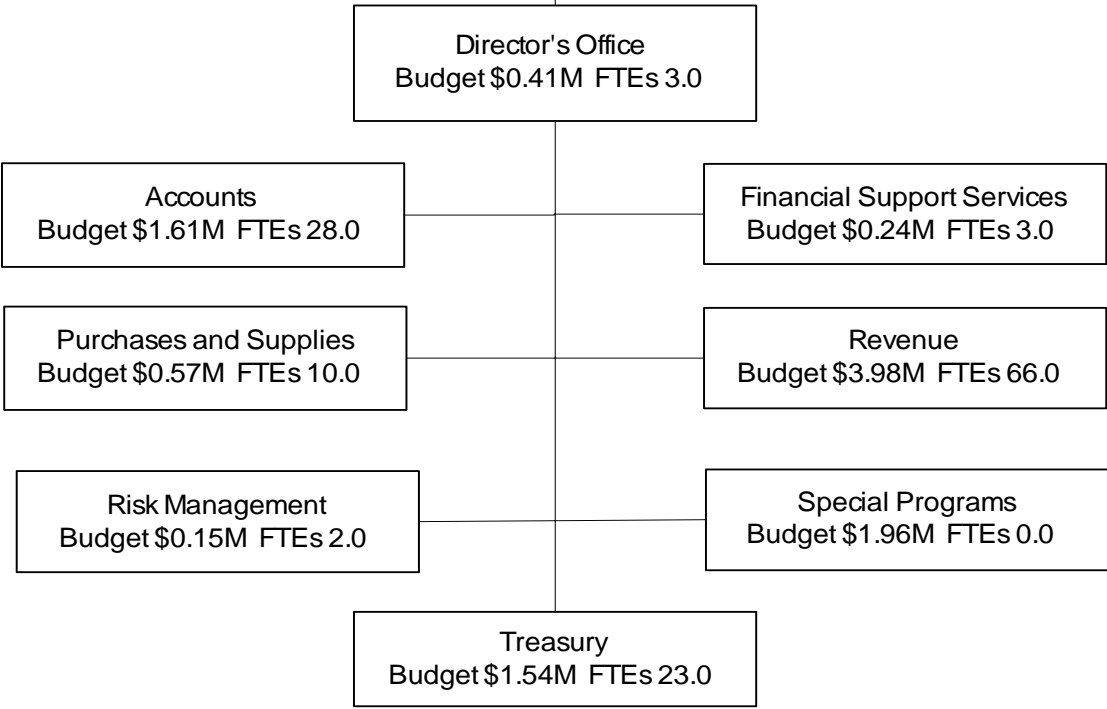


# Finance

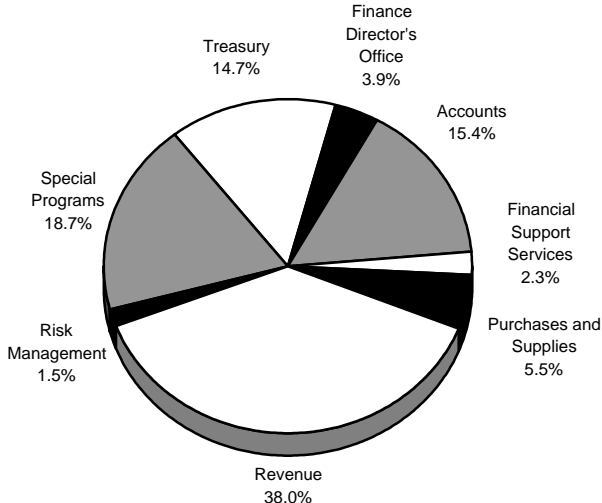
Budget \$10.46M    FTE Positions 135.0



**Departmental Highlights**

- Collect \$286,335,243 in revenue
- Process 185,000 tax and special assessment payments
- Process 7,750 informal bids
- Process 95,000 vendor checks

