

Police Department - Costs by Service Area

FY 2018 Proposed Budget

						Total Budget	Dedicated Sources	General Sources	Notes
						\$22,730,096	\$546,400	\$22,183,696	
							2.40%	97.60%	
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used		
Administration	15.15	\$1,721,976	\$13,435	\$272,149	\$2,007,560	\$5,000	\$2,002,560		
- Command Staff	5.00	\$878,749	\$0	\$100,817	\$979,566	\$0	\$979,566		
- Public Information Unit/ Accreditation	2.40	\$144,733	\$13,435	\$51,066	\$209,234	\$0	\$209,234		
- Internal Affairs Unit	2.00	\$213,987	\$0	\$30,452	\$244,439	\$0	\$244,439		
- Special Events	1.25	\$210,393	\$0	\$20,357	\$230,750	\$5,000	\$225,750		
- Budget/Finance Unit	4.50	\$274,114	\$0	\$69,457	\$343,571	\$0	\$343,571		

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Administrative Support	20.25	\$1,048,140	\$107,148	\$576,979	\$1,732,267	\$14,000	\$1,718,267		
- Training and Recruiting Unit	3.75	\$234,127	\$27,440	\$116,324	\$377,891	\$0	\$377,891	Unit responsible for creation, coordination, planning, development, scheduling, and tracking of all training for the police dept. Oversees recruitment and hiring processes. Oversees the Police Training Officer program (recruit officer training).	
- Evidence Unit	4.00	\$179,490	\$0	\$88,005	\$267,495	\$0	\$267,495	Unit responsible for evidence intake, processing, chain of custody, and eventual release of evidence once through court system. This unit is primary contact with PA's office relating to evidence items/issues. Transports evidence to lab in Jefferson City. Schedules appointments with citizens who need to pick up items in Evidence that are being released.	
- Information Center (Records Unit)	8.25	\$399,222	\$6,717	\$209,732	\$615,671	\$12,000	\$603,671	Unit responsible for all records pertaining to police department. This unit will be moving to a 24/7/365 shift operation in FY 2018 due to MULES terminal responsibilities shifting from BCJC. This unit also handles all sunshine requests for police department and is the records custodian for the department.	
- Fleet/ Building/ Equipment	4.25	\$235,301	\$72,991	\$162,918	\$471,210	\$2,000	\$469,210	Unit responsible for managing police fleet of approximately 100 vehicles, inventory/tracking/repair/replacement of all police equipment/uniforms and routine maintenance/cleaning of the 6 current police buildings.	
Operations/ Patrol	146.00	\$12,271,068	\$70,737	\$3,126,507	\$15,468,312	\$423,300	\$15,045,012		
- Watch Command	4.00	\$512,161	\$0	\$82,106	\$594,267	\$0	\$594,267	Lieutenants primarily responsible for overseeing daily Patrol operations. Assigned to shifts to ensure maximum availability of a command-level manager.	
- Operations/Patrol Services	94.60	\$7,927,624	\$0	\$1,999,812	\$9,927,436	\$9,300	\$9,918,136	Police officers who answer the day to day calls for service, which includes writing police reports, submitting evidence, making arrests, investigating crimes, interviewing victims/witnesses/suspects, etc. The dedicated sources funding comes from Alarm Ordinance violation fees collected.	
- Community Outreach Unit (COU)	11.00	\$863,546	\$0	\$229,350	\$1,092,896	\$178,000	\$914,896	Police officers assigned to the "strategic neighborhoods" as part of the City Strategic Plan. Main focus is on community policing activities that can help build relationships and trust between police and citizens. 4 of these positions are the COPS grant positions, which are partially funded by DOJ.	

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- Neighborhood Services	1.00	\$88,988	\$0	\$25,585	\$114,573	\$0	\$114,573	Officer assigned to assist Neighborhood Services by: tracking nuisance parties, sending notifications of criminal activity to landlords on certain drug offenses, participating on the Columbia Homeless Outreach Team, participating in Mental Health Court, serving all Administrative Search Warrants, investigating incidents such as over occupancy cases, citizen complaints, and illegal housing rentals. Assisting with building code enforcement, locating landlords who have failed to renew their Certificates Of Compliance, reviewing planning and zoning applications in regards to potential law enforcement issues, conducting firearms dealer inspections for the business license office, acting as the Neighborhood Watch liaison/trainer, Crime Free Multi-Housing Program coordinator/trainer, serving on the City Of Columbia's Lighting Committee, serving on the Safety Missouri Coalition Committee, doing background checks for business and liquor licenses for the business office, and conducting unlicensed business investigations.	
- School Resource Officers	4.00	\$345,805	\$0	\$82,106	\$427,911	\$166,000	\$261,911	Officers assigned to the 3 high schools and one floats between CORE and the middle schools. Columbia Public Schools reimburses 50% of salary/benefits of these 4 positions.	
- K-9 Unit	4.25	\$425,073	\$0	\$85,014	\$510,087	\$0	\$510,087	Officers trained and assigned to handle police K9's. They assist with building searches, tracking of suspects or missing/endangered persons, locating items of evidence, narcotics detection, apprehending suspects, etc. Also assist in handling calls for service.	
- Downtown Unit	9.00	\$722,754	\$0	\$184,797	\$907,551	\$0	\$907,551	Officers specifically assigned to patrol the downtown area, with a heavy concentration during the evening and night time hours.	
- DWI Unit	2.10	\$187,282	\$0	\$42,265	\$229,547	\$70,000	\$159,547	Officers who are grant supported by the Missouri Department of Highway Safety. Last year we had 14 fatal accidents (#8 in the state), most of which involved impaired drivers.	
- Street Crimes Unit	7.30	\$642,371	\$0	\$150,636	\$793,007	\$0	\$793,007	Detectives specifically tasked with addressing the most violent offenders in the city and working in areas with the highest violent crime rates (hotspots) with an overall goal of reduction in violent crime, especially gun crime. They work in tandem with the COU and AVERT programs.	
- Community Service Aides	8.40	\$482,920	\$70,737	\$168,689	\$722,346	\$0	\$722,346	These are civilian employees who handle low priority calls for service, thus freeing up police officers time. They are instrumental and we are considering expanding the program.	
- SWAT & CNT	0.35	\$72,544	\$0	\$76,147	\$148,691	\$0	\$148,691	No full-time personnel assigned to this line. Officers throughout the department, who are selected, serve on these teams when needed. These teams are used to assist with incidents that are outside the normal capabilities of Patrol such as barricaded persons, hostage situations, high-risk search warrants, or any incident where specialized tactics or methods may be needed to resolve the situation safely.	

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Operations Support	29.00	\$2,768,440	\$169,857	\$583,660	\$3,521,957	\$104,100	\$3,417,857		
- Crime Analyst	1.00	\$79,609	\$12,595	\$17,584	\$109,788	\$0	\$109,788	Responsible for compiling and analyzing PD data relating to crimes and criminal activity, identifying hotspots, identifying criminal profiles, supplying data for administrative requests and internal research/planning purposes.	
- Criminal Investigations Unit	18.70	\$1,679,070	\$77,608	\$360,429	\$2,117,107	\$0	\$2,117,107	Detectives responsible for investigating assigned cases including homicide, adult/child sex crimes, missing persons, robbery, burglary, arson, assault, auto theft, forgery/fraud/embezzlement, stealing, etc. One detective is on call each day of the year to cover nighttime hours when the Unit is not staffed. Includes (1) civilian Crime Scene Investigator, (1) Sr. ASA, (1) civilian Investigative Technician, (1) PT civilian investigator.	
- Domestic Violence Unit	2.00	\$269,658	\$19,402	\$34,924	\$323,984	\$79,100	\$244,884	Detectives responsible for investigating crimes of domestic violence involving intimate partner relationships. Positions are 50% funded through a state grant.	
- Vice Narcotics Organized Crime Unit	7.30	\$740,103	\$60,252	\$170,723	\$971,078	\$25,000	\$946,078	Detectives responsible for investigating illegal narcotic sales/distribution, overdose deaths (primarily heroin), organized criminal activity, prostitution/human trafficking. Dedicated funding is reimbursement for OT and vehicle expense on HIDTA task force officer.	
Total Police Department	210.40	\$17,809,624	\$361,177	\$4,559,295	\$22,730,096	\$546,400	\$22,183,696		

Fire Department - Costs by Service Area

FY 2018 Proposed Budget

						Total Budget	Dedicated Sources	General Sources	Notes
						\$17,961,740	\$57,384 0.32%	\$17,904,356 99.68%	
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used		
Fire Administration	7.00	\$880,842	\$0	\$128,655	\$1,009,497	\$4,400	\$1,005,097		
- Dept Mgmt and Administrative Functions	5.00	\$757,000		\$36,367	\$793,367	\$4,400	\$788,967		
- Budget and Finance	1.00	\$71,358		\$0	\$71,358	\$0	\$71,358		
- Payroll	1.00	\$52,484		\$0	\$52,484	\$0	\$52,484		
- Intragovernmental Charges	0.00			\$92,288	\$92,288	\$0	\$92,288		
Emergency Services	130.00	\$13,463,695	\$0	\$2,145,383	\$15,609,078	\$2,000	\$15,607,078		
- Emergency Response	128.80	\$13,339,415	\$0	\$1,052,109	\$14,391,524	\$2,000	\$14,389,524		
- Business Inspections	1.00	\$103,567		\$0	\$103,567	\$0	\$103,567		
- Public Education	0.20	\$20,713		\$0	\$20,713	\$0	\$20,713		
- Intragovernmental Charges	0.00			\$1,093,274	\$1,093,274	\$0	\$1,093,274		
Training Division	2.00	\$315,504	\$0	\$134,992	\$450,496	\$0	\$450,496		

Fire Department - Costs by Service Area

FY 2018 Proposed Budget

						Total Budget	Dedicated Sources	General Sources	Notes
						\$17,961,740	\$57,384	\$17,904,356	
							0.32%	99.68%	
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used		
- Personnel	2.00	\$315,504		\$82,064	\$397,568	\$0	\$397,568	Two-person division that plans, organizes, and conducts all training for the department. Conducts and leads training for new recruits. Is responsible for all Federal and State required training programs and certification as well as all EMS training necessary to safely and legally operate. Ensures that all emergency services personnel receive 20 hours of continuing education per month. Tracks training hours, completions, certifications, and other required documentation.	
- Intragovernmental Charges	0.00			\$52,928	\$52,928	\$0	\$52,928		
Fire Marshal's Division	6.00	\$673,605	\$0	\$219,064	\$892,669	\$50,984	\$841,685		
- Fire Investigation & Public Safety Education	3.50	\$464,888		\$89,923	\$554,811	\$0	\$554,811	3.5 FTE - All Fire Marshal's division members conduct new fire inspections, all more detailed inspections (in 2016, 694 inspections of fire suppression systems and new business inspections), ensure that newly developed subdivisions and streets meet currently adopted fire codes, and interpret and explain fire codes to our customers. They investigate all fires (212 investigations in 2016) and determine cause. They provide public safety education to area schools and businesses as well as the rest of our customers. As indicated in "Other Costs", the 2018 budget includes \$12,909 for education materials, public safety advertising, booth rental space, and other items that support our public safety education mission.	
- Fire Related Plan Review	1.00	\$105,204		\$0	\$105,204	\$0	\$105,204	1 FTE is assigned to conduct all fire related plan reviews for the City (474 plan reviews in 2016).	
-Fire Department Liaison	0.50	\$50,984		\$0	\$50,984	\$50,984	\$0	.5 FTE - Currently, the University of Missouri provides 1/2 funding for one of the 6 FTEs and that Assistant Fire Marshal works approximately half of their schedule with the University to assist with fire code issues and serves as a liaison between the City/Fire Department and the University.	
-Administration	1.00	\$52,529		\$0	\$52,529	\$0	\$52,529	1 FTE (Civilian) - serves in the administrative capacity for the Fire Marshal Division and handles communication with the public on inspections, record keeping, and requests for documentation and reports.	
- Intragovernmental Charges	0.00			\$129,141	\$129,141	\$0	\$129,141		
Total	145.00	\$15,333,646	\$0	\$2,628,094	\$17,961,740	\$57,384	\$17,904,356		

Parks and Recreation - Costs By Service Area

FY 2018 Proposed Budget

Total Budget	Dedicated Sources	General Sources
\$5,707,257	\$1,824,768	\$3,882,489
	31.97%	68.03%

Note: Dedicated Sources = \$1,746,684 Park Sales Tax (PST) + \$78,084 Other Revenue Sources

Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Cost (Includes SS, ACA Health Ins, Unemployment, Overtime + Other Benefits)	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used	Notes
Parks and Rec Administration	5.90	\$445,502	\$4,328	\$377,485	\$827,315	\$275,844	\$551,471	
Administration, Customer Service, and Public Relations	5.90	\$445,502	\$4,328	\$74,624	\$524,454	\$275,844	\$248,610	(2) PST funded positions (included in programs below) - \$140,870: Admin Support Supervisor and Asst. to the P&R Director Administration (2 FTE): Oversight of department of 81.4 FTE and 700+ seasonal staff, \$12.3 million operating budget; \$4.7 million capital improvement program budget, and website (639 web pages + attachments). Liaison to many community, state, and federal partners. Prepares department correspondence, reports, presentations, contracts, Council legislation, employee performance evaluations, and all other related management duties. Customer Service (3.5 FTE): Provides customer service. For example In 2016, processed 1,739 shelter reservations, 612 indoor facility rentals, 220 park special use permits, processed 285 scholarship applications & approved scholarships for 1171 youth & 233 adults, 8,668 activity/class registrations, answers customer questions and provides information, checks out facility keys, and more! Internal services: Accounts payable, accounts receivable, cash drawer reconciliation, daily receipts reconciliation, daily deposits, processes Human Resource items for department (job postings, hiring proposals, employee evaluations, Gift Card program, etc.), assists with promo material designs, orders office supplies, set up and maintenance of RecTrac software, web site updates, and more. Public Relations (.40 FTE): Acts as public information officer, marketing specialist, webmaster, and Parks & Rec Commission liaison. Responsible for press releases, marketing materials and brochures, social media, website updates, production of the Leisure Times activity guide, commission agenda and minutes, park dedication materials, advertising (all medias), and more. Note: This position was moved to Community Relations in FY 2017, with 40% of salary charged to P&R and 60% of salary charged back to P&R through inter-governmental charges.
Intergovernmental Charges				\$299,361	\$299,361		\$299,361	Intergovernmental Charges: 36% of the Admin budget is paid out to other City Departments for intergovernmental charges.
Sr. Show Me State Games Sponsorship				\$3,500	\$3,500		\$3,500	Sr. Show Me State Games Sponsorship: P&R provides funding for the City's sponsorship of the Sr. Show-Me State Games. In FY10 this was reduced by \$1500 to \$3500. Does not include P&R staff labor for SMSG field prep or park clean-up.
CARE Program	2.00	\$107,087	\$353,578	\$29,122	\$489,787	\$56,584	\$433,203	
Administration	2.00	\$107,087		\$29,122	\$136,209	\$11,880	\$124,329	Administration (2 FTE): Administers program that hires and trains over 200 staff members and trainees, coordinates with 100 business and agency work sites, coordinates educational activities and tutoring, grant writing and management, personnel supervision, and all related office and management duties. "Other Costs" support all CARE programs listed below. Dedicated Sources: Boone County Family Resources pays a portion of Admin salaries.

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Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Cost (Includes SS, ACA Health Ins, Unemployment, Overtime + Other Benefits)	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used	Notes
Summer Job Program			\$238,774		\$238,774		\$238,774	Mentoring and summer job program for approx 170 youths ages 14-20. Trainees work up to 20 hrs./week for eight weeks. Includes about 10 job coaches to mentor youth (average 1 to 17 ratio) and supervision.
Summer Art Gallery Program			\$26,000		\$26,000	\$10,900	\$15,100	Dedicated sources come from MAC Grant (\$9,500), Cultural Affairs (\$400) and Gallery art sales (\$1,000). Approx. 15 youth work as paid artists up to 20 hrs/week for eight weeks. Cost includes the salary for a CARE Gallery Coordinator. Trainees work with and learn from professional artists.
School Year Program			\$55,000		\$55,000		\$55,000	School year program for approx. 50 trainees, ages 16-20, to work up to 15 hours a week. Includes about three job coaches for mentoring and supervision. (Helps prevent school dropouts due to economic reasons.)
BCFR Collaboration			\$33,804		\$33,804	\$33,804	\$0	This program is fully funded by Boone County Family Resources (BCFR) and funds approx 10 trainees with developmental disabilities and a job coach for mentoring and supervision. BCFR also pays for a portion of the Administration salaries expenses (See Dedicated Sources in Admin).
Park Planning and Development Admin	1.00	\$100,475		\$6,199	\$106,674	\$17,440	\$89,234	
Administration	1.00	\$100,475		\$6,199	\$106,674	\$17,440	\$89,234	P&D Admin (1 FTE): Oversight of Park Planning, Construction, Horticulture and Forestry Programs. Designs, coordinates and prepares long-range park development and bicycle/pedestrian trail plans, five-year capital improvement program, and the 10-year Parks, Recreation, and Open Space Master Plan. Coordinates work with architects, engineers, and construction contractors for park/trail development projects. Conducts plan reviews for Community Development for impact to parks, requests for future trail easements, and potential park acquisitions/donations. Identifies suitable land parcels and participates in negotiations for new park land acquisition. Solicits donations and applies for grant funding for park/trail projects. Travel/Training budget for Planning & Development Division is included in this Admin budget.
TOTAL PARK PLANNING	4.00	\$295,424		\$22,231	\$317,655	\$274,174	\$43,481	

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Park Planning	4.00	\$295,424		\$22,231	\$317,655	\$274,174	\$43,481	(3) PST Funded Positions (included below) - \$222,611: (1) Sr. Park Planner and (2) Planners. Park Planning (4 FTE): Prepares master plans and construction cost estimates for park development/improvement projects. Develops construction plans, details, specifications, and bid documents for P&R's \$4 million/year capital improvement program. Conducts the public input process and serves as liaisons to the public on P&R projects. Performs inspections and maintain records in compliance with State and Federal regulations. Performs all other aspects of project management, including review/awarding of bids, obtaining permits, budget management, construction supervision, adjusting project scope as needed or preparing change orders, record keeping, media interviews, etc. Develops and maintains Parks and Recreation related geographic information systems (GIS) databases and features within those databases, including all park related layers that are available to the public and other City departments through the Internet, ArcSDE, and the Trails App. Develops and updates all (78) park and trail maps. Provides all P&R related graphics, mapping, and all park signs. Respond to information as requested by City staff, Council, other agencies, or public. Seeks out, prepares and administers project specific grants for park and trail projects.
Horticulture and Mowing	5.50	\$318,894	\$159,307	\$100,005	\$578,206	\$211,821	\$366,385	
Natural Resource Supervisor	0.50	\$41,708		\$0 (included below)	\$41,708	\$6,847	\$34,861	Natural Resource Supervisor (.50 FTE): Position is split 50/50 between Horticulture and Forestry. Oversight of Horticulture, Mowing, Forestry & Trail Programs, supervision of 10 FTE and approx 35 seasonal staff. Performs administrative duties, such as hiring, employee performance reviews, purchasing, invoice approval, and budget management. Writes and administers grants. Coordinates activities with other City departments, outside agencies, and partners.

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Horticulture & Park Mowing	5.00	\$277,186	\$159,307	\$92,505	\$528,998	\$204,974	\$324,024	(2) PST Funded Positions - \$109,424: Horticulturist and Parks & Grounds Tech included below. Dedicated funding includes \$8,000 from The District as partial funding for the care of the downtown planters. Horticulture (4 FTE): Responsible for the landscaped and aquatic areas in the 3,300-acre park system. Maintains 94 landscaped areas (688,467 square feet) and 16 rain gardens. Assists with snow removal at park and trail locations. Responsible for select, high profile landscape areas outside of the park system, including the downtown planters, the Convention and Visitors Bureau, Creasy Springs roundabout, select street medians, and other City-owned areas/facilities. Designs and installs landscaping and storm water facilities in new park development, including installation of retaining walls, landscape block, and boulders. Grows about 2,000 annual bedding plants and propagates over 1,000 trees and shrubs in the greenhouse. In FY 2016, in addition to the annuals, this program planted 149 trees, 557 shrubs/grasses, 122 aquatic plants, and 445 perennials. Maintains swimming and fishing ponds/lakes (36,457 linear ft of shoreline) by treating algae and conducting shoreline plantings. Leads C.A.R.P. volunteer program designed to implement an aquatic plant and shoreline management plan. Establishes new turf in disturbed areas (204,951 sq. ft in FY 2016). Monitors and removes invasive plants. <i>Comparison: In 2012, Shelter Garden (approx 7 acres) alone had a budget of \$250,000.</i> Park Mowing (1 FTE): This program relies heavily on temp help for the majority of the park mowing and trimming of 70 parks. In 2010, park mowing was reduced from once every 7 days to once every 10-14 days which is the current schedule for most neighborhood parks. In 2016, staff spent about 7,900 hours mowing and trimming. Full-time employee assists with park cleanup, special projects and equipment maintenance in the off season. (Fuel and mower maintenance expenses funded in Fleet account, along with all other P&R vehicles and equipment.
Adopt-A-Spot Utilities				\$7,500	\$7,500		\$7,500	Adopt-A-Spots: Although not in the parks, Parks and Rec pays for the Adopt-A-Spot utilities (irrigation) for the City street medians.
Forestry and Trail Maintenance	5.50	\$314,202	\$48,558	\$102,955	\$465,715	\$178,495	\$287,220	
Natural Resource Supervisor	0.50	\$41,768	\$0 (included below)		\$41,768	\$6,801	\$34,967	Natural Resource Supervisor (.50 FTE): Position is split 50/50 between Horticulture and Forestry. Oversight of Horticulture, Mowing, Forestry & Trail Programs, supervision of 10 FTE and approx 35 seasonal staff. Performs administrative duties, such as hiring, employee performance reviews, purchasing, invoice approval, and budget management. Writes and administers grants. Coordinates activities with other City departments, outside agencies, and partners.

