departments and other major City funded development agencies so that the City Development Department can serve effectively as Kansas City's lead planning agency and improve the City's ability to make sound urban planning decisions, guided by the FOCUS Kansas City Plan. The FOCUS plan celebrated the fifth anniversary of its adoption in 2002. With over 600 individual implementation initiatives underway, FOCUS staff and the Director of City Development are actively engaged in ongoing program monitoring and networking, both inside and outside of City Hall, in order to make the best use of limited resources. One graphic design position moves from the Administration program to the Planning Services program.

City Development

Program: DEVELOPMENT MANAGEMENT
Sub-Program: DEVELOPMENT MANAGEMENT

Program Activities

1. Provide support to the City Planning Commission (CPC)
2. Provide support for the Board of Zoning Administration (BZA)

Performance Measures	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Output			
1. Number of CPC applications reviewed	797	550	860
2. Number of BZA applications reviewed	275	242	280
Efficiency			
1. Average cost per CPC application, net of revenue	$ 310	$ 544	$ 438
2. Average cost per BZA application, net of revenue	$ 463	$ 637	$ 807

Expenditures by Appropriation Unit			
Personal Services	$ 531,002	$ 640,145	$ 704,116
Contractual Services	42,815	52,900	48,161
Commodities	268	500	500
Capital Outlay	--	--	--
Total	**$ 574,085**	**$ 693,545**	**$ 752,777**

Expenditures by Fund			
General	$ 574,085	$ 693,545	$ 752,777
Total	**$ 574,085**	**$ 693,545**	**$ 752,777**

No. of Full Time Equivalent Positions	**13.0**	**14.0**	**12.0**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	(1.0)	(2.0)	--
Net Full Time Equivalent Positions	**12.0**	**12.0**	**12.0**

Highlights

The mission of Development Management is to provide development review services to the City Planning Commission and the Board of Zoning Adjustment so that development proposals can be thoroughly evaluated. Program revenues from City Planning Commission Fees and Board of Zoning Adjustment Fees are estimated to be $316,000 in FY 2003-04, an increase of $56,000, or 21.5%, from the FY 2002-03 adopted level of $260,000. The increase is largely the result of fee increases associated with development review.

City Development

Program: ECONOMIC DEVELOPMENT

Expenditures by Sub-Program	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
American Jazz Museum Complex	$ 774,000	$ 674,000	$ 674,000
Economic Development & Business Assistance	1,703,397	1,138,126	751,591
Economic Development Corporation	1,336,733	1,086,733	908,496
Economic Incentives	1,504,080	1,273,020	204,788
Property and Relocation Services	661,632	565,378	403,898
Total	**$ 5,979,842**	**$ 4,737,257**	**$ 2,942,773**

Expenditures by Appropriation Unit			
Personal Services	$ 925,701	$ 1,110,400	$ 1,016,418
Contractual Services	5,052,596	3,625,232	1,925,005
Commodities	1,545	1,625	1,350
Capital Outlay	--	--	--
Total	**$ 5,979,842**	**$ 4,737,257**	**$ 2,942,773**

Expenditures by Fund			
General	$ 5,266,689	$ 4,038,841	$ 2,692,773
Public Mass Transportation	193,653	123,416	--
Local Use Tax	25,000	--	--
11th and Oak Garage	--	125,000	--
Community Development Block Grant	494,500	450,000	250,000
Total	**$ 5,979,842**	**$ 4,737,257**	**$ 2,942,773**

No. of Full Time Equivalent Positions	**18.3**	**20.0**	**18.0**
Less: Anticipated Retirements	--	--	(3.0)
Less: Vacant Positions Eliminated	--	(1.0)	--
Net Full Time Equivalent Positions	**18.3**	**19.0**	**15.0**

Program Information

The Economic Development program includes the American Jazz Museum Complex, the Economic Development and Business Assistance program, the Economic Development Corporation of Kansas City, Economic Incentives, Property and Relocation Services, and outside economic development agencies.

City Development

Program: ECONOMIC DEVELOPMENT
Sub-Program: AMERICAN JAZZ MUSEUM COMPLEX

Program Activities

1. Provide financial accounting, technical support, and on-site management for events at the Gem Theatre, the American Jazz Museum, the Blue Room, the Visitor Center, and the Swing Shop
2. Secure private sector funding to match city funds budgeted for the complex

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Museum Paid Attendance	88,132	91,813	89,274
1. Gem Theatre Attendance	25,091	41,000	23,067
1. Swing Shop Revenue	$ 131,341	$ 132,000	$ 131,341
2. Private Sector Funding	$ 679,793	$ 374,000	$ 394,000
Output			
1. Number of Gem Theatre events	103	164	90
1. Number of Blue Room events	220	260	220
2. Private Sector Funding Requests	27	40	35
Efficiency			
1. City subsidy per Museum and Gem Theatre visitor	$ 6.84	$ 5.07	$ 6.00

Expenditures by Appropriation Unit			
Personal Services	$ --	$ --	$ --
Contractual Services	774,000	674,000	674,000
Commodities	--	--	--
Capital Outlay	--	--	--
Total	**$ 774,000**	**$ 674,000**	**$ 674,000**

Expenditures by Fund			
General	$ 774,000	$ 674,000	$ 674,000
Total	**$ 774,000**	**$ 674,000**	**$ 674,000**

No. of Full Time Equivalent Positions	**--**	**--**	**--**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	--
Net Full Time Equivalent Positions	**--**	**--**	**--**

Highlights

The mission of the American Jazz Museum Complex is to provide management services for the 18th and Vine attractions so that an environment conducive to economic growth is fostered and so that visitors have an opportunity to gain a greater sense of appreciation for jazz as an art form. Funding shown here supports a management contract between the City and the American Jazz Museum, Inc., a non-profit agency charged with day-to-day operation of the facilities. The agency replaced the 18th and Vine Authority as on-site manager in 2002. In addition to operating support, the City provides $634,904 through the Public Works Department for maintenance of the facility and supply of utilities.

City Development

Program: ECONOMIC DEVELOPMENT
Sub-Program: ECONOMIC DEVELOPMENT AND BUSINESS ASSISTANCE

Program Activities

1. Assist in attracting, retaining, and encouraging businesses to stay and/or expand in Kansas City
2. Serve as a clearinghouse for information related to building codes, zoning regulations, licenses, taxes, and permit requirements through the Development Assistance Team (DAT)
3. Oversee/administer use of economic development incentives
4. Provide in-house development project management services for projects with significant financial exposure to the City and implement recommendations of the FOCUS Kansas City Plan
5. Provide oversight in the management of the City Market and the American Jazz Museum Complex including the Gem Theatre and the Negro Baseball Museum

Performance Measures	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Outcome			
1. Development contracts managed	15	15	15
2. Percent of respondents ranking DAT services excellent/good	N/A	100%	100%
Output			
1. Development proposals drafted and contracts reviewed	15	20	20
2. DAT meetings coordinated	25	30	30
2. Business assistance inquiries addressed	800	800	800
4. Federal and state grant programs solicited	2	4	4

Expenditures by Appropriation Unit			
Personal Services	$ 412,677	$ 629,134	$ 645,682
Contractual Services	1,289,574	508,317	105,309
Commodities	1,146	675	600
Capital Outlay	--	--	--
Total	**$ 1,703,397**	**$ 1,138,126**	**$ 751,591**

Expenditures by Fund			
General	$ 1,290,244	$ 739,710	$ 751,591
Public Mass Transportation	193,653	123,416	--
Local Use Tax	25,000	--	--
11th and Oak Garage	--	125,000	--
Community Development Block Grant	194,500	150,000	--
Total	**$ 1,703,397**	**$ 1,138,126**	**$ 751,591**

No. of Full Time Equivalent Positions	**10.0**	**11.0**	**9.0**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	(1.0)	--
Net Full Time Equivalent Positions	**10.0**	**10.0**	**9.0**

Highlights

The mission of Economic Development and Business Assistance is to assist and encourage economic development within the City by working directly with developers and development agencies so that projects are funded and well-managed and the use of economic development incentives is carefully monitored. Total funding for the Economic Development and Business Assistance program decreases by $386,535, or 34.0%, as two functions move to other programs within the City Development department, transportation planning ($168,161) and the Downtown Parking Commission ($125,000). In addition, City support for the Film Commission ($25,000 in FY 2002-03) and City Market operations ($98,000 in FY 2002-03) is discontinued. The City will continue to pay debt service on City Market capital improvements. Two positions are transferred as part of the move of transportation planning and one development specialist position is added in support of the City's efforts to expedite the development process.

City Development

Program: ECONOMIC DEVELOPMENT
Sub-Program: ECONOMIC DEVELOPMENT CORPORATION

Program Activities

1. Work with existing businesses and recruitment projects to provide financial and training incentives, small business financing, and aid in the City's development review process
2. Work with the Land Clearance for Redevelopment Authority, Port Authority, and Tax Increment Financing Commission to carry out redevelopment activity

Performance Measures	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Outcome			
1. Number of jobs created/retained	3,104	3,500	3,500
1. Amount of investment dollars from clients	$ 239,455,071	$ 250,000,000	$ 250,000,000
1. Amount of property and earnings tax generated	$ 2,083,269	$ 2,500,000	$ 2,500,000
1. Return on budget investment (taxes generated: City investment)	2:1	2.5:1	2.5:1
Output			
1. Number of projects approved/closed	169	150	200
Expenditures by Appropriation Unit			
Personal Services	$ --	$ --	$ --
Contractual Services	1,336,733	1,086,733	908,496
Commodities	--	--	--
Capital Outlay	--	--	--
Total	**$ 1,336,733**	**$ 1,086,733**	**$ 908,496**
Expenditures by Fund			
General	$ 1,036,733	$ 786,733	$ 658,496
Community Development Block Grant	300,000	300,000	250,000
Total	**$ 1,336,733**	**$ 1,086,733**	**$ 908,496**
No. of Full Time Equivalent Positions	**--**	**--**	**--**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	--
Net Full Time Equivalent Positions	**--**	**--**	**--**

Highlights

The mission of the Economic Development Corporation (EDC) is to provide responsible, innovative, and professional assistance to the business community so that Kansas City's economic development industry can be maintained and strengthened. The EDC provides site location assistance for businesses, expansion financing, customized job training programs, tax incentives, enterprise zone benefits, permitting and zoning assistance, and development programs. EDC produced its first annual Oktoberfest in fall of 2002, hosted by the Isle of Capris and supported by local businesses, in a very successful public-private effort to bring residents and visitors downtown. An estimated 75,000 people attended the three-day event, more than three times the anticipated attendance. In addition to the jobs and investment aided by EDC that are recorded above, Port Authority staff was successful in securing nearly $1.5 million in grants from federal and state agencies such as the Corp of Engineers, the Missouri Department of Transportation, and the Missouri Highway and Transportation Commission.

City Development

Program: ECONOMIC DEVELOPMENT
Sub-Program: ECONOMIC INCENTIVES

Program Activities

1. Attract, retain, and encourage businesses to stay and/or expand
2. Generate economic activity and create quality jobs

Incentives	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Nations Bank	$ 144,817	$ 151,753	$ 154,788
Aquila Energy Corporation	534,738	496,351	--
EDC-Economic Incentives	538,986	--	--
Farmland Industry	285,539	344,360	50,000
Harley Davidson	--	280,556	--
Total	$ 1,504,080	$ 1,273,020	$ 204,788

Expenditures by Appropriation Unit			
Personal Services	$ --	$ --	$ --
Contractual Services	1,504,080	1,273,020	204,788
Commodities	--	--	--
Capital Outlay	--	--	--
Total	**$ 1,504,080**	**$ 1,273,020**	**$ 204,788**

Expenditures by Fund			
General	$ 1,504,080	$ 1,273,020	$ 204,788
Total	**$ 1,504,080**	**$ 1,273,020**	**$ 204,788**

No. of Full Time Equivalent Positions	**--**	**--**	**--**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	--
Net Full Time Equivalent Positions	**--**	**--**	**--**

Highlights

The purpose of the Economic Development Incentives Program is to provide economic incentives for targeted areas so that commercial and industrial development and redevelopment in Kansas City is fostered. Funding decreases $1,068,232, or 84% in FY 2003-04 for various reasons. Aquila Energy Corporation reorganized in June 2002, nullifying the City's incentive arrangement with them; most of Farmland Industries' estimated $287,860 incentive will be funded through prior year funds in FY 2003-04; and due to greater than projected growth at Harley Davidson, an earnings tax reimbursement will not be required in FY 2003-04. The company's earnings tax incentive agreement with the City is conditional stating that if other sources provided sufficient coverage to pay debt service on their expansion loan, reimbursement for earnings tax growth would not be necessary.

City Development

Program: ECONOMIC DEVELOPMENT
Sub-Program: PROPERTY AND RELOCATION SERVICES

Program Activities

1. Process leases of City-owned and surplus property
2. Acquire real property for the expansion of existing facilities and other governmental uses
3. Relocate individuals and businesses that are displaced by city development projects
4. Monitor the contract for management of City Market

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of lease payments delinquent	0%	1%	1%
Output			
1. Number of leases with outside agencies	80	69	80

Expenditures by Appropriation Unit			
Personal Services	$ 513,024	$ 481,266	$ 370,736
Contractual Services	148,209	83,162	32,412
Commodities	399	950	750
Capital Outlay	--	--	--
Total	**$ 661,632**	**$ 565,378**	**$ 403,898**

Expenditures by Fund			
General	$ 661,632	$ 565,378	$ 403,898
Total	**$ 661,632**	**$ 565,378**	**$ 403,898**

No. of Full Time Equivalent Positions	**8.3**	**9.0**	**9.0**
Less: Anticipated Retirements	--	--	(3.0)
Less: Vacant Positions Eliminated	--	--	--
Net Full Time Equivalent Positions	**8.3**	**9.0**	**6.0**

Highlights

The mission of Property and Relocation Services is to provide real estate and relocation services to the City, businesses, and individuals so that a high quality physical environment is maintained. Program revenues from rental of city property and relocation fees are estimated to be $1,682,860 in FY 2003-04, an increase of $556,521, or 49.4%, from the FY 2002-03 adopted budget estimate of $1,126,339. The increase is due to the anticipated sale of the building and property at 4900 Swope Parkway. Funding for the Property and Relocation Program decreases $161,480, or 28.6%, from the FY 2002-03 adopted budget due to anticipated retirements.

City Development

Program: PLANNING SERVICES

Expenditures by Sub-Program	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
City-Wide Planning and Research	$ 959,339	$ 944,831	$ 1,042,925
District Planning	939,757	464,307	585,959
FOCUS Implementation	884,675	670,557	342,700
Historic Preservation	99,036	105,207	121,152
Total	**$ 2,882,807**	**$ 2,184,902**	**$ 2,092,736**

Expenditures by Appropriation Unit			
Personal Services	$ 1,492,366	$ 1,473,029	$ 1,595,949
Contractual Services	1,354,135	689,323	479,237
Commodities	20,951	22,550	17,550
Capital Outlay	15,355	--	--
Total	**$ 2,882,807**	**$ 2,184,902**	**$ 2,092,736**

Expenditures by Fund			
General	$ 2,872,807	$ 2,184,902	$ 1,924,575
Public Mass Transportation	--	--	168,161
Total	$ **2,872,807**	**$ 2,184,902**	**$ 2,092,736**

No. of Full Time Equivalent Positions	**34.0**	**32.0**	**28.0**
Less: Anticipated Retirements	--	--	(5.0)
Less: Vacant Positions Eliminated	(1.0)	(7.0)	--
Net Full Time Equivalent Positions	**33.0**	**25.0**	**23.0**

Program Information

Planning Services prepares long-range project and area plans and generates socioeconomic data. Planning Services also responds to information requests that are generated from other city departments and outside agencies. Funding for FOCUS is continued in FY 2003-04, although at a decreased level, due to the completion of Neighborhood Assessments and reductions to other FOCUS initiatives. Three positions move to Planning Services, one from the Administration program and two from the Economic Development program.

City Development

Program: PLANNING SERVICES
Sub-Program: CITY-WIDE PLANNING AND RESEARCH

Program Activities

1. Develop and maintain databases describing Kansas City demographics, housing, and economic circumstances
2. Provide graphics capacity to depict urban circumstances through text, business graphics, and mapping presentations
3. Provide computer support and training to the City Development Department
4. Oversee transportation planning for the City by coordinating City departments and external agencies, providing review of major transportation plans, and providing data or conducting analysis for transportation studies

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of data reports completed within 10 days	60%	60%	40%
2. Percent of graphics prepared within 3 days	93%	90%	55%
4. Percent of transportation plans reviewed or transportation data and analysis provided within 10 days	N/A	N/A	85%
Output			
1. Number of reports completed	430	390	250
2. Number of graphics completed	3,000	2,700	1,857
4. Number of transportation plans reviewed or data requests and analysis provided	N/A	N/A	50
Efficiency			
1. Cost per report	$ 1,088	$ 1,038	$ 2,099
2. Cost per graphic	$ 151	$ 150	$ 188
4. Cost per plan reviewed or data request and analysis provided	$ N/A	$ N/A	$ 1,962

Expenditures by Appropriation Unit			
Personal Services	$ 807,161	$ 813,695	$ 907,624
Contractual Services	143,252	121,586	126,251
Commodities	8,926	9,550	9,050
Capital Outlay	--	--	--
Total	**$ 959,339**	**$ 944,831**	**$ 1,042,925**

Expenditures by Fund			
General	$ 959,339	$ 944,831	$ 874,764
Public Mass Transportation Fund	--	--	168,161
Total	**$ 959,339**	**$ 944,831**	**$ 1,042,925**

No. of Full Time Equivalent Positions	**15.0**	**16.0**	**16.0**
Less: Anticipated Retirements	--	--	(4.0)
Less: Vacant Positions Eliminated	--	(2.0)	--
Net Full Time Equivalent Positions	**15.0**	**14.0**	**12.0**

Highlights

The mission of City-wide Planning and Research is to provide economic and demographic information to the department, other city staff, elected officials, and elements of the private sector so that effective planning and development services can be achieved. Program revenues from Geographic Information System (GIS) Service Fees are estimated to be $30,000 in FY 2003-04, an increase of $12,000, or 66.7%, from the adopted FY 2002-03 budget estimate of $18,000. Funding for City-wide Planning and Research increases by $98,094, or 10.4%, from the adopted FY 2002-03 level in spite of anticipated retirements because the newly re-organized transportation planning function moves from another program into City-wide Planning and Research. Funding of $168,161, including two full-time positions, is added for this purpose.

City Development

Program: PLANNING SERVICES
Sub-Program: DISTRICT PLANNING

Program Activities

1. Update elements of the City's comprehensive plan including area, neighborhood, major street, transportation, and facilities plans
2. Evaluate development proposed to the Board of Zoning Administration and the City Planning Commission to ensure that proposed development complies with adopted land use plans

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of plans reviewed by review body that concurred with staff recommendation	98%	98%	98%
2. Percent of reports reviewed by review body that concurred with staff recommendation	98%	98%	98%
Output			
1. Number of area plans updated	10	6	2
2. Number of staff reports prepared	39	25	20

Expenditures by Appropriation Unit			
Personal Services	$ 413,036	$ 380,357	$ 377,859
Contractual Services	526,721	83,950	208,100
Commodities	--	--	--
Capital Outlay	--	--	--
Total	**$ 939,757**	**$ 464,307**	**$ 585,959**

Expenditures by Fund			
General	$ 929,757	$ 464,307	$ 585,959
Local Use Tax	10,000	--	--
Total	**$ 939,757**	**$ 464,307**	**$ 585,959**

No. of Full Time Equivalent Positions	**13.0**	**10.0**	**7.0**
Less: Anticipated Retirements	--	--	(1.0)
Less: Vacant Positions Eliminated	(1.0)	(4.0)	--
Net Full Time Equivalent Positions	**12.0**	**6.0**	**6.0**

Highlights

The mission of the District Planning program is to provide long-range planning services to the City so that development proposals can be weighed against a 20-year time horizon and evaluated for their adherence to key FOCUS objectives. Funding decreases $34,498, or 7.4%, due to one anticipated retirement. One position is added because a graphic design specialist is moved to this program from the Administration program.

City Development

Program: PLANNING SERVICES
Sub-Program: FOCUS IMPLEMENTATION

Program Activities

1. Maintain contact with neighborhoods that have completed assessments
2. Coordinate the operation of eight FOCUS Centers
3. Begin the process of revising the zoning and subdivision ordinances
4. Conduct planning for FOCUS initiatives including corridor plans, the Northland Plan, and others

	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Expenditures by Appropriation Unit			
Personal Services	$ 197,493	$ 204,703	$ 220,247
Contractual Services	660,052	452,854	113,953
Commodities	11,775	13,000	8,500
Capital Outlay	15,355	--	--
Total	**$ 884,675**	**$ 670,557**	**$ 342,700**
Expenditures by Fund			
General	$ 884,675	$ 670,557	$ 342,700
Local Use Tax	--	--	--
Total	**$ 884,675**	**$ 670,557**	**$ 342,700**
No. of Full Time Equivalent Positions	**3.0**	**3.0**	**3.0**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	--
Net Full Time Equivalent Positions	**3.0**	**3.0**	**3.0**

Highlights

The mission of FOCUS is to provide ongoing guidance and support in implementing the City's strategic and comprehensive plan to the Mayor and Council, to City departments, and to the community as a whole so that objectives identified in the FOCUS planning process are prioritized. Funding for FOCUS activities is reduced by $327,857, or 48.9%, from the adopted FY 2002-03 budget. The Neighborhood Assessment Team completed the last of the 240 neighborhood assessments in December 2002 so funding is not continued in FY 2003-04, a reduction of $254,520. In addition, two FOCUS programs are identified for elimination, the Northland Plan ($50,000) and partial funding for the zoning ordinance ($32,000). The Department plans to continue its Northland planning efforts through a planner that will divide time between Northland and transportation issues. Initial phases of the zoning ordinance revision will be able to move forward with prior-year funds.

City Development

Program: PLANNING SERVICES
Sub-Program: HISTORIC PRESERVATION

Program Activities

1. Review exterior alterations of historic properties
2. Meet with citizens and agencies to provide an assessment of preservation planning issues for a specific geographic site or area
3. Provide staff support to the Landmarks Commission

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of staff recommendations passed by the Landmarks Commission	98%	98%	98%
2. Percent of responses complete within 24 hours	100%	90%	85%
Output			
1. Number of certificates of appropriateness processed	103	60	55
2. Number of responses to inquiries	1,169	700	300
Efficiency			
1. Average hours spent per case	10.0	12.5	13.0

Expenditures by Appropriation Unit			
Personal Services	$ 74,676	$ 74,274	$ 90,219
Contractual Services	24,110	30,933	30,933
Commodities	250	--	--
Capital Outlay	--	--	--
Total	**$ 99,036**	**$ 105,207**	**$ 121,152**

Expenditures by Fund			
General	$ 99,036	$ 105,207	$ 121,152
Total	**$ 99,036**	**$ 105,207**	**$ 121,152**

No. of Full Time Equivalent Positions	**3.0**	**3.0**	**2.0**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	(1.0)	--
Net Full Time Equivalent Positions	**3.0**	**2.0**	**2.0**

Highlights

The mission of Historic Preservation is to provide consultation, research, and information to the Landmarks Commission and individuals so that old or historic properties can be protected, enhanced, and redeveloped according to preservation standards.

City Development

Program: 11TH AND OAK GARAGE
Sub-Program: 11TH AND OAK GARAGE

Program Activity

1. Monitor the garage operation contracts and provide accounting services
2. Provide maintenance, security, and cleaning of parking facilities operated at the 11th and Oak Garage

Performance Measures	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Output			
1. Number of parking stalls maintained	N/A	N/A	1,340
Efficiency			
1. Revenue generated per parking stall	$ N/A	$ N/A	$ 875

Expenditures by Appropriation Unit			
Personal Services	$ --	$ --	$ --
Contractual Services	--	--	2,720,490
Commodities	--	--	--
Capital Outlay	--	--	--
Total	**$ --**	**$ --**	**$ 2,720,490**

Expenditures by Fund			
11th and Oak Garage	$ --	$ --	$ 2,720,490
Total	**$ --**	**$ --**	**$ 2,720,490**

No. of Full Time Equivalent Positions	**--**	**--**	**--**
Less: Anticipated Retirements	--	--	--
Less: Vacant Position Eliminated	--	--	--
Net Full Time Equivalent Positions	**--**	**--**	**--**

Highlights

The mission of the 11th and Oak Garage program is to provide supervision and security/maintenance services to the garage management contractors so that convenient parking is available to the general public at the 11th and Oak Garage. Program revenues from parking are estimated to be $1,173,000 in FY 2003-04, which is the first full year of operation for the garage. In addition, lease revenue for retail space on the first level is anticipated to be $94,500. A total of $125,000 is provided from parking meter revenues to the Downtown Kansas City Parking Authority in FY 2003-04 for downtown parking improvements.

City Development

Program: CAPITAL IMPROVEMENTS

Expenditures by Project	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
18th & Vine Jazz Museum Exhibits	$ --	$ 150,000	$ --
18th & Vine Restaurant Facility	--	50,000	--
18th & Vine Streetlights	--	39,000	--
31st & Troost Storefront Façade	--	300,000	--
Broadway Urban Foyer	8,530	--	--
City Market Bond Retirement	1,303,270	1,320,172	1,385,682
City Market Capital	100,000	--	--
East Meyer/Laidlaw Structure	75,000	--	--
Hospital Hill Environmental Clean-up	9,043	--	--
Hospital Hill Redevelopment	29,863	--	--
Hospital Hill Redevelopment - Phase II	59,891	--	--
Martin Luther King Hospital Environ.	46,458	--	--
MDFB Garage	1,045,939	--	--
Property Acquisition - District 3	(1,365)	--	--
Prospect Corridor Development	158,714	100,000	--
Riverfront Heritage Trail	--	100,000	--
Riverfront West Walkway Grant	1,085,409	--	--
St. John Corridor Study	31	--	--
Town of Kansas Management Plan/Project	95,101	--	--
Troost Marketplace	46	--	--
Troost Property Acquisition and Clearance	--	--	1,000,000
Vivion Road Streetscape	--	115,000	--
Warner Plaza	301,550	280,975	--
Washington Avenue Street Closure	49,997	--	--
West Bottoms Envir. Remediation	291,465	--	--
Total	**$ 4,658,942**	**$ 2,455,147**	**$ 2,385,682**

Expenditures by Appropriation Unit			
Personal Services	$ --	$ --	$ --
Contractual Services	95,101	--	--
Commodities	--	--	--
Capital Outlay	--	--	--
Subtotal Operating Expenses	**$ 95,101**	**$ --**	**$ --**
Pass Through Payments	--	--	--
Debt Service	--	--	--
Capital Improvements	4,563,841	2,455,147	2,385,682
Total	**$ 4,658,942**	**$ 2,455,147**	**$ 2,385,682**

Expenditures by Fund			
General	$ 332,243	$ --	$ --
Infrastructure and Maintenance	1,613,350	1,601,147	1,385,682
Community Development Block Grant	157,286	100,000	--
Capital Improvements	2,556,063	754,000	1,000,000
Total	**$ 4,658,942**	**$ 2,455,147**	**$ 2,385,682**

Codes Administration

Budget $7.40M FTE Positions 110.5

Business Services
Budget $1.62M FTEs 9.5

Inspections
Budget $2.52M FTEs 43.0

Investigations
Budget $1.28M FTEs 23.0

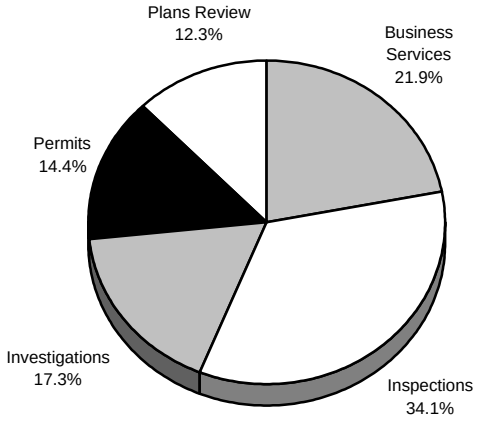
Permits
Budget $1.07M FTEs 21.0

Plans Review
Budget $0.91M FTEs 14.0

Departmental Highlights

- Guarantee 90% of commercial plans reviewed within four weeks
- Review 10,500 construction plans
- Guarantee 95% of inspections completed on the day requested
- Conduct 65,000 construction and elevator inspections
- On time rate of 95% for two hour inspection request
- Guarantee 90% of single family dwelling plans reviewed within two days

Budget by Program



Workforce Analysis - Full-time Employees

	Male	Female	Total
Management			
Minority	11.1%	13.0%	24.1%
Non-Minority	64.8%	11.1%	75.9%
Total	75.9%	24.1%	100.0%
Labor			
Minority	19.6%	32.6%	52.2%
Non-Minority	43.4%	4.4%	47.8%
Total	63.0%	37.0%	100.0%
Total			
Minority	15.0%	22.0%	37.0%
Non-Minority	55.0%	8.0%	63.0%
Total	70.0%	30.0%	100.0%

Codes Administration

Expenditures by Program	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Business Services	$ 1,489,663	$ 1,602,911	$ 1,623,330
Inspections	2,749,793	2,430,281	2,519,661
Investigations	1,056,862	1,263,914	1,280,704
Permits	838,336	947,926	1,068,476
Plans Review	791,720	891,322	906,592
Sub-total Operating Expenses	**$ 6,926,374**	**$ 7,136,354**	**$ 7,398,763**
Debt Service	--	--	--
Capital Improvements	--	--	--
Total	**$ 6,926,374**	**$ 7,136,354**	**$ 7,398,763**

Expenditures by Appropriation Unit			
Personal Services	$ 5,426,095	$ 6,066,096	$ 6,331,540
Contractual Services	842,232	818,608	919,462
Commodities	66,614	45,000	40,600
Capital Outlay	591,433	206,650	107,161
Sub-total Operating Expenses	**$ 6,926,374**	**$ 7,136,354**	**$ 7,398,763**
Pass Through Payments	--	--	--
Debt Service	--	--	--
Capital Improvements	--	--	--
Total	**$ 6,926,374**	**$ 7,136,354**	**$ 7,398,763**

Expenditures by Fund			
General	$ 6,926,374	$ 7,136,354	$ 7,398,763
Total	**$ 6,926,374**	**$ 7,136,354**	**$ 7,398,763**

No. of Full Time Equivalent Positions	**109.0**	**109.0**	**110.5**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	(4.7)	--	--
Net Full Time Equivalent Positions	**104.3**	**109.0**	**110.5**

Codes Administration

Program: BUSINESS SERVICES
Sub-Program: BUSINESS SERVICES

Program Activities

1. To administer a fiscally responsible and efficient revenue collection system
2. To maintain a high customer satisfaction rate based upon responses to a voluntary survey

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
2. Customer satisfaction on a scale of 1-10 with 10 being highest and five being average	9.2	7.0	7.0
Output			
2. Number of customer satisfaction surveys received	69	100	100
Efficiency			
1. Percent of revenues reconciled within one business day	97%	95%	95%

Expenditures by Appropriation Unit			
Personal Services	$ 670,627	$ 680,124	$ 716,328
Contractual Services	712,809	709,698	797,802
Commodities	64,296	42,000	37,600
Capital Outlay	41,931	171,089	71,600
Total	**$ 1,489,663**	**$ 1,602,911**	**$ 1,623,330**

Expenditures by Fund			
General	$ 1,489,663	$ 1,602,911	$ 1,623,330
Total	**$ 1,489,663**	**$ 1,602,911**	**$ 1,623,330**

No. of Full Time Equivalent Positions	**10.0**	**10.0**	**10.5**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	--
Net Full Time Equivalent Positions	**10.0**	**10.0**	**10.5**

Highlights

The mission of the Business Services program is to manage the department's business affairs including revenue collection, accounts payable, purchasing, and customer service so that the building community receives timely, high quality service. Revenues generated by the department are estimated to be $7,684,695 in FY 2003-04, an increase of $272,564, or 3.7% from the FY 2002-03 adopted budget. This is due to a 4.5% fee increase in FY 2002-03 and continued steady building activity. These revenues fully support department operations and provide $285,932 to support the City's Adapt 2000 permitting system. The change in positions is due to the transfer of one position to the Permits Division and the charge-in of 0.5 FTE from the City Development Department. It is anticipated that six positions will take advantage of the retirement incentive program; all of these will be eligible for replacement as the department is fully supported by fees. Funding for the Business Services program increases $20,419 or 1.3%.

Codes Administration

Program: INSPECTIONS
Sub-Program: INSPECTIONS

Program Activities

1. To inspect all permitted construction work regulated by the Building Code
2. To perform ninety-five percent of certain inspection requests within a two hour response time

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of inspections performed on the day requested	100%	95%	95%
Output			
1. Number of inspections	65,082	52,000	65,000
2. Number of two hour inspections	2,811	3,300	3,300
Efficiency			
2. On-time rate for two hour inspection requests	98%	95%	95%

Expenditures by Appropriation Unit			
Personal Services	$ 2,101,904	$ 2,321,110	$ 2,402,740
Contractual Services	97,539	91,685	99,435
Commodities	848	1,000	1,000
Capital Outlay	549,502	16,486	16,486
Total	**$ 2,749,793**	**$ 2,430,281**	**$ 2,519,661**
Expenditures by Fund			
General	$ 2,749,793	$ 2,430,281	$ 2,519,661
Total	**$ 2,749,793**	**$ 2,430,281**	**$ 2,519,661**
No. of Full Time Equivalent Positions	**43.0**	**43.0**	**43.0**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	(1.0)	--	--
Net Full Time Equivalent Positions	**42.0**	**43.0**	**43.0**

Highlights

The mission of the Inspections program is to provide construction code inspections that are responsive to the building community and the general public, so that work not meeting the building codes standard construction practices can be identified and redone before threatening public safety. Funding for the Inspections program increases by $89,380, or 3.7%, from the FY 2002-03 adopted budget.

Codes Administration

Program: INVESTIGATIONS
Sub-Program: INVESTIGATIONS

Program Activities

1. To respond to complaints of violations to the zoning ordinance and city building codes within fourteen days and pursue abatement of any violations in a fair and expeditious manner
2. To provide for the inspection of demolition and sign permits
3. To provide a safety inspection program for elevator equipment

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of convictions resulting from cases taken to court	98%	85%	85%
Output			
1. Number of complaint cases completed	1,855	1,810	1,855
Efficiency			
1. Percent of complaints responded to within two weeks	92%	95%	95%

Expenditures by Appropriation Unit			
Personal Services	$ 1,040,304	$ 1,230,989	$ 1,247,779
Contractual Services	15,088	11,850	11,850
Commodities	1,470	2,000	2,000
Capital Outlay	--	19,075	19,075
Total	**$ 1,056,862**	**$ 1,263,914**	**$ 1,280,704**

Expenditures by Fund			
General	$ 1,056,862	$ 1,263,914	$ 1,280,704
Total	**$ 1,056,862**	**$ 1,263,914**	**$ 1,280,704**

No. of Full Time Equivalent Positions	**23.0**	**23.0**	**23.0**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	(1.4)	--	--
Net Full Time Equivalent Positions	**21.6**	**23.0**	**23.0**

Highlights

The mission of the Investigations program is to investigate and prosecute violations related to city building codes and zoning ordinances under the department's jurisdiction so that safety problems can be resolved quickly and fairly. Funding for the Investigations program increases by $16,790, or 1.3%, from the FY 2002-03 adopted budget.

Codes Administration

Program: PERMITS
Sub-Program: PERMITS

Program Activities

1. To provide quality control review for all projects submitted for new building and addition permits
2. To emphasize the timely service provided to customers by maintaining an average waiting time of seven minutes or less for walk-ins
3. To annually examine the competence of approximately 200 individuals performing work in 23 construction-related trades

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Valuation of new building and addition permits	$ 779,675,106	$ 800,000,000	$ 800,000,000
Output			
1. Number of permits issued	18,900	20,000	20,000
Efficiency			
2. Average customer waiting time (minutes)	8.0	7.0	7.0

Expenditures by Appropriation Unit			
Personal Services	$ 832,772	$ 945,351	$ 1,065,901
Contractual Services	5,564	2,575	2,575
Commodities	--	--	--
Capital Outlay	--	--	--
Total	**$ 838,336**	**$ 947,926**	**$ 1,068,476**

Expenditures by Fund			
General	$ 838,336	$ 947,926	$ 1,068,476
Total	**$ 838,336**	**$ 947,926**	**$ 1,068,476**

No. of Full Time Equivalent Positions	**19.0**	**19.0**	**20.0**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	(1.4)	--	--
Net Full Time Equivalent Positions	**17.6**	**19.0**	**20.0**

Highlights

The mission of the Permits program is to provide complete, accurate, and timely service in the issuance of construction-related permits, zoning determinations and clearances, floodplain information, and conformance verification letters so that related business and development can continue to operate in accordance with city regulations. Funding for the Permits program increases by $120,550, or 12.7%, from the FY 2002-03 adopted budget. The reason for this increase is the addition of one position during FY 2002-03 to manage the increased volume of permitting and the transfer of another position from the Business Services program to more accurately budget for the workload of that position.

Codes Administration

Program: PLANS REVIEW
Sub-Program: PLANS REVIEW

Program Activities

1. To complete a technical plan review of design documents submitted with applications for new buildings, new structures, and building additions

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Output			
1. Total number of reviews performed	12,671	10,500	10,500
Efficiency			
1. Percent of reviews completed within two days	100%	90%	90%

Expenditures by Appropriation Unit			
Personal Services	$ 780,488	$ 888,522	$ 898,792
Contractual Services	11,232	2,800	7,800
Commodities	--	--	--
Capital Outlay	--	--	--
	$ 791,720	**$ 891,322**	**$ 906,592**
Expenditures by Fund			
General	$ 791,720	$ 891,322	$ 906,592
Total	**$ 791,720**	**$ 891,322**	**$ 906,592**
No. of Full Time Equivalent Positions	**14.0**	**14.0**	**14.0**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	(0.9)	--	--
Net Full Time Equivalent Positions	**13.1**	**14.0**	**14.0**

Highlights

The mission of the Plans Review program is to ensure compliance with the city building code and the zoning and floodplain ordinances so that construction conforms to proper standards. Funding for the Plans Review program increases by $15,270, or 1.7%, from the FY 2002-03 adopted budget.

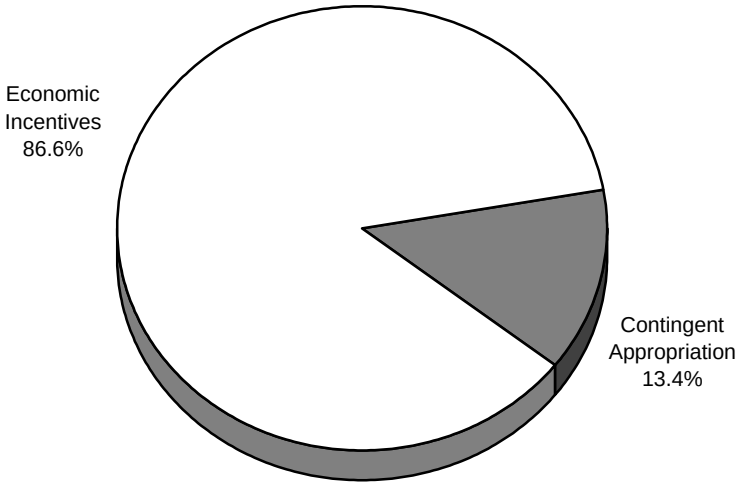
Contingent Appropriation

Budget $35.15M FTE Positions 0.0

Contingent Appropriation
Budget $4.70M FTEs 0.0

Economic Incentives
Budget $30.45M FTEs 0.0

Budget by Program



Contingent Appropriation

Expenditures by Program	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Contingent Appropriation	$ --	$ 6,501,226	$ 4,700,000
Economic Incentives	22,204,791	34,465,325	30,451,391
Sub-Total Operating Expenses	**$ 22,204,791**	**$ 40,966,551**	**$ 35,151,391**
Debt Service	--	--	--
Capital Improvements	--	--	--
Total	**$ 22,204,791**	**$ 40,966,551**	**$ 35,151,391**
Expenditures by Appropriation Unit			
Personal Services	$ --	$ 2,764,226	$ 1,000,000
Contractual Services	22,204,791	38,202,325	34,151,391
Commodities	--	--	--
Capital Outlay	--	--	--
Sub-Total Operating Expenses	**$ 22,204,791**	**$ 40,966,551**	**$ 35,151,391**
Pass Through Payments	--	--	--
Debt Service	--	--	--
Capital Improvements	--	--	--
Total	**$ 22,204,791**	**$ 40,966,551**	**$ 35,151,391**
Expenditures by Fund			
General	$ --	$ 4,737,996	$ 4,700,000
East Park	--	244,958	--
West Park	--	52,416	--
Motor Fuel Tax	--	309,065	--
Convention and Tourism	--	346,703	--
Special Allocation	22,204,791	33,536,305	29,273,436
Hotel Phillips Super TIF	--	786,305	647,525
Savoy Super TIF	--	142,715	215,503
Union Hill TIF	--	--	314,927
Water	--	157,356	--
Sewer	--	168,154	--
Kansas City Airports	--	484,578	--
Total	**$ 22,204,791**	**$ 40,966,551**	**$ 35,151,391**
No. of Full Time Equivalent Positions	**--**	**--**	**--**

Contingent Appropriation

Program: CONTINGENT APPROPRIATION

Expenditures by Sub-Program	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Contingent Appropriation	$ --	$ 3,737,000	$ 3,700,000
Basic Services Position Pool	--	2,253,506	--
Vacant Position Reallocation Pool	--	510,720	--
Retirement Position Reallocation Pool	--	--	1,000,000
Total	**$ --**	**$ 6,501,226**	**$ 4,700,000**

Expenditures by Appropriation Unit			
Personal Services	$ --	$ 2,764,226	$ 1,000,000
Contractual Services	--	3,737,000	3,700,000
Commodities	--	--	--
Capital Outlay	--	--	--
Total	**$ --**	**$ 6,501,226**	**$ 4,700,000**

Expenditures by Fund			
General	$ --	$ 4,737,996	$ 4,700,000
East Park	--	244,958	--
West Park	--	52,416	--
Motor Fuel Tax	--	309,065	--
Convention and Tourism	--	346,703	--
Water	--	157,356	--
Sewer	--	168,154	--
Kansas City Airports	--	484,578	--
Total	**$ --**	**$ 6,501,226**	**$ 4,700,000**
No. of Full Time Equivalent Positions	**--**	**--**	**--**

Program Information

The City Charter requires that an amount not less than one nor more than three percent of the estimated General Fund revenues be set aside as a contingency. The FY 2003-04 contingency funding of $3,700,000 meets this requirement. The basic services position pool and vacant position reallocation pool is eliminated in FY 2003-04. This pool provided a reserve for departments to maintain staffing flexibility on priority services so that they could hire and recruit qualified job applicants in a timely manner. These dollars and positions have been restored to the departmental budgets. A retirement position reallocation pool is established in FY 2003-04 in the amount of $1,000,000. These funds will be allocated to departments on a priority service delivery basis.

Contingent Appropriation

Program: ECONOMIC INCENTIVES

Expenditures by Sub-Program	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Economic Incentives	$ 22,204,791	$ 34,465,325	$ 30,451,391
Total	**$ 22,204,791**	**$ 34,465,325**	**$ 30,451,391**

Expenditures by Appropriation Unit			
Personal Services	$ --	$ --	$ --
Contractual Services	22,204,791	34,465,325	30,451,391
Commodities	--	--	--
Capital Outlay	--	--	--
Total	**$ 22,204,791**	**$ 34,465,325**	**$ 30,451,391**

Expenditures by Fund			
Special Allocation	$ 22,204,791	$ 33,536,305	$ 29,273,436
Hotel Phillips Super TIF	--	786,305	647,525
Savoy Super TIF	--	142,715	215,503
Union Hill TIF	--	--	314,927
Total	**$ 22,204,791**	**$ 34,465,325**	**$ 30,451,391**
No. of Full Time Equivalent Positions	**--**	**--**	**--**

Program Information

Funding for the Economic Incentives program decrease by $4,013,934, or 11.6%, from the 2002-03 adopted budget. Revenue from County PILOT's representing county, school district, and state property taxes within the City's 42 TIF districts decreases from $19,366,356 in FY 2002-03 to $16,494,563, or 14.8%, in FY 2003-04.

Convention and Entertainment Centers

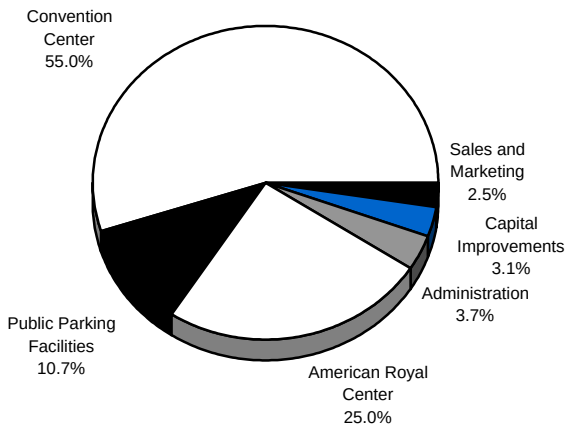
Budget $24.05M FTE Positions 178.0

- Administration — Budget $0.90M FTEs 14.7
- American Royal — Budget $5.99M FTEs 32.8
- Convention Center — Budget $13.24M FTEs 116.2
- Public Parking Facilities — Budget $2.57M FTEs 8.3
- Sales and Marketing — Budget $0.60M FTEs 6.0
- Capital Improvements — Budget $0.75M FTEs 0.0

Departmental Highlights

- Generate revenues of $12.72M in 2003-04
- Operate the American Royal Center, home of:
  - American Royal Association Horse Show, Livestock and Rodeo
  - NCAA Men's Wrestling Championships
  - Kansas City Comets

Budget by Program



Workforce Analysis - Full-time Employees

	Male	Female	Total
Management			
Minority	29.0%	8.1%	37.1%
Non-Minority	35.5%	27.4%	62.9%
Total	64.5%	35.5%	100.0%
Labor			
Minority	41.0%	15.0%	56.0%
Non-Minority	36.0%	8.0%	44.0%
Total	77.0%	23.0%	100.0%
Total			
Minority	36.4%	12.4%	48.8%
Non-Minority	35.8%	15.4%	51.2%
Total	72.2%	27.8%	100.0%

Convention and Entertainment Centers

Expenditures by Program	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Administration	$ 1,120,585	$ 1,549,721	$ 894,686
American Royal Center	6,298,905	5,563,299	5,993,477
Convention Center	12,001,394	12,174,475	13,240,609
Public Parking Facilities	1,755,031	2,158,434	2,573,459
Sales and Marketing	629,912	606,095	600,794
Sub-Total Operating Expenses	**$ 21,805,827**	**$ 22,052,024**	**$ 23,303,025**
Capital Improvements	--	800,000	750,000
Total	**$ 21,805,827**	**$ 22,852,024**	**$ 24,053,025**

Expenditures by Appropriation Unit			
Personal Services	$ 7,679,017	$ 7,556,549	$ 8,155,421
Contractual Services	13,350,534	13,681,459	14,435,938
Commodities	625,259	540,040	537,690
Capital Outlay	151,017	273,976	173,976
Sub-Total Operating Expenses	**$ 21,805,827**	**$ 22,052,024**	**$ 23,303,025**
Pass Through Payments	--	--	--
Capital Improvements	--	800,000	750,000
Total	**$ 21,805,827**	**$ 22,852,024**	**$ 24,053,025**

Expenditures by Fund			
General	$ 7,075,655	$ 6,317,944	$ 6,754,527
Kemper-Butler Garage	42,858	1,343,187	1,714,146
Convention and Tourism	13,216,359	14,468,751	14,864,539
Convention Center Garages	1,470,955	722,142	719,813
Total	**$ 21,805,827**	**$ 22,852,024**	**$ 24,053,025**
No. of Full Time Equivalent Positions	**220.0**	**224.0**	**192.0**
Less: Anticipated Retirements	--	--	(13.0)
Less: Vacant Position Eliminated	--	(32.0)	(1.0)
Net Full Time Equivalent Positions	**220.0**	**192.0**	**178.0**

Convention and Entertainment Centers

Program: ADMINISTRATION
Sub-Program: ADMINISTRATION

Program Activities

1. Provide organizational leadership and management in sales, finance, and event service, and promote CEC's objectives within city government and the community at large
2. Provide accounting services including event accounting and settlement, accounts payable/receivable, and customer invoicing
3. Provide information technology support to all staff within the Convention & Entertainment Centers

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Economic impact of major convention activity	$ 386,412,983	$ 394,179,884	$ 394,179,884
Output			
1. Number of event days	8,887	10,151	10,200
Efficiency			
1. Average economic impact per event day	$ 43,481	$ 38,832	$ 38,645
Convention and Tourism Taxes Generated			
Restaurant Tax	$ 12,925,000	$ 13,467,850	$ 16,100,000
Hotel-Motel Tax	5,280,000	14,650,000	17,650,000
Expenditures by Appropriation Unit			
Personal Services	$ 1,038,039	$ 1,128,731	$ 754,851
Contractual Services	72,713	412,540	97,835
Commodities	9,833	8,450	7,000
Capital Outlay	--	--	35,000
Total	**$ 1,120,585**	**$ 1,549,721**	**$ 894,686**
Expenditures by Fund			
General	$ 148,400	$ 142,455	$ 139,600
Convention and Tourism	972,185	1,407,266	755,086
Total	**$ 1,120,585**	**$ 1,549,721**	**$ 894,686**
No. of Full Time Equivalent Positions	**20.0**	**19.8**	**19.7**
Less: Anticipated Retirements	--	--	(5.0)
Less: Vacant Positions Eliminated	--	--	--
Net Full Time Equivalent Positions	**20.0**	**19.8**	**14.7**

Highlights

The mission of the Administration program is to provide effective and efficient staff support to Convention and Entertainment Center (CEC) personnel and its clients so that repeat and referral business is generated and economic impact to the City is maximized. Funding for CEC's administration program decreases by $655,035, or 42.3%, from the adopted FY 2002-03 budget due to anticipated retirements in the Department's senior management. CEC staff at all levels, along with many outside stakeholders, participated in a hands-on effort to evaluate the organization's competitiveness and efficiency through Kansas City Government Optimization (KC-GO) in FY 2002-03. Recommendations that came out of that process will continue to be implemented in FY 2003-04, including rate adjustments and a request for proposals (RFP) for the private management of the American Royal Center Complex.

Convention and Entertainment Centers

Program: AMERICAN ROYAL CENTER
Sub-Program: AMERICAN ROYAL CENTER

Program Activities

1. Provide coordination between American Royal staff and clients, acting as a liaison between the customers and event support/maintenance staff
2. Set up and take down all event equipment and provision of time-of-event services including cleaning and support for box office, catering, and concession services
3. Provide various technical support staff to American Royal clients including mechanics, electricians, electronic technicians, and carpenters
4. Provide security services to protect City assets and safety of patrons

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Occupancy (Kemper Arena, Governors' Building, Hale Arena and the American Royal Building)	N/A	46.5%	46.5%
2. Overall client satisfaction rating (scale of 1-5)	4.5	4.5	4.5
Output			
1. Number of event days	738	745	745
2. Total attendance	N/A	972,652	972,652
Efficiency			
1. Average cost per event day	$ 7,854	$ 8,451	$ 7,464

Expenditures by Appropriation Unit			
Personal Services	$ 1,633,963	$ 1,357,234	$ 1,558,137
Contractual Services	4,323,399	3,907,025	4,137,500
Commodities	217,431	234,040	232,840
Capital Outlay	124,112	65,000	65,000
Total	**$ 6,298,905**	**$ 5,563,299**	**$ 5,993,477**

Expenditures by Fund			
General	$ 6,298,905	$ 5,563,299	$ 5,993,477
Total	**$ 6,298,905**	**$ 5,563,299**	**$ 5,993,477**

No. of Full Time Equivalent Positions	**41.5**	**40.7**	**34.8**
Less: Anticipated Retirements	--	--	(2.0)
Less: Vacant Positions Eliminated	--	(7.0)	--
Net Full Time Equivalent Positions	**41.5**	**33.7**	**32.8**

Highlights

The mission of the American Royal Center (ARC) is to provide support for promoters, exhibitors, and attendees so that the American Royal Center and Kemper Arena are considered desirable venues for sporting events, concerts, horse shows, and other events. Beginning in FY 2003-04, an accounting change to reflect the full amount of revenues and expenses is included in the budget. Contracted services appear to increase due to this accounting change. Salaries increase $200,903, or 12.9%, because the FY 2003-04 budget provides funding for some vacant positions (some vacancies were not funded in FY2002-03 due to an anticipated hiring freeze). Net of the accounting change, revenues decrease $590,000, or 9.2%, to $5,800,000 due to decreased activity. The Kansas City Knights will not play at Kemper in FY 2003-04. Their league, the American Basketball Association, ended in 2002.

Convention and Entertainment Centers

Program: CONVENTION CENTER
Sub-Program: CONVENTION CENTER

Program Activities

1. Provide coordination between Convention Center staff and clients, acting as a liaison between the customers and event support/maintenance staff
2. Set up and take down all event equipment and provision of time-of-event services including cleaning and support for box office, catering, and concession services for 381 events
3. Provide various technical support staff to Convention Center clients including mechanics, electricians, electronic technicians, and carpenters
4. Provide security services to protect City assets and safety of patrons

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Occupancy, Convention Center Exhibition Halls	N/A	80.1%	80.1%
2. Overall client satisfaction rating (scale of 1-5)	4.5	4.5	4.5
Output			
1. Number of event days	8,869	8,958	8,958
2. Total attendance	N/A	1,218,733	1,218,733
Efficiency			
1. Average cost per event day	$ 1,353	$ 1,359	$ 1,359

Expenditures by Appropriation Unit			
Personal Services	$ 4,315,539	$ 4,496,589	$ 5,204,901
Contractual Services	7,264,104	7,276,310	7,668,782
Commodities	394,846	292,600	292,950
Capital Outlay	26,905	108,976	73,976
Total	**$ 12,001,394**	**$ 12,174,475**	**$ 13,240,609**

Expenditures by Fund			
General	$ 117,500	$ 116,865	$ 116,600
Convention and Tourism	11,740,112	11,855,715	12,958,509
Convention Center Garages	143,782	201,895	165,500
Total	**$ 12,001,394**	**$ 12,174,475**	**$ 13,240,609**

No. of Full Time Equivalent Positions	**142.9**	**147.0**	**120.2**
Less: Anticipated Retirements	--	--	(4.0)
Less: Vacant Positions Eliminated	--	(24.0)	(1.0)
Net Full Time Equivalent Positions	**142.9**	**123.0**	**115.2**

Highlights

The mission of the Convention Center is to provide support for promoters, exhibitors, and attendees so that Bartle Hall and the Municipal Auditorium are considered desirable facilities for conventions, trade shows, seminars, and concerts, leading to further economic growth in Kansas City. Beginning in FY 2003-04, an accounting change to reflect the full amount of revenues and expenses is included in the budget. Contracted service expenses appear to increase for this reason when actual expenses remain flat. Salary costs increase an additional $708,312, or 13.6% over adopted FY 2002-03 in spite of anticipated retirements for several reasons: the Department is charging out more positions to its enterprise funds; the FY 2003-04 budget does not assume any vacant positions (some anticipated vacancies were not funded in FY 2002-03); and thirteen high-turnover positions are funded in the Department, rather than in a contingent account. Net of the accounting change, program revenues from Convention Center business are estimated to be $5,676,000 in FY 2003-04, an increase of $151,000, or 2.7% from adopted FY 2002-03.

Convention and Entertainment Centers

Program: PUBLIC PARKING FACILITIES
Sub-Program: PUBLIC PARKING FACILITIES

Program Activities

1. Monitor the garage operation contracts and provide accounting services
2. Provide maintenance, security, and cleaning of parking facilities operated at the Convention Center and American Royal Complex

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Overall client satisfaction rating (scale of 1-5)	4.0	4.0	4.0
Output			
1. Number of parking stalls maintained	950	1,750	1,750
Efficiency			
1. Revenue generated per parking stall	$ 1,678	$ 1,165	$ 1,165

Expenditures by Appropriation Unit			
Personal Services	$ 205,431	$ 75,000	$ 227,238
Contractual Services	1,548,500	1,981,734	2,344,321
Commodities	1,100	1,700	1,900
Capital Outlay	--	100,000	--
Total	**$ 1,755,031**	**$ 2,158,434**	**$ 2,573,459**

Expenditures by Fund			
General	$ 385,000	$ 395,000	$ 405,000
Kemper-Butler Garage	42,858	1,243,187	1,614,146
Convention Center Garage	1,327,173	520,247	554,313
Total	**$ 1,755,031**	**$ 2,158,434**	**$ 2,573,459**

No. of Full Time Equivalent Positions	**5.6**	**6.5**	**8.3**
Less: Anticipated Retirements	--	--	--
Less: Vacant Position Eliminated	--	--	--
Net Full Time Equivalent Positions	**5.6**	**6.5**	**8.3**

Highlights

The mission of Public Parking Facilities is to provide supervision and security/maintenance services to the garage management contractors so that convenient parking is available to the general public at the Municipal Auditorium Garage, Kemper-Butler Garage, and the surface parking lots at the American Royal Complex. Program revenues from parking are estimated to be $1,424,000 in FY 2003-04, repeating the FY 2002-03 level. Contractual costs increase with the inclusion of a full year of debt service for the Kemper Butler Garage. Positions increase because more positions are charged to the Municipal Auditorium Garage from Convention Center operations.

Convention and Entertainment Centers

Program: SALES AND MARKETING
Sub-Program: SALES AND MARKETING

Program Activities

1. Sell event space to potential customers and handle contract negotiations
2. Execute contracts with permanent tenants, annual clients, and one-time clients

Performance Measures	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Outcome			
1. Overall client satisfaction rating (scale of 1-5)	4.5	4.5	4.5
Output			
1. Number of events booked, net of cancellations			
Convention Center	N/A	323	323
American Royal Center	N/A	163	163
2. Number of contracts executed	510	515	520
Efficiency			
1. CEC revenue generated per contract executed	$ N/A	$ 10,726	$ 10,620

Expenditures by Appropriation Unit			
Personal Services	$ 486,045	$ 498,995	$ 410,294
Contractual Services	141,818	103,850	187,500
Commodities	2,049	3,250	3,000
Capital Outlay	--	--	--
Total	**$ 629,912**	**$ 606,095**	**$ 600,794**

Expenditures by Fund			
General	$ 125,850	$ 100,325	$ 99,850
Convention and Tourism	504,062	505,770	500,944
Total	**$ 629,912**	**$ 606,095**	**$ 600,794**

No. of Full Time Equivalent Positions	**10.0**	**10.0**	**9.0**
Less: Anticipated Retirements	--	--	(2.0)
Less: Vacant Positions Eliminated	--	(1.0)	--
Net Full Time Equivalent Positions	**10.0**	**9.0**	**7.0**

Highlights

The mission of Sales and Marketing is to promote, sell, negotiate, and contract for the use of all event facilities including Bartle Hall, Municipal Auditorium, Music Hall, Little Theatre, Barney Allis Plaza, Kemper Arena, Hale Arena, Governors' Building, and upper and lower American Royal Exhibit Halls so that the facilities are occupied and economic activity in Kansas City is enhanced. One vacant secretary position is eliminated in FY 2003-04 and two retirements are anticipated.

Convention and Entertainment Centers

Program: CAPITAL IMPROVEMENTS

Expenditures by Project	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Kemper Butler Garage	$ --	$ 100,000	$ 100,000
CEC Facility Maintenance	--	700,000	650,000
Total	**$ --**	**$ 800,000**	**$ 750,000**

Expenditures by Fund

Kemper-Butler Garage	$ --	$ 100,000	$ 100,000
Convention and Tourism	--	700,000	650,000
Total	**$ --**	**$ 800,000**	**$ 750,000**

Convention and Tourism

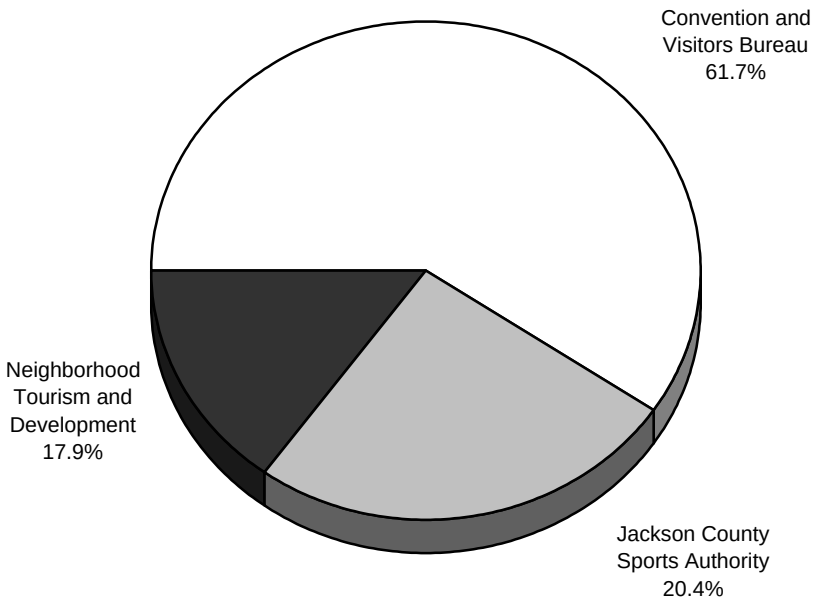
Budget $9.83M FTE Positions 0.0

Convention and Visitors Bureau
Budget $6.06M FTEs 0.0

Jackson County Sports Authority
Budget $2.00M FTEs 0.0

Neighborhood Tourism and Development
Budget $1.77M FTEs 0.0

Budget by Program



Convention and Tourism

Expenditures by Program	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Convention and Visitors Bureau	$ 5,585,467	$ 5,860,000	$ 6,060,000
Jackson County Sports Authority	2,000,000	2,000,000	2,000,000
Neighborhood Tourism Development	1,357,777	1,465,000	1,765,000
Total	**$ 8,943,244**	**$ 9,325,000**	**$ 9,825,000**

Expenditures by Appropriation Unit			
Personal Services	$ --	$ --	$ --
Contractual Services	3,357,777	3,465,000	3,765,000
Commodities	--	--	--
Capital Outlay	--	--	--
Sub-Total Operating Expenses	**$ 3,357,777**	**$ 3,465,000**	**$ 3,765,000**
Pass Through Payments	5,585,467	5,860,000	6,060,000
Debt Service	--	--	--
Capital Improvements	--	--	--
Total	**$ 8,943,244**	**$ 9,325,000**	**$ 9,825,000**

Expenditures by Fund			
Neighborhood Tourist Development	$ 1,357,777	$ 1,465,000	$ 1,765,000
Convention and Tourism	7,585,467	7,860,000	8,060,000
Total	**$ 8,943,244**	**$ 9,325,000**	**$ 9,825,000**
No. of Full Time Equivalent Positions	**--**	**--**	**--**

Convention and Tourism

Program: CONVENTION AND VISITORS BUREAU
Sub-Program: CONVENTION AND VISITORS BUREAU

Program Information	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
1. Revenue from the Convention and Tourism Tax (Hotel/Motel Tax)	$ 13,577,770	$ 14,650,000	$ 17,650,000
2. Amount of the Convention and Tourism Tax (Hotel/Motel Tax) contributed to the Convention and Visitors Bureau	$ 5,585,467	$ 5,860,000	$ 6,060,000
Expenditures by Appropriation Unit			
Pass Through Payments	$ 5,585,467	$ 5,860,000	$ 6,060,000
Total	**$ 5,585,467**	**$ 5,860,000**	**$ 6,060,000**
Expenditures by Fund			
Convention and Tourism	$ 5,585,467	$ 5,860,000	$ 6,060,000
Total	**$ 5,585,467**	**$ 5,860,000**	**$ 6,060,000**
No. of Full Time Equivalent Positions	--	--	--

Highlights

The mission of the Convention and Visitors Bureau (CVB) is to promote convention and tourism opportunities in Kansas City so that the economic benefit of visitors to the City is maximized. The CVB promotes tourism and convention business within the City through publicity and advertising; media relations at local, state, and national levels; and the creation and direction of special events to attract visitors to Kansas City. The Convention and Visitors Bureau acts as a liaison to the City and other governmental agencies. The CVB is funded from hotel/motel tax revenue that is derived from a charge for all sleeping rooms at hotels, motels, and tourist courts in the City. The rate of that tax increased from six and one-half percent to seven and one-half percent effective January 2003 after voters approved a one-percent increase dedicated to funding an expansion of Bartle Hall. The expansion will include a new ballroom, major renovation of existing meeting space, and exterior improvements. The CVB receives 40 percent of all revenues from the first six and one-half percent of the hotel-motel tax and opted to forego their share of the one percent increase to make more funds available for Bartle's expansion. Funding for the Convention and Visitors Bureau increases by $200,000 in FY 2003-04, or 3.4%, from the adopted FY 2002-03 budget, due to an estimated increase in hotel-motel tax revenue.

Convention and Tourism

Program: JACKSON COUNTY SPORTS AUTHORITY
Sub-Program: JACKSON COUNTY SPORTS AUTHORITY

	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Expenditures by Appropriation Unit			
Personal Services	$ --	$ --	$ --
Contractual Services	2,000,000	2,000,000	2,000,000
Commodities	--	--	--
Capital Outlay	--	--	--
Total	**$ 2,000,000**	**$ 2,000,000**	**$ 2,000,000**
Expenditures by Fund			
Convention and Tourism	$ 2,000,000	$ 2,000,000	$ 2,000,000
Total	**$ 2,000,000**	**$ 2,000,000**	**$ 2,000,000**
No. of Full Time Equivalent Positions	**--**	**--**	**--**

Highlights

This funding provides the City's annual contribution for maintenance and improvements to the Truman Sports Complex.

Convention and Tourism

Program: NEIGHBORHOOD TOURISM DEVELOPMENT
Sub-Program: NEIGHBORHOOD TOURISM DEVELOPMENT

	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Expenditures by Appropriation Unit			
Personal Services	$ --	$ --	$ --
Contractual Services	1,357,777	1,465,000	1,765,000
Commodities	--	--	--
Capital Outlay	--	--	--
Total	**$ 1,357,777**	**$ 1,465,000**	**$ 1,765,000**
Expenditures by Fund			
Neighborhood Tourist Development	$ 1,357,777	$ 1,465,000	$ 1,765,000
Total	**$ 1,357,777**	**$ 1,465,000**	**$ 1,765,000**
No. of Full Time Equivalent Positions	**--**	**--**	**--**

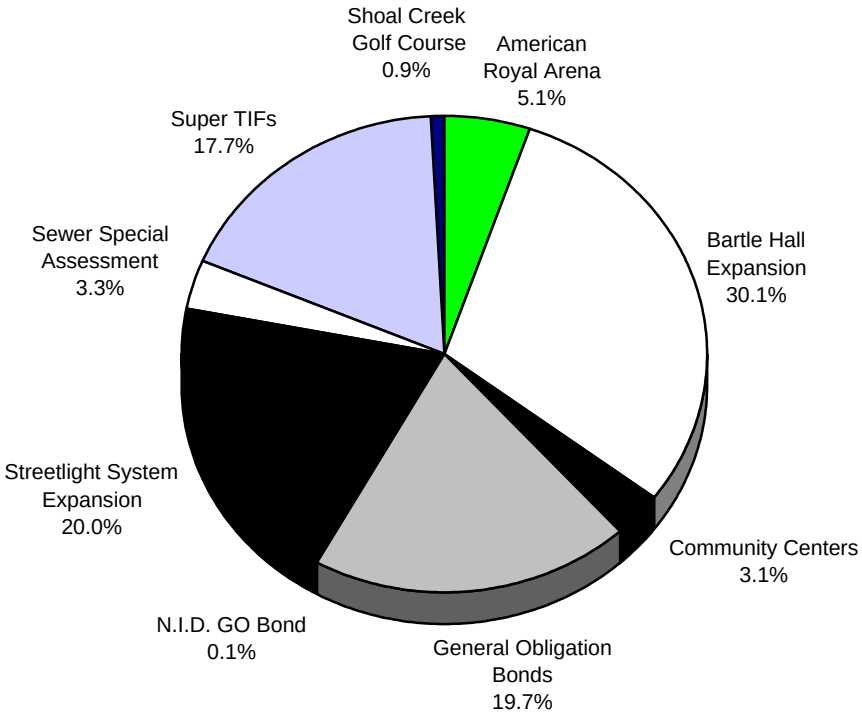
Highlights

The mission of the Neighborhood Tourism Development program is to make matching grants available to local not-for-profit neighborhood organizations so that neighborhoods are promoted and Kansas City is recognized as a convention visitor and tourist center through cultural, social, ethnic, historic, educational, and recreational activities. This program receives 10% of the hotel/motel tax and is used to fund various neighborhood and tourism-related activities. Funding for the Neighborhood Tourism Development program increases $300,000, or 20.4%, from the adopted FY 2002-03 budget reflecting the one-percent hotel/motel rate increase and increased activity.

Debt Service

Budget $47.32M FTE Positions 0.0

Budget by Subprogram



Debt Service

Expenditures by Program	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Debt Service	$ 42,758,966	$ 45,838,672	$ 47,316,620
Total	**$ 42,758,966**	**$ 45,838,672**	**$ 47,316,620**

Expenditures by Appropriation Unit			
Personal Services	$ --	$ --	$ --
Contractual Services	--	--	--
Commodities	--	--	--
Capital Outlay	--	--	--
Sub-Total Operating Expenses	**$ --**	**$ --**	**$ --**
Pass Through Payments	--	--	--
Debt Service	37,258,966	39,838,672	39,316,620
Capital Improvements	5,500,000	6,000,000	8,000,000
Total	**$ 42,758,966**	**$ 45,838,672**	**$ 47,316,620**

Expenditures by Fund			
General Fund	$ 2,445,929	$ 2,502,305	$ 2,433,660
Hodge Park	--	405,915	415,915
Community Centers	1,369,536	1,484,033	1,488,500
General Debt and Interest	8,402,740	8,343,727	9,298,024
Streetlight Debt	9,561,547	9,734,417	9,443,418
Sewer Special Assessment	1,637,751	1,588,353	1,540,615
N.I.D. GO Bond	--	--	56,962
Super TIF Americana Hotel	640,120	1,316,956	1,392,706
Super TIF 12th & Wyandotte	1,737,227	2,497,685	2,618,015
Super TIF Midtown	2,838,615	3,211,340	3,643,500
Super TIF Uptown	279,726	399,800	400,200
Super TIF Valentine	--	322,500	340,600
Convention and Sports Complex	13,804,550	14,031,641	14,244,505
Sewer	41,225	--	--
Total	**$ 42,758,966**	**$ 45,838,672**	**$ 47,316,620**
No. of Full Time Equivalent Positions	**--**	**--**	**--**

Debt Service

Program: DEBT SERVICE

Expenditures by Sub-Program	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
American Royal Arena	$ 2,445,929	$ 2,502,305	$ 2,433,660
Shoal Creek Golf Course	--	405,915	415,915
Community Centers	1,369,536	1,484,033	1,488,500
General Obligation Bonds	8,402,740	8,343,727	9,298,024
Streetlight System Expansion	9,561,547	9,734,417	9,443,418
Sewer Special Assessment	1,637,751	1,588,353	1,540,615
N.I.D.GO Bond	--	--	56,962
Super TIF Americana Hotel	640,120	1,316,956	1,392,706
Super TIF 12th & Wyandotte	1,737,227	2,497,685	2,618,015
Super TIF Midtown	2,838,615	3,211,340	3,643,500
Super TIF Uptown	279,726	399,800	400,200
Super TIF Valentine	--	322,500	340,600
Bartle Hall Expansion	13,804,550	14,031,641	14,244,505
Sewer	41,225	--	--
Total	**$ 42,758,966**	**$ 45,838,672**	**$ 47,316,620**

Expenditures by Appropriation Unit			
Contractual Services	$ --	$ --	$ --
Debt Service	37,258,966	39,838,672	39,316,620
Capital Improvements	5,500,000	6,000,000	8,000,000
Total	**$ 42,758,966**	**$ 45,838,672**	**$ 47,316,620**

Expenditures by Fund			
General Fund	$ 2,445,929	$ 2,502,305	$ 2,433,660
Hodge Park	--	405,915	415,915
Community Centers	1,369,536	1,484,033	1,488,500
General Debt and Interest	8,402,740	8,343,727	9,298,024
Streetlight Debt	9,561,547	9,734,417	9,443,418
Sewer Special Assessment	1,637,751	1,588,353	1,540,615
N.I.D.GO Bond	--	--	56,962
Super TIF Americana Hotel	640,120	1,316,956	1,392,706
Super TIF 12th & Wyandotte	1,737,227	2,497,685	2,618,015
Super TIF Midtown	2,838,615	3,211,340	3,643,500
Super TIF Uptown	279,726	399,800	400,200
Super TIF Valentine	--	322,500	340,600
Convention and Sports Complex	13,804,550	14,031,641	14,244,505
Sewer	41,225	--	--
Total	**$ 42,758,966**	**$ 45,838,672**	**$ 47,316,620**

No. of Full Time Equivalent Positions	**--**	**--**	**--**

Program Information

The objective of the Debt Service program is to maintain the City's ability to incur debt and other long-term obligations at favorable interest rates in amounts needed for capital improvements, economic development, and facilities or equipment to provide essential City services. Debt service in the General Debt and Interest Fund increases by $954,297, or 11.4%, due to the anticipated sale of $17.5 million in voter approved general obligation bonds in FY 2003-04.

Environmental Management

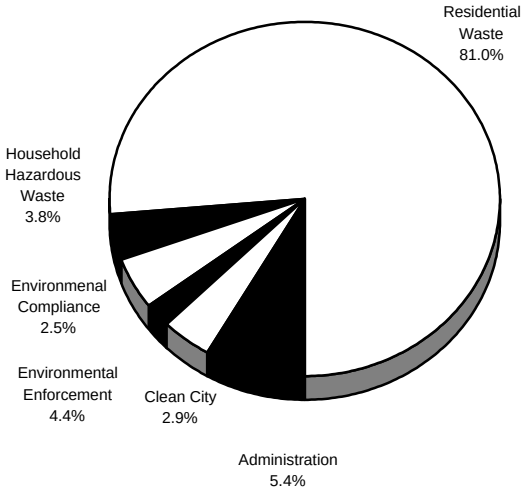
Budget $16.28M FTE Positions 105.9

- Administration and Customer Service Budget $1.34M FTEs 9.0
- Environmental Enforcement Budget $0.76M FTEs 10.9
- Clean City Budget $0.70M FTEs 5.6
- Household Hazardous Waste Budget $0.68M FTEs 6.0
- Environmental Compliance Budget $0.37M FTEs 4.0
- Residential Waste Budget $12.43M FTEs 70.4

Departmental Highlights

- Provide 300 dumpsters for Neighborhood Dumpster program
- Collect 2,500 tons of leaves and brush
- Implement 90% of compliance improvements recommendations
- Collect 150,000 tons of refuse
- Collect 22,000 tons of bulky items
- Receive 725,000 pounds of household hazardous waste

Budget by Program



Workforce Analysis - Full-time Employees

	Male	Female	Total
Management			
Minority	16.7%	16.7%	33.3%
Non-Minority	50.0%	16.7%	66.7%
Total	66.7%	33.3%	100.0%
Labor			
Minority	80.3%	10.6%	90.9%
Non-Minority	7.6%	1.5%	9.1%
Total	87.9%	12.1%	100.0%
Total			
Minority	60.4%	12.5%	72.9%
Non-Minority	20.8%	6.3%	27.1%
Total	81.2%	18.8%	100.0%

Environmental Management

Expenditures by Program	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Administration and Customer Service	$ 767,717	$ 852,993	$ 1,343,966
Clean City	1,041,373	838,747	702,529
Environmental Compliance	449,011	408,886	371,505
Environmental Enforcement	1,231,361	992,109	755,528
Household Hazardous Waste	706,600	642,879	680,014
Residential Waste Management	12,062,025	12,194,148	12,429,124
Sub-Total Operating Expenses	**$ 16,258,087**	**$ 15,929,762**	**$ 16,282,666**
Ice Storm 2002	4,556,770	--	--
Debt Service	--	--	--
Capital Improvements	--	--	--
Total	**$ 20,814,857**	**$ 15,929,762**	**$ 16,282,666**

Expenditures by Appropriation Unit			
Personal Services	$ 5,669,792	$ 5,119,113	$ 4,941,323
Contractual Services	14,873,253	10,181,519	10,874,823
Commodities	123,121	129,130	392,535
Capital Outlay	148,691	500,000	73,985
Sub-Total Operating Expenses	**$ 20,814,857**	**$ 15,929,762**	**$ 16,282,666**
Pass Through Payments	--	--	--
Debt Service	--	--	--
Capital Improvements	--	--	--
Total	**$ 20,814,857**	**$ 15,929,762**	**$ 16,282,666**

Expenditures by Fund			
General	$ 20,694,135	$ 15,429,762	$ 16,208,681
Infrastructure and Maintenance	117,348	500,000	73,985
Local Law Enforcement Block Grant	3,374	--	--
Total	**$ 20,814,857**	**$ 15,929,762**	**$ 16,282,666**
No. of Full Time Equivalent Positions	**114.0**	**121.9**	**119.9**
Less: Anticipated Retirements	--	--	(8.0)
Less: Vacant Positions Eliminated	--	(7.0)	(3.0)
Less: Strategic Program Reductions	--	--	(3.0)
Net Full Time Equivalent Positions	**114.0**	**114.9**	**105.9**

Environmental Management

Program: ADMINISTRATION AND CUSTOMER SERVICE
Sub-Program: ADMINISTRATION AND CUSTOMER SERVICE

Program Activities

1. To coordinate and assist with the preparation of information related to environmental issues and program management
2. To provide administrative support to all departmental programs
3. To provide citizen service (answering phones, etc.) for the department

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
2. Payments processed without error	98%	98%	98%
3. Overall satisfaction with service	N/A	87%	87%
Output			
2. Number of payments processed annually	N/A	2,000	2,000
3. Number of calls handled	100,412	93,600	80,000
Efficiency			
2. Percent of payments processed within 30 days	N/A	95%	95%
3. Average wait time in seconds	75	60	50

Expenditures by Appropriation Unit			
Personal Services	$ 579,863	$ 642,932	$ 614,125
Contractual Services	177,029	200,561	685,571
Commodities	10,498	9,500	44,270
Capital Outlay	327	--	--
Total	**$ 767,717**	**$ 852,993**	**$ 1,343,966**

Expenditures by Fund			
General	$ 767,717	$ 852,993	$ 1,343,966
Total	**$ 767,717**	**$ 852,993**	**$ 1,343,966**

No. of Full Time Equivalent Positions	**10.0**	**10.0**	**11.0**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	(2.0)
Less: Strategic Program Reductions	--	--	--
Net Full Time Equivalent Positions	**10.0**	**10.0**	**9.0**

Highlights

The mission of Administration and Customer Service is to provide administrative and management services to the department and citizens so that service complaints are resolved in a timely manner. The department is currently undergoing reorganization in efforts to package services in a more cost effective manner. Recycle First program administration, monitoring, tracking, and sale of stickers will be performed by the Administration division. Administrative costs associated with Recycle First has increased by $490,973 from $852,993 in FY 02-03 to $1,343,966 in FY 03-04. Under the department's reorganization plan, one position transfers from the Clean City program. Two vacant positions are eliminated in FY 2003-04.

Environmental Management

Program: CLEAN CITY
Sub-Program: CLEAN CITY

Program Activities

1. To plan and coordinate with neighborhood partners so that neighborhood clean-up efforts are effective, i.e. Neighborhood Dumpster program

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percentage of streets rated as clean	N/A	75%	75%
1. Percentage of households reporting neighborhood as clean	N/A	75%	75%
Output			
1. Number of dumpsters provided	207	240	300
Efficiency			

Expenditures by Appropriation Unit			
Personal Services	$ 577,475	$ 498,647	$ 281,491
Contractual Services	455,955	334,375	418,913
Commodities	7,943	5,725	2,125
Capital Outlay	--	--	--
Total	**$ 1,041,373**	**$ 838,747**	**$ 702,529**

Expenditures by Fund			
General	$ 1,041,373	$ 838,747	$ 702,529
Total	**$ 1,041,373**	**$ 838,747**	**$ 702,529**

No. of Full Time Equivalent Positions	**11.0**	**8.2**	**8.6**
Less: Anticipated Retirements	--	--	(2.0)
Less: Vacant Positions Eliminated	--	--	--
Less: Strategic Program Reductions	--	--	(1.0)
Net Full Time Equivalent Positions	**11.0**	**8.2**	**5.6**

Highlights

The mission of the Clean City Program is to develop and implement environmental programs and policies so that the end result is a cleaner city and improved environment. Under the department's reorganization plan, Clean City will be comprised of Neighborhood Dumpsters, Vacant Lot Clean-Up, and Dead Animal Control. During the transition and implementation of Recycle First only 4 zones will receive Clean Sweep benefits in April of 2004, and the full program will resume in May of 2005. Two vacant positions are eliminated in FY 2003-04; one position is transferred to Administration, four positions are transferred from Environmental Enforcement, and 3.2 positions are shifted to the Bulky-Item program. Environmental Education is funded at $250,000, which includes $50,000 for the Keep Kansas City Beautiful program. These additions will promote the awareness of environmental programs and events in the community.

Environmental Management

Program: ENVIRONMENTAL COMPLIANCE
Sub-Program: ENVIRONMENTAL COMPLIANCE

Program Activities

1. To conduct annual environmental audits at city facilities and recommend improvements to be implemented to maintain regulatory compliance
2. To provide environmental training to city employees

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of recommended improvements implemented	102%	85%	90%
Output			
1. Number of audits conducted	201	185	130
Efficiency			
2. Trainings conducted	4,438	6,000	4,500

Expenditures by Appropriation Unit			
Personal Services	$ 365,709	$ 373,587	$ 336,506
Contractual Services	71,387	22,799	22,799
Commodities	11,915	12,500	12,200
Capital Outlay	--	--	--
Total	**$ 449,011**	**$ 408,886**	**$ 371,505**

Expenditures by Fund			
General	$ 449,011	$ 408,886	$ 371,505
Total	**$ 449,011**	**$ 408,886**	**$ 371,505**

No. of Full Time Equivalent Positions	**6.0**	**6.0**	**5.0**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	(1.0)	--
Less: Strategic Program Reductions	--	--	(1.0)
Net Full Time Equivalent Positions	**6.0**	**5.0**	**4.0**

Highlights

The mission of Environmental Compliance is to provide annual compliance audits at city facilities and train City employees so that compliance with environmental laws and regulations are maintained within City government. Significant results have been achieved by the Environmental Compliance program over the last several years. Hundreds of specific improvement opportunities have been identified and implemented. Due to the department's reorganization, one filled position is eliminated in FY 2003-04.

Environmental Management

Program: ENVIRONMENTAL ENFORCEMENT
Sub-Program: ENVIRONMENTAL ENFORCEMENT

Program Activities

1. To investigate and resolve violations of the Solid Waste Storage and Collection Ordinance
2. To investigate reports of illegal dumping, prosecute violators, and clean up dump sites
3. Maintain overgrown private vacant lots that are in violation of city ordinances

Performance Measures	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Outcome			
1. Number of illegal dumping convictions	21	20	20
2. Percent of violations resolved	100%	95%	95%
3. Percent of surveyed citizens satisfied with weed control services	N/A	30%	40%
Output			
1. Number of improper set-out letters sent	3,000	3,000	3,000
2. Number of illegal dumping complaints investigated	100	80	80
3. Number of mowings	10,350	10,350	10,350
Efficiency			
1. Complaints investigated within two days	95%	99%	95%
3. Average cost per mowing	$ 46.00	$ 47.00	$ 47.00

Expenditures by Appropriation Unit			
Personal Services	$ 871,809	$ 694,763	$ 573,775
Contractual Services	343,051	276,081	166,803
Commodities	14,945	21,265	14,950
Capital Outlay	1,556	--	--
Total	**$ 1,231,361**	**$ 992,109**	**$ 755,528**

Expenditures by Fund			
General	$ 1,227,987	$ 992,109	$ 755,528
Local Law Enforcement Block Grant	3,374	--	--
Total	**$ 1,231,361**	**$ 992,109**	**$ 755,528**

No. of Full Time Equivalent Positions	**9.0**	**16.9**	**13.9**
Less: Anticipated Retirements	--	--	(2.0)
Less: Vacant Positions Eliminated	--	(1.0)	(1.0)
Less: Strategic Program Reductions	--	--	--
Net Full Time Equivalent Positions	**9.0**	**15.9**	**10.9**

Highlights

The mission of the Enforcement Division is to provide investigation and prosecution services to Kansas City so that illegal dump sites are eliminated and a clean city is maintained. The department has restructured the Enforcement Division to include Code Enforcement, Illegal Dumping, and Weed Abatement in efforts to centralize enforcement-related activities under one program. Under the Recycle First program the Code Enforcement division will also be responsible for assessing and fining citizens who exceed the set-out requirements of the program. Fines are estimated to generate $100,000 in FY 03-04. Two positions for Weed Abatement and Dead Animal Pick-Up are transferred from Neighborhood and Community Services in FY 2002-03. One vacant clerical position is eliminated in FY 2003-04, and department reorganization results in four filled positions being shifted to the Clean City Program.

Environmental Management

Program: HOUSEHOLD HAZARDOUS WASTE
Sub-Program: HOUSEHOLD HAZARDOUS WASTE

Program Activities

1. To provide a safe and convenient service for the removal and disposal of hazardous waste from around the Kansas City area in cooperation with the Mid-America Regional Council, neighboring municipalities, city departments, and small businesses
2. To inform the community about the proper purchase, use, storage, and disposal of household hazardous materials

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of materials recycled	85%	75%	88%
Output			
1. Pounds of waste received	711,000	520,000	725,000
Efficiency			
1. Cost per pound to process hazardous waste	$ 0.74	$ 0.89	$ 0.75

Expenditures by Appropriation Unit			
Personal Services	$ 291,027	$ 286,293	$ 329,173
Contractual Services	350,168	317,136	322,441
Commodities	35,945	39,450	28,400
Capital Outlay	29,460	--	--
Total	**$ 706,600**	**$ 642,879**	**$ 680,014**

Expenditures by Fund			
General	$ 706,600	$ 642,879	$ 680,014
Total	**$ 706,600**	**$ 642,879**	**$ 680,014**

No. of Full Time Equivalent Positions	**6.0**	**6.0**	**7.0**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	--
Less: Strategic Program Reductions	--	--	(1.0)
Net Full Time Equivalent Positions	**6.0**	**6.0**	**6.0**

Highlights

The mission of the Household Hazardous Waste program is to provide residential hazardous waste collection and drop-off services to the residents of Kansas City so that a clean city is maintained without hazardous materials impacting our natural resources. Program revenues are estimated at $507,800 in FY 2003-04, a decrease of $6,200, or 1.2%, from the adopted FY 2002-03 budget. These program revenues are comprised of contributions and grants. The loss of one filled position will impact the the number of days and hours the facility will be opened for operations.

Environmental Management

Program: RESIDENTIAL WASTE MANAGEMENT

Expenditures by Sub-Program	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Curbside Recycling and Drop-Off	$ 513,912	$ 412,999	$ 2,001,624
Bulky-Item and Appliance Collection	1,418,158	1,579,771	1,650,042
Leaf and Brush Collection and Drop-Off	612,659	795,135	687,080
Refuse Collection	9,517,296	9,406,243	8,090,378
Total	**$ 12,062,025**	**$ 12,194,148**	**$ 12,429,124**

Expenditures by Appropriation Unit			
Personal Services	$ 2,983,909	$ 2,622,891	$ 2,806,253
Contractual Services	8,918,893	9,030,567	9,258,296
Commodities	41,875	40,690	290,590
Capital Outlay	117,348	500,000	73,985
Total	**$ 12,062,025**	**$ 12,194,148**	**$ 12,429,124**

Expenditures by Fund			
General	$ 11,944,677	$ 11,694,148	$ 12,355,139
Infrastructure and Maintenance	117,348	500,000	73,985
Total	**$ 12,062,025**	**$ 12,194,148**	**$ 12,429,124**

No. of Full Time Equivalent Positions	**72.0**	**74.8**	**74.4**
Less: Anticipated Retirements	--	--	(4.0)
Less: Vacant Positions Eliminated	--	(5.0)	--
Less: Strategic Program Reductions	--	--	--
Net Full Time Equivalent Positions	**72.0**	**69.8**	**70.4**

Program Information

The mission of the Residential Waste Management program is to provide an array of collection and disposal services to the city so that a clean city is maintained.

Environmental Management

Program: RESIDENTIAL WASTE MANAGEMENT
Sub-Program: CURBSIDE RECYCLING AND DROP-OFFS

Program Activities

1. To provide residential curbside collection for the recycling of paper, plastic, aluminum, and cardboard materials
2. To operate and maintain two permanent drop-off recycling centers

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of pick-up cycles completed on time	N/A	N/A	
1. Number of post-service requests	N/A	N/A	
2. Percent of waste stream recycled	3.9%	5.0%	3.0%
Output			
1. Number of recyclables collected	N/A	N/A	
2. Tons of material recycled at drop-off facilities	4,672	6,000	2,500
2. Number of vehicles using recycling drop-off sites	223,588	180,000	90,000
Efficiency			
1. Cost per ton collected	$ N/A	$ N/A	$
2. Cost per ton recycled	$ 110.00	$ 68.83	$ 85.00
2. Cost per vehicle served	$ 2.12	$ 2.25	$ 2.15
Expenditures by Appropriation Unit			
Personal Services	$ --	$ 14,349	$ 595,824
Contractual Services	513,912	398,650	1,155,800
Commodities	--	--	250,000
Capital Outlay	--	--	--
Total	**$ 513,912**	**$ 412,999**	**$ 2,001,624**
Expenditures by Fund			
General	$ 513,912	$ 412,999	$ 2,001,624
Infrastructure and Maintenance	--	--	--
Total	**$ 513,912**	**$ 412,999**	**$ 2,001,624**
No. of Full Time Equivalent Positions	**--**	**--**	**15.5**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	--
Less: Strategic Program Reductions	--	--	--
Net Full Time Equivalent Positions	**--**	**--**	**15.5**

Highlights

Recycle First is a program which alters the current delivery of service of solid waste disposal. Under this program citizens will be provided with stickers, which they can use towards collection of recyclables at the curbside. This approach intends to deter the amount of waste produced by households and pollutants entering into the environment. The Recycling Drop-Off Program has been reduced by $35,199 from $412,999 in FY 2002-03 to $377,880 in FY 2003-04 resulting in the city offering curbside recycling as an option. It is estimated that 25% of residents will participate in curbside recycling during the first year of implementation. A total of fourteen positions are shifted from the Refuse Collection and Bulky Item program. Two new positions are added to assist with additional responsibilities required under the new program to begin September 1, 2003.

Environmental Management

Program: RESIDENTIAL WASTE MANAGEMENT
Sub-Program: BULKY-ITEM AND APPLIANCE COLLECTION

Program Activities

1. To provide residential collection and removal of large bulky items not suitable for collection by refuse packer
2. To collect appliances with freon, such as refrigerators and air conditioners, and dispose of them in an environmentally safe manner

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of pick-up cycles completed on time	N/A	95%	95%
1. Number of post-service requests	N/A	N/A	200
Output			
1. Number of bulky items collected	11,326	11,846	22,000
2. Number of appliances serviced	16,015	16,000	8,000
Efficiency			
1. Cost per ton collected	$ 122.00	$ 120.00	$ 85.00
2. Cost per appliance collected/serviced	N/A	$ 17.00	$ 17.00
Expenditures by Appropriation Unit			
Personal Services	$ 539,759	$ 704,583	$ 941,722
Contractual Services	878,399	625,188	634,335
Commodities	--	--	--
Capital Outlay	--	250,000	73,985
Total	**$ 1,418,158**	**$ 1,579,771**	**$ 1,650,042**
Expenditures by Fund			
General	$ 1,418,158	$ 1,329,771	$ 1,576,057
Infrastructure and Maintenance	--	250,000	73,985
Total	**$ 1,418,158**	**$ 1,579,771**	**$ 1,650,042**
No. of Full Time Equivalent Positions	**16.0**	**18.7**	**24.4**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	--
Less: Strategic Program Reductions	--	--	--
Net Full Time Equivalent Positions	**16.0**	**18.7**	**24.4**

Highlights

The bulky item program has been re-designed to target those set-outs that have been labeled with the appropriate number of stickers. Revenues have been estimated at $280,000 from the sale of additional stickers for bulky-item and appliance pick-up. In FY 2003-04, the charge-in of staffing is $841,722, an increase of $172,986, or 26%, from adopted FY 2002-03. The additional 5.7 positions more accurately reflect documentation of time and materials spent on the Bulky-Item program.

Environmental Management

Program: RESIDENTIAL WASTE MANAGEMENT
Sub-Program: LEAF AND BRUSH COLLECTION AND DROP-OFF

Program Activities

1. To provide three curbside leaf and brush collections to households
2. To operate two weekend drop-off sites for citizens to dispose of yard waste

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percentage of pickup cycles completed on time	N/A	N/A	95%
1. Number of post-service requests	N/A	N/A	1,000
2. Number of vehicles using brush drop-off sites	68,793	60,000	35,000
Output			
1. Tons of leaves collected	1,819	5,000	2,500
2. Cubic yards of leaves and brush dropped off	171,983	82,000	70,000
Efficiency			
1. Cost per ton collected	$ 112.13	$ 69.62	$ 70.00
2. Cost per vehicle served	$ 5.94	$ 7.45	$ 6.25
Expenditures by Appropriation Unit			
Personal Services	$ 125,000	$ 15,000	$ 100,000
Contractual Services	487,659	780,135	587,080
Commodities	--	--	--
Capital Outlay	--	--	--
Total	**$ 612,659**	**$ 795,135**	**$ 687,080**
Expenditures by Fund			
General	$ 612,659	$ 795,135	$ 687,080
Total	**$ 612,659**	**$ 795,135**	**$ 687,080**
No. of Full Time Equivalent Positions	**5.0**	**0.4**	**2.6**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	--
Less: Strategic Program Reductions	--	--	--
Net Full Time Equivalent Positions	**5.0**	**0.4**	**2.6**

Highlights

The mission of the Leaf and Brush program is to provide a convenient curbside collection of leaves and brush three times annually and operate two leaf and brush drop-off sites so that citizens are able to properly dispose of yard waste and maintain a clean environment. Beginning September 1, 2003, the Recycle First initiative will introduce the use of stickers on bags set-out for curbside collection. It is estimated that 25% of residents will purchase additional stickers outside their set allowance. Revenues are estimated at $375,000 from the sale of stickers and the increased usage of leaf and brush drop-off sites. An intergovernmental agreement with the City of Grandview for usage of the leaf and brush drop-off sites account for an additional $20,000 of the projected revenues. Change in positions reflect a portion of city crews' time being designated to the curbside collection process. These positions are shifted from the Solid Waste Division during FY 2003-04.

Environmental Management

Program: RESIDENTIAL WASTE MANAGEMENT
Sub-Program: REFUSE COLLECTION

Program Activities

1. To provide residential refuse collection services with city labor forces to 75,000 residential dwelling units between the Missouri River and 63rd Street
2. To provide contract management and oversight for the private hauler that collects refuse from 75,000 residential dwelling units north of the Missouri River and south of 63rd Street

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of routes completed on schedule	N/A	N/A	95%
2. Number of post-service requests	N/A	N/A	2,500
Output			
1. Number of tons of refuse collected (city forces)	133,205	135,000	150,000
Efficiency			
1. Cost per household by city forces	$ 4.55	$ 5.00	$ 4.75
2. Cost per household by private hauler	$ 3.72	$ 4.00	$ 4.25
Expenditures by Appropriation Unit			
Personal Services	$ 2,319,150	$ 1,888,959	$ 1,168,707
Contractual Services	7,038,923	7,226,594	6,881,081
Commodities	41,875	40,690	40,590
Capital Outlay	117,348	250,000	--
Total	**$ 9,517,296**	**$ 9,406,243**	**$ 8,090,378**
Expenditures by Fund			
General	$ 9,399,948	$ 9,156,243	$ 8,090,378
Infrastructure and Maintenance	117,348	250,000	--
Total	**$ 9,517,296**	**$ 9,406,243**	**$ 8,090,378**
No. of Full Time Equivalent Positions	**51.0**	**55.7**	**31.9**
Less: Anticipated Retirements	--	--	(4.0)
Less: Vacant Positions Eliminated	--	(5.0)	--
Less: Strategic Program Reductions	--	--	--
Net Full Time Equivalent Positions	**51.0**	**50.7**	**27.9**

Highlights

The mission of the Refuse Collection Program is to provide satisfactory residential refuse collection services to the residents of Kansas City so that a clean city is maintained in a timely and cost effective manner. Efficiencies have been gained through staffing and scheduling adjustments. Route Smart, a software package that maps routes more accurately for easier collection, has also contributed to the program. In FY 2003-04, positions are adjusted to more accurately reflect the staffing levels of the various programs throughout the department. Implementation of the Recycle First initiative encourages residents to conserve the environment by choosing waste diversion through the recycling options. A four percent rate increase is built into the FY 2003-04 budget for the Contract Refuse Collection, along with the rebate programs for homes associations and apartments.

Environmental Management

Program: ICE STORM
Sub-Program: ICE STORM

	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Expenditures by Appropriation Unit			
Personal Services	$ --	$ --	$ --
Contractual Services	4,556,770	--	--
Commodities		--	--
Capital Outlay		--	--
Total	**$ 4,556,770**	**$ --**	**$ --**
Expenditures by Fund			
General	$ 4,556,770	$ --	$ --
Total	**$ 4,556,770**	**$ --**	**$ --**
No. of Full Time Equivalent Positions	**--**	**--**	**--**
Less: Vacant Positions Eliminated	--	--	--
Net Full Time Equivalent Positions	**--**	**--**	**--**

Highlights

On January 29, 2002, the city received heavy damage from a severe ice storm that knocked down tree limbs and cut power to large sections of the metropolitan area. The Environmental Management Department incurred additional costs associated with the hauling, grinding, and burning of storm debris. 85% of these costs will be reimbursed by federal and state emergency management agencies.

Finance

Budget $10.46M FTE Positions 135.0

Director's Office
Budget $0.41M FTEs 3.0

Accounts
Budget $1.61M FTEs 28.0

Financial Support Services
Budget $0.24M FTEs 3.0

Purchases and Supplies
Budget $0.57M FTEs 10.0

Revenue
Budget $3.98M FTEs 66.0

Risk Management
Budget $0.15M FTEs 2.0

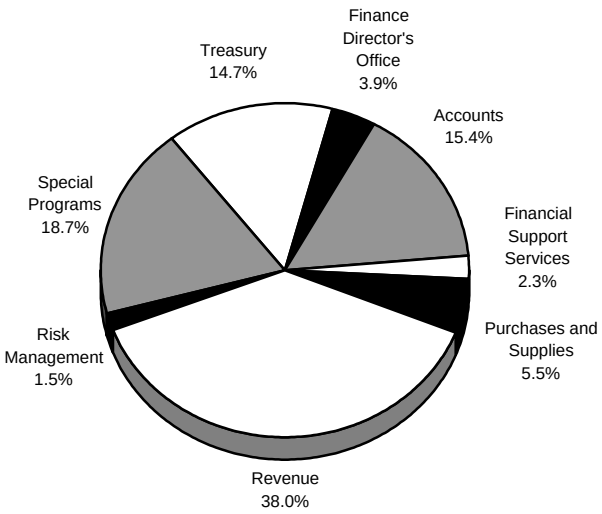
Special Programs
Budget $1.96M FTEs 0.0

Treasury
Budget $1.54M FTEs 23.0

Departmental Highlights

- Collect $286,335,243 in revenue
- Process 7,750 informal bids
- Process 185,000 tax and special assessment payments
- Process 95,000 vendor checks

Budget by Program



Workforce Analysis - Full-time Employees

	Male	Female	Total
Management			
Minority	12.6%	34.0%	46.6%
Non-Minority	35.0%	18.4%	53.4%
Total	47.6%	52.4%	100.0%
Labor			
Minority	14.0%	63.2%	77.2%
Non-Minority	8.8%	14.0%	22.8%
Total	22.8%	77.2%	100.0%
Total			
Minority	13.1%	44.4%	57.5%
Non-Minority	25.6%	16.9%	42.5%
Total	38.7%	61.3%	100.0%

Finance

Expenditures by Program	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Finance Director's Office	$ 428,856	$ 470,390	$ 411,199
Accounts	1,735,575	1,878,422	1,612,452
Financial Support Services	300,710	324,913	234,784
Purchases and Supplies	529,667	557,662	573,936
Revenue	3,201,099	3,481,531	3,976,119
Risk Management	162,784	136,346	152,214
Treasury	1,451,724	1,446,398	1,540,738
Special Programs	2,205,406	2,019,433	1,959,589
Sub-Total Operating Expenses	**$ 10,015,821**	**$ 10,315,095**	**$ 10,461,031**
Debt Service	--	--	--
Capital Improvements	--	--	--
Total	**$ 10,015,821**	**$ 10,315,095**	**$ 10,461,031**
Expenditures by Appropriation Unit			
Personal Services	$ 6,071,817	$ 6,422,457	$ 7,141,284
Contractual Services	3,939,858	3,773,293	3,211,405
Commodities	132,547	119,345	108,342
Capital Outlay	(128,401)	--	--
Sub-Total Operating Expenses	**$ 10,015,821**	**$ 10,315,095**	**$ 10,461,031**
Pass Through Payments	--	--	--
Debt Service	--	--	--
Capital Improvements	--	--	--
Total	**$ 10,015,821**	**$ 10,315,095**	**$ 10,461,031**
Expenditures by Fund			
General	$ 9,263,107	$ 9,477,406	$ 9,616,900
Museum	17,946	18,322	19,206
East Park	65,485	72,517	76,045
West Park	47,725	42,450	45,089
Trafficway Maintenance	38,256	33,925	35,846
Public Mass Transportation	21,735	30,429	30,200
Health Levy	394,992	442,889	443,354
Capital Improvements	38,700	54,180	53,700
General Debt and Interest	127,875	142,977	140,691
Total	**$ 10,015,821**	**$ 10,315,095**	**$ 10,461,031**
No. of Full Time Equivalent Positions	**138.6**	**149.0**	**144.0**
Less: Anticipated Retirements	--	--	(9.0)
Less: Vacant Positions Eliminated	--	(9.0)	--
Net Full Time Equivalent Positions	**138.6**	**140.0**	**135.0**

Finance

Program: FINANCE DIRECTOR'S OFFICE
Sub-Program: FINANCE DIRECTOR'S OFFICE

Program Activities

1. Coordinate the day-to-day operations of the department and facilitate information requests from the City Manager and City Council

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of internal customers rating financial services as good or excellent	80%	80%	80%
Output			
1. Number of information requests	62	40	60
Efficiency			
1. Percent of requests responded to within the agreed upon time frame	44%	95%	80%

Expenditures by Appropriation Unit			
Personal Services	$ 381,488	$ 397,187	$ 328,112
Contractual Services	42,450	68,153	78,537
Commodities	4,535	5,050	4,550
Capital Outlay	383	--	--
Total	**$ 428,856**	**$ 470,390**	**$ 411,199**

Expenditures by Fund			
General	$ 428,856	$ 470,390	$ 411,199
Total	**$ 428,856**	**$ 470,390**	**$ 411,199**

No. of Full Time Equivalent Positions	**4.0**	**4.0**	**4.0**
Less: Anticipated Retirements	--	--	(1.0)
Less: Vacant Positions Eliminated	--	--	--
Net Full Time Equivalent Positions	**4.0**	**4.0**	**3.0**

Highlights

The mission of the Director's Office is to provide for the overall management of the financial affairs of the City so that customers receive the best service possible. The Director's office implements tax policies, maintains spending within appropriations, and communicates the financial condition of the City to the City Manager and City Council so that policy decisions are made with all available financial information. The department, in collaboration with Human Resources and Information Technology, is involved with the implementation of enterprise resource planning. Enterprise resource planning software, or ERP, is a financial, payroll, and human resources system that will integrate all departments and functions across the city on to a single computer system that can serve all the different departments. It is anticipated to take two years to complete implementation of enterprise resource planning.

Finance

Program: ACCOUNTS
Sub-Program: ACCOUNTS

Program Activities

1. Prepare monthly financial reports
2. Review and approve vendor payments
3. Prepare payroll checks for all city employees

Performance Measures	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Outcome			
2. Percent of vendor checks issued within one day	95%	95%	95%
3. Percent of payroll check and W-2's issued accurately and timely	100%	100%	100%
Output			
2. Number of vendor checks and 1099's issued	98,119	95,000	95,000
3. Number of payroll checks and W-2's issued	143,061	140,400	140,400
Efficiency			
2. Cost per vendor check	$ 1.68	$ 1.99	$ 2.02
3. Cost per paycheck or W-2	$ 2.07	$ 1.83	$ 1.86

Expenditures by Appropriation Unit			
Personal Services	$ 1,291,902	$ 1,323,897	$ 1,553,875
Contractual Services	422,162	543,775	48,577
Commodities	25,621	10,750	10,000
Capital Outlay	(4,110)	--	--
Total	**$ 1,735,575**	**$ 1,878,422**	**$ 1,612,452**

Expenditures by Fund			
General	$ 1,735,575	$ 1,878,422	$ 1,612,452
Total	**$ 1,735,575**	**$ 1,878,422**	**$ 1,612,452**

No. of Full Time Equivalent Positions	**27.7**	**30.0**	**31.0**
Less: Anticipated Retirements	--	--	(3.0)
Less: Vacant Positions Eliminated	--	(2.0)	--
Net Full Time Equivalent Positions	**27.7**	**28.0**	**28.0**

Highlights

The mission of the Accounts Division is to provide information to management for decision-making and to establish policy for the timely and accurate accumulation of data so that the financial statements are in accordance with generally accepted accounting principles (GAAP). The primary focus of the division for the coming year will be the City-wide enterprise resource planning (ERP) software project and implementation of GASB Statement No. 34. One-time funding for GASB 34 of $485,000 from the General Fund is eliminated in FY 2003-04. Program reductions of $4,579 during FY 2002-03 for desktop phone usage are permanently reduced for FY 2003-04. Three positions were added with two charged to capital projects in FY 2002-03 for GASB 34, and two positions are added in FY 2003-04 to support ERP implementation.

Finance

Program: FINANCIAL SUPPORT SERVICES
Sub-Program: FINANCIAL SUPPORT SERVICES

Program Activities

1. Provide training, technical support, and planning services to all users of the city's financial system
2. Prepare accurate and timely reports in the areas of budgeting and economic analysis

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of employees that rated the quality of training as satisfactory or higher	100%	95%	95%
2. On-time delivery of budget and economic analysis reports	99%	99%	99%
Output			
1. Number of employees trained in the use of the city's financial system	122	120	120
2. Annual budget, quarterly analysis, Financial Condition Report, other reports	11	18	16
Efficiency			
1. Cost for training associates to use the financial systems	$ 4,582	$ 5,116	$ 5,299
2. Cost per report	$ 4,711	$ 3,422	$ 4,166

Expenditures by Appropriation Unit			
Personal Services	$ 285,789	$ 304,361	$ 223,420
Contractual Services	13,459	19,582	10,424
Commodities	1,462	970	940
Capital Outlay	--	--	--
Total	**$ 300,710**	**$ 324,913**	**$ 234,784**

Expenditures by Fund			
General	$ 300,710	$ 324,913	$ 234,784
Total	**$ 300,710**	**$ 324,913**	**$ 234,784**

No. of Full Time Equivalent Positions	**5.0**	**5.0**	**3.0**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	--
Net Full Time Equivalent Positions	**5.0**	**5.0**	**3.0**

Highlights

The mission of the Financial Support Services Division is to provide administrative support to the divisions of the Finance Department in the areas of technology, budgeting, and economic analysis so that the department is more efficient. A permanent reduction in the amount of $4,500 is taken for advertising in FY 2003-04. The human resource function has integrated with the Human Resource Department as part of a centralized service effort through KC-GO. Two positions were transferred to the Human Resource Department during FY 2002-03 to support that effort.

Finance

Program: PURCHASES AND SUPPLIES
Sub-Program: PURCHASES AND SUPPLIES

Program Activities

1. Solicit and award contracts for all city departments
2. Include minority-owned business enterprises and women-owned business enterprises (MBE/WBE) in all contracting opportunities
3. Participate in cooperative purchasing efforts with local municipalities, county and state agencies, public utilities, and other non-profit institutions

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Number of days to approve ninety percent of requisitions			
a. Informal bids, smaller dollar purchases ($1 to $4,999)	N/A	1 day	1 day
b. Informal written quotes ($5,000 to $99,000)	N/A	10 days	10 days
c. Formal bids (greater than $100,000)	N/A	50 days	50 days
Output			
1. Number of informal and other purchasing documents processed	N/A	7,514	7,750
Efficiency			
1. Cost per document processed	N/A	$ 65	$ 63

Expenditures by Appropriation Unit			
Personal Services	$ 437,024	$ 491,372	$ 530,716
Contractual Services	86,943	60,940	38,220
Commodities	5,700	5,350	5,000
Capital Outlay	--	--	--
Total	**$ 529,667**	**$ 557,662**	**$ 573,936**

Expenditures by Fund			
General	$ 529,667	$ 557,662	$ 573,936
Total	**$ 529,667**	**$ 557,662**	**$ 573,936**

No. of Full Time Equivalent Positions	**9.5**	**10.0**	**10.0**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	--
Net Full Time Equivalent Positions	**9.5**	**10.0**	**10.0**

Highlights

The mission of the Purchases and Supplies Division is to provide value-added professional procurement service to customers, based on customer requirements and objectives, in the most effective, efficient, and economical manner so that customers receive the best service. The FY 2003-04 estimated budget represents the second full year that Purchases and Supplies will operate under its competitive business plan developed through the Kansas City Government Optimization (KC-GO) Program process.

Finance

Program: REVENUE
Sub-Program: REVENUE

Program Activities

1. Administer the collection of city taxes through voluntary compliance and involuntary collections
2. Process tax returns and taxpayer refunds
3. Respond to customer inquiries and provide assistance

Performance Measures	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Outcome			
2. Percentage of returns paid and filed timely (no penalty and interest applied)	81%	81%	81%
Output			
2. Total collections	$ 267,115,085	$ 284,614,642	$ 286,335,243
Efficiency			
2. Cost per $100 dollar collected	$ 1.20	$ 1.22	$ 1.39

Expenditures by Appropriation Unit			
Personal Services	$ 2,437,733	$ 2,640,051	$ 3,092,700
Contractual Services	697,662	757,430	807,519
Commodities	65,704	84,050	75,900
Capital Outlay	--	--	--
Total	**$ 3,201,099**	**$ 3,481,531**	**$ 3,976,119**
Expenditures by Fund			
General	$ 3,201,099	$ 3,481,531	$ 3,976,119
Total	**$ 3,201,099**	**$ 3,481,531**	**$ 3,976,119**
No. of Full Time Equivalent Positions	**67.3**	**72.0**	**70.0**
Less: Anticipated Retirements	--	--	(4.0)
Less: Vacant Positions Eliminated	--	(3.0)	--
Net Full Time Equivalent Positions	**67.3**	**69.0**	**66.0**

Highlights

The mission of the Revenue Division is to provide information on City tax policies and compliance with the City's tax and licensing ordinances so that the City receives maximum voluntary payment of taxes. The Revenue Division is responsible for processing approximately two-thirds of the City's General Fund revenue. Program reductions in the amount of $19,000 during FY 2002-03 for postage and printing are permanently reduced in FY 2003-04. One administrative position is added in FY 2003-04.

Finance

Program: RISK MANAGEMENT
Sub-Program: RISK MANAGEMENT

Program Activities

1. Manage the City's insurance program for the departments
2. Manage workers' compensation claims for the departments

Performance Measures	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Outcome			
1. Percent of insurance and loss control requests responded to within 48 hours	N/A	N/A	95%
Output			
1. Number of insurance/loss control requests	N/A	N/A	250
Efficiency			
1. Number of requests per FTE	N/A	N/A	125

Expenditures by Appropriation Unit			
Personal Services	$ 157,795	$ 131,972	$ 148,690
Contractual Services	4,591	3,549	2,824
Commodities	398	825	700
Capital Outlay	--	--	--
Total	**$ 162,784**	**$ 136,346**	**$ 152,214**

Expenditures by Fund			
General	$ 162,784	$ 136,346	$ 152,214
Total	**$ 162,784**	**$ 136,346**	**$ 152,214**

No. of Full Time Equivalent Positions	**3.0**	**3.0**	**2.0**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	(2.0)	--
Net Full Time Equivalent Positions	**3.0**	**1.0**	**2.0**

Highlights

The mission of the Risk Management program is to provide insurance and loss control services to City departments so that risks are mitigated in the most effective manner. The program was designed to centralize claims processing, track claims, assess needs, and make recommendations to improve the City's risk position. One administrative position is added in FY 2003-04.

