

City Council Budget Work Session Order of Events

**Saturday, August 28, 2010 8:00 a.m.**

| Budget Overview – City Manager |   | Page Number   |
|--------------------------------|---|---------------|
| (1)                            | Internal Service  |               |
|                                | a. Public Works – fleet, custodial and maintenance services | 353           |
|                                | b. Information Technologies                                 | 421           |
|                                | c. Public Communications                                    | 427           |
| (2)                            | Administrative Departments:                                 |               |
|                                | a. Law  | 167           |
|                                | b. City Council   | 123           |
|                                | c. Boards and Commissions                                   | 128           |
|                                | d. City Clerk   | 129           |
|                                | e. City Manager   | 137           |
|                                | f. Office of Sustainability Fund                            | 409           |
|                                | g. Finance (General Fund, UCS, and Self Insurance)          | 143, 149, 157 |
|                                | h. City General   | 119           |
| (3)                            | Public Safety   |               |
|                                | a. Police   | 183           |
|                                | b. Fire   | 193           |
|                                | c. Emergency Communications & Management                    | 203           |
|                                | d. Municipal Court  | 175           |
| (4)                            | Public Health and Human Services                            | 211           |
|                                | HR/Employee Benefit Fund                                    | 415           |
| (5)                            | Cultural Affairs  | 245           |
|                                | Economic Development  | 239           |
|                                | Neighborhood Services                                       | 251           |
|                                | CVB   | 401           |
|                                | Planning and CDBG   | 227, 237      |
| (6)                            | Parks and Recreation  |               |
|                                | a. Parks  | 257           |
|                                | b. CARE Program   | 267           |
|                                | c. Recreation Services                                      | 273           |
| (7)                            | Public Works Department – General Fund                      | 285           |
| (8)                            | Public Works – Enterprise Funds                             |               |
|                                | a. Public Transportation Fund                               | 298           |
|                                | b. Regional Airport Fund                                    | 305           |
|                                | c. Sanitary Sewer Utility Fund                              | 316           |
|                                | d. Parking Facilities Fund                                  | 327           |
|                                | e. Solid Waste Utility Fund                                 | 333           |
|                                | f. Storm water Utility Fund                                 | 345           |
| (9)                            | Water, Electric and Railroad                                | 373, 365      |

**Monday, August 30, 6:00 p.m.**

Citywide issues for Discussion:

- Personnel issues
- Travel
- Rate increases
- Others

Special Business District

CIP

Wrap up and budget amendments

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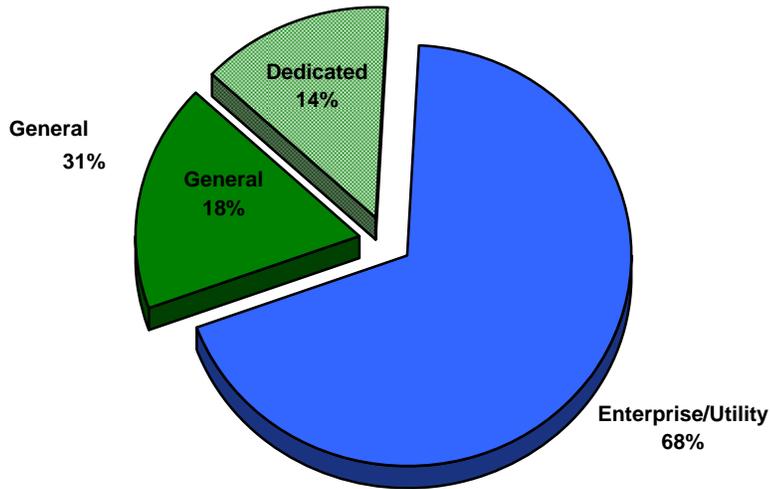
# Budget Overview

- Budget Fact Sheets
- Forecasts for Transit, Airport, Recreation Services
- Transportation Sales Tax Forecast
- Parks Sales Tax Forecast
- Utility Rate Increase History

## Chart 1

# The City of Columbia Budget Summary Fact Sheets

## Types of Operations



### General Government Operations:

- Provides basic governmental services such as police, fire, health, parks and recreation, public works, and administration.
- Supported by tax revenue.
- May charge fees for some services, but in general, most operations are not expected to be self-supporting.
- Some tax revenues are dedicated for a specific use such as Transportation Sales Tax, Capital Improvement Sales Tax, Parks Sales Tax, grants, etc. A dedicated source cannot be used for any other use.

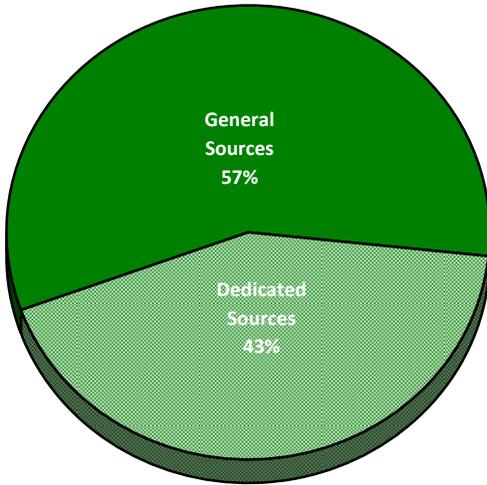
### Enterprise/Utility Operations:

- Operated as a business.
- Provides products and services to citizens on a user charge basis.
- Required by Section 27 of City Charter to keep charges for all services performed by each enterprise separate from all other city accounts.
- Enterprise/Utility operations are water, electric, sewer, solid waste, storm water, parking, railroad, bus, airport, and recreation services.

# Chart 2 General Government Sources and Allocation

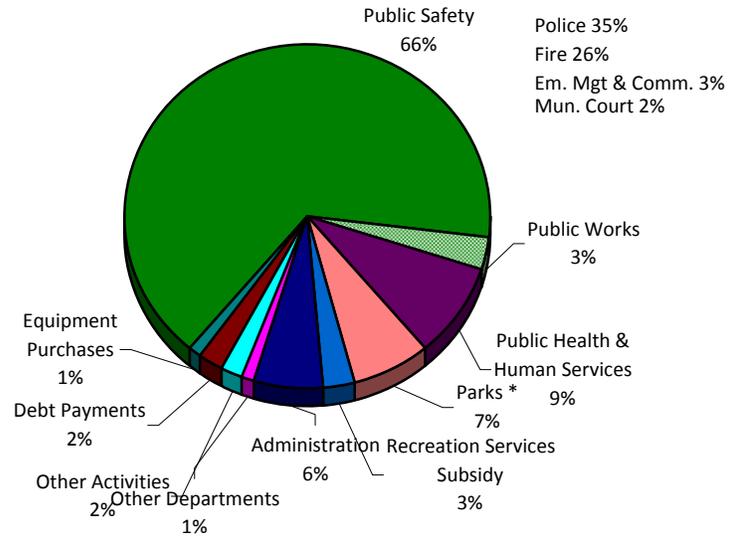
## Where the Money Comes From:

### General Government Sources

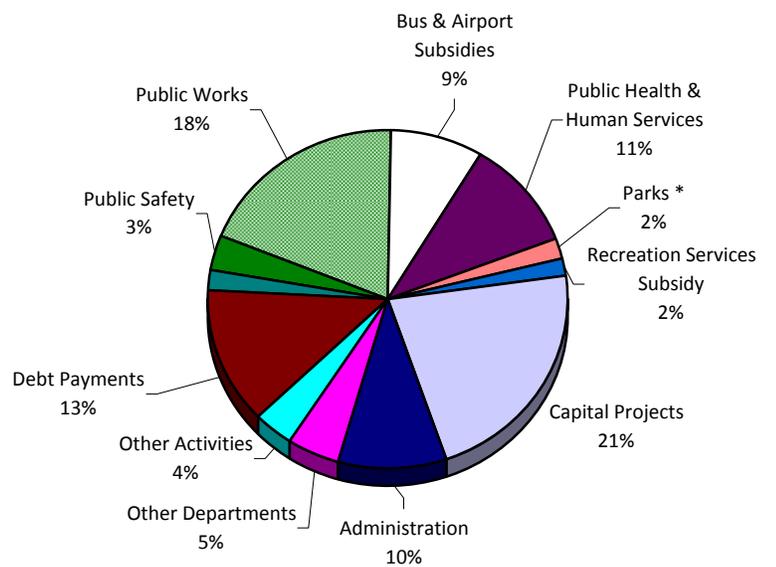


## Where the Money Goes:

### General Sources Allocated

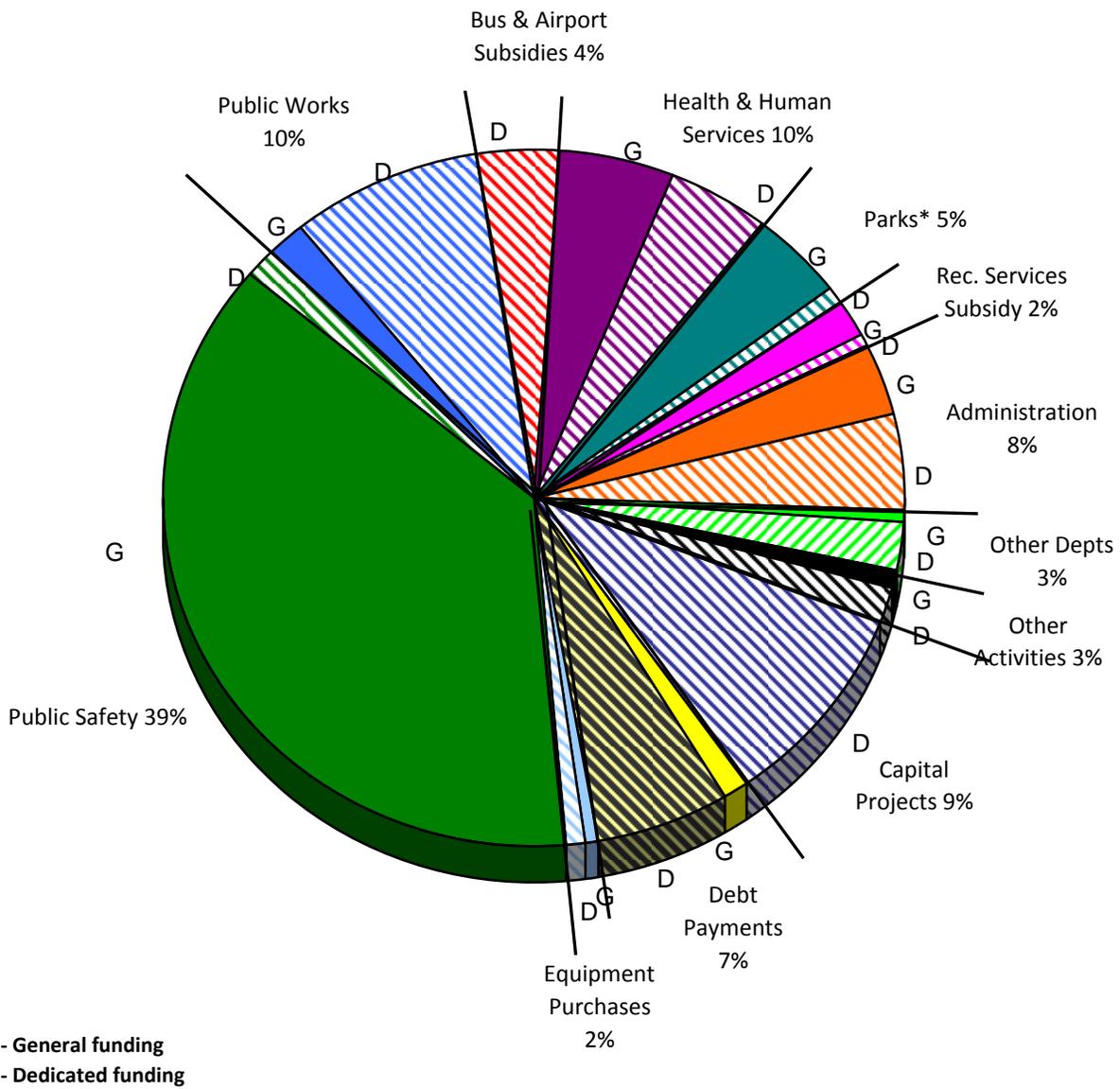


### Dedicated Sources Allocated



\* During the Parks Ballot campaign, the City indicated they would maintain general funding for parks at the 2001 levels.

# Chart 3 Uses of General Government Funds



|                                | % of Dept.<br>Budget<br>funded from<br>General<br>Sources | % of Dept.<br>Budget<br>funded from<br>Dedicated<br>Sources | % of Total City<br>Funding Dept.<br>Receives |
|--------------------------------|---|---|--|
| <b>Departments:</b>            |   |   |  |
| Administration                 | 44.36%  | 55.64%  | 7.66%  |
| Convention & Visitors Bureau   |   | 100.00%   | 1.82%  |
| Neighborhood Services          | 75.35%  | 24.65%  | 0.95%  |
| Parks *                        | 82.36%  | 17.64%  | 4.89%  |
| Public Health & Human Services | 52.40%  | 47.60%  | 9.59%  |
| Public Safety                  | 96.42%  | 3.58%   | 38.80%                                       |
| Public Works                   | 16.74%  | 83.26%  | 9.95%  |
| <b>Non-Departmental:</b>       |   |   |  |
| Bus & Airport Subsidy          |   | 100.00%   | 3.69%  |
| Recreation Services Subsidy    | 70.74%  | 29.26%  | 2.27%  |
| Street Lighting                |   | 100.00%   | 1.42%  |
| Fire Territorial Agreement     | 100.00%   |   | 0.36%  |
| Miscellaneous Non-Programmed*  | 86.43%  | 13.57%  | 0.77%  |
| Capital Projects               |   | 100.00%   | 9.45%  |
| Debt Payment**                 | 18.09%  | 81.91%  | 6.88%  |
| Equipment                      | 42.38%  | 57.62%  | 1.52%  |
|                                |   |   | 100.00%                                      |

**NOTE:**

The first two columns show which portion of the department's budget is funded by general sources versus dedicated sources. The last column indicates the percentage of all funding that a department receives.

\* Includes General Fund portion of City Channel fees, Council Reserve, Contingency, Leadership for Performance Excellence, Health Condo and other fees.

\*\* Special Obligation debt payments for public buildings, capital improvement sales tax projects, and regional park acquisition.

\* During the 2005 Parks Ballot campaign, the City indicated they would maintain general funding for parks at the 2005 levels.

## So how does all this impact the City's budget options?

- The City does not have one big budget but a series of smaller budgets that must stand alone.
- **As a rule of thumb, the City cannot take excess funds from one operation to support another operation.**
- The City has many restrictions on how it can allocate tax dollars based upon their dedicated nature.
- Enterprise Centers are expected to have revenue equal to the cost of service with four exceptions.
- The railroad receives a small subsidy from the Electric Utility because of the greater benefit to Columbia businesses.
- Three enterprises, bus operations, airport and recreation services, are subsidized to support their operations due to the public benefit they provide.

## Budget Challenges

### **Evaluate core services and define:**

1. Which are essential and should be maintained at current level.
2. Which are desirable and should be maintained but perhaps at a reduced level.
3. Which are nice to have but not necessary.

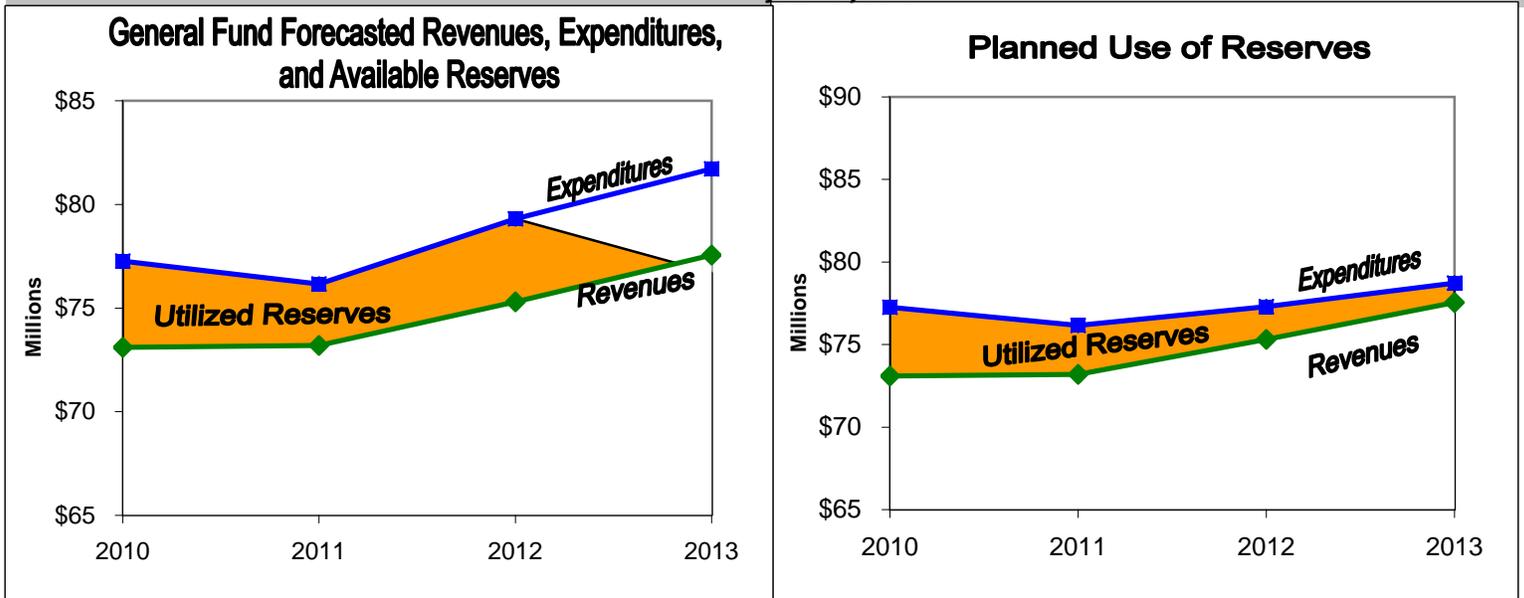
### **For the three subsidized Enterprise Centers, Recreation Services Programs, Airport and Bus Operations:**

1. What level of subsidy do we want?
2. Where does the subsidy come from?

### **Are there ways to increase revenue?**

# Critical Long-term Budget Issues - General Government

*The City's budgeting process provides for this long term review of projections and the use of reserves so that corrective actions may be taken with sufficient time to evaluate priorities and fully evaluate alternatives. The allows the next year's budget to be planned in a way that attempts to maintain core services in future years.*



## 2011 Proposed Budget

- Projected revenue increases for 2011 will be approximately \$1.7 million over 2010.
- The 2011 proposed budget maintains most core services but required staff to reduce total expenditures by approximately \$1.1 million.
- Proposed expenditures are \$2.9 million more than projected ongoing revenues.
- **However, due to long term planning efforts, the City project over \$6 million in excess reserves available for use in future years.**
- At this point in time the City anticipates the need to continue the practice of maintaining some excess reserves for use in 2012 and 2013.

## 2012 and 2013 Forecast

- Projected revenue increases for future years is projected to be approximately \$1.75 to \$2.25 million each year.
- The cost of providing the same core services in future years is projected to increase at least \$1.5 to \$3 million each year.
- Expenditures are projected to continue to be \$4.5 to \$5 million more than projected ongoing revenues each year.
- **Even with the availability of excess reserves the City anticipates the need to reduce expenditure/increase revenues by \$2 million in 2012 and another \$1 million in 2013 to balance the budget.**

## 2014 Forecast

- The proposed plan eliminates the actual use of fund balance by 2014, even though approximately \$1.2 million would be budgeted each year.

## General Government Overview - 2010 Budget Sources and Uses

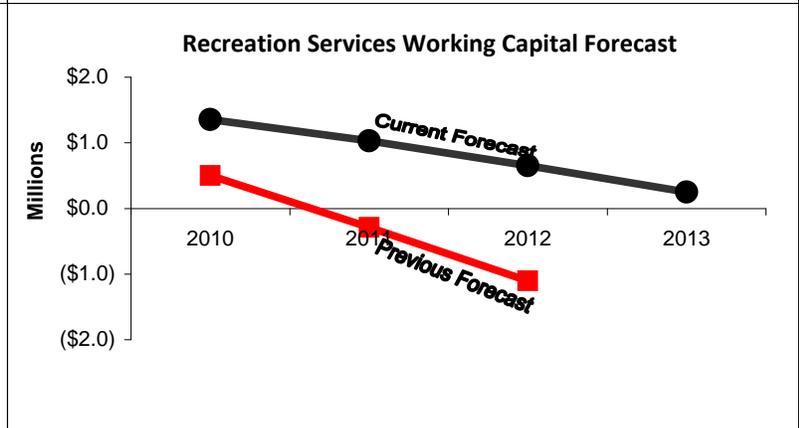
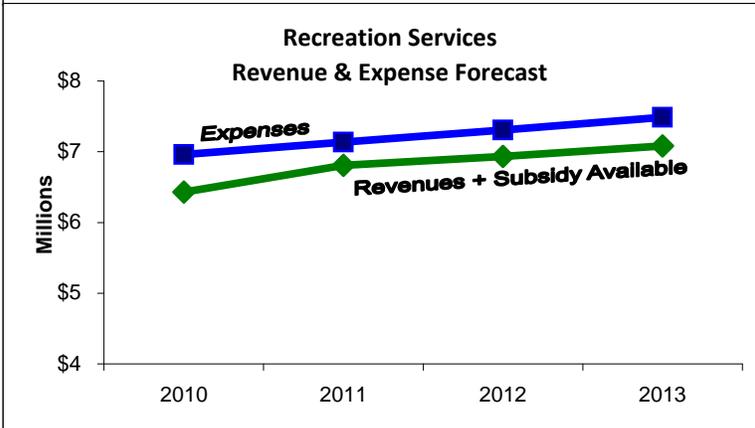
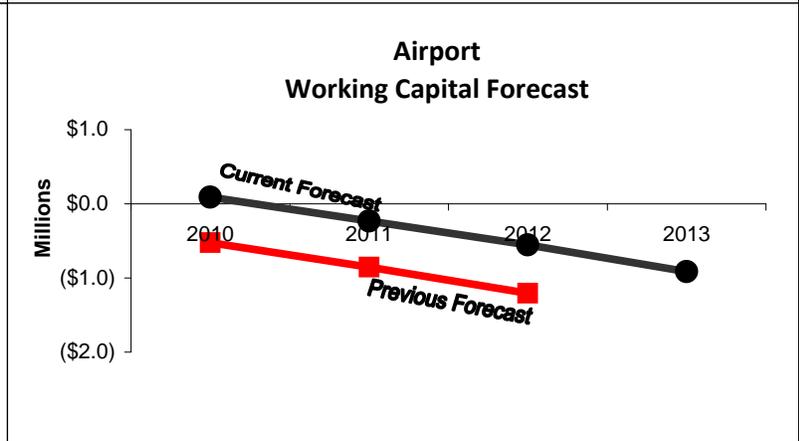
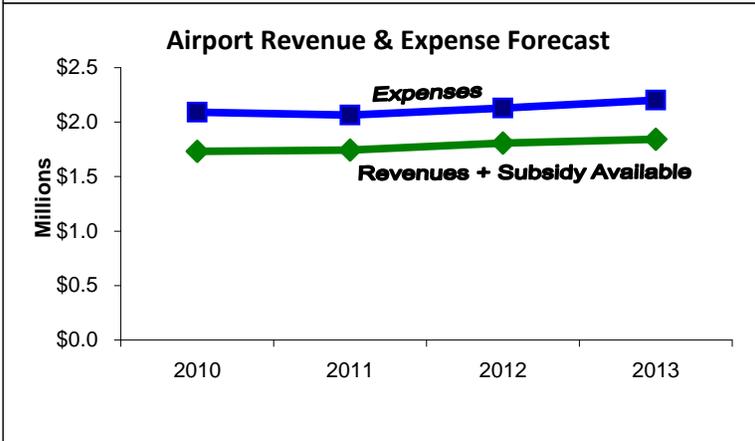
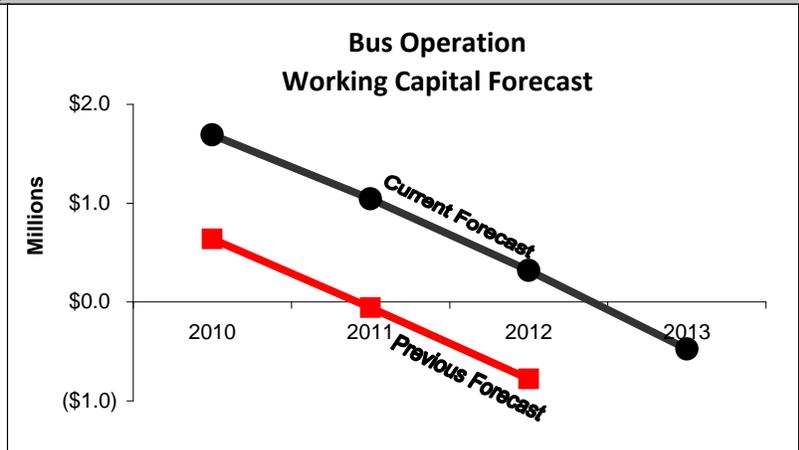
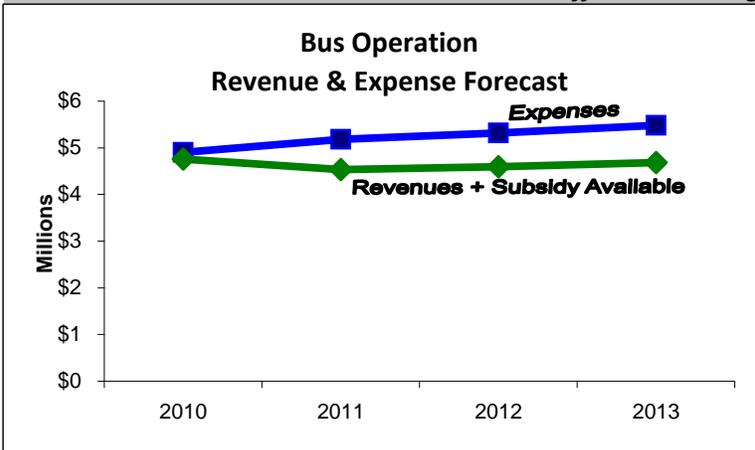
|                                 |                                     | General                    | Dedicated                  | Total                      |
|---------------------------------|-------------------------------------|----------------------------|----------------------------|----------------------------|
| S<br>O<br>U<br>R<br>C<br>E<br>S | <b>Taxes</b>                        |                            |                            |                            |
|                                 | Property Taxes                      | \$6,910,950                | -                          | \$6,910,950                |
|                                 | Sales Tax                           | \$18,284,275               | \$19,031,900               | \$37,316,175               |
|                                 | Other Taxes                         | \$9,267,250                | \$4,445,000                | \$13,712,250               |
|                                 | <b>Gov't</b>                        |                            |                            |                            |
|                                 | PILOT (payment from city utilities) | \$12,432,600               | -                          | \$12,432,600               |
|                                 | Admin. Charges to Other Funds       | -                          | \$4,200,366                | \$4,200,366                |
|                                 | Grants                              | -                          | \$6,657,244                | \$6,657,244                |
|                                 | <b>Other</b>                        |                            |                            |                            |
|                                 | Other Revenue (lic., fees & fines)  | \$1,948,461                | \$3,281,849                | \$5,230,310                |
| Investment Revenue              | \$750,000                           | \$2,357,500                | \$3,107,500                |                            |
| Miscellaneous                   | \$1,290,949                         | \$814,500                  | \$2,105,449                |                            |
| <b>Total Sources</b>            |                                     | <b><u>\$50,884,485</u></b> | <b><u>\$40,788,359</u></b> | <b><u>\$91,672,844</u></b> |

## General Government Overview - 2011 Proposed Budget Sources and Uses

|                                 |                                     | General                    | Dedicated                  | Total                      |
|---------------------------------|-------------------------------------|----------------------------|----------------------------|----------------------------|
| S<br>O<br>U<br>R<br>C<br>E<br>S | <b>Taxes</b>                        |                            |                            |                            |
|                                 | Property Taxes                      | \$6,990,200                | -                          | \$6,990,200                |
|                                 | Sales Tax                           | \$18,685,000               | \$18,631,900               | \$37,316,900               |
|                                 | Other Taxes                         | \$8,926,250                | \$4,415,000                | \$13,341,250               |
|                                 | <b>Gov't</b>                        |                            |                            |                            |
|                                 | PILOT (payment from city utilities) | \$12,783,000               | -                          | \$12,783,000               |
|                                 | Admin. Charges to Other Funds       | -                          | \$4,139,602                | \$4,139,602                |
|                                 | Grants                              | -                          | \$6,554,043                | \$6,554,043                |
|                                 | <b>Other</b>                        |                            |                            |                            |
|                                 | Other Revenue (lic., fees & fines)  | \$3,127,960                | \$3,049,186                | \$6,177,146                |
| Investment Revenue              | \$1,119,656                         | \$2,457,246                | \$3,576,902                |                            |
| Miscellaneous                   | \$933,473                           | \$258,000                  | \$1,191,473                |                            |
| <b>Total Sources</b>            |                                     | <b><u>\$52,565,539</u></b> | <b><u>\$39,504,977</u></b> | <b><u>\$92,070,516</u></b> |

# Critical Long-term Budget Issues - Subsidized Enterprise Operations

**Budget Challenge:** To balance the level of service, subsidy, and fees charged while taking into consideration the effect on other governmental activities.



- Three enterprise funds, recreation services, bus, and airport, do not generate enough in fees to cover the cost of their operations. However, the Council has made a policy decision that these operations provide substantial public benefit and should be supported/subsidized with tax dollars.
- Competes with road improvements and parks programs/operations.
- Dedicated revenues of transportation sales tax and parks sales tax are used to provide these subsidies.
- The recent economic downturn has significantly reduced the availability of these dedicated revenues. In addition, there are increasing demands for the use of these dedicated revenues.
- There has been and continues to be a gap between revenues and expenses.
- In the past available reserves have been used to bridge this gap.
- As you can see from the charts above, the City will no longer have reserves available to bridge this gap.