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Forestry and Trail Maintenance	5.00	\$272,434	\$48,558	\$102,955	\$423,947	\$171,694	\$252,253	(2) PST Funded Positions (included below) - \$102,556: Parks & Ground Technicians
<p>Forestry: Planting, maintenance and removal of park trees in 3,300 acre park system, including tree maintenance along 58 miles of trails. Annual average planting of 1,000 trees of varying species. Responsible for storm cleanup and acts as emergency response team for weather-related events. Planting, maintenance, watering, and removal of 480 sidewalk and street trees in The District. Maintains a tree nursery (315 tree capacity), with a market value of \$24-\$46k. Manages and restores ecosystems, such as native plant restoration, eradication of invasive species, wetland management/construction, and prescribed burns of native areas. Does site clearing for park development projects. Hosts Arbor Day activities and manages Memorial/Heritage Tree Program. Leads the TreeKeepers Volunteer Program.</p> <p>Trail Maintenance: Maintenance of 58 miles of trails. Grades and resurfaces gravel trails. Mows and prunes vegetation in the trail right-of-way. Performs post-storm trail cleanup and repair, bridge repairs and removal of log jams and debris, etc. In Assists with layout and construction of new trails. Assists with snow removal at various park facilities.</p>								
Construction	9.00	\$491,935	\$22,354	\$128,982	\$643,271	\$106,901	\$536,370	
Construction	9.00	\$491,935	\$22,354	\$128,982	\$643,271	\$106,901	\$536,370	<p>Construction Supervisor (1 FTE): Oversight of Construction Program, supervision of 8 full-time employees and 2-5 seasonal employees. Supervises, plans and directs project coordination of manpower, materials, equipment, services and utilities for in-house building and facilities construction, renovation and remodeling at sites located throughout the park system. Interprets architectural and engineering blueprints/plans, calculates project materials, tools/equipment needs and writes specifications for purchasing requirements. Collects and codes invoices for payment and all other program related office duties. Administers the Memorial/Heritage Bench Program. Assists with decisions related to which projects to use contractors and which ones are more efficient for in-house construction.</p> <p>Construction (8 FTE): Construction, renovation and remodeling of parks and recreation facilities for the P&R \$4 million/year capital improvement program. Also performs other non-capital repairs and renovations within the park system, such as repairing broken sidewalks and replacing roofs. Having in-house construction staff greatly reduces project costs versus using contract labor and gives citizens a better return for their tax dollars. For example, the cost of contracted shelter construction is \$69k vs. \$43k for in-house shelter construction. Cost savings by using in-house staff for various construction elements range from 28%-65%. Const staff is able to work with park planners on proposed projects and can quickly adapt to new, unforeseen issues that may occur in the field without the expense of costly change orders. It also reduces the project time schedule, enabling the department to meet promised deadlines and complete projects in a timely manner. (Note: FTE salary costs include a \$15k deduction for 45-day hiring delay.)</p>

Parks and Recreation - Costs By Service Area

FY 2018 Proposed Budget

						Total Budget	Dedicated Sources	General Sources
						\$5,707,257	\$1,824,768	\$3,882,489
Note: Dedicated Sources = \$1,746,684 Park Sales Tax (PST) + \$78,084 Other Revenue Sources							31.97%	68.03%
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Cost (Includes SS, ACA Health Ins, Unemployment, Overtime + Other Benefits)	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used	Notes
Park Services Administration	1.00	\$104,988	\$6,173	\$40,616	\$151,777	\$45,898	\$105,879	
Park Services Administration	1.00	\$104,988	\$6,173	\$40,616	\$151,777	\$45,898	\$105,879	Admin (1 FTE): Oversight of the Park Services Division, consisting of 50 FTE, about 50 seasonal staff, \$7 million operating budget (some accounts in Rec Services Fund), and \$4 million capital improvement program. Prepares division correspondence, reports, presentations, contracts, Council legislation, employee performance evaluations, budget, media interviews, and all other related management duties. Sets priorities for the division and coordinates activities with other City departments.
Parks Management Center (PMC) & P&R Fleet (small engine)	2.50	\$138,910	\$13,995	\$140,223	\$293,127	\$122,857	\$170,270	
PMC and P&R Small Fleet	2.50	\$138,910	\$13,995	\$93,903	\$246,807	\$122,857	\$123,950	(1) PST Funded Position (included below) - \$71,085: Sr. Admin Supervisor.
								Admin (2 FTE): Processes all paperwork for 100+ employees (timesheets, personnel requisitions, etc.), division accounts payable, reports, and data entry. Enters 200-300 purchasing requisitions, processes about 4,000 Pro Card transactions, and processes over 2,000 term & supply invoices. Orders office supplies, uniforms, and safety supplies for division. Monitors 36 operating expense accounts, 25 operating revenue accounts, 33 donations accounts, and about 40 CIP accounts. Assists with budget development and entry. Performs financial analysis and grant management for division. Monitors utilities. Receptionist and webmaster duties. Employs a part-time office assistant and oversees contract for part-time building janitor. Expenses cover division offices and entire PMC compound.
								P&R Small Engine Fleet (0.50 FTE): Responsible for small engine equipment repairs/service and mower maintenance. Maintains 87 pieces of mowing equipment, 150 pieces of small power equipment (small-engine mowers, pumps, trimmers, chain saws, etc.) and 104 golf carts. Manages the Turf Shop and responsible to unload all shipments delivered to the compound. Sharpens mower blades, repairs tires, and performs service calls. Budget includes funds for replacement of small equipment. (Fifty percent of this position is charged to Rec Services Fund.)
PMC Utilities and Phones				\$46,320	\$46,320		\$46,320	PMC Utilities and Phones: This program budget includes utilities for the whole PMC compound, including 19 telephones.
Fleet Maintenance and Acquisition	0.00	\$0	\$0	\$577,372	\$577,372	\$8,000	\$569,372	
Fleet Maintenance & Acquisition	0.00	\$0	\$0	\$577,372	\$577,372	\$8,000	\$569,372	Administered through Public Works (PW) Fleet P&R has about 155 vehicles and large equipment that are maintained by PW. Budget includes \$150,000 for fuel. No capital equipment items budgeted in FY 2018. Dedicated sources includes auction items.
Park Maintenance and Operations	9.16	\$524,565	\$130,880	\$432,120	\$1,087,564	\$374,812	\$712,752	
Park Maintenance and Operations	9.16	\$524,565	\$130,880	\$265,170	\$920,614	\$374,812	\$545,802	(3) PST Funded Positions (Included below) - \$197,374: (2) Maint. Technicians and (1) Park & Facility Specialist

Parks and Recreation - Costs By Service Area

FY 2018 Proposed Budget

	Total Budget	Dedicated Sources	General Sources
	\$5,707,257	\$1,824,768	\$3,882,489
		31.97%	68.03%

Note: Dedicated Sources = \$1,746,684 Park Sales Tax (PST) + \$78,084 Other Revenue Sources

Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Cost (Includes SS, ACA Health Ins, Unemployment, Overtime + Other Benefits)	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used	Notes
								Park Supervisor (1 FTE): Supervises 10 FTE (some are budgeted in Rec Services Fund) and 10-12 seasonal staff. Supervision of the care and maintenance of all park facilities (except golf courses and sports turf). Prepares work schedules; organizes priorities and makes crew assignments; orders parts and supplies; prepares bid specifications; approves invoices for payment; and all other related management duties.
								Parks Maintenance (8.16 FTE): Maintenance, cleaning, inspections, repair, and renovation of non-enterprise facilities at all 70 parks and select indoor facilities, including 52 playgrounds, 67 picnic shelters, 3 spraygrounds, 24 basketball courts, 27 tennis courts, 15 volleyball courts, 28 restrooms, and more. This includes trash pickup (518 trash cans); litter control; playground safety inspections; recycling (114 recycling bins); and electrical, plumbing, and HVAC maintenance and repairs. Staff provides support for special events (set up and take down) and is responsible for snow removal at various park facilities. Staff works 7 days/week starting in March and continues through October. Note: Budget includes \$15k reduction in personnel budget for 45-day hiring delay. Columbia's Park Maint budget was \$884 per acre compared to \$9,068 of cities with a population between 100,000-249,999--according to 2015 ICMA report.
Park Utilities and Telephones				\$164,450	\$164,450		\$164,450	Park Utilities and Telephones: This budget includes the utilities and telephones for all non-enterprise park facilities.
Contract Street Median Mowing				\$2,500	\$2,500		\$2,500	Contract Street Median Mowing: This budget includes expenses for mowing contracts at a small number of street medians. These are areas outside park properties; however, the P&R Dept. manages these for the City.
Park Ranger Program	2.00	\$127,401	\$14,918	\$26,475	\$168,794	\$151,942	\$16,852	
	2.00	\$127,401	\$14,918	\$26,475	\$168,794	\$151,942	\$16,852	(2) PST Funded Positions - \$123,726: Park Ranger and Park Ranger Supervisor

Parks and Recreation - Costs By Service Area

FY 2018 Proposed Budget

Total Budget	Dedicated Sources	General Sources
\$5,707,257	\$1,824,768	\$3,882,489
	31.97%	68.03%

Note: Dedicated Sources = \$1,746,684 Park Sales Tax (PST) + \$78,084 Other Revenue Sources

Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Cost (Includes SS, ACA Health Ins, Unemployment, Overtime + Other Benefits)	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used	Notes
								<p>Park Rangers in addition to law enforcement duties, primarily serve as park ambassadors, providing maps and directions, explaining park features and park rules/regulations, and assisting park users when problems arise. They enforce park rules and regulations; assist with park maintenance; respond to emergency situations; and help with conservation, environmental protection, and fire management. For example in Fiscal Year 2016, they provided information/directions 781 times, helped to recover lost property 13 times, located 2 missing persons, assisted motorists 4 times, provided first aid 4 times, performed park maintenance 84 times, along with many other services. In 2016, they issued 2,622 warnings for park rule violations and 40 arrests/citations for illegal activities. Park Rangers normally respond to 911 calls to park locations, freeing up police officers for other duties. (This duty was suspended in FY 2016, but re-established in the last half of FY 2017.) When CPD officers are not available, the rangers also coordinate periodic contract park security for special event management and/or overnight at park locations that have periodic vandalism issues. The Rangers also provide basic emergency maintenance tasks such as shutting off water if a pipe breaks, which saves the department from having to call in a service contractor or pay overtime. Currently, Park Rangers are treated the same as the Airport Safety Officers in that they have a commission as issued by the Police Chief.</p>
Total	47.56	\$2,969,382	\$754,090	\$1,983,785	\$5,707,257	\$1,824,768	\$3,882,489	

Public Health and Human Services - Costs by Service Area
FY 2018 Proposed Budget

Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Budget	Dedicated Sources		General Sources	Notes
						\$7,467,503	\$3,812,193		\$3,655,310	
							51.05%		48.95%	
							Dedicated Sources: Fees and Charges	Dedicated Sources: Grants and Contracts	Total Discretionary (General Sources) Used	
Administration, Vital Records, Epidemiology, Planning & Evaluation	10.00	\$822,518	\$6,459	\$257,829	\$1,086,806		\$203,870	\$556,163	\$326,773	
-Birth and Death Certificates	2.90	\$177,251	\$0	\$96,456	\$273,707		\$201,000	\$43,053	\$29,654	7,729 copies of birth certificates and 6,994 copies of death certificates issued in FY 2016 (copies of birth and death certificates are issued in accordance with sections 193.255 and 193.265 of Missouri law).
-Administrative Functions	1.10	\$124,550	\$1,615	\$97,605	\$223,770		\$2,870	\$43,054	\$177,846	Oversight of department staff, operations and budget, including public health accreditation compliance. Liaison to local, state, and federal partners. Administers bar server card and domestic partnership registry. Admin budget includes the majority of utilities costs for the department.
-Public Health Emergency Preparedness	2.83	\$238,477	\$0	\$26,351	\$264,828		\$0	\$201,586	\$63,242	Includes development, testing, and revising of public health preparedness plans. Coordinates with local health care providers, public safety, and county/state emergency management agencies. This grant also funds a public information specialist for the department (123 media interactions in FY 2016).
-Epidemiological Analysis and Program Evaluation	3.17	\$282,240	\$4,844	\$37,417	\$324,501		\$0	\$268,470	\$56,031	Unit responsible for Community Health Assessment and Community Health Improvement planning processes and Health Impact Assessment. Leads disease outbreak investigations. Developed two health profiles and three epidemiological reports in FY 2016; 3,335 customer service surveys collected and analyzed in FY 2016.
Environmental Health Unit	9.30	\$539,232	\$20,742	\$228,328	\$788,302		\$380,400	\$200,479	\$207,423	
-Food Safety Program	6.99	\$410,091	\$0	\$145,863	\$555,954		\$327,700	\$44,482	\$183,772	This includes plan review, truck wreck response, and food handler's education. There were 1,680 food inspections in FY 2016 (restaurants, grocery stores, food stands, etc.). Inspections are conducted in accordance with section 196.055 of state law, sections 11-131 and 11-132 of City of Columbia ordinances, and chapter 9 of the Boone County health ordinance. Reviewed plans for 127 new construction projects involving food establishments in FY 2016. This activity is conducted in accordance with Section 11-131 of City of Columbia ordinances. PHHS inspects food products involved in transportation accidents to assure adulterated food is removed from commerce (this is conducted in accordance with sections 196.030 and 196.055 of Missouri law, section 11-131 of City of Columbia ordinances, and Chapter 9 of the Boone County health ordinance). Inspected wreckage of 2 tractor trailer accidents involving food in FY 2016.
-Lodging Facility Inspections	0.07	\$3,914	\$0	\$2,240	\$6,154		\$0	\$5,000	\$1,154	10% of all hotel/motel rooms inspected at 41 facilities in FY 2016. These inspections are conducted according to section 315.037 of Missouri law.
-Childcare Facility Inspections	0.15	\$8,942	\$0	\$22,411	\$31,353		\$0	\$26,250	\$5,103	158 childcare facilities were inspected in FY 2016. These inspections are conducted in accordance with section 210.252 of the Missouri law.

Public Health and Human Services - Costs by Service Area
FY 2018 Proposed Budget

						Total Budget	Dedicated Sources	General Sources	
						\$7,467,503	\$3,812,193	\$3,655,310	
							51.05%	48.95%	
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Dedicated Sources: Fees and Charges	Dedicated Sources: Grants and Contracts	Total Discretionary (General Sources) Used	Notes
-Onsite Wastewater Treatment	1.50	\$93,855	\$0	\$22,411	\$116,266	\$3,000	\$113,247	\$19	233 onsite sewage systems were permitted in FY 2016, representing approximately 500 inspections. These inspections take place according to Chapter 4 of the Boone County health ordinance, and sections 701.015 - 701.059 of Missouri law). All costs associated with Onsite Sewage are paid by Boone County.
-Mosquito Control	0.00	-\$12,140	\$20,742	\$4,034	\$12,636	\$0	\$5,000	\$7,636	Responsible for identifying and treating mosquito breeding habitats throughout the City. 1,342 miles of Columbia trails sprayed for mosquitoes in FY 2016 (performed under authority of section 11-32 of City of Columbia ordinances).
-Tattoo Parlor Inspections	0.12	\$7,158	\$0	\$0	\$7,158	\$1,500	\$1,000	\$4,658	12 tattoo parlor inspections in FY 2016 (conducted according to sections 11-361 through 11-367 of City of Columbia ordinances, and Chapter 5 of the Boone County health ordinance).
-Swimming Pool Inspections	0.36	\$20,747	\$0	\$29,130	\$49,877	\$48,200	\$500	\$1,177	1,175 swimming pool inspections in FY 2016 (inspections performed in accordance with sections 11.276 - 11.281 of City of Columbia ordinances)
-Natural Bathing Area Testing	0.11	\$6,664	\$0	\$2,239	\$8,903	\$0	\$5,000	\$3,903	70 samples collected in FY 2016 (sampling is conducted per citizen request).
Animal Control	7.50	\$403,027	\$0	\$311,679	\$714,706	\$13,525	\$248,993	\$452,188	
-Animal Control	7.50	\$403,027	\$0	\$311,679	\$714,706	\$13,525	\$248,993	\$452,188	Responded to a total of 2,405 calls from Columbia residents in 20FY 16, including 317 animal cruelty investigations, 132 reports of animals biting humans, 295 calls involving wildlife, and 1,373 complaint calls. 23% of the total expenditures cover the housing and care of animals by the CMHS for Animal Control. These activities are conducted in accordance with Chapter 5 of the City of Columbia ordinances and Chapter 2 of the Boone County health ordinance. Boone County pays 1/3 of all animal control costs.
Community Health Promotion Unit	6.00	\$352,466	\$26,611	\$125,218	\$504,295	\$0	\$330,773	\$173,522	
-Teen Outreach Program	2.13	\$125,337	\$0	\$26,619	\$151,956	\$0	\$64,267	\$87,689	The Teen Outreach Program (TOP) targets youth at risk for adverse educational and health outcomes. The program is conducted with grant funding from the Missouri Department of Health and Senior Services and Boone County. For FY 2016, TOP reached 170 students in 10 schools (combined with Teen Outreach Program - Children Services Board). The average GPA of TOP participants increased by 5.45% by the end of the 2015-2016 school year. Among TOP participants who had below a 3.0 GPA in 2014-2015, we saw a 20.5% increase in GPA during the 2015-2016 school year.
-HIV Testing and Counseling	1.68	\$96,117	\$13,306	\$74,031	\$183,454	\$0	\$173,436	\$10,018	For FY 2016, 753 HIV tests administered in a non-clinic setting through outreach events. This testing was conducted according to section 191.653 of Missouri law.

Public Health and Human Services - Costs by Service Area
FY 2018 Proposed Budget

Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Budget	Dedicated Sources		General Sources	Notes
						\$7,467,503	\$3,812,193		\$3,655,310	
							51.05%		48.95%	
							Dedicated Sources: Fees and Charges	Dedicated Sources: Grants and Contracts	Total Discretionary (General Sources) Used	
-Maternal Child Health (Children's Obesity Prevention Focus)	2.19	\$131,012	\$13,305	\$24,569	\$168,886	\$0	\$93,070	\$75,816		This is an evidence based program to improve nutrition and activity among children and their families. There were 146 Fit-Tastic participants in FY 2016. 94.3% of the Fit-Tastic families followed met at least one of their goals. 51% of families followed met 2 goals. Funding provided by the Missouri Department of Health and Senior Services.
Community Health Division	17.95	\$1,215,710	\$57,940	\$779,495	\$2,053,145	\$150,600	\$849,869	\$1,052,676		
-Adult Immunizations	1.15	\$70,950	\$738	\$149,370	\$221,058	\$22,000	\$60,221	\$138,837		3,296 immunizations (non-flu) in FY 2016. Adult immunizations are provided under authority of section 192.020 of state law and section 11-32 of City of Columbia ordinances.
-Disease Investigation / Outbreak Control	1.53	\$92,780	\$742	\$41,370	\$134,892	\$0	\$50,221	\$84,671		In FY 2016, 433 cases of communicable diseases were investigated, including two disease outbreaks. These investigations were conducted in accordance with sections 192.020, 192.110, 192.138, 192.139, and 199.170 - 199.350 of Missouri state law, Chapter 11 - Article 4 of the City of Columbia ordinances, and Chapter 8 of the Boone County health ordinance.
-Tuberculosis Testing, Treatment, and Control	1.75	\$110,320	\$742	\$41,370	\$152,432	\$25,000	\$64,221	\$63,211		In FY 2016, PHHS treated 39 people for tuberculosis infection and followed four cases of active tuberculosis disease (which includes 5-12 months of direct observed therapy by a public health nurse twice weekly to assure they are taking medication). These activities are conducted in accordance with sections 192.020, and 199.170 - 199.350 of Missouri state law, Chapter 11 - Article 4 of the City of Columbia ordinances, and Chapter 8 of the Boone County health ordinance.
-Sexually Transmitted Disease Testing, Treatment and Control	2.13	\$182,863	\$15,806	\$112,459	\$311,128	\$30,000	\$70,221	\$210,907		7,366 tests for sexually transmitted disease in FY 2016, with 365 positive cases. These activities are conducted in accordance with section 192.020 of Missouri law, Chapter 11 - Article 4 of the City of Columbia ordinances, and Chapter 8 of the Boone County health ordinance.
-Child Immunizations	1.25	\$79,277	\$742	\$53,470	\$133,489	\$27,600	\$60,221	\$45,668		4,051 immunizations (non flu) in FY 2016. Child immunizations are provided under authority of sections 192.020 and 210.003 of state law and section 11-32 of City of Columbia ordinances.
-Influenza Vaccination Program	1.10	\$67,301	\$19,283	\$41,370	\$127,954	\$0	\$115,221	\$12,733		9,234 vaccinations given to children (all Boone County schools) and 2,765 given to adults in FY 2016. Does not include the value of the FluMist donated by MUHC. Immunizations are provided under authority of section 192.020 of state law and section 11-32 of City of Columbia ordinances.
-Nurse On-Call	1.90	\$122,506	\$742	\$41,370	\$164,618	\$0	\$50,221	\$114,397		In addition to the immunizations mentioned above, other nurse on-call activities in FY 2016 included 1,580 TB tests administered, 581 pregnancy tests/counseling, 120 blood pressure checks, and 442 labs drawn to determine immunity (other services would include TB medication refills, STD medication dispensed, lab results given, blood sugar checks, blood lead testing, HIV testing, etc). These activities are conducted under section 11-32 of City of Columbia ordinances.
-Childcare Nurse Consultation	0.90	\$55,747	\$371	\$26,967	\$83,085	\$0	\$64,999	\$18,086		In FY 2016, 162 childcare workers were trained in various health topics such as infection control, asthma mgt, CPR, nutrition, etc. This assists childcare workers in getting the mandatory state training hours at no charge. Funding for this activity is provided by the Missouri Department of Health and Senior Services.