Finance

Program: TREASURY
Sub-Program: TREASURY

Program Activities

1. Coordinate billing and collection of real estate, personal property, and miscellaneous taxes
2. Disburse, deposit, and invest city cash in a manner that emphasizes the safety of principal, liquidity, and return on investment
3. Monitor the financial aspects of the city's economic incentive programs

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Collection rate of real estate taxes and special assessments	95%	95%	95%
2. Portfolio yield as a percent of 1-3 year index yield	135%	105%	125%
3. Percent of time TIF economic activity taxes (EATs) reimbursements processed in 30 days	90%	90%	95%
Output			
1. Volume of tax and special assessment payments processed	183,000	185,000	185,000
2. Cash management portfolio yield	5.97%	4.25%	3.25%
3. Number of businesses reimbursed	125	125	400
Efficiency			
1. Payments processed per FTE	22,875	23,125	37,000
2. Percent of time portfolio yield is within 85% of outcome	100%	100%	100%
3. Average cost for each TIF reimbursement	$ 1,730	$ 1,730	$ 750

Expenditures by Appropriation Unit			
Personal Services	$ 1,080,086	$ 1,133,617	$ 1,263,771
Contractual Services	353,618	300,431	265,715
Commodities	18,020	12,350	11,252
Capital Outlay	--	--	--
Total	**$ 1,451,724**	**$ 1,446,398**	**$ 1,540,738**

Expenditures by Fund			
General	$ 1,451,724	$ 1,446,398	$ 1,540,738
Total	**$ 1,451,724**	**$ 1,446,398**	**$ 1,540,738**

No. of Full Time Equivalent Positions	**22.1**	**25.0**	**24.0**
Less: Anticipated Retirements	--	--	(1.0)
Less: Vacant Positions Eliminated	--	(2.0)	--
Net Full Time Equivalent Positions	**22.1**	**23.0**	**23.0**

Highlights

The mission of the Treasury Division is to provide financial services which minimize risk and maximize value to the City so that the financial integrity of the city is consistently maintained. Funding reductions in the amount of $136,000 for bond sales, investment, banking fees, and overtime during FY 2002-03 are permanently reduced for FY 2003-04. Contractual services and commodities are reduced by $34,146 for training, postage, and computer software in FY 2003-04. One administrative position is added in FY 2003-04 to provide property tax administration support to the City.

Finance

Program: SPECIAL PROGRAMS
Sub-Program: SPECIAL PROGRAMS

Program Activities

1. Contribute to the County Assessment Program at a rate of 1 percent for Cass County and 0.6 percent for Clay, Jackson, and Platte Counties for services rendered
2. Remit tax collection fee at a rate of 1 percent for Cass, Clay, Jackson, and Platte Counties for specific property taxes and license fee collection
3. Provide funds for the annual independent audit, microfilming, and handling of city records

Special Programs	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Cafeteria Subsidy	$ 37,731	$ 36,272	$ --
Contribution to the County Assessment Program	521,322	511,976	514,385
County Collection Fee	760,010	895,523	899,026
Enterprise Resource Planning	388,013	--	--
Independent Audit	193,269	270,601	241,117
Records Management	305,061	305,061	305,061
	$ 2,205,406	**$ 2,019,433**	**$ 1,959,589**
Expenditures by Appropriation Unit			
Personal Services	$ --	$ --	$ --
Contractual Services	2,318,973	2,019,433	1,959,589
Commodities	11,107	--	--
Capital Outlay	(124,674)	--	--
Total	**$ 2,205,406**	**$ 2,019,433**	**$ 1,959,589**
Expenditures by Fund			
General	$ 1,452,692	$ 1,181,744	$ 1,115,458
Museum	17,946	18,322	19,206
East Park	65,485	72,517	76,045
West Park	47,725	42,450	45,089
Trafficway Maintenance	38,256	33,925	35,846
Public Mass Transportation	21,735	30,429	30,200
Health Levy	394,992	442,889	443,354
Capital Improvements	38,700	54,180	53,700
General Debt and Interest	127,875	142,977	140,691
Total	**$ 2,205,406**	**$ 2,019,433**	**$ 1,959,589**
No. of Full Time Equivalent Positions	--	--	--
Less: Vacant Positions Eliminated	--	--	--
Net Full Time Equivalent Positions	**--**	**--**	**--**

Highlights

The mission of the Special Programs is to provide funds for county collection fees, contributions to the county assessment program, independent audits, records management, and maintenance of the employee cafeteria.
The City Hall cafeteria subsidy in the amount of $36,272 is eliminated in FY 2003-04. The subsidy pays for equipment replacement and provides funds to decrease the cost of food items purchased. The impact to the employee may be an increase in food prices.

Fire

Budget $92.08M FTE Positions 921.2

Administration
Budget $1.35M FTEs 11.0

Community Services Bureau
Budget $2.28M FTEs 29.0

Professional Development
Budget $1.66M FTEs 15.0

Fire Fighting Force
Budget $64.51M FTEs 814.0

Technical Services Bureau
Budget $6.50M FTEs 27.2

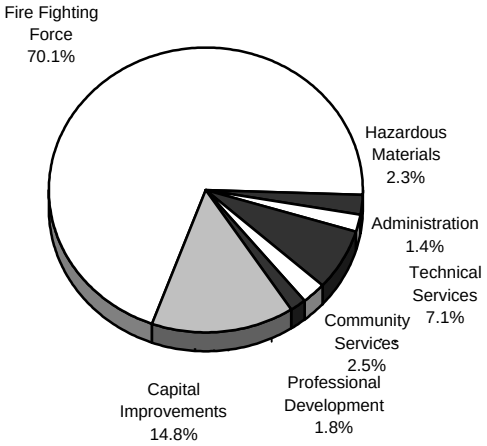
Hazardous Materials Team
Budget $2.12M FTEs 25.0

Capital Improvements
Budget $13.66M FTEs 0.0

Departmental Highlights

- Retain 100% of Fire Service Personnel who maintain continuing education certification
- Respond to 54,000 emergency and nonemergency incidents
- Conduct 14,000 fire prevention inspections
- Conduct 1,050 fire investigations
- Graduate at least 80% of the cadet class

Budget by Program



Workforce Analysis - Full-time Employees

	Male	Female	Total
Fire Service			
Minority	20.3%	0.7%	21.0%
Non-Minority	75.7%	3.3%	79.0%
Total	96.0%	4.0%	100.0%
Labor			
Minority	13.0%	50.0%	63.0%
Non-Minority	12.0%	25.0%	37.0%
Total	25.0%	75.0%	100.0%
Management			
Minority	0.0%	25.0%	25.0%
Non-Minority	44.0%	31.0%	75.0%
Total	44.0%	56.0%	100.0%

Fire

Expenditures by Program	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Administration	$ 1,044,791	$ 1,524,852	$ 1,355,648
Community Services Bureau	1,686,035	2,520,298	2,276,460
Fire Fighting Force	59,739,642	61,177,310	64,506,483
Hazardous Materials Team	1,905,058	2,034,843	2,117,630
Professional Development Bureau	1,511,210	1,354,044	1,656,750
Technical Services Bureau	5,425,430	5,901,012	6,501,796
Sub-Total Operating Expenses	**$ 71,312,166**	**$ 74,512,359**	**$ 78,414,767**
Debt Service	--	--	--
Capital Improvements	--	16,296,021	13,663,780
Total	**$ 71,312,166**	**$ 90,808,380**	**$ 92,078,547**

Expenditures by Appropriation Unit			
Personal Services	$ 63,488,836	$ 65,951,054	$ 69,509,101
Contractual Services	5,798,312	5,774,730	6,426,465
Commodities	1,332,615	1,117,084	1,494,884
Capital Outlay	692,403	1,669,491	984,317
Sub-Total Operating Expenses	**$ 71,312,166**	**$ 74,512,359**	**$ 78,414,767**
Pass Through Payments	--	--	--
Debt Service	--	--	--
Capital Improvements	--	19,831,021	13,663,780
Total	**$ 71,312,166**	**$ 94,343,380**	**$ 92,078,547**

Expenditures by Fund			
General	$ 66,900,740	$ 68,139,483	$ 70,447,434
Infrastructure and Maintenance	2,328,561	2,323,033	1,152,875
Local Use Tax	--	3,935,000	400,000
Fire Sales Tax	117,187	17,906,021	17,955,608
Hazardous Materials	1,905,058	2,034,843	2,117,630
Police Drug Enforcement	--	5,000	5,000
Local Law Enforcement Block Grants	60,620	--	--
Total	**$ 71,312,166**	**$ 94,343,380**	**$ 92,078,547**

No. of Full Time Equivalent Positions			
Fire Service	838.0	858.0	893.0
Civilian	28.1	37.1	37.2
Fire Department Personnel	**866.1**	**895.1**	**930.2**
Less: Anticipated Civilian Retirements	--	--	(5.0)
Less: Vacant Civilian Positions Eliminated	--	--	(4.0)
Total	**866.1**	**895.1**	**921.2**

Fire

Program: ADMINISTRATION
Sub-Program: ADMINISTRATION

Program Activities

1. Provide leadership necessary to determine and implement departmental priorities and initiatives
2. Maintain, improve, and develop administrative systems which are responsive to the public, department personnel, labor unions, vendors, and other city departments
3. Encourage communication and coordination among headquarters, field staff, and divisions

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of citizens surveyed satisfied with overall quality of local fire protection	N/A	90%	90%
2. Department lost time as percent of scheduled hours	2.2%	2%	2%
3. Percent of departmental outcomes achieved	N/A	70%	70%

Expenditures by Appropriation Unit			
Personal Services	$ 884,404	$ 945,455	$ 783,618
Contractual Services	146,007	573,047	565,880
Commodities	12,850	6,350	6,150
Capital Outlay	1,530	--	--
Total	**$ 1,044,791**	**$ 1,524,852**	**$ 1,355,648**

Expenditures by Fund			
General	$ 1,044,791	$ 1,524,852	$ 1,355,648
Total	**$ 1,044,791**	**$ 1,524,852**	**$ 1,355,648**

No. of Full Time Equivalent Positions	**19.0**	**13.0**	**12.0**
Less: Anticipated Retirements	--	--	(1.0)
Less: Vacant Positions Eliminated	--	--	--
Total	**19.0**	**13.0**	**11.0**

Highlights

The mission of Administration is to provide leadership, coordination, and support services to the Fire Department so that the community receives efficient, effective, and caring service delivery. Program services include the Office of Fire Chief, human resources, payroll, and finance. One administrative position reduction is anticipated from the retirement incentive program. The City's contribution to the uniformed personnel pension is unchanged in FY 2003-04 at 21.6%, while the civilian pension receives 8.14%. FICA is 1.45% of uniformed staff earnings and 7.65% of civilian staff earnings.

Fire

Program: COMMUNITY SERVICES BUREAU
Sub-Program: FIRE PREVENTION

Program Activities

1. Reduce fire and life hazards through an aggressive fire code enforcement program
2. Investigate and determine the cause and origin of fires
3. Increase public awareness of fire prevention through education

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Number of structural fires	2,066	2,081	2,000
2. Percentage of fire investigations resulting in a determination of the cause of the fire	92%	92%	92%
Output			
1. Number of inspections performed	12,550	13,650	14,000
2. Number of fire investigations conducted	1,000	1,070	1,050
Efficiency			
1. Average number of inspections per inspector	N/A	1,100	1,300
2. Average cost per investigation	$ 117.27	$ 418.37	$ 393.83

Expenditures by Appropriation Unit			
Personal Services	$ 1,477,680	$ 2,096,812	$ 1,971,268
Contractual Services	125,969	240,945	123,151
Commodities	40,962	38,550	38,050
Capital Outlay	41,424	143,991	143,991
Total	**$ 1,686,035**	**$ 2,520,298**	**$ 2,276,460**

Expenditures by Fund			
General	$ 1,625,415	$ 2,450,298	$ 2,271,460
Fire Sales Tax	--	65,000	--
Police Drug Enforcement	--	5,000	5,000
Local Law Enforcement Block Grant	60,620	--	--
Total	**$ 1,686,035**	**$ 2,520,298**	**$ 2,276,460**

No. of Full Time Equivalent Positions	**24.0**	**34.0**	**34.0**
Less: Anticipated Retirements	--	--	(2.0)
Less: Vacant Positions Eliminated	--	--	(3.0)
Total	**24.0**	**34.0**	**29.0**

Highlights

The mission of Fire Prevention in the Community Services Bureau is to provide increased fire and life safety education to the community so that the risk of fire damage is reduced. To achieve this goal, the bureau works through community education, the inspection permitting process, and fire damage investigations. In FY 2003-04, program revenues are estimated to be $1,500,000. Three vacant positions are eliminated and two retirements are anticipated due to the retirement incentive program.

Fire

Program: FIRE FIGHTING FORCE
Sub-Program: FIRE FIGHTING FORCE

Program Activities

1. Respond within five minutes to fire scenes, medical emergencies, and other dangerous situations
2. Maintain a state of readiness for aircraft incidents through proper training and certification of firefighters

Performance Measures	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Outcome			
1a. Percentage of total responses in less than five minutes	64%	51%	60%
b. Percentage of citizens satisfied with KCFD emergency services	82%	90%	90%
Output			
1. Number of responses to emergency and non-emergency incidents	51,973	53,556	54,000
2. Number of passengers transported through airport facilities	11,491,322	12,994,138	12,004,259
Efficiency			
1. Average cost per incident	$ 719.44	$ 1,091.25	$ 1,202.45
2. Cost for Aircraft Rescue and Fire Fighting service per passenger	$ 0.17	$ 0.18	$ 0.16

Expenditures by Appropriation Unit			
Personal Services	$ 56,395,959	$ 57,969,391	$ 61,653,070
Contractual Services	2,601,903	1,641,249	1,931,293
Commodities	741,780	566,670	922,120
Capital Outlay	--	1,000,000	--
Total	**$ 59,739,642**	**$ 61,177,310**	**$ 64,506,483**

Expenditures by Fund			
General	$ 59,703,501	$ 59,232,310	$ 61,776,983
Local Use Tax	--	400,000	--
Fire Sales Tax	36,141	1,545,000	2,729,500
Total	**$ 59,739,642**	**$ 61,177,310**	**$ 64,506,483**

No. of Full Time Equivalent Positions	**756.0**	**780.0**	**814.0**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	--
Total	**756.0**	**780.0**	**814.0**

Highlights

The mission of the Fire Fighting Force is to provide immediate and effective deployment of personnel and equipment to fires, sudden medical emergencies, and other dangerous situations so that loss of life and property is minimized. Program revenues from fire suppression contracts with several adjacent municipalities are estimated to be $210,050 in FY 2003-04, an increase of $13,050 or 6.6% from the adopted budget estimate of FY 2002-03. KCI Airport Fire Protection is self-supporting with revenue estimated to be $2,279,919 in FY 2003-04. A total of $400,000 is budgeted to continue locker room improvements for female firefighters. The Fire Sales Tax Fund will also add 36 new firefighters in FY 2003-04 at a cost of $2,729,500. Two positions are transferred to the Professional Development Program.

Fire

Program: HAZARDOUS MATERIALS TEAM
Sub-Program: HAZARDOUS MATERIALS TEAM

Program Activities

1. Respond to and mitigate hazardous material incidents
2. Provide additional support in fire suppression as well as emergency medical calls
3. Conduct hazard analysis inspections of Local Emergency Planning Committee facilities

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of hazardous conditions abated without compromise to public health & safety	100%	100%	100%
2. Percent of fire service personnel trained in HazMat response	100%	100%	100%
Output			
1. Number of responses to hazardous materials and other emergency incidents	1,950	2,110	2,110
Efficiency			
1. Average cost per hazardous response	$ 977	$ 964	$ 1,004
2. Average HazMat training hours per firefighter per year	N/A	11.5	11.5

Expenditures by Appropriation Unit			
Personal Services	$ 1,742,975	$ 1,885,844	$ 1,987,279
Contractual Services	108,969	99,899	81,401
Commodities	48,402	49,100	48,950
Capital Outlay	4,712	--	--
Total	**$ 1,905,058**	**$ 2,034,843**	**$ 2,117,630**

Expenditures by Fund			
Hazardous Materials	$ 1,905,058	$ 2,034,843	$ 2,117,630
Total	**$ 1,905,058**	**$ 2,034,843**	**$ 2,117,630**

No. of Full Time Equivalent Positions	**25.0**	**25.0**	**25.0**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	--
Total	**25.0**	**25.0**	**25.0**

Highlights

The mission of the Hazardous Materials Team is to provide protection against the harmful effects of hazardous material fires, spills, and releases to the community so that life, property, and the environment are not endangered. Biological exposures, such as anthrax, greatly increased activity for Hazardous Materials personnel. In FY 2003-04, estimated program revenues of $1,510,000 come from the earmarked cigarette stamp tax of five cents per pack, and an estimated $602,630 from the General Fund will supplement these program costs.

Fire

Program: PROFESSIONAL DEVELOPMENT BUREAU
Sub-Program: PROFESSIONAL DEVELOPMENT

Program Activities

1. Provide, record, and chronicle federally mandated training and instruction on department policies and procedures to the fire fighting force and cadets
2. Develop, certify, and re-certify firefighters as apparatus operators
3. Provide specialized training in hazardous materials, rope, basic trench, water, and confined-space rescues

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of enrolled cadets that successfully complete training	N/A	97%	80%
2. Percent of Fire Service personnel who maintain certification	N/A	100%	100%
Output			
1. Number of cadets that are offered a position	N/A	90	95
2. Number of personnel who earn Continuing Education certification.	N/A	780	814
Efficiency			
1. Average cost per cadet to recruit, train, and graduate	$ N/A	$ 4,743	$ 4,618
2. Average cost per employee for 20-hour recertification	$ N/A	$ 1,125	$ 1,116

Expenditures by Appropriation Unit			
Personal Services	$ 1,069,692	$ 1,104,094	$ 1,289,456
Contractual Services	303,845	196,375	305,219
Commodities	46,201	43,075	51,575
Capital Outlay	91,472	10,500	10,500
Total	**$ 1,511,210**	**$ 1,354,044**	**$ 1,656,750**

Expenditures by Fund			
General	$ 1,430,164	$ 1,354,044	$ 1,554,762
Fire Sales Tax	81,046	--	101,988
Total	**$ 1,511,210**	**$ 1,354,044**	**$ 1,656,750**

No. of Full Time Equivalent Positions	**12.0**	**13.0**	**15.0**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	--
Total	**12.0**	**13.0**	**15.0**

Highlights

The mission of the Professional Development Bureau is to provide fire fighting and emergency medical training to the Fire Fighting Force and cadets so that they are prepared to serve the Kansas City, Missouri, community. Two positions transferred from the Fire Fighting Force during FY 2002-03.

Fire

Program: TECHNICAL SERVICES BUREAU

Expenditures by Sub-Program	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Alarm and Communications	$ 2,403,823	$ 2,464,459	$ 2,603,622
Equipment and Repair	3,021,607	3,436,553	3,898,174
Total	**$ 5,425,430**	**$ 5,901,012**	**$ 6,501,796**

Expenditures by Appropriation Unit			
Personal Services	$ 1,918,126	$ 1,949,458	$ 1,824,410
Contractual Services	2,511,619	3,023,215	3,419,521
Commodities	442,420	413,339	428,039
Capital Outlay	553,265	515,000	829,826
Total	**$ 5,425,430**	**$ 5,901,012**	**$ 6,501,796**

Expenditures by Fund			
General	$ 3,096,869	$ 3,577,979	$ 3,488,581
Infrastructure and Maintenance	2,328,561	2,323,033	1,152,875
Fire Sales Tax	--	--	1,860,340
Total	**$ 5,425,430**	**$ 5,901,012**	**$ 6,501,796**

No. of Full Time Equivalent Positions	**30.1**	**30.1**	**30.2**
Less: Anticipated Retirements	--	--	(2.0)
Less: Vacant Positions Eliminated	--	--	(1.0)
Total	**30.1**	**30.1**	**27.2**

Program Information

The mission of Technical Services Bureau is to provide modern fire department facilities, up-to-date information systems, reliable communication systems, and a well-maintained fleet and equipment program so that the department's services can be performed at a high level and without interruption. One vacant position is eliminated and one position from the retirement incentive program is anticipated.

Fire

Program: TECHNICAL SERVICES BUREAU
Sub-Program: ALARM AND COMMUNICATIONS

Program Activities

1. Answer all incoming 911 MAST Link calls within 10 seconds and dispatch the closest fire company available to deal with each incident according to prescribed dispatch response areas

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of emergency incidents dispatched with correct first due company	95%	98%	98%
Output			
1. Number of dispatches to emergency incidents	52,087	53,000	52,250
Efficiency			
1. Cost per 9-1-1 dispatched call	$ 31.31	$ 33.66	$ 34.66

Expenditures by Appropriation Unit			
Personal Services	$ 1,641,932	$ 1,656,128	$ 1,626,575
Contractual Services	727,097	769,966	640,982
Commodities	34,794	38,365	36,065
Capital Outlay	--	--	300,000
Total	**$ 2,403,823**	**$ 2,464,459**	**$ 2,603,622**

Expenditures by Fund			
General	$ 2,067,823	$ 2,128,459	$ 2,092,606
Infrastructure and Maintenance	336,000	336,000	211,016
Fire Sales Tax	--	--	300,000
Total	**$ 2,403,823**	**$ 2,464,459**	**$ 2,603,622**

No. of Full Time Equivalent Positions	**22.6**	**22.6**	**22.7**
Less: Anticipated Retirements	--	--	(1.0)
Less: Vacant Positions Eliminated	--	--	(1.0)
Total	**22.6**	**22.6**	**20.7**

Highlights

The mission of Fire Alarm and Communications is to provide emergency and non-emergency communication to the community so that responses will be timely and responsive. A total of $211,016 is budgeted in FY 2003-04 to support the Fire Department's share of debt service associated with the upgrade of the public safety radio system. Capital improvement funding of $1,788,545 for construction of a Computer Aided Dispatch/Records Management System is budgeted in the Fire Sales Tax Fund for FY 2003-04. One vacant Administrative Assistant II position is eliminated and one retirement is anticipated due to the retirement incentive program.

Fire

Program: TECHNICAL SERVICES BUREAU
Sub-Program: EQUIPMENT AND REPAIR

Program Activities

1. Provide regular, cost-effective maintenance of all fire apparatus and vehicles
2. Maintain and test all fire equipment and tools, including self contained breathing apparatus, nozzles, and adapters
3. Receive, store, and issue all equipment, uniforms, and supplies for fire suppression

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of apparatus available for use	98%	100%	100%
1. Percent rating by customer that maintenance program is good or better	N/A	95%	95%
Output			
1. Number of repairs made on apparatus	1,500	1,600	1,800
2. Number of completed testing service requests	N/A	1,600	1,620
Efficiency			
1. Average cost of repairs per apparatus	$ 784	$ 773	$ 800
2. Average cost per testing service	$ N/A	$ 185	$ 166

Expenditures by Appropriation Unit			
Personal Services	$ 276,194	$ 293,330	$ 197,835
Contractual Services	1,784,522	2,253,249	2,778,539
Commodities	407,626	374,974	391,974
Capital Outlay	553,265	515,000	529,826
Total	**$ 3,021,607**	**$ 3,436,553**	**$ 3,898,174**

Expenditures by Fund			
General	$ 1,029,046	$ 1,449,520	$ 1,395,975
Infrastructure and Maintenance	1,992,561	1,987,033	941,859
Fire Sales Tax	--	--	1,560,340
Total	**$ 3,021,607**	**$ 3,436,553**	**$ 3,898,174**

No. of Full Time Equivalent Positions	**7.5**	**7.5**	**7.5**
Less: Anticipated Retirements	--	--	(1.0)
Less: Vacant Positions Eliminated	--	--	--
Total	**7.5**	**7.5**	**6.5**

Highlights

The mission of Equipment and Repair is to acquire, replace, and maintain fire apparatus, vehicles, and equipment so that prompt, efficient, and effective emergency response can be delivered to the community. A total of $1,472,033 is provided for debt service on the 1997 upgrade of fire apparatus equipment. This debt will be retired by FY 2005-06. A total of $911,310 is budgeted to lease and maintain 63 departmental vehicles in FY 2003-04.

Fire

Program: CAPITAL IMPROVEMENTS

Expenditures by Project	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Computer Aided Dispatch	$ --	$ 3,535,000	$ 1,836,768
Fire Station Facility Improvements	--	12,761,021	11,427,012
Locker Room Upgrades	--	--	400,000
Total	**$ --**	**$ 16,296,021**	**$ 13,663,780**

Expenditures by Fund			
Local Use Tax	$ --	$ 3,535,000	$ 400,000
Fire Sales Tax	--	16,296,021	13,263,780
Total	**$ --**	**$ 19,831,021**	**$ 13,663,780**

Health

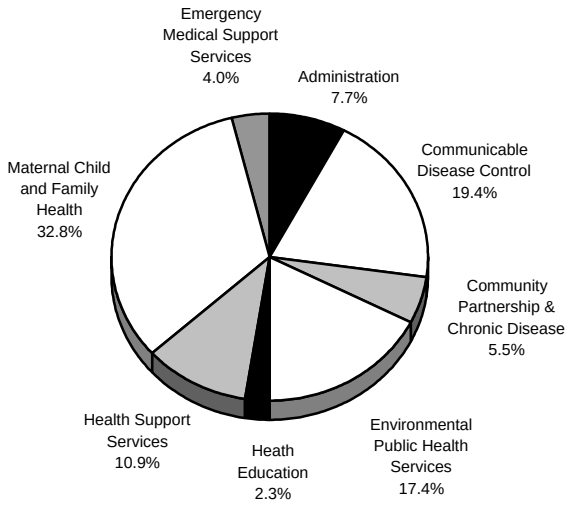
Budget $13.40M FTE Positions 165.6

- Administration Budget $1.03M FTEs 11.5
- Community Partnership and Chronic Disease Budget $0.74M FTEs 7.8
- Environmental Public Health Services Budget $2.34M FTEs 39.8
- Health Support Services Budget $1.47M FTEs 18.0
- Communicable Disease-Public Health Preparedness Budget $2.60M FTEs 35.7
- Emergency Medical Services Budget $0.53M FTEs 4.0
- Health Education Budget $0.31M FTEs 4.6
- Maternal Family and Child Health Budget $4.38M FTEs 44.2

Departmental Highlights

- Inspect all food service establishments and retail food stores
- Assure Emergency Medical Services technicians meet requirements for certification
- Provide health services for women, children, and families
- Provide control and containment of the spread of infectious disease

Budget by Program



Workforce Analysis - Full-time Employees

	Male	Female	Total
Management			
Minority	13.4%	37.0%	50.4%
Non-Minority	25.2%	24.4%	49.6%
Total	38.6%	61.4%	100.0%
Labor			
Minority	9.7%	65.9%	75.6%
Non-Minority	4.9%	19.5%	24.4%
Total	14.6%	85.4%	100.0%
Total			
Minority	12.5%	44.0%	56.5%
Non-Minority	20.2%	23.3%	43.5%
Total	32.7%	67.3%	100.0%

Health

Expenditures by Program	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Administration	$ 1,033,745	$ 1,050,975	$ 1,027,619
Communicable Disease - Public Health Preparedness	1,996,960	2,186,073	2,603,555
Community Partnership & Chronic Disease	1,016,957	1,207,437	737,814
Emergency Medical Services	467,554	466,736	532,338
Environmental Public Health Services	2,434,880	2,449,029	2,337,463
Health Education	374,020	407,756	311,472
Health Support Services	1,587,290	1,590,985	1,466,119
Maternal Family and Child Health	4,036,649	4,267,212	4,379,002
Sub Total Operating Expenses	**$ 12,948,055**	**$ 13,626,203**	**$ 13,395,382**
Debt Service	--	--	--
Capital Improvements	--	--	--
Total	**$ 12,948,055**	**$ 13,626,203**	**$ 13,395,382**

Expenditures by Appropriation Unit			
Personal Services	$ 8,348,935	$ 9,154,731	$ 8,599,943
Contractual Services	4,071,726	3,951,418	4,294,941
Commodities	448,869	508,829	451,574
Capital Outlay	77,574	11,225	48,924
Sub-Total Operating Expenses	**$ 12,947,104**	**$ 13,626,203**	**$ 13,395,382**
Pass Through Payments	--	--	--
Debt Service	--	--	--
Capital Improvements	951	--	--
Total	**$ 12,948,055**	**$ 13,626,203**	**$ 13,395,382**

Expenditures by Fund			
General	$ 7,810,924	$ 8,230,822	$ 6,909,664
Health Levy	20,000	--	650,000
Governmental Grants	5,117,131	5,395,381	5,835,718
Total	**$ 12,948,055**	**$ 13,626,203**	**$ 13,395,382**

No. of Full Time Equivalent Positions	**191.0**	**197.7**	**194.6**
Less: Anticipated Retirements	--	--	(10.0)
Less: Vacant Positions Eliminated	--	(2.0)	(15.0)
Less: Strategic Program Reductions	--	--	(4.0)
Net Full Time Equivalent Positions	**191.0**	**195.7**	**165.6**
General Fund FTE's	115.3	123.0	87.4
Health Levy Fund FTE's	--	--	7.4
Governmental Grant Fund FTE's	75.7	72.7	70.8

Health

Program: ADMINISTRATION
Sub-Program: ADMINISTRATION

Program Activities

1. Continue to gain efficiencies through the consolidation of the Health Department's medical records, local area network, and other support services
2. Emphasize Customer Focused Services, which involve setting customer service standards, training staff in customer focused services, implementing a department customer service team, and collecting and analyzing customer survey data

	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Expenditures by Appropriation Unit			
Personal Services	$ 831,750	$ 934,345	$ 789,112
Contractual Services	177,039	101,780	227,985
Commodities	24,956	14,850	10,522
Capital Outlay	--	--	--
Total	**$ 1,033,745**	**$ 1,050,975**	**$ 1,027,619**
Expenditures by Fund			
General	$ 753,032	$ 695,680	$ 669,791
Governmental Grants	280,713	355,295	357,828
Total	**$ 1,033,745**	**$ 1,050,975**	**$ 1,027,619**
No. of Full Time Equivalent Positions	**15.0**	**17.3**	**13.5**
Less: Anticipated Retirements	--	--	(1.0)
Less: Vacant Positions Eliminated	--	(2.0)	(1.0)
Less: Strategic Program Reductions	--	--	--
Net Full Time Equivalent Positions	**15.0**	**15.3**	**11.5**
SUMMARY OF HEALTH DEPARTMENT FUNDING			
Programs Included in the Budget:			
City General Fund	$ 1,894,173	$ 6,354,722	$ 4,955,462
Medicaid Incentive Funds	4,363,414	--	--
Fees	1,553,337	1,876,100	1,954,202
Sub-Total	**$ 7,810,924**	**$ 8,230,822**	**$ 6,909,664**
Health Levy Fund	$ 20,000	$ --	$ 650,000
Federal and State Grants	5,117,131	5,395,381	5,835,718
Total	**$ 12,948,055**	**$ 13,626,203**	**$ 13,395,382**
Programs Excluded from the Budget:			
Ryan White AIDS programs	$ 3,500,000	$ 3,500,000	$ 3,900,000
Housing Opportunities for Persons with AIDS (HOPWA)	909,000	959,000	983,000
Total	**$ 4,409,000**	**$ 4,459,000**	**$ 4,883,000**

Highlights

The mission of Health Administration is to provide assistance to the divisions so that their service mission is completed. Program revenue from fees is estimated to be derived from the following: Birth and Death Certificate requests ($500,000), and for third party Medicaid filing ($105,000). The department re-organized in FY 2002-03 to refocus on the core public health functions such as education and preparedness. Chronic Disease Prevention and Health Education is split into two divisions to improve the capacity to communicate and educate the public. Public Health Preparedness and Epidemiology and Surveillance was created to address increased emphasis on data collection, analysis, and reporting. The intent of the re-organization is to address potential bioterrorism and other public health threats. One vacant position is eliminated in FY 2003-04.

Health

Program: COMMUNICABLE DISEASE - PUBLIC HEALTH PREPAREDNESS

Expenditure by Sub-Program	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Communicable Disease	$ 693,700	$ 866,508	$ 992,970
Epidemiology & Surveillance	418,796	356,319	232,837
Public Health Preparedness	107,691	40,140	618,659
Sexually Transmitted Diseases	776,773	923,106	759,089
Total	**$ 1,996,960**	**$ 2,186,073**	**$ 2,603,555**

Expenditures by Appropriation Unit			
Personal Services	$ 1,569,171	$ 1,713,885	$ 1,804,736
Contractual Services	265,100	260,636	545,786
Commodities	162,689	211,552	228,033
Capital Outlay	--	--	25,000
Total	**$ 1,996,960**	**$ 2,186,073**	**$ 2,603,555**

Expenditures by Fund			
General	$ 1,300,287	$ 1,492,629	$ 1,385,833
Health Levy	--	--	103,978
Governmental Grants	696,673	693,444	1,113,744
Total	**$ 1,996,960**	**$ 2,186,073**	**$ 2,603,555**

No. of Full Time Equivalent Positions	**37.6**	**39.3**	**43.7**
Less: Anticipated Retirements	--	--	(2.0)
Less: Vacant Positions Eliminated	--	--	(5.0)
Less: Strategic Program Reductions	--	--	(1.0)
Net Full Time Equivalent Positions	**37.6**	**39.3**	**35.7**

Highlights

The mission of the Communicable Disease Control program is to provide control and containment of the spread of infectious disease to protect the health of the citizens of Kansas City (and their visitors) so that public health practices and policies are effective. The Communicable Disease Control program consists of Communicable Disease Prevention, Epidemiology & Surveillance, Public Health Preparedness, and Sexually Transmitted Disease.

Health

Program: COMMUNICABLE DISEASE - PUBLIC HEALTH PREPAREDNESS
Sub-Program: COMMUNICABLE DISEASE

Program Activities

1. Provide assessment and treatment of tuberculosis and active TB disease in order to reduce the annual incidence of tuberculosis
2. Identify and investigate high risk populations, provide screening, identify contacts to active cases, and increase the completion of therapy rate

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
2. Percent of patients completing or continuing the prescribed appropriate therapy	85%	90%	80%
2. Proficiency of laboratory tests	100%	95%	95%
Output			
1. Number of patients assessed for TB infection or active disease	2,300	2,500	2,300
2. Number of laboratory tests conducted	46,948	44,000	40,000
Efficiency			
1. Average treatment cost per patient	$ 110.00	$ 87.00	$ 87.00
2. Average cost per lab test	$ 3.41	$ 3.64	$ 5.00
Expenditures by Appropriation Unit			
Personal Services	$ 562,295	$ 687,835	$ 838,947
Contractual Services	76,495	115,491	91,341
Commodities	54,910	63,182	62,682
Capital Outlay	--	--	--
Total	**$ 693,700**	**$ 866,508**	**$ 992,970**
Expenditures by Fund			
General	$ 648,887	$ 829,816	$ 956,278
Governmental Grants	44,813	36,692	36,692
Total	**$ 693,700**	**$ 866,508**	**$ 992,970**
No. of Full Time Equivalent Positions	**12.9**	**14.2**	**16.4**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	(2.0)
Less: Strategic Program Reductions	--	--	--
Net Full Time Equivalent Positions	**12.9**	**14.2**	**14.4**

Highlights

The mission of the Communicable Disease Prevention program is to improve the health of the community so that the spread of infectious disease among the population is controlled and contained. Program revenue from grants is estimated to be $36,692 in FY 2002-03 and FY 2003-04. Program reduction in the amount of $22,000 during FY 2002-03 for contract employment, is permanently reduced in FY 2003-04. Change in positions from FY 2002-03 to FY 2003-04 reflect a portion of the Sexually Transmitted Disease personnel time being charged to Communicable Disease. Two vacant administrative positions are eliminated in FY 2003-04. Elimination of the positions will decrease the program's capacity to provide screenings, identify contacts, implement timely and effective prevention, and control measures for high risk populations.

Health

Program: COMMUNICABLE DISEASE - PUBLIC HEALTH PREPAREDNESS
Sub-Program: EPIDEMIOLOGY & SURVEILLANCE

Program Activities

1. Monitor the health status of the community to identify health problems
2. Provide epidemiological and statistical consultation and assistance to both internal customers and community agencies
3. Provide health data and presentations to neighborhoods, health care providers, community organizations, and governmental programs to engage those entities in working to develop a community health system as well as for resource allocation discussions
4. Provide laboratory support to Health Department programs

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Monthly average response time for data requests	4 days	4 days	4 days
2. Percent of acceptable proficiency test scores	95%	100%	100%
Output			
1. Number of data requests filled	180	200	100
2. Number of tests performed in-house	43,964	44,000	12,000
Efficiency			
1. Average cost per data request filled	$ 809.71	$ 728.74	$ 382.97
2. Costs per test performed in-house	$ 4.56	$ 5.20	$ 10.74
Expenditures by Appropriation Unit			
Personal Services	$ 380,734	$ 316,123	$ 175,306
Contractual Services	24,042	26,246	43,481
Commodities	14,020	13,950	14,050
Capital Outlay	--	--	--
Total	**$ 418,796**	**$ 356,319**	**$ 232,837**
Expenditures by Fund			
General	$ 418,796	$ 356,319	$ 128,859
Health Levy	--	--	103,978
Total	**$ 418,796**	**$ 356,319**	**$ 232,837**
No. of Full Time Equivalent Positions	**6.6**	**6.6**	**7.0**
Less: Anticipated Retirements	--	--	(1.0)
Less: Vacant Positions Eliminated	--	--	(2.0)
Less: Strategic Program Reductions	--	--	(1.0)
Net Full Time Equivalent Positions	**6.6**	**6.6**	**3.0**

Highlights

The mission of the Epidemiology & Surveillance program is to prevent and control the incidence and prevalence of infectious diseases through timely, confidential, and cost effective surveillance of health issues so that the spread of infectious disease is controlled and contained. Health and Planning Research program funding of $103,978 in FY 2003-04 decreases by $23,129 from the adopted FY 2002-03 budget and is moved from the General Fund to the Health Levy in FY 2003-04. Health Laboratory program is reduced by $91,619 and two vacant positions are eliminated in FY 2003-04 as part of the strategic program reductions. The reduction of positions will decrease the ability to provide in-house testing for sexually transmitted diseases and require out-sourcing of various tests.

Health

Program: COMMUNICABLE DISEASE - PUBLIC HEALTH PREPAREDNESS
Sub-Program: PUBLIC HEALTH PREPAREDNESS

Program Activities

1. Prevent the spread of communicable disease and investigate various outbreaks, including those caused by certain diseases that could potentially be related to possible bioterrorist activity.
2. High Alert Surveillance System (HASS) and Health Alert Network (HAN) is a disease tracking system used to detect unusual patterns of disease and injury, including those caused by unusual or unknown agents.

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Health Alerts distributed within 12 hours of alert	N/A	N/A	95%
2. HASS reports investigated within 12 hours of request	N/A	N/A	95%
Output			
1. Number of HAN investigated	N/A	N/A	30
2. Number of HASS investigated	N/A	N/A	50
Efficiency			
1. Average time for distribution of alert	N/A	N/A	8.5
2. Average time per follow-up	N/A	N/A	9.5

Expenditures by Appropriation Unit			
Personal Services	$ --	$ 40,140	$ 240,958
Contractual Services	101,433	--	288,450
Commodities	6,258	--	64,251
Capital Outlay	--	--	25,000
Total	**$ 107,691**	**$ 40,140**	**$ 618,659**

Expenditures by Fund			
Governmental Grants	$ 107,691	$ 40,140	$ 618,659
Total	**$ 107,691**	**$ 40,140**	**$ 618,659**

No. of Full Time Equivalent Positions	**1.5**	**1.5**	**7.0**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	--
Less: Strategic Program Reductions	--	--	--
Net Full Time Equivalent Positions	**1.5**	**1.5**	**7.0**

Highlights

The mission of the Public Health Preparedness program is to provide information regarding diseases and their conditions to reduce potential outbreaks so that the number of disease threats to the public are reduced. This program is responsible for administering the bioterrorism response provisions detailed in Ordinance No. 020880 as adopted by the City Council. Program revenue from Federal grants are estimated to be $618,659 in FY 2003-04, an increase of $578,519 from the adopted budget estimate of FY 2002-03. Grant funding for the Health Alert Network is not continued in FY 2003-04. Seven positions were created during FY 2002-03 for the bioterrorism grant funded response unit.

Health

Program: COMMUNICABLE DISEASE - PUBLIC HEALTH PREPAREDNESS
Sub-Program: SEXUALLY TRANSMITTED DISEASE

Program Activities

1. Identify high risk populations, provide screening, and identify contacts to active cases
2. To provide assessment and treatment of sexually transmitted diseases in order to reduce the annual incidence of disease

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percentage of persons contacted and informed of potential exposure	80%	81%	70%
2. Percentage of patients examined and treated in the STD clinic	96%	97%	70%
Output			
1. Number of patients counseled	12,893	13,000	10,000
2. Number of patients diagnosed with a sexually transmitted disease	4,880	4,800	4,800
Efficiency			
1. Average cost per treatment for STD	$ 110.89	$ 112.74	$ 112.74
2. Average cost per examination for STD	$ 26.93	$ 24.04	$ 24.04

Expenditures by Appropriation Unit			
Personal Services	$ 626,142	$ 669,787	$ 549,525
Contractual Services	63,130	118,899	122,514
Commodities	87,501	134,420	87,050
Capital Outlay	--	--	--
Total	**$ 776,773**	**$ 923,106**	**$ 759,089**

Expenditures by Fund			
General	$ 232,604	$ 306,494	$ 300,696
Governmental Grants	544,169	616,612	458,393
Total	**$ 776,773**	**$ 923,106**	**$ 759,089**

No. of Full Time Equivalent Positions	**16.6**	**17.0**	**13.3**
Less: Anticipated Retirements	--	--	(1.0)
Less: Vacant Positions Eliminated	--	--	(1.0)
Less: Strategic Program Reductions	--	--	--
Net Full Time Equivalent Positions	**16.6**	**17.0**	**11.3**

Highlights

The mission of the Sexually Transmitted Disease program is to provide assessment and treatment of sexually transmitted diseases so that the annual incidence of these diseases is reduced. Program revenue from grants is estimated to be $458,393 in FY 2003-04, a decrease of $158,219, or 25.7% from the adopted budget estimate of FY 2002-03. Net General Fund support of $300,696 in FY 2003-04 represents the local funding commitment necessary to acquire and maintain state grant assistance. Change in positions from FY 2002-03 to FY 2003-04 reflect a portion of the Sexually Transmitted Disease personnel time being charged to Communicable Disease. One vacant clinical position is eliminated in FY 2003-04.

Health

Program: COMMUNITY PARTNERSHIP & CHRONIC DISEASE
Sub-Program: COMMUNITY PARTNERSHIP & CHRONIC DISEASE

Program Activities

1. Provide administrative assistance to the Northwest Regional Office of Minority Health to identify minority health and wellness issues and recommendations for improvements
2. Provide an annual report to the Mayor and City Council on the health status of Kansas Citians and the accomplishments of the Health Commission
3. Provide health assessments, consultations, wellness classes, and seasonal newsletters to the aging population

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Databases established for each community group worked with	2	3	4
2. Percent of active Health Commission Members	N/A	N/A	70%
3. Percent of participants with improved healthy lifestyle changes	70%	70%	70%
Output			
1. Number of community contacts per month	5	10	15
2. Average monthly number of community members participating	N/A	N/A	45
3. Number of participants	100	100	100
Efficiency			
1. Percent of FTE spent communicating	20%	30%	40%
2. Support cost per active Health Commission Member	N/A	N/A	4,798
3. Cost per participant	$ 23	$ 28	$ 28
Expenditures by Appropriation Unit			
Personal Services	$ 500,405	$ 557,676	$ 455,672
Contractual Services	497,754	595,844	254,453
Commodities	18,798	53,917	27,689
Capital Outlay	--	--	--
Total	**$ 1,016,957**	**$ 1,207,437**	**$ 737,814**
Expenditures by Fund			
General	$ 273,338	$ 308,320	$ 188,600
Health Levy	--	--	132,822
Governmental Grants	743,619	899,117	416,392
Total	**$ 1,016,957**	**$ 1,207,437**	**$ 737,814**
No. of Full Time Equivalent Positions	**11.5**	**13.0**	**9.8**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	(2.0)
Less: Strategic Program Reductions	--	--	--
Net Full Time Equivalent Positions	**11.5**	**13.0**	**7.8**

Highlights

The mission of the Community Partnerships and Chronic Disease program is to engage neighborhoods and community organizations in an exchange of information about chronic diseases and strategies for addressing lifestyle choices and social/cultural factors that impact quality of life for residents. Program funding decreases by $469,623, or 38.8%, from the adopted budget estimate of FY 2002-03. The Project Well program for Eldercare, which provided community-based prevention and intervention services to the aging population, and two vacant nursing positions were eliminated in FY 2002-03.

Health

Program: EMERGENCY MEDICAL SERVICES
Sub-Program: EMERGENCY MEDICAL SERVICES

Program Activities

1. Monitor and direct medical quality of pre-hospital care by auditing Metropolitan Ambulance Services Trust records and reviewing individual ambulance run tickets
2. Ensure Emergency Medical Services (EMS) technicians meet requirements for certification
3. Ensure that each of the more than 60 licensed ambulances meet standards set in the Rules and Regulations for Ambulances Service

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
3. Percent of vehicles that pass inspection	100%	100%	100%
Output			
3. Number of vehicles and helicopters inspected	66	66	66
Efficiency			
3. Average cost per vehicle inspected	$ 73.50	$ 73.50	$ 73.50

Expenditures by Appropriation Unit			
Personal Services	$ 195,095	$ 207,671	$ 242,999
Contractual Services	269,675	251,915	282,489
Commodities	2,784	7,150	6,850
Capital Outlay	--	--	--
Total	**$ 467,554**	**$ 466,736**	**$ 532,338**

Expenditures by Fund			
General	$ 447,554	$ 466,736	$ 532,338
Health Levy	20,000	--	--
Total	**$ 467,554**	**$ 466,736**	**$ 532,338**

No. of Full Time Equivalent Positions	**3.9**	**4.0**	**4.0**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	--
Less: Strategic Program Reductions	--	--	--
Net Full Time Equivalent Positions	**3.9**	**4.0**	**4.0**

Highlights

The mission of the Emergency Medical Support Services program is to provide optimum pre-hospital care to the citizens and guests of Kansas City so that appropriate quality medical care is achieved. This program is responsible for administrating the EMS provisions detailed in Ordinance No. 010200 as adopted by the City Council. Contract costs for physician oversight of the city's emergency medical services program increases by $30,574, or 12%, to $282,489 in FY 2003-04.

Health

Program: ENVIRONMENTAL PUBLIC HEALTH SERVICES

Expenditures by Sub-Program	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Air Quality Control	$ 1,017,237	$ 928,098	$ 1,041,264
Food Protection/Public Health	1,417,643	1,520,931	1,296,199
Total	**$ 2,434,880**	**$ 2,449,029**	**$ 2,337,463**

Expenditures by Appropriation Unit			
Personal Services	$ 1,996,906	$ 2,164,751	$ 2,092,700
Contractual Services	324,774	228,424	165,869
Commodities	44,184	44,629	54,970
Capital Outlay	69,016	11,225	23,924
Total	**$ 2,434,880**	**$ 2,449,029**	**$ 2,337,463**

Expenditures by Fund			
General	$ 1,636,373	$ 1,681,099	$ 1,462,711
Governmental Grants	798,507	767,930	874,752
Total	**$ 2,434,880**	**$ 2,449,029**	**$ 2,337,463**

No. of Full Time Equivalent Positions	**44.1**	**44.8**	**44.8**
Less: Anticipated Retirements	--	--	(3.0)
Less: Vacant Positions Eliminated	--	--	--
Less: Strategic Program Reductions	--	--	(2.0)
Net Full Time Equivalent Positions	**44.1**	**44.8**	**39.8**

Highlights

The mission of the Environmental Public Health Service program is to provide community health through education and regulation for the citizens of Kansas City (and their visitors) in order to reduce and prevent community health risk. The Environmental Public Health Service program consists of Air Quality and Food Protection/Public Health.

Health

Program: ENVIRONMENTAL PUBLIC HEALTH SERVICES
Sub-Program: AIR QUALITY CONTROL

Program Activities

1. Respond to all ambient air quality complaints within two days
2. Annually inspect all regulated facilities for excessive levels of effluents
3. Obtain 95 percent valid data from continuous operating monitors
4. Conduct public education forums on air quality in order to educate citizens about the negative health effects of air pollution, hazard recognition, and methods of abatement

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
3. Percent of valid readings for all pollutants at all monitors in compliance with national standards	99%	99%	99%
Output			
3. Number of air pollutant monitor readings	123,521	123,521	123,521
Efficiency			
3. Average cost per reading	$ 1.18	$ 1.57	$ 1.60

Expenditures by Appropriation Unit			
Personal Services	$ 761,851	$ 870,563	$ 929,089
Contractual Services	184,212	38,731	68,081
Commodities	22,878	7,579	20,170
Capital Outlay	48,296	11,225	23,924
Total	**$ 1,017,237**	**$ 928,098**	**$ 1,041,264**

Expenditures by Fund			
General	$ 212,200	$ 215,729	$ 215,848
Governmental Grants	805,037	712,369	825,416
Total	**$ 1,017,237**	**$ 928,098**	**$ 1,041,264**

No. of Full Time Equivalent Positions	**15.3**	**16.6**	**16.8**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	--
Less: Strategic Program Reductions	--	--	--
Net Full Time Equivalent Positions	**15.3**	**16.6**	**16.8**

Highlights

The mission of the Air Quality Control program is to provide a healthier community to Kansas City citizens (and their visitors) so that the quality of the ambient air enhances their general health and quality of life. Program revenue from grants is estimated to be $825,416, an increase of $113,047, or 15.9%, from the adopted budget estimate of FY 2002-03. Program revenue from fees decrease from $207,100 in adopted FY 2002-03 budget to $204,894 in FY 2003-04. Net General Fund support for the Air Quality Control program is $10,954 in FY 2003-04, or 1.05%, of total program funding.

Health

Program: ENVIRONMENTAL PUBLIC HEALTH SERVICES
Sub-Program: FOOD PROTECTION/PUBLIC HEALTH

Program Activities

1. Issue permits to and ensure inspections of all food service establishments, water recreational facilities, child care centers, and commercial lodging within Kansas City, Missouri
2. Issue noise variances, investigate noise disturbance complaints, and enforce the noise ordinance
3. Provide community education and professional training

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percentage of water recreational facilities passing inspection	95%	95%	97%
1. Percentage of food establishments passing inspection	53%	100%	100%
Output			
1. Number of water recreational facility inspections	4,027	4,100	4,150
1. Number of educational, regulatory inspections performed	3,200	6,000	6,500
Efficiency			
1. Average cost per facility inspection	$ 90.10	$ 70.66	$ 73.99
1. Average cost per inspection	$ 243.00	$ 156.00	$ 156.00

Expenditures by Appropriation Unit			
Personal Service	$ 1,235,055	$ 1,294,188	$ 1,163,611
Contractual Services	140,562	189,693	97,788
Commodities	21,306	37,050	34,800
Capital Outlay	20,720	--	--
Total	**$ 1,417,643**	**$ 1,520,931**	**$ 1,296,199**

Expenditures by Fund			
General	$ 1,424,173	$ 1,465,370	$ 1,246,863
Governmental Grant	(6,530)	55,561	49,336
Total	**$ 1,417,643**	**$ 1,520,931**	**$ 1,296,199**

No. of Full Time Equivalent Positions	**28.8**	**28.2**	**28.0**
Less: Anticipated Retirements	--	--	(3.0)
Less: Vacant Positions Eliminated	--	--	--
Less: Strategic Program Reductions	--	--	(2.0)
Net Full Time Equivalent Positions	**28.8**	**28.2**	**23.0**

Highlights

The mission of the Community Environmental Health Program is to provide education and regulation activities to the citizens and visitors to Kansas City so that environmental risks such as foodborne illnesses are minimized. Program revenue from grants is estimated to be $49,336 in FY 2003-04. Program revenue from various fees is estimated at $1,017,008 in FY 2003-04, an increase of $79,058, or 8.4%, from the FY 2002-03 adopted budget. The Rat Control program and two positions are eliminated as part of the strategic program elimination for FY 2003-04. The Rat Control program was designed to provide control measures to single and two-family homes for baiting and trapping. Elimination of the program will shift the cost to property owners for rat abatement. The Community Environmental Health Program is reduced by $125,110 and one position in FY 2003-04.

Health

Program: HEALTH EDUCATION
Sub-Program: HEALTH EDUCATION

Program Activities

1. Research, develop, and disseminate health education messages to the public through the media; using health education and health communication research and practice guidelines.

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Population reached through information presented to local media	70%	80%	80%
Output			
1. Number of messages relayed to the public	1,000	1,000	700
Efficiency			
1. Average cost per media contact	$ 62.00	$ 50.00	$ 105.32

Expenditures by Appropriation Unit			
Personal Services	$ 295,350	$ 342,270	$ 261,170
Contractual Services	67,396	47,361	32,627
Commodities	11,274	18,125	17,675
Capital Outlay	--	--	--
Total	**$ 374,020**	**$ 407,756**	**$ 311,472**

Expenditures by Fund			
General	$ 374,020	$ 407,756	$ --
Health Levy	--	--	311,472
Total	**$ 374,020**	**$ 407,756**	**$ 311,472**

No. of Full Time Equivalent Positions	**4.0**	**6.3**	**5.6**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	(1.0)
Less: Strategic Program Reductions	--	--	--
Net Full Time Equivalent Positions	**4.0**	**6.3**	**4.6**

Highlights

The mission of the Health Education program is to seek to inform, educate, and empower the public by providing health education, public health information, and messages in order to preserve, protect, promote the health and safety of the citizens, and to reduce their risk of serious injury and premature death. Funding for the Health Education program is shifted to the Health Levy in FY 2003-04. Program reductions in the amount of $11,000, during FY 2002-03 for advertising, local meeting expense, and wellness and health prevention are permanently reduced in FY 2003-04. One vacant administrative position is eliminated in FY 2003-04.

Health

Program: HEALTH SUPPORT SERVICES
Sub-Program: HEALTH SUPPORT SERVICES

Program Activities

1. Provide help-desk support to all Health Department staff on site as well as support for hardware and software issues
2. Provide copies of birth and death certificates and process Medicaid claims

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of desk-top support requests completed in a timely manner	N/A	N/A	90%
2. Percent of correspondence sent within 24 hours	100%	95%	98%
Output			
1. Number of computers recieving desk support	180	190	240
2. Number of customers served	63,479	64,000	64,000
Efficiency			
1. Cost per computer	$ 246.12	$ 242.11	$ 204.17
2. Cost per customer	$ 9.08	$ 10.14	$ 10.30
Expenditures by Appropriation Unit			
Personal Services	$ 939,775	$ 1,027,721	$ 875,507
Contractual Services	569,081	512,115	541,266
Commodities	68,925	51,149	49,346
Capital Outlay	8,558	--	--
Capital Improvements	951	--	--
Total	**$ 1,587,290**	**$ 1,590,985**	**$ 1,466,119**
Expenditures by Fund			
General	$ 1,587,290	$ 1,590,985	$ 1,364,391
Health Levy	--	--	101,728
Total	**$ 1,587,290**	**$ 1,590,985**	**$ 1,466,119**
No. of Full Time Equivalent Positions	**23.2**	**23.4**	**24.0**
Less: Anticipated Retirements	--	--	(3.0)
Less: Vacant Positions Eliminated	--	--	(3.0)
Less: Strategic Program Reductions	--	--	--
Net Full Time Equivalent Positions	**23.2**	**23.4**	**18.0**

Highlights

The mission of the Health Support Services program is to assist Health Department Programs and Divisions in obtaining and managing the information systems resources they need and provide accurate medical and vital record information to the customers. The Health Building security function will be funded by the Health Levy in FY 2003-04. Program reductions in the amount of $114,535 during FY 2002-03 for consultant services, computer software, and three vacant positions are continued in FY 2003-04. Elimination of positions may result in slower processing times for Medicaid reimbursement.

Health

Program: MATERNAL FAMILY AND CHILD HEALTH

Expenditures by Sub-Program	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
AIDS Prevention and Control	$ 1,571,564	$ 1,621,091	$ 1,584,766
Child Health Services	2,131,552	2,230,395	2,283,508
Lead Paint Poisoning Prevention	333,533	415,726	510,728
Total	$ **4,036,649**	$ **4,267,212**	$ **4,379,002**

Expenditures by Appropriation Unit			
Personal Services	$ 2,020,483	$ 2,206,412	$ 2,078,047
Contractual Services	1,900,907	1,953,343	2,244,466
Commodities	115,259	107,457	56,489
Capital Outlay	--	--	--
Total	**$ 4,036,649**	**$ 4,267,212**	**$ 4,379,002**

Expenditures by Fund			
General	$ 1,439,030	$ 1,587,617	$ 1,306,000
Governmental Grants	2,597,619	2,679,595	3,073,002
Total	**$ 4,036,649**	**$ 4,267,212**	**$ 4,379,002**

No. of Full Time Equivalent Positions	**51.7**	**49.6**	**49.2**
Less: Anticipated Retirements	--	--	(1.0)
Less: Vacant Positions Eliminated	--	--	(3.0)
Less: Strategic Program Reductions	--	--	(1.0)
Net Full Time Equivalent Positions	**51.7**	**49.6**	**44.2**

Highlights

The mission of the Maternal, Child, and Family Health program is to provide high quality accessible health service to women, children, and families in Kansas City, Missouri, so that the relevant health service needs of the community are met. The Maternal, Child, and Family Health program consists of AIDS Prevention & Control, Child Health Services, and Lead Paint Poisoning Prevention.

Health

Program: MATERNAL FAMILY AND CHILD HEALTH
Sub-Program: AIDS PREVENTION AND CONTROL

Program Activities

1. Develop and support the community-based Ryan White Planning Council and the Regional Prevention Advisory Group
2. Develop a regional prevention and treatment comprehensive plan
3. Develop and maintain contractual relationships with HIV/AIDS services providers and conduct contract monitoring
4. Provide anonymous and confidential testing, follow-up, and education for high-risk persons for Human Immunodeficiency Virus (HIV) and Acquired Immunodeficiency Syndrome (AIDS).

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
4. Percent of high-risk persons testing positive for HIV/AIDS	5.02%	2.40%	5.04%
Output			
4. Number of high risk persons tested for HIV	658	4,200	658
Efficiency			
4. Average cost for high-risk persons per test for HIV	$ 151.98	$ 23.81	$ 151.98

Expenditures by Appropriation Unit			
Personal Services	$ 415,116	$ 464,758	$ 453,198
Contractual Services	1,112,106	1,125,688	1,116,692
Commodities	44,342	30,645	14,876
Capital Outlay	--	--	--
Total	**$ 1,571,564**	**$ 1,621,091**	**$ 1,584,766**

Expenditures by Fund			
General	$ 446,645	$ 440,052	$ 425,881
Governmental Grants	1,124,919	1,181,039	1,158,885
Total	**$ 1,571,564**	**$ 1,621,091**	**$ 1,584,766**

No. of Full Time Equivalent Positions	**11.9**	**13.6**	**10.5**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	--
Less: Strategic Program Reductions	--	--	--
Net Full Time Equivalent Positions	**11.9**	**13.6**	**10.5**

Highlights

The mission of the AIDS Prevention and Education program is to provide a comprehensive program so that prevention, case management, housing, and back-to-work programs reach across the continuum of HIV disease. The programs work in partnership with federal, state, and local governments. Program revenue from grant funds is estimated to be $1,158,885 in FY 2003-04, an increase of $22,154, or 1.8%, from the adopted budget estimate of FY 2002-03. General Fund support of $425,881 in FY 2003-04 maintains the local commitment to HIV Prevention Services. Program reduction in the amount of $21,789 during FY 2002-03 for health care general support is permanently reduced in FY 2003-04. Positions decrease due to change in governmental grant funding.

Health

Program: MATERNAL FAMILY AND CHILD HEALTH
Sub-Program: CHILD HEALTH SERVICES

Program Activities

1. Provide immunization education, outreach, and services to children and adults
2. Develop collaborative partnerships with organizations and providers to reduce infant mortality, reduce teenage pregnancy, and increased entry into early prenatal care
3. Provide nutritional assessments and supplemental food checks for children and mothers at nutritional risk
4. Provide information to community agencies, health care providers, and state and national leaders regarding Perinatal Periods of Risk Practice (PPOR) in an effort to reduce infant mortality

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Imunization rate in Kansas City, Missouri	68%	71%	72%
4. Percentage of organizations agreeing to adopt Perinatal Periods of Risk practices (PPOR)	100%	100%	100%
Output			
1. Number of immunizations	18,120	18,000	9,000
4. Number of organizations provided PPOR information	709	150	175
Efficiency			
1. Average cost per immunization	$ 9.93	$ 10.00	$ 10.00
4. Average cost per presentation	$ 45.99	$ 171.25	$ 146.78

Expenditures by Appropriation Unit			
Personal Services	$ 1,313,033	$ 1,398,675	$ 1,219,183
Contractual Services	755,348	772,421	1,034,075
Commodities	63,171	59,299	30,250
Capital Outlay	--	--	--
Total	**$ 2,131,552**	**$ 2,230,395**	**$ 2,283,508**

Expenditures by Fund			
General	$ 733,156	$ 814,069	$ 477,362
Governmental Grants	1,398,396	1,416,326	1,806,146
Total	**$ 2,131,552**	**$ 2,230,395**	**$ 2,283,508**

No. of Full Time Equivalent Positions	**31.8**	**28.0**	**30.7**
Less: Anticipated Retirements	--	--	(1.0)
Less: Vacant Positions Eliminated	--	--	(3.0)
Less: Strategic Program Reductions	--	--	(1.0)
Net Full Time Equivalent Positions	**31.8**	**28.0**	**25.7**

Highlights

The mission of Child Health Services is to optimize the health of children and families in Kansas City, Missouri, by assuring adequate health care services that promote health and prevent disease by assessing the health status of families and their access to care. Program revenue from grants is estimated to be $1,806,146 in FY 2003-04, an increase of $389,820, or 27.5%, from the adopted budget estimate of FY 2002-03. The Community Affairs program is funded at $69,114, with one position in Community Affairs eliminated in FY 2003-04 as part of the strategic program reductions. The loss of this program will affect the way in which health systems coordinate their efforts and direct their funding to address the infant mortality rate in Kansas City. Program reductions in the amount of $96,070 to Child Health Services during FY 2002-03 for two clinical positions are permanently eliminated in FY 2003-04. Change in positions from FY 2002-03 to FY 2003-04 are a result of two new positions created for the First Step and Children Needs programs.

Health

Program: MATERNAL FAMILY AND CHILD HEALTH
Sub-Program: LEAD PAINT POISONING PREVENTION

Program Activities

1. Provide blood lead screening, case management of lead-poisoned children, lead hazard controls, and education
2. Provide intensive education and referrals to case management for individuals exposed to harmful levels of lead
3. Provide lead expertise for health care professionals and the public at state and local levels

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percentage of clients enrolled in case management receiving home visits within 15 days	100%	100%	100%
Output			
1. Number of home visits per year for lead	300	260	260
Efficiency			
1. Average cost per home visit	$ 79.60	$ 82.88	$ 87.66

Expenditures by Appropriation Unit			
Personal Services	$ 292,334	$ 342,979	$ 405,666
Contractual Services	33,453	55,234	93,699
Commodities	7,746	17,513	11,363
Capital Outlay	--	--	--
Total	**$ 333,533**	**$ 415,726**	**$ 510,728**

Expenditures by Fund			
General	$ 259,229	$ 333,496	$ 402,757
Governmental Grants	74,304	82,230	107,971
Total	**$ 333,533**	**$ 415,726**	**$ 510,728**

No. of Full Time Equivalent Positions	**8.0**	**8.0**	**8.0**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	--
Less: Strategic Program Reductions	--	--	--
Net Full Time Equivalent Positions	**8.0**	**8.0**	**8.0**

Highlights

The mission of the Lead Paint Poisoning Prevention program is to provide blood lead screening, case management, lead hazard control, and education to families exposed to harmful levels of lead so that exposure is reduced. Program revenue from grants is estimated to be $107,971 in FY 2003-04, an increase of $25,741, or 31.3%, from the adopted budget estimate of FY 2002-03. In addition, the program generates $38,000 in Medicaid annually and leverages $3 million in Housing and Urban Development grants.

Health and Medical Care Facilities

Budget $32.54M FTE Positions 2.0

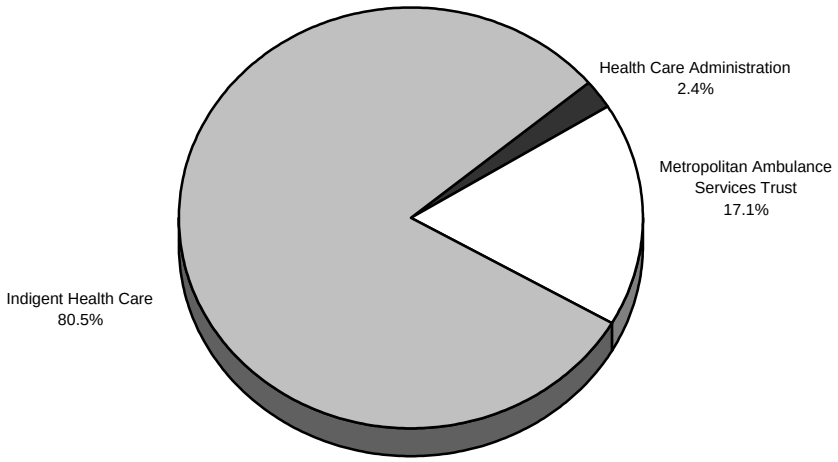
Health Care Administration
Budget $0.76M FTEs 2.0

Metropolitan Ambulance Services Trust
Budget $5.58M FTEs 0.0

Indigent Health Care
Budget $26.20M FTEs 0.0

- Administer financial assistance to local health care providers in Kansas City area.
- Support operations of city ambulance service
- Provide indigent persons with access to pre-hospital and primary health care.

Budget by Program



Health and Medical Care Facilities

Expenditures by Program	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Health Care Administration	$ 288,794	$ 550,000	$ 756,955
Metropolitan Ambulance Services Trust (MAST)	2,480,919	2,514,345	5,579,195
Indigent Health Care	34,798,873	29,163,583	26,204,525
Total	**$ 37,568,586**	**$ 32,227,928**	**$ 32,540,675**

Expenditures by Appropriation Unit			
Personal Services	$ 1,107,064	$ 989,540	$ 934,061
Contractual Services	11,179,863	3,436,108	828,020
Commodities	--	5,816	192,000
Capital Outlay	--	--	1,500,000
Sub-Total Operating Expenses	**$ 12,286,927**	**$ 4,431,464**	**$ 3,454,081**
Pass Through Payments	25,281,659	27,796,464	27,486,594
Debt Service	--	--	--
Capital Improvements	--	--	1,600,000
Total	**$ 37,568,586**	**$ 32,227,928**	**$ 32,540,675**

Expenditures by Fund			
General	$ 11,801,233	$ 3,706,364	$ 290,727
Local Use Tax	--	--	668,844
Public Safety Sales Tax	--	--	3,100,000
Health Levy	25,767,353	28,521,564	28,481,104
Total	**$ 37,568,586**	**$ 32,227,928**	**$ 32,540,675**
No. of Full Time Equivalent Positions	**2.1**	**2.0**	**2.0**

Health and Medical Care Facilities

Program: HEALTH AND MEDICAL CARE FOR INDIGENTS
Sub-Program: HEALTH CARE ADMINISTRATION

Program Activities

1. To process contracts for the department to continue services for internal and external customers

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percentage of contracts processed within 2 weeks	98%	98%	98%
Output			
1. Number of contracts processed	313	200	300
Efficiency			
1. Cost of processing contracts	$ 197.61	$ 322.15	$ 188.91

Expenditures by Appropriation Unit			
Personal Services	$ 98,794	$ 154,184	$ 133,855
Contractual Services	190,000	390,000	431,100
Commodities	--	5,816	192,000
Capital Outlay	--	--	--
Total	**$ 288,794**	**$ 550,000**	**$ 756,955**
Pass Through Payments	--	--	--
Debt Service	--	--	--
Capital Improvements	--	--	--
Total	**$ 288,794**	**$ 550,000**	**$ 756,955**

Expenditures by Fund			
Health Levy	$ 288,794	$ 550,000	$ 756,955
Total	**$ 288,794**	**$ 550,000**	**$ 756,955**

No. of Full Time Equivalent Positions	**2.1**	**2.0**	**2.0**

Highlights

The mission of the Health and Medical Care for Indigents program is to provide financial assistance to local health care providers in Kansas City, Missouri, so that indigent persons have access to pre-hospital and primary healthcare. The Mosquito Vector Control program, which was developed to address the mosquito-transmitted West Nile virus, is funded by the Health Levy in the amount of $200,000 for FY 2003-04. Indigent medical care for Municipal Correction Institution (MCI) is funded at $390,000 for FY 2003-04. Two positions that review and monitor indigent care contracts for the department are funded at $133,855 in FY 2003-04.

Health and Medical Care Facilities

Program: HEALTH AND MEDICAL CARE FOR INDIGENTS
Sub-Program: METROPOLITAN AMBULANCE SERVICES TRUST (MAST)

Program Activities

1. Provide all Advanced Life Support (ALS) transportation through ambulance service
2. Provide wheelchair van transportation through MAST Coach

MAST Resource Summary	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Ambulance Service - Operations	$ 1,766,271	$ 1,766,271	$ 1,678,989
MAST - KCI Ambulance Service	131,362	131,362	131,362
MAST Facility Debt	583,286	616,712	668,844
MAST Equipment	--	--	1,500,000
MAST Capital Improvements	--	--	1,600,000
Total	**$ 2,480,919**	**$ 2,514,345**	**$ 5,579,195**
Expenditures by Appropriation Unit			
Personal Services	$ 940,562	$ 835,356	$ 800,206
Contractual Services	--	--	--
Commodities	--	--	--
Capital Outlay	--	--	1,500,000
Total	**$ 940,562**	**$ 835,356**	**$ 2,300,206**
Pass Through Payments	1,540,357	1,678,989	1,678,989
Debt Service	--	--	--
Capital Improvements	--	--	1,600,000
Total	**$ 2,480,919**	**$ 2,514,345**	**$ 5,579,195**
Expenditures by Fund			
General	$ 940,562	$ 835,356	$ 131,362
Local Use Tax	--	--	668,844
Public Safety Sales Tax	--	--	3,100,000
Health Levy	1,540,357	1,678,989	1,678,989
Total	**$ 2,480,919**	**$ 2,514,345**	**$ 5,579,195**
No. of Full Time Equivalent Positions	**--**	**--**	**--**

Highlights

The mission of the Metropolitan Ambulance Services Trust (MAST) program is to provide high quality, prompt and affordable emergency services, medically related transportation, and appropriate public education so that the lives of the citizens served are preserved. The Public Safety Sales Tax, in the amount of $3,100,000 for FY 2003-04, will be used to pay for equipment replacement ($1,500,000) and building improvements to the troost facility ($1,600,000) as approved by voters in April 2002. General Fund support for MAST is eliminated in FY 2003-04, except for ambulance service at Kansas City International Airport, which is funded at $131,362.

Health and Medical Care Facilities

Program: HEALTH AND MEDICAL CARE FOR INDIGENTS
Sub-Program: INDIGENT HEALTH CARE

Program Activities

1. The healthcare safety net providers work together to increase access, improve quality, and impact financing solutions to provide care to the medically indigent

Health Care Providers Resource Summary	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Children's Mercy Hospital	$ 3,966,434	$ 3,456,942	$ 3,206,942
Truman Medical Center	28,825,649	23,721,649	21,159,075
Health Centers	1,692,720	--	--
Northland Health Care Access	117,170	117,170	117,170
Richard Cabot Club	--	257,368	239,038
Swope Ridge Parkway Health Center	--	646,642	587,720
KC Free Health Clinic	--	142,070	129,175
Samuel U. Rodgers Center	--	646,642	587,720
Swope Ridge Geriatric Center Debt	196,900	175,100	177,685
Total	**$ 34,798,873**	**$ 29,163,583**	**$ 26,204,525**
Expenditures by Appropriation Unit			
Personal Services	$ 67,708	$ --	$ --
Contractual Services	10,989,863	3,046,108	396,920
Commodities	--	--	--
Capital Outlay	--	--	--
Total	**$ 11,057,571**	**$ 3,046,108**	**$ 396,920**
Pass Through Payments	23,741,302	26,117,475	25,807,605
Debt Service	--	--	--
Capital Improvements	--	--	--
Total	**$ 34,798,873**	**$ 29,163,583**	**$ 26,204,525**
Expenditures by Fund			
General	$ 10,860,671	$ 2,871,008	$ 159,365
Health Levy	23,938,202	26,292,575	26,045,160
Total	**$ 34,798,873**	**$ 29,163,583**	**$ 26,204,525**
No. of Full Time Equivalent Positions	**--**	**--**	**--**

Highlights

The mission of the Indigent Health Care program is to provide medical assistance to local health care providers in Kansas City, Missouri, so that indigent persons have access to healthcare. General Fund support of $2,562,574 for Truman Medical Center is eliminated in FY 2003-04. The Safety Net Providers indigent health care support from the General Fund is reduced from $308,434 to $149,069 and is scheduled to be eliminated in FY 2004-05. One-time funding for Children's Mercy Hospital of $250,000 from the Health Levy is eliminated in FY 2003-04.

Housing and Community Development

Budget $17.42M FTE Positions 40.7

Administration
Budget $1.91M FTEs 31.5

Economic Development
Budget $1.74M FTEs 0.0

Housing Rehabilitation
Budget $9.67M FTEs 9.2

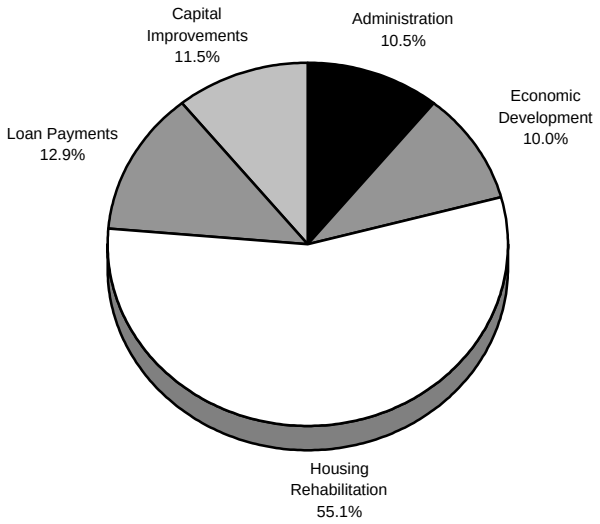
Loan Payments
Budget $2.20M FTEs 0.0

Capital Improvements
Budget $1.91M FTEs 0.0

Departmental Highlights

- Administer an estimated $15,918,000 in Community Development Block Grant funds
- Provide minor home repair, handicapped improvements, and home ownership development
- Redevelop projects located in blighted areas
- Identify, investigate, and help remediate environmental contaminated properties
- Weatherize low-income properties in order to lower utility consumption
- Assist in the new construction of single-family homes

Budget by Program



Workforce Analysis - Full-time Employees

	Male	Female	Total
Management			
Minority	31.3%	40.6%	71.9%
Non-Minority	21.8%	6.3%	28.1%
Total	53.1%	46.9%	100.0%
Labor			
Minority	0.0%	0.0%	0.0%
Non-Minority	0.0%	0.0%	0.0%
Total	0.0%	0.0%	0.0%
Total			
Minority	31.3%	40.6%	71.9%
Non-Minority	21.8%	6.3%	28.1%
Total	53.1%	46.9%	100.0%

Housing and Community Development

Expenditures by Program	Actual 2001-02	Adopted 2002-03	Budget 2003-04
Administration	$ 2,064,560	$ 1,691,900	$ 1,910,900
Economic Development	1,707,771	1,070,000	1,740,000
Housing Rehabilitation	8,516,535	10,435,034	9,665,794
Loan Payments	1,567,881	2,951,000	2,197,050
Sub-Total Operating Expenses	**$ 13,856,747**	**$ 16,147,934**	**$ 15,513,744**
Debt Service	--	--	--
Capital Improvements	3,280,840	2,608,949	1,907,000
Total	**$ 17,137,587**	**$ 18,756,883**	**$ 17,420,744**

Expenditures by Appropriation Unit			
Personal Services	$ 2,060,428	$ 1,948,487	$ 2,052,719
Contractual Services	11,711,103	14,167,022	13,439,825
Commodities	25,768	21,425	16,200
Capital Outlay	59,448	11,000	5,000
Sub-Total Operating Expenses	**$ 13,856,747**	**$ 16,147,934**	**$ 15,513,744**
Pass Through Payments	--	--	--
Debt Service	--	--	--
Capital Improvements	3,280,840	2,608,949	1,907,000
Total	**$ 17,137,587**	**$ 18,756,883**	**$ 17,420,744**

Expenditures by Fund			
General	$ 1,807,897	$ 1,607,894	$ 1,345,744
Community Development	13,685,789	16,310,000	15,575,000
Capital Improvements	1,596,557	838,989	500,000
Sewer	47,344	--	--
Total	**$ 17,137,587**	**$ 18,756,883**	**$ 17,420,744**
No. of Full Time Equivalent Positions	**44.0**	**41.7**	**41.7**
Less: Anticipated Retirements	--	--	(1.0)
Less: Vacant Positions Eliminated	(2.0)	--	--
Net Full Time Equivalent Positions	**42.0**	**41.7**	**40.7**

Housing and Community Development

Program: ADMINISTRATION
Sub-Program: COMMUNITY DEVELOPMENT BLOCK GRANT ADMINISTRATION

Program Activities

1. Enforce CDBG programs according to City and Department of Housing and Urban Development guidelines
2. Develop and coordinate the annual application process for CDBG funds
3. Prepare grant applications for urban conservation and revitalization projects

	Actual 2001-02	Adopted 2002-03	Budget 2003-04
Expenditures by Appropriation Unit			
Personal Services	$ 1,653,029	$ 1,510,900	$ 1,629,900
Contractual Services	338,690	181,000	281,000
Commodities	13,393	--	--
Capital Outlay	59,448	--	--
Total	**$ 2,064,560**	**$ 1,691,900**	**$ 1,910,900**
Expenditures by Fund			
General	$ 389	$ 10,900	$ 10,900
Community Development	2,064,171	1,681,000	1,900,000
Total	**$ 2,064,560**	**$ 1,691,900**	**$ 1,910,900**
No. of Full Time Equivalent Positions	**31.0**	**31.5**	**31.5**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	--
Net Full Time Equivalent Positions	**31.0**	**31.5**	**31.5**

Highlights

The mission of the Community Development Block Grant Administration (CDBG) is to provide programs, planning, and related activities so that low/moderate income families in Kansas City can benefit from affordable housing, community revitalization, and employment opportunities. Numbers reflect the Consolidated Housing and Community Development Plan as presented to Council in January 2003. They will not be final until the Plan is approved by the Federal Housing and Urban Development Department and formally adopted by the City Council. It is anticipated that the CDBG grant will decrease by one million dollars in FY 2003-04, going from $11.9 million in adopted FY 2002-03, to $10.9 million in FY 2003-04. With the 2000 Census, Kansas City comprised a relatively smaller percentage of Missouri's population, shifting grant dollars to other areas in the State. Six positions are anticipated to leave due to the retirement incentive program but are anticipated to be hired back under the grant.

Housing and Community Development

Program: ECONOMIC DEVELOPMENT
Sub-Program: ECONOMIC DEVELOPMENT

Program Activities

1. Provide technical and management assistance to encourage entrepreneurial development among minority-owned, women-owned, and small businesses
2. Provide management skills training, education, and technical assistance to micro enterprises
3. Ensure the continuation of economic development in the 18th and Vine District and the Westside Industrial Business Park areas of the city

	Actual 2001-02	Adopted 2002-03	Budget 2003-04
Expenditures by Appropriation Unit			
Personal Services	$ 60,840	$ --	$ --
Contractual Services	1,646,042	1,070,000	1,740,000
Commodities	889	--	--
Capital Outlay	--	--	--
Total	**$ 1,707,771**	**$ 1,070,000**	**$ 1,740,000**
Expenditures by Fund			
General	$ 270,415	$ --	$ --
Community Development	1,437,356	1,070,000	1,740,000
Total	**$ 1,707,771**	**$ 1,070,000**	**$ 1,740,000**
No. of Full Time Equivalent Positions	**1.0**	**--**	**--**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	--
Net Full Time Equivalent Positions	**1.0**	**--**	**--**

Highlights

The mission of the Economic Development program is to provide business development and technical support assistance to low/moderate income persons and neighborhoods so that entrepreneurial and employment opportunities are realized.

Housing and Community Development

Program: HOUSING REHABILITATION

Expenditures by Program	**Actual 2001-02**	**Adopted 2002-03**	**Budget 2003-04**
Home Weatherization	$ 1,537,093	$ 1,596,994	$ 1,334,844
Housing Rehabilitation Financial Assistance	3,615,979	4,066,040	4,211,950
Housing Rehabilitation Support Services	3,363,463	4,772,000	4,119,000
Total	**$ 8,516,535**	**$ 10,435,034**	**$ 9,665,794**

Expenditures by Appropriation Unit			
Personal Services	$ 346,559	$ 437,587	$ 422,819
Contractual Services	8,158,490	9,965,022	9,221,775
Commodities	11,486	21,425	16,200
Capital Outlay	--	11,000	5,000
Total	**$ 8,516,535**	**$ 10,435,034**	**$ 9,665,794**

Expenditures by Fund			
General	$ 1,537,093	$ 1,596,994	$ 1,334,844
Community Development	6,979,442	8,838,040	8,330,950
Total	**$ 8,516,535**	**$ 10,435,034**	**$ 9,665,794**

No. of Full Time Equivalent Positions	**12.0**	**10.2**	**10.2**
Less: Anticipated Retirements	--	--	(1.0)
Less: Vacant Positions Eliminated	(2.0)	--	--
Net Full Time Equivalent Positions	**10.0**	**10.2**	**9.2**

Highlights

The mission of the Housing Rehabilitation program is to provide weatherization services and access to affordable housing as well as information for low/moderate income home owners and renters so that basic housing conditions are enhanced. Program activities include housing counseling, minor home repair, installment of handicapped accessible features, financial support to encourage home ownership, and support to neighborhood associations and community groups.

Housing and Community Development

Program: HOUSING REHABILITATION
Sub-Program: HOME WEATHERIZATION

Program Activities

1. Ensure the weatherization of low-income homeowners and renters
2. Educate the community in energy conservation techniques
3. Perform combustion efficiency tests and make repairs on heating systems

Performance Measures	**Actual 2001-02**	**Adopted 2002-03**	**Budget 2003-04**
Outcome			
1. Number of housing units weatherized	500	460	360
Output			
1. Number of weatherization-related services completed	2,861	3,800	3,725
Efficiency			
1. Average cost per weatherization-related service	$ 520	$ 324	$ 358
Grant Revenues Received	$ 1,231,671	$ 1,392,843	$ 1,211,556

Expenditures by Appropriation Unit			
Personal Services	$ 346,559	$ 437,587	$ 422,819
Contractual Services	1,179,048	1,126,982	890,825
Commodities	11,486	21,425	16,200
Capital Outlay	--	11,000	5,000
Total	**$ 1,537,093**	**$ 1,596,994**	**$ 1,334,844**

Expenditures by Fund			
General	$ 1,537,093	$ 1,596,994	$ 1,334,844
Total	**$ 1,537,093**	**$ 1,596,994**	**$ 1,334,844**

No. of Full Time Equivalent Positions	**12.0**	**10.2**	**10.2**
Less: Anticipated Retirements	--	--	(1.0)
Less: Vacant Positions Eliminated	(2.0)	--	--
Net Full Time Equivalent Positions	**10.0**	**10.2**	**9.2**

Highlights

The mission of the Home Weatherization program is to provide homeowners and renters with service to reduce fuel consumption, increase energy awareness, and make homes more livable so that limited disposable income is available for other basic needs. Program revenue from grants is estimated at $1,211,556 in FY 2003-04, a decrease of $181,244, or 13.0%, from the adopted budget estimate of $1,392,800. Net general fund support of the Home Weatherization program totals $123,288 in FY 2003-04 and reflects one position reduction due to the retirement incentive program.

Housing and Community Development

Program: HOUSING REHABILITATION
Sub-Program: HOUSING REHABILITATION FINANCIAL ASSISTANCE

Program Activities

1. Ensure minor home repair loans and grants are available to single-family homeowners in designated CDBG areas, including funds for special hardship and emergency cases
2. Provide funds for rehabilitation and construction of multi-family units
3. Provide funds to remove economic barriers from disabled persons
4. Provide funds for construction of new single-family homes

	Actual 2001-02	Adopted 2002-03	Budget 2003-04
Expenditures by Appropriation Unit			
Personal Services	$ --	$ --	$ --
Contractual Services	3,615,979	4,066,040	4,211,950
Commodities	--	--	--
Capital Outlay	--	--	--
Total	**$ 3,615,979**	**$ 4,066,040**	**$ 4,211,950**
Expenditures by Fund			
Community Development	$ 3,615,979	$ 4,066,040	$ 4,211,950
Total	**$ 3,615,979**	**$ 4,066,040**	**$ 4,211,950**
No. of Full Time Equivalent Positions	**--**	**--**	**--**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	--
Net Full Time Equivalent Positions	**--**	**--**	**--**

Highlights

The mission of the Housing Rehabilitation Financial Assistance program is to provide decent housing to low and moderate income persons so that a suitable living environment is established.

Housing and Community Development

Program: HOUSING REHABILITATION
Sub-Program: HOUSING REHABILITATION SUPPORT SERVICES

Program Activities

1. Provide housing rehabilitation and development services as well as technical assistance to neighborhood groups
2. Ensure housing counseling assistance to low-income renters and owners
3. Assist in providing community garden space for low income residents

	Actual 2001-02	Adopted 2002-03	Budget 2003-04
Expenditures by Appropriation Unit			
Personal Services	$ --	$ --	$ --
Contractual Services	3,363,463	4,772,000	4,119,000
Commodities	--	--	--
Capital Outlay	--	--	--
Total	**$ 3,363,463**	**$ 4,772,000**	**$ 4,119,000**
Expenditures by Fund			
Community Development	$ 3,363,463	$ 4,772,000	$ 4,119,000
Total	**$ 3,363,463**	**$ 4,772,000**	**$ 4,119,000**
No. of Full Time Equivalent Positions	**--**	**--**	**--**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	--
Net Full Time Equivalent Positions	**--**	**--**	**--**

Highlights

The mission of the Housing Rehabilitation Support Services program is to provide partnerships to neighborhood service agencies so that reliable information and planning and support services are provided for low income persons.

Housing and Community Development

Program: LOAN PAYMENTS
Sub-Program: LOAN PAYMENTS

Program Activities
1. Ensure loan repayment for all redevelopment projects

	Actual 2001-02	Adopted 2002-03	Budget 2003-04
Expenditures by Appropriation Unit			
Personal Services	$ --	$ --	$ --
Contractual Services	1,567,881	2,951,000	2,197,050
Commodities	--	--	--
Capital Outlay	--	--	--
Total	**$ 1,567,881**	**$ 2,951,000**	**$ 2,197,050**
Expenditures by Fund			
Community Development	$ 1,567,881	$ 2,951,000	$ 2,197,050
Total	**$ 1,567,881**	**$ 2,951,000**	**$ 2,197,050**
No. of Full Time Equivalent Positions	**--**	**--**	**--**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	--
Net Full Time Equivalent Positions	**--**	**--**	**--**

Highlights

The mission of the Loan Payments program is to provide loan repayment to Housing and Urban Development so that the Department of Housing and Community Development remains in compliance.

Housing and Community Development

Program: CAPITAL IMPROVEMENTS
Sub-Program: CAPITAL IMPROVEMENTS

Expenditures by Project	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Alphapointe Infrastructure	$ 600,500	$ --	$ --
Beacon Hill Infrastructure	--	500,000	500,000
Brownfield Grant	132,557	--	--
Development Potential, Inc.	--	--	7,000
Facility Rehabilitation	--	--	150,000
GEM Theatre	366,584	--	--
Guadalupe Center	--	50,000	50,000
Housing Authority of KC	--	260,000	--
KCMC Child Care	--	150,000	300,000
Old Ballpark Infrastructure	1,464,000	--	--
Operation Breakthrough	--	--	500,000
Niles Home for Children	--	35,960	--
Palestine Senior Activity Center	--	100,000	--
ReStart Facility Renovations	--	--	250,000
Salvation Army	--	100,000	100,000
Sparrow Community Corporation	--	--	50,000
Swope Parkway	669,855	624,000	--
Truman Corridor	--	50,000	--
18th & Vine Acquisition	--	400,000	--
Vine Street District	--	338,989	--
Vine Street Public Improvement	47,344	--	--
Total	**$ 3,280,840**	**$ 2,608,949**	**$ 1,907,000**

Expenditures by Fund			
Capital Improvements	$ 1,596,557	$ 838,989	$ 500,000
Community Development	1,636,939	1,769,960	1,407,000
Sewer	47,344	--	--
Total	**$ 3,280,840**	**$ 2,608,949**	**$ 1,907,000**

Human Relations

Budget $1.32M FTE Positions 20.5

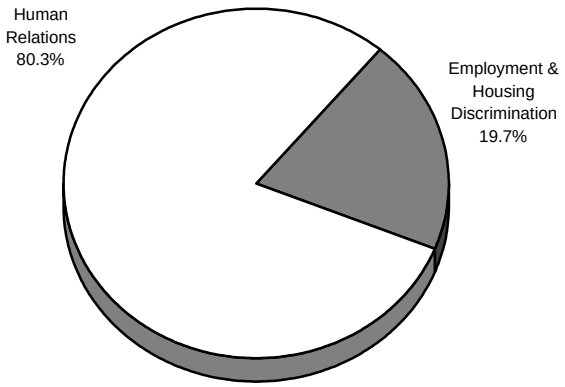
Human Relations
Budget $1.06M FTEs 13.5

Employment and Housing Discrimination
Budget $0.26M FTEs 7.0

Departmental Highlights

- Investigate 150 housing and employment discrimination cases
- Resolve 750 dispute resolution cases
- Turn around average MBE/WBE contract in 15 days
- Process 2,580 Affirmative Action Compliance Certificates

Budget by Program



Workforce Analysis - Full-time Employees

	Male	Female	Total
Management			
Minority	29.6%	63.0%	92.6%
Non-Minority	3.7%	3.7%	7.4%
Total	33.3%	66.7%	100.0%
Labor			
Minority	0.0%	0.0%	0.0%
Non-Minority	0.0%	0.0%	0.0%
Total	0.0%	0.0%	0.0%
Total			
Minority	29.6%	63.0%	92.6%
Non-Minority	3.7%	3.7%	7.4%
Total	33.3%	66.7%	100.0%

Human Relations

Expenditures by Program	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Human Relations	$ 1,028,850	$ 1,094,076	$ 1,060,180
Employment and Housing Discrimination	307,563	225,995	263,943
Sub-Total Operating Expenses	**$ 1,336,413**	**$ 1,320,071**	**$ 1,324,123**
Debt Service	--	--	--
Capital Improvements	--	--	--
Total	**$ 1,336,413**	**$ 1,320,071**	**$ 1,324,123**

Expenditures by Appropriation Unit			
Personal Services	$ 1,183,222	$ 1,160,777	$ 1,175,435
Contractual Services	134,463	154,164	143,826
Commodities	11,287	5,130	4,862
Capital Outlay	7,441	--	--
Sub-Total Operating Expenses	**$ 1,336,413**	**$ 1,320,071**	**$ 1,324,123**
Pass Through Payments	--	--	--
Debt Service	--	--	--
Capital Improvements	--	--	--
Total	**$ 1,336,413**	**$ 1,320,071**	**$ 1,324,123**

Expenditures by Fund			
General	$ 1,336,413	$ 1,320,071	$ 1,324,123
Total	**$ 1,336,413**	**$ 1,320,071**	**$ 1,324,123**

No. of Full Time Equivalent Positions	**24.3**	**25.5**	**22.5**
Less: Anticipated Retirements	--	--	(2.0)
Less: Vacant Positions Eliminated	--	(3.0)	--
Net Full Time Equivalent Positions	**24.3**	**22.5**	**20.5**

Human Relations

Program: HUMAN RELATIONS
Sub-Program: HUMAN RELATIONS

Program Activities

1. Provide oversight for the Disadvantaged Minority/Women's Business Enterprise (DM/WBE) program
2. Administer Affirmative Action Program (AAP) compliance certificates for new and existing businesses
3. Enforce the equal employment, housing, and public accommodations ordinance
4. Provide crisis intervention and alternative dispute resolution and training

Performance Measures	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Outcome			
1. Percent of DM/WBE contracts in compliance	90%	95%	95%
2. Percentage of vendors in compliance	98%	98%	98%
4. Percentage of cases resolved via mediation/arbitration	90%	85%	85%
Output			
1. Number of DM/WBE contracts processed	870	880	880
2. Number of certificates issued	2,502	2,517	2,580
4. Number of cases processed	771	750	750
Efficiency			
1. Average contract turnaround time in days	18	15	15

Expenditures by Appropriation Unit			
Personal Services	$ 904,145	$ 949,439	$ 915,935
Contractual Services	115,414	140,007	139,383
Commodities	9,291	4,630	4,862
Capital Outlay	--	--	--
Total	**$ 1,028,850**	**$ 1,094,076**	**$ 1,060,180**

Expenditures by Fund			
General	$ 1,028,850	$ 1,094,076	$ 1,060,180
Total	**$ 1,028,850**	**$ 1,094,076**	**$ 1,060,180**

No. of Full Time Equivalent Positions	**18.3**	**18.5**	**15.5**
Less: Anticipated Retirements	--	--	(2.0)
Less: Vacant Positions Eliminated	--	(3.0)	--
Net Full Time Equivalent Positions	**18.3**	**15.5**	**13.5**

Highlights

The mission of the Human Relations Department is to create an environment in which all human beings can enjoy their full economic, social, and human rights, so that they are recognized as free, equal, integral, and inseparable. Funding for the Mayor's Race Relations Task Force is continued at $45,000 in FY 2003-04. The task force is comprised of two organizations, the Urban League of Greater Kansas City, which receives $30,000 for their contribution, and Harmony Congregational Partners who receives $15,000. The Human Rights Commission is continued at $97,274 in FY 2003-04, which includes one staff position.

Human Relations

Program: EMPLOYMENT AND HOUSING DISCRIMINATION
Sub-Program: EMPLOYMENT AND HOUSING DISCRIMINATION

Program Activities

1. Investigate all complaints alleging discrimination in employment that are filed with the department or referred by the Equal Employment Opportunity Commission (EEOC)
2. Investigate all complaints alleging discrimination in housing that are filed with the department or referred by the U.S. Department of Housing and Urban Development

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percentage of employment investigations completed within 250 days	78%	80%	80%
2. Percent of housing investigations within 150 days	50%	75%	75%
Output			
1. Number of employment investigations completed	75	90	100
2. Number of housing investigations completed	33	40	50
Efficiency			
1. Cost per employment investigation	$ 500	$ 500	$ 500
2. Cost per housing investigation	$ 1,800	$ 1,800	$ 1,800
Expenditures by Appropriation Unit			
Personal Services	$ 279,077	$ 211,338	$ 259,500
Contractual Services	19,049	14,157	4,443
Commodities	1,996	500	--
Capital Outlay	7,441	--	--
Total	**$ 307,563**	**$ 225,995**	**$ 263,943**
Expenditures by Fund			
General	$ 307,563	$ 225,995	$ 263,943
Total	**$ 307,563**	**$ 225,995**	**$ 263,943**
No. of Full Time Equivalent Positions	**6.0**	**7.0**	**7.0**
Less: Vacant Positions Eliminated	--	--	--
Net Full Time Equivalent Positions	**6.0**	**7.0**	**7.0**

Highlights

The mission of employment and housing discrimination is to promote equal employment and housing opportunities to the citizens of Kansas City, so that acts of discrimination are minimized. Due to federal budget cuts the Equal Employment Opportunity and Department of Housing and Urban Development grant revenues have decreased by $2,259 or 1%. These grants allow the department to investigate and address issues of employment and housing discrimination in the city.

Human Resources

Budget $2.93M FTE Positions 40.0

Human Resources Administration
Budget $0.41M FTEs 9.0

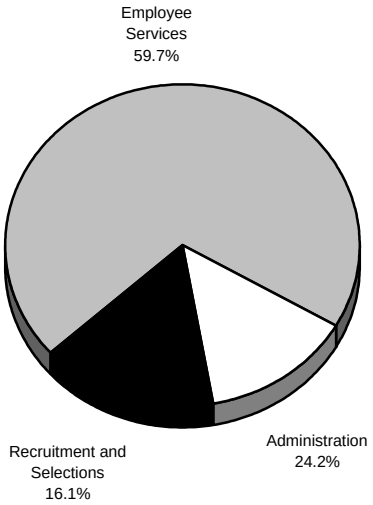
Recruitment and Selections
Budget $0.47M FTEs 10.0

Employee Services
Budget $2.05M FTEs 21.0

Departmental Highlights

- Process 1,086 employee separations
- Achieve a ratio of 15.2% of employees' benefits to employees' payroll
- Provide training to 225 supervisors and managers
- Resolve 35 fourth level employee grievances
- Conduct monthly Hearing Officers' Round Table Educational and Policy training

Budget by Appropriation Unit



Workforce Analysis - Full-time Employees

	Male	Female	Total
Management			
Minority	12.1%	51.5%	63.6%
Non-Minority	12.1%	24.3%	36.4%
Total	24.2%	75.8%	100.0%
Labor			
Minority	0.0%	100.0%	100.0%
Non-Minority	0.0%	0.0%	0.0%
Total	0.0%	100.0%	100.0%
Total			
Minority	11.5%	54.2%	65.7%
Non-Minority	11.4%	22.9%	34.3%
Total	22.9%	77.1%	100.0%

Human Resources

Expenditures by Program	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Administration	$ 2,169,254	$ 561,444	$ 409,268
Employee Services	305,633	1,525,984	2,046,979
Recruitment and Selection	--	548,775	471,131
Sub-Total Operating Expenses	**$ 2,474,887**	**$ 2,636,203**	**$ 2,927,378**
Debt Service	--	--	--
Capital Improvements	--	--	--
Total	**$ 2,474,887**	**$ 2,636,203**	**$ 2,927,378**

Expenditures by Appropriation Unit			
Personal Services	$ 1,899,555	$ 2,163,583	$ 2,529,835
Contractual Services	526,670	429,970	382,443
Commodities	48,662	42,650	15,100
Capital Outlay	--	--	--
Sub-Total Operating Expenses	**$ 2,474,887**	**$ 2,636,203**	**$ 2,927,378**
Pass Through Payments	--	--	--
Debt Service	--	--	--
Capital Improvements	--	--	--
Total	**$ 2,474,887**	**$ 2,636,203**	**$ 2,927,378**

Expenditures by Fund			
General	$ 2,474,887	$ 2,636,203	$ 2,927,378
Total	**$ 2,474,887**	**$ 2,636,203**	**$ 2,927,378**

No. of Full Time Equivalent Positions	**36.4**	**39.0**	**42.0**
Less: Vacant Positions Eliminated	--	--	(2.0)
Net Full Time Equivalent Positions	**36.4**	**39.0**	**40.0**

Human Resources

Program: HUMAN RESOURCES
Sub-Program: ADMINISTRATION

Program Activities

1. Provide a strategic partnership with city operating departments to manage and administer Human Resource policies and procedures
2. Provide timely, effective personnel consultation to improve efficiency and productivity of operating departments

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Number of departments that rate Human Resources services satisfactory or very satisfactory	N/A	14	14
Output			
1. Number of FTE's in City (non-police)	4971.2	4827.7	4456.8
Efficiency			
1. Ratio of Human Resources positions to City employees	1 to 137	1 to 124	1 to 111

Expenditures by Appropriation Unit			
Personal Services	$ 1,721,198	$ 501,047	$ 355,156
Contractual Services	424,119	58,247	52,112
Commodities	23,937	2,150	2,000
Capital Outlay	--	--	--
Total	**$ 2,169,254**	**$ 561,444**	**$ 409,268**

Expenditures by Fund			
General	$ 2,169,254	$ 561,444	$ 409,268
Total	**$ 2,169,254**	**$ 561,444**	**$ 409,268**

No. of Full Time Equivalent Positions	**32.4**	**7.0**	**9.0**
Less: Vacant Positions Eliminated	--	--	--
Net Full Time Equivalent Positions	**32.4**	**7.0**	**9.0**

Highlights

The mission of the Human Resources Administration program is to provide the service delivery units of the Human Resources Department with innovative human resources initiatives, through continued evaluation of personnel policies and functions, so that the most effective and efficient utilization of human capital is maintained.

Human Resources

Program: RECRUITMENT AND SELECTION
Sub-Program: RECRUITMENT AND SELECTION

Program Activities

1. Establish and maintain an eligible list of applicants for classified City positions
2. Track applicants through the recruitment process
3. Administer fair and unbiased employee selection and promotional procedures

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Number of applicants made eligible for employment per month	300	364	312
Output			
1. Average number of vacancies advertised per month	N/A	55	47
Efficiency			
1. Percentage of eligibility lists submitted to departments within five business days	85%	90%	90%

Expenditures by Appropriation Unit			
Personal Services	$ --	$ 509,425	$ 431,056
Contractual Services	--	37,250	36,575
Commodities	--	2,100	3,500
Capital Outlay	--	--	--
Total	**$ --**	**$ 548,775**	**$ 471,131**

Expenditures by Fund			
General	$ --	$ 548,775	$ 471,131
Total	**$ --**	**$ 548,775**	**$ 471,131**

No. of Full Time Equivalent Positions	**--**	**11.0**	**11.0**
Less: Vacant Positions Eliminated	--	--	(1.0)
Net Full Time Equivalent Positions	**--**	**11.0**	**10.0**

Highlights

The mission of the Recruitment and Selections program is to engage potential City employees via area job fairs, advertisements, and local colleges, so that City departments have access to a pool of highly qualified candidates. One vacant administrative position is eliminated in FY 2003-04.

Human Resources

Program: EMPLOYEE SERVICES
Sub-Program: EMPLOYEE SERVICES

Program Activities

1. Provide training for City employees in the areas of customer service, management and facilitation skills
2. Provide administration and monitoring of the City's retirement and deferred compensation systems
3. Ensure accuracy, maintenance, and professional administration of the City's benefits
4. Provide equitable and appropriate classifications and salaries for all positions
5. Provide timely and effective resolution of employee grievances to maintain and increase productivity

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of objectives met or exceeded based on pre/post assessments of classes and performance consulting	90%	95%	97%
2. Percentage of grievances resolved prior to third party involvement	N/A	98%	97%
Output			
1. Number of City employees enrolled in classes	725	870	950
2. Number of grievance/appeal hearings held	N/A	51	45
Efficiency			
1. Average cost of training and consulting per employee	$ 35.00	$ 35.00	$ 35.00
2. Percent of grievance/appeals resolved in a timely manner	N/A	80%	95%

Expenditures by Appropriation Unit			
Personal Services	$ 178,357	$ 1,153,111	$ 1,743,623
Contractual Services	102,551	334,473	293,756
Commodities	24,725	38,400	9,600
Capital Outlay	--	--	--
Total	**$ 305,633**	**$ 1,525,984**	**$ 2,046,979**

Expenditures by Fund			
General	$ 305,633	$ 1,525,984	$ 2,046,979
Total	**$ 305,633**	**$ 1,525,984**	**$ 2,046,979**

No. of Full Time Equivalent Positions	**4.0**	**21.0**	**22.0**
Less: Vacant Positions Eliminated	--	--	(1.0)
Net Full Time Equivalent Positions	**4.0**	**21.0**	**21.0**

Highlights

The mission of the Employee Services program is to train and compensate employees, administer their benefits and resolve issues, so that employees are equitably treated and compensated during and after performance of work responsibilities. The increase in funding beginning in FY2002-03 is due to reallocation of activities within the department. Funding for a Benefits Consultant continues at $70,000, a decrease of $30,000 from FY2002-03. The Human Resource Management Academy is funded at $77,390, and the Employee Assistance Program is funded at $90,000 in FY2003-04. Five positions are budgeted for the implementation of the Human Resources competitive support plan as recommended by the Competitive Review Committee. Two positions are charged to Water Services, one position is charged to Parks and Recreation, and two positions are transferred from Finance. Two positions are added to assist in the implementation of the city's comprehensive Enterprise Resource Planning software system, which includes a new human resources module to handle recruitment, benefits, and compensation strategies.

Information Technology

Budget $12.88M FTE Positions 61.0

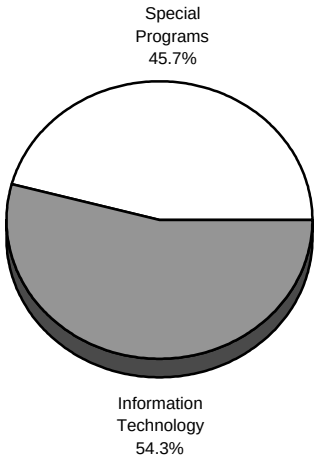
Information Technology
Budget $6.99M FTEs 58.0

Special Programs
Budget $5.89M FTEs 3.0

Departmental Highlights

- Handle 9,800 Help Desk technical support calls
- Monitor the city's Microsoft Enterprise Licensing Agreement
- Begin integration of Computer Aided Dispatch and Records Management systems
- Manage the city-wide Personal Computer Lifecycle Program
- Oversee implementation of the city's Enterprise Resource Planning
- Enhance the city's nationally recognized e-Government program

Budget by Program



Workforce Analysis - Full-time Employees

	Male	Female	Total
Management			
Minority	16.4%	13.7%	30.1%
Non-Minority	49.4%	20.5%	69.9%
Total	65.8%	34.2%	100.0%
Labor			
Minority	60.0%	0.0%	60.0%
Non-Minority	20.0%	20.0%	40.0%
Total	80.0%	20.0%	100.0%
Total			
Minority	19.3%	12.8%	32.1%
Non-Minority	47.4%	20.5%	67.9%
Total	66.7%	33.3%	100.0%

Information Technology

Expenditures by Program	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Information Technology	$ 7,891,842	$ 7,570,991	$ 6,989,368
Special Programs	4,203,051	3,859,390	5,886,741
Sub-Total Operating Expenses	**$ 12,094,893**	**$ 11,430,381**	**$ 12,876,109**
Debt Service	--	--	--
Capital Improvements	--	--	--
Total	**$ 12,094,893**	**$ 11,430,381**	**12,876,109**

Expenditures by Appropriation Unit			
Personal Services	$ 4,613,157	$ 4,596,095	$ 4,853,025
Contractual Services	6,950,406	6,597,836	7,787,634
Commodities	162,354	170,950	169,950
Capital Outlay	368,976	65,500	65,500
Sub-Total Operating Expenses	**$ 12,094,893**	**$ 11,430,381**	**$ 12,876,109**
Pass Through Payments	--	--	--
Debt Service	--	--	--
Capital Improvements	--	--	--
Total	**$ 12,094,893**	**$ 11,430,381**	**$ 12,876,109**

Expenditures by Fund			
General	$ 10,389,966	$ 8,322,128	$ 8,478,426
Infrastructure and Maintenance	--	115,913	1,887,545
Local Use Tax	1,704,927	2,992,340	2,510,138
Total	**$ 12,094,893**	**$ 11,430,381**	**$ 12,876,109**
No. of Full Time Equivalent Positions	**74.4**	**72.0**	**69.0**
Less: Anticipated Retirements	--	--	(7.0)
Less: Vacant Positions Eliminated	--	(5.0)	(1.0)
Net Full Time Equivalent Positions	**74.4**	**67.0**	**61.0**

Information Technology

Program: INFORMATION TECHNOLOGY
Sub-Program: INFORMATION TECHNOLOGY

Program Activities

1. Assure availability, processing, storage, and backup of business data
2. Assure access to data through appropriate network and communication infrastructure
3. Support and assist customers in applying technical tools to accomplish business tasks

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percentage of time mainframe is available	N/A	99.94%	100.00%
1. Percentage of time data network is available	N/A	99.99%	100.00%
2. Number of City facilities with network capability	140	184	190
2. Percentage of workstations with network capability	N/A	89.17%	95.00%
2. Percentage of time voice network is available	N/A	99.89%	100.00%
Output			
3. Percentage of Help Desk tickets resolved within 3 days	N/A	78.40%	80.00%
3. Number of IT related purchase requests made	113	253	250
3. Average turnaround time for purchase request review	3.0 days	2.5 days	2.5 days

Expenditures by Appropriation Unit			
Personal Services	$ 4,169,798	$ 4,190,894	$ 4,599,841
Contractual Services	3,514,638	3,195,147	2,205,577
Commodities	162,354	169,450	168,450
Capital Outlay	45,052	15,500	15,500
Total	**$ 7,891,842**	**$ 7,570,991**	**$ 6,989,368**

Expenditures by Fund			
General	$ 7,375,175	$ 7,030,233	$ 6,760,169
Local Use Tax	516,667	540,758	229,199
Total	**$ 7,891,842**	**$ 7,570,991**	**$ 6,989,368**

No. of Full Time Equivalent Positions	**66.4**	**67.0**	**65.0**
Less: Anticipated Retirements	--	--	(6.0)
Less: Vacant Positions Eliminated	--	(4.0)	(1.0)
Net Full Time Equivalent Positions	**66.4**	**63.0**	**58.0**

Highlights

The Information Technology Department will develop IT as a business discipline; providing city-wide and strategic technology services to all city departments and constituents in order to develop an enterprise-wide technology architecture to drive standards, enabling information sharing and maximizing return on technology investments.
The change in positions is due to the addition of two positions for the Enterprise Resource Planning initiative, elimination of one vacant position, and elimination of six positions from retirement. The decrease in contractual services reflects the shifting of funding for mainframe and e-mail software maintenance to the IBM Enterprise License Agreement.

Information Technology

Program: BUSINESS APPLICATIONS AND CUSTOMER SUPPORT
Sub-Program: BUSINESS APPLICATIONS AND CUSTOMER SUPPORT

Special Programs	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
KIVA Adapt 2000 Permitting System	$ 546,788	$ 521,294	$ 433,050
CAD/RMS Implementation Project	76,085	--	--
E-Government Project	233,053	375,000	200,000
Microsoft Enterprise Licensing	531,000	559,551	559,551
Enterprise Resource Planning	486,558	--	511,839
Geographic Information Systems	352,841	770,601	1,285,207
GIS Upgrade Project	--	--	497,171
IBM Enterprise License Agreement	--	--	1,009,549
Personal Computer Lifecycle Program	1,686,733	1,632,944	1,390,374
Network/Telecommunications Cabling	289,993	--	--
	$ 4,203,051	**$ 3,859,390**	**$ 5,886,741**

Expenditures by Appropriation Unit			
Personal Services	$ 443,359	$ 405,201	$ 253,184
Contractual Services	3,435,768	3,402,689	5,582,057
Commodities	--	1,500	1,500
Capital Outlay	323,924	50,000	50,000
Total	**$ 4,203,051**	**$ 3,859,390**	**$ 5,886,741**

Expenditures by Fund			
General	$ 3,014,791	$ 1,291,895	$ 1,718,257
Infrastructure and Maintenance	--	115,913	1,887,545
Local Use Tax	1,188,260	2,451,582	2,280,939
Total	**$ 4,203,051**	**$ 3,859,390**	**$ 5,886,741**

No. of Full Time Equivalent Positions	**8.0**	**5.0**	**4.0**
Less: Anticipated Retirements	--	--	(1.0)
Less: Vacant Positions Eliminated	--	(1.0)	--
Net Full Time Equivalent Positions	**8.0**	**4.0**	**3.0**

Highlights

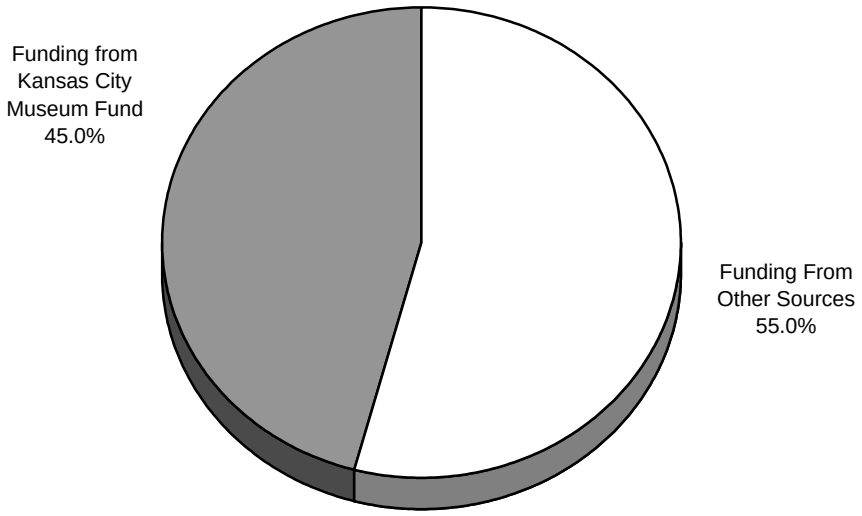
The mission of Business Applications and Customer Support is to provide technical tools and support to customers, enabling them to perform daily business tasks in the most effective manner. Revenue generated from fees for GIS data is estimated at $59,040 for FY2003-04. Funding for the GIS program increases $302,990 for improved data collection and refinement; debt service for the city's upgrade of GIS is included at $497,171. Funding of $200,000 is provided to support the city's nationally recognized E-Government program. The PC Lifecycle program decreases by $242,570 due to the shift from a three-year to a four-year cycle of replacement, as well as a reduction in the number of personal computers needed. Funding of $511,839 is provided for debt service on the city's Enterprise Resource Planning project. This project encompasses the City's financial, human resources, payroll, work order, and associated software systems. It is anticipated to take two years to implement, involving all departments. The change in positions reflects elimination of one position due to retirement.