## Public Transit Fund

with Proposed Amendments

|                                      | FY 09<br>Actual    | FY 10<br>Estimated | FY 11<br>Proposed  | FY 12<br>Projected | FY 13<br>Projected   |
|--------------------------------------|--------------------|--------------------|--------------------|--------------------|----------------------|
| <b>Revenues</b>                      |                    |                    |                    |                    |                      |
| User Fees *                          | \$1,447,616        | \$1,489,966        | \$1,571,119        | \$1,610,397        | \$1,650,657          |
| Federal Operating Grants             | \$1,828,755        | \$1,547,620        | \$1,415,124        | \$1,429,275        | \$1,443,568          |
| Interest Revenue/Other Revenue       | \$150,748          | \$106,155          | \$101,240          | \$70,000           | \$70,000             |
| <b>Total Revenues</b>                | <b>\$3,427,119</b> | <b>\$3,143,741</b> | <b>\$3,087,483</b> | <b>\$3,109,672</b> | <b>\$3,164,225</b>   |
| <b>Expenses</b>                      |                    |                    |                    |                    |                      |
| Personnel Services                   | \$2,601,527        | \$2,569,153        | \$2,627,349        | \$2,712,738        | \$2,821,247          |
| Supplies & Materials                 | \$1,066,246        | \$1,227,631        | \$1,331,789        | \$1,358,425        | \$1,385,593          |
| Travel & Training                    | \$4,469            | \$6,040            | \$6,161            | \$6,284            | \$6,410              |
| Intragovernmental                    | \$587,287          | \$580,509          | \$632,314          | \$644,960          | \$657,859            |
| Utilities Services & Other Misc      | \$545,870          | \$495,594          | \$577,299          | \$588,845          | \$600,622            |
| Other/Capital                        | (\$18,037)         | \$25,111           | \$7,000            | \$7,070            | \$7,141              |
| <b>Total Expenses</b>                | <b>\$4,787,362</b> | <b>\$4,904,038</b> | <b>\$5,181,912</b> | <b>\$5,318,322</b> | <b>\$5,478,873</b>   |
| Operating Subsidy - Trans. Sale      | \$1,612,500        | \$1,612,500        | \$1,448,000        | \$1,484,200        | \$1,521,305          |
| <b>Net Use of Working Capital</b>    | <b>\$252,257</b>   | <b>(\$147,797)</b> | <b>(\$646,429)</b> | <b>(\$724,450)</b> | <b>(\$793,343)</b>   |
| Working Capital - Beginning          | \$1,585,717        | \$1,837,974        | \$1,690,177        | \$1,043,748        | \$319,298            |
| Working Capital - Ending             | \$1,837,974        | \$1,690,177        | \$1,043,748        | \$319,298          | ( <b>\$474,045</b> ) |
| Growth Rate of Ridership             |                    | 2.50%              | 2.50%              | 2.50%              | 2.50%                |
| Growth Rate Federal Operating Grants |                    | 1.00%              | 1.00%              | 1.00%              | 1.00%                |
| Growth Rate of Personnel             |                    | 4.00%              | 0.00%              | 3.25%              | 4.00%                |
| Growth Rate of Other Operating       |                    | 2.00%              | 2.00%              | 2.00%              | 2.00%                |
| Growth Rate of Other                 |                    | 1.00%              | 1.00%              | 1.00%              | 1.00%                |
| Growth Rate of Subsidy               |                    | 0.50%              | 0.00%              | 2.50%              | 2.50%                |

\* Includes Advertising Revenue for 2011 \$30,600

## Airport

|                                      | FY 09<br>Actual    | FY 10<br>Estimate  | FY 11<br>Proposed  | FY 12<br>Projected | FY 13<br>Projected |
|--------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Revenues</b>                      |                    |                    |                    |                    |                    |
| User Fees                            | \$481,984          | \$490,198          | \$526,591          | \$531,857          | \$537,175          |
| Federal Operating Grants             | \$44,895           | \$83,250           | \$40,000           | \$40,400           | \$40,804           |
| Interest Revenue/Other Revenue       | \$41,378           | \$39,598           | \$39,598           | \$70,000           | \$70,000           |
| <b>Total Revenues</b>                | <b>\$568,257</b>   | <b>\$613,046</b>   | <b>\$606,189</b>   | <b>\$642,257</b>   | <b>\$647,979</b>   |
| <b>Expenses</b>                      |                    |                    |                    |                    |                    |
| Personnel Services                   | \$1,019,399        | \$1,025,422        | \$1,064,581        | \$1,099,180        | \$1,143,147        |
| Supplies & Materials                 | \$137,758          | \$148,617          | \$165,584          | \$170,552          | \$175,668          |
| Travel & Training                    | \$12,595           | \$23,470           | \$25,970           | \$26,749           | \$27,552           |
| Intragovernmental                    | \$216,504          | \$225,170          | \$205,758          | \$211,931          | \$218,289          |
| Utilities Services & Other Misc      | \$289,082          | \$422,833          | \$501,316          | \$516,355          | \$531,846          |
| Other/Capital                        | \$12,126           | \$245,582          | \$102,500          | \$103,525          | \$104,560          |
| <b>Total Expenses</b>                | <b>\$1,687,464</b> | <b>\$2,091,094</b> | <b>\$2,065,709</b> | <b>\$2,128,292</b> | <b>\$2,201,062</b> |
| Operating Subsidy - Trans. Sale Tax  | \$1,120,250        | \$1,120,250        | \$1,136,500        | \$1,164,913        | \$1,194,035        |
| Transfer from Capital Improvement    |                    | \$350,000          |                    |                    |                    |
| <b>Net Use of Working Capital</b>    | <b>\$1,043</b>     | <b>(\$7,798)</b>   | <b>(\$323,020)</b> | <b>(\$321,122)</b> | <b>(\$359,047)</b> |
| Working Capital - Beginning          | \$96,028           | \$97,071           | \$89,273           | (\$233,747)        | (\$554,869)        |
| Allowance for unspent funds          |                    |                    |                    |                    |                    |
| Working Capital - Ending             | \$97,071           | \$89,273           | (\$233,747)        | (\$554,869)        | (\$913,916)        |
| Growth Rate of Ridership             |                    | 1.00%              | 1.00%              | 1.00%              | 1.00%              |
| Growth Rate Federal Operating Grants |                    | 1.00%              | 1.00%              | 1.00%              | 1.00%              |
| Growth Rate of Personnel             |                    | 4.00%              | 0.00%              | 3.25%              | 4.00%              |
| Growth Rate of Other Operating       |                    | 2.00%              | 2.00%              | 3.00%              | 3.00%              |
| Growth Rate of Other                 |                    | 1.00%              | 1.00%              | 1.00%              | 1.00%              |
| Growth Rate of Subsidy               |                    | 0.50%              | 0.00%              | 2.50%              | 2.50%              |

## Recreation Services

|                                      | FY 09<br>Actual    | FY 10<br>Estimate  | FY 11<br>Proposed  | FY 12<br>Projected | FY 13<br>Projected |
|--------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Revenues</b>                      |                    |                    |                    |                    |                    |
| User Fees-Unrestricted               | \$4,120,606        | \$4,145,909        | \$4,510,948        | \$4,601,167        | \$4,693,190        |
| Federal Operating Grants             | \$0                | \$0                | \$0                | \$0                | \$0                |
| Interest Revenue/Other Revenue       | \$115,999          | \$77,472           | \$91,218           | \$70,000           | \$70,000           |
| <b>Total Revenues</b>                | <b>\$4,236,605</b> | <b>\$4,223,381</b> | <b>\$4,602,166</b> | <b>\$4,671,167</b> | <b>\$4,763,190</b> |
| <b>Expenses</b>                      |                    |                    |                    |                    |                    |
| Personnel Services                   | \$3,529,001        | \$3,573,425        | \$3,631,752        | \$3,749,784        | \$3,871,652        |
| Supplies & Materials                 | \$862,468          | \$949,470          | \$936,792          | \$955,528          | \$974,638          |
| Travel & Training                    | \$8,544            | \$6,392            | \$12,665           | \$12,918           | \$13,177           |
| Intragovernmental                    | \$611,460          | \$672,126          | \$395,071          | \$402,972          | \$411,032          |
| Utilities Services & Other Misc      | \$1,146,489        | \$1,336,711        | \$1,388,338        | \$1,416,105        | \$1,444,427        |
| Other/Capital                        | \$48,953           | \$422,902          | \$771,231          | \$771,231          | \$771,231          |
| <b>Total Expenses</b>                | <b>\$6,206,915</b> | <b>\$6,961,026</b> | <b>\$7,135,849</b> | <b>\$7,308,538</b> | <b>\$7,486,157</b> |
| Operating Subsidy Parks Sale Tax     | \$2,362,160        | \$2,206,635        | \$2,206,635        | \$2,261,801        | \$2,318,346        |
| <b>Net Use of Working Capital</b>    | <b>\$391,850</b>   | <b>(\$531,010)</b> | <b>(\$327,048)</b> | <b>(\$375,570)</b> | <b>(\$404,621)</b> |
| Working Capital - Beginning          | \$1,848,946        | \$1,887,194        | \$1,356,184        | \$1,029,136        | \$653,566          |
| Working Capital - Ending             | \$1,887,194        | \$1,356,184        | \$1,029,136        | \$653,566          | \$248,945          |
| Growth Rate of Revenue               |                    | 3.00%              | 2.00%              | 2.00%              | 2.00%              |
| Growth Rate Federal Operating Grants |                    | 0.00%              | 0.00%              | 0.00%              | 0.00%              |
| Growth Rate of Personnel             |                    | 4.00%              | 0.00%              | 3.25%              | 3.25%              |
| Growth Rate of Other Operating       |                    | 2.00%              | 2.00%              | 2.00%              | 2.00%              |
| Growth Rate of Other                 |                    | -10.00%            | 0.00%              | 0.00%              | 0.00%              |
| Growth Rate of Subsidy               |                    | 0.50%              | 0.00%              | 2.50%              | 2.50%              |

**Transportation Sales Tax Forecast  
with proposed amendments**

|  | <b>FY 09<br/>Actual</b> | <b>FY 10<br/>Estimated</b> | <b>FY 11<br/>Projected</b> | <b>FY 12<br/>Projected</b> | <b>FY 13<br/>Projected</b> |
|--|-------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Operating Revenues                           | \$9,227,070             | \$9,242,214                | \$9,334,214                | \$9,567,569                | \$9,806,759                |
| General Fund Transfer for Street Maintenance | \$6,142,500             | \$6,142,500                | \$6,142,500                | \$6,296,063                | \$6,453,464                |
| <b>Net Operating Income</b>                  | <b>\$3,084,570</b>      | <b>\$3,099,714</b>         | <b>\$3,191,714</b>         | <b>\$3,271,507</b>         | <b>\$3,353,295</b>         |
| Operating Transfer (Airport)                 | \$1,125,250             | \$1,120,250                | \$1,136,500                | \$1,164,913                | \$1,194,035                |
| Operating Transfer (Transit)                 | \$1,600,000             | \$1,612,500                | \$1,448,000                | \$1,484,200                | \$1,521,305                |
| <b>Net Income After Operating Subsidies</b>  | <b>\$359,320</b>        | <b>\$366,964</b>           | <b>\$607,214</b>           | <b>\$622,394</b>           | <b>\$637,954</b>           |
| CIP Streets                                  | \$150,000               | \$150,000                  | \$75,000                   | \$150,000                  | \$150,000                  |
| CIP Airport                                  | \$227,000               | \$371,417                  | \$169,695                  | \$1,613,407                | \$719,550                  |
| CIP Transit                                  | \$167,118               | \$69,304                   | \$650,630                  | \$215,760                  | \$561,561                  |
| <b>Net Income</b>                            | <b>(\$184,798)</b>      | <b>(\$223,757)</b>         | <b>(\$288,111)</b>         | <b>(\$1,356,773)</b>       | <b>(\$793,157)</b>         |
| <b>Fund Equity - Beginning</b>               | <b>\$1,907,207</b>      | <b>\$1,722,409</b>         | <b>\$1,498,652</b>         | <b>\$1,210,541</b>         | <b>(\$146,232)</b>         |
| <b>Fund Equity - Ending</b>                  | <b>\$1,722,409</b>      | <b>\$1,498,652</b>         | <b>\$1,210,541</b>         | <b>(\$146,232)</b>         | <b>(\$939,388)</b>         |
| <br>   |                         |                            |                            |                            |                            |
| Growth rate Revenues                         |                         |                            |                            | 2.50%                      | 2.50%                      |
| Growth Rate Operating( Gen Fund)             |                         |                            |                            | 2.50%                      | 2.50%                      |
| Growth Rate Transfers                        |                         |                            |                            | 2.50%                      | 2.50%                      |

## Parks Sales Tax - variable increases in General Fund and Recreation Services Transfers

|                                      | FY 09<br>Projected | FY 10<br>Estimated | FY 11<br>Proposed | FY 12<br>Projected | FY 13<br>Projected | FY 14<br>Projected | FY 15<br>Projected |
|--------------------------------------|--------------------|--------------------|-------------------|--------------------|--------------------|--------------------|--------------------|
| Permanent 1/8th cent Parks Sales Tax | 2,299,940          | 2,307,500          | 2,330,575         | 2,388,839          | 2,448,560          | 2,522,017          | 2,597,678          |
| Temporary 1/8th cent Parks Sales Tax | 2,299,940          | 2,307,500          | 1,520,425         |                    |                    |                    |                    |
| Other Revenues                       | 81,096             | 0                  |                   |                    |                    |                    |                    |
| <b>Total Revenues</b>                | <b>4,680,976</b>   | <b>4,615,000</b>   | <b>3,851,000</b>  | <b>2,388,839</b>   | <b>2,448,560</b>   | <b>2,522,017</b>   | <b>2,597,678</b>   |
| Operating Expenses                   | 989                | 962                | 805               | 825                | 846                | 871                | 897                |
| Transfer to General Fund             | 1,045,000          | 1,045,000          | 1,055,450         | 1,081,836          | 1,108,882          | 1,142,149          | 1,176,413          |
| Transfer to Rec Services             | 637,725            | 637,725            | 644,105           | 660,208            | 676,713            | 697,014            | 717,925            |
| Acquisition Expenditures(Incl. Debt) | 1,016,837          | 1,017,287          | 1,016,044         | 0                  | 0                  | 0                  | 0                  |
| Capital Projects(Currently in CIP)   | 1,890,000          | 2,215,000          | 780,000           | 590,000            | 0                  | 0                  | 0                  |
| <b>Net Income</b>                    | <b>90,425</b>      | <b>(300,974)</b>   | <b>354,596</b>    | <b>55,970</b>      | <b>662,120</b>     | <b>681,983</b>     | <b>702,443</b>     |
| <br>                                 |                    |                    |                   |                    |                    |                    |                    |
| Fund Equity - Beginning              | 560,779            | 651,204            | 350,230           | 704,826            | 760,796            | 1,422,916          | 2,104,899          |
| Fund Equity - Ending                 | 651,204            | 350,230            | 704,826           | 760,796            | 1,422,916          | 2,104,899          | 2,807,342          |
| <br>                                 |                    |                    |                   |                    |                    |                    |                    |
| Growth Rate of Tax                   |                    |                    | 1.00%             | 2.50%              | 2.50%              | 3.00%              | 3.00%              |
| Growth Rate of GF budget             |                    |                    | 1.00%             | 2.50%              | 2.50%              | 3.00%              | 3.00%              |
| Growth Rate of Rec Serv. budget      |                    |                    | 1.00%             | 2.50%              | 2.50%              | 3.00%              | 3.00%              |
| Growth Rate of CIP                   |                    |                    | 0.00%             | 0.00%              | 0.00%              | 0.00%              | 0.00%              |

The current 1/8th cent temporary Parks Sales Tax expires March 31, 2011

## City of Columbia Utility Rate Increases And Average Monthly Customer Impact

|                                   | 2007         | 2008       | 2009    | 2010    | 2011           |
|-----------------------------------|--------------|------------|---------|---------|----------------|
| <b>Rate Increase</b>              |              |            |         |         |                |
| <b>Solid Waste:</b>               |              |            |         |         |                |
| Residential                       | \$1.75/month | 1.50/month | None    | None    | \$1/month      |
| Commercial                        |              |            |         |         |                |
| <b>Sewer</b>                      |              |            |         |         |                |
| Operations                        |              | 3.00%      |         | 2.00%   | 2.00%          |
| Debt                              | 3.00%        | 3.00%      | 15.00%  | 13.00%  | 13.00%         |
| Total Rate Increase               | 3.00%        | 6.00%      | 15.00%  | 15.00%  | 15.00%         |
| <b>Water</b>                      |              |            |         |         |                |
| Operations                        | 5.50%        | 4.50%      | 2.00%   | 3.00%   | 5.00%          |
| Debt                              | 3.50%        | 3.50%      | 3.50%   | 5.00%   | 5.00%          |
| Total Rate Increase               | 9.00%        | 8.00%      | 5.50%   | 8.00%   | 10.00%         |
| <b>Electric</b>                   |              |            |         |         |                |
| Operations                        | 7.00%        | 8.00%      | 4.00%   | 4.00%   | 3.00%          |
| Debt                              | 1.00%        | 1.00%      | 1.00%   | 1.00%   |                |
| Total Rate Increase               | 8.00%        | 9.00%      | 5.00%   | 5.00%   | 3.00%          |
| Base Load Power Cost<br>Per MWH * | \$38.14      | \$44.69    | \$48.09 | \$50.63 | \$51.39<br>35% |

\* Base load power supply costs make up 75% - 80% of total power supply costs

| <b>Average Monthly Customer Impact</b> |        |         |        |        |        |
|--|--------|---------|--------|--------|--------|
| Residential - Solid Waste              | \$1.75 | \$1.50  | \$0.00 | \$0.00 | \$1.00 |
| Sewer                                  | \$0.34 | \$0.69  | \$1.83 | \$2.11 | \$2.43 |
| Water                                  | \$1.80 | \$1.59  | \$1.85 | \$1.73 | \$2.28 |
| Electric                               | \$4.80 | \$6.91  | \$3.87 | \$4.86 | \$2.54 |
|  | \$8.69 | \$10.69 | \$7.55 | \$8.70 | \$8.25 |

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# Group 1

## Internal Service

- Public Works – Fleet Operations
- Public Works – Custodial & Maintenance Services
- Information Technologies
- Public Communications

## PW - Fleet Operations

|                            | 2008               | 2009               |                        | 2010               |                    |                        | 2011               |                                 |
|----------------------------|--------------------|--------------------|------------------------|--------------------|--------------------|------------------------|--------------------|---------------------------------|
|                            | Actual             | Actual             | Change<br>(Act v. Act) | Budget             | Estimate           | Change<br>(Est. v Act) | Proposed           | Change<br>(Prop. vs.<br>Budget) |
| Personnel Services         | \$1,480,497        | \$1,569,904        | \$89,407               | \$1,684,120        | \$1,608,703        | \$38,799               | \$1,835,389        | \$151,269                       |
| Materials & Supplies       | \$5,630,006        | \$4,435,386        | (\$1,194,620)          | \$4,762,865        | \$4,478,688        | \$43,302               | \$4,696,137        | (\$66,728)                      |
| Travel & Training          | \$5,669            | \$2,177            | (\$3,492)              | \$5,980            | \$5,980            | \$3,803                | \$5,980            | \$0                             |
| Intragovernmental Charges  | \$363,750          | \$400,745          | \$36,995               | \$451,844          | \$439,199          | \$38,454               | \$451,252          | (\$592)                         |
| Utilities, Serve, & Misc.  | \$69,252           | \$50,959           | (\$18,293)             | \$80,399           | \$61,751           | \$10,792               | \$73,465           | (\$6,934)                       |
| Capital                    | \$49,949           | \$83,416           | \$33,467               | \$0                | \$0                | (\$83,416)             | \$9,800            | \$9,800                         |
| Other                      | \$100,573          | \$62,108           | (\$38,465)             | \$72,971           | \$76,080           | \$13,972               | \$40,551           | (\$32,420)                      |
| <b>Total Before CIP</b>    | <b>\$7,699,696</b> | <b>\$6,604,695</b> | <b>(\$1,095,001)</b>   | <b>\$7,058,179</b> | <b>\$6,670,401</b> | <b>\$65,706</b>        | <b>\$7,112,574</b> | <b>\$54,395</b>                 |
| Percent Change             | 15.41%             |                    | (14.22%)               |                    |                    | 0.99%                  |                    | 0.77%                           |
| Capital Improvement Plan   | \$10,275           | \$65,033           | \$54,758               | \$0                | \$0                | (\$65,033)             | \$0                | \$0                             |
| <b>Total</b>               | <b>\$7,709,971</b> | <b>\$6,669,728</b> | <b>(\$1,040,243)</b>   | <b>\$7,058,179</b> | <b>\$6,670,401</b> | <b>\$673</b>           | <b>\$7,112,574</b> | <b>\$54,395</b>                 |
| Percent Change             | 15.57%             |                    | (13.49%)               |                    |                    | 0.01%                  |                    | 0.77%                           |
| <b>Number of Positions</b> | <b>25.55</b>       | <b>28.40</b>       | <b>2.85</b>            | <b>28.40</b>       | <b>28.40</b>       | <b>0.00</b>            | <b>31.45</b>       | <b>3.05</b>                     |

### 2008 Significant Changes:

- Decrease in capital additions by \$20,000 due to fewer vehicles scheduled to be replaced in 2008.
- Increase in labor rate charged to departments from \$42 to \$46/hour.
- Fuel expenses increased significantly due to the cost of fuel being higher than what was budgeted.

### 2009 Significant Changes:

- Personnel Services: Added (3) positions to provide services 24 hours, 5 days a week. This will greatly reduce the amount of work that is being sent to outside vendors at will result in a cost savings for the departments.
- Increase in labor rate charged to departments from \$46 to \$50/hour.
- Materials and Supplies: Fuel expenses decreased due to the cost of fuel being lower than in FY2008.

### 2010 Significant Changes:

- The lower cost of fuel budgeted for FY 2010 is the primary reason for the decrease in this budget

### 2010 Estimated Spending: 94.51%

- Personnel services under budget due to vacancies
- Supplies and materials under budget due to fuel prices being lower than budgeted.

### 2011 Significant Changes:

- Adds (3) positions to more cost effectively service vehicles in-house.

### Additional Information:

- During FY 2011 the focus will be on
- See list of accomplishments and goals attached.

## **PUBLIC WORKS-FLEET OPERATIONS ACCOMPLISHMENTS & GOALS**

### **FY 2009:**

- Started 24 hour operations by adding three full time employees (FTE), which resulted in reducing external expenditures by approximately \$400,000.

### **FY 2010:**

- Assumed all maintenance requirements that exceeded the internal capability of both Water & Light and Parks & Recreation.
- Completed and incorporated new codes into City accounting software that allows both Water & Light and Parks & Recreation to fully utilize the fleet maintenance functions of the City's software, which will result in full cost accounting in fleet maintenance for those two departments.
- Completed new unleaded fuel site.
- Completed an additional electronically controlled gate at the Grissum building.
- Completed the construction and installation of free standing salt spreader stands for Street division.

### **FY 2011 (Goals):**

- Further increase night shift capabilities by adding additional positions, which will result in an additional \$100,000 reduction in external expenditures.
- Pursuing Compressed Natural Gas (CNG) capability for both public and government vehicle use.

## PW - Custodial & Building Maintenance

|                            | 2008               | 2009               |                        | 2010               |                    |                        | 2011               |                                 |
|----------------------------|--------------------|--------------------|------------------------|--------------------|--------------------|------------------------|--------------------|---------------------------------|
|                            | Actual             | Actual             | Change<br>(Act v. Act) | Budget             | Estimate           | Change<br>(Est. v Act) | Proposed           | Change<br>(Prop. vs.<br>Budget) |
| Personnel Services         | \$514,523          | \$605,294          | \$90,771               | \$647,624          | \$591,390          | (\$13,904)             | \$767,690          | \$120,066                       |
| Materials & Supplies       | \$105,914          | \$129,656          | \$23,742               | \$185,258          | \$156,806          | \$27,150               | \$167,807          | (\$17,451)                      |
| Travel & Training          | \$1,477            | \$508              | (\$969)                | \$1,900            | \$1,843            | \$1,335                | \$1,900            | \$0                             |
| Intragovernmental Charges  | \$82,511           | \$77,000           | (\$5,511)              | \$95,478           | \$95,478           | \$18,478               | \$114,156          | \$18,678                        |
| Utilities, Serve, & Misc.  | \$251,407          | \$276,012          | \$24,605               | \$426,915          | \$335,637          | \$59,625               | \$488,983          | \$62,068                        |
| Capital                    | \$63,283           | \$49,735           | (\$13,548)             | \$0                | \$0                | (\$49,735)             | \$40,000           | \$40,000                        |
| Other                      | \$10,904           | \$12,656           | \$1,752                | \$82,410           | \$82,936           | \$70,280               | \$82,936           | \$526                           |
| <b>Total Before CIP</b>    | <b>\$1,030,019</b> | <b>\$1,150,861</b> | <b>\$120,842</b>       | <b>\$1,439,585</b> | <b>\$1,264,090</b> | <b>\$113,229</b>       | <b>\$1,663,472</b> | <b>\$223,887</b>                |
| Percent Change             | 1.90%              |                    | 11.73%                 |                    |                    | 9.84%                  |                    | 15.55%                          |
| Capital Improvement Plan   | \$0                | \$0                | \$0                    | \$0                | \$0                | \$0                    | \$0                | \$0                             |
| <b>Total</b>               | <b>\$1,030,019</b> | <b>\$1,150,861</b> | <b>\$120,842</b>       | <b>\$1,439,585</b> | <b>\$1,264,090</b> | <b>\$113,229</b>       | <b>\$1,663,472</b> | <b>\$223,887</b>                |
| Percent Change             | 1.90%              |                    | 11.73%                 |                    |                    | 9.84%                  |                    | 15.55%                          |
| <b>Number of Positions</b> | <b>10.50</b>       | <b>13.25</b>       | <b>2.75</b>            | <b>13.25</b>       | <b>13.25</b>       | <b>0.00</b>            | <b>16.25</b>       | <b>3.00</b>                     |

### 2008 Significant Changes:

- Decrease in capital replacements due to budget constraints which will result in fewer vehicles being replaced.
- Increase in utility expenses due to rate increases and utilities for transitional buildings being rented.

### 2009 Significant Changes:

- Added (1.75) custodians to provide service to Wabash and increase service at the Gris sum Building. In addition, one custodial has been moved from the departments at the Gris sum Building into the Custodial Fund in an effort to consolidate our custodial staff
- Cost savings measure: received pickup truck from the Fire Department instead of purchasing a new pickup truck.

### 2010 Significant Changes:

- Other: Includes lease payment for newly renovated office space

### 2010 Estimated Spending: 87.81%

- Personnel services under budget due to vacancies.
- Supplies and Materials under budget in construction materials.
- Utilities, Services & Miscellaneous expenditures under budget mainly in the electric charges.

### 2011 Significant Changes:

- Personnel Services: Adds (2) Custodians and (1) Building Maintenance position and operating costs due to the expansion of city facilities.

### Additional Information:

- During FY 2011 the focus will be on
  - See list of accomplishments and goals attached.

# **PUBLIC WORKS-BUILDING MAINTENANCE & CUSTODIAL SERVICES ACCOMPLISHMENTS & GOALS**

## **FY 2009:**

- Improved the management of work orders and maintenance activities by incorporating advancements in the cities computer system. This has resulted in better record management as well as better response times.
- Conducted numerous renovations and alternations to several City Buildings including the Airport Lobby.

## **FY 2010:**

- The new City Hall incorporates the latest in heating and cooling technologies that complies with the LEED standards.
- Developing green cleaning concepts including using products and methods that are green certified.

## **FY 2011 (Goals):**

- Increase Building Maintenance and Custodial Services staff to maintain and clean the new City Hall.
- Continue working towards following accepted Green guidelines for products, materials and methods.

# Information Technologies

|                            | 2008               | 2009               |                        | 2010               |                    |                        | 2011               |                           |
|----------------------------|--------------------|--------------------|------------------------|--------------------|--------------------|------------------------|--------------------|---------------------------|
|                            | Actual             | Actual             | Change<br>(Act v. Act) | Budget             | Estimate           | Change<br>(Est. v Act) | Proposed           | Change<br>(Prop. vs Bdgt) |
| Personnel Services         | \$1,953,723        | \$2,092,835        | \$139,112              | \$2,419,883        | \$2,292,050        | \$199,215              | \$2,401,336        | (\$18,547)                |
| Materials & Supplies       | \$302,595          | \$294,492          | (\$8,103)              | \$435,487          | \$286,482          | (\$8,010)              | \$251,275          | (\$184,212)               |
| Travel & Training          | \$46,557           | \$38,988           | (\$7,569)              | \$126,781          | \$98,337           | \$59,349               | \$98,950           | (\$27,831)                |
| Intragovernmental Charges  | \$149,533          | \$166,848          | \$17,315               | \$175,351          | \$175,351          | \$8,503                | \$199,010          | \$23,659                  |
| Utilities, Serv. & Misc.   | \$846,552          | \$884,273          | \$37,721               | \$1,321,089        | \$1,146,270        | \$261,997              | \$1,009,658        | (\$311,431)               |
| Capital                    | \$61,406           | \$271,084          | \$209,678              | \$196,538          | \$196,538          | (\$74,546)             | \$234,577          | \$38,039                  |
| Other                      | \$273,530          | \$274,092          | \$562                  | \$453,446          | \$422,340          | \$179,354              | \$422,340          | (\$31,106)                |
| <b>Total Before CIP</b>    | <b>\$3,633,896</b> | <b>\$4,022,612</b> | <b>\$388,716</b>       | <b>\$5,128,575</b> | <b>\$4,617,368</b> | <b>\$594,756</b>       | <b>\$4,617,146</b> | <b>(\$511,429)</b>        |
| Percent Change             | (7.79%)            |                    | 10.70%                 |                    |                    | 14.79%                 |                    | (9.97%)                   |
| Capital Improvement Plan   | \$0                | \$0                | \$0                    | \$0                | \$0                | \$0                    | \$0                | \$0                       |
| <b>Total</b>               | <b>\$3,633,896</b> | <b>\$4,022,612</b> | <b>\$388,716</b>       | <b>\$5,128,575</b> | <b>\$4,617,368</b> | <b>\$594,756</b>       | <b>\$4,617,146</b> | <b>(\$511,429)</b>        |
| Percent Change             | (7.79%)            |                    | 10.70%                 |                    |                    | 14.79%                 |                    | (9.97%)                   |
| <b>Number of Positions</b> | <b>25.00</b>       | <b>26.00</b>       | <b>1.00</b>            | <b>28.00</b>       | <b>28.00</b>       | <b>2.00</b>            | <b>28.00</b>       | <b>0.00</b>               |

### 2008 Significant Changes:

- Personnel Services: (1) Programmer for 6 months to assist with maintenance of GIS address database.
- Capital: Decreased by over \$200,000 due to budget constraints.

### 2009 Significant Changes:

- Personnel Services: (1) Business Analyst added to work with departments to document imaging, records management/retention and workflow changes.
- Capital: increased back to 2007 level.

### 2010 Significant Changes:

- Personnel Services: Reflects a full year of the Business Analyst position added in FY 2009 to coordinate document imaging implementation. Reflects the transfer of a Systems Analyst and a Systems Support Specialist from the Police Department. Over 90% of the work done by these two positions was IT related.
- Utilities, Services, and Miscellaneous: Increases in contractual services to provide additional internet bandwidth.
- Capital: Decreased due to budgetary constraints.
- Other: Includes lease payment for newly renovated office space.

### 2010 Estimated Spending: 90.03%

- Personnel Services is lower than budget due to having an unfilled Systems Analyst position.
- Supplies & Materials is lower than budget due to lower prices and reduction in spending.

### 2011 Significant Changes:

- Due to budget constraints, the department significantly reduced all categories based on historical trends.

### Additional Information:

- During FY 2011 the focus will be on
  - Moves from Ameren and Williams-Keeper buildings into historic Daniel Boone building.
  - Possible replacement of CAD/Records system for Public Safety
  - Research replacement options for Sungard/HTE and develop an RFP for FY 2012
  - If facility becomes available, set up Disaster Recovery/Business Continuity site

## Public Communications

|                            | 2008               |                    | 2009                   |                    | 2010               |                        | 2011               |                           |
|----------------------------|--------------------|--------------------|------------------------|--------------------|--------------------|------------------------|--------------------|---------------------------|
|                            | Actual             | Actual             | Change<br>(Act v. Act) | Budget             | Estimate           | Change<br>(Est. v Act) | Proposed           | Change<br>(Prop. vs Bdgt) |
| Personnel Services         | \$798,915          | \$856,419          | \$57,504               | \$794,110          | \$801,224          | (\$55,195)             | \$809,794          | \$15,684                  |
| Materials & Supplies       | \$240,928          | \$203,369          | (\$37,559)             | \$270,212          | \$227,951          | \$24,582               | \$210,269          | (\$59,943)                |
| Travel & Training          | \$2,088            | \$5,421            | \$3,333                | \$4,850            | \$3,350            | (\$2,071)              | \$3,150            | (\$1,700)                 |
| Intragovernmental Charges  | \$171,240          | \$161,801          | (\$9,439)              | \$186,872          | \$186,872          | \$25,071               | \$195,097          | \$8,225                   |
| Utilities, Serv. & Misc.   | \$92,485           | \$362,016          | \$269,531              | \$364,263          | \$350,304          | (\$11,712)             | \$309,510          | (\$54,753)                |
| Capital                    | \$177,479          | \$26,229           | (\$151,250)            | \$21,200           | \$21,200           | (\$5,029)              | \$0                | (\$21,200)                |
| Other                      | \$27,933           | \$39,805           | \$11,872               | \$167,662          | \$166,034          | \$127,857              | \$166,034          | (\$1,628)                 |
| <b>Total Before CIP</b>    | <b>\$1,511,068</b> | <b>\$1,655,060</b> | <b>\$143,992</b>       | <b>\$1,809,169</b> | <b>\$1,756,935</b> | <b>\$101,875</b>       | <b>\$1,693,854</b> | <b>(\$115,315)</b>        |
| Percent Change             | 21.07%             |                    | 9.53%                  |                    |                    | 6.16%                  |                    | (6.37%)                   |
| Capital Improvement Plan   | \$0                | \$0                | \$0                    | \$0                | \$0                | \$0                    | \$0                | \$0                       |
| <b>Total</b>               | <b>\$1,511,068</b> | <b>\$1,655,060</b> | <b>\$143,992</b>       | <b>\$1,809,169</b> | <b>\$1,756,935</b> | <b>\$101,875</b>       | <b>\$1,693,854</b> | <b>(\$115,315)</b>        |
| Percent Change             | 21.07%             |                    | 9.53%                  |                    |                    | 6.16%                  |                    | (6.37%)                   |
| <b>Number of Positions</b> | <b>11.75</b>       | <b>11.75</b>       | <b>0.00</b>            | <b>10.75</b>       | <b>10.75</b>       | <b>(1.00)</b>          | <b>10.75</b>       | <b>0.00</b>               |

### 2008 Significant Changes:

- Utilities, Services, and Miscellaneous: includes \$150,000 to initiate contract with Columbia Access Television (CAT-TV).
- Capital: Increase reflects capital equipment purchase to upgrade City Channel to digital technology. This will allow higher quality programs to be produced in a more efficient manner.

### 2009 Significant Changes:

- Utilities, Services, and Miscellaneous: Includes \$200,000 funding for second year of an agreement with CAT (Columbia Access Television) for operation of the public access channel. Contract extends through FY 2013.

### 2010 Significant Changes:

- Personnel Services: Transferred 1.0 FTE to Office of Neighborhood Services
- Capital: Decreases in capital equipment budgeted and purchased in FY 2009
- Other: Includes lease payment for newly renovated office space. Decreased costs for off-site rental location.

### 2010 Estimated Spending: 97.11%

- Unforeseen costs to equip new Council Chamber and City Hall conference rooms for audio-visual and broadcast services.

### 2011 Significant Changes:

- Includes \$35,000 for a citizen survey.
- Personnel Services: Adds \$10,000 in temporary help to provide after hours support for the first floor of the government center.
- Materials & Supplies: decrease in communication equipment purchases and items for resale.
- Utilities, Services, & Miscellaneous: Decrease in building rentals due to relocation of the City Channel into the government center.
- Capital: Reduction in capital and communication equipment due to significant purchases in FY 2010.
- Print Shop name has been changed to Document Support Services and have increased services to include document imaging and shredding.

### Additional Information:

- During FY 2011 the focus will be on
  - Website redesign to enhance customer service and continuing availability of useful information
  - Research and possible implementation of customer service call center
  - Adding value to services for internal customers, including expansion of document scanning and shredding services
  - Building community with internal and external customers through all our products and services
- Major Events
  - FY 2006 – New department authorized to merge communications, print, mail, City Channel and neighborhood relations with 11.75 FTE; centralized the budget for these functions
  - FY 2007 – Conducted most recent citizen survey; created internal service funding stream for City Channel; saved more than \$10,000 using internal staff to redesign website
  - FY 2008 – “Paperless” trend and postage increase affect print and mail businesses; responded with more competitive prices and customer service; started City Channel technology updates for higher productivity and to replace obsolete equipment; started contract with CAT-TV
  - FY 2009 – Started “streaming” Council meetings online with grant from Public Communications Resources Advisory Committee; started graffiti hotline; slowed spending growth
  - FY 2010 – Moved to City Hall addition; vacated some rental space; neighborhood relations function and 1 FTE moved to Office of Neighborhood Services; engineered and equipped new Council chamber and conference rooms for broadcast and audio visual; started internal scanning and shredding services to increase revenues; saved printing costs with online employee newsletter; started event services for City Hall conference rooms; slowed spending growth

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# Group 2

## Administrative Departments

- Law
- City Council
- Boards and Commissions
- City Clerk
- City Manager
- Office of Sustainability Fund
- Finance (General Fund, UCS, Self Insurance)
- City General

## Law Department

|                            | 2008             | 2009             |                        | 2010               |                    |                        | 2011               |                           |
|----------------------------|------------------|------------------|------------------------|--------------------|--------------------|------------------------|--------------------|---------------------------|
|                            | Actual           | Actual           | Change<br>(Act v. Act) | Budget             | Estimate           | Change<br>(Est. v Act) | Proposed           | Change<br>(Prop. vs Bdgt) |
| Personnel Services         | \$800,148        | \$788,508        | (\$11,640)             | \$1,061,512        | \$940,919          | \$152,411              | \$1,024,582        | (\$36,930)                |
| Materials & Supplies       | \$20,007         | \$21,039         | \$1,032                | \$60,597           | \$55,598           | \$34,559               | \$40,953           | (\$19,644)                |
| Travel & Training          | \$3,809          | \$2,529          | (\$1,280)              | \$13,825           | \$6,329            | \$3,800                | \$13,825           | \$0                       |
| Intragovernmental Charges  | \$91,689         | \$95,145         | \$3,456                | \$122,069          | \$122,885          | \$27,740               | \$139,855          | \$17,786                  |
| Utilities, Serv. & Misc.   | \$59,402         | \$40,250         | (\$19,152)             | \$70,064           | \$69,201           | \$28,951               | \$75,217           | \$5,153                   |
| Capital                    |                  |                  | \$0                    |                    |                    | \$0                    |                    | \$0                       |
| Other                      |                  |                  | \$0                    |                    |                    | \$0                    |                    | \$0                       |
| <b>Total Before CIP</b>    | <b>\$975,055</b> | <b>\$947,471</b> | <b>(\$27,584)</b>      | <b>\$1,328,067</b> | <b>\$1,194,932</b> | <b>\$247,461</b>       | <b>\$1,294,432</b> | <b>(\$33,635)</b>         |
| Percent Change             | 7.96%            |                  | (2.83%)                |                    |                    | 26.12%                 |                    | (2.53%)                   |
| Capital Improvement Plan   | \$0              | \$0              | \$0                    | \$0                | \$0                | \$0                    | \$0                | \$0                       |
| <b>Total</b>               | <b>\$975,055</b> | <b>\$947,471</b> | <b>(\$27,584)</b>      | <b>\$1,328,067</b> | <b>\$1,194,932</b> | <b>\$247,461</b>       | <b>\$1,294,432</b> | <b>(\$33,635)</b>         |
| Percent Change             | 7.96%            |                  | (2.83%)                |                    |                    | 26.12%                 |                    | (2.53%)                   |
| <b>Number of Positions</b> | <b>10.00</b>     | <b>9.00</b>      | <b>(1.00)</b>          | <b>9.50</b>        | <b>13.50</b>       | <b>4.50</b>            | <b>12.50</b>       | <b>3.00</b>               |

### 2008 Significant Changes:

- Add (1) Assistant City Counselor III for 6 months to begin training of personnel to prepare for departmental retirements.
- No significant changes in operations.