Public Health and Human Services - Costs by Service Area
FY 2018 Proposed Budget

						Total Budget	Dedicated Sources		General Sources	
						\$7,467,503	\$3,812,193		\$3,655,310	
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost		51.05%		48.95%	
							Dedicated Sources: Fees and Charges	Dedicated Sources: Grants and Contracts	Total Discretionary (General Sources) Used	
-CPR	1.00	\$60,689	\$742	\$41,370	\$102,801		\$2,000	\$50,221	\$50,580	CPR training for public through weekend/evening classes. These activities are performed under the authority of Section 11-32 of the City of Columbia ordinances.
-Lab Testing	1.23	\$75,601	\$742	\$35,089	\$111,432		\$20,000	\$60,222	\$31,210	442 walk-in labs for immunity (ie required for some students and employers) were administered in FY 2016. Conducts water testing of natural bathing lakes in Columbia each summer. These activities are performed under the authority of Section 11-32 of the City of Columbia ordinances.
-Walk in lab services	1.00	\$60,689	\$742	\$41,370	\$102,801		\$5,000	\$50,221	\$47,580	Lab draw fees - separate from lab test costs. These activities are performed under the authority of Section 11-32 of the City of Columbia ordinances.
-Employee Health Immunizations	1.00	\$60,689	\$742	\$41,370	\$102,801		\$16,000	\$50,221	\$36,580	770 vaccinations were provided to Columbia City employees in FY 2016.
-Nurse Practitioner Clinical Exams	2.03	\$176,298	\$15,806	\$112,550	\$304,654		\$3,000	\$103,438	\$198,216	In FY 2016, there were 294 annual exams for family planning; 269 refugee exams (revenue in Medicaid reimbursement), and 52 breast and cervical cancer screens. These activities are performed under authority of section 11-32 of City of Columbia ordinances.
Women, Infants & Children Unit	8.50	\$457,304	\$29,040	\$191,892	\$678,236		\$200	\$584,328	\$93,708	
-Special Supplemental Nutrition Program for Women, Infants, and Children (WIC)	7.60	\$409,693	\$8,712	\$143,920	\$562,325		\$0	\$522,671	\$39,654	29,976 individuals received WIC services in FY 2016, including nutrition counseling and nutritious food vouchers. These activities are authorized under the federal Child Nutrition Act of 1966, and U. S. Code sections 1771 and 1786.
-Breastfeeding Education and Support (inc in WIC contract)	0.30	\$18,092	\$11,616	\$28,783	\$58,491		\$200	\$44,657	\$13,634	2,150 breastfeeding consults provided to mothers in FY 2016. These activities are authorized under the federal Child Nutrition Act of 1966, and U.S. Code sections 1771 and 1786.
-Summer Feeding Sites-Lunch in the Park	0.60	\$29,519	\$8,712	\$19,189	\$57,420		\$0	\$17,000	\$40,420	4,193 lunches provided to children at Douglass Park in FY 2016. These activities are authorized under the William B. Russel National School Lunch Act, 42 U.S. Code 1761, Section 13, and section 191.810 of Missouri law.
Human Services Division	8.75	\$528,009	\$0	\$220,448	\$748,457		\$0	\$292,993	\$455,464	
-Home Visiting Program for At-Risk Families	4.27	\$248,464	\$0	\$39,716	\$288,180		\$0	\$136,584	\$151,596	This is an evidence-based home visiting program to improve birth outcomes and reduce child abuse and neglect. In FY 2016, 71 families were served with weekly/biweekly/monthly home visits based on risk and age of target child. Funded through a contract with the Missouri Department of Health and Senior Services.
-Pregnancy Counseling/Medicaid Reimb	1.78	\$113,400	\$0	\$36,940	\$150,340		\$0	\$54,251	\$96,089	357 pregnancy tests/counseling provided in FY 2016. These activities are performed under authority of section 11-32 of City of Columbia ordinances.
-Medication Assistance	0.77	\$47,594	\$0	\$77,313	\$124,907		\$0	\$12,063	\$112,844	Provided medication assistance to 624 clients in FY 2016. These activities are performed under authority of section 11-32 of City of Columbia ordinances.
-Utility Assistance	1.03	\$63,510	\$0	\$32,313	\$95,823		\$0	\$35,844	\$59,979	Provided utility assistance to 936 clients in FY 2016.

Public Health and Human Services - Costs by Service Area
FY 2018 Proposed Budget

						Total Budget	Dedicated Sources	General Sources	
						\$7,467,503	\$3,812,193	\$3,655,310	
							51.05%	48.95%	
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Dedicated Sources: Fees and Charges	Dedicated Sources: Grants and Contracts	Total Discretionary (General Sources) Used	Notes
-Social Services Information and Referral, Including Service Eligibility Determinations	0.85	\$51,086	\$0	\$31,390	\$82,476	\$0	\$48,251	\$34,225	Social Service Specialists take calls and appointments from residents needing referrals to city, county, state and federal service providers. Social Services Specialists also make eligibility determinations for PHHS Clinic Services such as women's health services.
-Conley Poor Fund	0.06	\$3,955	\$0	\$2,777	\$6,732	\$0	\$6,000	\$732	Medical supplies (eg diabetic test strips) - \$1500 per quarter. These activities are performed under authority of section 11-32 of City of Columbia ordinances.
Contracts with Social Services Providers		\$0	\$0	\$893,556	\$893,556	\$0	\$0	\$893,556	
-Social Service Contracts		\$0	\$0	\$893,556	\$893,556	\$0	\$0	\$893,556	Examples of services provided in FY 2016 include: 1,088 nights of emergency shelter for homeless families, 17,378 hours of after school and summer pro-social youth development programming, 38,000 boxes of food, 4,507 hours of subsidized employment for low-income adults with significant barriers to employment, 2,108 hours of job readiness training for persons with barriers to employment, 9,524 home-delivered meals for low-income seniors and persons with disabilities, and 3,295 hours of counseling for low-income, uninsured adults. These activities are performed under authority of sections 2-421 and 2-422 of City of Columbia ordinances.
Totals	68.00				\$7,467,503	\$748,595	\$3,063,598	\$3,655,310	

City General - Costs By Service Area

FY 2018 Proposed Budget

Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Budget	Dedicated Sources	General Sources	Notes
						\$2,955,387	\$0	\$2,955,387	
							Total Dedicated Sources Used	Total Discretionary (General Sources) Used	
SUBSIDIES:	0.00	\$0	\$0	\$1,161,910	\$1,161,910		\$0	\$1,161,910	
Recreation Services Subsidy				\$1,161,910	\$1,161,910		\$0	\$1,161,910	This is part of the commitment the City made to voters in 2001 with passage of the Parks Sales tax that we would not decrease general fund support for parks.
TRANSFERS:	0.00	\$0	\$0	\$702,852	\$702,852		\$0	\$702,852	
Construction, expansion, renovation and equipping of the City's downtown government center				\$702,852	\$702,852		\$0	\$702,852	This is a transfer to a debt service fund that represents the general fund's portion of this debt.
OTHER:	0.00	\$390,060	\$0	\$700,565	\$1,090,625		\$0	\$1,090,625	
Health Facility Condo Association				\$30,000	\$30,000		\$0	\$30,000	
Council Reserve				\$91,000	\$91,000		\$0	\$91,000	This is an amount set aside annually that the Council can choose to allocate either during the budget process or during the fiscal year. The funds, if not used by the end of the fiscal year, go back into the general fund balance.
Contingency				\$100,000	\$100,000		\$0	\$100,000	This an amount set aside annually to fund unforeseen expenses that cannot be handled within the annual funding budgeted.
Intragovernmental Charges									
Community Relations				\$295,053	\$295,053		\$0	\$295,053	The base amount (non-contact center costs) of the Community Relations Fund related to the general fund are charged to the City General budget.
Self Insurance				\$9,854	\$9,854		\$0	\$9,854	Self insurance charges related to claims that are not specifically related to any general fund department are charged to the City General budget.
Employee Incentive Awards				\$55,000	\$55,000		\$0	\$55,000	Funds set aside annual to pay for long-term employees who retire during the fiscal year and request payout for accrued vacation and floating holidays; grant coordination, and miscellaneous contracts that may come up during the fiscal year.
Payout of accrued vacation and floating holidays to retire		\$390,060		\$0	\$390,060		\$0	\$390,060	When long-term general fund employees retire, they are paid out any vacation and floating holidays that have not been used. When these amounts exceed \$10,000 for an employee, these funds are transferred to the department paying out the funds to cover these costs.
Grant Coordination				\$8,000	\$8,000		\$0	\$8,000	These funds can be used by any department to pay for help writing and submitting grant applications
Boone County Historical Caretaker				\$7,000	\$7,000		\$0	\$7,000	This amount was \$14,000 in FY 2017; will be \$7,000 in FY 2018; and will be \$0 beginning in FY 2019
Miscellaneous Contractual Services				\$104,658	\$104,658		\$0	\$104,658	This is an amount set aside to pay for any miscellaneous contractual services that may be needed during the year.

City General - Costs By Service Area

FY 2018 Proposed Budget

						Dedicated	General		
						Sources	Sources		
						Total Budget			
						\$2,955,387	\$0	\$2,955,387	
							Total	Total	
							Dedicated	Discretionary	
							Sources Used	(General	
								Sources) Used	
Service Area:	FTE	Full Time	Temp	Other Costs	Total Cost				Notes
	Utilized	Position	Help						
		Costs (Salary	Utilized						
		+ Benefits)							
Totals	\$0	\$390,060	\$0	\$2,565,327	\$2,955,387	\$0	\$2,955,387		

Finance
FY 2018 Proposed Budget

				Total Budget	Dedicated Sources	General Sources				
				\$4,541,882	\$2,462,816	\$2,079,066				
					54.22%	45.78%				
Service Area:	FTE Utilized	Point of Person Time Allocation	Payroll Verification Report Amount	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used	Notes
Administration	8.28			\$798,904	\$1,077	\$127,160	\$927,141	\$532,776	\$394,365	
- Pension	1.67			\$176,645	\$0	\$29,252	\$205,897	\$80,527	\$125,370	Finance directly administers the defined benefit plan for the Police and Fire Retirement Fund. Administration of these plans includes but is not limited to retirement application processing, retirement calculation estimates, deferred retirement option program applications and calculations, pension payroll, managing third-party relationships with legal and actuarial services, oversight of pension trust investments, pension accounting, quarterly reporting and oversight of the pension board. In addition, Finance has oversight on police chief 401a plan and general employee's deferred compensation plans (money purchase,3 separate 457 plans).
- Debt Management	0.05			\$9,030	\$0	\$841	\$9,871	\$9,871	\$0	Debt management includes the analysis of city-wide current and future debt issuances (capital lease obligations, notes and loans payable, bonds), related tax filings, arbitrage management, accounting and payment of debt service payments on outstanding bonds, and management of City's bond ratings. As of FY16 there were 32 outstanding debt issues and 3 capital leases with outstanding balances of \$373,203,666.
- Budget Forecasting	1.17			\$122,971	\$0	\$14,254	\$137,225	\$137,225	\$0	Budgeting assists in the development and analysis of 22 five year forecasts for the following funds: Parks Sales Tax Fund, Recreation Services Fund, Employee Benefit Fund, Self Insurance Fund, Custodial and Building Maintenance Fund, Fleet Operations Fund, Information Technology Fund, Community Relations Fund, Utility Customer Services Fund, Transit Fund, Airport Fund, Capital Improvement Sales Tax Fund, Transportation Sales Tax Fund, Public Improvement Fund, Parking Fund, Railroad Fund, Transload Fund, Water Fund, Electric Fund, Sewer Fund, Solid Waste Fund, and Storm Water Fund. For most of these forecasts, Budgeting staff sets up the files for the upcoming year and enters in last year Actual amounts and current year budget amounts. Training is provided to departments each year on how to prepare these forecasts. After the departments have completed the forecasts, budgeting personnel review and analyze the information to assess the financial health of each fund and identify any financial issues that need to be addressed in either the current or future budgets. These forecasts are reviewed at meetings with the City Manager and are used to determine the need for rate or other fee increases. These forecasts are included in both the City Manager's Proposed Budget and the Adopted Budget Document.

Finance

FY 2018 Proposed Budget

							Total Budget	Dedicated Sources	General Sources			
							\$4,541,882	\$2,462,816	\$2,079,066			
								54.22%	45.78%			
Service Area:	FTE Utilized	Point of Person Time Allocation	Payroll Verification Report Amount	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used	Notes		
- Budget Analysis	4.05			\$356,576	\$1,077	\$66,057	\$423,710	\$195,283	\$228,427	<p>There are several significant tasks performed within this service area.</p> <p>As the previous fiscal year is closed, Budgeting staff spends approximately three months of the year developing the Ten Year Trend Manual. As a part of the development of this document, Budgeting compares the actual revenues and expenditures for the previous years with those over the past ten years. An analysis of trends is included in this document which identifies whether trends observed are positive, warning, or negative trends. This information is presented to Council at a worksession or Council Retreat in the spring.</p> <p>In January and February, Budgeting staff works with supporting activity departments to develop intragovernmental charges for the next budget cycle. Intragovernmental charges are the amounts one department charges another department for the services that are provided. All of the supporting activity departments utility intragovernmental charges to recover the cost of their operation. An analysis of last year's actual revenues, expenditures, and cash reserves are examined along with the five year forecast for the department. There are eighteen separate intragovernmental charges that are calculated: employee wellness fees, City U Fees, Self Insurance Charges, Custodial Charges, Building Maintenance Charges, Building Utility Charges, GIS Fees, IT Fees, Computer Replacement Fees, Community Relations Fees, UCS Fees, Telephone Fees, Fiber Optic Fees, Utility Locator Fees, Employee Parking Fees, Fleet Labor Rates, Fleet Fuel Markup, and Fleet Parts Markup.</p> <p>Training is provided to departments each year at the beginning of the budget process to ensure employees know how to perform the various budgeting tasks throughout the process. Most of the training occurs in March each year.</p> <p>Budgeting prepares files for departments to use to calculate the current year's personnel costs. After departments have prepared these files, Budgeting reviews them and resolves any issues. After departments submit their estimated revenue and expense numbers for the current year and their projections for the next year, Budgeting performs an analysis of each budget and a budget meeting packet is prepared. Budgeting staff meets with each department to go over this budget meeting packet and resolve outstanding issues. A City Manager budget meeting packet is prepared and used during each department's budget meeting with the City Manager. This function occurs during April, May, and June.</p> <p>After all budget meetings with the City Manager have occurred, Budgeting staff ensures all changes have been incorporated into the budget and performs analysis to ensure the general fund budget is balanced and identifies any outstanding financial issues in the other funds. These issues are brought to the City Manager and any necessary changes are made. This occurs in late June and July.</p> <p>The City Manager's Proposed budget document is prepared and delivered to Council by the end of July. Budgeting prepares presentation information for the Council Budget Worksession and maintains the Budget Amendment sheet during August and September. When Council adopts the budget in September, Budgeting is responsible for incorporating all budget amendments into the financial system and prepares the Adopted Budget.</p> <p>The dedicated sources represent costs charged to departments outside of the general fund. Discretionary (general) sources represent the cost of providing this service to general fund departments.</p>		

Finance
FY 2018 Proposed Budget

							Total Budget	Dedicated Sources	General Sources	
							\$4,541,882	\$2,462,816	\$2,079,066	
								54.22%	45.78%	
Service Area:	FTE Utilized	Point of Person Time Allocation	Payroll Verification Report Amount	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used	Notes
- Budget Payroll Analysis	0.72			\$66,778	\$0	\$8,512	\$75,290	\$34,722	\$40,568	During the budget process, Budgeting is responsible for calculating the personnel costs and related benefits for all departments. This also involves calculations for various pay scenarios requested by the Manager and through the meet and confer process. Budgeting is also responsible for ensuring the number of authorized positions is correct as this information is a part of the budget document. The dedicated sources represent the charges to departments outside of the general fund for this service. The discretionary (general source) amount represents the cost of the service for general fund departments.
- Budget CIP Analysis	0.62			\$66,904	\$0	\$8,244	\$75,148	\$75,148	\$0	Budgeting is responsible for the development of the Draft CIP document prepared at the end of March and the final CIP document prepared at the end of September each year. Budgeting coordinates with departments to ensure all new capital projects are entered into the CIP software by the end of January, reviews all of the capital projects to determine funding issues, schedules department and City Manager meetings to review the CIP, and ensures capital projects are mapped. Budgeting is also responsible for getting a draft CIP document to P&Z for their review and preparing any CIP presentations to Council during worksessions on the CIP. During the year, Budgeting works with departments to ensure project status comments are kept up to date and provides monthly ward capital project reports for Council.
Accounting	21.34			\$1,415,797	\$12,702	\$496,303	\$1,924,802	\$1,042,739	\$882,063	
- Payment Processing	5.99			\$314,775	\$11,626	\$164,970	\$491,371	\$288,615	\$202,756	The Accounts Payable section performs due diligence and processes approximately 45,000 invoices per year, with 23,000 checks or ACH payments created. Additionally AP reviews and posts approximately 27,000 p-card transactions per year. AP disbursements for FY16 totalled \$215,451,195. AP staff also review and process all pre-travel requests and travel vouchers for staff, council and boards and commissions travel.
- Payroll Processing	3.53			\$258,131	\$0	\$52,547	\$310,678	\$170,165	\$140,513	The Payroll section processes approximately 51,000 payroll and police and fire pension checks annually with a total payroll value of approximately \$120 million in FY16. All payroll taxes and withholdings are balanced, reconciled and remitted by payroll staff. All IRS and Railroad Retirement Board filings are prepared including W-2's, IRS 941, IRS 945, State 941, and CT-1. Maintenance of the payroll system including updating pay and deduction codes for new values when they change, maintenance of employee add pays such as clothing allowances, etc., garnishments, pension plans, tax tables and W-4 information. Provide customer service to all employees and departments.
- Accounting and Financial Reporting	11.16			\$792,955	\$1,076	\$271,652	\$1,065,683	\$552,192	\$513,491	Accounting staff record all budget adjustments from approved budget transfers and ordinances passed by council and all journal entries not generated by sub systems to the general ledger. Also, preparation of annual federal reports required for several grants (FTA, CDBG, etc.); preparation of the audited comprehensive annual financial report (CAFR); preparation of multiple schedules and confirmation letters for the external auditors for the city financial statement audit, federal Single Audit and passenger facility charge audit; maintain, balance and reconcile all accounts in the general ledger for 68 funds comprising approximately 47,000 accounts; account for city investments for pooled cash and police and fire pension; reconcile bank accounts; invoice city customers for everything not included on utility bills; assist staff in other departments with accounting questions; create and implement processes and procedures; and participate extensively in configuring, testing and implementing any new software with a financial component.
- Debt Management	0.66			\$49,936	\$0	\$7,134	\$57,070	\$31,767	\$25,303	Accounting initiates payment of debt service payments on outstanding debt (capital lease obligations, notes and loans payable, bonds payable), reviews preliminary documents for new debt issues for accuracy and provides detailed information to the third party who calculates arbitrage liability. As of FY16 there were 32 outstanding debt issues and 3 capital leases with outstanding balances of \$373,203,666.

Finance
FY 2018 Proposed Budget

				Total Budget	Dedicated Sources	General Sources				
				\$4,541,882	\$2,462,816	\$2,079,066				
					54.22%	45.78%				
Service Area:	FTE Utilized	Point of Person Time Allocation	Payroll Verification Report Amount	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used	Notes
Treasury Management	10.24			\$546,874	\$2,375	\$175,705	\$724,954	\$493,503	\$231,451	
- Portfolio Management	0.61			\$64,224	\$0	\$38,654	\$102,878	\$29,305	\$73,573	Treasury is responsible for managing the City's portfolio which is currently over \$300 million and is comprised of over 185 different securities. The portfolio balance is comprised of the cash not needed for immediate expenses, from the 54 different funds of the City. The cash is invested in securities which allow for the safety of principal, meet the city's liquidity needs and provide additional yield via interest earnings. The portfolio earned over \$5 million dollars in interest during FY 2016 which is then allocated back to the various funds based on the funds portion of the cash balance. Management of the portfolio requires continual education of the markets and economic conditions which impact the portfolio's performance and in-depth research of the securities presented to the city by various brokers in order to make sure the securities meet the safety, liquidity and yield standards of the City.
- Cash Management	1.22			\$87,445	\$0	\$14,901	\$102,346	\$58,856	\$43,490	Cash management involves the daily management of the City's 6 operating accounts. This requires the tracking of citywide expenditures, receipting of electronic payments, transferring of funds, processing of return payments and management of the auto bank drafting account information for the City's customers. The City processed over 600 returned deposit items and had over 11,000 customers on autobank drafting.
- Receipt Processing	8.08			\$338,328	\$2,375	\$116,365	\$457,068	\$389,335	\$67,733	Treasury has 7.5 cashiers that processed over 875,000 transactions totalling over \$259 million from face-to-face transactions, mail payments and electronic payments. Checks are processed and scanned to the bank daily for deposit to the City's operating pool account. Two (2) staff are responsible for researching and correcting any misapplied payments in one of the 3 financial operating systems that are currently being utilized by the city for billing.
- Card Security Issues	0.33			\$56,877	\$0	\$5,785	\$62,662	\$16,007	\$46,655	The Treasury division is responsible to ensure that all merchant regulations are followed in order for the City to accept Mastercard, Visa and Discover cards. This process requires staying current on regulatory changes, software security requirements, annual compliance reporting and education to users. This compliance also extends to the monitoring of third parties that accept cards on behalf of the City. Failure to meet the compliance requirements would result in the City's inability to accept any type of payment cards as well as put the customer's sensitive information at risk.
Purchasing	8.49			\$542,312	\$0	\$140,191	\$682,503	\$393,768	\$288,735	
- Bid Processing	2.37			\$149,053	\$0	\$44,567	\$193,620	\$114,264	\$79,356	In FY 2016, the Purchasing division processed 171 new formal bids over \$15,000 and managed over 500 ongoing contracts of varying types including annual renewals. Sole Source agreement requests and informal bids under \$15,000 are also processed by the division. The dedicated sources represent charges to departments outside of the general fund. The discretionary (general) sources represent bids processed for general fund departments.
- POs and Contracts	4.07			\$262,651	\$0	\$73,450	\$336,101	\$196,022	\$140,079	In FY 2016, the Purchasing division processed 1,974 new purchase orders totaling \$61,577,678. The division processes all change orders for ongoing purchase orders citywide. The division is responsible for all contract compliance including monitoring of payrolls for prevailing wage. Vendor/contractor bonding and insurance documentation is maintained by the division. The dedicated sources represent charges to departments outside of the general fund. The discretionary (general) sources represent POs and contracts processed for general fund departments.