Kansas City Museum

Budget $1.23M FTE Positions 0.0

Kansas City Museum
Budget $1.23M FTEs 0.0

Funding Sources



Kansas City Museum

Expenditures by Program	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Kansas City Museum	$ 1,184,077	$ 1,210,842	$ 1,228,103
Total	**$ 1,184,077**	**$ 1,210,842**	**$ 1,228,103**

Expenditures by Appropriation Unit			
Personal Services	$ --	$ --	$ --
Contractual Services	--	7,697	9,095
Commodities	--	--	--
Capital Outlay	--	--	--
Sub-Total Operating Expenses	**$ --**	**$ 7,697**	**$ 9,095**
Pass Through Payments	1,184,077	1,203,145	1,219,008
Debt Service	--	--	--
Capital Improvements	--	--	--
Total	**$ 1,184,077**	**$ 1,210,842**	**$ 1,228,103**

Expenditures by Fund			
Museum	$ 1,184,077	$ 1,210,842	$ 1,228,103
	--	--	--
Total	**$ 1,184,077**	**$ 1,210,842**	**$ 1,228,103**
No. of Full Time Equivalent Positions	**--**	**--**	**--**

Kansas City Museum

Program: Kansas City Museum
Sub-Program: Kansas City Museum

Expenditures by Appropriation Unit	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Contractual Services	$ --	$ 7,697	$ 9,095
Sub-Total Operating Expenses	**$ --**	**$ 7,697**	**$ 9,095**
Pass Through Payments	1,184,077	1,203,145	1,219,008
Total	**$ 1,184,077**	**$ 1,210,842**	**$ 1,228,103**

Expenditures by Fund			
Museum	$ 1,184,077	$ 1,210,842	$ 1,228,103
Total	**$ 1,184,077**	**$ 1,210,842**	**$ 1,228,103**
No. of Full Time Equivalent Positions	**--**	**--**	**--**

Highlights

The mission of the Kansas City Museum program is to provide public programming and education which emphasizes the importance of regional history, and science. The Kansas City Museum interprets the history of the metropolitan region from the time of the Osage Indians to the opening of the Hannibal Bridge in 1869, exhibit topics include: settlement, train west, and the frontier community. Revenue from a $.02 per $100 assessed valuation property tax is estimated to be $1,143,209 in FY 2003-04, a decrease of $1,324, or 0.1%, from the adopted budget estimate for FY 2002-03. Museum expenditures consist of insurance and audit costs for the museum in the amount of $9,095 and programming costs of $1,219,008 for FY 2003-04.

Law

Budget $2.80M FTE Positions 23.2

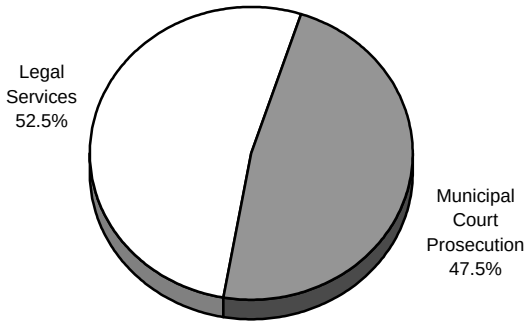
Legal Services
Budget $1.47M FTEs 12.2

Municipal Court Prosecution
Budget $1.33M FTEs 11.0

Departmental Highlights

- Review and file 3,674 new tax collections
- Handle 250 new and existing litigation cases
- Handle 295,000 ordinance violation cases
- Process 2,324 claims

Budget by Program



Workforce Analysis - Full-time Employees

	Male	Female	Total
Management			
Minority	10.0%	5.0%	15.0%
Non-Minority	37.5%	47.5%	85.0%
Total	47.5%	52.5%	100.0%
Labor			
Minority	0.0%	71.4%	71.4%
Non-Minority	0.0%	28.6%	28.6%
Total	0.0%	100.0%	100.0%
Total			
Minority	8.5%	14.9%	23.4%
Non-Minority	31.9%	44.7%	76.6%
Total	40.4%	59.6%	100.0%

Law

Expenditures by Program	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Legal Services	$ 1,839,944	$ 1,827,366	$ 1,465,701
Municipal Court Prosecution	1,233,021	1,271,954	1,335,650
Sub-Total Operating Expenses	**$ 3,072,965**	**$ 3,099,320**	**$ 2,801,351**
Debt Service	--	--	--
Capital Improvements	--	--	--
Total	**$ 3,072,965**	**$ 3,099,320**	**$ 2,801,351**

Expenditures by Appropriation Unit			
Personal Services	$ 2,006,909	$ 2,055,162	$ 1,838,951
Contractual Services	993,863	904,158	832,400
Commodities	72,193	140,000	130,000
Capital Outlay	--	--	--
Sub-Total Operating Expenses	**$ 3,072,965**	**$ 3,099,320**	**$ 2,801,351**
Pass Through Payments	--	--	--
Debt Service	--	--	--
Capital Improvements	--	--	--
Total	**$ 3,072,965**	**$ 3,099,320**	**$ 2,801,351**

Expenditures by Fund			
General	$ 3,072,965	$ 3,099,320	$ 2,801,351
Total	**$ 3,072,965**	**$ 3,099,320**	**$ 2,801,351**

No. of Full Time Equivalent Positions	**31.8**	**34.2**	**30.2**
Less: Anticipated Retirements	--	--	(6.0)
Less: Vacant Positions Eliminated	--	(4.0)	--
Net Full Time Equivalent Positions	**31.8**	**30.2**	**24.2**

Law

Program: LEGAL SERVICES
Sub-Program: LEGAL SERVICES

Program Activities

1. To provide legal services to the city and various subgroups so they can conform to the law in their conduct of city business
2. To administer claims and litigation to the city and various subgroups to minimize cost while achieving the objectives of the city's administration

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Cases settled for 70% or less of demand	N/A	70%	70%
Output			
1. Number of new tax collections reviewed and filed	4,600	4,048	3,674
2. Number of new and continued litigation cases handled	360	410	250
2. Number of claims processed	1,168	1,035	2,324
Efficiency			
1. Tax cases reviewed per FTE	565	443	378
2. Litigated cases per FTE	32.6	32.6	32.6
2. Claims per FTE	N/A	225	455

Expenditures by Appropriation Unit			
Personal Services	$ 1,376,270	$ 1,414,981	$ 1,150,738
Contractual Services	394,089	274,885	187,463
Commodities	69,585	137,500	127,500
Capital Outlay	--	--	--
Total	**$ 1,839,944**	**$ 1,827,366**	**$ 1,465,701**

Expenditures by Fund			
General	$ 1,839,944	$ 1,827,366	$ 1,465,701
Total	**$ 1,839,944**	**$ 1,827,366**	**$ 1,465,701**

No. of Full Time Equivalent Positions	**19.6**	**21.2**	**18.2**
Less: Anticipated Retirements	--	--	(5.0)
Less: Vacant Positions Eliminated	--	(3.0)	--
Net Full Time Equivalent Positions	**19.6**	**18.2**	**13.2**

Highlights

The mission of the Legal Services program is to provide legal and litigation services to the city and its elected officials, staff, and various boards and committees so that they may act in conformance with the law. Funding of the contract neighborhood attorney in the amount of $78,212 through Legal Aid of Western Missouri is eliminated in FY 2003-04. An additional attorney position has been added to address any legal issues during the implementation of the ERP process.

Law

Program: MUNICIPAL COURT PROSECUTION
Sub-Program: MUNICIPAL COURT PROSECUTION

Program Activities

1. Prosecute violations of city ordinances
2. Provide guidance, support, and referral services to victims of domestic violence

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
2. Domestic violence victim appearance rate	57%	68%	70%
Output			
1. Number of cases handled for ordinance violations	177,787	243,000	295,000
2. Number of adult and child abuse cases	10,570	N/A	10,943
Efficiency			
1. Cost per case for ordinance violations	$ 4.97	$ 4.05	$ 3.56
2. Court cases per FTE	N/A	N/A	2,736

Expenditures by Appropriation Unit			
Personal Services	$ 630,639	$ 640,181	$ 688,213
Contractual Services	599,774	629,273	644,937
Commodities	2,608	2,500	2,500
Capital Outlay	--	--	--
Total	**$ 1,233,021**	**$ 1,271,954**	**$ 1,335,650**

Expenditures by Fund			
General	$ 1,233,021	$ 1,271,954	$ 1,335,650
Total	**$ 1,233,021**	**$ 1,271,954**	**$ 1,335,650**

No. of Full Time Equivalent Positions	**12.2**	**13.0**	**12.0**
Less: Anticipated Retirements	--	--	(1.0)
Less: Vacant Positions Eliminated	--	(1.0)	--
Net Full Time Equivalent Positions	**12.2**	**12.0**	**11.0**

Highlights

The mission of the Municipal Court Prosecution program is to provide legal services to the city in the form of prosecuting cases which come before Municipal Court so that violations of city ordinances are efficiently and effectively prosecuted. In an effort to improve the delivery of services, the Prosecutor's Office has retained full-time prosecutors in the area of domestic violence, code violations, and all appeal cases.

Legislative Assistance

Budget $1.87M FTE Positions 24.0

City Auditor
Budget $1.29M FTEs 16.0

City Clerk
Budget $0.58M FTEs 8.0

Departmental Highlights

City Auditor

- Furnish 20 audits/special reports to City Council
- Identify $3 in potential revenue increase or cost reduction for every $1 spent by the Auditor's Office

City Clerk

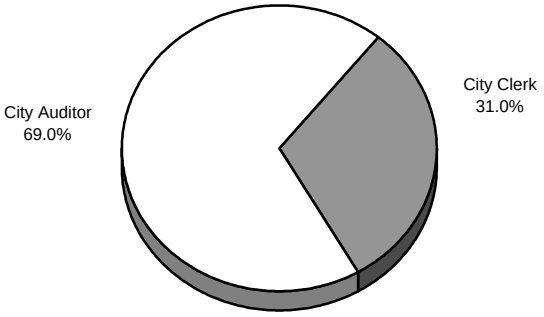
- Process 1,800 legislative documents
- Publish and distribute revisions to the City Charter and Codes of Ordinances

Workforce Analysis - Full-time Employees

	Male	Female	Total
Management			
Minority	6.3%	18.8%	25.0%
Non-Minority	25.0%	50.0%	75.0%
Total	31.3%	68.8%	100.0%
Labor			
Minority	0.0%	0.0%	0.0%
Non-Minority	0.0%	0.0%	0.0%
Total	0.0%	0.0%	0.0%
Total			
Minority	6.3%	18.7%	25.0%
Non-Minority	25.0%	50.0%	75.0%
Total	31.3%	68.7%	100.0%

	Male	Female	Total
Management			
Minority	14.3%	71.4%	85.7%
Non-Minority	0.0%	14.3%	14.3%
Total	14.3%	85.7%	100.0%
Labor			
Minority	0.0%	0.0%	0.0%
Non-Minority	0.0%	0.0%	0.0%
Total	0.0%	0.0%	0.0%
Total			
Minority	14.3%	71.4%	85.7%
Non-Minority	0.0%	14.3%	14.3%
Total	14.3%	85.7%	100.0%

Budget by Program



Legislative Assistance

Expenditures by Program	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
City Auditor	$ 1,332,755	$ 1,440,288	$ 1,291,145
City Clerk	545,008	535,065	577,887
Sub-Total Operating Expenses	**$ 1,877,763**	**$ 1,975,353**	**$ 1,869,032**
Debt Service	--	--	--
Capital Improvements	--	--	--
Total	**$ 1,877,763**	**$ 1,975,353**	**$ 1,869,032**

Expenditures by Appropriation Unit			
Personal Services	$ 1,616,640	$ 1,742,952	$ 1,683,174
Contractual Services	240,036	203,891	166,598
Commodities	19,864	24,510	15,260
Capital Outlay	1,223	4,000	4,000
Sub-Total Operating Expenses	**$ 1,877,763**	**$ 1,975,353**	**$ 1,869,032**
Pass Through Payments	--	--	--
Debt Service	--	--	--
Capital Improvements	--	--	--
Total	**$ 1,877,763**	**$ 1,975,353**	**$ 1,869,032**

Expenditures by Fund			
General	$ 1,877,763	$ 1,975,353	$ 1,869,032
Total	**$ 1,877,763**	**$ 1,975,353**	**$ 1,869,032**

No. of Full Time Equivalent Positions	**27.0**	**27.0**	**27.0**
Less: Vacant Positions Eliminated	--	--	(3.0)
Net Full Time Equivalent Positions	**27.0**	**27.0**	**24.0**

Legislative Assistance

Program: CITY AUDITOR
Sub-Program: CITY AUDITOR

Program Activities

1. Provide elected officials with independent and objective information, analyses, and conclusions regarding the extent to which city agencies have equitably, efficiently, and effectively carried out their responsibilities

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Recommendations agreed to by management as a percent of recommendations made	90%	90%	90%
Output			
1. Number of audits, follow-ups and special reports issued	18	20	15
Efficiency			
1. Average hours per audit	1,253	1,200	1,200

Expenditures by Appropriation Unit			
Personal Services	$ 1,195,280	$ 1,343,752	$ 1,206,494
Contractual Services	126,063	80,976	71,591
Commodities	10,189	11,560	9,060
Capital Outlay	1,223	4,000	4,000
Total	**$ 1,332,755**	**$ 1,440,288**	**$ 1,291,145**

Expenditures by Fund			
General	$ 1,332,755	$ 1,440,288	$ 1,291,145
Total	**$ 1,332,755**	**$ 1,440,288**	**$ 1,291,145**

No. of Full Time Equivalent Positions	**19.0**	**19.0**	**19.0**
Less: Vacant Positions Eliminated	--	--	(3.0)
Net Full Time Equivalent Positions	**19.0**	**19.0**	**16.0**

Highlights

The mission of the City Auditor's Office is to serve as a catalyst for improving government and increasing public accountability by assisting elected officials and professional staff in reducing costs, increasing revenues, and improving delivery of city services.

Legislative Assistance

Program: CITY CLERK
Sub-Program: CITY CLERK

Program Activities

1. Provide administrative service to the City Council, Silver Haired City Council, Board of Trustees of City Trusts, city administration, and taxpayers
2. Index and file all legislative documents and official records of the city
3. Publish and distribute revisions to the City Charter and Code of Ordinances
4. Conduct extensive legislative and historical research

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percentage of customers satisfied with City Clerk services	99%	99%	99%
Output			
1. Number of customers served	63,903	68,000	68,000
Efficiency			
1. Cost per customer	$ 8.53	$ 7.87	$ 8.50

Expenditures by Appropriation Unit			
Personal Services	$ 421,360	$ 399,200	$ 476,680
Contractual Services	113,973	122,915	95,007
Commodities	9,675	12,950	6,200
Capital Outlay	--	--	--
Total	**$ 545,008**	**$ 535,065**	**$ 577,887**

Expenditures by Fund			
General	$ 545,008	$ 535,065	$ 577,887
Total	**$ 545,008**	**$ 535,065**	**$ 577,887**
No. of Full Time Equivalent Positions	**8.0**	**8.0**	**8.0**

Highlights

The mission of the City Clerk's Office is to render quality customer service to the public, elected officials, and city staff by providing effective processing, distribution and retention of information and official records.
In recent years, the City Clerk's Office has utilized a variety of options to provide information. These options include e-mail, web pages, fax on demand, telephone, or personal office visits.

Municipal Court

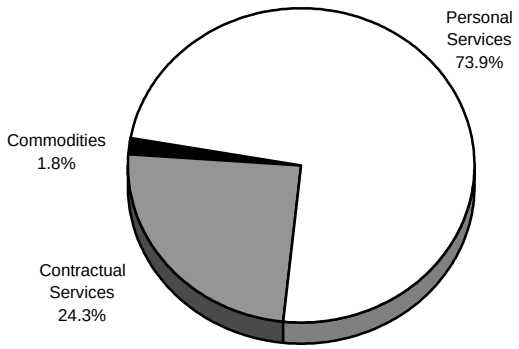
Budget $5.77M FTE Positions 70.3

Municipal Court
Budget $5.77M FTEs 70.3

Departmental Highlights

- Municipal Court is a division of the 16th Judicial Circuit Court of Missouri
- Efficiently process all city ordinance violations
- 300,000 cases will be docketed
- Enforce the proper handling of the collections, custody, and disbursement of City monies

Budget by Appropriation Unit



Workforce Analysis - Full-time Employees

	Male	Female	Total
Management			
Minority	19.2%	27.0%	46.2%
Non-Minority	34.6%	19.2%	53.8%
Total	53.8%	46.2%	100.0%
Labor			
Minority	12.2%	59.2%	71.4%
Non-Minority	10.2%	18.4%	28.6%
Total	22.4%	77.6%	100.0%
Total			
Minority	14.7%	48.0%	62.7%
Non-Minority	18.6%	18.7%	37.3%
Total	33.3%	66.7%	100.0%

Municipal Court

Expenditures by Program	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Municipal Court	$ 5,555,065	$ 5,775,322	$ 5,768,515
Sub-Total Operating Expenses	**$ 5,555,065**	**$ 5,775,322**	**$ 5,768,515**
Debt Service	--	--	--
Capital Improvements	--	--	--
Total	**$ 5,555,065**	**$ 5,775,322**	**$ 5,768,515**

Expenditures by Appropriation Unit			
Personal Services	$ 3,893,481	$ 4,212,232	$ 4,262,939
Contractual Services	1,498,469	1,359,981	1,401,576
Commodities	120,548	113,109	104,000
Capital Outlay	42,567	90,000	--
Sub-Total Operating Expenses	**$ 5,555,065**	**$ 5,775,322**	**$ 5,768,515**
Pass Through Payments	--	--	--
Debt Service	--	--	--
Capital Improvements	--	--	--
Total	**$ 5,555,065**	**$ 5,775,322**	**$ 5,768,515**

Expenditures by Fund			
General	$ 5,555,065	$ 5,775,322	$ 5,768,515
Total	**$ 5,555,065**	**$ 5,775,322**	**$ 5,768,515**

No. of Full Time Equivalent Positions	**84.3**	**84.3**	**79.3**
Less: Anticipated Retirements	--	--	(6.0)
Less: Vacant Positions Eliminated	--	(8.0)	(4.0)
Total	**84.3**	**76.3**	**69.3**

Municipal Court

Program: MUNICIPAL COURT
Sub-Program: MUNICIPAL COURT

Programs Activities

1. Adjudicate all cases docketed and probation ordered
2. Ensure all City ordinance violations are properly and efficiently processed
3. Enforce the proper handling of the collections, custody, and disbursement of City monies

Performance Measures	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Outcome			
1. Percentage of cases processed	100%	100%	100%
Output			
2. Number of violations processed	290,630	243,051	300,000
Efficiency			
1. Number of cases processed per FTE	2,849	3,228	3,500
Court fine collections	$ 13,292,922	$ 14,362,997	$ 16,507,325

Expenditures by Appropriation Unit			
Personal Services	$ 3,893,481	$ 4,212,232	$ 4,262,939
Contractual Services	1,498,469	1,359,981	1,401,576
Commodities	120,548	113,109	104,000
Capital Outlay	42,567	90,000	--
Total	**$ 5,555,065**	**$ 5,775,322**	**$ 5,768,515**

Expenditures by Fund			
General	$ 5,555,065	$ 5,775,322	$ 5,768,515
Total	**$ 5,555,065**	**$ 5,775,322**	**$ 5,768,515**

No. of Full Time Equivalent Positions	**84.3**	**84.3**	**79.3**
Less: Anticipated Retirements	--	--	(6.0)
Less: Vacant Positions Eliminated	--	(8.0)	(4.0)
Total	**84.3**	**76.3**	**69.3**

Highlights

The mission of the Municipal Court is to provide proper and efficient adjudication of all City ordinance violations to citizens so that they may have fast and efficient resolutions for their cases and to provide for the proper handling of collections, custody, and disbursement of City monies. Program revenue from fine collections is estimated to be $16,357,325 in FY 2003-04, an increase of $2,144,328 or 15% from the adopted budget estimate in FY 2002-03. Funding for the Municipal Crime Commission remains at $45,000 in FY 2003-04. During FY 2002-03, $90,000 that previously funded technology improvements was reallocated to add two bailiffs and one administrative position. The potential elimination of five positions through retirements and four vacancies from Municipal Court may impact the timely receipt of cash, updating of judgments, and the overall daily response to the public.

Neighborhood and Community Services

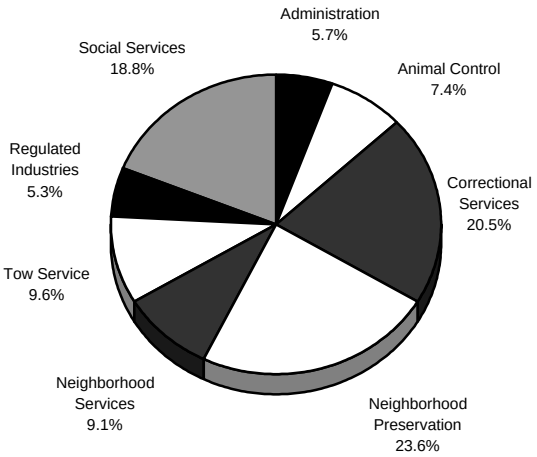
Budget $21.80M FTE Positions 234.0

- Administration Budget $1.23M FTEs 16.0
- Correctional Services Budget $4.47M FTEs 73.0
- Neighborhood Services Budget $1.99M FTEs 8.6
- Social Services Budget $4.10M FTEs 8.0
- Animal Control Budget $1.61M FTEs 26.0
- Neighborhood Preservation Budget $5.15M FTEs 67.4
- Regulated Industry Budget $1.16M FTEs 16.0
- Tow Service Budget $2.09M FTEs 19.0

Departmental Highlights

- Inspect 58,089 properties for code violations
- Pet licenses issued to 48,562 pet owners
- Provide three annual inspections of all commercial vehicles regulated by Commercial Vehicle Code
- Demolish 521 single family dangerous buildings
- Provide neighborhood crime prevention instructions to 20 neighborhood associations citywide
- Provide classes to over 7,000 inmates at the Municipal Correctional Institution

Budget by Program



Workforce Analysis - Full-time Employees

	Male	Female	Total
Management			
Minority	18.6%	32.9%	51.5%
Non-Minority	31.4%	17.1%	48.5%
Total	50.0%	50.0%	100.0%
Labor			
Minority	36.5%	31.4%	67.9%
Non-Minority	22.6%	9.5%	32.1%
Total	59.1%	40.9%	100.0%
Total			
Minority	31.0%	31.9%	62.9%
Non-Minority	25.3%	11.8%	37.1%
Total	56.3%	43.7%	100.0%

Neighborhood and Community Services

Expenditures by Program	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Administration	$ 1,708,737	$ 1,288,565	$ 1,228,909
Animal Control	1,699,451	1,644,672	1,612,039
Correctional Services	5,183,471	3,753,270	4,467,347
Neighborhood Preservation	5,718,153	4,951,898	5,148,547
Neighborhood Services	2,456,899	1,820,139	1,991,496
Regulated Industries	1,029,581	1,485,078	1,159,330
Social Services	4,477,989	4,277,699	4,104,131
Tow Service	1,739,855	1,658,372	2,091,021
Sub-Total Operating Expenses	**$ 24,014,136**	**$ 20,879,693**	**$ 21,802,820**
Debt Service	--	--	--
Total	**$ 24,014,136**	**$ 20,879,693**	**$ 21,802,820**

Expenditures by Appropriation Unit			
Personal Services	$ 10,620,050	$ 10,515,273	$ 10,802,897
Contractual Services	11,242,851	9,297,675	9,944,371
Commodities	947,342	711,245	784,566
Capital Outlay	1,203,893	355,500	270,986
Sub-Total Operating Expenses	**$ 24,014,136**	**$ 20,879,693**	**$ 21,802,820**
Pass Through Payments	--	--	--
Debt Service	--	--	--
Capital Improvements	--	--	--
Total	**$ 24,014,136**	**$ 20,879,693**	**$ 21,802,820**

Expenditures by Fund			
General	$ 18,104,946	$ 17,624,389	$ 18,308,334
Infrastructure and Maintenance	333,011	355,000	270,486
Local Use Tax	1,244,085	80,000	280,000
Police Drug Enforcement	36,000	36,000	36,000
Domestic Violence Shelter Operation	406,243	335,000	365,000
Community Development	58,209	308,000	826,000
Local Law Enforcement Block Grant	3,277,137	1,626,304	1,102,000
Special Housing Rehabilitation	554,505	515,000	615,000
Total	**$ 24,014,136**	**$ 20,879,693**	**$ 21,802,820**

No. of Full Time Equivalent Positions	**272.5**	**268.0**	**258.0**
Less: Anticipated Retirements	--	--	(18.0)
Less: Vacant Positions Eliminated	--	(13.0)	(6.0)
Net Full Time Equivalent Positions	**272.5**	**255.0**	**234.0**

Neighborhood and Community Services

Program: ADMINISTRATION
Sub-Program: ADMINISTRATION

Program Activities

1. Provide fiscal monitoring and process payments to vendors and contractors
2. Generate new sources of funding for social and neighborhood service program initiatives
3. Provide general administrative support and evaluate department programs

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of invoices paid within 30 days	95%	97%	81%
2. Percent of grant proposals funded	100%	100%	100%
Output			
1. Number of payments processed	13,000	14,525	12,521
2. Number of grant applications submitted	4	4	4
Efficiency			
1. Percent of fiscal transactions containing errors	1%	1%	3%
2. Percent of costs to grant dollars generated	4%	3%	3%

Expenditures by Appropriation Unit			
Personal Services	$ 1,186,168	$ 1,205,372	$ 1,084,088
Contractual Services	326,948	75,293	132,471
Commodities	13,261	7,900	12,350
Capital Outlay	182,360	--	--
Total	**$ 1,708,737**	**$ 1,288,565**	**$ 1,228,909**

Expenditures by Fund			
General	$ 1,353,142	$ 1,288,565	$ 1,228,909
Local Law Enforcement Block Grant	355,595	--	--
Total	**$ 1,708,737**	**$ 1,288,565**	**$ 1,228,909**

No. of Full Time Equivalent Positions	**20.0**	**20.0**	**18.0**
Less: Anticipated Retirements	--	--	(2.0)
Less: Vacant Positions Eliminated	--	(1.0)	--
Net Full Time Equivalent Positions	**20.0**	**19.0**	**16.0**

Highlights

The mission of the Administration program is to enhance the service delivery system of the Neighborhood and Community Services Department by continued evaluation of programs and systems and the development of new initiatives, programs, and funding sources enabling self sustainability. One vacant administrative position was eliminated in FY 2002-03.

Neighborhood and Community Services

Program: ANIMAL CONTROL
Sub-Program: ANIMAL CONTROL

Program Activities

1. Enforce all animal ordinances by responding to calls for service within 60 minutes
2. Ensure that domestic dogs and cats are properly licensed by enforcing the licensing of pets city-wide
3. Care for animals housed in the shelter and maximize the number of animals redeemed by their owners and /or adopted by new owners

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of surveyed citizens satisfied with animal control services	50%	42%	38%
2. Percent of animals with licenses	32%	32%	36%
Output			
1. Number of responses to calls	20,000	21,000	18,000
2. Number of licenses issued	40,000	40,000	48,562
Efficiency			
1. Average response time (in minutes)	60	60	138
2. Average cost per license issued	$ 9.60	$ 9.60	$ 9.60

Expenditures by Appropriation Unit			
Personal Services	$ 1,238,946	$ 1,204,857	$ 1,130,749
Contractual Services	366,712	348,265	389,740
Commodities	89,143	91,550	91,550
Capital Outlay	4,650	--	--
Total	**$ 1,699,451**	**$ 1,644,672**	**$ 1,612,039**

Expenditures by Fund			
General	$ 1,699,451	$ 1,644,672	$ 1,612,039
Total	**$ 1,699,451**	**$ 1,644,672**	**$ 1,612,039**

No. of Full Time Equivalent Positions	**34.5**	**32.0**	**31.0**
Less: Anticipated Retirements	--	--	(3.0)
Less: Vacant Positions Eliminated	--	(3.0)	(2.0)
Net Full Time Equivalent Positions	**34.5**	**29.0**	**26.0**

Highlights

The mission of the Animal Control program is to provide animal control, kennel, and pet licensing services to Kansas City so that human health and safety is protected as well as the welfare of animals. Program revenues from various animal control fees are estimated to be $410,500 in FY 2003-04, an increase of $71,500, or 21.1%, from the FY 2002-03 adopted budget estimate of $339,000. The Dead Animal Pick-up program and one position were transferred to the Department of Environmental Management during FY 2002-03. Other position reductions reflect the elimination of one vacant position from the Kennel Operations program and the shift of the veterinary position to a contract position in FY 2003-04. One position was transferred to this program from the Municipal Correctional Institution in FY 2002-03.

Neighborhood and Community Services

Program: CORRECTIONAL SERVICES
Sub-Program: MUNICIPAL CORRECTIONAL INSTITUTION

Program Activities

1. Provide adequate supervision, nutrition, health services, and clothing to an average daily population of 289 inmates
2. Provide inmates access to adult education classes and GED preparation courses
3. Provide job readiness training to inmates

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Average number of inmates receiving GED	5	7	7
Output			
2. Number of inmates participating in GED courses	7,000	7,000	7,000
Efficiency			
1. Daily cost per inmate	$ 40.48	$ 41.07	$ 42.50
2. Cost per inmate per class	$ 3.65	$ 3.65	$ 3.65
3. Average in-processing time of inmates	5.4 min	5.4 min	5.4 min

Expenditures by Appropriation Unit			
Personal Services	$ 3,063,888	$ 2,350,544	$ 3,175,326
Contractual Services	1,025,758	928,199	817,746
Commodities	524,243	474,527	474,275
Capital Outlay	569,582	--	--
Total	**$ 5,183,471**	**$ 3,753,270**	**$ 4,467,347**

Expenditures by Fund			
General	$ 4,279,690	$ 3,549,844	$ 4,437,347
Local Law Enforcement Block Grant	903,781	203,426	30,000
Total	**$ 5,183,471**	**$ 3,753,270**	**$ 4,467,347**

No. of Full Time Equivalent Positions	**77.0**	**77.0**	**76.0**
Less: Anticipated Retirements	--	--	(3.0)
Less: Vacant Positions Eliminated	--	(2.0)	--
Net Full Time Equivalent Positions	**77.0**	**75.0**	**73.0**

Highlights

The mission of the Municipal Correctional Institution program is to provide a safe minimum-security facility for incarcerated, sentenced individuals so that violent outbreaks are controlled. Program revenue from Municipal Corrections Institution fees are estimated at $167,000 in FY 2003-04, an increase of $22,000 or 15.1% from the FY 2002-03 adopted budget estimate of $145,000. A $30,000 allocation from the U.S. Department of Justice Local Law Enforcement Block Grant is included in the FY 2003-04 budget to fund one security position. One position is transferred to Animal Control in FY 2003-04.

Neighborhood and Community Services

Program: NEIGHBORHOOD PRESERVATION

Expenditures by Sub-Program	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Building Demolitions	$ 2,369,154	$ 1,319,371	$ 1,819,311
Community Action Network Centers	202,446	191,838	165,411
Nuisance and Property Code Inspections	3,146,553	3,440,689	3,163,825
Total	**$ 5,718,153**	**$ 4,951,898**	**$ 5,148,547**

Expenditures by Appropriation Unit			
Personal Services	$ 3,067,761	$ 3,423,519	$ 3,138,968
Contractual Services	2,220,838	1,092,404	1,668,343
Commodities	96,543	80,975	70,750
Capital Outlay	333,011	355,000	270,486
Total	**$ 5,718,153**	**$ 4,951,898**	**$ 5,148,547**

Expenditures by Fund			
General	$ 3,328,015	$ 3,809,001	$ 3,712,061
Infrastructure and Maintenance	333,011	355,000	270,486
Local Use Tax	1,076,830	80,000	280,000
Police Drug Enforcement	36,000	36,000	36,000
Local Law Enforcement Block Grant	944,297	421,897	100,000
Community Development	--	250,000	750,000
Total	**$ 5,718,153**	**$ 4,951,898**	**$ 5,148,547**

No. of Full Time Equivalent Positions	**77.0**	**78.4**	**76.4**
Less: Anticipated Retirements	--	--	(5.0)
Less: Vacant Positions Eliminated	--	(3.0)	(4.0)
Net Full Time Equivalent Positions	**77.0**	**75.4**	**67.4**

Program Information

The Neighborhood Preservation Program protects the health, safety, and welfare of the community by helping to eliminate detrimental environmental conditions. Vacant, deteriorated buildings are eliminated and compliance with the Property Maintenance and Nuisance Codes are ensured.

Neighborhood and Community Services

Program: NEIGHBORHOOD PRESERVATION
Sub-Program: BUILDING DEMOLITIONS

Program Activities

1. Eliminate extremely dangerous conditions by demolishing single-family houses within 30 days
2. Ensure that commercial or multi-family structures which are dangerous and a nuisance to the public are repaired or demolished within one year
3. Promote a positive public perception of neighborhoods through the preservation of blighted, dangerous buildings prior to a state of deterioration beyond reasonable repair
4. Board up vacant structures to prevent arson, drug traffic, and other dangerous activity

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of dangerous small commercial or single family buildings demolished within 30 days	40%	52%	52%
2. Percent of complaints investigated in 3 days	100%	100%	100%
Output			
1. Number of buildings demolished or repaired by the city	209	150	150
2. Number of new complaints investigated	750	700	732
Efficiency			
1. Cost per case closed by owner repair	$ 776	$ 756	$ 756
2. Number of complaints investigated per employee	107	108	108

Expenditures by Appropriation Unit			
Personal Services	$ 412,306	$ 444,897	$ 653,436
Contractual Services	1,925,928	856,174	1,157,375
Commodities	30,920	18,300	8,500
Capital Outlay	--	--	--
Total	**$ 2,369,154**	**$ 1,319,371**	**$ 1,819,311**

Expenditures by Fund			
General	$ 527,087	$ 567,474	$ 689,311
Local Use Tax	1,076,830	80,000	280,000
Local Law Enforcement Block Grant	765,237	421,897	100,000
Community Development	--	250,000	750,000
Total	**$ 2,369,154**	**$ 1,319,371**	**$ 1,819,311**

No. of Full Time Equivalent Positions	**12.0**	**14.4**	**14.4**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	(1.0)	--
Net Full Time Equivalent Positions	**12.0**	**13.4**	**14.4**

Highlights

The mission of the Building Demolitions program is to provide enforcement services to citizens so that deteriorated buildings are removed or repaired to alleviate blight in neighborhoods. Program revenues from the recovery of demolition costs assessed to the property owners are estimated to continue at the FY 2002-03 adopted budget level of $210,225. Additional revenue estimates for this program include $10,000 from the Dangerous Building Board-Up program, and $28,000 for demolition lien waivers. $280,000 in Local Use Tax revenue are estimated in FY 2003-04 and will be used to leverage liens against absentee blighted property owners city-wide. This budget makes available $869,162 of prior-year Community Development Block Grant and Local Use Tax funds for targeted building demolition projects, bringing the total available funding for this program to $2,688,473 in FY 2003-04. A $100,000 allocation from the U.S. Department of Justice Local Law Enforcement Block Grant (LLEBG) is estimated in FY 2003-04; LLEBG funds are restricted to high-crime risk areas of the City and cover the cost of four positions. The increase in positions is a result of a change in charges to the Municipal Inmate Work Crew program.

Neighborhood and Community Services

Program: NEIGHBORHOOD PRESERVATION
Sub-Program: COMMUNITY ACTION NETWORK CENTERS

Program Activities

1. Collaborate with neighborhood organizers, human service professionals, and law enforcement officers to promote better and safer places to live and work
2. Eliminate detrimental conditions and property code violations through aggressive code enforcement and prosecution
3. Train volunteer inspectors to perform neighborhood surveillance inspections

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of citizens surveyed satisfied with investigations	65%	60%	56%
2. Percent of summonses issued compared to number of cases	65%	65%	58%
Output			
1. Number of citizens assisted through CAN Center contacts	600	472	406
2. Percent of violations investigated within an average seven days	80%	80%	66%
Efficiency			
1. Cost per citizen assisted through CAN Center contact	$ 10.50	$ 10.50	$ 10.70

Expenditures by Appropriation Unit			
Personal Services	$ 201,924	$ 191,838	$ 165,411
Contractual Services	522	--	--
Commodities	--	--	--
Capital Outlay	--	--	--
Total	**$ 202,446**	**$ 191,838**	**$ 165,411**

Expenditures by Fund			
General	$ 202,446	$ 191,838	$ 165,411
Total	**$ 202,446**	**$ 191,838**	**$ 165,411**

No. of Full Time Equivalent Positions	**6.0**	**6.0**	**4.0**
Less: Anticipated Retirements	--	--	(1.0)
Less: Vacant Positions Eliminated	--	(2.0)	--
Net Full Time Equivalent Positions	**6.0**	**4.0**	**3.0**

Highlights

The mission of the Community Action Network Centers (CAN) is to provide property code enforcement services to selected neighborhoods so that detrimental conditions can be eliminated.

Neighborhood and Community Services

Program: NEIGHBORHOOD PRESERVATION
Sub-Program: NUISANCE AND PROPERTY CODE INSPECTIONS

Program Activities

1. Enforce the city's property and maintenance and nuisance code through daily inspections
2. Collaborate with the community to close drug houses through participation in the Drug Abatement Response Team (DART) program

Performance Measures	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Outcome			
1. Percent of surveyed citizens satisfied with inspection services	65%	60%	65%
2. Percent of DART properties posted	95%	97%	100%
Output			
1. Number of inspections per year	63,789	67,000	58,089
2. Number of DART work access permits issued	1,000	1,000	1,000
Efficiency			
1. Cost per inspection	$ 19.71	$ 20.81	$ 19.71
2. Cost per active DART cases per year	$ 229.76	$ 200.15	$ 229.76

Expenditures by Appropriation Unit			
Personal Services	$ 2,453,531	$ 2,786,784	$ 2,320,121
Contractual Services	294,388	236,230	510,968
Commodities	65,623	62,675	62,250
Capital Outlay	333,011	355,000	270,486
Total	**$ 3,146,553**	**$ 3,440,689**	**$ 3,163,825**

Expenditures by Fund			
General	$ 2,598,482	$ 3,049,689	$ 2,857,339
Infrastructure and Maintenance	333,011	355,000	270,486
Police Drug Enforcement	36,000	36,000	36,000
Local Law Enforcement Block Grant	179,060	--	--
Total	**$ 3,146,553**	**$ 3,440,689**	**$ 3,163,825**

No. of Full Time Equivalent Positions	**59.0**	**58.0**	**58.0**
Less: Anticipated Retirements	--	--	(4.0)
Less: Vacant Positions Eliminated	--	--	(4.0)
Net Full Time Equivalent Positions	**59.0**	**58.0**	**50.0**

Highlights

The mission of Nuisance and Property Maintenance Code Inspections is to provide timely professional code enforcement services to the citizens of Kansas City so that neighborhoods are improved and property values are protected. Program revenues from the DART grant continues at the adopted budget level of $36,000. Leased vehicle funding is budgeted at $270,486 in FY 2003-04, with thirteen underutilized cars eliminated from the equipment leasing program at a savings of $84,514. Rent of space leased at 4900 Swope Parkway is budgeted at $300,000 reflecting the sale of the building in FY 2002-03. One position is charged to the Police Drug Enforcement Block Grant. Four vacant positions are eliminated in FY 2003-04.

Neighborhood and Community Services

Program: NEIGHBORHOOD SERVICES

Expenditures by Sub-Program	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Linwood Multi-Purpose Center	$ 754,948	$ 709,032	$ 537,889
Neighborhood Assistance Center	779,983	596,107	838,607
Property Maintenance Services	921,968	515,000	615,000
Total	**$ 2,456,899**	**$ 1,820,139**	**$ 1,991,496**

Expenditures by Appropriation Unit			
Personal Services	$ 699,637	$ 728,731	$ 465,822
Contractual Services	1,574,448	1,069,648	1,488,017
Commodities	180,814	21,760	37,657
Capital Outlay	2,000	--	--
Total	**$ 2,456,899**	**$ 1,820,139**	**$ 1,991,496**

Expenditures by Fund			
General	$ 1,230,884	$ 1,065,938	$ 654,496
Local Use Tax	167,255	--	--
Community Development	4,209	--	15,000
Local Law Enforcement Block Grant	500,046	239,201	707,000
Special Housing Rehabilitation	554,505	515,000	615,000
Total	**$ 2,456,899**	**$ 1,820,139**	**$ 1,991,496**

No. of Full Time Equivalent Positions	**18.0**	**15.6**	**12.6**
Less: Anticipated Retirements	--	--	(4.0)
Less: Vacant Positions Eliminated	--	(3.0)	--
Net Full Time Equivalent Positions	**18.0**	**12.6**	**8.6**

Program Information

The Neighborhood Services program provides specialized programs and services to develop and strengthen neighborhoods and FOCUS Centers. The Neighborhood Assistance Center supports neighborhood self-help efforts and serves as the primary contact point between the city and neighborhood organizations. The Property Maintenance Services program includes the Special Housing Rehabilitation program. The Neighborhood Centers program provides a wide variety of structured social services, educational, and recreational programs at the Linwood Multi-Purpose Center. In addition, the Linwood Multi-Purpose Center provides office space for not-for-profit, community service agencies.

Neighborhood and Community Services

Program: NEIGHBORHOOD SERVICES
Sub-Program: LINWOOD MULTI-PURPOSE CENTER

Program Activities

1. Provide low-income seniors with a host facility for enrichment activities, nutrition programs, and in-home meal services to empower them to remain in their homes further into their later years
2. Provide meeting space for cultural and educational activities and community meetings
3. Lease below market-value office space to social service agencies

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of seniors satisfied with services	99%	99%	99%
2. Percent of positive client satisfaction surveys	100%	99%	100%
Output			
1. Number of meals served	62,425	62,000	61,575
2. Number of events hosted	2,200	2,000	1,248
Efficiency			
1. Cost per meal served	$ 1.19	$ 1.92	$ 2.46
2. Cost per event hosted	$ 312.70	$ 330.00	$ 322.00

Expenditures by Appropriation Unit			
Personal Services	$ 455,646	$ 417,976	$ 248,478
Contractual Services	289,015	276,456	273,811
Commodities	10,287	14,600	15,600
Capital Outlay	--	--	--
Total	**$ 754,948**	**$ 709,032**	**$ 537,889**

Expenditures by Fund			
General	$ 754,948	$ 709,032	$ 537,889
Total	**$ 754,948**	**$ 709,032**	**$ 537,889**

No. of Full Time Equivalent Positions	**10.0**	**10.0**	**8.0**
Less: Anticipated Retirements	--	--	(4.0)
Less: Vacant Positions Eliminated	--	(2.0)	--
Net Full Time Equivalent Positions	**10.0**	**8.0**	**4.0**

Highlights

The mission of the Linwood Multi-Purpose Center is to provide meeting and office space to community groups, non-profit organizations, senior adult program activities, and other city and government institutions so that a viable community resource is provided for Kansas City citizens. Program revenues from the Linwood Multi-Purpose Center office rental space fees are estimated to be $45,000 in FY 2003-04, a decrease of $5,000, or 10.0%, from the FY 2002-03 adopted budget estimate of $50,000. Funding for the Linwood Multi-Purpose Center is budgeted at $437,724, a decrease of $170,643, or 28.0%, from the FY 2002-03 adopted budget estimate of $608,367. Funding for the Senior Adult Services program continues in FY 2003-04 at $72,165. An annual contribution of $28,000 from the Mid-America Regional Council (MARC) is also included in this program for the provision of nutrition services to older adults.

Neighborhood and Community Services

Program: NEIGHBORHOOD SERVICES
Sub-Program: NEIGHBORHOOD ASSISTANCE CENTER

Program Activities

1. Serve as a link between city government and neighborhoods by providing training and technical assistance in the coordination and delivery of city services and programs
2. Promote a positive public perception of the quality of life in Kansas City neighborhoods

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of surveyed neighborhood organizations satisfied with information on city services	80%	80%	80%
Output			
1. Number of responses to requests for information from citizens and neighborhoods	7,000	7,000	8,420
Efficiency			
1. Percent of responses within 2 days	85%	100%	80%

Expenditures by Appropriation Unit			
Personal Services	$ 201,034	$ 238,299	$ 118,516
Contractual Services	561,173	350,648	712,434
Commodities	15,776	7,160	7,657
Capital Outlay	2,000	--	--
Total	**$ 779,983**	**$ 596,107**	**$ 838,607**

Expenditures by Fund			
General	$ 275,728	$ 356,906	$ 116,607
Community Development	4,209	--	15,000
Local Law Enforcement Block Grant	500,046	239,201	707,000
Total	**$ 779,983**	**$ 596,107**	**$ 838,607**

No. of Full Time Equivalent Positions	**7.0**	**4.0**	**3.0**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	(1.0)	--
Net Full Time Equivalent Positions	**7.0**	**3.0**	**3.0**

Highlights

The mission of the Neighborhood Assistance Program is to provide information and resources to neighborhood organizations so that neighborhoods can be stabilized and revitalized. A $707,000 allocation from the U.S. Department of Justice Local Law Enforcement Block Grant is estimated in the FY 2003-04 budget. Increased funding from the Local Law Enforcement Block Grant is to be used in a collaborative neighborhood crime prevention effort between the Neighborhood and Community Services department, the Police Department, and the City Planning Department. General fund support of this program decreases by $240,299, or 67.3% from the FY 2002-03 adopted budget estimate of $356,906. All positions are charged to the Local Law Enforcement Block Grant.

Neighborhood and Community Services

Program: NEIGHBORHOOD SERVICES
Sub-Program: PROPERTY MAINTENANCE SERVICES

Program Activities

1. Provide paint and building materials to assist low and moderate-income homeowners in maintaining their properties through the Neighborhood Paint program
2. Provide assistance to low-income homeowners in violation of the city property maintenance code

Performance Measures	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Output			
1. Number of applications processed	860	800	952
2. Number of code violations abated	540	580	732
Efficiency			
1. Number of houses receiving assistance	610	540	692
2. Average cost per violation abated	$ 11.89	$ 13.69	$ 16.29

Expenditures by Appropriation Unit			
Personal Services	$ 42,957	$ 72,456	$ 98,828
Contractual Services	724,260	442,544	501,772
Commodities	154,751	--	14,400
Capital Outlay	--	--	--
Total	**$ 921,968**	**$ 515,000**	**$ 615,000**

Expenditures by Fund			
General	$ 200,208	$ --	$ --
Local Use Tax	167,255	--	--
Special Housing Rehabilitation	554,505	515,000	615,000
Total	**$ 921,968**	**$ 515,000**	**$ 615,000**

No. of Full Time Equivalent Positions	1.0	1.6	1.6
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	--
Net Full Time Equivalent Positions	**1.0**	**1.6**	**1.6**

Highlights

The mission of the Property Maintenance Services program is to provide assistance to low and moderate-income citizens, so that they are provided with resources to improve their properties. The Special Housing Rehabilitation account funded from housing court fines increases by $100,000, or 19.4% in FY 2003-04. The paint program is eliminated in FY 2002-03.

Neighborhood and Community Services

Program: REGULATED INDUSTRIES
Sub-Program: REGULATED INDUSTRIES

Program Activities

1. Investigate reported violations of the Alcohol Beverage Code within 60 days of complaint
2. Provide three annual inspections of all commercial vehicles regulated by Commercial Vehicle code
3. Collaborate with city departments and governmental agencies to investigate nuisance businesses

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of violations corrected	80%	80%	80%
2. Percent of inspections performed within 15 minutes	90%	90%	90%
Output			
1. Number of establishments found in violation	104	150	110
2. Number of commercial vehicle inspections	1,786	1,650	1,650
Efficiency			
1. Cost per alcoholic beverage inspection	$ 237.00	$ 237.00	$ 237.00
2. Cost per commercial vehicle inspection	$ 52.00	$ 67.00	$ 55.00

Expenditures by Appropriation Unit			
Personal Services	$ 513,082	$ 613,410	$ 711,896
Contractual Services	389,806	854,568	416,534
Commodities	14,931	17,100	30,900
Capital Outlay	111,762	--	--
Total	**$ 1,029,581**	**$ 1,485,078**	**$ 1,159,330**

Expenditures by Fund			
General	$ 515,163	$ 723,298	$ 894,330
Local Law Enforcement Block Grant	514,418	761,780	265,000
Total	**$ 1,029,581**	**$ 1,485,078**	**$ 1,159,330**

No. of Full Time Equivalent Positions	**16.0**	**16.0**	**16.0**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	--
Net Full Time Equivalent Positions	**16.0**	**16.0**	**16.0**

Highlights

The mission of the Regulated Industries program is to provide enforcement services to the City so that compliance with the Administrative Code's provisions relating to alcoholic beverages, adult entertainment, and commercial vehicles is achieved. Program revenues from regulatory agencies' fees are estimated to be $1,150,100 in FY 2003-04, an increase of $78,300, or 7.3%, from the FY 2002-03 adopted budget estimate of $1,071,800. A $265,000 allocation from the U.S. Department of Justice Local Law Enforcement Block Grant is estimated in the FY 2003-04 budget for the support of drug enforcement activities and surveillance. The primary reason for the decrease in contractual services is the completion of the relocation of Regulated Industries to the Century Towers building on Independence Avenue in FY 2002-03 and the decrease in Local Law Enforcement Block Grant related expenditures.

Neighborhood and Community Services

Program: SOCIAL SERVICES

Expenditures by Sub-Program	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Emergency Services	$ 1,185,685	$ 876,742	$ 825,118
Foster Grandparent	448,120	455,601	462,848
Homeless Initiatives	1,393,246	1,574,661	1,564,678
Child and Family Support	1,450,938	1,370,695	1,251,487
Total	**$ 4,477,989**	**$ 4,277,699**	**$ 4,104,131**

Expenditures by Appropriation Unit			
Personal Services	$ 356,523	$ 367,770	$ 361,247
Contractual Services	4,115,880	3,904,321	3,737,339
Commodities	5,586	5,108	5,045
Capital Outlay	--	500	500
Total	**$ 4,477,989**	**$ 4,277,699**	**$ 4,104,131**

Expenditures by Fund			
General	$ 3,958,746	$ 3,884,699	$ 3,678,131
Domestic Violence Shelter Operation	406,243	335,000	365,000
Community Development	54,000	58,000	61,000
Local Law Enforcement Block Grant	59,000	--	--
Total	**$ 4,477,989**	**$ 4,277,699**	**$ 4,104,131**

No. of Full Time Equivalent Positions	**10.0**	**10.0**	**9.0**
Less: Anticipated Retirements	**--**	--	(1.0)
Less: Vacant Positions Eliminated	**--**	(1.0)	--
Net Full Time Equivalent Positions	**10.0**	**9.0**	**8.0**

Program Information

The goal of Social Services is to provide a social support system addressing the needs of the community's most vulnerable populations: the elderly, children, and the economically-disadvantaged. Emergency Services help the economically-disadvantaged by providing temporary assistance for those whose needs cannot be met by other agencies. The Homeless Initiatives program provides case management for families and adults, day care and transportation services for infants and pre-school children, and recreational programs for school-aged children. Senior Adult Services provides income opportunities for low-income older adults through the Foster Grandparent program as well as recreational and nutritional programs. The division acts as a convener and facilitator to address community issues.

Neighborhood and Community Services

Program: SOCIAL SERVICES
Sub-Program: EMERGENCY SERVICES

Program Activities

1. Provide legal support services to indigent families, children, and individuals
2. Provide shelter and supportive services to victims of domestic violence

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of conditions improved	N/A	N/A	30%
Output			
1. Number of persons represented	7,200	5,439	5,167
2. Number of bed nights provided	55,000	41,694	39,609
Efficiency			
1. Cost per unit of service	$ 47.23	$ 40.99	$ 43.85
2. City funding per bed night	$ 6.57	$ 6.41	$ 6.50

Expenditures by Appropriation Unit			
Personal Services	$ --	$ --	$ --
Contractual Services	1,185,685	876,742	825,118
Commodities	--	--	--
Capital Outlay	--	--	--
Total	**$ 1,185,685**	**$ 876,742**	**$ 825,118**

Expenditures by Fund			
General	$ 779,442	$ 541,742	$ 460,118
Domestic Violence Shelter Operation	406,243	335,000	365,000
Total	**$ 1,185,685**	**$ 876,742**	**$ 825,118**

No. of Full Time Equivalent Positions	**--**	**--**	**--**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	--
Net Full Time Equivalent Positions	**--**	**--**	**--**

Highlights

The mission of the Emergency Services program is to provide assistance to families and individuals in crisis situations so that the conditions they are in may be improved. Program revenues from Municipal Court Domestic Violence fees are estimated to be $365,000 in FY 2003-04, an increase of $30,000, or 8.9%, from the FY 2002-03 adopted budget estimate of $335,000. Funding for Legal Aid in FY 2003-04 is $460,118, a decrease of $81,624 from the FY 2002-03 adopted budget of $541,742. The reduction reflects the elimination of Zoning Enforcement and Litigation (ZEAL) services. Legal Aid decreases by $159,836 from the revised FY 2002-03 appropriation of $619,954; reductions include $53,773 for municipal court cases, $27,851 for civil cases, and $78,212 for neighborhood attorney services, which were included in the Law Department in FY 2002-03 and are funded by CDBG funds in 2003-04.

Neighborhood and Community Services

Program: SOCIAL SERVICES
Sub-Program: FOSTER GRANDPARENT

Program Activities

1. Provide volunteer opportunities to seniors through the Foster Grandparent Program

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of children's needs met	100%	100%	100%
Output			
1. Number of senior volunteer hours	102,312	102,312	103,939
2. Number of children served per senior volunteer hours generated	339	339	344
Efficiency			
1. Cost per senior volunteer hour	$ 1.06	$ 1.16	$ 1.26

Expenditures by Appropriation Unit			
Personal Services	$ 117,932	$ 124,159	$ 131,406
Contractual Services	327,559	330,897	330,897
Commodities	2,629	545	545
Capital Outlay	--	--	--
Total	**$ 448,120**	**$ 455,601**	**$ 462,848**

Expenditures by Fund			
General	$ 448,120	$ 455,601	$ 462,848
Total	**$ 448,120**	**$ 455,601**	**$ 462,848**

No. of Full Time Equivalent Positions	**3.0**	**3.0**	**3.0**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	--
Net Full Time Equivalent Positions	**3.0**	**3.0**	**3.0**

Highlights

The dual mission of the Foster Grandparent program is to provide stipend volunteer opportunities to supplement the income of senior adults and to provide opportunities that enhance the lives of children and youth, so that children's special or exceptional needs are met. Program revenue for the Foster Grandparent program is estimated to be $462,848 in FY 2003-04.

Neighborhood and Community Services

Program: SOCIAL SERVICES
Sub-Program: HOMELESS INITIATIVES

Program Activities

1. Provide day care services and other support and referrals for homeless families and children
2. Provide emergency and transitional housing opportunities for homeless families and individuals
3. Network with other homeless-serving organizations to identify emerging trends among the homeless population
4. Provide management and oversight for social service grants

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of funds used for eligible services	100%	100%	100%
Output			
1. Number of children served	4,500	4,500	4,463
2. Number of shelter beds provided	9,001	9,001	8,927
Efficiency			
1. Cost per child served	$ 21.01	$ 21.01	$ 20.84
2. Cost per shelter bed provided	$ 8.33	$ 8.33	$ 8.64

Expenditures by Appropriation Unit			
Personal Services	$ 209,688	$ 207,611	$ 193,841
Contractual Services	1,181,723	1,363,787	1,367,637
Commodities	1,835	3,263	3,200
Capital Outlay	--	--	--
Total	**$ 1,393,246**	**$ 1,574,661**	**$ 1,564,678**

Expenditures by Fund			
General	$ 1,339,246	$ 1,516,661	$ 1,503,678
Community Development	54,000	58,000	61,000
Total	**$ 1,393,246**	**$ 1,574,661**	**$ 1,564,678**

No. of Full Time Equivalent Positions	**5.5**	**6.0**	**5.0**
Less: Anticipated Retirements	--	--	(1.0)
Less: Vacant Positions Eliminated	--	(1.0)	--
Net Full Time Equivalent Positions	**5.5**	**5.0**	**4.0**

Highlights

The mission of the Homeless Initiatives is to provide goal-directed services to homeless families and individuals in Kansas City so that they may become more self-sufficient. Program revenues from various grants are estimated to be $1,300,000 in FY 2003-04. These grants include $75,000 from the state and $404,000 from Housing and Urban Development for emergency shelters; $763,000 from HUD for supportive housing services; and $61,000 from CDBG for homeless planning. Net General Fund support for this program totals $261,678 in FY 2003-04.

Neighborhood and Community Services

Program: SOCIAL SERVICES
Sub-Program: CHILD AND FAMILY SUPPORT

Program Activities

1. Serve USDA-approved meals to eligible children and youth
2. Subsidize agencies providing day care for low-income families and ensure that the day care centers are licensed and in compliance with state regulations
3. Subsidize transportation for city-wide low-income youth programs

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of eligible meals served	100%	100%	100%
Output			
2. Number of children receiving child care assistance	1,021	976	976
3. Number of families served	350	350	175
1. Number of eligible meals served	275,000	275,000	253,000
Efficiency			
1. Percent of meals served on schedule	100%	100%	100%
2. Average daily cost per child served	$ 2.60	$ 2.85	$ 2.98

Expenditures by Appropriation Unit			
Personal Services	$ 28,903	$ 36,000	$ 36,000
Contractual Services	1,420,913	1,332,895	1,213,687
Commodities	1,122	1,300	1,300
Capital Outlay	--	500	500
Total	**$ 1,450,938**	**$ 1,370,695**	**$ 1,251,487**

Expenditures by Fund			
General	$ 1,391,938	$ 1,370,695	$ 1,251,487
Local Law Enforcement Block Grant	59,000	--	--
Total	**$ 1,450,938**	**$ 1,370,695**	**$ 1,251,487**

No. of Full Time Equivalent Positions	**1.5**	**1.0**	**1.0**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	--
Net Full Time Equivalent Positions	**1.5**	**1.0**	**1.0**

Highlights

The mission of the Child and Family Support program is to provide social, nutritional, educational, and child care services to eligible families and youth, so that healthy social and emotional development is enhanced. Program revenue from the U.S. Department of Agriculture Summer Food Service Grant is estimated to be $487,418 in FY 2003-04. The youth served are typically those who qualify to receive meals during the school year under the National School Lunch Program. Support for Family Service Center programming is budgeted at $40,000 in FY 2003-04, a reduction of $143,000, or 78.1%, from the FY 2002-03 adopted budget of $183,000. However, the program will receive two grants from the Missouri Department of Health and Human Service for children-at-risk-after-school programming, estimated at $193,000 in FY 2003-04. Child and Adult Care remains unchanged at $672,069 in FY 2003-04. The Summer Youth Enrichment program is budgeted at $52,000, an increase of $20,000 or 62.5%. Family Support, Child Care Services, and Summer Youth Enrichment was transferred from the Youth Services program to combine federal and local dollars and leverage funds distributed to area, low income and at-risk care facilities, including United Inter-City Service, Guadalupe, Boys and Girls Club, and Mattie Rhodes center services.

Neighborhood and Community Services

Program: TOW SERVICE
Sub-Program: TOW SERVICE

Program Activities

1. Dispatch tow trucks requested by police officers
2. Tow abandoned vehicles from city streets
3. Provide a sale of abandoned vehicles after a 30 day waiting period

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of dispatched trucks arriving within 35 minutes	98%	98%	98%
2. Percent of abandoned vehicles towed	100%	100%	100%
Output			
1. Number of vehicles towed	19,927	18,000	23,000
2. Number of abandoned vehicles investigated	3,600	3,600	7,200
Efficiency			
1. Cost per vehicle towed	$ 80.00	$ 79.00	$ 78.00
2. Average number of days from report to tow	15	9	7
3. Average per sale price of abandoned vehicle	N/A	N/A	$ 141.00

Expenditures by Appropriation Unit			
Personal Services	$ 494,045	$ 621,070	$ 734,801
Contractual Services	1,222,461	1,024,977	1,294,181
Commodities	22,821	12,325	62,039
Capital Outlay	528	--	--
Total	**$ 1,739,855**	**$ 1,658,372**	**$ 2,091,021**

Expenditures by Fund			
General	$ 1,739,855	$ 1,658,372	$ 2,091,021
Total	**$ 1,739,855**	**$ 1,658,372**	**$ 2,091,021**

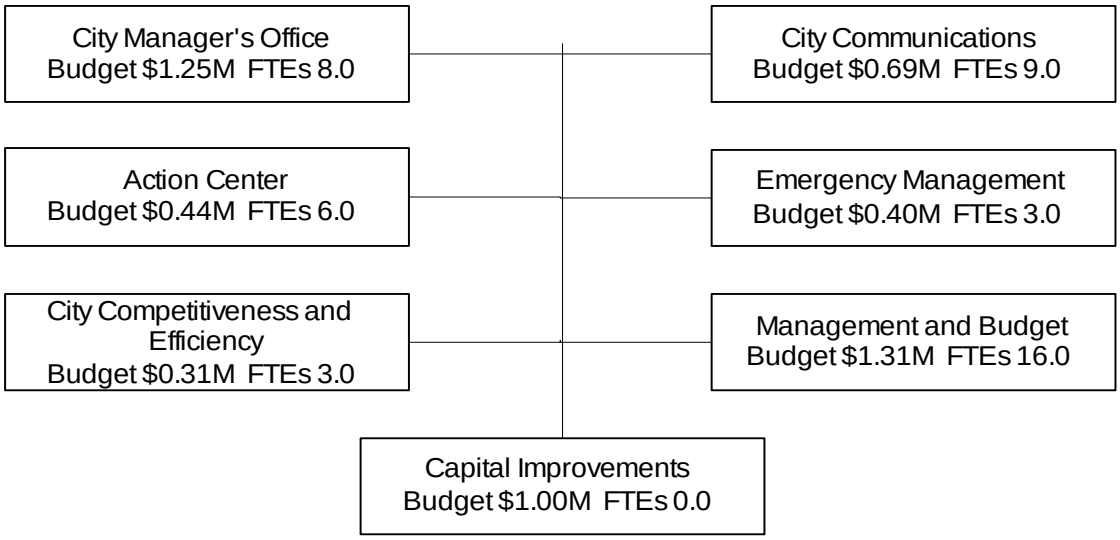
No. of Full Time Equivalent Positions	**20.0**	**19.0**	**19.0**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	--
Net Full Time Equivalent Positions	**20.0**	**19.0**	**19.0**

Highlights

The mission of the Tow Service program is to remove illegally parked, stolen, or potentially hazardous vehicles so that traffic safety is maintained and blighting conditions are eliminated. This program is fully funded from tow-in and storage charges. An estimated increase of $90,605 or 5.2% is projected for Tow-in and Storage charges, for a total of $1,840,605 in FY 2003-04. Storage charges for the sale of abandoned vehicles is estimated at $1,500,000 in FY 2003-04, an increase of $200,000 from the FY 2002-03 adopted budget estimate of $1,300,000.

Office of City Manager

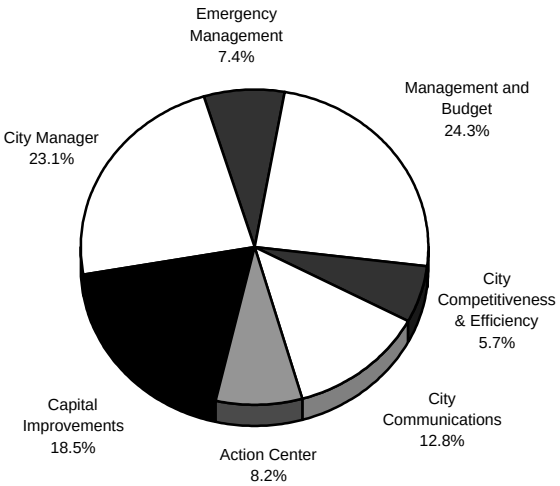
Budget $5.40M FTE Positions 45.0



Departmental Highlights

- Respond to 61,000 city service requests for action
- Prepare Five-Year Financial Forecast
- Develop and maintain the city's Emergency Operations Plan
- Implement City Competitiveness and Efficiency Initiative
- Broadcast 12 programs daily on Channel 2, KCCG-TV

Budget by Program



Workforce Analysis - Full-time Employees

	Male	Female	Total
Management			
Minority	12.5%	27.1%	39.6%
Non-Minority	29.2%	31.2%	60.4%
Total	41.7%	58.3%	100.0%
Labor			
Minority	0.0%	0.0%	0.0%
Non-Minority	0.0%	0.0%	0.0%
Total	0.0%	0.0%	0.0%
Total			
Minority	12.5%	27.1%	39.6%
Non-Minority	29.2%	31.2%	60.4%
Total	41.7%	58.3%	100.0%

Office of City Manager

Expenditures by Program	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
City Manager's Office	$ 1,400,415	$ 1,398,223	$ 1,243,370
Action Center	497,002	500,460	442,025
City Communications	670,125	705,520	693,071
City Competitiveness and Efficiency	503,037	588,833	310,040
Emergency Management	1,150,700	369,201	402,479
Management and Budget	1,341,113	1,529,860	1,307,023
Sub-Total Operating Expenses	**$ 5,562,392**	**$ 5,092,097**	**$ 4,398,008**
Debt Service	--	--	--
Capital Improvements	48,603	--	1,000,000
Total	**$ 5,610,995**	**$ 5,092,097**	**$ 5,398,008**

Expenditures by Appropriation Unit			
Personal Services	$ 3,424,266	$ 3,615,135	$ 3,399,243
Contractual Services	1,291,335	1,406,912	936,765
Commodities	52,787	65,050	62,000
Capital Outlay	794,004	5,000	--
Sub-Total Operating Expenses	**$ 5,562,392**	**$ 5,092,097**	**$ 4,398,008**
Pass Through Payments	--	--	--
Debt Service	--	--	--
Capital Improvements	48,603	--	1,000,000
Total	**$ 5,610,995**	**$ 5,092,097**	**$ 5,398,008**

Expenditures by Fund			
General	$ 5,044,160	$ 5,092,097	$ 4,398,008
Infrastructure and Maintenance	550,805	--	--
Local Use Tax	16,030	--	--
Public Safety Sales Tax	--	--	1,000,000
Total	**$ 5,610,995**	**$ 5,092,097**	**$ 5,398,008**
No. of Full Time Equivalent Positions	**52.0**	**52.0**	**52.0**
Less: Anticipated Retirements	--	--	(5.0)
Less: Vacant Positions Eliminated	--	(1.0)	(2.0)
Net Full Time Equivalent Positions	**52.0**	**51.0**	**45.0**

Office of City Manager

Program: CITY MANAGER'S OFFICE
Sub-Program: CITY MANAGER'S OFFICE

Program Activities

1. Assure economical, efficient and effective management of city affairs
2. Inform and consult the Mayor and City Council, recommending alternative proposals and programs for consideration
3. Improve the City's ability to efficiently respond to citizens and improve the quality of the City's responses as measured in the annual Citizen Survey

	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Expenditures by Appropriation Unit			
Personal Services	$ 1,020,098	$ 999,193	$ 947,728
Contractual Services	360,032	380,730	284,342
Commodities	16,929	13,300	11,300
Capital Outlay	3,356	5,000	--
Total	**$ 1,400,415**	**$ 1,398,223**	**$ 1,243,370**
Expenditures by Fund			
General	$ 1,400,415	$ 1,398,223	$ 1,243,370
Total	**$ 1,400,415**	**$ 1,398,223**	**$ 1,243,370**
No. of Full Time Equivalent Positions	**10.0**	**10.0**	**10.0**
Less: Anticipated Retirements	--	--	(2.0)
Less: Vacant Positions Eliminated	--	--	--
Net Full Time Equivalent Positions	**10.0**	**10.0**	**8.0**

Highlights

The mission of the City Manager's Office is to provide professional leadership and direction in the administration of policies established by the Mayor and City Council and to coordinate and supervise the operation of city departments. The City Manager's Office also provides staff support services to the City Council and committee meetings and coordinates the development and analysis of policy recommendations presented to the Mayor and City Council.

Office of City Manager

Program: ACTION CENTER
Sub-Program: ACTION CENTER

Program Activities

1. Provide information related to city government and make appropriate referrals to outside agencies as requested
2. Receive and follow up on citizen complaints/requests about city government
3. Collect and analyze data about the quality and timeliness of city services

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of surveyed citizens rating the Action Center as good or excellent	90%	85%	85%
Output			
2. Number of information and service requests processed through the Action Center	60,890	61,000	54,000
Efficiency			
2. Cost per citizen contact	$ 8.09	$ 8.11	$ 8.08

Expenditures by Appropriation Unit			
Personal Services	$ 454,431	$ 441,691	$ 385,781
Contractual Services	40,161	53,719	51,944
Commodities	2,410	5,050	4,300
Capital Outlay	--	--	--
Total	**$ 497,002**	**$ 500,460**	**$ 442,025**

Expenditures by Fund			
General	$ 497,002	$ 500,460	$ 442,025
Total	**$ 497,002**	**$ 500,460**	**$ 442,025**

No. of Full Time Equivalent Positions	**9.0**	**9.0**	**8.0**
Less: Anticipated Retirements	--	--	(2.0)
Less: Vacant Positions Eliminated	--	(1.0)	--
Net Full Time Equivalent Positions	**9.0**	**8.0**	**6.0**

Highlights

The mission of the Action Center is to provide an information resource and point of contact to the citizens of Kansas City so that inquiries about city services can be handled efficiently and appropriately. Program revenue of $5,500 in FY 2003-04 continues funding support of the Mayor's Office on Disabilities and the Heritage Celebration.

Office of City Manager

Program: CITY COMMUNICATIONS
Sub-Program: CITY COMMUNICATIONS

Program Activities

1. Provide comprehensive coverage of City Council meetings, public hearings, and special events; produce programming for KCCG-TV Channel 2; produce video projects for other City departments
2. Coordinate the emergency public information function in the City's Emergency Operations Center
3. Disseminate information to the public via the news media, the City's web site and other means
4. Inform employees about City issues, programs and events via a monthly newsletter, the intranet and electronic bulletins

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Output			
1. Total number of communications projects	1,424	1,506	1,431
Efficiency			
1. Average cost per communications project	$ 470.59	$ 468.47	$ 484.43

Expenditures by Appropriation Unit			
Personal Services	$ 540,098	$ 579,365	$ 576,870
Contractual Services	117,193	112,255	102,601
Commodities	12,834	13,900	13,600
Capital Outlay	--	--	--
Total	**$ 670,125**	**$ 705,520**	**$ 693,071**

Expenditures by Fund			
General	$ 670,125	$ 705,520	$ 693,071
Total	**$ 670,125**	**$ 705,520**	**$ 693,071**

No. of Full Time Equivalent Positions	**10.0**	**10.0**	**10.0**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	(1.0)
Net Full Time Equivalent Positions	**10.0**	**10.0**	**9.0**

Highlights

The mission of City Communications is to provide a variety of communications, public information and media relations support to the City Council and City departments so that citizen knowledge of local city government and its services and programs is increased. Ten percent of Cable TV franchise revenue, as earmarked by ordinance, is estimated at $373,303 in FY 2003-04, a decrease of $29,197 from the FY 2002-03 adopted budget. Revenue of $44,000 from Jackson County supports the cost of providing television coverage of their legislative sessions.

Office of City Manager

Program: CITY COMPETITIVENESS AND EFFICIENCY
Sub-Program: CITY COMPETITIVENESS AND EFFICIENCY

Program Activities

1. Facilitate a process that allows employees to participate in improving all aspects of their operations
2. Identify potential cost savings/opportunities for reallocation of resources
3. Maximize citywide staffing deployment
4. Establish a high level of credibility and satisfaction with all users of city services, external and internal

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Output			
1. Competitive business plans initiated	--	4	2
1. Completed competitive business plans	5	4	2

Expenditures by Appropriation Unit			
Personal Services	$ 137,282	$ 177,425	$ 189,632
Contractual Services	365,170	410,408	119,408
Commodities	481	1,000	1,000
Capital Outlay	104	--	--
Total	**$ 503,037**	**$ 588,833**	**$ 310,040**

Expenditures by Fund			
General	$ 503,037	$ 588,833	$ 310,040
Total	**$ 503,037**	**$ 588,833**	**$ 310,040**

No. of Full Time Equivalent Positions	**3.0**	**3.0**	**3.0**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	--
Net Full Time Equivalent Positions	**3.0**	**3.0**	**3.0**

Highlights

The mission of the City Competitiveness and Efficiency Program is to enhance and improve city service delivery through competitive business planning and benchmarking so that the value of citizen tax dollars is maximized. Funding for consulting services decreases by $291,000 in FY 2003-04, resulting in fewer business plans being developed.

Office of City Manager

Program: EMERGENCY MANAGEMENT
Sub-Program: EMERGENCY MANAGEMENT

Program Activities

1. Maintain an Emergency Operations Plan (EOP) consistent with community needs and foster cooperation between individuals and organizations with whom the City depends
2. Provide education, training and exercise programs to better prepare the City for disaster response
3. Provide unambiguous warnings to help minimize injury and damage
4. Maintain a facility to coordinate disaster response and recovery activities

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
2. Percent of training participants rating training as satisfactory or better	100%	100%	100%
3. Percent of satisfactory warning siren tests	93%	95%	95%
Outputs			
1. Number of EOP sections developed or revised	2	4	3
2. Number of persons trained for disaster response	99	175	150
3. Number of tests of warning sirens	648	648	660
Efficiency			
3. Cost per siren test	$ 64.23	$ 67.31	$ 57.11

Expenditures by Appropriation Unit			
Personal Services	$ 211,282	$ 222,028	$ 242,201
Contractual Services	140,385	137,623	149,978
Commodities	9,800	9,550	10,300
Capital Outlay	789,233	--	--
Total	**$ 1,150,700**	**$ 369,201**	**$ 402,479**

Expenditures by Fund			
General	$ 583,865	$ 369,201	$ 402,479
Infrastructure and Maintenance	550,805	--	--
Local Use Tax	16,030	--	--
Total	**$ 1,150,700**	**$ 369,201**	**$ 402,479**

No. of Full Time Equivalent Positions	**3.0**	**3.0**	**3.0**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	--
Net Full Time Equivalent Positions	**3.0**	**3.0**	**3.0**

Highlights

The mission of Emergency Management is to prepare for, respond to, mitigate against and recover from disasters by taking reasonable and affordable measures so that lives are saved, and private and public property is protected. Grant revenue of $40,000 provided through the Federal Emergency Management Agency is estimated in FY 2003-04. One-time funding of $566,835 to add and/or replace approximately 35 tornado warning sirens is reflected in FY 2001-02. Funding in the amount of $1 million for a new Emergency Operations Center is reflected on the Capital Improvements program page.

Office of City Manager

Program: MANAGEMENT AND BUDGET
Sub-Program: MANAGEMENT AND BUDGET

Program Activities

1. Estimate and allocate all revenues and expenditures
2. Perform any special project or study as requested by the City Manager
3. Review all appropriation ordinances and budget transfers within 24 hours of receipt
4. Complete three quarterly analyses of revenues and expenditures within 45 days after the books are closed

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Actual General Fund revenues as a percentage of adopted revenues	106%	100%	100%
3. Ordinances and budgetary transfers approved within 24 hours of receipt	84%	90%	92%
Output			
3. Number of ordinances and budget transfers reviewed	1,528	1,420	1,500

Expenditures by Appropriation Unit			
Personal Services	$ 1,061,075	$ 1,195,433	$ 1,057,031
Contractual Services	268,394	312,177	228,492
Commodities	10,333	22,250	21,500
Capital Outlay	1,311	--	--
Total	**$ 1,341,113**	**$ 1,529,860**	**$ 1,307,023**

Expenditures by Fund			
General	$ 1,341,113	$ 1,529,860	$ 1,307,023
Total	**$ 1,341,113**	**$ 1,529,860**	**$ 1,307,023**

No. of Full Time Equivalent Positions	**17.0**	**17.0**	**18.0**
Less: Anticipated Retirements	--	--	(1.0)
Less: Vacant Positions Eliminated	--	--	(1.0)
Net Full Time Equivalent Positions	**17.0**	**17.0**	**16.0**

Highlights

The mission of the Office of Management and Budget is to provide the City Manager with administrative support and assistance in preparing and administering the City's budget so that the City's revenues are allocated efficiently and accurately. During FY 2003-04, the division will prepare the Program and Personnel Budgets, conduct three quarterly analysis of revenues and expenditures, and other special reports as requested by the City Manager. One Enterprise Resource Planning position is added in FY 2003-04.

Office of City Manager

Program: CAPITAL IMPROVEMENTS

Expenditures by Project	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Communications Equipment	$ 48,603	$ --	$ --
Emergency Operations Center	--	--	1,000,000
Total	**$ 48,603**	**$ --**	**$ 1,000,000**

Total	**$ 48,603**	**$ --**	**$ 1,000,000**

Expenditures by Fund			
General	$ 48,603	$ --	$ --
Public Safety Sales Tax	--	--	1,000,000
Total	**$ 48,603**	**$ --**	**$ 1,000,000**

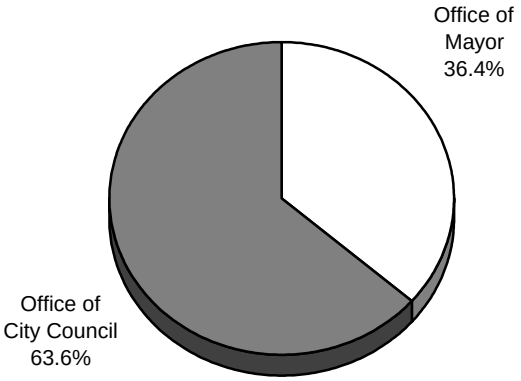
Offices of Mayor and City Council

Budget $2.99M FTE Positions 20.0

Office of Mayor
Budget $1.09M FTEs 5.0

Office of City Council
Budget $1.90M FTEs 15.0

Budget by Program



Workforce Analysis - Full-time Employees

	Male	Female	Total
Management			
Minority	15.8%	15.8%	31.6%
Non-Minority	36.8%	31.6%	68.4%
Total	52.6%	47.4%	100.0%
Labor			
Minority	0.0%	100.0%	100.0%
Non-Minority	0.0%	0.0%	0.0%
Total	0.0%	100.0%	100.0%
Total			
Minority	15.0%	20.0%	35.0%
Non-Minority	35.0%	30.0%	65.0%
Total	50.0%	50.0%	100.0%

Offices of Mayor and City Council

Expenditures by Program	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Office of Mayor	$ 969,949	$ 1,075,257	$ 1,090,246
Office of City Council	1,720,798	1,850,069	1,903,201
Sub-Total Operating Expenses	**$ 2,690,747**	**$ 2,925,326**	**$ 2,993,447**
Debt Service	--	--	--
Capital Improvements	--	--	--
Total	**$ 2,690,747**	**$ 2,925,326**	**$ 2,993,447**

Expenditures by Appropriation Unit			
Personal Services	$ 1,264,951	$ 1,335,018	$ 1,415,237
Contractual Services	1,397,905	1,562,208	1,553,110
Commodities	19,583	19,500	16,500
Capital Outlay	8,308	8,600	8,600
Sub-Total Operating Expenses	**$ 2,690,747**	**$ 2,925,326**	**$ 2,993,447**
Pass Through Payments	--	--	--
Debt Service	--	--	--
Capital Improvements	--	--	--
Total	**$ 2,690,747**	**$ 2,925,326**	**$ 2,993,447**

Expenditures by Fund			
General	$ 2,690,747	$ 2,925,326	$ 2,993,447
Total	**$ 2,690,747**	**$ 2,925,326**	**$ 2,993,447**

No. of Full Time Equivalent Positions	**21.0**	**21.0**	**20.0**
Less: Vacant Positions Eliminated	--	(1.0)	--
Net Full Time Equivalent Positions	**21.0**	**20.0**	**20.0**

Offices of Mayor and City Council

Program: OFFICE OF MAYOR
Sub-Program: OFFICE OF MAYOR

	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Expenditures by Appropriation Unit			
Personal Services	$ 396,607	$ 418,186	$ 451,726
Contractual Services	553,458	637,071	620,520
Commodities	12,001	12,000	10,000
Capital Outlay	7,883	8,000	8,000
Total	**$ 969,949**	**$ 1,075,257**	**$ 1,090,246**
Expenditures by Fund			
General	$ 969,949	$ 1,075,257	$ 1,090,246
Total	**$ 969,949**	**$ 1,075,257**	**$ 1,090,246**
No. of Full Time Equivalent Positions	**5.0**	**5.0**	**5.0**
Less: Vacant Positions Eliminated	--	--	--
Net Full Time Equivalent Positions	**5.0**	**5.0**	**5.0**

Highlights

The mission of the Mayor is to provide overall leadership for the City of Kansas City, Missouri, by serving as the City's principal representative and spokesperson. The Mayor presides over the City Council in the establishment of City policies to be carried out by departments and agencies under the direction of the City Manager. Mayoral priorities are outlined in an action plan developed jointly with the City Council. The plan includes the full range of policy initiatives related to governing the City, including economic development, ethics, race relations, emergency response, infrastructure, public safety, neighborhoods, housing, health care, and transportation.

Offices of Mayor and City Council

Program: OFFICE OF CITY COUNCIL
Sub-Program: OFFICE OF CITY COUNCIL

	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Expenditures by Appropriation Unit			
Personal Services	$ 868,344	$ 916,832	$ 963,511
Contractual Services	844,447	925,137	932,590
Commodities	7,582	7,500	6,500
Capital Outlay	425	600	600
Total	**$ 1,720,798**	**$ 1,850,069**	**$ 1,903,201**
Expenditures by Fund			
General	$ 1,720,798	$ 1,850,069	$ 1,903,201
Total	**$ 1,720,798**	**$ 1,850,069**	**$ 1,903,201**
No. of Full Time Equivalent Positions	**16.0**	**16.0**	**15.0**
Less: Vacant Positions Eliminated	--	(1.0)	--
Net full Time Equivalent Positions	**16.0**	**15.0**	**15.0**

Highlights

The mission of the City Council is to serve as the City's legislative and policy-making body. The 12 member body sets the overall policy for the City by adopting ordinances and resolutions, approving budgets and appropriations for City departments, and by holding hearings on City affairs. Each Councilmember is assisted in his/her duties by an aide who provides administrative and legislative support. Additionally, the Office receives clerical support from a general office staff of three persons.

Parks and Recreation

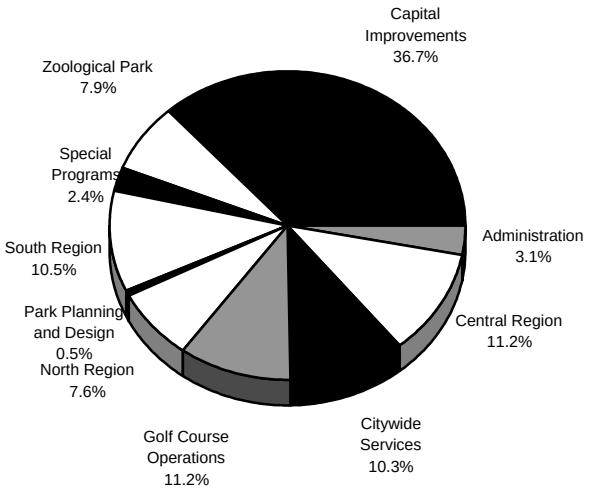
Budget $54.64M FTE Positions 418.1

- Administration Budget $1.68M FTEs 22.3
- Central Region Budget $6.14M FTEs 91.7
- Citywide Services Budget $5.64M FTEs 71.2
- Golf Course Operations Budget $5.65M FTEs 39.4
- North Region Budget $4.14M FTEs 65.4
- Park Planning and Design Services Budget $0.29M FTEs 4.1
- South Region Budget $5.74M FTEs 82.5
- Special Programs Budget $1.31M FTEs 24.5
- Zoological Park Budget $4.00M FTEs 17.0
- Capital Improvements Budget $20.05M FTEs 0.0

Departmental Highlights

- Maintain 300 miles of boulevards and parkways
- Maintain 3,200 acres of park property
- Care for 39 ornamental fountains
- Serve 207,000 golf and tennis players
- Care for 130 playgrounds

Budget by Program



Workforce Analysis - Full-time Employees

	Male	Female	Total
Management			
Minority	19.5%	18.8%	38.3%
Non-Minority	40.2%	21.5%	61.7%
Total	59.7%	40.3%	100.0%
Labor			
Minority	54.0%	12.9%	66.9%
Non-Minority	24.7%	8.4%	33.1%
Total	78.7%	21.3%	100.0%
Total			
Minority	40.7%	15.2%	55.9%
Non-Minority	30.7%	13.4%	44.1%
Total	71.4%	28.6%	100.0%

Parks and Recreation

Expenditures by Program	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Administration	$ 1,693,170	$ 1,684,876	$ 1,676,637
Citywide Services	6,151,730	7,394,793	5,643,064
North Region	3,975,905	4,052,089	4,143,040
Central Region	6,571,781	6,710,919	6,138,041
South Region	5,330,239	5,565,328	5,743,170
Park Planning and Design Services	743,660	513,424	285,314
Special Programs	2,147,364	1,618,269	1,310,471
Golf Course Operations	4,374,213	5,873,630	5,649,452
Zoological Park	6,861,238	4,000,000	4,000,000
Sub-Total Operating Expenses	**$ 37,849,300**	**$ 37,413,328**	**$ 34,589,189**
2002 Ice Storm	17,282,217	--	--
Debt Service	--	--	--
Capital Improvements	18,670,273	18,270,140	20,046,964
Total	**$ 73,801,790**	**$ 55,683,468**	**$ 54,636,153**
Expenditures by Appropriation Unit			
Personal Services	$ 21,219,170	$ 18,918,235	$ 18,029,228
Contractual Services	30,440,774	15,785,557	14,853,688
Commodities	2,532,799	1,844,035	1,553,903
Capital Outlay	938,773	865,500	152,370
Sub-Total Operating Expenses	**$ 55,131,517**	**$ 37,413,327**	**$ 34,589,189**
Pass Through Payments	--	--	--
Debt Service	--	--	--
Capital Improvements	18,670,273	18,270,140	20,046,964
Total	**$ 73,801,790**	**$ 55,683,467**	**$ 54,636,153**
Expenditures by Fund			
General	$ 25,830,559	$ 8,050,318	$ 6,701,635
East Park	10,428,274	11,156,041	11,631,761
West Park	3,787,259	3,873,167	3,996,999
Park Special Services	3,559,487	3,405,187	3,260,247
Infrastructure and Maintenance	2,767,341	3,069,403	4,584,457
Local Use Tax	1,249,832	4,780,789	587,500
Hodge Park	2,343,145	2,922,413	2,854,213
Community Centers	2,982,687	3,210,340	2,353,964
Zoo	7,291,237	4,000,000	4,000,000
Local Law Enforcement Block Grant	100,000	--	--
Capital Improvements	9,691,167	11,215,810	14,665,377
Liberty Memorial Project	3,770,802	--	--
Total	**$ 73,801,790**	**$ 55,683,468**	**$ 54,636,153**

No. of Full Time Equivalent Positions	**761.1**	**546.1**	**502.1**
Less: Anticipated Retirements	--	--	(43.0)
Less: Vacant Positions Eliminated	--	(44.0)	(15.0)
Less: Strategic Program Reductions	--	--	(26.0)
Net Full Time Equivalent Positions	**761.1**	**502.1**	**418.1**

Parks and Recreation

Program: ADMINISTRATION
Sub-Program: ADMINISTRATION

Program Activities

1. Provide administrative and policy support to the Board of Parks and Recreation Commissioners
2. Coordinate all budget, contracting, and financial functions for the department
3. Coordinate all personnel functions for the department
4. Increase public awareness of the city's parks, boulevards, and recreational activities

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of surveyed citizens satisfied with the overall quality of City parks and recreation programs and facilities	78.0%	78.0%	75.0%
Output			
1. Number of resolutions passed by the Board of Parks and Recreation Commissioners	298	450	300
Efficiency			
1. Percent of Administration Program budget to the total operating budget	4.4%	4.4%	4.8%

Expenditures by Appropriation Unit			
Personal Services	$ 1,241,428	$ 1,216,259	$ 1,433,155
Contractual Services	440,121	452,267	227,607
Commodities	11,621	16,350	15,875
Capital Outlay	--	--	--
Total	**$ 1,693,170**	**$ 1,684,876**	**$ 1,676,637**

Expenditures by Fund			
East Park	$ 1,693,170	$ 1,684,876	$ 1,676,637
Total	**$ 1,693,170**	**$ 1,684,876**	**$ 1,676,637**

No. of Full Time Equivalent Positions	**30.3**	**30.3**	**29.3**
Less: Anticipated Retirements	--	--	(6.0)
Less: Vacant Positions Eliminated	--	(1.0)	(1.0)
Less: Strategic Program Reductions	--	--	--
Net Full Time Equivalent Positions	**30.3**	**29.3**	**22.3**

Highlights

The mission of Administration is to provide effective implementation of the policies of the Board of Parks and Recreation Commissioners, effectively administer the fiscal functions of the department, and promote the department's various programs so that the department operates in an efficient and effective manner. The department underwent a complete reorganization in FY 2002-03. Core services traditionally managed by service type (park and boulevard maintenance, recreation, and community centers) are now managed jointly by regions (north, central, and south). The boundaries of the three regions are equivalent to the three park maintenance districts. The intent of the reorganization was to increase accountability at all levels and to make the most of reduced staffing levels by cross-training staff to provide a variety of functions. Through the reorganization, the department was able to save over one million dollars in FY 2002-03 and will continue those savings into FY 2003-04. To achieve the savings, several positions were eliminated department-wide; funding for mowing contracts and tree trimming contracts was reduced; all personal service contracts were eliminated; and more positions were charged against the capital improvement program in Parks, which decreases the amount available for projects by a small amount. The FY 2003-04 budget truly reflects the reorganization; the Adopted FY 2002-03 and the Actual FY 2001-02 budgets have been reallocated to show history according to the reorganization in terms of both dollars and positions. One vacant analyst position is eliminated in FY 2003-04.

Parks and Recreation

Program: CITYWIDE SERVICES

Expenditures by Sub-Program	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Equipment Maintenance	$ 1,437,623	$ 1,541,519	$ 611,438
Property Maintenance	1,236,549	1,867,528	1,756,860
Horticultural Services	2,884,253	3,490,520	2,212,000
Park Maintenance Services	593,305	495,226	1,062,766
Total	**$ 6,151,730**	**$ 7,394,793**	**$ 5,643,064**

Expenditures by Appropriation Unit			
Personal Services	$ 3,382,831	$ 3,887,586	$ 3,676,022
Contractual Services	1,456,632	2,349,248	1,484,887
Commodities	483,163	412,459	361,785
Capital Outlay	829,104	745,500	120,370
Total	**$ 6,151,730**	**$ 7,394,793**	**$ 5,643,064**

Expenditures by Fund			
General	$ 2,134,296	$ 2,177,366	$ 2,097,726
East Park	2,961,328	3,649,867	3,214,313
West Park	115,922	77,973	210,655
Infrastructure and Maintenance	940,184	1,014,473	120,370
Local Use Tax	--	475,114	--
Total	**$ 6,151,730**	**$ 7,394,793**	**$ 5,643,064**

No. of Full Time Equivalent Positions	**101.2**	**101.2**	**85.2**
Less: Anticipated Retirements	--	--	(11.0)
Less: Vacant Positions Eliminated	--	(16.0)	(3.0)
Less: Strategic Program Reductions	--	--	--
Net Full Time Equivalent Positions	**101.2**	**85.2**	**71.2**

Program Information

The Citywide Services Program supports the North, Central, and South regions providing equipment maintenance and replacement, maintenance to public buildings on park owned property, and maintenance of the urban forest. Care of landscaping in parks and along parkways and boulevards is also in this program. Significant reductions in this program include an equipment replacement reduction of $625,130, and a $744,087 reduction in tree trimming, reflecting the shifting of some tree trimming dollars from this program to the Capital Improvements program.

Parks and Recreation

Program: CITYWIDE SERVICES
Sub-Program: EQUIPMENT MAINTENANCE

Program Activities

1. Repair fleet vehicles as needed and in a timely fashion
2. Provide preventative maintenance on the equipment to increase the life of the vehicles
3. Purchase new vehicles or equipment as needed

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of Park's divisions ranking service as good or better	80%	73%	80%
Output			
1. Number of work orders completed	2,800	2,600	2,050
2. Number of vehicles scheduled for preventative maintenance	144	135	130
Efficiency			
1. Average cost per work order	$ 247.47	$ 306.16	$ 239.55

Expenditures by Appropriation Unit			
Personal Services	$ 451,368	$ 558,249	$ 339,140
Contractual Services	89,833	179,698	130,856
Commodities	151,720	58,072	21,072
Capital Outlay	744,702	745,500	120,370
Total	**$ 1,437,623**	**$ 1,541,519**	**$ 611,438**

Expenditures by Fund			
East Park	$ 692,921	$ 796,019	$ 491,068
Infrastructure and Maintenance	744,702	745,500	120,370
Total	**$ 1,437,623**	**$ 1,541,519**	**$ 611,438**

No. of Full Time Equivalent Positions	**10.0**	**10.0**	**9.0**
Less: Anticipated Retirements	--	--	(1.0)
Less: Vacant Positions Eliminated	--	(1.0)	--
Less: Strategic Program Reductions	--	--	--
Net Full Time Equivalent Positions	**10.0**	**9.0**	**8.0**

Highlights

The mission of Equipment Maintenance is to maintain all Parks and Recreation vehicles, as well as purchase new vehicles and surplus old vehicles so that the department's vehicles are safe, functional, efficient, and in attractive condition. In FY 2003-04, $120,370 is provided for equipment purchases and replacement, a decrease of $625,130, or 83.9%, from the FY 2002-03 budget. Salaries decrease $219,109, or 39.2%, because of one anticipated retirement and an increase in the number of equipment maintenance positions charged out to other accounts.

Parks and Recreation

Program: CITYWIDE SERVICES
Sub-Program: PROPERTY MAINTENANCE

Program Activities

1. Provide maintenance for 200 departmental structures and facilities
2. Provide Americans with Disabilities Act Compliance, asbestos and lead removal, and hazardous materials handling as required by federal or state mandate
3. Inspect backflow preventers yearly as mandated by the Missouri Department of Natural Resources

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of work requests completed on the first request	45%	38%	40%
Output			
1. Number of work orders completed	950	1,435	1,350
Efficiency			
1. Average number of days necessary to complete requested facility repairs	N/A	N/A	15

Expenditures by Appropriation Unit			
Personal Services	$ 744,077	$ 1,192,290	$ 1,067,143
Contractual Services	350,303	513,193	525,590
Commodities	142,169	162,045	164,127
Capital Outlay	--	--	--
Total	**$ 1,236,549**	**$ 1,867,528**	**$ 1,756,860**

Expenditures by Fund			
General	$ 239,219	$ 227,175	$ 227,175
East Park	997,330	1,640,353	1,529,685
Total	**$ 1,236,549**	**$ 1,867,528**	**$ 1,756,860**

No. of Full Time Equivalent Positions	**19.0**	**19.0**	**18.0**
Less: Anticipated Retirements	--	--	(3.0)
Less: Vacant Positions Eliminated	--	(1.0)	--
Less: Strategic Program Reductions	--	--	--
Net Full Time Equivalent Positions	**19.0**	**18.0**	**15.0**

Highlights

The mission of Park Property Maintenance is to provide infrastructure maintenance to all public buildings under the jurisdiction of Parks, Recreation, and Boulevards so that they are safe, functional, efficient, and in an attractive condition.

Parks and Recreation

Program: CITYWIDE SERVICES
Sub-Program: HORTICULTURAL SERVICES

Program Activities

1. Remove dead, diseased, and hazardous trees within the urban forest
2. Prune trees to control growth into streetlights, traffic lights, signage, roadways, and sidewalks
3. Care for approximately 450,000 trees on public properties and in the right-of-way
4. Maintain the rose garden and other specialty gardens at Loose Park

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
3. Percent of surveyed citizens satisfied with tree service	80%	70%	65%
Output			
1. Number of trees removed	705	800	575
1. Number of trees pruned	20,750	25,175	15,950
Efficiency			
1. Cost per tree removed	$ 521.47	$ 568.13	$ 520.00
2. Cost per tree pruned	$ 73.71	$ 80.77	$ 75.00

Expenditures by Appropriation Unit			
Personal Services	$ 1,696,146	$ 1,745,989	$ 1,452,451
Contractual Services	934,803	1,590,520	670,123
Commodities	168,902	154,011	89,426
Capital Outlay	84,402	--	--
Total	**$ 2,884,253**	**$ 3,490,520**	**$ 2,212,000**

Expenditures by Fund			
General	$ 1,685,740	$ 1,703,608	$ 1,674,663
East Park	1,003,031	1,042,825	471,687
West Park	--	--	65,650
Infrastructure and Maintenance	195,482	268,973	--
Local Use Tax	--	475,114	--
Total	**$ 2,884,253**	**$ 3,490,520**	**$ 2,212,000**

No. of Full Time Equivalent Positions	**45.7**	**45.7**	**35.7**
Less: Anticipated Retirements	--	--	(5.0)
Less: Vacant Positions Eliminated	--	(10.0)	(3.0)
Less: Strategic Program Reductions	--	--	--
Net Full Time Equivalent Positions	**45.7**	**35.7**	**27.7**

Highlights

The mission of the Horticultural Services Program is to provide timely and beneficial technical and support services in a professional manner so that the citizen's quality of life will be enhanced through a safe and healthy urban forest. Funding decreases $1,278,520 from FY 2002-03 due to: personnel changes; an accounting change in contractual expenses that moves $744,087 in tree trimming contract funding to the Capital Improvement program; and a $100,000 reduction to tree pruning contracts which began in FY 2002-03 and is continued into FY 2003-04. Department-wide the total amount for tree trimming contracts is $1,444,087 in FY 2003-04, a decrease of $608,413, or 30.0%, from the adopted budget level of $2,052,500. In addition, the number of positions charged to the tree trimming deferred maintenance contract increases from 8.0 to 11.0. As the contract supports more positions, less contract tree trimming can be performed. Fewer trees will be trimmed and pruned as a result of these reductions.

Parks and Recreation

Program: CITYWIDE SERVICES
Sub-Program: PARK MAINTENANCE SERVICES

Program Activities

1. Maintain landscape displays and flower beds along boulevards and in the parks including planting, mulching, watering, pruning, and weed spraying
2. Remove damaged or diseased trees along the 146 miles of boulevards and the 8,460 acres of park land
3. Provide and maintain tropical and other plant beds for interior offices and work spaces in city facilities
4. Administer programs to control landscape diseases, pests, and noxious weeds on park lands
5. Plant trees, shrubs, and other landscape on public properties

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
2. Percent of display shrubs pruned and mulched	45%	42%	42%
Output			
2. Number of shrubs pruned and mulched	3,515	7,125	9,500
2. Square feet of gardens maintained at Loose Park	26,550	26,550	26,550
Efficiency			
2. Cost per square foot of garden at Loose Park	$ 9.50	$ 8.69	$ 8.69

Expenditures by Appropriation Unit			
Personal Services	$ 491,240	$ 391,058	$ 817,288
Contractual Services	81,693	65,837	158,318
Commodities	20,372	38,331	87,160
Capital Outlay	--	--	--
Total	**$ 593,305**	**$ 495,226**	**$ 1,062,766**

Expenditures by Fund			
General	$ 209,337	$ 246,583	$ 195,888
East Park	268,046	170,670	721,873
West Park	115,922	77,973	145,005
Total	**$ 593,305**	**$ 495,226**	**$ 1,062,766**

No. of Full Time Equivalent Positions	**26.5**	**26.5**	**22.5**
Less: Anticipated Retirements	--	--	(2.0)
Less: Vacant Positions Eliminated	--	(4.0)	--
Less: Strategic Program Reductions	--	--	--
Net Full Time Equivalent Positions	**26.5**	**22.5**	**20.5**

Highlights

The mission of Park Maintenance Services is to maintain and beautify the Boulevard/Parkway system, park properties, and other public properties by means of tree and shrub plantings and maintenance, pesticide applications, and special event displays so that the quality of Kansas City can be enhanced.

Parks and Recreation

Program: North Region

Expenditures by Sub-Program	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
North Region Community Centers and Recreation	$ 1,868,238	$ 1,947,037	$ 1,532,003
North Region Park and Boulevard Maintenance	2,107,667	2,105,052	2,611,037
Total	**$ 3,975,905**	**$ 4,052,089**	**$ 4,143,040**

Expenditures by Appropriation Unit			
Personal Services	$ 2,631,838	$ 2,726,732	$ 2,720,927
Contractual Services	1,144,211	1,113,619	1,229,330
Commodities	199,856	211,738	192,783
Capital Outlay	--	--	--
Total	**$ 3,975,905**	**$ 4,052,089**	**$ 4,143,040**

Expenditures by Fund			
General	$ 1,191,350	$ 1,218,485	$ 865,652
East Park	2,107,667	2,105,052	2,611,037
Community Centers	676,888	728,552	666,351
Total	**$ 3,975,905**	**$ 4,052,089**	**$ 4,143,040**

No. of Full Time Equivalent Positions	**86.6**	**86.6**	**80.6**
Less: Anticipated Retirements	--	--	(3.0)
Less: Vacant Positions Eliminated	--	(6.0)	(4.0)
Less: Strategic Program Reductions	--	--	(8.2)
Net Full Time Equivalent Positions	**86.6**	**80.6**	**65.4**

Program Information

The North Region Program consists of Parks functions north of approximately Truman Road pertaining to park and boulevard maintenance, recreation, and community centers.

Parks and Recreation

Program: NORTH REGION
Sub-Program: NORTH REGION COMMUNITY CENTERS AND RECREATION

Program Activities

1. Operate and maintain four community centers in the North Region
2. Provide organized team and individual sports opportunities for adults and youth, including volleyball, soccer, basketball, softball, and gymnastics
3. Provide recreational or competitive swimming opportunities at the aquatic facilities

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of patrons satisfied with Community Center services	90%	95%	90%
2. Percent of participants satisfied with athletics programs	80%	80%	80%
3. Percent of participants satisfied with aquatics programs	97%	98%	90%
Output			
1. Number of community center patrons	N/A	251,000	190,000
2. Number of athletics program participants	N/A	4,000	3,000
3. Number of aquatics program participants	N/A	18,352	17,000
Efficiency			
1. Cost per community center patron	N/A	$ 6.01	$ 6.11
2. Cost per athletics program participant	N/A	$ 15.22	$ 16.16
3. Cost per aquatics program participant	N/A	$ 7.96	$ 9.78

Expenditures by Appropriation Unit			
Personal Services	$ 1,238,370	$ 1,334,993	$ 994,660
Contractual Services	507,225	477,423	440,214
Commodities	122,643	134,621	97,129
Capital Outlay	--	--	--
Total	**$ 1,868,238**	**$ 1,947,037**	**$ 1,532,003**

Expenditures by Fund			
General Fund	$ 1,191,350	$ 1,218,485	$ 865,652
Community Centers	676,888	728,552	666,351
Total	**$ 1,868,238**	**$ 1,947,037**	**$ 1,532,003**

No. of Full Time Equivalent Positions	**39.9**	**39.9**	**38.9**
Less: Anticipated Retirements	--	--	(2.0)
Less: Vacant Positions Eliminated	--	(1.0)	(3.0)
Less: Strategic Program Reductions	--	--	(8.2)
Net Full Time Equivalent Positions	**39.9**	**38.9**	**25.7**

Highlights

The mission of North Region Community Centers and Recreation is to offer a year-round, highly organized, and diversified leisure program through clinics, leagues, tournaments, instructional classes, and special events to individuals and groups so that the recreational needs of the community are met. Program revenue for all community centers across the city is estimated to be $1,006,000 in FY 2003-04, a decrease of $65,500 from FY 2002-03. Strategic program reductions impacting this program include the elimination of funding for Shoal Creek Living History Museum and Line Creek Archaelogical Site ($165,616) and a twenty-five percent reduction to community centers ($136,262). Loss of funding will result in the temporary closing of the Shoal Creek and Line Creek Museums and a likely reduction of hours at community centers. 8.2 positions are eliminated as a result, 2.5 of which are filled. It is anticipated that these individuals will be offered jobs in existing City vacancies.

Parks and Recreation

Program: NORTH REGION
Sub-Program: NORTH REGION PARK AND BOULEVARD MAINTENANCE

Program Activities

1. Maintain park land and boulevards and parkways by mowing, litter and vandalism control, and landscaping
2. Maintain street right-of-way, medians, high visibility areas, city-owned vacant lots, and roadsides
3. Inspect and maintain playgrounds for safety and cleanliness
4. Service shelter houses, restrooms, ornamental fountains, ball diamonds, soccer fields, tennis courts, and swimming pools and lakes

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of surveyed citizens rating park maintenance as good or excellent	N/A	76%	75%
Output			
1. Acres of park property mowed every 14 days	862	869	869
2. Acres of boulevard/parkway mowed weekly	162	168	168
3. Tons of trash removed from parks monthly	2,000	2,000	2,500
4. Number of playgrounds inspected monthly	42	48	52
Efficiency			
1. Cost per acre of park land mowed (contract)	$ 36.32	$ 36.32	$ 29.00
2. Cost per acre of boulevard mowed (contract)	$ 48.96	$ 48.96	$ 47.84
3. Cost per playground repair	$ 1,257.00	$ 1,579.00	$ 1,579.00

Expenditures by Appropriation Unit			
Personal Services	$ 1,393,468	$ 1,391,739	$ 1,726,267
Contractual Services	636,986	636,196	789,116
Commodities	77,213	77,117	95,654
Capital Outlay	--	--	--
Total	**$ 2,107,667**	**$ 2,105,052**	**$ 2,611,037**

Expenditures by Fund			
East Park	$ 2,107,667	$ 2,105,052	$ 2,611,037
Total	**$ 2,107,667**	**$ 2,105,052**	**$ 2,611,037**

No. of Full Time Equivalent Positions	**46.7**	**46.7**	**41.7**
Less: Anticipated Retirements	--	--	(1.0)
Less: Vacant Positions Eliminated	--	(5.0)	(1.0)
Less: Strategic Program Reductions	--	--	--
Net Full Time Equivalent Positions	**46.7**	**41.7**	**39.7**

Highlights

The mission of North Region Park and Boulevard Maintenance Services is to maintain the City's North Region parks and their amenities so that they are utilized for a variety of leisure and aesthetic purposes. This program is also responsible for boulevards and parkways, maintaining the scenic corridors and open spaces so that a variety of urban amenities are linked. With the reorganization, an emphasis was placed on park and boulevard maintenance functions, resulting in a reallocation of funds to this service area. Contractual spending includes a reduction to boulevard mowing of $27,500, part of a department-wide mowing reduction of $100,000, or 6.0%, instituted during FY 2002-03 and continued into FY 2003-04. Mowing cycles may be reduced as a result.

Parks and Recreation

Program: Central Region

Expenditures by Sub-Program	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Central Region Community Centers and Recreation	$ 2,618,935	$ 2,793,944	$ 2,235,651
Central Region Park and Boulevard Maintenance	3,952,846	3,916,975	3,902,390
Total	**$ 6,571,781**	**$ 6,710,919**	**$ 6,138,041**

Expenditures by Appropriation Unit			
Personal Services	$ 3,732,101	$ 3,821,769	$ 3,470,345
Contractual Services	2,407,163	2,444,081	2,262,718
Commodities	432,517	445,069	404,978
Capital Outlay	--	--	--
Total	**$ 6,571,781**	**$ 6,710,919**	**$ 6,138,041**

Expenditures by Fund			
General	**$** 1,159,977	**$** 1,046,367	**$** 1,087,247
East Park	1,057,403	1,113,125	1,354,754
West Park	2,625,778	2,693,942	2,327,767
Parks Special Services	136,268	143,595	135,008
Community Centers	1,592,355	1,713,890	1,233,265
Total	**$ 6,571,781**	**$ 6,710,919**	**$ 6,138,041**

No. of Full Time Equivalent Positions	**118.6**	**118.6**	**111.6**
Less: Anticipated Retirements	--	--	(7.0)
Less: Vacant Positions Eliminated	--	(7.0)	(2.0)
Less: Strategic Program Reductions	--	--	(10.9)
Net Full Time Equivalent Positions	**118.6**	**111.6**	**91.7**

Program Information

The Central Region Program consists of Parks functions between 63rd Street and approximately Truman Road pertaining to park and boulevard maintenance, recreation, and community centers. Special programs in the Central Region include maintenance of the Ilus Davis Civic Mall and operation of the Plaza Tennis Center.

Parks and Recreation

Program: CENTRAL REGION
Sub-Program: CENTRAL REGION COMMUNITY CENTERS AND RECREATION

Program Activities

1. Operate and maintain four community centers in the Central Region
2. Provide organized team and individual sports opportunities for adults and youth, including volleyball, soccer, basketball, softball, and gymnastics
3. Provide recreational or competitive swimming opportunities at the aquatic facilities
4. Provide facilities and instruction for tennis players throughout the season

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of patrons satisfied with Community Center services	90%	95%	90%
2. Percent of participants satisfied with athletics programs	80%	80%	85%
3. Percent of participants satisfied with aquatics programs	97%	98%	98%
Output			
1. Number of community center patrons	N/A	N/A	261,000
2. Number of athletics program participants	N/A	N/A	3,500
3. Number of aquatics program participants	N/A	N/A	81,000
Efficiency			
1. Cost per community center patron	N/A	$ 5.96	$ 7.07
2. Cost per athletics program participant	N/A	$ 41.78	$ 27.19
3. Cost per aquatics program participant	N/A	$ 4.66	$ 5.12

Expenditures by Appropriation Unit			
Personal Services	$ 1,644,791	$ 1,753,400	$ 1,409,678
Contractual Services	720,723	772,945	597,805
Commodities	253,421	267,599	228,168
Capital Outlay	--	--	--
Total	**$ 2,618,935**	**$ 2,793,944**	**$ 2,235,651**

Expenditures by Fund			
General Fund	$ 890,312	$ 936,459	$ 867,378
Parks Special Services	136,268	143,595	135,008
Community Centers	1,592,355	1,713,890	1,233,265
Total	**$ 2,618,935**	**$ 2,793,944**	**$ 2,235,651**

No. of Full Time Equivalent Positions	**60.4**	**60.4**	**58.4**
Less: Anticipated Retirements	--	--	(2.0)
Less: Vacant Positions Eliminated	--	(2.0)	(2.0)
Less: Strategic Position Reductions	--	--	(10.9)
Net Full Time Equivalent Positions	**60.4**	**58.4**	**43.5**

Highlights

The mission of Central Region Community Centers and Recreation is to offer a year-round, highly organized, and diversified leisure program through clinics, leagues, tournaments, instructional classes, and special events to individuals and groups so that the recreational needs of the community are met. Program revenue for all community centers across the city is estimated to be $1,006,000 in FY 2003-04, a decrease of $65,500 from FY 2002-03. Plaza Tennis Center revenue is estimated to be $252,420 in FY 2003-04, an increase of $25,095 or 11.0% from FY 2002-03. The strategic program reduction impacting this program is a twenty-five percent reduction in funding to community centers ($301,598) which will involve the elimination of 10.9 full-time equivalent positions, none of which are filled. Staffing and other reductions will result in reduced hours of operation at all community centers and will reduce the availability of indoor pools from year-round to three months per year.

Parks and Recreation

Program: CENTRAL REGION
Sub-Program: CENTRAL REGION PARK AND BOULEVARD MAINTENANCE

Program Activities

1. Maintain park land and boulevards and parkways by mowing, litter and vandalism control, and landscaping
2. Maintain street right-of-way, medians, high visibility areas, city-owned vacant lots, and roadsides
3. Inspect and maintain playgrounds for safety and cleanliness
4. Service shelter houses, restrooms, ornamental fountains, ball diamonds, soccer fields, tennis courts, and swimming pools and lakes

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of surveyed citizens rating park maintenance as good or excellent	N/A	76%	75%
Output			
1. Acres of park property mowed every 14 days	1,168	1,168	1,168
2. Acres of boulevard/parkway mowed weekly	672	672	672
3. Tons of trash removed from parks monthly	4,200	4,200	4,500
4. Number of playgrounds inspected monthly	50	50	52
Efficiency			
1. Cost per acre of park land mowed (contract)	$ 36.32	$ 36.32	$ 29.00
2. Cost per acre of boulevard mowed (contract)	$ 48.96	$ 48.96	$ 47.84
3. Cost per playground repair	$ 1,257.00	$ 1,579.00	$ 1,579.00

Expenditures by Appropriation Unit			
Personal Services	$ 2,087,310	$ 2,068,369	$ 2,060,667
Contractual Services	1,686,440	1,671,136	1,664,913
Commodities	179,096	177,470	176,810
Capital Outlay	--	--	--
Total	**$ 3,952,846**	**$ 3,916,975**	**$ 3,902,390**

Expenditures by Fund			
General	$ 269,665	$ 109,908	$ 219,869
East Park	1,057,403	1,113,125	1,354,754
West Park	2,625,778	2,693,942	2,327,767
Total	**$ 3,952,846**	**$ 3,916,975**	**$ 3,902,390**

No. of Full Time Equivalent Positions	**58.2**	**58.2**	**53.2**
Less: Anticipated Retirements	--	--	(5.0)
Less: Vacant Positions Eliminated	--	(5.0)	--
Less: Strategic Program Reductions	--	--	--
Net Full Time Equivalent Positions	**58.2**	**53.2**	**48.2**

Highlights

The mission of Central Region Park and Boulevard Maintenance Services is to maintain the City's Central Region parks and their amenities so that they are utilized for a variety of leisure and aesthetic purposes. This program is also responsible for boulevards and parkways, maintaining a system of scenic corridors and open spaces so that a variety of urban amenities are linked. A $50,000 reduction in funding for boulevard mowing that begun in FY 2002-03 continues in FY 2003-04. Department-wide, the reduction to boulevard mowing is $100,000, a reduction of 6.0%. Mowing cycles may be reduced as a result.

Parks and Recreation

Program: South Region

Expenditures by Sub-Program	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
South Region Community Centers and Recreation	**$** 2,419,634	**$** 2,374,379	**$** 1,794,887
South Region Park and Boulevard Maintenance	2,910,605	3,190,949	3,948,283
Total	**$ 5,330,239**	**$ 5,565,328**	**$ 5,743,170**

Expenditures by Appropriation Unit			
Personal Services	$ 3,457,410	$ 3,611,746	$ 3,790,843
Contractual Services	1,587,300	1,663,305	1,671,317
Commodities	285,529	290,277	281,010
Capital Outlay	--	--	--
Total	**$ 5,330,239**	**$ 5,565,328**	**$ 5,743,170**

Expenditures by Fund			
General	**$** 1,706,190	$ 1,606,481	$ 1,340,539
East Park	1,865,046	2,089,697	2,489,706
West Park	1,045,559	1,101,252	1,458,577
Community Centers	713,444	767,898	454,348
Total	**$ 5,330,239**	**$ 5,565,328**	**$ 5,743,170**

No. of Full Time Equivalent Positions	**108.4**	**108.4**	**101.4**
Less: Anticipated Retirements	--	--	(8.0)
Less: Vacant Positions Eliminated	--	(7.0)	(4.0)
Less: Strategice Program Reductions	--	--	(6.9)
Net Full Time Equivalent Positions	**108.4**	**101.4**	**82.5**

Program Information

The South Region Program consists of Parks functions south of 63rd Street pertaining to park and boulevard maintenance, recreation, and community centers. Special programs in the South Region include Bruce R. Watkins Cultural Arts Center, Lakeside Nature Center, and Mayor's Night Hoops. The Department has been successful in using City dollars for these programs to leverage outside funding. A $100,000 grant from the State of Missouri supports Bruce R. Watkins Cultural Heritage Center.