### 2009 Significant Changes:

- Deletes (1) Assistant City Counselor III through retirement of a long-time employee.
- No significant changes in operations.

### 2010 Significant Changes:

- .5 FTE Assistant City Counselor position added to staff the Citizens Police Review Board.
- 2 additional Assistant City Counselor positions and 2 ASA positions were added to the prosecutor division to handle increased case load.

### 2010 Estimated Spending: 89.98%

- Personnel Services below budget due to vacancies in Prosecutor's Office being held due to lower than anticipated number of citations.

### 2011 Significant Changes:

- Eliminated (1) vacant City Counselor position due to lower than anticipated number of citations.

### Additional Information:

- During FY 2011 the focus will be on
  - Training and cross-training attorneys in Counselor's Division.
  - Handling expected increase in red light camera cases as efficiently as possible.

## City Council Department (including Boards and Commissions)

|                            | 2008             | 2009             |                        | 2010             |                  |                        | 2011             |                           |
|----------------------------|------------------|------------------|------------------------|------------------|------------------|------------------------|------------------|---------------------------|
|                            | Actual           | Actual           | Change<br>(Act v. Act) | Budget           | Estimate         | Change<br>(Est. v Act) | Proposed         | Change<br>(Prop. vs Bdgt) |
| Personnel Services         | \$3,278          | \$2,557          | (\$721)                | \$10,274         | \$7,792          | \$5,235                | \$10,282         | \$8                       |
| Materials & Supplies       | \$41,533         | \$29,824         | (\$11,709)             | \$65,139         | \$49,947         | \$20,123               | \$67,339         | \$2,200                   |
| Travel & Training          | \$34,600         | \$33,219         | (\$1,381)              | \$53,613         | \$53,613         | \$20,394               | \$57,060         | \$3,447                   |
| Intragovernmental Charges  | \$59,912         | \$53,078         | (\$6,834)              | \$75,554         | \$75,554         | \$22,476               | \$44,690         | (\$30,864)                |
| Utilities, Serv. & Misc.   | \$56,542         | \$53,265         | (\$3,277)              | \$86,152         | \$84,694         | \$31,429               | \$100,482        | \$14,330                  |
| Capital                    |                  |                  | \$0                    |                  |                  | \$0                    |                  | \$0                       |
| Other                      |                  |                  | \$0                    |                  |                  | \$0                    |                  | \$0                       |
| <b>Total Before CIP</b>    | <b>\$195,865</b> | <b>\$171,943</b> | <b>(\$23,922)</b>      | <b>\$290,732</b> | <b>\$271,600</b> | <b>\$99,657</b>        | <b>\$279,853</b> | <b>(\$10,879)</b>         |
| Percent Change             | (10.15%)         |                  | (12.21%)               |                  |                  | 57.96%                 |                  | (3.74%)                   |
| Capital Improvement Plan   | \$0              | \$0              | \$0                    | \$0              | \$0              | \$0                    | \$0              | \$0                       |
| <b>Total</b>               | <b>\$195,865</b> | <b>\$171,943</b> | <b>(\$23,922)</b>      | <b>\$290,732</b> | <b>\$271,600</b> | <b>\$99,657</b>        | <b>\$279,853</b> | <b>(\$10,879)</b>         |
| Percent Change             | (10.15%)         |                  | (12.21%)               |                  |                  | 57.96%                 |                  | (3.74%)                   |
| <b>Number of Positions</b> | <b>0.00</b>      |                  | <b>0.00</b>            | <b>0.00</b>      | <b>0.00</b>      | <b>0.00</b>            | <b>0.00</b>      | <b>0.00</b>               |

### 2008 Significant Changes:

- Travel & Training: Additional funds (\$15,000) have been added in travel and training to allow our seven member council members to attend national conferences, to better enable themselves to address issues facing Columbia.
- Materials & Supplies: Decreases in printing costs.

### 2009 Significant Changes:

- Materials & Supplies: Decreases in printing costs.

### 2010 Significant Changes:

- Materials & Supplies: Includes funds to purchase three computers and a printer for City Council/Mayor offices in the newly renovated office space.
- Intragovernmental Charges: Includes funds to maintain three computers and a printer for City Council/Mayor offices in the newly renovated office space.
- Utilities, Services, & Misc.: Includes funds for the set up and cost of two phones and lines in the City Council offices in the newly renovated office space.

### 2010 Estimated Spending: 93.42%

- Board and Commission spending for food has increased.
- In general a higher percent of the budget could be spent in 2010 than 2009. The estimated cost is always high as this budget funds various boards and commissions and it is hard to anticipate costs. Generally less is spent than estimated.

### 2011 Significant Changes:

- Boards and Commissions increased \$23,347 which includes \$20,000 for the Citizens Police Review Board, which is reflected in increases in Materials and Supplies, Travel and Training, and Utilities, Services, and Miscellaneous categories.
- Intragovernmental Charges: Significant decrease due to changes in allocation for custodial and building maintenance in the new government center.

### Additional Information:

**DESCRIPTION**

The advisory boards and commissions are to provide policy recommendations on specific areas of community interest to the council, thus increasing citizen input into the policy making process.

**HIGHLIGHTS/SIGNIFICANT CHANGES**

The large increase for FY 2011 is due to the additional funding for the Citizen Police Review Board.

**BUDGET DETAIL**

|                              | <b>Actual<br/>FY 2009</b> | <b>Budget<br/>FY 2010</b> | <b>Estimated<br/>FY 2010</b> | <b>Proposed<br/>FY 2011</b> | <b>Percent<br/>Change</b> |
|------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|---------------------------|
| Personnel Services           | \$ 0                      | \$ 0                      | \$ 0                         | 0                           |                           |
| Supplies and Materials       | 9,032                     | 21,947                    | 21,947                       | 25,597                      | 16.6%                     |
| Travel and Training          | 1,134                     | 13,113                    | 13,113                       | 16,560                      | 26.3%                     |
| Intragovernmental Charges    | 7,355                     | 4,627                     | 4,627                        | 4,611                       | (0.3%)                    |
| Utilities, Services, & Misc. | 10,034                    | 31,248                    | 31,248                       | 46,098                      | 47.5%                     |
| Capital                      | 0                         | 0                         | 0                            | 0                           |                           |
| Other                        | 0                         | 0                         | 0                            | 0                           |                           |
| <b>Total</b>                 | <b>\$ 27,555</b>          | <b>\$ 70,935</b>          | <b>\$ 70,935</b>             | <b>92,866</b>               | <b>30.9%</b>              |

**ACTIVITY LEVEL EXPENDITURES**

|                                     | <b>Actual<br/>FY 2009</b> | <b>Budget<br/>FY 2010</b> | <b>Estimated<br/>FY 2010</b> | <b>Proposed<br/>FY 2011</b> | <b>Percent<br/>Change</b> |
|-------------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|---------------------------|
| Board of Adjustment                 | \$ 1,239                  | \$ 5,760                  | \$ 5,760                     | 5,760                       | 0.0%                      |
| Airport Advisory Board              | 1,852                     | 1,600                     | 1,600                        | 2,100                       | 31.3%                     |
| Sister Cities                       | 0                         | 7,850                     | 7,850                        | 7,850                       | 0.0%                      |
| Planning and Zoning                 | 2,631                     | 5,053                     | 5,053                        | 7,900                       | 56.3%                     |
| Parks and Recreation Commission     | 1,782                     | 4,270                     | 4,270                        | 4,270                       | 0.0%                      |
| Bike Commission                     | 0                         | 1,190                     | 1,190                        | 1,190                       | 0.0%                      |
| Other Boards                        | 0                         | 8,020                     | 8,020                        | 8,020                       | 0.0%                      |
| Historic Preservation               | 7,137                     | 11,217                    | 11,217                       | 11,217                      | 0.0%                      |
| Mayor's Council on Physical Fitness | 5,536                     | 6,448                     | 6,448                        | 6,448                       | 0.0%                      |
| Bike, Walk, and Wheel Commission    | 14                        | 5,000                     | 5,000                        | 5,000                       | 0.0%                      |
| Commissions - General               | 10                        | 4,000                     | 4,000                        | 4,000                       | 0.0%                      |
| Disabilities                        | 0                         | 1,300                     | 1,300                        | 1,300                       | 0.0%                      |
| Citizens Police Review Board        | 0                         | 4,600                     | 4,600                        | 23,200                      | 404.3%                    |
| Web Design                          | 5,207                     | 1,495                     | 1,495                        | 1,711                       | 14.4%                     |
| Council Delivery/Print Shop Charge  | 2,147                     | 3,132                     | 3,132                        | 2,900                       | (7.4%)                    |
| <b>Total</b>                        | <b>\$ 27,555</b>          | <b>\$ 70,935</b>          | <b>\$ 70,935</b>             | <b>92,866</b>               | <b>30.9%</b>              |

**AUTHORIZED PERSONNEL**

|   | <b>Actual<br/>FY 2009</b> | <b>Budget<br/>FY 2010</b> | <b>Estimated<br/>FY 2010</b> | <b>Proposed<br/>FY 2011</b> | <b>Position<br/>Changes</b> |
|---|---------------------------|---------------------------|------------------------------|-----------------------------|-----------------------------|
| There are no personnel assigned to this budget. |                           |                           |                              |                             |                             |

## City Clerk Department

|                            | 2008             | 2009             |                        | 2010             |                  |                        | 2011             |                           |
|----------------------------|------------------|------------------|------------------------|------------------|------------------|------------------------|------------------|---------------------------|
|                            | Actual           | Actual           | Change<br>(Act v. Act) | Budget           | Estimate         | Change<br>(Est. v Act) | Proposed         | Change<br>(Prop. vs Bdgt) |
| Personnel Services         | \$114,604        | \$115,999        | \$1,395                | \$165,043        | \$164,479        | \$48,480               | \$175,526        | \$10,483                  |
| Materials & Supplies       | \$1,493          | \$1,152          | (\$341)                | \$3,921          | \$4,521          | \$3,369                | \$3,361          | (\$560)                   |
| Travel & Training          | \$609            | \$454            | (\$155)                | \$2,637          | \$900            | \$446                  | \$2,637          | \$0                       |
| Intragovernmental Charges  | \$26,091         | \$24,350         | (\$1,741)              | \$33,309         | \$33,309         | \$8,959                | \$37,371         | \$4,062                   |
| Utilities, Serv, & Misc.   | \$37,172         | \$186,434        | \$149,262              | \$128,936        | \$110,291        | (\$76,143)             | \$129,026        | \$90                      |
| Capital                    |                  |                  | \$0                    |                  |                  | \$0                    |                  | \$0                       |
| Other                      |                  |                  | \$0                    |                  |                  | \$0                    |                  | \$0                       |
| <b>Total Before CIP</b>    | <b>\$179,969</b> | <b>\$328,389</b> | <b>\$148,420</b>       | <b>\$333,846</b> | <b>\$313,500</b> | <b>(\$14,889)</b>      | <b>\$347,921</b> | <b>\$14,075</b>           |
| Percent Change             | (19.09%)         |                  | 82.47%                 |                  |                  | (4.53%)                |                  | 4.22%                     |
| Capital Improvement Plan   | \$0              | \$0              | \$0                    | \$0              | \$0              | \$0                    | \$0              | \$0                       |
| <b>Total</b>               | <b>\$179,969</b> | <b>\$328,389</b> | <b>\$148,420</b>       | <b>\$333,846</b> | <b>\$313,500</b> | <b>(\$14,889)</b>      | <b>\$347,921</b> | <b>\$14,075</b>           |
| Percent Change             | (19.09%)         |                  | 82.47%                 |                  |                  | (4.53%)                |                  | 4.22%                     |
| <b>Number of Positions</b> | <b>2.00</b>      | <b>2.00</b>      | <b>0.00</b>            | <b>3.00</b>      | <b>3.00</b>      | <b>1.00</b>            | <b>3.00</b>      | <b>0.00</b>               |

**2008 Significant Changes:**

- Utility, Services, & Misc: Decrease in election cost from 2007 to 2008.

**2009 Significant Changes:**

- Utility, Services, & Misc: Cost of 2008 general election was higher than normal due to voter turnout.

**2010 Significant Changes:**

- Personnel Services: Added (1) Administrative Support Assistant II to handle general citizen inquiries. This position was moved from the Finance Department to City Clerk.

**2010 Estimated Spending:** 93.91%

- Utility, Services, & Misc: Election cost is anticipated to be lower than the FY 2009 which included cost of 2008 general election.

**2011 Significant Changes:**

- Personnel Services: Fully funds the Administrative Support Assistant II position added for part of the year in FY 2010.

**Additional Information:**

## City Manager Department

|                            | 2008             | 2009             |                        | 2010               |                    |                        | 2011               |                           |
|----------------------------|------------------|------------------|------------------------|--------------------|--------------------|------------------------|--------------------|---------------------------|
|                            | Actual           | Actual           | Change<br>(Act v. Act) | Budget             | Estimate           | Change<br>(Est. v Act) | Proposed           | Change<br>(Prop. vs Bdgt) |
| Personnel Services         | \$765,233        | \$836,974        | \$71,741               | \$855,501          | \$853,471          | \$16,497               | \$852,288          | (\$3,213)                 |
| Materials & Supplies       | \$12,233         | \$10,327         | (\$1,906)              | \$22,435           | \$16,125           | \$5,798                | \$18,630           | (\$3,805)                 |
| Travel & Training          | \$17,062         | \$17,920         | \$858                  | \$16,700           | \$17,750           | (\$170)                | \$16,200           | (\$500)                   |
| Intragovernmental Charges  | \$80,726         | \$74,429         | (\$6,297)              | \$88,959           | \$88,888           | \$14,459               | \$103,734          | \$14,775                  |
| Utilities, Serv, & Misc.   | \$50,873         | \$40,361         | (\$10,512)             | \$77,509           | \$49,475           | \$9,114                | \$69,480           | (\$8,029)                 |
| Capital                    |                  |                  | \$0                    |                    |                    | \$0                    |                    | \$0                       |
| Other                      |                  |                  | \$0                    |                    |                    | \$0                    |                    | \$0                       |
| <b>Total Before CIP</b>    | <b>\$926,127</b> | <b>\$980,011</b> | <b>\$53,884</b>        | <b>\$1,061,104</b> | <b>\$1,025,709</b> | <b>\$45,698</b>        | <b>\$1,060,332</b> | <b>(\$772)</b>            |
| Percent Change             | (5.94%)          |                  | 5.82%                  |                    |                    | 4.66%                  |                    | (0.07%)                   |
| Capital Improvement Plan   | \$0              | \$0              | \$0                    | \$0                | \$0                | \$0                    | \$0                | \$0                       |
| <b>Total</b>               | <b>\$926,127</b> | <b>\$980,011</b> | <b>\$53,884</b>        | <b>\$1,061,104</b> | <b>\$1,025,709</b> | <b>\$45,698</b>        | <b>\$1,060,332</b> | <b>(\$772)</b>            |
| Percent Change             | (5.94%)          |                  | 5.82%                  |                    |                    | 4.66%                  |                    | (0.07%)                   |
| <b>Number of Positions</b> | <b>8.00</b>      | <b>9.00</b>      | <b>1.00</b>            | <b>8.00</b>        | <b>8.00</b>        | <b>(1.00)</b>          | <b>8.00</b>        | <b>0.00</b>               |

### 2008 Significant Changes:

- Reduction due to the purchase of computer software and equipment for GiS in FY 2007 and vacant position for most of FY 2008.

### 2009 Significant Changes:

- Vacant Auditor's position filled in FY 2009.
- Added Business Ombudsman position - this position remained vacant all year.

### 2010 Significant Changes:

- Personnel Services: Eliminated Business Ombudsman position due to budget constraints. Increases in Health and pension costs.

**2010 Estimated Spending:** 96.66%

- Utilities, Services, and Miscellaneous: Department will not spend all funds budgeted for contractual services.

### 2011 Significant Changes:

- Intragovernmental Charges: reallocation of square feet in new government building and increased number of web files.
- Cuts in all other areas due to budget constraints

### Additional Information:

- During FY 2011 the focus will be on
  - Improve/expand customer service orientation across all city departments
  - Maintain short and long term fiscal stability of City
  - Continue workforce training and development initiatives
  - Conduct thorough organizational assessment to review city processes

## Office of Sustainability

|                           | 2008       | 2009       |                        | 2010             |                  |                        | 2011             |                           |
|---------------------------|------------|------------|------------------------|------------------|------------------|------------------------|------------------|---------------------------|
|                           | Actual     | Actual     | Change<br>(Act v. Act) | Budget           | Estimate         | Change<br>(Est. v Act) | Proposed         | Change<br>(Prop. vs Bdgt) |
| Personnel Services        | \$0        | \$0        | \$0                    | \$52,544         | \$47,312         | \$47,312               | \$87,373         | \$34,829                  |
| Materials & Supplies      | \$0        | \$0        | \$0                    | \$5,275          | \$4,385          | \$4,385                | \$1,500          | (\$3,775)                 |
| Travel & Training         | \$0        | \$0        | \$0                    | \$2,600          | \$2,000          | \$2,000                | \$2,600          | \$0                       |
| Intragovernmental Charges | \$0        | \$0        | \$0                    | \$25,300         | \$25,300         | \$25,300               | \$14,189         | (\$11,111)                |
| Utilities, Serv, & Misc.  | \$0        | \$0        | \$0                    | \$211,649        | \$201,649        | \$201,649              | \$288,711        | \$77,062                  |
| Capital                   | \$0        | \$0        | \$0                    | \$0              | \$0              | \$0                    | \$323,025        | \$323,025                 |
| Other                     | \$0        | \$0        | \$0                    | \$0              | \$0              | \$0                    | \$0              | \$0                       |
| <b>Total Before CIP</b>   | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>             | <b>\$297,368</b> | <b>\$280,646</b> | <b>\$280,646</b>       | <b>\$717,398</b> | <b>\$420,030</b>          |
| Percent Change            |            |            |                        |                  |                  |                        |                  | 141.25%                   |
| Capital Improvement Plan  | \$0        | \$0        | \$0                    | \$0              | \$0              | \$0                    | \$0              | \$0                       |
| <b>Total</b>              | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>             | <b>\$297,368</b> | <b>\$280,646</b> | <b>\$280,646</b>       | <b>\$717,398</b> | <b>\$420,030</b>          |
| Percent Change            |            |            |                        |                  |                  |                        |                  | 141.25%                   |

|                            |             |             |             |             |             |             |             |               |
|----------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|---------------|
| <b>Number of Positions</b> | <b>0.00</b> | <b>0.00</b> | <b>0.00</b> | <b>1.25</b> | <b>1.00</b> | <b>1.00</b> | <b>1.00</b> | <b>(0.25)</b> |
|----------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|---------------|

### 2008 Significant Changes:

- N/A

### 2009 Significant Changes:

- N/A

### 2010 Significant Changes:

- New office for FY 2010
- Partially funded by a Department of Energy Stimulus Block Grant
- Focus of the office will be to implement business style plans to establish targeted energy reduction goals and achieve other cost savings.

### 2010 Estimated Spending: 94.38%

- Estimated spending is down in 2010 because some categories were budgeted for 1 year while the office was only established in February 2010. i.e. Travel & training spending will remain the same in FY2011 even though not all of the budgeted amount was used in FY2010.
- Spending included \$159,000 in Misc. contracts for Energy Assessments of City Facilities. Assessments are a required activity of the DOE Block Grant. So far, 16% of City facilities have been audited and improvements suggested could result in almost \$60,000 possible annual savings.

### 2011 Significant Changes:

- Includes over \$600,000 in grant funds for retrofits to city facilities based on energy assessments.
- Includes full year funding for department operations. Most of FY 2010 only included 6 months of costs.
- Travel and training is for local, regional, and national meetings of sustainability managers and other government officials doing similar work as Columbia's Office of Sustainability.

### Additional Information:

- During FY 2011 the focus will be on:
  - Implementing retrofits recommended from the energy assessments completed in 2010. In addition to grant funding, the energy savings realized will fund the Office of Sustainability. The first round of retrofits are expected to have a 7 year payback for the cost of the improvement.
  - Implementing an internal sustainability action plan that will focus on energy and greenhouse gas emission reduction solutions, best practices, and institutional/ policy recommendations to improve sustainable government operations.
  - Seeking additional grant and foundation funding to increase efficiencies in City Operations and supplement the Office of Sustainability's funding

## Finance Department (General Fund Operations Only)

|                            | 2008               | 2009               |                        | 2010               |                    |                        | 2011               |                           |
|----------------------------|--------------------|--------------------|------------------------|--------------------|--------------------|------------------------|--------------------|---------------------------|
|                            | Actual             | Actual             | Change<br>(Act v. Act) | Budget             | Estimate           | Change<br>(Est. v Act) | Proposed           | Change<br>(Prop. vs Bdgt) |
| Personnel Services         | \$2,222,873        | \$2,385,813        | \$162,940              | \$2,547,375        | \$2,481,010        | \$95,197               | \$2,514,757        | (\$32,618)                |
| Materials & Supplies       | \$110,067          | \$97,509           | (\$12,558)             | \$146,705          | \$137,232          | \$39,723               | \$107,200          | (\$39,505)                |
| Travel & Training          | \$15,482           | \$17,959           | \$2,477                | \$28,030           | \$28,030           | \$10,071               | \$27,930           | (\$100)                   |
| Intragovernmental Charges  | \$464,126          | \$433,725          | (\$30,401)             | \$487,689          | \$487,689          | \$53,964               | \$506,328          | \$18,639                  |
| Utilities, Serv. & Misc.   | \$341,088          | \$339,896          | (\$1,192)              | \$302,665          | \$291,261          | (\$48,635)             | \$263,862          | (\$38,803)                |
| Capital                    | \$0                | \$0                | \$0                    | \$10,000           | \$10,000           | \$10,000               | \$0                | (\$10,000)                |
| Other                      | \$0                | \$0                | \$0                    | \$0                | \$0                | \$0                    | \$0                | \$0                       |
| <b>Total Before CIP</b>    | <b>\$3,153,636</b> | <b>\$3,274,902</b> | <b>\$121,266</b>       | <b>\$3,522,464</b> | <b>\$3,435,222</b> | <b>\$160,320</b>       | <b>\$3,420,077</b> | <b>(\$102,387)</b>        |
| Percent Change             | 2.46%              |                    | 3.85%                  |                    |                    | 4.90%                  |                    | (2.91%)                   |
| Capital Improvement Plan   | \$0                | \$0                | \$0                    | \$0                | \$0                | \$0                    | \$0                | \$0                       |
| <b>Total</b>               | <b>\$3,153,636</b> | <b>\$3,274,902</b> | <b>\$121,266</b>       | <b>\$3,522,464</b> | <b>\$3,435,222</b> | <b>\$160,320</b>       | <b>\$3,420,077</b> | <b>(\$102,387)</b>        |
| Percent Change             | 2.46%              |                    | 3.85%                  |                    |                    | 4.90%                  |                    | (2.91%)                   |
| <b>Number of Positions</b> | <b>37.25</b>       | <b>38.25</b>       | <b>1.00</b>            | <b>38.25</b>       | <b>38.25</b>       | <b>0.00</b>            | <b>38.25</b>       | <b>0.00</b>               |

### 2008 Significant Changes:

- Treasury Management moved from the Annex building to the Daniel Boone Building
- Included money for document imaging PILOT project.

### 2009 Significant Changes:

- Personnel Services: Added (1) Procurement Officer in Purchasing to address the increased workload resulting from Purchasing taking on the responsibility of bidding out Public Improvement Projects that were previously bid out by the Departments. Also, we filled vacancies in Accounting and Treasury Management.

### 2010 Significant Changes:

- Added (1) Compliance Officer to ensure proper compliance with federal mandates.
- (1) clerical position eliminated during FY 2010.
- Materials & Supplies: computer equipment purchased
- Utilities, Services, and Miscellaneous: lower due to relocation of several divisions from the Bank of America building to the Daniel Boone Building during the year.

**2010 Estimated Spending:** 97.52%

- Personnel under due to turnover
- Materials and Supplies under due to better utilization of document imaging

### 2011 Significant Changes:

- Personnel down due to the elimination of a clerical position mid-year 2010.
- Materials and Supplies down due to budget constraints
- Utility, Services, & Misc down due to the no longer paying rent at BOA - relocation of accounting and purchasing to the new government center.

### Additional Information:

- During FY 2011, the Finance Department will be focusing on
  - working with the Finance Advisory and Audit Committee and the Police and Fire Pension Boards to address issues related to pension funding and reviewing the City's revenue structure.
  - Continue to develop better ways to utilize technology including preparation for the transition to a new financial and management information system.
  - Maintain a AA Bond Rating
  - Receive GFOA Distinguished Budget Award
  - Receive GFOA Excellence in Financial Reporting Award

## Finance Department - Utility Customer Services

|                            | 2008               | 2009               |                        | 2010               |                    |                        | 2011               |                              |
|----------------------------|--------------------|--------------------|------------------------|--------------------|--------------------|------------------------|--------------------|------------------------------|
|                            | Actual             | Actual             | Change<br>(Act v. Act) | Budget             | Estimate           | Change<br>(Est. v Act) | Proposed           | Change<br>(Prop. vs<br>Bdgt) |
| Personnel Services         | \$577,883          | \$602,772          | \$24,889               | \$636,122          | \$622,558          | \$19,786               | \$633,410          | (\$2,712)                    |
| Materials & Supplies       | \$312,945          | \$357,531          | \$44,586               | \$426,054          | \$425,136          | \$67,605               | \$408,642          | (\$17,412)                   |
| Travel & Training          | \$1,292            | \$2,080            | \$788                  | \$16,000           | \$11,000           | \$8,920                | \$14,000           | (\$2,000)                    |
| Intragovernmental Charges  | \$372,163          | \$357,759          | (\$14,404)             | \$392,572          | \$392,572          | \$34,813               | \$319,125          | (\$73,447)                   |
| Utilities, Serv, & Misc.   | \$635,705          | \$561,179          | (\$74,526)             | \$696,680          | \$568,186          | \$7,007                | \$575,500          | (\$121,180)                  |
| Capital                    | \$0                | \$0                | \$0                    | \$0                | \$0                | \$0                    | \$0                | \$0                          |
| Other                      | \$12,319           | \$106,034          | \$93,715               | \$106,288          | \$106,288          | \$254                  | \$106,288          | \$0                          |
| <b>Total Before CIP</b>    | <b>\$1,912,307</b> | <b>\$1,987,355</b> | <b>\$75,048</b>        | <b>\$2,273,716</b> | <b>\$2,125,740</b> | <b>\$138,385</b>       | <b>\$2,056,965</b> | <b>(\$216,751)</b>           |
| Percent Change             |                    |                    | 3.92%                  |                    |                    | 6.96%                  |                    | (9.53%)                      |
| Capital Improvement Plan   | \$0                | \$0                | \$0                    | \$0                | \$0                | \$0                    | \$0                | \$0                          |
| <b>Total</b>               | <b>\$1,912,307</b> | <b>\$1,987,355</b> | <b>\$75,048</b>        | <b>\$2,273,716</b> | <b>\$2,125,740</b> | <b>\$138,385</b>       | <b>\$2,056,965</b> | <b>(\$216,751)</b>           |
| Percent Change             |                    |                    | 3.92%                  |                    |                    | 6.96%                  |                    | (9.53%)                      |
| <b>Number of Positions</b> | <b>12.00</b>       | <b>12.00</b>       | <b>0.00</b>            | <b>12.00</b>       |                    | <b>0.00</b>            | <b>12.00</b>       | <b>0.00</b>                  |

### 2008 Significant Changes:

- Moved from the Annex building to the Daniel Boone Building
- Increase in Temporary Help for summer rush.
- Increase in postage and Information Technology Intragovernmental charges.
- Rebid credit card processing contract for substantial savings.

### 2009 Significant Changes:

- Includes a lease payment of over \$93,000 for the office space in the newly renovated Daniel Boone Building.
- Increase in Temporary Help for summer rush.
- Increase in postage.
- New service contract for printing and mailing of utility bills resulted in substantial savings.

### 2010 Significant Changes:

- Increased cost of postage.

**2010 Estimated Spending:** 93.49%

- Substantial savings from printing and mailing contract. Full effect of savings was not known during budget process.

### 2011 Significant Changes:

- Reflects a decrease in postage due to electronic billing and efforts to reduce credit card fees.

### Additional Information:

- Utilize American Public Power Association (APPA) to develop Customer Satisfaction Survey and develop methodology to assess and review policies.
- Utilize APPA and SunGard to develop on line training to improve customer service and technical skill of staff.
- Utilize APPA and SunGard to develop benchmarks of service excellence.

## Finance - Self Insurance Fund

|                            | 2008               | 2009               |                        | 2010               |                    |                        | 2011               |                           |
|----------------------------|--------------------|--------------------|------------------------|--------------------|--------------------|------------------------|--------------------|---------------------------|
|                            | Actual             | Actual             | Change<br>(Act v. Act) | Budget             | Estimate           | Change (Est.<br>v Act) | Proposed           | Change<br>(Prop. vs Bdgt) |
| Personnel Services         | \$187,252          | \$194,436          | \$7,184                | \$194,163          | \$194,163          | (\$273)                | \$193,527          | (\$636)                   |
| Materials & Supplies       | \$2,571            | \$8,402            | \$5,831                | \$9,156            | \$9,311            | \$909                  | \$9,106            | (\$50)                    |
| Travel & Training          | \$3,629            | \$4,524            | \$895                  | \$7,340            | \$7,340            | \$2,816                | \$7,340            | \$0                       |
| Intragovernmental Charges  | \$41,220           | \$42,797           | \$1,577                | \$41,994           | \$41,994           | (\$803)                | \$52,460           | \$10,466                  |
| Utilities, Serv. & Misc.   | \$3,317,226        | \$3,597,705        | \$280,479              | \$4,108,842        | \$3,996,779        | \$399,074              | \$4,094,754        | (\$14,088)                |
| Capital                    | \$0                | \$0                | \$0                    | \$0                | \$0                | \$0                    | \$0                | \$0                       |
| Other                      | \$500              | \$0                | (\$500)                | \$35,845           | \$35,845           | \$35,845               | \$35,845           | \$0                       |
| <b>Total Before CIP</b>    | <b>\$3,552,398</b> | <b>\$3,847,864</b> | <b>\$295,466</b>       | <b>\$4,397,340</b> | <b>\$4,285,432</b> | <b>\$437,568</b>       | <b>\$4,393,032</b> | <b>(\$4,308)</b>          |
| Percent Change             |                    |                    | 8.32%                  |                    |                    | 11.37%                 |                    | (0.10%)                   |
| Capital Improvement Plan   | \$0                | \$0                | \$0                    | \$0                | \$0                | \$0                    | \$0                | \$0                       |
| <b>Total</b>               | <b>\$3,552,398</b> | <b>\$3,847,864</b> | <b>\$295,466</b>       | <b>\$4,397,340</b> | <b>\$4,285,432</b> | <b>\$437,568</b>       | <b>\$4,393,032</b> | <b>(\$4,308)</b>          |
| Percent Change             |                    |                    | 8.32%                  |                    |                    | 11.37%                 |                    | (0.10%)                   |
| <b>Number of Positions</b> | <b>3.00</b>        | <b>3.00</b>        | <b>0.00</b>            | <b>3.00</b>        |                    | <b>0.00</b>            | <b>3.00</b>        | <b>0.00</b>               |

### 2008 Significant Changes:

- Favorable claims experience in fiscal year 2008 compared to fiscal year 2007.
- Full year cost of safety officer.
- 17% reduction from FY07 in total workers compensation claim cost, and average cost per WC claim

### 2009 Significant Changes:

- Increased auto liability claim cost and cost of insurance.
- 27% reduction from FY08 in total workers compensation claim cost, and 28% reduction in average cost per WC claim

### 2010 Significant Changes:

- Increased claims and cost of insurance.
- Includes lease payment for newly renovated office space.
- Anticipate 5% reduction from FY09 in average cost per workers compensation claim.

### 2010 Estimated Spending:

- Estimated claims may need to be adjusted due to recent large claim event.

### 2011 Significant Changes:

- Self insurance claim costs are based on an actuarial report updated annually.
- The City's property insurer declared a dividend which will be applied to the City's 2011 premium.
- Risk Management staff will increase safety training and department specific safety programs by 15% in FY11.