**Budget by Program**



**Workforce Analysis - Full-time Employees**

	Male	Female	Total
<b>Management</b>			
Minority	12.6%	34.0%	46.6%
Non-Minority	35.0%	18.4%	53.4%
Total	47.6%	52.4%	100.0%
<b>Labor</b>			
Minority	14.0%	63.2%	77.2%
Non-Minority	8.8%	14.0%	22.8%
Total	22.8%	77.2%	100.0%
<b>Total</b>			
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
<b>Sub-Total Operating Expenses</b>	<b>\$ 10,015,821</b>	<b>\$ 10,315,095</b>	<b>\$ 10,461,031</b>
Debt Service	--	--	--
Capital Improvements	--	--	--
<b>Total</b>	<b>\$ 10,015,821</b>	<b>\$ 10,315,095</b>	<b>\$ 10,461,031</b>

## 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)	--	--
<b>Sub-Total Operating Expenses</b>	<b>\$ 10,015,821</b>	<b>\$ 10,315,095</b>	<b>\$ 10,461,031</b>
Pass Through Payments	--	--	--
Debt Service	--	--	--
Capital Improvements	--	--	--
<b>Total</b>	<b>\$ 10,015,821</b>	<b>\$ 10,315,095</b>	<b>\$ 10,461,031</b>

## 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
<b>Total</b>	<b>\$ 10,015,821</b>	<b>\$ 10,315,095</b>	<b>\$ 10,461,031</b>

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

	<b>138.6</b>	<b>149.0</b>	<b>144.0</b>
Less: Anticipated Retirements	--	--	(9.0)
Less: Vacant Positions Eliminated	--	(9.0)	--
<b>Net Full Time Equivalent Positions</b>	<b>138.6</b>	<b>140.0</b>	<b>135.0</b>

# 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
<b>Outcome</b>			
1. Percent of internal customers rating financial services as good or excellent	80%	80%	80%
<b>Output</b>			
1. Number of information requests	62	40	60
<b>Efficiency</b>			
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	--	--
<b>Total</b>	<b>\$ 428,856</b>	<b>\$ 470,390</b>	<b>\$ 411,199</b>

## Expenditures by Fund

General	\$ 428,856	\$ 470,390	\$ 411,199
<b>Total</b>	<b>\$ 428,856</b>	<b>\$ 470,390</b>	<b>\$ 411,199</b>

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

Less: Anticipated Retirements	--	--	(1.0)
Less: Vacant Positions Eliminated	--	--	--
<b>Net Full Time Equivalent Positions</b>	<b>4.0</b>	<b>4.0</b>	<b>3.0</b>

## 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
<b>Outcome</b>			
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%
<b>Output</b>			
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
<b>Efficiency</b>			
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)	--	--
<b>Total</b>	<b>\$ 1,735,575</b>	<b>\$ 1,878,422</b>	<b>\$ 1,612,452</b>

## Expenditures by Fund

General	\$ 1,735,575	\$ 1,878,422	\$ 1,612,452
<b>Total</b>	<b>\$ 1,735,575</b>	<b>\$ 1,878,422</b>	<b>\$ 1,612,452</b>

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

Less: Anticipated Retirements	--	--	(3.0)
Less: Vacant Positions Eliminated	--	(2.0)	--
<b>Net Full Time Equivalent Positions</b>	<b>27.7</b>	<b>28.0</b>	<b>28.0</b>

## 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
<b>Outcome</b>			
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%
<b>Output</b>			
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
<b>Efficiency</b>			
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	--	--	--
<b>Total</b>	<b>\$ 300,710</b>	<b>\$ 324,913</b>	<b>\$ 234,784</b>

## Expenditures by Fund

General	\$ 300,710	\$ 324,913	\$ 234,784
<b>Total</b>	<b>\$ 300,710</b>	<b>\$ 324,913</b>	<b>\$ 234,784</b>

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

Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	--
<b>Net Full Time Equivalent Positions</b>	<b>5.0</b>	<b>5.0</b>	<b>3.0</b>

## 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
<b>Outcome</b>			
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
<b>Output</b>			
1. Number of informal and other purchasing documents processed	N/A	7,514	7,750
<b>Efficiency</b>			
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	--	--	--
<b>Total</b>	<b>\$ 529,667</b>	<b>\$ 557,662</b>	<b>\$ 573,936</b>

## Expenditures by Fund

General	\$ 529,667	\$ 557,662	\$ 573,936
---------	------------	------------	------------