Finance
FY 2018 Proposed Budget

							Total Budget	Dedicated Sources	General Sources	
							\$4,541,882	\$2,462,816	\$2,079,066	
								54.22%	45.78%	
Service Area:	FTE Utilized	Point of Person Time Allocation	Payroll Verification Report Amount	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used	Notes
- Financial System Support	0.93			\$62,210	\$0	\$10,064	\$72,274	\$44,819	\$27,455	In FY 2016 the Purchasing division provides support and training on the purchasing software system to City staff . The vendor master file for the City is maintained by the division. The division handles the sale of surplus property for the City and assists the public with purchasing questions and open record request. The division participates with software testing for system upgrades.The division manages licensing and titling for City-owned vehicles. The dedicated sources represent charges to departments outside of the general fund. The discretionary (general) sources represent financial system support for general fund departments.
- Pro Card Program	0.80			\$43,414	\$0	\$8,682	\$52,096	\$38,663	\$13,433	The Purchasing division administers the procurement card program for the City, with a total spend of \$5,327,963 with 27,023 transactions during FY 2016. The dedicated sources represent charges to departments outside of the general fund. The discretionary (general) sources represent the pro card program for general fund departments.
- DBE and Assoc Issues	0.13			\$13,714	\$0	\$1,382	\$15,096	\$0	\$15,096	In conjunction with the City's strategic plan, the Purchasing division is responsible for the administration of the Disadvantage Business Enterprise (DBE) program.
- Purchasing Assoc Duties	0.19			\$11,270	\$0	\$2,046	\$13,316	\$0	\$13,316	The Purchasing division participates in purchasing associations including the National Institute of Governmental Purchasing (NIGP) and Missouri Association of Public Purchasing (MAPP).
Business License	2.75			\$170,569	\$8,612	\$103,301	\$282,482	\$30	\$282,452	
- Issue/Renew Business Licenses	1.73			\$110,644	\$8,612	\$70,754	\$190,010	\$30	\$189,980	The Business License Division processed and issued 5,185 renewal business licenses and 732 new business licenses during license year 2017 for estimated revenue of \$826,300.
- Issue/Renew Liquor Licenses	0.49			\$27,835	\$0	\$14,519	\$42,354	\$0	\$42,354	In license year 2017, 631 new and renewed annual and temporary liquor licenses were issued for an estimated revenue of \$204,400.
- Issue/Renew Taxi/Limousine Drivers' and Vehicle Permits	0.24			\$13,596	\$0	\$14,876	\$28,472	\$0	\$28,472	The number of taxi/limousine driver, transportation network operator and vehicle for hire permits issued was 620 during license year 2017.
- Issue/Renew Armed/Unarmed Guard Licenses	0.24			\$13,596	\$0	\$2,599	\$16,195	\$0	\$16,195	In license year 2017, 210 new and renewed armed and unarmed guard licenses were processed and issued.
- Collect Cigarette Taxes, and all other permits/licenses	0.05			\$4,898	\$0	\$553	\$5,451	\$0	\$5,451	The Business License Division will collect an estimated \$538,000 in cigarette taxes in FY 2017. This Division also processes and issues solicitor permits, animal licenses, junkyard permits, waste hauler permits, special permits for nonprofit organizations and temporary business licenses. Tattoo permit, pool inspection and nonprofit food inspection fees plus hotel/motel taxes are also collected by this Division. In addition, the Business License Division monitors the status of payments of sales tax by retail businesses prior to the renewal of a business license, as well as provides consumer protection against nonregulated operations in the City..
Total Finance Department	51.10			\$3,474,456	\$24,766	\$1,042,660	\$4,541,882	\$2,462,816	\$2,079,066	
								54.22%	45.78%	

Community Development - Costs By Service Area

FY 2018 Proposed Budget

						Total Budget	Dedicated Sources	General Sources	Notes
						\$4,215,652	\$2,405,890	\$1,809,762	
							57.07%	42.93%	
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used		
Volunteer Services:	2.75	\$173,133	\$19,431	\$100,879	\$293,443	\$108,565	\$184,878		
Citywide Volunteer Support	0.97	\$72,987	\$10,819	\$47,305	\$131,111	\$500	\$130,611	Volunteer Programs staff provide support for volunteer programs in all City Departments. In FY 2015, twelve departments received support from volunteers who shared more than 35,000 hour of service. The office provides a single point for volunteer recruitment, screening, placement, tracking and recognition.	
Solid Waste Volunteer Program	1.25	\$73,326	\$8,612	\$37,707	\$119,645	\$108,065	\$11,580	Volunteer Programs has one full time staff person and a part time temporary staff who specifically work on volunteer activities to encourage recycling and waste reduction. This position was transferred from Public Works in FY 2014.	
Summer Youth Program	0.25	\$12,767	\$0	\$1,000	\$13,767	\$0	\$13,767	Youth In Action is a summer youth program for those 12-15 years of age.	
Beautification	0.28	\$14,053	\$0	\$14,867	\$28,920	\$0	\$28,920	Volunteer Programs supports more than 90 landscaped beds in the right of way maintained by volunteers.	
Neighborhood Programs:	8.90	\$574,259	\$25,836	\$297,355	\$897,450	\$406,066	\$491,384		
ONS Management	0.08	\$3,858	\$25,836	\$11,400	\$41,094	\$0	\$41,094	Provide oversight and management for the ONS Division	
Rental Inspections	3.95	\$246,105	\$0	\$116,448	\$362,553	\$357,258	\$5,295	Staff are responsible for administering the Rental Unit Conservation Law which includes registration and inspection for the City's 26,000 rental units.	
Code Enforcement	2.19	\$138,489	\$0	\$107,758	\$246,247	\$0	\$246,247	Activities include health code enforcement with a focus on residential areas and residential property maintenance enforcement.	
Nuisance Property Enforcement	1.63	\$110,653	\$0	\$41,266	\$151,919	\$15,000	\$136,919	One inspector spends approximately half of their time focused on nuisance structures. There is a specific process to handle nuisance properties, including providing notice, conducting hearings, and demolishing as needed.	
Neighborhood support	1.05	\$75,154	\$0	\$20,483	\$95,637	\$33,808	\$61,829	The Neighborhood Communications Coordinator supports our neighborhood and home owners association through communication on City programs and activities. We also provide a wide variety of support through mini-grants, a tool lending library, and arranging for dumpsters for neighborhood use.	
Building & Site Development:	20.95	\$1,528,051	\$0	\$484,295	\$2,012,346	\$1,634,741	\$377,605	Most of BSD is one program: construction permits and inspections. The program is broken down by functions.	
Construction permits (administrative)	2.61	\$156,860	\$0	\$122,180	\$279,040	\$279,040	\$0	The "office" functions involved in processing construction permits & associated documents: intake, data entry, fee collection, filing, distribution of plans; scheduling of inspections	
Plan reviews	4.75	\$397,019	\$0	\$39,114	\$436,133	\$436,133	\$0	Review of architectural plans and engineering plans	
Construction inspections	6.20	\$393,580	\$0	\$196,486	\$590,066	\$590,066	\$0	New construction requires an average of 10 inspection visits per site per permit	
"One stop" permits	0.50	\$33,410	\$0	\$18,755	\$52,165	\$52,165	\$0	"One stop" refers to permits that require an application but not architectural or engineering plans. Inspections cost included under "inspections."	

Community Development - Costs By Service Area

FY 2018 Proposed Budget

						Total Budget	Dedicated Sources	General Sources	Notes
						\$4,215,652	\$2,405,890	\$1,809,762	
							57.07%	42.93%	
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used		
Land disturbance permits	0.50	\$48,812	\$0	\$36,910	\$85,722	\$85,000	\$722	Review of plans for grading, stream buffer protection, and site work.	
Erosion control, stormwater management	2.00	\$136,199	\$0	\$7,825	\$144,024	\$0	\$144,024	Inspections of erosion and sedimentation control and storm water management on construction sites	
Tree preservation/landscape plans	1.00	\$68,694	\$0	\$22,300	\$90,994	\$0	\$90,994	City Arborist reviews landscape plans, tree preservation plans, inspects tree protection in the field, investigates complaints, and advises on tree preservation.	
Flood plain management	0.00	\$0	\$0	\$6,350	\$6,350	\$0	\$6,350	Flood plain development permit review	
Right of use/right of way	1.00	\$63,955	\$0	\$6,825	\$70,780	\$42,000	\$28,780	Driveway approaches, street and sidewalk closures, and other improvements located in a City street right of way	
Building code administration	1.49	\$155,645	\$0	\$16,925	\$172,570	\$128,337	\$44,233	Code interpretations; preparation for code appeals, variances, and amendments	
Trade licensing	0.30	\$17,177	\$0	\$5,150	\$22,327	\$22,000	\$327	Formerly a function of trade boards /support staff	
Address assignment	0.25	\$19,588	\$0	\$4,000	\$23,588	\$0	\$23,588		
Code enforcement	0.35	\$37,112	\$0	\$1,475	\$38,587	\$0	\$38,587	Notices of violations, stop-work, commercial property maintenance, and service requests	
Planning and Zoning	8.65	\$723,698	\$0	\$288,717	\$1,012,415	\$256,518	\$755,897		
CATSO transportation planning	2.67	\$243,800	\$0	\$17,740	\$261,540	\$200,968	\$60,572	20% local match is a requirement and must be used for this service; "discretionary" column amount is misleading.	
General administration - All divisions	1.98	\$139,786	\$0	\$42,054	\$181,840	\$6,000	\$175,840	Appears as zero because it has been allocated across service lines. Activities that serve the organization (City strategic planning, training, software management, committee service, performance review, budgeting, etc.)	
Zoning administration	1.00	\$85,028	\$0	\$62,322	\$147,350	\$17,600	\$129,750	Annexation petitions, zoning map and text amendments, conditional use approvals, and zoning variances. Includes reporting to Planning & Zoning Commission, Board of Adjustment, and City Council	
Subdivision Code administration	1.00	\$85,028	\$0	\$79,973	\$165,001	\$26,950	\$138,051	Preliminary and final plats of subdivision; street and easement vacations and dedications; street naming; public improvements variances.	
Long-range planning	1.00	\$85,028	\$0	\$65,331	\$150,359	\$0	\$150,359	Comprehensive plan implementation, including area plans, neighborhood planning, and special projects initiated by Council	
Code writing and research	0.80	\$68,023	\$0	\$7,125	\$75,148	\$0	\$75,148	Development Code review, amendments, and related activity	
Commission support	0.20	\$17,005	\$0	\$14,172	\$31,177	\$5,000	\$26,177	Historic Preservation Commission and Bicycle and Pedestrian Commission	
Totals	41.25	\$2,999,141	\$45,267	\$1,171,246	\$4,215,654	\$2,405,890	\$1,809,764		

Law
FY 2018 Proposed Budget

						Total Budget	Dedicated Sources	General Sources		
						\$1,909,159	\$654,714	\$1,254,445		
							34.29%	65.71%		
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used	Notes		
Legislation Drafting and Review	0.90	\$82,781		\$20,012	\$102,793	\$41,117	\$61,676			
								The law department is responsible for the review and drafting of all legislation presented to the City Council for consideration.		
Contract Drafting, Review and Negotiation	1.60	\$147,167		\$35,577	\$182,744	\$145,890	\$36,854			
								The law department is responsible for the review and approval of the form of every contract and deed entered into by the city by each and every department. Legal advice and consultation is provided to identify unusual business terms and conditions of which the contract administrator should be aware. During contract administration, the law department serves as a resource to interpret and provide legal guidance on enforcement of legal terms and conditions contained within contracts.		
Prosecution of Municipal Ordinance Violations	5.25	\$482,887		\$122,296	\$605,183	\$90,777	\$514,406			
								The law department is responsible for the enforcement of all municipal ordinance violations through prosecution of offenses. Offenses include all alcohol and drug related traffic, other traffic and non-traffic ordinance violations as well as parking tickets. Staff interacts with the public in resolving complaints and violations.		
Litigation and Risk Management Activities	1.50	\$137,969		\$121,391	\$259,360	\$103,744	\$155,616			
								In coordination with Risk Management, the law department is responsible for the overall management and monitoring of civil litigation to which the city (or one or more employees) is a party. At any particular time, there are 15-20 active civil cases pending. Case management involves document discovery and production, witness consultation and preparation, pleading review/comment and strategic guidance. Many cases are document intensive. Risk management activities include formal employee training and informal consultation to identify and decrease exposure to high risk processes and procedures. The law department handles condemnation actions and small claims matters internally.		
Real Estate Transactions	1.20	\$110,376		\$27,795	\$138,171	\$69,086	\$69,085			
								The law department drafts and/or reviews all deeds, contracts and title documents to acquire or dispose of real estate and attends closings on behalf of the city.. Easement acquisition for utilities or road projects are escalated to the law department in the event the applicable department negotiator is unable to reach agreement for voluntary conveyance and suit is filed when necessary. Homeowner assistance programs in Community Development and energy conservation programs in Water and Light both require promissory notes, deeds of trust, subordination agreements, releases, etc. to be reviewed and approved on an on-going basis. Cell tower leases are monitored and drafted for existing towers as well as new site locations.		
Special Assignments (Board and Commission Staff Support)	0.60	\$55,188		\$28,906	\$84,094	\$14,500	\$69,594			

Law
FY 2018 Proposed Budget

						Total Budget	Dedicated Sources	General Sources	
						\$1,909,159	\$654,714	\$1,254,445	
							34.29%	65.71%	
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used	Notes	
Commission on Human Rights, Disabilities Commission and Citizen Police Review Board								The law department provides primary staff support for the Citizens Police Review Board, Disabilities Commission, and Commission on Human Rights which includes agenda and minutes preparation as well as meeting attendance. The department fulfills the role of ADA Coordinator for the City and is the Title VI Coordinator for Transit, hearing appeals for all paratransit riders who appeal the decision of the director. Human rights complaints are investigated by the law department and presented to the Human Rights Commission. Outreach and education on fair housing activities is conducted. Staff liaison for the Citizens Police Review Board is responsible for case management and communication with the complainants and city staff on behalf of the board in addition to typical staff liaison duties.	
Development and zoning related activities	0.90	\$82,781		\$20,012	\$102,793	\$5,140	\$97,653		
								The law department provides secondary staff support to the Board of Adjustment and Planning Commission and participates in staff review of all major applications presented.	
General Counsel and Advice	0.40	\$36,792		\$8,894	\$45,686	\$11,422	\$34,264		
To city manager, city council, department heads, boards and commissions, city staff								Attorneys in the law department are assigned to serve as a primary and secondary resource to departments for general legal advice. The department has an open door policy allowing any employee to seek legal guidance related to city business and will attend any meeting upon request. Changes in state and federal case law and legislation are monitored and researched for impact on city operations.	
Nuisance Abatement and Enforcement	0.25	\$22,995		\$5,559	\$28,554	\$0	\$28,554		
								The law department in both the civil and prosecution divisions participate in consultation, review and enforcement of nuisance abatement actions related to dangerous buildings, trash and debris and health/safety/welfare concerns.	
Public Finance and Bond Transactions	0.05	\$4,599		\$1,112	\$5,711	\$4,569	\$1,142		
								Over the past four years, the city has been involved directly or indirectly in the issuance or refinancing of ten significant bond transactions involving the review and editing of all Official Statements and related documents approved or executed by the city in connection with the transaction.	
Business Licensing Regulation and Enforcement	0.10	\$9,198		\$2,224	\$11,422	\$0	\$11,422		
								The law department provides consultation on business licensing issues, business complaints, compliance issues, alcohol licensing and enforcement, fee collection, enhanced regulation, etc.	
Labor Negotiations	0.30	\$27,594		\$6,671	\$34,265	\$15,762	\$18,503		
								The deputy city counselor is on the negotiation team for meet and confer activities related to organized labor groups, which includes the drafting of complex collective bargaining agreements for each bargaining unit within the city.	

Law
FY 2018 Proposed Budget

						Total Budget	Dedicated Sources	General Sources		
						\$1,909,159	\$654,714	\$1,254,445		
							34.29%	65.71%		
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used	Notes		
Administration and Management	0.30	\$27,594		\$6,671	\$34,265	\$15,762	\$18,503			
								The administration and management of the department is spread out between the City Counselor, Deputy City Counselor, City Prosecutor, Assistant to the City Counselor and Administrative Supervisor in Prosecution. Time is allocated to personnel management and evaluation, budgeting, office supervision and general administration of departmental matters. Administration and management includes strategic planning activities.		
Sunshine Law: Records and Open Meetings	0.25	\$22,995		\$5,559	\$28,554	\$14,277	\$14,277			
								Numerous requests are received for legal guidance and interpretation of the Sunshine Law by the various records custodians located throughout the city. In addition, the law department provides training and on-going education for records custodians and staff liaisons for boards and commissions as well as the boards and commission members.		
Utility Regulation, Billing, Compliance	0.50	\$45,990		\$11,118	\$57,108	\$57,108	\$0			
								In particular, the electric utility and railroad operations are highly regulated activities requiring the allocation of dedicated legal resources to assist with regulatory compliance. Other utility operations require specialized legal assistance as well.		
Police Legal Advisor	0.70	\$64,386		\$15,565	\$79,951	\$0	\$79,951			
								In 2013, an assistant city counselor with a background in prosecution was recruited and assigned specifically to provide specialized legal services to the police department. Approximately 60% of the time is spent solely on police matters relating to Sunshine Law, training, legal updates, reviewing policies and procedures, police contracts and employment law issues. The remaining time is spent on cross-departmental requests related to personnel, ordinance drafting and Sunshine.		
Personnel and Human Resources	0.65	\$59,787		\$14,453	\$74,240	\$34,150	\$40,090			
								The law department provides guidance on a wide array of employment matters, including complaints filed with EEOC and the MCHR. In addition to general laws related to employment matters (FLSA, FMLA, ADA, ERISA, USERRA, etc.), advice is provided on application of Chapter 19, employee grievances and complaints, and employee disciplinary processes and procedures. When necessary, an attorney in the department presents cases to the Personnel Advisory Board for review and recommendation. The law department participates in Human Resources training as a trainer for new employees.		
Environmental and Regulatory Matters	0.20	\$18,396		\$4,447	\$22,843	\$22,843	\$0			
								The law department receives and evaluates DNR and EPA alleged violations and participates in negotiations and settlement of related complaints.		
Elections and Ballot Measures	0.10	\$9,198		\$2,224	\$11,422	\$8,567	\$2,855			

Law
FY 2018 Proposed Budget

						<u>Dedicated</u>	<u>General</u>	
						<u>Sources</u>	<u>Sources</u>	
						Total Budget		
						\$1,909,159	\$654,714	\$1,254,445
							34.29%	65.71%
						Total	Total	
						Dedicated	Discretionary	
						Sources Used	(General	
							Sources) Used	
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost			Notes
								The law department provides counsel and guidance on all ballot measures, including citizen initiatives.
Total	15.75	\$1,448,673		\$460,486	\$1,909,159	\$654,714	\$1,254,445	

Municipal Court - Costs By service Area

FY 2018 Proposed Budget

						Total Budget	Dedicated Sources	General Sources	Notes
						\$912,603	\$17,150	\$895,453	
							1.88%	98.12%	
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used		
Court Operations	7.00	\$488,358	\$13,472	\$233,912	\$735,742	\$17,150	\$718,592		

Municipal Court - Costs By service Area

FY 2018 Proposed Budget

						Total Budget	Dedicated Sources	General Sources		
						\$912,603	\$17,150	\$895,453		
							1.88%	98.12%		
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used	Notes		
								Preparation of court dockets for Show Cause Hearings and Probation Violation Hearings. Monitor compliance with judge's orders for defendants on probation. Monitor payment of fines, court costs, and fees. Issue warrants, send out notices for probation violation hearings, maintain/monitor community service providers, and conduct the Stealing Offenders Program monthly.		
								OTHER COSTS - (\$236,098 total*) Materials & Supplies *\$46,118, Travel & Training *\$7,150, Intragovernmental charges *\$123,131, Utilities Services & Miscellaneous *\$59,699		
								DEDICATED SOURCE - (\$17,150 total*) Bond Forfeitures *\$3,000, Accounts receivable *\$3,500, Stealing offenders program *\$10,650		
Traffic Violations	3.00	\$128,453	\$40,666	\$7,742	\$176,861	\$0	\$176,861			
								STAFF - (3) Window Clerks (Sr. ASA)		
								DAILY FUNCTIONS -		
								PARKING - Process payments and answer questions about parking tickets at the Violations Bureau Window. Mail out letters to registered owners with outstanding parking tickets. Process parking tickets received through the mail. Send out impound notices for vehicles that have been towed for outstanding parking tickets. Enter uniform citations tickets. Retain current registered owners addresses through Missouri Uniform Law Enforcement Systems (MULES) on returned parking mail.		
								COURT - Enter tickets filed with the court by the City Prosecutor into court soft ware. Assist public with court matters . Process payments through the Traffic Violations Bureau for tickets payable out of court. Check defendant into court, maintain court decorum while court is in session, assist Deputy Court Clerk with files. Finger print defendants when the police are unable to do so. Process payments through Trafficpayment.com, process bonds, and close out probation when completed.		
								OTHER COSTS - (\$6,616 total*) Materials & Supplies *\$825, and Intragovernmental charges *\$5,791		
Total	10.00	\$616,811	\$54,138	\$241,654	\$912,603	\$17,150	\$895,453			

Streets and Engineering FY 2018 Proposed Budget

						Total Budget	Dedicated Sources	General Sources
						\$8,980,277	\$8,334,537	\$645,740
							92.81%	7.19%
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used	Notes
Administration	5.25	\$524,133		\$199,761	\$723,894	\$417,447	\$306,447	Provides Department Oversight: Preparation of documents for City Council; administer professional engineering services contracts and all capital improvement building construction contracts; administer various grants and reimbursements; special projects as assigned. Provides Financial Functions: budgeting; purchasing; accounts payable; invoicing; training; maintenance of contracts. Provides Human Resources Functions: HR Liaison; timesheet entry; purchasing related duties. Other: includes materials and supplies, intragovernmental charges, utilities, services & misc.
Street Maintenance	29.00	\$1,493,781	\$74,477	\$3,701,027	\$5,269,285	\$5,269,285		Concrete and asphalt surface repairs and replacements on 1360 lane miles of city maintained streets. Annual chipseal maintenance program 32 lane miles of street in FY16. Mowing along city maintained right of way during the growing season - April thru October. Gravel Road maintenance, blading and ditching, on city maintained gravel roads. Emergency response to events such as flooding, snow and ice, tornado's, etc., city-wide. Assist with Operation Clean Streets program providing personnel and equipment support, litter and debris pick up along city right of way, General Sources used for Contracted Services such as Mill and Overlay, Mowing, Sidewalk Repair, Sidewalk Trip Mitigation, Concrete Street Repair, Surface Sealing, Slab Jacking, Tree Maintenance and Removal.
Street Cleaning	4.00	\$189,281	\$5,486	\$211,968	\$406,735	\$406,735		Mechanical sweeping of 1360 lane miles of city maintained streets and bicycle lanes. Sweeping occurs year round, weather permitting. Street sweepers also work with maintenance crews sweeping streets after they are chipsealed, annually. During winter months street sweepers sweep streets and bridge decks (city maintained) removing any excess road salt. Emergency response to events such as flooding, snow and ice, tornado's, etc., city wide. Assist with Operation Clean Streets program providing personnel and equipment support, litter and debris pick up along city right of way,
Snow Removal			\$1,088	\$495,159	\$496,247	\$496,247		Snow and ice control response on 1360 lane miles of city maintained streets. Snow and ice control response on various pedestrian walkways and city maintained parking lots. Inspection and preparation of all equipment used for snow removal operations. Mixing/manufacture and testing of salt brine/beet juice mixture used as a de-icing agent on city maintained streets.
Street Lighting				\$339,293	\$339,293		\$339,293	
CIP Design [1]	5.10	\$396,604		\$148,760	\$545,364	\$545,364		

Streets and Engineering FY 2018 Proposed Budget

						Total Budget	Dedicated Sources	General Sources		
						\$8,980,277	\$8,334,537	\$645,740		
							92.81%	7.19%		
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used	Notes		
								Completes in-house design of street, sidewalk, and trail capital improvement projects. Manages consultants' designs of street, sidewalk, and trail capital improvement projects. Applies for funding grants through MoDOT, CDGB, etc. Completes submittals and coordinates reviews for MoDOT, CDGB, and EDA funded projects. Coordinates with MoDOT, County, CID, other City departments, etc. about impacts during design of the projects. Holds Interested Parties meetings and other project outreach meetings. Meets with property owners and citizens. Assists with easement negotiations. Holds utility coordination meetings and works with the utilities. Provides City-wide AutoCAD training. Provides AutoCAD assistance to other City departments. Drafts council memos. Responses to Council information requests. Review and revises City specifications. Answers inquiries from public. Assists with snow removal efforts.		
Survey [2]	5.00	\$310,688		\$148,765	\$459,453	\$459,453				
								Completes field survey work for all City Departments. Assures proper survey practices and techniques. Checks field note reductions. Coordinates with other City departments on Capital Projects. Prepares descriptions of areas surveyed. Drafts easement descriptions for projects designed in-house. Reviews easement descriptions drafted by consultants. Updates description of City corporate boundaries, Reviews subdivision plats and legal descriptions. Reviews annexation, rezoning, easement, and right-of-way requests. Prepare and maintains various engineering documents including plans, plats, deeds, and surveys. Assures proper inventory of equipment and supplies. Answers inquiries from public. Maintains various records pertaining to engineering survey work.		
Inspection [3]	3.00	\$234,559		\$89,259	\$323,818	\$323,818				
								Provides construction compliance inspection for all Public Work capital improvement projects. Conducts and coordinates construction materials testing. Responds to contractor inquiries during construction. Completes review of preliminary and final plans and specifications. Coordinates with MoDOT, County and other state and federal departments for impacts during construction. Addresses property owner concerns during construction. Coordinates utility relocation during construction. Coordinates with the Consultant or design engineer during construction. Leads preconstruction meeting, progress meetings, pre final meeting, and final inspection meeting. Coordinates the projects with other City departments. Coordinates with agencies for grant funded projects such as MoDOT, EDA, and CDGB. Completes change orders and monthly pay estimates. Completes project close out documents. Reviews City specifications. Assists with snow removal efforts.		