#### Planned activities include:

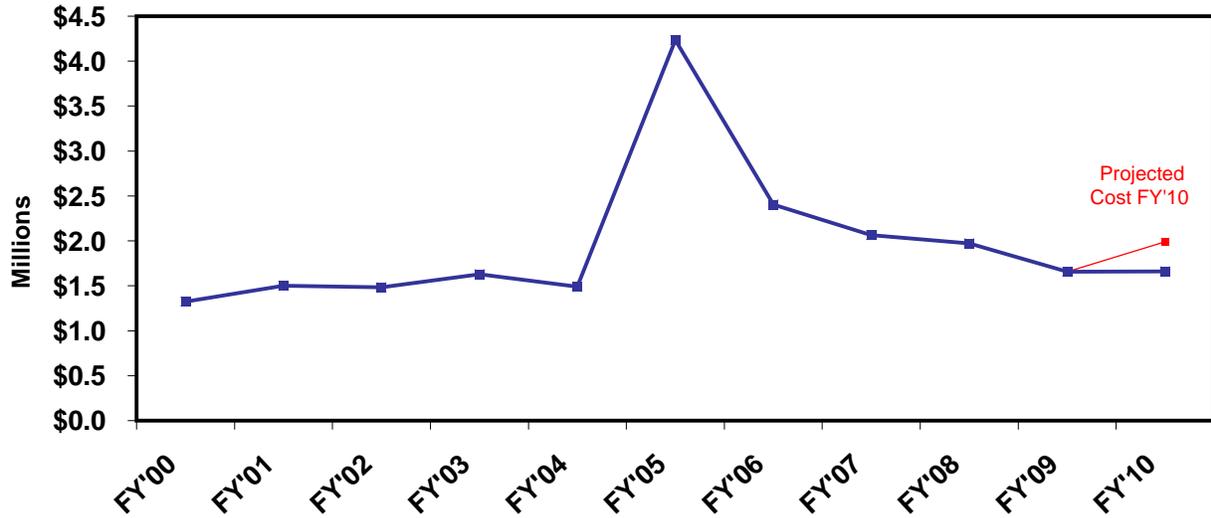
- Facility inspection of operation areas with recommendations for safety improvements.
- Operational specific training including forklift, utility truck driver and backhoe operator training.
- Coordinate with Workforce Talent Strategy Committee to identify and provide employee safety training requested by labor groups.

### Additional Information:

- The City is experiencing an increase in lawsuits, resulting in an higher claim costs
- Changes in federal and Missouri laws are making it easier for parties to sue the City.

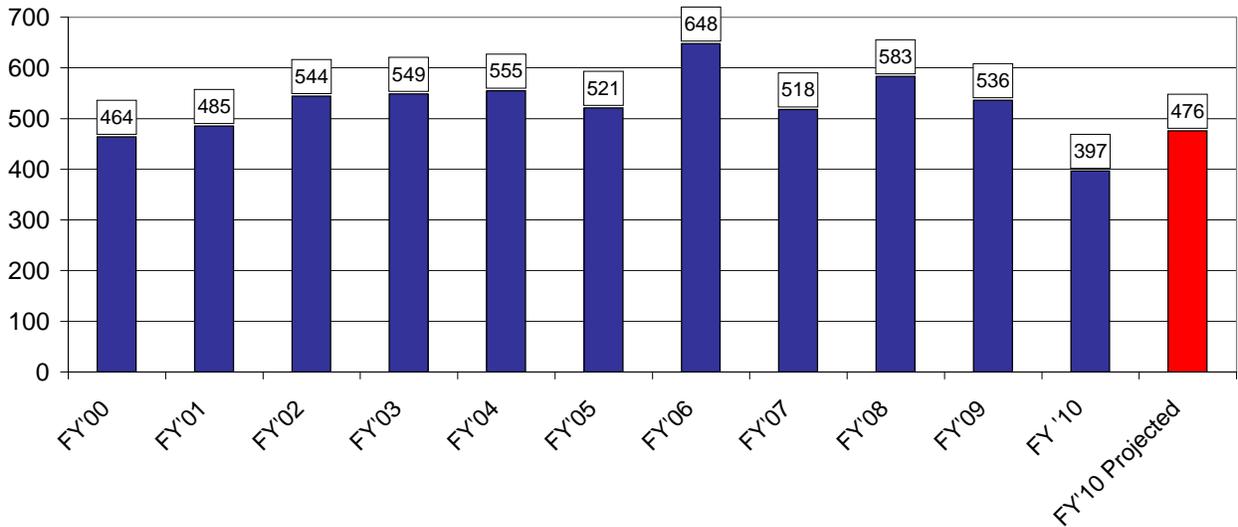
### Total Claims Cost

(As of 07/31/2010)



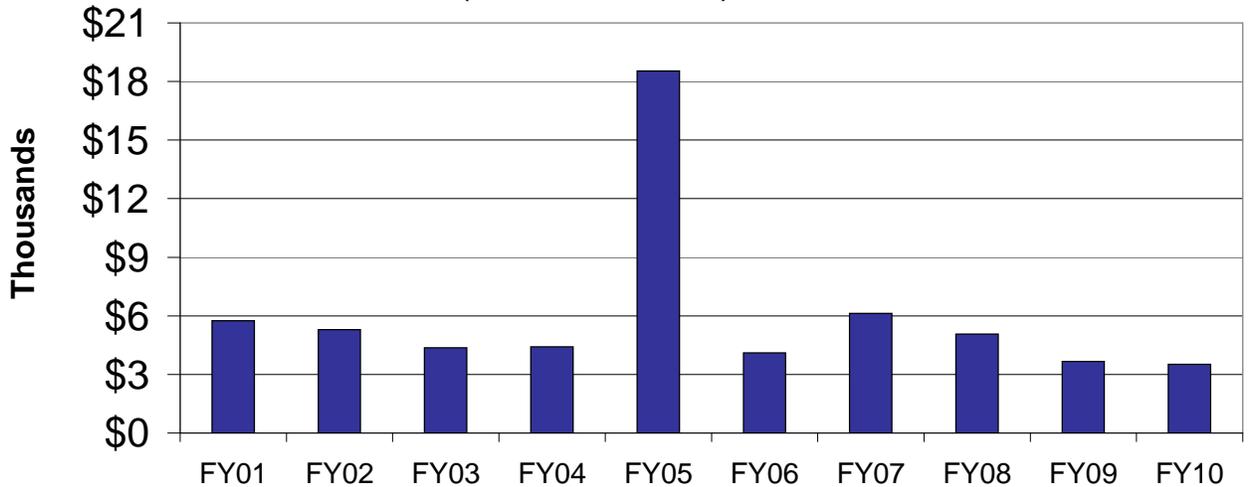
### Total Number of Claims Filed

(as of 07/31/10)



### Average Cost per WC Claim

(as of 07/31/10)



**DEPARTMENT DESCRIPTION**

City General is the part of the budget where non-departmental expenditures are located. These include various subsidies and transfers as well as other items which are not related to a specific department.

**DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES**

The following amounts have been set aside for specific purposes: Council Reserve - \$100,000, Contingency - \$100,000, Grant Reserve and Coordinating \$26,000, shared costs for the Health Facility - \$20,000 and new this year, \$100,000 for Leadership for Performance Excellence (LPE). LPE funding has been added in response to Council's adopted resolution to participate in the Missouri Quality Award program. These funds will be utilized for employee training, consulting services and other cost associated with the City's journey to excellence.

The council can still allocate the \$100,000 Council Reserve and still adhere to the multi-year financial plan.

**SUBSIDIES, TRANSFERS, AND OTHER (DETAIL)**

|  | <u>Actual<br/>FY 2009</u> | <u>Budget<br/>FY 2010</u> | <u>Estimated<br/>FY 2010</u> | <u>Proposed<br/>FY 2011</u> | <u>Percent<br/>Change</u> |
|--|---------------------------|---------------------------|------------------------------|-----------------------------|---------------------------|
| <b>SUBSIDIES:</b>                      |                           |                           |                              |                             |                           |
| Recreation Services                    | \$ 1,705,910              | \$ 1,556,910              | \$ 1,556,910                 | \$ 1,556,910                | 0.0%                      |
| Cultural Affairs                       | 0                         | 0                         | 0                            | 0                           |                           |
| Contributions Trust Fund               | 0                         | 0                         | 0                            | 0                           |                           |
| <b>Total Subsidies</b>                 | <b>1,705,910</b>          | <b>1,556,910</b>          | <b>1,556,910</b>             | <b>1,556,910</b>            | <b>0.0%</b>               |
| <b>TRANSFERS:</b>                      |                           |                           |                              |                             |                           |
| Parking Facilities Utility             | 75,000                    | 0                         | 0                            | 0                           |                           |
| Storm Water Utility                    | 0                         | 0                         | 0                            | 0                           |                           |
| Employee Benefit Fund                  | 0                         | 0                         | 0                            | 0                           |                           |
| Special Business District              | 17,500                    | 17,500                    | 17,500                       | 17,500                      | 0.0%                      |
| 2006B S.O. Bond Fund                   | 297,625                   | 297,125                   | 297,125                      | 296,125                     | (0.3%)                    |
| 2008B S.O. Bond Fund                   | 700,000                   | 944,524                   | 944,524                      | 944,524                     | 0.0%                      |
| Capital Projects Fund                  | 84,594                    | 0                         | 0                            | 0                           |                           |
| Designated Loan Fund                   | 28,056                    | 29,053                    | 29,053                       | 0                           | (100.0%)                  |
| Sustainability Fund                    | 0                         | 65,000                    | 65,000                       | 100,000                     | 53.8%                     |
| <b>Total Subsidies &amp; Transfers</b> | <b>2,908,685</b>          | <b>2,910,112</b>          | <b>2,910,112</b>             | <b>2,915,059</b>            | <b>0.2%</b>               |
| <b>OTHER:</b>                          |                           |                           |                              |                             |                           |
| Health Facility - Condo Assoc.         | 17,415                    | 30,000                    | 20,000                       | 20,000                      | (33.3%)                   |
| Leadership for Perform. Excellence     | 0                         | 0                         | 0                            | 100,000                     |                           |
| Consulting Fees                        | 0                         | 25,000                    | 15,000                       | 25,000                      | 0.0%                      |
| Street Lighting                        | 1,508,578                 | 1,575,000                 | 1,575,000                    | 1,375,000                   | (12.7%)                   |
| Miscellaneous Nonprogrammed            | 1,101,273                 | 647,743                   | 647,043                      | 654,820                     | 1.1%                      |
| Council Reserve                        | 9,935                     | 10,000                    | 6,800                        | 100,000                     | 900.0%                    |
| Contingency                            | 0                         | 100,000                   | 0                            | 100,000                     | 0.0%                      |
| General Government Reserve             | 56,000                    | 60,000                    | 60,000                       | 50,000                      | (16.7%)                   |
| TIFF Fees                              | 54,178                    | 0                         | 0                            | 0                           |                           |
| <b>Total</b>                           | <b>\$ 5,656,064</b>       | <b>\$ 5,357,855</b>       | <b>\$ 5,233,955</b>          | <b>\$ 5,339,879</b>         | <b>(0.3%)</b>             |

**AUTHORIZED PERSONNEL**

|  | <u>Actual<br/>FY 2009</u> | <u>Budget<br/>FY 2010</u> | <u>Estimated<br/>FY 2010</u> | <u>Proposed<br/>FY 2011</u> | <u>Position<br/>Changes</u> |
|--|---------------------------|---------------------------|------------------------------|-----------------------------|-----------------------------|
|--|---------------------------|---------------------------|------------------------------|-----------------------------|-----------------------------|

There are no personnel assigned to this budget.

**History of Street Lighting Costs**

| <u>2008 A</u> | <u>2009 A</u> | <u>2010 B</u> | <u>2010 EB</u> | <u>2011 B</u> |
|---------------|---------------|---------------|----------------|---------------|
| \$1,423,969   | \$1,508,578   | \$1,575,000   | \$1,575,000    | \$1,375,000   |

# Group 3

## Public Safety

- Police
- Fire
- Emergency Communications & Management
- Municipal Court

## Police Department

|                                 | 2008                | 2009                |                        | 2010                |                     |                        | 2011                |                           |
|---------------------------------|---------------------|---------------------|------------------------|---------------------|---------------------|------------------------|---------------------|---------------------------|
|                                 | Actual              | Actual              | Change<br>(Act v. Act) | Budget              | Estimate            | Change<br>(Est. v Act) | Proposed            | Change<br>(Prop. vs Bdgt) |
| Personnel Services              | \$14,397,229        | \$14,948,749        | \$551,520              | \$15,525,744        | \$15,237,294        | \$288,545              | \$15,824,208        | \$298,464                 |
| Materials & Supplies            | \$1,097,931         | \$892,332           | (\$205,599)            | \$1,453,257         | \$1,373,132         | \$480,800              | \$982,350           | (\$470,907)               |
| Travel & Training               | \$73,073            | \$104,648           | \$31,575               | \$132,143           | \$140,151           | \$35,503               | \$127,643           | (\$4,500)                 |
| Intragovernmental Charges       | \$988,059           | \$1,123,792         | \$135,733              | \$1,474,240         | \$1,474,315         | \$350,523              | \$1,541,219         | \$66,979                  |
| Utilities, Serv. & Misc.        | \$729,866           | \$768,933           | \$39,067               | \$826,189           | \$767,714           | (\$1,219)              | \$879,904           | \$53,715                  |
| Capital                         | \$84,887            | \$606,038           | \$521,151              | \$407,294           | \$407,289           | (\$198,749)            | \$420,848           | \$13,554                  |
| Other                           |                     |                     | \$0                    |                     |                     | \$0                    |                     | \$0                       |
| <b>Total Before CIP</b>         | <b>\$17,371,045</b> | <b>\$18,444,492</b> | <b>\$1,073,447</b>     | <b>\$19,818,867</b> | <b>\$19,399,895</b> | <b>\$955,403</b>       | <b>\$19,776,172</b> | <b>(\$42,695)</b>         |
| Percent Change                  | 1.58%               |                     | 6.18%                  |                     |                     | 5.18%                  |                     | (0.22%)                   |
| Capital Improvement Plan        | \$0                 | \$0                 | \$0                    | \$0                 | \$0                 | \$0                    | \$0                 | \$0                       |
| <b>Total</b>                    | <b>\$17,371,045</b> | <b>\$18,444,492</b> | <b>\$1,073,447</b>     | <b>\$19,818,867</b> | <b>\$19,399,895</b> | <b>\$955,403</b>       | <b>\$19,776,172</b> | <b>(\$42,695)</b>         |
| Percent Change                  | 1.58%               |                     | 6.18%                  |                     |                     | 5.18%                  |                     | (0.22%)                   |
| <b>Number of Positions</b>      | <b>186.00</b>       | <b>190.00</b>       | <b>4.00</b>            | <b>191.00</b>       | <b>191.00</b>       | <b>1.00</b>            | <b>191.00</b>       | <b>0.00</b>               |
| <b>Number of Sworn Officers</b> | <b>152.00</b>       | <b>156.00</b>       | <b>4.00</b>            | <b>160.00</b>       | <b>160.00</b>       | <b>4.00</b>            | <b>160.00</b>       | <b>0.00</b>               |

### 2008 Significant Changes:

- Personnel Services: Added (3) police lieutenants. Two will be assigned to the Patrol Division and one will be assigned to the newly created Professional Standards unit. These positions are approved for 9 months. This will enhance internal communications and allow for increased neighborhood patrol.
- Significant decrease in capital items due to budget constraints. The department will not be able to adhere to its replacement policy for vehicles and other equipment in 2008.

### 2009 Significant Changes:

- Added (4) police officers. These officers will be utilized to create the Street Crimes Unit. This unit will work closely with the Narcotics Unit and the Major Crimes Unit related to violent crime.
- Materials & Supply costs down due to reductions in fuel costs, miscellaneous supplies and fleet maintenance.
- Intragovernmental Charges increase mainly due to Self Insurance costs.
- Capital: Includes funding for the replacement of 11 patrol cars, 9 detective vehicles and 2 traffic division motorcycles.
- Costs included for operating the Police Training Facility which will open during FY 2009.

### 2010 Significant Changes:

- Includes a reorganization which eliminates (1) Community Service Aide and (2) Police Officers and adds (2) Lieutenants.
- Transferred (2) technical support personnel to the Information Technology Department.
- Added (2) traffic police officers and (2) police officers to staff a DWI unit that is grant funded for three years.
- Materials and Supplies: \$101,000 to upgrade 37 radios to meet 2012 compliance issues, \$58,000 BYNRE Grant equipment purchases, \$17,000 use of forfeiture funds for bike unit, \$27,000 stimulus funding to purchase wireless modems for MDTs, \$50,000 DWI grant to equip new unit. several smaller grants for equipment purchases, and items carried over from 2009 and purchased in 2010.
- Reassigned (3) School Resource Officers from middle schools to Patrol.
- Intragovernmental Charges increase mainly due to Self Insurance costs
- Due to budget constraints, capital outlay is down. In an effort to lower annual capital outlay needs, the department is beginning the process of eliminating take home cars for detectives.
- The department is reassigning two (2) CSAs to booking officers to provide better supervision of detainees and allow arresting officers to return to the street more quickly.
- The department will be purchasing (2) hybrid vehicles for two of the three new Lieutenants.
- Community Service Aides will no longer work accidents where there is no injury and minimal property damage.
- Due to budget constraints, the over hire of six positions to cover vacancies caused by military leave will not be funded.

### 2010 Estimated Spending:

- The department expects to spend 97.30% of funds for FY 2010.

### 2011 Significant Changes:

- There was a significant increase in pension costs for FY 2011.
- Due to budget constraints, the department significantly reduced their materials and supplies category by approximately 30%.
- In a continuing effort to reduce the Police fleet, five school resource officer vehicles will be moved to the patrol fleet.
- There are no new positions approved.
- Fleet replacement for 2011 was scheduled for 26 patrol vehicles in FY 2011. Due to budget constraints, only 16 will be replaced.
- The FLSA cycle for Police employees will change from 170 hours in 28 days to 160.

### Additional Information:

- During FY 2011 the focus will be on continued streamlining of police fleet.
- Continue to examine internal operations to identify opportunities for efficiency improvements.

## Fire Department

|                            | 2008                | 2009                |                        | 2010                |                     |                        | 2011                |                           |
|----------------------------|---------------------|---------------------|------------------------|---------------------|---------------------|------------------------|---------------------|---------------------------|
|                            | Actual              | Actual              | Change<br>(Act v. Act) | Budget              | Estimate            | Change<br>(Est. v Act) | Proposed            | Change<br>(Prop. vs Bdgt) |
| Personnel Services         | \$11,216,144        | \$12,093,003        | \$876,859              | \$12,336,826        | \$12,271,617        | \$178,614              | \$12,388,767        | \$51,941                  |
| Materials & Supplies       | \$678,400           | \$580,090           | (\$98,310)             | \$745,575           | \$726,501           | \$146,411              | \$747,432           | \$1,857                   |
| Travel & Training          | \$34,960            | \$36,520            | \$1,560                | \$38,642            | \$24,881            | (\$11,639)             | \$38,642            | \$0                       |
| Intragovernmental Charges  | \$576,462           | \$683,753           | \$107,291              | \$698,203           | \$698,203           | \$14,450               | \$781,229           | \$83,026                  |
| Utilities, Serv, & Misc.   | \$407,944           | \$441,572           | \$33,628               | \$436,412           | \$435,056           | (\$6,516)              | \$437,423           | \$1,011                   |
| Capital                    | \$0                 | \$40,469            | \$40,469               | \$0                 | \$0                 | (\$40,469)             | \$0                 | \$0                       |
| Other                      |                     |                     | \$0                    |                     |                     | \$0                    |                     | \$0                       |
| <b>Total Before CIP</b>    | <b>\$12,913,910</b> | <b>\$13,875,407</b> | <b>\$961,497</b>       | <b>\$14,255,658</b> | <b>\$14,156,258</b> | <b>\$280,851</b>       | <b>\$14,393,493</b> | <b>\$137,835</b>          |
| Percent Change             | 3.64%               |                     | 7.45%                  |                     |                     | 2.02%                  |                     | 0.97%                     |
| Capital Improvement Plan   | \$0                 | \$0                 | \$0                    | \$0                 | \$0                 | \$0                    | \$0                 | \$0                       |
| <b>Total</b>               | <b>\$12,913,910</b> | <b>\$13,875,407</b> | <b>\$961,497</b>       | <b>\$14,255,658</b> | <b>\$14,156,258</b> | <b>\$280,851</b>       | <b>\$14,393,493</b> | <b>\$137,835</b>          |
| Percent Change             | 3.64%               |                     | 7.45%                  |                     |                     | 2.02%                  |                     | 0.97%                     |
| <b>Number of Positions</b> | <b>138.00</b>       | <b>140.00</b>       | <b>2.00</b>            | <b>140.00</b>       | <b>140.00</b>       | <b>0.00</b>            | <b>132.00</b>       | <b>(8.00)</b>             |

### 2008 Significant Changes:

- Personnel Services: Add (3) firefighters for staffing a new fire station to be completed in 2009. They are authorized for hire for one month which is the latest time they can be hired and trained for the station opening.
- Supplies & Materials: Reduced due to a one-time Fire Prevention Grant received in FY 2007.
- Intragovernmental Charges: Significant increase in Self Insurance Fees based on claims experience
- Utilities, Services, & Miscellaneous: Contractual services reduced due to a one-time Fire Prevention Grant received in FY 2007.
- Capital: Decrease in capital items due to budget constraints. The department will not be able to adhere to its replacement policy for vehicles and other equipment in 2008. However, capital projects approved in the 2005 ballot are not effected by the budget constraints.

### 2009 Significant Changes:

- Personnel Services: Added (2) firefighters to complete staffing for a new fire station. They are authorized for hire for seven months. Reorganization resulted in the reclass of a Fire Fighter to a Division Chief.
- Reduction in Materials and Supplies due to decreases in communication equipment and fuel costs. Uniform purchases were delayed to 2010.
- Intragovernmental Charges: Significant increase in Self Insurance Fees based on claims experience

### 2010 Significant Changes:

- Personnel Services: Due to budget constraints there are (4) fire fighter positions that are authorized but unfunded. Includes paramedic pay benefit for those fire fighters who qualify. Staffing for Fire Station 9 will be accomplished temporarily by moving Ladder 2 from Worley Street Station to reserve and shifting personnel to new Engine 9. Increases in pension contribution caused the overall increase.
- Uniform purchased were delayed in 2009 and are showing in 2010. Increases in safety equipment, tools and instruments and apparatus.
- Operating expenses have been included for the opening of Fire Station 9 during FY 2010.
- Includes significant reductions in materials and supplies, travel and training, and miscellaneous contractual due to budget constraints.

### 2010 Estimated Spending: 99.30%

- Planning to purchase advanced life support equipment for first response companies.
- Planning to purchase previously deferred command staff vehicle.
- Due to anticipated deferrals in 2011 and 2012, planning to purchase additional turnout gear and an emergency generator.

### 2011 Significant Changes:

- Personnel Services: There was a significant increase in pension costs for FY 2011. Due to budget constraints there are (4) vacant fire fighter positions eliminated, and (4) authorized but unfunded vacancies not filled. This will result in permanent closing of one of the two companies at Station 2.
- Intragovernmental Charges: Significant increase in Self-Insurance Charges.

### Additional Information:

- During FY 2011 the focus will be on
  - Design and completion of apparatus approved in the 2005 ballot for Public Safety Capital Improvement sales tax extension.
  - Identifying operational efficiencies with the goal of reducing costs.
  - Exploring ways to accomplish GIS mapping and gather new data for CFAI accreditation.

## Public Safety Joint Communications

|                            | 2008               | 2009               |                        | 2010               |                    |                        | 2011               |                           |
|----------------------------|--------------------|--------------------|------------------------|--------------------|--------------------|------------------------|--------------------|---------------------------|
|                            | Actual             | Actual             | Change<br>(Act v. Act) | Budget             | Estimate           | Change<br>(Est. v Act) | Proposed           | Change<br>(Prop. vs Bdgt) |
| Personnel Services         | \$1,720,220        | \$1,754,596        | \$34,376               | \$1,835,364        | \$1,730,144        | (\$24,452)             | \$1,834,358        | (\$1,006)                 |
| Materials & Supplies       | \$92,609           | \$111,756          | \$19,147               | \$76,750           | \$67,813           | (\$43,943)             | \$63,195           | (\$13,555)                |
| Travel & Training          | \$16,617           | \$15,969           | (\$648)                | \$21,600           | \$21,750           | \$5,781                | \$27,450           | \$5,850                   |
| Intragovernmental Charges  | \$188,305          | \$189,327          | \$1,022                | \$139,301          | \$139,301          | (\$50,026)             | \$157,010          | \$17,709                  |
| Utilities, Serv. & Misc.   | \$336,099          | \$391,667          | \$55,568               | \$413,690          | \$379,580          | (\$12,087)             | \$522,984          | \$109,294                 |
| Capital                    | \$13,567           | \$0                | (\$13,567)             | \$0                | \$0                | \$0                    | \$0                | \$0                       |
| Other                      | \$0                | \$0                | \$0                    | \$0                | \$0                | \$0                    | \$0                | \$0                       |
| <b>Total Before CIP</b>    | <b>\$2,367,417</b> | <b>\$2,463,315</b> | <b>\$95,898</b>        | <b>\$2,486,705</b> | <b>\$2,338,588</b> | <b>(\$124,727)</b>     | <b>\$2,604,997</b> | <b>\$118,292</b>          |
| Percent Change             | 0.09%              |                    | 4.05%                  |                    |                    | (5.06%)                |                    | 4.76%                     |
| Capital Improvement Plan   | \$0                | \$0                | \$0                    | \$0                | \$0                | \$0                    | \$0                | \$0                       |
| <b>Total</b>               | <b>\$2,367,417</b> | <b>\$2,463,315</b> | <b>\$95,898</b>        | <b>\$2,486,705</b> | <b>\$2,338,588</b> | <b>(\$124,727)</b>     | <b>\$2,604,997</b> | <b>\$118,292</b>          |
| Percent Change             | 0.09%              |                    | 4.05%                  |                    |                    | (5.06%)                |                    | 4.76%                     |
| <b>Number of Positions</b> | <b>31.25</b>       | <b>31.25</b>       | <b>0.00</b>            | <b>32.00</b>       | <b>32.00</b>       | <b>0.75</b>            | <b>32.35</b>       | <b>0.35</b>               |

### 2008 Significant Changes:

- No major changes in the operating budget for Public Safety Joint Communications (PSJC).

### 2009 Significant Changes:

- Personnel Service increase due to increased use of temporary employees and increased overtime costs.
- Utilities, Services & Misc. increased due to maintenance agreements and maintenance equipment.

### 2010 Significant Changes:

- (1) Systems Support Analyst position was added which will be split between PSJC and Emergency Management. This position will be the project manager for new system applications, implementation and installation of emerging equipment and technology. In addition, they will be assisting and providing service to the user agencies with projects and requests in the CAD system.
- Personnel Services: lower overtime costs than in 2009.

### 2010 Estimated Spending: 94.04%

- Efforts have been made this past year to reduce costs and eliminate unnecessary spending.
- Under budget in Personnel Services due to pension issues associated with the Director's salary.

### 2011 Significant Changes:

- Personnel Services: Includes additional funding for temporary positions to help control overtime costs and ensure adequate coverage in the Operations Center.
- Utilities, Services, and Miscellaneous: Significant increases in telephone costs for five additional tower sites to be added, significant increases in monthly tower rental agreements, and significant increases in annual maintenance agreements for CAD and wireless equipment.

### Additional Information:

- During FY 2011 the focus will be on:
  - Continue work on existing/new tower sites as related to the Radio Improvement Project.
  - Continue to work on FCC licensing requirements and issues for all City mobile and portable radios. This will also include assisting the County entities as well.
  - Continue work on meeting the FCC narrowbanding mandate of 2013.
  - User agencies (Boone County Sheriff, Fire Protection District, Boone Hospital, University Hospital, and Southern Boone County Fire Protection District) pay a portion of costs based upon contract formula. Reimbursement of approximately 34%.

# Emergency Management Department

|                            | 2008             | 2009             |                        | 2010             |                  |                        | 2011             |                           |
|----------------------------|------------------|------------------|------------------------|------------------|------------------|------------------------|------------------|---------------------------|
|                            | Actual           | Actual           | Change<br>(Act v. Act) | Budget           | Estimate         | Change<br>(Est. v Act) | Proposed         | Change<br>(Prop. vs Bdgt) |
| Personnel Services         | \$103,839        | \$107,078        | \$3,239                | \$114,170        | \$72,879         | (\$34,199)             | \$121,365        | \$7,195                   |
| Materials & Supplies       | \$42,117         | \$44,880         | \$2,763                | \$11,794         | \$11,794         | (\$33,086)             | \$11,400         | (\$394)                   |
| Travel & Training          | \$3,398          | \$3,612          | \$214                  | \$6,500          | \$6,500          | \$2,888                | \$7,000          | \$500                     |
| Intragovernmental Charges  | \$18,242         | \$41,128         | \$22,886               | \$41,375         | \$41,375         | \$247                  | \$45,193         | \$3,818                   |
| Utilities, Serv, & Misc.   | \$51,448         | \$55,766         | \$4,318                | \$72,623         | \$71,955         | \$16,189               | \$72,727         | \$104                     |
| Capital                    | \$43,803         | \$23,221         | (\$20,582)             | \$0              | \$0              | (\$23,221)             | \$0              | \$0                       |
| Other                      | \$0              | \$0              | \$0                    | \$0              | \$0              | \$0                    | \$0              | \$0                       |
| <b>Total Before CIP</b>    | <b>\$262,847</b> | <b>\$275,685</b> | <b>\$12,838</b>        | <b>\$246,462</b> | <b>\$204,503</b> | <b>(\$71,182)</b>      | <b>\$257,685</b> | <b>\$11,223</b>           |
| Percent Change             | 40.31%           |                  | 4.88%                  |                  |                  | (25.82%)               |                  | 4.55%                     |
| Capital Improvement Plan   | \$0              | \$0              | \$0                    | \$0              | \$0              | \$0                    | \$0              | \$0                       |
| <b>Total</b>               | <b>\$262,847</b> | <b>\$275,685</b> | <b>\$12,838</b>        | <b>\$246,462</b> | <b>\$204,503</b> | <b>(\$71,182)</b>      | <b>\$257,685</b> | <b>\$11,223</b>           |
| Percent Change             | 40.31%           |                  | 4.88%                  |                  |                  | (25.82%)               |                  | 4.55%                     |
| <b>Number of Positions</b> | <b>1.50</b>      | <b>1.50</b>      | <b>0.00</b>            | <b>1.75</b>      | <b>1.75</b>      | <b>0.25</b>            | <b>1.40</b>      | <b>(0.35)</b>             |

**2008 Significant Changes:**

- Increase in budget caused by capital purchase of communications equipment. No capital purchases occurred in 2007.

**2009 Significant Changes:**

- Capital: purchase of communications equipment in 2008 that was not needed in 2009.

**2010 Significant Changes:**

- Personnel Services: Reallocation of the percentage of time spent on Emergency Management functions from PSJC.
- Assisted in updating the Hazard Mitigation Plan for the Columbia/Boone County area which is due every five years.
- Increased public awareness training and involvement in emergency management functions.
- Capital: no capital approved in 2010 due to budget constraints.

**2010 Estimated Spending:** 82.98%

- Under budget in Personnel Services due to pension issues associated with the Director's salary.

**2011 Significant Changes:**

- Personnel Services: Reallocation of the percentage of time spent on Emergency Management functions to PSJC due to personnel changes.
- Continue to develop and implement a backup dispatch center for Columbia/Boone to be utilized in emergency situations.
- Continue to increase public awareness with more training sessions, exercises, and materials.

**Additional Information:**

- During FY 2011 the focus will be on
  - Continue to improve the Emergency Operations Plan (EOP) for Columbia/Boone County.
  - Continue to participate and coordinate emergency management exercises.
  - City received reimbursement from State Emergency Management Agency and Boone County. Boone County Reimbursement is 33%.

## Municipal Court Department

|                            | 2008             | 2009             |                        | 2010             |                  |                        | 2011               |                           |
|----------------------------|------------------|------------------|------------------------|------------------|------------------|------------------------|--------------------|---------------------------|
|                            | Actual           | Actual           | Change<br>(Act v. Act) | Budget           | Estimate         | Change<br>(Est. v Act) | Proposed           | Change<br>(Prop. vs Bdgt) |
| Personnel Services         | \$498,607        | \$513,485        | \$14,878               | \$610,094        | \$533,358        | \$19,873               | \$673,449          | \$63,355                  |
| Materials & Supplies       | \$36,741         | \$34,702         | (\$2,039)              | \$60,942         | \$57,347         | \$22,645               | \$55,862           | (\$5,080)                 |
| Travel & Training          | \$9,081          | \$4,628          | (\$4,453)              | \$13,329         | \$12,324         | \$7,696                | \$13,329           | \$0                       |
| Intragovernmental Charges  | \$80,372         | \$88,112         | \$7,740                | \$107,935        | \$107,935        | \$19,823               | \$107,345          | (\$590)                   |
| Utilities, Serv, & Misc.   | \$39,498         | \$37,428         | (\$2,070)              | \$109,327        | \$109,454        | \$72,026               | \$336,110          | \$226,783                 |
| Capital                    |                  |                  | \$0                    | \$33,100         | \$33,100         | \$33,100               |                    | (\$33,100)                |
| Other                      |                  |                  | \$0                    |                  |                  | \$0                    |                    | \$0                       |
| <b>Total Before CIP</b>    | <b>\$664,299</b> | <b>\$678,355</b> | <b>\$14,056</b>        | <b>\$934,727</b> | <b>\$853,518</b> | <b>\$175,163</b>       | <b>\$1,186,095</b> | <b>\$251,368</b>          |
| Percent Change             | (2.62%)          |                  | 2.12%                  |                  |                  | 25.82%                 |                    | 26.89%                    |
| Capital Improvement Plan   | \$0              | \$0              | \$0                    | \$0              | \$0              | \$0                    | \$0                | \$0                       |
| <b>Total</b>               | <b>\$664,299</b> | <b>\$678,355</b> | <b>\$14,056</b>        | <b>\$934,727</b> | <b>\$853,518</b> | <b>\$175,163</b>       | <b>\$1,186,095</b> | <b>\$251,368</b>          |
| Percent Change             | (2.62%)          |                  | 2.12%                  |                  |                  | 25.82%                 |                    | 26.89%                    |
| <b>Number of Positions</b> | <b>9.00</b>      | <b>9.00</b>      | <b>0.00</b>            | <b>9.00</b>      | <b>13.00</b>     | <b>4.00</b>            | <b>12.00</b>       | <b>(1.00)</b>             |

### 2008 Significant Changes:

- Increase in Supplies & Materials due to purchase of office chairs.
- Decrease in Capital Additions due to a software purchase in 2007.

### 2009 Significant Changes:

- No significant changes

### 2010 Significant Changes:

- Personnel Services: Added 4 positions due to anticipated increased activity.
- Materials and Supplies: increases to equip new positions
- Utilities, Services, and Miscellaneous: increases due to red light camera program payments to GATSO of \$65,000.
- Capital: for positions added

**2010 Estimated Spending:** 91.31%

- Personnel Services below budget due to vacancies held because of lower than anticipated citation activity.