Parks and Recreation

Program: SOUTH REGION
Sub-Program: SOUTH REGION COMMUNITY CENTERS AND RECREATION

Program Activities

1. Operate and maintain three community centers in the South Region
2. Provide organized team and individual sports opportunities for adults and youth, including volleyball, soccer, basketball, softball, and gymnastics
3. Provide recreational or competitive swimming opportunities at the aquatic facilities
4. Educate the public about the environment with programs at Lakeside Nature Center
5. Provide public exhibits, lectures, and workshops at Bruce R. Watkins Cultural Center

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of patrons satisfied with Community Center services	90%	95%	90%
2. Percent of participants satisfied with athletics programs	80%	80%	85%
3. Percent of participants satisfied with aquatics programs	97%	98%	98%
Output			
1. Number of community center patrons	N/A	N/A	166,000
2. Number of athletics program participants	N/A	N/A	30,000
3. Number of aquatics program participants	N/A	N/A	35,000
Efficiency			
1. Cost per community center patron	N/A	$ 5.96	$ 5.50
2. Cost per athletics program participant	N/A	$ 5.91	$ 5.13
3. Cost per aquatics program participant	N/A	$ 4.66	$ 5.22

Expenditures by Appropriation Unit			
Personal Services	$ 1,466,103	$ 1,428,640	$ 1,089,603
Contractual Services	779,668	777,883	575,751
Commodities	173,863	167,856	129,533
Capital Outlay	--	--	--
Total	**$ 2,419,634**	**$ 2,374,379**	**$ 1,794,887**

Expenditures by Fund			
General Fund	$ 1,706,190	$ 1,606,481	$ 1,340,539
Community Centers	713,444	767,898	454,348
Total	**$ 2,419,634**	**$ 2,374,379**	**$ 1,794,887**

No. of Full Time Equivalent Positions	**43.7**	**43.7**	**41.7**
Less: Anticipated Retirements	--	--	(5.0)
Less: Vacant Positions Eliminated	--	(2.0)	(2.0)
Less: Strategic Program Reductions	--	--	(6.9)
Net Full Time Equivalent Positions	**43.7**	**41.7**	**27.8**

Highlights

The mission of South Region Community Centers and Recreation is to offer a year-round, highly organized, and diversified leisure program through clinics, leagues, tournaments, instructional classes, and special events to individuals and groups so that the recreational needs of the community are met. Program revenue for all community centers across the city is estimated to be $1,006,000 in FY 2003-04, a decrease of $65,500 from FY 2002-03. Strategic program reductions impacting this program include twenty-five percent reductions in funding for both Lakeside Nature Center ($165,616) and community centers ($150,222). Loss of funding will result in reduced hours of operation at community centers and a reduction in educational programming. Part of the reductions include eliminating 6.9 positions, 2.5 of which are filled. It is anticipated that these individuals will be offered jobs in existing City vacancies.

Parks and Recreation

Program: SOUTH REGION
Sub-Program: SOUTH REGION PARK AND BOULEVARD MAINTENANCE

Program Activities

1. Maintain park land and boulevards and parkways by mowing, litter and vandalism control, and landscaping
2. Maintain street right-of-way, medians, high visibility areas, city-owned vacant lots, and roadsides
3. Inspect and maintain playgrounds for safety and cleanliness
4. Service shelter houses, restrooms, ornamental fountains, ball diamonds, soccer fields, tennis courts, and swimming pools and lakes

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of surveyed citizens rating park maintenance as good or excellent	N/A	76%	75%
Output			
1. Acres of park property mowed every 14 days	500	500	569
2. Acres of boulevard/parkway mowed weekly	190	190	197
3. Tons of trash removed from parks monthly	2,000	2,000	2,000
4. Number of playgrounds inspected monthly	19	19	19
Efficiency			
1. Cost per acre of park land mowed (contract)	$ 36.32	$ 36.32	$ 29.00
2. Cost per acre of boulevard mowed (contract)	$ 48.96	$ 48.96	$ 47.84
3. Cost per playground repair	$ 1,257.00	$ 1,579.00	$ 2,125.00

Expenditures by Appropriation Unit			
Personal Services	$ 1,991,307	$ 2,183,106	$ 2,701,240
Contractual Services	807,632	885,422	1,095,566
Commodities	111,666	122,421	151,477
Capital Outlay	--	--	--
Total	**$ 2,910,605**	**$ 3,190,949**	**$ 3,948,283**

Expenditures by Fund			
East Park	$ 1,865,046	$ 2,089,697	$ 2,489,706
West Park	1,045,559	1,101,252	1,458,577
Total	**$ 2,910,605**	**$ 3,190,949**	**$ 3,948,283**

No. of Full Time Equivalent Positions	**64.7**	**64.7**	**59.7**
Less: Anticipated Retirements	--	--	(3.0)
Less: Vacant Positions Eliminated	--	(5.0)	(2.0)
Less: Strategic Program Reductions	--	--	--
Net Full Time Equivalent Positions	**64.7**	**59.7**	**54.7**

Highlights

The mission of South Region Park and Boulevard Maintenance Services is to maintain the City's South Region parks and their amenities so that they are utilized for a variety of leisure and aesthetic purposes. This program is also responsible for boulevards and parkways, maintaining a city-wide system of scenic corridors and open spaces so that a variety of urban amenities are linked. With the reorganization, an emphasis was placed on park and boulevard maintenance functions, resulting in a shifting of resources to this service area from elsewhere in the department. Although total contractual spending increases due to the reorganization, contractual spending includes a reduction to boulevard mowing of $22,500, part of a department-wide mowing reduction of $100,000, or 6.0%, instituted during FY 2002-03 and continued into FY 2003-04. Mowing cycles may be reduced as a result.

Parks and Recreation

Program: PARK PLANNING AND DESIGN SERVICES
Sub-Program: PARK PLANNING AND DESIGN SERVICES

Program Activities

1. Develop comprehensive master plans for parks in the Park and Recreation system
2. Maximize the quality of project management by completing projects on time and within budget
3. Manage the capital improvements program and be responsible for departmental archives

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of parks with Master Plans	59%	63%	32%
Output			
1. Number of Master Plans completed	11	8	4
2. Number of active contracts	28	26	13
3. Dollar value of approved grants	$ 1,500,000	$ 700,000	$ 350,000
Efficiency			
2. Percent of contracts completed within the contract period	88%	88%	44%

Expenditures by Appropriation Unit			
Personal Services	$ 686,238	$ 476,526	$ 258,072
Contractual Services	48,874	28,848	14,692
Commodities	8,548	8,050	12,550
Capital Outlay	--	--	--
Total	**$ 743,660**	**$ 513,424**	**$ 285,314**

Expenditures by Fund			
East Park	$ 743,660	$ 513,424	$ 285,314
Total	**$ 743,660**	**$ 513,424**	**$ 285,314**

No. of Full Time Equivalent Positions	**15.1**	**15.1**	**8.1**
Less: Anticipated Retirements	--	--	(3.0)
Less: Vacant Positions Eliminated	--	(7.0)	(1.0)
Less: Strategic Program Reductions	--	--	--
Net Full Time Equivalent Positions	**15.1**	**8.1**	**4.1**

Highlights

The mission of the Park Planning and Design Services is to provide responsive professional planning, design, construction, conservation, and renovation for the citizens so they can have active and passive recreational and educational opportunities in an aesthetically pleasing environment. Program funding decreases $228,110 or 44.4% in FY 2003-04. One engineering technician position was eliminated during FY 2002-03. Full-time equivalent positions are further reduced by three anticipated retirements. The resulting loss of staff will affect timeliness of project design, management, and completion. Total staff devoted to this program include an additional 21.9 positions not reflected on this page because their cost is charged to capital projects. Staff reductions shown here represent 13.3 percent of total staff.

Parks and Recreation

Program: SPECIAL PROGRAMS

Expenditures by Sub-Program	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Special Cultural Programs	$ 616,965	$ 835,838	$ 858,362
Special Youth Programs	1,530,399	782,431	452,109
Total	**$ 2,147,364**	**$ 1,618,269**	**$ 1,310,471**

Expenditures by Appropriation Unit			
Personal Services	$ 791,651	$ 995,547	$ 991,485
Contractual Services	1,296,338	575,900	266,219
Commodities	59,375	46,822	52,767
Capital Outlay	--	--	--
Total	**$ 2,147,364**	**$ 1,618,269**	**$ 1,310,471**

Expenditures by Fund			
General	$ 2,047,364	$ 1,618,269	$ 1,310,471
Local Law Enforcement Block Grant	100,000	--	--
Total	**$ 2,147,364**	**$ 1,618,269**	**$ 1,310,471**

No. of Full Time Equivalent Positions	**24.5**	**24.5**	**24.5**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	--
Less: Strategic Program Reductions	--	--	--
Net Full Time Equivalent Positions	**24.5**	**24.5**	**24.5**

Program Information

Special programs include support for cultural activities like Liberty Memorial and Black Archives as well as city-wide (as opposed to in-region) youth programming. As part of a successful public-private partnership, funding from the Liberty Memorial Endowment supports capital maintenance at Liberty Memorial.

Parks and Recreation

Program: SPECIAL PROGRAMS
Sub-Program: SPECIAL CULTURAL PROGRAMS

Program Activities

1. Plan, design, and implement special events in connection with the observance of holidays, ceremonies, and activities
2. Provide public exhibits, lectures, workshops, and meeting places at various museums
3. Operate Liberty Memorial to foster public awareness of the memorial and serve as a historical resource in remembrance of those who served and died in World War I

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
2. Percent of surveyed Ethnic Festival attendees satisfied with the festival	94%	90%	96%
Output			
1. Number of attendees at the Ethnic Festival	38,000	85,000	75,000
3. Number of Liberty Memorial visitors	N/A	52,000	60,000
Efficiency			
1. Cost per Ethnic Festival visitor	$ 3.95	$ 1.75	$ 2.00
3. Cost per Liberty Memorial visitor, net of revenue	N/A	$ 4.13	$ 4.12

Expenditures by Appropriation Unit			
Personal Services	$ 324,870	$ 485,621	$ 613,744
Contractual Services	269,433	324,045	218,496
Commodities	22,662	26,172	26,122
Capital Outlay	--	--	--
Total	**$ 616,965**	**$ 835,838**	**$ 858,362**

Expenditures by Fund			
General	$ 616,965	$ 835,838	$ 858,362
Total	**$ 616,965**	**$ 835,838**	**$ 858,362**

No. of Full Time Equivalent Positions	**12.0**	**12.0**	**12.0**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	--
Less: Strategic Program Reductions	--	--	--
Net Full Time Equivalent Positions	**12.0**	**12.0**	**12.0**

Highlights

The mission of Special Cultural Programs is to provide the community with programs and facilities that promote individual expression and participant enjoyment so as to broaden public understanding and participation in the arts and enhance the educational experiences in the community. Program revenues of $48,000 support cultural arts and festivals and $225,000 support the Liberty Memorial, reopened in 2002. Funding for Black Archives is reduced by $33,500 in FY 2003-04, from $67,000 to $33,500, as city support is eliminated over three years. The City provides an additional $1.3 million to Black Archives in FY 2003-04 through the capital improvement program to renovate its facility in the 18th and Vine historic district.

Parks and Recreation

Program: SPECIAL PROGRAMS
Sub-Program: SPECIAL YOUTH PROGRAMS

Program Activities

1. Provide youth recreation activities and educational programs throughout the City
2. Provide a safe environment for youth and provide them an opportunity to interact with caring adults

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of surveyed citizens ranking program as excellent or good	100%	100%	100%
Output			
1. Number of participants in Operation R.E.A.D.Y.	226	226	225

Expenditures by Appropriation Unit			
Personal Services	$ 466,781	$ 509,926	$ 377,741
Contractual Services	1,026,905	251,855	47,723
Commodities	36,713	20,650	26,645
Capital Outlay	--	--	--
Total	**$ 1,530,399**	**$ 782,431**	**$ 452,109**

Expenditures by Fund			
General	$ 1,430,399	$ 782,431	$ 452,109
Local Law Enforcement Block Grant	100,000	--	--
Total	**$ 1,530,399**	**$ 782,431**	**$ 452,109**

No. of Full Time Equivalent Positions	**12.5**	**12.5**	**12.5**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	--
Less: Strategic Program Reductions	--	--	--
Net Full Time Equivalent Positions	**12.5**	**12.5**	**12.5**

Highlights

The mission of Special Youth Programs is to provide city-wide recreation, educational, and cultural activities so that the development of youth and young adults can be fostered. Program revenue from parking fines is dedicated to youth recreation and activities. Funding decreases from $330,322 or 42.4% from adopted FY 2002-03, reflecting a shifting of funds for youth activities from this program to community centers as part of the Department's reorganization. Department-wide, youth programming is maintained at its current level.

Parks and Recreation

Program: GOLF COURSE OPERATIONS
Sub-Program: GOLF COURSE OPERATIONS

Program Activities

1. Provide facilities for golf players at five courses throughout the season
2. Provide an opportunity for youth to learn the game of golf through various programs
3. Provide contract oversite for golf courses operated by private management

Performance Measures	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Output			
1. Number of golf rounds	121,062	187,889	180,000
Efficiency			
1. Amount of net profit	$ 57,565	$ 562,466	$ 528,178

Expenditures by Appropriation Unit			
Personal Services	$ 804,593	$ 1,214,522	$ 833,645
Contractual Services	3,221,396	4,125,838	4,551,652
Commodities	313,555	413,270	232,155
Capital Outlay	34,669	120,000	32,000
Total	**$ 4,374,213**	**$ 5,873,630**	**$ 5,649,452**

Expenditures by Fund			
Park Special Services	$ 2,073,219	$ 3,051,217	$ 2,895,239
Hodge Park	2,300,994	2,822,413	2,754,213
Total	**$ 4,374,213**	**$ 5,873,630**	**$ 5,649,452**

No. of Full Time Equivalent Positions	**87.9**	**41.4**	**41.4**
Less: Anticipated Retirements	--	--	(2.0)
Less: Vacant Positions Eliminated	--	--	--
Less: Strategic Program Reductions	--	--	--
Net Full Time Equivalent Positions	**87.9**	**41.4**	**39.4**

Highlights

The mission of Golf Course Operations is to provide quality conditions and amenities for golf players so that the enjoyment of golfing is maximized. Program revenue is estimated at $6,593,545, a decrease of $248,466 or, 3.6% from FY 2002-03. Swope Memorial, Shoal Creek, and Hodge Park Golf Courses are entirely privately managed, and the clubhouse at Minor Park has entered into private management agreement. Blue River Golf Course continues to be operated by the Parks and Recreation Department. In addition to operating funds shown here, golf revenues support $415,915 for debt service on improvements to the Hodge Park Golf Course.

Parks and Recreation

Program: ZOOLOGICAL PARK
Sub-Program: ZOOLOGICAL PARK

Program Activities

1. Provide a world class zoo to attract visitors to the city year-round
2. Care for and enhance the zoo's collection of 1,200 animals
3. Increase interpretive, educational, and participatory programming inside the zoo
4. Utilize cross-marketing activities in order to reach a larger audience

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of surveyed citizens satisfied with the zoo	90%	90%	92%
Output			
1. Number of visitors to the zoo	425,000	425,000	475,000
2. Number of animals provided for	1,200	1,200	1,200
Efficiency			
1. City cost per visitor	$ 16.14	$ 9.41	$ 8.42

Expenditures by Appropriation Unit			
Personal Services	$ 3,908,808	$ 967,548	$ 854,734
Contractual Services	2,138,795	3,032,452	3,145,266
Commodities	738,635	--	--
Capital Outlay	75,000	--	--
Total	**$ 6,861,238**	**$ 4,000,000**	**$ 4,000,000**

Expenditures by Fund			
Zoo	$ 6,861,238	$ 4,000,000	$ 4,000,000
Total	**$ 6,861,238**	**$ 4,000,000**	**$ 4,000,000**

No. of Full Time Equivalent Positions	**188.5**	**20.0**	**20.0**
Less: Anticipated Retirements	--	--	(3.0)
Less: Vacant Positions Eliminated	--	--	--
Net Full Time Equivalent Positions	**188.5**	**20.0**	**17.0**

Highlights

The mission of the Zoological Park is to provide access to wildlife, to provide educational and recreational opportunities to the community, serve as a unique educational resource for the schools, work for wildlife conservation, and support wildlife research so that the community is enhanced. Ordinance No. 011724 approved an agreement with the Friends of the Zoo (FOTZ) for private management of the Zoo. Resolution No. 011490 stated the City Council's intent to provide an annual subsidy to the FOTZ in the amount of $4,000,000. All the positions transferred to the FOTZ with the exception of twenty, because these individuals, based on years of service, chose to remain City employees.

Parks and Recreation

Program: 2002 ICE STORM
Sub-Program: 2002 ICE STORM

Program Activities

1. Ice and snow removal immediately following the storm of January 29, 2002
2. City-wide curbside debris removal and disposal complete by mid-April 2002
3. Removal and trimming of trees damaged in the storm
4. Repair and replacement of damaged streetlights and public facilities

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Output			
2. Cubic yards of debris removed	1,300,000	--	--
3. Trees pruned	100,000	--	--
3. Trees removed	18,150	--	--
4. Street lights repaired	3,065	--	--
Efficiency			
2. Average cost per cubic yard of debris removed	$ 7.74	$ --	$ --
3. Average cost per tree pruned	$ 62.75	$ --	$ --
3. Average cost per tree removed	$ 325.00	$ --	$ --
4. Average cost of each street light repaired	$ 277.04	$ --	$ --
Expenditures by Appropriation Unit			
Personal Services	$ 582,272	$ --	$ --
Contractual Services	16,699,945	--	--
Commodities		--	--
Capital Outlay		--	--
Total	**$ 17,282,217**	**$ --**	**$ --**
Expenditures by Fund			
General	$ 17,282,217	$ --	$ --
Total	**$ 17,282,217**	**$ --**	**$ --**
No. of Full Time Equivalent Positions	**--**	**--**	**--**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	--
Net Full Time Equivalent Positions	**--**	**--**	**--**

Highlights

The Parks and Recreation Department had primary responsibility for responding to the ice storm, assisting other city departments in cleaning debris from city streets, city parks, and other public properties; disposing of debris collected on private property; and aiding in the recovery of the urban forest after the disaster. City-wide cost of the ice storm is estimated at $28.1 million. The City's share is $2.8 million with the remainder, $25.3 million, coming from the State of Missouri and the Federal government. The Parks and Recreation Department's share of the reimbursable amount is $16.9 million, or 67%. To date $11.0 million has been collected.

Parks and Recreation

Program: CAPITAL IMPROVEMENTS

Expenditures by Project	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
12th and Grand Streetscape	$ --	$ --	$ 250,000
Ballfield Renovation	134,264	257,125	50,000
Black Archives	134,292	941,000	1,309,000
Blue Parkway from Swope to Elmwood	72,567	--	--
Blue Valley Park	--	--	400,000
Boulevard Reconstruction	752,392	998,380	770,000
Bruce R. Watkins Landscape Enhancements	118,938	2,000,000	2,200,000
Brush Creek Enhancements	503,179	1,000,000	1,000,000
City Employee Memorial	72,000	--	--
City Fountain/Monument Maintenance	122,360	163,625	100,000
City Fountain/Monument Restoration 1%	404,033	420,750	100,000
Community Center Maintenance	216,071	210,375	200,000
Cliff Drive Master Plan	97,600	--	--
Cliff Drive Restoration	240,904	--	165,000
Englewood Park	--	--	31,875
Englewood Park Lake Dam	16,712	--	--
Fuel Tank Environmental Protection	101,128	383,350	187,500
Golf Course/Tennis Center Renovation	--	210,375	230,000
Gregg Community Center Expansion	39,764	--	--
Hodge Park Clubhouse II	1,172,151	100,000	100,000
Independence Avenue Streetscape	9,010	--	136,926
Independence Corridor	--	--	2,000,000
KCATA Trolley Track Trail	300,000	--	--
Lake Restoration Program	7,801	187,000	100,000
Liberty Memorial Restoration - MDFB	1,626,836	--	--
Liberty Memorial Restoration State/Federal Grant	700,162	--	--
Liberty Memorial Restoration II	1,443,804	--	--
Linwood Streetscape	239,640	--	--
Maple Woods Parkway	18,835	2,625,000	2,756,250
Neighborhood Park Improvements - CD1	1,644,892	1,243,845	684,369
Neighborhood Park Improvements - CD2	897,478	681,145	735,000
Neighborhood Park Improvements - CD3	312,380	400,000	441,742
Neighborhood Park Improvements - CD4	1,043,493	1,464,275	608,512
Neighborhood Park Improvements - CD5	794,150	--	46,703
Neighborhood Park Improvements - CD6	396,140	360,545	618,000
Northland Aquatic Center	--	500,000	500,000
Park Administration Headquarters	80,396	233,750	--
Park Building Repair	328,782	654,500	400,000
Park Construction	202,424	--	--
Park District 3 Fire Reconstruction	392,549	--	--
Park Maintenance	241,508	654,500	800,000
Park Roads and Parking Lots	27,207	140,250	150,000
Playground Equipment	204,970	233,750	100,000
Shoal Creek Parkway	958,768	--	--
Streetscape Maintenance	301	187,000	50,000
Swimming Pool Design	34,055	--	--

Parks and Recreation

Program: CAPITAL IMPROVEMENTS

Expenditures by Project	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Swimming Pool Maintenance	$ 38,404	$ 215,050	$ 200,000
Swope Park/Starlight/Nature Center	1,135,452	--	600,000
Tiffany Springs Park	256	--	--
Tiffany Springs Park Electricity	57,322	--	--
Tree Trimming	--	1,402,500	1,444,087
Vineyard Park	--	--	182,000
West Side Fountain	9,500	--	--
Zoo Improvements	1,325,403	402,050	400,000
Total	**$ 18,670,273**	**$ 18,270,140**	**$ 20,046,964**

Expenditures by Fund			
General	$ 309,165	$ 383,350	$ --
Park Special Services	1,350,000	210,375	230,000
Infrastructure and Maintenance	1,827,157	2,054,930	4,464,087
Local Use Tax	1,249,832	4,305,675	587,500
Hodge Park	42,151	100,000	100,000
Zoo	429,999	--	--
Capital Improvements	9,691,167	11,215,810	14,665,377
Liberty Memorial Project	3,770,802	--	--
Total	**$ 18,670,273**	**$ 18,270,140**	**$ 20,046,964**

Police

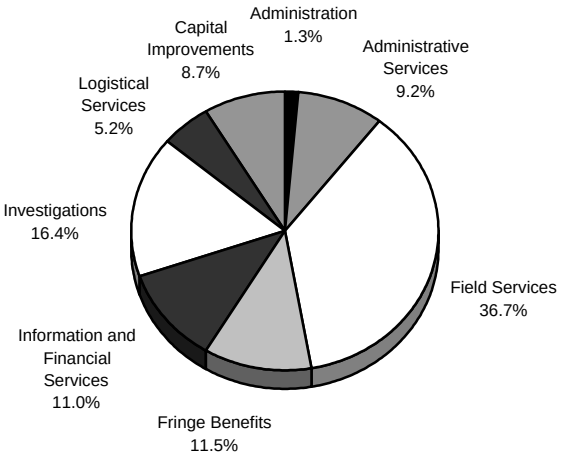
Budget $159.13M FTE Positions 2056.8

- Administration — Budget $2.06M FTEs 30.0
- Administrative Services — Budget $14.67M FTEs 77.0
- Field Services — Budget $58.40M FTEs 1167.5
- Information and Financial Services — Budget $17.58M FTEs 277.0
- Investigations — Budget $26.03M FTEs 412.5
- Logistical Services — Budget $8.23M FTEs 92.8
- Fringe Benefits — Budget $18.30M FTEs 0.0
- Capital Improvements — Budget $13.86M FTEs 0.0

Departmental highlights

- Reduce traffic accidents by two percent
- Increase the number of persons charged with the sale or distribution of narcotics by five percent
- Design and begin construction of new Police Academy facility
- Decrease non-residential burglaries by three percent
- Reduce response time through the addition of 20 officers
- Design and begin construction of new Northland police station

Budget by Program



Workforce Analysis - Full-time Employees

	Male	Female	Total
Law Enforcement			
Minority	14%	4%	17%
Non-Minority	71%	12%	83%
Total	85%	15%	100%
Civilian Management			
Minority	5%	13%	18%
Non-Minority	48%	33%	82%
Total	53%	47%	100%
Civilian Labor			
Minority	10%	30%	40%
Non-Minority	27%	33%	60%
Total	37%	63%	100%

Police

Expenditures by Program	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Administration	$ 2,352,330	$ 2,139,514	$ 2,063,489
Administrative Services	12,891,745	14,499,494	14,673,578
Field Services	51,056,740	55,951,091	58,404,976
Information and Financial Services	17,009,410	17,665,357	17,575,883
Investigations	24,001,494	25,072,896	26,025,255
Logistical Services	7,912,596	8,166,411	8,225,707
Fringe Benefits	16,996,786	17,738,237	18,302,468
Sub-Total Operating Expenses	**$ 132,221,101**	**$ 141,233,000**	**$ 145,271,356**
Debt Service	--	--	--
Capital Improvements	--	--	13,855,608
Total	**$ 132,221,101**	**$ 141,233,000**	**$ 159,126,964**

Expenditures by Appropriation Unit			
Personal Services	$ 106,966,533	$ 117,085,306	$ 120,028,306
Contractual Services	16,647,024	16,867,228	18,682,654
Commodities	4,693,299	4,629,115	4,829,488
Capital Outlay	3,914,245	2,651,351	1,730,908
Sub-Total Operating Expenses	**$ 132,221,101**	**$ 141,233,000**	**$ 145,271,356**
Pass Through Payments	--	--	--
Debt Service	--	--	--
Capital Improvements	--	--	13,855,608
Total	**$ 132,221,101**	**$ 141,233,000**	**$ 159,126,964**

Expenditures by Fund			
General	$ 120,515,908	$ 131,214,412	$ 135,336,045
Infrastructure and Maintenance	845,075	704,000	1,172,537
Local Use Tax	1,000,000	825,000	114,827
Public Safety Sales Tax	--	--	13,855,608
Police Drug Enforcement	2,453,349	2,681,040	2,466,556
Police Grants	5,622,793	4,808,548	5,481,391
Local Law Enforcement Block Grant	1,783,976	1,000,000	700,000
Total	**$ 132,221,101**	**$ 141,233,000**	**$ 159,126,964**

No. of Full Time Equivalent Positions			
Law Enforcement	1,353.0	1,369.0	1,385.0
Civilian	673.4	672.9	673.8
Police Department Personnel	**2,026.4**	**2,041.9**	**2,058.8**
Less: Vacant Civilian Positions Eliminated	--	--	(2.0)
Total	**2,026.4**	**2,041.9**	**2,056.8**

Police

Program: ADMINISTRATION
Sub-Program: ADMINISTRATION

Program Activities

1. Establish rules and regulations and provide oversight as to the conduct of the Police Department
2. Properly execute the policies, duties, and responsibilities established for the administration of the department

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of surveyed citizens rating Police services as good or excellent	61%	70%	70%
Output			
1. Number of citizen complaints	558	550	550
Efficiency			
1. Average cost to investigate each citizen complaint	$ 604	$ 600	$ 600

Expenditures by Appropriation Unit			
Personal Services	$ 1,833,700	$ 1,895,794	$ 1,819,769
Contractual Services	508,878	235,720	235,720
Commodities	9,752	8,000	8,000
Capital Outlay	--	--	--
Total	**$ 2,352,330**	**$ 2,139,514**	**$ 2,063,489**

Expenditures by Fund			
General	$ 2,352,330	$ 2,139,514	$ 2,063,489
Total	**$ 2,352,330**	**$ 2,139,514**	**$ 2,063,489**

No. of Full Time Equivalent Positions	**28.0**	**32.0**	**30.0**
Less: Vacant Positions Eliminated	--	--	--
Total	**28.0**	**32.0**	**30.0**

Program Information

The mission of the Kansas City, Missouri, Police Department is to protect life and property, preserve the public peace, prevent crime, and reduce the fear of disorder in partnership with the community so that Kansas City, Missouri, is a city in which people want to live. The Board of Police Commissioners approves policies whose implementation is overseen by the Office of the Chief of Police and the Office of Citizen Complaints. FY 2003-04 marks the first full year of the Public Safety Sales Tax for facility improvements. The overall count of full-time, departmental employees reflects the addition of 20 new officers per City Council priority, elimination of two vacant civilian positions, and the loss of three positions in two grant programs. Throughout the department, position changes reflect transfers among programs.

Police

Program: ADMINISTRATIVE SERVICES

Expenditures by Sub-Program	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Administrative Support	$ 936,484	$ 938,708	$ 1,019,945
Human Resources and Training	11,955,261	13,560,786	13,653,633
Total	**$ 12,891,745**	**$ 14,499,494**	**$ 14,673,578**

Expenditures by Appropriation Unit			
Personal Services	$ 4,629,798	$ 5,204,925	$ 4,521,879
Contractual Services	8,261,947	9,294,569	10,151,699
Commodities	--	--	--
Capital Outlay	--	--	--
Total	**$ 12,891,745**	**$ 14,499,494**	**$ 14,673,578**

Expenditures by Fund			
General	$ 12,891,745	$ 14,499,494	$ 14,673,578
Total	**$ 12,891,745**	**$ 14,499,494**	**$ 14,673,578**

No. of Full Time Equivalent Positions	**81.0**	**81.0**	**77.0**
Less: Vacant Positions Eliminated	--	--	--
Total	**81.0**	**81.0**	**77.0**

Program Information

Administrative Services provides general administrative support to the department's operational programs. This program also provides management with objective information and analytical data necessary to evaluate the efficiency and effectiveness of the department, as well as recruiting, training, promotional process, and personnel policies and programs.

Police

Program: ADMINISTRATIVE SERVICES
Sub-Program: ADMINISTRATIVE SUPPORT

Program Activities

1. Produce written directives, conduct research with both short and long range policy implications, fulfill requests for information, and maintain the department's log of major events

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of research projects completed	N/A	100%	100%
Output			
1. Number of research projects assigned	N/A	750	750
Efficiency			
1. Average cost per research project	$ N/A	$ 1,360	$ 1,360

Expenditures by Appropriation Unit			
Personal Services	$ 936,484	$ 938,708	$ 1,019,945
Contractual Services	--	--	--
Commodities	--	--	--
Capital Outlay	--	--	--
Total	**$ 936,484**	**$ 938,708**	**$ 1,019,945**

Expenditures by Fund			
General	$ 936,484	$ 938,708	$ 1,019,945
Total	**$ 936,484**	**$ 938,708**	**$ 1,019,945**

No. of Full Time Equivalent Positions	**17.0**	**17.0**	**17.0**
Less: Vacant Positions Eliminated	--	--	--
Total	**17.0**	**17.0**	**17.0**

Highlights

The mission of the Administrative Support section is to provide management with objective information in order to develop procedures for the day-to-day operation of the department so that the department runs effectively and efficiently.

Police

Program: ADMINISTRATIVE SERVICES
Sub-Program: HUMAN RESOURCES AND TRAINING

Program Activities

1. Recruit, train, reclassify, and process transferring personnel
2. Maintain records and coordinate employee insurance programs

Performance Measures	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Outcome			
1. Percent of applicants tested within two weeks	86%	90%	90%
1. Authorizations for transfer received and posted in two days	100%	100%	100%
Output			
1. Applications received	1,536	1,500	1,500
1. Transfer requests processed	1,284	1,300	1,300

Expenditures by Appropriation Unit			
Personal Services	$ 3,693,314	$ 4,266,217	$ 3,501,934
Contractual Services	8,261,947	9,294,569	10,151,699
Commodities	--	--	--
Capital Outlay	--	--	--
Total	**$ 11,955,261**	**$ 13,560,786**	**$ 13,653,633**

Expenditures by Fund			
General	$ 11,955,261	$ 13,560,786	$ 13,653,633
Total	**$ 11,955,261**	**$ 13,560,786**	**$ 13,653,633**

No. of Full Time Equivalent Positions	**64.0**	**64.0**	**60.0**
Less: Vacant Positions Eliminated	--	--	--
Total	**64.0**	**64.0**	**60.0**

Highlights

The mission of the Human Resources section is to administer the department's personnel program and policies so that staffing levels are maintained and employee processing time is minimized. A departmental total of $9,574,135 is budgeted for health and life insurance costs for FY 2003-04, an increase of $1,156,269 or 13.7% over the FY 2002-03 adopted budget of $8,417,866. This increase is due to the full-year impact of FY 2002-03 increases, health insurance for additional officers, and rate increases in FY 2003-04.

Police

Program: FIELD SERVICES

Expenditures by Sub-Program	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Patrol & Community Policing	$ 44,822,968	$ 49,720,353	$ 52,025,562
Traffic	6,233,772	6,230,738	6,379,414
Total	**$ 51,056,740**	**$ 55,951,091**	**$ 58,404,976**

Expenditures by Appropriation Unit			
Personal Services	$ 48,019,841	$ 53,594,494	$ 56,314,290
Contractual Services	585,844	647,077	697,366
Commodities	380,751	475,020	435,820
Capital Outlay	2,070,304	1,234,500	957,500
Total	**$ 51,056,740**	**$ 55,951,091**	**$ 58,404,976**

Expenditures by Fund			
General	$ 46,972,936	$ 53,037,087	$ 55,849,573
Police Drug Enforcement	527,389	528,147	463,107
Police Grants	1,772,439	1,385,857	1,392,296
Local Law Enforcement Block Grant	1,783,976	1,000,000	700,000
Total	**$ 51,056,740**	**$ 55,951,091**	**$ 58,404,976**

No. of Full Time Equivalent Positions	**1,145.0**	**1,141.5**	**1,167.5**
Less: Vacant Positions Eliminated	--	--	--
Total	**1,145.0**	**1,141.5**	**1,167.5**

Program Information

The Field Services Program is the operating bureau that has the most contact with the public. Patrol is primarily responsible for continuous patrol coverage and community policing reflects grants and other funding which focuses on the department's movement toward a community-oriented approach to public safety that involves bringing the resources of the community to bear on the issue of crime in neighborhoods. Traffic is responsible for enforcement of the Traffic Code and the assurance of safe and continuous traffic flow throughout the city.

Police

Program: FIELD SERVICES
Sub-Program: PATROL & COMMUNITY POLICING

Program Activities

1. Increase the number of arrests for Part I offenses (murder, rape, assault and robbery) by five percent
2. Reduce the number of non-residential burglaries by three percent
3. Be responsible for the care and custody of all persons apprehended and detained in an arrest or safe keeping situation
4. Interact with the public on a community level in order to curtail crimes

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
2. Percent decline of non-residential burglaries	1.7%	3.0%	3.0%
4. Percent of surveyed citizens satisfied with local police protection	59%	48%	48%
Output			
2. Number of non-residential burglaries	1,688	1,800	1,746
3. Number of Persons Detained	45,196	35,000	35,000
4. Number of students attending DARE Classes	4,800	5,800	5,000
Efficiency			
3. Average cost per person detained	$ 50.22	$ 47.00	$ 47.00

Expenditures by Appropriation Unit			
Personal Services	$ 42,303,213	$ 47,598,212	$ 50,202,456
Contractual Services	301,585	445,521	506,286
Commodities	276,644	442,120	379,320
Capital Outlay	1,941,526	1,234,500	937,500
Total	**$ 44,822,968**	**$ 49,720,353**	**$ 52,025,562**

Expenditures by Fund			
General	$ 41,917,299	$ 47,712,990	$ 50,415,010
Police Drug Enforcement	527,389	528,147	463,107
Police Grants	594,304	479,216	447,445
Local Law Enforcement Block Grant	1,783,976	1,000,000	700,000
Total	**$ 44,822,968**	**$ 49,720,353**	**$ 52,025,562**

No. of Full Time Equivalent Positions	**1,032.9**	**1,031.5**	**1,057.5**
Less: Vacant Positions Eliminated	--	--	--
Total	**1,032.9**	**1,031.5**	**1,057.5**

Highlights

The mission of the Patrol & Community Policing Division is to provide around-the-clock patrol service to respond immediately to any and all emergencies so that the safety of Kansas Citians can be protected. Officers also form partnerships with the community to solve problems so that the quality of life is enhanced in Kansas City neighborhoods. Community-oriented policing remains a priority of the Board of Police Commissioners. The budget increases funding from 40 to 60 COPS Universal officers and 30 COPS MORE civilian positions. Position changes are due to COPS additions, the loss of some grant funding, and the addition of 20 new police officers to continue the City's commitment to increase the number of police officers each year until FY 2011-2012.

Police

Program: FIELD SERVICES
Sub-Program: TRAFFIC

Program Activities

1. Enforce the traffic code and the assurance of the safe movement of pedestrian and vehicular traffic
2. Investigate fatal and serious injury crashes, perform compliance inspection of commercial vehicles, and process DUI suspects
3. Provide traffic control for special events that require security and crowd control

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of surveyed citizens satisfied with traffic enforcement	49%	50%	50%
Output			
2. Number of accidents investigated	800	830	830
Efficiency			
2. Clearance rate of all hit-and-run accidents	40%	45%	45%

Expenditures by Appropriation Unit			
Personal Services	$ 5,716,628	$ 5,996,282	$ 6,111,834
Contractual Services	284,259	201,556	191,080
Commodities	104,107	32,900	56,500
Capital Outlay	128,778	--	20,000
Total	**$ 6,233,772**	**$ 6,230,738**	**$ 6,379,414**

Expenditures by Fund			
General	$ 5,055,637	$ 5,324,097	$ 5,434,563
Police Grants	1,178,135	906,641	944,851
Total	**$ 6,233,772**	**$ 6,230,738**	**$ 6,379,414**

No. of Full Time Equivalent Positions	**112.1**	**110.0**	**110.0**
Less: Vacant Positions Eliminated	--	--	--
Total	**112.1**	**110.0**	**110.0**

Highlights

The mission of the Traffic Division is to enforce traffic laws in order to ensure proper traffic flow and crowd control to avoid damage to persons and property so that the safety of Kansas Citians is protected. Grant funding of $944,851 is anticipated in FY 2003-04 for the Motor Carrier Safety Assistance Program, check-point policing regarding seatbelt enforcement, hazardous violations, excessive speed, running red lights, and alcohol testing.

Police

Program: INFORMATION AND FINANCIAL SERVICES

Expenditures by Sub-Program	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Communications	$ 5,939,748	$ 6,914,889	$ 6,584,944
Fiscal	6,236,619	5,718,678	5,885,284
Information and Technology	4,833,043	5,031,790	5,105,655
Total	**$ 17,009,410**	**$ 17,665,357**	**$ 17,575,883**

Expenditures by Appropriation Unit			
Personal Services	$ 10,673,556	$ 11,844,846	$ 11,721,114
Contractual Services	4,104,202	3,841,591	3,883,349
Commodities	1,925,296	1,753,920	1,746,420
Capital Outlay	306,356	225,000	225,000
Total	**$ 17,009,410**	**$ 17,665,357**	**$ 17,575,883**

Expenditures by Fund			
General	$ 14,873,836	$ 15,422,512	$ 15,547,244
Infrastructure & Maintenance	845,075	704,000	667,129
Local Use Tax	--	225,000	--
Police Grants	1,290,499	1,313,845	1,361,510
Total	**$ 17,009,410**	**$ 17,665,357**	**$ 17,575,883**

No. of Full Time Equivalent Positions	**284.0**	**283.0**	**278.0**
Less: Vacant Positions Eliminated	--	--	(1.0)
Total	**284.0**	**283.0**	**277.0**

Program Information

Information and Financial Services includes 9-1-1 calls, dispatch, budget preparation, long range planning, computer operations, purchasing and supply, general accounting, payroll, and information services. Partial funding of $1,361,510 to offset costs of the department's mainframe computer operations comes from user fees that are generated by the Automated Law Enforcement Response Team II (ALERT II) system.

Police

Program: INFORMATION AND FINANCIAL SERVICES
Sub-Program: COMMUNICATIONS

Program Activities

1. Receive and dispatch 9-1-1 calls for assistance
2. Reduce the number of 9-1-1 calls reaching the recorded announcement
3. Manage and support the 800 Mhz radio system

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of 9-1-1 calls reaching announcement	3.8%	3.6%	3.6%
Output			
1. Number of 9-1-1 calls received	555,000	560,000	560,000
2. 9-1-1 calls reaching announcement	21,000	20,000	20,000

Expenditures by Appropriation Unit			
Personal Services	$ 4,715,729	$ 5,584,799	$ 5,499,808
Contractual Services	752,636	855,090	610,136
Commodities	165,027	250,000	250,000
Capital Outlay	306,356	225,000	225,000
Total	**$ 5,939,748**	**$ 6,914,889**	**$ 6,584,944**

Expenditures by Fund			
General	$ 5,094,673	$ 5,985,889	$ 5,917,815
Infrastructure & Maintenance	845,075	704,000	667,129
Local Use Tax	--	225,000	--
Total	**$ 5,939,748**	**$ 6,914,889**	**$ 6,584,944**

No. of Full Time Equivalent Positions	**134.0**	**135.0**	**133.0**
Less: Vacant Positions Eliminated	--	--	--
Total	**134.0**	**135.0**	**133.0**

Highlights

The mission of the Communications unit is to be the primary answering point for 9-1-1 calls for the City of Kansas City and to provide management and support of the 800 Mhz radio system so that calls for Police, Fire, and Ambulance service are dispatched in a timely and effective manner. In FY 2003-04, a total of $442,129 is provided for the Police Department's share of debt service for the public safety radio upgrade. For a second year, $225,000 replaces approximately 60 800Mhz radios. Position changes are due to transfers to other programs.

Police

Program: INFORMATION AND FINANCIAL SERVICES
Sub-Program: FISCAL

Program Activities

1. Prepare the department's budget and review expenditures and balances throughout the year
2. Limit expenditures by seeking out new vendors to increase competition
3. Process 100% of all seizure forfieture cases

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of financial reports generated	100%	100%	100%
Output			
2. Number of new vendors	44	90	90
Efficiency			
3. Percent of seizure forfeiture cases processed within statutory time	100%	100%	100%

Expenditures by Appropriation Unit			
Personal Services	$ 1,938,156	$ 2,023,040	$ 1,968,917
Contractual Services	2,538,194	2,191,918	2,420,147
Commodities	1,760,269	1,503,720	1,496,220
Capital Outlay	--	--	--
Total	**$ 6,236,619**	**$ 5,718,678**	**$ 5,885,284**

Expenditures by Fund			
General	$ 6,236,619	$ 5,718,678	$ 5,885,284
Total	**$ 6,236,619**	**$ 5,718,678**	**$ 5,885,284**

No. of Full Time Equivalent Positions	**41.0**	**41.0**	**38.0**
Less: Vacant Positions Eliminated	--	--	--
Total	**41.0**	**41.0**	**38.0**

Highlights

The mission of the Fiscal unit is to purchase goods and services at competitive prices, prepare payrolls, and execute the department's budget within appropriation limits so that a high degree of accountability and efficiency can be attained for the department. Program revenues are estimated to be $319,079 and partially support the Private Officer Licensing and Private Alarm Licensing operations. Position changes are due to transfers to other programs.

Police

Program: INFORMATION AND FINANCIAL SERVICES
Sub-Program: INFORMATION AND TECHNOLOGY

Program Activities

1. Assure that the data entry error rate for input control operators remains under 0.1 percent
2. Process payrolls to reconcile with the city

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Error rate percentage	.07%	.06%	.06%
2. Percent of payrolls processed	100%	100%	100%
Output			
2. Number of payrolls processed	27	26	26

Expenditures by Appropriation Unit			
Personal Services	$ 4,019,671	$ 4,237,007	$ 4,252,389
Contractual Services	813,372	794,583	853,066
Commodities	--	200	200
Capital Outlay	--	--	--
Total	**$ 4,833,043**	**$ 5,031,790**	**$ 5,105,655**

Expenditures by Fund			
General	$ 3,542,544	$ 3,717,945	$ 3,744,145
Police Grants	1,290,499	1,313,845	1,361,510
Total	**$ 4,833,043**	**$ 5,031,790**	**$ 5,105,655**

No. of Full Time Equivalent Positions	**109.0**	**107.0**	**107.0**
Less: Vacant Positions Eliminated	--	--	(1.0)
Total	**109.0**	**107.0**	**106.0**

Highlights

The mission of the Information and Technology unit is to maintain and develop the department's computer system to meet current and future information and processing needs so that data can be processed, stored, and retrieved to meet the goals of the department. Program revenue for FY 2003-04 for Automated Law Enforcement Report Tracking (ALERT II) System is estimated at $1,261,510, a decrease of $52,335 or 4.0% from FY 2002-03 budgeted estimates of $1,313,845. One vacant civilian position is eliminated in FY 2003-04.

Police

Program: INVESTIGATIONS
Sub-Program: INVESTIGATIONS

Program Activities

1. File state charges in 65 percent of all homicides investigated, excluding justifiable homicides or suspects deceased
2. Investigate 45 percent of reported robberies
3. Increase the number of persons charged with sale/distribution of narcotics in state and federal court by five percent per year

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of homicides investigated resulting in charges	62%	70%	70%
2. Percent of robberies investigated	10%	34%	34%
Output			
2. Number of robberies reported	2,367	2,116	2,116

Expenditures by Appropriation Unit			
Personal Services	$ 21,808,706	$ 23,568,070	$ 23,905,231
Contractual Services	1,647,865	1,152,506	1,669,482
Commodities	275,901	160,469	407,542
Capital Outlay	269,022	191,851	43,000
Total	**$ 24,001,494**	**$ 25,072,896**	**$ 26,025,255**

Expenditures by Fund			
General	$ 19,515,679	$ 20,811,157	$ 21,294,221
Police Drug Enforcement	1,925,960	2,152,893	2,003,449
Police Grants	2,559,855	2,108,846	2,727,585
Total	**$ 24,001,494**	**$ 25,072,896**	**$ 26,025,255**

No. of Full Time Equivalent Positions	**400.0**	**415.5**	**413.5**
Less: Vacant Positions Eliminated	--	--	(1.0)
Total	**400.0**	**415.5**	**412.5**

Highlights

The mission of the Investigations Division is to investigate violent, property, narcotics, and vice crimes leading to the apprehension and successful prosecution of offenders so that these activities are curtailed and the citizens of Kansas City are protected. The Investigations Program includes Violent Crimes, Property Crimes, Narcotics and Vice, Juvenile, Fugitive Apprehension and Arraignment, Intelligence, Internal Affairs, and the Crime Laboratory. Positions change due to transfers to other programs. One vacant civilian position is eliminated in FY 2003-04.

Police

Program: LOGISTICAL SERVICES
Sub-Program: LOGISTICAL SERVICES

Program Activities

1. Maintenance of the vehicle fleet, custodial care of department buildings, and parking lots

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of vehicles kept less than 24 hours	47%	85%	85%
Output			
1. Number of vehicles operated, maintained and repaired	795	774	774
Efficiency			
1. Average cost per vehicle to operate, maintain and repair	$ 860	$ 5,144	$ 600

Expenditures by Appropriation Unit			
Personal Services	$ 3,004,146	$ 3,238,940	$ 3,443,555
Contractual Services	1,538,288	1,695,765	2,045,038
Commodities	2,101,599	2,231,706	2,231,706
Capital Outlay	1,268,563	1,000,000	505,408
Total	**$ 7,912,596**	**$ 8,166,411**	**$ 8,225,707**

Expenditures by Fund			
General	$ 6,912,596	$ 7,566,411	$ 7,605,472
Infrastructure & Maintenance	--	--	505,408
Local Use Tax	1,000,000	600,000	114,827
Total	**$ 7,912,596**	**$ 8,166,411**	**$ 8,225,707**

No. of Full Time Equivalent Positions	**88.4**	**88.9**	**92.8**
Less: Vacant Positions Eliminated	--	--	--
Total	**88.4**	**88.9**	**92.8**

Highlights

The mission of Logistical Services is to ensure that vehicle maintenance and repairs and in-house maintenance requests are completed so that deficiencies in property or equipment used by department personnel are prevented. Positions change in FY 2003-04 due to transfers of positions from other programs. Vehicle replacement funding is reduced by $494,592 to $505,408 in FY 2003-04.

Police

Program: FRINGE BENEFITS
Sub-Program: FRINGE BENEFITS

Expenditures by Appropriation Unit	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Personal Services	$ 16,996,786	$ 17,738,237	$ 18,302,468
Contractual Services	--	--	--
Commodities	--	--	--
Capital Outlay	--	--	--
Total	**$ 16,996,786**	**$ 17,738,237**	**$ 18,302,468**

Expenditures by Fund			
General	$ 16,996,786	$ 17,738,237	$ 18,302,468
Total	**$ 16,996,786**	**$ 17,738,237**	**$ 18,302,468**

No. of Full Time Equivalent Positions	**--**	**--**	**--**

	Actual 1999-00	**Actual 2000-01**	**Actual 2001-02**
KC Police Retirement System:			
Net assets available for plan benefits	$ 638,000,000	$ 595,000,000	$ 562,000,000
Number receiving benefits	1,102	1,150	1,152
Benefits paid	$ 25,689,209	$ 30,519,000	$ 28,892,000
KC Police Civilian Retirement System:			
Net assets available for plan benefits	$ 64,200,000	$ 61,600,000	$ 60,000,000
Number receiving benefits	105	113	117
Benefits paid	$ 1,154,000	$ 1,452,000	$ 1,588,000

Highlights

The mission of the Fringe Benefits section is to work with the Police Retirement Board to provide for a financially sound and stable retirement system so that all Police Department employees have a secure retirement. The Fringe Benefits Program ensures that funding levels are adequate to meet the requirements of the two retirement systems and contributions to FICA. The city's contribution to the Police Retirement System is 19.7%. The current contribution rate for the Police Civilian Retirement System is 7.14% of base pay. The FICA rate is 7.65 percent of a civilian's wages up to $89,700, and is a 1.45 percent contribution for Medicare for earnings above that amount and wages of police officers hired after January 1986.

Police

Program: CAPITAL IMPROVEMENTS

Expenditures by Project	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Police Facility Improvements	$ --	$ --	$ 12,893,951
Computer Aided Dispatch	--	--	961,657
Total	**$ --**	**$ --**	**$ 13,855,608**

Expenditures by Fund			
Public Safety Sales Tax	$ --	$ --	$ 13,855,608
Total	**$ --**	**$ --**	**$ 13,855,608**

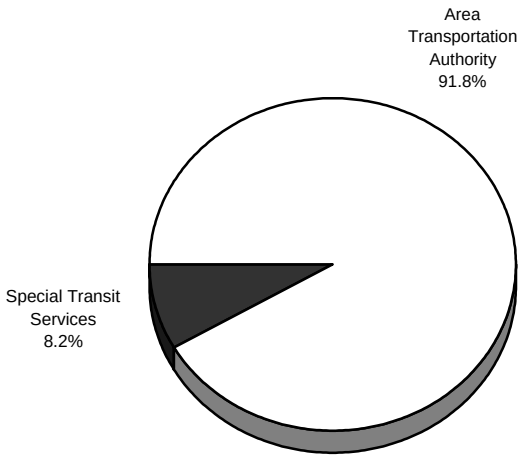
Public Transportation

Budget $25.75M FTE Positions 0.0

Area Transportation Authority
Budget $23.63M FTEs 0.0

Special Transit Services
Budget $2.12M FTEs 0.0

Budget by Program



Departmental Highlights

Carry 18.8 million passengers annually

Operate 48 bus routes serving the metropolitan area

Local contribution per passenger $1.37

Provide 250,000 trips to elderly and/or disabled riders through the Share-a-Fare program

Provide 25,000 trips through the Employment Transportation Assistance program.

Public Transportation

Expenditures by Program	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Area Transportation Authority	$ 28,262,143	$ 28,943,851	$ 23,633,483
Special Transit Services	2,629,006	2,958,927	2,117,450
Total	**$ 30,891,149**	**$ 31,902,778**	**$ 25,750,933**

Expenditures by Appropriation Unit			
Personal Services	$ --	$ --	$ --
Contractual Services	556,759	584,359	573,427
Commodities	--	--	--
Capital Outlay	--	--	--
Sub-Total Operating Expenses	**$ 556,759**	**$ 584,359**	**$ 573,427**
Pass Through Payments	30,334,390	31,318,419	25,177,506
Debt Service	--	--	--
Capital Improvements	--	--	--
Total	**$ 30,891,149**	**$ 31,902,778**	**$ 25,750,933**

Expenditures by Fund			
Public Mass Transportation	$ 30,891,149	$ 31,902,778	$ 25,750,933
Total	**$ 30,891,149**	**$ 31,902,778**	**$ 25,750,933**
No. of Full Time Equivalent Positions	**--**	**--**	**--**

Public Transportation

Program: AREA TRANSPORTATION AUTHORITY
Sub-Program: AREA TRANSPORTATION AUTHORITY

Program Activities

1. Provide reliable and efficient transportation throughout the metropolitan area
2. Analyze the efficiency and effectiveness of the Area Transportation Authority in the areas of ridership, route effectiveness, safety, and reliability

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Average number of passengers per bus at any given time	18.3	18.6	18.9
Output			
1. Number of weekday transit routes operating in KCMO	60	52	48
1. Number of Saturday transit routes operating in KCMO	29	29	29
1. Number of Sunday transit routes operating in KCMO	16	16	16
Efficiency			
1. Number of miles per mechanical road call	6,753	9,000	7,250
2. Number of vehicle accidents per million miles	43.3	30.0	34.3

Expenditures by Appropriation Unit			
Contractual Services	$ 556,759	$ 584,359	$ 573,427
Pass Through Payments	27,705,384	28,359,492	23,060,056
Total	**$ 28,262,143**	**$ 28,943,851**	**$ 23,633,483**

Expenditures by Fund			
Public Mass Transportation	$ 28,262,143	$ 28,943,851	$ 23,633,483
Total	**$ 28,262,143**	**$ 28,943,851**	**$ 23,633,483**

No. of Full Time Equivalent Positions	--	--	--

Highlights

The mission of the Kansas City Area Transportation Authority (KCATA) is to provide a reliable and efficient public transportation system so that the needs of a majority of transit-dependent residents are met and transportation alternatives to single-occupancy vehicle trips are offered. In FY 2003-04, funding for KCATA operations is reduced by $5.3 million or 18.3% as prior year sales tax reserves have been depleted and expenditures must be adjusted to current estimates of revenues from the one-half cent sales tax for transportation. It is anticipated that the use of other non-sales tax ATA resources will forestall significant reductions in service for at least one year.

Public Transportation

Program: SPECIAL TRANSIT SERVICES
Sub-Program: SPECIAL TRANSIT SERVICES

Program Activities

1. Provide door-to-door transportation services for the elderly, disabled, and economically-disadvantaged citizens of Kansas City
2. Provide subsidized transit to suburban work locations for residents who have no other means of traveling to and from work

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Number of persons utilizing Share-A-Fare	7,500	7,750	10,000
2. Number of persons utilizing Developmentally Disabled	125	130	110
Output			
1. Number of Share-A-Fare passenger trips	290,000	320,000	250,000
2. Number of Developmentally Disabled passenger trips	43,500	44,000	33,000
Efficiency			
1. Average subsidy per Share-A-Fare trip	$ 9.50	$ 9.00	$ 12.00
2. Average subsidy per Developmentally Disabled trip	$ 5.75	$ 5.68	$ 7.00

Expenditures by Appropriation Unit			
Pass Through Payments	$ 2,629,006	$ 2,958,927	$ 2,117,450
Total	**$ 2,629,006**	**$ 2,958,927**	**$ 2,117,450**

Expenditures by Fund			
Public Mass Transportation	$ 2,629,006	$ 2,958,927	$ 2,117,450
Total	**$ 2,629,006**	**$ 2,958,927**	**$ 2,117,450**
No. of Full Time Equivalent Positions	--	--	--

Highlights

The mission of the Special Transit Services program is to provide low-cost transit services to elderly and disabled citizens via the Share-A-Fare program, to provide transportation options for developmentally disabled persons, and to subsidize transit fares for urban workers who are employed in suburban areas and have no other means of access to their job sites so that the transit needs of all residents are maximized. Services under this program include Share-A-Fare, Employment Transportation Assistance, and Developmentally Disabled Transportation. Funding reductions of $841,477 or 28.4% are anticipated for FY 2003-04 to bring expenditures in line with sales tax resources. The use of other non-sales tax resources by the KCATA will forestall significant reductions in special transit services for at least one year.

Public Works

Budget $117.42M FTE Positions 359.4

Administration
Budget $1.34M FTEs 9.0

Engineering Services
Budget $4.89M FTEs 71.5

Motor Equipment
Budget $0.38M FTEs 0.0

Public Building Maintenance and Operations
Budget $5.93M FTEs 44.0

Street Lighting
Budget $8.35M FTEs 11.4

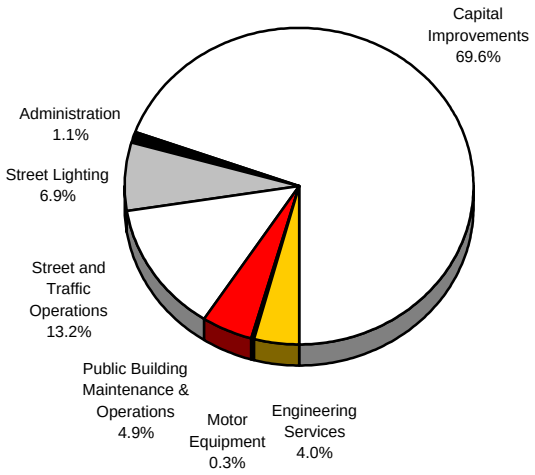
Street and Traffic Operations
Budget $15.93M FTEs 223.5

Capital Improvements
Budget $80.58M FTEs 0.0

Departmental Highlights

- Sweep residential streets five times annually
- Resurface 338 linear miles of streets
- Repair all reported potholes within 48 hours
- Inspect and conduct preventative maintenance on 708 traffic signals
- Maintain 83,000 streetlights in the city
- Maintain 2,300 linear miles of streets
- Inspect and/or repair 350 minor bridges and culverts
- Repair 33,000 street signs

Budget by Program



Workforce Analysis - Full-time Employees

	Male	Female	Total
Management			
Minority	28.2%	11.5%	39.7%
Non-Minority	47.8%	12.5%	60.3%
Total	76.0%	24.0%	100.0%
Labor			
Minority	53.6%	18.4%	72.0%
Non-Minority	24.9%	3.1%	28.0%
Total	78.5%	21.5%	100.0%
Total			
Minority	41.0%	14.9%	55.9%
Non-Minority	36.3%	7.8%	44.1%
Total	77.3%	22.7%	100.0%

Public Works

Expenditures by Program	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Administration	$ 2,079,956	$ 1,761,914	$ 1,342,529
Engineering Services	4,182,546	3,677,793	4,892,783
Motor Equipment	2,564,760	2,801,050	381,349
Public Building Maintenance And Operations	7,742,119	7,018,130	5,932,293
Street and Traffic Operations	19,308,190	16,843,098	15,931,988
Street Lighting	7,321,273	7,814,574	8,352,080
Sub-Total Operating Expenses	**$ 43,198,844**	**$ 39,916,559**	**$ 36,833,022**
Ice Storm 2002	1,421,312	--	--
Debt Service	--	--	--
Capital Improvements	60,581,423	86,923,367	80,584,527
Total	**$ 105,201,579**	**$ 126,839,926**	**$ 117,417,549**

Expenditures by Appropriation Unit			
Personal Services	$ 19,304,774	$ 18,534,585	$ 18,499,230
Contractual Services	18,147,735	16,634,157	15,964,249
Commodities	2,321,368	1,946,767	1,853,194
Capital Outlay	4,846,279	2,801,050	516,349
Sub-Total Operating Expenses	**$ 44,620,156**	**$ 39,916,559**	**$ 36,833,022**
Pass Through Payments	--	--	--
Debt Service	--	--	--
Capital Improvements	60,581,423	86,923,367	80,584,527
Total	**$ 105,201,579**	**$ 126,839,926**	**$ 117,417,549**

Expenditures by Fund			
General	$ 35,849,719	$ 30,640,704	$ 21,819,730
Motor Fuel Tax	20,378,899	19,352,593	20,976,907
Trafficway Maintenance	1,957,572	1,977,148	2,593,000
Public Mass Transportation	988,672	704,265	622,099
Infrastructure and Maintenance	7,016,431	6,944,973	2,657,433
Local Use Tax	12,423,002	14,527,775	17,945,343
11th and Oak Garage	--	1,085,448	234,645
Health Levy	452,505	--	--
Convention and Tourism	1,638,846	--	--
Arterial Street Impact Fee	--	3,000,000	2,000,000
Capital Improvements	22,879,860	47,672,020	46,768,392
Revolving Public Improvement	1,616,073	935,000	1,800,000
Total	**$ 105,201,579**	**$ 126,839,926**	**$ 117,417,549**

No. of Full Time Equivalent Positions	**391.7**	**417.0**	**428.4**
Less: Anticipated Retirements	--	--	(31.0)
Less: Vacant Positions Eliminated	--	(29.0)	(10.0)
Net Full Time Equivalent Positions	**391.7**	**388.0**	**387.4**

Public Works

Program: ADMINISTRATION
Sub-Program: ADMINISTRATION

Program Activities

1. Ensure the department is operating in an efficient and effective manner
2. Administer the Employee Quality Work Improvement Process (EQWIP) and serve as the liaison to the Kansas City Area Transportation Authority
3. Administer the citywide Capital Improvements Program and staff the Public Improvements Advisory Committee

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of surveyed citizens satisfied with maintenance of city buildings, streets, and facilities	56%	60%	60%
Output			
1. Average number of cost accounting documents processed daily	43	41	40
2. Number of EQWIP training sessions	8	8	8
Efficiency			
1. Percent of documents processed within two working days	75%	80%	85%
2. Percent of employees involved in EQWIP	33%	36%	39%

Expenditures by Appropriation Unit			
Personal Services	$ 1,159,568	$ 1,144,596	$ 735,532
Contractual Services	883,862	596,458	603,837
Commodities	36,526	20,860	3,160
Capital Outlay	--	--	--
Total	**$ 2,079,956**	**$ 1,761,914**	**$ 1,342,529**

Expenditures by Fund			
General	$ 1,722,027	$ 1,356,271	$ 1,107,513
Public Mass Transportation	13,782	69,643	24,000
Infrastructure and Maintenance	118,469	--	211,016
Local Use Tax	225,678	336,000	--
Total	**$ 2,079,956**	**$ 1,761,914**	**$ 1,342,529**

No. of Full Time Equivalent Positions	**16.5**	**17.0**	**12.0**
Less: Anticipated Retirements	--	--	(3.0)
Less: Vacant Positions Eliminated	--	(2.0)	--
Net Full Time Equivalent Positions	**16.5**	**15.0**	**9.0**

Highlights

The mission of Public Works Administration is to provide the taxpayers of Kansas City with optimal value in designing, building, operating, and maintaining their streets, bridges, and public buildings as well as purchasing, maintaining, and repairing the city's motor equipment. A total of $211,016 is budgeted in FY 2003-04 for the City's share of the debt service for the public safety radio upgrade. Budget reductions in FY 2002-03 result in two additional positions in contract administration being charged to capital projects in FY 2003-04. One position is transferred to Street Maintenance in FY 2003-04, and two positions were created in FY 2002-03 to support GASB 34 implementation and are charged to capital projects.

Public Works

Program: ENGINEERING SERVICES
Sub-Program: ENGINEERING SERVICES

Program Activities

1. Provide ongoing planning and project management support so that project costs and schedules match funding opportunities and authorized budgets
2. Review building and construction plans for public improvements within ten days of submittal
3. Verify that projects are constructed in accordance with contract and permit documents, with appropriate materials and procedures and to the proper lines and grades

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Design cost as a percent of the contract	67%	33%	13%
2. Percent of development plans reviewed within ten working days	70%	90%	90%
3. Inspection Cost as percent of contract amount	18.5%	9.6%	8.3%
Output			
1. Value of design performed	$ 8,930,000	$ 9,000,000	$ 8,500,000
2. Number of development plans reviewed	1,873	2,900	2,920
3. Value of Contract Projects inspected	$ 9,646,059	$ 10,000,000	$ 12,000,000
Efficiency			
1. Value of design performed per FTE	$ 366,000	$ 360,000	$ 340,000
2. Average number of hours to review a development plan	4.3	4.3	4.0
3. Value of Contract Projects inspected per FTE	$ 214,357	$ 300,300	$ 342,857
Expenditures by Appropriation Unit			
Personal Services	$ 3,609,957	$ 3,450,050	$ 4,364,387
Contractual Services	506,127	159,638	479,208
Commodities	63,806	68,105	49,188
Capital Outlay	2,656	--	--
Total	**$ 4,182,546**	**$ 3,677,793**	**$ 4,892,783**
Expenditures by Fund			
General	$ 4,182,546	$ 3,677,793	$ 4,892,783
Total	**$ 4,182,546**	**$ 3,677,793**	**$ 4,892,783**

No. of Full Time Equivalent Positions	**57.1**	**61.1**	**91.3**
Less: Anticipated Retirements	--	--	(1.0)
Less: Vacant Positions Eliminated	--	(4.0)	--
Net Full Time Equivalent Positions	**57.1**	**57.1**	**90.3**

Highlights

The mission of Engineering Services is to design, review, and inspect construction projects so that they are constructed in accordance with established standards. Program revenues from construction/repair and erosion control permits, as well as GIS and sidewalk assessment fees, are estimated to be $2,478,850 in FY 2003-04, an increase of $145,850, or 6.3%, from the adopted budget estimate of $2,333,000 in FY 2002-03.
One engineering technician position is added in the Right-of-Way section and is charged to capital projects.
The increase in positions reflects an adjustment of staff time that is charged to capital projects.

Public Works

Program: MOTOR EQUIPMENT
Sub-Program: MOTOR EQUIPMENT OPERATIONS

Program Activities

1. Operate a motor equipment repair shop for sedans, pickups, heavy equipment, fire department vehicles, and solid waste so that vehicle downtime is minimized
2. Maintain and prepare fleet of 1,300 for the functions of the department
3. Maintain over 400 contracts for parts and commodities and an inventory of over 17,000 individual items

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Average equipment downtime (% of total year)	4.0%	6.5%	7.0%
Output			
1. Number of repair work orders completed	10,319	9,035	9,400
2. Labor Hour Charge	$ 50.00	$ 50.00	$ 52.00
Efficiency			
2. Direct labor hours per technician	1,766	1,660	1,633

Expenditures by Appropriation Unit			
Personal Services	$ --	$ --	$ --
Contractual Services	--	--	--
Commodities	--	--	--
Capital Outlay	2,564,760	2,801,050	381,349
Total	**$ 2,564,760**	**$ 2,801,050**	**$ 381,349**

Expenditures by Fund			
Infrastructure and Maintenance	$ 2,564,760	$ 2,801,050	$ 381,349
Total	**$ 2,564,760**	**$ 2,801,050**	**$ 381,349**

No. of Full Time Equivalent Positions	**--**	**--**	**--**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	--
Net Full Time Equivalent Positions	**--**	**--**	**--**

Highlights

The mission of Public Works Motor Equipment is to provide comprehensive fleet management services to the Public Works Department as well as other departments and agencies of the City so that city vehicles are maintained in such a manner as to be available when needed. A total of $381,349 is provided for Public Works equipment replacement in FY 2003-04, a decrease of $2,419,701 or 86.4% versus FY 2002-03. Motor Equipment operates as an internal services fund with 68 positions. Although equipment replacement is cut, position levels will be maintained due to the remaining workload. Costs are covered and revenue is provided by charges to other divisions and departments in the city.

Public Works

Program: PUBLIC BUILDING MAINTENANCE AND OPERATIONS
Sub-Program: PUBLIC BUILDING MAINTENANCE AND OPERATIONS

Program Activities

1. Design, maintain, and construct municipal buildings
2. Provide maintenance for 82,518 square feet of floor space for the Museums at 18th & Vine
3. Provide support for the Municipal Art Commission and the 1% for Art Program

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of surveyed citizens satisfied with maintenance of city buildings	73%	75%	75%
2. Maintenance cost as a percent of total budget at 18th & Vine	28%	39%	25%
Output			
1. Value of operation, maintenance and design services delivered	$ 12,440,980	$ 11,000,000	$ 10,035,000
Efficiency			
1. Cost per square foot of operation/maintenance services delivered	$ 1.91	$ 1.69	$ 1.54
2. Cost per square foot of operation/maintenance at 18th & Vine	$ 7.75	$ 9.40	$ 8.49
Expenditures by Appropriation Unit			
Personal Services	$ 3,016,920	$ 3,059,889	$ 2,511,638
Contractual Services	3,371,700	3,687,641	3,172,255
Commodities	243,258	270,600	248,400
Capital Outlay	1,110,241	--	--
Total	**$ 7,742,119**	**$ 7,018,130**	**$ 5,932,293**
Expenditures by Fund			
General	$ 6,363,842	$ 6,633,773	$ 5,702,295
Local Use Tax	1,378,277	262,957	229,998
11th and Oak Garage	--	121,400	--
Total	**$ 7,742,119**	**$ 7,018,130**	**$ 5,932,293**

No. of Full Time Equivalent Positions	**63.3**	**66.0**	**55.0**
Less: Anticipated Retirements	--	--	(8.0)
Less: Vacant Positions Eliminated	--	(9.0)	(4.0)
Net Full Time Equivalent Positions	**63.3**	**57.0**	**43.0**

Highlights

The mission of the Public Building Maintenance and Operations program is to design, construct, maintain, and operate municipal buildings, and supervise construction and maintenance so that municipal buildings are safe, efficient, and clean. Costs for operation of the 11th and Oak garage moved to City Development in FY 2003-04. Operating and debt service costs of $605,616, including one filled position associated with the 4900 Swope Parkway Building, are eliminated in FY 2003-04 reflecting the anticipated sale of the building. Three vacant building maintenance positions and one vacant administrative position are eliminated in FY 2003-04. The impact of the position losses will be slower responses for design and building maintenance.

Public Works

Program: STREET AND TRAFFIC OPERATIONS

Expenditures by Sub-Program	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Snow and Ice Removal	$ 2,893,818	$ 1,900,000	$ 1,600,000
Street Cleaning	1,102,426	610,856	794,476
Street Maintenance	9,176,572	7,461,839	7,204,964
Traffic Operations	4,349,139	4,048,138	4,064,804
Traffic Permits	811,345	1,133,595	1,475,000
Transportation Systems and Planning	974,890	1,688,670	792,744
Total	**$ 19,308,190**	**$ 16,843,098**	**$ 15,931,988**

Expenditures by Appropriation Unit			
Personal Services	$ 10,336,095	$ 10,021,739	$ 10,181,455
Contractual Services	6,209,619	5,389,049	4,233,887
Commodities	1,593,854	1,432,310	1,381,646
Capital Outlay	1,168,622	--	135,000
Total	**$ 19,308,190**	**$ 16,843,098**	**$ 15,931,988**

Expenditures by Fund			
General	$ 4,981,209	$ 4,043,225	$ 4,109,857
Motor Fuel Tax	12,694,559	10,886,203	10,804,387
Public Mass Transportation	974,890	634,622	598,099
Infrastructure and Maintenance	622,907	--	225,000
Local Use Tax	34,625	225,000	--
11th and Oak Garage	--	964,048	134,645
Arterial Street Impact Fee	--	90,000	60,000
Total	**$ 19,308,190**	**$ 16,843,098**	**$ 15,931,988**

No. of Full Time Equivalent Positions	**237.2**	**257.5**	**255.0**
Less: Anticipated Retirements	--	--	(17.0)
Less: Vacant Positions Eliminated	--	(14.0)	(4.0)
Net Full Time Equivalent Positions	**237.2**	**243.5**	**234.0**

Program Information

The Streets and Traffic Operations division of Public Works is responsible for the upkeep of approximately 2,300 center-lane miles of improved and unimproved city streets as well as traffic signals, street signs, and markings. Operations of the street maintenance section include street patching and cleaning, street cut repair and inspection, bridge maintenance, and snow removal. Traffic signal operations include repair and maintenance of traffic signals. Transportation systems and planning handles traffic studies and parking.

Public Works

Program: STREET AND TRAFFIC OPERATIONS
Sub-Program: SNOW AND ICE REMOVAL

Program Activities

1. Remove an average of 22 inches of snow and ice in an effective manner
2. Coordinate City-wide snow and ice control operations
3. Alert the community of driving restrictions in accordance with the City's emergency snow ordinance

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of surveyed citizens satisfied with snow removal on major City streets	75%	90%	N/A
Output			
1. Number of arterial center-lane miles plowed	830	830	830
1. Number of residential center-lane miles plowed	1,500	1,500	1,500
Efficiency			
1. Cost per mile cleared	$ 1,242	$ 815	$ 687

Expenditures by Appropriation Unit			
Personal Services	$ 1,413,057	$ 827,753	$ 827,753
Contractual Services	713,645	614,436	357,075
Commodities	480,086	457,811	415,172
Capital Outlay	287,030	--	--
Total	**$ 2,893,818**	**$ 1,900,000**	**$ 1,600,000**

Expenditures by Fund			
General Fund	$ 300,000	$ 313,354	$ --
Motor Fuel Tax	2,593,818	1,586,646	1,600,000
Total	**$ 2,893,818**	**$ 1,900,000**	**$ 1,600,000**

No. of Full Time Equivalent Positions	**28.0**	**28.0**	**28.0**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	--
Net Full Time Equivalent Positions	**28.0**	**28.0**	**28.0**

Highlights

The mission of Snow and Ice Removal is to provide a safe surface for motorists to use while commuting during the winter season so that motorist safety, comfort, and convenience is maximized. Funding in this program supports salt and chemical usage, equipment maintenance, overtime, and regular time funding of personnel during the snow removal season. In FY 2002-03, program changes were implemented by using city staff and equipment for residential street clearance instead of private contractors. This change will result in $300,000 in permanent savings. This reduction is reflected in the FY 2003-04 appropriation.

Public Works

Program: STREET AND TRAFFIC OPERATIONS
Sub-Program: STREET CLEANING

Program Activities

1. Sweep residential streets five times annually and arterial streets twelve times annually

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of surveyed citizens satisfied with cleanliness of city streets	72%	60%	N/A
Output			
1. Number of gutter miles swept	26,308	31,507	24,456
Efficiency			
1. Cost of street sweeping per gutter mile	$ 37.99	$ 19.13	$ 31.45

Expenditures by Appropriation Unit			
Personal Services	$ 469,264	$ 351,663	$ 519,833
Contractual Services	631,315	256,468	271,968
Commodities	1,847	2,725	2,675
Capital Outlay	--	--	--
Total	**$ 1,102,426**	**$ 610,856**	**$ 794,476**

Expenditures by Fund			
General	$ 100,000	$ --	$ --
Motor Fuel Tax	502,519	610,856	794,476
Infrastructure and Maintenance	499,907	--	--
Total	**$ 1,102,426**	**$ 610,856**	**$ 794,476**

No. of Full Time Equivalent Positions	**10.6**	**11.0**	**10.0**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	(1.0)	--
Net Full Time Equivalent Positions	**10.6**	**10.0**	**10.0**

Highlights

The mission of Street Cleaning is to provide street cleaning and storm cleanup services to the residents of Kansas City so that the streets are clean and less debris flows into the stormwater collection system. In FY 2003-04, funding for the street sweeping program continues at the FY 2002-03 reduced level with twelve sweeping cycles on arterial streets, five sweeping cycles on residential streets, and fourteen sweeping cycles per year on the boulevards.

Public Works

Program: STREET AND TRAFFIC OPERATIONS
Sub-Program: STREET MAINTENANCE

Program Activities

1. Ensure a safe and comfortable riding surface on 2,300 center-lane miles of city streets
2. Perform all needed minor repair on the approximately 350 minor bridges and culverts throughout the city
3. Provide administrative and financial services to the Streets and Traffic Division
4. Provide specialized services, including rock road, shoulder maintenance, and ditching

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of surveyed citizens satisfied with maintenance of city streets	45%	60%	N/A
Output			
1. Number of lane miles resurfaced	435	396	338
Efficiency			
1. Cost per lane mile resurfaced	$ 30,584	$ 30,934	$ 30,934

Expenditures by Appropriation Unit			
Personal Services	$ 4,628,349	$ 4,660,552	$ 4,504,371
Contractual Services	3,144,023	2,342,627	2,248,158
Commodities	522,608	458,660	452,435
Capital Outlay	881,592	--	--
Total	**$ 9,176,572**	**$ 7,461,839**	**$ 7,204,964**

Expenditures by Fund			
General	$ 1,065,232	$ --	$ --
Motor Fuel Tax	7,988,340	7,236,839	6,979,964
Infrastructure and Maintenance	123,000	--	225,000
Local Use Tax	--	225,000	--
Total	**$ 9,176,572**	**$ 7,461,839**	**$ 7,204,964**

No. of Full Time Equivalent Positions	**110.9**	**126.5**	**126.0**
Less: Anticipated Retirements	--	--	(13.0)
Less: Vacant Positions Eliminated	--	(7.0)	(3.0)
Net Full Time Equivalent Positions	**110.9**	**119.5**	**110.0**

Highlights

The mission of Street Maintenance is to provide street maintenance and repair services to the residents of Kansas City so that motorist safety, comfort, and convenience is maximized. Street maintenance activities in the city are divided into three maintenance districts. Funding of $225,000 is continued in FY 2003-04 for the city's share of maintenance costs of the Bruce R. Watkins Drive. FY 2002-03 program reductions made permanent for FY 2003-04 include the reduction of two vacant maintenance positions. One position is transferred from Administration and offset by elimination of one vacant position. Two positions were created in FY 2002-03 to implement the provisions of GASB 34, which are charged to capital projects. The increase in positions reflects an adjustment of staff time that is charged to capital projects.

Public Works

Program: STREET AND TRAFFIC OPERATIONS
Sub-Program: TRAFFIC OPERATIONS

Program Activities

1. Fabricate, install, and perform maintenance necessary to maintain 200,000 traffic and street signs and other traffic control devices
2. Maintain over 1,000 miles of traffic lines, 1,300 crosswalks, and 2,500 lane use arrows throughout the city
3. Address any complaints and requests concerning traffic devices
4. Enhance intersection operations and provide effective lane usage through coordination of traffic movements within construction zones

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of surveyed citizens satisfied with maintenance of traffic signals	86%	91%	90%
Output			
1. Number of signs fabricated	9,760	10,000	10,000
2. Number of lane miles remarked	420	765	500
Efficiency			
1. Cost per sign fabricated	$ 20.22	$ 24.00	$ 24.00

Expenditures by Appropriation Unit			
Personal Services	$ 2,538,163	$ 2,464,983	$ 2,500,710
Contractual Services	1,259,921	1,133,165	1,114,104
Commodities	551,055	449,990	449,990
Capital Outlay	--	--	--
Total	**$ 4,349,139**	**$ 4,048,138**	**$ 4,064,804**

Expenditures by Fund			
General	$ 2,704,632	$ 2,596,276	$ 2,634,857
Motor Fuel Tax	1,609,882	1,451,862	1,429,947
Local Use Tax	34,625	--	--
Total	**$ 4,349,139**	**$ 4,048,138**	**$ 4,064,804**

No. of Full Time Equivalent Positions	**49.6**	**54.5**	**49.5**
Less: Anticipated Retirements	--	--	(4.0)
Less: Vacant Positions Eliminated	--	(5.0)	--
Net Full Time Equivalent Positions	**49.6**	**49.5**	**45.5**

Highlights

The mission of Traffic Operations is to maintain and operate traffic signals, traffic signs, and markings so that the safe and efficient movement of traffic is maximized. Program reductions that are made permanent in FY 2003-04 include $30,000 in utility savings due to the elimination of up to 50 obsolete or unneeded traffic control devices throughout the city.

Public Works

Program: STREET AND TRAFFIC OPERATIONS
Sub-Program: TRAFFIC PERMITS

Program Activities

1. Inspect and approve street cuts within the 90 day period for which the permits are issued
2. Inspect accepted work during the three-year warranty period for any failures and have the permit holder remedy the problem
3. Issue permits for excavation or cuts in the streets, curbs, sidewalks, or other public right-or-way

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of permits accepted within 90 days	83%	78%	78%
Output			
1. Number of permits issued	3,250	3,250	3,250
Efficiency			
1. Cost per permit	$ 66.70	$ 72.00	$ 72.00

Expenditures by Appropriation Unit			
Personal Services	$ 731,247	$ 1,038,333	$ 1,239,088
Contractual Services	73,990	86,663	92,313
Commodities	6,108	8,599	8,599
Capital Outlay	--	--	135,000
Total	**$ 811,345**	**$ 1,133,595**	**$ 1,475,000**

Expenditures by Fund			
General	$ 811,345	$ 1,133,595	$ 1,475,000
Total	**$ 811,345**	**$ 1,133,595**	**$ 1,475,000**

No. of Full Time Equivalent Positions	**24.8**	**25.0**	**29.0**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	(1.0)	--
Net Full Time Equivalent Positions	**24.8**	**24.0**	**29.0**

Highlights

The mission of Traffic Permits is to ensure that all uses and all excavations in the public right-of-way conform to city standards so that the integrity of the City's streets is maintained. Program revenues from street degradation, safety and loading zone, street lane rental, street excavation, and street closure permits are estimated to be $2,025,000 in FY 2003-04, an increase of $77,492 or 3.9% from the adopted FY 2002-03 budget estimate of $1,947,508; the street degradation fee revenue of $550,000 is dedicated to the street preservation program. Five positions and one-time equipment costs are added in FY 2003-04 to implement and monitor the estimated $450,000 in street closure and lane rental fees that will be effective on May 1, 2003.

Public Works

Program: STREET AND TRAFFIC OPERATIONS
Sub-Program: TRANSPORTATION SYSTEMS AND PLANNING

Program Activities

1. Monitor safety deficiencies, review development plans and traffic impact studies, and coordinate long range transportation planning activities
2. Develop, maintain, and update databases of accidents and manual counts of intersection movements
3. Maintain and collect revenue from 2,230 parking meters throughout the city
4. Prepare construction plans, specifications, and cost estimates for installing new signals and major modifications to the existing traffic control system

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of traffic studies completed within one year	100%	100%	100%
Output			
1. Number of traffic studies	53	48	48
2. Number of accident reports coded	20,262	22,000	22,000
Efficiency			
1. Number of traffic studies per FTE	41	24	24
2. Number of accident reports per FTE	12,664	18,333	18,333

Expenditures by Appropriation Unit			
Personal Services	$ 556,015	$ 678,455	$ 589,700
Contractual Services	386,725	955,690	150,269
Commodities	32,150	54,525	52,775
Capital Outlay	--	--	--
Total	**$ 974,890**	**$ 1,688,670**	**$ 792,744**

Expenditures by Fund			
Public Mass Transportation	$ 974,890	$ 634,622	$ 598,099
11th and Oak Garage	--	964,048	134,645
Arterial Street Impact Fee	--	90,000	60,000
Total	**$ 974,890**	**$ 1,688,670**	**$ 792,744**

No. of Full Time Equivalent Positions	**13.3**	**12.5**	**12.5**
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	(1.0)
Net Full Time Equivalent Positions	**13.3**	**12.5**	**11.5**

Highlights

The mission of the Transportation Systems and Planning program is to improve safety, efficiency, and service of the existing transportation system. Program revenue from parking meters is estimated to continue at $900,000 in FY 2003-04 and is earmarked to support the operations and debt service of the 11th and Oak Garage, and downtown parking improvements through the Kansas City Parking Commission. Expenses associated with the 11th and Oak Garage are transferred to City Development in FY 2003-04. Revenue from the Arterial Street Impact Fee is estimated at $2 million in FY 2003-04 with $60,000 or three percent of revenues provided for program administration and $1,940,000 designated for capital improvements. One vacant transportation planner position was eliminated as part of the FY 2002-03 program reductions and is permanently eliminated in FY 2003-04.

Public Works

Program: STREET LIGHTING
Sub-Program: STREET LIGHTING

Program Activities

1. Administer the bond project approved by voters in April 1997 to upgrade and improve the streetlights acquired from KCPL on time and within budget
2. Improve the quality of all lighting on public streets through application of Illuminating Engineering Society of North America (IES) design standards and pro-active maintenance techniques
3. Monitor the contractors to assure timely repair of streetlight outages in response to citizen requests

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
2. Percent of City served by streetlights meeting IES standards	83%	84%	85%
Output			
1. Number of streetlights upgraded to date	65,283	70,658	72,878
Efficiency			
2. Annual operating cost per streetlight in service	$ 106	$ 105	$ 115

Expenditures by Appropriation Unit			
Personal Services	$ 517,683	$ 858,311	$ 706,218
Contractual Services	6,523,855	6,801,371	7,475,062
Commodities	279,735	154,892	170,800
Capital Outlay	--	--	--
Total	**$ 7,321,273**	**$ 7,814,574**	**$ 8,352,080**

Expenditures by Fund			
General	$ 1,037,860	$ 1,167,986	$ --
Motor Fuel Tax	6,026,215	6,389,390	8,095,520
Infrastructure and Maintenance	--	--	256,560
Local Use Tax	257,198	257,198	--
Total	**$ 7,321,273**	**$ 7,814,574**	**$ 8,352,080**

No. of Full Time Equivalent Positions	**17.6**	**15.4**	**15.1**
Less: Anticipated Retirements	--	--	(2.0)
Less: Vacant Positions Eliminated	--	--	(2.0)
Net Full Time Equivalent Positions	**17.6**	**15.4**	**11.1**

Highlights

The mission of the Street Lighting program is to operate a street lighting system that provides a high level of pedestrian and vehicle safety and enhances security of the general public. Debt service on the $110 million streetlight expansion project is estimated to be $9,443,418 in FY 2003-04 and is reflected in the Debt Service budget. Included in this program are debt service costs of $256,560 associated with the acquisition of the Missouri Public Service streetlights in the northern and eastern parts of the city. The Street Lighting program is responsible for oversight of 82,872 new and upgraded streetlights in the city system. Contractual services increase $673,691 reflecting increased annual costs of streetlight energy and maintenance.

Public Works

Program: ICE STORM 2002
Sub-Program: ICE STORM 2002

Program Activities

Performance Measures	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**

Expenditures by Appropriation Unit			
Personal Services	$ 664,551	$ --	$ --
Contractual Services	652,572	--	--
Commodities	104,189	--	--
Capital Outlay	--	--	--
Total	**$ 1,421,312**	**$ --**	**$ --**
Expenditures by Fund			
General	$ 1,421,312	$ --	$ --
Total	**$ 1,421,312**	**$ --**	**$ --**
No. of Full Time Equivalent Positions	**--**	**--**	**--**
Less: Vacant Positions Eliminated	--	--	--
Net Full Time Equivalent Positions	**--**	**--**	**--**

Highlights

On January 29, 2002, the city received heavy damage from a severe ice storm that knocked down tree limbs and cut power to large sections of the metropolitan area. The Public Works department incurrred additional costs associated with the storm snow removal, debris removal, and streetlight repairs. 85% of these costs will be reimbursed by federal and state emergency management agencies.

Public Works

Program: CAPITAL IMPROVEMENTS

Expenditures by Project	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
5th and Broadway Intersection	$ 35,778	$ --	$ --
11th and Oak Garage Maintenance Reserve	--	--	100,000
12th Street Viaduct	17,618	2,191,431	8,145,168
22nd - 23rd Street Corridor	190,217	794,912	600,000
23rd Street Bridge Over the Blue River	13,744	--	--
23rd Street Viaduct/Wyoming	7,694	--	--
23rd & Topping Slope Stabilization	331,132	--	--
27th Street Bridge	10,779	--	--
31st Street Bridge at Wyandotte	18,437	1,150,000	--
56th Street Over KCSRR	6,113	--	--
58th Street Over KCSRR	8,463	--	--
63rd St/Paseo/Mayer Intersection	--	--	500,000
83rd Street Bridge	--	156,000	--
85th/87th Street Connector	34,360	1,192,368	2,500,000
ADA Building Compliance	1,106,608	561,000	400,000
ADA Curb Cuts and Corner Rehabilitation	669,482	607,750	500,000
American Royal Chillers	321,558	--	--
Animal Shelter Refurbishing	71,107	--	--
Arterial Street Impact Fees	--	2,910,000	1,940,000
Asbestos and Lead Abatement	353,450	383,350	--
Bannister over Little Blue River	17,574	--	--
Barry Road West I-29	1,724,436	3,339,744	750,000
Beardsley Road Bridge	11,724	96,002	--
Belleview Avenue Bridge	3,521	--	--
Belleview & Ward Parkway	66,950	--	--
Blue Parkway Bridge over Blue River	--	500,000	--
Blue Ridge Bridge over Blue River	1,319	--	--
Blue River Channel Improvement Stage 3	1,506,164	993,640	1,000,000
Blue River Road Bridge over Small Creek	--	315,000	386,285
Brush Creek Improvement	(243,293)	1,987,280	2,000,000
Capital Improvement Reserve	93,532	--	--
Catch Basin and Curb Cuts	62,656	--	--
Chouteau Bridge	15,556	--	--
City Hall Elevator Upgrade	155,755	--	--
City Hall Life Safety	87,820	654,500	350,000
City Hall Reconstruction	--	2,980,921	--
City Owned Curbs and Sidewalks	--	280,500	100,000
Citywide Sidewalks - Non-Assessable	--	841,500	700,000
Crosswalk & Arrow Marking	--	70,125	100,000
Curb and Sidewalk Radii	460,420	--	--
Curbs and Sidewalks	--	374,000	--
Curbs and Sidewalks - RPI Fund	1,616,073	935,000	1,800,000
Downtown/CEC District Projects	691,967	--	--
Downtown Signage Study	21,000	--	--
Flood Damage Repair	375,402	--	--
Elm Street Bridge Over White Oak Creek	27,410	--	--
Erosion Control Standards	139,000	--	--
Fairyland Park Redevelopment	120	--	--
Fire Station 36 Replacement	499,000	1,249,006	--

Public Works

Program: CAPITAL IMPROVEMENTS

Expenditures by Project	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Fire Station Ventilation Projects	$ 309,567	$ --	$ --
FOCUS Assessment-Town Fork Drainage	41,948	--	--
Forrester Viaduct	599,417	2,676,000	--
Fuel Tank Cleanup	468,441	--	187,500
Geographic Information Systems	4,994	--	--
Guardrail Safety Modification	--	187,000	200,000
Health Facility Construction	145,000	--	--
Hickman Mills Drive	--	--	1,700,000
Holmes Road/Red Bridge-150 Hwy	11,614	--	750,000
I-435 and Wornall Area Improvements	21,372	--	--
Interurban Road/Todd Creek	14,591	--	--
Kansas City Museum	789,003	--	--
Kemper Arena Roof Replacement	65,444	--	--
Kemper Garage Construction	102,396	--	--
Kenneth Road Bridge	--	--	462,000
KW Dart/PACCAR Improvements	--	518,925	--
Lewis & Clark Redevelopment Area Improvements	24,770	--	--
Little Blue Road over Little Blue River	6,164	287,824	--
Longview Road Improvements	12,080	1,093,004	500,000
Main Street over KCTRR	8,186	--	--
Maintenance Contingency - NID	119,407	--	--
Manchester Bridge Over UPRR	828,018	2,770,000	--
Meyer Blvd & Rockhill Road	116,224	--	--
Minor Bridge Repair	2,212,676	6,545,000	6,500,000
MLK Village Parking Lot	561,309	--	--
MLK Village Streetscape	13,240	--	--
MOPub Streetlights	--	300,000	300,000
Municipal Auditorium Air Handlers	1,638,846	--	--
Municipal Building Rehabilitation	8,421,003	8,200,000	5,154,000
Municipal Service Center Debt Service	1,404,343	1,402,200	1,400,635
MUTCD Compliance - Ped Signals	7,671	--	--
Nashua Drive Bridge Removal	112,170	--	--
Neighborhood Conservation - CD1	1,841,106	1,134,300	1,527,896
Neighborhood Conservation - CD2	1,006,107	1,712,000	1,742,603
Neighborhood Conservation - CD3	1,492,950	1,854,146	1,785,399
Neighborhood Conservation - CD4	2,202,926	1,028,870	1,869,091
Neighborhood Conservation - CD5	1,367,081	2,493,146	2,430,900
Neighborhood Conservation - CD6	1,979,479	2,132,600	1,859,603
Neighborhood Sign Replacement	35,348	70,125	100,000
North Agnes Avenue Bridge	--	--	1,500,000
North Amity over Rush Creek	--	124,000	--
North Brighton	--	--	1,700,000
Noland Road over Little Blue River	3,276	--	--
North Gower from 64th to 68th St.	106,108	--	--
North Home Avenue Bridge	164	--	--
North Oak Trafficway	--	--	800,000
North Oak Trfwy - Streetlight Upgrade	153,000	--	--
Northeast Reinking Road Bridge	7,089	155,000	795,000
NE 100th Street Over E. Fork Shoal Creek	--	--	292,000
NE 132nd Bridge over Rocky Branch	--	260,000	88,614

Public Works

Program: CAPITAL IMPROVEMENTS

Expenditures by Project	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
NE Staley Road Bridge Over E. Fork Shoal Creek	$ --	$ --	$ 152,500
NW 68th Street	(114)	--	--
NW 73rd St Bridge over Wildcat Branch	--	--	550,000
NW 100th St Branch Second Creek	--	160,000	--
NW 128th Street Bridge	2,375	166,000	1,300,000
NW Barry Rd & N Jefferson	125,783	--	--
NW Interurban Road/Wildcat Branch	10,020	589,600	--
Project Knowledge System Debt Service	--	--	1,711,071
Pleasant Valley Road	265,364	--	--
Police Property Building	95,707	--	--
Prospect Ave & 39th Street	78,186	--	--
Prospect Bridge	1,211,364	--	--
Raytown Road Bridge - East	39,844	1,000,000	--
Raytown Road Bridge - West	37,458	1,100,000	--
Raytown Road Bridge over Lumpkins Fork	6,690	104,000	--
Red Bridge Road Improvements	5,917	--	--
Red Bridge over Blue River	1,357	800,000	500,000
Rhinehart Road Bridge	--	104,000	--
Riverfront Heritage Trail	860,599	--	580,262
Roadway Physical Feature Mgmt System	86,004	93,500	300,000
Roanoke Parkway Bridge	--	260,000	--
Roof Replacement	401,091	1,093,950	--
Sanitary Sewer Program	418,673	500,000	500,000
Slope Repair and Stabilization	--	280,500	250,000
Sni-A-Bar Road over KCSRR	13,820	--	--
Southwest Boulevard Flood Control	320,537	3,974,561	65,000
St. John Corridor	--	200,000	--
St. Louis Avenue Viaduct	159,631	--	--
State Line Road Improvements	427,400	--	--
Street Preservation and Marking	11,695,668	9,648,750	10,893,000
Swope Park Building Renovations	19,350	--	--
Swope Park Industrial District	81,601	794,912	800,000
Swope Ridge Geriatric Center	452,505	--	--
Tiffany Springs & North Executive Hills Blvd	472,529	--	--
Traffic Calming	13,132	46,750	--
Traffic Capacity & Safety Improvements	102,125	187,000	200,000
Traffic Signal Controller Replacement	29,152	--	--
Traffic Signal Interconnection	592,062	993,640	1,000,000
Traffic Signal Safety Improvements	285,873	3,849,395	2,641,000
Traffic Signal Upgrades	697,882	--	--
Traffic Signals @ I-29 & Tiffany Springs	(4,034)	--	--
Tree Planting - Prospect	10,000	--	--
Tree Trimming	1,500,000	--	--
Troost Avenue Bridge	4,098	--	--
Truman Road Upper Viaduct	9,919	--	700,000
Trunked Radios	5,454	--	--
Upper Blue River (Dodson)	1,153,444	993,640	1,000,000
Waldo Creek	--	475,000	450,000

Public Works

Program: CAPITAL IMPROVEMENTS

Expenditures by Project	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Warwick Blvd & 39th Street	$ 107,783	$ --	$ --
Zona Rosa/Prospect North/Fairyland Debt Service	--	--	1,475,000
Total	**$ 60,581,423**	**$ 86,923,367**	**$ 80,584,527**

Expenditures by Fund			
General	$ 16,140,923	$ 13,761,656	$ 6,007,282
Motor Fuel Tax	1,658,125	2,077,000	2,077,000
Trafficway Maintenance	1,957,572	1,977,148	2,593,000
Infrastructure and Maintenance	3,710,295	4,143,923	1,583,508
Local Use Tax	10,527,224	13,446,620	17,715,345
11th and Oak Garage	--	--	100,000
Health Levy	452,505	--	--
Convention and Tourism	1,638,846	--	--
Arterial Street Impact Fee Fund	--	2,910,000	1,940,000
Capital Improvements	22,879,860	47,672,020	46,768,392
Revolving Public Improvement	1,616,073	935,000	1,800,000
Total	**$ 60,581,423**	**$ 86,923,367**	**$ 80,584,527**

Water Services

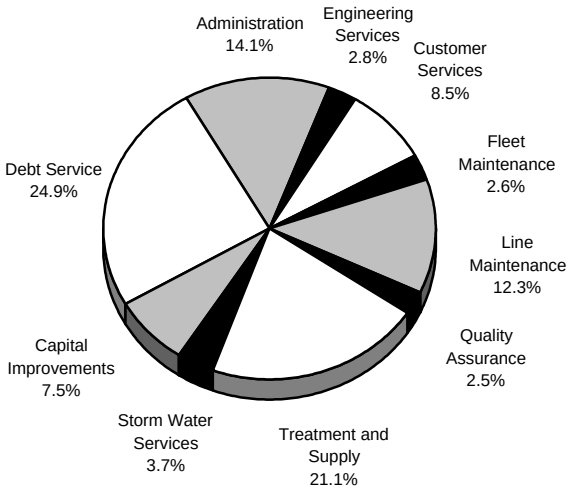
Budget $136.10M FTE Positions 945.3

Administration Budget $19.16M FTEs 133.1	Customer Services Budget $11.61M FTEs 151.0
Engineering Services Budget $3.82M FTEs 49.2	Fleet Maintenance Budget $3.59M FTEs 31.0
Line Maintenance Budget $16.77M FTEs 267.0	Quality Assurance Budget $3.41M FTEs 47.0
Storm Water Services Budget $4.89M FTEs 67.0	Treatment and Supply Budget $28.77M FTEs 200.0
Debt Service Budget $33.88M FTEs 0.0	Capital Improvements Budget $10.20M FTEs 0.0

Departmental highlights

- Conduct 596,000 total drinking water tests
- Repair 300 catch basins
- Supply an average daily flow of 240 million gallons per day for consumption
- Remove approximately 70 tons of biosolids each day
- Handle 300,000 Information Center and collections calls

Budget by Program



Workforce Analysis - Full-time Employees

	Male	Female	Total
Management			
Minority	34.4%	14.1%	48.5%
Non-Minority	37.1%	14.4%	51.5%
Total	71.5%	28.5%	100.0%
Labor			
Minority	54.3%	16.6%	70.9%
Non-Minority	25.8%	3.3%	29.1%
Total	80.1%	19.9%	100.0%
Total			
Minority	46.5%	15.6%	62.1%
Non-Minority	30.3%	7.6%	37.9%
Total	76.8%	23.2%	100.0%

Water Services

Expenditures by Program	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Administration	$ 16,592,009	$ 15,428,815	$ 19,161,788
Customer Services	11,691,833	12,810,972	11,614,716
Engineering Services	4,480,684	5,292,290	3,818,320
Fleet Maintenance	3,480,972	3,835,331	3,585,102
Line Maintenance	18,811,207	18,173,890	16,770,478
Quality Assurance	3,427,541	3,710,090	3,408,849
Stormwater Services	3,827,292	5,186,382	4,892,209
Treatment and Supply	31,445,136	28,520,839	28,766,249
Sub-Total Operating Expenses	**$ 93,756,674**	**$ 92,958,609**	**$ 92,017,711**
Debt Service	23,697,611	30,142,590	33,882,062
Capital Improvements	25,285,979	10,549,786	10,204,788
Total	**$ 142,740,264**	**$ 133,650,985**	**$ 136,104,561**

Expenditures by Appropriation Unit			
Personal Services	$ 41,534,280	$ 46,347,319	$ 44,652,016
Contractual Services	39,482,690	34,925,910	36,272,136
Commodities	9,737,288	9,939,155	9,939,579
Capital Outlay	3,002,416	1,746,225	1,153,980
Sub-Total Operating Expenses	**$ 93,756,674**	**$ 92,958,609**	**$ 92,017,711**
Pass Through Payments	--	--	--
Debt Service	23,697,611	30,142,590	33,882,062
Capital Improvements	25,285,979	10,549,786	10,204,788
Total	**$ 142,740,264**	**$ 133,650,985**	**$ 136,104,561**

Expenditures by Fund			
Capital Improvements	$ 400,000	$ 1,378,608	$ 1,700,000
Water	88,191,012	74,826,310	74,871,857
Sewer	47,261,409	49,731,540	51,606,599
Stormwater	6,887,843	7,714,527	7,926,105
Total	**$ 142,740,264**	**$ 133,650,985**	**$ 136,104,561**
No. of Full Time Equivalent Positions	**999.5**	**996.5**	**1046.3**
Less: Anticipated Retirements	--	--	(95.0)
Less: Vacant Positions Eliminated	--	--	(6.0)
Net Full Time Equivalent Positions	**999.5**	**996.5**	**945.3**

Water Services

Program: ADMINISTRATION
Sub-Program: ADMINISTRATION

Program Activities

1. Coordinate the financial and planning activities of the city's water, wastewater, and stormwater systems
2. Coordinate marketing/sales contracts with area water districts
3. Recruit, train, and develop associates for the Water Department

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of surveyed citizens satisfied with water department services	N/A	80%	80%

Expenditures by Appropriation Unit			
Personal Services	$ 3,933,750	$ 4,702,122	$ 7,401,397
Contractual Services	11,579,323	10,023,358	11,106,918
Commodities	185,595	310,935	452,053
Capital Outlay	893,341	392,400	201,420
Total	**$ 16,592,009**	**$ 15,428,815**	**$ 19,161,788**

Expenditures by Fund			
Water	$ 11,885,717	$ 10,653,017	$ 11,646,094
Sewer	4,185,383	4,278,298	6,480,298
Stormwater	520,909	497,500	1,035,396
Total	**$ 16,592,009**	**$ 15,428,815**	**$ 19,161,788**

No. of Full Time Equivalent Positions	**87.9**	**90.4**	**142.1**
Less: Anticipated Retirements	--	--	(9.0)
Net Full Time Equivalent Positions	**87.9**	**90.4**	**133.1**

Highlights

The mission of Water Services Administration is to provide plans, organization, and direction to divisions so that their goals can be achieved. Administrative service charges for city support totals $5,704,113 in FY 2003-04. For the third straight year no rate increases are anticipated in water fees in FY 2003-04. This is within the KC-GO Competitive Business Plan agreement. A six percent rate increase is proposed for wastewater and will be used for capital expenditures and increased debt service on bonds related to the sanitary sewer system. Stormwater rates for run-off units will increase from $0.38 to $0.50 or 32%. A retirement reserve in the amount of $2,831,117, or 48 positions, is added to restore staffing levels up to 50%. Contractual services reflects an increase of $1,083,560 for insurance costs and city wide technology initiatives.

Water Services

Program: CUSTOMER SERVICES

Expenditures by Sub-Program	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Consumer Services	$ 5,093,328	$ 5,365,590	$ 5,079,617
Reading and Service	6,598,505	7,445,382	6,535,099
Total	**$ 11,691,833**	**$ 12,810,972**	**$ 11,614,716**

Expenditures by Appropriation Unit			
Personal Services	$ 6,956,600	$ 7,234,308	$ 6,525,164
Contractual Services	3,783,037	4,805,639	4,338,856
Commodities	846,157	699,300	691,696
Capital Outlay	106,039	71,725	59,000
Total	**$ 11,691,833**	**$ 12,810,972**	**$ 11,614,716**

Expenditures by Fund			
Water	$ 10,502,423	$ 11,458,625	$ 10,105,123
Sewer	1,032,536	1,155,494	1,290,434
Stormwater	156,874	196,853	219,159
Total	**$ 11,691,833**	**$ 12,810,972**	**$ 11,614,716**

No. of Full Time Equivalent Positions	**172.0**	**172.0**	**171.0**
Less: Anticipated Retirements	--	--	(20.0)
Net Full Time Equivalent Positions	**172.0**	**172.0**	**151.0**

Program Information

The Consumer Services Division provides assistance to the city's utility customers and maintains consumer data and bills for water and sewer charges. The Reading and Service unit performs regular reading of meters and assures consumer satisfaction through timely response to needs and complaints. The program is also responsible for maintenance and inspection of water meters. The new Banner billing system is expected to be operational May 2003. Service charges by the Information Technology Department totals $439,299 for support of the new customer information and billing system, which is a decrease of $418,486 from $857,785 in FY 2002-03.

Water Services

Program: CUSTOMER SERVICES
Sub-Program: CONSUMER SERVICES

Program Activities

1. Provide assistance to the city's utility customers; maintain consumer data and bill for water, sewer, and stormwater charges

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of total customer calls abandoned	21%	17%	13%
Output			
1. Number of calls to Info Center and Collections	204,958	270,858	300,000
Efficiency			
1. Number of calls per FTE	13,663	18,057	19,863

Expenditures by Appropriation Unit			
Personal Services	$ 1,985,515	$ 2,245,350	$ 2,065,228
Contractual Services	3,000,863	3,041,715	2,939,193
Commodities	79,430	70,800	75,196
Capital Outlay	27,520	7,725	--
Total	**$ 5,093,328**	**$ 5,365,590**	**$ 5,079,617**

Expenditures by Fund			
Water	$ 3,903,918	$ 4,013,243	$ 3,570,024
Sewer	1,032,536	1,155,494	1,290,434
Stormwater	156,874	196,853	219,159
Total	**$ 5,093,328**	**$ 5,365,590**	**$ 5,079,617**

No. of Full Time Equivalent Positions	**58.0**	**58.0**	**58.0**
Less: Anticipated Retirements	--	--	(7.0)
Net Full Time Equivalent Positions	**58.0**	**58.0**	**51.0**

Highlights

The mission of Consumer Services is to provide efficient and effective customer service related to customer billings and payments so that their questions and concerns are addressed promptly and satisfactorily. Consumer Services provides assistance to the City's utility customers, and maintains consumer data and bills for water, sewer, and stormwater charges. All procedures and policies are under review as implementation of Banner, the new billing software is scheduled for operation in the Spring of 2003. A new collection agency has been chosen to handle delinquent accounts. The department is implementing Competitive Business Plan action items, which are targeted key goals set out by the department to become more efficient.

Water Services

Program: CUSTOMER SERVICES
Sub-Program: READING AND SERVICE

Program Activities

1. Efficiently perform water meter readings on the 160,000 meters in service
2. Reduce billing adjustments and increase customer satisfaction by installing remote reading devices
3. Assure accurate recording of water consumption through maintenance of meters
4. Prevent unnecessary water loss by conducting a leak survey program

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
2. Percentage of successful billing attempts	85%	87%	85%
Output			
1. Number of rechecks worked in field	45,500	35,000	30,000
Efficiency			
1. Cost per recheck	$ 2.80	$ 3.03	$ 3.37

Expenditures by Appropriation Unit			
Personal Services	$ 4,971,085	$ 4,988,958	$ 4,459,936
Contractual Services	782,174	1,763,924	1,399,663
Commodities	766,727	628,500	616,500
Capital Outlay	78,519	64,000	59,000
Total	**$ 6,598,505**	**$ 7,445,382**	**$ 6,535,099**

Expenditures by Fund			
Water	$ 6,598,505	$ 7,445,382	$ 6,535,099
Total	**$ 6,598,505**	**$ 7,445,382**	**$ 6,535,099**

No. of Full Time Equivalent Positions	**114.0**	**114.0**	**113.0**
Less: Anticipated Retirements	--	--	(13.0)
Net Full Time Equivalent Positions	**114.0**	**114.0**	**100.0**

Highlights

The mission of Reading and Service is to provide regular reading of water meters and prompt investigation of questionable bills for customers so that the billing process runs smoothly. The Reading and Service program is responsible for the maintenance and replacement of approximately 160,000 commercial and residential meters throughout the city. One position is eliminated through the division's consolidation efforts.

Water Services

Program: ENGINEERING SERVICES
Sub-Program: ENGINEERING SERVICES

Program Activities

1. Initiate, design, supervise and record water, wastewater, and stormwater improvement projects and provide detail specifications for in-house and consultant construction projects
2. Responsible for construction surveys and staking, inspecting consultant design projects, reviewing contract payments, verifying materials on job sites, and tracking projects on a regular basis
3. Review and approve requests for construction work within the critical zone of the levees and floodwalls and monitor work for compliance

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
3. Percentage of critical zone projects successfully completed	100%	100%	100%
Output			
2. Number of water line contracts awarded	10	10	10
2. Number of sewer line contracts awarded	25	15	15
3. Number of critical zone work requests reviewed	16	16	20
3. Lineal feet of levee/floodwall and channel maintained	71,967	71,967	71,967
Efficiency			
3. Cost per work request reviewed	$ 3,563	$ 2,188	$ 1,750
3. Cost per lineal feet of levee/floodwall and channel maintained	$ 3.10	$ 5.20	$ 7.94

Expenditures by Appropriation Unit			
Personal Services	$ 3,429,428	$ 4,173,879	$ 3,223,682
Contractual Services	894,599	912,321	355,338
Commodities	57,353	71,890	76,900
Capital Outlay	99,304	134,200	162,400
Total	**$ 4,480,684**	**$ 5,292,290**	**$ 3,818,320**

Expenditures by Fund			
Water	$ 3,089,489	$ 3,464,175	$ 2,624,076
Sewer	1,336,484	1,631,521	998,115
Stormwater	54,711	196,594	196,129
Total	**$ 4,480,684**	**$ 5,292,290**	**$ 3,818,320**

No. of Full Time Equivalent Positions	**61.9**	**59.1**	**57.2**
Less: Anticipated Retirements	--	--	(8.0)
Net Full Time Equivalent Positions	**61.9**	**59.1**	**49.2**

Highlights

The mission of Engineering Services is to study, design, construct, and rehabilitate the water, sewer, and stormwater systems and other facilities for the citizens of Kansas City so the structural integrity of the City's water, sewer, and stormwater system is maintained. Contractual services reflect a decrease due to the elimination of rent paid for the engineering division. The engineering division will be relocating from Oak Towers to the Water Department's new headquarters on 63rd Street in May 2003.

Water Services

Program: FLEET MAINTENANCE
Sub-Program: FLEET MAINTENANCE

Program Activities

1. Responsible for maintaining the motorized equipment of the Water Services Department
2. Achieve the lowest possible number of hours per repair

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Percent of fleet operational	95%	95%	95%
Output			
2. Average cost to operate/maintain/repair fleet vehicles	$ 4,794	$ 4,832	$ 4,832
Efficiency			
2. Average labor hours per repair	2.9	2.9	2.9

Expenditures by Appropriation Unit			
Personal Services	$ 1,451,112	$ 1,587,959	$ 1,410,559
Contractual Services	1,626,222	1,613,792	1,707,463
Commodities	338,005	633,580	445,080
Capital Outlay	65,633	--	22,000
Total	**$ 3,480,972**	**$ 3,835,331**	**$ 3,585,102**

Expenditures by Fund			
Water	$ 3,480,972	$ 3,835,331	$ 3,585,102
Total	**$ 3,480,972**	**$ 3,835,331**	**$ 3,585,102**

No. of Full Time Equivalent Positions	**33.0**	**33.0**	**33.0**
Less: Anticipated Retirements	--	--	(2.0)
Net Full time Equivalent Positions	**33.0**	**33.0**	**31.0**

Highlights

The mission of Fleet Maintenance is to provide reliable, high quality, cost-effective fleet management and services to the Water Services Department so that the fleet remains in good operational condition for use in departmental business. The availability of grant funds has allowed Fleet Maintenance to convert 27% of its light duty vehicles to compressed natural gas (CNG). The cost of using CNG fuel is equivalent to the purchase of gasoline at $0.59 per gallon.

Water Services

Program: LINE MAINTENANCE

Expenditures by Sub-Program	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Sewer Line Maintenance	$ 8,895,300	$ 9,208,880	$ 8,395,819
Water Line Maintenance	9,915,907	8,965,010	8,374,659
Total	**$ 18,811,207**	**$ 18,173,890**	**$ 16,770,478**

Expenditures by Appropriation Unit			
Personal Services	$ 10,109,182	$ 11,512,725	$ 10,863,778
Contractual Services	5,229,570	3,673,865	3,659,896
Commodities	2,128,209	2,340,700	2,073,344
Capital Outlay	1,344,246	646,600	173,460
Total	**$ 18,811,207**	**$ 18,173,890**	**$ 16,770,478**

Expenditures by Fund			
Water	$ 9,915,907	$ 8,965,010	$ 8,374,659
Sewer	8,895,300	9,208,880	8,395,819
Total	**$ 18,811,207**	**$ 18,173,890**	**$ 16,770,478**

No. of Full Time Equivalent Positions	**285.5**	**285.5**	**290.0**
Less: Anticipated Retirements	--	--	(23.0)
Net Full Time Equivalent Positions	**285.5**	**285.5**	**267.0**

Program Information

Maintenance of a 2,200 mile wastewater collection system and a 2,300 mile drinking water distribution system is the responsibility of the Line Maintenance program.