Streets and Engineering FY 2018 Proposed Budget

						Total Budget	Dedicated Sources	General Sources		
						\$8,980,277	\$8,334,537	\$645,740		
							92.81%	7.19%		
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used	Notes		
Right-of Way [4]	1.00	\$84,840		\$29,753	\$114,593	\$114,593				
								Negotiates with property owners for the purchase of land. Acquires of easements and access rights for various departments. Managers outsources acquisition projects. Corresponds with out-of-town property owners, attorneys, trust department officers, etc. to obtain needed right of way. Maintains a variety of records pertaining to land acquisition activities. Researches records to determine property ownership and obtains other relevant information. Maintains right of way files and records. Arranges appraisals and title reports. Prepares lien waivers and statements of just compensation. Works with Legal Department on acquisitions requiring legal action. Testifies in court. Researches real estate market values. Prepares appraisals as needed.		
Traffic Design [5]	2.70	\$242,089		\$59,506	\$301,595	\$301,595				
TOTALS	55.05	\$3,475,975	\$81,051	\$5,423,251	\$8,980,277	\$8,334,537	\$645,740			

City Manager - Costs by Service Area
FY 2018 Proposed Budget

						Total Budget	Dedicated Sources	General Sources		
						\$1,436,070	\$800,745	\$635,325		
							55.76%	44.24%		
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used	Notes		
Special Event Coordination	1.00	\$61,333	\$0	\$4,150	\$65,483	\$65,483	\$0			
Event Services Specialist								"Other costs" include: supplies, equipment, travel, training, dues, food, intragovernmental charges, utilities & misc. items. Dedicated Sources: This includes an equally divided portion of G&A Fees and Local Revenues; split among the FTE's in the CMO from which "other costs" are General Fund funded.		
Central Missouri Community Foundation	1.00	\$106,809	\$0	\$0	\$106,809	\$18,500	\$88,309			
Trust Administrator								"Other costs" are not General Fund funded for this position. The are reflected in the Contributions Fund budget. Dedicated Sources: This is a contribution of \$18,500 from CMCF to fund a portion of personnel costs for the Trust Administrator.		
Internal Audit	1.00	\$90,864	\$0	\$59,871	\$150,735	\$122,573	\$28,162			
Internal Auditor								"Other costs" include: supplies, equipment, travel, training, dues, food, intragovernmental charges, utilities & misc. items. Dedicated Sources: This includes an equally divided portion of G&A Fees and Local Revenues; split among the FTE's in the CMO from which "other costs" are General Fund funded.		
Utility Leadership	0.20	\$44,026	\$0	\$59,871	\$103,897	\$103,897	\$0			
0.20 of Deputy CM. Represents the General Fund operations that the Deputy City Manager is responsible for, including oversight of Public Works and Community Development.								"Other costs" include: supplies, equipment, travel, training, dues, food, intragovernmental charges, utilities & misc. items. Dedicated Sources: This includes an equally divided portion of G&A Fees and Local Revenues; split among the FTE's in the CMO from which "other costs" are General Fund funded.		
Service Department Leadership	0.50	\$70,015	\$0	\$134,798	\$204,813	\$122,573	\$82,240			

City Manager - Costs by Service Area
FY 2018 Proposed Budget

						Total Budget	Dedicated Sources	General Sources	Notes
						\$1,436,070	\$800,745	\$635,325	
							55.76%	44.24%	
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used		
0.50 of Assistant CM. Represents the General Fund operations that the Assistant City Manager is responsible which includes Cultural Affairs as well as other duties which include special events, civic relations, and the strategic plan.									
Operations Department Leadership	0.90	\$179,149	\$0	\$59,871	\$239,020	\$122,573	\$116,447		
0.80 of Deputy CM. Represents the General Fund operations that the Deputy City Manager has oversite over which include Human Resources, Parks and Recreation, Law, and Health and Human Services.									
Council Support	2.25	\$119,606	\$0	\$59,871	\$179,477	\$122,573	\$56,904		
2 City Mgmt Fellows, 0.25 Asst to the CM									
Citywide Management (Public Safety & Financial Leadership)	1.75	\$296,220	\$16,148	\$59,871	\$372,239	\$122,573	\$249,666		
City Manager and 0.75 Asst to the CM									
Clerical Support	0.25	\$13,597	\$0	\$0	\$13,597	\$0	\$13,597		
Total	8.85	\$981,619	\$16,148	\$438,303	\$1,436,070	\$800,745	\$635,325		

Human Resources - Costs by Service Area

FY 2018 Proposed Budget

							Total Budget	Dedicated Sources	General Sources	Notes
							\$1,168,766	\$627,689	\$541,077	
								53.71%	46.29%	
Service Area:	FTE Utilized	Payroll Verification Report Salaries + Benefits	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used		
Classification and Compensation	0.87		\$78,740	\$0	\$78,742	\$157,482	\$56,743	\$100,739		
- Administration	0.81		\$70,907	\$0	\$6,839	\$77,746	\$52,412	\$25,334		
- CBIZ Contract	0.01		\$2,236	\$0	\$56,441	\$58,677	\$942	\$57,735		
- World at Work Dues	0.01		\$1,458	\$0	\$265	\$1,723	\$502	\$1,221		
- Intragovernmental Charges & Telephone	0.04		\$4,139	\$0	\$15,197	\$19,336	\$2,887	\$16,449		
Employee Performance	1.39		\$91,383	\$0	\$26,803	\$118,186	\$90,388	\$27,798		
- Administration	1.33		\$87,551	\$0	\$2,570	\$90,121	\$86,182	\$3,939		
- Intragovernmental Charges & Telephone	0.07		\$3,832	\$0	\$24,233	\$28,065	\$4,206	\$23,859		
Employee Relations	1.51		\$111,321	\$0	\$45,321	\$156,642	\$97,794	\$58,848		
- Administration	1.25		\$94,272	\$0	\$6,270	\$100,542	\$81,286	\$19,256		
- Court Reporting	0.04		\$3,012	\$0	\$8,000	\$11,012	\$2,448	\$8,564		
- MCHR/Ed Trek Training	0.00		\$0	\$0	\$4,000	\$4,000	\$0	\$4,000		
- Food for Personnel Advisory Board (PAB) hearings	0.00		\$0	\$0	\$0	\$0	\$0	\$0		
- Records Management	0.07		\$4,929	\$0	\$832	\$5,761	\$4,519	\$1,242		
- Intragovernmental Charges & Telephone	0.15		\$9,108	\$0	\$26,219	\$35,327	\$9,541	\$25,786		
Labor Relations	0.74		\$94,889	\$0	\$17,264	\$112,153	\$47,767	\$64,386		
- Administration	0.70		\$90,540	\$0	\$4,282	\$94,822	\$45,696	\$49,126		
- Missouri Public Employer Labor Relations Association Dues	0.01		\$1,458	\$0	\$175	\$1,633	\$502	\$1,131		

Human Resources - Costs by Service Area

FY 2018 Proposed Budget

							Total Budget	Dedicated Sources	General Sources	
							\$1,168,766	\$627,689	\$541,077	
								53.71%	46.29%	
Service Area:	FTE Utilized	Payroll Verification Report Salaries + Benefits	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used	Notes	
- Intragovernmental Charges & Telephone	0.02		\$2,891	\$0	\$12,807	\$15,698	\$1,569	\$14,129	The City currently recognizes 5 labor groups. Consult with labor groups on application of city ordinances, policies and rules and other terms and conditions of employment. This functional area supports compliance with city, state and federal ordinances, laws and regulations.	
Recruitment and Hiring	3.31		\$195,705	\$2,508	\$247,854	\$446,067	\$189,571	\$256,496		
- Administration	1.43		\$97,052	\$2,508	\$9,115	\$108,675	\$77,782	\$30,893	Support entire organization, including public safety and other safety sensitive operations, by managing non-discriminatory recruitment and selection processes. Accept and process all employment applications, advertise, administer performance tests, interview, coordinate pre-employment drug tests, order and review criminal background checks, evaluate starting pay for compliance, handle all communication with job applicants. Annually test 350+ permanent job applicants, interview 1,200+ permanent job applicants, coordinate and manage 200+ permanent employee selection processes. Processed 5,500+ permanent position applications last year, and hired 172 new permanent employees. Also coordinate selection of temporary employees with all City departments. This functional area supports compliance with FLSA, EEOC/pay discrimination, ADA, Title VII, DOL, CDL testing and city, state and federal ordinances, laws and regulations. Annually over 1,100 criminal checks performed.	
- People Admin Software Contract	0.01		\$778	\$0	\$23,000	\$23,778	\$439	\$23,339		
- Auto Reimbursement	0.03		\$1,903	\$0	\$800	\$2,703	\$1,946	\$757		
- Criminal, driving, and utility security clearance background checks	0.81		\$38,745	\$0	\$30,500	\$69,245	\$52,412	\$16,833		
- Missouri Commercial Driver's License Third Party Tester Program	0.27		\$14,056	\$0	\$0	\$14,056	\$7,028	\$7,028		
- Records Management Fees	0.00		\$0	\$0	\$834	\$834	\$0	\$834		
- Job Advertising	0.37		\$19,583	\$0	\$120,500	\$140,083	\$23,852	\$116,231		
- Employee IDs and building access fobs	0.05		\$2,153	\$0	\$4,500	\$6,653	\$3,264	\$3,389		
- Selection process food	0.05		\$3,586	\$0	\$1,000	\$4,586	\$3,076	\$1,510		
- Intragovernmental Charges & Telephone	0.30		\$17,849	\$0	\$57,605	\$75,454	\$19,772	\$55,682		
Payroll Support	1.85		\$124,611	\$10,033	\$43,592	\$178,236	\$145,426	\$32,810	Support entire City organization in setup, maintenance and termination of employee records. Process all hiring proposals and personnel actions to ensure accurate employee classification, pay and benefits for time entry and paychecks through the payroll system. Payroll setup/support transactions 5,244 per year; benefit change transactions of 663 per year; benefit orientation sessions average 26-38 per year for 175-258 new employees. Create, maintain and manage all official personnel and benefit records for employees and retirees, complying with state record retention guidelines. Respond to all information requests and subpoenas related to personnel records. Work closely with Finance Department to implement, support and maintain the Munis HR/Payroll system. This functional area supports compliance with FLSA, DOL/minimum wage and city, state and federal ordinances, laws and regulations. Other Costs includes overtime budget.	
- Administration	1.78		\$120,287	\$10,033	\$10,336	\$140,656	\$140,656	\$0		
- Records management fees	0.03		\$1,917	\$0	\$834	\$2,751	\$2,134	\$617		
- IHRIM dues	0.01		\$490	\$0	\$195	\$685	\$502	\$183		
- Intragovernmental Charges & Telephone	0.03		\$1,917	\$0	\$32,227	\$34,144	\$2,134	\$32,010		
Totals	9.66		\$696,649	\$12,541	\$459,576	\$1,168,766	\$627,689	\$541,077		

Cultural Affairs - Costs By Service Area

FY 2018 Proposed Budget

					Total Budget	Dedicated Sources	General Sources	Notes
					\$525,548	\$103,290 19.65%	\$422,258 80.35%	
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used	
OCA Programs:	2.30	\$190,657	\$0	\$237,100	\$427,757	\$73,290	\$354,467	
Columbia Values Diversity Celebration	0.25	\$21,759	\$0	\$38,500	\$60,259	\$38,500	\$21,759	The Columbia Values Diversity Celebration is Columbia's largest event centered around inclusion and diversity. It is held annually in January for the past 25 years.
Celebration of the Arts (formerly Poster Party)	0.25	\$21,759	\$0	\$10,350	\$32,109	\$10,600	\$21,509	The newly branded Celebration for the Arts is an evening for arts and culture organizations to come together and celebrate their collective impact. A annual commemorative poster is unveiled. This year marks its 25th year.
Commemorative Poster Design	0.14	\$7,502	\$0	\$250	\$7,752	\$1,690	\$6,062	25th annual Commemorative Poster in 2016 continues to show pride in our community and celebrates a local artist.
Arts & Culture Organizational Annual Funding & Small Request Funding Management	0.25	\$21,759	\$0	\$108,850	\$130,609	\$0	\$130,609	The OCA distributes \$100,000 to arts and culture organizations annually and \$3,000 for smaller projects and/or emerging organizations.
Percent For Art & Public Art Collections Mangement	0.21	\$19,649	\$0	\$1,360	\$21,009	\$100	\$20,909	The OCA oversees all Percent for Art projects as well as maintains an electronic database on the City's public art collection.
Public Art Guides/Columbia Art Guide/Otodcast Mobile App Art Guide and Partners in Education.	0.15	\$8,293	\$0	\$6,650	\$14,943	\$5,100	\$9,843	Design/Layout/Production/Distribution of all public art guides and Columbia art guides. OCA also has a mobile app public art guide that is updated throughout the year. We also feature temporary art at the True/False festival. OCA works with Columbia Public Schools to identify and schedule artists in residences as well as a variety of classroom projects ranging from traffic boxes to poster design.
Traffic Box Art Program	0.01	\$528	\$0	\$2,900	\$3,428	\$1,300	\$2,128	Call to artist/Standing Committee on Public Art organization/Contracting with selected artist/Final production process. This graffiti abatement program has been wildly successful and is now a model for other communities to follow, i.e., St. Joseph, MO and Stamford, CT.
Family Fun Fest and Poster design (by elementary/middle school children)	0.15	\$8,293	\$0	\$6,550	\$14,843	\$4,700	\$10,143	OCA presents the arts themed family fun fest at Cosmo Park and works with Parks and Rec in choosing a poster theme from a children's art show.
Art news weekly newsletter, Arts & Culture Minute with KBIA, Arts and Culture Organization Online Directory and Citizen's Handbook artwork coordinator	0.15	\$8,293	\$0	\$3,380	\$11,673	\$2,500	\$9,173	The OCA extends the marketing reach of the arts and culture organizations within our community and receives \$2,500 from the Missouri Arts Council to offset costs. OCA conducts a call for artist and helps select artwork for the Citizen's Handbook.
Poetry Out Loud Regional Competition	0.11	\$6,183	\$0	\$560	\$6,743	\$0	\$6,743	The OCA hosts the Mid-Missouri regional competition of Poetry Out Loud, a national initiative to increase the awareness of the power of poetry.

Cultural Affairs - Costs By Service Area

FY 2018 Proposed Budget

					Total Budget	Dedicated Sources	General Sources	Notes
					\$525,548	\$103,290 19.65%	\$422,258 80.35%	
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used	
OCA Programs:	2.30	\$190,657	\$0	\$237,100	\$427,757	\$73,290	\$354,467	
Stephens Lake Park Amphitheatre Concert, One Read Art Show Collaboration, Care Gallery Collaboration	0.01	\$528	\$0	\$2,750	\$3,278	\$200	\$3,078	Provide technical assistance funds for the Missouri Symphony to produce a concert at Stephens Lake Park. OCA collaborates with the library to help promote the One Read Program and one Cultural Affairs Commissioner serves on the One Read selection panel. OCA collaborates with the CARE program on a variety of projects and provides them with a \$500 sponsorship.
Columbia Arts Fund management	0.10	\$13,466	\$0	\$8,525	\$21,991	\$8,500	\$13,491	OCA Director serves as primary advisor for the Columbia Arts Fund as well as actively raises money through the Celebration for the Arts party.
Citizen Handbook Artwork	0.00	\$0	\$0	\$1,150	\$1,150	\$0	\$1,150	
Capacity Building Workshops for Arts & Culture Organizations	0.15	\$16,104	\$0	\$535	\$16,639	\$100	\$16,539	OCA conducts workshops for organizations in regards to fundraising, board development, organizational development, etc. in order to help promote organizational sustainability and growth.
Sister Cities Program and the USS Columbia	0.10	\$13,466	\$0	\$5,000	\$18,466	\$0	\$18,466	OCA maintains active communications with several Sister Cities throughout the world. OCA serves as liaison with the Mayor's Task Force on the USS Columbia, a US Navy nuclear submarine who, as a part of the Navy's namesake city program, bears the Columbia name.
Artrageous Weekends in the Downtown CID	0.03	\$1,319	\$0	\$50	\$1,369	\$0	\$1,369	OCA is a sponsor of Artrageous Weekends through funds received by the Missouri Arts Council.
American's for the Arts Conference	0.15	\$8,290	\$0	\$0	\$8,290	\$0	\$8,290	One OCA member attends the American's for the Arts Conference annually. We receive a grant from the Missouri Association of Community Arts Agencies to offset costs.
Cable Access Television	0.10	\$13,466	\$0	\$35,000	\$48,466	\$0	\$48,466	Liaison between City and CATV and oversee the distribution of \$35,000 for FY2018
Community Programming	0.00	\$0	\$0	\$4,740	\$4,740	\$0	\$4,740	
Cultural Heritage Liaisons	0.20	\$26,930	\$0	\$70,861	\$97,791	\$30,000	\$67,791	
John William "Blind" Boone Home	0.10	\$13,466	\$0	\$18,616	\$32,082	\$15,000	\$17,082	Liaison between the Blind Boone Foundation and the City. \$15,000 cultural heritage funding is from the CVB.
Maplewood House at Nifong Park	0.10	\$13,464	\$0	\$21,478	\$34,942	\$15,000	\$19,942	Liaison between the Boone County Historical Society and the City. \$15,000 cultural heritage funding is from the CVB.
Intragovernmental Charges	0.00	\$0	\$0	\$6,597	\$6,597	\$0	\$6,597	
CVB & Chamber Expenses	0.00	\$0	\$0	\$175	\$175	\$0	\$175	

Cultural Affairs - Costs By Service Area

FY 2018 Proposed Budget

					Total Budget	Dedicated Sources	General Sources		
					\$525,548	\$103,290	\$422,258		
						19.65%	80.35%		
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used	Notes	
OCA Programs:	2.30	\$190,657	\$0	\$237,100	\$427,757	\$73,290	\$354,467		
Conferences & Continuing Education	0.00	\$0	\$0	\$10,805	\$10,805	\$0	\$10,805	Conferences include American's for the Arts, ICMA, and Chamber Inter-City Leadership Visits. Continuing education courses in government arts administration and other developmental instruction.	
Office and Walton Building management	0.00	\$0	\$0	\$13,190	\$13,190	\$0	\$13,190	Maintenance agreements, utilities, and service agreements for Walton Building residency.	
Totals	2.50	\$217,587	\$0	\$307,961	\$525,548	\$103,290	\$422,258		

**Economic Development - Costs by Service Area
FY 2018 Proposed Budget**

Total Budget	Dedicated Sources	General Sources		
\$502,322	\$121,482	\$380,840	Reimbursement from SBTBC	\$30,000
	24.18%	75.82%	Reimbursement from REDI	\$45,482
			Operating Transfer from CVB	\$46,000
				\$121,482

Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used	Notes	Programmatic Aspects: Objectives and Action Steps
Expansion	0.85	\$95,499		\$15,005	\$110,504	\$0	\$110,504	Expansion/Retention - ensuring stability of existing legacy companies.	Objectives: Expand existing legacy companies and mitigate the loss of quality jobs; and, decrease the area unemployment rate and increase the number of residents employed; and, identify local business climate issues that inhibit or constrain growth of local companies. Action Steps: Conduct site visits with area businesses and community leadership on a regular basis to address specific needs; and, introduce and/or include Missouri Department of Economic Development staff on business visits when appropriate, to explain state tax credit and training incentives; and, utilize applicable local and state incentive(s); and identify skill gaps and work with local educational partners to train workers; and, maintain Missouri Work Ready Community certification by encouraging individuals in our work force to obtain a National Career Readiness Certificate (NCRC) and area employers to utilize the NCRC as part of their hiring practices; and, utilize area data and track applicable performance measures.
Attraction	0.85	\$95,502	\$0	\$15,004	\$110,506	\$0	\$110,506	Attraction - targeted industry development (bioscience, advanced manufacturing, IT/data centers, regional back office).	Objectives: Increase total number of new businesses and employment in targeted industry sectors; and, assess local economic conditions; and, increase local competitiveness. Action Steps: Market Columbia and Boone County, maintain current site and building data on Location One; and, pursue new business opportunities through Missouri Partnership; and, utilize applicable local and/or state incentive(s); and, maintain prospect reports, evaluate lost business reports and those projects that proposals were not submitted for; and, maintain and disseminate data related to local conditions to include existing labor statistics, workforce skills, availability of development and educational resources; and, work with educational partners to provide applicable labor force training, certification and degree programs; and, identify infrastructure improvement(s) needed; and, provide policy recommendations to applicable governing body.
Entrepreneurship	1.30	\$99,198	\$6,728	\$15,005	\$120,931	\$36,728	\$84,203	Entrepreneurship - supporting startups and advancing emerging technologies.	Objectives: Increase number of Innovation Hub clientele through active recruitment efforts; and, provide programmatic support in partnership with area resources to entrepreneurs in the region; and, foster business growth and scalability of the region's startups.