### 2011 Significant Changes:

- Eliminated vacant administrative position due to lower than anticipated number of citations.
- Includes a full year of funding for the three positions added during FY 2010 and other operating costs associated with the red light camera program including \$281,000 to GATSO.
- Utilities, Services, and Miscellaneous: full year of costs for the red light camera program.

### Additional Information:

- During FY 2011 the focus will be on
  - Providing quality customer service
  - Increase collection rates

# Group 4

- Public Health and Human Services
- Human Resources
- Employee Benefit Fund

## Public Health and Human Services Department

|                            | 2008               |                    | 2009                   |                    | 2010               |                        | 2011               |                           |
|----------------------------|--------------------|--------------------|------------------------|--------------------|--------------------|------------------------|--------------------|---------------------------|
|                            | Actual             | Actual             | Change<br>(Act v. Act) | Budget             | Estimate           | Change<br>(Est. v Act) | Proposed           | Change<br>(Prop. vs Bdgt) |
| Personnel Services         | \$3,789,106        | \$3,871,091        | \$81,985               | \$4,264,998        | \$3,988,856        | \$117,765              | \$3,937,023        | (\$327,975)               |
| Materials & Supplies       | \$548,510          | \$413,183          | (\$135,327)            | \$532,067          | \$470,558          | \$57,375               | \$467,148          | (\$64,919)                |
| Travel & Training          | \$39,225           | \$32,082           | (\$7,143)              | \$69,546           | \$66,454           | \$34,372               | \$60,947           | (\$8,599)                 |
| Intragovernmental Charges  | \$431,398          | \$477,898          | \$46,500               | \$502,780          | \$502,780          | \$24,882               | \$546,598          | \$43,818                  |
| Utilities, Serv, & Misc.   | \$2,233,402        | \$2,232,712        | (\$690)                | \$2,585,895        | \$2,461,701        | \$228,989              | \$2,236,342        | (\$349,553)               |
| Capital                    | \$32,650           | \$0                | (\$32,650)             | \$99,766           | \$99,766           | \$99,766               | \$0                | (\$99,766)                |
| Other                      | \$0                | \$0                | \$0                    | \$0                | \$0                | \$0                    | \$0                | \$0                       |
| <b>Total Before CIP</b>    | <b>\$7,074,291</b> | <b>\$7,026,966</b> | <b>(\$47,325)</b>      | <b>\$8,055,052</b> | <b>\$7,590,115</b> | <b>\$563,149</b>       | <b>\$7,248,058</b> | <b>(\$806,994)</b>        |
| Percent Change             | 4.62%              |                    | (0.67%)                |                    |                    | 8.01%                  |                    | (10.02%)                  |
| Capital Improvement Plan   | \$0                | \$0                | \$0                    | \$0                | \$0                | \$0                    | \$0                | \$0                       |
| <b>Total</b>               | <b>\$7,074,291</b> | <b>\$7,026,966</b> | <b>(\$47,325)</b>      | <b>\$8,055,052</b> | <b>\$7,590,115</b> | <b>\$563,149</b>       | <b>\$7,248,058</b> | <b>(\$806,994)</b>        |
| Percent Change             | 4.62%              |                    | (0.67%)                |                    |                    | 8.01%                  |                    | (10.02%)                  |
| <b>Number of Positions</b> | <b>61.10</b>       | <b>63.35</b>       | <b>2.25</b>            | <b>62.35</b>       | <b>62.35</b>       | <b>(1.00)</b>          | <b>62.35</b>       | <b>0.00</b>               |

### Additional Information:

- Department Vision: Optimal health, well-being, and safety for all.
- Department Mission: To promote and protect the health, safety, and well-being of the community through leadership and service.
- Current Strategic Directions: Determine priorities and allocate resources (needs assessment, gap analysis, resource alignment with priorities); Build Internal Capacity (identify technology needs to improve efficiencies, train staff on evidence-based decision making, outcomes based measurement, quality improvement tools); Engage Stakeholders (coalition building, communications planning, policy review).
- Strategic Opportunities/Challenges:
  - Health Care Reform - what will the role of local public health be? (Opportunity or challenge?)
  - New federal funding targeting prevention, public health infrastructure, and quality improvement. (Opportunity)
  - New Missouri Foundation for Health initiatives around tobacco and obesity. (Opportunity)
  - National Voluntary Accreditation for state and local public health agencies. (Opportunity)
  - State budget, declining revenue to local public health agencies, and shifting responsibility to local level.(Challenge)
  - Maintaining core public health services with an ever increasing need for service.(Challenge)
- Boone County government pays for approximately 33% of the net costs for public health and animal control services.
- Between 2005 - 2009, Public Health & Human Services received \$7,409,607 in grant revenues.
- 2011 revenue from fees - \$1,077,505

## Administration

|                            | 2008               | 2009               |                        | 2010               |                    |                        | 2011             |                           |
|----------------------------|--------------------|--------------------|------------------------|--------------------|--------------------|------------------------|------------------|---------------------------|
|                            | Actual             | Actual             | Change<br>(Act v. Act) | Budget             | Estimate           | Change<br>(Est. v Act) | Proposed         | Change<br>(Prop. vs Bdgt) |
| Personnel Services         | \$653,537          | \$684,352          | \$30,815               | \$794,794          | \$612,038          | (\$72,314)             | \$520,176        | (\$274,618)               |
| Materials & Supplies       | \$193,784          | \$103,927          | (\$89,857)             | \$118,984          | \$68,037           | (\$35,890)             | \$50,767         | (\$68,217)                |
| Travel & Training          | \$7,412            | \$6,861            | (\$551)                | \$15,718           | \$13,052           | \$6,191                | \$12,800         | (\$2,918)                 |
| Intragovernmental Charges  | \$71,175           | \$75,044           | \$3,869                | \$82,744           | \$82,744           | \$7,700                | \$84,309         | \$1,565                   |
| Utilities, Serv, & Misc.   | \$203,424          | \$234,109          | \$30,685               | \$283,554          | \$183,055          | (\$51,054)             | \$119,572        | (\$163,982)               |
| Capital                    | \$32,650           | \$0                | (\$32,650)             | \$99,766           | \$99,766           | \$99,766               | \$0              | (\$99,766)                |
| Other                      | \$0                | \$0                | \$0                    | \$0                | \$0                | \$0                    | \$0              | \$0                       |
| <b>Total Before CIP</b>    | <b>\$1,161,982</b> | <b>\$1,104,293</b> | <b>(\$57,689)</b>      | <b>\$1,395,560</b> | <b>\$1,058,692</b> | <b>(\$45,601)</b>      | <b>\$787,624</b> | <b>(\$607,936)</b>        |
| Percent Change             | 16.87%             |                    | (4.96%)                |                    |                    | (4.13%)                |                  | (43.56%)                  |
| Capital Improvement Plan   | \$0                | \$0                | \$0                    | \$0                | \$0                | \$0                    | \$0              | \$0                       |
| <b>Total</b>               | <b>\$1,161,982</b> | <b>\$1,104,293</b> | <b>(\$57,689)</b>      | <b>\$1,395,560</b> | <b>\$1,058,692</b> | <b>(\$45,601)</b>      | <b>\$787,624</b> | <b>(\$607,936)</b>        |
| Percent Change             | 16.87%             |                    | (4.96%)                |                    |                    | (4.13%)                |                  | (43.56%)                  |
| <b>Number of Positions</b> | <b>9.00</b>        | <b>9.00</b>        | <b>0.00</b>            | <b>7.00</b>        | <b>7.00</b>        | <b>(2.00)</b>          | <b>7.00</b>      | <b>0.00</b>               |

### 2008 Significant Changes:

- New funding for Tobacco Cessation Services from Missouri Foundation for Health resulted in increases in several categories.

### 2009 Significant Changes:

- New Community issues Management system funded by Missouri Foundation for Health Infrastructure grant to support identification of local health and social service issues, gaps in service, multi-agency coordination, and utilization of resources.
- Decrease in Materials & Supplies due to ending of grant funding for the Pandemic Influenza Preparedness and Tobacco Cessation grants. There was also Missouri Foundation for Health grant expenditures for furniture in 2008.
- Capital: No capital equipment was purchased in 2009 due to budgetary constraints.

### 2010 Significant Changes:

- Reorganization results in two employees moving from Administration to Community Health.
- Capital: includes funds to purchase an electronic health record software and hardware.

### 2010 Estimated Spending: 75.86%

- Division appropriated \$479,228 in H1N1 grant funding (cost reimbursement contract.). Expenditures are estimated at \$175,715 thus resulting in significantly lower estimated spending for the year in many categories. This is one time funding.

### 2011 Significant Changes:

- Two Missouri Foundation for Health grants and H1N1 funding are ending. Revenues and expenditures have been reduced accordingly.

### Additional Information:

- During FY 2011 the focus will be on developing a Performance Management System for the department to include: development of performance standards, performance measurement, quality improvement processes, and reporting progress.
- Division Services include:
  - Vital Records (birth and death certificates)
  - Public Information
  - Public Health Planning & Evaluation
  - Public Health Emergency Planning and Preparedness grant
  - Department Financial Management and Administration

### H1N1 Summary -

Preparedness staff managed the H1N1 response that began in the summer of 2009 and continues to the present. Vaccine was distributed to 53 providers with weekly contacts required for federal accountability reports. The department also provided vaccination clinics following federal prioritization requirements and immunized 21,300 children and adults. The total number of H1N1 vaccinations given community-wide was 47,341. The Public Information Specialist, in coordination with counterparts, developed the Fight the Flu MO Campaign. The campaign has been submitted as a best practice to the National Public Health Information Coalition. For the upcoming flu season, H1N1 is included in the seasonal flu vaccine.

## Animal Control

|                            | 2008             | 2009             |                        | 2010             |                  |                        | 2011             |                           |
|----------------------------|------------------|------------------|------------------------|------------------|------------------|------------------------|------------------|---------------------------|
|                            | Actual           | Actual           | Change<br>(Act v. Act) | Budget           | Estimate         | Change<br>(Est. v Act) | Proposed         | Change<br>(Prop. vs Bdgt) |
| Personnel Services         | \$301,386        | \$314,205        | \$12,819               | \$318,203        | \$317,958        | \$3,753                | \$317,041        | (\$1,162)                 |
| Materials & Supplies       | \$23,146         | \$20,638         | (\$2,508)              | \$31,426         | \$31,067         | \$10,429               | \$30,337         | (\$1,089)                 |
| Travel & Training          | \$2,531          | \$1,786          | (\$745)                | \$3,906          | \$3,828          | \$2,042                | \$3,828          | (\$78)                    |
| Intragovernmental Charges  | \$14,254         | \$21,725         | \$7,471                | \$20,791         | \$20,791         | (\$934)                | \$20,557         | (\$234)                   |
| Utilities, Serv. & Misc.   | \$97,845         | \$104,662        | \$6,817                | \$142,128        | \$141,910        | \$37,248               | \$145,748        | \$3,620                   |
| Capital                    | \$0              | \$0              | \$0                    | \$0              | \$0              | \$0                    | \$0              | \$0                       |
| Other                      | \$0              | \$0              | \$0                    | \$0              | \$0              | \$0                    | \$0              | \$0                       |
| <b>Total Before CIP</b>    | <b>\$439,162</b> | <b>\$463,016</b> | <b>\$23,854</b>        | <b>\$516,454</b> | <b>\$515,554</b> | <b>\$52,538</b>        | <b>\$517,511</b> | <b>\$1,057</b>            |
| Percent Change             | 1.85%            |                  | 5.43%                  |                  |                  | 11.35%                 |                  | 0.20%                     |
| Capital Improvement Plan   | \$0              | \$0              | \$0                    | \$0              | \$0              | \$0                    | \$0              | \$0                       |
| <b>Total</b>               | <b>\$439,162</b> | <b>\$463,016</b> | <b>\$23,854</b>        | <b>\$516,454</b> | <b>\$515,554</b> | <b>\$52,538</b>        | <b>\$517,511</b> | <b>\$1,057</b>            |
| Percent Change             | 1.85%            |                  | 5.43%                  |                  |                  | 11.35%                 |                  | 0.20%                     |
| <b>Number of Positions</b> | <b>6.07</b>      | <b>6.07</b>      | <b>0.00</b>            | <b>6.07</b>      | <b>6.07</b>      | <b>0.00</b>            | <b>6.07</b>      | <b>0.00</b>               |

### 2008 Significant Changes:

- No significant changes with the exception of increased charges for intragovernmental services and increases to the CMHS contract.

### 2009 Significant Changes:

- Personnel costs increased as a result of discontinuation of night call animal rescue / wildlife response by the CMHS resulting in additional overtime costs for Animal Control Officers.
- Increased cost for annual CMHS contract.

### 2010 Significant Changes:

- Council approved an additional \$20,000 from Council reserves to CMHS for Municipal Shelter Services. Annual Animal Control contract increased by 6.32%.

**2010 Estimated Spending:** 99.83%

- Animal Control related equipment replacement has been deferred for the last two years due to budget constraints. Safety concerns and call volume necessitate replacement at this time. New radios were purchased to meet new federal requirements.

### 2011 Significant Changes:

- CMHS annual contract for Animal Control represents a 2.64% increase.
- Funding for Municipal Shelter agreement has been included in the Animal Control budget.

### Additional Information:

- During FY 2011 the focus will be on
  - Utilizing new Pet Point Software to improve program management and outcomes.
  - Improving Animal Licensing program.
  - Coordinating with CMHS to increase number of animals spayed or neutered.
  - Increasing percentage of animal impounded that are returned to owner through Pet Point and Microchips.

### Countywide services

7 days per week

May through October - 7:00 a.m. - 9:00 p.m.

November through April - 7:00 a.m - 7:00 p.m.

Emergency on-call 24/7

| City & County Summary          | <u>2007</u> | <u>2008</u> | <u>2009</u> |
|--------------------------------|-------------|-------------|-------------|
| # Calls for Service            | 4,320       | 5,005       | 4,922       |
| # Animals Impounded (City)     | 1,506       | 1,330       | 1,385       |
| % Claimed by Owner             | 49%         | 49%         | 45%         |
| # Wildlife Calls               | 534         | 547         | 528         |
| # Bite Cases - Human           | 240         | 295         | 297         |
| # Positive Rabies Tests (bats) | 4           | 9           | 4           |
| # Emergency Calls - Night      | 126         | 153         | 165         |

## Environmental Health

|                            | 2008             | 2009             |                        | 2010             |                  |                        | 2011             |                           |
|----------------------------|------------------|------------------|------------------------|------------------|------------------|------------------------|------------------|---------------------------|
|                            | Actual           | Actual           | Change<br>(Act v. Act) | Budget           | Estimate         | Change<br>(Est. v Act) | Proposed         | Change<br>(Prop. vs Bdgt) |
| Personnel Services         | \$648,502        | \$676,198        | \$27,696               | \$678,554        | \$656,709        | (\$19,489)             | \$660,478        | (\$18,076)                |
| Materials & Supplies       | \$21,243         | \$23,601         | \$2,358                | \$22,952         | \$22,710         | (\$891)                | \$22,779         | (\$173)                   |
| Travel & Training          | \$7,942          | \$6,494          | (\$1,448)              | \$10,118         | \$10,210         | \$3,716                | \$9,915          | (\$203)                   |
| Intragovernmental Charges  | \$91,117         | \$89,930         | (\$1,187)              | \$100,438        | \$100,438        | \$10,508               | \$103,054        | \$2,616                   |
| Utilities, Serv, & Misc.   | \$99,954         | \$117,137        | \$17,183               | \$118,034        | \$116,522        | (\$615)                | \$116,522        | (\$1,512)                 |
| Capital                    | \$0              | \$0              | \$0                    | \$0              | \$0              | \$0                    | \$0              | \$0                       |
| Other                      | \$0              | \$0              | \$0                    | \$0              | \$0              | \$0                    | \$0              | \$0                       |
| <b>Total Before CIP</b>    | <b>\$868,758</b> | <b>\$913,360</b> | <b>\$44,602</b>        | <b>\$930,096</b> | <b>\$906,589</b> | <b>(\$6,771)</b>       | <b>\$912,748</b> | <b>(\$17,348)</b>         |
| Percent Change             | 6.28%            |                  | 5.13%                  |                  |                  | (0.74%)                |                  | (1.87%)                   |
| Capital Improvement Plan   | \$0              | \$0              | \$0                    | \$0              | \$0              | \$0                    | \$0              | \$0                       |
| <b>Total</b>               | <b>\$868,758</b> | <b>\$913,360</b> | <b>\$44,602</b>        | <b>\$930,096</b> | <b>\$906,589</b> | <b>(\$6,771)</b>       | <b>\$912,748</b> | <b>(\$17,348)</b>         |
| Percent Change             | 6.28%            |                  | 5.13%                  |                  |                  | (0.74%)                |                  | (1.87%)                   |
| <b>Number of Positions</b> | <b>10.98</b>     | <b>11.98</b>     | <b>1.00</b>            | <b>10.98</b>     | <b>10.98</b>     | <b>(1.00)</b>          | <b>10.98</b>     | <b>0.00</b>               |

### 2008 Significant Changes:

- Personnel Services increased as a result of upgrades to eight employees as a part of the payroll maintenance plan review cycle. There was also a significant increase in temporary positions to allow for a second weed inspector and to cover a longer season and provide a more proactive response to weed ordinance violations.
- Utilities, Services, and Miscellaneous: we doubled the amount to cover the costs for City abatements (\$100,000) and the County also adopted a nuisance ordinance that same year.

### 2009 Significant Changes:

- One full-time Environmental Health Specialist added to meet work load demands.
- Nuisance abatement funding increased.

### 2010 Significant Changes:

- Senior Environmental Health Specialist and associated costs are moved to ONS budget.
- Federal revenue for FDA Standardization project received to increase training for Environmental Health staff.
- Fee increases implemented to improve cost recovery for services.

**2010 Estimated Spending:** 97.47%

- Delayed hiring temporary summer help for weed inspections and mosquito control to reduce expenditures. Retirement and turnover savings contribute to reduced personnel costs.
- Mid-year contract to inspect pools for compliance with federal Virginia Graham Baker Act results in additional revenue.

### 2011 Significant Changes:

- No service reductions are proposed.
- Two position reclassification are included personnel costs.

### Additional Information:

- Full deployment of electronic field based inspection system for permitted facilities to improve efficiency and quality of inspection reports.

### Division Services Include:

Food Safety Program  
 Nuisance Ordinance Enforcement  
 Lodging Inspections  
 Child Care Center Inspections  
 Swimming Pool Inspections  
 Tattoo Shop Inspections  
 On-Site Sewage Program- County  
 Junkyard Inspections

|                                       | <u>2007</u> | <u>2008</u> | <u>2009</u> |
|---------------------------------------|-------------|-------------|-------------|
| # Permitted Food Facility Inspections | 1878        | 2043        | 1747        |
| # Daycare Inspections                 | 160         | 233         | 272         |
| # Lodging Inspections                 | 49          | 54          | 61          |
| # Nuisance Complaints                 | 6133        | 7128        | 6939        |

|                            | 2008               | 2009               |                        | 2010               |                    |                        | 2011               |                           |
|----------------------------|--------------------|--------------------|------------------------|--------------------|--------------------|------------------------|--------------------|---------------------------|
|                            | Actual             | Actual             | Change<br>(Act v. Act) | Budget             | Estimate           | Change<br>(Est. v Act) | Proposed           | Change<br>(Prop. vs Bdgt) |
| Personnel Services         | \$1,825,140        | \$1,816,513        | (\$8,627)              | \$2,049,358        | \$2,008,542        | \$192,029              | \$2,011,194        | (\$38,164)                |
| Materials & Supplies       | \$261,715          | \$221,909          | (\$39,806)             | \$297,550          | \$290,239          | \$68,330               | \$297,550          | \$0                       |
| Travel & Training          | \$19,274           | \$14,728           | (\$4,546)              | \$27,221           | \$26,792           | \$12,064               | \$27,221           | \$0                       |
| Intragovernmental Charges  | \$220,477          | \$243,397          | \$22,920               | \$251,442          | \$251,442          | \$8,045                | \$289,808          | \$38,366                  |
| Utilities, Serv. & Misc.   | \$676,451          | \$685,299          | \$8,848                | \$729,554          | \$709,126          | \$23,827               | \$727,521          | (\$2,033)                 |
| Capital                    | \$0                | \$0                | \$0                    | \$0                | \$0                | \$0                    | \$0                | \$0                       |
| Other                      | \$0                | \$0                | \$0                    | \$0                | \$0                | \$0                    | \$0                | \$0                       |
| <b>Total Before CIP</b>    | <b>\$3,003,057</b> | <b>\$2,981,846</b> | <b>(\$21,211)</b>      | <b>\$3,355,125</b> | <b>\$3,286,141</b> | <b>\$304,295</b>       | <b>\$3,353,294</b> | <b>(\$1,831)</b>          |
| Percent Change             | 4.30%              |                    | (0.71%)                |                    |                    | 10.20%                 |                    | (0.05%)                   |
| Capital Improvement Plan   | \$0                | \$0                | \$0                    | \$0                | \$0                | \$0                    | \$0                | \$0                       |
| <b>Total</b>               | <b>\$3,003,057</b> | <b>\$2,981,846</b> | <b>(\$21,211)</b>      | <b>\$3,355,125</b> | <b>\$3,286,141</b> | <b>\$304,295</b>       | <b>\$3,353,294</b> | <b>(\$1,831)</b>          |
| Percent Change             | 4.30%              |                    | (0.71%)                |                    |                    | 10.20%                 |                    | (0.05%)                   |
| <b>Number of Positions</b> | <b>28.80</b>       | <b>29.30</b>       | <b>0.50</b>            | <b>31.30</b>       | <b>31.30</b>       | <b>2.00</b>            | <b>31.30</b>       | <b>0.00</b>               |

**2008 Significant Changes:**

- 0.05 FTE added to existing Nurse Practitioner position to increase STD clinical time

**2009 Significant Changes:**

- 0.5 FTE temporary clerical position made permanent.
- Eliminated multiple contraceptive methods to reduce costs and increased fees.

**2010 Significant Changes:**

- Reorganization of Community Health Division with transfer of 2.0 FTE from Administration Division.
- Eliminated all sports and daycare physicals.
- WIC caseload increased and federal funding per client continues to grow.
- Instituted charges for all STD services.

**2010 Estimated Spending:** 97.94%

- Savings in personnel costs resulting from turnover and billing portions of permanent salaries to H1N1 activities.
- Increases in contractual costs for interpreters, medical director contract, and liability insurance.

**2011 Significant Changes:**

- Budget is reduced but will still enable division to maintain core public health services.

**Additional Information:**

- FY 2011 focus:
  - Improving clinical operations through implementing electronic medical record
  - Improving child Immunization rate
  - Community coalition building for child obesity prevention
  - Community coalition building for diabetes prevention
- Division Services and Programs include:
  - Child and Adult Immunizations
  - Communicable Disease Prevention and Control
  - TB Testing, Treatment, and Case Management
  - STD Services
  - Family Planning for Eligible Women
  - Tobacco Use Cessation program
  - Breast/Cervical Cancer Prevention Program (grant)
  - Wise Woman Chronic Disease Screening Program (grant)
  - Heart Disease and Stroke Prevention (grant)
  - Child Care Center Nurse Consultant (grant)
  - HIV Prevention Program (grant)
  - Maternal Child Health - children's obesity prevention (grant)
  - Healthy and Active Communities (grant)
  - Women, Infants & Children (WIC) Nutrition Program (grant)
  - Breastfeeding Peer Counselor Program (grant)

|                              | <u>2007</u> | <u>2008</u> | <u>2009</u> |
|------------------------------|-------------|-------------|-------------|
| Adult immunizations          | 2,910       | 4,236       | 4,781       |
| Adult flu (non-H1N1)         | 5,182       | 5,174       | 6,950       |
| Child Immunizations          | 5,153       | 7,282       | 6,720       |
| Child flu - (non-H1N1)       | 770         | 1,348       | 2,187       |
| Pregnancy tests              | 534         | 592         | 571         |
| Family Planning Annual Exarr | 715         | 725         | 660         |
| Family Planning Problem Visi | 232         | 319         | 306         |
| STD visits                   | 2,654       | 2,671       | 2,384       |
| TB Tests                     | 1,936       | 2,326       | 2,249       |

## Communicable Disease (CD)

## Prevention:

|                            |     |      |      |
|----------------------------|-----|------|------|
| CD Reports                 | 938 | 991  | 957  |
| Influenza                  | 329 | 1013 | 1463 |
| Latent TB Infection        | 202 | 136  | 184  |
| Mycobaterium other than TB | 8   | 25   | 20   |
| TB Disease                 | 2   | 6    | 2    |
| Community Linked Outbreaks | 6   | 5    | 2    |
| Chlamydia                  | 809 | 833  | 896  |
| Gonorrhea                  | 343 | 249  | 178  |
| Syphilis                   | 6   | 12   | 13   |

## WIC Visits by Year/Type

|          |        |        |        |
|----------|--------|--------|--------|
| Women    | 7,699  | 8,416  | 8,711  |
| Infants  | 7,978  | 8,790  | 9,028  |
| Children | 9,795  | 10,767 | 12,005 |
| Total    | 25,472 | 27,973 | 29,744 |

## % Breastfeeding - WIC

|           |        |        |        | As of July 1, 2010 |
|-----------|--------|--------|--------|--------------------|
| Ever      | 59.70% | 60.00% | 60.00% | 60.40%             |
| At 6 Mos  | NA     | 9.00%  | 11.00% | 19.40%             |
| At 12 Mos | NA     | 1.00%  | 2.00%  | 9.70%              |

## Human & Social Services

|                            | 2008               |                    | 2009                   |                    | 2010               |                        | 2011               |                           |
|----------------------------|--------------------|--------------------|------------------------|--------------------|--------------------|------------------------|--------------------|---------------------------|
|                            | Actual             | Actual             | Change<br>(Act v. Act) | Budget             | Estimate           | Change<br>(Est. v Act) | Proposed           | Change<br>(Prop. vs Bdgt) |
| Personnel Services         | \$360,541          | \$379,823          | \$19,282               | \$424,089          | \$393,609          | \$13,786               | \$428,134          | \$4,045                   |
| Materials & Supplies       | \$48,622           | \$43,108           | (\$5,514)              | \$61,155           | \$58,505           | \$15,397               | \$65,715           | \$4,560                   |
| Travel & Training          | \$2,066            | \$2,213            | \$147                  | \$12,583           | \$12,572           | \$10,359               | \$7,183            | (\$5,400)                 |
| Intragovernmental Charges  | \$34,375           | \$47,802           | \$13,427               | \$47,365           | \$47,365           | (\$437)                | \$48,870           | \$1,505                   |
| Utilities, Serv. & Misc.   | \$1,155,728        | \$1,091,505        | (\$64,223)             | \$1,312,625        | \$1,311,088        | \$219,583              | \$1,126,979        | (\$185,646)               |
| Capital                    | \$0                | \$0                | \$0                    | \$0                | \$0                | \$0                    | \$0                | \$0                       |
| Other                      | \$0                | \$0                | \$0                    | \$0                | \$0                | \$0                    | \$0                | \$0                       |
| <b>Total Before CIP</b>    | <b>\$1,601,332</b> | <b>\$1,564,451</b> | <b>(\$36,881)</b>      | <b>\$1,857,817</b> | <b>\$1,823,139</b> | <b>\$258,688</b>       | <b>\$1,676,881</b> | <b>(\$180,936)</b>        |
| Percent Change             | (2.36%)            |                    | (2.30%)                |                    |                    | 16.54%                 |                    | (9.74%)                   |
| Capital Improvement Plan   | \$0                | \$0                | \$0                    | \$0                | \$0                | \$0                    | \$0                | \$0                       |
| <b>Total</b>               | <b>\$1,601,332</b> | <b>\$1,564,451</b> | <b>(\$36,881)</b>      | <b>\$1,857,817</b> | <b>\$1,823,139</b> | <b>\$258,688</b>       | <b>\$1,676,881</b> | <b>(\$180,936)</b>        |
| Percent Change             | (2.36%)            |                    | (2.30%)                |                    |                    | 16.54%                 |                    | (9.74%)                   |
| <b>Number of Positions</b> | <b>6.25</b>        | <b>7.00</b>        | <b>0.75</b>            | <b>7.00</b>        | <b>7.00</b>        | <b>0.00</b>            | <b>7.00</b>        | <b>0.00</b>               |

### 2008 Significant Changes:

- Reduction in social services personnel costs due to staff realignment around strategic plan to integrate social services in WIC.

### 2009 Significant Changes:

- Temporary, part-time human rights positions changes to permanent, part-time Human Rights Specialist position utilizing temporary salaries funding from Human Rights and Diversity Celebration budgets to offset cost
- Decrease in Utilities Services and Misc. The reduction in this category is due to the reduction in Title V funding availability for the 2009 year. This grant is related to Juvenile Delinquency Prevention and funding tends to go up and down annually.

### 2010 Significant Changes:

- Social Assistance funding reduced by \$10,187 (-1.1%)
- Human Services temporary salaries reduced by \$3,761 by City Manager.
- The Human Rights Enhancement program was reduced from \$5,441 to \$2,500, a reduction of by \$2,941 (54%) .
- Staff obtained \$405,358 Homeless Prevention and Rapid Re-Housing federal grant, \$326,226 of which was appropriated in FY2010.

### 2010 Estimated Spending:

- Renegotiated contract for social service program evaluation services and facilitated a more equitable cost sharing agreement with the Heart of Missouri United Way resulting in significant cost savings for the City.

### 2011 Significant Changes:

- \$79,132 from the Homeless Prevention and Rapid Re-Housing grant is budgeted for FY2011.
- Transferred \$5,400 from Human Rights and Social Services travel and training to medication assistance in order to better meet increasing needs for this service.
- Community Based Home Visiting grant will likely increase by \$10,000.
- Title V Juvenile Justice Delinquency Prevention grant will be unavailable in FY2011 due to state budget shortfalls.

### Additional Information:

- FY2010: Began issuing social services funding Requests for Proposals (RFPs) by service category in a staggered, three year cycle. Targeted allocation of resources and allows us to better assess the impact of funding (longer term outcomes).
- FY2010: Changed the timing for issuing the social services funding RFP to the second half of the year. Facilitates the submission of more accurate information in the proposals. Allows better alignment with City/County budget process and eliminates the need to create three sets of funding allocation recommendations.
- FY2010: Implemented a web-based grants management system in partnership with the Heart of Missouri United Way. This new system allows for the automation of data collection, reporting, and analysis resulting in easily accessible, real-time information to be utilized throughout the funding social services funding process. In addition, the cost of the new system has been offset by the savings achieved from a reduction in the cost of evaluation services and by the joint purchase of the system with the Heart of Missouri United Way.
- FY2010: Will begin to integrate objective, third party issue analysis as part of the social services funding process in partnership with the Heart of Missouri Way. Effectuates more targeted allocation of resources by informing the development of RFPs by issue area. Further increases objectivity in the allocation process. Allows for an evaluation every three years of the impact of City/County funding on the issues addressed.
- FY 2010: Existing personnel were utilized in integrating social services in the WIC program. A Social Services Specialist is now located in the WIC clinic to meet with clients to improve health and social services outcomes via referrals and case management.
- FY 2011: The focus will be on beginning to develop a framework for a community level approach to assessing, planning, and coordinating human services involving key stakeholders such as the City, County, State of Missouri, Heart of Missouri United Way, and the University

of Missouri.