Water Services

Program: LINE MAINTENANCE
Sub-Program: SEWER LINE MAINTENANCE

Program Activities

1. Repair, clean, and inspect approximately 2,600 miles of sanitary and combined sewers
2. Ensure the free flow of sewage and stormwater to treatment plants
3. Ensure all repairs and new connections are inspected to prevent future problems

Performance Measures	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Outcome			
2. Number of stoppages per 100 miles of sewer line	7.5	7.5	7.5
Output			
1. Linear feet of sewer lines televised	262,522	350,000	400,000
1. Linear feet of sewer lines reeled or jetted	2,016,960	1,400,000	1,500,070
Efficiency			
1. Average number of hours to televise 1,000 linear feet of sewer line	2.5	3.0	2.8

Expenditures by Appropriation Unit			
Personal Services	$ 5,049,531	$ 5,904,015	$ 5,547,682
Contractual Services	1,672,176	1,652,365	1,753,896
Commodities	939,272	1,222,500	1,084,781
Capital Outlay	1,234,321	430,000	9,460
Total	**$ 8,895,300**	**$ 9,208,880**	**$ 8,395,819**

Expenditures by Fund			
Sewer	$ 8,895,300	$ 9,208,880	$ 8,395,819
Total	**$ 8,895,300**	**$ 9,208,880**	**$ 8,395,819**

No. of Full Time Equivalent Positions	**149.5**	**149.5**	**154.0**
Less: Anticipated Retirements	--	--	(13.0)
Net Full Time Equivalent Positions	**149.5**	**149.5**	**141.0**

Highlights

The purpose of Sewer Line Maintenance is to provide cleaning, preventative maintenance, repairs, and inspections to the approximately 2,600 mile sewer system so that safe and continuous operation of the City sewer system will continue. Changes in positions reflect recalculation of charge-outs throughout the department.

Water Services

Program: LINE MAINTENANCE
Sub-Program: WATER LINE MAINTENANCE

Program Activities

1. Repair or replace water services, including pipelines in accordance with departmental guidelines
2. Repair or replace damaged or defective fire hydrants
3. Repair water main breaks
4. Repair or replace defective main valves

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
3. Main breaks per 100 miles of water line	2.3	2.1	2.1
Output			
1. Miles of water line maintained	2,300	2,300	2,300
3. Number of main breaks repaired	1,000	1,100	1,100
Efficiency			
3. Average cost per main break repair	$ 3,083	$ 3,008	$ 3,008

Expenditures by Appropriation Unit			
Personal Services	$ 5,059,651	$ 5,608,710	$ 5,316,096
Contractual Services	3,557,394	2,021,500	1,906,000
Commodities	1,188,937	1,118,200	988,563
Capital Outlay	109,925	216,600	164,000
Total	**$ 9,915,907**	**$ 8,965,010**	**$ 8,374,659**

Expenditures by Fund			
Water	$ 9,915,907	$ 8,965,010	$ 8,374,659
Total	**$ 9,915,907**	**$ 8,965,010**	**$ 8,374,659**

No. of Full Time Equivalent Positions	**136.0**	**136.0**	**136.0**
Less: Anticipated Retirements	--	--	(10.0)
Net Full Time Equivalent Positions	**136.0**	**136.0**	**126.0**

Highlights

The mission of Water Line Maintenance is to provide maintenance and upkeep of the City's approximately 2,600 mile water distribution system so that an adequate and dependable water supply for consumption and fire protection is ensured. Emergency service is provided 24 hours a day.

Water Services

Program: QUALITY ASSURANCE

Expenditures by Sub-Program	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Industrial Waste Control	$ 1,248,689	$ 1,419,573	$ 1,325,725
Laboratory Services	2,178,852	2,290,517	2,083,124
Total	**$ 3,427,541**	**$ 3,710,090**	**$ 3,408,849**

Expenditures by Appropriation Unit			
Personal Services	$ 2,346,439	$ 2,492,628	$ 2,312,947
Contractual Services	517,998	685,262	597,479
Commodities	466,277	481,900	485,723
Capital Outlay	96,827	50,300	12,700
Total	**$ 3,427,541**	**$ 3,710,090**	**$ 3,408,849**

Expenditures by Fund			
Water	$ 2,178,852	$ 2,290,517	$ 2,083,124
Sewer	1,248,689	1,419,573	1,325,725
Total	**$ 3,427,541**	**$ 3,710,090**	**$ 3,408,849**

No. of Full Time Equivalent Positions	**53.0**	**51.0**	**51.0**
Less: Anticipated Retirements	--	--	(4.0)
Net Full Time Equivalent Positions	**53.0**	**51.0**	**47.0**

Program Information

Quality Assurance provides retail, wholesale, and internal analytical services; protects the wastewater collection system from harmful discharges; and oversees department's environmental issues. Retail testing includes testing for lead, rust and odor problems for households. Wholesale customers require testing for certification and other commercial purposes. Internal testing assures quality drinking water, proper wastewater treatment, identifies water or sewer line leaks, and determines the level of chemicals used in treatment processes.

Water Services

Program: QUALITY ASSURANCE
Sub-Program: INDUSTRIAL WASTE CONTROL

Program Activities

1. Provide inspection and sampling of all Significant Industrial Users (SIUs)
2. Maintain compliance with Federal Pretreatment Program requirements as shown by annual audit
3. Inspect all water service facilities and ensure environmental concerns are addressed
4. Service interjurisdictional sewer service agreements

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Revenue generated by Interjurisdictional Agreements (IJA)	$ 11,448,440	$ 11,642,480	$ 11,642,480
Output			
1. Number of SIU inspections completed	30	30	30
Efficiency			
1. Ratio of revenue to cost	9.01 : 1	10.0 : 1	10.0 : 1

Expenditures by Appropriation Unit			
Personal Services	$ 951,765	$ 1,073,285	$ 1,044,246
Contractual Services	233,005	289,988	235,456
Commodities	29,025	56,300	46,023
Capital Outlay	34,894	--	--
Total	**$ 1,248,689**	**$ 1,419,573**	**$ 1,325,725**

Expenditures by Fund			
Sewer	$ 1,248,689	$ 1,419,573	$ 1,325,725
Total	**$ 1,248,689**	**$ 1,419,573**	**$ 1,325,725**

No. of Full Time Equivalent Positions	**23.0**	**23.0**	**23.0**
Less: Anticipated Retirements	--	--	(1.0)
	23.0	**23.0**	**22.0**

Highlights

The mission of Industrial Waste Control is to provide control of discharges into the City's wastewater collection and treatment facilities from residential, commercial, industrial, and interjurisdictional customers so that the Water Services Department is in compliance with environmental requirements and to service interjurisdictional sewer service agreements. The Industrial Waste Control program collects revenue based on sewer discharge permit fees and are estimated at $50,000 in FY 2003-04.

Water Services

Program: QUALITY ASSURANCE
Sub-Program: LABORATORY SERVICES

Program Activities

1. Provide analytical testing to assure drinking water quality
2. Provide analytical testing to assure wastewater treatment
3. Perform various miscellaneous testing to assist other divisions and departments

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Cost of testing if billed at outside rates	$ 6,458,422	$ 6,979,000	$ 6,213,340
Output			
1. Number of tests performed	611,393	564,098	596,000
Efficiency			
1. Average cost per lab test	$ 11.57	$ 10.90	$ 11.09

Expenditures by Appropriation Unit			
Personal Services	$ 1,394,674	$ 1,419,343	$ 1,268,701
Contractual Services	284,993	395,274	362,023
Commodities	437,252	425,600	439,700
Capital Outlay	61,933	50,300	12,700
Total	**$ 2,178,852**	**$ 2,290,517**	**$ 2,083,124**

Expenditures by Fund			
Water	$ 2,178,852	$ 2,290,517	$ 2,083,124
Total	**$ 2,178,852**	**$ 2,290,517**	**$ 2,083,124**

No. of Full Time Equivalent Positions	**30.0**	**28.0**	**28.0**
Less: Anticipated Retirements	--	--	(3.0)
Net Full Time Equivalent Positions	**30.0**	**28.0**	**25.0**

Highlights

The mission of Laboratory Services is to provide quality analysis of drinking water, wastewater, and industrial waste pretreatment samples to comply with existing standards and Environmental Protection Agency and Department of Natural Resources regulations so that the City is in compliance with all applicable safety and quality assurance standards. Laboratory Services is a full service environmental laboratory offering a wide variety of inorganic, organic, and microbiological testing.

Water Services

Program: STORMWATER SERVICES

Expenditures by Sub-Program	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Stormwater Engineering	$ 1,320,064	$ 2,040,546	$ 1,671,716
Stormwater Maintenance	2,507,228	3,145,836	3,220,493
Total	**$ 3,827,292**	**$ 5,186,382**	**$ 4,892,209**

Expenditures by Appropriation Unit			
Personal Services	$ 2,690,222	$ 3,420,507	$ 3,126,934
Contractual Services	733,207	1,163,175	1,079,575
Commodities	301,028	376,700	393,700
Capital Outlay	102,835	226,000	292,000
Total	**$ 3,827,292**	**$ 5,186,382**	**$ 4,892,209**

Expenditures by Fund			
Stormwater	$ 3,827,292	$ 5,186,382	$ 4,892,209
Total	**$ 3,827,292**	**$ 5,186,382**	**$ 4,892,209**

No. of Full Time Equivalent Positions	**77.0**	**78.5**	**76.0**
Less: Anticipated Retirements	--	--	(3.0)
Less: Vacant Positions Eliminated	--	--	(6.0)
Net Full time Equivalent Positions	**77.0**	**78.5**	**67.0**

Program Information

Water Services continues efforts to establish a comprehensive stormwater management program to meet the City's stormwater quantity and quality needs. This involves processing city-wide and individual permits for City owned facilities and assisting other departments in their compliance process. Watershed master planning, upkeep of stormwater conveyance systems, preservation of the fourteen mile levee system, maintenance of eighteen flood pumping stations, and compliance with federal and state stormwater regulations are the responsibilities of the Stormwater Services program. All stormwater master plans should be completed by the end of FY 2003-04.

Water Services

Program: STORMWATER SERVICES
Sub-Program: STORMWATER ENGINEERING

Program Activities

1. Responsible for the development of stormwater master plans, utility administration, compliance with the National Pollutant Discharge Elimination System (NPDES) permit requirements, and stormwater mapping

Performance Measures	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Outcome			
1. Percentage of rain and stream level gauges operational	92%	95%	95%
Output			
1. Number of flood warning stations maintained	43	43	43
Efficiency			
1. Average maintenance cost per station	$ 3,321	$ 3,216	$ 3,930

Expenditures by Appropriation Unit			
Personal Services	$ 866,144	$ 1,367,171	$ 1,005,341
Contractual Services	388,032	580,375	569,375
Commodities	10,417	13,000	13,000
Capital Outlay	55,471	80,000	84,000
Total	**$ 1,320,064**	**$ 2,040,546**	**$ 1,671,716**

Expenditures by Fund			
Stormwater	$ 1,320,064	$ 2,040,546	$ 1,671,716
Total	**$ 1,320,064**	**$ 2,040,546**	**$ 1,671,716**

No. of Full Time Equivalent Positions	**22.4**	**24.0**	**24.0**
Less: Anticipated Retirements	--	--	(1.0)
Less: Vacant Positions Eliminated	--	--	(6.0)
Net Full Time Equivalent Positions	**22.4**	**24.0**	**17.0**

Highlights

The mission of Stormwater Engineering is to provide a stormwater utility service so that all local, state, and federal mandates regarding stormwater management can be fulfilled. Stormwater Engineering oversees and monitors the city's flood warning stations. The number of flood warning stations has increased from 19 to 43 in the last two years. Six vacant positions are eliminated in FY 2003-04.

Water Services

Program: STORMWATER SERVICES
Sub-Program: STORMWATER MAINTENANCE

Program Activities

1. Maintain storm inlets and outlets to reduce property damage caused by flooding
2. Clean and repair improved and unimproved channels, storm sewers, and city owned detention basins

Performance Measures	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Outcome			
2. Number of Service Requests	754	500	600
Output			
2. Number of Catch basins cleaned	24,891	17,000	20,000
2. Number of Catch basins repaired	219	300	300
Efficiency			
2. Average cost per catch basin cleaned	$ 11.45	$ 12.00	$ 12.00
2. Average cost per catch basin repaired	$ 4,580	$ 3,000	$ 3,200
Expenditures by Appropriation Unit			
Personal Services	$ 1,824,078	$ 2,053,336	$ 2,121,593
Contractual Services	345,175	582,800	510,200
Commodities	290,611	363,700	380,700
Capital Outlay	47,364	146,000	208,000
Total	**$ 2,507,228**	**$ 3,145,836**	**$ 3,220,493**
Expenditures by Fund			
Stormwater	$ 2,507,228	$ 3,145,836	$ 3,220,493
Total	**$ 2,507,228**	**$ 3,145,836**	**$ 3,220,493**
No. of Full Time Equivalent Positions	**54.6**	**54.5**	**52.0**
Less: Anticipated Retirements	--	--	(2.0)
Net Full Time Equivalents	**54.6**	**54.5**	**50.0**

Highlights

The mission of Stormwater Maintenance is to provide catch basin cleaning and repair services to the citizens of Kansas City so that the stormwater collection system will function at its optimally designed capacity. Changes in positions reflect recalculation of charge-outs throughout the department.

Water Services

Program: TREATMENT AND SUPPLY

Expenditures by Sub-Program	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Wastewater Treatment	$ 15,766,266	$ 13,085,948	$ 13,561,237
Water Supply	15,678,870	15,434,891	15,205,012
Total	**$ 31,445,136**	**$ 28,520,839**	**$ 28,766,249**

Expenditures by Appropriation Unit			
Personal Services	$ 10,617,547	$ 11,223,191	$ 9,787,555
Contractual Services	15,118,734	12,048,498	13,426,611
Commodities	5,414,664	5,024,150	5,321,083
Capital Outlay	294,191	225,000	231,000
Total	**$ 31,445,136**	**$ 28,520,839**	**$ 28,766,249**

Expenditures by Fund			
Water	$ 15,678,870	$ 15,434,891	$ 15,205,012
Sewer	15,766,266	13,085,948	13,561,237
Total	**$ 31,445,136**	**$ 28,520,839**	**$ 28,766,249**

No. of Full Time Equivalent Positions	**229.2**	**227.0**	**226.0**
Less: Anticipated Retirements	--	--	(26.0)
Net Full Time Equivalents	**229.2**	**227.0**	**200.0**

Program Information

Treatment and Supply provides operation and maintenance of two water treatment plants, seventeen water pumping stations, 39 wastewater pumping stations, seventeen flooding pump stations, and eight wastewater treatment plants. Water is sold to 23 other regional and municipal water systems in and around the metropolitan area. Wastewater treatment is provided to 28 other public and private sewer systems throughout the area. All facilities are required to comply with applicable federal and state laws and regulations, including the Clean Water Act, Safe Drinking Water Act, and National Pollutant Discharge Elimination System. The wastewater treatment program treats an average of 115 million gallons of wastewater per day. Water supply produces and supplies an average of 115 million gallons of drinking water per day and 200 million gallons during peak demand.

Water Services

Program: TREATMENT AND SUPPLY
Sub-Program: WASTEWATER TREATMENT

Program Activities

1. Responsible for the administration, operation, and maintenance of eight wastewater treatment plants, 39 wastewater pumping stations, and seventeen flood pumping stations
2. Maintain compliance with National Pollutant Discharge Elimination System (NPDES) permits

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Number of dry-weather by-passes	19	10	10
Output			
1. Number of quarterly flood station inspections	68	68	68
Efficiency			
1. Percentage of scheduled work orders completed	70%	85%	85%

Expenditures by Appropriation Unit			
Personal Services	$ 5,579,525	$ 5,829,956	$ 4,948,686
Contractual Services	8,148,290	5,746,442	6,657,001
Commodities	1,843,836	1,409,550	1,747,550
Capital Outlay	194,615	100,000	208,000
Total	**$ 15,766,266**	**$ 13,085,948**	**$ 13,561,237**

Expenditures by Fund			
Sewer	$ 15,766,266	$ 13,085,948	$ 13,561,237
Total	**$ 15,766,266**	**$ 13,085,948**	**$ 13,561,237**

No. of Full Time Equivalent Positions	**117.2**	**115.0**	**114.0**
Less: Anticipated Retirements	--	--	(16.0)
Net Full Time Equivalent Positions	**117.2**	**115.0**	**98.0**

Highlights

The mission of Wastewater Treatment is to provide effective operation and maintenance of wastewater treatment plants, wastewater pump stations, and flood pump stations to citizens so that the quality of rivers and streams is protected. The wastewater treatment plants remove approximately 70 tons of biosolids each day. Preventive maintenance is performed by staff when not handling emergency or priority work orders. Increases in contractual services reflect $910,559, which covers replacement costs for equipment, and routine mechanical, electrical, electronic, and maintenance repairs.

Water Services

Program: TREATMENT AND SUPPLY
Sub-Program: WATER SUPPLY

Program Activities

1. Operate and maintain the 240 million gallon per day treatment plant, the 576,000 gallon per day Atherton treatment plant and seventeen pumping stations which distribute water to over 750,000 consumers on a 24 hour basis
2. Supply water pressure capable of meeting all demands, including peak load and firefighting

Performance Measures	Actual 2001-02	Adopted 2002-03	Estimated 2003-04
Outcome			
1. Number of monthly reviews per year of treatment statistics and outcomes	12	12	12
Output			
1. Average water produced, million gallons per day	113	110	110
Efficiency			
1. Cost per million gallons	$ 378	$ 384	$ 402

Expenditures by Appropriation Unit			
Personal Services	$ 5,038,022	$ 5,393,235	$ 4,838,869
Contractual Services	6,970,444	6,302,056	6,769,610
Commodities	3,570,828	3,614,600	3,573,533
Capital Outlay	99,576	125,000	23,000
Total	**$ 15,678,870**	**$ 15,434,891**	**$ 15,205,012**

Expenditures by Fund			
Water	$ 15,678,870	$ 15,434,891	$ 15,205,012
Total	**$ 15,678,870**	**$ 15,434,891**	**$ 15,205,012**

No. of Full Time Equivalent Positions	**112.0**	**112.0**	**112.0**
Less: Anticipated Retirements	--	--	(10.0)
Net Full Time Equivalent Positions	**112.0**	**112.0**	**102.0**

Highlights

The mission of Water Supply is to provide proper administration and operation of the treatment plants and other facilities so that a dependable water supply is produced and distributed to our customers which meets system demands and the requirements of the Safe Drinking Water Act and other mandates. The budget includes $5,000,000 for electricity used in the facilities and $2,930,000 for chemicals to treat the water for use by consumers.

Water Services

Program: DEBT SERVICE
Sub-Program: DEBT SERVICE

Program Activities

1. Provide funds to meet bond covenant requirements for water revenue bonds
2. Provide funds to meet bond covenant requirements for sewer revenue bonds
3. Provide funds to meet bond covenant requirements for storm revenue bonds

Performance Measures	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
1. Principal paid - water bonds	$ 7,030,000	$ 7,920,234	$ 10,405,000
Interest paid	$ 7,246,960	$ 9,291,000	$ 8,500,432
Outstanding debt as of April 30	$ 135,970,000	$ 127,000,000	$ 142,395,000
2. Principal paid - sewer bonds	$ 6,859,584	$ 7,775,000	$ 6,083,276
Interest paid	$ 1,553,084	$ 4,798,856	$ 7,945,000
Outstanding debt as of April 30	$ 120,785,000	$ 131,210,000	$ 140,275,000
3. Principal paid- storm bonds	$ 128,953	$ 108,800	$ 310,900
Interest paid	$ 20,700	$ 163,200	$ 259,423
Outstanding debts as of April 30	$ 7,083,100	$ 6,772,200	$ 7,706,345
Expenditures by Appropriation Unit			
Debt Service	$ 23,697,611	$ 30,142,590	$ 33,882,062
Total	**$ 23,697,611**	**$ 30,142,590**	**$ 33,882,062**
Expenditures by Fund			
Water	$ 14,742,225	$ 17,296,734	$ 18,906,932
Sewer	8,798,134	12,573,856	14,353,276
Stormwater	157,252	272,000	621,854
Total	**$ 23,697,611**	**$ 30,142,590**	**$ 33,882,062**
No. of Full Time Equivalent Positions	--	--	--

Highlights

The mission of Debt Service is to provide funds for payment of the department's outstanding debt to its creditors so that the department remains in accordance with existing requirements and revenue bond covenants. The Water Services Department annually sets aside funds to satisfy revenue bond debt requirements. The current voter approved bond authorization is $150,000,000 in water revenue bonds approved in August 1996 and $125,000,000 in sewer revenue bonds approved in November 1997.

Water Services

Program: CAPITAL IMPROVEMENTS

Expenditures by Project	**Actual 2001-02**	**Adopted 2002-03**	**Estimated 2003-04**
Bannister Acres Sanitary Sewers	$ --	$ --	$ 1,200,000
Blue River Energy Loan	47,371	--	--
Brookside Interceptor	400,000	993,640	--
Catch Basin Replacement	1,189,594	315,198	413,095
Sanitary Sewer Construction	5,551,246	6,377,970	5,127,970
Facility Modification and Improvement	2,716,150	249,378	500,000
Geographic Information System	1,215,215	--	165,881
Jackson-Cass Transmission Main	376,758	--	--
Oversized Mains - City Share	307,761	100,000	150,000
Platte County Transmission Main	2,279,489	--	--
Sevee Levees Control	--	--	500,000
Service Facility Improvements	922,906	249,379	500,000
Special Assessment Mains	218,215	100,000	100,000
Storm Water Master Plan	565,996	1,050,000	529,832
Water Lines for Fire Hydrants	--	384,968	--
Water Main Construction/Rehabilitation	8,519,720	629,253	768,010
Water Main Relocations	975,558	100,000	250,000
Total	**$ 25,285,979**	**$ 10,549,786**	**$ 10,204,788**

Expenditures by Fund			
Capital Improvements	$ 400,000	$ 1,378,608	$ 1,700,000
Water	16,716,557	1,428,010	2,341,735
Sewer	5,998,617	6,377,970	5,201,695
Stormwater	2,170,805	1,365,198	961,358
Total	**$ 25,285,979**	**$ 10,549,786**	**$ 10,204,788**

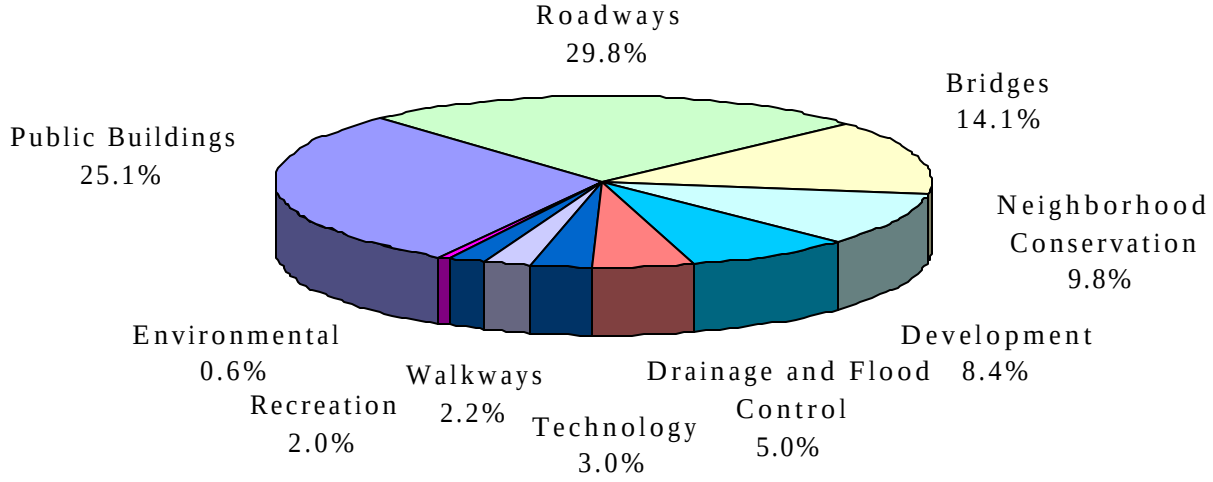
CAPITAL BUDGET SUMMARY

The 2003-04 Capital Improvements Budget is $171,116,349 or 17.5 percent of the total budget. This represents per capita capital expenditures of $386.42. Redirection of capital improvement sales tax revenue to tax increment financing projects accounts for $6,018,123 for a total capital budget of $177,134,472. In addition, the Public Improvements Advisory Committee (PIAC) allocated $34.6 million of voter approved general obligation bonds that will be sold over the next two years. This projected expenditure is not reflected in the FY 2003-04 adopted budget. Annually, city departments update the long-range capital improvement plan when capital budget requests are submitted.

CAPITAL IMPROVEMENT PROGRAM BY PROJECT TYPE

General Municipal and Assessment Program	Adopted 2002-03	Estimated 2003-04
Roadways	$ 34,084,914	$ 45,074,337
Public Buildings	36,202,393	38,061,280
Bridges	21,509,857	21,371,567
Neighborhood Conservation	14,958,871	14,865,619
Development	14,086,576	12,689,385
Drainage and Flood Control	11,775,000	7,615,000
Technology	--	4,509,496
Walkways	4,424,130	3,370,000
Recreation	3,484,275	3,080,000
Environmental	766,700	875,000
General Municipal Total	**$ 141,292,716**	**$ 151,511,684**
Enterprise Program		
Aviation	$ 27,824,141	$ 17,118,000
Water Services	9,171,178	8,504,788
Enterprise Total	**$ 36,995,319**	**$ 25,622,788**
Program Total	**$ 178,288,035**	**$ 177,134,472**

GENERAL MUNICIPAL CAPITAL PROGRAM BY PROJECT TYPE

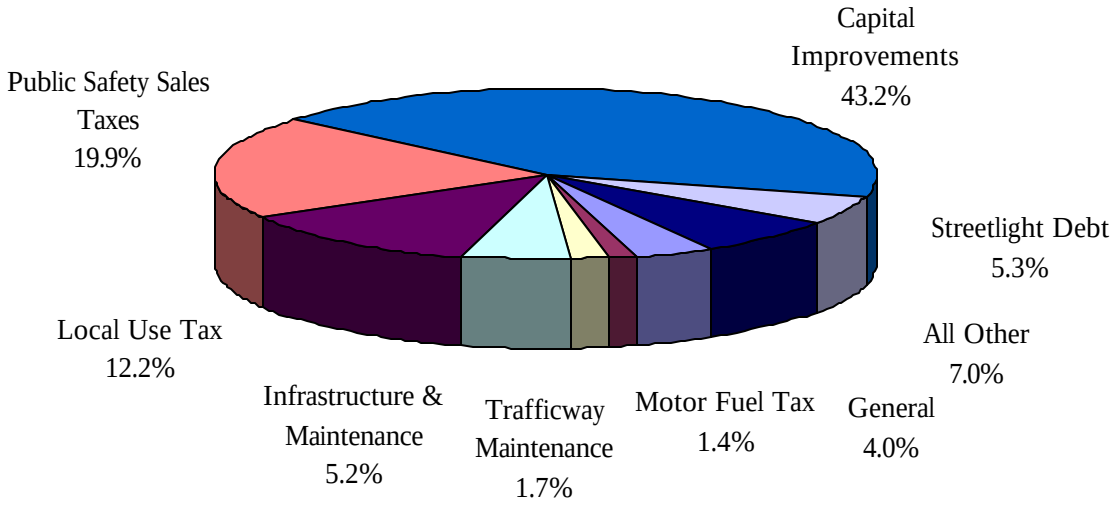


The 2003-04 - 2007-08 Five-Year Capital Improvements Program is funded by the following sources: a one cent sales tax designated for capital improvements; a one-quarter cent sales tax designated for Fire Department improvements; earmarked general municipal funds; fees and licenses from gaming operations; intergovernmental grants; private contributions; special assessments; tax increment financing; and enterprise operating funds.

CAPITAL IMPROVEMENT FUNDING SOURCES

	Adopted 2002-03	Estimated 2003-04
General Municipal Funds		
General	$ 14,145,006	$ 6,007,282
Golf and Tennis	210,375	230,000
Motor Fuel Tax	2,077,000	2,077,000
Trafficway Maintenance	1,977,148	2,593,000
Infrastructure & Maintenance	7,800,000	7,833,277
Local Use Tax	17,752,295	18,302,845
Convention and Tourism	700,000	650,000
Hodge Park	100,000	100,000
Kemper-Butler Garage	100,000	100,000
11th and Oak Garage	--	100,000
Public Safety Sales Tax	--	16,455,608
Fire Sales Tax	16,296,021	13,263,780
Arterial Street Impact Fees	2,910,000	1,940,000
Community Development	1,865,960	1,407,000
Capital Improvements	61,859,427	64,633,769
Tax Increment Financing	6,564,484	6,018,123
Streetlight Debt	6,000,000	8,000,000
Total General Municipal Funds	**$ 140,357,716**	**$ 149,711,684**
Enterprise/Assessment Funds		
Revolving Public Improvement	$ 935,000	$ 1,800,000
Water	1,428,010	2,341,735
Sewer	6,377,970	5,201,695
Kansas City Airports	27,824,141	17,118,000
Stormwater	1,365,198	961,358
Total Enterprise/Assessment Funds	**$ 37,930,319**	**$ 27,422,788**
Total All Funds	**$ 178,288,035**	**$ 177,134,472**

GENERAL MUNICIPAL CAPITAL IMPROVEMENT FUNDING BY SOURCE



Capital Budget Process

The distribution of instructions for the five-year capital improvement program formally initiates the capital budget process for the City of Kansas City, Missouri. This distribution occurs in May, as the fiscal year begins. Each department receives a copy of the instructions and has 60 days to submit a request to the Capital Improvements Group.

Projects included in the departmental requests are generated by a variety of means, with the Adopted Five-Year Capital Improvements Plan as the starting point. The most common sources of input are citizen requests, analyses of the city's present and future needs and field inspections. Each department submits its request in prioritized order, along with descriptions of each project, providing cost estimates for construction plans, land acquisitions, and other project elements. In addition, departments propose project timelines with start and end dates. All of this information is compiled and reviewed using a relational database which project managers update on-line.

The Capital Improvements Program Technical Committee performs the initial review, does the pre-screening and develops the preliminary capital improvement program. This committee is comprised of staff who work closely with the city's capital program. The committee meets regularly in June and concludes in July.

The most visible group working on the five-year capital plan is the Public Improvements Advisory Committee (PIAC). The PIAC consists of thirteen individuals, with a chairperson and two members from each council district appointed by the Mayor and City Council for two year terms. The group was created in 1983 by City Council Resolution 55417, reaffirmed by City Council Resolution 62301 and revised by Resolution 971326, which reestablished the committee by adopting the Community Infrastructure Committee's recommendations. The PIAC's primary function is to solicit input and make recommendations regarding the appropriation of general municipal funds for capital improvements. Under the new direction of Resolution 971326 the PIAC has implemented several changes. A rating committee and rating process were created to determine a numerical rating for each project to allow for comparison; adjustments to the calendar were made to allow more time for input and review; and the number of city-wide hearings was increased to four.

Before deliberating, the PIAC holds a series of 16 public hearings beginning in late Spring continuing into the Summer. These hearings provide citizens an opportunity to express opinions and concerns and to request projects regarding the forthcoming capital budget. City staff attends these meetings to record citizen input. Information obtained from these hearings plays an important role in the deliberations of the PIAC.

The PIAC meets every Friday, July through December. At these meetings staff and the PIAC review each of the estimated 1000 project requests submitted annually. The review covers everything from cost estimates to project scope to determine the best way to spend capital funds. In addition to making recommendations for the city-wide program, the PIAC also makes recommendations for spending neighborhood conservation funds which represent 30 percent of the sales tax for capital improvements. When completed, the PIAC recommendations are submitted to the City Manager, the Mayor and City Council, the City Planning Commission and Department Directors. The City Manager solicits input from the Mayor and City Council and then includes the PIAC recommendations, with any adjustments, in the Submitted Budget.

The City Council reviews the capital budget recommendations as part of its deliberations on the entire budget. During the annual public budget hearings, interested citizens may express opinions on the proposed capital budget and other items contained in the total budget. The capital budget is finalized as part of the budget adoption process. This will occur by the fourth City Council meeting in March. By May 1, the process of developing a capital improvement program for the next fiscal year is already underway.

Capital Improvement Program

In 2003, the Public Improvement Advisory Committee (PIAC) completed the seventh comprehensive, balanced Five-Year Capital Improvements Plan for the city. This document is prepared on an annual basis, coinciding with the adoption of the budget. The Five-Year Capital Improvements Plan provides a comprehensive overview of capital expenditures for all funds, including enterprise operations. It highlights and explains each project summarizing all past and future expenditures needed to complete the improvement. Capital projects, which can require new construction, renovation or reconstruction of an existing structure, generally require multi-year funding. The cost of engineering, site preparation, construction, debt service and equipment are all included when calculating capital expenditures.

In cooperation with the Capital Improvements Program Technical Committee, PIAC has finalized a balanced five-year expenditure plan. These projections include not only those projects identified by the departments through their five year plans, but also those projects requested through the PIAC process, arising from either a public hearing or by a Council person or a citizen.

The city's capital improvement effort has become increasingly complex with the use of bond financing. Debt service requirements in the Capital Improvements Program represent 5.0 percent of available funds for 2002-03. The largest debt related expenditure in the capital improvements program is for retirement of bonds approved for purchase and upgrade of the city's streetlight system. In 2003-04, $8.0 million is needed to make the debt payment on those bonds. Other projects financed through debt issues include the Municipal Service Center, and the City Market improvements. In FY 2003-04 new debt service expenditures include the Zona Rosa/Prospect North/Fairyland redevelopment projects, as well as, the Project Knowledge System. Coupled with federal and state mandates, demands on the program continue to increase.

In an effort to maximize funds, the city participates in several federal and state programs which provide matching funds for capital improvements. In many instances, the city need only fund the design, right-of-way acquisition, or part of the construction; the rest will be paid with matching funds. In the 2003-04 budget, 11.4 percent of the general municipal funds are dedicated to leveraged projects. The remaining funds are used to provide maintenance for over 200 city facilities, 450 bridges and viaducts, 2,300 miles of roads, curbs and sidewalks, recreation facilities and numerous other structures.

The demand for capital improvements in Kansas City will continue to increase, with no guarantee that resources to pay for capital improvements will also increase. Efforts are underway to address these issues.

Program Highlights

General Municipal and Assessment Program

General Municipal and Assessment funded capital improvement program projects include road, bridge, curb, drainage, economic development, park, public facility and neighborhood conservation improvements. Together they represent $151.5 million (85.6 percent) of the total 2003-04 capital improvements budget. The primary source of funding for these projects is the one percent sales tax for capital improvements, which is expected to generate $64.6 million in FY 2003-04. The voter approval of two one-quarter cent sales taxes for Fire and Public Safety is anticipated to generate $29.7 million for fire, police, Emergency Management and MAST capital improvement needs. The capital improvements program is further enhanced by the dedication of fees and license revenues from gaming operations. An additional $7.8 million is estimated to be directed toward capital improvements from these sources. The balance of funding for the general municipal program will come from the General, Local Use Tax, Revolving Public Improvement, Trafficway Maintenance, Arterial Street Impact Fees, Golf and Tennis, Hodge Park, Kemper Garage, 11th and Oak Garage, Tax Increment

Financing, and the Convention and Tourism Fund. In 2003-04, emphasis is placed on addressing deferred maintenance by reconstructing and rehabilitating existing infrastructure, continuing long-term obligations, completing projects initiated in previous years, and constructing projects aimed to enhance the city's environment for residential and business retention and expansion. Highlights of these projects are contained herein.

Neighborhood Conservation

By City Council Resolution 990926, "not less than 30%" of public improvement sales tax revenues are set aside for neighborhood conservation projects. The 2003-04 allocation of $17,845,881 consists of curb and sidewalk, storm drainage, traffic signal, park and other neighborhood improvements recommended by the Public Improvements Advisory Committee. Of this amount, $2,980,262 is earmarked to fund neighborhood projects which will address those neighborhoods that do not have the basic bundle of city services. These services include fire protection, water, hazard free roadways, storm and sanitary sewers.

Roadways

The appropriation of $10,893,000 for street preservation will fund over 30 percent of the city's projected resurfacing and sealing needs in 2003-04. Additional appropriation recommendations in this category incorporate $8.0 million for the Streetlight Bond Retirement; $2.8 million for Maple Woods Parkway; $2.6 million for Traffic Signal Safety Improvements; $2.5 million for 87th Street. from I-435 to Bruce R. Watkins; $2.2 million for Bruce R. Watkins Landscaping Enhancements; $2.0 million for the Independence Avenue Corridor; and $1.7 million for North Brighton. Other projects of note are $1.4 million for tree trimming; $0.8 million for North Oak Trafficway; $0.8 million each for Holmes Road and Barry Road; and $1.0 million for coordination of the downtown traffic signal systems.

Bridges

A total of $21,371,567 is recommended to address bridge construction and rehabilitation needs in Kansas City. The largest allocation is $8,145,168 to repair the 12th Street Viaduct in the West Bottoms. A total of $6,500,000 is designated to fund bridge repairs throughout the system. This allocation extends the useful life of bridges through regular maintenance and painting. Other bridge projects of note include the North Agnes Bridge ($1.5 million); N.W. 128th Street Bridge ($1.3 million.). Bridge projects that leverage state and federal funds will be the Red Bridge over the Blue River ($500,000), and N.E. Staley Road Bridge over the East Fork of Shoal Creek ($152,500).

Drainage and Flood Control

Significant major drainage and flood control projects are addressed in the 2003-04 budget. These include $2,000,000 for Brush Creek and $1,000,000 divided between the Blue River Channel Improvements, Upper Blue River (Dodson), and enhancements to Brush Creek. Additionally, $800,000 will pay for levee improvements in the Swope Park Industrial Area, and $800,000 for the Brookside Combined Storm and Sanitary Sewer Interceptor

Public Buildings

The largest appropriation in the public facilities category is $12,893,951 for Police Station facility improvements. This is funded by the dedicated one-quarter cent Public Safety sales tax that was approved by voters in April 2002. Fire station facilities improvements are to receive $11.4 million in FY 2003-04 from the one-quarter cent fire sales tax. City facility improvements are funded at $5.2 million to maintain over 200 public buildings. Other projects in this category include $1.6 million for MAST Facility improvements, and an upgrade for the Emergency Operations Center ($1.0 million) from the Public Safety Sales Tax; and debt service for the Municipal Service Center and City Market for $1.4 million each.

Recreation

The largest appropriation in the recreation category is the annual city funding of ongoing Park Maintenance at $800,000. Other projects funded this year include $500,000 for the Northland Aquatic Center and $400,000 for improvements at Blue Valley Park. Ongoing maintenance funding is provided for the city's zoo, golf courses, swimming pools, fountains, playgrounds, lakes, and ball fields.

DEVELOPMENT

The largest allocation regarding economic development in 2003-04 is payment to developers in association with projects subsidized by Tax Increment Financing. In 2003-04 these payments are estimated to be $6,018,123 from the one-cent capital improvement sales tax. Community Development Block Grant funds will provide $1.4 million in FY 2003-04 for infrastructure and facilities enhancements benefiting to low income persons. The first year of debt service for the Zona Rosa development project (e.g. at the corner of M-152 and I-29), Maplewoods Parkway project, and Fairyland Redevelopment project is budgeted at $1.48 million. In addition, $1.3 million is provided for the former Parks Maintenance Building renovations, which will house the Black Archives and the Full Employment Council upon completion. Also, $580,262 is provided for the Riverfront Heritage Trail and $500,000 will provide infrastructure to complement the Beacon Hills Housing project.

ENVIRONMENTAL

Environmental Protection Agency (EPA) mandates $375,000 of city funds to be used for asbestos abatements and underground fuel tank monitoring and modifications. The effort to eliminate all septic tanks within the city will receive funding of $500,000 in FY 2003-04.

WALKWAYS

Most curb and sidewalk improvements are financed with sales tax neighborhood conservation funds, but the Revolving Public Improvement Fund, established to finance curb and sidewalk projects on a special assessment basis, has $1.8 million available for improvements in 2003-04. Other walkway projects include $770,000 for curb and sidewalk repair on city boulevards; $700,000 for the nonassessable cost of sidewalk repairs city-wide; and $100,000 for city-owned curbs and sidewalks.

TECHNOLOGY

Information technology such as hardware, software and physical infrastructure is a key component of a modern city and its governmental operations. These projects are significant investments in capital and have a life span of at least ten years. In FY 2003-04, capital improvement funding for information technology infrastructure is provided to pay debt service associated with the Project Knowledge infrastructure management system ($1.7 million). Another $2.8 million is provided from the Fire and Public Safety Sales Tax funds to implement a new computer aided dispatch and records management systems for the city's emergency services.

ENTERPRISE PROGRAM

Enterprise program projects include improvements to the city's three airports, water and wastewater systems, and facilities, which are funded through operating revenues. Together they represent $25.6 million (15 percent) of the total budget for capital improvement projects recommended in the 2003-04 budget. The primary source of funding for these projects is payments from users of the city's airports and water and sewer utilities. Voters authorized $125 million in wastewater revenue bonds in November 1997, $150 million in water revenue bonds in August of 1996, and $66 million in sewer revenue bonds in March 1988. Along with $330 million in airport revenue bonds which were authorized in August of 1988, these bonds have enabled the enterprise programs to shift many of their major capital improvement efforts to bond-financing which effectively left the operational sides of their budgets to fund capital maintenance of existing structures and facilities. The FY 2003-04 Aviation department budget funds the following: $13.0 million for building repair and improvements; $4.0 million for airfield storm drainage.

Major expenditures associated with the city's water system include: $768,010 for water main construction; $249,379 for service facilities improvements; $500,000 for facility modification and improvement; $250,000 for water main relocations, $529,832 for special assessment mains; and $150,000 for the city's share of constructing oversized mains. A total of $5,127,970 is included for sewer construction and maintenance from the Wastewater Fund and $529,832 is included for the stormwater master plan along with $413,095 for the replacement of catch basins.

Table A
Adopted Budget
FY 2004-2008 Capital Improvements Program
Resources by Source

Funding Sources General Municipal Programs	Estimated 2003-04	Estimated 2004-05	Estimated 2005-06	Estimated 2006-07	Estimated 2007-08	Projected 5-Year Total
Sales Taxes	$ 68,451,892	$ 69,027,415	$ 69,276,205	$ 69,274,960	$ 69,273,677	345,304,149
Local Use Tax	18,302,845	17,752,295	17,752,295	17,752,295	17,752,295	89,312,025
Police Sales Tax	16,455,608	16,474,449	16,845,194	17,155,026	17,495,045	84,425,322
Fire Sales Tax	13,263,780	9,240,233	8,192,716	6,148,416	6,003,055	42,848,200
Streetlight Debt	8,000,000	9,500,000	9,500,000	9,500,000	9,500,000	46,000,000
General	6,007,282	7,077,022	7,077,022	7,077,022	7,077,022	34,315,370
Gaming	7,833,277	5,444,087	5,444,087	5,444,087	5,444,087	29,609,625
Trafficway Maintenance	2,593,000	2,080,750	2,111,961	2,143,641	2,175,795	11,105,147
Bruce R. Watkins Landscaping Grant	2,200,000	--	--	--	--	2,200,000
Motor Fuel Tax	2,077,000	2,077,000	2,077,000	2,077,000	2,077,000	10,385,000
Community Development	1,407,000	--	--	--	--	1,407,000
Development Impact Fees	1,940,000	1,940,000	1,940,000	1,940,000	1,940,000	9,700,000
Rev Public Improvement	1,800,000	1,500,000	1,500,000	1,500,000	1,500,000	7,800,000
Convention and Tourism	650,000	650,000	650,000	650,000	650,000	3,250,000
Golf and Tennis	230,000	235,000	240,000	245,000	250,000	1,200,000
11th & Oak Garage Fund	100,000	100,000	100,000	100,000	100,000	500,000
Kemper Garage Fund	100,000	100,000	100,000	100,000	100,000	500,000
Hodge Park	100,000	100,000	100,000	100,000	100,000	500,000
Subtotal	**$ 151,511,684**	**$ 143,298,251**	**$ 142,906,480**	**$ 141,207,447**	**$ 141,437,976**	**720,361,838**
Federal & State Grants	**$ 12,465,200**	**$ 5,052,000**	**$ --**	**$ --**	**$ --**	**17,517,200**
GMP Subtotal	**$ 163,976,884**	**$ 148,350,251**	**$ 142,906,480**	**$ 141,207,447**	**$ 141,437,976**	**737,879,038**
Enterprise Programs						
Water	$ 2,341,735	$ 4,000,000	$ 4,000,000	$ 4,000,000	$ 4,000,000	18,341,735
Wastewater	5,201,695	6,000,000	7,000,000	7,000,000	7,000,000	32,201,695
Stormwater	961,358	5,400,000	5,400,000	5,400,000	5,400,000	22,561,358
Water Bonds	13,000,000	13,000,000	13,000,000	13,000,000	13,000,000	65,000,000
Wastewater Bonds	20,000,000	19,000,000	20,000,000	20,000,000	20,000,000	99,000,000
Aviation	17,118,000	83,075,809	20,546,001	13,600,000	13,600,000	147,939,810
Aviation Bonds	183,975,764	25,481,810	23,892,933	40,000,000	40,000,000	313,350,507
Enterprise Subtotal	**$ 242,598,552**	**$ 155,957,619**	**$ 93,838,934**	**$ 103,000,000**	**$ 103,000,000**	**698,395,105**
TOTAL	**$ 406,575,436**	**$ 304,307,870**	**$ 236,745,414**	**$ 244,207,447**	**$ 244,437,976**	**1,436,274,143**

Table B
Adopted Budget
FY 2004-08 Capital Improvements Program
Traditional Allocation

Project Title	Projected 2003-2004	Projected 2004-2005	Projected 2005-2006	Projected 2006-2007	Projected 2007-2008	Projected 5-Year Total
In-District	$ 14,865,619	$ 15,140,219	$ 13,519,131	$ 13,346,862	$ 13,321,110	$ 70,192,940
Strategic Neighborhood Fund	2,980,262	3,035,314	2,710,318	2,675,781	2,670,619	14,072,294
Riverfront Heritage Trail	580,262					
Northland Aquatic Center	500,000					
Sanitary Sewer Program	500,000					
Waldo Creek	450,000					
Water Lines for Fire Hydrants	400,000					
Streetlight Improvements	300,000					
12th and Grand Streetscape	250,000					
Subtotal Neighborhood	**$ 17,845,881**	**$ 18,175,533**	**$ 16,229,449**	**$ 16,022,643**	**$ 15,991,728**	**$ 84,265,234**
BRIDGES						
Leveraged Bridges						
Red Bridge over the Blue River	$ 500,000	$ 4,950,000	$ --	$ --	$ --	$ 5,450,000
NE Staley Road over E. Fork Shoal Crk	152,500	--	627,500	--	--	780,000
Blue Parkway Bridge over Blue River	--	2,110,000	--	--	--	2,110,000
NE 76th Street Bridge - East	--	853,800	--	--	--	853,800
83rd Street Bridge	--	379,171	--	--	--	379,171
NE 76th Street Bridge - West	--	376,800	--	--	--	376,800
N Amity over Rush Creek (Near Barry Rd)	--	--	500,000	500,000	--	1,000,000
NE Staley Road over E. Fork Shoal Creek	--	--	380,000	--	--	380,000
Subtotal	$ 652,500	$ 8,669,771	$ 1,507,500	$ 500,000	$ --	$ 11,329,771
Other Bridges						
12th Street Viaduct	$ 8,145,168	$ --	$ --	$ --	$ --	$ 8,145,168
N Agnes Avenue Bridge	1,500,000	199,300	1,700,700	--	--	3,400,000
NW128th Street Bridge	1,300,000	--	--	--	--	1,300,000
NE Reinking Road Bridge	795,000	--	--	--	--	795,000
Truman Road (Upper Viaduct)	700,000	1,500,000	4,794,655	--	--	6,994,655
NW 73rd Street Bridge over Small Creek	550,000	400,000	750,000	--	--	1,700,000
Kenneth Road Bridge over Wildcat Branch	462,000	--	--	--	--	462,000
Blue River Road over Small Creek	386,285	--	--	2,928,715	--	3,315,000
NE 100th Street over E. Fork Shoal Creek	292,000	--	956,500	--	--	1,248,500
NE 132nd Street Bridge over Rocky Branch	88,614	--	976,386	500,000	--	1,565,000
Troost Avenue Bridge	--	3,700,000	--	--	--	3,700,000
Ward Parkway Bridge	--	477,207	--	--	259,780	736,987
155th Street Bridge over Lumpkins Fork	--	200,000	305,134	671,414	--	1,176,548
NW 100th Street over Branch Second Creek	--	--	500,000	590,000	--	1,090,000
Other Bridges (continued)						
Rhinehart Road	$ --	$ --	$ 408,666	$ 937,334	$ --	$ 1,346,000

Table B
Adopted Budget
FY 2004-08 Capital Improvements Program
Traditional Allocation

Project Title	Projected 2003-2004	Projected 2004-2005	Projected 2005-2006	Projected 2006-2007	Projected 2007-2008	Projected 5-Year Total
NW Bryan Road over Small Creek	--	--	300,000	800,000	--	1,100,000
Raytown Road over Small Creek	--	--	300,000	1,200,000	--	1,500,000
N. Cleveland over Small Creek	--	--	300,000	300,000	--	600,000
Frost Road over Small Creek	--	--	250,000	600,000	--	850,000
NE 96th Street	--	--	225,000	--	1,235,071	1,460,071
Raytown Road Bridge over Lumpkins Fork	--	--	150,000	1,211,000	--	1,361,000
Belleview Avenue Bridge	--	--	100,000	--	500,000	600,000
N. Brighton Avenue Bridge	--	--	--	1,190,157	1,228,343	2,418,500
Roanoke Parkway Bridge	--	--	--	448,083	594,499	1,042,582
NE Pleasant Valey over Big Shoal Creek	--	--	--	308,000	2,527,000	2,835,000
Birmingham Road Bridge	--	--	--	300,000	1,800,000	2,100,000
12th Street over Big Blue River	--	--	--	300,000	900,000	1,200,000
Kentucky Avenue Bridge	--	--	--	292,500	1,306,500	1,599,000
State Line Road Bridge	--	--	--	275,000	895,247	1,170,247
Woodswether Road over Burlington Northern	--	--	--	--	1,600,000	1,600,000
NE 53rd St over Crk - Compton & White	--	--	--	--	275,000	275,000
N. Montgall over Small Creek	--	--	--	--	205,000	205,000
Subtotal	$ 14,219,067	$ 6,476,507	$ 12,017,041	$ 12,852,203	$ 13,326,440	$ 58,891,258
Subtotal Bridges	**$ 14,871,567**	**$ 15,146,278**	**$ 13,524,541**	**$ 13,352,203**	**$ 13,326,440**	**$ 70,221,029**
CITYWIDE						
Debt, Mandated & Obligated						
Police Station Facility Improvements	$ 13,855,608	$ 16,474,449	$ 16,845,194	$ 17,155,026	$ 17,495,045	$ 81,825,322
Fire Station Facility Improvements	13,263,780	9,240,233	8,192,716	6,148,416	6,003,055	42,848,200
Streetlight Bond Retirement	8,000,000	9,500,000	9,500,000	9,500,000	9,500,000	46,000,000
TIF Allocations	6,018,123	7,142,305	7,453,043	7,641,150	7,742,916	35,997,537
Maple Woods Pkwy Ph 1 - 96th to Barry	2,756,250	3,346,425	1,969,000	--	--	8,071,675
Development Impact Fee	1,940,000	1,940,000	1,940,000	1,940,000	1,940,000	9,700,000
PKS Debt Service	1,711,071	1,743,601	1,743,601	1,547,160	463,844	7,209,277
MAST Facility Upgrade	1,600,000	--	--	--	--	1,600,000
Zona Rosa/Prospect North/Fairyland	1,475,000	--	--	--	--	1,475,000
Municipal Service Center	1,400,635	1,398,815	1,399,480	1,394,745	1,394,745	6,988,420
City Market Bonds	1,385,682	1,391,146	1,397,255	1,400,293	1,400,293	6,974,669
Blue River Channelization - Stage III	1,000,000	2,850,000	900,000	250,000	--	5,000,000
Emergency Operations Center Upgrade	1,000,000	--	--	--	--	1,000,000
Swope Park Industrial District	800,000	1,000,000	--	1,000,000	1,000,000	3,800,000
Debt Mandated and Obligated (continued)						
11th & Oak Garage Reserve Fund	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 500,000
Kemper Garage Building Reserve	100,000	100,000	100,000	100,000	100,000	500,000

Table B
Adopted Budget
FY 2004-08 Capital Improvements Program
Traditional Allocation

Project Title	Projected 2003-2004	Projected 2004-2005	Projected 2005-2006	Projected 2006-2007	Projected 2007-2008	Projected 5-Year Total
Hodge Park Maintenance Reserve	100,000	100,000	100,000	100,000	100,000	500,000
Subtotal	$ 56,506,149	$ 56,326,974	$ 51,640,289	$ 48,276,790	$ 47,239,898	$ 259,990,100
Leveraged						
87th St - Bruce Watkins to I-435	$ 2,500,000	$ --	$ --	$ --	$ --	$ 2,500,000
Bruce R. Watkins Drive Lanscaping Phase III	2,200,000	--	--	--	--	2,200,000
Brush Creek Improvements	2,000,000	2,000,000	2,000,000	2,000,000	1,000,000	9,000,000
Independence Corridor	2,000,000	2,000,000	--	--	--	4,000,000
Hickman Mills Drive	1,700,000	1,000,000	--	--	--	2,700,000
Upper Blue River (Dodson)	1,000,000	1,250,000	--	--	--	2,250,000
Brush Creek Enhancements	1,000,000	1,000,000	1,000,000	1,000,000	--	4,000,000
Downtown Signal Coordination	1,000,000	1,000,000	550,000	1,000,000	450,000	4,000,000
N Oak Tfwy (Ph 2) - NE 96th St to 111th St	800,000	--	--	--	--	800,000
Starlight Theatre	600,000	--	--	--	--	600,000
22nd / 23rd Street Corridor Imp. - Section 1A	600,000	--	--	--	--	600,000
Seven Levees Flood Control	500,000	250,000	250,000	250,000	500,000	1,750,000
Longview Rd Improvements Sections 2,3	500,000	--	1,500,000	--	--	2,000,000
Beacon Hill Infrastructure	500,000	--	500,000	--	500,000	1,500,000
63rd/Paseo/Meyer Intersection	500,000	--	--	--	--	500,000
Turkey Creek	65,000	85,000	1,850,000	1,250,000	6,500,000	9,750,000
22nd / 23rd Street Corridor Imp. - Section 1B	--	2,600,000	--	--	--	2,600,000
City Market Improvements	--	635,000	670,000	--	--	1,305,000
Red Bridge Road - Section 2	--	450,000	1,350,000	3,800,000	--	5,600,000
Subtotal	$ 17,465,000	$ 12,270,000	$ 9,670,000	$ 9,300,000	$ 8,950,000	$ 57,655,000
Other						
Community Development	$ 1,407,000	$ --	$ --	$ --	$ --	$ 1,407,000
N Brighton-Vivion to Pleasant Valley	1,700,000	1,500,000	5,500,000	3,000,000	--	11,700,000
Black Archives/Full Employment Council	1,309,000	--	2,000,000	--	--	3,309,000
Troost Property Acq. & Clearance	1,000,000	--	--	--	600,000	1,600,000
Brookside Interceptor/CSO Improvements	800,000	1,200,000	1,000,000	1,000,000	1,000,000	5,000,000
Holmes Road	750,000	2,850,000	--	--	--	3,600,000
Barry Road - Section 2	750,000	--	--	1,507,000	4,666,650	6,923,650
Blue Valley Park	400,000	--	--	--	--	400,000
Lee's Summit Road Study	--	--	550,000	--	--	550,000
22nd-23rd Corridor - Section 2	--	--	--	2,000,000	3,970,000	5,970,000
Other (continued)						
Brooklyn Avenue Improvements	$ --	$ --	$ --	$ 1,400,000	$ 500,000	$ 1,900,000
Town Fork Creek	--	--	--	1,000,000	--	1,000,000
63rd Street Improvements (Troost - Main)	--	--	--	500,000	--	500,000

Table B
Adopted Budget
FY 2004-08 Capital Improvements Program
Traditional Allocation

Project Title	Projected 2003-2004	Projected 2004-2005	Projected 2005-2006	Projected 2006-2007	Projected 2007-2008	Projected 5-Year Total
135th Street Improvements	--	--	--	--	450,000	450,000
Downtown Streetscape - Broadway	--	--	--	--	500,000	500,000
St. John Corridor	--	--	--	--	350,000	350,000
Subtotal	$ 8,116,000	$ 5,550,000	$ 9,050,000	$ 10,407,000	$ 12,036,650	$ 45,159,650
Subtotal City-wide	**$ 82,087,149**	**$ 74,146,974**	**$ 70,360,289**	**$ 67,983,790**	**$ 68,226,548**	**$ 362,804,750**
MAINTENANCE PROGRAM						
Streets						
Street Preservation & Marking	$ 10,893,000	$ 10,350,000	$ 10,350,000	$ 10,350,000	$ 10,350,000	$ 52,293,000
Traffic Signal Safety Improvements (Levg)	2,641,000	2,641,000	2,641,000	2,641,000	2,641,000	13,205,000
ADA Curb Cuts and Emer. Corner Rehab	500,000	500,000	500,000	500,000	500,000	2,500,000
Roadway Physical Feature Mgmt System	300,000	300,000	300,000	300,000	300,000	1,500,000
Slope Repair and Stabilization	250,000	250,000	250,000	250,000	250,000	1,250,000
Guardrail Safety Mod. & Replacement	200,000	200,000	200,000	200,000	200,000	1,000,000
Traffic Capacity & Safety Improvments	200,000	200,000	200,000	200,000	200,000	1,000,000
Neighborhood Sign Replacement	100,000	100,000	100,000	100,000	100,000	500,000
Crosswalk & Arrow Marking	100,000	100,000	100,000	100,000	100,000	500,000
Subtotal Streets	**$ 15,184,000**	**$ 14,641,000**	**$ 14,641,000**	**$ 14,641,000**	**$ 14,641,000**	**$ 73,748,000**
Bridges						
Bridge Rehabilitation	$ 6,500,000	$ 6,500,000	$ 6,500,000	$ 6,500,000	$ 6,500,000	$ 32,500,000
Subtotal Bridges	**$ 6,500,000**	**$ 6,500,000**	**$ 6,500,000**	**$ 6,500,000**	**$ 6,500,000**	**$ 32,500,000**
Curbs and Sidewalks						
Curbs and Sidewalks (RPI Fund)	$ 1,800,000	$ 1,500,000	$ 1,500,000	$ 1,500,000	$ 1,500,000	$ 7,800,000
Citywide Sidewalks - Non assessable	700,000	700,000	700,000	700,000	700,000	3,500,000
City Owned Sidewalks and Curbs	100,000	100,000	100,000	100,000	100,000	500,000
Subtotal Curbs and Sidewalks	**$ 2,600,000**	**$ 2,300,000**	**$ 2,300,000**	**$ 2,300,000**	**$ 2,300,000**	**$ 11,800,000**
Buildings						
Municipal Building Rehabilitation	$ 5,154,000	$ 5,154,000	$ 5,154,000	$ 5,154,000	$ 5,154,000	$ 25,770,000
Convention Center Maintenance	650,000	650,000	650,000	650,000	650,000	3,250,000
ADA Compliance (Public Buildings)	400,000	400,000	400,000	400,000	400,000	2,000,000
Fire Locker Room Upgrades	400,000	400,000	400,000	400,000	400,000	2,000,000
City Hall Life Safety	350,000	350,000	350,000	350,000	350,000	1,750,000
Buildings (continued)						
Environmental Hazard Needs	$ 187,500	$ 187,500	$ 187,500	$ 187,500	$ 187,500	$ 937,500
Subtotal Buildings	**$ 7,141,500**	**$ 7,141,500**	**$ 7,141,500**	**$ 7,141,500**	**$ 7,141,500**	**$ 35,707,500**
Parks						
Tree Trimming	**$** 1,444,087	**$** 1,444,087	**$** 1,444,087	**$** 1,444,087	**$** 1,444,087	**$** 7,220,435

Table B
Adopted Budget
FY 2004-08 Capital Improvements Program
Traditional Allocation

Project Title	Projected 2003-2004	Projected 2004-2005	Projected 2005-2006	Projected 2006-2007	Projected 2007-2008	Projected 5-Year Total
Park Maintenance	800,000	800,000	800,000	800,000	800,000	4,000,000
Boulevard Curbs and Walks	770,000	800,000	800,000	800,000	800,000	3,970,000
Kansas City Zoo	400,000	--	--	--	--	400,000
Golf Courses	230,000	235,000	240,000	245,000	250,000	1,200,000
Swimming Pool Maintenance	200,000	200,000	200,000	200,000	200,000	1,000,000
Park Roads and Parking Lots	150,000	150,000	150,000	150,000	150,000	750,000
Fountain/Monument Restoration	100,000	100,000	100,000	100,000	100,000	500,000
Playground Replacement	100,000	100,000	100,000	100,000	100,000	500,000
Fountain/Monuments Maint	100,000	100,000	100,000	100,000	100,000	500,000
Lake Restoration Program	100,000	100,000	100,000	100,000	100,000	500,000
Ballfield Renovation	50,000	50,000	50,000	50,000	50,000	250,000
Streetscape Maintenance	50,000	50,000	50,000	50,000	50,000	250,000
Subtotal Parks	**$ 4,494,087**	**$ 4,129,087**	**$ 4,134,087**	**$ 4,139,087**	**$ 4,144,087**	**$ 21,040,435**
Park Buildings						
Park Building Repair	$ 400,000	$ 400,000	$ 400,000	$ 400,000	$ 400,000	$ 2,000,000
Community Center Maintenance	200,000	200,000	200,000	200,000	200,000	1,000,000
Environmental Hazard Needs	187,500	187,500	187,500	187,500	187,500	937,500
Subtotal Park Buildings	**$ 787,500**	**$ 787,500**	**$ 787,500**	**$ 787,500**	**$ 787,500**	**$ 3,937,500**
Subtotal Maintenance	**$ 36,707,087**	**$ 35,499,087**	**$ 35,504,087**	**$ 35,509,087**	**$ 35,514,087**	**$ 178,733,435**
Subtotal General Municipal Funds	**$ 151,511,684**	**$ 142,967,872**	**$ 135,618,366**	**$ 132,867,723**	**$ 133,058,803**	**$ 696,024,448**
Aviation						
Runway/Taxiway Improvements	$ 4,079,000	$ 4,079,000	$ 4,079,000	$ 4,079,000	$ 4,079,000	$ 16,316,000
Building Repairs and Improvements	13,039,000	13,039,000	13,039,000	13,039,000	13,039,000	67,968,746
Subtotal	$ 17,118,000	$ 17,118,000	$ 17,118,000	$ 17,118,000	$ 17,118,000	$ 84,284,746
Aviation Bond Program						
Parking & Transportation Improvements	$ 105,000,000	$ 10,000,000	$ 20,000,000	$ --	$ --	$ 241,000,000
Common Use Rental Car Facility	42,000,000	8,881,810	--	--	--	51,131,810
Terminal Improvements - Categories I & III	28,375,580	--	--	--	--	88,659,487
Aviation Bond Program (continued)						
Terminal Equipment	$ 5,000,000	$ 5,000,000	$ --	$ --	$ --	$ 21,853,026
Terminal Improvements - Design Phase	3,600,184	--	--	--	--	6,985,184
Runway Overlay 1 / 19 - MKC	--	1,600,000	3,892,933	--	--	5,492,933
American Overhaul Base	--	--	--	40,000,000	40,000,000	110,000,000
Subtotal	$ 183,975,764	$ 25,481,810	$ 23,892,933	$ 40,000,000	$ 40,000,000	$ 525,122,440
Water Services						

Table B
Adopted Budget
FY 2004-08 Capital Improvements Program
Traditional Allocation

Project Title	Projected 2003-2004	Projected 2004-2005	Projected 2005-2006	Projected 2006-2007	Projected 2007-2008	Projected 5-Year Total
Water Fund						
Facility Modification and Improvement	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 2,249,378
Water Main Construction/Rehabilitation	768,010	768,010	768,010	768,010	768,010	3,701,293
Water Main Relocations	250,000	250,000	250,000	250,000	250,000	1,100,000
Service Facility Improvement	500,000	500,000	500,000	500,000	500,000	2,249,379
Special Assessment Mains	100,000	100,000	100,000	100,000	100,000	500,000
Oversized Mains-City Share	150,000	150,000	150,000	150,000	150,000	700,000
Geographic Information System	73,725	73,725	73,725	73,725	73,725	294,900
Wastewater Fund						
Construction Division	$ 5,127,970	$ 5,127,970	$ 5,127,970	$ 5,127,970	$ 5,127,970	$ 26,889,850
Geographic Information System	73,725	73,725	73,725	73,725	73,725	294,900
Stormwater Fund						
Stormwater Master Plan and CIP	$ 529,832	$ 529,832	$ 529,832	$ 529,832	$ 529,832	$ 3,169,328
Catch Basin Replacement	413,095	413,095	413,095	413,095	413,095	1,967,578
Geographic Information System	18,431	18,431	18,431	18,431	18,431	73,724
Subtotal	$ 8,504,788	$ 8,486,357	$ 8,504,788	$ 8,486,357	$ 8,504,788	$ 43,116,606
Water Bond Program						
Wastewater Bonds	$ 20,000,000	$ 19,000,000	$ 20,000,000	$ 20,000,000	$ 20,000,000	$ 96,000,000
Water Bonds	13,000,000	13,000,000	13,000,000	13,000,000	13,000,000	65,000,000
Subtotal	$ 33,000,000	$ 32,000,000	$ 33,000,000	$ 33,000,000	$ 33,000,000	$ 161,000,000
Subtotal Enterprise Funds	**$ 25,622,788**	**$ 25,604,357**	**$ 25,622,788**	**$ 25,604,357**	**$ 25,622,788**	**$ 127,401,352**
TOTAL -- ALL FUNDS	**$ 177,134,472**	**$ 168,572,229**	**$ 161,241,154**	**$ 158,472,080**	**$ 158,681,591**	**$ 823,425,800**
TOTAL -- ALL FUNDS with BONDS	**$ 394,110,236**	**$ 226,054,039**	**$ 218,134,087**	**$ 231,472,080**	**$ 231,681,591**	**$ 1,509,548,240**

Table C
Adopted Budget
FY 2004-08 Capital Improvements Program
By Category

Project Title	Projected 2003-2004	Projected 2004-2005	Projected 2005-2006	Projected 2006-2007	Projected 2007-2008	Projected 5-Year Total
NEIGBORHOOD CONSERVATION	$ 14,865,619	$ 15,140,219	$ 13,519,131	$ 13,346,862	$ 13,321,110	$ 70,192,940
Strategic Neighborhood Fund		3,035,314	2,710,318	2,675,781	2,670,619	11,092,032
Subtotal Neighborhood	**$ 14,865,619**	**$ 18,175,533**	**$ 16,229,449**	**$ 16,022,643**	**$ 15,991,728**	**$ 81,284,972**
BRIDGES						
12th Street Viaduct	$ 8,145,168	$ --	$ --	$ --	$ --	$ 8,145,168
Bridge Rehabilitation	6,500,000	6,500,000	6,500,000	6,500,000	6,500,000	32,500,000
N Agnes Avenue Bridge	1,500,000	199,300	1,700,700	--	--	3,400,000
NW128th Street Bridge	1,300,000	--	--	--	--	1,300,000
NE Reinking Road Bridge	795,000	--	--	--	--	795,000
Truman Road (Upper Viaduct)	700,000	1,500,000	4,794,655	--	--	6,994,655
NW 73rd Street Bridge over Small Creek	550,000	400,000	750,000	--	--	1,700,000
Red Bridge over the Blue River	500,000	4,950,000	--	--	--	5,450,000
Kenneth Road Bridge over Wildcat Branch	462,000	--	--	--	--	462,000
Blue River Road over Small Creek	386,285	--	--	2,928,715	--	3,315,000
NE 100th Street over E. Fork Shoal Creek	292,000	--	956,500	--	--	1,248,500
NE Staley Road over E. Fork Shoal Crk	152,500	--	627,500	--	--	780,000
NE 132nd Street Bridge over Rocky Branch	88,614	--	976,386	500,000	--	1,565,000
Troost Avenue Bridge	--	3,700,000	--	--	--	3,700,000
Blue Parkway Bridge over Blue River	--	2,110,000	--	--	--	2,110,000
NE 76th Street Bridge - East	--	853,800	--	--	--	853,800
Ward Parkway Bridge	--	477,207	--	--	259,780	736,987
83rd Street Bridge	--	379,171	--	--	--	379,171
NE 76th Street Bridge - West	--	376,800	--	--	--	376,800
155th Street Bridge over Lumpkins Fork	--	200,000	305,134	671,414	--	1,176,548
N Amity over Rush Creek (Near Barry Rd)	--	--	500,000	500,000	--	1,000,000
NW 100th Street over Branch Second Creek	--	--	500,000	590,000	--	1,090,000
Rhinehart Road	--	--	408,666	937,334	--	1,346,000
NE Staley Road over E. Fork Shoal Creek	--	--	380,000	--	--	380,000
NW Bryan Road over Small Creek	--	--	300,000	800,000	--	1,100,000
Raytown Road over Small Creek	--	--	300,000	1,200,000	--	1,500,000
N. Cleveland over Small Creek	--	--	300,000	300,000	--	600,000
Frost Road over Small Creek	--	--	250,000	600,000	--	850,000
NE 96th Street	--	--	225,000	--	1,235,071	1,460,071
Raytown Road Bridge over Lumpkins Fork	--	--	150,000	1,211,000	--	1,361,000
Belleview Avenue Bridge	--	--	100,000	--	500,000	600,000
N. Brighton Avenue Bridge	--	--	--	1,190,157	1,228,343	2,418,500
Roanoke Parkway Bridge	--	--	--	448,083	594,499	1,042,582
BRIDGES (continued)						
NE Pleasant Valey over Big Shoal Creek	--	--	--	308,000	2,527,000	2,835,000

Table C
Adopted Budget
FY 2004-08 Capital Improvements Program
By Category

Project Title	Projected 2003-2004	Projected 2004-2005	Projected 2005-2006	Projected 2006-2007	Projected 2007-2008	Projected 5-Year Total
Birmingham Road Bridge	--	--	--	300,000	1,800,000	2,100,000
12th Street over Big Blue River	--	--	--	300,000	900,000	1,200,000
Kentucky Avenue Bridge	--	--	--	292,500	1,306,500	1,599,000
State Line Road Bridge	--	--	--	275,000	895,247	1,170,247
Woodswether Road over Burlington Northern	--	--	--	--	1,600,000	1,600,000
NE 53rd St over Crk - Compton & White	--	--	--	--	275,000	275,000
N. Montgall over Small Creek	--	--	--	--	205,000	205,000
Subtotal Bridges	**$ 21,371,567**	**$ 21,646,278**	**$ 20,024,541**	**$ 19,852,203**	**$ 19,826,440**	**$ 102,721,029**
DEVELOPMENT						
TIF Allocations	$ 6,018,123	$ 7,142,305	$ 7,453,043	$ 7,641,150	$ 7,742,916	$ 35,997,537
Community Development	1,407,000	--	--	--	--	1,407,000
Zona Rosa/Prospect North/Fairyland	1,475,000	--	--	--	--	1,475,000
Black Archives/Full Employment Council	1,309,000	--	2,000,000	--	--	3,309,000
Troost Property Acq. & Clearance	1,000,000	--	--	--	600,000	1,600,000
Riverfront Heritage Trail	580,262	--	--	--	--	580,262
Beacon Hill Infrastructure	500,000	--	500,000	--	500,000	1,500,000
Water Lines for Fire Hydrants	400,000	--	--	--	--	400,000
St. John Corridor	--	--	--	--	350,000	350,000
Subtotal Development	**$ 12,689,385**	**$ 7,142,305**	**$ 9,953,043**	**$ 7,641,150**	**$ 9,192,916**	**$ 46,618,799**
DRAINAGE AND FLOOD CONTROL						
Brush Creek Improvements	$ 2,000,000	$ 2,000,000	$ 2,000,000	$ 2,000,000	$ 1,000,000	$ 9,000,000
Blue River Channelization - Stage III	1,000,000	2,850,000	900,000	250,000	--	5,000,000
Upper Blue River (Dodson)	1,000,000	1,250,000	--	--	--	2,250,000
Brush Creek Enhancements	1,000,000	1,000,000	1,000,000	1,000,000	--	4,000,000
Brookside Interceptor/CSO Improvements	800,000	1,200,000	1,000,000	1,000,000	1,000,000	5,000,000
Swope Park Industrial District	800,000	1,000,000	--	1,000,000	1,000,000	3,800,000
Seven Levees Flood Control	500,000	250,000	250,000	250,000	500,000	1,750,000
Waldo Creek	450,000	--	--	--	--	450,000
Turkey Creek	65,000	85,000	1,850,000	1,250,000	6,500,000	9,750,000
Town Fork Creek	--	--	--	1,000,000	--	1,000,000
Subtotal Drainage and Flood Control	**$ 7,615,000**	**$ 9,635,000**	**$ 7,000,000**	**$ 7,750,000**	**$ 10,000,000**	**$ 42,000,000**

Table C
Adopted Budget
FY 2004-08 Capital Improvements Program
By Category

Project Title	Projected 2003-2004	Projected 2004-2005	Projected 2005-2006	Projected 2006-2007	Projected 2007-2008	Projected 5-Year Total
ENVIRONMENTAL						
Sanitary Sewer Program	$ 500,000	$ --	$ --	$ --	$ --	$ 500,000
Parks Environmental Hazard Needs	187,500	187,500	187,500	187,500	187,500	937,500
Public Works Environmental Hazard Needs	187,500	187,500	187,500	187,500	187,500	937,500
Subtotal Environmental	**$ 875,000**	**$ 375,000**	**$ 375,000**	**$ 375,000**	**$ 375,000**	**$ 2,375,000**
PUBLIC BUILDINGS						
Police Station Facility Improvements	$ 12,893,951	$ 16,474,449	$ 16,845,194	$ 17,155,026	$ 17,495,045	$ 80,863,665
Fire Station Facility Improvements	11,427,012	9,240,233	8,192,716	6,148,416	6,003,055	41,011,432
Municipal Building Rehabilitation	5,154,000	5,154,000	5,154,000	5,154,000	5,154,000	25,770,000
MAST Facility Upgrade	1,600,000	--	--	--	--	1,600,000
Municipal Service Center	1,400,635	1,398,815	1,399,480	1,394,745	1,394,745	6,988,420
City Market Bonds	1,385,682	1,391,146	1,397,255	1,400,293	1,400,293	6,974,669
Emergency Operations Center	1,000,000	--	--	--	--	1,000,000
Convention Center Maintenance	650,000	650,000	650,000	650,000	650,000	3,250,000
Starlight Theatre	600,000	--	--	--	--	600,000
ADA Compliance (Public Buildings)	400,000	400,000	400,000	400,000	400,000	2,000,000
Fire Locker Room Upgrades	400,000	400,000	400,000	400,000	400,000	2,000,000
Park Building Repair	400,000	400,000	400,000	400,000	400,000	2,000,000
City Hall Life Safety	350,000	350,000	350,000	350,000	350,000	1,750,000
Community Center Maintenance	200,000	200,000	200,000	200,000	200,000	1,000,000
11th & Oak Garage Reserve Fund	100,000	100,000	100,000	100,000	100,000	500,000
Kemper Garage Building Reserve	100,000	100,000	100,000	100,000	100,000	500,000
City Market Improvements	--	635,000	670,000	--	--	1,305,000
Subtotal Public Buildings	**$ 38,061,280**	**$ 36,893,643**	**$ 36,258,645**	**$ 33,852,480**	**$ 34,047,138**	**$ 179,113,186**
RECREATION						
Park Maintenance	$ 800,000	$ 800,000	$ 800,000	$ 800,000	$ 800,000	$ 4,000,000
Northland Aquatic Center	500,000	--	--	--	--	500,000
Blue Valley Park	400,000	--	--	--	--	400,000
Kansas City Zoo	400,000	--	--	--	--	400,000
Golf Courses	230,000	235,000	240,000	245,000	250,000	1,200,000
Swimming Pool Maintenance	200,000	200,000	200,000	200,000	200,000	1,000,000
Hodge Park Maintenance Reserve	100,000	100,000	100,000	100,000	100,000	500,000
Fountain/Monument Restoration	100,000	100,000	100,000	100,000	100,000	500,000
Playground Replacement	100,000	100,000	100,000	100,000	100,000	500,000

Table C
Adopted Budget
FY 2004-08 Capital Improvements Program
By Category

Project Title	Projected 2003-2004	Projected 2004-2005	Projected 2005-2006	Projected 2006-2007	Projected 2007-2008	Projected 5-Year Total
RECREATION (continued)						
Fountain/Monuments Maint	100,000	100,000	100,000	100,000	100,000	500,000
Lake Restoration Program	100,000	100,000	100,000	100,000	100,000	500,000
Ballfield Renovation	50,000	50,000	50,000	50,000	50,000	250,000
Subtotal Recreation	**$ 3,080,000**	**$ 1,785,000**	**$ 1,790,000**	**$ 1,795,000**	**$ 1,800,000**	**$ 10,250,000**
ROADWAYS						
Street Preservation & Marking	$ 10,893,000	$ 10,350,000	$ 10,350,000	$ 10,350,000	$ 10,350,000	$ 52,293,000
Streetlight Bond Retirement	8,000,000	9,500,000	9,500,000	9,500,000	9,500,000	46,000,000
Maple Woods Pkwy Ph 1 - 96th to Barry	2,756,250	3,346,425	1,969,000	--	--	8,071,675
Traffic Signal Safety Improvements (Levg)	2,641,000	2,641,000	2,641,000	2,641,000	2,641,000	13,205,000
87th St - Bruce Watkins to I-435	2,500,000	--	--	--	--	2,500,000
Bruce R. Watkins Drive Landscaping Phase III	2,200,000	--	--	--	--	2,200,000
Independence Corridor	2,000,000	2,000,000	--	--	--	4,000,000
Arterial Street Impact Fee	1,940,000	1,940,000	1,940,000	1,940,000	1,940,000	9,700,000
N Brighton-Vivion to Pleasant Valley	1,700,000	1,500,000	5,500,000	3,000,000	--	11,700,000
Hickman Mills Drive	1,700,000	1,000,000	--	--	--	2,700,000
Tree Trimming	1,444,087	1,444,087	1,444,087	1,444,087	1,444,087	7,220,435
Downtown Signal Coordination	1,000,000	1,000,000	550,000	1,000,000	450,000	4,000,000
N Oak Tfwy (Ph 2) - NE 96th St to 111th St	800,000	--	--	--	--	800,000
Holmes Road	750,000	2,850,000	--	--	--	3,600,000
Barry Road - Section 2	750,000	--	--	1,507,000	4,666,650	6,923,650
22nd / 23rd Street Corridor Imp. - Section 1A	600,000	--	--	--	--	600,000
ADA Curb Cuts and Emer. Corner Rehab	500,000	500,000	500,000	500,000	500,000	2,500,000
Longview Rd Improvements Sections 2,3	500,000	--	1,500,000	--	--	2,000,000
63rd/Paseo/Meyer Intersection	500,000	--	--	--	--	500,000
Roadway Physical Feature Mgmt System	300,000	300,000	300,000	300,000	300,000	1,500,000
Streetlight Improvements	300,000					300,000
Slope Repair and Stabilization	250,000	250,000	250,000	250,000	250,000	1,250,000
12th and Grand Streetscape	250,000	--	--	--	--	250,000
Guardrail Safety Mod. & Replacement	200,000	200,000	200,000	200,000	200,000	1,000,000
Traffic Capacity & Safety Improvments	200,000	200,000	200,000	200,000	200,000	1,000,000
Park Roads and Parking Lots	150,000	150,000	150,000	150,000	150,000	750,000
Neighborhood Sign Replacement	100,000	100,000	100,000	100,000	100,000	500,000
Crosswalk & Arrow Marking	100,000	100,000	100,000	100,000	100,000	500,000
Streetscape Maintenance	50,000	50,000	50,000	50,000	50,000	250,000
22nd / 23rd Street Corridor Imp. - Section 1B	--	2,600,000	--	--	--	2,600,000
Red Bridge Road - Section 2	--	450,000	1,350,000	3,800,000	--	5,600,000
Lee's Summit Road Study	--	--	550,000	--	--	550,000
ROADWAYS (continued)						
22nd-23rd Corridor - Section 2	--	--	--	2,000,000	3,970,000	5,970,000
Brooklyn Avenue Improvements	--	--	--	1,400,000	500,000	1,900,000

Table C
Adopted Budget
FY 2004-08 Capital Improvements Program
By Category

Project Title	Projected 2003-2004	Projected 2004-2005	Projected 2005-2006	Projected 2006-2007	Projected 2007-2008	Projected 5-Year Total
63rd Street Improvements (Troost - Main)	--	--	--	500,000	--	500,000
135th Street Improvements	--	--	--	--	450,000	450,000
Downtown Streetscape - Broadway	--	--	--	--	500,000	500,000
Subtotal Roadways	**$ 45,074,337**	**$ 42,471,512**	**$ 39,144,087**	**$ 40,932,087**	**$ 38,261,737**	**$ 205,883,760**
WALKWAYS						
Curbs and Sidewalks (RPI Fund)	1,800,000	1,500,000	1,500,000	1,500,000	1,500,000	7,800,000
Boulevard Curbs and Walks	770,000	800,000	800,000	800,000	800,000	3,970,000
Citywide Sidewalks - Non assessable	700,000	700,000	700,000	700,000	700,000	3,500,000
City Owned Sidewalks and Curbs	100,000	100,000	100,000	100,000	100,000	500,000
Subtotal Walkways	**$ 3,370,000**	**$ 3,100,000**	**$ 3,100,000**	**$ 3,100,000**	**$ 3,100,000**	**$ 15,770,000**
TECHNOLOGY						
PKS Debt Service	$ 1,711,071	$ 1,743,601	$ 1,743,601	$ 1,547,160	$ 463,844	$ 7,209,277
Fire CAD/RMS System	1,836,768	--	--	--	--	1,836,768
Police CAD/RMS System	961,657	--	--	--	--	961,657
Subtotal Technology	**$ 4,509,496**	**$ 1,743,601**	**$ 1,743,601**	**$ 1,547,160**	**$ 463,844**	**$ 10,007,702**
Subtotal General Municipal Funds	**$ 151,511,684**	**$ 142,967,872**	**$ 135,618,366**	**$ 132,867,723**	**$ 133,058,803**	**$ 696,024,448**
Aviation						
Runway/Taxiway Improvements	$ 4,079,000	$ 4,079,000	$ 4,079,000	$ 4,079,000	$ 4,079,000	$ 16,316,000
Building Repairs and Improvements	13,039,000	13,039,000	13,039,000	13,039,000	13,039,000	67,968,746
Subtotal	$ 17,118,000	$ 17,118,000	$ 17,118,000	$ 17,118,000	$ 17,118,000	$ 84,284,746
Aviation Bond Program						
Parking & Transportation Improvements	$ 105,000,000	$ 10,000,000	$ 20,000,000	$ --	$ --	$ 241,000,000
Common Use Rental Car Facility	42,000,000	8,881,810	--	--	--	51,131,810
Terminal Improvements - Categories I & III	28,375,580	--	--	--	--	88,659,487
Terminal Equipment	5,000,000	5,000,000	--	--	--	21,853,026
Terminal Improvements - Design Phase	3,600,184	--	--	--	--	6,985,184
Runway Overlay 1 / 19 - MKC	--	1,600,000	3,892,933	--	--	5,492,933
American Overhaul Base	--	--	--	40,000,000	40,000,000	110,000,000
Subtotal	$ 183,975,764	$ 25,481,810	$ 23,892,933	$ 40,000,000	$ 40,000,000	$ 525,122,440

Table C
Adopted Budget
FY 2004-08 Capital Improvements Program
By Category

Project Title	Projected 2003-2004	Projected 2004-2005	Projected 2005-2006	Projected 2006-2007	Projected 2007-2008	Projected 5-Year Total
Water Services						
Water Fund						
Facility Modification and Improvement	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 2,249,378
Water Main Construction/Rehabilitation	768,010	768,010	768,010	768,010	768,010	3,701,293
Water Main Relocations	250,000	250,000	250,000	250,000	250,000	1,100,000
Service Facility Improvement	500,000	500,000	500,000	500,000	500,000	2,249,379
Special Assessment Mains	100,000	100,000	100,000	100,000	100,000	500,000
Oversized Mains-City Share	150,000	150,000	150,000	150,000	150,000	700,000
Geographic Information System	73,725	73,725	73,725	73,725	73,725	294,900
Wastewater Fund						
Construction Division	5,127,970	5,127,970	5,127,970	5,127,970	5,127,970	26,889,850
Geographic Information System	73,725	73,725	73,725	73,725	73,725	294,900
Stormwater Fund						
Stormwater Master Plan and CIP	529,832	529,832	529,832	529,832	529,832	3,169,328
Catch Basin Replacement	413,095	413,095	413,095	413,095	413,095	1,967,578
Geographic Information System	18,431	18,431	18,431	18,431	18,431	73,724
Subtotal	$ 8,504,788	$ 8,486,357	$ 8,504,788	$ 8,486,357	$ 8,504,788	$ 43,116,606
Water Bond Program						
Wastewater Bonds	$ 20,000,000	$ 19,000,000	$ 20,000,000	$ 20,000,000	$ 20,000,000	$ 96,000,000
Water Bonds	13,000,000	13,000,000	13,000,000	13,000,000	13,000,000	65,000,000
Subtotal	$ 33,000,000	$ 32,000,000	$ 33,000,000	$ 33,000,000	$ 33,000,000	$ 161,000,000
Subtotal Enterprise Funds	**$ 25,622,788**	**$ 25,604,357**	**$ 25,622,788**	**$ 25,604,357**	**$ 25,622,788**	**$ 127,401,352**
TOTAL ALL FUNDS	**$ 177,134,472**	**$ 168,572,229**	**$ 161,241,154**	**$ 158,472,080**	**$ 158,681,591**	**$ 823,425,800**
TOTAL ALL FUNDS with BONDS	**$ 394,110,236**	**$ 226,054,039**	**$ 218,134,087**	**$ 231,472,080**	**$ 231,681,591**	**$ 1,509,548,240**

Table D
Adopted Budget
FY 2003-04 Capital Improvements Program
By Category / Department / Fund - General Municipal Funds

Project Title	Adopted 2003-2004	General Fund	Golf Fund	Motor Fuel Fund	Gaming Fund	Local Use Fund	Cap. Impr. Fund	Revolving Pub. Imp.	All Other Funds	Total All Funds
BRIDGES										
Public Works										
12th Street Viaduct	$ 8,145,168	$ --	$ --	$ --	$ --	$ --	$ 8,145,168	$ --	$ --	$ 8,145,168
Bridge Rehabilitation	6,500,000	--	--	--	--	6,500,000	--	--	--	6,500,000
N Agnes Avenue Bridge	1,500,000	--	--	--	--	--	1,500,000	--	--	1,500,000
NW128th Street Bridge	1,300,000	--	--	--	--	--	1,300,000	--	--	1,300,000
NE Reinking Road Bridge	795,000	--	--	--	--	--	795,000	--	--	795,000
Truman Road (Upper Viaduct)	700,000	--	--	--	--	--	700,000	--	--	700,000
NW 73rd Street Bridge over Small Creek	550,000	--	--	--	--	--	550,000	--	--	550,000
Red Bridge over the Blue River	500,000	--	--	--	--	--	500,000	--	--	500,000
Kenneth Road Bridge over Wildcat Branch	462,000	--	--	--	--	--	462,000	--	--	462,000
Blue River Road over Small Creek	386,285	--	--	--	--	--	386,285	--	--	386,285
NE 100th Street over E. Fork Shoal Creek	292,000	--	--	--	--	--	292,000	--	--	292,000
NE Staley Road over E. Fork Shoal Crk	152,500	--	--	--	--	--	152,500	--	--	152,500
NE 132nd Street Bridge over Rocky Branch	88,614	--	--	--	--	--	88,614	--	--	88,614
Total Bridges	**$ 21,371,567**	**$ --**	**$**	**$**	**$ --**	**$ 6,500,000**	**$ 14,871,567**	**$ --**	**$ --**	**$ 21,371,567**
DEVELOPMENT										
City Development										
Troost Property Acq. & Clearance	$ 1,000,000	$ --	$ --	$ --	$ --	$ --	$ 1,000,000	$ --	$ --	$ 1,000,000
Subtotal City Development	**$ 1,000,000**	**$ --**	**$ --**	**$ --**	**$ --**	**$ --**	**$ 1,000,000**	**$ --**	**$ --**	**$ 1,000,000**
Contingent Appropriation										
TIF Allocations	$ 6,018,123	$ --	$ --	$ --	$ --	$ --	$ 6,018,123	$ --	$ --	$ 6,018,123
Subtotal Finance	**$ 6,018,123**	**$ --**	**$ --**	**$ --**	**$ --**	**$ --**	**$ 6,018,123**	**$ --**	**$ --**	**$ 6,018,123**
Housing & Community Development										
Community Development	$ 1,407,000	$ --	$ --	$ --	$ --	$ --	$ --	$ --	$ 1,407,000	$ 1,407,000
Beacon Hill Infrastructure	500,000	--	--	--	--	--	500,000	--	--	500,000
Subtotal Housing & Community Development	**$ 1,907,000**	**$ --**	**$ --**	**$ --**	**$ --**	**$ --**	**$ 500,000**	**$ --**	**$ 1,407,000**	**$ 1,907,000**
Parks and Recreation										
Black Archives/Full Employment Council	$ 1,309,000	$ --	$ --	$ --	$ --	$ --	$ 1,309,000	$ --	$ --	$ 1,309,000
Subtotal Parks and Recreation	**$ 1,309,000**	**$ --**	**$ --**	**$ --**	**$ --**	**$ --**	**$ 1,309,000**	**$ --**	**$ --**	**$ 1,309,000**
Public Works										
Zona Rosa/Prospect North/Fairyland	$ 1,475,000	$ --	$ --	$ --	$ --	$ --	$ 1,475,000	$ --	$ --	$ 1,475,000
Riverfront Heritage Trail	580,262	--	--	--	--	--	580,262	--	--	580,262
Subtotal Public Works	**$ 2,055,262**	**$ --**	**$ --**	**$ --**	**$ --**	**$ --**	**$ 2,055,262**	**$ --**	**$ --**	**$ 2,055,262**
Water Services										
Water Lines for Fire Hydrants	$ 400,000	$ --	$ --	$ --	$ --	$ --	$ 400,000	$ --	$ --	$ 400,000
Subtotal Water Services	**$ 400,000**	**$ --**	**$ --**	**$ --**	**$ --**	**$ --**	**$ 400,000**	**$ --**	**$ --**	**$ 400,000**
Total Development	**$ 12,689,385**	**$ --**	**$ --**	**$ --**	**$ --**	**$ --**	**$ 11,282,385**	**$ --**	**$ 1,407,000**	**$ 12,689,385**

Table D
Adopted Budget
FY 2003-04 Capital Improvements Program
By Category / Department / Fund - General Municipal Funds

Project Title	Adopted 2003-2004	General Fund	Golf Fund	Motor Fuel Fund	Gaming Fund	Local Use Fund	Cap. Impr. Fund	Revolving Pub. Imp.	All Other Funds	Total All Funds
DRAINAGE AND FLOOD CONTROL										
Public Works										
Brush Creek Improvements	$ 2,000,000	$ --	$ --	$ --	$ --	$ --	$ 2,000,000	$ --	$ --	$ 2,000,000
Blue River Channelization - Stage III	1,000,000	--	--	--	--	--	1,000,000	--	--	1,000,000
Upper Blue River (Dodson)	1,000,000	--	--	--	--	--	1,000,000	--	--	1,000,000
Brush Creek Enhancements	1,000,000	--	--	--	--	--	1,000,000	--	--	1,000,000
Brookside Interceptor/CSO Improvements	800,000	--	--	--	--	--	800,000	--	--	800,000
Swope Park Industrial District	800,000	--	--	--	--	--	800,000	--	--	800,000
Seven Levees Flood Control	500,000	--	--	--	--	--	500,000	--	--	500,000
Waldo Creek	450,000	--	--	--	--	--	450,000	--	--	450,000
Turkey Creek	65,000	--	--	--	--	--	65,000	--	--	65,000
Total Drainage and Flood Control	**$ 7,615,000**	**$ --**	**$ --**	**$ --**	**$ --**	**$ --**	**$ 7,615,000**	**$ --**	**$ --**	**$ 7,615,000**
ENVIRONMENTAL										
Parks and Recreation										
Parks Environmental Hazard Needs	$ 187,500	$ --	$ --	$ --	$ --	$ 187,500	$ --	$ --	$ --	$ 187,500
Subtotal Parks and Recreation	**$ 187,500**	**$ --**	**$ --**	**$ --**	**$ --**	**$ 187,500**	**$ --**	**$ --**	**$ --**	**$ 187,500**
Public Works										
Sanitary Sewer Program	$ 500,000	$ --	$ --	$ --	$ --	$ --	$ 500,000	$ --	$ --	$ 500,000
Public Works Environmental Hazard Needs	187,500	--	--	--	--	187,500	--	--	--	187,500
Subtotal Public Works	**$ 687,500**	**$ --**	**$ --**	**$ --**	**$ --**	**$ 187,500**	**$ 500,000**	**$ --**	**$ --**	**$ 687,500**
Total Environmental	**$ 875,000**	**$ --**	**$ --**	**$ --**	**$ --**	**$ 375,000**	**$ 500,000**	**$ --**	**$ --**	**$ 875,000**
NEIGBORHOOD CONSERVATION										
Parks and Recreation										
Neighborhood Conservation Projects	$ 3,650,127	$ --	$ --	$ --	$ --	$ --	$ 3,650,127	$ --	$ --	$ 3,650,127
Subtotal Parks and Recreation	**$ 3,650,127**	**$ --**	**$ --**	**$ --**	**$ --**	**$ --**	**$ 3,650,127**	**$ --**	**$ --**	**$ 3,650,127**
Public Works										
Neighborhood Conservation Projects	$ 11,215,492	$ --	$ --	$ --	$ --	$ --	$ 11,215,492	$ --	$ --	$ 11,215,492
Subtotal Public Works	**$ 11,215,492**	**$ --**	**$ --**	**$ --**	**$ --**	**$ --**	**$ 11,215,492**	**$ --**	**$ --**	**$ 11,215,492**
Total Neighborhood Conservation	**$ 14,865,619**	**$ --**	**$ --**	**$ --**	**$ --**	**$ --**	**$ 14,865,619**	**$ --**	**$ --**	**$ 14,865,619**
PUBLIC BUILDINGS										
City Development										
City Market Bonds	$ 1,385,682	$ --	$ --	$ --	$ 1,385,682	$ --	$ --	$ --	$ --	$ 1,385,682
Subtotal City Development	**$ 1,385,682**	**$ --**	**$ --**	**$ --**	**$ 1,385,682**	**$ --**	**$ --**	**$ --**	**$ --**	**$ 1,385,682**
Convention & Entertainment Centers										
Convention Center Maintenance	$ 650,000	$ --	$ --	$ --	$ --	$ --	$ --	$ --	650,000 $	650,000
Kemper Garage Building Reserve	100,000	--	--	--	--	--	--	--	100,000	100,000
Subtotal Convention & Entertainment Centers	**$ 750,000**	**$ --**	**$ --**	**$ --**	**$ --**	**$ --**	**$ --**	**$ --**	**750,000 $**	**750,000**
Fire										
Fire Station Facility Improvements	$ 11,427,012	$ --	$ --	$ --	$ --	$ --	$ --	$ --	11,427,012 $	11,427,012
Fire Locker Room Upgrades	400,000	--	--	--	400,000	--	--	--	--	400,000

Table D
Adopted Budget
FY 2003-04 Capital Improvements Program
By Category / Department / Fund - General Municipal Funds

Project Title	Adopted 2003-2004	General Fund	Golf Fund	Motor Fuel Fund	Gaming Fund	Local Use Fund	Cap. Impr. Fund	Revolving Pub. Imp.	All Other Funds	Total All Funds
Subtotal Fire	**$ 11,827,012**	**$ --**	**$ --**	**$ --**	**$ 400,000**	**$ --**	**$ --**	**$ --**	**$ 11,427,012**	**$ 11,827,012**
Health and Medical Care										
MAST Facility Upgrade	$ 1,600,000	$ --	$ --	$ --	$ --	$ --	$ --	$ --	$ 1,600,000	$ 1,600,000
Subtotal Health and Medical Care	**$ 1,600,000**	**$ --**	**$ --**	**$ --**	**$ --**	**$ --**	**$ --**	**$ --**	**$ 1,600,000**	**$ 1,600,000**
Office of the City Manager										
Emergency Operations Center	$ 1,000,000	$ --	$ --	$ --	$ --	$ --	$ --	$ --	$ 1,000,000	$ 1,000,000
Subtotal Office of the City Manager	**$ 1,000,000**	**$ --**	**$ --**	**$ --**	**$ --**	**$ --**	**$ --**	**$ --**	**$ 1,000,000**	**$ 1,000,000**
Parks and Recreation										
Starlight Theatre	$ 600,000	$ --	$ --	$ --	$ --	$ --	$ 600,000	$ --	$ --	$ 600,000
Park Building Repair	400,000	--	--	--	--	400,000	--	--	--	400,000
Community Center Maintenance	200,000	--	--	--	200,000	--	--	--	--	200,000
Subtotal Parks and Recreation	**$ 1,200,000**	**$ --**	**$ --**	**$ --**	**$ 200,000**	**$ 400,000**	**$ 600,000**	**$ --**	**$ --**	**$ 1,200,000**
Police										
Police Station Facility Improvements	$ 12,893,951	$ --	$ --	$ --	$ --	$ --	$ --	$ --	$ 12,893,951	$ 12,893,951
Subtotal Police	**$ 12,893,951**	**$ --**	**$ --**	**$ --**	**$ --**	**$ --**	**$ --**	**$ --**	**$ 12,893,951**	**$ 12,893,951**
Public Works										
Municipal Building Rehabilitation	$ 5,154,000	$ --	$ --	$ --	$ --	$ 5,154,000	$ --	$ --	$ --	$ 5,154,000
Municipal Service Center	1,400,635	--	--	--	1,400,635	--	--	--	--	1,400,635
ADA Compliance (Public Buildings)	400,000	--	--	--	--	400,000	--	--	--	400,000
City Hall Life Safety	350,000	--	--	--	--	350,000	--	--	--	350,000
11th & Oak Garage Reserve Fund	100,000	--	--	--	--	--	--	--	100,000	100,000
Subtotal Public Works	**$ 7,404,635**	**$ --**	**$ --**	**$ --**	**$ 1,400,635**	**$ 5,904,000**	**$ --**	**$ --**	**$ 100,000**	**$ 7,404,635**
Total Public Buildings	**$ 38,061,280**	**$ --**	**$ --**	**$ --**	**$ 3,386,317**	**$ 6,304,000**	**$ 600,000**	**$ --**	**$ 27,770,963**	**$ 38,061,280**
RECREATION										
Parks and Recreation										
Park Maintenance	$ 800,000	$ --	$ --	$ --	$ 800,000	$ --	$ --	$ --	$ --	$ 800,000
Northland Aquatic Center	500,000	--	--	--	--	--	500,000	--	--	500,000
Blue Valley Park	400,000	--	--	--	--	--	400,000	--	--	400,000
Kansas City Zoo	400,000	--	--	--	400,000	--	--	--	--	400,000
Golf Courses	230,000	--	230,000	--	--	--	--	--	--	230,000
Swimming Pool Maintenance	200,000	--	--	--	200,000	--	--	--	--	200,000
Hodge Park Maintenance Reserve	100,000	--	--	--	--	--	--	--	100,000	100,000
Fountain/Monument Restoration	100,000	--	--	--	100,000	--	--	--	--	100,000
Parks and Recreation (continued)										
Playground Replacement	**$ 100,000**	**$ --**	**$ --**	**$ --**	**$ 100,000**	**$ --**	**$ --**	**$ --**	**$ --**	**$ 100,000**
Fountain/Monuments Maint	100,000	--	--	--	100,000	--	--	--	--	100,000
Lake Restoration Program	100,000	--	--	--	100,000	--	--	--	--	100,000
Ballfield Renovation	50,000	--	--	--	50,000	--	--	--	--	50,000
Total Recreation	**$ 3,080,000**	**$ --**	**$ 230,000**	**$ --**	**$ 1,850,000**	**$ --**	**$ 900,000**	**$ --**	**$ 100,000**	**$ 3,080,000**
ROADWAYS										
Parks and Recreation										

Table D
Adopted Budget
FY 2003-04 Capital Improvements Program
By Category / Department / Fund - General Municipal Funds

Project Title	Adopted 2003-2004	General Fund	Golf Fund	Motor Fuel Fund	Gaming Fund	Local Use Fund	Cap. Impr. Fund	Revolving Pub. Imp.	All Other Funds	Total All Funds
Maple Woods Pkwy Ph 1 - 96th to Barry	$ 2,756,250	$ --	$ --	$ --	$ --	$ --	$ 2,756,250	$ --	$ --	$ 2,756,250
Bruce R. Watkins Drive Landscaping Phase III	2,200,000	--	--	--	--	--	2,200,000	--	--	2,200,000
Independence Corridor	2,000,000	--	--	--	--	--	2,000,000	--	--	2,000,000
Tree Trimming	1,444,087	--			1,444,087	--	--	--	--	1,444,087
12th and Grand Streetscape	250,000	--	--	--	--	--	250,000	--	--	250,000
Park Roads and Parking Lots	150,000	--	--	--	150,000	--	--	--	--	150,000
Streetscape Maintenance	50,000	--	--	--	50,000	--	--	--	--	50,000
Subtotal Parks and Recreation	**$ 8,850,337**	**$ --**	**$ --**	**$ --**	**$ 1,644,087**	**$ --**	**$ 7,206,250**	**$ --**	**$ --**	**$ 8,850,337**
Public Works										
Street Preservation & Marking	$ 10,893,000	$ 3,366,282	$ --	$ 2,077,000	$ 182,873	$ 2,673,845	$ --	$ --	$ 2,593,000	$ 10,893,000
Streetlight Bond Retirement	8,000,000	--	--	--	8,000,000	--	--	--	--	8,000,000
Traffic Signal Safety Improvements (Levg)	2,641,000	2,641,000	--	--	--	--	--	--	--	2,641,000
87th St - Bruce Watkins to I-435	2,500,000	--			--	--	2,500,000	--	--	2,500,000
Arterial Street Impact Fee	1,940,000	--	--	--	--	--	--	--	1,940,000	1,940,000
N Brighton-Vivion to Pleasant Valley	1,700,000	--	--	--	--	--	1,700,000	--	--	1,700,000
Hickman Mills Drive	1,700,000	--	--	--	--	--	1,700,000	--	--	1,700,000
Downtown Signal Coordination	1,000,000	--	--	--	--	--	1,000,000	--	--	1,000,000
N Oak Tfwy (Ph 2) - NE 96th St to 111th St	800,000	--	--	--	--	--	800,000	--	--	800,000
Holmes Road	750,000	--	--	--	--	--	750,000	--	--	750,000
Barry Road - Section 2	750,000	--	--	--	--	--	750,000	--	--	750,000
22nd / 23rd Street Corridor Imp. - Section 1A	600,000	--	--	--	--	--	600,000	--	--	600,000
ADA Curb Cuts and Emer. Corner Rehab	500,000	--	--	--	--	500,000	--	--	--	500,000
Longview Rd Improvements Sections 2,3	500,000	--	--	--	--	--	500,000	--	--	500,000
63rd/Paseo/Meyer Intersection	500,000	--	--	--	--	--	500,000	--	--	500,000
Roadway Physical Feature Mgmt System	300,000	--	--	--	--	300,000	--	--	--	300,000
Streetlight Improvements	300,000	--	--	--	--	--	300,000	--	--	300,000
Slope Repair and Stabilization	250,000	--	--	--	--	250,000	--	--	--	250,000
Guardrail Safety Mod. & Replacement	200,000	--	--	--	--	200,000	--	--	--	200,000
Traffic Capacity & Safety Improvments	200,000	--	--	--	--	200,000	--	--	--	200,000
Neighborhood Sign Replacement	100,000	--	--	--	--	100,000	--	--	--	100,000
Crosswalk & Arrow Marking	100,000	--	--	--	--	100,000	--	--	--	100,000
Subtotal Public Works	**$ 36,224,000**	**$ 6,007,282**	**$ --**	**$ 2,077,000**	**$ 8,182,873**	**$ 4,323,845**	**$ 11,100,000**	**$ --**	**$ 4,533,000**	**$ 36,224,000**
Total Roadways	**$ 45,074,337**	**$ 6,007,282**	**$ --**	**$ 2,077,000**	**$ 9,826,960**	**$ 4,323,845**	**$ 18,306,250**	**$ --**	**$ 4,533,000**	**$ 45,074,337**

Table D
Adopted Budget
FY 2003-04 Capital Improvements Program
By Category / Department / Fund - General Municipal Funds

Project Title	Adopted 2003-2004	General Fund	Golf Fund	Motor Fuel Fund	Gaming Fund	Local Use Fund	Cap. Impr. Fund	Revolving Pub. Imp.	All Other Funds	Total All Funds
TECHNOLOGY										
Fire										
Fire CAD/RMS System	$ 1,836,768	$ --	$	$	$ --	$ --	$ --	$ --	$ 1,836,768	$ 1,836,768
Subtotal Fire	**$ 1,836,768**	**$ --**	**$ --**	**$ --**	**$ --**	**$ --**	**$ --**	**$ --**	**$ 1,836,768**	**$ 1,836,768**
Police										
Police CAD/RMS System	$ 961,657	$ --	$	$	$ --	$ --	$ --	$ --	$ 961,657	$ 961,657
Subtotal Police	**$ 961,657**	**$ --**	**$ --**	**$ --**	**$ --**	**$ --**	**$ --**	**$ --**	**$ 961,657**	**$ 961,657**
Public Works										
PKS Debt Service	$ 1,711,071	$ --	$ --	$ --	$ --	$ --	$ 1,711,071	$ --	$ --	$ 1,711,071
Subtotal Public Works	**$ 1,711,071**	**$ --**	**$ --**	**$ --**	**$ --**	**$ --**	**$ 1,711,071**	**$ --**	**$ --**	**$ 1,711,071**
Total Technology	**$ 4,509,496**	**$ --**	**$ --**	**$ --**	**$ --**	**$ --**	**$ 1,711,071**	**$ --**	**$ 2,798,425**	**$ 4,509,496**
WALKWAYS										
Parks and Recreation										
Boulevard Curbs and Walks	$ 770,000	$ --	$ --	$ --	$ 770,000	$ --	$ --	$ --	$ --	$ 770,000
Subtotal Parks and Recreation	**$ 770,000**	**$ --**	**$ --**	**$ --**	**$ 770,000**	**$ --**	**$ --**	**$ --**	**$ --**	**$ 770,000**
Public Works										
Curbs and Sidewalks (RPI Fund)	$ 1,800,000	$ --	$ --	$ --	$ --	$ --	$ --	$ 1,800,000	$ --	$ 1,800,000
Citywide Sidewalks - Non assessable	700,000	--	--	--	--	700,000	--	--	--	700,000
City Owned Sidewalks and Curbs	100,000	--	--	--	--	100,000	--	--	--	100,000
Subtotal Public Works	**$ 2,600,000**	**$ --**	**$ --**	**$ --**	**$ --**	**$ 800,000**	**$ --**	**$ 1,800,000**	**$ --**	**$ 2,600,000**
Total Walkways	**$ 3,370,000**	**$ --**	**$ --**	**$ --**	**$ 770,000**	**$ 800,000**	**$ --**	**$ 1,800,000**	**$ --**	**$ 3,370,000**
Total General Municipal & Assessment Funds	**$ 151,511,684**	**$ 6,007,282**	**$ 230,000**	**$ 2,077,000**	**$ 15,833,277**	**$ 18,302,845**	**$ 70,651,892**	**$ 1,800,000**	**$ 36,609,388**	**$ 151,511,684**

Table E
FY 2003-04 Capital Improvements Program
Neighborhood Conservation

Council District: 1	**Request #**	**Amount**
Curbs/Sidewalk/Driveway Improvements		
Neighborhood		
Drury Sidewalks from Saida to Norledge *400 North Drury* *Repair curbs, sidewalks, drives & appurtenances*	100679	$120,000
5200 Block Gladstone – Southside *Replace curb, sidewalks & drives*	100594	$22,930
507- 511 S. Gladstone *Replace shared driveway approach 509-511 only*	100598	$15,000
Neighborhood - Continued Funding		
N.E. 59th Terrace - N. Brighton to about 400 feet East *Fund cost overrun for this curb installation* *Project #: 06831-N.E. 59th Terr. N. Brighton to about 400 feet east*	100826	$22,000
	Subtotal	**$179,930**
Drainage/Flooding Improvements		
Neighborhood		
1230 N.E. 46th Terrace *Add 6 curb inlets at intersection of 46th Terrace and N. Tracy*	100422	$156,000
8707 E. Thompson drainage *223' pipe to extend drainage*	100424	$110,000
4139 N. Drury *Extend existing storm sewer at the back lot line*	100475	$60,000
N. 53rd Street Improvements at 5301 N. Virginia *Construct end of 53rd Street to contain surface*	100419	$50,000
Neighborhood - Continued Funding		
Davidson Phase 2 *Construct enclosed system from N.E. 52nd Terr. to 5301 N. Virginia*	100420	$346,000
Little Village Drainage Improvements *Fund additional environmental cleanup work* *Project #: 03766-Little Village Storm Drainage Sec. 3*	100835	$113,200
44th Terrace & N. Holmes *Fund expanded project scope additional safety improvements* *Project #: 03706 - 44th Terr. & N. Holmes*	100828	$60,000
Davidson Phase 1 *Fund change in design -- parallel pipes instead of detention pond* *Project #: 03705-Davidson Phase 1 - 5100 Block Flora*	100831	$44,000
10305 N. Forest *Fund cost overrun for this storm drainage project* *Project #: 03673-10305 N. Forest Ave.*	100827	$6,500
	Subtotal	**$945,700**

Table E
FY 2003-04 Capital Improvements Program
Neighborhood Conservation

Council District: 1	Request #	Amount
Street or Roadway Improvements		
Neighborhood		
500 Cypress to Kensington *Repave alleyway*	100167	$16,500
400 S. Topping to Bellaire *Repave alleyway*	100160	$12,000
100 S. Oakley to Drury *Repave alleyway*	100161	$8,500
100 N. Oakley to Lawndale *Repave alleyway*	100162	$8,500
500 S. Oakley to Drury *Repave alleyway*	100163	$8,000
500 S. Lawndale to Oakley *Repave alleyway*	100164	$8,000
Drury - St. John to Anderson *Repave*	100189	$6,500
3500 Block Between Lexington & Smart *Repave alleyway*	100026	$5,500
Monroe to Askew *Repave alleyway*	100288	$5,500
North Oak Phase Two 96th Street Fencing	101006	$48,266
Neighborhood - Continued Funding		
Vivion Road Trail - Phase 2 Continued Funding *Additional funds for right-of-way acquisition and bridge construction*	100927	$200,000
Vivion Road Trail - Phase 1 Continued Funding *Additional funds for right-of-way* *Project #: 02773-N.E. 108th St. Improvements*	100928	$75,000
	Subtotal	**$402,266**
Other Improvements		
Independence Avenue Phase II. Streetscape (payback) *Complete Phase II Independence Corridor- 50% 3rd District Match*	100917	$68,463
Englewood Park Lake Landscape Trees *Replace 75 park trees*	100085	$31,875
Cliff Drive Historic Lighting *Additional repair & maintenance*	100141	$20,000

Table E
FY 2003-04 Capital Improvements Program
Neighborhood Conservation

Council District: 1	**Request #**	**Amount**
Kessler Park/Cliff Drive *Disc Golf Course*	100954	$15,000
Pave Cliff Drive	100158	$100,000
Cliff Drive - *Restore Stone Wall*	100299	$30,000
	Subtotal	**$265,338**
Park Improvements		
Kansas City North Community Center *Further renovation of the existing building*	100371	$218,999
North Hampton Subdivision Park *Design and construct playground*	100324	$100,000
Pleasant Valley Road Athletic Complex *Complete parking lot paving ($95,000)*	100370	$100,000
Winwood Park Walking Trail *Construct walking trail in park*	100319	$70,000
Clay County Veterans' Memorial *Money to help fund Clay County Veterans' Memorial*	100325	$65,000
Repair Colonnade Roof only	100298	$50,000
5th District -Off Leash Dog Area	100101	$20,000
Replace/upgrade Columbus Square Park Fountain	100937	$25,070
Skatepark at Berkley Park	101005	$20,000
Chaumiere Lake Landscape Trees *12 flowering trees, 12 evergreen trees, and 12 shade trees*	100366	$15,300
	Subtotal	**$1,302,335**
Total Council District 1		**$2,477,603**