**Economic Development - Costs by Service Area
FY 2018 Proposed Budget**

Total Budget	Dedicated Sources	General Sources		
\$502,322	\$121,482	\$380,840	Reimbursement from SBTBC	\$30,000
	24.18%	75.82%	Reimbursement from REDI	\$45,482
			Operating Transfer from CVB	\$46,000
				\$121,482

Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used	Notes	Programmatic Aspects: Objectives and Action Steps
									Action Steps: Market Innovation Hub as an entrepreneurial resource and attract a diverse clientele; and, make physical improvements to the Innovation Hub workspace to improve the work environment and ensure client success; and, develop a network of professionals to provide business counseling services, consulting, mentoring, trainings; and create, collaborate and coordinate entrepreneurial activities and events with area resources as part of the greater ecosystem; and, pursue grant opportunities to enhance the region's programmatic offerings; and, provide direct financial assistance and/or establish financing programs; and, provide technical expertise in the development of a Tier 2/Business Accelerator facility.
Communications	0.00		\$38,754	\$15,004	\$53,758	\$38,754	\$15,004	Communications - media relations/investor relations.	Objectives: Provide communications support through promotion of economic development programs to the public through a variety of media outlets; and, coordinate media inquiries and establish communications strategies; and, maintain investor relations and seek new investments.
								Jean Nicklas - REDI reimburses the City	Action Steps: Educate the community about organization outcomes and impact on the local economy; and, educate residents about the economic impact of existing legacy companies and the value of tax credit and abatement programs to public entities; and, educate residents about the economic impact of local employment of targeted industry sectors; and, promote Innovation Hub clientele, their companies and emerging technologies; and, conduct outreach to investors on a regular basis.
REDI Board of Directors	0.50	\$60,623	\$0	\$46,000	\$106,623	\$46,000	\$60,623	Organizational management - leadership, teamwork, and problem solving.	Objectives: Position REDI as the region's foremost economic development organization; and, provide opportunities for investors to participate and strengthen collaboration community-wide; and, encourage diverse representation by Class A and Class B investors on the Board of Directors; and, develop staff professionally and personally; and, ensure ongoing financial stability for the organization; and, conduct outreach to investors on a regular basis.
								Annual investment Class A representation: two voting board members; two non-voting ex-officio board members	Action Steps: Convene community leadership and organizational representatives; and, advocate for a stronger regional economy and implement new initiatives; and, be an active solutions-based partner by fostering and improving economic opportunities for all individuals; and, fill Board vacancies annually; and, encourage new representatives to serve; and, provide organization and department leadership by encouraging a healthy work-life balance and providing intellectually engaging work in a supportive environment; and, evaluating expenses and implementing cost-saving measures; and, increasing revenues and seeking sponsorship opportunities.
Totals	3.50	\$350,822	\$45,482	\$106,018	\$502,322	\$121,482	\$380,840		

City Clerk - Costs by Service Area
FY 2018 Proposed Budget

						Total Budget	Dedicated Sources	General Sources	Notes
						\$430,559	\$178,720 41.51%	\$251,839 58.49%	
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used		
Senior Administrative Support Assistant	1.00	\$52,313	\$4,494	\$0	\$56,807	\$23,573	\$33,234		
								Answers the City Manager Office phone line, and works in the City Clerk's Office to assist with the responsibilities of that office, which includes assisting with the management of board and commission membership, digitizing records and associated records management, payment of bills, customer service	
Deputy City Clerk and City Clerk	2.00	\$214,511	\$0	\$40,581	\$255,092	\$105,892	\$149,200		
								Positions are required by city charter and/or city code, responsibilities involve keeping the records of the city council, which includes minutes, ordinances, resolutions, and other permanent records, attending those council meetings, managing the board and commission membership, forwarding on complaints involving police misconduct, general customer service, reviewing and certifying initiative, referendum, recall petitions, general customer service, assisting with the council agenda, support services to the city council, generate tax bills, advertise notices	
Payment of Elections	0.00	\$0	\$0	\$118,660	\$118,660	\$49,255	\$69,405		
								At least one election is required annually and depending on other city initiatives or the will of the people, other elections could be necessary - This is a charter requirement	
Totals	3.00	\$266,824	\$4,494	\$159,241	\$430,559	\$178,720	\$251,839		

Public Works Administration - Costs by Service Area
FY 2018 Proposed Budget

					Total Budget	Dedicated Sources	General Sources	Notes
					\$222,343	\$56,844 25.57%	\$165,499 74.43%	
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used	
Department Oversight	0.50	\$50,182		\$27,868	\$78,050	\$38,126	\$39,924	
Preparation of documents for City Council; administer professional engineering services contracts and all capital improvement building construction contracts; administer various grants and reimbursements; special projects as assigned								Other costs include: travel for PW director and Deputy City Manager (Glascock); special projects, i.e. COFERS, Strategic Plan; supplies & materials; intragovernmental charges & utilities, services & misc.
Financial Function for Public Works Dept	0.15	\$10,588		\$23,630	\$34,218	\$8,193	\$26,025	
Budgeting, purchasing, accounts payable, travel and training, maintenance of equipment contracts; FTA grants; FAA grants; administrative support for all divisions								Other costs include: supplies & materials, intragovernmental charges & utilities, services & misc
Human Resource Function for Public Works Dept	0.05	\$2,796		\$14,573	\$17,369	\$8,689	\$8,680	
HR liaison, timesheet entry. Process and maintain work orders and purchasing related duties for Building Maintenance & Custodial services								Other costs include: supplies & materials; intragovernmental charges & utilities, services & misc.
Parking Permits and Other Related Duties	0.25	\$12,550		\$32,686	\$45,236	\$1,836	\$43,400	
Issuing and management of the Parking Permit program for all downtown lots and garages; lease of downtown parking meter hoods, CoMo Park Cards, admin duties related to Parking Enforcement								Other costs include: supplies & materials; intragovernmental charges & utilities, services & misc.
Project Inspection				\$47,470	\$47,470		\$47,470	
Managing and inspecting ongoing capital improvement construction projects. Some projects did not budget for staff time.								Projects include: CPD bldg renovations on 7th Street; new CPD north precinct-Auburns Hills subdivision; Grissom Building renovations; Facilities Management of all city-owned buildings; Fire Dept remodel of Stations 4, 5, 6, Training Facility and Standalone building; Parks & Rec pavilions at Discovery Drive (basketball park) and at the ARC.
Total	0.95	\$76,117	\$47,470		\$222,344	\$56,844	\$165,499	

City Council - Costs By Service Area

FY 2018 Proposed Budget

						Total Budget	Dedicated Sources	General Sources		
						\$272,190	\$116,651	\$155,539		
							42.86%	57.14%		
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used			Liaison Dept Notes
City Council	0.00		\$53,567	\$134,373	\$187,940	\$114,651	\$73,289			
- City Council General										Stipends, support items, travel/training, records management costs, advertising costs for boards/commissions, funeral plants - some of this required by city charter or city code
Boards and Commissions:	0.00	\$0	\$0	\$84,250	\$84,250	\$2,000	\$82,250			
- Airport Advisory Board				\$0	\$0	\$0	\$0			Economic Development
- Bicycle/Pedestrian Commission				\$0	\$0	\$0	\$0			Community Development
- Board of Adjustment				\$2,000	\$2,000	\$0	\$2,000			Community Development This Board is required by state statute.
- Board of Health				\$0	\$0	\$0	\$0			Public Health and Human Services
- Building Construction Codes Commission				\$3,550	\$3,550	\$0	\$3,550			Community Development
- Citizens Police Review Board				\$22,500	\$22,500	\$0	\$22,500			Law
- City of Columbia New Century Fund Inc Board				\$0	\$0	\$0	\$0			City Manager
- Columbia Community Development Commission				\$0	\$0	\$0	\$0			Community Development
- Columbia Vision Commission				\$0	\$0	\$0	\$0			Community Relations
- Commissions - General				\$9,000	\$9,000	\$0	\$9,000			
- Commission on Cultural Affairs				\$0	\$0	\$0	\$0			Cultural Affairs
- Commission on Cultural Affairs Standing Committee on Public Art				\$0	\$0	\$0	\$0			Cultural Affairs
- Commission on Human Rights				\$4,500	\$4,500	\$0	\$4,500			Law
- Community Land Trust Organization Board				\$0	\$0	\$0	\$0			Community Development

City Council - Costs By Service Area

FY 2018 Proposed Budget

						Total Budget	Dedicated Sources	General Sources		
						\$272,190	\$116,651	\$155,539		
							42.86%	57.14%		
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used		Liaison Dept	Notes
- Community Tree Task Force				\$0	\$0	\$0	\$0		Community Development	
- Convention and Visitors Advisory Board				\$2,000	\$2,000	\$2,000	\$0		Convention and Visitors Bureau	
- Disabilities Commission				\$1,300	\$1,300	\$0	\$1,300		Law	
- Downtown Columbia Leadership Council				\$0	\$0	\$0	\$0		City Manager	
- Drink Water Planning Work Group				\$0	\$0	\$0	\$0		Utilities	
- Environment and Energy Commission				\$0	\$0	\$0	\$0		Utilities	
- Finance Advisory and Audit Committee				\$0	\$0	\$0	\$0		Finance	
- Firefighters' Retirement Board				\$0	\$0	\$0	\$0		Finance	
- Historic Preservation Commission				\$10,000	\$10,000	\$0	\$10,000		Community Development	
- Human Services Commission				\$0	\$0	\$0	\$0		Public Health and Human Services	
- Integrated Water Resource Planning Committee				\$0	\$0	\$0	\$0		Utilities	
- Liquor License Review Board				\$0	\$0	\$0	\$0		Finance	
- Mayor's Council on Physical Fitness				\$6,000	\$6,000	\$0	\$6,000		Parks and Recreation	
- Mayor's Task Force on Infrastructure				\$0	\$0	\$0	\$0		Utilities	
- Mayor's Task Force on Medical Tourism				\$0	\$0	\$0	\$0		Convention and Visitors Bureau	
- Mayor's Task Force on the USS Columbia				\$0	\$0	\$0	\$0		Cultural Affairs	
- Parking and Traffic Management Task Force				\$0	\$0	\$0	\$0		Community Development	
- Parks and Recreation Commission				\$2,500	\$2,500	\$0	\$2,500		Parks and Recreation	

City Council - Costs By Service Area

FY 2018 Proposed Budget

						Total Budget	Dedicated Sources	General Sources		
						\$272,190	\$116,651	\$155,539		
							42.86%	57.14%		
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used		Liaison Dept	Notes
- Personnel Advisory Board				\$0	\$0	\$0	\$0		Human Resources	
- Planning and Zoning Commission				\$20,900	\$20,900	\$0	\$20,900		Community Development	This board is required by state statute.
- Police Retirement Board				\$0	\$0	\$0	\$0		Finance	
- Public Transit Advisory Commission				\$0	\$0	\$0	\$0		Public Works	
- Railroad Advisory Board				\$0	\$0	\$0	\$0		Utilities	
- Rock Quarry Road Scenic Roadway Stakeholder Advisory Group				\$0	\$0	\$0	\$0		Public Works	This Advisory Group has no budget other than staff time. The Advisory Group is not currently meeting, but may meet semi-annually based on Council direction (likely determined sometime in 2017).
- Source Water Protection Plan Task Force				\$0	\$0	\$0	\$0		Utilities	
- Substance Abuse Advisory Commission				\$0	\$0	\$0	\$0		Public Health and Human Services	
- Tax Increment Financing Commission				\$0	\$0	\$0	\$0		City Manager	
- Water and Light Advisory Board				\$0	\$0	\$0	\$0		Utilities	
- Youth Advisory Council				\$0	\$0	\$0	\$0		City Manager	
Totals	0.00	\$0	\$53,567	\$218,623	\$272,190	\$116,651	\$155,539			
							42.86%	57.14%		

**Traffic & Parking Enforcement
FY 2018 Proposed Budget**

						Total Budget	Dedicated Sources	General Sources	
						\$1,262,675	\$1,218,557	\$44,118	
							96.51%	3.49%	
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used	Notes	
Administration/Management	0.05	\$8,798			\$8,798		\$8,798		
Traffic Control	8.00	\$465,443		\$175,450	\$640,893	\$638,886	\$2,007	Street name signs are manufactured in-house. New and replacement signs, city wide, are installed by maintenance personnel. Installation of pavement markings, line striping, and curb markings, work zone set up and tear down for maintenance projects completed by street maintenance, water & light, sewer and storm water utility. Maintenance and repair of all traffic signals, school zone signals, pedestrian signals, and driver feedback signs. Emergency response to events such as flooding, snow and ice, tornado's, etc., city wide. Assist with Operation Clean Streets program providing personnel and equipment support, litter and debris pick up along city right of way.	
General Parking Enforcement	5.00	\$250,428		\$55,642	\$306,070	\$272,757	\$33,313	Parking Enforcment Agent - Five (5) FTE's tasked with enforcing the parking ordinances adopted by the City Council. Their aim is to ensure adequate parking for downtown employees, customers, businesses, etc. at City-owned meters, lots, garages, and loading zones. They enforce 6 garages, 8 lots, and a 2 square mile of downtown that encompasses the central business district and Mizzou campus. There are roughly 4500 parking spaces, or 900 spaces per agent to enforce. Through their efforts, traffic flow is improved and the economic viability of the central business district is enhanced. Parking Enforcement Agents issue over 70,000 parking citations per year and projections indicate a steady rise in that number as Columbia continues to grow. Payment of parking citations contribute over \$1.3 million dollars annually to the General Fund.	
Residential Parking Program Enforcement				\$204,609	\$204,609	\$204,609	\$0	Enforcement of the City's Residential Parking by Permit Only (RPPO) Program currently in place in the North Village District with possible future expansion to the Benton-Stephens, East Campus, and Grasslands Neighborhood Associations. The RPPO program was designed to ensure residents within certain neighborhoods have adequate on-street parking and that vehicles aren't blocking mailboxes, driveways, bus loading zones, hydrants, etc. and aren't being stored on-street.	
Priority Snow Route Enforcement				\$102,305	\$102,305	\$102,305	\$0		

Traffic & Parking Enforcement FY 2018 Proposed Budget

						Total Budget	Dedicated Sources	General Sources		
						\$1,262,675	\$1,218,557	\$44,118		
							96.51%	3.49%		
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used	Notes		
								Enforcement of the City's 200 + Priority Snow Routes (PSR's). Each fall, Enforcement Agents are tasked with distributing warnings to new and existing residents of PSR's concerning parking restrictions in the event of snowfall. During snowfall, agents are issuing citations to vehicles remained parking on PSR's and assisting in the removal of vehicles when deemed necessary for the proper removal of snow on PSR's. They are also coordinating with snow plow drivers in an effort to facilitate quicker snow removal. The removal of vehicles is essential to the removal of snow, which is essential for emergency personnel such as CPD and CFD to access neighborhoods and allows businesses and schools to remain open.		
Totals	13.05	\$724,669	\$0	\$538,006	\$1,262,675	\$1,218,557	\$44,118			

Sustainability - Costs by Service Area
FY 2018 Proposed Budget

						Total Budget	Dedicated Sources	General Sources	
						\$400,114	\$400,114	\$0	
							100.00%	0.00%	
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used	Notes	
Climate Action Planning	1.15	\$100,668	\$6,459	\$17,009	\$124,136	\$124,136	\$0		
								Per resolution R 83-17A	
Conservation Implementation	2.00	\$129,290	\$0	\$13,664	\$142,954	\$142,954	\$0		
								Per MS4 permit and MDC cooperative agreement	
Environmental Education & Outreach	1.85	\$124,216	\$0	\$8,809	\$133,025	\$133,025	\$0		
								Utility and strategic plan implementation	
Total	5.00	\$354,173	\$6,459	\$39,482	\$400,114	\$400,114	\$0		

**Employee Benefit Fund
FY 2018 Proposed Budget**

						Total Budget	Dedicated Sources	General Sources	Notes
						\$19,007,881	\$19,007,881	\$0	
							100.00%	0.00%	Notes
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used		
Employee Health/Wellness Division	3.32	\$215,698	\$5,007	\$342,929	\$563,634	\$563,634	\$0		
- Employee Required Drug Testing	0.92	\$64,136	\$0	\$27,770	\$91,906	\$91,906	\$0	Includes coordination with three federal agencies and management of the required DOT random drug test program for 300+ CDL employees. Drug testing occurs for pre-employment, randoms, reasonable suspicion, and post accident. Coordinate 650 drug tests annually.	
- Employee Required Physicals	0.74	\$43,855	\$0	\$161,160	\$205,015	\$205,015	\$0	Physical program for safety sensitive positions and DOT drivers. Police, Fire, transit drivers and DOT drivers are subject to pre-employment and ongoing medical physicals. Fire employees began receiving annual physicals in January 2017. Manage 400+ physicals per year.	
- Maintenance of City Employee Fitness Center	0.05	\$5,829	\$5,007	\$4,570	\$15,406	\$15,406	\$0	Employee Wellness maintains access to and maintenance and upkeep of the Employee Fitness Center located in the basement of City Hall. Provide maintenance services for the fitness equipment located in that fitness center.	
- Employee Immunization Program	0.05	\$2,582	\$0	\$22,414	\$24,996	\$24,996	\$0	Employee Wellness program pays for immunizations for employees. The largest expense to the immunization program is the annual flu shot program. Immunizations are also given for HepB, tetanus, TB, and rabies titers. 735 immunizations were given last year.	
- Employee CPR/AED training	0.41	\$23,242	\$0	\$11,060	\$34,302	\$34,302	\$0	Employee Wellness manages/conducts the City general CPR/AED training program. 131 employees were certified last fiscal year. Itemized expenses include trainer certification, employee certifications and necessary equipment.	
- EAP (Employee Assistance Program)	0.16	\$16,297	\$0	\$44,941	\$61,238	\$61,238	\$0	Contract cost for employee access to an Employee Assistance Program. Confidential counseling and referrals are available at no cost to employees. The program pays for up to eight visits per issue per year for every employee and for every employee family member. There were 801 employee contacts with the EAP program last year.	
- Weight Watchers	0.16	\$8,384	\$0	\$6,570	\$14,954	\$14,954	\$0	Employee Wellness provides access to an at work Weight Watchers program. The City pays half the program cost for employees who participate. An average of 50-60 employees participate each year.	
- Substance Abuse Professional (required by DOT)	0.12	\$8,205	\$0	\$1,571	\$9,776	\$9,776	\$0	Contract cost for Substance Abuse Professional services for the City second chance program. SAP services are required under federal DOT regulations.	
- United Healthcare Wellness Credit	0.03	\$1,583	\$0	\$13,775	\$15,358	\$15,358	\$0	United Health Care grant for wellness programs. FY 2017 program provides employees incentives of \$100 gift card or one vacation day to participate in specific activities through the UHC Rally wellness program. 466 employees participated in this program last year. Received a grant to pay for Rally Wellness incentive program for employees.	
- Miscellaneous Employee Wellness Programming	0.70	\$41,585	\$0	\$49,098	\$90,683	\$90,683	\$0	Employee Wellness partners with Parks and Recreation and the ARC to provide fitness class access, ARC memberships, ARC passes, and other wellness activities to encourage employee physical fitness. 96 employees enrolled in the ARC Membership/Pass program last year.	

**Employee Benefit Fund
FY 2018 Proposed Budget**

						Total Budget	Dedicated Sources	General Sources	Notes
						\$19,007,881	\$19,007,881	\$0	
							100.00%	0.00%	
								Total Discretionary (General Sources) Used	
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used			
City University Division	1.92	\$138,208	\$0	\$121,547	\$259,755	\$259,755	\$0		
									Staff of one Training Coordinator and part of a support staff person is included for City University programs. Centralized training for employees is the main function of this division. Training includes new employee orientation, customer service, Supervisor's Apprenticeship, The Manager's Journey, and other training as determined through a needs assessment with departments. A supervisor training series (STARS) was established in FY 2014 offering monthly training opportunities for City supervisors. A non-supervisory training series (LADDERS), was developed and launched in 2015 and is based on the same criteria as the STARS series. To date there have been 261 STAR participants and 248 LADDERS participants. 300+ employees participated in new employee orientation in FY 2016.
- New Employee Orientation	0.74	\$51,812	\$0	\$6,837	\$58,649	\$58,649	\$0		All newly hired employees attend 1 1/2 days of orientation which are conducted in the City U training center. The Training Coordinator and representatives including the City Manager, HR Director and representatives from Risk Management, I.T., etc. participate in orienting new employees to the City of Columbia. 4 hours of new employee orientation consists of customer service training and the second day consists of 4 hours of benefit enrollment and education presented by HR Technicians.
- STARS and LADDERS Programs	0.51	\$39,862	\$0	\$6,188	\$46,050	\$46,050	\$0		
- Miscellaneous Employee Training	0.67	\$46,534	\$0	\$108,522	\$155,056	\$155,056	\$0		Contracts with EdTrek, the Missouri Training Institute and other providers for course development and training.
Insurance Administration	3.09	\$200,363	\$0	\$1,027,862	\$1,228,225	\$1,228,225	\$0		
- Administrative services	1.76	\$104,769	\$0	\$19,862	\$124,631	\$124,631	\$0		Staff of .20 Sr ASA, 1.5 Human Resource Technician, .5 Lead HR Tech, .25 HR Analyst, .5 HR Manager and .15 HR Director. Staff provides oversight of all self funded and voluntary benefit programs included in this division, vendor contract management and oversight, all benefit enrollment functions for employees, coordination of enrollment with vendors, enrollment census reconciliation, vendor billing reconciliation, employee benefit education, and compliance with federal regulations/reporting for the ACA, FMLA, ADA, COBRA, HIPAA, etc. No costs in this division are covered by premiums.
- FMLA Administration	0.16	\$13,308	\$0	\$45,000	\$58,308	\$58,308	\$0		Contract with FMLASource to administer FMLA eligibility, hours tracking, HIPAA compliance related to the law, supervisor and employee training. CY 2016 managed 558 cases: 368 for continuous leave, 174 for intermittent leave and 16 for reduced schedule.
- Consulting Services	0.65	\$50,664	\$0	\$72,000	\$122,664	\$122,664	\$0		Includes: access to industry expertise on self funded medical/pharmacy plans management, benchmarking, funding, actuary services, etc. Compliance training included. Access to service for federal reporting of health care coverage to the IRS.