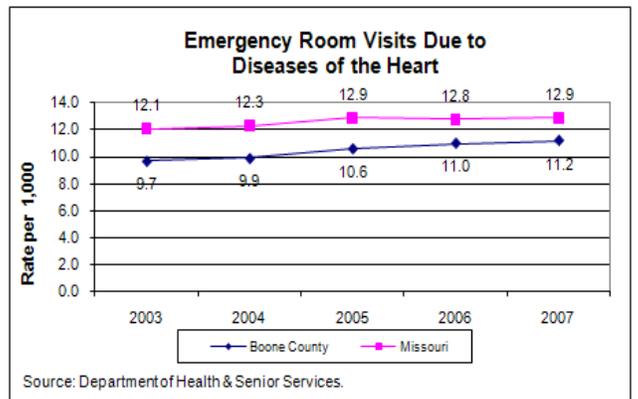
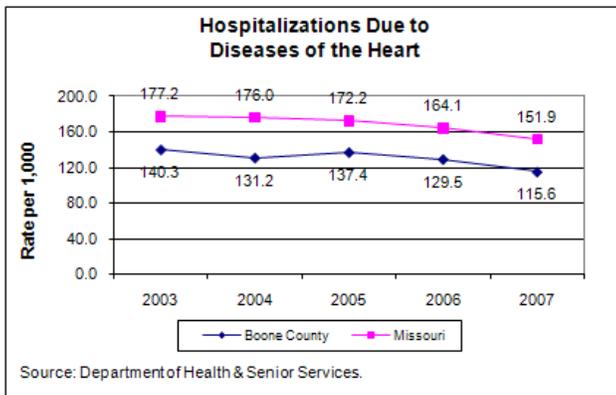
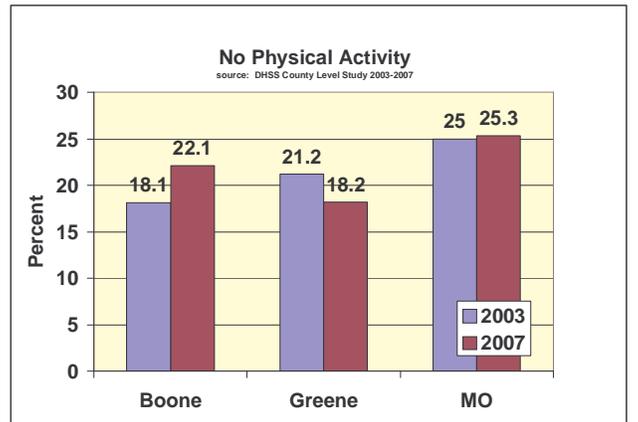
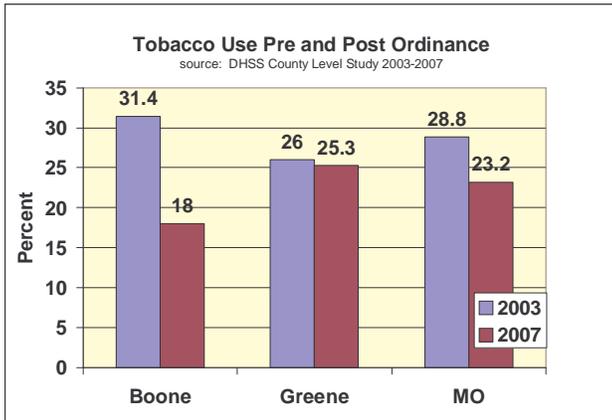
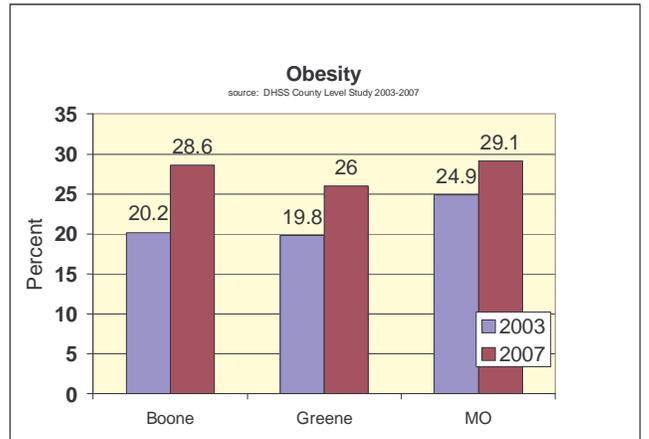
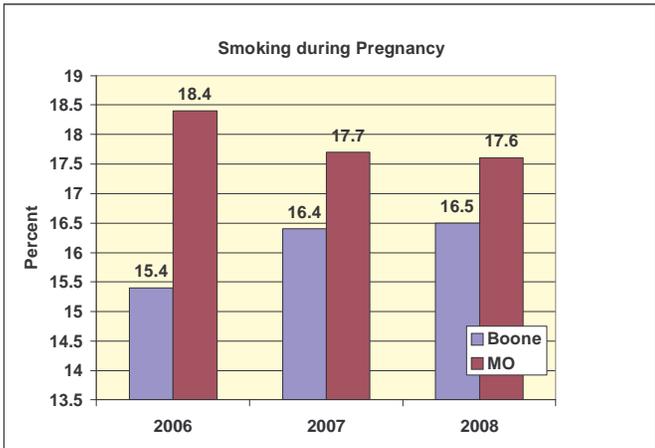
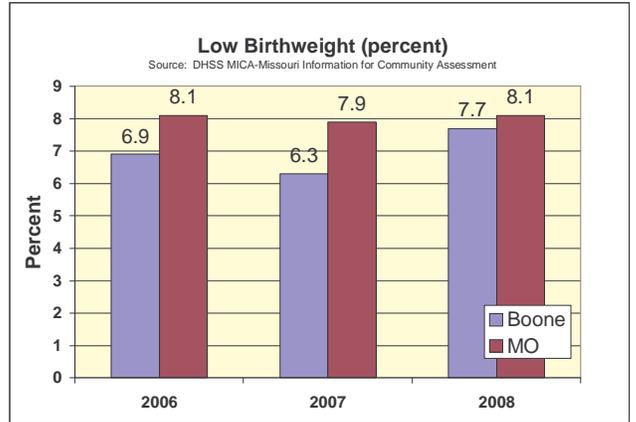
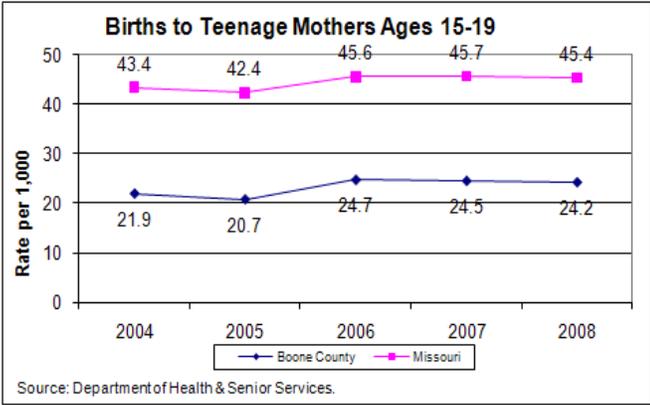
### Human Services

- management and oversight of all social services and human rights programs
- staff support to three commissions: Boone County Community Services Advisory Commission, Human Rights Commission, and Substance Abuse Advisory Commission
- coordinate community planning for and analysis of human service needs
- coordinates bi-annual point in time counts of homeless persons
- administer the RFP, allocations, contracting, and oversight for social services funding for local agencies, the Emergency Shelter Grant, Human Rights Enhancement program funding, and other state, federal, and foundation grants
- investigate all complaints of discrimination and conduct educational programs
- coordinate the Columbia Values Diversity Celebration

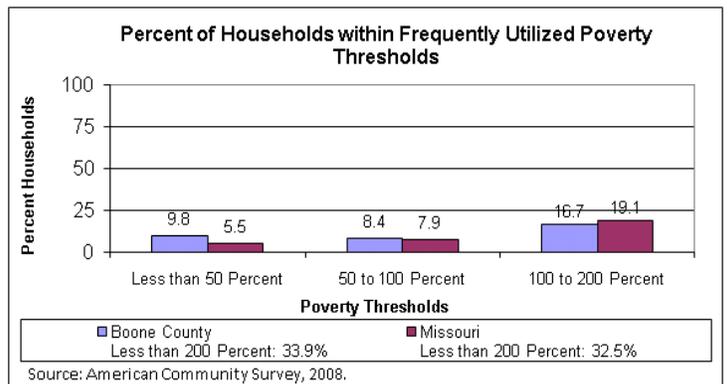
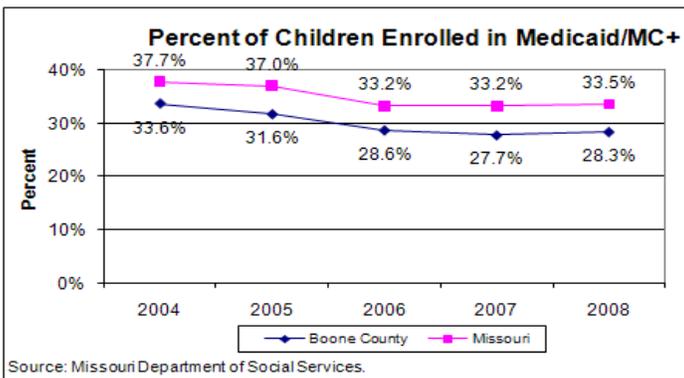
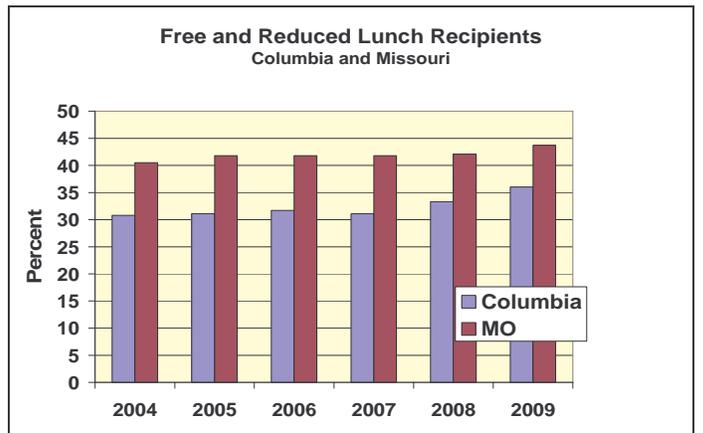
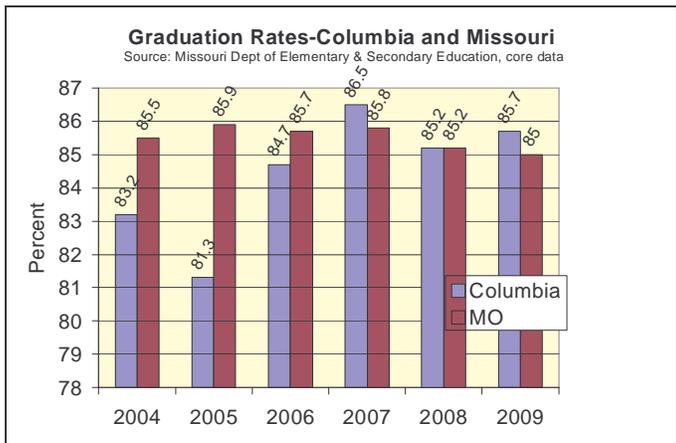
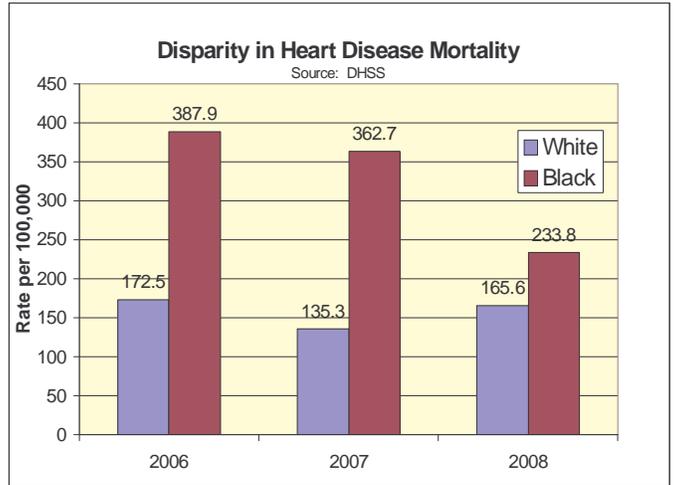
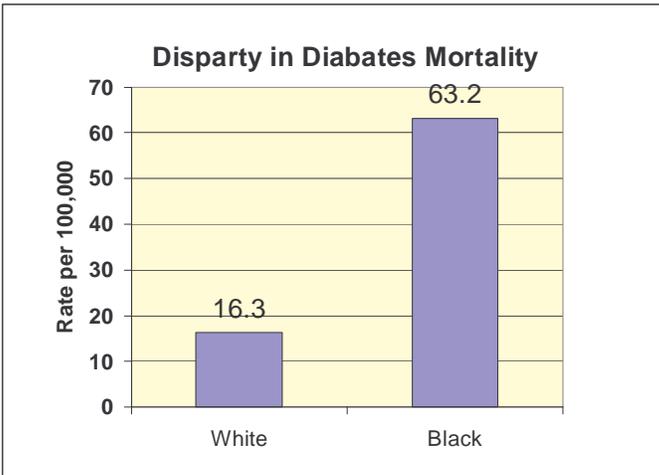
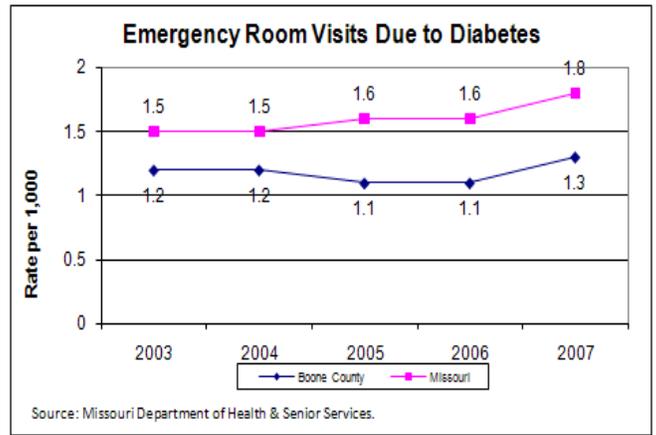
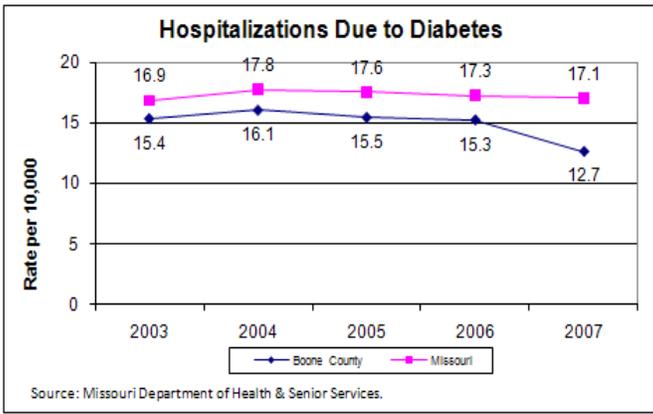
### Social Services

- information and referral
- prenatal case management
- eligibility determination for departmental services
- medication assistance
- pregnancy testing
- assist children, families, and adults apply for Medicaid/MC+ programs
- coordination of the utility assistance program
- emergency dental pain relief services
- coordinates community Warming and Cooling Centers
- coordination of the in-home health services program

# Key Public Health Indicators and Trends



## Key Public Health Indicators and Trends



## Human Resources Department

|                            | 2008             |                  | 2009                   |                    | 2010               |                        | 2011               |                           |
|----------------------------|------------------|------------------|------------------------|--------------------|--------------------|------------------------|--------------------|---------------------------|
|                            | Actual           | Actual           | Change<br>(Act v. Act) | Budget             | Estimate           | Change<br>(Est. v Act) | Proposed           | Change<br>(Prop. vs Bdgt) |
|                            |                  |                  |                        |                    |                    |                        |                    |                           |
| Personnel Services         | \$572,375        | \$610,449        | \$38,074               | \$622,178          | \$618,668          | \$8,219                | \$629,088          | \$6,910                   |
| Materials & Supplies       | \$24,205         | \$31,494         | \$7,289                | \$38,615           | \$35,055           | \$3,561                | \$33,030           | (\$5,585)                 |
| Travel & Training          | \$9,608          | \$6,430          | (\$3,178)              | \$15,210           | \$15,210           | \$8,780                | \$15,210           | \$0                       |
| Intragovernmental Charges  | \$103,339        | \$111,250        | \$7,911                | \$117,573          | \$117,573          | \$6,323                | \$121,093          | \$3,520                   |
| Utilities, Serv. & Misc.   | \$165,029        | \$103,514        | (\$61,515)             | \$236,983          | \$223,399          | \$119,885              | \$238,980          | \$1,997                   |
| Capital                    |                  |                  | \$0                    |                    |                    | \$0                    |                    | \$0                       |
| Other                      |                  |                  | \$0                    |                    |                    | \$0                    |                    | \$0                       |
| <b>Total Before CIP</b>    | <b>\$874,556</b> | <b>\$863,137</b> | <b>(\$11,419)</b>      | <b>\$1,030,559</b> | <b>\$1,009,905</b> | <b>\$146,768</b>       | <b>\$1,037,401</b> | <b>\$6,842</b>            |
| Percent Change             | 13.09%           |                  | (1.31%)                |                    |                    | 17.00%                 |                    | 0.66%                     |
| Capital Improvement Plan   | \$0              | \$0              | \$0                    | \$0                | \$0                | \$0                    | \$0                | \$0                       |
| <b>Total</b>               | <b>\$874,556</b> | <b>\$863,137</b> | <b>(\$11,419)</b>      | <b>\$1,030,559</b> | <b>\$1,009,905</b> | <b>\$146,768</b>       | <b>\$1,037,401</b> | <b>\$6,842</b>            |
| Percent Change             | 13.09%           |                  | (1.31%)                |                    |                    | 17.00%                 |                    | 0.66%                     |
| <b>Number of Positions</b> | <b>9.00</b>      | <b>9.00</b>      | <b>0.00</b>            | <b>9.00</b>        | <b>9.00</b>        | <b>0.00</b>            | <b>9.00</b>        | <b>0.00</b>               |

### 2008 Significant Changes:

- Added (1) Human Resource Specialist for 6 months to improve employee relation function of the department.
- Increase funding for an intern to address projects that are specific and short term that staff cannot complete due to time constraints with daily work requirements.

### 2009 Significant Changes:

- Personnel Services: reflects a full year's cost of the position added in FY 2008.
- Utilities, Services, and Miscellaneous: Providing a more targeted approach to postings of vacancies and efficient use of the internet resulted in decrease in publishing and advertising costs.

### 2010 Significant Changes:

- Utilities, Services, and Miscellaneous: Includes \$50,000 to develop a City workforce development plan and extra Police recruiting process resulted in increase cost in publishing and advertising.

**2010 Estimated Spending:** 98.00%

- Funding supervisor and management training academy.
- Funding software for online application, applicant tracking and performance management process.

### 2011 Significant Changes:

- No significant changes

### Additional Information:

- During FY 2011 the focus will be on
  - Implementation of supervisor and management training academy.
  - Implementation of enhanced new employee orientation program.
  - Development and launch of online application process.
  - Development of enhanced compensation benchmarks and market data.
  - Implementation of revised exit interview process.

## Employee Benefit Fund

|                            | 2008                | 2009                |                        | 2010                |                     |                        | 2011                |                           |
|----------------------------|---------------------|---------------------|------------------------|---------------------|---------------------|------------------------|---------------------|---------------------------|
|                            | Actual              | Actual              | Change<br>(Act v. Act) | Budget              | Estimate            | Change<br>(Est. v Act) | Proposed            | Change<br>(Prop. vs Bdgt) |
| Personnel Services         | \$232,377           | \$251,714           | \$19,337               | \$407,462           | \$338,805           | \$87,091               | \$406,098           | (\$1,364)                 |
| Materials & Supplies       | \$36,737            | \$30,403            | (\$6,334)              | \$59,770            | \$44,675            | \$14,272               | \$46,525            | (\$13,245)                |
| Travel & Training          | \$588               | \$2,427             | \$1,839                | \$8,075             | \$5,865             | \$3,438                | \$5,845             | (\$2,230)                 |
| Intragovernmental Charges  | \$56,309            | \$66,506            | \$10,197               | \$70,203            | \$70,203            | \$3,697                | \$68,681            | (\$1,522)                 |
| Utilities, Serv. & Misc.   | \$13,116,810        | \$12,508,223        | (\$608,587)            | \$11,975,965        | \$11,976,098        | (\$532,125)            | \$11,608,015        | (\$367,950)               |
| Capital                    | \$0                 | \$0                 | \$0                    | \$0                 | \$0                 | \$0                    | \$0                 | \$0                       |
| Other                      | \$0                 | \$21,916            | \$21,916               | \$21,868            | \$21,868            | (\$48)                 | \$21,868            | \$0                       |
| <b>Total Before CIP</b>    | <b>\$13,442,821</b> | <b>\$12,881,189</b> | <b>(\$561,632)</b>     | <b>\$12,543,343</b> | <b>\$12,457,514</b> | <b>(\$423,675)</b>     | <b>\$12,157,032</b> | <b>(\$386,311)</b>        |
| Percent Change             | 5.85%               |                     | (4.18%)                |                     |                     | (3.29%)                |                     | (3.08%)                   |
| Capital Improvement Plan   | \$0                 | \$0                 | \$0                    | \$0                 | \$0                 | \$0                    | \$0                 | \$0                       |
| <b>Total</b>               | <b>\$13,442,821</b> | <b>\$12,881,189</b> | <b>(\$561,632)</b>     | <b>\$12,543,343</b> | <b>\$12,457,514</b> | <b>(\$423,675)</b>     | <b>\$12,157,032</b> | <b>(\$386,311)</b>        |
| Percent Change             | 5.85%               |                     | (4.18%)                |                     |                     | (3.29%)                |                     | (3.08%)                   |
| <b>Number of Positions</b> | <b>3.00</b>         | <b>4.00</b>         | <b>1.00</b>            | <b>4.00</b>         | <b>4.00</b>         | <b>0.00</b>            | <b>4.00</b>         | <b>0.00</b>               |

### 2008 Significant Changes:

- The increase in this budget has been limited due to the change in coverage for Medicare-eligible retirees. City will sponsor separate plan through a private insurer for Medicare-eligible retirees.
- Includes full funding for the required contribution for post-employment benefit liability as defined by GASB statement 45.
- Medical cost for covered participants are projected to increase 10%.
- Stop loss reinsurance amount increased from \$100,000 to \$125,000.

### 2009 Significant Changes:

- Add (1) Human Resources Analyst to analyze and manage health and wellness plans data, work with the City's benefits consultant and prepare management reports.
- Health insurance premiums for active employee dependent coverage and retirees increases are budgeted at 4%.
- Stop loss reinsurance amount increased from \$125,000 to \$150,000.
- Favorable claims experience resulted in lower costs.

### 2010 Significant Changes:

- Health insurance premiums for active employee, dependent coverage, and retirees increases are budgeted at 7%.
- Stop loss reinsurance amount increased from \$150,000 to \$175,000.
- Completed comprehensive audit of eligibility and enrollment of medical, dental, prescription drug and life insurance plans.
- Actual claims and administrative expenses are estimated to increase approximately \$1.8 million from 2009 actuals. The decrease of \$532,000 in Utilities Services and Miscellaneous is due to a year end accounting adjustment of \$2.4 million that is required to reflect the pass through of employee cafeteria plan contributions. This amount has not been included in the 2010 estimated amount since it is not a budget item.

**2010 Estimated Spending:** 99.32%

### 2011 Significant Changes:

- Decrease due to staff's efforts to stabilize expenses over the past few years.
- Health insurance premiums for active employee dependent coverage will not increase under the current \$750 deductible plan.
- Retiree rates are expected to increase 7.5% for pre-65 retirees and a minimum of 15% for Medicare eligible retirees.
- A new \$1,500 deductible plan will be offered in 2011. A high deductible plan with a health savings account may also be offered.
- The City sponsored fully insured Medicare supplement plan is being bid to determine if lower rates are available.
- Stop loss reinsurance amount increased from \$175,000 to \$225,000.

### Additional Information:

- During FY 2011 the focus will be on
  - Implementation of alternative plan designs.
  - Health care reform compliance.
  - Wellness program improvement.
- Comparative information for the medical and prescription drug plans is included for information purposes. City and employee cost data is also included.

## 2010 MEDICAL PLAN \$750 DEDUCTIBLE

| Active Employee             | # of         | 2010       | 2010     | Net bi-   |        | 2010 City   | 2010 employee |                |
|-----------------------------|--------------|------------|----------|-----------|--------|-------------|---------------|----------------|
| Medical                     | Participants | Monthly    | Subsidy  | weekly    | Sub %  | Costs       | cost          |                |
|                             |              | Rate       |          | deduction |        |             |               |                |
| Single                      | 1,276        | \$400.67   | \$400.67 | \$0.00    | 100.0% | \$6,135,059 |               |                |
| Single + Spouse             | 98           | \$817.38   | \$119.72 | \$148.50  | 14.6%  | \$140,791   | \$349,260.24  |                |
| Single + Children           | 218          | \$665.13   | \$78.32  | \$93.07   | 11.8%  | \$204,885   | \$486,942.24  |                |
| Full Family                 | 133          | \$1,161.97 | \$280.14 | \$240.58  | 24.1%  | \$447,103   | \$767,931.36  |                |
| Married City                |              |            |          |           |        |             |               |                |
| Employees                   | 30           |            | \$280.14 |           |        | \$100,850   | \$0.00        |                |
| <b>TOTAL ANNUAL REVENUE</b> |              |            |          |           |        |             | \$7,535,822   | \$1,834,091.04 |

| Pre- 65 Rates               | # of         | 2010       | 2010     | 2010 Net   |       | 2010 CITY | 2010 RETIREE |
|-----------------------------|--------------|------------|----------|------------|-------|-----------|--------------|
| Medical                     | Participants | Monthly    | Subsidy  | Monthly    | Sub % | COST      | COST         |
|                             |              | Rate       |          | Rate       |       |           |              |
| Single                      | 39           | \$622.47   | \$114.00 | \$508.47   | 18.3% | \$53,352  | \$237,963.96 |
| Single + Spouse             | 25           | \$1,108.01 | \$232.55 | \$875.46   | 21.0% | \$69,765  | \$262,638.00 |
| Single + Children           | 1            | \$933.71   | \$189.25 | \$744.46   | 20.3% | \$2,271   | \$8,933.52   |
| Full Family                 | 4            | \$1,456.59 | \$330.55 | \$1,126.04 | 22.7% | \$15,866  | \$54,049.92  |
| <b>Dental</b>               |              |            |          |            |       |           |              |
| Single DENTAL               | 48           | \$33.12    |          | \$33.12    | 0.0%  | \$0       | \$19,077.12  |
| Single +Spouse or           |              |            |          |            |       |           |              |
| Child DENTAL                | 34           | \$66.06    |          | \$66.06    | 0.0%  | \$0       | \$26,952.48  |
| Full Family DENTAL          | 4            | \$98.94    |          | \$98.94    | 0.0%  | \$0       | \$4,749.12   |
| <b>TOTAL ANNUAL REVENUE</b> |              |            |          |            |       | \$141,254 | \$614,364.12 |

| Medicare Rates              | # of         | 2010       | 2010     | 2010 Net |       | 2010 CITY | 2010 RETIREE |
|-----------------------------|--------------|------------|----------|----------|-------|-----------|--------------|
|                             | Participants | Monthly    | Subsidy  | Monthly  | Sub % | COST      | COST         |
|                             |              | Rate       |          | Rate     |       |           |              |
| Single                      | 83           | \$269.00   | \$50.25  | \$218.75 | 18.7% | \$50,049  | \$217,875.00 |
| Single + Spouse >65         | 44           | \$497.65   | \$102.50 | \$395.15 | 20.6% | \$54,120  | \$208,639.20 |
| Single + Spouse <65         | 18           | \$761.27   | \$136.95 | \$624.32 | 18.0% | \$29,581  | \$134,853.12 |
| Single + Child(ren)         | 0            | \$562.21   | \$107.50 | \$454.71 | 19.1% | \$0       | \$0.00       |
| Family (spouse >65)         | 0            | \$1,022.20 | \$194.15 | \$828.05 | 19.0% | \$0       | \$0.00       |
| Family (spouse <65)         | 0            | \$763.96   | \$159.75 | \$604.21 | 20.9% | \$0       | \$0.00       |
| <b>Dental</b>               |              |            |          |          |       |           |              |
| Single DENTAL               | 60           | \$33.12    |          | \$33.12  | 0.0%  | \$0       | \$23,846.40  |
| Single +Spouse or           |              |            |          |          |       |           |              |
| Child DENTAL                | 51           | \$66.06    |          | \$66.06  | 0.0%  | \$0       | \$40,428.72  |
| Full Family DENTAL          | 4            | \$98.94    |          | \$98.94  | 0.0%  | \$0       | \$4,749.12   |
| <b>TOTAL ANNUAL REVENUE</b> |              |            |          |          |       | \$133,750 | \$630,391.56 |

**PROPOSED 2011 MEDICAL PLAN \$750 DEDUCTIBLE**

| Active Employee Medical       | # of Participants        | 2011 rate to match actuarial norms in 2012 |                         |                 |          |        | 2011 CITY COST | 2011 EMPLOYEE COST |
|-------------------------------|--------------------------|--|-------------------------|-----------------|----------|--------|----------------|--------------------|
|                               |                          | 2011 City Subsidy                          | Net Bi-weekly deduction | Per hour change | Sub %    |        |                |                    |
| Single                        | 1276                     | \$389.18                                   |                         | \$0.00          |          | 100.0% | \$5,959,124.16 | \$0.00             |
| Single + Spouse               | 96                       | \$793.95                                   | \$107.18                | \$148.79        | (\$0.00) | 13.5%  | \$123,475.10   | \$342,819.94       |
| Single + Children             | 215                      | \$646.06                                   | \$71.07                 | \$92.91         | \$0.00   | 11.0%  | \$183,351.83   | \$479,398.57       |
| Full Family                   | 130                      | \$1,128.65                                 | \$258.46                | \$240.50        | \$0.00   | 22.9%  | \$403,198.93   | \$750,374.27       |
| Married City Employees        | 30                       | \$0.00                                     | \$258.46                |                 | \$0.00   | 23.0%  | \$93,045.91    | \$0.00             |
| <b>Active Employee Dental</b> | <b># of Participants</b> |  |                         |                 |          |        |                |                    |
| Single                        | 1276                     | \$33.12                                    | \$0.00                  | \$0.00          |          |        | \$507,133.44   | \$0.00             |
| Single + Spouse               | 98                       | \$66.06                                    | \$0.00                  | \$16.47         |          |        | \$0.00         | \$38,737.44        |
| Single + Children             | 218                      | \$66.06                                    | \$0.00                  | \$16.47         |          |        | \$0.00         | \$86,171.04        |
| Full Family                   | 133                      | \$98.94                                    | \$0.00                  | \$32.91         |          |        | \$0.00         | \$105,048.72       |
| Married City Employees        | 30                       | \$98.94                                    | \$0.00                  | \$0.00          |          |        | \$0.00         | \$0.00             |
| <b>TOTAL ANNUAL REVENUE</b>   |                          |  |                         |                 |          |        | \$7,269,329.36 | \$1,802,549.98     |

**PROPOSED 2011 MEDICAL PLAN \$1500 DEDUCTIBLE**

| Active Employee Medical | # of Participants | 2011 rate to match actuarial norms in 2012 |                         |                 |        |        | 2011 CITY COST | 2011 EMPLOYEE COST |
|-------------------------|-------------------|--|-------------------------|-----------------|--------|--------|----------------|--------------------|
|                         |                   | 2011 City Subsidy                          | Net Bi-weekly deduction | Per hour change | Sub %  |        |                |                    |
| Single                  | 0                 | \$359.99                                   |                         | \$0.00          |        | 100.0% | \$0.00         | \$0.00             |
| Single + Spouse         | 10                | \$734.40                                   | \$107.18                | \$133.61        | \$0.19 | 13.5%  | \$12,861.99    | \$32,067.48        |
| Single + Children       | 21                | \$597.61                                   | \$71.07                 | \$83.27         | \$0.12 | 11.0%  | \$17,908.78    | \$41,969.94        |
| Full Family             | 13                | \$1,044.00                                 | \$258.46                | \$212.77        | \$0.35 | 22.9%  | \$40,319.89    | \$66,385.63        |
| Married City Employees  | 0                 | \$0.00                                     | \$258.46                |                 | \$0.00 | 23.0%  | \$0.00         | \$0.00             |
|                         |                   |  |                         |                 |        |        | \$71,090.67    | \$140,423.05       |

**PROPOSED 2011 MEDICAL PLAN \$1500 HDHP W/ HEALTH SAVINGS ACCOUNT**

| Active Employee Medical | # of Participants | 2011 rate to match actuarial norms in 2012 |                         |                 |        |        | 2011 CITY COST | 2011 EMPLOYEE COST |
|-------------------------|-------------------|--|-------------------------|-----------------|--------|--------|----------------|--------------------|
|                         |                   | 2011 City Subsidy                          | Net Bi-weekly deduction | Per hour change | Sub %  |        |                |                    |
| Single                  | 77                | \$359.99                                   |                         | \$0.00          |        | 100.0% | \$332,632.15   | \$0.00             |
| Single + Spouse         | 10                | \$734.40                                   | \$107.18                | \$133.61        | \$0.19 | 13.5%  | \$12,861.99    | \$32,067.48        |
| Single + Children       | 21                | \$597.61                                   | \$71.07                 | \$83.27         | \$0.12 | 11.0%  | \$17,908.78    | \$41,969.94        |
| Full Family             | 13                | \$1,044.00                                 | \$258.46                | \$212.77        | \$0.35 | 22.9%  | \$40,319.89    | \$66,385.63        |
| Married City Employees  | 3                 | \$0.00                                     | \$258.46                |                 | \$0.00 | 23.0%  | \$9,304.59     | \$0.00             |

**PRE 65 PROPOSED 2011 MEDICAL PLAN \$750 DEDUCTIBLE**

| <b>Pre- 65 Rates</b>           | <b># of Participants</b> | <b>2011 Monthly Rate match actuarial norms in 2012</b> | <b>2011 City Subsidy</b> | <b>2011 Net Monthly Rate</b> | <b>Retiree Net Diff.</b> | <b>2011 EMPLOYEE COST</b> | <b>2011 CITY COST</b> |
|--------------------------------|--------------------------|--|--------------------------|------------------------------|--------------------------|---------------------------|-----------------------|
| <b>Medical</b>                 |                          |  |                          |                              |                          |                           |                       |
| Single                         | 39                       | \$622.47   | \$114.00                 | \$508.47                     | \$0.00                   | \$237,963.96              | \$53,352.00           |
| Single + Spouse                | 25                       | \$1,211.53   | 195% \$232.55            | \$978.98                     | \$103.52                 | \$293,694.00              | \$69,765.00           |
| Single + Children              | 1                        | \$1,002.20   | 161% \$189.25            | \$812.95                     | \$68.49                  | \$9,755.40                | \$2,271.00            |
| Full Family                    | 4                        | \$1,661.88   | 267% \$330.55            | \$1,331.33                   | \$205.29                 | \$63,903.84               | \$15,866.40           |
| Medicare Retiree w/ <65 Spouse | 18                       | \$595.17   | \$86.70                  | \$508.47                     | \$102.90                 | \$109,829.52              | \$18,727.20           |
|                                |                          |  |                          |                              |                          | \$715,146.72              |                       |
| <b>Dental</b>                  |                          |  |                          |                              |                          |                           |                       |
| Single DENTAL                  | 48                       |  |                          | \$33.12                      |                          | \$19,077.12               |                       |
| Single +Spouse or Child DENTAL | 34                       |  |                          | \$66.06                      |                          | \$26,952.48               |                       |
| Full Family DENTAL             | 4                        |  |                          | \$98.94                      |                          | \$4,749.12                |                       |
| <b>TOTAL ANNUAL REVENUE</b>    |                          |  |                          |                              |                          | \$765,925.44              | \$159,981.60          |

**MEDICARE RETIREES PROPOSED 2011 MEDICAL PLAN \$750 DEDUCTIBLE**

| <b>Medicare Rates</b>          | <b># of Participants</b> | <b>2011 Monthly Rate actuarial norms by 2012</b> | <b>2011 City Subsidy</b> | <b>2011 Net Monthly Rate</b> | <b>Retiree Net Diff.e</b> | <b>2011 EMPLOYEE COST</b> | <b>2011 CITY COST</b> |
|--------------------------------|--------------------------|--|--------------------------|------------------------------|---------------------------|---------------------------|-----------------------|
| Single                         | 83                       | \$304.52   | \$50.25                  | \$254.27                     | \$35.52                   | \$253,252.92              | \$50,049.00           |
| Single + Spouse >65            | 44                       | \$609.04   | 200% \$102.50            | \$506.54                     | \$111.39                  | \$267,453.12              | \$54,120.00           |
| Single + Spouse <65            | 18                       | \$304.52   | 100% \$50.25             | \$254.27                     | \$35.52                   | \$54,922.32               | \$10,854.00           |
| Single + Child(ren)            | 0                        | \$624.27   | 205% \$107.50            | \$516.77                     | \$62.06                   | \$0.00                    | \$0.00                |
| Family (spouse >65)            | 0                        | \$1,141.97                                       | \$194.15                 | \$947.82                     | \$119.77                  | \$0.00                    | \$0.00                |
| Family (spouse <65)            | 0                        | \$873.98   | \$159.75                 | \$714.23                     | \$110.02                  | \$0.00                    | \$0.00                |
| <b>Dental</b>                  |                          |  |                          |                              |                           |                           |                       |
| Single DENTAL                  | 60                       |  |                          | \$33.12                      |                           | \$23,846.40               |                       |
| Single +Spouse or Child DENTAL | 51                       |  |                          | \$66.06                      |                           | \$40,428.72               |                       |
| Full Family DENTAL             | 4                        |  |                          | \$98.94                      |                           | \$4,749.12                |                       |
| <b>TOTAL ANNUAL REVENUE</b>    |                          |  |                          |                              |                           | \$644,652.60              | \$115,023.00          |