Table E

FY 2003-04 Capital Improvements Program
Neighborhood Conservation

Council District: 2	Request #	Amount
Drainage/Flooding Improvements		
Neighborhood		
7842 N. Baltimore *Drainage Improvements*	100430	$140,000
South side of Barry Road, 100 ft. west of intersection of N. Wayne and Barry Road	100458	$125,000
6209 N.W. 77th Street *Funding to implement cooperative agreement with HOA*	100442	$115,000
N. Baltimore and N.W. 86th Terrace *Drainage Improvements*	100577	$85,000
2517 N.W. 87th *N.W. 87th Street Storm Drainage*	100434	$82,000
Neighborhood - Continued Funding		
5712 N. Belton *Continued funding for design of project* *Project #: 03660-5712 N. Belton*	100944	$89,000
6612 N. London Drive *Continued funding for design of project* *Project #: 03658-6612 N. London Dr.*	100947	$60,500
6004 N.W. Lavinia *Continued funding for design of project* *Project #: 03739-6004 N.W. Lavinia*	100845	$53,000
6923 N. Cosby Drive *Continued funding for design of project* *Project #: 03682-6923 N. Cosby Dr.*	100948	$50,000
3700 N.W. 62nd Terrace *Continued funding for design of project* *Project #: 03683-3700 N.W. 62nd Terr.*	100941	$45,000
5904 - 5918 Caney Creek Drive *Continued funding for design of project* *Project #: 03675-5904-5918 N.W. Caney Creek Dr.*	100844	$41,000
5509 N.W. Meadowvale *Continued funding for design of project* *Project #: 03674-5509 N.W. Meadowvale*	100943	$39,000
8000 Block of N. Garfield/Euclid *Continued funding for design of project* *Project #: 03676-8000 Block of N. Garfield & N. Euclid*	100950	$38,000
502 N.E. 81st Terrace *Continued funding for design of project* *Project #: 03734-502 N.E. 81st Terrace*	100942	$32,000

Table E
FY 2003-04 Capital Improvements Program
Neighborhood Conservation

Council District: 2	**Request #**	**Amount**
2500 N.W. 85th Terrace *Continued funding for design of project* *Project #: 03680-2500 N.W. 85th Terrace*	100940	$27,000
7304-7412 N. Granby *Continued funding for design of project* *Project #: 03736-7304-7412 N. Granby*	100949	$21,000
6273 N. Holly *Continued funding for design of project* *Project #: 03672-6273 N. Holly*	100946	$21,000
6135 N.W. Wales *Continued funding for design of project* *Project #: 03679-6135 N.W. Wales (I-29 & 59th St. Drainage)*	100846	$17,000
	Subtotal	**$1,080,500**
Street or Roadway Improvements		
Neighborhood - Continued Funding		
N. Oak Trafficway & 114th Street *Continued funding for design of project* *Project #: 02713 - N. Oak Tfwy. & 114th St. Drainage*	100951	$150,000
N. Main - Evansdale to Briarcliff *Project #: 08062-N. Main St. Improvements Evansdale to Briarcliff*	100838	$152,500
	Subtotal	**$302,500**
Other Improvements		
Neighborhood		
Vivion Road	100269	$205,603
Engineering on N. Ambassador from Farmland to the north	100281	$80,000
Highway 45 Trail *64th Street Trail*	100129	$74,000
	Subtotal	**$359,603**
Park Improvement		
Neighborhood		
Northland Aquatics	100389	$500,000
N. Oak Trafficway and Karapat (109th Street) park improvement	100303	$100,000
Platte Purchase Park *Park Improvements*	100952	$100,000
N. Amity Park	100579	$35,000
	Subtotal	**$735,000**
Total Council District 2		**$2,477,603**

Table E

FY 2003-04 Capital Improvements Program
Neighborhood Conservation

Council District: 3	Request #	Amount
Curbs/Sidewalk/Driveway Improvements		
Neighborhood		
17th Street Improvements from Topping to Bennington Avenue *Improving south side by providing curbs, driveways, sidewalk, widen pavement & appurtenances*	100800	$520,000
Woodland Improvements from 4126 Woodland to 42nd Street and from 42nd to 43rd (west side) *Reconstruct sidewalks, curbs, drive approaches and appurtenances*	100622	$178,000
Wayne Sidewalks from 39th Street to 40th Street and Highland from 42nd Street to 43rd Street (east side) *Reconstruct sidewalks, curbs, drive approaches*	100812	$160,000
Kansas Sidewalks from 19th Street to 20th Street *Reconstruct sidewalks, curbs, drive approaches and appurtenances*	100657	$154,000
Mersington Sidewalks from 35th Street to 36th Street *Reconstruct sidewalks, curbs, drive approaches and appurtenances*	100660	$125,000
Cypress Sidewalks from 36th Street to 37th Street *Reconstruct sidewalks, curbs, drive approaches and appurtenances*	100659	$120,000
Streetscape at 31st & Forest	100811	$100,000
Brooklyn Sidewalks from 21st Street to 22nd Street *Reconstruct sidewalks, curbs, drive approaches and appurtenances*	100692	$76,000
Prospect Sidewalks from 24th Street to 24th Terrace (east side) *Reconstruct sidewalks, curbs, drive approaches and appurtenances*	100649	$45,000
Design/Build paths along 15th Terrace and 17th Terrace around Woodland	100805	$40,000
30th Street Sidewalks from Indiana to Benton Blvd. *Reconstruct sidewalks, curbs, drive approaches and appurtenance*	100662	$5,000
	Subtotal	**$1,523,000**
Drainage/Flooding Improvements		
Neighborhood - Continued Funding		
Norton Avenue Storm Drainage - 1900 Block *Project #: 03685 - Norton Ave. Storm Drainage 1900 Block*	100862	$8,000
	Subtotal	**$8,000**
Other Improvements		
Neighborhood		
Vineyard Park (payback) *PW. Project # 6329*	100915	$182,000
Independence Avenue Phase II. Streetscape (payback) *Complete Phase II Independence Corridor* *50% District 1 Match*	100917	$68,463
	Subtotal	**$250,463**

Table E
FY 2003-04 Capital Improvements Program
Neighborhood Conservation

Council District: 3	Request #	Amount
Park Improvement		
Neighborhood		
Manheim Park at upper west side *Install playground with ADA accommodations*	100310	$120,000
Seven Oaks Park *Phase II play area (3 benches/2 additional large grills for existing shelter)*	100322	$62,580
Blue Valley Park *Plan and construct Disc Golf Course*	100313	$60,000
Ashland Square Park *Funding for first priority at Ashland Square lighting (10 poles & conductors)*	100326	$60,000
Parade Park - Woodland and Truman *Asphalt overlay, crack repair, color coat and restripe*	100291	$59,512
Swope Park & Freeway Park *Freeway Park Only*	100404	$35,000
Truman Road Corridor *Landscaping on Truman Rd. from Benton Blvd. to Winchester Ave.*	10031	$24,650
Sanford-Brown Plaza *Master Plan*	100309	$20,000
	Subtotal	**$441,742**
Street or Roadway Improvements		
Neighborhood		
19th Street Improvements from Kansas Ave. to Agnes *Construct 19th St.*	100190	$131,000
N-S alley between Quincy & Brighton from 20th Street south 350' & alley between 23rd Street north 160'	100819	$9,000
Clean and pave N-S alley between Lawndale and Topping from Thompson to Topping	100179	$8,000
Clean and pave N-S alley between Agnes and Bellefontaine from 26th Street to 27th Street	100180	$7,500
Clean and pave N-S alley between Kensington and Cypress from 7th	100049	$7,000
Clean and pave N-S alley between Prospect and Montgall from 22nd Street to 23rd Street	100290	$7,000
Clean and pave N-S alley between College and Indiana from 26th Street to 27th Street	100627	$7,000

Table E
FY 2003-04 Capital Improvements Program
Neighborhood Conservation

Council District: 3	**Request #**	**Amount**
Clean and pave E-W alley between 12th Street and 13th Street from Oakley to 5611 E. 12th Street	100462	$5,500
Clean and pave E-W alley between Perry and 12th Street from Agnes to Bellefontaine	100630	$5,500
Clean and pave E-W alley between 28th Street and 28th Terrace from Van Brunt to 200' west	100628	$3,000
Clean and pave E-W alley between 11th Street and Perry from Chestnut to Agnes	100052	$1,899
Brooklyn Pedestrian Lighting (payback) *PW. Project # 6324*	100916	$38,000
1806 E. 24th Terrace *Provide additional alleyway lighting*	100054	$1,000
Between 7th Street and 8th Street starting on Van Brunt *Provide additional alleyway lighting*	100143	$1,000
Neighborhood - Continued Funding		
Brooklyn - Park Alleyway north of 8th Street *Project #: 02798 - Brooklyn - Park Alleyway, north of 8th St.*	100860	$12,000
Alley, N.E. of 8th & Wabash *Pave 560 feet of alley* *Project #: 02857 - Alley, NE of 8th and Wabash*	100859	$10,000
	Subtotal	**$254,399**
Total Council District 3		**$2,477,604**

Table E
FY 2003-04 Capital Improvements Program
Neighborhood Conservation

Council District: 4	**Request #**	**Amount**
Curbs/Sidewalk/Driveway Improvements		
Neighborhood		
Romanelli West Islands	100698	$63,446
65th Street Improvements from Wornall to Brookside	100696	$30,000
65th Street & Brookside, Trail Right-of-Way	100582	$12,000
Mill Creek/Vietnam Veterans' Memorial: relocate stone wall	100710	$10,000
4456 Rockhill Terrace Drainage Improvements *Sidewalk*	100702	$5,000
Reserve Fund for CD4 Curb, Sidewalk & Roadway projects	100955	$227,405
	Subtotal	**$347,851**
Drainage/Flooding Improvements		
Neighborhood		
73rd & Mercier drainage	100492	$97,000
W. 51st Street between State Line & Ward Parkway *Add 2 curb inlets and 55 feet of pipe*	100490	$46,000
	Subtotal	**$143,000**
Street or Roadway Improvements		
Neighborhood - Continued Funding		
620 W. 85th Terrace & Summit - Section 1 *Project #: 03471 - 620 W. 85th Terr. & Summit Sec. 1 - Upstream Section (at 85th & Summit)*	100871	$494,000
Contingency	100921	$356,720
921-923 E. 79th Terrace *Project #: 03714-921-923 E. 79th Terr.*	100877	$42,000
Sunset Hill Drainage/Curbs *Project #: 03717 - Sunset Hill Drainage / Curbs Sunset Dr. & W. 52nd to Rockwell Lane & Brush Creek*	100879	$32,000
Meyer Boulevard & 64th Terrace *Project #: 03713 - Meyer Blvd. & 64th Terr. Sewer Design*	100878	$30,000
8430 Main Street *Project #: 03708-8430 Main St.*	100876	$28,500
	Subtotal	**$983,220**
Other Improvements		
Neighborhood		
Guadalupe Center Public Improvements	100039	$73,560
Crestwood Homes: North Entrance ($20,000); 54th & Oak *archway ($30,000); 55th & Cherry wall $10,000*	100061	$60,000

Table E
FY 2003-04 Capital Improvements Program
Neighborhood Conservation

Council District: 4	**Request #**	**Amount**
Rockhill Gardens Markers	100067	$25,000
Graffiti Removal at Crossroads	101004	$15,000
St. Peter's, Meyer & Holmes; 2 flashing pedestrian lights	100058	$13,000
75th & Wornall numeric countdown pedestrian signal	100065	$5,760
Neighborhood - Continued Funding		
18th & Madison Stone Staircase *Madison & West Pennway/Summit stairs* *Project #: 02881 - 18th St. and Madison Stone Staircase*	100060	$26,000
	Subtotal	**$218,320**
Street or Roadway Improvements		
Neighborhood		
Alley improvements from 20th Street to Southwest Boulevard, between Broadway and Washington	100201	$92,000
Resurface 69th Terrace, Oak to Holmes	100227	$16,000
Resurface alley between Holly & Mercier from 23rd	100208	$10,200
Resurface alley between Monroe and Mersington from Smart to Anderson	100169	$8,500
Resurface alley – 3700 to 3800 block of Smart to Anderson Street	100175	$8,500
Resurface alley between Summit & Madison from 18th Street	100715	$8,500
Resurface Harrison Street from 59th to 60th streets	100224	$7,500
Resurface alley between Terrace & Fairmont from Terrace	100209	$6,500
Resurface alley between 21st & Belleview and 21st & Jarboe	100066	$5,000
Resurface alley between Edgevale & 66th Terrace from Grand	100198	$5,000
Resurface alley: 2100 block of Jarboe/Belleview from 21st Street to Gage Park	100219	$5,000
Resurface alley between 20th Street and 20th Terrace from Holly to Mercier Place	100214	$4,000
	Subtotal	**$176,700**
Park Improvement		
Neighborhood		
Gillham Park - complete play area	100327	$175,000
Sunnyside Park - parking	100328	$109,512
Tower Park - lights	100294	$95,000

Table E
FY 2003-04 Capital Improvements Program
Neighborhood Conservation

Council District: 4	**Request #**	**Amount**
Countryside Playground, 52nd & Brookside	100331	$80,000
Douglas Park Sprayground	100337	$70,000
KC Scoop - Off-leash dog park	100329	$30,000
Just Off Broadway Theatre - signage	100330	$22,000
Just Off Broadway Theatre - pole mounted lights	100342	$22,000
Roanoke Reforestation	101003	$5,000
	Subtotal	**$608,512**
Total Council District 4:		**$2,477,603**

Table E
FY 2003-04 Capital Improvements Program
Neighborhood Conservation

Council District: 5	**Request #**	**Amount**
Curbs/Sidewalk/Driveway Improvements		
Neighborhood		
13316 E. 51st Street *Improve curbs*	100775	$202,000
48th Terrace Sidewalks from Sterling to Vermont *Reconstruct curbs, sidewalks, appurtenances*	100727	$135,000
Lydia - 74th Street to 75th Street East Meyer Community Association *Reconstruct curbs, sidewalks, appurtenances*	100584	$132,000
58th Street Improvements - South Benton to Agnes *Project #: 06973-58th St. Improvements South Benton to Agnes*	100883	$15,000
Booth Ave Storm Sewer (5100 block) *Storm Sewer Improvements* *Project #: 06744-Booth Ave. Section 1 - Storm*	100900	$13,000
Kensington Street Improvements *Curbs, walks, inlets, storm sewer separation* *Project #: 06799-Kensington St. Improvements 54th to 54th Terr.*	100886	$102,000
	Subtotal	**$599,000**
Drainage/Flooding Improvements		
Neighborhood		
60th Terrace & Jackson *Drainage Improvements*	100743	$80,000
Town Fork Creek between 59th & 60th Street *Drainage Improvements clean out creek channel & stabilize hillside*	100502	$308,000
Between 80th and 81st Lydia *Drainage Improvements*	100495	$61,000
Town Fork Creek *Install back flow valves*	100503	$20,700
Neighborhood - Continued Funding		
12902 E. 53rd Terrace *Storm Drainage Improvements* *Project #: 03686-12902 E. 53rd Terr.*	100891	$273,000
Sycamore - 52nd Terrace to 54th Street *Improve road, drainage, sidewalks next to Eastwood Hills School* *Project #: 08028-Sycamore St. 52nd Terr to 54th St.*	100887	$125,000
5228 Cottage *Water Drainage System* *Project #: 03744-5228 Cottage Ave*	100895	$72,000

Table E
FY 2003-04 Capital Improvements Program
Neighborhood Conservation

Council District: 5	**Request #**	**Amount**
5923 Larson *Water Drainage Improvements* *Project #: 03691-5923 Larson Ave.*	100898	$41,000
11612 E. 55th Street *Drainage Improvements* *Project #: 03688-11612 E. 55th St.*	100890	$38,000
58th Street & Ridgeway *Stormwater Drainage Improvements* *Project #: 03689-58th St. & Ridgeway*	100897	$32,000
4808 Norwood *Water Drainage Improvements* *Project #: 03693-4808 Norwood*	100894	$26,000
61st & Indiana *Stormwater Improvements (Intercept)* *Project #: 03696-61st St. and Indiana Drainage Town Fork Creek*	100899	$12,000
11611 E. 58th Terrace *Flooding/Drainage Improvements* *Project #: 03690-11611 E. 58th Terr.*	100889	$9,000
4805 Vermont *Water Drainage Improvements* *Project #: 03694-4805 Vermont Ave.*	100893	$6,200
4336 Brooklyn *Water Drainage Improvements* *Project #: 03697-4336 Brooklyn*	100892	$6,000
53rd & Cypress *Stormwater System* *Project #: 03695-53rd & Cypress*	100896	$3,000
	Subtotal	**$1,112,900**
Other Improvements		
Neighborhood		
5101 Skiles *Sewer line Improvements*	100126	$35,000
5th District – Off Leash Dog Park	100101	$18,203
	Subtotal	**$53,203**
Park Improvement		
Neighborhood		
Monette Battle of Westport Fund *Purchase and install civil war cannon to honor Civil War battle*	100352	$28,500
	Subtotal	**$28,500**

Table E

FY 2003-04 Capital Improvements Program
Neighborhood Conservation

Council District: 5	Request #	Amount
Street or Roadway Improvements		
Neighborhood		
Blue Ridge Blvd shoulder repair from 51st Street to 40 Hwy. *Shoulder repair*	100265	$235,000
58th & 59th Street & Norfleet Road *Widen bridge, replace box culvert on Norfleet Rd.*	100232	$181,000
4705 Norton *Vineyard Garden Street Improvements*	100264	$10,000
East Meyer Community Association *Repair streets*	100238	$8,000
Neighborhood - Continued Funding		
49th Street - Elmwood Avenue to Chelsea *Road and drainage improvements* *Project #: 08011-49th St. Elmwood Ave to Chelsea*	100881	$140,000
Elmwood Avenue - 59th Street to 63rd Street -Phase 1 *Phase 1 - 62nd Terrace to 63rd Street* *Improve sight distance, road improvement and drainage* *Project #: 08004-Elmwood Ave. 62nd Terr. to 63rd St.*	100956	$110,000
	Subtotal	**$684,000**
Total Council District 5:		**$2,477,603**

Table E
FY 2003-04 Capital Improvements Program
Neighborhood Conservation

Council District: 6	Request #	Amount
Curbs/Sidewalk/Driveway Improvements		
Neighborhood		
Reconstruct sidewalks, curbs, drive aprons & etc. north side of Bannister from I-435 to Hillcrest Rd	100804	$95,000
Newton Ave. - 110th Terrace to Bennington *Project #: 06873-Newton Ave. 110th Terr. to Bennington*	100866	$55,000
	Subtotal	**$150,000**
Drainage/Flooding Improvements		
Neighborhood		
106th Terrace & Walnut - Section 1	100555	$280,000
WoodGlen (8700 Block E. 108th) (PW. Eng. Proj. # 8040)	100538	$240,000
9116 Central *Central 90th South to 92nd St.*	100557	$104,000
8216 / 8218 Ruskin Way	100562	$93,000
809 W. 109th Terrace	100548	$50,000
Neighborhood - Continued Funding		
11200 Grandview Road *Project #: 03704-11200 Grandview Rd.*	100868	$38,000
	Subtotal	**$805,000**
Other Improvements		
Neighborhood		
Hickman Mills Project (MODOT)	100078	$300,000
Wornall & Locust near 131st crossroad drainage *Reallocation Fund*	100817	$71,603
Neighborhood - Continued Funding		
Blue River Rd. Landslides, Site A-N of I-435 *Project #: 08040-Blue River Rd. Landslides Site A - N of I-435*	100864	$458,000
James A. Reed Rd. - 88th to 90th *Project #: 08021-James A Reed Rd. 88th to 89th*	100865	$75,000
	Subtotal	**$904,603**
Park Improvement		
Neighborhood		
Indian Creek Greenway – East	100399	$360,000
Clark Ketterman Exercise Trail	100363	$242,000
Welcome to Kansas City	100398	$16,000
	Subtotal	**$618,000**
Total Council District 6:		**$2,477,603**

Table F
Adopted Budget
FY 2002-03 Capital Improvements Program
Department by Project

	Actual 2001-02	Adopted 2002-03	Adopted 2003-04
General Municipal Program			
City Development			
18th & Vine Jazz Museum Exhibits	$	$ 150,000	$ --
18th & Vine Restaurant Facility		50,000	--
18th & Vine Streetlights		39,000	--
31st & Troost Storefront Façade		300,000	--
Broadway Urban Foyer	8,530	--	--
City Market Bond Retirement	1,303,270	1,320,172	1,385,682
City Market Capital	100,000	--	--
East Meyer/Laidlaw Impact	75,000	--	--
Hospital Hill Environmental Clean-up	9,043	--	--
Hospital Hill Redevelopment	89,754	--	--
Hospital Hill Redevelopment - Phase II		--	--
Martin Luther King Hospital Environ.	46,458	--	--
MDFB Kemper Garage	1,045,939	--	--
Property Acquisition - District 3	(1,365)	--	--
Prospect Corridor Development	158,714	96,000	--
Riverfront Heritage Trail		100,000	--
Riverfront West Walkway Grant	1,085,409	--	--
St. John Corridor Study	31	--	--
Town of Kansas Management Plan/Project		--	--
Troost Marketplace	46	--	--
Troost Property Acquisition and Clearance		--	1,000,000
Vivion Road Streetscape		115,000	--
Warner Plaza	301,550	280,975	--
Washington Avenue Street Closure	49,997	--	--
West Bottoms Envir. Remediation	291,465	--	--
Convention and Entertainment Centers			
CEC Facility Maintenance	$ --	$ 700,000	$ 650,000
Kemper Butler Garage	--	100,000	100,000
Finance			
Streetlight Bond Retirement	$ 5,500,000	$ 6,000,000	$ 8,000,000
Fire			
Computer Aided Dispatch	$ --	$ 3,535,000	$ 1,836,768
Fire Station Facility Improvements	--	12,761,021	11,427,012
Locker Room Upgrades	--	--	400,000
Health			
Health Building Improvements	$ 951	$ --	$ --
Health and Medical Care			
MAST Facility Improvements	$ --	$ --	$ 1,600,000
Housing and Community Development			
Alphapointe Infrastructure	$ 600,500	$ --	$ --
Beacon Hill Infrastructure	--	500,000	500,000
Brownfield Grant	132,557	--	--
Development Potential, Inc.	--	--	7,000
Facility Rehabilitation	--	--	150,000

Table F
Adopted Budget
FY 2002-03 Capital Improvements Program
Department by Project

	Actual 2001-02	Adopted 2002-03	Adopted 2003-04
Housing and Community Development (continued)			
18th & Vine Acquisition	$ --	$ 400,000	$ --
GEM Theatre	366,584	--	--
Guadalupe Center	--	50,000	50,000
Housing Authority of KC	--	260,000	--
KCMC Child Care	--	150,000	300,000
Niles Home for Children	--	35,960	--
Old Ballpark Infrastructure	1,464,000	--	--
Operation Breakthrough	--	--	500,000
Palestine Senior Activity Center	--	100,000	--
ReStart Facility Renovations	--	--	250,000
Salvation Army	--	100,000	100,000
Sparrow Community Corporation	--	--	50,000
Swope Parkway	669,855	624,000	--
Truman Corridor	--	50,000	--
Vine Street District	--	338,989	--
Vine Street Public Improvement	47,344	--	--
Office of City Manager			
Communications Equipment	$ 48,603	$ --	$ --
Emergency Operations Center	--	--	1,000,000
Parks and Recreation			
12th and Grand Streetscape	$ --	$ --	$ 250,000
Ballfield Renovation	134,264	257,125	50,000
Black Archives	134,292	941,000	1,309,000
Blue Parkway from Swope to Elmwood	72,567	--	--
Blue Valley Park	--	--	400,000
Boulevard Reconstruction	752,392	998,380	770,000
Bruce R. Watkins Landscape Enhancements	118,938	2,000,000	2,200,000
Brush Creek Enhancements	503,179	1,000,000	1,000,000
City Employee Memorial	72,000	--	--
City Fountain/Monument Maintenance	122,360	163,625	100,000
City Fountain/Monument Restoration 1%	404,033	420,750	100,000
Cliff Drive Master Plan	97,600	--	--
Cliff Drive Restoration	240,904	--	--
Community Center Maintenance	216,071	210,375	200,000
Englewood Park Lake Dam	16,712	--	--
Fuel Tank Environmental Protection	101,128	383,350	187,500
Golf Course/Tennis Center Renovation	--	210,375	230,000
Gregg Community Center Expansion	39,764	--	--
Hodge Park Clubhouse II	1,172,151	100,000	100,000
Independence Avenue Streetscape	9,010	--	--
Independence Corridor	--	--	2,000,000
KCATA Trolley Track Trail	300,000	--	--
Lake Restoration Program	7,801	187,000	100,000
Liberty Memorial Restoration - MDFB	1,626,836	--	--
Liberty Memorial Restoration II	1,443,804	--	--
Liberty Memorial Restoration State/Federal Grant	700,162	--	--
Linwood Streetscape	239,640	--	--
Maple Woods Parkway	18,835	2,625,000	2,756,250

Table F
Adopted Budget
FY 2002-03 Capital Improvements Program
Department by Project

	Actual 2001-02	Adopted 2002-03	Adopted 2003-04
Parks and Recreation (continued)			
Neighborhood Park Improvements - CD1	$ 1,644,892	$ 1,243,845	$ 949,707
Neighborhood Park Improvements - CD2	897,478	681,145	735,000
Neighborhood Park Improvements - CD3	312,380	400,000	692,205
Neighborhood Park Improvements - CD4	1,043,493	1,464,275	608,512
Neighborhood Park Improvements - CD5	794,150	--	46,703
Neighborhood Park Improvements - CD6	396,140	360,545	618,000
Northland Aquatic Center	--	500,000	500,000
Park Administration Headquarters	80,396	233,750	--
Park Building Repair	328,782	654,500	400,000
Park Construction	202,424	--	--
Park District 3 Fire Reconstruction	392,549	--	--
Park Maintenance	241,508	654,500	800,000
Park Roads and Parking Lots	27,207	140,250	150,000
Playground Equipment	204,970	233,750	100,000
Shoal Creek Parkway	958,768	--	--
Streetscape Maintenance	301	187,000	50,000
Swimming Pool Design	34,055	--	--
Swimming Pool Maintenance	38,404	215,050	200,000
Swope Park/Starlight/Nature Center	1,135,452	--	600,000
Tiffany Springs Park	256	--	--
Tiffany Springs Park Electricity	57,322	--	--
Tree Trimming	--	1,402,500	1,444,087
Zoo Improvements	1,325,403	402,050	400,000
Police			
Computer Aided Dispatch	$ --	$ --	$ 961,657
Police Facility Improvements	--	--	13,855,608
Public Works			
5th and Broadway Intersection	$ 35,778	$ --	$ --
11th and Oak Garage Maintenance Reserve	--	--	100,000
12th Street Viaduct	17,618	2,191,431	8,145,168
22nd - 23rd Street Corridor	190,217	794,912	600,000
23rd & Topping Slope Stabilization	331,132	--	--
23rd Street Bridge Over the Blue River	13,744	--	--
23rd Street Viaduct/Wyoming	7,694	--	--
27th Street Bridge	10,779	--	--
31st Street Bridge at Wyandotte	18,437	1,150,000	--
56th Street Over KCSRR	6,113	--	--
58th Street Over KCSRR	8,463	--	--
63rd St/Paseo/Mayer Intersection	--	--	500,000
83rd Street Bridge	--	156,000	--
85th/87th Street Connector	34,360	1,192,368	2,500,000
ADA Building Compliance	1,106,608	561,000	400,000
ADA Curb Cuts and Corner Rehabilitation	669,482	607,750	500,000
American Royal Chillers	321,558	--	--
Animal Shelter Refurbishing	71,107	--	--
Arterial Street Impact Fees	--	2,910,000	1,940,000
Asbestos and Lead Abatement	353,450	383,350	--
Bannister over Little Blue River	17,574	--	--

Table F
Adopted Budget
FY 2002-03 Capital Improvements Program
Department by Project

	Actual 2001-02	Adopted 2002-03	Adopted 2003-04
Public Works (continued)			
Barry Road West I-29	$ 1,724,436	$ 3,339,744	$ 750,000
Beardsley Road Bridge	11,724	96,002	--
Belleview & Ward Parkway	66,950	--	--
Belleview Avenue Bridge	3,521	--	--
Blue Parkway Bridge over Blue River	--	500,000	--
Blue Ridge Bridge over Blue River	1,319	--	--
Blue River Channel Improvement Stage 3	1,506,164	993,640	1,000,000
Blue River Road Bridge over Small Creek	--	315,000	386,285
Brush Creek Improvement	(243,293)	1,987,280	2,000,000
Capital Improvement Reserve	93,532	--	--
Catch Basin and Curb Cuts	62,656	--	--
Chouteau Bridge	15,556	--	--
City Hall Elevator Upgrade	155,755	--	--
City Hall Life Safety	87,820	654,500	350,000
City Hall Reconstruction	--	2,980,921	--
City Owned Curbs and Sidewalks	--	280,500	100,000
Citywide Sidewalks - Non-Assessable	--	841,500	700,000
Crosswalk & Arrow Marking	--	70,125	100,000
Curb and Sidewalk Radii	460,420	--	--
Curbs and Sidewalks	--	374,000	--
Downtown Signage Study	21,000	--	--
Downtown/CEC District Projects	691,967	--	--
Elm Street Bridge Over White Oak Creek	27,410	--	--
Erosion Control Standards	139,000	--	--
Fairyland Park Redevelopment	120	--	--
Fire Station 36 Replacement	499,000	1,249,006	--
Fire Station Ventilation Projects	309,567	--	--
Flood Damage Repair	375,402	--	--
FOCUS Assessment-Town Fork Drainage	41,948	--	--
Forrester Viaduct	599,417	2,676,000	--
Fuel Tank Cleanup	468,441	--	187,500
Geographic Information Systems	4,994	--	--
Guardrail Safety Modification	--	187,000	200,000
Health Facility Construction	145,000	--	--
Hickman Mills Drive	--	--	1,700,000
Holmes Road/Red Bridge-150 Hwy	11,614	--	750,000
I-435 and Wornall Area Improvements	21,372	--	--
Interurban Road/Todd Creek	14,591	--	--
Kansas City Museum	789,003	--	--
Kemper Arena Roof Replacement	65,444	--	--
Kemper Garage Construction	102,396	--	--
Kenneth Road Bridge	--	--	462,000
KW Dart/PACCAR Improvements	--	518,925	--
Lewis & Clark Redevelopment Area Improvements	24,770	--	--
Little Blue Road over Little Blue River	6,164	287,824	--
Longview Road Improvements	12,080	1,093,004	500,000
Main Street over KCTRR	8,186	--	--
Maintenance Contingency - NID	119,407	--	--
Manchester Bridge Over UPRR	828,018	2,770,000	--
Meyer Blvd & Rockhill Road	116,224	--	--

Table F
Adopted Budget
FY 2002-03 Capital Improvements Program
Department by Project

	Actual 2001-02	Adopted 2002-03	Adopted 2003-04
Public Works (continued)			
Minor Bridge Repair	$ 2,212,676	$ 6,545,000	$ 6,500,000
MLK Village Parking Lot	561,309	--	--
MLK Village Streetscape	13,240	--	--
MOPub Streetlights	--	300,000	300,000
Municipal Auditorium Air Handlers	1,638,846	--	--
Municipal Building Rehabilitation	8,421,003	8,200,000	5,154,000
Municipal Service Center Debt Service	1,404,343	1,402,200	1,400,635
MUTCD Compliance - Ped Signals	7,671	--	--
Nashua Drive Bridge Removal	112,170	--	--
NE 100th Street Over E. Fork Shoal Creek	--	--	292,000
NE 132nd Bridge over Rocky Branch	--	260,000	88,614
NE Staley Road Bridge Over E. Fork Shoal Creek	--	--	152,500
Neighborhood Conservation - CD1	1,841,106	1,134,300	1,527,896
Neighborhood Conservation - CD2	1,006,107	1,712,000	1,742,603
Neighborhood Conservation - CD3	1,492,950	1,854,146	1,785,399
Neighborhood Conservation - CD4	2,202,926	1,028,870	1,869,091
Neighborhood Conservation - CD5	1,367,081	2,493,146	2,430,900
Neighborhood Conservation - CD6	1,979,479	2,132,600	1,859,603
Neighborhood Sign Replacement	35,348	70,125	100,000
Noland Road over Little Blue River	3,276	--	--
North Agnes Avenue Bridge	--	--	1,500,000
North Amity over Rush Creek	--	124,000	--
North Brighton	--	--	1,700,000
North Gower from 64th to 68th St.	106,108	--	--
North Home Avenue Bridge	164	--	--
North Oak Trafficway	--	--	800,000
North Oak Trfwy - Streetlight Upgrade	153,000	--	--
Northeast Reinking Road Bridge	7,089	155,000	795,000
NW 100th St Branch Second Creek	--	160,000	--
NW 128th Street Bridge	2,375	166,000	1,300,000
NW 68th Street	(114)	--	--
NW 73rd St Bridge over Wildcat Branch	--	--	550,000
NW Barry Rd & N Jefferson	125,783	--	--
NW Interurban Road/Wildcat Branch	10,020	589,600	--
Pleasant Valley Road	265,364	--	--
Police Property Building	95,707	--	--
Project Knowledge System Debt Service	--	--	1,711,071
Prospect Ave & 39th Street	78,186	--	--
Prospect Bridge	1,211,364	--	--
Raytown Road Bridge - East	39,844	1,000,000	--
Raytown Road Bridge - West	37,458	1,100,000	--
Raytown Road Bridge over Lumpkins Fork	6,690	104,000	--
Red Bridge over Blue River	1,357	800,000	500,000
Red Bridge Road Improvements	5,917	--	--
Rhinehart Road Bridge	--	104,000	--
Riverfront Heritage Trail	860,599	--	580,262
Roadway Physical Feature Mgmt System	86,004	93,500	300,000
Roanoke Parkway Bridge	--	260,000	--
Roof Replacement	401,091	1,093,950	--
Sanitary Sewer Program	418,673	500,000	500,000

Table F
Adopted Budget
FY 2002-03 Capital Improvements Program
Department by Project

	Actual 2001-02	Adopted 2002-03	Adopted 2003-04
Public Works (continued)			
Slope Repair and Stabilization	$ --	$ 280,500	$ 250,000
Sni-A-Bar Road over KCSRR	13,820	--	--
Southwest Boulevard Flood Control	320,537	3,974,561	65,000
St. John Corridor	--	200,000	--
St. Louis Avenue Viaduct	159,631	--	--
State Line Road Improvements	427,400	--	--
Street Preservation and Marking	11,695,668	9,648,750	10,893,000
Swope Park Building Renovations	19,350	--	--
Swope Park Industrial District	81,601	794,912	800,000
Swope Ridge Geriatric Center	452,505	--	--
Tiffany Springs & North Executive Hills Blvd	472,529	--	--
Traffic Calming	13,132	46,750	--
Traffic Capacity & Safety Improvements	102,125	187,000	200,000
Traffic Signal Controller Replacement	29,152	--	--
Traffic Signal Interconnection	592,062	993,640	1,000,000
Traffic Signal Safety Improvements	285,873	3,849,395	2,641,000
Traffic Signal Upgrades	697,882	--	--
Traffic Signals @ I-29 & Tiffany Springs	(4,034)	--	--
Tree Planting - Prospect	10,000	--	--
Tree Trimming	1,500,000	--	--
Troost Avenue Bridge	4,098	--	--
Truman Road Upper Viaduct	9,919	--	700,000
Trunked Radios	5,454	--	--
Upper Blue River (Dodson)	1,153,444	993,640	1,000,000
Waldo Creek	--	475,000	450,000
Warwick Blvd & 39th Street	107,783	--	--
Zona Rosa/Prospect North/Fairyland Debt Service	--	--	1,475,000
Water Services			
Bannister Acres Sanitary Sewers	$ --	$ --	$ 1,200,000
Brookside Sewer Interceptor	400,000	993,640	--
Sevee Levees Control	--	--	500,000
Water Lines for Fire Hydrants	--	384,968	--
Subtotal General Municipal Funds	**$ 91,420,358**	**$ 133,793,232**	**$ 144,655,218**
Enterprise and Assessment Programs			
Aviation			
Downtown Airport			
Airfield Storm Drainage	$ 390,375	$ 7,900,000	$ --
Airport Facility Development	174,209	--	--
Environment Remediation	1,025,449	750,000	--
Relief Well Repairs	5,384	--	--
Kansas City International Airport			
Apron Repairs	$ 28,934,349	$ --	$ 4,079,000
Art and Aesthetics	10,760	--	--
Building Repairs and Improvements	55,745,443	17,824,541	13,039,000
Drainage Improvements	--	149,600	--
Environment Remediation	605,565	700,000	--
Facility Development	359,778	--	--

Table F
Adopted Budget
FY 2002-03 Capital Improvements Program
Department by Project

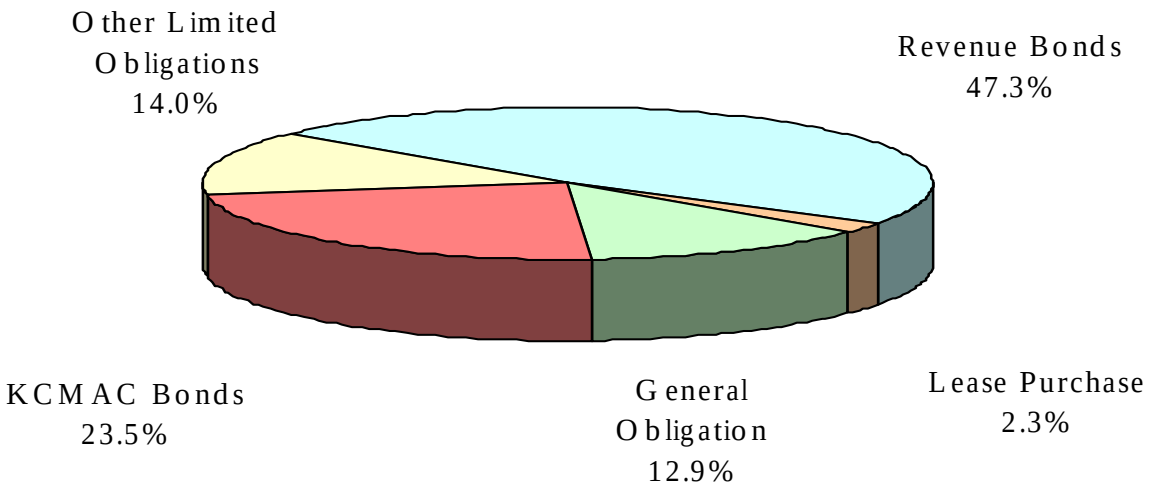
	Actual 2001-02	Adopted 2002-03	Adopted 2003-04
Aviation (Continued)			
Land Acquisition	$ 1,730,306	$ --	$ --
Light Generator	389,912	--	--
Parking Lot Repairs and Improvements	7,849,899	--	--
Sign Improvements	57,961	--	--
Street Rehabilitation	34,000	--	--
Taxiway Repairs	756,128	--	--
Richards-Gebaur Memorial Airport			
Street Repairs	$ --	$ 500,000	$ --
Public Works			
Curbs and Sidewalks - RPI Fund	$ 1,616,073	$ 935,000	$ 1,800,000
Water Services			
Blue River Energy Loan	$ 47,371	$ --	$ --
Catch Basin Replacement	1,189,594	315,198	413,095
Facility Modification and Improvement	2,716,150	249,378	500,000
Geographic Information System	1,215,215	--	165,881
Jackson-Cass Transmission Main	376,758	--	--
Oversized Mains - City Share	307,761	100,000	150,000
Platte County Transmission Main	2,279,489	--	--
Sanitary Sewer Construction	5,551,246	6,377,970	5,127,970
Service Facility Improvements	922,906	249,379	500,000
Special Assessment Mains	218,215	100,000	100,000
Storm Water Master Plan	565,996	1,050,000	529,832
Water Main Construction/Rehabilitation	8,519,720	629,253	768,010
Water Main Relocations	975,558	100,000	250,000
Subtotal Enterprise & Assessment Funds	**$ 124,571,570**	**$ 37,930,319**	**$ 27,422,788**
Total All Funds	**$ 215,991,928**	**$ 171,723,551**	**$ 172,078,006**

MUNICIPAL DEBT

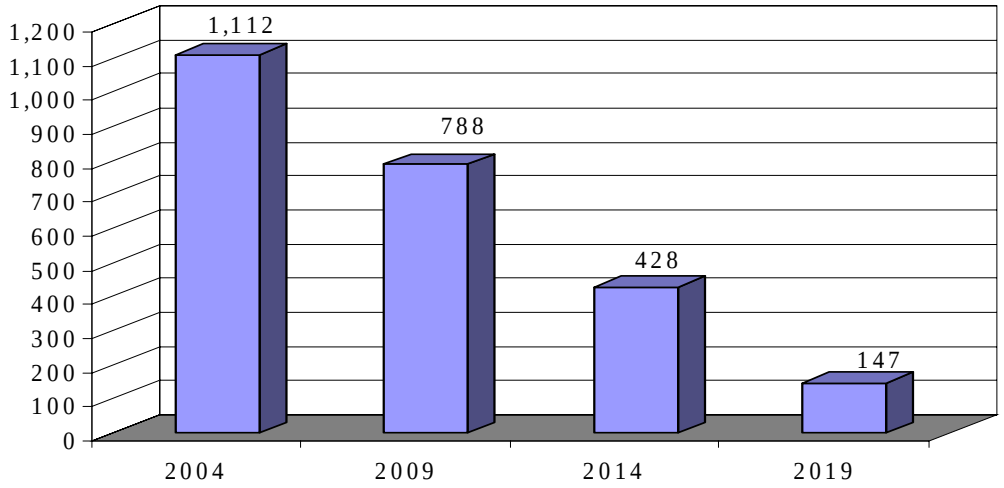
OUTSTANDING MUNICIPAL DEBT

The residents of Kansas City have committed to maintaining and enhancing the quality of life in Kansas City through the renovation and construction of facilities that ensure future development and continue cultural and recreational opportunities. Those projects requiring a large capital investment have been financed using one or more of the following mechanisms: general obligation bonds, revenue bonds, notes payable or capital leases. It is estimated that by April 2004, outstanding bonds, notes and capital leases will approximate $1.112 billion: $142.6 million in general obligation bonds, $526.2 million in revenue bonds, $261.5 million in KCMAC capital leases, $25.7 million in equipment leases and $156.0 million in other limited obligations.

OUTSTANDING BONDS AND CAPITAL LEASES
AS OF APRIL 30, 2004



OUTSTANDING BONDS AND CAPITAL LEASES
(IN MILLIONS)

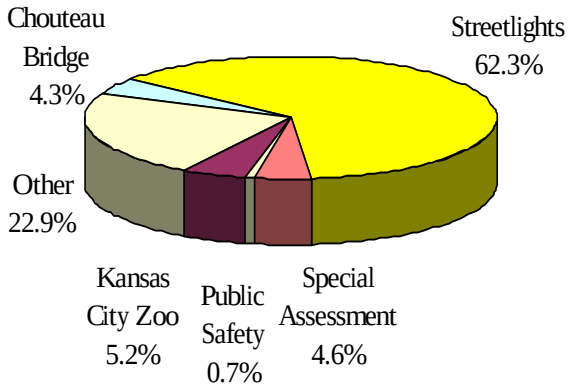


General Obligation Bonds

General obligation bonds have increased in recent years with voter approval of public safety, zoo, sanitary sewer, Chouteau Bridge and streetlight project bonds.

The first and second series (1989 and 1991A) of the $39.7 million in public safety bonds authorized by voters in November 1988 total $36.0 million. The $36.0 million financed equipment purchases and construction and renovation of facilities for the Police and Fire Departments. An additional $3.7 million in public safety bonds were sold in 1995-96. The Series 1989 G.O. bonds were fully paid in FY 2000. The Series 1991A and Series 1992 were advance-refunded in FY 1998-99 and was called for redemption in FY 2001 and FY 2003, respectively.

Outstanding General Obligation Bonds as of April 30, 2004



The first and second series of general obligation bonds (Series 1991 and 1992) for design and construction of a new zoo exhibit totaled $50.0 million. The $50.0 million bond sale, an additional $21.0 million from the city's capital improvements sales tax, zoo admission fees and support from the Friends of the Zoo provided the construction funds for a new zoo twice the size of the old one. The Series 1991 and 1992 bonds were refunded in fiscal year 1998-99. The series 1991 bonds were then redeemed in FY 2000-01 and the series 1992 bonds will be called in FY 2002-03.

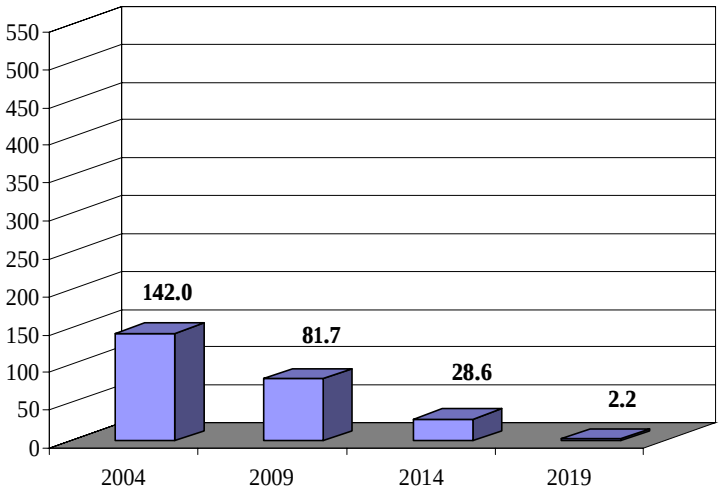
In November 1988, voters approved an authorization to sell up to $30.0 million in general obligation bonds for sanitary sewer purposes. Bonds for sewer special assessment projects financed sewer improvements in developed areas. In April 1997, $5.7 million of sanitary sewer bonds were issued to refund portions of Series 1991 and 1996A. The net present value savings derived from the refunding was $1.2 million. The first, second and third series of sanitary sewer bonds total $17.1 million. The City Charter limits the use of authorized general obligation bonds for a period of twelve years immediately following such approval. Hence, the authorization for the remaining but unissued sewer bonds of $12.9 million expired in November 2000.

Chouteau Bridge Project general infrastructure bonds were authorized in August 1996 and total $10.1 million. Proceeds from these bonds paid the city's share of the cost of designing and constructing a replacement for the Chouteau Bridge which opened in December 2001.

In April 1997, voters authorized the issuance of up to $110.0 million for the purchase of an existing street lighting system from Kansas City Power & Light Company and construction of an upgraded and expanded street light system. The City has issued Series 1997B, 2000A and 2002A bonds for $40.0 million, $59.3 million and $10.7 million, respectively. In April, 2002, the city sold $10.7 million in general obligation bonds to complete the streetlight purchase, upgrade and expansion project begun in 1997. These bonds will be retired in FY 2021-22.

In Fiscal Year 1998-99, refunding bonds in the amount of $48.5 million were issued for the purpose of refunding General Obligation bonds Series 1991A and 1992. The refunding of these bonds allowed the City

Outstanding Year End Balance Summary General Obligation Bonds (In Millions)



to realize net present value savings of $2.6 million.

In August, 2002, the city sold $695,000 in Neighborhood Improvement District General Obligation Bonds for the purpose of improving street pavement, drainage, and lighting associated with the Janssen Place historic neighborhood. These bonds will be repaid by an annual assessment to the benefitting property owners.

In November 2002, voters authorized the sale of up to $35 million in General Obligation Bonds for the purpose of addressing downtown infrastructure (45%) and deferred maintenance (55%). It is anticipated that the first sale of $17.5 million of these bonds will be sold in early in FY 2003-04.

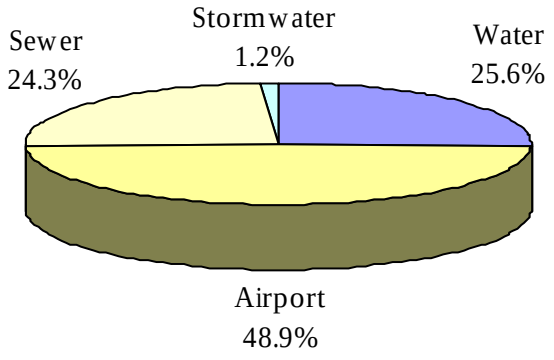
The principal amount outstanding for General Obligation Bonds is estimated to be $142.6 million in April 2004.

Revenue Bonds

In August 1996, voters approved the issuance of $150.0 million of waterworks revenue bonds. From December 1996 to April 2002 a total of $84.9 million in bonds were sold to finance extensions and improvements of the Water System of the City.

In September 1996, $45.6 million in water refunding revenue bonds were issued to refund $45.1 million in

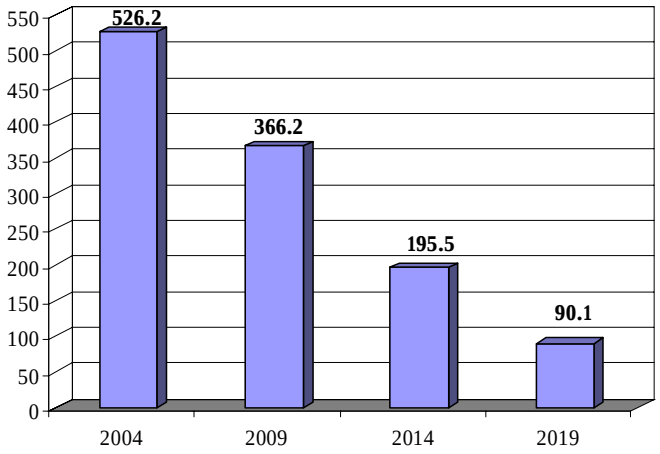
Outstanding Revenue Bonds
As of April 30, 2004



Water Revenue Bonds 7th Issue, Series A & B bonds maturing in the years 1996 to 2009. This refunding obtained a net present value savings of $3.9 million. In May 1998, $38.3 million in refunding bonds were issued for the partial redemption of the 1992 and 1994 issues and obtained a net present value savings of $2.2 million. In April 2002, a total of $17.5 million in water revenue bonds were sold to finance improvements to the water system.

The City issues wastewater revenue bonds to finance

Outstanding Year End Balance Summary
Revenue Bonds and Loans



the extension and improvement of the sewerage system. In 1992, $11.3 million in sewer system bonds, $9.5 million from a 1960 authorization and $1.8 million from the $66.0 million authorized in March 1988, were sold. From the 1988 authorization, additional sales of $64.2 million in sewer revenue bonds were made from 1995 to 1997. In November 1997, voters authorized the issuance of up to $125.0 million in wastewater revenue bonds. From April 1998 to November 2002, a total of $79.0 million of these bonds have been sold. In August 2001, the city refunded all outstanding Series 1992 bonds in order to achieve a net present value savings of $1.2 million. In FY 2001-02, the Missouri State Environmental Improvement and Energy Resources Authority (EIERA) and the Missouri Department of Natural Resources (DNR) refunded their State Revolving Fund Program sewer revenue bonds. These refunded bonds were used to purchase the City's sewer revenue bonds. This transaction resulted in a net present value savings of $1.2 million to the city as well.

In December 2000, the City entered into a $1.3 million

loan agreement with the Missouri Department of Natural Resources for the purpose of providing matching funds for grants from the State of Missouri. In February 2002, the city entered into a loan agreement for an additional $5.9 million in stormwater loans from the Missouri Department of Natural Resources. In addition to the loan, an additional $2.5 million in stormwater grant funds will be provided to the department. These loan proceeds and grants will finance the planning, acquisition, construction, repair, rehabilitation or extension of the City's stormwater system. Outstanding stormwater loans are projected to total $6.5 million as of April 30, 2004.

In August 1988, $330.0 million in airport revenue bonds were authorized. From September 1989 to November 1994, $266.8 million of the $330.0 million in authorization were sold. These bonds financed the construction of a new runway, two garage facilities as well as building and grounds improvements. There have also been three series of refunding bonds issued, Airport Refunding Revenue Bonds, Series 1995, 1997, and 1999. These bonds refunded Series 1987, 1989A, 1989B, and 1994B Airport Revenue Bonds to obtain net present value savings of $6.1 million.

In August 2000, voters authorized the issuance of up to $395.0 million in additional revenue bonds for the purpose of acquiring land and constructing, extending, improving and equipping the City's airports. In December 2000, the City issued $10.0 million of these bonds to finance the Consolidated Airport Rental Car Facility Project. The sale of approximately $135.9 million in airport revenue bonds is anticipated to be issued in FY 2002-03 to complete the terminal renovation project and economy parking projects.

Outstanding bonds for water, sewer, stormwater loans, and airport purposes are projected to total $526.2 million as of April 2004.

Water bond covenants require that the water system meet an annual rate covenant. Net revenues must exceed annual debt service by 1.1 times on all outstanding bonds. An analysis of five years of historical data indicates that the debt coverage ratio for water bonds ranged from 1.2 to 2.1 times.

Sewer bond covenants require that the sewer system meet the same 1.1 coverage. The same analysis of sewer bond coverage indicates net revenues have been greater than the required 1.1 coverage, with net revenues covering debt 1.6 to 1.8 times.

Table 1: Net Revenue to Debt Ratio

Year	Water	Sewer	Airport
1998	1.8	1.6	2.8
1999	2.1	1.8	3.1
2000	2.0	1.6	2.9
2001	1.8	1.7	3.1
2002	1.2	1.6	1.8

Airport bond covenants require that the airport meet an annual rate covenant as well. Net revenues must exceed annual debt service by 1.0 times on all outstanding bonds. In the last five years, net revenues have covered debt by 1.8 to 3.1 times.

KCMAC Capital Leases

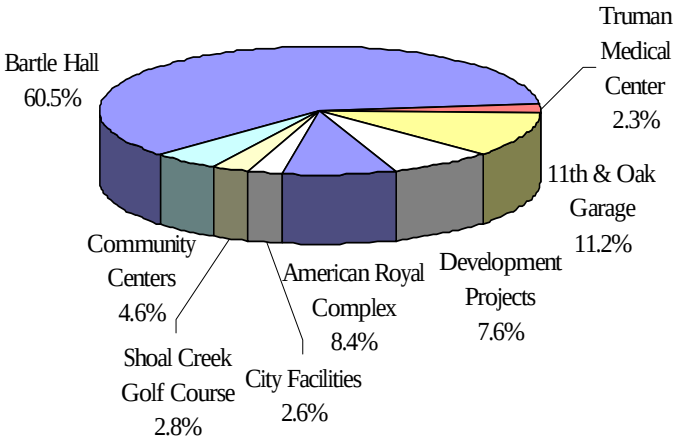
The capital lease is a rapidly growing financing mechanism in Kansas City. In April 1973, the city began to pay the Jackson County Sports Authority for bonds used to finance the American Royal Arena. In 1991-92, the city refinanced $5.3 million of Jackson County Sports Authority debt. As of April 30, 2004, the outstanding capital lease principal of these bonds is estimated to be $1.0 million. The KCMAC Series 1992A bonds are scheduled to be retired in FY 2004-05.

The City began to use capital lease financing through the Kansas City Municipal Assistance Corporation (KCMAC) in 1985 with the financing of the $15 million Bartle Hall North project. State authorized legislation and voter approval to increase the hotel/motel and restaurant taxes provided the funds to further expand the Bartle Hall Convention Complex. In September 1990 and May 1991, $162.9 million in capital lease bonds were issued for this purpose. In November 1995, $34.2 million in bonds were issued to refinance the Series 1990B1 and 1990B2 bonds, and in February 1996, an additional $137.3 million in bonds were issued to refinance Series 1991B bonds. The total net present value savings obtained from the refinancing was $5.1

million. As of April 30, 2004, the outstanding principal for this project is estimated to be $159.4 million.

The KCMAC capital lease bonds for renovation of the Barney Allis Plaza were refunded in 1995. The refunding issue for Barney Allis Plaza was part of the Bartle Hall Refunding Bonds, Series 1995A.

Outstanding KCMAC Capital Leases
As of April 30, 2004



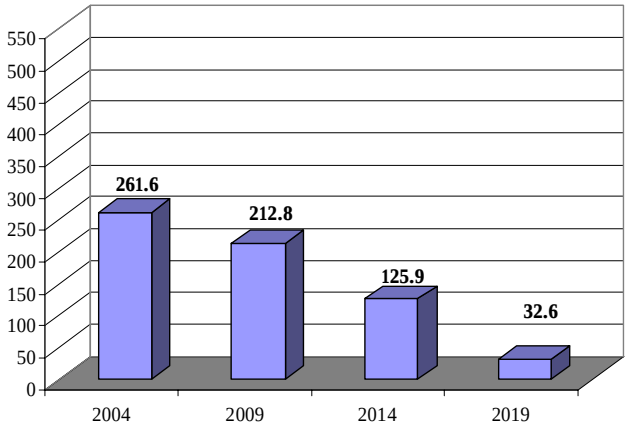
In October 1992, KCMAC issued $22.3 million in improvement and refunding bonds to finance the following: renovation of Swope Ridge Geriatric Center; acquisition of the Agnes Building; and refunding of the 1987 Municipal Service Center Bonds. The KCMAC Series 1992B bonds are scheduled to be retired in FY 2007-08.

The City Council approved a KCMAC bond issue totaling $42.3 million in 1994-95. These bonds were issued to finance the following projects: six new community centers, Northland road projects, Broadway and Southwest Boulevard streetscapes, Tiffany Springs Park, and Parkway, Palestine and 18th and Vine area improvements and the hazardous materials fire station. Debt service for these projects is paid by the capital improvement sales tax, and a $12.50 vehicle license fee on vehicles registered in the city. Outstanding principal of $12.2 million as of April 30, 2003 on the KCMAC Series 1994B is scheduled to be retired by FY 2013-14.

In August 1996, the city issued KCMAC leasehold revenue bonds to finance the renovation of Kemper Arena and Municipal Auditorium. The total amount of bonds issued for this project was $20.0 million. Outstanding debt for this issue is anticipated to total $19.3 million in April 2004 and is scheduled to be retired in FY 2015-16.

In August 1998, the city issued $8.6 million of refunding bonds to fully refund the KCMAC Truman Medical Center Series 1991A bonds. The total net present value savings obtained from the refinancing was $0.6 million. The refunded bonds were initially issued to construct an office building and parking facility for Truman Medical Center. As of April 30, 2004, the principal outstanding on these bonds will total $6.2 million with a scheduled retirement date in FY 2011-12. These bonds are repaid by an annual lease payment from Truman Medical Center. On the same date, the city issued more KCMAC leasehold revenue bonds in the principal amount of $7.4 million. The bonds financed the construction of the Shoal Creek golf course at Hodge Park which opened in 2001. Golf course user fees provide the debt service payment for this series with all debt scheduled to be retired in FY 2018-19.

Outstanding Year End Balance Summary
KCMAC Capital Leases



In May 1999, leasehold revenue bonds financed the land acquisition of a new municipal parking garage at 11th and Oak ($5.9 million) and the purchase of 1,833 existing streetlights from Missouri Public Service ($2.0 million). In May 2001, the KCMAC issued $24.9 million of leasehold revenue bonds to finance the construction of the municipal parking garage. Debt service for the 11th and Oak Parking Garage will be provided by a portion of the city's parking meter revenues, space rentals in the facility, and the city's General Fund.

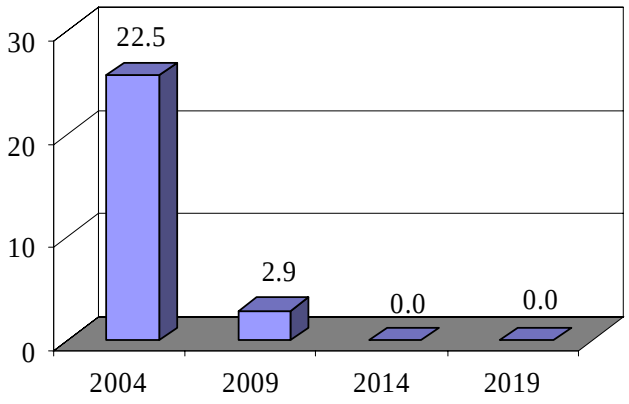
In September 2001, the City issued tax-exempt and taxable leasehold revenue bonds in the par amount of $20.2 and $0.54 million of leasehold revenue bonds. The bond proceeds will finance three separate public infrastructure projects: Prospect North Project which constructs a portion of Maplewoods Parkway; Zona Rosa, a development project which is to construct Northwest Prairie View Road; and Fairyland Redevelopment Project which constructs public infrastructure for housing and commercial activities at 75th and Prospect in the city.

In the spring of 2003, the city will issue up to $60 million in KCMAC bonds for the purpose of defeasing the KCMAC Series 1994B (Community Centers) in the amount of $14.5 million; a total of $30 million for the purchase and implementation of an Enterprise Resource Planning (ERP) system to improve the finance, payroll, tax collection and human resources applications utilized by City personnel in City operations; and up to $12 million for additional infrastructure improvements in the general area of Barry Road, N. Congress Avenue, and M-152 associated with the Zona Rosa commercial development.

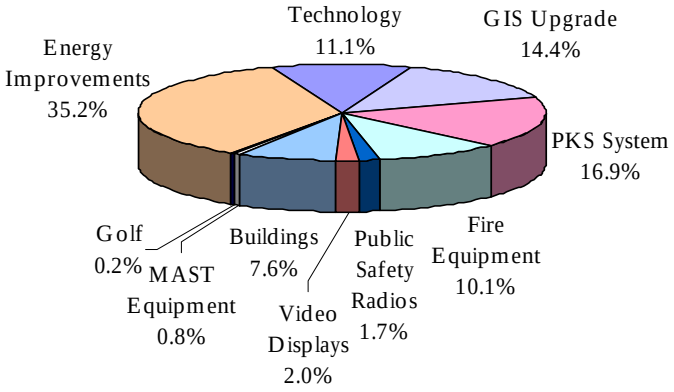
Municipal Lease Purchase Agreements

The City has used lease purchase agreements as a method to finance the procurement of capital assets. The City has utilized lease purchase agreements to finance the Kemper Arena scoreboard, replace aging

Outstanding Year End Balance Summary
Lease-Purchase Agreements



Outstanding Lease-Purchase Agreements
As of April 30, 2004



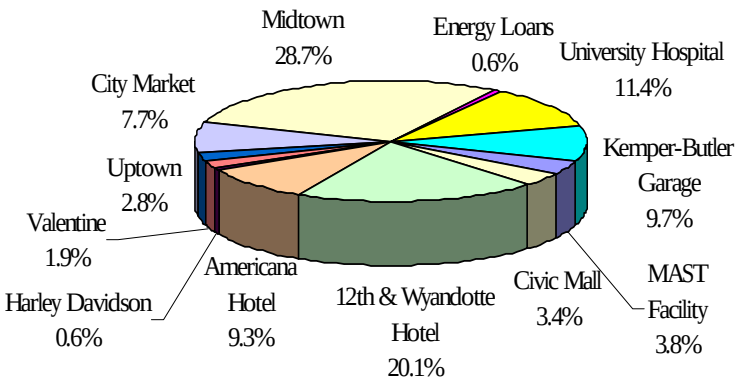
vehicle equipment, purchase computers and telecommunications equipment, funded a portion of the cost of the capital construction management software system known as Project Knowledge, install an energy management system, purchase buildings for the Police and Parks & Recreation Departments, finance the police and fire Radio Enhancements Project, and finance the purchase of defibrillators for the Metropolitan Ambulance Services Trust (MAST).

In FY 2002-03, the city entered into lease purchase agreements to upgrade the city's mainframe computer, a new fire truck, and an upgrade of the city's Geographic Information System. Outstanding debt for these lease agreements is anticipated to total $25.7 million by April 30, 2004.

Other Limited Obligations

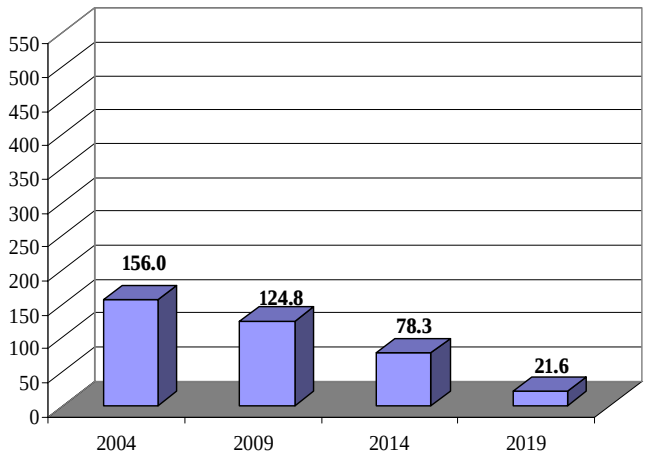
The City Council has approved several redevelopment plans for blighted areas of the city. They determined it was desirable for the city to assist in financing these projects through the issuance of lease revenue bonds. These projects were as follows: the Civic Mall, the 13th & Wyandotte Hotel, the Muehlebach Hotel Redevelopment Plans, the Midtown Redevelopment Project, Uptown Theater Project and the Valentine Redevelopment Project. The total amount of bonds sold to finance these projects was $113.1 million. The hotels bonds were issued through Land Clearance for Redevelopment Authority (LCRA) and the others were issued through the Missouri Development Finance Board (MDFB). It is anticipated that Tax Increment Finance (TIF) revenues will be

Outstanding Limited Obligations
As of April 30, 2004



allocated by the City and the TIF Commission to pay a portion of the debt service. The outstanding debt for these bonds is expected to total $103.2 million in 2004.

Outstanding Year End Balance Summary
Limited Obligation and Notes
(In Millions)



In January 1996, the city issued through the MDFB, $8.3 million in leasehold revenue bonds, which financed the renovation of the Metropolitan Ambulance Services Trust (MAST) ambulance service facility. The outstanding debt for this bond issue is anticipated to total $5.8 million in April 2004. Debt service for this issue is provided by the city's General Fund with a small contribution by MAST. Debt is scheduled to be retired in FY 2015-16.

A $1.5 million loan from MDFB was used to provide funds for the construction of the Harley-Davidson Motor Company Project. The outstanding debt on this financing is anticipated to total $1.0 million in April 2004.

The City has an agreement with the Planned Industrial Expansion Authority (PIEA) concerning the redevelopment of the City Market. In conjunction with this redevelopment, the PIEA issued $11.5 million in lease revenue bonds. In September 1998, these bonds were refunded by issuing $15.0 million in refunding bonds achieving a net present value savings of $0.4 million. These bonds are funded through the city's capital improvement program with gaming funds and are scheduled to be retired in FY 2014-15.

In June 2001, PIEA also issued taxable leasehold revenue bonds to finance the design and construction of a three-story public parking facility containing 988 parking spaces to serve the needs of Kemper Arena and Hale Arena and to serve businesses locating in the Central Industrial District in the vicinity of 16th and Genessee in the City. The anticipated bonds outstanding in April 2004 is $15.1 million. These bonds will be repaid by parking rentals at the new garage and the city's General Fund.

In March 2001, the Industrial Development Authority (IDA) of the City of Kansas City, Missouri issued $18.3 million of taxable leasehold revenue bonds. The proceeds were used to finance the redevelopment of the University Hospital. The project consists of refinishing the building into office and storage space for the City and converting the old bed tower into 224 residential units. City leases totaling $819,000 per year and multifamily lease income are expected to pay debt service on the bonds.

Energy loans totaling $1.60 million from the Missouri Department of Natural Resources were secured in July 2000 and December 2001. The proceeds from the first loan were used to convert mercury vapor lights into energy efficient high pressure sodium vapor lights. The second was used to replace 150-watt incandescent red lamps found in traffic signals with new, energy saving, 14-watt LED lamps. This debt service is paid by energy savings from the new streetlights and traffic signals.

DEBT BURDEN RATIOS

In an effort to monitor the City's ability to finance capital projects funded through long-term obligations, an analysis of debt burden ratios has been prepared. This analysis includes all debt issues as of April 30, 2002. The City's current debt ratio status, as it relates to general obligation debt, capital leases, overlapping debt and other limited obligations can be found in the following table. The tables on the following pages provide tabular information on municipal debt.

Table 2: Debt Burden Ratios	Status on April 30, 2002
Outstanding Debt per Capita	
General Obligation Debt	$371
General Obligation, Capital Leases and Other Ltd. Obligation	$1,446
General Obligation, Capital Leases, Other Ltd. Obligation and Overlapping Debt	$2,699
Debt Outstanding as a Percent of True Market Value of Property	
General Obligation Debt	0.75%
General Obligation, Capital Leases and Other Ltd. Obligation	2.93%
General Obligation, Capital Leases, Other Ltd. Obligation and Overlapping Debt	5.47%
Debt per Capita as a Percent of per Capita Income	
General Obligation Debt	1.53%
General Obligation, Capital Leases and Other Ltd. Obligation	5.98%
General Obligation, Capital Leases, Other Ltd. Obligation and Overlapping Debt	11.15%
Debt Service as a Percent of General Municipal Fund Expenditures	
General Obligation Debt	2.74%
General Obligation, Capital Leases and Other Ltd. Obligation	8.76%
Percentage of Debt Outstanding Retired in 10 years	
General Obligation Debt	72.00%
Capital Leases and Other Ltd. Obligation	52.00%

Municipal Debt Table I
Bonded Indebtedness by Fund

	Outstanding Bonds 4/30/2002	Redemptions 2002-03	Bonds Sold 2002-03 (as of 12/31/02)	Outstanding Bonds 4/30/2003	Authorized But Unissued 12/31/2002	Redemptions 2003-04	Outstanding Bonds 4/30/2004
Total All Funds	$ **723,753,100**	$ **37,352,000**	$ **22,695,000**	$ **709,096,100**	$ **600,080,000**	$ **40,230,900**	$ **668,865,200**
General Obligation Bonds	$ 164,150,000	$ 10,855,000	$ 695,000	$ 153,990,000	$ 35,700,000	$ 11,360,000	$ 142,630,000
General Debt and Interest Fund	58,281,000	5,499,000	--	52,782,000	35,700,000	5,784,000	46,998,000
Sewer Special Assessment Fund	8,604,000	1,066,000	--	7,538,000	--	1,076,000	6,462,000
							--
Streetlight Project Fund	97,265,000	4,265,000	--	93,000,000	----	4,475,000	88,525,000
Neighborhood Improvement District	--	25,000	695,000	670,000	----	25,000	645,000
Utility Funds	$ 559,603,100	$ 26,497,000	$ 22,000,000	$ 555,106,100	$ 559,380,000	$ 28,870,900	$ 526,235,200
Water							
Revenue Bonds	153,470,000	8,970,000	--	144,500,000	65,090,000	9,605,000	134,895,000
Kansas City Airports Revenue Bonds							
and PFC Airport Revenue Bonds	278,265,000	10,325,000	--	267,940,000	448,240,000	10,790,000	257,150,000
Host Special Facility Fund							
Revenue Bonds	--	--	--	--	--	--	--
Sewer							
Revenue Bonds	120,785,000	6,885,000	22,000,000	135,900,000	46,050,000	8,165,000	127,735,000
Storm							
Revenue Loan	7,083,100	317,000	--	6,766,100	--	310,900	6,455,200
Museum Fund	$ --	$ --	$ --	$ --	$ 5,000,000	$ --	$ --
Museum							
Revenue Bonds	--	--	--	--	5,000,000	--	--

Municipal Debt Table II
Debt Service Requirements by Fund
All Funds

	Redemptions 2003-04	Interest Requirements 2003-04	Fiscal Fee Requirements 2003-04	Total Debt Requirements 2003-04
Total Requirements - All Funds	**$ 40,230,900**	**$ 36,824,697**	**$ 682,698**	**$ 77,738,295**
General Municipal Funds	$ 10,284,000	$ 7,516,416	$ 4,700	$ 17,805,116
General Obligation Bonds				
General Debt and Interest Fund	5,784,000	2,522,608	2,250	8,308,858
Streetlight Debt Fund	4,475,000	4,966,968	1,450	9,443,418
Neigborhood Improvement District	25,000	26,840	1,000	52,840
Utility Funds*	$ 28,870,900	$ 28,878,665	$ 642,998	$ 58,392,563
Water Fund				
Revenue Bonds	9,605,000	7,246,114	1,600	16,852,714
Kansas City Airports Fund				
Revenue Bonds	7,200,000	7,663,666	27,870	14,891,536
Kansas City PFC Fund				
Revenue Bonds	3,590,000	6,826,000	5,000	10,421,000
Sewer Fund				
Revenue Bonds	8,165,000	7,033,462 **	606,628 **	15,805,090
Storm Water Fund				
Loan	310,900	109,423	1,900	422,223
Special Assessment Funds	$ 1,076,000	$ 429,616	$ 35,000	$ 1,540,616
Sewer Special Assessment Fund				
General Obligation Bonds	1,076,000	429,616 **	35,000 **	1,540,616

*The Utility Funds portion of this table only reflects the debt service requirements on bonds issued as of December 31, 2002. This amount may vary from the amounts budgeted for fiscal year 2002-2003 if the requesting departments include funding for debt service requirements for bonds anticipated to be issued in fiscal year 2004.

**This amount reflects gross interest amount due, and does not include any interest credits as provided under the Missouri State Revolving Fund Program.

*** This includes projected Missouri Department of Natural Resources and trustee fees.

Municipal Debt Table III
Bonded Indebtedness by Purpose

	Outstanding Bonds 4/30/2002	Redemptions 2002-03	Bonds Sold 2002-03 (as of 12/31/02)	Outstanding Bonds 4/30/2003	Authorized But Unissued 12/31/2002	Redemptions 2003-04	Outstanding Bonds 4/30/2004
Total All Funds	**$ 723,753,100**	**$ 37,352,000**	**$ 22,695,000**	**$ 709,096,100**	**$ 600,080,000**	**$ 40,230,900**	**$ 668,865,200**
General Obligation Bonds	$ 164,150,000	$ 10,855,000	$ 695,000	$ 153,990,000	$ 35,700,000	$ 11,360,000	$ 142,630,000
Public Safety	18,515,000	2,455,000	- - -	16,060,000	- - -	2,555,000	13,505,000
Kansas City Zoo	32,255,000	2,415,000	- - -	29,840,000	- - -	2,575,000	27,265,000
Chouteau Bridge	7,335,000	585,000	- - -	6,750,000	700,000	610,000	6,140,000
General Debt & Interest Portion	176,000	44,000	- - -	132,000	35,000,000	44,000	88,000
Sanitary and Storm Sewers	8,604,000	1,066,000	- - -	7,538,000	- - -	1,076,000	6,462,000
Streetlight	97,265,000	4,265,000	- - -	93,000,000	- - -	4,475,000	88,525,000
Neighborhood Improvement District	- - -	25,000	695,000	670,000	- - -	25,000	645,000
Revenue Bonds	$ 559,603,100	$ 26,497,000	$ 22,000,000	$ 555,106,100	$ 559,380,000	$ 28,870,900	$ 526,235,200
Water	153,470,000	8,970,000	- - -	144,500,000	65,090,000	9,605,000	134,895,000
Sewer	120,785,000	6,885,000	22,000,000	135,900,000	46,050,000	8,165,000	127,735,000
Airports (including PFC Bonds)	278,265,000	10,325,000	- - -	267,940,000	448,240,000	10,790,000	257,150,000
Special Facility	- - -	- - -	- - -	- - -	- - -	- - -	- - -
Storm Water Loan	7,083,100	317,000	- - -	6,766,100	- - -	310,900	6,455,200
Museum Bonds	$ - - -	$ - - -	$ - - -	$ - - -	$ 5,000,000	$ - - -	$ - - -
Kansas City Museum	- - -	- - -	- - -	- - -	5,000,000	- - -	- - -

Municipal Debt Table IV
Debt Service Requirements by Purpose
All Funds

	Redemptions 2003-04	Interest Requirements 2003-04	Fiscal Fee Requirements 2003-04	Total Debt Service Requirements 2003-04
Total Requirements - All Funds	**$ 40,230,900**	**$ 36,824,697**	**$ 682,698**	**$ 77,738,295**
General Obligation Bonds	$ 11,360,000	$ 7,946,032	$ 39,700	$ 19,345,732
Public Safety	2,555,000	746,049	850	3,301,899
Kansas City Zoo	2,575,000	1,460,525	- - -	4,035,525
Chouteau Bridge	610,000	314,108	700	924,808
1997 Refunding General & Debt Portion	44,000	1,927	700	46,627
Neighborhood Improvement District (NID)	25,000	26,840	1,000	52,840
Sanitary and Storm Sewers	1,076,000	429,616 **	35,000 ***	1,540,616
Streetlight	4,475,000	4,966,968	1,450	9,443,418
Revenue Bonds*	$ 28,870,900	$ 28,878,665	$ 642,998	$ 58,392,563
Water	9,605,000	7,246,114	1,600	16,852,714
Sewer	8,165,000	7,033,462 **	606,628 ***	15,805,090
Airports (including PFC Revenue Bonds)	10,790,000	14,489,666	32,870	25,312,536
Storm Water Loan	310,900	109,423	1,900	422,223

*The Utility Funds portion of this table only reflects the debt service requirements on bonds issued as of December 31, 2002. This amount may vary from the amounts budgeted for fiscal year 2003-2004 if the requesting departments include funding for debt service requirements for bonds anticipated to be issued in fiscal year 2004.

**This amount reflects gross interest amount due, and does not include any interest credits as provided under the Missouri State Revolving Fund Program.

*** Includes projected Missouri Department of Natural Resources and trustee fees.

Municipal Debt Table V
Indebtedness by Purpose
Capital Lease / Other Ltd. Obligation Bonds

	Debt 4/30/2002	Principal 2002-03	Sales 2002-03 (as of 12/31/02)	Actual Debt 4/30/2003	Principal 2003-04	Estimated Debt 4/30/2004
Total All Funds	$ **476,164,128**	$ **21,415,555**	$ **11,496,606**	$ **466,245,179**	$ **22,955,222**	$ **443,289,957**
Equipment Leases	$ **30,825,860**	$ **8,458,683**	$ **11,496,606**	$ **33,863,783**	$ **8,199,136**	$ **25,664,647**
Fire Equipment 1997	4,583,361	1,255,298	--	3,328,063	1,324,787	2,003,276
Municipal Auditorium Video Displays 1998	471,126	106,875	--	364,251	115,608	248,643
Kemper Arena Video Displays 1998	517,104	117,305	--	399,799	126,890	272,909
Energy Management Johnson Controls 1 & 2	9,179,280	1,121,179	--	8,058,101	1,179,276	6,878,825
Police Crime Lab 1998	531,226	229,129	--	302,098	240,239	61,858
Police Radio Enhancement 1998	1,388,983	971,306	--	417,677	417,677	--
Parks & Recreation Bldg. Refinancing 1999	1,084,659	180,092	--	904,567	188,732	715,835
PBX System 1999	1,420,919	307,200	--	1,113,719	323,258	790,461
Police Radio Enhancement 2000	1,518,506	528,022	--	990,484	555,285	435,199
Swope Parkway Building	1,564,918	193,238	--	1,371,680	202,559	1,169,121
Key Corp PC Life Cycle	498,556	463,395	--	35,161	35,161	--
IBM PC Life Cycle	2,078,159	888,856	--	1,189,302	874,810	314,492
CPU	398,370	316,170	532,531	614,731	207,811	406,920
Golf Equipment	95,856	21,830	--	74,026	22,863	51,163
Lotus Financing 2002	212,309	212,309	--	--	--	--
Johnson Control 2002	2,633,558	228,975	--	2,404,583	239,685	2,164,898
PKS System	2,303,487	1,191,039	4,566,497	5,678,946	1,331,535	4,347,410
IBM Enterprise License Agreement 2002	--	31,146	1,710,397	1,679,251	353,862	1,325,390
Fire Truck 2002	--	27,077	661,681	634,604	55,837	578,766
GIS 2002	--	--	4,025,500	4,025,500	331,983	3,693,517
MAST Defibrillators	345,484	68,243	--	277,241	71,278	205,963

Municipal Debt Table V
Indebtedness by Purpose
Capital Lease / Other Ltd. Obligation Bonds

	Debt 4/30/2002	Principal 2002-03	Sales 2002-03 (as of 12/31/02)	Actual Debt 4/30/2003	Principal 2003-04	Estimated Debt 4/30/2004
Table V Continued						
Capital Leases	$ **388,532,937**	$ **11,770,000**	$ **--**	$ **376,762,937**	$ **13,069,956**	$ **363,692,981**
Bartle Hall Expansion	170,112,937	5,880,000	--	164,232,937	4,874,956	159,357,981
Truman Medical Center (Refunding Bonds)	7,215,000	520,000	--	6,695,000	545,000	6,150,000
American Royal Arena / Jackson Co. /Kemper	22,760,000	1,165,000	--	21,595,000	1,225,000	20,370,000
Imp. and Refunding (Blue River, Swope Ridge, etc.)	7,930,000	1,135,000	--	6,795,000	1,200,000	5,595,000
Community Centers	13,685,000	705,000	--	12,980,000	745,000	12,235,000
MAST Facility	6,500,000	325,000	--	6,175,000	340,000	5,835,000
Municipal Aud. and Americana Hotel	14,960,000	200,000	--	14,760,000	290,000	14,470,000
Municipal Aud. and Muehlebach Hotel	32,765,000	645,000	--	32,120,000	795,000	31,325,000
PIEA River Market Refunding Bonds	13,295,000	595,000	--	12,700,000	635,000	12,065,000
Civic Mall	5,690,000	190,000	--	5,500,000	200,000	5,300,000
Hodge Park Golf Course	7,335,000	40,000	--	7,295,000	50,000	7,245,000
11th and Oak Parking Garage	30,250,000	180,000	--	30,070,000	685,000	29,385,000
Missouri Public Service Street Lights	1,515,000	190,000	--	1,325,000	200,000	1,125,000
Zona Rosa Project	6,523,252	--	--	6,523,252	128,252	6,395,000
Prospect North Project	11,276,748	--	--	11,276,748	411,748	10,865,000
Fairyland Project	2,945,000	--	--	2,945,000	85,000	2,860,000
Century Towers Project	18,325,000	--	--	18,325,000	280,000	18,045,000
Kemper Garage Project	15,450,000	--	--	15,450,000	380,000	15,070,000
Other Limited Obligations	$ **56,805,331**	**1,186,872**	**--**	**55,618,460**	**1,686,130**	**53,932,329**
Midtown Redevelopment Project	46,400,000	580,000	--	45,820,000	1,040,000	44,780,000
Valentine Redevelopment Project	3,200,000	100,000	--	3,100,000	125,000	2,975,000
Uptown Theater Project	4,660,000	170,000	--	4,490,000	180,000	4,310,000
Harley-Davidson (MDFB Loan Only)	1,257,500	125,000	--	1,132,500	125,000	1,007,500
Energy Loan for Street Light Project	1,287,831	211,872	--	1,075,960	216,130	859,829

Municipal Debt Table VI
Authorized Debt and Amount Issued
(in 000s)

Bond Type/Purpose	Date Authorized	Amount Authorized	Amount Issued: Prior to 2001-02	Amount Issued: 2001-02	Amount Issued: 2002-03	Total Not Issued
General Obligation:						
Chouteau Bridge	August, 1996	10,800	10,100	--	--	700
Downtown & Neighborhood Imp	November, 2002	35,000	--	--	--	35,000
Streetlight & Equipment	April, 1997	110,000	99,295	10,705	--	--
Sub-Total		$ **155,800**	$ **109,395**	$ **10,705**	$ **--**	$ **35,700**
Revenue:						
Kansas City Museum	March, 1988	5,000	--	--	--	5,000
Water Works	August, 1996	150,000	67,410	17,500	--	65,090
Airport	August, 1988	330,000	126,760	140,000	--	63,240
Airport	August, 2000	395,000	10,000	--	--	385,000
Sewer System	November, 1997	125,000	39,950	17,000	22,000	46,050
Sub-Total		$ **1,005,000**	$ **244,120**	$ **174,500**	$ **22,000**	$ **564,380**
Total		$ **1,160,800**	$ **353,515**	$ **185,205**	$ **22,000**	$ **600,080**

In past years, the voters of Kansas City have authorized the City to issue general obligation and revenue bonds to finance various capital improvement projects as shown above. At present, there is a total of $600 million in authorized bonds that remained unissued. Various revenue bonds have been issued to finance capital improvements for the Water, Sewer and Airport systems. General obligation bonds have also been issued to finance Public Safety Projects, a new Zoo, the construction of a new Chouteau Bridge, Sewer Improvement Projects and the Streetlighting Project.

The significant use of this debt financing has enabled the city to address several major capital improvement priorities. However, due to the fact that the budget is limited to showing only the annual cost of repaying the principal and interest on the debt, the specific projects and expenditures are not directly reflected in the document. Municipal Debt Table I summarizes the amount of general obligation and revenue bond indebtedness currently authorized, and the amount outstanding.

Municipal Debt Table VII
Statement of Legal Debt Margin
As of April 30, 2002

	General Obligation Bonds Ordinary	Additional	Total
Assessed Valuation for City, County and State Purposes			$ 5,495,416,000
Constitutional Debt Limit:	**$ 549,541,600**	$ 549,541,600	$ 1,099,083,200
General Obligation Bonds Payable*	$ 58,626,000	$ 105,869,000	$ 164,495,000
Less: Debt Service Fund Balances Available for Retirement of Bonds	$ 11,178,000	$ 3,467,000	$ 14,645,000
Total Amount of Bonds Payable Applicable to Debt Limit	$ 47,448,000	$ 102,402,000	$ 149,850,000
Margin Above Bonds Payable	$ 502,093,600	$ 447,139,600	$ 949,233,200
General Obligation Bonds Authorized - Unissued	$ 700,000	$ --	$ 700,000
Legal Debt Margin	**$ 501,393,600**	**$ 447,139,600**	**$ 948,533,200**

LEGAL DEBT MARGIN

Sections 26(b) and (c) of the Missouri Constitution permit the City, by a vote of qualified electors, to incur indebtedness for City purposes not to exceed 10% of assessed valuation. Sections 26(d) and (e) of the Constitution provide that any city may become indebted not exceeding, in the aggregate, an additional 10% for the purpose of acquiring the right-of-way, constructing, extending and improving streets and avenues and/or waterworks, electric or light plants provided the total general obligation indebtedness does not exceed 20% of assessed valuation. Based on the City's current assessed valuation of $5.495 billion, the Constitution would allow the city to issue as much as $948.5 million in general obligation debt. Although the use of general obligation debt has increased in recent years to fund major infrastructure initiatives, the City remains well below the legal limit. As of April 30, 2002, the City had a general obligation indebtedness of $164.15 million.

* Total additional general obligation bonds include $8.6 million in general obligation bonds for sanitary sewers and $97.265 million of general obligation bonds for the street light project. For the purpose of calculating the legal debt limit, the outstanding balance as of April 30, 2002 under the column "General Obligation Bonds Ordinary" was calculated to include the outstanding balance of Series 1992, which includes the bonds refunded by Series 1998 Crossover Refunding Bonds. Pro-rated refunding bonds outstanding attributable to the Series 1992 Bonds are excluded from the calculation.

Schedule I

All Funds
Comparison of Expenditures by Purpose and Program

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Expenditures by Purpose					
Operating Expenses	$ 585,249,277	$ 640,695,548	$ 637,926,014	$ 648,632,472	$ 638,304,681
Pass Through Payments	59,509,926	62,385,593	66,178,028	66,509,452	59,943,108
Debt Service	109,921,062	81,959,040	95,350,454	94,423,997	102,503,348
Capital Improvements	290,481,366	215,991,928	171,723,551	390,557,947	171,116,349
Contingent Appropriation	- - -	- - -	3,737,000	3,737,000	3,700,000
Total Expenditures by Purpose	**$ 1,045,161,631**	**$ 1,001,032,109**	**$ 974,915,047**	**$ 1,203,860,868**	**$ 975,567,486**
Expenditures by Program					
General Municipal Programs					
Operating Expenses	$ 450,951,889	$ 497,557,386	$ 488,583,387	$ 502,250,601	$ 487,533,326
Pass Through Payments	59,509,926	62,385,593	66,178,028	66,509,452	59,943,108
Debt Service	67,218,988	35,579,990	38,250,319	38,181,762	37,719,043
Capital Improvements	121,542,445	91,373,014	133,793,232	320,315,975	143,693,561
Contingent Appropriation	- - -	- - -	3,737,000	3,737,000	3,700,000
Total General Municipal Programs	**$ 699,223,248**	**$ 686,895,983**	**$ 730,541,966**	**$ 930,994,790**	**$ 732,589,038**
Enterprise Programs					
Operating Expenses	$ 134,297,388	$ 143,138,162	$ 149,342,627	$ 146,325,720	$ 150,771,355
Debt Service	41,069,329	44,741,299	55,511,782	54,653,882	63,186,728
Capital Improvements	167,157,378	123,002,841	36,995,319	67,578,479	25,622,788
Total Enterprise Programs	**$ 342,524,095**	**$ 310,882,302**	**$ 241,849,728**	**$ 268,558,081**	**$ 239,580,871**
Assessment Programs					
Operating Expenses	$ - - -	$ - - -	$ - - -	$ 56,151	$ - - -
Debt Service	1,632,745	1,637,751	1,588,353	1,588,353	1,597,577
Capital Improvements	1,781,543	1,616,073	935,000	2,663,493	1,800,000
Total Assessment Programs	**$ 3,414,288**	**$ 3,253,824**	**$ 2,523,353**	**$ 4,307,997**	**$ 3,397,577**
Total Expenditures by Program	**$ 1,045,161,631**	**$ 1,001,032,109**	**$ 974,915,047**	**$ 1,203,860,868**	**$ 975,567,486**

Schedule II

All Funds
Comparison of Expenditures by Appropriation Unit and Program

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Expenditures by Appr. Unit					
Operating Expenses					
Personal Services	$ 319,019,632	$ 343,246,020	$ 365,103,402	$ 365,320,470	$ 370,461,529
Contractual Services	218,401,064	252,196,447	234,555,623	242,950,995	234,214,992
Commodities	27,923,863	26,045,047	24,951,368	24,414,330	25,799,097
Capital Outlay	19,904,718	19,208,034	13,315,621	15,946,677	7,829,063
Sub-total Operating Expenses	$ 585,249,277	$ 640,695,548	$ 637,926,014	$ 648,632,472	$ 638,304,681
Pass Through Payments	59,509,926	62,385,593	66,178,028	66,509,452	59,943,108
Debt Service	109,921,062	81,959,040	95,350,454	94,423,997	102,503,348
Capital Improvements	290,481,366	215,991,928	171,723,551	390,557,947	171,116,349
Contingent Appropriation	- - -	- - -	3,737,000	3,737,000	3,700,000
Total Expenditures by Appr. Unit	**$ 1,045,161,631**	**$ 1,001,032,109**	**$ 974,915,047**	**$ 1,203,860,868**	**$ 975,567,486**
Expenditures by Program					
General Municipal Programs					
Operating Expenses					
Personal Services	$ 262,309,841	$ 280,825,346	$ 294,892,767	$ 296,301,475	$ 301,032,772
Contractual Services	157,715,833	188,874,881	171,809,756	180,666,331	167,909,743
Commodities	14,624,979	14,016,420	12,272,173	12,847,368	12,844,728
Capital Outlay	16,301,236	13,840,739	9,608,691	12,435,427	5,746,083
Sub-total Operating Expenses	$ 450,951,889	$ 497,557,386	$ 488,583,387	$ 502,250,601	$ 487,533,326
Pass Through Payments	59,509,926	62,385,593	66,178,028	66,509,452	59,943,108
Debt Service	67,218,988	35,579,990	38,250,319	38,181,762	37,719,043
Capital Improvements	121,542,445	91,373,014	133,793,232	320,315,975	143,693,561
Contingent Appropriation	- - -	- - -	3,737,000	3,737,000	3,700,000
Total General Municipal Programs	**$ 699,223,248**	**$ 686,895,983**	**$ 730,541,966**	**$ 930,994,790**	**$ 732,589,038**
Enterprise Programs					
Operating Expenses					
Personal Services	$ 56,709,791	$ 62,420,674	$ 70,210,635	$ 68,962,844	$ 69,428,757
Contractual Services	60,685,231	63,321,566	62,745,867	62,284,664	66,305,249
Commodities	13,298,884	12,028,627	12,679,195	11,566,962	12,954,369
Capital Outlay	3,603,482	5,367,295	3,706,930	3,511,250	2,082,980
Sub-total Operating Expenses	$ 134,297,388	$ 143,138,162	$ 149,342,627	$ 146,325,720	$ 150,771,355
Debt Service	41,069,329	44,741,299	55,511,782	54,653,882	63,186,728
Capital Improvements	167,157,378	123,002,841	36,995,319	67,578,479	25,622,788
Total Enterprise Programs	**$ 342,524,095**	**$ 310,882,302**	**$ 241,849,728**	**$ 268,558,081**	**$ 239,580,871**
Assessment Programs					
Contractual Services	$ - - -	$ - - -	$ - - -	$ 56,151	$ - - -
Debt Service	1,632,745	1,637,751	1,588,353	1,588,353	1,597,577
Capital Improvements	1,781,543	1,616,073	935,000	2,663,493	1,800,000
Total Assessment Programs	**$ 3,414,288**	**$ 3,253,824**	**$ 2,523,353**	**$ 4,307,997**	**$ 3,397,577**
Total Expenditures by Program	**$ 1,045,161,631**	**$ 1,001,032,109**	**$ 974,915,047**	**$ 1,203,860,868**	**$ 975,567,486**

Schedule III

All Funds
Comparison of Expenditures by Fund

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
General Municipal Funds					
General	$ 333,883,512	$ 379,264,735	$ 356,240,729	$ 389,373,701	$ 346,469,890
Museum	1,091,828	1,202,023	1,229,164	1,310,257	1,247,309
East Park	10,124,163	10,493,759	11,473,506	10,735,610	11,707,806
West Park	3,915,754	3,834,985	3,968,033	3,718,335	4,042,088
Golf and Tennis	2,331,093	3,559,487	3,405,187	2,983,818	3,260,247
Motor Fuel Tax	21,026,612	20,378,899	19,661,658	19,638,167	20,976,907
Trafficway Maintenance	1,968,554	1,995,828	2,011,073	2,012,666	2,628,846
Public Mass Transportation	32,294,158	32,095,209	32,760,888	32,282,494	26,571,393
Infrastructure & Maintenance	19,671,872	15,571,922	15,613,469	22,959,079	13,585,000
Local Use Tax	20,678,215	17,672,876	23,605,904	43,371,274	22,106,652
Hodge Park	925,226	2,343,145	3,328,328	3,216,284	3,270,128
Kemper-Butler Garage	- - -	42,858	1,343,187	1,343,187	1,714,146
11th & Oak Garage	- - -	- - -	1,210,448	378,465	2,955,135
Fire Sales Tax	- - -	117,187	17,906,021	18,201,128	17,955,608
Public Safety Sales Tax	- - -	- - -	- - -	- - -	17,955,608
Hazardous Materials	1,769,426	1,905,058	2,034,843	2,063,158	2,117,630
Health Levy	24,815,027	26,634,850	28,964,453	29,847,580	29,574,458
Police Drug Enforcement	2,516,072	2,489,349	2,722,040	2,722,040	2,507,556
Neighborhood Tourist Development	1,275,448	1,357,777	1,465,000	1,535,000	1,765,000
Convention & Tourism	21,017,840	22,440,672	22,675,454	22,277,676	22,924,539
Community Centers	4,269,754	4,352,224	4,694,373	4,481,451	3,842,464
Zoo	8,707,309	7,291,237	4,000,000	4,000,000	4,000,000
Police Grants	7,391,097	5,619,137	4,808,548	6,773,017	5,481,391
Arterial Street Impact Fee	- - -	- - -	3,000,000	1,812,500	2,000,000
Domestic Violence Shelter Operations	511,243	406,243	335,000	335,000	365,000
Governmental Grants	5,272,052	5,117,131	5,395,381	5,580,524	5,835,718
Local Law Enforcement Grant	2,246,075	5,225,107	2,626,304	4,097,184	1,802,000
Community Development	13,175,942	14,399,440	17,168,000	13,972,379	16,651,000
Capital Improvements	37,858,617	37,162,347	61,913,607	195,716,912	64,687,469
Liberty Memorial Project	35,906,612	3,770,802	- - -	11,114,340	- - -
General Debt & Interest	8,300,044	8,530,615	8,486,704	8,482,571	9,438,715
Street Light Debt	7,854,416	9,561,547	9,734,417	9,734,417	9,443,418
Sales Tax Debt	32,870,008	- - -	- - -	- - -	- - -
Special Allocation	15,901,545	22,204,791	33,536,305	31,745,696	29,273,436
Super TIF Americana Hotel	882,098	640,120	1,316,956	1,316,956	1,392,706
Super TIF 12 & Wyandotte	1,688,639	1,737,227	2,497,685	2,447,658	2,618,015
Super TIF Midtown	2,641,058	2,838,615	3,211,340	3,211,340	3,643,500
Super TIF Uptown	327,947	279,726	399,800	399,800	400,200
Super TIF Valentine	- - -	- - -	322,500	322,500	340,600
Super TIF Hotel Phillips	- - -	- - -	786,305	650,234	647,525
Super TIF Savoy Bar & Grill	- - -	- - -	142,715	133,751	215,503
Super TIF Union Hill	- - -	- - -	- - -	- - -	314,927
Convention & Sports Complex	13,606,254	13,804,550	14,031,641	14,031,641	14,244,505
Special Housing Rehabilitation	507,738	554,505	515,000	665,000	615,000
Total General Municipal Funds	**$ 699,223,248**	**$ 686,895,983**	**$ 730,541,966**	**$ 930,994,790**	**$ 732,589,038**

(Schedule III continued on Next Page)

Schedule III

All Funds
Comparison of Expenditures by Fund

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Enterprise Funds					
Water	$ 92,651,332	$ 88,191,012	$ 74,983,666	$ 74,896,935	$ 74,871,857
Sewer	45,314,407	47,349,978	49,899,694	69,536,470	51,606,599
Stormwater	6,468,930	6,887,843	7,714,527	8,330,919	7,926,105
Kansas City Airports	192,904,273	157,200,656	90,144,699	96,686,615	89,956,497
Passenger Facility Charge Operating	- - -	7,566,667	18,385,000	18,385,000	14,500,000
T.W.A. Special Facilities - 1971	3,881,324	- - -	- - -	- - -	- - -
Host International Facility	509,458	2,215,191	- - -	- - -	- - -
Convention Center Garages	794,371	1,470,955	722,142	722,142	719,813
Total Enterprise Funds	**$ 342,524,095**	**$ 310,882,302**	**$ 241,849,728**	**$ 268,558,081**	**$ 239,580,871**
Assessment Funds					
Revolving Public Improvement	$ 1,781,543	$ 1,616,073	$ 935,000	$ 2,719,644	$ 1,800,000
Sewer Special Assessment	1,632,745	1,637,751	1,588,353	1,588,353	1,540,615
NID GO Bond Fund	- - -	- - -	- - -	- - -	56,962
Total Assessment Funds	**$ 3,414,288**	**$ 3,253,824**	**$ 2,523,353**	**$ 4,307,997**	**$ 3,397,577**
Total Expenditures - All Funds	**$ 1,045,161,631**	**$ 1,001,032,109**	**$ 974,915,047**	**$ 1,203,860,868**	**$ 975,567,486**

Schedule IV

All Funds
Comparison of Expenditures by Department

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Expenditures by Department					
Aviation	$ 199,845,055	$ 166,982,514	$ 108,045,121	$ 115,071,615	$ 104,456,497
Boards of Elections	1,748,399	2,118,214	2,719,872	2,719,872	1,626,654
City Development	13,095,474	14,727,281	10,712,437	16,292,332	11,535,445
Codes Administration	6,205,854	6,926,374	7,136,354	6,997,911	7,398,763
Contingent Appropriation	15,901,545	22,204,791	40,966,551	39,066,681	35,151,391
Convention & Entertainment Ctrs.	22,569,238	21,805,827	22,852,024	22,680,949	24,053,025
Convention and Tourism	8,735,448	8,943,244	9,325,000	9,465,000	9,825,000
Debt Service	73,871,079	42,758,966	45,838,672	45,826,266	47,316,620
Environmental Management	15,860,401	20,814,857	15,929,762	16,777,831	16,282,666
Finance	8,666,155	10,015,821	10,315,095	11,663,917	10,461,031
Fire	66,524,987	71,312,166	90,808,380	93,350,792	92,078,547
Health	13,209,402	12,948,055	13,626,203	13,543,948	13,395,382
Health & Medical Care	36,621,128	37,568,586	32,227,928	32,609,560	32,540,675
Housing and Comm. Dev.	17,954,003	17,137,587	18,756,883	19,865,570	17,420,744
Human Relations	1,214,152	1,336,413	1,320,071	1,425,829	1,324,123
Human Resources	2,533,480	2,474,887	2,636,203	2,538,259	2,927,378
Information Technology	11,679,942	12,094,893	11,430,381	13,233,487	12,876,109
Law	2,934,894	3,072,965	3,099,320	2,980,994	2,801,351
Legislative Assistance	1,716,836	1,877,763	1,975,353	1,840,467	1,869,032
Municipal Court	5,261,568	5,555,065	5,775,322	5,679,811	5,768,515
Museum	1,076,012	1,184,077	1,210,842	1,291,353	1,228,103
Neighborhood & Comm. Serv.	23,428,099	24,536,697	20,879,693	23,883,071	21,802,820
Office of City Manager	5,004,447	5,610,995	5,092,097	5,939,129	5,398,008
Offices of Mayor & City Council	2,509,656	2,690,747	2,925,326	2,878,381	2,993,447
Parks and Recreation	88,259,407	73,279,231	55,683,468	88,358,627	54,636,153
Police	125,264,336	132,221,101	141,233,000	143,193,724	159,126,964
Public Transportation	29,971,310	30,891,149	31,902,778	31,565,215	25,750,933
Public Works	99,086,528	105,201,579	126,839,926	277,627,345	117,417,549
Water Services	144,412,796	142,740,264	133,650,985	155,492,932	136,104,561
Total Expenditures	**$ 1,045,161,631**	**$ 1,001,032,109**	**$ 974,915,047**	**$ 1,203,860,868**	**$ 975,567,486**

Schedule V

All Funds
Comparison of Expenditures by Program and Department

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
General Municipal Programs					
Operating Expenses					
Aviation	$ 2,550,000	$ - - -	$ - - -	$ - - -	$ - - -
Boards of Elections	1,748,399	2,118,214	2,719,872	2,719,872	1,626,654
City Development	8,823,659	10,163,440	8,261,290	10,382,983	9,149,763
Codes Administration	6,205,854	6,926,374	7,136,354	6,997,911	7,398,763
Contingent-Economic Incentives	15,901,545	22,204,791	34,465,325	32,529,681	30,451,391
Contingent-Rsv Retirement/Salary	- - -	- - -	1,954,138	2,800,000	1,000,000
Convention & Entertainment Ctrs.	21,774,867	20,334,872	21,329,882	21,158,807	22,583,212
Convention and Tourism	3,275,448	3,357,777	3,465,000	3,535,000	3,765,000
Environmental Management	15,860,401	20,814,857	15,929,762	16,777,831	16,282,666
Finance	8,666,155	10,015,821	10,315,095	11,663,917	10,461,031
Fire	66,524,987	71,312,166	74,512,359	77,757,711	78,414,767
Health	13,209,402	12,947,104	13,626,203	13,543,948	13,395,382
Health & Medical Care	13,037,498	12,286,927	4,431,464	4,313,095	3,454,081
Housing and Comm. Dev.	12,543,957	13,856,747	16,147,934	13,636,925	15,513,744
Human Relations	1,214,152	1,336,413	1,320,071	1,425,829	1,324,123
Human Resources	2,533,480	2,474,887	2,636,203	2,538,259	2,927,378
Information Technology	11,679,942	12,094,893	11,430,381	13,233,487	12,876,109
Law	2,934,894	3,072,965	3,099,320	2,980,994	2,801,351
Legislative Assistance	1,716,836	1,877,763	1,975,353	1,840,467	1,869,032
Municipal Court	5,261,568	5,555,065	5,775,322	5,679,811	5,768,515
Museum	- - -	- - -	7,697	7,697	9,095
Neighborhood & Comm. Serv.	23,485,099	24,536,697	20,879,693	23,565,003	21,802,820
Office of City Manager	5,107,847	5,562,392	5,092,097	5,822,496	4,398,008
Offices of Mayor & City Council	2,509,656	2,690,747	2,925,326	2,878,381	2,993,447
Parks and Recreation	36,980,510	54,618,458	37,413,328	39,354,323	34,589,189
Police	125,264,336	132,221,101	141,233,000	143,193,724	145,271,356
Public Transportation	581,026	556,759	584,359	565,884	573,427
Public Works	41,560,371	44,620,156	39,916,559	41,346,565	36,833,022
Total Operating Expenses	**$ 450,951,889**	**$ 497,557,386**	**$ 488,583,387**	**$ 502,250,601**	**$ 487,533,326**
Pass Through Payments					
Convention and Tourism	$ 5,460,000	$ 5,585,467	$ 5,860,000	$ 5,930,000	$ 6,060,000
Health & Medical Care	23,583,630	25,281,659	27,796,464	28,296,465	27,486,594
Museum	1,076,012	1,184,077	1,203,145	1,283,656	1,219,008
Public Transportation	29,390,284	30,334,390	31,318,419	30,999,331	25,177,506
Total Pass Through Payments	**$ 59,509,926**	**$ 62,385,593**	**$ 66,178,028**	**$ 66,509,452**	**$ 59,943,108**
Debt Service	**$ 67,218,988**	**$ 35,579,990**	**$ 38,250,319**	**$ 38,181,762**	**$ 37,719,043**

(Schedule V continued on Next Page)

Schedule V

All Funds
Comparison of Expenditures by Program and Department

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Capital Improvements					
City Development	$ 4,271,815	$ 4,563,841	$ 2,451,147	$ 5,909,349	$ 2,385,682
Convention & Entertainment Ctr	- - -	- - -	800,000	800,000	750,000
Debt Service	4,997,473	5,500,000	6,000,000	6,000,000	8,000,000
Fire	- - -	- - -	16,296,021	15,593,081	13,663,780
Health	- - -	951	- - -	- - -	- - -
Health & Medical Care	- - -	- - -	- - -	- - -	1,600,000
Housing and Comm. Dev.	5,410,046	3,233,496	2,608,949	6,228,645	1,907,000
Neighborhood & Comm. Serv.	-57,000	- - -	- - -	318,068	- - -
Office of City Manager	-103,400	48,603	- - -	116,633	1,000,000
Parks and Recreation	51,278,897	18,660,773	18,270,140	49,004,304	20,046,964
Police	- - -	- - -	- - -	- - -	13,855,608
Public Works	55,744,614	58,965,350	85,988,367	233,617,287	78,784,527
Water Services	- - -	400,000	1,378,608	2,728,608	1,700,000
Total Capital Improvements	**$ 121,542,445**	**$ 91,373,014**	**$ 133,793,232**	**$ 320,315,975**	**$ 143,693,561**
Contingent	$ - - -	$ - - -	$ 3,737,000	$ 3,737,000	$ 3,700,000
Total - General Municipal	**$ 699,223,248**	**$ 686,895,983**	**$ 730,541,966**	**$ 930,994,790**	**$ 732,589,038**
Enterprise Programs					
Operating Expenses					
Aviation	$ 44,959,953	$ 47,910,533	$ 54,851,788	$ 52,330,925	$ 58,033,831
Convention & Entertainment Ctrs.	794,371	1,470,955	722,142	722,142	719,813
Debt Service	21,873	- - -	- - -	- - -	- - -
Water Services	88,521,191	93,756,674	92,958,609	93,272,653	92,017,711
Operating Expenses	**$ 134,297,388**	**$ 143,138,162**	**$ 148,532,539**	**$ 146,325,720**	**$ 150,771,355**
Debt Service					
Aviation	$ 17,120,603	$ 21,002,463	$ 25,369,192	$ 25,369,192	$ 29,304,666
Debt Service	- - -	41,225	- - -	- - -	- - -
Water Services	23,948,726	23,697,611	30,142,590	29,284,690	33,882,062
Debt Service	**$ 41,069,329**	**$ 44,741,299**	**$ 55,511,782**	**$ 54,653,882**	**$ 63,186,728**
Capital Improvements					
Aviation	$ 135,214,499	$ 98,069,518	$ 27,824,141	$ 37,371,498	$ 17,118,000
Housing and Comm. Dev.	- - -	47,344	- - -	- - -	- - -
Water Services	31,942,879	24,885,979	9,171,178	30,206,981	8,504,788
Capital Improvements	**$ 167,157,378**	**$ 123,002,841**	**$ 36,995,319**	**$ 67,578,479**	**$ 25,622,788**
Contingent	$ - - -	$ - - -	$ 810,088	$ - - -	$ - - -
Total - Enterprise Programs	**$ 342,524,095**	**$ 310,882,302**	**$ 241,849,728**	**$ 268,558,081**	**$ 239,580,871**
Assessment Programs					
Debt Service-Operating Expense	$ - - -	$ - - -	$ - - -	$ 56,151	$ - - -
Debt Service	1,632,745	1,637,751	1,588,353	1,588,353	1,597,577
Capital Improvements					
Public Works	$ 1,781,543	$ 1,616,073	$ 935,000	$ 2,663,493	$ 1,800,000
Total - Assessment Programs	**$ 3,414,288**	**$ 3,253,824**	**$ 2,523,353**	**$ 4,307,997**	**$ 3,397,577**
Total Expenditures - All Programs	**$ 1,045,161,631**	**$ 1,001,032,109**	**$ 974,915,047**	**$ 1,203,860,868**	**$ 975,567,486**

Schedule VI

All Funds
Comparison of Revenues by Major Sources and Program

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Revenues by Major Source					
Sales Tax	$ 108,728,245	$ 91,735,591	$ 107,785,057	$ 109,737,475	$ 122,364,235
Local Use Tax	24,690,126	24,300,163	28,623,667	23,770,626	29,583,800
Earnings Tax	160,784,089	156,138,670	170,217,961	167,077,300	168,315,243
Gaming Revenues	17,847,625	18,545,331	18,582,000	18,840,000	19,000,000
Licenses and Permits	21,931,572	22,674,669	23,928,552	27,321,688	24,965,734
Convention & Tourism Tax	28,328,026	25,598,925	28,117,850	29,300,000	33,750,000
Utility Taxes	76,303,080	66,482,733	67,078,831	65,019,111	64,350,000
Court Fines	13,972,107	14,222,880	14,350,000	16,065,000	16,480,000
Property Taxes	76,702,703	79,731,181	81,849,362	80,793,629	83,145,027
Interest and Rental Income	54,617,862	48,282,245	46,449,613	39,335,261	41,958,427
Service Charges	40,192,973	42,216,946	44,379,147	41,654,474	43,467,093
Revenue from Public Enterprises	213,142,135	209,267,322	211,538,545	208,887,838	218,543,067
Grants	82,784,448	81,516,852	94,131,771	153,809,956	89,212,834
Special Assessments	2,470,538	1,619,456	1,786,366	1,911,681	1,843,211
All Other	12,716,053	9,237,060	6,878,911	11,739,194	9,803,702
Total Revenues - All Sources	**$ 935,211,582**	**$ 891,570,024**	**$ 945,697,633**	**$ 995,263,233**	**$ 966,782,373**
Revenues by Program by Major Source					
General Municipal Programs					
Property Taxes	$ 76,702,703	$ 79,731,181	$ 81,849,362	$ 80,793,629	$ 83,145,027
Sales Tax	108,728,245	91,735,591	107,785,057	109,737,475	122,364,235
Local Use Tax	24,690,126	24,300,163	28,623,667	23,770,626	29,583,800
Earnings Tax	160,784,089	156,138,670	170,217,961	167,077,300	168,315,243
Gaming Revenues	17,847,625	18,545,331	18,582,000	18,840,000	19,000,000
Licenses and Permits	21,931,572	22,674,669	23,928,552	27,321,688	24,965,734
Convention & Tourism Tax	28,328,026	25,598,925	28,117,850	29,300,000	33,750,000
Utility Taxes	76,303,080	66,482,733	67,078,831	65,019,111	64,350,000
Court Fines	13,972,107	14,222,880	14,350,000	16,065,000	16,480,000
Interest and Rental Income	35,904,053	33,927,756	32,716,185	26,618,409	31,375,042
Service Charges	40,192,973	42,216,946	44,379,147	41,654,474	43,467,093
Grants	72,446,337	75,135,822	80,691,842	138,777,278	76,568,834
Special Assessments	264,948	264,500	264,500	264,500	264,500
All Other	7,217,158	4,835,177	4,141,161	4,574,867	6,978,202
Subtotal-General Municipal	**$ 685,313,042**	**$ 655,810,344**	**$ 702,726,115**	**$ 749,814,357**	**$ 720,607,710**
Enterprise Programs					
Interest and Rental Income	$ 18,058,876	$ 13,777,008	$ 13,255,294	$ 12,327,818	$ 10,265,134
Revenue from Public Enterprises	213,142,135	209,267,322	211,538,545	208,887,838	218,543,067
Grants	10,338,111	6,381,030	13,439,929	14,717,678	12,329,000
All Other	5,113,975	4,057,199	2,737,750	6,469,327	2,825,500
Subtotal-Enterprise	**$ 246,653,097**	**$ 233,482,559**	**$ 240,971,518**	**$ 242,402,661**	**$ 243,962,701**
Assessment Programs					
Special Assessments	$ 2,205,590	$ 1,354,956	$ 1,521,866	$ 1,647,181	$ 1,578,711
Interest and Rental Income	654,933	577,481	478,134	389,034	318,251
Grants	- - -	- - -	- - -	315,000	315,000
All Other	384,920	344,684	- - -	695,000	- - -
Subtotal-Assessment	**$ 3,245,443**	**$ 2,277,121**	**$ 2,000,000**	**$ 3,046,215**	**$ 2,211,962**
Total Revenues - All Programs	**$ 935,211,582**	**$ 891,570,024**	**$ 945,697,633**	**$ 995,263,233**	**$ 966,782,373**