**Employee Benefit Fund
FY 2018 Proposed Budget**

						Total Budget	Dedicated Sources	General Sources	
						\$19,007,881	\$19,007,881	\$0	
							100.00%	0.00%	
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used		Notes
- HSA Contribution	0.53	\$31,622	\$0	\$891,000	\$922,622	\$922,622	\$0		Employer paid Health Savings Account (HSA) contributions for employee enrollment in the High Deductible Health Plan.
Insurance	0.00	\$0	\$0	\$14,043,635	\$14,043,635	\$14,043,635	\$0		
- Medical Premiums and Stop Loss Premiums	0.00	\$0	\$0	\$694,946	\$694,946	\$694,946	\$0		The City purchases reinsurance to help limit exposure to large medical claims. Medical and Pharmacy stop-loss coverage currently covers claims that exceed \$250,000 annually.
- Medical and Prescription Administrative Service Contracts Fees	0.00	\$0	\$0	\$324,966	\$324,966	\$324,966	\$0		The City's medical and prescription drug are self funded. City and employee contributions cover the cost of all claims made by covered employees/non Medicare retirees and their dependents. For access to claims administration, formularies, and provider networks, the City contracts with industry vendors. The cost of those contracts are Administrative Service fees, paid on a per employee per month basis. This service allows the City to process medical and prescription claims, allow access to provider networks, prescription drug formularies, online access for employees and HR, access to care services such as Nurse Line and Virtual Visits, education and wellness materials, disease management programs.
- Medical Claims	0.00	\$0	\$0	\$7,931,520	\$7,931,520	\$7,931,520	\$0		Employee/Dependent, COBRA and Non Medicare retiree medical claims
- Pharmacy Claims	0.00	\$0	\$0	\$2,915,000	\$2,915,000	\$2,915,000	\$0		Employee/Dependent, COBRA and Non Medicare retiree pharmacy claims
- Dental Premiums	0.00	\$0	\$0	\$697,110	\$697,110	\$697,110	\$0		The City's dental plan will be fully-insured starting in CY 2018. Employee/Dependent, COBRA and Non Medicare retiree premiums.
- Dental ASO (Administrative Services Contracts) Fees	0.00	\$0	\$0	\$13,130	\$13,130	\$13,130	\$0		The City's dental plan is self funded through CY 2017. City and employee contributions cover the cost of all claims made by covered employees/non Medicare retirees and their dependents. For access to claims administration and provider networks, the City contracts with industry vendors. The cost of those contracts are Administrative Service fees, paid on a per employee per month basis. This service allows the City to process dental claims, allow access to provider networks, online access for employees and HR, education and wellness materials, and disease management programs.
- Dental Claims	0.00	\$0	\$0	\$344,500	\$344,500	\$344,500	\$0		Employee/Dependent, COBRA and Non Medicare retiree dental claims through CY 2017.
- Long Term Disability Insurance Premiums	0.00	\$0	\$0	\$192,384	\$192,384	\$192,384	\$0		Employer paid long term disability insurance
- Life Insurance Premiums	0.00	\$0	\$0	\$226,085	\$226,085	\$226,085	\$0		Vendor contract for life insurance. Includes employer paid basic employee life (up to \$50,000) and employee paid supplemental employee life, supplemental spouse life and basic dependent life for spouse and/or children. Cost for basic life provided by the City is recovered through payroll budgets. City coordinates enrollment with the vendor, manages the contract, collects and remits premiums to the vendor.

**Employee Benefit Fund
FY 2018 Proposed Budget**

						Total Budget	Dedicated Sources	General Sources
						\$19,007,881	\$19,007,881	\$0
							100.00%	0.00%
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used	Notes
- Vision Insurance Premiums	0.00	\$0	\$0	\$79,888	\$79,888	\$79,888	\$0	Vendor contract for vision insurance. Vision insurance is fully insured, fully paid by employees. City coordinates enrollment with the vendor, manages the contract, collects and remits premiums to the vendor.
- Patient Centered Outcomes Research Institute Fee	0.00	\$0	\$0	\$5,997	\$5,997	\$5,997	\$0	2016 plan year Patient Centered Outcomes Research Institute Fees - comply with the Affordable Care Act.
- Voluntary Benefits	0.00	\$0	\$0	\$110,888	\$110,885	\$110,885	\$0	Vendor contract for Worksite Voluntary Benefits. Optional benefits are fully insured, fully paid by employees. Current coverage available includes accident, critical illness and supplemental health/hospitalization. City coordinates enrollment with the vendor, manages the contract, collects and remits premiums to the vendor.
- Retiree Medicare Supplement Insurance Premiums	0.00	\$0	\$0	\$507,221	\$507,221	\$507,221	\$0	Vendor contract for Medicare supplement/Part D plan. Fully insured, fully paid by retiree. City coordinates enrollment with the vendor, manages the contract, collects and remits premiums to the vendor.
Employee Recognition	0.01	\$817	\$0	\$55,130	\$55,947	\$55,947	\$0	
- Employee Service Awards and Retirement Gifts	0.01	\$817	\$0	\$45,130	\$45,947	\$45,947	\$0	Vendor contract to provide a service award program for employees, and retirement gifts for outgoing retirees. The value of these awards is \$5 per year of service for service awards (given every five years) and \$5 for total years of service at retirement.
- Annual Employee Picnic	0.00	\$0	\$0	\$10,000	\$10,000	\$10,000	\$0	Expenses related to the annual employee picnic (food, supplies, etc).
Post Employment Health		\$178,800	\$0	\$38,725	\$217,525	\$217,525	\$0	
- Patient Centered Outcomes Research Institute Fee for PEHP	0.00	\$0	\$0	\$725	\$725	\$725	\$0	2016 plan year Patient Centered Outcomes Research Institute Fees - comply with the Affordable Care Act. This is for active accounts of retired employees that have not yet been depleted.
- Financial Fees for PEHP program	0.00	\$0	\$0	\$38,000	\$38,000	\$38,000	\$0	Financial fees for PEHP program
- Retirement Sick Leave Payment	0.00	\$178,800	\$0	\$0	\$178,800	\$178,800	\$0	Unused sick leave hours convert to \$2/hour at separation with 10+years of service and those funds are deposited in a PEHP for eligible employees (employees hired before September 30 2011). \$25/year administrative fee per PEHP account is paid by the City.
Cafeteria Plan		\$0	\$0	\$2,506,500	\$2,506,500	\$2,506,500	\$0	
- Cafeteria Plan Claims and Fees	0.00	\$0	\$0	\$2,506,500	\$2,506,500	\$2,506,500	\$0	Pass through of funds set aside by employees to pay 125 eligible medical costs.
401A Admin Fees		\$0	\$0	\$100,000	\$100,000	\$100,000	\$0	
- 401A Administration Fees	0.00	\$0	\$0	\$100,000	\$100,000	\$100,000	\$0	Pass through of funds to pay 401a account fees
General		\$0	\$0	\$32,661	\$32,661	\$32,661	\$0	
- Debt Service	0.00	\$0	\$0	\$32,661	\$32,661	\$32,661	\$0	Transfer to 2016 S.O. Bond Fund to pay for debt financing of office space for personnel assigned to all areas
Total	8.34	\$733,886	\$5,007	\$18,268,988	\$19,007,881	\$19,007,881	\$0	

**Self Insurance
FY 2018 Proposed Budget**

						Total Budget	Dedicated Sources	General Sources
						\$6,351,480	\$6,351,480	\$0
							100.00%	0.00%
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used	Notes
Claims Management	0.90	\$67,537	\$0	\$4,529,767	\$4,597,304	\$4,597,304	\$0	<p>Risk Management is responsible for the processing, monitoring, and assuring claims are handled in a consistent manner. Claims include workers' compensation, vehicle accidents involving City vehicles, liability claims and property claims.</p> <p>Risk Management handles an average of 150 workers' compensation, 135 vehicle, 160 liability and 24 property claims annually. Claims are handled for all City departments. For information on a break-down on claims by reviewing the Risk Management Annual report on the City's website.</p>
Departmental Contract review and Certificate of Insurance tracking	0.35	\$31,997	\$0	\$14,509	\$46,506	\$46,506	\$0	
Identify and Secure Insurance Coverage	0.60	\$56,133	\$0	\$1,509,190	\$1,565,323	\$1,565,323	\$0	<p>Risk Management works with Legal, Purchasing and all City departments to insure contracts protect the City by requiring the necessary insurance documentation. Contracts are reviewed to identify potential exposures to the City's assets.</p>
Restitution	0.50	\$33,561	\$0	\$14,856	\$48,417	\$48,417	\$0	<p>While the City of Columbia does self insure most of its losses, excess coverage is purchased to cover potential losses that exceed the City's self insurance retention levels. Coverages include workers' compensation, property, and liability (auto, general, law enforcement, public officials), as well as special coverages including crime, airport, railroad, and health professional insurance.</p> <p>Annually, Risk Management works with a contracted insurance broker to identify the optimal insurance coverage at the best value.</p>
Safety & Loss Prevention	0.95	\$6,720	\$0	\$87,210	\$93,930	\$93,930	\$0	<p>Risk Management assists multiple City operations with being reimbursed for damage to City property by third parties. These vehicle accidents damaging electrical systems, street signs, bridges, bus shelters, and multiple other properties. Annually, the restitution amount recovered averages \$75,000.</p>

Self Insurance FY 2018 Proposed Budget

						Total Budget	Dedicated Sources	General Sources	
						\$6,351,480	\$6,351,480	\$0	
							100.00%	0.00%	
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used	Notes	
								<p>Risk Management provides multiple resources to reduce the potential for losses and keep the City in compliance with federal, and state regulations. Resources include training, development of safety policies and procedures, department-specific safety programs, attendance at safety committee meetings and accident review meant to identify issues.</p> <p>Annually safety training is provided to over 1,500 employees. This training assists employees, especially those in operational areas in gaining the required 40 hours of annual training,</p> <p>Risk Management also assists with industrial hygiene monitoring, analysis, and training, as well as administering City facility and asset inspections and assisting with compliance to property insurance recommendations.</p>	
Total	3.30	\$195,948	\$0	\$6,155,532	\$6,351,480	\$6,351,480	\$0		

Custodial & Building Maintenance

FY 2018 Proposed Budget

						Total Budget	Dedicated Sources	General Sources	
						\$1,653,265	\$1,653,265	\$0	
							100.00%	0.00%	
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used		Notes
Management	3.07	\$211,982	\$0	\$10,000	\$221,982	\$221,982	\$0		Department Oversight: Scheduling, Green Clean Training Financial Functions: budgeting, purchasing, accounts payable, invoicing, training, maintenance of contracts. Human Resources Functions: HR Liaison, timesheet entry, process and maintain work orders, purchasing related duties. Other: includes materials and supplies, intragovernmental charges, utilities, services & misc.
Building Maintenance	4.00	\$229,276	\$4,342	\$378,321	\$611,939	\$611,939	\$0		Regular Maintenance: 13 buildings (219,182 sq ft); the retail and office space of the 5th/Walnut garage (13,511 sq ft); Fire Stations and Fire Academy (49,580 sq ft). Electrical: machines at the Landfill/MRF and the Salt Domes. Work Orders: approximately 1,500 work orders a year. Services Provided: HVAC, electrical, plumbing, landscaping, construction, assembly of furniture, moving furniture, painting, sidewalk repair, snow removal and special projects requested.
Custodial	7.50	\$307,748	\$18,824	\$140,808	\$467,380	\$467,380	\$0		Custodial Services: 9 Buildings (130,492 sq ft) Services Provided: Vacuum, sweeping, mopping, trash, cleaning restrooms, clean common areas, dust, wash windows, sweeping outside sidewalks (3 buildings). Yearly Projects: Shampooing Carpets, stripping and waxing floors. Special Recognition: 1st in Missouri to receive the Gold status through the Green Clean Program
Utilities	0.00	\$0	\$0	\$351,964	\$351,964	\$351,964	\$0		Building utility expenses are paid through this fund based on department usage. This is a pass-through cost.
Totals	14.57	\$749,006	\$23,166	\$881,093	\$1,653,265	\$1,653,265	\$0		

Fleet Operations

FY 2018 Proposed Budget

						Total Budget	Dedicated Sources	General Sources	Notes
						\$9,358,910	\$9,358,910	\$0	
							100.00%	0.00%	Notes
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used		
Vehicle Repair and Maintenance	41.23	\$2,593,334		\$3,887,732	\$6,481,066	\$6,481,066	\$0	<p>Fleet operations repairs and maintains all City owned vehicles and equipment. These figures represent the cost of personnel, with benefits, the cost of parts and accessories to perform repairs, and all other operating expenses associated with the repair and maintenance of the City fleet. The fleet consists of 1509 vehicles and equipment, with 705 of those being vehicles from cars to Class 8 (over the road) trucks.</p> <p>The Grissum Building, has 22 bays and also houses a large inventory of commonly used parts in the repair and maintenance of the fleet. In order to provide better service to our customers, this shop is open 24 hours a day from Monday at 5:00 am until Friday at 4:30 PM and 10 hours on Saturday. This helps us provide support to emergency services such as Police and Fire and also to meet the service requirements for the Transit department. We also operate a facility, Fleet West, on Business Loop 70 West which supports Parks and Recreation vehicles. In August, 2017, we will add a third location at the Landfill which will be a 6 bay, CNG compliant facility to focus on the repair and maintenance of the Solid Waste fleet.</p> <p>Fleet also establishes extra shifts during snow events to provide support to the Street department in its operations.</p> <p>Our labor rate is \$56 per hour and our parts markup is 25%, compared to an average labor rate of \$100 per hour and a parts markup of 50% by local repair shops. Due to these lower costs, it is estimated that the City departments will save approximately \$2,168,000 in FY 2018 by utilizing the centralized fleet operation versus obtaining the services out in the community.</p>	
Fuel				\$2,800,000	\$2,800,000	\$2,800,000	\$0	<p>Fleet will distribute approximately 1.1 million gallons of fuel in FY 2018. With a markup of 5% added to the \$2.8 million listed here, gives a total fuel cost to the departments served of \$2.94 million in FY 2018, for an average of \$2.64 per gallon. The average public pump price is approx. \$.50 a gallon above the Fleet price, which would average \$3.14 and would increase the cost of fuel to the departments to \$3.45 million. The total savings to the departments by purchasing through Fleet is approx. \$510,000.</p> <p>In August, 2014 Fleet opened a CG filling station in cooperation with Clean Energy, which provides fuel to the City fleet and also has pumps open to the public. Our current fleet has reached a level of 13% CNG fueled vehicles and we are almost to our goal of 15%.</p>	
Pool Vehicle Program				\$77,844	\$77,844	\$77,844	\$0		

Fleet Operations

FY 2018 Proposed Budget

						Total Budget	Dedicated Sources	General Sources	Notes
						\$9,358,910	\$9,358,910	\$0	
							100.00%	0.00%	
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used		
									The Pool Program provides a wide range of vehicles and equipment for use by departments that typically do not have the budget to purchase the vehicle or equipment themselves. We maintain the Pool and charge the other departments a rental fee by the day or hour/miles, just like if they were renting from a rental service supplier. Fleet is responsible for all repairs and maintenance of the Pool and decides what types of vehicles and equipment the Pool contains. Most of the items in the Pool were low-use and needed to be removed from the fleet.
Totals	41.23	\$2,593,334	\$0	\$6,765,576	\$9,358,910	\$9,358,910	\$0		

**Information Technology
FY 2018 Proposed Budget**

						Total Budget	Dedicated Sources	General Sources		
						\$8,476,902	\$8,476,902	\$0		
							100.00%	0.00%		
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used	City's Strategic Plan IT Strategic Plan	Notes	
Administration	3.08	\$395,743	\$0	\$330,477	\$726,220	\$726,220	\$0			
Financial Management	1.73	\$222,284	\$0	\$229,456	\$451,740	\$451,740	\$0	IT-Strong Financial Mngt	Develop budgets that supports the strategic goals of the City while containing costs and eliminating waste. Budget process begins in February and March with: Supplemental request, Fleet assessments, 1st payroll verification, estimated numbers for current fiscal year and base numbers for the next fiscal year. April is the 5 year forecast update and final numbers if there are any changes. May: update Budget Meeting Cover Sheets to discuss with City Manager during budget meeting, Pre budget meeting with Finance. June: update duties and highlights. September: appropriations, Transfer of funds and budget adopted by City Council.	
Leadership	0.98	\$125,918	\$0	\$73,334	\$199,252	\$199,252	\$0	CW-Operational Excellence	Admin provides leadership and guides the IT department in the following areas: Strategic Planning Project Management Communications Contract Review & Management Policy Creation & Management Business Analysis Service Design and Delivery Conflict Resolution Evaluations DR & BCP Records Management	
Community Outreach	0.37	\$47,541	\$0	\$27,687	\$75,228	\$75,228	\$0	IT-Community Outreach	Participates in local group of CIO's to discuss current events. Leadership team works with Columbia Public School STEM Alliance, Columbia Area Career Center's Technical Advisory Board and Bryan University Technical Advisory Board. Mid-MO CIO Leaders CPS STEM Alliance CACC Advisory	
Phones	1.07	\$108,835		\$584,495	\$693,330	\$693,330	\$0			
End User Management	0.47	\$47,552	\$0	\$255,375	\$302,927	\$302,927	\$0	CW-Operational Excellence	1490 Lines / Devices Approx. 1.7 Million Inbound Calls per Year 4 Call Queues - Contact Center, Utility Billing, Parks Administration and IT Helpdesk 5 Voice Menus 798 Voice Mailbox Users End user Consultation	
System Maintenance	0.32	\$32,294	\$0	\$173,437	\$205,731	\$205,731	\$0	CW-Operational Excellence	Software Upgrades Hardware Maintenance Patches and Security Update Maintain Replacement parts	
Billing/Budget	0.12	\$11,952	\$0	\$64,185	\$76,137	\$76,137	\$0	IT-Strong Financial Mngt	Phone Billing Review Phone Billing Audit Budget Management Budget Preparation Supplemental Budgeting	

Information Technology FY 2018 Proposed Budget

						Total Budget	Dedicated Sources	General Sources		
						\$8,476,902	\$8,476,902	\$0		
							100.00%	0.00%		
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used		City's Strategic Plan IT Strategic Plan	Notes
Research/Development	0.16	\$17,037	\$0	\$91,498	\$108,535	\$108,535	\$0		CW-Operational Excellence	Maintain System Knowledge Research Emerging technologies Cost reduction Analysis System Redundancy Test New Technologies Continuing education
Help Desk	9.95	\$651,222		\$742,757	\$1,393,979	\$1,393,979	\$0			
End User Support	3.34	\$218,207		\$248,879	\$467,086	\$467,086	\$0		IT-Customer Service	Break/Fix Deployment - Replaced 200 Computers,74 Monitors, 16 additional stations, 49 tablets Work Orders completed to date in FY17 - 2,565 Software Support - 11,144 unique applications Inventory - 4566 pieces of equipment, 63 locations Documentation TimeClocks
Break/Fix							\$0		IT-Customer Service	Be available to the users to diagnose, triage, and resolve a myriad of issues relating to all platforms, devices, and technological needs. This can involve research, testing, vendor liaison, and all manner of problem solving to improve efficiency and workflow.
Deployment - Replaced 200 Computers,74 Monitors, 16 additional stations ,49 tablets							\$0		IT-Strong Financial Mngt	The Replacement Plan is to maintain a scheduled cycle of equipment replacement to remove older computers, monitors, and tablets, replace with current cutting edge computers, monitors, and tablets to maintain our equipment with the most current industry standards. This allows us to keep our Total Cost of Ownership numbers low while maintaining a high level of productivity.
Work Orders completed to date in FY17 - 2,565							\$0		IT-Customer Service	Number of work orders the helpdesk has resolved in FY17 as of 6/21/2017
Software Support - 12,531 unique applications							\$0		IT-Customer Service	Install, patch, remove, and assist the users in using software packages that are required to complete their duties. Work with vendors as needed, train users on software processes.
Documentation							\$0		IT-Strong Financial Mngt	Create documentation for internal department and City wide use on the use of software, hardware and processes.
Time Clocks							\$0		CW-Operational Excellence	This is the end point device used for Time and Attendance tracking of City employees. We Install, configure, and maintain devices.
Phone Support	1.74	\$113,620	\$0	\$129,591	\$243,211	\$243,211	\$0		IT-Customer Service	Phone handset service/replacement Moves Break/Fix
Phone handset service/replacement							\$0		IT-Customer Service	Replace faulty handset and/or handset cords to restore functionality to user telephones
Moves							\$0		IT-Customer Service	Assist with changing locations of telephone sets to complete employee moves.
Break/Fix							\$0		IT-Customer Service	Replace or Repair Malfunctioning Telephone sets.