<b>Total</b>	<b>\$ 529,667</b>	<b>\$ 557,662</b>	<b>\$ 573,936</b>
--------------	-------------------	-------------------	-------------------

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

Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	--	--
<b>Net Full Time Equivalent Positions</b>	<b>9.5</b>	<b>10.0</b>	<b>10.0</b>

## 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
<b>Outcome</b>			
2. Percentage of returns paid and filed timely (no penalty and interest applied)	81%	81%	81%
<b>Output</b>			
2. Total collections	\$ 267,115,085	\$ 284,614,642	\$ 286,335,243
<b>Efficiency</b>			
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	--	--	--
<b>Total</b>	<b>\$ 3,201,099</b>	<b>\$ 3,481,531</b>	<b>\$ 3,976,119</b>

## Expenditures by Fund

General	\$ 3,201,099	\$ 3,481,531	\$ 3,976,119
<b>Total</b>	<b>\$ 3,201,099</b>	<b>\$ 3,481,531</b>	<b>\$ 3,976,119</b>

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

Less: Anticipated Retirements	--	--	(4.0)
Less: Vacant Positions Eliminated	--	(3.0)	--
<b>Net Full Time Equivalent Positions</b>	<b>67.3</b>	<b>69.0</b>	<b>66.0</b>

## 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
<b>Outcome</b>			
1. Percent of insurance and loss control requests responded to within 48 hours	N/A	N/A	95%
<b>Output</b>			
1. Number of insurance/loss control requests	N/A	N/A	250
<b>Efficiency</b>			
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	--	--	--
<b>Total</b>	<b>\$ 162,784</b>	<b>\$ 136,346</b>	<b>\$ 152,214</b>

## Expenditures by Fund

General	\$ 162,784	\$ 136,346	\$ 152,214
---------	------------	------------	------------

<b>Total</b>	<b>\$ 162,784</b>	<b>\$ 136,346</b>	<b>\$ 152,214</b>
<b>No. of Full Time Equivalent Positions</b>	<b>3.0</b>	<b>3.0</b>	<b>2.0</b>
Less: Anticipated Retirements	--	--	--
Less: Vacant Positions Eliminated	--	(2.0)	--
<b>Net Full Time Equivalent Positions</b>	<b>3.0</b>	<b>1.0</b>	<b>2.0</b>

## 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
<b>Outcome</b>			
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%
<b>Output</b>			
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
<b>Efficiency</b>			
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	--	--	--
<b>Total</b>	<b>\$ 1,451,724</b>	<b>\$ 1,446,398</b>	<b>\$ 1,540,738</b>

## Expenditures by Fund

General	\$ 1,451,724	\$ 1,446,398	\$ 1,540,738
<b>Total</b>	<b>\$ 1,451,724</b>	<b>\$ 1,446,398</b>	<b>\$ 1,540,738</b>

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

No. of Full Time Equivalent Positions	22.1	25.0	24.0
Less: Anticipated Retirements	--	--	(1.0)
Less: Vacant Positions Eliminated	--	(2.0)	--
<b>Net Full Time Equivalent Positions</b>	<b>22.1</b>	<b>23.0</b>	<b>23.0</b>

## 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

	<b>Actual 2001-02</b>	<b>Adopted 2002-03</b>	<b>Estimated 2003-04</b>
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
	<b><u>\$ 2,205,406</u></b>	<b><u>\$ 2,019,433</u></b>	<b><u>\$ 1,959,589</u></b>

## Expenditures by Appropriation Unit

Personal Services	\$ --	\$ --	\$ --
Contractual Services	2,318,973	2,019,433	1,959,589
Commodities	11,107	--	--
Capital Outlay	(124,674)	--	--
<b>Total</b>	<b><u>\$ 2,205,406</u></b>	<b><u>\$ 2,019,433</u></b>	<b><u>\$ 1,959,589</u></b>

## 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
<b>Total</b>	<b><u>\$ 2,205,406</u></b>	<b><u>\$ 2,019,433</u></b>	<b><u>\$ 1,959,589</u></b>

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

Less: Vacant Positions Eliminated	--	--	--
<b>Net Full Time Equivalent Positions</b>	<b><u>--</u></b>	<b><u>--</u></b>	<b><u>--</u></b>

## 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.