Schedule VII

All Funds
Comparison of Revenues by Fund

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
General Municipal Funds					
General	$ 367,243,273	$ 352,970,300	$ 368,207,268	$ 392,965,976	$ 365,400,706
Museum	1,140,874	1,176,753	1,245,033	1,203,345	1,247,309
East Park	4,300,175	4,439,976	4,396,199	4,453,199	4,583,379
West Park	2,587,320	2,665,672	2,708,072	2,726,072	2,765,668
Golf and Tennis	2,350,797	2,454,039	3,406,701	3,017,400	3,316,434
Motor Fuel Tax	18,700,974	19,082,276	19,551,038	18,650,000	18,985,000
Trafficway Maintenance	2,003,882	2,179,180	2,126,500	2,193,255	2,258,316
Public Mass Transportation	29,680,338	29,474,490	29,554,666	28,294,235	28,671,391
Infrastructure and Maintenance	19,418,748	20,054,690	19,713,469	19,700,000	19,715,000
Local Use Tax Fund	24,690,126	23,948,715	24,706,000	19,400,000	22,650,000
Hodge Park Fund	1,206,800	2,130,927	3,604,048	3,049,942	3,439,876
Kemper-Butler Garage	- - -	74,471	544,156	260,384	300,934
11th & Oak Garage	- - -	- - -	1,265,250	1,245,344	2,247,000
Fire Sales Tax	- - -	2,597,606	19,618,875	18,743,780	19,431,361
Public Safety Sales Tax	- - -	- - -	- - -	7,299,672	19,431,361
Hazardous Materials	1,569,420	1,525,004	1,583,509	1,505,500	1,515,000
Health Levy	25,596,580	26,776,379	27,418,238	27,342,584	28,101,320
Police Drug Enforcement	1,697,380	3,176,514	2,722,040	2,722,040	2,507,556
Neighborhood Tourist Development	- - -	499	- - -	- - -	- - -
Convention & Tourism	33,213,532	31,193,345	33,642,850	35,100,000	40,250,000
Community Centers	2,643,769	2,542,502	2,786,000	2,666,000	2,684,850
Zoo	4,018,108	3,300,248	- - -	- - -	- - -
Police Grants	7,407,317	5,812,399	4,808,548	6,773,017	5,481,391
Arterial Street Impact Fee	- - -	- - -	3,000,000	1,812,500	2,015,000
University Hospital	4,843	3,436	- - -	- - -	- - -
Domestic Violence Shelter Operations	337,638	348,301	335,000	360,000	365,000
Governmental Grants	3,901,179	5,127,738	5,395,381	5,580,524	5,835,718
Local Law Enforcement Grant	2,614,565	2,395,483	2,626,304	2,564,915	1,802,000
Community Development	5,570,184	9,222,927	15,918,000	12,426,960	16,651,000
Capital Improvements	40,619,351	74,827,087	68,832,957	81,757,817	69,566,532
Liberty Memorial Project	7,024,754	990,492	- - -	13,706,808	- - -
General Debt & Interest	9,418,138	8,452,005	8,624,613	8,368,581	8,482,972
Streetlight Debt	3,890,002	1,528,145	802,767	255,932	262,232
Sales Tax Debt	31,508,629	- - -	- - -	- - -	- - -
Special Allocation	10,389,604	10,060,537	19,451,871	19,413,355	16,512,563
Americana	529,387	544,951	524,053	524,290	546,840
12th and Wyandotte	338,336	392,560	- - -	-4,873	346,163
Midtown	438,194	751,848	3,284	20,517	22,181
Uptown	-3,566	-1,085	- - -	502	211,602
Valentine	- - -	1,190	- - -	1,782	1,617
Convention & Sports Complex	2,565,513	2,085,775	2,199,424	2,189,427	2,159,162
Special Housing Rehabilitation	515,599	581,657	515,000	605,000	615,000
Liberty Memorial Trust	16,181,279	921,312	889,001	918,575	202,996
Subtotal-General Municipal Funds	**$ 685,313,042**	**$ 655,810,344**	**$ 702,726,115**	**$ 749,814,357**	**$ 720,582,430**

(Schedule VII continued on Next Page)

Schedule VII

All Funds
Comparison of Revenues by Fund

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Enterprise Funds					
Water	$ 77,259,045	$ 71,804,841	$ 74,573,165	$ 77,325,346	$ 74,871,857
Sewer	46,025,254	48,591,554	49,667,562	53,239,774	52,217,602
Kansas City Airports	115,008,658	102,641,708	90,151,274	89,615,074	92,562,240
Passenger Facility Fund	- - -	2,534,024	18,539,969	14,388,457	14,790,000
TWA Special Facilities - 1971	22,076	- - -	- - -	- - -	- - -
Host International Facility	584,042	-24,642	- - -	- - -	- - -
Convention Center Garages	1,567,558	1,632,768	1,555,010	1,425,471	1,506,371
Stormwater	6,186,464	6,302,306	6,484,538	6,408,539	8,014,631
Subtotal-Enterprise Funds	**$ 246,653,097**	**$ 233,482,559**	**$ 240,971,518**	**$ 242,402,661**	**$ 243,962,701**
Assessment Funds					
Revolving Public Improvement	$ 1,033,499	$ 839,510	$ 1,000,000	$ 1,664,525	$ 880,000
Sewer Special Assessment	2,202,895	1,436,440	1,000,000	1,380,000	1,275,000
Neig'hood Imprv District GO Bond	- - -	- - -	- - -	1,690	56,962
MIDB Infrastructure Loan Fund	9,049	1,171	- - -	- - -	- - -
Subtotal-Assessment Funds	**$ 3,245,443**	**$ 2,277,121**	**$ 2,000,000**	**$ 3,046,215**	**$ 2,211,962**
Total Revenues - All Funds	**$ 935,211,582**	**$ 891,570,024**	**$ 945,697,633**	**$ 995,263,233**	**$ 966,757,093**

Schedule VIII

General Fund
Comparison of Revenues by Source

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Property Taxes					
Real Estate - Current	$ 22,300,058	$ 22,855,351	$ 24,156,393	$ 23,826,704	$ 24,839,339
Personal Property	8,462,588	9,480,337	10,154,243	9,598,579	9,718,941
Railroad & Utility	1,233,268	1,471,297	1,210,672	1,243,687	1,243,687
Financial Institution Taxes	106,887	251,880	101,707	115,287	120,000
Delinquent Taxes & Penalties	2,672,112	2,849,568	2,741,606	2,668,126	2,671,102
Subtotal-Property Taxes	**$ 34,774,913**	**$ 36,908,433**	**$ 38,364,621**	**$ 37,452,383**	**$ 38,593,069**
Earnings Tax	**$ 160,784,089**	**$ 156,138,670**	**$ 170,217,961**	**$ 167,077,300**	**$ 168,315,243**
Licenses and Permits					
Parking Meter Receipts	$ 433,000	$ 217,000	$ - - -	$ - - -	$ - - -
Street Degradation Permits	- - -	403,313	550,000	550,000	550,000
Street Lane Rental	- - -	- - -	250,000	- - -	450,000
Street Excavation Permits	595,361	547,000	725,000	500,000	600,000
Other Street Uses	311,077	284,400	422,508	415,000	425,000
Commercial Vehicle Regulation	251,596	256,633	282,500	257,500	274,100
Alcoholic Beverage & Other Licenses	488,505	832,600	789,300	830,300	876,000
Business Licenses	15,699,607	15,943,978	16,100,000	20,100,564	16,900,000
Private Officer & Alarm Licenses	268,936	242,286	249,410	249,410	319,079
Cigarette Licenses	891	898	1,000	1,000	1,000
Contractor Licenses	37,183	42,023	42,334	49,914	43,705
Pet Licenses	88,026	115,537	200,000	200,000	250,000
Subtotal-Licenses and Permits	**$ 18,174,182**	**$ 18,885,668**	**$ 19,612,052**	**$ 23,153,688**	**$ 20,688,884**
Utility Taxes					
Power & Light Companies	$ 39,379,369	$ 37,351,743	$ 37,873,831	$ 36,938,306	$ 36,277,910
Natural Gas Companies	18,427,174	11,902,912	11,900,000	12,276,691	13,126,691
Steam Companies	292,932	293,911	280,000	280,000	290,000
Telephone Companies	14,616,374	13,307,834	13,000,000	11,979,695	10,922,370
Cable Television Companies	3,587,231	3,626,333	4,025,000	3,544,419	3,733,029
Subtotal-Utility Taxes	**$ 76,303,080**	**$ 66,482,733**	**$ 67,078,831**	**$ 65,019,111**	**$ 64,350,000**
Court Fines					
Municipal Court	$ 2,165,000	$ 2,441,082	$ 2,289,998	$ 2,325,000	$ 2,542,000
Traffic Violations Bureau	10,884,379	10,789,315	11,140,512	12,690,000	12,880,000
DEM Fines	- - -	- - -	- - -	- - -	100,000
Circuit Court	69,491	62,525	69,490	85,000	78,000
Subtotal-Court Fines	**$ 13,118,870**	**$ 13,292,922**	**$ 13,500,000**	**$ 15,100,000**	**$ 15,600,000**

(Schedule VIII continued on Next Page)

Schedule VIII

General Fund
Comparison of Revenues by Source

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Interest and Rental Income					
City Hall Rentals	$ 215,409	$ 316,031	$ 316,000	$ 316,000	$ 79,000
Arena Rentals	5,717,424	5,489,048	6,390,000	5,700,000	6,220,000
Wharf & River Front Rentals	97,092	78,988	128,222	62,800	81,800
Other Rentals	791,436	855,170	682,117	657,117	344,200
Interest on Investments	8,611,972	7,348,101	6,450,000	4,275,000	4,750,000
Subtotal-Interest and Rental Inc	**$ 15,433,333**	**$ 14,087,338**	**$ 13,966,339**	**$ 11,010,917**	**$ 11,475,000**
Service Charges					
Miscellaneous Government	$ 1,239,858	$ 1,599,955	$ 2,209,145	$ 1,820,853	$ 2,206,843
Special Assessment Fees	140,491	183,613	160,000	165,000	178,000
Enterprise Charges	12,554,847	12,720,357	13,587,917	13,763,587	12,404,628
Recreation & Public Welfare	59,384	66,118	293,818	250,500	281,600
Building & Mechanical Inspections	7,765,127	9,745,910	9,467,960	8,691,821	9,013,528
Tow-in & Sale of Vehicles	2,442,076	2,913,903	3,050,000	3,200,000	3,340,605
Correctional Institution Charges	17,096	17,389	15,000	7,500	17,000
Dangerous Building Demolition	201,733	170,801	210,225	252,000	248,225
Animal Adoption Fees	43,172	61,098	50,000	85,000	75,000
Animal Jurisdiction	14,338	7,184	10,000	15,000	12,000
Animal Spay/Neuter/Vaccination	61,909	40,861	56,000	33,000	55,000
Sanitation Permits & Fees	42,720	33,292	172,700	168,200	201,500
Leaf/Brush Drop-off & Collection	- - -	- - -	475,000	20,000	- - -
RecycleFirst Fees	- - -	- - -	- - -	- - -	1,105,000
Food Inspection Permits	332,087	677,553	937,950	937,950	1,017,008
Health Service Charge	5,905,600	4,363,414	- - -	- - -	- - -
Birth Certificates	495,789	482,699	500,000	490,000	500,000
Medical Records	3,493	4,085	- - -	- - -	- - -
Other Fees	453,387	507,838	461,836	1,264,611	1,322,306
Subtotal-Service Charges	**$ 31,773,107**	**$ 33,596,070**	**$ 31,657,551**	**$ 31,165,022**	**$ 31,978,243**
Grants					
State Grants	$ 2,590,484	$ 1,309,871	$ 1,276,867	$ 4,777,369	$ 1,128,222
Federal Grants	4,102,219	3,037,065	3,668,619	26,637,167	3,764,115
Payments in Lieu of Taxes	38,058	51,622	49,824	49,824	66,894
Other Grants	6,214,706	6,504,281	6,227,942	8,452,334	5,823,542
Subtotal-Grants	**$ 12,945,467**	**$ 10,902,839**	**$ 11,223,252**	**$ 39,916,694**	**$ 10,782,773**
All Other					
Cigarette Tax	$ 1,507,321	$ 1,475,389	$ 1,550,000	$ 1,500,000	$ 1,507,500
Sale of Property	991,629	200,333	175,000	795,000	1,185,000
Miscellaneous Receipts	1,437,282	999,905	861,661	775,861	924,994
Subtotal-All Other	**$ 3,936,232**	**$ 2,675,627**	**$ 2,586,661**	**$ 3,070,861**	**$ 3,617,494**
Total Revenues - General Fund	**$ 367,243,273**	**$ 352,970,300**	**$ 368,207,268**	**$ 392,965,976**	**$ 365,400,706**

Schedule IX

General Fund
Comparison of Expenditures by Purpose and Department

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Operating Expenses					
Boards of Elections	$ 1,748,399	$ 2,118,214	$ 2,719,872	$ 2,719,872	$ 1,626,654
City Development	8,079,423	9,440,287	7,558,874	9,545,579	6,011,112
Codes Administration	6,205,854	6,926,374	7,136,354	6,997,911	7,398,763
Contingent-Rsrve Retirement/Salary	- - -	- - -	1,000,996	2,800,000	1,000,000
Convention & Entertainment Ctrs.	8,217,027	7,075,655	6,317,944	6,267,944	6,754,527
Environmental Management	15,402,905	20,694,135	15,429,762	15,700,083	16,208,681
Finance	8,013,225	9,263,107	9,477,406	9,793,020	9,616,900
Fire	61,945,942	66,900,740	68,139,483	70,522,212	70,447,434
Health	7,902,850	7,809,973	8,230,822	7,917,924	6,909,664
Health & Medical Care	12,176,233	11,801,233	3,706,364	3,291,204	290,727
Housing and Comm. Dev.	1,904,812	1,807,897	1,607,894	2,116,965	1,345,744
Human Relations	1,214,152	1,336,413	1,320,071	1,425,829	1,324,123
Human Resources	2,533,480	2,474,887	2,636,203	2,538,259	2,927,378
Information Technology	9,729,141	10,389,966	8,322,128	9,678,166	8,478,426
Law	2,934,894	3,072,965	3,099,320	2,888,994	2,801,351
Legislative Assistance	1,716,836	1,877,763	1,975,353	1,840,467	1,869,032
Municipal Court	5,261,568	5,555,065	5,775,322	5,679,811	5,768,515
Neighborhood & Comm. Serv.	18,309,938	18,527,507	17,624,389	18,613,975	18,308,334
Office of City Manager	4,159,878	4,995,557	5,092,097	5,762,801	4,398,008
Offices of Mayor & City Council	2,509,656	2,690,747	2,925,326	2,878,381	2,993,447
Parks and Recreation	7,522,090	25,098,833	7,666,978	10,528,955	6,701,635
Police	113,076,118	120,515,908	131,214,412	130,754,795	135,336,045
Public Works	15,827,865	19,708,796	16,879,048	18,644,675	15,812,448
Subtotal-Operating Expenses	**$ 316,392,286**	**$ 360,082,022**	**$ 335,856,418**	**$ 348,907,822**	**$ 334,328,948**
Debt Service	**$ 2,973,584**	**$ 2,445,929**	**$ 2,502,305**	**$ 2,502,305**	**$ 2,433,660**
Capital Improvements					
City Development	$ 177,899	$ 237,142	$ - - -	$ 491,456	$ - - -
Fire	- - -	- - -	- - -	460,000	- - -
Health	- - -	951	- - -	- - -	- - -
Housing Community Development	650,000	- - -	- - -	- - -	- - -
Neighborhood & Comm. Serv.	-57,000	- - -	- - -	- - -	- - -
Office of City Manager	-103,400	48,603	- - -	116,633	- - -
Parks and Recreation	1,357,622	309,165	383,350	1,056,832	- - -
Public Works	12,492,521	16,140,923	13,761,656	32,101,653	6,007,282
Subtotal-Capital Improvements	**$ 14,517,642**	**$ 16,736,784**	**$ 14,145,006**	**$ 34,226,574**	**$ 6,007,282**
Contingent Appropriation	**$ - - -**	**$ - - -**	**$ 3,737,000**	**$ 3,737,000**	**$ 3,700,000**
Total Expenditures	**$ 333,883,512**	**$ 379,264,735**	**$ 356,240,729**	**$ 389,373,701**	**$ 346,469,890**

Schedule X

General Fund
Comparison of Revenues, Expenditures and Change in Fund Balance

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Beginning Fund Balance	**$ 68,294,363**	**$ 76,363,465**	**$ 29,592,052**	**$ 29,592,052**	**$ 16,395,764**
Revenues					
Property Taxes	$ 34,774,913	$ 36,908,433	$ 38,364,621	$ 37,452,383	$ 38,593,069
Earnings Tax	160,784,089	156,138,670	170,217,961	167,077,300	168,315,243
Licenses and Permits	18,174,182	18,885,668	19,612,052	23,153,688	20,688,884
Utility Taxes	76,303,080	66,482,733	67,078,831	65,019,111	64,350,000
Court Fines	13,118,870	13,292,922	13,500,000	15,100,000	15,600,000
Interest and Rental Income	15,433,333	14,087,338	13,966,339	11,010,917	11,475,000
Service Charges	31,773,107	33,596,070	31,657,551	31,165,022	31,978,243
Grants	12,945,467	10,902,839	11,223,252	39,916,694	10,782,773
All Other	3,936,232	2,675,627	2,586,661	3,070,861	3,617,494
Total Revenues	**$ 367,243,273**	**$ 352,970,300**	**$ 368,207,268**	**$ 392,965,976**	**$ 365,400,706**
Inter-Fund Transfers					
In	$ 1,693,915	$ 1,214,677	$ 5,001,849	$ 7,950,182	$ 1,915,000
Out	$ -27,456,296	$ -25,548,365	$ -27,260,872	$ -26,736,834	$ -28,583,966
Liquidated Encumbrances	$ 471,722	$ 3,856,710	$ 1,400,000	$ 1,998,089	$ 1,600,000
Total Available Resources	**$ 410,246,977**	**$ 408,856,787**	**$ 376,940,297**	**$ 405,769,465**	**$ 356,727,504**
Expenditures					
Personal Services	$ 217,773,529	$ 239,173,147	$ 252,322,594	$ 253,816,930	$ 257,584,776
Contractual Services	85,886,798	109,085,200	73,097,335	84,612,163	66,956,440
Commodities	9,577,915	9,156,549	9,101,400	9,121,868	8,896,493
Capital Outlay	3,154,044	2,667,126	1,335,089	1,356,861	891,239
Subtotal - Operations	$ 316,392,286	$ 360,082,022	$ 335,856,418	$ 348,907,822	$ 334,328,948
Debt Service	2,973,584	2,445,929	2,502,305	2,502,305	2,433,660
Capital Improvements	14,517,642	16,736,784	14,145,006	34,226,574	6,007,282
Contingent Appropriation	- - -	- - -	3,737,000	3,737,000	3,700,000
Total Expenditures	**$ 333,883,512**	**$ 379,264,735**	**$ 356,240,729**	**$ 389,373,701**	**$ 346,469,890**
Ending Fund Balance	**$ 76,363,465**	**$ 29,592,052**	**$ 20,699,568**	**$ 16,395,764**	**$ 10,257,614**

Schedule XI

Museum Fund
Comparison of Revenues, Expenditures and Change in Fund Balance

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Beginning Fund Balance	**$ 117,370**	**$ 196,978**	**$ 171,709**	**$ 171,709**	**$ 64,797**
Revenues					
Property Taxes					
Real Estate - Current	$ 697,302	$ 722,443	$ 754,987	$ 741,713	$ 768,338
Personal Property	252,584	279,709	307,481	282,118	285,300
Delinquent Taxes & Penalties	88,713	82,582	82,065	84,600	89,571
Subtotal - Property Taxes	$ 1,038,599	$ 1,084,734	$ 1,144,533	$ 1,108,431	$ 1,143,209
Grants	$ 102,275	$ 92,019	$ 100,500	$ 94,914	$ 104,100
Total Revenues	**$ 1,140,874**	**$ 1,176,753**	**$ 1,245,033**	**$ 1,203,345**	**$ 1,247,309**
Inter-Fund Transfers					
In	$ - - -	$ - - -	$ 480	$ - - -	$ - - -
Out	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Liquidated Encumbrances	$ 30,562	$ 1	$ - - -	$ - - -	$ - - -
Total Available Resources	**$ 1,288,806**	**$ 1,373,732**	**$ 1,417,222**	**$ 1,375,054**	**$ 1,312,106**
Expenditures					
Personal Services	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Contractual Services	15,816	17,946	26,019	26,601	28,301
Commodities	- - -	- - -	- - -	- - -	- - -
Capital Outlay	- - -	- - -	- - -	- - -	- - -
Subtotal - Operations	$ 15,816	$ 17,946	$ 26,019	$ 26,601	$ 28,301
Pass Through Payments	1,076,012	1,184,077	1,203,145	1,283,656	1,219,008
Capital Improvements	- - -	- - -	- - -	- - -	- - -
Total Expenditures	**$ 1,091,828**	**$ 1,202,023**	**$ 1,229,164**	**$ 1,310,257**	**$ 1,247,309**
Ending Fund Balance	**$ 196,978**	**$ 171,709**	**$ 188,058**	**$ 64,797**	**$ 64,797**

Schedule XI

East Park Fund
Comparison of Revenues, Expenditures and Change in Fund Balance

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Beginning Fund Balance	**$ 818,300**	**$ 1,038,245**	**$ 1,252,715**	**$ 1,252,715**	**$ 905,770**
Revenues					
Property Taxes					
Real Estate - Current	$ 2,116,298	$ 2,300,619	$ 2,234,743	$ 2,334,743	$ 2,385,434
Front Foot Taxes	221,931	224,237	228,290	228,290	227,741
Delinquent Taxes & Penalties	222,583	224,744	188,176	188,176	206,814
Subtotal - Property Taxes	$ 2,560,812	$ 2,749,600	$ 2,651,209	$ 2,751,209	$ 2,819,989
Licenses and Permits					
Vehicle Licenses	1,101,777	1,104,749	1,104,750	1,104,750	1,104,750
Other Licenses & Permits	116,710	25,868	75,000	25,000	75,000
Subtotal - Licenses and Permits	$ 1,218,487	$ 1,130,617	$ 1,179,750	$ 1,129,750	$ 1,179,750
Interest and Rental Income	$ 40,307	$ 34,451	$ 42,000	$ 82,033	$ 40,290
Service Charges	$ 455,622	$ 502,485	$ 513,740	$ 471,207	$ 524,015
Grants	$ 17,513	$ 17,843	$ 5,000	$ 16,996	$ 14,790
All Other	$ 7,434	$ 4,980	$ 4,500	$ 2,004	$ 4,545
Total Revenues	**$ 4,300,175**	**$ 4,439,976**	**$ 4,396,199**	**$ 4,453,199**	**$ 4,583,379**
Inter-Fund Transfers					
In	$ 5,910,777	$ 6,677,824	$ 6,779,803	$ 5,935,466	$ 7,124,427
Out	$ -65,000	$ -450,000	$ - - -	$ - - -	$ - - -
Liquidated Encumbrances	$ 198,156	$ 40,429	$ - - -	$ - - -	$ - - -
Total Available Resources	**$ 11,162,408**	**$ 11,746,474**	**$ 12,428,717**	**$ 11,641,380**	**$ 12,613,576**
Expenditures					
Personal Services	$ 6,835,348	$ 7,109,701	$ 7,941,606	$ 7,795,660	$ 8,213,282
Contractual Services	2,626,356	2,638,387	2,979,559	2,330,786	2,946,258
Commodities	632,583	745,670	552,341	609,164	548,266
Capital Outlay	29,876	1	- - -	- - -	- - -
Subtotal - Operations	$ 10,124,163	$ 10,493,759	$ 11,473,506	$ 10,735,610	$ 11,707,806
Capital Improvements	- - -	- - -	- - -	- - -	- - -
Total Expenditures	**$ 10,124,163**	**$ 10,493,759**	**$ 11,473,506**	**$ 10,735,610**	**$ 11,707,806**
Ending Fund Balance	**$ 1,038,245**	**$ 1,252,715**	**$ 955,211**	**$ 905,770**	**$ 905,770**

Schedule XI

West Park Fund
Comparison of Revenues, Expenditures and Change in Fund Balance

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Beginning Fund Balance	**$ 295,361**	**$ 92,292**	**$ 25,301**	**$ 25,301**	**$ 81,863**
Revenues					
Property Taxes					
Real Estate - Current	$ 1,695,981	$ 1,787,621	$ 1,791,544	$ 1,791,544	$ 1,900,287
Front Foot Taxes	351,895	348,365	363,170	363,170	350,749
Delinquent Taxes & Penalties	147,944	114,034	149,108	149,108	110,382
Subtotal - Property Taxes	$ 2,195,820	$ 2,250,020	$ 2,303,822	$ 2,303,822	$ 2,361,418
Licenses and Permits - Vehicles	$ 368,250	$ 368,249	$ 368,250	$ 368,250	$ 368,250
Interest and Rental Income	$ - - -	$ 30,000	$ 20,000	$ 40,000	$ 20,000
Service Charges	$ 50	$ 50	$ - - -	$ - - -	$ - - -
Grants	$ 23,200	$ 17,100	$ 16,000	$ 14,000	$ 16,000
All Other	$ - - -	$ 253	$ - - -	$ - - -	$ - - -
Total Revenues	**$ 2,587,320**	**$ 2,665,672**	**$ 2,708,072**	**$ 2,726,072**	**$ 2,765,668**
Inter-Fund Transfers					
In	$ 1,215,314	$ 1,057,706	$ 1,259,961	$ 1,048,825	$ 1,276,420
Out	$ -30,000	$ - - -	$ - - -	$ - - -	$ - - -
Liquidated Encumbrances	$ -59,949	$ 44,616	$ - - -	$ - - -	$ - - -
Total Available Resources	**$ 4,008,046**	**$ 3,860,286**	**$ 3,993,334**	**$ 3,800,198**	**$ 4,123,951**
Expenditures					
Personal Services	$ 2,050,842	$ 2,169,341	$ 2,324,225	$ 2,122,437	$ 2,374,019
Contractual Services	1,633,983	1,487,577	1,525,908	1,477,998	1,536,469
Commodities	198,397	178,067	117,900	117,900	131,600
Capital Outlay	23,267	- - -	- - -	- - -	- - -
Subtotal - Operations	$ 3,906,489	$ 3,834,985	$ 3,968,033	$ 3,718,335	$ 4,042,088
Capital Improvements	9,265	- - -	- - -	- - -	- - -
Total Expenditures	**$ 3,915,754**	**$ 3,834,985**	**$ 3,968,033**	**$ 3,718,335**	**$ 4,042,088**
Ending Fund Balance	**$ 92,292**	**$ 25,301**	**$ 25,301**	**$ 81,863**	**$ 81,863**

Schedule XI

Golf and Tennis Fund
Comparison of Revenues, Expenditures and Change in Fund Balance

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Beginning Fund Balance	**$ 1,185,201**	**$ 1,160,082**	**$ 62,447**	**$ 62,447**	**$ 96,029**
Revenues					
Interest and Rental Income	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Service Charges	2,350,797	2,454,039	3,406,701	3,017,400	3,316,434
All Other	- - -	- - -	- - -	- - -	- - -
Total Revenues	**$ 2,350,797**	**$ 2,454,039**	**$ 3,406,701**	**$ 3,017,400**	**$ 3,316,434**
Inter-Fund Transfers					
Out	$ - - -	$ -23,959	$ - - -	$ - - -	$ - - -
Liquidated Encumbrances	$ -44,823	$ 31,772	$ - - -	$ - - -	$ - - -
Total Available Resources	**$ 3,491,175**	**$ 3,621,934**	**$ 3,469,148**	**$ 3,079,847**	**$ 3,412,463**
Expenditures					
Personal Services	$ 1,195,180	$ 761,745	$ 1,293,202	$ 836,910	$ 915,753
Contractual Services	385,193	1,101,934	1,350,840	1,779,977	1,851,339
Commodities	466,886	311,139	430,770	259,949	243,155
Capital Outlay	25,121	34,669	120,000	31,982	20,000
Subtotal - Operations	$ 2,072,380	$ 2,209,487	$ 3,194,812	$ 2,908,818	$ 3,030,247
Capital Improvements	258,713	1,350,000	210,375	75,000	230,000
Total Expenditures	**$ 2,331,093**	**$ 3,559,487**	**$ 3,405,187**	**$ 2,983,818**	**$ 3,260,247**
Ending Fund Balance	**$ 1,160,082**	**$ 62,447**	**$ 63,961**	**$ 96,029**	**$ 152,216**

Schedule XI

Motor Fuel Tax Fund
Comparison of Revenues, Expenditures and Change in Fund Balance

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Beginning Fund Balance	**$ 2,936,173**	**$ 1,791,736**	**$ 1,262,350**	**$ 1,262,350**	**$ 366,052**
Revenues					
Grants					
Federal Grants	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
State Grants	17,819,034	18,142,750	18,591,538	17,675,000	18,000,000
Other Grants	881,890	939,454	959,500	975,000	985,000
Subtotal - Grants	$ 18,700,924	$ 19,082,204	$ 19,551,038	$ 18,650,000	$ 18,985,000
All Other	50	72	- - -	- - -	- - -
Total Revenues	**$ 18,700,974**	**$ 19,082,276**	**$ 19,551,038**	**$ 18,650,000**	**$ 18,985,000**
Inter-Fund Transfers					
In	$ 1,257,440	$ 750,000	$ 110,620	$ 110,620	$ 1,991,907
Out	$ -166,437	$ -25,352	$ - - -	$ -18,751	$ - - -
Liquidated Encumbrances	$ 90,198	$ 42,589	$ - - -	$ - - -	$ - - -
Total Available Resources	**$ 22,818,348**	**$ 21,641,249**	**$ 20,924,008**	**$ 20,004,219**	**$ 21,342,959**
Expenditures					
Personal Services	$ 8,558,206	$ 8,165,973	$ 8,063,566	$ 7,780,100	$ 7,575,803
Contractual Services	9,359,688	8,901,143	8,543,210	8,328,767	10,065,874
Commodities	855,814	1,366,628	977,882	1,034,868	1,258,230
Capital Outlay	175,940	287,030	- - -	431,530	- - -
Subtotal - Operations	$ 18,949,648	$ 18,720,774	$ 17,584,658	$ 17,575,265	$ 18,899,907
Capital Improvements	2,076,964	1,658,125	2,077,000	2,062,902	2,077,000
Total Expenditures	**$ 21,026,612**	**$ 20,378,899**	**$ 19,661,658**	**$ 19,638,167**	**$ 20,976,907**
Ending Fund Balance	**$ 1,791,736**	**$ 1,262,350**	**$ 1,262,350**	**$ 366,052**	**$ 366,052**

Schedule XI

Trafficway Maintenance Fund
Comparison of Revenues, Expenditures
and Change in Fund Balance

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Beginning Fund Balance	**$ 182,195**	**$ 217,526**	**$ 400,875**	**$ 400,875**	**$ 581,464**
Revenues					
Property Taxes					
West District	$ 867,908	$ 933,371	$ 931,000	$ 944,605	$ 967,211
East District	746,787	1,233,713	564,000	596,000	610,650
North District	380,795	1,074	631,500	641,650	668,455
Subtotal - Property Taxes	$ 1,995,490	$ 2,168,158	$ 2,126,500	$ 2,182,255	$ 2,246,316
Grants	8,392	11,022	- - -	11,000	12,000
Total Revenues	**$ 2,003,882**	**$ 2,179,180**	**$ 2,126,500**	**$ 2,193,255**	**$ 2,258,316**
Inter-Fund Transfers					
In	$ - - -	$ - - -	$ 3,348	$ - - -	$ - - -
Liquidated Encumbrances	$ 3	$ -3	$ - - -	$ - - -	$ - - -
Total Available Resources	**$ 2,186,080**	**$ 2,396,703**	**$ 2,530,723**	**$ 2,594,130**	**$ 2,839,780**
Expenditures					
Personal Services	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Contractual Services	30,364	38,256	33,925	35,518	35,846
Commodities	- - -	- - -	- - -	- - -	- - -
Capital Outlay	- - -	- - -	- - -	- - -	- - -
Subtotal - Operations	$ 30,364	$ 38,256	$ 33,925	$ 35,518	$ 35,846
Capital Improvements	1,938,190	1,957,572	1,977,148	1,977,148	2,593,000
Total Expenditures	**$ 1,968,554**	**$ 1,995,828**	**$ 2,011,073**	**$ 2,012,666**	**$ 2,628,846**
Ending Fund Balance	**$ 217,526**	**$ 400,875**	**$ 519,650**	**$ 581,464**	**$ 210,934**

Schedule XI

Public Mass Transportation Fund
Comparison of Revenues, Expenditures
and Change in Fund Balance

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Beginning Fund Balance	**$ 12,251,298**	**$ 9,172,835**	**$ 5,508,859**	**$ 5,508,859**	**$ 17,755**
Revenues					
Sales Tax	$ 28,582,726	$ 28,311,515	$ 29,091,663	$ 28,193,097	$ 28,615,993
Interest on Investments	640,356	352,099	463,003	101,138	55,398
Licenses and Permits	329,781	584,064	- - -	- - -	- - -
All Other	127,475	226,812	- - -	- - -	- - -
Total Revenues	**$ 29,680,338**	**$ 29,474,490**	**$ 29,554,666**	**$ 28,294,235**	**$ 28,671,391**
Liquidated Encumbrances	$ 11,925	$ 303,797	$ - - -	$ - - -	$ - - -
Inter-Fund Transfers					
Out	$ -476,568	$ -1,347,054	$ -2,202,845	$ -1,502,845	$ -1,850,942
Total Available Resources	**$ 41,466,993**	**$ 37,604,068**	**$ 32,860,680**	**$ 32,300,249**	**$ 26,838,204**
Expenditures					
Personal Services	$ 793,503	$ 556,015	$ 657,199	$ 531,182	$ 621,665
Contractual Services	1,343,821	1,171,901	759,970	735,596	749,672
Commodities	317,795	32,903	25,300	16,385	22,550
Capital Outlay	448,755	- - -	- - -	- - -	- - -
Subtotal - Operations	$ 2,903,874	$ 1,760,819	$ 1,442,469	$ 1,283,163	$ 1,393,887
Pass Through Payments	29,390,284	30,334,390	31,318,419	30,999,331	25,177,506
Capital Improvements	- - -	- - -	- - -	- - -	- - -
Contingent Appropriation	- - -	- - -	- - -	- - -	- - -
Total Expenditures	**$ 32,294,158**	**$ 32,095,209**	**$ 32,760,888**	**$ 32,282,494**	**$ 26,571,393**
Ending Fund Balance	**$ 9,172,835**	**$ 5,508,859**	**$ 99,792**	**$ 17,755**	**$ 266,811**

Schedule XI

Infrastructure and Maintenance Fund
Comparison of Revenues, Expenditures
and Change in Fund Balance

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Beginning Fund Balance	**$ 21,420,181**	**$ 20,558,590**	**$ 15,535,228**	**$ 15,535,228**	**$ 553,539**
Revenues					
Licenses and Permits					
Gaming Admission Fees	$ 12,792,016	$ 12,823,100	$ 12,867,400	$ 12,820,000	$ 12,925,000
Gaming Gross Receipts	5,055,609	5,722,231	5,714,600	6,020,000	6,075,000
Subtotal - Licenses and Permits	17,847,625	18,545,331	18,582,000	18,840,000	19,000,000
Interest and Rental Income	1,571,123	1,509,359	1,131,469	860,000	715,000
All Other	- - -	- - -	- - -	- - -	- - -
Total Revenues	**$ 19,418,748**	**$ 20,054,690**	**$ 19,713,469**	**$ 19,700,000**	**$ 19,715,000**
Liquidated Encumbrances	$ 52,367	$ 133,585	$ - - -	$ - - -	$ - - -
Inter-Fund Transfers					
In	$ 3,455,503	$ - - -	$ 348,000	$ 50,000	$ 1,500,000
Out	$ -4,116,337	$ -9,639,715	$ -6,000,000	$ -12,272,610	$ -8,000,000
Total Available Resources	**$ 40,230,462**	**$ 31,107,150**	**$ 29,596,697**	**$ 23,012,618**	**$ 13,768,539**
Expenditures					
Personal Services	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Contractual Services	1,147,121	3,325,891	2,896,919	2,162,899	3,645,299
Commodities	- - -	123,000	- - -	- - -	- - -
Capital Outlay	8,278,890	4,972,229	4,916,550	5,559,192	2,106,424
Subtotal - Operations	$ 9,426,011	$ 8,421,120	$ 7,813,469	$ 7,722,091	$ 5,751,723
Capital Improvements	10,245,861	7,150,802	7,800,000	14,736,988	7,833,277
Total Expenditures	**$ 19,671,872**	**$ 15,571,922**	**$ 15,613,469**	**$ 22,459,079**	**$ 13,585,000**
Ending Fund Balance	**$ 20,558,590**	**$ 15,535,228**	**$ 13,983,228**	**$ 553,539**	**$ 183,539**

Schedule XI

Local Use Tax Fund
Comparison of Revenues, Expenditures and Change in Fund Balance

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Beginning Fund Balance	**$ 23,034,798**	**$ 26,434,555**	**$ 29,113,521**	**$ 29,113,521**	**$ - - -**
Revenues					
Local Use Tax	$ 24,690,126	$ 23,948,715	$ 24,706,000	$ 19,400,000	$ 22,650,000
Inter-Fund Transfers					
In	$ - - -	$ 263,547	$ - - -	$ - - -	$ - - -
Out	$ -774,050	$ -3,946,116	$ -5,062,875	$ -6,534,303	$ -543,348
Liquidated Encumbrances	$ 161,896	$ 85,696	$ - - -	$ - - -	$ - - -
Total Available Resources	**$ 47,112,770**	**$ 46,786,397**	**$ 48,756,646**	**$ 41,979,218**	**$ 22,106,652**
Expenditures					
Personal Services	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Contractual Services	6,799,697	3,499,049	4,628,609	5,963,022	3,803,807
Commodities	11,809	5,066	- - -	425	- - -
Capital Outlay	2,399,396	2,401,205	1,225,000	2,471,681	- - -
Subtotal - Operations	$ 9,210,902	$ 5,905,320	$ 5,853,609	$ 8,435,128	$ 3,803,807
Capital Improvements	11,467,313	11,767,556	17,752,295	33,544,090	18,302,845
Total Expenditures	**$ 20,678,215**	**$ 17,672,876**	**$ 23,605,904**	**$ 41,979,218**	**$ 22,106,652**
Ending Fund Balance	**$ 26,434,555**	**$ 29,113,521**	**$ 25,150,742**	**$ - - -**	**$ - - -**

Schedule XI

Hodge Park Fund
Comparison of Revenues, Expenditures and Change in Fund Balance

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Beginning Fund Balance	**$ 389,253**	**$ 508,893**	**$ 485,188**	**$ 485,188**	**$ 318,846**
Revenues					
Interest and Rental Income	66,349	41,578	34,238	28,942	28,265
Service Charges	$ 1,140,451	$ 2,089,349	$ 3,569,810	$ 3,021,000	$ 3,411,611
Total Revenues	**$ 1,206,800**	**$ 2,130,927**	**$ 3,604,048**	**$ 3,049,942**	**$ 3,439,876**
Inter-Fund Transfers					
In	$ 47,516	$ 15,625	$ - - -	$ - - -	$ - - -
Liquidated Encumbrances	$ -209,450	$ 172,888	$ - - -	$ - - -	$ - - -
Total Available Resources	**$ 1,434,119**	**$ 2,828,333**	**$ 4,089,236**	**$ 3,535,130**	**$ 3,758,722**
Expenditures					
Personal Services	$ 291,162	$ 120,001	$ - - -	$ - - -	$ - - -
Contractual Services	441,422	2,164,396	2,822,413	2,810,369	2,742,213
Commodities	138,590	16,597	- - -	- - -	- - -
Capital Outlay	54,052	- - -	- - -	- - -	12,000
Subtotal - Operations	$ 925,226	$ 2,300,994	$ 2,822,413	$ 2,810,369	$ 2,754,213
Debt Service	- - -	- - -	405,915	405,915	415,915
Capital Improvements	- - -	42,151	100,000	- - -	100,000
Total Expenditures	**$ 925,226**	**$ 2,343,145**	**$ 3,328,328**	**$ 3,216,284**	**$ 3,270,128**
Ending Fund Balance	**$ 508,893**	**$ 485,188**	**$ 760,908**	**$ 318,846**	**$ 488,594**

Schedule XI

Kemper-Butler Garage Fund
Comparison of Revenues, Expenditures
and Change in Fund Balance

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Beginning Fund Balance	**$ - - -**	**$ - - -**	**$ 31,614**	**$ 31,614**	**$ 1,018,165**
Revenues					
Rentals	$ - - -	$ 74,329	$ 544,156	$ 257,634	$ 300,000
All Other	- - -	142	- - -	2,750	934
Total Revenues	**$ - - -**	**$ 74,471**	**$ 544,156**	**$ 260,384**	**$ 300,934**
Inter-Fund Transfers					
In	$ - - -	$ - - -	$ 1,000,000	$ 2,069,354	$ 900,000
Out	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Liquidated Encumbrances	$ - - -	$ 1	$ - - -	$ - - -	$ - - -
Total Available Resources	**$ - - -**	**$ 74,472**	**$ 1,575,770**	**$ 2,361,352**	**$ 2,219,099**
Expenditures					
Personal Services	$ - - -	$ 430	$ - - -	$ 111,925	$ 127,238
Contractual Services	- - -	42,428	1,143,187	1,011,136	1,486,208
Commodities	- - -	- - -	- - -	20,126	700
Capital Outlay	- - -	- - -	100,000	100,000	- - -
Subtotal - Operations	$ - - -	$ 42,858	$ 1,243,187	$ 1,243,187	$ 1,614,146
Debt Service	- - -	- - -	- - -	- - -	- - -
Capital Improvements	- - -	- - -	100,000	100,000	100,000
Total Expenditures	**$ - - -**	**$ 42,858**	**$ 1,343,187**	**$ 1,343,187**	**$ 1,714,146**
Ending Fund Balance	**$ - - -**	**$ 31,614**	**$ 232,583**	**$ 1,018,165**	**$ 504,953**

Schedule XI

11th & Oak Garage Fund
Comparison of Revenues, Expenditures and Change in Fund Balance

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Beginning Fund Balance	**$ - - -**	**$ - - -**	**$ - - -**	**$ 54,802**	**$ 921,681**
Revenues					
Licenses and Permits	$ - - -	$ - - -	$ 900,000	$ 870,000	$ 900,000
Rentals	- - -	- - -	365,250	365,250	1,339,500
All Other	- - -	- - -	- - -	10,094	7,500
Total Revenues	**$ - - -**	**$ - - -**	**$ 1,265,250**	**$ 1,245,344**	**$ 2,247,000**
Inter-Fund Transfers					
In	$ - - -	$ - - -	$ - - -	$ - - -	$ 450,000
Out	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Liquidated Encumbrances	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Total Available Resources	**$ - - -**	**$ - - -**	**$ 1,265,250**	**$ 1,300,146**	**$ 3,618,681**
Expenditures					
Personal Services	$ - - -	$ - - -	$ 96,178	$ 90,840	$ 71,196
Contractual Services	- - -	- - -	1,085,045	257,900	2,753,714
Commodities	- - -	- - -	29,225	29,725	30,225
Capital Outlay	- - -	- - -	- - -	- - -	100,000
Subtotal - Operations	$ - - -	$ - - -	$ 1,210,448	$ 378,465	$ 2,955,135
Debt Service	- - -	- - -	- - -	- - -	- - -
Contingent Appropriation	- - -	- - -	- - -	- - -	- - -
Total Expenditures	**$ - - -**	**$ - - -**	**$ 1,210,448**	**$ 378,465**	**$ 2,955,135**
Ending Fund Balance	**$ - - -**	**$ - - -**	**$ 54,802**	**$ 921,681**	**$ 663,546**

Schedule XI

Fire Sales Tax Fund
Comparison of Revenues, Expenditures and Change in Fund Balance

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Beginning Fund Balance	**$ - - -**	**$ - - -**	**$ 2,480,420**	**$ 2,480,420**	**$ 1,269,871**
Revenues					
Sales Tax	$ - - -	$ 2,241,183	$ 15,701,208	$ 15,420,335	$ 15,940,855
Local Use Tax	- - -	351,448	3,917,667	3,237,037	3,466,900
Interest on Investments	- - -	4,975	- - -	86,408	23,606
All Other	- - -	- - -	- - -	- - -	- - -
Total Revenues	**$ - - -**	**$ 2,597,606**	**$ 19,618,875**	**$ 18,743,780**	**$ 19,431,361**
Liquidated Encumbrances	$ - - -	$ 1	$ - - -	$ - - -	$ - - -
Inter-Fund Transfers					
Out	$ - - -	$ - - -	$ -1,712,854	$ -1,753,201	$ -1,475,753
Total Available Resources	**$ - - -**	**$ 2,597,607**	**$ 20,386,441**	**$ 19,470,999**	**$ 19,225,479**
Expenditures					
Personal Services	$ - - -	$ - - -	$ 945,000	$ 945,000	$ 2,373,300
Contractual Services	- - -	- - -	65,000	1,501,794	1,653,328
Commodities	- - -	36,141	- - -	81,600	365,200
Capital Outlay	- - -	81,046	600,000	539,653	300,000
Subtotal - Operations	$ - - -	$ 117,187	$ 1,610,000	$ 3,068,047	$ 4,691,828
Pass Through Payments	- - -	- - -	- - -	- - -	- - -
Capital Improvements	- - -	- - -	16,296,021	15,133,081	13,263,780
Contingent Appropriation	- - -	- - -	- - -	- - -	- - -
Total Expenditures	**$ - - -**	**$ 117,187**	**$ 17,906,021**	**$ 18,201,128**	**$ 17,955,608**
Ending Fund Balance	**$ - - -**	**$ 2,480,420**	**$ 2,480,420**	**$ 1,269,871**	**$ 1,269,871**

Schedule XI

Hazardous Materials Fund
Comparison of Revenues, Expenditures and Change in Fund Balance

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Beginning Fund Balance	**$ 672,741**	**$ 473,444**	**$ 93,504**	**$ 93,504**	**$ 35,846**
Revenues					
Cigarette Tax	$ 1,507,321	$ 1,475,389	$ 1,550,000	$ 1,500,000	$ 1,507,500
Interest and Rental Income	45,656	27,900	33,509	3,500	5,000
All Other	16,443	21,715	- - -	2,000	2,500
Total Revenues	**$ 1,569,420**	**$ 1,525,004**	**$ 1,583,509**	**$ 1,505,500**	**$ 1,515,000**
Inter-Fund Transfers					
In	$ - - -	$ - - -	$ 500,000	$ 500,000	$ 602,630
Out	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Liquidated Encumbrances	$ 709	$ 114	$ - - -	$ - - -	$ - - -
Total Available Resources	**$ 2,242,870**	**$ 1,998,562**	**$ 2,177,013**	**$ 2,099,004**	**$ 2,153,476**
Expenditures					
Personal Services	$ 1,620,843	$ 1,742,975	$ 1,885,844	$ 1,911,315	$ 1,987,279
Contractual Services	102,790	108,969	99,899	100,547	81,401
Commodities	42,563	48,402	49,100	51,296	48,950
Capital Outlay	3,230	4,712	- - -	- - -	- - -
Subtotal - Operations	$ 1,769,426	$ 1,905,058	$ 2,034,843	$ 2,063,158	$ 2,117,630
Capital Improvements	- - -	- - -	- - -	- - -	- - -
Total Expenditures	**$ 1,769,426**	**$ 1,905,058**	**$ 2,034,843**	**$ 2,063,158**	**$ 2,117,630**
Ending Fund Balance	**$ 473,444**	**$ 93,504**	**$ 142,170**	**$ 35,846**	**$ 35,846**

Schedule XI

Public Safety Sales Tax Fund
Comparison of Revenues, Expenditures
and Change in Fund Balance

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Beginning Fund Balance	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**	**$ 908,006**
Revenues					
Sales Tax	$ - - -	$ - - -	$ - - -	$ 6,165,083	$ 15,940,855
Local Use Tax	- - -	- - -	- - -	1,133,589	3,466,900
Interest on Investments	- - -	- - -	- - -	1,000	23,606
All Other	- - -	- - -	- - -	- - -	- - -
Total Revenues	**$ - - -**	**$ - - -**	**$ - - -**	**$ 7,299,672**	**$ 19,431,361**
Liquidated Encumbrances	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Inter-Fund Transfers					
Out	$ - - -	$ - - -	$ - - -	$ - - -	$ -1,475,753
Total Available Resources	**$ - - -**	**$ - - -**	**$ - - -**	**$ 7,299,672**	**$ 18,863,614**
Expenditures					
Personal Services	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Contractual Services	- - -	- - -	- - -	- - -	- - -
Commodities	- - -	- - -	- - -	- - -	- - -
Capital Outlay	- - -	- - -	- - -	1,500,000	1,500,000
Subtotal - Operations	$ - - -	$ - - -	$ - - -	$ 1,500,000	$ 1,500,000
Pass Through Payments	- - -	- - -	- - -	- - -	- - -
Capital Improvements	- - -	- - -	- - -	4,891,666	16,455,608
Contingent Appropriation	- - -	- - -	- - -	- - -	- - -
Total Expenditures	**$ - - -**	**$ - - -**	**$ - - -**	**$ 6,391,666**	**$ 17,955,608**
Ending Fund Balance	**$ - - -**	**$ - - -**	**$ - - -**	**$ 908,006**	**$ 908,006**

Schedule XI

Health Levy Fund
Comparison of Revenues, Expenditures and Change in Fund Balance

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Beginning Fund Balance	**$ 3,070,486**	**$ 3,852,039**	**$ 3,993,566**	**$ 3,993,566**	**$ 1,488,570**
Revenues					
Property Taxes					
Real Estate - Current	$ 17,204,387	$ 17,790,040	$ 18,453,450	$ 18,251,044	$ 18,901,461
Individual - Personal Property	5,690,696	6,337,834	6,270,436	6,427,097	6,436,738
Railroad & Utility	498,140	570,142	575,352	604,350	615,954
Delinquent Taxes & Penalties	2,178,809	2,052,036	2,055,000	2,029,093	2,110,000
Subtotal - Property Taxes	25,572,032	26,750,052	27,354,238	27,311,584	28,064,153
Grants	24,548	26,327	64,000	31,000	37,167
Total Revenues	**$ 25,596,580**	**$ 26,776,379**	**$ 27,418,238**	**$ 27,342,584**	**$ 28,101,320**
Inter-Fund Transfers					
In	$ - - -	$ - - -	$ 11,665	$ - - -	$ - - -
Out	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Liquidated Encumbrances	$ - - -	$ -2	$ - - -	$ - - -	$ - - -
Total Available Resources	**$ 28,667,066**	**$ 30,628,416**	**$ 31,423,469**	**$ 31,336,150**	**$ 29,589,890**
Expenditures					
Personal Services	$ 40,528	$ 98,794	$ 154,184	$ 132,141	$ 600,190
Contractual Services	1,190,869	801,892	1,007,989	1,271,979	1,274,099
Commodities	- - -	- - -	5,816	99,500	213,575
Capital Outlay	- - -	- - -	- - -	- - -	- - -
Subtotal - Operations	$ 1,231,397	$ 900,686	$ 1,167,989	$ 1,503,620	$ 2,087,864
Pass Through Payments	23,583,630	25,281,659	27,796,464	28,296,465	27,486,594
Capital Improvements	- - -	452,505	- - -	47,495	- - -
Total Expenditures	**$ 24,815,027**	**$ 26,634,850**	**$ 28,964,453**	**$ 29,847,580**	**$ 29,574,458**
Ending Fund Balance	**$ 3,852,039**	**$ 3,993,566**	**$ 2,459,016**	**$ 1,488,570**	**$ 15,432**

Schedule XI

Police Drug Enforcement Fund
Comparison of Revenues, Expenditures and Change in Fund Balance

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Beginning Fund Balance	**$ -936,461**	**$ -1,754,368**	**$ -1,067,138**	**$ -1,067,138**	**$ -1,067,138**
Revenues					
Grants	$ 1,697,380	$ 3,176,514	$ 2,722,040	$ 2,722,040	$ 2,507,556
Liquidated Encumbrances	$ 785	$ 65	$ - - -	$ - - -	$ - - -
Total Available Resources	**$ 761,704**	**$ 1,422,211**	**$ 1,654,902**	**$ 1,654,902**	**$ 1,440,418**
Expenditures					
Personal Services	$ 1,972,819	$ 2,015,559	$ 2,287,087	$ 2,290,087	$ 2,119,048
Contractual Services	316,723	326,475	343,453	382,453	334,008
Commodities	100,386	86,956	91,500	49,500	54,500
Capital Outlay	126,144	60,359	- - -	- - -	- - -
Subtotal - Operations	$ 2,516,072	$ 2,489,349	$ 2,722,040	$ 2,722,040	$ 2,507,556
Capital Improvements	- - -	- - -	- - -	- - -	- - -
Total Expenditures	**$ 2,516,072**	**$ 2,489,349**	**$ 2,722,040**	**$ 2,722,040**	**$ 2,507,556**
Ending Fund Balance	**$ -1,754,368**	**$ -1,067,138**	**$ -1,067,138**	**$ -1,067,138**	**$ -1,067,138**

Schedule XI

Neighborhood Tourist Development Fund
Comparison of Revenues, Expenditures
and Change in Fund Balance

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Beginning Fund Balance	**$ 142,119**	**$ 430,411**	**$ 469,488**	**$ 469,488**	**$ 469,488**
Revenues					
All Other	$ - - -	$ 499	$ - - -	$ - - -	$ - - -
Inter-Fund Transfers					
In	$ 1,365,000	$ 1,396,355	$ 1,465,000	$ 1,535,000	$ 1,765,000
Liquidated Encumbrances	$ 198,740	$ - - -	$ - - -	$ - - -	$ - - -
Total Available Resources	**$ 1,705,859**	**$ 1,827,265**	**$ 1,934,488**	**$ 2,004,488**	**$ 2,234,488**
Expenditures					
Personal Services	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Contractual Services	1,275,448	1,357,777	1,465,000	1,535,000	1,765,000
Commodities	- - -	- - -	- - -	- - -	- - -
Capital Outlay	- - -	- - -	- - -	- - -	- - -
Subtotal - Operations	$ 1,275,448	$ 1,357,777	$ 1,465,000	$ 1,535,000	$ 1,765,000
Capital Improvements	- - -	- - -	- - -	- - -	- - -
Total Expenditures	**$ 1,275,448**	**$ 1,357,777**	**$ 1,465,000**	**$ 1,535,000**	**$ 1,765,000**
Ending Fund Balance	**$ 430,411**	**$ 469,488**	**$ 469,488**	**$ 469,488**	**$ 469,488**

Schedule XI

Convention and Tourism Fund
Comparison of Revenues, Expenditures
and Change in Fund Balance

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Beginning Fund Balance	**$ 2,541,186**	**$ 4,769,409**	**$ 3,179,303**	**$ 3,179,303**	**$ 682,770**
Revenues					
Convention and Tourism Tax					
Restaurant Tax	$ 13,158,109	$ 13,155,279	$ 13,467,850	$ 13,950,000	$ 16,100,000
Hotel/Motel Tax	15,169,917	12,443,646	14,650,000	15,350,000	17,650,000
Subtotal Convention & Tourism	$ 28,328,026	$ 25,598,925	$ 28,117,850	$ 29,300,000	$ 33,750,000
Interest and Rental Income	4,881,661	5,594,420	5,525,000	5,800,000	6,500,000
Grants	3,820	- - -	- - -	- - -	- - -
All Other	25	- - -	- - -	- - -	- - -
Total Revenues	**$ 33,213,532**	**$ 31,193,345**	**$ 33,642,850**	**$ 35,100,000**	**$ 40,250,000**
Inter-Fund Transfers					
In	$ 4,295,738	$ 4,423,584	$ 4,214,407	$ 3,226,607	$ 3,581,728
Out	$ -14,486,148	$ -14,880,008	$ -15,706,798	$ -18,694,374	$ -20,907,189
Liquidated Encumbrances	$ 222,941	$ 113,645	$ - - -	$ - - -	$ - - -
Total Available Resources	**$ 25,787,249**	**$ 25,619,975**	**$ 25,329,762**	**$ 22,811,536**	**$ 23,607,309**
Expenditures					
Personal Services	$ 5,334,676	$ 5,579,623	$ 6,243,328	$ 6,035,345	$ 6,146,046
Contractual Services	9,704,061	9,205,653	9,463,400	9,078,282	9,661,317
Commodities	450,892	404,178	299,750	427,973	298,200
Capital Outlay	68,211	26,905	108,976	106,076	108,976
Subtotal - Operations	$ 15,557,840	$ 15,216,359	$ 16,115,454	$ 15,647,676	$ 16,214,539
Pass Through Payments	5,460,000	5,585,467	5,860,000	5,781,090	6,060,000
Capital Improvements	- - -	1,638,846	700,000	700,000	650,000
Total Expenditures	**$ 21,017,840**	**$ 22,440,672**	**$ 22,675,454**	**$ 22,128,766**	**$ 22,924,539**
Ending Fund Balance	**$ 4,769,409**	**$ 3,179,303**	**$ 2,654,308**	**$ 682,770**	**$ 682,770**

Schedule XI

Community Centers Fund
Comparison of Revenues, Expenditures and Change in Fund Balance

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Beginning Fund Balance	**$ 516,093**	**$ 228,392**	**$ 46,540**	**$ 46,540**	**$ 194,825**
Revenues					
Licenses and Permits	$ 1,840,872	$ 1,706,071	$ 1,868,500	$ 1,800,000	$ 1,828,850
Service Charges	802,860	836,181	917,500	866,000	856,000
All Other	37	250	- - -	- - -	- - -
Total Revenues	**$ 2,643,769**	**$ 2,542,502**	**$ 2,786,000**	**$ 2,666,000**	**$ 2,684,850**
Inter-Fund Transfers					
In	$ 1,616,678	$ 1,598,467	$ 1,908,373	$ 1,963,736	$ 1,157,614
Out	$ -294,000	$ - - -	$ - - -	$ - - -	$ - - -
Liquidated Encumbrances	$ 15,606	$ 29,403	$ - - -	$ - - -	$ - - -
Total Available Resources	**$ 4,498,146**	**$ 4,398,764**	**$ 4,740,913**	**$ 4,676,276**	**$ 4,037,289**
Expenditures					
Personal Services	$ 1,826,068	$ 1,840,908	$ 2,100,905	$ 1,974,101	$ 1,489,342
Contractual Services	990,010	867,303	865,953	798,365	682,956
Commodities	241,267	274,477	243,482	243,482	181,666
Capital Outlay	27,345	- - -	- - -	- - -	- - -
Subtotal - Operations	$ 3,084,690	$ 2,982,688	$ 3,210,340	$ 3,015,948	$ 2,353,964
Debt Service	1,185,064	1,369,536	1,484,033	1,465,503	1,488,500
Capital Improvements	- - -	- - -	- - -	- - -	- - -
Total Expenditures	**$ 4,269,754**	**$ 4,352,224**	**$ 4,694,373**	**$ 4,481,451**	**$ 3,842,464**
Ending Fund Balance	**$ 228,392**	**$ 46,540**	**$ 46,540**	**$ 194,825**	**$ 194,825**

Schedule XI

Zoo Fund
Comparison of Revenues, Expenditures and Change in Fund Balance

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Beginning Fund Balance	**$ 192,360**	**$ 124,639**	**$ 177**	**$ 177**	**$ 177**
Revenues					
Interest and Rental Income	$ 351,862	$ 486,333	$ - - -	$ - - -	$ - - -
Zoo Admission Charges	1,488,463	1,367,887	- - -	- - -	- - -
Service Charges	2,177,753	1,370,489	- - -	- - -	- - -
Grants	- - -	75,090	- - -	- - -	- - -
All Other	30	449	- - -	- - -	- - -
Total Revenues	**$ 4,018,108**	**$ 3,300,248**	**$ - - -**	**$ - - -**	**$ - - -**
Inter-Fund Transfers					
In	$ 4,575,000	$ 3,914,500	$ 4,000,000	$ 4,000,000	$ 4,000,000
Liquidated Encumbrances	$ 46,480	$ -47,973	$ - - -	$ - - -	$ - - -
Total Available Resources	**$ 8,831,948**	**$ 7,291,414**	**$ 4,000,177**	**$ 4,000,177**	**$ 4,000,177**
Expenditures					
Personal Services	$ 5,174,106	$ 3,908,808	$ 967,548	$ 963,822	$ 854,734
Contractual Services	1,723,605	2,138,795	3,032,452	3,036,178	3,145,266
Commodities	1,193,916	738,635	- - -	- - -	- - -
Capital Outlay	475	75,000	- - -	- - -	- - -
Subtotal - Operations	$ 8,092,102	$ 6,861,238	$ 4,000,000	$ 4,000,000	$ 4,000,000
Capital Improvements	615,207	429,999	- - -	- - -	- - -
Total Expenditures	**$ 8,707,309**	**$ 7,291,237**	**$ 4,000,000**	**$ 4,000,000**	**$ 4,000,000**
Ending Fund Balance	**$ 124,639**	**$ 177**	**$ 177**	**$ 177**	**$ 177**

Schedule XI

Police Grants Fund
Comparison of Revenues, Expenditures and Change in Fund Balance

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Beginning Fund Balance	**$ -256,613**	**$ -236,708**	**$ -43,364**	**$ -43,364**	**$ -43,364**
Revenues					
Service Charges	$ - - -	$ - - -	$ 1,313,845	$ 1,313,845	$ 1,261,510
Grants	7,407,317	5,812,399	3,494,703	5,459,172	4,219,881
Other	- - -	- - -	- - -	- - -	- - -
Total Revenues	**$ 7,407,317**	**$ 5,812,399**	**$ 4,808,548**	**$ 6,773,017**	**$ 5,481,391**
Inter-Fund Transfers					
In	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Liquidated Encumbrances	$ 3,685	$ 82	$ - - -	$ - - -	$ - - -
Total Available Resources	**$ 7,154,389**	**$ 5,575,773**	**$ 4,765,184**	**$ 6,729,653**	**$ 5,438,027**
Expenditures					
Personal Services	$ 4,538,078	$ 2,628,212	$ 2,837,688	$ 3,213,609	$ 2,825,087
Contractual Services	1,954,613	2,200,887	1,616,490	2,686,506	2,180,912
Commodities	215,110	295,047	162,519	471,637	409,392
Capital Outlay	683,296	494,991	191,851	401,265	66,000
Subtotal - Operations	$ 7,391,097	$ 5,619,137	$ 4,808,548	$ 6,773,017	$ 5,481,391
Capital Improvements	- - -	- - -	- - -	- - -	- - -
Total Expenditures	**$ 7,391,097**	**$ 5,619,137**	**$ 4,808,548**	**$ 6,773,017**	**$ 5,481,391**
Ending Fund Balance	**$ -236,708**	**$ -43,364**	**$ -43,364**	**$ -43,364**	**$ -43,364**

Schedule XI

Arterial Street Impact Fee Fund
Comparison of Revenues, Expenditures
and Change in Fund Balance

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Beginning Fund Balance	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**
Revenues					
Service Charges	$ - - -	$ - - -	$ 3,000,000	$ 1,800,000	$ 2,000,000
Other	- - -	- - -	- - -	12,500	15,000
Total Revenues	**$ - - -**	**$ - - -**	**$ 3,000,000**	**$ 1,812,500**	**$ 2,015,000**
Inter-Fund Transfers					
In	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Liquidated Encumbrances	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Total Available Resources	**$ - - -**	**$ - - -**	**$ 3,000,000**	**$ 1,812,500**	**$ 2,015,000**
Expenditures					
Personal Services	$ - - -	$ - - -	$ 90,000	$ 54,958	$ 60,000
Contractual Services	- - -	- - -	- - -	1,035	- - -
Commodities	- - -	- - -	- - -	- - -	- - -
Capital Outlay	- - -	- - -	- - -	- - -	- - -
Subtotal - Operations	$ - - -	$ - - -	$ 90,000	$ 55,993	$ 60,000
Capital Improvements	- - -	- - -	2,910,000	1,756,507	1,940,000
Total Expenditures	**$ - - -**	**$ - - -**	**$ 3,000,000**	**$ 1,812,500**	**$ 2,000,000**
Ending Fund Balance	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**	**$ 15,000**

Schedule XI

University Hospital Fund
Comparison of Revenues, Expenditures and Change in Fund Balance

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Beginning Fund Balance	**$ 79,043**	**$ 83,886**	**$ - - -**	**$ - - -**	**$ - - -**
Revenues					
Interest and Rental Income	$ 4,843	$ 3,436	$ - - -	$ - - -	$ - - -
All Other	- - -	- - -	- - -	- - -	- - -
Total Revenues	**$ 4,843**	**$ 3,436**	**$ - - -**	**$ - - -**	**$ - - -**
Inter-Fund Transfers					
In	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Out	$ - - -	$ -83,886	$ - - -	$ - - -	$ - - -
Liquidated Encumbrances	$ - - -	$ -3,436	$ - - -	$ - - -	$ - - -
Total Available Resources	**$ 83,886**	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**
Expenditures					
Personal Services	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Contractual Services	- - -	- - -	- - -	- - -	- - -
Commodities	- - -	- - -	- - -	- - -	- - -
Capital Outlay	- - -	- - -	- - -	- - -	- - -
Subtotal - Operations	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Capital Improvements	- - -	- - -	- - -	- - -	- - -
Total Expenditures	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**
Ending Fund Balance	**$ 83,886**	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**

Schedule XI

Domestic Violence Shelter Operations Fund
Comparison of Revenues, Expenditures
and Change in Fund Balance

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Beginning Fund Balance	**$ 287,694**	**$ 114,089**	**$ 56,147**	**$ 56,147**	**$ 81,147**
Revenues					
Court Fines	$ 337,638	$ 348,301	$ 335,000	$ 360,000	$ 365,000
Liquidated Encumbrances	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Total Available Resources	**$ 625,332**	**$ 462,390**	**$ 391,147**	**$ 416,147**	**$ 446,147**
Expenditures					
Personal Services	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Contractual Services	511,243	406,243	335,000	335,000	365,000
Commodities	- - -	- - -	- - -	- - -	- - -
Capital Outlay	- - -	- - -	- - -	- - -	- - -
Subtotal - Operations	$ 511,243	$ 406,243	$ 335,000	$ 335,000	$ 365,000
Capital Improvements	- - -	- - -	- - -	- - -	- - -
Total Expenditures	**$ 511,243**	**$ 406,243**	**$ 335,000**	**$ 335,000**	**$ 365,000**
Ending Fund Balance	**$ 114,089**	**$ 56,147**	**$ 56,147**	**$ 81,147**	**$ 81,147**

Schedule XI

Governmental Grants Fund
Comparison of Revenues, Expenditures and Change in Fund Balance

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Beginning Fund Balance	**$ 1,226,550**	**$ -140,662**	**$ -113,646**	**$ -113,646**	**$ -113,646**
Revenues					
Service Charges	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Grants	$ 3,901,169	$ 5,128,187	$ 5,395,381	$ 5,580,524	$ 5,835,718
Other	$ 10	$ -449	$ - - -	$ - - -	$ - - -
Total Revenues	**$ 3,901,179**	**$ 5,127,738**	**$ 5,395,381**	**$ 5,580,524**	**$ 5,835,718**
Liquidated Encumbrances	$ 3,661	$ 16,409	$ - - -	$ - - -	$ - - -
Total Available Resources	**$ 5,131,390**	**$ 5,003,485**	**$ 5,281,735**	**$ 5,466,878**	**$ 5,722,072**
Expenditures					
Personal Services	$ 2,590,791	$ 2,703,816	$ 3,049,297	$ 3,291,807	$ 3,140,670
Contractual Services	2,500,792	2,222,885	2,153,671	2,096,744	2,525,978
Commodities	133,548	151,487	181,188	170,697	127,626
Capital Outlay	46,921	38,943	11,225	21,276	41,444
Subtotal - Operations	$ 5,272,052	$ 5,117,131	$ 5,395,381	$ 5,580,524	$ 5,835,718
Capital Improvements	- - -	- - -	- - -	- - -	- - -
Total Expenditures	**$ 5,272,052**	**$ 5,117,131**	**$ 5,395,381**	**$ 5,580,524**	**$ 5,835,718**
Ending Fund Balance	**$ -140,662**	**$ -113,646**	**$ -113,646**	**$ -113,646**	**$ -113,646**

Schedule XI

Capital Improvements Fund
Comparison of Revenues, Expenditures
and Change in Fund Balance

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Beginning Fund Balance	**$ 62,271,823**	**$ 81,453,772**	**$ 123,014,733**	**$ 123,014,733**	**$ 660,443**
Revenues					
Sales Tax	$ 30,815,749	$ 61,182,611	$ 62,992,186	$ 59,958,960	$ 61,866,532
Interest on Investments	4,979,083	6,191,702	3,840,771	4,950,000	5,500,000
Grants					
Federal Grants	373,188	5,091,145	- - -	10,180,686	- - -
State Grants	4,279,516	716,508	2,000,000	5,795,288	2,200,000
Other Grants	171,670	1,644,371	- - -	872,883	- - -
Subtotal - Grants	$ 4,824,374	$ 7,452,024	$ 2,000,000	$ 16,848,857	$ 2,200,000
All Other	$ 145	$ 750	$ - - -	$ - - -	$ - - -
Total Revenues	**$ 40,619,351**	**$ 74,827,087**	**$ 68,832,957**	**$ 81,757,817**	**$ 69,566,532**
Inter-Fund Transfers					
In	$ 10,323,961	$ 7,316,231	$ - - -	$ 300,000	$ 1,350,000
Out	$ -1,612,464	$ -4,248,223	$ -6,919,350	$ -8,695,195	$ -6,250,411
Liquidated Encumbrances	$ 7,709,718	$ 828,213	$ - - -	$ - - -	$ - - -
Total Available Resources	**$ 119,312,389**	**$ 160,177,080**	**$ 184,928,340**	**$ 196,377,355**	**$ 65,326,564**
Expenditures					
Personal Services	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Contractual Services	73,465	38,700	54,180	351,118	53,700
Commodities	- - -	- - -	- - -	- - -	- - -
Capital Outlay	- - -	- - -	- - -	- - -	- - -
Subtotal - Operations	$ 73,465	$ 38,700	$ 54,180	$ 351,118	$ 53,700
Debt Service	- - -	- - -	- - -	- - -	- - -
Capital Improvements	37,785,152	37,123,647	61,859,427	195,365,794	64,633,769
Contingent Appropriation	- - -	- - -	- - -	- - -	- - -
Total Expenditures	**$ 37,858,617**	**$ 37,162,347**	**$ 61,913,607**	**$ 195,716,912**	**$ 64,687,469**
Ending Fund Balance	**$ 81,453,772**	**$ 123,014,733**	**$ 123,014,733**	**$ 660,443**	**$ 639,095**

Schedule XI

Liberty Memorial Project Fund
Comparison of Revenues, Expenditures and Change in Fund Balance

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Beginning Fund Balance	**$ 30,915,330**	**$ 698,608**	**$ -2,081,701**	**$ -2,081,701**	**$ 510,767**
Revenues					
Sales Tax	$ 2,826,569	$ - - -	$ - - -	$ - - -	$ - - -
Grants					
Federal Grants	2,408,372	91,628	- - -	- - -	- - -
State Grants	- - -	- - -	- - -	10,000,000	- - -
Other Grants	- - -	- - -	- - -	- - -	- - -
Subtotal - Grants	$ 2,408,372	$ 91,628	$ - - -	$ 10,000,000	$ - - -
Interest and Rental Income	1,789,813	898,864		395,111	
All Other	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Total Revenues	**$ 7,024,754**	**$ 990,492**	**$ - - -**	**$ 10,395,111**	**$ - - -**
Inter-Fund Transfers					
In	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Out	$ -1,334,864	$ - - -	$ - - -	$ - - -	$ - - -
Liquidated Encumbrances	$ - - -	$ 1	$ - - -	$ - - -	$ - - -
Reserve Held for State Tax Credit	$ - - -	$ - - -	$ - - -	$ 3,311,697	$ - - -
Total Available Resources	**$ 36,605,220**	**$ 1,689,101**	**$ -2,081,701**	**$ 11,625,107**	**$ 510,767**
Expenditures					
Personal Services	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Contractual Services	- - -	- - -	- - -	- - -	- - -
Commodities	- - -	- - -	- - -	- - -	- - -
Capital Outlay	- - -	- - -	- - -	- - -	- - -
Subtotal - Operations	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Debt Service	- - -	- - -	- - -	- - -	- - -
Capital Improvements	35,906,612	3,770,802	- - -	11,114,340	- - -
Total Expenditures	**$ 35,906,612**	**$ 3,770,802**	**$ - - -**	**$ 11,114,340**	**$ - - -**
Ending Fund Balance	**$ 698,608**	**$ -2,081,701**	**$ -2,081,701**	**$ 510,767**	**$ 510,767**

Schedule XI

General Debt and Interest Fund
Comparison of Revenues, Expenditures
and Change in Fund Balance

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Beginning Fund Balance	**$ 9,013,820**	**$ 10,323,786**	**$ 10,248,794**	**$ 10,248,794**	**$ 10,134,804**
Revenues					
Property Taxes					
Real Estate - Current	$ 5,961,229	$ 5,097,404	$ 5,280,103	$ 5,191,988	$ 5,366,024
Individual - Personal Property	1,944,534	1,869,273	1,938,549	1,799,587	1,802,326
Merchants & Manufacturers					
Railroad & Utility	145,161	165,367	205,899	175,235	173,775
Financial Institution Taxes					
Delinquent Taxes & Penalties	514,113	688,140	479,888	517,135	574,748
Subtotal - Property Taxes	$ 8,565,037	$ 7,820,184	$ 7,904,439	$ 7,683,945	$ 7,916,873
Interest on Investments	$ 494,751	$ 509,555	$ 360,995	$ 325,001	$ 199,415
Grants	$ 358,350	$ 122,266	$ 359,179	$ 359,635	$ 366,684
All Other	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Total Revenues	**$ 9,418,138**	**$ 8,452,005**	**$ 8,624,613**	**$ 8,368,581**	**$ 8,482,972**
Inter-Fund Transfers					
In	$ - - -	$ - - -	$ 1,199	$ - - -	$ - - -
Out	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Liquidated Encumbrances	$ 191,872	$ 3,618	$ - - -	$ - - -	$ - - -
Total Available Resources	**$ 18,623,830**	**$ 18,779,409**	**$ 18,874,606**	**$ 18,617,375**	**$ 18,617,776**
Expenditures					
Personal Services	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Contractual Services	112,651	127,875	142,977	138,844	140,691
Commodities	- - -	- - -	- - -	- - -	- - -
Capital Outlay	- - -	- - -	- - -	- - -	- - -
Subtotal - Operations	$ 112,651	$ 127,875	$ 142,977	$ 138,844	$ 140,691
Debt Service	8,187,393	8,402,740	8,343,727	8,343,727	9,298,024
Total Expenditures	**$ 8,300,044**	**$ 8,530,615**	**$ 8,486,704**	**$ 8,482,571**	**$ 9,438,715**
Ending Fund Balance	**$ 10,323,786**	**$ 10,248,794**	**$ 10,387,902**	**$ 10,134,804**	**$ 9,179,061**

Schedule XI

Street Light Debt Fund
Comparison of Revenues, Expenditures and Change in Fund Balance

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Beginning Fund Balance	**$ 1,047,779**	**$ 2,712,721**	**$ 700,162**	**$ 700,162**	**$ 1,700,834**
Revenues					
Interest and Rental Income	2,556,211	1,528,145	802,767	255,932	262,232
All Other	$ 1,333,791	$ - - -	$ - - -	$ - - -	$ - - -
Total Revenue	**$ 3,890,002**	**$ 1,528,145**	**$ 802,767**	**$ 255,932**	**$ 262,232**
Inter-Fund Transfers					
In	$ 5,629,355	$ 6,020,842	$ 6,000,000	$ 10,479,157	$ 8,000,000
Out	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Liquidated Encumbrances	1	1	- - -	- - -	- - -
Total Available Resources	**$ 10,567,137**	**$ 10,261,709**	**$ 7,502,929**	**$ 11,435,251**	**$ 9,963,066**
Expenditures					
Personal Services	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Contractual Services	- - -	- - -	- - -	- - -	- - -
Commodities	- - -	- - -	- - -	- - -	- - -
Capital Outlay	- - -	- - -	- - -	- - -	- - -
Subtotal - Operations	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Debt Service	2,856,943	4,061,547	3,734,417	3,734,417	1,443,418
Capital Improvements	4,997,473	5,500,000	6,000,000	6,000,000	8,000,000
Total Expenditures	**$ 7,854,416**	**$ 9,561,547**	**$ 9,734,417**	**$ 9,734,417**	**$ 9,443,418**
Ending Fund Balance	**$ 2,712,721**	**$ 700,162**	**$ -2,231,488**	**$ 1,700,834**	**$ 519,648**

Schedule XI

Sales Tax Debt Fund
Comparison of Revenues, Expenditures and Change in Fund Balance

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Beginning Fund Balance	**$ 13,752,688**	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**
Revenues					
Sales Tax	$ 30,815,749	$ - - -	$ - - -	$ - - -	$ - - -
Interest and Rental Income	692,880	- - -	- - -	- - -	- - -
All Other	- - -	- - -	- - -	- - -	- - -
Total Revenue	**$ 31,508,629**	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**
Inter-Fund Transfers					
In	$ 2,612,970	$ - - -	$ - - -	$ - - -	$ - - -
Out	$ -8,118,949	$ - - -	$ - - -	$ - - -	$ - - -
Liquidated Encumbrances	$ -6,885,330	$ - - -	$ - - -	$ - - -	$ - - -
Total Available Resources	**$ 32,870,008**	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**
Expenditures					
Personal Services	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Contractual Services	- - -	- - -	- - -	- - -	- - -
Commodities	- - -	- - -	- - -	- - -	- - -
Capital Outlay	- - -	- - -	- - -	- - -	- - -
Subtotal - Operations	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Debt Service	32,870,008	- - -	- - -	- - -	- - -
Contingent Appropriation	- - -	- - -	- - -	- - -	- - -
Total Expenditures	**$ 32,870,008**	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**
Ending Fund Balance	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**

Schedule XI

Special Allocation Fund
Comparison of Revenues, Expenditures and Change in Fund Balance

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Beginning Fund Balance	**$ 522,061**	**$ 207,981**	**$ 143,972**	**$ 143,972**	**$ 1,273,576**
Revenues					
Property Taxes	$ 1,534,940	$ 1,842,374	$ 3,237,397	$ 3,237,397	$ 2,784,639
Interest on Investments	131,640	59,186	85,515	46,999	18,000
Grants	8,723,024	8,158,977	16,128,959	16,128,959	13,709,924
All Other	- - -	- - -	- - -	- - -	- - -
Total Revenues	**$ 10,389,604**	**$ 10,060,537**	**$ 19,451,871**	**$ 19,413,355**	**$ 16,512,563**
Liquidated Encumbrances	$ 3	$ - - -	$ - - -	$ - - -	$ - - -
Inter-Fund Transfers					
In	$ 5,579,065	$ 12,594,771	$ 17,623,247	$ 16,923,247	$ 16,872,391
Out	$ -381,207	$ -514,526	$ -3,461,302	$ -3,461,302	$ -4,027,066
Total Available Resources	**$ 16,109,526**	**$ 22,348,763**	**$ 33,757,788**	**$ 33,019,272**	**$ 30,631,464**
Expenditures					
Personal Services	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Contractual Services	15,901,545	22,204,791	33,536,305	31,745,696	29,273,436
Commodities	- - -	- - -	- - -	- - -	- - -
Capital Outlay	- - -	- - -	- - -	- - -	- - -
Subtotal - Operations	$ 15,901,545	$ 22,204,791	$ 33,536,305	$ 31,745,696	$ 29,273,436
Debt Service	- - -	- - -	- - -	- - -	- - -
Contingent Appropriation	- - -	- - -	- - -	- - -	- - -
Total Expenditures	**$ 15,901,545**	**$ 22,204,791**	**$ 33,536,305**	**$ 31,745,696**	**$ 29,273,436**
Ending Fund Balance	**$ 207,981**	**$ 143,972**	**$ 221,483**	**$ 1,273,576**	**$ 1,358,028**

Schedule XI

Super TIF - Americana Hotel Fund
Comparison of Revenues, Expenditures and Change in Fund Balance

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Beginning Fund Balance	**$ 477,211**	**$ 508,374**	**$ 578,127**	**$ 578,127**	**$ 1,009,415**
Revenues					
Property Taxes	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Interest and Rental Income	264,887	280,451	259,553	259,790	282,340
Service Charges	- - -	- - -	- - -	- - -	- - -
Special Assessments	264,500	264,500	264,500	264,500	264,500
All Other	- - -	- - -	- - -	- - -	- - -
Total Revenues	**$ 529,387**	**$ 544,951**	**$ 524,053**	**$ 524,290**	**$ 546,840**
Inter-Fund Transfers					
In	$ 383,875	$ 164,922	$ 865,034	$ 865,034	$ 1,023,870
Out	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Liquidated Encumbrances	$ -1	$ - - -	$ - - -	$ - - -	$ - - -
Resources Held by Trustee	$ - - -	$ - - -	$ - - -	$ 358,920	$ - - -
Total Available Resources	**$ 1,390,472**	**$ 1,218,247**	**$ 1,967,214**	**$ 2,326,371**	**$ 2,580,125**
Expenditures					
Personal Services	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Contractual Services	- - -	- - -	- - -	- - -	- - -
Commodities	- - -	- - -	- - -	- - -	- - -
Capital Outlay	- - -	- - -	- - -	- - -	- - -
Subtotal - Operations	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Debt Service	882,098	640,120	1,316,956	1,316,956	1,392,706
Contingent Appropriation	- - -	- - -	- - -	- - -	- - -
Total Expenditures	**$ 882,098**	**$ 640,120**	**$ 1,316,956**	**$ 1,316,956**	**$ 1,392,706**
Ending Fund Balance	**$ 508,374**	**$ 578,127**	**$ 650,258**	**$ 1,009,415**	**$ 1,187,419**

Schedule XI

Super TIF - Twelfth and Wyandotte Fund
Comparison of Revenues, Expenditures and Change in Fund Balance

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Beginning Fund Balance	**$ -891,330**	**$ 261,438**	**$ 48,885**	**$ 48,885**	**$ 257,209**
Revenues					
Property Taxes	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Interest on Investments	-46,834	-6,243	- - -	-4,873	- - -
All Other	385,170	398,803	- - -	- - -	346,163
Total Revenues	**$ 338,336**	**$ 392,560**	**$ - - -**	**$ -4,873**	**$ 346,163**
Inter-Fund Transfers					
In	$ 2,503,069	$ 1,132,113	$ 2,503,050	$ 2,503,050	$ 2,803,402
Out	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Liquidated Encumbrances	$ 2	$ 1	$ - - -	$ - - -	$ - - -
Resources Held by Trustee	$ - - -	$ - - -	$ - - -	$ 157,805	$ - - -
Total Available Resources	**$ 1,950,077**	**$ 1,786,112**	**$ 2,551,935**	**$ 2,704,867**	**$ 3,406,774**
Expenditures					
Personal Services	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Contractual Services	- - -	- - -	- - -	- - -	- - -
Commodities	- - -	- - -	- - -	- - -	- - -
Capital Outlay	- - -	- - -	- - -	- - -	- - -
Subtotal - Operations	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Debt Service	1,688,639	1,737,227	2,497,685	2,447,658	2,618,015
Contingent Appropriation	- - -	- - -	- - -	- - -	- - -
Total Expenditures	**$ 1,688,639**	**$ 1,737,227**	**$ 2,497,685**	**$ 2,447,658**	**$ 2,618,015**
Ending Fund Balance	**$ 261,438**	**$ 48,885**	**$ 54,250**	**$ 257,209**	**$ 788,759**

Schedule XI

Super TIF - Midtown Fund
Comparison of Revenues, Expenditures and Change in Fund Balance

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Beginning Fund Balance	**$ -444,331**	**$ 2,040,009**	**$ 1,357,298**	**$ 1,357,298**	**$ 4,625,679**
Revenues					
Property Taxes	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Interest on Investments	418,579	119,005	3,284	20,517	22,181
Grants	19,615	632,843	- - -	- - -	- - -
Total Revenues	**$ 438,194**	**$ 751,848**	**$ 3,284**	**$ 20,517**	**$ 22,181**
Inter-Fund Transfers					
In	$ 23,095,058	$ 1,759,800	$ 3,209,224	$ 3,209,224	$ 4,195,828
Out	$ -540,242	$ -355,744	$ - - -	$ - - -	$ - - -
Liquidated Encumbrances	$ -17,867,612	$ - - -	$ - - -	$ - - -	$ - - -
State Tax Credits	$ - - -	$ - - -	$ 588,296	$ - - -	$ - - -
Resources Held by Trustee	$ - - -	$ - - -	$ 2,249,980	$ 3,249,980	$ - - -
Total Available Resources	**$ 4,681,067**	**$ 4,195,913**	**$ 7,408,082**	**$ 7,837,019**	**$ 8,843,688**
Expenditures					
Personal Services	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Contractual Services	- - -	- - -	- - -	- - -	- - -
Commodities	- - -	- - -	- - -	- - -	- - -
Capital Outlay	- - -	- - -	- - -	- - -	- - -
Subtotal - Operations	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Debt Service	2,641,058	2,838,615	3,211,340	3,211,340	3,643,500
Contingent Appropriation	- - -	- - -	- - -	- - -	- - -
Total Expenditures	**$ 2,641,058**	**$ 2,838,615**	**$ 3,211,340**	**$ 3,211,340**	**$ 3,643,500**
Ending Fund Balance	**$ 2,040,009**	**$ 1,357,298**	**$ 4,196,742**	**$ 4,625,679**	**$ 5,200,188**

Schedule XI

Super TIF - Uptown Fund
Comparison of Revenues, Expenditures and Change in Fund Balance

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Beginning Fund Balance	**$ -65,452**	**$ 28,222**	**$ 3,068**	**$ 3,068**	**$ 217,809**
Revenues					
Property Taxes	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Interest on Investments	-3,566	-1,085	- - -	502	- - -
Grants	- - -	- - -	- - -	- - -	211,602
Total Revenues	**$ -3,566**	**$ -1,085**	**$ - - -**	**$ 502**	**$ 211,602**
Inter-Fund Transfers					
In	$ 425,187	$ 255,657	$ 614,039	$ 614,039	$ 188,598
Out	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Resources Held by Trustee	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Total Available Resources	**$ 356,169**	**$ 282,794**	**$ 617,107**	**$ 617,609**	**$ 618,009**
Expenditures					
Personal Services	- - -	- - -	- - -	- - -	- - -
Contractual Services	- - -	- - -	- - -	- - -	- - -
Commodities	- - -	- - -	- - -	- - -	- - -
Capital Outlay	- - -	- - -	- - -	- - -	- - -
Subtotal - Operations	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Debt Service	327,947	279,726	399,800	399,800	400,200
Contingent Appropriation	- - -	- - -	- - -	- - -	- - -
Total Expenditures	**$ 327,947**	**$ 279,726**	**$ 399,800**	**$ 399,800**	**$ 400,200**
Ending Fund Balance	**$ 28,222**	**$ 3,068**	**$ 217,307**	**$ 217,809**	**$ 217,809**

Schedule XI

Super TIF - Valentine Fund
Comparison of Revenues, Expenditures and Change in Fund Balance

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Beginning Fund Balance	**$ - - -**	**$ - - -**	**$ 1,190**	**$ 1,190**	**$ 2,972**
Revenues					
Grants	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
All Other	- - -	1,190	- - -	1,782	1,617
Total Revenues	**$ - - -**	**$ 1,190**	**$ - - -**	**$ 1,782**	**$ 1,617**
Inter-Fund Transfers					
In	$ 1	$ - - -	$ 136,026	$ 136,026	$ 24,000
Out	$ - - -	$ - - -	$ -136,026	$ -136,026	$ -25,617
Liquidated Encumbrances	$ -1	$ - - -	$ - - -	$ - - -	$ - - -
Resources Held by Trustee	$ - - -	$ - - -	$ 322,500	$ 322,500	$ 340,600
Total Available Resources	**$ - - -**	**$ 1,190**	**$ 323,690**	**$ 325,472**	**$ 343,572**
Expenditures					
Personal Services	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Contractual Services	- - -	- - -	- - -	- - -	- - -
Commodities	- - -	- - -	- - -	- - -	- - -
Capital Outlay	- - -	- - -	- - -	- - -	- - -
Subtotal - Operations	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Debt Service	- - -	- - -	322,500	322,500	340,600
Contingent Appropriation	- - -	- - -	- - -	- - -	- - -
Total Expenditures	**$ - - -**	**$ - - -**	**$ 322,500**	**$ 322,500**	**$ 340,600**
Ending Fund Balance	**$ - - -**	**$ 1,190**	**$ 1,190**	**$ 2,972**	**$ 2,972**

Schedule XI

Super TIF - Hotel Phillips Fund
Comparison of Revenues, Expenditures and Change in Fund Balance

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Beginning Fund Balance	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**	**$ 136,071**
Revenues					
Property Taxes	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Interest on Investments	- - -	- - -	- - -	- - -	- - -
Grants	- - -	- - -	- - -	- - -	- - -
Total Revenues	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**
Inter-Fund Transfers					
In	$ - - -	$ - - -	$ 786,305	$ 786,305	$ 647,525
Out	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Resources Held by Trustee	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Total Available Resources	**$ - - -**	**$ - - -**	**$ 786,305**	**$ 786,305**	**$ 783,596**
Expenditures					
Personal Services	- - -	- - -	- - -	- - -	- - -
Contractual Services	- - -	- - -	786,305	650,234	647,525
Commodities	- - -	- - -	- - -	- - -	- - -
Capital Outlay	- - -	- - -	- - -	- - -	- - -
Subtotal - Operations	$ - - -	$ - - -	$ 786,305	$ 650,234	$ 647,525
Debt Service	- - -	- - -	- - -	- - -	- - -
Contingent Appropriation	- - -	- - -	- - -	- - -	- - -
Total Expenditures	**$ - - -**	**$ - - -**	**$ 786,305**	**$ 650,234**	**$ 647,525**
Ending Fund Balance	**$ - - -**	**$ - - -**	**$ - - -**	**$ 136,071**	**$ 136,071**

Schedule XI

Super TIF - Savoy Bar & Grill Fund
Comparison of Revenues, Expenditures and Change in Fund Balance

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Beginning Fund Balance	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**	**$ 8,964**
Revenues					
Grants	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
All Other	- - -	- - -	- - -	- - -	- - -
Total Revenues	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**
Inter-Fund Transfers					
In	$ - - -	$ - - -	$ 142,715	$ 142,715	$ 215,503
Out	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Liquidated Encumbrances	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Total Available Resources	**$ - - -**	**$ - - -**	**$ 142,715**	**$ 142,715**	**$ 224,467**
Expenditures					
Personal Services	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Contractual Services	- - -	- - -	142,715	133,751	215,503
Commodities	- - -	- - -	- - -	- - -	- - -
Capital Outlay	- - -	- - -	- - -	- - -	- - -
Subtotal - Operations	$ - - -	$ - - -	$ 142,715	$ 133,751	$ 215,503
Debt Service	- - -	- - -	- - -	- - -	- - -
Contingent Appropriation	- - -	- - -	- - -	- - -	- - -
Total Expenditures	**$ - - -**	**$ - - -**	**$ 142,715**	**$ 133,751**	**$ 215,503**
Ending Fund Balance	**$ - - -**	**$ - - -**	**$ - - -**	**$ 8,964**	**$ 8,964**

Schedule XI

Super TIF - Union Hill
Comparison of Revenues, Expenditures and Change in Fund Balance

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Beginning Fund Balance	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**
Revenues					
Property Taxes	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Interest on Investments	- - -	- - -	- - -	- - -	- - -
Grants	- - -	- - -	- - -	- - -	- - -
Total Revenues	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**
Inter-Fund Transfers					
In	$ - - -	$ - - -	$ - - -	$ - - -	$ 314,927
Out	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Resources Held by Trustee	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Total Available Resources	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**	**$ 314,927**
Expenditures					
Personal Services	- - -	- - -	- - -	- - -	- - -
Contractual Services	- - -	- - -	- - -	- - -	314,927
Commodities	- - -	- - -	- - -	- - -	- - -
Capital Outlay	- - -	- - -	- - -	- - -	- - -
Subtotal - Operations	$ - - -	$ - - -	$ - - -	$ - - -	$ 314,927
Debt Service	- - -	- - -	- - -	- - -	- - -
Contingent Appropriation	- - -	- - -	- - -	- - -	- - -
Total Expenditures	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**	**$ 314,927**
Ending Fund Balance	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**

Schedule XI

Convention and Sports Complex Fund
Comparison of Revenues, Expenditures
and Change in Fund Balance

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Beginning Fund Balance	**$ 4,376,625**	**$ 5,313,506**	**$ 5,922,978**	**$ 5,922,978**	**$ 6,816,059**
Revenues					
Grants	2,166,666	1,833,333	2,000,000	2,000,000	2,000,000
Interest and Rental Income					
Interest on Investments	256,372	219,274	128,186	189,427	159,162
Interest from Trustee	142,475	33,168	71,238	- - -	- - -
Subtotal - Interest and Rental	$ 398,847	$ 252,442	$ 199,424	$ 189,427	$ 159,162
Total Revenues	**$ 2,565,513**	**$ 2,085,775**	**$ 2,199,424**	**$ 2,189,427**	**$ 2,159,162**
Inter-Fund Transfers					
In	$ 13,977,622	$ 13,843,090	$ 13,929,317	$ 14,735,295	$ 18,036,317
Out	$ -2,000,000	$ -2,179,661	$ -2,000,000	$ -2,000,000	$ -2,000,000
Liquidated Encumbrances	$ - - -	$ 664,818	$ - - -	$ - - -	$ - - -
Total Available Resources	**$ 18,919,760**	**$ 19,727,528**	**$ 20,051,719**	**$ 20,847,700**	**$ 25,011,538**
Expenditures					
Personal Services	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Contractual Services	- - -	- - -	- - -	- - -	- - -
Commodities	- - -	- - -	- - -	- - -	- - -
Capital Outlay	- - -	- - -	- - -	- - -	- - -
Subtotal - Operations	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Debt Service	13,606,254	13,804,550	14,031,641	14,031,641	14,244,505
Capital Improvements	- - -	- - -	- - -	- - -	- - -
Total Expenditures	**$ 13,606,254**	**$ 13,804,550**	**$ 14,031,641**	**$ 14,031,641**	**$ 14,244,505**
Ending Fund Balance	**$ 5,313,506**	**$ 5,922,978**	**$ 6,020,078**	**$ 6,816,059**	**$ 10,767,033**

Schedule XI

Special Housing Rehabilitation Fund
Comparison of Revenues, Expenditures and Change in Fund Balance

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Beginning Fund Balance	**$ 147,977**	**$ 166,088**	**$ 194,947**	**$ 194,947**	**$ 134,947**
Revenues					
Court Fines	$ 515,599	$ 581,657	$ 515,000	$ 605,000	$ 615,000
Liquidated Encumbrances	$ 10,250	$ 1,707	$ - - -	$ - - -	$ - - -
Total Available Resources	**$ 673,826**	**$ 749,452**	**$ 709,947**	**$ 799,947**	**$ 749,947**
Expenditures					
Personal Services	$ 40,000	$ 42,957	$ 72,456	$ 72,456	$ 98,828
Contractual Services	453,599	498,090	442,544	579,244	501,772
Commodities	14,139	13,458	- - -	13,300	14,400
Capital Outlay	- - -	- - -	- - -	- - -	- - -
Subtotal - Operations	$ 507,738	$ 554,505	$ 515,000	$ 665,000	$ 615,000
Capital Improvements	- - -	- - -	- - -	- - -	- - -
Total Expenditures	**$ 507,738**	**$ 554,505**	**$ 515,000**	**$ 665,000**	**$ 615,000**
Ending Fund Balance	**$ 166,088**	**$ 194,947**	**$ 194,947**	**$ 134,947**	**$ 134,947**

Schedule XI

Liberty Memorial Endowment Trust Fund
Comparison of Revenues, Expenditures
and Change in Fund Balance

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Beginning Fund Balance	**$ - - -**	**$ 16,181,279**	**$ 17,102,591**	**$ 17,102,591**	**$ 18,021,166**
Revenues					
Sales Tax	$ 15,687,452	$ 282	$ - - -	$ - - -	$ - - -
Interest and Rental Income	493,827	921,030	889,001	918,575	202,996
Total Available Resources	**$ 16,181,279**	**$ 17,102,591**	**$ 17,991,592**	**$ 18,021,166**	**$ 18,224,162**
Expenditures					
Personal Services	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Contractual Services	- - -	- - -	- - -	- - -	- - -
Commodities	- - -	- - -	- - -	- - -	- - -
Capital Outlay	- - -	- - -	- - -	- - -	- - -
Subtotal - Operations	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Debt Service	- - -	- - -	- - -	- - -	- - -
Capital Improvements	- - -	- - -	- - -	- - -	- - -
Total Expenditures	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**
Ending Fund Balance	**$ 16,181,279**	**$ 17,102,591**	**$ 17,991,592**	**$ 18,021,166**	**$ 18,224,162**

Schedule XII

Water Fund
Comparison of Revenues, Expenditures and Change in Cash Reserve

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Revenues					
Interest and Rental Income	$ 4,910,611	$ 3,183,767	$ 2,964,881	$ 1,974,767	$ 1,926,551
Enterprise Revenue					
Sale of Water	68,660,168	64,881,343	67,980,784	68,033,888	68,452,806
Other Sales and Charges	1,030,944	1,098,920	930,000	1,149,512	930,000
Subtotal - Enterprise Revenue	$ 69,691,112	$ 65,980,263	$ 68,910,784	$ 69,183,400	$ 69,382,806
Grants	- - -	- - -	- - -	- - -	- - -
All Other	2,657,322	2,640,811	$ 2,697,500	6,167,179	$ 3,562,500
Total Revenues	**$ 77,259,045**	**$ 71,804,841**	**$ 74,573,165**	**$ 77,325,346**	**$ 74,871,857**
Inter-Fund Transfers					
In	$ - - -	$ 2,013,687	$ - - -	$ 5,568,645	$ - - -
Out	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Total Available Resources	**$ 77,259,045**	**$ 73,818,528**	**$ 74,573,165**	**$ 82,893,991**	**$ 74,871,857**
Expenditures					
Personal Services	$ 23,013,903	$ 25,166,422	$ 27,273,503	$ 27,065,715	$ 25,700,813
Contractual Services	22,341,355	23,650,884	21,271,944	21,927,847	20,801,963
Commodities	7,188,948	6,601,812	6,833,350	6,424,816	6,621,094
Capital Outlay	1,126,458	1,313,112	880,125	1,110,950	499,320
Subtotal - Operations	$ 53,670,664	$ 56,732,230	$ 56,258,922	$ 56,529,328	$ 53,623,190
Debt Service	14,678,722	14,742,225	17,296,734	16,357,378	18,906,932
Capital Improvements	24,301,946	16,716,557	1,428,010	2,010,229	2,341,735
Total Expenditures	**$ 92,651,332**	**$ 88,191,012**	**$ 74,983,666**	**$ 74,896,935**	**$ 74,871,857**
Change in Cash Reserve	**$ -15,392,287**	**$ -14,372,484**	**$ -410,501**	**$ 7,997,056**	**$ - - -**

Schedule XII

Sewer Fund
Comparison of Revenues, Expenditures and Change in Cash Reserve

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Revenues					
Interest & Rental	$ 1,172,140	$ 461,193	$ 1,290,000	$ 827,078	$ 816,481
Sewer Service Charges	43,882,136	46,844,992	48,322,312	49,314,496	51,298,121
Grants	83,666	- - -	- - -	2,903,600	- - -
All Other	887,312	1,285,369	55,250	194,600	103,000
Total Revenues	**$ 46,025,254**	**$ 48,591,554**	**$ 49,667,562**	**$ 53,239,774**	**$ 52,217,602**
Inter-Fund Transfers					
In	$ - - -	$ 44,600	$ - - -	$ - - -	$ - - -
Out	$ -113,496	$ - - -	$ - - -	$ - - -	$ - - -
Total Available Resources	**$ 45,911,758**	**$ 48,636,154**	**$ 49,667,562**	**$ 53,239,774**	**$ 52,217,602**
Expenditures					
Personal Services	$ 13,026,347	$ 13,549,517	$ 15,650,498	$ 15,618,994	$ 15,255,034
Contractual Services	14,780,778	14,494,224	11,960,575	12,315,461	13,539,624
Commodities	2,838,188	2,834,448	2,727,495	2,301,857	2,922,010
Capital Outlay	547,470	1,586,469	609,300	639,285	334,960
Subtotal - Operations	$ 31,192,783	$ 32,464,658	$ 30,947,868	$ 30,875,597	$ 32,051,628
Debt Service	9,260,675	8,839,359	12,573,856	12,469,662	14,353,276
Capital Improvements	4,860,949	6,045,961	6,377,970	18,796,481	5,201,695
Total Expenditures	**$ 45,314,407**	**$ 47,349,978**	**$ 49,899,694**	**$ 62,141,740**	**$ 51,606,599**
Change in Cash Reserve	**$ 597,351**	**$ 1,286,176**	**$ -232,132**	**$ -8,901,966**	**$ 611,003**

Schedule XII

Kansas City Airports Fund
Comparison of Revenues, Expenditures and Change in Cash Reserve

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Revenues					
Downtown Airport Revenues	$ 2,119,416	$ 2,213,534	$ 2,316,131	$ 2,270,333	$ 2,276,000
K.C. International Airport Revenues	90,170,623	84,759,559	68,169,068	67,146,809	72,030,000
Richards-Gebaur Airport Revenues	1,032,507	1,047,865	1,021,770	1,021,770	1,242,000
Interest on Investments	9,849,520	8,123,175	5,204,376	7,223,758	5,525,240
Grants	10,254,445	6,381,030	13,439,929	11,814,078	11,489,000
All Other	1,582,147	116,545	- - -	138,326	- - -
Total Revenues	**$ 115,008,658**	**$ 102,641,708**	**$ 90,151,274**	**$ 89,615,074**	**$ 92,562,240**
Inter-Fund Transfers					
In	**$** 2,550,000	**$** - - -	**$** - - -	**$** - - -	**$** - - -
Out	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Total Available Resources	**$ 117,558,658**	**$ 102,641,708**	**$ 90,151,274**	**$ 89,615,074**	**$ 92,562,240**
Expenditures					
Personal Services	$ 18,518,451	$ 20,666,393	$ 23,447,911	$ 22,443,164	$ 24,661,741
Contractual Services	20,422,375	22,589,022	27,191,410	25,899,204	29,431,500
Commodities	2,993,004	2,290,239	2,736,340	2,483,332	3,011,590
Capital Outlay	1,749,999	2,364,879	1,960,705	1,505,225	929,000
Subtotal - Operations	$ 43,683,829	$ 47,910,533	$ 55,336,366	$ 52,330,925	$ 58,033,831
Debt Service	14,005,945	14,120,605	14,884,192	14,884,192	18,883,666
Capital Improvements	135,214,499	95,169,518	19,924,141	29,471,498	13,039,000
Total Expenditures	**$ 192,904,273**	**$ 157,200,656**	**$ 90,144,699**	**$ 96,686,615**	**$ 89,956,497**
Change in Cash Reserve	**$ -75,345,615**	**$ -54,558,948**	**$ 6,575**	**$ -7,071,541**	**$ 2,605,743**

Schedule XII

Passenger Facility Charge Operating Fund
Comparison of Revenues, Expenditures
and Change in Cash Reserve

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Revenues					
Interest on Investments	$ - - -	$ 101,935	$ 2,000,000	$ 450,000	$ 290,000
Passenger Facility Charges	- - -	2,432,089	16,539,969	13,938,458	14,500,000
Total Revenues	**$ - - -**	**$ 2,534,024**	**$ 18,539,969**	**$ 14,388,458**	**$ 14,790,000**
Inter-Fund Transfers					
In	**$** - - -	$ - - -	$ - - -	$ - - -	$ - - -
Out	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Total Available Resources	**$ - - -**	**$ 2,534,024**	**$ 18,539,969**	**$ 14,388,458**	**$ 14,790,000**
Expenditures					
Personal Services	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Contractual Services	- - -	- - -	- - -	- - -	- - -
Commodities	- - -	- - -	- - -	- - -	- - -
Capital Outlay	- - -	- - -	- - -	- - -	- - -
Subtotal - Operations	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Debt Service	- - -	4,666,667	10,485,000	10,485,000	10,421,000
Capital Improvements	- - -	2,900,000	7,900,000	7,900,000	4,079,000
Total Expenditures	**$ - - -**	**$ 7,566,667**	**$ 18,385,000**	**$ 18,385,000**	**$ 14,500,000**
Change in Cash Reserve	**$ - - -**	**$ -5,032,643**	**$ 154,969**	**$ -3,996,542**	**$ 290,000**

Schedule XII

T.W.A. Special Facilities Fund - 1971
Comparison of Revenues, Expenditures and Change in Cash Reserve

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Revenues					
Rent of T.W.A. Special Facilities	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Interest on Investments	22,076	- - -	- - -	- - -	- - -
Total Available Resources	**$ 22,076**	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**
Expenditures					
Personal Services	$ 1,276,124	$ - - -	$ - - -	$ - - -	$ - - -
Debt Service	2,605,200	- - -	- - -	- - -	- - -
Total Expenditures	**$ 3,881,324**	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**
Change in Cash Reserve	**$ -3,859,248**	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**

Schedule XII

Host International Facility Fund
Comparison of Revenues, Expenditures
and Change in Cash Reserve

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Revenues					
Host International Facility Rent	$ 543,400	$ - - -	$ - - -	$ - - -	$ - - -
Interest on Investments	40,642	-24,642	- - -	- - -	- - -
Inter-Fund Transfers					
In	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Out	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Total Available Resources	**$ 584,042**	**$ -24,642**	**$ - - -**	**$ - - -**	**$ - - -**
Expenditures					
Debt Service	$ 509,458	$ 2,215,191	$ - - -	$ - - -	$ - - -
Change in Cash Reserve	**$ 74,584**	**$ -2,239,833**	**$ - - -**	**$ - - -**	**$ - - -**

Schedule XII

Convention Center Garages Fund
Comparison of Revenues, Expenditures and Change in Cash Reserve

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Revenues					
Rental of Garages	$ 1,383,841	$ 1,457,511	$ 1,424,000	$ 1,324,000	$ 1,434,000
Interest on Investments	183,717	175,157	131,010	101,471	72,371
All Other	- - -	100	- - -	- - -	- - -
Total Revenues	**$ 1,567,558**	**$ 1,632,768**	**$ 1,555,010**	**$ 1,425,471**	**$ 1,506,371**
Inter-Fund Transfers					
Out	$ - - -	$ - - -	$ -681,578	$ -681,578	$ -674,688
Total Available Resources	**$ 1,567,558**	**$ 1,632,768**	**$ 873,432**	**$ 743,893**	**$ 831,683**
Expenditures					
Personal Services	$ 97,755	$ 220,001	$ 89,895	$ 89,895	$ 115,000
Contractual Services	694,116	1,249,854	628,547	631,047	601,613
Commodities	2,500	1,100	3,700	1,200	3,200
Capital Outlay	- - -	- - -	- - -	- - -	- - -
Subtotal - Operations	$ 794,371	$ 1,470,955	$ 722,142	$ 722,142	$ 719,813
Capital Improvements	- - -	- - -	- - -	- - -	- - -
Total Expenditures	**$ 794,371**	**$ 1,470,955**	**$ 722,142**	**$ 722,142**	**$ 719,813**
Change in Cash Reserve	**$ 773,187**	**$ 161,813**	**$ 151,290**	**$ 21,751**	**$ 111,870**

Schedule XII

Stormwater Fund
Comparison of Revenues, Expenditures and Change in Cash Reserve

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Revenues					
Interest & Rental	$ 496,329	$ 298,912	$ 241,027	$ 426,745	$ 200,491
Storm Water Charges	5,675,468	5,938,748	6,243,511	5,981,572	7,814,140
All Other	14,667	64,646	- - -	222	- - -
Total Revenues	**$ 6,186,464**	**$ 6,302,306**	**$ 6,484,538**	**$ 6,408,539**	**$ 8,014,631**
Inter-Fund Transfers					
In	$ 113,496	$ - - -	$ - - -	$ - - -	$ - - -
Out	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Total Available Resources	**$ 6,299,960**	**$ 6,302,306**	**$ 6,484,538**	**$ 6,408,539**	**$ 8,014,631**
Expenditures					
Personal Services	$ 2,053,335	$ 2,818,341	$ 3,748,828	$ 3,745,076	$ 3,696,169
Contractual Services	1,170,483	1,337,582	1,693,391	1,511,105	1,930,549
Commodities	276,244	301,028	378,310	355,757	396,475
Capital Outlay	179,555	102,835	256,800	255,790	319,700
Subtotal - Operations	$ 3,679,617	$ 4,559,786	$ 6,077,329	$ 5,867,728	$ 6,342,893
Debt Service	9,329	157,252	272,000	457,650	621,854
Capital Improvements	2,779,984	2,170,805	1,365,198	2,005,541	961,358
Total Expenditures	**$ 6,468,930**	**$ 6,887,843**	**$ 7,714,527**	**$ 8,330,919**	**$ 7,926,105**
Change in Cash Reserve	**$ -168,970**	**$ -585,537**	**$ -1,229,989**	**$ -1,922,380**	**$ 88,526**

Schedule XIII

Revolving Public Improvement Fund
Comparison of Revenues, Expenditures
and Change in Cash Reserve

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Revenue					
Special Assessments	$ 688,401	$ 550,102	$ 719,073	$ 719,073	$ 703,485
Interest on Investments	249,717	206,128	180,927	150,452	99,944
Interest on Special Assessments	95,381	83,280	100,000	100,000	76,571
All Other	- - -	- - -	- - -	695,000	- - -
Total Revenues	**$ 1,033,499**	**$ 839,510**	**$ 1,000,000**	**$ 1,664,525**	**$ 880,000**
Total Available Resources	**$ 1,033,499**	**$ 839,510**	**$ 1,000,000**	**$ 1,664,525**	**$ 880,000**
Expenditures					
Contractual Services	- - -	- - -	- - -	56,151	- - -
Capital Improvements	$ 1,781,543	$ 1,616,073	$ 935,000	$ 2,663,493	$ 1,800,000
Total Expenditures	**$ 1,781,543**	**$ 1,616,073**	**$ 935,000**	**$ 2,719,644**	**$ 1,800,000**
Change in Cash Reserve	**$ -748,044**	**$ -776,563**	**$ 65,000**	**$ -1,055,119**	**$ -920,000**

Schedule XIII

Sewer Special Assessment Fund
Comparison of Revenues, Expenditures
and Change in Cash Reserve

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Revenues					
Sewer Assessments	$ 1,244,989	$ 468,594	$ 577,793	$ 628,108	$ 541,693
Interest on Investments	405,216	371,353	297,207	236,892	218,307
Interest on Special Assessments	167,770	251,809	125,000	200,000	200,000
Grants	384,920	344,684	- - -	315,000	315,000
Total Revenues	**$ 2,202,895**	**$ 1,436,440**	**$ 1,000,000**	**$ 1,380,000**	**$ 1,275,000**
Inter-Fund Transfers					
In	$ 60,099	$ 36,807	$ - - -	$ - - -	$ - - -
Out	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Total Available Resources	**$ 2,262,994**	**$ 1,473,247**	**$ 1,000,000**	**$ 1,380,000**	**$ 1,275,000**
Expenditures					
Debt Service	$ 1,632,745	$ 1,637,751	$ 1,588,353	$ 1,588,353	$ 1,540,615
Change in Cash Reserve	**$ 630,249**	**$ -164,504**	**$ -588,353**	**$ -208,353**	**$ -265,615**

Schedule XIII

MIDB Infrastructure Loan Fund
Comparison of Revenues, Expenditures
and Change in Cash Reserve

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Revenue					
Sewer Assessments	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Interest on Investments	4,295	320	- - -	- - -	- - -
Interest on Special Assessments	4,754	851	- - -	- - -	- - -
Total Revenues	**$ 9,049**	**$ 1,171**	**$ - - -**	**$ - - -**	**$ - - -**
Inter-Fund Transfers					
In	$ 641,658	$ - - -	$ - - -	$ - - -	$ - - -
Total Available Resources	**$ 650,707**	**$ 1,171**	**$ - - -**	**$ - - -**	**$ - - -**
Expenditures					
Debt Service	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Change in Cash Reserve	**$ 650,707**	**$ 1,171**	**$ - - -**	**$ - - -**	**$ - - -**

Schedule XIII

Neighborhood Improvement District GO Bond Fund
Comparison of Revenues, Expenditures
and Change in Cash Reserve

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Revenue					
Special Assessments	$ - - -	$ - - -	$ - - -	$ - - -	$ 56,962
Interest on Investments	- - -	- - -	- - -	1,690	- - -
Interest on Special Assessments	- - -	- - -	- - -	- - -	- - -
All Other	- - -	- - -	- - -	- - -	- - -
Total Revenues	**$ - - -**	**$ - - -**	**$ - - -**	**$ 1,690**	**$ 56,962**
Inter-Fund Transfers					
In	$ - - -	$ - - -	$ - - -	$ 34,750	$ - - -
Total Available Resources	**$ - - -**	**$ - - -**	**$ - - -**	**$ 36,440**	**$ 56,962**
Expenditures					
Debt Service	$ - - -	$ - - -	$ - - -	$ - - -	$ 56,962
Change in Cash Reserve	**$ - - -**	**$ - - -**	**$ - - -**	**$ 36,440**	**$ - - -**