**Information Technology
FY 2018 Proposed Budget**

						Total Budget	Dedicated Sources	General Sources		
						\$8,476,902	\$8,476,902	\$0		
							100.00%	0.00%		
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used		City's Strategic Plan IT Strategic Plan	Notes
Public Safety Support	0.94	\$61,261	\$0	\$69,871	\$131,133	\$131,133	\$0		CW-Public Safety	Mobile Data Terminals Police and Fire Dispatch Records Management for Police Mugshot Fingerprinting Dictation VPN Connectivity for Mobile Data Terminals Incident Management Software for Fire Department Vehicle License/Registration and Driver's License Lookup for Police Department Police Internal Affairs DVR Systems Police Car Dash Cam Recording
Printer Support	0.74	\$48,171	\$0	\$54,942	\$103,112	\$103,112	\$0		IT-Customer Service	Break/Fix Install Drivers Maintenance Training
ERP System Support	0.64	\$41,626	\$0	\$47,477	\$89,103	\$89,103	\$0		IT-Customer Service	IBM Server Antivirus Notifications ERP Software Solution Document Management Workflow
Portable Computing Device Support	0.54	\$35,081	\$0	\$40,012	\$75,093	\$75,093	\$0		CW-Infrastructure	Testing, ordering, configuration, repair and training is provided. Mobile devices increase employee productivity when they are away from the office. iPad/iPhone Android Tablet/Phone Windows Tablets
Technical Training	1.14	\$74,351	\$0	\$84,801	\$159,152	\$159,152	\$0		CW-Operational Excellence	Develop training programs Manage IT related training programs Design curriculum Conduct training Document Processes Communication Research Support Projects
Asset Tracking						\$126,089	\$0		IT-Customer Service	Maintain an inventory of City owned equipment and software to facilitate operational efficiency, replacement planning, warranty/recall repairs, licensing and accountability of use.
	0.90	\$58,905	\$0	\$67,184	\$126,089					
Applications	10.00	\$965,524		\$718,551	\$1,684,075	\$1,684,075	\$0			

Information Technology

FY 2018 Proposed Budget

						Total Budget	Dedicated Sources	General Sources		
						\$8,476,902	\$8,476,902	\$0		
							100.00%	0.00%		
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used	City's Strategic Plan IT Strategic Plan		Notes
New Development	2.95	\$284,830	\$0	\$674,043	\$958,873	\$958,873	\$0	CW-Operational Excellence		New development entails 32 ERP modules, most of which are not in production. COFERS - ERP System Replacement consisting of:Cashiering,Accounting GL/Project & Grant Accounting/Budgeting/AP/Fixed Assets, Accounts Receivable/General Billing - Payroll with Employee Self Service, Content Management, Purchase, Orders/Requisitions/Bid Mngt/Inventory, HR Mngt/Professional Development, Forms Library, Work Orders, Fleet & Facility Mngt, GIS Integration, Business License, Citizen access, portal, decision engine, plan review, GIS, Permitting, Food Inspections, iG Enforce, Workforce, Debt Management, Investment Management, Cash Management, Timekeeping, Scheduling - Police, Fire, Incident Management Police - Records Management Integration for all of the ERP data Software Development Process - Process and Business Analysis
Current Development/Maintained	3.25	\$313,795	\$0	\$20,518	\$334,313	\$334,313	\$0	CW-Operational Excellence		40 different major applications currently maintained 911 Police and Fire Dispatch Feeds, Wastewater Tracking Document Cloud Storage, Building Permits, Cash Management, Capital Improvement Project Management, File Sharing with External Customers FMLA File, GIS Support, City Council Meeting Agenda Software, "Media Manager (streaming video), Hardware Inventory, Cash Receipts, Code Enforcement, Fleet Maintenance, Utility Billing, WF/FM, Business License, GMBA, Building Permits Planning & Engineering, Utility Billing Payments, Online Utility Service Requests Online Utility Service Requests Control Panel, Numerous web application under GoColumbiaMO.com CMS: Contact Management, Online Building Permit Fee Calculator, Online REDI Autopay Sign up, Online Utility Autopay Sign up, Document Management, Parking, HR Job Postings and Applications, Phone Billing Police Special Projects, Rental Compliance System, Restaurant Inspections, Sales Tax, Online Building Inspection and Business License Renewal, USPS Tools Utility Billing, Vehicle Assessment, Landfill Data, Parks and Rec - Activity , Legislation
Development Software and Servers Maintained	0.60	\$57,931	\$0	\$3,788	\$61,719	\$61,719	\$0	CW-Operational Excellence		Multiple servers and software maintained Web Applications Web Servers In House Developed Applications Third-Party ACH file transfers Third-Party Applications Database Servers iOS Development Webapps Web Applications & Websites Reporting Services Reports

Information Technology FY 2018 Proposed Budget

						Total Budget	Dedicated Sources	General Sources		
						\$8,476,902	\$8,476,902	\$0		
							100.00%	0.00%		
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used	City's Strategic Plan IT Strategic Plan	Notes	
Websites Maintained	1.20	\$115,863	\$0	\$7,576	\$123,439	\$123,439	\$0	IT-Customer Service	17 different websites maintained, updated and monitored: Como.gov GoColumbiaMo.com FlyCOU.com MyColumbiaMo.com newcenturyfund.org ColumbiaREDI.com VisitColumbiaMo.com mmswmd.org ColumbiaPowerPartners.com gogolfow.com gogolfan.com comoconnect.org basicneedscoalition.org BooneIndicators.com ComoSnow.com ComoTrash.com	
Databases Servers and Databases Maintained	2.00	\$193,105	\$0	\$12,626	\$205,731	\$205,731	\$0	CW-Operational Excellence	24 different servers (The Always On Availability Groups feature is a high-availability and disaster-recovery solution that provides an enterprise-level alternative to database mirroring - impacts 6 of the servers) with over 170 databases maintained, services and monitored.	
Infrastructure	12.00	\$1,031,546		\$1,315,726	\$2,347,272	\$2,347,272	\$0			
Server Administration	2.125	\$182,670	\$0	\$232,994	\$415,664	\$415,664	\$0	CW-Infrastructure	This design, implementation, management, and configuration covers the maintenance and engineering of all of the server services that infrastructure supports. This covers engineering and setup of new services, configuring and managing existing services, migrating existing services to new servers or hardware, replacing aging hardware with new hardware, and decommissioning expiring equipment. Multiple servers maintained for city wide applications Server Design, Configuration and Implementation Physical Windows Servers - 10 Virtual Windows Servers - 293 Physical Linux Servers - 4 Virtual Linux Servers - 82 Physical Hypervisor Servers - 19 Dispatch Servers - 8 Dispatch Virtual Servers Servers - 6 IBM Servers - 3 Total Servers Managed - 425 User Accounts - 2090 User Groups - 532 EMail Accounts Managed - 1374	
Cyber Security	2.725	\$234,247	\$0	\$298,779	\$533,026	\$533,026	\$0	CW-Infrastructure	Threat Prevention Threat Detection Threat Response Identity Management Disaster Recovery and Business Continuity Backup size per week - 63TB End user security awareness End point protection	

Information Technology FY 2018 Proposed Budget

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							100.00%	0.00%		
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used	City's Strategic Plan IT Strategic Plan		Notes
Network Engineering	1.225	\$105,304	\$0	\$134,314	\$239,618	\$239,618	\$0	CW-Infrastructure		This design, implementation, management, and configuration covers the maintenance and engineering of all of the network and wireless services that infrastructure supports. Network Design and Deployment Data Center Management - Power, HVAC Physical Cable Plant Switches Deployed - 160 Core Switches - 2 Buildings Connected - 66 Wireless Access Points - 100 Firewalls - 14 Subnets - 130 VPN Connections - 37 IPsec and 23 SSL Internet Connections - 2 Internet Domains Managed - 61 Telephony Support
Regulatory Compliance	2.425	\$208,458	\$0	\$265,886	\$474,344	\$474,344	\$0	CW-Infrastructure		NERC/CIP - NERC - North American Electric Reliability Corporation CIP - Critical Infrastructure Protection NERC/CIP is a regulatory requirement that Water and Light has to comply with CJIS -Criminal Justice Information Services CJIS is a regulatory requirement that the Police Department has to comply with. PCI - Payment Card Industry PCI is a regulatory requirement that the Finance Department maintains for the city, but it involves several city departments. HIPAA - Health Insurance Portability and Accountability Act requires appropriate safeguards are in place to protect the privacy of personal health information.

Information Technology FY 2018 Proposed Budget

						Total Budget	Dedicated Sources	General Sources		
						\$8,476,902	\$8,476,902	\$0		
							100.00%	0.00%		
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used	City's Strategic Plan IT Strategic Plan	Notes	
Public Safety Systems	1.025	\$88,111	\$0	\$112,385	\$200,496	\$200,496	\$0	CW-Public Safety	Computer Aided Dispatch CPD Records Management System Mobile Data Terminals VPN Connectivity for Mobile Data Terminals Web Front End for Internal Affairs Software Body Cameras Medical Questionnaire software for 911 dispatchers Dictation Web Front End for Active Police and Fire Calls Mobile Data Terminal Interface for Fire/Police Dispatching Law Enforcement Training Software VPN connectivity monitoring and data collecting software Police Internal Affairs Multi-Factor Authentication Reporting Tool for Police and Fire Incident Management Software for Fire Department Dash Cam Recording Fingerprinting Mugshot Pictures Old Police Records Management System Cell Phone Reporting Warrant Search Shift Notes Criminal Background History	
Storage	0.425	\$36,534	\$0	\$46,599	\$83,133	\$83,133	\$0	IT-Customer Service	Fibre Channel SANs - 10 Fibre Channel Switches - 14 Total Storage - 370TB	
Research/SOP/Education	1.425	\$122,496	\$0	\$156,242	\$278,738	\$278,738	\$0	CW-Operational Excellence	Research emerging technologies Develop SOPs and documentation Continuing Education	
Physical Security	0.625	\$53,726	\$0	\$68,527	\$122,253	\$122,253	\$0	IT-Security	Electronic Door Lock Systems Digital Video Recording Systems	
PMO	3.00	\$340,723	\$0	\$9,440	\$350,163	\$350,163	\$0			
Strategic Initiative	0.45	\$51,108	\$0	\$1,416	\$52,524	\$52,524	\$0	CW-Operational Excellence	The PMO aligns the city's projects based on strategic planning. With that as our guide we are able to prioritize those projects with the most impact.	
Utility Project Planning	1.25	\$141,968	\$0	\$3,933	\$145,901	\$145,901	\$0	CW-Infrastructure	With all the work being done by utilities across the city it can be a difficult process to master. We are able to help with this process by applying the principles of project management in a way to align the work in an orderly way allowing for maximum results and least impact.	
City-wide Project Planning	0.90	\$102,217	\$0	\$2,832	\$105,049	\$105,049	\$0	CW-Infrastructure	The PMO office provides project support across the city. Several of the departments have their internal project managers and they routinely run internal projects. We assist those departments with standardized plans, templates, forms and a common reporting structure. This allows for better visibility across all projects.	

Information Technology FY 2018 Proposed Budget

						Total Budget	Dedicated Sources	General Sources		
						\$8,476,902	\$8,476,902	\$0		
							100.00%	0.00%		
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used	City's Strategic Plan IT Strategic Plan		Notes
Operations	0.40	\$45,430	\$0	\$1,259	\$46,689	\$46,689	\$0	CW-Operational Excellence		The PMO provides operational support across the city in several ways. We are available to do business process review. The answer may be new software and if so, we can guide our staff members through the process of purchasing their software. Sometimes software isn't required but maybe a rework of an internal process that doesn't match our newer way of doing something.
GIS	12.25	\$946,069	\$20,184	\$315,610	\$1,281,863	\$1,281,863	\$0			
Geospatial Services and Administration	2.25	\$196,700	\$8,074	\$135,586	\$340,360	\$340,360	\$0	CW-Infrastructure		<p>Geospatial Services Coordination and Oversight: Facilitate coordination around GIS and related projects by increasing communication and collaboration between business units, outside organizations, and citizens so that City information and GIS resources are used effectively, efficiently, securely, and transparently.</p> <p>Data Maintenance, Analysis, and Training: Develop, provide, and maintain GIS data including buildings, infrastructure, and needs as requested by staff to support their duties. Support use of more than 1,000 data layers with analysis, tools, and training so that employees of City business units use data of high quality and become more efficient and accurate in their duties, analyses, and business processes.</p> <p>Requests: Respond to more than 1,000 annual requests from City staff (80%) and the public (20%) for hard copy, electronic, mobile, and interactive maps, data, and analysis of spatial data.</p> <p>Server Administration and Resources: Maintain and improve operation and security of GIS servers for internal and public-facing uses. Servers are used to store and make available data, communicate with public web maps, and facilitate mobile data collection of assets. This includes enterprise license agreement costs for GIS software used City-wide and administration of the gps tracking system for portions of the City vehicle fleet.</p> <p>Staffing: Geospatial Services Manager (0.75 FTE), GIS Enterprise Data Administrator (0.50 FTE), GIS Analysts (0.50 FTE), GIS Technician (0.5 FTE) Other costs include: hardware, software licenses, data access, paper and ink for plotter printer, materials and supplies, training, and vehicle usage for fieldwork.</p>

**Information Technology
FY 2018 Proposed Budget**

						Total Budget	Dedicated Sources	General Sources		
						\$8,476,902	\$8,476,902	\$0		
							100.00%	0.00%		
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used	City's Strategic Plan IT Strategic Plan		Notes
Web Map Development and Support	1.25	\$96,412	\$0	\$9,395	\$105,807	\$105,807	\$0	CW-Infrastructure		GIS Analyst (1.0 FTE) and GIS Enterprise Systems Administrator (0.25 FTE) develop and support web maps for the public including City View, Community Dashboard, CoMo Trails, Parking, Street Information, Historical Rental Utility Information, CoMo Energy Challenge, Critical Downstream Locations, Historic Properties, Special Tax Districts, Stormwater Projects, and Strategic Plan Neighborhoods. Applications developed and supported for City staff include mapping Right of Way and Flood Plain Development permits, CoMo Connect stops and routes, Street and Traffic Control Signs, Winter Weather Operations Management, Parking Meter Hood Reservations, Solid Waste Container Inventory, Police Community Outreach Unit Data Collection, Utilities Viewer, Stormwater Infrastructure Records, and Sewer Maintenance Records. Other costs include: hardware, software licenses, data access, paper and ink for plotter printer, materials and supplies, training, and vehicle usage for fieldwork.
Data Development	1.50	\$104,495	\$12,110	\$111,274	\$227,879	\$227,879	\$0	CW-Infrastructure		GIS Technicians (1.5 FTE) manage projects to procure updated aerial photography, elevation, topographic contours, land cover, and other base map data not maintained by City business processes. Staff review acquired data for acceptance and integrates data into existing workflows. Existing base maps are kept up to date and new maps are developed, such as the Natural Features, Natural Resources Inventory, and Slope maps available through the City View web map. Data resources are used to enhance other existing datasets, such as adding building height elevation to building structures data and maintaining data of impervious surfaces. Includes Natural Resources Inventory 2007-2017 Land Cover Update. Other costs include hardware, software licenses, data access, paper and ink for plotter printer, and training.
Addressing	1.75	\$151,583		\$16,795	\$168,378	\$168,378	\$0	CW-Infrastructure		Addressing Specialist (0.75 FTE), GIS Analyst (0.5 FTE), GIS Enterprise Data Administrator (0.25 FTE), and Geospatial Services Manager (0.25 FTE), perform professional technical and regulatory work designing, assigning, communicating, and maintaining accurate and authoritative addresses for the City in multiple databases. Address data supports and improves business processes and operations for public safety, permitting, licensing, service provision, billing, and streets and traffic, as well as creating good wayfinding and ease of navigation through the City. Work includes implementing and managing coordinated address databases in the new COFERs software systems. Other costs include hardware, software licenses, data access, training, and vehicle usage for fieldwork.

**Information Technology
FY 2018 Proposed Budget**

						Total Budget	Dedicated Sources	General Sources		
						\$8,476,902	\$8,476,902	\$0		
							100.00%	0.00%		
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used	City's Strategic Plan IT Strategic Plan	Notes	
CATSO Transportation Planning	0.50	\$45,100		\$4,984	\$50,084	\$50,084	\$0	CW-Infrastructure	GIS Analyst (0.5 FTE) provides land use planning and long range transportation planning support to the Columbia Area Transportation Study Organization. Projects include modeling access to utility services, update land use models for the 2040 Long Range Transportation Plan, implementing the UrbanSIM land use allocation model, and develop and maintain datasets supporting land use forecasting, non-motorized transportation, and the CATSO Major Roadway Plan. Other costs include hardware, software licenses, data access, paper and ink for plotter printer, and training.	
Water, Fiber, & Electric GIS	5.00	\$351,779		\$37,576	\$389,355	\$389,355	\$0	CW-Infrastructure	GIS Supervisor (1.0 FTE), GIS Specialists (2.0 FTE), and Engineering Technicians (2.0 FTE) maintain GIS data and systems used to manage water, fiber, and electric assets and infrastructure. This includes developing new tools and improved processes to better access information from systems, as well as modeling to improve planning and operation of infrastructure systems. Other costs include hardware, software, and training.	
Totals	51.35	\$4,439,662	\$20,184	\$4,017,056	\$8,476,902	\$8,476,902	\$0			

Community Relations FY 2018 Proposed Budget

						Total Budget	Dedicated Sources	General Sources		
						\$2,789,585	\$2,789,585	\$0		
							100.00%	0.00%		
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used	Notes		
Community Relations Administration	8.76	\$777,233	\$0	\$275,988	\$1,053,221	\$1,053,221	\$0			
- Department Administration	0.65	\$129,784	\$0	\$74,308	\$204,092	\$204,092	\$0	Community Relations provides a suite of internal and external communications services to all fourteen city departments including copy editing, graphic design, digital media, social media, print media, video and the Contact Center.		
- Media Relations	2.42	\$220,256	\$0	\$13,800	\$234,056	\$234,056	\$0			
- Marketing (Revenue Generation)	1.10	\$64,705	\$0	\$1,500	\$66,205	\$66,205	\$0			
- Graphic Design for Publications and Digital Media	0.64	\$35,874	\$0	\$0	\$35,874	\$35,874	\$0			
- Legislative Relations	0.28	\$32,165	\$0	\$0	\$32,165	\$32,165	\$0			
- Journey to Excellence	0.79	\$80,504	\$0	\$0	\$80,504	\$80,504	\$0			
- Website Content and Maintenance	0.93	\$57,653	\$0	\$0	\$57,653	\$57,653	\$0			
- Social Media content and response	0.56	\$37,281	\$0	\$0	\$37,281	\$37,281	\$0			
- Training other employees	0.05	\$2,886	\$0	\$0	\$2,886	\$2,886	\$0			
- City Source Monthly Newsletter	0.32	\$24,502	\$0	\$51,500	\$76,002	\$76,002	\$0			
- Annual Citizens Handbook and	0.45	\$28,380	\$0	\$67,000	\$95,380	\$95,380	\$0			
- Annual Citizen Survey	0.37	\$42,584	\$0	\$30,000	\$72,584	\$72,584	\$0			
- Sunshine Law Administration	0.21	\$20,659	\$0	\$37,880	\$58,539	\$58,539	\$0			
Document and Support Services	1.60	\$82,976	\$0	\$211,732	\$294,708	\$294,708	\$0			
- Printing Services	0.80	\$41,672	\$0	\$80,903	\$122,575	\$122,575	\$0			
- Mailroom Services	0.80	\$41,304	\$0	\$130,829	\$172,133	\$172,133	\$0			
City Channel	4.02	\$254,634	\$26,643	\$142,248	\$423,525	\$423,525	\$0			
- City Channel Services	0.15	\$15,875	\$6,459	\$141,248	\$163,582	\$163,582	\$0	City Channel provides audio and video production services to the City Manager's office and all city departments, including REDI. City Channel produces radio and television advertising, public service announcements, internal training video, and a steady stream of informational, promotional videos driven by the communications needs of departments, Citizen Survey data, and the Strategic Plan.		
- Departmental Public Relations	3.23	\$191,896	\$20,184	\$1,000	\$213,080	\$213,080	\$0			
- Live Broadcast - Public Meeting Bodies	0.06	\$4,171	\$0	\$0	\$4,171	\$4,171	\$0			Audio and video production and graphic design services for the City Manager's office, REDI, and all city departments.
- Press Conference & Special Events	0.13	\$9,122	\$0	\$0	\$9,122	\$9,122	\$0			
- Internal Production & Creative Services	0.06	\$4,827	\$0	\$0	\$4,827	\$4,827	\$0			Creative and technical services — graphic design, web publishing, cable programming.
- 24-hour cable broadcast & Web publishing	0.33	\$22,510	\$0	\$0	\$22,510	\$22,510	\$0	Creative and technical support for special events such as Columbia Values Diversity Celebration, TEDx events, Fair Housing and Lending Seminar, Midwest Columbia Land Trust Convening.		
									Technical support and program scheduling, publishing online video, maintenance of social media accounts and como.gov website.	

**Community Relations
FY 2018 Proposed Budget**

						Total Budget	Dedicated Sources	General Sources	
						\$2,789,585	\$2,789,585	\$0	
							100.00%	0.00%	
Service Area:	FTE Utilized	Full Time Position Costs (Salary + Benefits)	Temp Help Utilized	Other Costs	Total Cost	Total Dedicated Sources Used	Total Discretionary (General Sources) Used	Notes	
- ADA compliance	0.08	\$6,233	\$0	\$0	\$6,233	\$6,233	\$0	Sign language interpreter and closed captioning services and equipment.	
Event Services	2.02	\$133,622	\$18,160	\$46,443	\$198,225	\$198,225	\$0		
- Event Services	0.44	\$36,568	\$0	\$46,443	\$83,011	\$83,011	\$0	Event Services manages public meeting rooms on the first floor of Columbia's Government Center, providing setup and technical support for each room. ES monitors and/or maintains audiovisual and broadcast equipment and arranges for repair or replacement of equipment when necessary. All live-broadcast events are staffed with ES employees as Master Control.	
- Meeting Room Support Services	0.88	\$48,035	\$13,620	\$0	\$61,655	\$61,655	\$0	Scheduling, setup and teardown, maintenance of public meeting spaces. Technical support for off-site meetings.	
- Live Broadcast - Public Meeting Bodies	0.38	\$25,669	\$908	\$0	\$26,577	\$26,577	\$0	Technical support for, recording and publishing of, and live broadcast and streaming of City Council, Planning and Zoning Commission, Board of Adjustment, and special public bodies, e.g., Mayor's Task Force on Infrastructure.	
- Press Conferences & Special Events	0.20	\$13,960	\$1,816	\$0	\$15,776	\$15,776	\$0	Technical support for special events such as Columbia Values Diversity Celebration, TEDx events, Fair Housing and Lending Seminar, Midwest Columbia Land Trust Convening, Fire Department graduation ceremonies, Annual State of the City Address, press conferences and public forums, etc.	
- Internal Audio and Video Production	0.14	\$9,390	\$1,816	\$0	\$11,206	\$11,206	\$0	Technical support for, recording and publishing of internal training events.	
Contact Center	13.25	\$678,893	\$6,459	\$134,553	\$819,905	\$819,905	\$0		
- Transit Dispatch	1.00	\$44,366	\$0	\$0	\$44,366	\$44,366	\$0		
- Quality Control	0.70	\$37,324	\$0	\$0	\$37,324	\$37,324	\$0		
- Certified Tourism Ambassador	0.42	\$20,207	\$0	\$0	\$20,207	\$20,207	\$0		
- Hotel Information	0.22	\$9,742	\$0	\$0	\$9,742	\$9,742	\$0		
- Events	0.51	\$22,619	\$0	\$0	\$22,619	\$22,619	\$0		
- Department-specific Administration	1.65	\$73,065	\$0	\$0	\$73,065	\$73,065	\$0		
- Subject Matter Training	0.95	\$49,962	\$0	\$0	\$49,962	\$49,962	\$0		
- Assist Citizens	2.30	\$105,127	\$0	\$0	\$105,127	\$105,127	\$0		
- Social Equity	0.05	\$3,854	\$0	\$0	\$3,854	\$3,854	\$0		
- Customer Service Training	0.05	\$3,854	\$0	\$0	\$3,854	\$3,854	\$0		
- Employee Engagement	0.15	\$8,200	\$0	\$0	\$8,200	\$8,200	\$0		
- Knowledge Base Development	0.10	\$7,708	\$0	\$0	\$7,708	\$7,708	\$0		
- Web Chat	0.40	\$17,381	\$0	\$0	\$17,381	\$17,381	\$0		
- Internal Committees	0.10	\$7,219	\$0	\$0	\$7,219	\$7,219	\$0		
- Supervising	0.50	\$35,604	\$0	\$0	\$35,604	\$35,604	\$0		
- Coaching	0.30	\$21,167	\$0	\$0	\$21,167	\$21,167	\$0		
- Marketing	0.10	\$7,708	\$0	\$0	\$7,708	\$7,708	\$0		
- Contact Center - Calls	3.75	\$203,786	\$6,459	\$134,553	\$344,798	\$344,798	\$0		
Total Community Relations	29.65	\$1,927,359	\$51,262	\$810,964	\$2,789,585	\$2,789,585	\$0		