# Executive Affordability Scorecard

*For City of Columbia Missouri*  
*07/24/2010*

Prior Period: 1/1/2009 - 4/30/2009  
Current Period: 1/1/2010 - 4/30/2010  
Current Period Claims processed through 6/30/2010

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## Executive Affordability Scorecard

UnitedHealthcare

2

### **Contents**

- Demographic Summary
- Claim Cost Sharing
- High Cost Claimants
- Cost Savings Overview
- Claim Costs by Category
- Network Utilization Overview
- Glossary

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# Executive Affordability Scorecard

Demographics, Cost Sharing and High Cost Claimants

UnitedHealthcare

3

## Demographic Summary

|                                 | Prior Period | Current Period | Change | UnitedHealthcare Norm | Variance |
|---------------------------------|--------------|----------------|--------|-----------------------|----------|
| Subscribers                     | 1,309        | 1,314          | 0.4%   | N/A                   | N/A      |
| Members                         | 2,400        | 2,352          | -2.0%  | N/A                   | N/A      |
| Contract Size                   | 1.83         | 1.79           | -2.3%  | 2.01                  | -11.0%   |
| Unique Claimants                | 1,540        | 1,506          | -2.2%  | N/A                   | N/A      |
| % of Members Utilizing the Plan | 64.2%        | 64.0%          | -0.1%  | 61.7%                 | 2.3%     |
| Average Family Size             | 3.1          | 3.0            | -3.2%  | 3.1                   | -3.2%    |
| Demographic Factor              | 0.992        | 1.011          | 2.0%   | 1.064                 | -5.0%    |

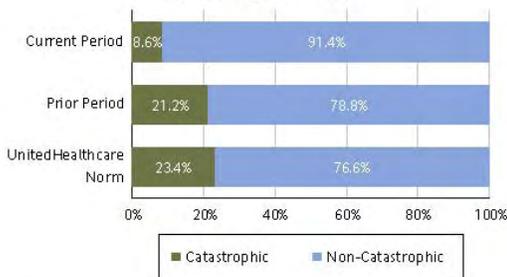
## Claim Cost Sharing

|                       | Prior Period | Current Period | Change | UnitedHealthcare Norm | Variance |
|-----------------------|--------------|----------------|--------|-----------------------|----------|
| Employer Cost         | \$1,719,403  | \$1,562,062    | -9.2%  | N/A                   | N/A      |
| Employee Cost         | \$518,466    | \$481,938      | -7.0%  | N/A                   | N/A      |
| Employer Cost Sharing | 76.8%        | 76.4%          | -0.4%  | 84.4%                 | -8.0%    |

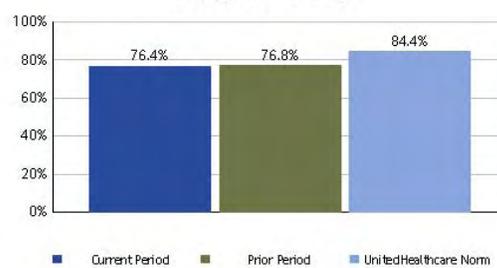
## High Cost Claimants (>=\$50 K)

|                       | Prior Period | Current Period | Change | UnitedHealthcare Norm | Variance |
|-----------------------|--------------|----------------|--------|-----------------------|----------|
| Number of Claimants   | 4            | 2              | -50.0% | N/A                   | N/A      |
| Net Paid Per Claimant | N/A          | N/A            | N/A    | \$102,581             | N/A      |
| Net Paid PMPM         | \$38.05      | \$14.24        | -62.6% | \$54.71               | -74.0%   |
| % of Total Net Paid   | 21.2%        | 8.6%           | -12.7% | 23.4%                 | -14.8%   |

Impact of High Cost Cases



Employer Cost Sharing



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# Executive Affordability Scorecard

Cost Management Overview

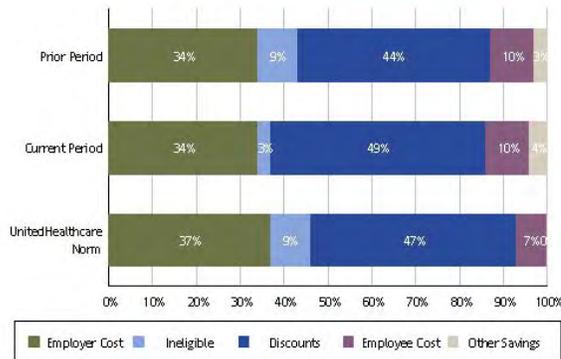
UnitedHealthcare

4

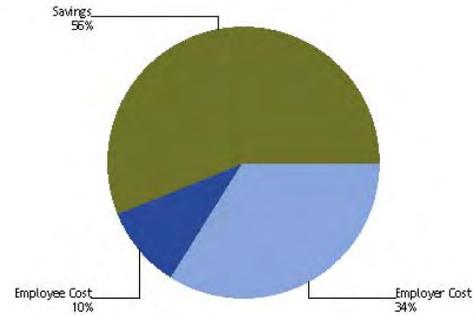
## Cost Savings Overview

|                                   | Totals             |                    |              | Totals Per Claimant |                   |              |                       |               |
|-----------------------------------|--------------------|--------------------|--------------|---------------------|-------------------|--------------|-----------------------|---------------|
|                                   | Prior Period       | Current Period     | Change       | Prior Period        | Current Period    | Change       | UnitedHealthcare Norm | Variance      |
| Submitted Charges                 | \$5,018,116        | \$4,662,863        | -7.1%        | \$3,184.08          | \$3,047.62        | -4.3%        | \$3,973.23            | -23.3%        |
| Savings Due to Ineligible Charges | \$432,701          | \$123,510          | -71.5%       | \$274.56            | \$80.73           | -70.6%       | \$341.13              | -76.3%        |
| Eligible Charges                  | \$4,585,415        | \$4,539,354        | -1.0%        | \$2,909.53          | \$2,966.90        | 2.0%         | \$3,632.11            | -18.3%        |
| Savings Due to Discounts          | \$2,196,868        | \$2,303,546        | 4.9%         | \$1,393.95          | \$1,506.59        | 8.0%         | \$1,867.73            | -19.4%        |
| Covered Amount                    | \$2,388,546        | \$2,235,808        | -6.4%        | \$1,515.58          | \$1,461.31        | -3.6%        | \$1,764.37            | -17.2%        |
| Savings due to Deductibles        | \$291,117          | \$245,493          | -15.7%       | \$184.72            | \$160.45          | -13.1%       | \$133.14              | 20.5%         |
| Savings due to Coinsurance        | \$132,567          | \$132,311          | -0.2%        | \$84.12             | \$86.48           | 2.8%         | \$75.86               | 14.0%         |
| Savings due to Copays             | \$94,782           | \$104,134          | 9.9%         | \$60.14             | \$68.06           | 13.2%        | \$59.88               | 13.6%         |
| Gross Payable                     | \$1,870,080        | \$1,753,870        | -6.2%        | \$1,186.60          | \$1,146.32        | -3.4%        | \$1,455.49            | -23.3%        |
| Other Savings                     | \$150,677          | \$181,808          | 27.3%        | \$95.61             | \$125.36          | 31.1%        | \$42.35               | 198.0%        |
| <b>Net Paid</b>                   | <b>\$1,719,403</b> | <b>\$1,562,062</b> | <b>-9.2%</b> | <b>\$1,090.99</b>   | <b>\$1,020.96</b> | <b>-6.4%</b> | <b>\$1,453.13</b>     | <b>-29.7%</b> |
| <b>Net Paid PMPM</b>              | <b>\$179.14</b>    | <b>\$166.05</b>    | <b>-7.3%</b> | <b>N/A</b>          | <b>N/A</b>        | <b>N/A</b>   | <b>N/A</b>            | <b>N/A</b>    |

Distribution of Charges



Distribution of Charges - Current Period



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# Executive Affordability Scorecard

## Costs By Category, Network Utilization

UnitedHealthcare

5

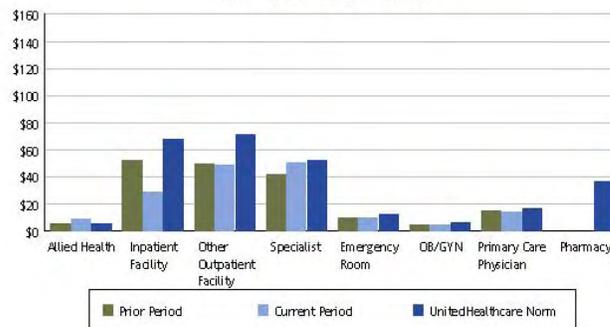
### Claim Costs by Category

|                           | Prior Period |         | Current Period |         | Change<br>PMPM | UnitedHealthcare<br>Norm<br>PMPM | Variance<br>PMPM |
|---------------------------|--------------|---------|----------------|---------|----------------|----------------------------------|------------------|
|                           | Net Paid     | PMPM    | Net Paid       | PMPM    |                |                                  |                  |
| Inpatient Facility        | \$502,318    | \$52.34 | \$273,448      | \$29.07 | -44.5%         | \$68.01                          | -57.3%           |
| Emergency Room            | \$93,742     | \$9.77  | \$96,668       | \$10.28 | 5.2%           | \$12.56                          | -18.2%           |
| Other Outpatient Facility | \$478,876    | \$49.89 | \$459,680      | \$48.87 | -2.1%          | \$71.58                          | -31.7%           |
| Primary Care Physician    | \$145,454    | \$15.15 | \$132,513      | \$14.09 | -7.0%          | \$16.86                          | -16.4%           |
| OB/GYN                    | \$42,153     | \$4.39  | \$40,747       | \$4.33  | -1.4%          | \$6.76                           | -35.9%           |
| Specialist                | \$404,639    | \$42.16 | \$474,668      | \$50.46 | 19.7%          | \$52.32                          | -3.6%            |
| Allied Health             | \$52,222     | \$5.44  | \$84,338       | \$8.97  | 64.8%          | \$5.85                           | 53.2%            |
| Pharmacy                  | \$0          | \$0.00  | \$0            | \$0.00  | N/A            | \$36.71                          | -100.0%          |

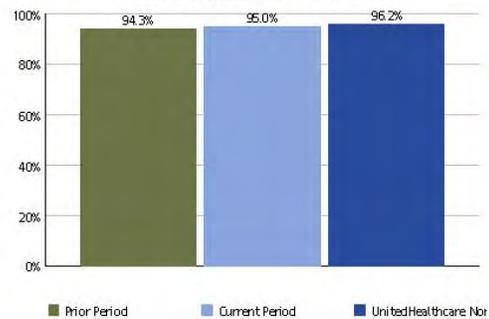
### Network Utilization Overview

|   | Prior<br>Period | Current<br>Period | Change | UnitedHealthcare<br>Norm | Variance |
|---|-----------------|-------------------|--------|--------------------------|----------|
| Eligible Facility Expenses Paid In-Network  | 94.4%           | 93.9%             | -0.5%  | 97.0%                    | -3.1%    |
| Eligible Physician Expenses Paid In-Network | 97.2%           | 96.8%             | -0.4%  | 95.5%                    | 1.3%     |
| Average UHC Network Provider Discount       | 49.7%           | 52.6%             | 2.9%   | 53.8%                    | -1.2%    |
| Total Discount PMPM                         | \$228.89        | \$244.88          | 7.0%   | \$300.72                 | -18.6%   |

Net Paid PMPM by Category



Total Expenses Paid In-Network



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# Executive Affordability Scorecard

## Glossary

UnitedHealthcare

6

|   |  |
|---|--|
| Allied Health                               | non-physician health care practitioners such as dentists, optometrists, chiropractors, podiatrists, mental health professionals, and nurses. Equivalent to Allied Health in Health Care Cost Category Detail.  |
| Average Family Size                         | the estimated number of people covered by any one subscriber with dependent coverage. The calculation is: (Number of Subscribers with Dependents + Number of Dependents) ÷ Number of Subscribers with Dependents.  |
| Average UHC Network Provider Discount       | discounts as a percent of the eligible amount for Contracted, National PPO and National Ancillary providers.   |
| Category (Claim Costs)                      | method of segregating claim costs based on Health Care Cost Category and Service Type Summary.   |
| Catastrophic                                | high cost claims, e.g. claims greater than or equal to \$50,000.   |
| Contract Size                               | the number of members divided by the number of subscribers.  |
| Demographic Factor                          | a ratio that illustrates the degree of variance from the mean (1.0) in regards to the impact that the age and gender distribution of the selected population is likely to have on overall health care expenses paid by the plan.   |
| Eligible Facility Expenses Paid In-Network  | the amount remaining from a submitted charge for facility services (equivalent to Facility in Provider Type Category) covered at a network benefit level equal to UHG Network + Customer Network + Neutral after all expenses not covered by the health plan have been removed.      |
| Eligible Physician Expenses Paid In-Network | the amount remaining from a submitted charge for physician services (equivalent to Professional in Provider Type Category) covered at a network benefit level equal to UHG Network + Customer Network + Neutral after all expenses not covered by the health plan have been removed. |
| Employee Cost                               | the total expenses (i.e. deductibles, coinsurance, and copay) subscribers pay toward health care claims.   |
| Employer Cost                               | the number of dollars paid by the plan after excluding any plan provisions (i.e., discounts, employee cost, and other savings), i.e. Net Paid.   |
| Employer Cost Sharing                       | proportion of the dollars paid by the plan after excluding any plan provisions in relation to the sum of Employee Cost and Employer Cost.  |
| Managed Pharmacy                            | coverage for pharmaceuticals under a UnitedHealthcare plan of benefits that channels utilization to types of drugs and submission methods that are designed to be cost effective.  |
| Medical Pharmacy                            | a medical benefit for pharmaceuticals purchased under the medical plan (e.g., medications given during an inpatient hospitalization).  |
| Non-Catastrophic                            | non-high cost claims, e.g. claims less than \$50,000.  |
| Other Outpatient Facility                   | a building or place where health care services are provided (excluding emergency room) that does not require admission. Equivalent to Facility Outpatient in Health Care Cost Category Detail minus Emergency Room in Service Type Summary.  |
| Other Savings                               | costs paid by another insurance carrier, according to a coordination of benefits (COB) arrangement. Also included in this category are provider sanctions, claims withholding and identified overpayments.   |
| Pharmacy                                    | coverage for pharmaceuticals, includes both Medical Pharmacy and Managed Pharmacy. Equivalent to Medical Pharmacy plus Managed Pharmacy in Health Care Cost Category Detail.   |
| Primary Care Physician                      | a physician providing basic or general care. Includes family practitioners, pediatricians, and internal medicine practitioners. Equivalent to Primary Care in Health Care Cost Category Detail.  |
| Specialist                                  | a physician providing care in a distinct branch of medicine, e.g. Cardiology, Orthopedics, etc. Equivalent to Specialty in Health Care Cost Category Detail.   |
| Unique Claimants                            | number of unique members who submitted at least one eligible claim during the reporting period.  |
| UnitedHealthcare Norm                       | aggregated values based on UnitedHealthcare's book of business that are used to provide a comparison.  |

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# Plan Performance Peer Comparison

Date Range: 10/01/2009 - 06/30/2010

|  | City of Columbia |              |            |           | Peer      |           |           |           | Variance |         |           |          |
|--|------------------|--------------|------------|-----------|-----------|-----------|-----------|-----------|----------|---------|-----------|----------|
|  | Total            | Retail       | Mail       | Direct    | Total     | Retail    | Mail      | Direct    | Total    | Retail  | Mail      | Direct   |
| <b>UTILIZATION</b>                         |                  |              |            |           |           |           |           |           |          |         |           |          |
| Total Rx                                   | 19,427           | 19,052       | 361        | 14        |           |           |           |           |          |         |           |          |
| Distribution of Rx                         | 100.0%           | 98.1%        | 1.9%       | 0.1%      | 100.0%    | 81.7%     | 17.7%     | 0.6%      | 0.0%     | 16.7%   | (850.0%)  | (794.9%) |
| <b>DRUG SPEND</b>                          |                  |              |            |           |           |           |           |           |          |         |           |          |
| Total Drug Cost                            | \$ 1,672,566     | \$ 1,525,151 | \$ 145,584 | \$ 1,831  |           |           |           |           |          |         |           |          |
| Avg. Drug Cost / Claim                     | \$ 86.09         | \$ 80.05     | \$ 403.28  | \$ 130.78 | \$ 95.68  | \$ 78.49  | \$ 175.88 | \$ 78.63  | (11.1%)  | 1.9%    | 56.4%     | 39.9%    |
| Drug Cost PMPM                             | \$ 78.08         | \$ 71.20     | \$ 6.80    | \$ 0.09   | \$ 94.48  | \$ 63.32  | \$ 30.66  | \$ 0.50   | (21.0%)  | 11.1%   | (351.0%)  | (485.6%) |
| <b>AMOUNT PAID</b>                         |                  |              |            |           |           |           |           |           |          |         |           |          |
| Total Amount Paid                          | \$ 1,328,683     | \$ 1,194,913 | \$ 132,299 | \$ 1,472  |           |           |           |           |          |         |           |          |
| Avg. Amount Paid / Claim                   | \$ 68.39         | \$ 62.72     | \$ 366.48  | \$ 105.16 | \$ 77.76  | \$ 63.12  | \$ 146.42 | \$ 52.95  | (13.7%)  | (0.6%)  | 60.0%     | 49.6%    |
| Amount Paid PMPM                           | \$ 62.03         | \$ 55.78     | \$ 6.18    | \$ 0.07   | \$ 76.78  | \$ 50.92  | \$ 25.52  | \$ 0.34   | (23.8%)  | 8.7%    | (313.2%)  | (390.5%) |
| Distribution of Amount Paid                | 100.0%           | 89.9%        | 10.0%      | 0.1%      | 100.0%    | 66.3%     | 33.2%     | 0.4%      | 0.0%     | 26.3%   | (233.8%)  | (296.4%) |
| Percent of Amount Paid                     | 79.4%            | 78.3%        | 90.9%      | 80.4%     | 81.3%     | 80.4%     | 83.3%     | 67.4%     | (2.3%)   | (2.6%)  | 8.4%      | 16.2%    |
| <b>MEMBER AMOUNT PAID</b>                  |                  |              |            |           |           |           |           |           |          |         |           |          |
| Total Member Amount Paid                   | \$ 343,883       | \$ 330,238   | \$ 13,286  | \$ 359    |           |           |           |           |          |         |           |          |
| Avg. Member Amount Paid / Claim            | \$ 17.70         | \$ 17.33     | \$ 36.80   | \$ 25.62  | \$ 17.92  | \$ 15.37  | \$ 29.46  | \$ 25.67  | (1.2%)   | 11.3%   | 20.0%     | (0.2%)   |
| Avg. Member Amount Paid / Brand            | \$ 32.35         | \$ 31.72     | \$ 55.93   | \$ 44.00  | \$ 36.24  | \$ 31.84  | \$ 51.08  | \$ 45.73  | (12.0%)  | (0.4%)  | 8.7%      | (3.9%)   |
| Avg. Member Amount Paid / Generic          | \$ 11.09         | \$ 10.91     | \$ 22.41   | \$ 15.41  | \$ 8.79   | \$ 7.85   | \$ 13.78  | \$ 11.78  | 20.8%    | 28.0%   | 38.5%     | 23.6%    |
| Percent Member Amount Paid                 | 20.6%            | 21.7%        | 9.1%       | 19.6%     | 18.7%     | 19.6%     | 16.7%     | 32.6%     | 8.9%     | 9.6%    | (83.5%)   | (66.6%)  |
| <b>PRICING / NETWORK PERFORMANCE</b>       |                  |              |            |           |           |           |           |           |          |         |           |          |
| Avg. Ingredient Cost Paid                  | \$ 84.81         | \$ 78.74     | \$ 403.26  | \$ 129.44 | \$ 94.45  | \$ 76.88  | \$ 176.30 | \$ 79.04  | (11.4%)  | 2.4%    | 56.3%     | 38.9%    |
| Avg. Ingredient Cost Paid SS Brand         | \$ 207.95        | \$ 191.09    | \$ 818.42  | \$ 285.69 | \$ 224.68 | \$ 193.20 | \$ 332.92 | \$ 152.02 | (8.0%)   | (1.1%)  | 59.3%     | 46.8%    |
| Avg. Ingredient Cost Paid MS Brand         | \$ 121.10        | \$ 120.24    |            | \$ 338.14 | \$ 151.59 | \$ 130.22 | \$ 280.05 | \$ 118.95 | (25.2%)  | (8.3%)  |           | 64.8%    |
| Avg. Ingredient Cost Paid Generic          | \$ 30.86         | \$ 29.92     | \$ 90.88   | \$ 36.80  | \$ 31.43  | \$ 25.47  | \$ 64.08  | \$ 32.37  | (1.9%)   | 14.9%   | 29.5%     | 12.0%    |
| Percent of Claims Paid at U/C              | 19.4%            | 19.8%        |            |           | 6.0%      | 6.9%      | 0.4%      | 47.1%     | 69.0%    | 65.1%   |           |          |
| Percent of Claims Paid at MAC              | 62.8%            | 64.0%        | 0.3%       | 21.4%     | 41.0%     | 45.7%     | 20.3%     | 11.9%     | 34.7%    | 28.6%   | (7236.6%) | 44.6%    |
| <b>DRUG MIX</b>                            |                  |              |            |           |           |           |           |           |          |         |           |          |
| Single-Source Brand Dispensing Rate        | 29.8%            | 29.6%        | 42.9%      | 28.6%     | 31.5%     | 29.5%     | 40.6%     | 34.0%     | (5.7%)   | 0.1%    | 5.5%      | (18.9%)  |
| Multi-Source Brand Dispensing Rate         | 1.3%             | 1.3%         | 0.0%       | 7.1%      | 1.8%      | 1.8%      | 1.5%      | 6.9%      | (35.6%)  | (35.7%) |           | 2.9%     |
| Generic Dispensing Rate                    | 68.9%            | 69.1%        | 57.1%      | 64.3%     | 66.7%     | 68.7%     | 58.0%     | 59.1%     | 3.2%     | 0.7%    | (1.6%)    | 8.1%     |
| Generic Substitution Rate                  | 98.1%            | 98.1%        | 100.0%     | 90.0%     | 97.4%     | 97.4%     | 97.6%     | 89.5%     | 0.7%     | 0.7%    | 2.4%      | 0.6%     |
| Percent of Formulary Rxs                   | 97.3%            | 97.3%        | 98.1%      | 100.0%    | 83.4%     | 83.3%     | 84.7%     | 65.9%     | 14.3%    | 14.4%   | 13.7%     | 34.1%    |
| Percent of MS Brand Claims Exempt from MAC | 47.6%            | 47.4%        |            | 100.0%    | 33.9%     | 31.3%     | 54.3%     | 3.5%      | 28.9%    | 34.1%   |           | 96.5%    |
| <b>DAYS' SUPPLY</b>                        |                  |              |            |           |           |           |           |           |          |         |           |          |
| Average Day's Supply                       | 33.1             | 32.2         | 82.3       | 46.2      | 38.5      | 28.2      | 86.2      | 37.7      | (16.3%)  | 12.3%   | (4.8%)    | 18.4%    |
| Avg. Amount Paid / Avg. Days' Supply       | \$ 2.07          | \$ 1.95      | \$ 4.45    | \$ 2.28   | \$ 2.02   | \$ 2.24   | \$ 1.70   | \$ 1.40   | 2.2%     | (14.8%) | 61.9%     | 38.3%    |
| Distribution of Days' Supply               | 100.0%           | 95.3%        | 4.6%       | 0.1%      | 100.0%    | 59.9%     | 39.5%     | 0.6%      | 0.0%     | 37.2%   | (755.9%)  | (527.7%) |

Filter Selected: Payer = 65133:CITY OF COLUMBIA MO - 4778 {Client Type ID} = EMPLOYER

## EMPLOYEE BENEFIT FUND REVENUE

|   | CURRENT #<br>OF<br>ENROLLEES | FY2009                  |            | FY2010 THRU JUNE 30    |            | EST FY2011              |            |
|---|------------------------------|-------------------------|------------|------------------------|------------|-------------------------|------------|
| <b>Employee and Retiree Contributions</b> |                              |                         |            |                        |            |                         |            |
| <b>Employee Paid</b>                      |                              |                         |            |                        |            |                         |            |
| Ee Paid DEPENDENT HEALTH PREMIUMS         | 479                          | \$ 1,753,599.92         | 21%        | \$ 1,391,023.22        | 20%        | \$1,938,088.78          | 21%        |
| <b>City Paid for Actives</b>              |                              |                         |            |                        |            |                         |            |
| SINGLE Ee HEALTH CONTRIBUTION             | 1276                         | \$ 6,002,247.29         | 70%        | \$ 4,823,910.46        | 70%        | \$6,466,257.16          | 70%        |
| MED INS SUBSIDY - SPOUSE                  | 98                           | \$ 126,214.85           | 1%         | \$ 108,660.36          | 2%         | \$123,475.10            | 1%         |
| MED INS SUBSIDY - CHILDREN                | 218                          | \$ 194,730.48           | 2%         | \$ 146,442.87          | 2%         | \$183,351.83            | 2%         |
| MED INS SUBSIDY - FAMILY                  | 163                          | \$ 458,356.41           | 5%         | \$ 383,111.49          | 6%         | \$493,143.31            | 5%         |
| <b>Total City Paid for Active Ee</b>      |                              | <b>\$ 6,781,549.03</b>  | <b>79%</b> | <b>\$ 5,462,125.18</b> | <b>80%</b> | <b>\$ 7,266,227.40</b>  | <b>79%</b> |
| <b>Total Revenue - Active Employees</b>   |                              | <b>\$ 8,535,148.95</b>  |            | <b>\$ 6,853,148.40</b> |            | <b>\$ 9,204,316.18</b>  |            |
| <b>Retiree Contribution</b>               |                              |                         |            |                        |            |                         |            |
| PRE 65 - RETIREE HEALTH PREMIUM           | 87                           | \$ 646,980.09           | 43%        | \$ 635,506.50          | 54%        | \$765,925.44            | 45%        |
| MEDICARE SUPP PREMIUM                     | 145                          | \$ 549,024.98           | 37%        | \$ 340,463.41          | 29%        | \$644,652.60            | 38%        |
| <b>Total Retiree Paid</b>                 |                              | <b>\$ 1,196,005.07</b>  | <b>80%</b> | <b>\$ 975,969.91</b>   | <b>83%</b> | <b>\$ 1,410,578.04</b>  | <b>84%</b> |
| <b>City Paid for Retirees</b>             |                              |                         |            |                        |            |                         |            |
| PRE 65 - RETIREE CITY SUBSIDY             | 87                           | \$ 153,813.00           | 10%        | \$ 119,986.20          | 10%        | \$159,981.60            | 9%         |
| MEDICARE SUPP CITY SUBSIDY                | 145                          | \$ 140,311.20           | 9%         | \$ 86,267.25           | 7%         | \$115,023.00            | 7%         |
| <b>Total City paid for Retirees</b>       |                              | <b>\$ 294,124.20</b>    | <b>20%</b> | <b>\$ 206,253.45</b>   | <b>17%</b> | <b>\$ 275,004.60</b>    | <b>16%</b> |
| <b>Total Revenue - Retirees</b>           |                              | <b>\$ 1,490,129.27</b>  |            | <b>\$ 1,182,223.36</b> |            | <b>\$ 1,685,582.64</b>  |            |
| <b>TOTAL REVENUE Active +Retirees</b>     |                              | <b>\$ 10,025,278.22</b> |            | <b>\$ 8,035,371.76</b> |            | <b>\$ 10,889,898.82</b> |            |

## EMPLOYEE BENEFIT FUND COSTS

|   |  | FY2009                 | % of<br>Costs | FY2010 Thru<br>6/30/2010 | % of<br>Costs | FY2011 Est. Annual      | % of<br>Costs |
|---|--|------------------------|---------------|--------------------------|---------------|-------------------------|---------------|
| <b>Active employee and COBRA Participants</b> |  |                        |               |                          |               |                         |               |
| Claims paid                                   |  | \$ 6,911,710.98        | 69%           | \$ 4,500,288.21          | 67%           | \$ 7,600,000.00         | 70%           |
| Fixed costs                                   |  | \$ 1,213,965.56        | 12%           | \$ 957,719.38            | 14%           | \$ 1,110,565.16         | 10%           |
| Administrative Costs                          |  | \$ 27,973.44           | 0%            | \$ 56,400.96             | 1%            | \$ 80,995.20            | 1%            |
| <b>Total Active Ee and COBRA Costs</b>        |  | <b>\$ 8,153,649.98</b> | <b>82%</b>    | <b>\$ 5,514,408.55</b>   | <b>82%</b>    | <b>\$ 8,791,560.36</b>  | <b>81%</b>    |
| <b>Retirees pre 65 and Medicare</b>           |  |                        |               |                          |               |                         |               |
| Claims paid                                   |  | \$ 1,094,321.74        | 11%           | \$ 665,576.88            | 10%           | \$ 1,200,000.00         | 11%           |
| Fixed costs Pre-65                            |  | \$ 99,965.52           | 1%            | \$ 74,417.17             | 1%            | \$ 157,441.94           | 1%            |
| Fixed costs - Medicare                        |  | \$ 594,058.50          | 6%            | \$ 437,700.20            | 7%            | \$ 700,000.00           | 6%            |
| Administrative Costs                          |  | \$ 7,387.92            | 0%            | \$ 14,901.39             | 0%            | \$ 21,399.30            | 0%            |
| <b>Total Retiree Costs</b>                    |  | <b>\$ 1,795,733.68</b> | <b>18%</b>    | <b>\$ 1,192,595.64</b>   | <b>18%</b>    | <b>\$ 2,078,841.24</b>  | <b>19%</b>    |
| <b>Total Costs</b>                            |  | <b>\$ 9,949,383.66</b> |               | <b>\$ 6,707,004.19</b>   |               | <b>\$ 10,870,401.60</b> |               |

## Stop Loss Cost Comparisons

|                             | <u>CY 08</u>                 | <u>CY09</u>                  | <u>CY10</u>                  | <u>CY11</u>                  |
|-----------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| Reinsurance Coverage Amount | \$125,000.00                 | \$150,000.00                 | \$175,000.00                 | \$225,000.00                 |
| ASO / Dental (PMPM)         | \$3.01                       | \$3.24                       | \$3.24                       | \$3.34                       |
| ASO / Medical (PMPM)        | <u>\$32.60</u>               | <u>\$32.60</u>               | <u>\$32.60</u>               | <u>\$33.58</u>               |
| <i>Total</i>                | <u>\$614,981.39</u>          | <u>\$685,966.48</u>          | <u>\$631,092.65</u> YTD      | <u>\$735,000.00</u>          |
| Reins. / Spec. (PMPM)       | \$48.41                      | \$29.27                      | \$28.90                      | \$26.66                      |
| Reins. / Aggr (PMPM)        | <u>\$1.64</u>                | <u>\$1.73</u>                | <u>\$1.93</u>                | <u>\$1.94</u>                |
| <i>Total</i>                | <u>\$779,423.15</u>          | <u>\$556,469.80</u>          | <u>\$448,386.80</u> YTD      | <u>\$463,000.00</u>          |
| <i>Total Fixed Costs</i>    | <u><u>\$1,394,404.54</u></u> | <u><u>\$1,242,436.28</u></u> | <u><u>\$1,079,479.45</u></u> | <u><u>\$1,198,000.00</u></u> |

# Group 5

- Cultural Affairs
- Economic Development
- Office of Neighborhood Services
- Convention and Visitors Bureau
- Planning
- CDBG

## Cultural Affairs

|                            | 2008             | 2009             |                        | 2010             |                  |                        | 2011             |                           |
|----------------------------|------------------|------------------|------------------------|------------------|------------------|------------------------|------------------|---------------------------|
|                            | Actual           | Actual           | Change<br>(Act v. Act) | Budget           | Estimate         | Change<br>(Est. v Act) | Proposed         | Change<br>(Prop. vs Bdgt) |
| Personnel Services         | \$179,415        | \$170,015        | (\$9,400)              | \$174,711        | \$170,613        | \$598                  | \$176,432        | \$1,721                   |
| Materials & Supplies       | \$17,029         | \$15,752         | (\$1,277)              | \$18,605         | \$13,808         | (\$1,944)              | \$18,355         | (\$250)                   |
| Travel & Training          | \$1,926          | \$3,613          | \$1,687                | \$4,700          | \$3,400          | (\$213)                | \$4,700          | \$0                       |
| Intragovernmental Charges  | \$34,045         | \$33,139         | (\$906)                | \$33,629         | \$33,629         | \$490                  | \$33,864         | \$235                     |
| Utilities, Serv. & Misc.   | \$171,431        | \$131,244        | (\$40,187)             | \$160,024        | \$155,254        | \$24,010               | \$144,900        | (\$15,124)                |
| Capital                    | \$0              | \$0              | \$0                    | \$0              | \$0              | \$0                    | \$0              | \$0                       |
| Other                      | \$0              | \$0              | \$0                    | \$0              | \$0              | \$0                    | \$0              | \$0                       |
| <b>Total Before CIP</b>    | <b>\$403,846</b> | <b>\$353,763</b> | <b>(\$50,083)</b>      | <b>\$391,669</b> | <b>\$376,704</b> | <b>\$22,941</b>        | <b>\$378,251</b> | <b>(\$13,418)</b>         |
| Percent Change             | 9.37%            |                  | (12.40%)               |                  |                  | 6.48%                  |                  | (3.43%)                   |
| Capital Improvement Plan   | \$0              | \$0              | \$0                    | \$0              | \$0              | \$0                    | \$0              | \$0                       |
| <b>Total</b>               | <b>\$403,846</b> | <b>\$353,763</b> | <b>(\$50,083)</b>      | <b>\$391,669</b> | <b>\$376,704</b> | <b>\$22,941</b>        | <b>\$378,251</b> | <b>(\$13,418)</b>         |
| Percent Change             | 9.37%            |                  | (12.40%)               |                  |                  | 6.48%                  |                  | (3.43%)                   |
| <b>Number of Positions</b> | <b>2.75</b>      | <b>2.75</b>      | <b>0.00</b>            | <b>2.75</b>      | <b>2.75</b>      | <b>0.00</b>            | <b>2.75</b>      | <b>0.00</b>               |

### 2008 Significant Changes:

- Missouri Arts Council grant dollars continue to contribute to partial funding of most programs and services.