Schedule XIV

Community Development Funds
Comparison of Revenues and Expenditures

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Revenues					
Interest and Rental Income	$ 426,418	$ 667,293	$ 4,000,000	$ 508,960	$ 4,250,000
Community Development Grant	3,939,068	8,454,439	11,918,000	11,918,000	12,401,000
Other Revenue	1,204,698	101,195	- - -	- - -	- - -
Total Revenues	**$ 5,570,184**	**$ 9,222,927**	**$ 15,918,000**	**$ 12,426,960**	**$ 16,651,000**
Inter Fund Transfers					
In	$ - - -	$ 130,000	$ 1,250,000	$ 1,250,000	$ - - -
Out	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Resources from Prior Years	$ 7,605,275	$ 5,047,705	$ - - -	$ 295,419	$ - - -
Less: Resources Not Used	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Total Available Resources	**$ 13,175,459**	**$ 14,400,632**	**$ 17,168,000**	**$ 13,972,379**	**$ 16,651,000**
Expenditures					
Personal Services	$ 1,512,360	$ 1,653,029	$ 1,500,000	$ 1,960,019	$ 1,619,000
Contractual Services	9,925,772	10,879,345	13,798,040	10,393,360	13,625,000
Commodities	13,757	13,393	4,000	20,000	- - -
Capital Outlay	- - -	59,448	- - -	15,000	- - -
Subtotal - Operations	$ 11,451,889	$ 12,605,215	$ 15,302,040	$ 12,388,379	$ 15,244,000
Capital Improvements	1,724,053	1,794,225	1,865,960	1,584,000	1,407,000
Total Expenditures	**$ 13,175,942**	**$ 14,399,440**	**$ 17,168,000**	**$ 13,972,379**	**$ 16,651,000**

Schedule XIV

Local Law Enforcement Block Grant Funds
Comparison of Revenues and Expenditures

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Revenues					
Interest and Rental Income	$ 298,697	$ 259,111	$ 221,911	$ 160,522	$ - - -
Grants	2,315,674	2,135,343	2,404,393	2,404,393	1,802,000
Other Revenue	194	1,029	- - -	- - -	- - -
Total Revenues	**$ 2,614,565**	**$ 2,395,483**	**$ 2,626,304**	**$ 2,564,915**	**$ 1,802,000**
Inter Fund Transfers					
In	$ 3,085,596	$ 140,760	$ - - -	$ - - -	$ - - -
Out	$ -2,623,837	$ - - -	$ - - -	$ - - -	$ - - -
Total Available Resources	**$ 3,076,324**	**$ 2,536,243**	**$ 2,626,304**	**$ 2,564,915**	**$ 1,802,000**
Expenditures					
Personal Services	$ 161,802	$ 554,312	$ 60,860	$ 370,831	$ 235,516
Contractual Services	1,308,388	2,015,093	1,565,444	2,317,469	866,484
Commodities	19,612	18,627	- - -	7,973	- - -
Capital Outlay	756,273	2,637,075	1,000,000	1,400,911	700,000
Subtotal - Operations	$ 2,246,075	$ 5,225,107	$ 2,626,304	$ 4,097,184	$ 1,802,000
Capital Improvements	- - -	- - -	- - -	- - -	- - -
Total Expenditures	**$ 2,246,075**	**$ 5,225,107**	**$ 2,626,304**	**$ 4,097,184**	**$ 1,802,000**

	General Fund	Museum Fund	East Park Fund	West Park Fund	Golf and Tennis Fund	Motor Fuel Tax Fund	Trafficway Maintenance Fund	Public Mass Transportation Fund	Infrastructure And Maintenance Fund	Local Use Tax Fund
Revenues										
Property Taxes	$ 38,593,069	$ 1,143,209	$ 2,819,989	$ 2,361,418	$ ---	$ ---	$ 2,246,316	$ ---	$ ---	$ ---
Local Use Tax	---	---	---	---	---	---	---	---	---	22,650,000
Sales and Service Taxes	---	---	---	---	---	---	---	28,615,993	---	---
Earnings Tax	168,315,243	---	---	---	---	---	---		---	---
Licenses and Permits	20,688,884	---	1,179,750	368,250	---	---	---	---	19,000,000	---
Convention and Tourism Tax	---	---	---	---	---	---	---	---	---	---
Utility Taxes	64,350,000	---	---	---	---	---	---	---	---	---
Fines and Forfeits	15,600,000	---	---	---	---	---	---	---	---	---
Interest and Rental Income	11,475,000	---	40,290	20,000	---	---	---	55,398	715,000	---
Service Charges	31,978,243	---	524,015	---	3,316,434	---	---	---	---	---
Enterprise Revenues	---	---	---	---	---	---	---	---	---	---
Grants	10,782,773	104,100	14,790	16,000	---	18,985,000	12,000	---	---	---
Special Assessments	---	---	---	---	---	---	---	---	---	---
All Other	3,617,494	---	4,545	---	---	---	---	---	---	---
Total Estimated Revenues	$ 365,400,706	$ 1,247,309	$ 4,583,379	$ 2,765,668	$ 3,316,434	$ 18,985,000	$ 2,258,316	$ 28,671,391	$ 19,715,000	$ 22,650,000
Liquidated Encumbrances	$ 1,600,000	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---
Resources from Prior Years	$ 6,138,150	$ ---	$ ---	$ ---	$ ---	$ ---	$ 370,530	$ ---	$ 370,000	$ ---
Less: Resources Not Used	$ ---	$ ---	$ ---	$ ---	$ 56,187	$ ---	$ ---	$ 249,056	$ ---	$ ---
Inter-Fund Transfers										
In	$ 1,915,000	$ ---	$ 7,124,427	$ 1,276,420	$ ---	$ 1,991,907	$ ---	$ ---	$ 1,500,000	$ ---
Out	$ -28,583,966	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ -1,850,942	$ -8,000,000	$ -543,348
Resources Held by Trustee	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---
Net Total Resources	$ 346,469,890	$ 1,247,309	$ 11,707,806	$ 4,042,088	$ 3,260,247	$ 20,976,907	$ 2,628,846	$ 26,571,393	$ 13,585,000	$ 22,106,652
Expenses of Operation										
Personal Services	$ 257,584,776	$ ---	$ 8,213,282	$ 2,374,019	$ 915,753	$ 7,575,803	$ ---	$ 621,665	$ ---	$ ---
Contractual Services	66,956,440	28,301	2,946,258	1,536,469	1,851,339	10,065,874	35,846	749,672	3,645,299	3,803,807
Commodities	8,896,493	---	548,266	131,600	243,155	1,258,230	---	22,550	---	---
Capital Outlay	891,239	---	---	---	20,000	---	---	---	2,106,424	---
Total - Operating Expenses	$ 334,328,948	$ 28,301	$ 11,707,806	$ 4,042,088	$ 3,030,247	$ 18,899,907	$ 35,846	$ 1,393,887	$ 5,751,723	$ 3,803,807
Pass Through Payments	$ ---	$ 1,219,008	$ ---	$ ---	$ ---	$ ---	$ ---	$ 25,177,506	$ ---	$ ---
Debt Service	$ 2,433,660	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---
Capital Improvements	$ 6,007,282	$ ---	$ ---	$ ---	$ 230,000	$ 2,077,000	$ 2,593,000	$ ---	$ 7,833,277	$ 18,302,845
Contingent Appropriation	$ 3,700,000	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---
Total Estimated Expenditures	$ 346,469,890	$ 1,247,309	$ 11,707,806	$ 4,042,088	$ 3,260,247	$ 20,976,907	$ 2,628,846	$ 26,571,393	$ 13,585,000	$ 22,106,652

GENERAL MUNICIPAL FUNDS

	Hodge Park Fund	Kemper Butler Garage Fund	11th &Oak Garage Fund	Fire Sales Tax Fund	Public Safety Sales Tax Fund	Hazardous Materials Fund	Health Levy Fund	Police Drug Enforcement Fund	Neighborhood Tourist Development Fund	Convention and Tourism Fund
Revenues										
Property Taxes	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ 28,064,153	$ ---	$ ---	$ ---
Local Use Tax	---	---	---	3,466,900	3,466,900	---	---	---	---	---
Sales and Service Taxes	---	---	---	15,940,855	15,940,855	---	---	---	---	---
Earnings Tax	---	---	---	---	---	---	---	---	---	---
Licenses and Permits	---	---	900,000	---	---	---	---	---	---	---
Convention and Tourism Tax	---	---	---	---	---	---	---	---	---	33,750,000
Utility Taxes	---	---	---	---	---	---	---	---	---	---
Fines and Forfeits	---	---	---	---	---	---	---	---	---	---
Interest and Rental Income	28,265	300,934	1,275,000	23,606	23,606	5,000	---	---	---	6,500,000
Service Charges	3,411,611	---	---	---	---	---	---	---	---	---
Enterprise Revenues	---	---	---	---	---	---	---	---	---	---
Grants	---	---	72,000	---	---	---	37,167	2,507,556	---	---
Special Assessments	---	---	---	---	---	---	---	---	---	---
All Other	---	---	---	---	---	1,510,000	---	---	---	---
Total Estimated Revenues	$ 3,439,876	$ 300,934	$ 2,247,000	$ 19,431,361	$ 19,431,361	$ 1,515,000	$ 28,101,320	$ 2,507,556	$ ---	$ 40,250,000
Liquidated Encumbrances	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---
Resources from Prior Years	$ ---	$ 513,212	$ 258,135	$ ---	$ ---	$ ---	$ 1,473,138	$ ---	$ ---	$ ---
Less: Resources Not Used	$ 169,748	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---
Inter-Fund Transfers										
In	$ ---	$ 900,000	$ 450,000	$ ---	$ ---	$ 602,630	$ ---	$ ---	$ 1,765,000	$ 3,581,728
Out	$ ---	$ ---	$ ---	$ -1,475,753	$ -1,475,753	$ ---	$ ---	$ ---	$ ---	$ -20,907,189
Resources Held by Trustee	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---
Net Total Resources	$ 3,270,128	$ 1,714,146	$ 2,955,135	$ 17,955,608	$ 17,955,608	$ 2,117,630	$ 29,574,458	$ 2,507,556	$ 1,765,000	$ 22,924,539
Expenses of Operation										
Personal Services	$ ---	$ 127,238	$ 71,196	$ 2,373,300	$ ---	$ 1,987,279	$ 600,190	$ 2,119,048	$ ---	$ 6,146,046
Contractual Services	2,742,213	1,486,208	2,753,714	1,653,328	---	81,401	1,274,099	334,008	1,765,000	9,661,317
Commodities	---	700	30,225	365,200	---	48,950	213,575	54,500	---	298,200
Capital Outlay	12,000	---	---	300,000	1,500,000	---	---	---	---	108,976
Total - Operating Expenses	$ 2,754,213	$ 1,614,146	$ 2,855,135	$ 4,691,828	$ 1,500,000	$ 2,117,630	$ 2,087,864	$ 2,507,556	$ 1,765,000	$ 16,214,539
Pass Through Payments	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ 27,486,594	$ ---	$ ---	$ 6,060,000
Debt Service	$ 415,915	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---
Capital Improvements	$ 100,000	$ 100,000	$ 100,000	$ 13,263,780	$ 16,455,608	$ ---	$ ---	$ ---	$ ---	$ 650,000
Contingent Appropriation	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---
Total Estimated Expenditures	$ 3,270,128	$ 1,714,146	$ 2,955,135	$ 17,955,608	$ 17,955,608	$ 2,117,630	$ 29,574,458	$ 2,507,556	$ 1,765,000	$ 22,924,539

	Community Centers Fund	Zoo Fund	Police Grants Fund	Arterial Street Impact Fee Fund	Domestic Violence Shelter Fund	Governmental Grants Fund	Local Law Enforcement Block Grant Fund	Community Development Fund	Capital Improvements Fund	General Debt & Interest Fund
Revenues										
Property Taxes	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ 7,916,873
Local Use Tax	---	---	---	---	---	---	---	---	---	---
Sales and Service Taxes	---	---	---	---	---	---	---	---	61,866,532	---
Earnings Tax	---	---	---	---	---	---	---	---	---	---
Licenses and Permits	1,828,850	---	---	---	---	---	---	---	---	---
Convention and Tourism Tax	---	---	---	---	---	---	---	---	---	---
Utility Taxes	---	---	---	---	---	---	---	---	---	---
Fines and Forfeits	---	---	---	---	365,000	---	---	---	---	---
Interest and Rental Income	---	---	---	15,000	---	---	---	4,250,000	5,500,000	199,415
Service Charges	856,000	---	1,261,510	2,000,000	---	---	---	---	---	---
Enterprise Revenues	---	---	---	---	---	---	---	---	---	---
Grants	---	---	4,219,881	---	---	5,835,718	1,802,000	10,901,000	2,200,000	366,684
Special Assessments	---	---	---	---	---	---	---	---	---	---
All Other	---	---	---	---	---	---	---	1,500,000	---	---
Total Estimated Revenues	$ 2,684,850	$ ---	$ 5,481,391	$ 2,015,000	$ 365,000	$ 5,835,718	$ 1,802,000	$ 16,651,000	$ 69,566,532	$ 8,482,972
Liquidated Encumbrances	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---
Resources from Prior Years	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ 21,348	$ 955,743
Less: Resources Not Used	$ ---	$ ---	$ ---	$ 15,000	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---
Inter-Fund Transfers										
In	$ 1,157,614	$ 4,000,000	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ 1,350,000	$ ---
Out	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ -6,250,411	$ ---
Resources Held by Trustee	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---
Net Total Resources	$ 3,842,464	$ 4,000,000	$ 5,481,391	$ 2,000,000	$ 365,000	$ 5,835,718	$ 1,802,000	$ 16,651,000	$ 64,687,469	$ 9,438,715
Expenses of Operation										
Personal Services	$ 1,489,342	$ 854,734	$ 2,825,087	$ 60,000	$ ---	$ 3,140,670	$ 235,516	$ 1,619,000	$ ---	$ ---
Contractual Services	682,956	3,145,266	2,180,912	---	365,000	2,525,978	866,484	13,625,000	53,700	140,691
Commodities	181,666	---	409,392	---	---	127,626	---	---	---	---
Capital Outlay	---	---	66,000	---	---	41,444	700,000	---	---	---
Total - Operating Expenses	$ 2,353,964	$ 4,000,000	$ 5,481,391	$ 60,000	$ 365,000	$ 5,835,718	$ 1,802,000	$ 15,244,000	$ 53,700	$ 140,691
Pass Through Payments	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---
Debt Service	$ 1,488,500	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ 9,298,024
Capital Improvements	$ ---	$ ---	$ ---	$ 1,940,000	$ ---	$ ---	$ ---	$ 1,407,000	$ 64,633,769	$ ---
Contingent Appropriation	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---
Total Estimated Expenditures	$ 3,842,464	$ 4,000,000	$ 5,481,391	$ 2,000,000	$ 365,000	$ 5,835,718	$ 1,802,000	$ 16,651,000	$ 64,687,469	$ 9,438,715

	Streetlight Tax Debt Fund	TIF Special Allocation Fund	Super TIF Americana Hotel Fund	Super TIF Twelfth and Wyandotte Fund	Super TIF Midtown Fund	Super TIF Uptown Fund	Super TIF Valentine Fund	Super TIF Hotel Phillips Fund	Super TIF Savoy Bar & Grill Fund	Super TIF Union Hill Fund
Revenues										
Property Taxes	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---
Local Use Tax	---	---	---	---	---	---	---	---	---	---
Sales and Service Taxes	---	---	---	---	---	---	---	---	---	---
Earnings Tax	---	---	---	---	---	---	---	---	---	---
Licenses and Permits	---	---	---	---	---	---	---	---	---	---
Convention and Tourism Tax	---	---	---	---	---	---	---	---	---	---
Utility Taxes	---	---	---	---	---	---	---	---	---	---
Fines and Forfeits	---	---	---	---	---	---	---	---	---	---
Interest and Rental Income	262,232	18,000	282,340	---	22,181	---	1,617	---	---	---
Service Charges	---	---	---	---	---	---	---	---	---	---
Enterprise Revenues	---	---	---	---	---	---	---	---	---	---
Grants	---	16,494,563	---	---	---	211,602	---	---	---	---
Special Assessments	---	---	264,500	---	---	---	---	---	---	---
All Other	---	---	---	346,163	---	---	---	---	---	---
Total Estimated Revenues	$ 262,232	$ 16,512,563	$ 546,840	$ 346,163	$ 22,181	$ 211,602	$ 1,617	$ ---	$ ---	$ ---
Liquidated Encumbrances	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---
Resources from Prior Years	$ 1,181,186	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---
Less: Resources Not Used	$ ---	$ 84,452	$ 178,004	$ 531,550	$ 574,509	$ ---	$ ---	$ ---	$ ---	$ ---
Inter-Fund Transfers										
In	$ 8,000,000	$ 16,872,391	$ 1,023,870	$ 2,803,402	$ 4,195,828	$ 188,598	$ 24,000	$ 647,525	$ 215,503	$ 314,927
Out	$ ---	$ -4,027,066	$ ---	$ ---	$ ---	$ ---	$ -25,617	$ ---	$ ---	$ ---
Resources Held by Trustee	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ 340,600	$ ---	$ ---	$ ---
Net Total Resources	$ 9,443,418	$ 29,273,436	$ 1,392,706	$ 2,618,015	$ 3,643,500	$ 400,200	$ 340,600	$ 647,525	$ 215,503	$ 314,927
Expenses of Operation										
Personal Services	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---
Contractual Services	---	29,273,436	---	---	---	---	---	647,525	215,503	314,927
Commodities	---	---	---	---	---	---	---	---	---	---
Capital Outlay	---	---	---	---	---	---	---	---	---	---
Total - Operating Expenses	$ ---	$ 29,273,436	$ ---	$ ---	$ ---	$ ---	$ ---	$ 647,525	$ 215,503	$ 314,927
Pass Through Payments	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---
Debt Service	$ 1,443,418	$ ---	$ 1,392,706	$ 2,618,015	$ 3,643,500	$ 400,200	$ 340,600	$ ---	$ ---	$ ---
Capital Improvements	$ 8,000,000	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---
Contingent Appropriation	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---
Total Estimated Expenditures	$ 9,443,418	$ 29,273,436	$ 1,392,706	$ 2,618,015	$ 3,643,500	$ 400,200	$ 340,600	$ 647,525	$ 215,503	$ 314,927

	Convention & Sports Complex Fund	Special Housing Rehabilitation Fund	Liberty Memorial Endowment Trust Fund	Sub-Total General Municipal Funds
Revenues				
Property Taxes	$ - - -	$ - - -	$ - - -	$ **83,145,027**
Local Use Tax	- - -	- - -	- - -	**29,583,800**
Sales and Service Taxes	- - -	- - -	- - -	**122,364,235**
Earnings Tax	- - -	- - -	- - -	**168,315,243**
Licenses and Permits	- - -	- - -	- - -	**43,965,734**
Convention and Tourism Tax	- - -	- - -	- - -	**33,750,000**
Utility Taxes	- - -	- - -	- - -	**64,350,000**
Fines and Forfeits	- - -	615,000	- - -	**16,580,000**
Interest and Rental Income	159,162	- - -	202,996	**31,375,042**
Service Charges	- - -	- - -	- - -	**43,347,813**
Enterprise Revenues	- - -	- - -	- - -	**- - -**
Grants	2,000,000	- - -	- - -	**76,562,834**
Special Assessments	- - -	- - -	- - -	**264,500**
All Other	- - -	- - -	- - -	**6,978,202**
Total Estimated Revenues	$ 2,159,162	$ 615,000	$ 202,996	$ **720,582,430**
Liquidated Encumbrances	$ - - -	$ - - -	$ - - -	$ **1,600,000**
Resources from Prior Years	$ - - -	$ - - -	$ - - -	$ **11,281,442**
Less: Resources Not Used	$ 3,950,974	$ - - -	$ 202,996	$ **6,012,476**
Inter-Fund Transfers				
In	$ 18,036,317	$ - - -	$ - - -	$ **79,937,087**
Out	$ -2,000,000	$ - - -	$ - - -	$ **-75,140,045**
Resources Held by Trustee	$ - - -	$ - - -	$ - - -	$ **340,600**
Net Total Resources	$ 14,244,505	$ 615,000	$ - - -	$ **732,589,038**
Expenses of Operation				
Personal Services	$ - - -	$ 98,828	$ - - -	$ **301,032,772**
Contractual Services	- - -	501,772	- - -	**167,909,743**
Commodities	- - -	14,400	- - -	**12,844,728**
Capital Outlay	- - -	- - -	- - -	**5,746,083**
Total - Operating Expenses	$ - - -	$ 615,000	$ - - -	$ **487,533,326**
Pass Through Payments	$ - - -	$ - - -	$ - - -	$ **59,943,108**
Debt Service	$ 14,244,505	$ - - -	$ - - -	$ **37,719,043**
Capital Improvements	$ - - -	$ - - -	$ - - -	$ **143,693,561**
Contingent Appropriation	$ - - -	$ - - -	$ - - -	$ **3,700,000**
Total Estimated Expenditures	$ 14,244,505	$ 615,000	$ - - -	$ **732,589,038**

PUBLIC ENTERPRISE FUNDS

	Water Fund	Sewer Fund	Kansas City Airports Fund	Passenger Facility Charge Operating Fund	Convention Center Garages Fund	Stormwater Fund	Sub-Total Public Enterprise Funds
Revenues							
Property Taxes	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ **- - -**
Local Use Tax	---	---	---	---	---	---	**- - -**
Sales and Service Taxes	---	---	---	---	---	---	**- - -**
Earnings Tax	---	---	---	---	---	---	**- - -**
Licenses and Permits	---	---	---	---	---	---	**- - -**
Convention and Tourism Tax	---	---	---	---	---	---	**- - -**
Utility Taxes	---	---	---	---	---	---	**- - -**
Fines and Forfeits	---	---	---	---	---	---	**- - -**
Interest and Rental Income	1,926,551	816,481	5,525,240	290,000	1,506,371	200,491	**10,265,134**
Service Charges	---	---	---	---	---	---	**- - -**
Enterprise Revenues	69,382,806	51,298,121	75,548,000	14,500,000	---	7,814,140	**218,543,067**
Grants	840,000	---	11,489,000	---	---	---	**12,329,000**
Special Assessments	---	---	---	---	---	---	**- - -**
All Other	2,722,500	103,000	---	---	---	---	**2,825,500**
Total Estimated Revenues	$ 74,871,857	$ 52,217,602	$ 92,562,240	$ 14,790,000	$ 1,506,371	$ 8,014,631	$ **243,962,701**
Liquidated Encumbrances	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ **- - -**
Resources from Prior Years	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ **- - -**
Less: Resources Not Used	$ ---	$ 611,003	$ 2,605,743	$ 290,000	$ 111,870	$ 88,526	$ **3,707,142**
Inter-Fund Transfers							
In	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ **- - -**
Out	$ ---	$ ---	$ ---	$ ---	$ -674,688	$ ---	$ **-674,688**
Resources Held by Trustee	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ **- - -**
Net Total Resources	$ 74,871,857	$ 51,606,599	$ 89,956,497	$ 14,500,000	$ 719,813	$ 7,926,105	$ **239,580,871**
Expenses of Operation							
Personal Services	$ 25,700,813	$ 15,255,034	$ 24,661,741	$ ---	$ 115,000	$ 3,696,169	$ **69,428,757**
Contractual Services	20,801,963	13,539,624	29,431,500	---	601,613	1,930,549	**66,305,249**
Commodities	6,621,094	2,922,010	3,011,590	---	3,200	396,475	**12,954,369**
Capital Outlay	499,320	334,960	929,000	---	---	319,700	**2,082,980**
Total - Operating Expenses	$ 53,623,190	$ 32,051,628	$ 58,033,831	$ ---	$ 719,813	$ 6,342,893	$ **150,771,355**
Pass Through Payments	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ **- - -**
Debt Service	$ 18,906,932	$ 14,353,276	$ 18,883,666	$ 10,421,000	$ ---	$ 621,854	$ **63,186,728**
Capital Improvements	$ 2,341,735	$ 5,201,695	$ 13,039,000	$ 4,079,000	$ ---	$ 961,358	$ **25,622,788**
Contingent Appropriation	$ ---	$ ---	$ ---	$ ---	$ ---	$ ---	$ **- - -**
Total Estimated Expenditures	$ 74,871,857	$ 51,606,599	$ 89,956,497	$ 14,500,000	$ 719,813	$ 7,926,105	$ **239,580,871**

	SPECIAL ASSESSMENT FUNDS				ALL OPERATIONS
	Revolving Public Improvement Fund	Sewer Special Assessment Fund	Neighborhood Improvement District GO Bond Fund	Sub-Total Special Assessment Funds	Total
Revenues					
Property Taxes	$ - - -	$ - - -	$ - - -	$ **- - -**	$ **83,145,027**
Local Use Tax	- - -	- - -	- - -	**- - -**	**29,583,800**
Sales and Service Taxes	- - -	- - -	- - -	**- - -**	**122,364,235**
Earnings Tax	- - -	- - -	- - -	**- - -**	**168,315,243**
Licenses and Permits	- - -	- - -	- - -	**- - -**	**43,965,734**
Convention and Tourism Tax	- - -	- - -	- - -	**- - -**	**33,750,000**
Utility Taxes	- - -	- - -	- - -	**- - -**	**64,350,000**
Fines and Forfeits	- - -	- - -	- - -	**- - -**	**16,580,000**
Interest and Rental Income	99,944	218,307	- - -	**318,251**	**41,958,427**
Service Charges	- - -	- - -	- - -	**- - -**	**43,347,813**
Enterprise Revenues	- - -	- - -	- - -	**- - -**	**218,543,067**
Grants	- - -	315,000	- - -	**315,000**	**89,206,834**
Special Assessments	780,056	741,693	56,962	**1,578,711**	**1,843,211**
All Other	- - -	- - -	- - -	**- - -**	**9,803,702**
Total Estimated Revenues	$ 880,000	$ 1,275,000	$ 56,962	$ **2,211,962**	$ **966,757,093**
Liquidated Encumbrances	$ - - -	$ - - -	$ - - -	$ **- - -**	$ **1,600,000**
Resources from Prior Years	$ 920,000	$ 265,615	$ - - -	$ **1,185,615**	$ **12,467,057**
Less: Resources Not Used	$ - - -	$ - - -	$ - - -	$ **- - -**	$ **9,719,618**
Inter-Fund Transfers					
In	$ - - -	$ - - -	$ - - -	$ **- - -**	$ **79,937,087**
Out	$ - - -	$ - - -	$ - - -	$ **- - -**	$ **-75,814,733**
Resources Held by Trustee	$ - - -	$ - - -	$ - - -	$ **- - -**	$ **340,600**
Net Total Resources	$ 1,800,000	$ 1,540,615	$ 56,962	$ **3,397,577**	$ **975,567,486**
Expenses of Operation					
Personal Services	$ - - -	$ - - -	$ - - -	$ **- - -**	$ **370,461,529**
Contractual Services	- - -	- - -	- - -	**- - -**	**234,214,992**
Commodities	- - -	- - -	- - -	**- - -**	**25,799,097**
Capital Outlay	- - -	- - -	- - -	**- - -**	**7,829,063**
Total - Operating Expenses	$ - - -	$ - - -	$ - - -	$ **- - -**	$ **638,304,681**
Pass Through Payments	$ - - -	$ - - -	$ - - -	$ **- - -**	$ **59,943,108**
Debt Service	$ - - -	$ 1,540,615	$ 56,962	$ **1,597,577**	$ **102,503,348**
Capital Improvements	$ 1,800,000	$ - - -	$ - - -	$ **1,800,000**	$ **171,116,349**
Contingent Appropriation	$ - - -	$ - - -	$ - - -	$ **- - -**	$ **3,700,000**
Total Estimated Expenditures	$ 1,800,000	$ 1,540,615	$ 56,962	$ **3,397,577**	$ **975,567,486**

Schedule XVI

All Funds
Summary of Inter-Fund Transfers

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Net Inter-Fund Transfers --					
From Off-Budget Funds	$ 31,823,998	$ 3,393,006	$ 2,632,318	$ 4,416,225	$ 4,906,803
General Fund					
In					
Infrastructure and Maintenance	$ - - -	$ 21,325	$ - - -	$ 1,493,453	$ - - -
Local Use Tax	- - -	350,352	4,642,779	6,113,729	- - -
Information Tech Working Capital	- - -	- - -	- - -	- - -	1,075,000
Revolving Public Improvement	- - -	- - -	- - -	- - -	200,000
Auditorium User Fee	208,000	708,000	208,000	208,000	505,000
General Obligation Bonds	1,485,915	- - -	- - -	- - -	- - -
Youth Employment Fund	- - -	135,000	135,000	135,000	135,000
Chapter 100 PILOTS	- - -	- - -	16,070	- - -	- - -
Total Transfers In	**$ 1,693,915**	**$ 1,214,677**	**$ 5,001,849**	**$ 7,950,182**	**$ 1,915,000**
Out					
East Park	$ -5,910,777	$ -6,677,824	$ -6,777,307	$ -5,935,466	$ -7,124,427
West Park	-1,215,314	-1,057,706	-1,259,961	-1,048,825	-1,276,420
Infrastructure and Maintenance	-1,152,000	- - -	- - -	-50,000	-1,152,000
Motor Fuel Tax	-1,257,440	-750,000	-110,620	-110,620	-1,991,907
Capital Improvements	-2,332,014	-721,454	- - -	- - -	- - -
Sewer Special Assessment	- - -	-600,000	-500,000	-500,000	- - -
Community Centers	-1,616,678	-1,538,467	-1,873,373	-1,928,736	-1,122,614
11 & Oak Garage	- - -	- - -	- - -	- - -	-450,000
Lease Debt Service	-38,625	- - -	- - -	- - -	- - -
Insurance Revolving	- - -	- - -	- - -	-338,599	- - -
Hazardous Materials Fund	- - -	- - -	-500,000	-500,000	-602,630
Convention and Tourism	-2,295,738	-2,295,738	-2,214,407	-1,226,607	-1,581,728
Zoo	-4,186,000	-3,464,500	-4,000,000	-4,000,000	-4,000,000
Cumulative Claim Reserve	- - -	-600,000	- - -	- - -	- - -
Legal Expense Fund	-255,000	-200,000	- - -	- - -	- - -
Kemper-Butler Garage	- - -	- - -	-1,000,000	-1,000,000	-900,000
Youth Employment	-8,616	-12,703	- - -	-10,963	- - -
Public Art	-17,859	-35,401	- - -	-31,559	- - -
Special Allocation	-3,885,510	-6,934,102	-8,441,812	-8,441,812	-7,821,834
Super TIF - Americana	-33,406	-19,652	-85,676	-85,676	-88,686
Super TIF - Twelfth & Wyandotte	-900,066	-218,431	-300,272	-300,272	-308,596
Super TIF - Midtown	-11,280	-42,389	-77,147	-77,147	-78,380
Local Law Enforcement	-461,759	-140,760	- - -	- - -	- - -
Street Light Bond	-1,485,915	- - -	- - -	- - -	- - -
Super TIF - Uptown	-383,308	-239,238	-58,404	-58,404	-22,455
Super TIF - Valentine	-8,991	- - -	-36,000	-36,000	-9,000
Super TIF - Union Hill	- - -	- - -	- - -	- - -	-6,500
Super TIF Hotel Phillips	- - -	- - -	-18,329	-18,329	-38,754
Super TIF - Savoy	- - -	- - -	-7,564	-7,564	-8,035
Super TIF - Hotel President	- - -	- - -	- - -	- - -	- - -
Total Transfers Out	**$ -27,456,296**	**$ -25,548,365**	**$ -27,260,872**	**$ -25,706,579**	**$ -28,583,966**
Net Transfers	**$ -25,762,381**	**$ -24,333,688**	**$ -22,259,023**	**$ -17,756,397**	**$ -26,668,966**

Schedule XVI

All Funds
Summary of Inter-Fund Transfers

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Museum					
In					
Chapter 100 PILOTS	$ - - -	$ - - -	$ 480	$ - - -	$ - - -
Net Transfers	**$ - - -**	**$ - - -**	**$ 480**	**$ - - -**	**$ - - -**
East Park Fund					
In					
General Fund	$ 5,910,777	$ 6,677,824	$ 6,777,307	$ 5,935,466	$ 7,124,427
Chapter 100 PILOTS	- - -	- - -	2,496	- - -	- - -
Total Transfers In	**$ 5,910,777**	**$ 6,677,824**	**$ 6,779,803**	**$ 5,935,466**	**$ 7,124,427**
Out					
Zoo	-65,000	-450,000	- - -	- - -	- - -
Net Transfers	**$ 5,845,777**	**$ 6,227,824**	**$ 6,779,803**	**$ 5,935,466**	**$ 7,124,427**
West Park Fund					
In					
General	$ 1,215,314	$ 1,057,706	$ 1,259,961	$ 1,048,825	$ 1,276,420
Out					
Zoo	-30,000	- - -	- - -	- - -	- - -
Net Transfers	**$ 1,185,314**	**$ 1,057,706**	**$ 1,259,961**	**$ 1,048,825**	**$ 1,276,420**
Golf & Tennis					
Out					
Lease Debt Service	$ - - -	$ -23,959	$ - - -	$ - - -	$ - - -
Net Transfers	**$ - - -**	**$ -23,959**	**$ - - -**	**$ - - -**	**$ - - -**
Motor Fuel Tax Fund					
In					
General	$ 1,257,440	$ 750,000	$ 110,620	$ 110,620	$ 1,991,907
Out					
General	- - -	- - -	- - -	- - -	- - -
Youth Employment	-27,894	-25,352	- - -	-18,751	- - -
Streetlight Debt	-138,543	- - -	- - -	- - -	- - -
Net Transfers	**$ 1,091,003**	**$ 724,648**	**$ 110,620**	**$ 91,869**	**$ 1,991,907**
Trafficway Maintenance					
In					
Chapter 100 PILOTS	$ - - -	$ - - -	$ 3,348	$ - - -	$ - - -
Net Transfers	**$ - - -**	**$ - - -**	**$ 3,348**	**$ - - -**	**$ - - -**
Public Mass Transportation					
Out					
Reserve STIF/TIF	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Special Allocation	$ -476,568	$ -1,347,054	$ -2,202,845	$ -1,502,845	$ -1,850,942
Streetlight Debt	- - -	- - -	- - -	- - -	- - -
Net Transfers	**$ -476,568**	**$ -1,347,054**	**$ -2,202,845**	**$ -1,502,845**	**$ -1,850,942**

Schedule XVI

All Funds
Summary of Inter-Fund Transfers

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Infrastructure and Maintenance					
In					
General	$ 1,152,000	$ - - -	$ - - -	$ 50,000	$ 1,152,000
Capital Improvements	174,000	- - -	348,000	- - -	348,000
Sales Tax Debt	174,000	- - -	- - -	- - -	- - -
General Obligation Bonds	955,503	- - -	- - -	- - -	- - -
Liberty Memorial	1,000,000	- - -	- - -	- - -	- - -
Total Transfers In	**$ 3,455,503**	**$ - - -**	**$ 348,000**	**$ 50,000**	**$ 1,500,000**
Out					
General	$ - - -	$ -21,325	$ - - -	$ -1,493,453	$ - - -
Capital Improvements	- - -	-3,594,777	- - -	-300,000	- - -
Liberty Memorial Project	- - -	- - -	- - -	- - -	- - -
Youth Employment	-2,440	-2,771	- - -	- - -	- - -
Streetlight Debt	-4,004,897	-6,020,842	-6,000,000	-10,479,157	-8,000,000
MDFB Midtown Bond	-109,000	- - -	- - -	- - -	- - -
Total Transfers Out	**$ -4,116,337**	**$ -9,639,715**	**$ -6,000,000**	**$ -12,272,610**	**$ -8,000,000**
Net Transfers	**$ -660,834**	**$ -9,639,715**	**$ -5,652,000**	**$ -12,222,610**	**$ -6,500,000**
Local Use Tax					
In					
Convention & Sports Complex	$ - - -	$ 179,661	$ - - -	$ - - -	$ - - -
University Hospital	- - -	83,886	- - -	- - -	- - -
Total Transfers In	**$ - - -**	**$ 263,547**	**$ - - -**	**$ - - -**	**$ - - -**
Out					
General Fund	$ - - -	$ -350,352	$ -4,642,779	$ -6,113,729	$ - - -
Capital Improvements	-716,585	-3,000,000	- - -	- - -	- - -
Reserve fro TIF/STIF	- - -	- - -	- - -	-107,944	- - -
Youth Employment	-4,365	-3,400	- - -	-478	- - -
Special Allocation	-53,100	-592,364	-400,096	-400,096	-520,940
Super TIF - Midtown	- - -	- - -	-20,000	-20,000	-20,408
Super TIF - Union Hill	- - -	- - -	- - -	- - -	-2,000
Total Transfers Out	**$ -774,050**	**$ -3,946,116**	**$ -5,062,875**	**$ -6,642,247**	**$ -543,348**
Net Transfers	**$ -774,050**	**$ -3,682,569**	**$ -5,062,875**	**$ -6,642,247**	**$ -543,348**
Hodge Park					
In					
KCMAC Lease Imp Hodge Park	$ 47,516	$ 15,625	$ - - -	$ - - -	$ - - -
Net Transfers	**$ 47,516**	**$ 15,625**	**$ - - -**	**$ - - -**	**$ - - -**
Kemper-Butler Garage					
In					
General	$ - - -	$ - - -	$ 1,000,000	$ 1,000,000	$ 900,000
Kemper Butler Construction Fund	- - -	- - -	- - -	1,069,354	- - -
Net Transfers	**$ - - -**	**$ - - -**	**$ 1,000,000**	**$ 2,069,354**	**$ 900,000**
11th & Oak Garage					
In					
General	$ - - -	$ - - -	$ - - -	$ - - -	$ 450,000
Net Transfers	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**	**$ 450,000**

Schedule XVI

All Funds
Summary of Inter-Fund Transfers

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Fire Sales Tax					
Out					
Ls Debt Service	$ - - -	$ - - -	$ - - -	$ -40,347	$ - - -
Special Allocation	- - -	- - -	-1,257,410	-1,257,410	-1,000,509
Super TIF - Americana	- - -	- - -	-42,494	-42,494	-44,161
Super TIF - 12th & Wyandotte	- - -	- - -	-166,912	-166,912	-173,087
Super TIF - Midtown	- - -	- - -	-210,057	-210,057	-239,458
Super TIF - Uptown	- - -	- - -	-15,119	-15,119	-1,250
Super TIF - Valentine	- - -	- - -	-10,405	-10,405	-2,500
Super TIF - Union Hill	- - -	- - -	- - -	- - -	-3,900
Super TIF Hotel Phillips	- - -	- - -	-6,872	-6,872	-7,112
Super TIF - Savoy	- - -	- - -	-3,585	-3,585	-3,776
Super TIF - Hotel President	- - -	- - -	- - -	- - -	- - -
Net Transfers	**$ - - -**	**$ - - -**	**$ -1,712,854**	**$ -1,753,201**	**$ -1,475,753**
Public Safety Sales Tax					
Out					
Special Allocation	$ - - -	$ - - -	$ - - -	$ - - -	$ -1,000,509
Super TIF - Americana	- - -	- - -	- - -	- - -	-44,161
Super TIF - 12th & Wyandotte	- - -	- - -	- - -	- - -	-173,087
Super TIF - Midtown	- - -	- - -	- - -	- - -	-239,458
Super TIF - Uptown	- - -	- - -	- - -	- - -	-1,250
Super TIF - Valentine	- - -	- - -	- - -	- - -	-2,500
Super TIF - Union Hill	- - -	- - -	- - -	- - -	-3,900
Super TIF Hotel Phillips	- - -	- - -	- - -	- - -	-7,112
Super TIF - Savoy	- - -	- - -	- - -	- - -	-3,776
Super TIF - Hotel President	- - -	- - -	- - -	- - -	- - -
Net Transfers	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**	**$ -1,475,753**
Hazardous Material					
In					
General	$ - - -	$ - - -	$ 500,000	$ 500,000	$ 602,630
Net Transfers	**$ - - -**	**$ - - -**	**$ 500,000**	**$ 500,000**	**$ 602,630**
Health Levy					
In					
Chapter 100 PILOTS	$ - - -	$ - - -	$ 11,665	$ - - -	$ - - -
Net Transfers	**$ - - -**	**$ - - -**	**$ 11,665**	**$ - - -**	**$ - - -**
Neighborhood Tourist Development					
In					
Convention & Tourism	$ 1,365,000	$ 1,396,355	$ 1,465,000	$ 1,535,000	$ 1,765,000
Net Transfers	**$ 1,365,000**	**$ 1,396,355**	**$ 1,465,000**	**$ 1,535,000**	**$ 1,765,000**

Schedule XVI

All Funds
Summary of Inter-Fund Transfers

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Local Law Enforcement Grant					
In					
General	$ 461,759	$ 140,760	$ - - -	$ - - -	$ - - -
Local Use Tax	- - -	- - -	- - -	- - -	- - -
LLEBG	2,623,837	- - -	- - -	- - -	- - -
Total Transfers In	**$ 3,085,596**	**$ 140,760**	**$ - - -**	**$ - - -**	**$ - - -**
Out					
LLEBG	-2,623,837	- - -	- - -	- - -	- - -
Total Transfers Out	**$ -2,623,837**	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**
Net Transfers	**$ 461,759**	**$ 140,760**	**$ - - -**	**$ - - -**	**$ - - -**
Convention & Tourism Fund					
In					
General	$ 2,295,738	$ 2,295,738	$ 2,214,407	$ 1,226,607	$ 1,531,728
Auditorium User Fee	- - -	127,846	- - -	- - -	- - -
Convention & Sports Complex	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Total Transfers In	**$ 4,295,738**	**$ 4,423,584**	**$ 4,214,407**	**$ 3,226,607**	**$ 3,531,728**
Out					
Neighborhood Tourist Development	$ -1,365,000	$ -1,396,355	$ -1,465,000	$ -1,535,000	$ -1,765,000
Convention & Sports Complex	-11,880,825	-12,071,528	-11,891,835	-12,898,985	-16,539,279
Reserve STIF/TIF	- - -	- - -	- - -	-1,910,426	- - -
Special Allocation	-124,060	-642,430	-558,175	-558,175	-675,619
Super TIF - Americana	-226,804	-113,924	-255,569	-255,569	-306,400
Super TIF - 12th and Wyandotte	-889,459	-629,008	-975,533	-975,533	-1,167,418
Super TIF - Midtown	- - -	-13,825	-4,352	-4,352	-5,073
Super TIF - Uptown	- - -	-12,938	-57,291	-57,291	-12,571
Super TIF - Valentine	- - -	- - -	-48,000	-48,000	- - -
Super TIF - Union Hill	- - -	- - -	- - -	- - -	-86,535
Super TIF - Hotel Phillips	- - -	- - -	-334,031	-334,031	-206,177
Super TIF - Savoy	- - -	- - -	-117,012	-117,012	-143,117
Super TIF - Hotel President	- - -	- - -	- - -	- - -	- - -
Total Transfers Out	**$ -14,486,148**	**$ -14,880,008**	**$ -15,706,798**	**$ -18,694,374**	**$ -20,907,189**
Net Transfers	**$ -10,190,410**	**$ -10,456,424**	**$ -11,492,391**	**$ -15,467,767**	**$ -17,375,461**
Community Centers Fund					
In					
General	$ 1,616,678	$ 1,538,467	$ 1,873,373	$ 1,928,736	$ 1,122,614
Youth Employment	- - -	60,000	35,000	35,000	35,000
Total Transfers In	**$ 1,616,678**	**$ 1,598,467**	**$ 1,908,373**	**$ 1,963,736**	**$ 1,157,614**
Out					
Zoo	-294,000	- - -	- - -	- - -	- - -
94 A & B Projects	- - -	- - -	- - -	- - -	- - -
Total Transfers Out	**$ -294,000**	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**
Net Transfers	**$ 1,322,678**	**$ 1,598,467**	**$ 1,908,373**	**$ 1,963,736**	**$ 1,157,614**

Schedule XVI

All Funds
Summary of Inter-Fund Transfers

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Zoo Fund					
In					
General	$ 4,186,000	$ 3,464,500	$ 4,000,000	$ 4,000,000	$ 4,000,000
East Park	65,000	450,000	- - -	- - -	- - -
West Park	30,000	- - -	- - -	- - -	- - -
Community Centers	294,000	- - -	- - -	- - -	- - -
Net Transfers	**$ 4,575,000**	**$ 3,914,500**	**$ 4,000,000**	**$ 4,000,000**	**$ 4,000,000**
University Hospital					
Out					
Local Use Tax	$ - - -	$ -83,886	$ - - -	$ - - -	$ - - -
Net Transfers	**$ - - -**	**$ -83,886**	**$ - - -**	**$ - - -**	**$ - - -**
Capital Improvements					
In					
General	$ 2,332,014	$ 721,454	$ - - -	$ - - -	$ - - -
Sales Tax Debt	7,031,196	- - -	- - -	- - -	- - -
Local Use Tax	716,585	3,000,000	- - -	- - -	- - -
KCMAC Series 91	- - -	- - -	- - -	- - -	1,350,000
Infrastructure and Maintenance	- - -	3,594,777	- - -	300,000	- - -
Liberty Memorial Project	244,166	- - -	- - -	- - -	- - -
Total Transfers In	**$ 10,323,961**	**$ 7,316,231**	**$ - - -**	**$ 300,000**	**$ 1,350,000**
Out					
Infrastructure and Maintenance	$ -174,000	$ - - -	$ -348,000	$ - - -	$ -348,000
Reserve STIF/TIF	- - -	- - -	- - -	-2,123,508	- - -
Youth Employment	-24,711	-16,977	- - -	-337	- - -
Special Allocation	-519,917	-3,078,824	-4,762,909	-4,762,909	-4,002,036
Super TIF - Americana	-31,799	-31,347	-169,977	-169,977	-176,644
Super TIF - 12th and Wyandotte	-286,662	-284,676	-667,646	-667,646	-692,347
Super TIF - Midtown	-573,315	-462,794	-826,896	-826,896	-957,831
Super TIF - Uptown	-1,964	-3,481	-60,475	-60,475	-5,000
Super TIF - Valentine	-96	- - -	-41,621	-41,621	-10,000
Super TIF - Union Hill	- - -	- - -	- - -	- - -	-15,000
Super TIF - Hotel Phillips	- - -	- - -	-27,488	-27,488	-28,449
Super TIF Savoy	- - -	- - -	-14,338	-14,338	-15,104
GO Bond Streetlight Debt	- - -	-370,124	- - -	- - -	- - -
Total Transfers Out	**$ -1,612,464**	**$ -4,248,223**	**$ -6,919,350**	**$ -8,695,195**	**$ -6,250,411**
Net Transfers	**$ 8,711,497**	**$ 3,068,008**	**$ -6,919,350**	**$ -8,395,195**	**$ -4,900,411**
Liberty Memorial Project					
Out					
Infrastructure & Maintenance	$ -1,000,000	$ - - -	$ - - -	$ - - -	$ - - -
Capital Improvements	-244,166	- - -	- - -	- - -	- - -
Youth Services	-90,698	- - -	- - -	- - -	- - -
Net Transfers	**$ -1,334,864**	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**

Schedule XVI

All Funds
Summary of Inter-Fund Transfers

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
General Debt and Interest					
In					
Chapter 100 PILOTS	$ - - -	$ - - -	$ 1,199	$ - - -	$ - - -
Net Transfers	**$ - - -**	**$ - - -**	**$ 1,199**	**$ - - -**	**$ - - -**
Street Light Debt					
In					
General	$ 1,485,915	$ - - -	$ - - -	$ - - -	$ - - -
Public Mass Transportation	- - -	- - -	- - -	- - -	- - -
Motor Fuel Tax	138,543	- - -	- - -	- - -	- - -
Infrastructure & Maintenance	4,004,897	6,020,842	6,000,000	10,479,157	8,000,000
Local Use Tax	- - -	- - -	- - -	- - -	- - -
Net Transfers	**$ 5,629,355**	**$ 6,020,842**	**$ 6,000,000**	**$ 10,479,157**	**$ 8,000,000**
Sales Tax Debt					
In					
KCMAC Leasehold					
Capital Improvements	$ 2,612,970	$ - - -	$ - - -	$ - - -	$ - - -
Out					
Infrastructure and Maintenance	-174,000	- - -	- - -	- - -	- - -
Capital Improvements	-7,031,196	- - -	- - -	- - -	- - -
Special Allocation	-519,917	- - -	- - -	- - -	- - -
Super TIF - Americana	-31,799	- - -	- - -	- - -	- - -
Super TIF - 12th and Wyandotte	-286,662	- - -	- - -	- - -	- - -
Super TIF - Midtown	-73,315	- - -	- - -	- - -	- - -
Super TIF - Uptown	-1,964	- - -	- - -	- - -	- - -
Super TIF - Valentine	-96	- - -	- - -	- - -	- - -
Total Transfers Out	**$ -8,118,949**	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**
Net Transfers	**$ -5,505,979**	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**
Sewer Special Assessment Fund					
In					
St Rvling GO Bond Fund	$ 29,880	$ 36,807	$ - - -	$ - - -	$ - - -
97 GO Refund Bond Fund	30,219	- - -	- - -	- - -	- - -
Net Transfers	**$ 60,099**	**$ 36,807**	**$ - - -**	**$ - - -**	**$ - - -**

Schedule XVI

All Funds
Summary of Inter-Fund Transfers

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Special Allocation Fund					
In					
General	$ 3,885,504	$ 6,934,100	$ 8,441,812	$ 8,441,812	$ 7,821,836
Capital Improvements	519,917	3,078,824	4,762,909	4,762,909	4,002,036
Public Mass Transportation	476,567	1,347,054	2,202,845	1,502,845	1,850,942
Sales Tax Debt	519,917	- - -	- - -	- - -	- - -
Local Use Tax	53,100	592,363	400,096	400,096	520,940
Convention and Tourism	124,060	642,430	558,175	558,175	675,619
Fire Sales Tax	- - -	- - -	1,257,410	1,257,410	1,000,509
Public Safety Sales Tax	- - -	- - -	- - -	- - -	1,000,509
Total Transfers In	**$ 5,579,065**	**$ 12,594,771**	**$ 17,623,247**	**$ 16,923,247**	**$ 16,872,391**
Out					
Super TIF - Midtown	$ -381,207	$ -514,526	$ -2,070,772	$ -2,070,772	$ -2,655,219
Super TIF - Americana	- - -	- - -	-311,318	-311,318	-363,818
Super TIF - Uptown	- - -	- - -	-286,724	-286,724	-120,455
Super TIF - 12th and Wyandotte	- - -	- - -	-392,687	-392,687	-288,866
Super TIF - Union Hill	- - -	- - -	- - -	- - -	-197,092
Super TIF - Hotel Phillips	- - -	- - -	-399,585	-399,585	-359,921
Super TIF - Savoy	- - -	- - -	-216	-216	-41,695
Total Transfers Out	**$ -381,207**	**$ -514,526**	**$ -3,461,302**	**$ -3,461,302**	**$ -4,027,066**
Net Transfers	**$ 5,197,858**	**$ 12,080,245**	**$ 14,161,945**	**$ 13,461,945**	**$ 12,845,325**
Super TIF Americana					
In					
General	$ 33,406	$ 19,652	$ 85,676	$ 85,676	$ 88,686
Capital Improvements	31,799	31,347	169,977	169,977	176,644
Sales Tax Debt	31,799	- - -	- - -	- - -	- - -
Convention and Tourism	226,804	113,923	255,569	255,569	306,400
Fire Sales Tax	- - -	- - -	42,494	42,494	44,161
Special Allocation	60,067	- - -	311,318	311,318	363,818
Public Safety Sales Tax	- - -	- - -	- - -	- - -	44,161
Net Transfers	**$ 383,875**	**$ 164,922**	**$ 865,034**	**$ 865,034**	**$ 1,023,870**
Super TIF 12th & Wyandotte					
In					
General	$ 900,067	$ 218,431	$ 300,272	$ 300,272	$ 308,597
Capital Improvements	286,662	284,676	667,646	667,646	692,347
Sales Tax Debt	286,662	- - -	- - -	- - -	- - -
Convention and Tourism	889,459	629,006	975,533	975,533	1,167,418
Fire Sales Tax	- - -	- - -	166,912	166,912	173,087
Special Allocation	140,219	- - -	392,687	392,687	288,866
Public Safety Sales Tax	- - -	- - -	- - -	- - -	173,087
Net Transfers	**$ 2,503,069**	**$ 1,132,113**	**$ 2,503,050**	**$ 2,503,050**	**$ 2,803,402**

Schedule XVI

All Funds
Summary of Inter-Fund Transfers

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Super TIF Midtown					
In					
General	$ 11,281	$ 42,389	$ 77,147	$ 77,147	$ 78,381
Capital Improvements	573,315	462,794	826,896	826,896	957,831
Sales Tax Debt	73,315	- - -	- - -	- - -	- - -
Local Use Tax	- - -	- - -	20,000	20,000	20,408
Convention and Tourism	- - -	13,825	4,352	4,352	5,073
MDFB Midtown Bond	22,058,853	- - -	- - -	- - -	- - -
Fire Sales Tax	- - -	- - -	210,057	210,057	239,458
Special Allocation	378,294	1,240,792	2,070,772	2,070,772	2,655,219
Public Safety Sales Tax	- - -	- - -	- - -	- - -	239,458
Total Transfers In	**$ 23,095,058**	**$ 1,759,800**	**$ 3,209,224**	**$ 3,209,224**	**$ 4,195,828**
Out					
Trustee Fund	-540,242	- - -	- - -	- - -	- - -
MDFB Midtown Bond	- - -	-355,744	- - -	- - -	- - -
Total Transfers Out	**$ -540,242**	**$ -355,744**	**$ - - -**	**$ - - -**	**$ - - -**
Net Transfers	**$ 22,554,816**	**$ 1,404,056**	**$ 3,209,224**	**$ 3,209,224**	**$ 4,195,828**
Super TIF Uptown					
In					
General	$ 383,307	$ 239,238	$ 58,404	$ 58,404	$ 22,455
Capital Improvements	1,963	3,481	60,475	60,475	5,000
Sales Tax Debt	1,963	- - -	- - -	- - -	- - -
Convention and Tourism	- - -	12,938	57,291	57,291	12,571
Fire Sales Tax	- - -	- - -	15,119	15,119	1,250
Special Allocation	37,954	- - -	286,724	286,724	120,455
Valentine	- - -	- - -	136,026	136,026	25,617
Public Safety Sales Tax	- - -	- - -	- - -	- - -	1,250
Net Transfers	**$ 425,187**	**$ 255,657**	**$ 614,039**	**$ 614,039**	**$ 188,598**
Super TIF Valentine					
In					
General	$ 8,991	$ - - -	$ 36,000	$ 36,000	$ 9,000
Capital Improvements	96	- - -	41,621	41,621	10,000
Sales Tax Debt	96	- - -	- - -	- - -	- - -
Convention and Tourism	- - -	- - -	48,000	48,000	- - -
Fire Sales Tax	- - -	- - -	10,405	10,405	2,500
Special Allocation	-9,182	- - -	- - -	- - -	- - -
Public Safety Sales Tax	- - -	- - -	- - -	- - -	2,500
Total Transfers In	**$ 1**	**$ - - -**	**$ 136,026**	**$ 136,026**	**$ 24,000**
Out					
Super TIF - Uptown	- - -	- - -	-136,026	-136,026	-25,617
Net Transfers	**$ 1**	**$ - - -**	**$ - - -**	**$ - - -**	**$ -1,617**

Schedule XVI

All Funds
Summary of Inter-Fund Transfers

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Super TIF Hotel Phillips					
In					
General	$ - - -	$ - - -	$ 18,329	$ 18,329	$ 38,754
Capital Improvements	- - -	- - -	27,488	27,488	28,449
Convention and Tourism	- - -	- - -	334,031	334,031	206,177
Fire Sales Tax	- - -	- - -	6,872	6,872	7,112
Special Allocation	- - -	- - -	399,585	399,585	359,921
Public Safety Sales Tax	- - -	- - -	- - -	- - -	7,112
Net Transfers	**$ - - -**	**$ - - -**	**$ 786,305**	**$ 786,305**	**$ 647,525**
Super TIF Savoy Bar & Grill					
In					
General	$ - - -	$ - - -	$ 7,564	$ 7,564	$ 8,035
Capital Improvements	- - -	- - -	14,338	14,338	15,104
Convention and Tourism	- - -	- - -	117,012	117,012	143,117
Fire Sales Tax	- - -	- - -	3,585	3,585	3,776
Special Allocation	- - -	- - -	216	216	41,695
Public Safety Sales Tax	- - -	- - -	- - -	- - -	3,776
Net Transfers	**$ - - -**	**$ - - -**	**$ 142,715**	**$ 142,715**	**$ 215,503**
Super TIF Union Hill					
In					
General	$ - - -	$ - - -	$ - - -	$ - - -	$ 6,500
Capital Improvements	- - -	- - -	- - -	- - -	15,000
Local Use Tax	- - -	- - -	- - -	- - -	2,000
Convention and Tourism	- - -	- - -	- - -	- - -	86,535
Fire Sales Tax	- - -	- - -	- - -	- - -	3,900
Special Allocation	- - -	- - -	- - -	- - -	197,092
Public Safety Sales Tax	- - -	- - -	- - -	- - -	3,900
Net Transfers	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**	**$ 314,927**
MIDB Debt Service					
In					
Debt Service Fund	641,658	- - -	- - -	- - -	- - -
Net Transfers	**$ 641,658**	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**
Convention & Sports Complex					
In					
Convention Center Garages	$ - - -	$ 680,263	$ 681,578	$ 681,578	$ 674,688
KCMAC Bartle Hall	2,096,797	1,091,299	1,355,904	1,154,732	822,350
Convention and Tourism	11,880,825	12,071,528	11,891,835	12,898,985	16,539,279
Total Transfers In	**$ 13,977,622**	**$ 13,843,090**	**$ 13,929,317**	**$ 14,735,295**	**$ 18,036,317**
Out					
Local Use Tax	$ - - -	$ -179,611	$ - - -	$ - - -	$ - - -
Convention & Tourism	-2,000,000	-2,000,000	-2,000,000	-2,000,000	-2,000,000
Net Transfers	**$ 11,977,622**	**$ 11,663,479**	**$ 11,929,317**	**$ 12,735,295**	**$ 16,036,317**

Schedule XVI

All Funds
Summary of Inter-Fund Transfers

	Actual 2000-01	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Budget 2003-04
Water					
Out					
Water Refund & Const.	$ - - -	$ 2,013,687	$ - - -	$ 5,568,645	$ - - -
Stormwater	- - -	- - -	- - -	- - -	- - -
Net Transfers	**$ - - -**	**$ 2,013,687**	**$ - - -**	**$ 5,568,645**	**$ - - -**
Sewer Fund					
In					
Sewer Improvement Bond	$ - - -	$ 44,600	$ - - -	$ - - -	$ - - -
Out					
Stormwater	$ -113,496	$ - - -	$ - - -	$ - - -	$ - - -
Youth Employment	- - -	- - -	- - -	- - -	- - -
Net Transfers	**$ -113,496**	**$ 44,600**	**$ - - -**	**$ - - -**	**$ - - -**
Kansas City Airports					
In					
Local Use Tax	$ 2,550,000	$ - - -	$ - - -	$ - - -	$ - - -
99A Gen Improv Airport Fund	- - -	- - -	- - -	- - -	- - -
2001 Gen Airport Improve Fund	- - -	- - -	- - -	- - -	- - -
Net Transfers	**$ 2,550,000**	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**
Convention Center Garages					
Out					
Convention and Sports Complex	$ - - -	$ - - -	$ 681,578	$ 681,578	$ 674,688
Net Transfers	**$ - - -**	**$ - - -**	**$ 681,578**	**$ 681,578**	**$ 674,688**
Host International Facility					
In					
KC Airports Fund	$ - - -	$ - - -	$ - - -	$ - - -	$ - - -
Net Transfers	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**
Stormwater					
In					
Sewer	$ 113,496	$ - - -	$ - - -	$ - - -	$ - - -
Net Transfers	**$ 113,496**	**$ - - -**	**$ - - -**	**$ - - -**	**$ - - -**
Revolving Public Improvement					
Out					
General	$ - - -	$ - - -	$ - - -	$ - - -	$ -200,000
NID GO Bond	- - -	- - -	- - -	-34,750	- - -
Net Transfers	**$ - - -**	**$ - - -**	**$ - - -**	**$ -34,750**	**$ -200,000**

BUDGET PROCESS

The City Charter requires the City Council adopt an annual budget at the fourth regular meeting in March. The city's fiscal year is May 1 to April 30. The budgetary process contains three phases: budget development, budget adoption and budget execution and administration. This section explains the requirements for these phases as mandated by the City Charter.

BUDGET DEVELOPMENT

Budget development begins when the Budget Office issues budget instructions to all city departments under the City Manager and to each department, board, commission, and office not under the manager. The budget instructions guide these entities in their request for appropriations necessary to fulfill their needs for the ensuing fiscal year. Departments are given six weeks to prepare their budget submittal which is based upon carefully prepared estimates of work to be performed and costs and expenses to be incurred. According to the City Charter, these requests must be submitted to the City Manager on or before the 15th day of November.

Following receipt of the budget submittals the City Manager meets with department directors to formulate a recommended budget. At the time of submission to the City Council, the City Manager prepares copies of the recommended budget for public distribution.

CITY COUNCIL BUDGET ADOPTION PROCESS

February 13, 2003
City Manager submits budget for fiscal year 2002-03 to the City Council

February 18 through February 21, 2003
City Council Committee of the Whole meets with department heads

March 5, 2003
Committee of the Whole public hearing on the budget for fiscal year 2002-03

March 6, 2003
Budget is reported to the City Council by Committee of the Whole with an introduction of the budget and tax ordinances

March 12 and March 19, 2003
Public hearings by the Finance and Audit Committee

March 27, 2003
Budget and tax ordinances adopted by the City Council

BUDGET ADOPTION

The City Manager's recommended budget is required to be submitted to the Mayor no later than January 15. The Mayor then transmits the budget to the Council by the second regular meeting in February. Upon receipt of the annual budget as prepared by the City Manager and transmitted by the Mayor, the Council, acting as Committee of the Whole, reviews the budget and holds hearings with the City Manager and department officials. After completing this review, the Council holds at least one public hearing on the budget.

Upon completion of its review of the budget and the completion of departmental hearings, which are held by the first meeting in March, the Council, meeting as a Committee of the Whole, reports the budget to the City Council for approval. A date for a public hearing on the budget is set at the time the budget is reported to the Council. This date must not be later than the second City Council meeting in March. At the fourth meeting in March, the Council, by ordinance, adopts the annual budget. The budget ordinance requires a majority of affirmative votes to pass.

Budget Execution and Administration

After budget adoption by the City Council, the adopted appropriations are put in the city's financial accounting system. A quarterly analysis of the financial performance of departments is reviewed and necessary budget adjustments are made to ensure the city's financial stability.

Amendments/Changes to the Budget after Adoption

1. The City Manager or City Council receives a request from a department head or outside agency seeking additional funding for a specific project or activity.
2. The request is reviewed by the City Manager for appropriateness and availability of funds.
3. Once favorably reviewed, the requesting department or agency submits an Ordinance Request to the City Clerk's Office.
4. The City Clerk's Office then forwards the request to the Law Department where the request is drafted into an Ordinance.
5. The Ordinance is presented to the City Council. The Mayor assigns it to a Council Committee after the first reading.
6. The Committee which receives the Ordinance reviews it and makes a recommendation to the City Council.
7. The City Council, acting on the recommendation of the Committee, votes on the Ordinance. The Ordinance requires a majority of affirmative votes to pass.
8. The Mayor may veto any Ordinance adopted by the City Council. The Mayor notifies the City Clerk of a veto within seven days of passage or adoption.
9. The veto may be overridden by a vote of eight members of the City Council at or before the second meeting of the Council following passage of the Ordinance.

Method of Accounting

Fund Accounting

The accounts of the city are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures or expenses as appropriate. Account groups are used to establish accounting control and accountability for the city's general fixed assets, the unmatured principal of its general long-term debt, and other long-term obligations of the city. Governmental resources are allocated to and accounted for in individual funds based upon the purposes for which they are spent. The various fund types as they appear in the Summary of Schedules are described below.

General Municipal Funds (Governmental Funds)

There are four types of General Municipal Funds through which most of the governmental functions of the city are financed.

General Fund

The General Fund accounts for all financial transactions not accounted for in any other fund. This is the largest and most important accounting activity of the city. Many diverse activities are financed through this fund, including police and fire protection, solid waste and disposal, health programs, and arena operations. Financial support is received from a variety of sources, including general

property taxes, earnings and profits tax, utility taxes, service charges, interest and rental income, grants, business licenses, and permits and franchise fees.

Special Revenue Funds

Special Revenue Funds account for the proceeds of specific revenue sources (other than Special Assessments) or to finance specified activities as required by law or administrative regulation. The following funds are included in this type:

- Museum
- East Park
- West Park
- Park Special Services
- Motor Fuel Tax
- Trafficway Maintenance
- Public Mass Transportation
- Local Use Tax
- Hodge Park
- Kemper-Butler Garage
- Eleventh & Oak Garage
- Fire Sales Tax
- Hazardous Materials
- Health Levy
- Police Drug Enforcement
- Neighborhood Tourist Development
- Convention and Tourism
- Community Centers
- Zoo
- Police Grant Fund
- Local Law Enforcement Grant
- Development Impact Fee
- Domestic Violence Shelter Operations
- Governmental Grants
- Community Development
- Special Allocation
- Special Housing Rehabilitation

Special Assessment Funds (Governmental Funds)

Special Assessment Funds account for the acquisition of rights-of-way and construction, extension and improvements of sanitary and storm sewer systems, streets, avenues, curbs, and sidewalks. These projects are financed through either a revolving fund mechanism or the sale of bonds. The bonds are retired with the proceeds of assessments levied against the benefited property; generally, special assessment bonds are paid by the Debt Service Fund. The following funds are included in this type:

- Sewer Special Assessment
- Revolving Public Improvements
- NID GO Bond

Debt Service Funds

Debt Service Funds account for the payment of interest and principal on general obligation, capital leases, and limited obligations. Debt service payments on special assessments are included with Special Assessment Funds. The following funds are included in this type:

- General Debt
- Street Light Debt
- Sales Tax Debt
- Super TIF --Americana Hotel
- Super TIF --12th and Wyandotte
- Super TIF – Midtown
- Super TIF – Uptown
- Super TIF--Valentine
- Super TIF--Union Hill
- Convention and Sports Complex

Public Enterprise Funds (Proprietary Funds)

Public Enterprise Funds are used to account for the city's ongoing organizations and activities that are similar to investor-owned business enterprises. The following funds are included in this type:

- Water
- Sewer
- Kansas City Airports
- Airport Passenger Facility Charge
- TWA Special Facilities
- Host International Special Facilities
- Convention Center Garages
- Stormwater

Capital Project Funds

Capital Project Funds account for resources used for the acquisition of capital facilities, except those financed by Special Assessment, Internal Service, and Enterprise Funds and those budgeted in the General or Special Revenue Funds when resources are derived exclusively from the direct revenues of the Fund and do not involve long-term borrowing. The following funds are included in this type:

- Capital Improvements
- Infrastructure and Maintenance
- Public Safety Sales Tax

Basis of Budgeting

Governmental Funds are accounted for using a cash-basis budget. Contractual obligations require that the full amount be encumbered when the contract is approved. Transactions are recognized when cash is received or disbursed. Proprietary Funds that are subject to annual appropriations are also accounted for on a cash basis. Consequently, budget-GAAP (Generally Accepted Accounting Principals) basis differences do occur.

Revenue Projections

The City of Kansas City uses two approaches to project revenues. The first method, statistical, is performed by the Office of Management and Budget (OMB) as part of the city's Five-Year Financial Forecast, prior to the budget's adoption. The second method, deterministic, is based upon the knowledge and expertise of OMB staff. This combination of approaches allows the city to apply a statistical model to revenue projections, while tempering the results with common sense and experience. The budget and forecast are reviewed to determine a three-year outlook for revenues and expenditures in the budget submittal. The following is a description of each approach and the assumptions used in their development.

Statistical

The Five-Year Financial Forecast for the City of Kansas City, Missouri is prepared using the concept of econometric modeling. Econometric modeling identifies long-term statistical relationships and one or more independent economic variables, then uses that relationship to project revenues based on assumptions of how the economic variables will perform over the next five years. The accuracy of the forecast and the validity of any policy based on it depend upon the strength of the historical relationships and the accuracy of the economic assumptions.

Deterministic

All departments that collect revenue are required to prepare annual revenue estimates as a part of their budgets. In addition, departments are requested to submit revenue estimates for fee increases or new fees. The preparation and submission of revenue estimates correspond with the development of the department's expenditure budget. Once the revenue estimates are received, they are reviewed for accuracy and validity. Preliminary revenue estimates are prepared based upon departmental estimates and the second quarter analysis of revenue for the current year. Information and input from departments are received during this final review of revenues. The results of this process appear in schedules VI through VIII, and X through XVI. These revenue estimates are used to establish expenditure guidelines for the coming fiscal year.

FOCUS KANSAS CITY PLAN

Kansas City's strategic plan, FOCUS - Forging Our Comprehensive Urban Strategy — is the city's "to do" list for the future. This plan, adopted as the City's strategic plan via Committee Substitute for Resolution Number 971268, sets priorities and guides decisions about neighborhoods, jobs, taxes, capital improvements, public safety, education, and much more. The FOCUS Plan targets public and private investments to maximize current resources. The Plan is moving forward to ensure that Kansas City is not only a viable city in the year 2020 but also a successful model for a new kind of American city.

The FOCUS Kansas City Plan was developed by thousands of citizens and volunteers from many walks-of-life. Through an innovative public participation process, FOCUS enables citizens and communities to develop innovative solutions to address complex urban problems. The result is an interconnected plan that leverages existing resources and relies on partnerships to accomplish community goals and objectives.

THE POLICY PLAN

The FOCUS Policy Plan outlines a vision statement and fourteen Principles for Policy that guide key decisions in the public and private sectors. This policy plan provides the foundation for addressing complex problems.

STRATEGIC AND COMPREHENSIVE PLAN

Based on the Policy Plan, seven distinct but interwoven component plans detail the action steps needed to make the FOCUS vision and policy principles a reality. These seven component plans are summarized below:

PHYSICAL ENVIRONMENT PLANS

The *Citywide Physical Framework Plan* provides strategic land use planning guidelines and addresses the future character of growth, development, and redevelopment as well as capital needs of the city.

The *Neighborhood Prototypes Plan* recommends actions to improve Kansas City neighborhoods and encourage resident partnerships in determining their future. A unique neighborhood assessment process helps citizens target city services and specific strategies to their distinct requirements.

The *Preservation Plan* highlights the importance of Kansas City's rich legacy of landmark structures, historic neighborhoods, and archeological resources that make the city unique. Strategies on transportation, urban design, capital improvements, and tourism complete our vision of the future from a preservation perspective.

The *Urban Core Plan* includes strategies for central city neighborhoods, downtown, and the central business corridor and plans for economic development, jobs, capital improvements, public transit, and neighborhood livability. Strategies for locating cultural facilities and marketing the urban core are also outlined in this plan.

The *Northland Plan* encourages development where infrastructure already exists. Protecting the natural environment and the character of the Northland are fundamental to the plan. Transportation recommendations for improving east-west traffic, extending the boulevard system north of the river, and creating pedestrian and bicycle friendly throughways are also part of the plan.

HUMAN INVESTMENT PLAN

The Human Investment Plan outlines recommendations related to lifelong education, retaining and encouraging diversity, equipping citizens for the changing work environment, job retention and expansion, stimulating interest in culture, and the arts practical life skills for Kansas City youth, and enhancing Kansas City as a place of excellence, creativity, celebration, and unity.

GOVERNANCE PLAN

The Governance Plan sets specific strategies for improving city services, establishing and maintaining the city's financial health, strengthening metropolitan cooperation, and political and organizational restructuring to insure implementation of FOCUS initiatives.

Collectively, the component plans provide a comprehensive framework for addressing complex issues enabling all parts of the city to work in concert toward the same goal.

FOCUS IMPLEMENTATION ACHIEVEMENTS

Most of the over 600 initiatives which are part of the FOCUS Kansas City plan are currently in the process of implementation. FOCUS is being implemented by the Mayor and Council, and by many community-driven efforts, as well as by every City department.

FOCUS CENTERS

There are six locations currently operating as **FOCUS Centers**. Two of the Centers are in City owned buildings, two are in schools, and two are with active community-based organizations operating as Community Development Corporations. FOCUS Centers are ready to go in the new MainCor building at the Midtown Market place, and in the new Westside Branch Library, as a part of a satellite of services for that area. The Centers allow the opportunity for government services to be provided in the community.

CONNECTION CORRIDORS

The **Heritage Corridor** initiative will promote heritage tourism as a way to incorporate the region's rich history as an economic development program through signage, education, and regional promotion. ICON and Associates has been selected to prepare a strategic master plan, which outlines a multi-year strategy for implementation. Once prepared, the plan will be submitted to the National Heritage Corridor program, administered by the National Park Service, for funding support.

The **Main Street Corridor** plan has been completed and was submitted to the City Council in 2002. The planning process is modeled after the FOCUS process with the participation of some 90 steering committee and workteam members and involvement of the greater community. When final, the plan will make recommendations for improvements to Main Street including multimodal transportation, infrastructure, land use, urban design and development opportunities.

Troost Corridor redevelopment continues. Current projects include: PIEA redevelopment designation for the area between 30th Street and 39th Streets along Troost; two proposed housing projects in the 35th and 38th area; the fourth season of the Troost Community Market at Linwood and Troost; free outdoor movies in July and August ; and various individual development projects in the Corridor.

The **63rd Street Corridor** planning process is underway with the selection of Gould Evans Goodman consultants. This planning process is also modeled after the FOCUS process with the participation of a steering committee coupled with community involvement. The plan will make recommendations for improvements to 63rd Street including multimodal transportation, infrastructure, land use, urban design, and development opportunities.

The **Eastgate Land Use and Development Plan** was adopted by the City Council in December 2001. The plan identifies four prototype development projects along the Eastgate Corridor including a new mixed-use center that is consistent with FOCUS guidelines. The plan also recommends enhancements to the Kansas City Southern railroad bridge, such as decorative lighting and landscaping. The plan proposes design guidelines to assure compatible development which are consistent with the guidelines for the Brush Creek Corridor and FOCUS.

A Redevelopment Study for **Truman Corridor** has been completed and formally recognized by the City Council.

The **Prospect Corridor Initiative** planning process is underway and will incorporate a number of FOCUS initiatives such as Prospect as a Great Street, three mixed-use nodes (locations along Prospect where a wide variety of activities will be concentrated), and implementation of suggestions identified through the Neighborhood Self-Assessment process. The short term (3+ years) planning phase will focus on a work plan for residents and existing organizations based on FOCUS strategies relating to social services, community anchors, housing, existing businesses, physical framework, lifelong learning

and healthy community, and priority public services.

The City Planning and Development Department has been working with the Downtown Council, the Northland Regional Chamber of Commerce, the Convention and Visitors Bureau, the Missouri Department of Transportation and private property owners to make improvements to the **Broadway Corridor.** Through cooperative efforts, the city has secured almost a million dollars of Federal construction funds to implement the recommendations of the FOCUS Urban Core and Northland Plans which impact this important corridor.

The **St. John Avenue Corridor** planning process is underway with the selection of Bucher, Willis and Ratliff Corporation as consultants. The planning process is modeled after the FOCUS community participatory process with significant participation of neighborhood and community representatives. The plan will make recommendations for the improvements to St. John Avenue, including transportation issues, infrastructure, land use, urban design and development opportunities. The plan will also take into account the corridor's connection and relationship to the Cliff Drive Scenic By-Way and other entertainment destinations in the area.

Moving About The City

The City of Kansas City has completed the **Central Business Corridor Transit Plan** that recommends improved mass transit connecting the corridor of Downtown, Crown Center, Midtown, Country Club Plaza, and Brush Creek, where the highest concentration of jobs can be found, to the strong urban neighborhoods North of the River, the urban heart of our City, and the eastern and southern parts of Kansas City. Implementing a comprehensive transit system was recommended in the FOCUS plan to help strengthen private and public investment in the urban core, form a spine of transit for the region, and connect our citizens to jobs, services, and activity centers.

Now underway, the **Kansas City Walkability Plan** is a city-wide plan whose purpose is to increase the number of people in Kansas City who choose to be pedestrians, by making it easier, more pleasant, and more efficient to move around the city without a car at least some of the time. The FOCUS Kansas City Plan strongly supports choice in transportation (multimodal transportation) and recognizes that a "*direct, continuous, safe, pleasant, and secure*" pedestrian system is a vital step towards creating a multimodal transportation system. A product of the planning process, now in draft form, is a manual tested by Kansas City neighborhoods to assess their own pedestrian needs and priorities.

The City has developed a **Bicycle Master Plan**. As called for in the FOCUS Kansas City Plan, the plan is meant to be an important component of a multimodal transportation system.

39th and Troost Development Transit Center is nearing completion. The Kansas City Area Transportation Authority is building a child care facility, office space, an indoor bus passenger waiting area, and other community amenities to serve the metropolitan area's busiest transit transfer stop at 39th Street and Troost Avenue. The City of Kansas City and the KCMC Child Development Corporation are actively involved in creating this needed facility which was highlighted in the FOCUS Urban Core Plan and the Troost Corridor Plan.

The **FOCUS Urban Core Plan** calls for encouraging mixed-use development on the 18th Street Corridor including filling in vacant lots with buildings and mixed-use businesses "offering places to live, work, learn, and shop." The Jazz District improvements on 18th Street exemplify this type of development, with the first phase of construction complete, including 73 residential units, 30,000 square feet of retail space, and apartments located over retail space.

Quality Places To Live and Work

The City has begun the process of **revising the entire zoning code.** This process will include a strong element of public participation. A contract to begin the project has been awarded.

City Planning and Development completed the **analysis of Area Planning** process, with the structure and format incorporating FOCUS principles. The Martin City Area Plan followed the new process and format

and was adopted by Council in 2001. Staff began work on the Stadium/Park East Area Plan in 2001 and has nearly completed a data book for the area which analyzes and summaries information about the area. Staff has collected and analyzed data about subjects such as land use, zoning, urban design, historic resources, natural resources, transportation, infrastructure, economic development, and demographics. Issues identified in the data book will be used as a foundation for recommendations in the plan document.

A recently adopted **zoning ordinance** restricting business development in the Brookside area is designed to help maintain the mixed-use character of the neighborhood.

The City and the Landmarks Historic Trust Corporation executed three **Historic Easements on surplus City property** to preserve and maintain their architectural, historic, and cultural features.

Neighborhood Livability

The **Neighborhood Assessment Prototype Plan** has been completed with over 200 of the City's neighborhoods participating. A majority of priorities identified by the participants are underway.

The **Midtown TIF Community-based Housing Plan** has been developed using the input and ideas of the Midtown community based on a framework of FOCUS recommendations that were debated and discussed at three community workshops. One million dollars has been loaned to start the program. As part of the action to provide financial incentives for home improvements in historic districts, the program has lead to at least 50 proposed and ongoing rehabilitation projects with historic districts in the Phase I area.

The Department of Environmental Management has allocated resources toward FOCUS priorities, particularly in expanding the **Clean Sweep program** and working to identify and clean up illegal dump sites. The restructuring of the Bulky-Item pickup will focus collection efforts in the redeveloping and stabilization neighborhoods.

Investing In Critical Resources

The role of the **City Planning Commission has been expanded** in the development process to provide a streamlined, consistent approach to development.

Development Plans, requests for rezoning, and conditional uses are reviewed using FOCUS principles, including Quality Places criteria and Priority Development Zones. Several projects; including Shoal Creek, Zona Rosa, Beacon Hill, and the Performing Arts Center, are underway and in accordance with FOCUS principles.

FOCUS priorities are coordinated with **PIAC capital improvement** spending to support implementation of the FOCUS plan.

The **one cent sales tax for capital improvements** was passed, and the community overwhelmingly supported the renovation and restoration of the Liberty Memorial.

City Planning and Development has initiated a process with a goal of encouraging interdepartmental coordination and understanding of **stormwater** issues, incorporation of watershed issues in Area Plans, and land use planning in watershed plans. Currently, staff is working with area communities in an effort to look at stormwater as a regional issue, with the goal of creating a metropolitan stormwater strategy.

A community-based **Kansas City Safe City Initiative** makes Kansas City, Missouri the first city in the country to bring all of our emergency services, city departments, community resources, and neighborhoods together in one unified safety system with an emphasis on multilayered geographic-based analysis and prevention. Following the FOCUS Kansas City process, safety professionals, individuals, business owners, representatives of neighborhoods, and community based organizations came together to create the KC Safe City Initiative plan, which was presented in 2002 to the City Council.

Development of the **Community Impact Statement** (CIS) is now underway. The goal of the CIS is to produce information in a standardized format so that

those considering investment decisions can have reliable and consistent information to make financial decisions in the context of city wide issues and the FOCUS Kansas City Plan. The process shall include both quantitative and qualitative analysis of proposed new expenditures and investments.

Community Anchors

The implementation of a **Community Anchor program** has been undertaken by the private sector, targeting the Troost and Main Street Corridors. In addition, a pilot program is underway to develop a template for increased Anchor involvement in neighborhood revitalization.

Citizen Access and Communication

The **Communications** efforts of the City (through Channel 2 broadcasts and other media) has expanded to help citizens stay in touch with the business of government.

A **CD-ROM** has been produced to provide not only an overview of the Plan but allow people to search for specific details about the Plan. This project was funded through the generosity of the Ewing Marion Kauffman Foundation and in cooperation with the Greater Kansas City Community Foundation and Utilicorp, Incorporated.

City Life

The community has benefited from improved **coordination with area fine arts organizations**.

The downtown siting of the proposed **new performing arts center** is in keeping with the FOCUS plan.

The City has completed a Conceptual Development Master Plan for the **Town of Kansas** as well as completed extensive archaeological research, acquired the property and recently initiated development of a As recommended by the FOCUS Neighborhoods Plan, the City is working with neighborhoods to change their zoning classifications to protect themselves from commercial and other encroachment while encouraging positive residential and other development, such as South Hyde Park, Longfellow, and Indian Mound.

The City has completed a Conceptual Development Master Plan for the **Town of Kansas** as well as completed extensive archeological research, acquired the property, and recently initiated development of market analysis. The park will conduct ongoing archaeological field studies allowing visitors to participate and learn through the processes of science about our city and national history and role in the Westward expansion movement. Efforts are underway through partnership with the private sector and utilization of TIF to condemn, acquire, and relocate an existing business necessary for the redevelopment of this site. A Market Analysis is under way and will enable the next steps to creating this needed facility that was highlighted in the FOCUS Urban Core Plan and Preservation Plan.

COMMUNITY PROFILE

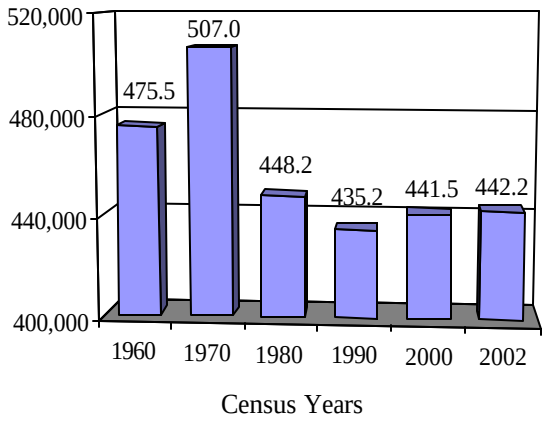
From humble beginnings as a trading post in 1821, Kansas City has become the largest city in a metropolitan area of 1.6 million people. Kansas City is the nation's 36th largest city in population and the thirteenth largest in land area. Located near the geographic and population centers of the nation, it truly is the "Heart of America."

The metro area straddles the Missouri-Kansas state line and includes 134 cities and 11 counties. Kansas City, Missouri covers parts of four counties — Jackson, Clay, Platte and Cass — not to mention all or part of 15 school districts.

Kansas City boasts more fountains than any other city except Rome and more boulevards than any except Paris. Its 1,769 acre Swope Park is one of the largest urban parks in America. However, Kansas City is perhaps best known for its steaks, barbecue, and jazz.

With more than 60 barbecue restaurants and numerous cook-off competitions, it is arguably the nation's barbecue capital. Kansas City became a hotbed of jazz shortly after World War I in the now-famous area around 18th & Vine. Jazz is undergoing a renaissance here, a factor in the creation of the complex that houses the Kansas City Jazz Museum and the American Jazz Museum. The district also houses the Negro Leagues Baseball Museum.

KANSAS CITY POPULATION
(IN THOUSANDS)



Date of Incorporation	June 3, 1850
Date of Charter	February 24, 1925
Form of Government	Council/Manager
Area of City	317 Square Miles
Submitted Budget Level	$975,567,486
Expenditures per capita	$2,203.03

Household Income

$200,000 or greater	1.5%
$150,000 - 199,999	1.7%
$100,000 - 149,999	7.5%
$75,000 - 99,999	11.6%
$50,000 - 74,999	22.7%
$35,000 - 49,999	17.7%
$25,000 - 34,999	13.2%
$15,000 - 24,999	11.6%
$10,000 - 14,999	4.4%
under $10,000	7.6%

POPULATION

2002 Estimate	442,830
2000 U.S. Census	441,545
1990 U.S. Census	435,187
1980 U.S. Census	448,159
1970 U.S. Census	507,080
1960 U.S. Census	475,539

DWELLING UNITS

Single Family units	136,670
Multifamily units	65,603

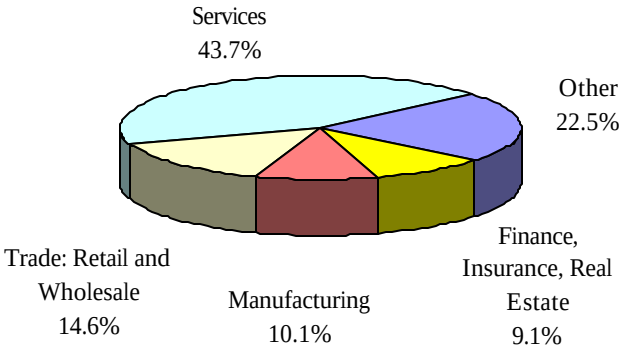
Kansas City is hometown to the headquarters of Hallmark Cards, Farmland Industries, Utilicorp, Russell Stover Candies, Yellow Freight, H&R Block, the Nazarene Church, Payless Cashways, Interstate Bakeries, AMC Theaters, American Century, and numerous other businesses.

It ranks first in inland foreign trade zone space, underground storage space, greeting card publishing, frozen food storage and distribution, and hard winter wheat marketing. It ranks second in wheat flour production and the size of its rail center. Both General Motors and Ford have major plants here, ranking Kansas City eighth in the nation in automobile assembly.

The city also is a major transportation hub. Approximately 400 flights a day come and go from Kansas City International Airport, where the maximum distance from aircraft to curb is less than 75 feet. Eleven regulated barge lines transport goods through Kansas City on the Missouri River. Kansas City is one of only five cities with three intersecting interstate highways (I-70, I-29 and I-35). The city's rail system carries 300 daily freight arrivals and departures.

For sports fans, Kansas City, Missouri, has five professional sports teams: the Kansas City Chiefs (football), Kansas City Royals (baseball), the Kansas City Wizards (outdoor soccer), the Kansas City Knights (ABA basketball) and the Kansas City Explorers (tennis).

Employment of Residents by Industry



Racial Composition

White	60.7%
Black	31.2%
Hispanic (of any race)	6.9%
Asian	1.9%
Native American	0.5%
Pacific Islander	0.1%
Other	5.6%

Educational Attainment

Graduate or Professional Degree	8.7%
Bachelor's Degree	17.0%
Associate Degree	5.4%
Some College, no degree	23.6%
High School Degree	27.8%
No High School Degree	17.6%

Age Composition

65 years and older	11.7%
64-45 years	20.6%
44-25 years	32.5%
24-21 years	5.8%
20-18 years	3.9%
17-5 years	18.2%
5 years and under	7.2%

Education

Number of School Districts	15
Enrollment	
Preprimary	15,490
Elementary or High School	74,846
College	26,433
Total Enrollment	116,769

GLOSSARY

Airport Construction Funds - This fund accounts for proceeds from the sale of Airport Revenue Bonds and expenditures on airport construction projects funded by those bonds as well as by grants and other earnings leveraged by the bonds.

Appropriation - The act of a legislative body (the City Council in this case) authorizing the expenditure of funds for a specified purpose.

Appropriation Unit - The level of budgetary detail used to differentiate the types of expenditures. Appropriation Unit titles include Personal Services, Contractual Services, Pass Through Payments, Commodities, Capital Outlay, Contingent, Debt Service, and Capital Improvements. Accounting and budget records track expenditures by object code within each appropriation unit.

Arterial Street Impact Fund - This fund is established Fiscal Year 2002-03 to record and expense development fees that are collected for arterial streets construction and expansion within the eight development impact districts within the city.

Basic Service Position Pool - A means for departments to maintain staffing flexibility on priority services so that they can hire and recruit qualified applicants in a timely manner.

Bond - A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called maturity date(s), together with periodic interest at a specified rate. A bond differs from a note in two respects. A bond is issued for a longer period of time and requires greater legal formality. The city sells bonds to fund costly projects. The city repays this debt to its lender over a prolonged period of time similar to the way a homeowner repays a mortgage.

Bond Fund - A fund that receives revenue generated by the sale of long-term bonds and accounts for the expenditure of those revenues.

Budget - An estimate of revenues and expenditures anticipated during the fiscal year and a statement of how those revenues and expenditures are planned to be used.

Capital Improvements Fund - A fund established for the purpose of financing capital improvement projects only. Revenues received by this fund come primarily from the one percent sales tax for capital improvements. Some federal and state grants, as well as other contributions for construction, are also deposited in this fund.

Capital Improvement Program - A statement of the city's long and short-term capital improvement plans. The short-term element is stated in each year's adopted budget. The long-term portion is presented in the city's five-year capital improvement plan.

Capital Improvement Project - A permanent addition to the city's assets of major importance and cost. This includes the construction of a new structure, the reconstruction of an existing structure, or the renovation of a structure that extends its useful life. The cost of land acquisition, construction, renovation, demolition, equipment, and studies are all included when calculating capital expenditures.

Capital Outlay - An item of non-expendable nature with a value greater than $150.00 and with an anticipated life of over one year under normal use.

Charter Review Committee - A citizen volunteer group appointed by the Mayor to study the City Charter of Kansas City, Missouri and recommend changes or amendments.

Citizen Advisory Committee on Housing - Thirty-three individuals associated with various aspects of housing and community development who meet to discuss housing issues and make recommendations for formulating a new housing policy for Kansas City, Missouri.

Commodity - An expendable item used by operating activities. Examples include office supplies, repair and replacement parts for equipment, rest room supplies, and gasoline and oil.

Community Centers Fund - This fund was established to account for revenue dedicated for the operation and debt service related to the construction and maintenance of community centers. This fund is restricted to parks and recreation purposes. Vehicle license fees are the primary source of revenue.

Community Development Funds - Under the Community Development Block Grant Program, the city receives a certain amount of money from the United States Government each year for a variety of uses within defined target areas and populations, which are generally defined as suffering from various levels of economic distress. These revenues are deposited in the Community Development Block Grant Fund designated for the fiscal year affected.

Community Infrastructure Committee - A group of citizens and city staff who performed a comprehensive review of the city's Capital Improvements Program policies and procedures. Their recommendations were incorporated into the city's program in order to increase citizen participation and confidence in the program.

Community Oriented Policing - Making Officer Redeployment Effective (COPS MORE) Grant - A federal grant program designed to allow officers the opportunity to practice neighborhood policing through the funding of technology, equipment, and support personnel.

Contingent Appropriation - The City Charter requires that an amount of not less than one nor more than three percent of the estimated General Fund revenues be set aside as a contingency.

Contractual Services - A cost related to a contractual agreement. Examples include insurance, utility costs, printing services, and temporary employees.

Convention and Sports Complex Fund - A fund established by Sections 67.650 to 68.658 of the Revised Statutes of Missouri to aid cities and counties in constructing sports, convention, exhibition, or trade facilities. Revenues include state grants and the transfer of taxes from the retail sale of food from the Convention and Tourism Fund.

Convention and Tourism Fund - A fund established by Sections 67.650 to 68.658 of the Revised Statutes of Missouri to deposit receipts from the convention and tourism tax. The convention and tourism tax includes a six and one-half percent charge on the sale of sleeping rooms in hotels, motels, and tourist courts and a one and three-fourths percent charge on the gross receipts derived from retail food sales. The fund was created to account for revenues and expenditures related to the expansion of Bartle Hall. In addition to revenues from the convention and tourism tax, receipts from Bartle Hall operations are included.

Convention Center Garages Fund - Parking fees collected at the Auditorium Plaza Garage and the public portion of the Downtown Marriott Hotel Garage are deposited in the Convention Center Garages Fund. These revenues may only be used for the administration, operation, and improvement of the garages and for retirement of debt related to these facilities.

COPS Universal Grant - A federal grant program designed to provide funding directly to local, state, and tribal jurisdictions for salaries and benefits of officers engaged in community policing to assist law enforcement agencies in partnering with their communities and to provide funding for the hiring of additional community policing officers.

Debt Service - Payment of principal and interest due on long-term debt.

Deferred Maintenance - The aggregation of unfunded routine maintenance, repair, and replacement not performed in a timely manner due to a lack of available funding, low priority, management decisions to use maintenance funds for other purposes, or other recognized delaying factors.

Dodson Sewer District #6076 Note Fund - This fund was established to account for the proceeds and expenditures of the Special Assessment Notes issued in December 1988. The purpose of this fund is to finance the construction of a sanitary sewer to serve Sewer District 6076 in Sewer Division No. 6 generally located in the Dodson Industrial District area.

Domestic Violence Shelter Operations Fund - Revenues deposited into this fund are raised by a $2 fee on proceedings filed in Municipal Court. This fund was established to offset operating expenses for domestic violence shelters, as provided by Section 479.261 of the Revised Statutes of Missouri.

East Park Fund - The use of the East Park Fund is restricted to Parks and Recreation Department purposes. Primary sources of revenue include a special tax of $0.50 per $100 of the assessed value of land only in the East Park District (for a description of boundaries, see Article III, Section 56 of the Kansas City, Missouri City Charter), a special tax of $1 levied per front foot on all property on or abutting boulevards or parkways in the East Park District and a share of the revenues derived from the sale of vehicle licenses apportioned on the basis of park area and recreation program fees. Historically, a significant contribution has been made to this fund from the General Fund.

Economic Activity Taxes - Taxes stipulated in state statues to be earmarked for the payment of tax increment debt. Economic activity taxes apply to earnings, sales, utility, and restaurant taxes.

Efficiency - Reflects the relationship between work performed and the resources required to perform it. Typically, efficiency measures are presented as unit cost but can take other forms as well.

Eleventh & Oak Garage Fund - A fund established to record receipts and expenses associated with the 11th & Oak Garage and to record all operating and debt expenses associated with the garage.

Encumbrance - Obligations in the form of purchase orders, contracts, or salary commitments which are attributable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise liquidated.

Enterprise Funds - These are funds established to account for services financed and operated in a manner similar to private businesses. Enterprise funds finance the city's water, sewer, airport, and parking garage services.

Enterprise Resource Planning (ERP) - A management system that integrates all facets of government with a set of software applications. These applications automate procedures to streamline planning and business processes, aid in the dissemination of information, and provide for connectivity between systems such as payroll, human resources, and finance/ accounting. The software applications often share one or more common databases.

Fire Sales Tax - A one quarter percent sales tax for 15 years was approved by the qualified voters of Kansas City, Missouri for the purpose of providing $84.2 million in capital improvements, construction of a new CAD system, and 135 additional fire fighters.

Fiscal Year - A twelve month period to which the annual operating budget applies and at the end of which the city determines its financial position and the results of its operations. For the City of Kansas City, Missouri, the fiscal year begins May 1 and ends the following April 30.

FOCUS - Forging Our Comprehensive Urban Strategy - A comprehensive plan adopted as Kansas City's strategic plan by the City Council via Committee Substitute for Resolution Number 971268. This plan helps ensure Kansas City's viability for the next century by establishing priorities and guiding decisions about neighborhoods, jobs, taxes, capital improvements, public safety, education, and downtown. The primary elements of FOCUS consist of: protection of the lives and property of Kansas Citians; providing responsible stewardship of the public's capital assets; safeguarding the natural environment; planning for quality places to live and work; and improving the city's economic base by increasing property values, creating jobs, and improving opportunities and incomes of city residents.

Full-Time Equivalent Position - The conversion of hours worked to a decimal equivalent, based on full-time employment of 2,080 hours per year. This measurement applies to full time, part time, and seasonal positions. For example, a summer lifeguard working full time for 17 weeks, or approximately 690 hours, would be equivalent to .3 full-time positions.

General Debt and Interest Fund - A fund to account for repayment of interest and principal on general obligation debt.

General Fund - The General Fund is the primary operating fund of the city. This fund can be used to finance any activity in which the city engages. The majority of revenue is received from the Earnings Tax, the Utility Tax, the Property Tax, and fees for licenses, permits and franchises.

General Fund Supported Fund—A fund that is substantially or fully dependent upon support from the General Fund. Such funds are used to determine the budgetary health of the City. These funds include the General Fund, the East Park Fund, the West Park Fund, the Motor Fuel Tax Fund, the Infrastructure and Maintenance Fund, the Local Use Tax Fund, the Hazardous Materials Fund, the Convention and Tourism Fund, the Community Centers Fund, and the Zoo Fund.

General Municipal Funds - General Municipal Funds are those funds that finance the majority of the city's operations. For the most part, revenues deposited into these funds are raised by the taxing and fee collecting authority of the city. Grants and contributions from governments and other entities comprise the other sources of revenues for these funds. General municipal funds are the same as operating funds.

General Obligation Bond - The full faith and credit of the city's taxing power is pledged for the payment of principal and interest.

Goal - A statement conveying the direction or desired outcome of a department or program.

Government Accounting Standards Board Rule Number 34 (GASB No. 34) - A comprehensive accounting rule that significantly changes the way municipalities report their finances to the public. Implementation of the general reporting changes were to be completed by April 30, 2002. Infrastructure reporting changes must be implemented by fiscal year 2005-06.

Hazardous Materials Fund - A fund established to record cigarette tax receipts and expenditures for the support of the Hazardous Materials Response Team. The rate of taxation, $0.05 per package of cigarettes, was approved by the voters in November 1989.

Health Levy Fund - A fund established to account for property tax receipts and expenditures related to health care for the indigent. The revenue is generated from the property tax at a rate of $0.50 per $100 assessed value. The voters approved an increase in the rate from $0.23 to $0.49 per $100 assessed valuation in February 1989.

Hodge Park Fund - A fund established to account for the expenditure of long term revenue bonds as well as other revenues and expenditures associated with the development of a second golf course at Hodge Park.

Host International Special Facilities Fund - This fund contains the required payments of principal and interest for Host International Special Facilities Revenue Bonds. The bond proceeds were used to construct certain leasehold improvements and purchase and install machinery in the restaurants and bars operated by Host International in the terminal buildings at KCI Airport.

Housing Policy for the 21st Century - A proposed housing policy organized around the mandate that the City of Kansas City, Missouri and its housing partners promote and direct investments in Kansas City's housing for all income levels and needs.

Infrastructure and Maintenance Fund - A fund established to record gaming revenues that are used to finance capital and deferred maintenance services that are necessary to maintain the city infrastructure.

Inter-Fund Transfer - A transfer of revenues from one fund to another fund.

Kansas City Airports Fund - Revenues generated from the operation of the two Kansas City Airports and the inter-modal facility are deposited into the Kansas City Airports Fund. The primary sources of these revenues are the payments received from airlines for the use of the airports and parking fees collected at the airport parking facilities. Use of the revenues is restricted to the administration, operation, and improvement of the airports and their facilities and for the retirement of debt related to airport facilities.

Kansas City Government Optimization (KC-GO) - A labor/management initiative dedicated to changing the way the City provides service to the public. KC-GO focuses on adopting competitive business practices to deliver government services at increasing levels of performance and quality.

KCMAC - the Kansas City Municipal Assistance Corporation (KCMAC) is a nonprofit corporation. The city has entered into a series of lease arrangements with KCMAC in order to finance certain equipment purchases, capital improvements, and facility expansions. The city leases the equipment, improvements, and facilities from KCMAC for payments equal to the debt service requirements of the bond issues. The leases are renewable annually at the option of the city.

KCMAC Leasehold Improvement Revenue Bond Fund 1991A - This fund accounts for the proceeds from the sale of KCMAC bonds. These proceeds were used to finance the expansion of the Truman Medical Center building and related parking facilities.

KCMAC Leasehold Refunding and Bartle Hall Improvement Funds - These funds account for the proceeds from the sale of KCMAC bonds. These proceeds were used to finance the Bartle Hall expansion project and refunded the 1985 KCMAC bond issue for the Bartle Hall north improvement and the 1984 Public Building Authority Bonds issued for the Auditorium Plaza Garage. Contributions have also been made to this fund from the Public Building Authority 1984 debt service reserve fund and the 1985 KCMAC debt service reserve and project funds.

KCMAC Leasehold Revenue Capital Improvement Fund - These funds account for the proceeds and investment earnings from KCMAC bond issues for various public improvements throughout the city.

Kemper-Butler Garage Fund - A fund established to record receipts associated with the Kemper-Butler Garage and to record all operating and debt expenses associated with the garage.

Liberty Memorial Endowment Fund - A fund established for the long-term maintenance of the restored Liberty Memorial and its museums. Revenues received in this fund come primarily from the half-cent sales tax collected from April 1, 1999 to September 30, 2000 for restoration and maintenance and from outside donations.

Liberty Memorial Fund - A fund established to consolidate the revenues and expenditures related to the renovation and expansion of Liberty Memorial and its museums. Revenues received in this fund were primarily from the half-cent sales tax for the restoration and renovation of the Liberty Memorial.

Local Law Enforcement Block Grant Program (LLEBG) - A fund for the purpose of reducing crime. LLEBG funds may be used to support law enforcement, enhance security measures, establish or support drug courts, enhance the adjudication of cases involving violent offenders, establish multijurisdictional task forces, establish crime prevention programs, and defray the cost of indemnification insurance for law enforcement officers.

Local Use Tax - A fund established in 1999 for revenue from taxes that are applied on transactions that individuals and businesses conduct with out-of-state vendors, including catalog and direct market sales. The established tax rate is to be equal to the city's sales tax.

Long-Term Lease Obligations - Obligations entered into by the city for purchasing important capital equipment or financing improvement projects for which financing costs can be paid from existing non-general fund revenues; new, earmarked revenues approved by the voters; or incremental existing general fund revenues.

Motor Fuel Tax Fund - The Motor Fuel Tax Fund receives an allocation of the revenues raised by the state Motor Fuel Tax. The Constitution of the State of Missouri, in Article IV, Section 30(a), restricts the use of these revenues solely to the construction, reconstruction, maintenance, repair, policing, signing, lighting, and cleaning of streets and roads.

Museum Fund - The use of the Museum Fund is restricted to the Kansas City Museum. The fund's source of revenue is the special museum property tax levy which is a levy of $0.02 per $100 of assessed valuation on real estate personal property.

Neighborhood Improvement District General Obligation Bond Fund - Fund established to record the special assessment revenue and debt service costs associated with Neighborhood Improvement District projects throughout the city. These projects are neighborhood-specific; such as new streets, lighting, sidewalks, and are fully paid by the benefitting property owners.

Neighborhood Public Improvement Fund - On January 1, 1994, income from the one-half percent sales tax previously allocated to the school districts serving Kansas City reverted to the city's use. The majority of the revenue will be used for debt service payments on the sales tax bond program. The remainder will be used as designated by the City Council to finance neighborhood conservation and public improvement projects.

Neighborhood Tourist Development Fund - A fund established by Missouri State Law requiring cities or counties levying a convention and tourism tax to provide ten percent of the tax receipts from sleeping rooms at hotels, motels and tourist courts for promoting cultural, social, ethnic, historic, educational and recreational activities at the neighborhood level.

Operating Funds - Those funds that finance the majority of the city's operations. For the most part, revenues deposited into these funds are raised by the taxing and fee collecting authority of the city. Grants and contributions from governments and other entities comprise the other major sources of revenues for these funds.

Outcome - Depicts the degree to which performance objectives are achieved or otherwise reflect the quality of local government performance.

Output - Indicates the amount of work performed or the amount of service received.

Park Special Services Fund - The predominant use of this fund is for the operation and maintenance of the city's golf courses. Revenues are primarily derived from the collection of greens fees and related concessions.

Pass Through Payments - Tax proceeds collected and distributed directly to nonprofit or other governmental agencies.

Performance Measures - Numeric values assigned to a department or program which measure the status of a department or program in meeting a goal.

Personal Services - All costs related to compensating employees, including employee benefit costs such as the city's contribution for retirement, social security and health and life insurance.

PIAC - The Public Improvement Advisory Committee (PIAC) is a committee consisting of thirteen individuals, two from each council district and a chairperson, appointed by the Mayor and City Council. The group was created in 1983 and overhauled by Resolution 971326, which reestablished the committee and adopted the Community Infrastructure Committee's recommendations. The PIAC's primary function is to solicit input and make recommendations regarding the appropriation of general municipal funds for capital improvements.

Police Drug Enforcement Fund - A fund established to account for grant funds from Jackson County, Missouri for Police Department drug enforcement efforts. These revenues are from a one-quarter percent sales tax assessed by Jackson County for drug enforcement activities.

Police Grants Fund - The Police Grants Fund was established to account for funds received directly by the Police Department for specific purposes. This includes federal and state grants and fees from users of the department's Automated Law Enforcement Response Team (ALERT II) system. The revenues received will pay for the expenses associated with these operations.

Program - An activity which provides a particular service to the citizens of Kansas City.

Public Enterprise Fund - A fund that receives revenue generated by payments from users of a particular good or service. These revenues include payments collected from the sale of water and sewer services, the collection of tolls, and the operation of airports.

Public Mass Transportation Fund - Revenues deposited into the Public Mass Transportation Fund are raised by the one-half percent sales tax for transportation purposes. Statutory restrictions on these funds limit their use to supporting the public mass transportation system, construction and maintenance of streets, roads and bridges, acquisition of land and rights-of-way, and related planning and feasibility studies.

Public Safety Bond Fund - The voters of Kansas City authorized the sale of $39.7 million of Public Safety General Obligation Bonds in November 1988. This fund accounts for the proceeds of bonds issued under that authorization and the expenditure of those proceeds.

Public Safety Sales Tax - On April 2, 2002, voters approved a quarter cent sales tax for a period eight years and nine months to address public safety facility needs of the Kansas City Police Department. This tax will provide funding for a new training academy, an additional police station north of the Missouri River, renovations to all existing police facilities, and the replacement of the department's Computer Aided Dispatch and Records Management systems. In addition, the tax supports equipment purchases for ambulance services (MAST) and provides funding for additional emergency warning sirens and a new emergency operations center. The tax will expire on June 30, 2010.

Revenue - The yield of taxes and other sources of income that the city collects and receives into its treasury for public use.

Revenue Bonds - The earnings of an Enterprise Fund are used exclusively for the payment of the bond's principal and interest.

Revolving Public Improvement Fund - This fund was established to finance curb and sidewalk improvements funded on a special assessment basis. Property owners are given six years to pay the city the total of their assessment, plus an interest charge equal to the rate of ten year United States Treasury Notes as established at the last auction before the assessment is certified to the Director of Finance. These payments are deposited into the Revolving Public Improvement Fund and are used to pay the contractors who construct the improvements.

Sales Tax Debt Fund - Half of the revenue increase from the one-half percent sales tax for public education purposes was deposited in this fund from 1990 through 1993. Revenue increases from 1990 to 1993 were divided equally between the city and the public school districts. In 1994 the sales tax reverted to the city and is used to pay debt service on the Sales Tax Bond Program and to fund neighborhood conservation public improvement projects. All debt service associated with the sales tax debt service was retired in FY 2000-01.

Sewer Fund - Revenues deposited into the sewer fund are raised from the fees paid by users of the sanitary sewer system. Use of sewer revenues is restricted to the administration, operation and improvement of the sewer system and for the retirement of debt related to the sanitary sewer system.

Sewerage Systems Construction Funds - These funds account for the proceeds and investment earnings from the Sewer Revenue Bonds authorized by voters on March 8, 1988 and November 3, 1997 and records expenditures on sewer system improvements financed by these revenues. In addition, grant revenues associated with certain sewer system improvements will be deposited in these funds.

Special Allocation Fund - A fund established by state statute for the receipt of payments-in-lieu-of-taxes (PILOTs) and economic activity taxes (EATs) produced by Tax Increment Financing (TIF) projects. The incremental revenues produced by the projects are recorded in the fund and then reimbursed to various developers through the TIF Commission to pay for qualified redevelopment project costs.

Special Assessment - A compulsory levy made against certain properties to defray part or all of the costs of a specific improvement deemed to primarily benefit the assessed properties.

Special Assessment Bond - A bond payable from the proceeds of special assessments.

Special Housing Rehabilitation Fund - Fund used to record revenue from Municipal Court violations related to housing. Receipts finance repairs to houses of low income homeowners who have been found in violation of the city's property codes and who have been referred to the Municipal Court Fund Program by the court.

Special Revenue Fund - Fund used to account for the proceeds of specific revenue sources (other than Special Assessments) or to finance specified activities as required by law or administrative regulation.

Stormwater Fund - A fund established for the receipt of revenues resulting from the November 3, 1998 voter-approved fee on impervious surfaces. The funds will be used for annual maintenance, catch basin replacement, and stormwater planning. In addition, grant revenues associated with certain stormwater system improvements will be deposited in these funds.

Streetlight Debt Fund - A fund established to account for repayment of interest and principal on general obligation bonds issued for the purpose of financing the purchase, maintenance, and improvement to the City's street lighting system.

Super TIF 12th and Wyandotte Fund - A fund established for the receipt of economic activity taxes that result from tax increment financing (TIF) at the 12th and Wyandotte project. All revenues produced by the 12th and Wyandotte project are recorded in the fund and then reimbursed to the developer through the TIF Commission to pay for qualified project costs.

Super TIF Americana Hotel Fund - A fund established for the receipt of economic activity taxes that result from tax increment financing (TIF) of the Americana Hotel. All revenues produced by the Americana Hotel project are recorded in the fund and then reimbursed to the developer through the TIF Commission to pay for qualified redevelopment project costs.

Super TIF Hotel Phillips Fund - A fund established for the receipt of economic activity taxes that result from tax increment financing (TIF) at the Hotel Phillips project. All revenues produced by the Hotel Phillips project are recorded in the fund and then reimbursed to the developer through the TIF Commission to pay for qualified redevelopment project costs.

Super TIF Midtown Fund - A fund established for the receipt of economic activity taxes that result from tax increment financing (TIF) at the Midtown Market Place project. All revenues produced by the Midtown Market Place project are recorded in the fund and then reimbursed to the developer through the TIF Commission to pay for qualified redevelopment project costs.

Super TIF Savoy Fund - A fund established for the receipt of economic activity taxes that result from tax increment financing (TIF) at the Savoy Grill project. All revenues produced by the Savoy project are recorded in the fund and then reimbursed to the developer through the TIF Commission to pay for qualified redevelopment project costs.

Super TIF Uptown Fund - A fund established for the receipt of economic activity taxes that result from tax increment financing (TIF) at the Uptown Theater project. All revenues produced by the Uptown Theater project are recorded in the fund and then reimbursed to the developer through the TIF Commission to pay for qualified redevelopment project costs.

Super TIF Valentine Fund - A fund established for the receipt of economic activity taxes that result from tax increment financing (TIF) at the Valentine project. All revenues produced by the Valentine project are recorded in the fund and then reimbursed to the developer through the TIF Commission to pay for qualified redevelopment project costs.

Super TIF Union Hill Fund - A fund established for the receipt of economic activity taxes that result from tax increment financing (TIF) at the Union Hill project. All revenues produced by the Union Hill project are recorded in the fund and then reimbursed to the developer through the TIF Commission to pay for qualified redevelopment project costs.

Tax Increment Financing - An economic development program to encourage real estate development and redevelopment. Tax Increment Financing (TIF) provides financial incentives to spur private investment that otherwise would not occur. These incentives include property tax abatement on the increased assessed valuation generated by the project and reimbursement of 50 percent of new economic activity taxes to the project developer.

Trafficway Maintenance Fund - Revenues deposited into the Trafficway Maintenance Fund are raised by a special tax of $0.25 per $100 of the assessed value of land only in the North, East and West Trafficway Districts (for a description of the boundaries of these districts, see Article XIII of the Kansas City, Missouri Administrative Code). Use of the Trafficway Maintenance Fund is restricted solely to the maintenance, improvement and repair of trafficway within the trafficway district from which the special tax is collected.

University Hospital Fund - This fund was established in 1992-93 to account for the operational and capital costs associated with the former University Hospital Facility. The city acquired the site from the U.S.. Department of Housing and Urban Development and plans to reuse the facility as an office and/or residential building by governmental, business, neighborhood and community interests. Contributions have been made to this fund from the General Fund.

Water Bond Funds - These funds account for the proceeds and investment earnings from the Water Revenue Bonds authorized by voters on August 9, 1996 and records expenditures on water system improvements financed by these revenues. In addition, grant revenues associated with certain water system improvements will be deposited in these funds.

Water Fund - Revenues deposited into the Water Fund are predominantly generated by the sale of water. The use of these revenues is restricted to Water Department purposes.

West Park Fund - The use of the West Park Fund is restricted to Parks and Recreation Department purposes. Primary sources of revenue include a special tax of $0.50 per $100 of the assessed value of land only in the West Park District (for a description of boundaries, see Article III, Section 56 of the Kansas City, Missouri City Charter), a special tax of $1 per front foot is levied on all property on or abutting boulevards or parkways in the West Park District, and a share of the revenues derived from the sale of vehicle licenses apportioned on the basis of park area. Historically, a contribution has been made to this fund from the General Fund.

Zoo Fund - This fund was established to consolidate expenditures and revenues related to the zoo into one fund . The use of the Zoo Fund is restricted to zoo purposes in the Parks and Recreation Department. These purposes include, but are not limited to, the operation of the zoo, concession operations, and capital improvements. Management of the zoo was turned over to the Friends of the Zoo (FOTZ) for a period of five years, beginning January 1, 2002.

Zoo Improvements Fund - This fund accounts for the proceeds from the Zoo General Obligation Bonds authorized in August 1990 and zoo improvement expenditures financed by those proceeds.