### 2009 Significant Changes:

- Continue to utilize reserve funds for arts contracts, however unrestricted General Funds remained at fiscal year 2008 level.
- Missouri Arts Council grant dollars continue to contribute to partial funding of most programs and services.
- Personnel Services: Retirement of program specialist and replacement allowed for personnel savings.
- Utilities, Services, and Miscellaneous: Event spending greatly reduced due to elimination of the Festival of the Arts.

### 2010 Significant Changes:

- Funds for arts contracts remained at fiscal year 2008 level.
- Other decreases reflect efforts to tighten the budget due to budget constraints.
- Missouri Arts Council grant dollars continue to contribute to partial funding of most programs and services. Increase reflects increase of grant award. OCA's grant ranked #1 statewide.
- Utilities, Services, & Miscellaneous: Three additional grants from the Missouri Arts Council were secured: \$5,000 for cultural planning, \$5,000 in support of the Stephens Lake Park amphitheater construction (P&R project) and \$8,215 for arts education programs.
- Traffic Box Art program established as part of city's overall graffiti abatement efforts. Funds to address one box per year represent collaboration of OCA, CPD, CVB and The District.

**2010 Estimated Spending:** 96.18%

- Decreases reflect efforts to tighten the budget due to budget constraints.

### 2011 Significant Changes:

- Missouri Arts Council dollars were expected to decrease but have increased slightly due to the OCA maintaining a #1 ranking statewide.
- Funds for arts contracts are budgeted to remain at fiscal year 2008 level.
- Utilities, Services, and Miscellaneous: Missouri Arts Council grants received in 2010 are not anticipated for 2011.

### Additional Information:

- During FY 2011 the focus will be on...
  - maintaining grant funding from the Missouri Arts Council
  - increasing donations for arts purposes to the Share the Light program and use of such to augment existing program and service costs
  - maintaining private support (\$10,000 to \$15,000) raised at annual Commemorative Poster Unveiling
  - continuation of Traffic Box Art efforts as a collaborative (programmatically and in funding) to address graffiti abatement in the downtown
  - final revision of the city's cultural plan, "Creative Columbia" (Columbia is one of a handful in the state with a cultural plan)
  - completion of current Percent for Art projects: Fifth & Walnut Parking Garage, City Hall interior floors two and three
  - initiation of Percent for Art projects on City Hall floors four and five
  - submittal of grant to fund art work for Council Chambers
  - final work to complete collections management database to manage and care for existing city-owned art (database is being developed in-house, in coordination with IT, to save funds and to tailor the product for city needs)
  - work to assist P&R with inventory and appraisal of significant city-own objects at Nifong Home in Nifong Park

## Economic Development

|                            | 2008             |                  | 2009                   |                  | 2010             |                        | 2011             |                           |
|----------------------------|------------------|------------------|------------------------|------------------|------------------|------------------------|------------------|---------------------------|
|                            | Actual           | Actual           | Change<br>(Act v. Act) | Budget           | Estimate         | Change<br>(Est. v Act) | Proposed         | Change<br>(Prop. vs Bdgt) |
| Personnel Services         | \$304,395        | \$225,905        | (\$78,490)             | \$361,188        | \$361,182        | \$135,277              | \$360,823        | (\$365)                   |
| Materials & Supplies       | \$0              | \$0              | \$0                    | \$0              | \$0              | \$0                    | \$0              | \$0                       |
| Travel & Training          | \$0              | \$0              | \$0                    | \$5,543          | \$0              | \$0                    | \$5,543          | \$0                       |
| Intragovernmental Charges  | \$23,780         | \$22,853         | (\$927)                | \$22,648         | \$22,648         | (\$205)                | \$22,412         | (\$236)                   |
| Utilities, Serv, & Misc.   | \$20,000         | \$30,000         | \$10,000               | \$30,000         | \$30,000         | \$0                    | \$30,000         | \$0                       |
| Capital                    | \$0              | \$0              | \$0                    | \$0              | \$0              | \$0                    | \$0              | \$0                       |
| Other                      | \$0              | \$0              | \$0                    | \$0              | \$0              | \$0                    | \$0              | \$0                       |
| <b>Total Before CIP</b>    | <b>\$348,175</b> | <b>\$278,758</b> | <b>(\$69,417)</b>      | <b>\$419,379</b> | <b>\$413,830</b> | <b>\$135,072</b>       | <b>\$418,778</b> | <b>(\$601)</b>            |
| Percent Change             | (1.97%)          |                  | (19.94%)               |                  |                  | 48.45%                 |                  | (0.14%)                   |
| Capital Improvement Plan   | \$0              | \$0              | \$0                    | \$0              | \$0              | \$0                    | \$0              | \$0                       |
| <b>Total</b>               | <b>\$348,175</b> | <b>\$278,758</b> | <b>(\$69,417)</b>      | <b>\$419,379</b> | <b>\$413,830</b> | <b>\$135,072</b>       | <b>\$418,778</b> | <b>(\$601)</b>            |
| Percent Change             | (1.97%)          |                  | (19.94%)               |                  |                  | 48.45%                 |                  | (0.14%)                   |
| <b>Number of Positions</b> | <b>4.00</b>      | <b>3.00</b>      | <b>(1.00)</b>          | <b>3.00</b>      | <b>3.00</b>      | <b>0.00</b>            | <b>3.00</b>      | <b>0.00</b>               |

### 2008 Significant Changes:

- No significant changes.

### 2009 Significant Changes:

- Personnel Services lower due to vacancy.
- Utilities, Services, and Miscellaneous: Includes \$10,000 for joint projects with the University.

### 2010 Significant Changes:

- Personnel Services: Increase due to the hiring of the Director.

**2010 Estimated Spending:** 98.68%

- No significant changes.

### 2011 Significant Changes:

- No significant changes.

### Additional Information:

- During FY 2011 the focus will be on
  - REDI will relocate offices to the downtown parking garage. Planning under way to develop entrepreneurial space in the remaining open space (less parking enforcement) to promote a stronger entrepreneurial economy. Have fund request in to Senator Bond for build out of space.
  - Continue to build upon the effort to promote entrepreneurship opportunities in Columbia with an emphasis on the University of Missouri
  - REDI will work to promote the attraction of a data center to the Ewing Certified Industrial Site.
  - REDI will pursue an industrial retention/expansion program to provide greater support to existing businesses.
  - REDI will continue to work with IBM to ensure their transition into Columbia is as smooth as possible.
  - REDI will build a new web site to provide better marketing for the Columbia/Boone County area. This includes incorporating the new GIS site and building data base that is being built to serve the CORE region.
  - REDI will work with the City to get the Sutter Site certified by the State Department of Economic Development

## Neighborhood Services

|                            | 2008             | 2009             |                        | 2010             |                  |                        | 2011             |                           |
|----------------------------|------------------|------------------|------------------------|------------------|------------------|------------------------|------------------|---------------------------|
|                            | Actual           | Actual           | Change<br>(Act v. Act) | Budget           | Estimate         | Change<br>(Est. v Act) | Proposed         | Change<br>(Prop. vs Bdgt) |
| Personnel Services         | \$138,669        | \$144,887        | \$6,218                | \$604,150        | \$604,895        | \$460,008              | \$681,983        | \$77,833                  |
| Materials & Supplies       | \$23,277         | \$22,585         | (\$692)                | \$55,061         | \$49,658         | \$27,073               | \$56,711         | \$1,650                   |
| Travel & Training          | \$1,598          | \$2,205          | \$607                  | \$9,703          | \$4,950          | \$2,745                | \$9,703          | \$0                       |
| Intragovernmental Charges  | \$27,354         | \$25,900         | (\$1,454)              | \$64,816         | \$65,963         | \$40,063               | \$84,341         | \$19,525                  |
| Utilities, Serv. & Misc.   | \$10,152         | \$6,774          | (\$3,378)              | \$74,811         | \$48,615         | \$41,841               | \$86,289         | \$11,478                  |
| Capital                    |                  |                  | \$0                    |                  |                  | \$0                    |                  | \$0                       |
| Other                      |                  |                  | \$0                    |                  |                  | \$0                    |                  | \$0                       |
| <b>Total Before CIP</b>    | <b>\$201,050</b> | <b>\$202,351</b> | <b>\$1,301</b>         | <b>\$808,541</b> | <b>\$774,081</b> | <b>\$571,730</b>       | <b>\$919,027</b> | <b>\$110,486</b>          |
| Percent Change             | 8.23%            |                  | 0.65%                  |                  |                  | 282.54%                |                  | 13.66%                    |
| Capital Improvement Plan   | \$0              | \$0              | \$0                    | \$0              | \$0              | \$0                    | \$0              | \$0                       |
| <b>Total</b>               | <b>\$201,050</b> | <b>\$202,351</b> | <b>\$1,301</b>         | <b>\$808,541</b> | <b>\$774,081</b> | <b>\$571,730</b>       | <b>\$919,027</b> | <b>\$110,486</b>          |
| Percent Change             | 8.23%            |                  | 0.65%                  |                  |                  | 282.54%                |                  | 13.66%                    |
| <b>Number of Positions</b> | <b>2.25</b>      | <b>2.25</b>      | <b>0.00</b>            | <b>8.50</b>      | <b>9.75</b>      | <b>7.50</b>            | <b>10.25</b>     | <b>1.75</b>               |

### 2008 Significant Changes:

- Addition of \$7,500 in funding from the 2005 Capital Improvement Sales Tax ballot to maintain landscaping in City right of way and perform back flow testing of irrigation systems as required by City ordinance

### 2009 Significant Changes:

- Includes funding for a Neighborhood Leadership Program, a Keys to the City Awareness Fair, and a Meetings 101. The goal of each is to share with citizens how to navigate local government, understand the development process, and make information and decision makers more accessible to the public.
- Added \$40,000 to the budget to establish a community foundation. Amount was not spent in 2009.

### 2010 Significant Changes:

- Newly created Office of Neighborhood Services for FY 2010.
- The Office of Volunteer Services became one of the divisions and the other division is Neighborhood Programs.
- The purpose of this new office is to focus on neighborhood issues and the enforcement of rental house codes.
- Staff have been assembled from Volunteer Services, Public Communications, Public Works and Health and Human Services.
- There will also be a full-time police officer dedicated to assisting this office and one (0.5) Assistant City Counselor III position was added to the budget

**2010 Estimated Spending:** 95.74%

### 2011 Significant Changes:

- Fully funds Trust Officer position added during FY 2010 and the addition of a 0.50 FTE administrative position.
- Reduction of \$12,500 in Neighborhood Response Team funding due to budget constraints.
- Transferred \$26,000 in demolition funding from Public Works.
- Transferred additional operating costs for the rental inspection program from Public Works.

### Additional Information:

- During FY 2011 the focus will be on
  - increased efficiency with rental inspections with the addition of the 0.5 FTE administrative position.
  - find a higher percent of cases in compliance through voluntary actions by residents or by referring for prosecution. The Office enforces the rental conservation law, property maintenance on residential structures, unlicensed cars on private property and nuisance issues in the Neighborhood Response Team area.
  - pursuing nuisance structures that need to be repaired or demolished.
  - making the rental program and our code enforcement efforts more efficient through changes in computer software in cooperation with the staff in the I.T. Department.
  - Continuing our strong volunteer program to support the activities of many departments and providing citizens valuable ways to serve in local government through sharing their time.
  - Establishing the Community Foundation of Central Missouri as a viable organization to serve donors and charitable causes in our community.

## Convention & Tourism

|                            | 2008               |                    | 2009                   |                    | 2010               |                        | 2011               |                           |
|----------------------------|--------------------|--------------------|------------------------|--------------------|--------------------|------------------------|--------------------|---------------------------|
|                            | Actual             | Actual             | Change<br>(Act v. Act) | Budget             | Estimate           | Change<br>(Est. v Act) | Proposed           | Change<br>(Prop. vs Bdgt) |
|                            |                    |                    |                        |                    |                    |                        |                    |                           |
| Personnel Services         | \$486,325          | \$546,488          | \$60,163               | \$607,179          | \$545,224          | (\$1,264)              | \$607,744          | \$565                     |
| Materials & Supplies       | \$52,165           | \$31,924           | (\$20,241)             | \$42,265           | \$42,359           | \$10,435               | \$37,850           | (\$4,415)                 |
| Travel & Training          | \$9,688            | \$5,477            | (\$4,211)              | \$9,200            | \$6,987            | \$1,510                | \$8,220            | (\$980)                   |
| Intragovernmental Charges  | \$77,140           | \$89,651           | \$12,511               | \$104,081          | \$104,081          | \$14,430               | \$106,752          | \$2,671                   |
| Utilities, Serv. & Misc.   | \$1,128,502        | \$1,049,262        | (\$79,240)             | \$995,529          | \$945,634          | (\$103,628)            | \$1,003,559        | \$8,030                   |
| Capital                    | \$0                | \$0                | \$0                    | \$0                | \$0                | \$0                    | \$0                | \$0                       |
| Other                      | \$298,021          | \$63,096           | (\$234,925)            | \$0                | \$12,000           | (\$51,096)             | \$0                | \$0                       |
| <b>Total Before CIP</b>    | <b>\$2,051,841</b> | <b>\$1,785,898</b> | <b>(\$265,943)</b>     | <b>\$1,758,254</b> | <b>\$1,656,285</b> | <b>(\$129,613)</b>     | <b>\$1,764,125</b> | <b>\$5,871</b>            |
| Percent Change             | 11.94%             |                    | (12.96%)               |                    |                    | (7.26%)                |                    | 0.33%                     |
| Capital Improvement Plan   | \$0                | \$0                | \$0                    | \$0                | \$0                | \$0                    | \$0                | \$0                       |
| <b>Total</b>               | <b>\$2,051,841</b> | <b>\$1,785,898</b> | <b>(\$265,943)</b>     | <b>\$1,758,254</b> | <b>\$1,656,285</b> | <b>(\$129,613)</b>     | <b>\$1,764,125</b> | <b>\$5,871</b>            |
| Percent Change             | 11.94%             |                    | (12.96%)               |                    |                    | (7.26%)                |                    | 0.33%                     |
| <b>Number of Positions</b> | <b>9.00</b>        | <b>9.00</b>        | <b>0.00</b>            | <b>9.00</b>        | <b>9.00</b>        | <b>0.00</b>            | <b>9.00</b>        | <b>0.00</b>               |

### 2008 Significant Changes:

- Utilities, Services, and Miscellaneous: Includes a one-time \$100,000 sponsorship of the Roots and Blues event.
- Other: FY 2008 includes approximately \$300,000 transfer to the Capital Projects fund for improvements to the Blind Boone Home.

### 2009 Significant Changes:

- Personnel Services: filled a position that had been held vacant in 2008.
- Utilities, Services, and Miscellaneous: lower due to one-time sponsorship in 2008 of Roots and Blues event; however, it does include \$50,000 for airport marking and airport website enhancements and payment for a sculpture for the Blind Boone Home Tribute Garden.
- Other: Reduction due to one time capital project transfer in FY 2008

### 2010 Significant Changes:

- Utilities, Services, and Miscellaneous: lower due to the airport receiving a grant for advertising so Convention & Visitors Bureau did not need to include in their budget. Also, in the Tourism Development area, the amount of funds allocated varies from year to year.

**2010 Estimated Spending:** 94.20%

- Personnel Services under due to vacancy that is being held due to a decline in hotel tax receipts.

### 2011 Significant Changes:

- Filling vacant Admin Asst II position
- \$102K Print and Radio Campaign - 1/2 paid by state Grant
- Public Relations Campaign to generate non-paid media coverage of Columbia.

### Additional Information:

- During FY 2011 the focus will be on
  - Filling low occupancy months: Aug and Nov - Feb
  - PR Campaign - generating non-paid media coverage of Columbia.
  - Benchmarking and research
  - Completing "Recipe for a Successful Meeting" Campaign
  - Assuring a good transition to new CVB leadership

## Planning Department

|                             | 2008             | 2009             |                        | 2010             |                  |                        | 2011             |                           |
|-----------------------------|------------------|------------------|------------------------|------------------|------------------|------------------------|------------------|---------------------------|
|                             | Actual           | Actual           | Change<br>(Act v. Act) | Budget           | Estimate         | Change<br>(Est. v Act) | Proposed         | Change<br>(Prop. vs Bdgt) |
| Personnel Services          | \$553,402        | \$591,956        | \$38,554               | \$671,149        | \$673,171        | \$81,215               | \$664,696        | (\$6,453)                 |
| Materials & Supplies        | \$24,803         | \$26,205         | \$1,402                | \$56,665         | \$56,459         | \$30,254               | \$62,445         | \$5,780                   |
| Travel & Training           | \$3,092          | \$5,026          | \$1,934                | \$15,364         | \$15,364         | \$10,338               | \$15,364         | \$0                       |
| Intragovernmental Charges   | \$105,696        | \$93,228         | (\$12,468)             | \$95,420         | \$95,420         | \$2,192                | \$75,925         | (\$19,495)                |
| Utilities, Serv. & Misc.    | \$97,635         | \$58,377         | (\$39,258)             | \$139,207        | \$135,987        | \$77,610               | \$110,988        | (\$28,219)                |
| Capital                     | \$0              | \$0              | \$0                    | \$0              | \$0              | \$0                    | \$0              | \$0                       |
| Other                       | \$0              | \$0              | \$0                    | \$0              | \$0              | \$0                    | \$0              | \$0                       |
| <b>Total Before CIP</b>     | <b>\$784,628</b> | <b>\$774,792</b> | <b>(\$9,836)</b>       | <b>\$977,805</b> | <b>\$976,401</b> | <b>\$201,609</b>       | <b>\$929,418</b> | <b>(\$48,387)</b>         |
| Percent Change              | 13.00%           |                  | (1.25%)                |                  |                  | 26.02%                 |                  | (4.95%)                   |
| Capital Improvement Plan    | \$0              | \$0              | \$0                    | \$0              | \$0              | \$0                    | \$0              | \$0                       |
| <b>Total</b>                | <b>\$784,628</b> | <b>\$774,792</b> | <b>(\$9,836)</b>       | <b>\$977,805</b> | <b>\$976,401</b> | <b>\$201,609</b>       | <b>\$929,418</b> | <b>(\$48,387)</b>         |
| Percent Change              | 13.00%           |                  | (1.25%)                |                  |                  | 26.02%                 |                  | (4.95%)                   |
| <b>Number of Positions*</b> | <b>7.90</b>      | <b>7.90</b>      | <b>0.00</b>            | <b>8.00</b>      | <b>8.00</b>      | <b>0.10</b>            | <b>8.00</b>      | <b>0.00</b>               |

### 2008 Significant Changes:

- Personnel Services: Upgraded Development Services Manager position to replace Senior Planner
- Materials and Supplies: Decreased due to furniture purchased in 2007.

### 2009 Significant Changes:

- Personnel Services: Filled the vacant Development Services Manager position mid-year..
- Utilities, Services, and Miscellaneous: The City no longer pays dues to the Regional Planning Commission. (\$25,000)

### 2010 Significant Changes:

- Added funding for comprehensive plan
- Personnel Services: Increased Director's allocation to the general fund operations from the CDBG operations and full year cost of the filled Development Services Manager position.
- Materials and Supplies: Increases in computer equipment, office supplies, and postage. Implementation of processing and procedures report which includes mailing two postcards and one letter for each zoning, planned district, and concept review.

**2010 Estimated Spending:** 99.86%

### 2011 Significant Changes:

- Intragovernmental Charges decreased due to reallocation of charges within the new governmental center.
- Utilities, Services, and Miscellaneous: Elimination of the employee home ownership program due to budget constraints.

### Additional Information:

- During FY 2011 the focus will be on
  - Completion of the comprehensive plan
  - Continued procedural improvements and completion of framework for updating development codes (zoning and subdivision)

**CDBG**

|                            | 2008             | 2009               |                        | 2010             |                  |                        | 2011             |                           |
|----------------------------|------------------|--------------------|------------------------|------------------|------------------|------------------------|------------------|---------------------------|
|                            | Actual           | Actual             | Change<br>(Act v. Act) | Budget           | Estimate         | Change<br>(Est. v Act) | Proposed         | Change<br>(Prop. vs Bdgt) |
| Personnel Services         | \$285,263        | \$277,214          | (\$8,049)              | \$323,421        | \$322,927        | \$45,713               | \$320,001        | (\$3,420)                 |
| Materials & Supplies       | \$5,920          | \$8,190            | \$2,270                | \$19,445         | \$20,776         | \$12,586               | \$16,328         | (\$3,117)                 |
| Travel & Training          | (\$966)          | (\$335)            | \$631                  | \$3,490          | \$3,574          | \$3,909                | \$3,490          | \$0                       |
| Intragovernmental Charges  | \$36,706         | \$38,539           | \$1,833                | \$42,466         | \$42,466         | \$3,927                | \$66,061         | \$23,595                  |
| Utilities, Serv, & Misc.   | \$333,347        | \$948,920          | \$615,573              | \$394,050        | \$394,050        | (\$554,870)            | \$33,335         | (\$360,715)               |
| Capital                    | \$0              | \$0                | \$0                    | \$0              | \$0              | \$0                    | \$0              | \$0                       |
| Other                      | \$254,791        | \$222,202          | (\$32,589)             | \$0              | \$0              | (\$222,202)            | \$0              | \$0                       |
| <b>Total Before CIP</b>    | <b>\$915,061</b> | <b>\$1,494,730</b> | <b>\$579,669</b>       | <b>\$782,872</b> | <b>\$783,793</b> | <b>(\$710,937)</b>     | <b>\$439,215</b> | <b>(\$343,657)</b>        |
| Percent Change             | (35.14%)         |                    | 63.35%                 |                  |                  | (47.56%)               |                  | (43.90%)                  |
| Capital Improvement Plan   | \$0              | \$0                | \$0                    | \$0              | \$0              | \$0                    | \$0              | \$0                       |
| <b>Total</b>               | <b>\$915,061</b> | <b>\$1,494,730</b> | <b>\$579,669</b>       | <b>\$782,872</b> | <b>\$783,793</b> | <b>(\$710,937)</b>     | <b>\$439,215</b> | <b>(\$343,657)</b>        |
| Percent Change             | (35.14%)         |                    | 63.35%                 |                  |                  | (47.56%)               |                  | (43.90%)                  |
| <b>Number of Positions</b> | <b>4.60</b>      | <b>4.60</b>        | <b>0.00</b>            | <b>5.00</b>      | <b>5.00</b>      | <b>0.40</b>            | <b>5.00</b>      | <b>0.00</b>               |

**2008 Significant Changes:**

- Utilities, Services, and Miscellaneous: 2007 included a significant amount (\$293,000) for allowance for uncollectible loans. This was in response to internal audit findings. In addition, funding received from HUD decreased over \$166,000 in 2008.

**2009 Significant Changes:**

- Utilities, Services, and Miscellaneous: Increase in grant funds available; NSP and CDBG-R (stimulus) in addition to regular CDBG and HOME

**2010 Significant Changes:**

- Personnel Services: Added new position - 2-year, grant-funded Housing Planner, moved a .50 Senior Building Inspector to Neighborhood Services, and reallocated 10% of the Director's time to general fund operations.
- Materials and Supplies: increases to equip the new Housing Planner position.
- Utilities, Services, and Miscellaneous: does not include the one-time stimulus CDBG funds that were added in 2009.

**2010 Estimated Spending:** 100.12%

**2011 Significant Changes:**

- Decrease in intergovernmental charges
- Utilities, Services, and Miscellaneous: funds are not budgeted until they are received. Therefore, when the funds are received in 2011, the budget will be amended to reflect the appropriation.

**Additional Information:**

- During FY 2011 the focus will be on
  - Completion of a plan for a housing trust and/or land bank for affordable housing development
  - Disposition of Neighborhood Stabilization Program (NSP) properties and planning of "land-banked" properties

# COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

## PURPOSE

This fund accounts for and disburses funds received by the City from the Dept. of Housing and Urban Development's Community Development Block Grant Program. These funds are to be used to provide facilities and assistance to low and moderate income citizens of the City such as housing programs, neighborhood improvements and community facilities. After receiving recommendations from the Community Development Commission, the staff, and public hearings, the Council adopts this budget and submits it to HUD for final approval. Following that approval, the funds become available in the spring of 2010.

In 2009 the City Council adopted the following guidelines for the expenditure of the annual allocation of Community Development Block Grant funds: 30-45% for Housing Programs, 30-50% for Public Improvements, 0-30% for Community Facilities, Community Services and Economic Development and 10-16% for Planning and Administration.

## RESOURCES

|                             | <b>Proposed<br/>FY 2011</b> |
|-----------------------------|-----------------------------|
| Reprogrammed Funds          |                             |
| Entitlement Amount Estimate | \$ 925,000                  |
| <b>Total Resources</b>      | <b>\$ 925,000</b>           |

## EXPENDITURES

|   | <b>Staff<br/>and<br/>Agency<br/>Requests</b> | <b>Community<br/>Development<br/>Commission<br/>Proposal</b> | <b>City<br/>Manager<br/>Recommended</b> | <b>Council<br/>Adopted</b> |
|---|--|--|---|----------------------------|
| <b>Housing Programs:</b>  |  |  |   |                            |
| Housing Rehabilitation  | 60,000                                       | 40,000   | 40,000                                  |                            |
| Code Deficiency Abatement Program                               | 30,000                                       | 30,000   | 30,000                                  |                            |
| Emergency Repair  | 30,000                                       | 30,000   | 30,000                                  |                            |
| NRT Code Enforcement  | 15,000                                       | 15,000   | 15,000                                  |                            |
| NRT Demolition  | 100,000                                      | 50,000   | 50,000                                  |                            |
| Homebuyers Classes  | 7,000  | 7,044  | 7,000                                   |                            |
| Boone County Council on Aging                                   | 15,000                                       | 15,000   | 15,000                                  |                            |
| Reality House Transitional Housing                              | 115,000                                      | 75,000   | 60,000                                  |                            |
| RAMP Program  | 50,000                                       | 50,000   | 43,500                                  |                            |
| Community Housing Options                                       | 25,000                                       | 0  | 0                                       |                            |
| <b>Subtotal (Council Policy 30-40%)</b>                         | <b>447,000</b>                               | <b>312,044</b>   | <b>290,500</b>                          | <b>0</b>                   |
|   | 37.6%  | 33.7%  | 31.4%                                   |                            |
| <b>Public Improvements:</b>                                     |  |  |   |                            |
| East Side Sidewalks Phase III                                   | 392,000                                      | 326,956  | 392,000                                 |                            |
| <b>Subtotal (Council Policy 40-55%)</b>                         | <b>392,000</b>                               | <b>326,956</b>   | <b>392,000</b>                          | <b>0</b>                   |
|   | 33.0%  | 35.3%  | 42.4%                                   |                            |
| <b>Community Facilities, Services and Economic Development:</b> |  |  |   |                            |
| CHA Park Avenue Head Start                                      | 12,000                                       | 0  | 0                                       |                            |
| Enterprise Development Corporation                              | 18,750                                       | 0  | 6,500                                   |                            |
| Disabilities Media Inc.   | 25,000                                       | 0  | 0                                       |                            |
| Centro Latino   | 145,000                                      | 138,000  | 88,000                                  |                            |
| <b>Subtotal (Council Policy 0-35%)</b>                          | <b>200,750</b>                               | <b>138,000</b>   | <b>94,500</b>                           | <b>0</b>                   |
|   | 16.9%  | 14.9%  | 10.2%                                   |                            |
| <b>Administration and Planning</b>                              |  |  |   |                            |
| Planning  | 55,000                                       | 55,000   | 55,000                                  |                            |
| Administration  | 93,000                                       | 93,000   | 93,000                                  |                            |
| <b>Subtotal (Council Policy 10-16%)</b>                         | <b>148,000</b>                               | <b>148,000</b>   | <b>148,000</b>                          | <b>0</b>                   |
|   | 12.5%  | 16.0%  | 16.0%                                   |                            |
|   | <b>\$1,187,750</b>                           | <b>\$925,000</b>   | <b>\$925,000</b>                        | <b>\$0</b>                 |

# HOME REQUESTS

## PURPOSE

This fund accounts for and disburses funds received by the City from the HOME Investment Partnership Act Program from the Department of Housing and Urban Development. HUD allows funding to be provided in four six basic categories: Owner Occupied Housing Rehabilitation, Homebuyer Assistance, Community Housing Development Organizations (15% required set aside), Rental Housing, Tenant-Based Rental Assistance, and Administration (10% Maximum). All funds must be spent on projects that are defined by HUD as meeting their definition of "affordable." After receiving recommendations from the Community Development Commission, the staff, and public hearings, the Council adopts this budget and submits it to HUD for final approval. Following that approval, the funds usually are available by the middle of the fiscal year.

## RESOURCES

|                             |           | <b>Proposed<br/>FY 2011</b> |
|-----------------------------|-----------|-----------------------------|
| Reprogrammed Funds          |           |                             |
| Entitlement Amount Estimate | \$        | 650,000                     |
| <b>Total Resources</b>      | <b>\$</b> | <b>650,000</b>              |

## EXPENDITURES

|                                    | <b>Staff<br/>and<br/>Agency<br/>Requests</b> | <b>City<br/>Manager<br/>Recommend</b> | <b>Alloc.</b>  | <b>Community<br/>Development<br/>Commission<br/>Recommend</b> | <b>Alloc.</b>  |
|------------------------------------|--|---------------------------------------|----------------|---|----------------|
| <b>Projects:</b>                   |  |                                       |                |   |                |
| Owner Occupied Housing Rehab       | \$300,000                                    | \$300,000                             |                | \$300,000   |                |
| Homeownership Assistance **        | \$150,000                                    | \$37,500                              |                | \$37,500  |                |
| Rental Production *                | \$0  | \$0                                   |                | \$0   |                |
| Tenant Based Rental Assistance     | \$153,000                                    | \$150,000                             |                | \$150,000   |                |
| <b>Subtotal Projects</b>           | <b>\$603,000</b>                             | <b>\$487,500</b>                      | <b>75.0%</b>   | <b>\$487,500</b>  | <b>75.0%</b>   |
| <b>CHDO Set aside</b>              | <b>\$97,500</b>                              | <b>\$97,500</b>                       | <b>15.0%</b>   | <b>\$97,500</b>   | <b>15.0%</b>   |
| <b>Administration Set aside***</b> | <b>\$65,000</b>                              | <b>\$65,000</b>                       | <b>10.0%</b>   | <b>\$65,000</b>   | <b>10.0%</b>   |
| <b>Grand Total</b>                 | <b>\$765,500</b>                             | <b>\$650,000</b>                      | <b>100.00%</b> | <b>\$650,000</b>  | <b>100.00%</b> |

\* Total Funding Requests in the Pipeline

\*\* Includes: Neighborhood Development Homeownership Assistance Activities

\*\*\* Includes: Administration funding for (TBRA) - Tenant-Based Rental Assistance

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# Group 6

## Parks & Recreation

- General Fund Parks Operations
- CARE
- Recreation Services

## Parks and Recreation

|                            | 2008                | 2009                |                        | 2010                |                     |                         | 2011                |                           |
|----------------------------|---------------------|---------------------|------------------------|---------------------|---------------------|-------------------------|---------------------|---------------------------|
|                            | Actual              | Actual              | Change<br>(Act v. Act) | Budget              | Estimate            | Change<br>(Act v. Est.) | Proposed            | Change<br>(Bud. v. Prop.) |
| Personnel Services         | \$6,573,256         | \$6,697,240         | \$123,984              | \$6,905,267         | \$6,852,265         | \$155,025               | \$6,917,975         | \$12,708                  |
| Materials & Supplies       | \$1,598,540         | \$1,389,949         | (\$208,591)            | \$1,676,024         | \$1,578,070         | \$188,121               | \$1,606,385         | (\$69,639)                |
| Travel & Training          | \$17,902            | \$20,462            | \$2,560                | \$22,116            | \$14,962            | (\$5,500)               | \$22,112            | (\$4)                     |
| Intragovernmental Charges  | \$847,772           | \$909,390           | \$61,618               | \$981,105           | \$981,105           | \$71,715                | \$1,020,420         | \$39,315                  |
| Utilities, Serv. & Misc.   | \$1,552,882         | \$1,553,195         | \$313                  | \$1,912,649         | \$1,806,503         | \$253,308               | \$1,888,330         | (\$24,319)                |
| Capital                    | \$457,376           | \$240,133           | (\$217,243)            | \$260,882           | \$256,032           | \$15,899                | \$293,611           | \$32,729                  |
| Other                      | \$852,290           | \$635,334           | (\$216,956)            | \$628,207           | \$658,631           | (\$7,127)               | \$628,049           | (\$158)                   |
| <b>Total Before CIP</b>    | <b>\$11,900,018</b> | <b>\$11,445,703</b> | <b>(\$454,315)</b>     | <b>\$12,386,250</b> | <b>\$12,147,568</b> | <b>\$701,865</b>        | <b>\$12,376,882</b> | <b>(\$9,368)</b>          |
| Percent Change             | 9.45%               |                     | (3.82%)                |                     |                     | 6.13%                   |                     | (0.08%)                   |
| Capital Improvement Plan   | \$103,515           | \$37,868            | (\$65,647)             | \$200,001           | \$200,001           | \$162,133               | \$0                 | (\$200,001)               |
| <b>Total</b>               | <b>\$12,003,533</b> | <b>\$11,483,571</b> | <b>(\$519,962)</b>     | <b>\$12,586,251</b> | <b>\$12,347,569</b> | <b>\$863,998</b>        | <b>\$12,376,882</b> | <b>(\$209,369)</b>        |
| Percent Change             | 8.08%               |                     | (4.33%)                |                     |                     | 7.52%                   |                     | (1.66%)                   |
| <b>Number of Positions</b> | <b>79.75</b>        | <b>79.75</b>        | <b>0.00</b>            | <b>77.75</b>        | <b>77.75</b>        | <b>(2.00)</b>           | <b>77.75</b>        | <b>0.00</b>               |

**Additional Information:**

- During FY 2011 the focus will be on
  - Maintaining same level of customer service as in previous years.
  - Operate the ARC at 100% recovery of direct operating expenses and seek to meet established cost recovery goals for other recreation program areas.

## Parks and Recreation - General Fund Operations

|                            | 2008               | 2009               |                        | 2010               |                    |                         | 2011               |                           |
|----------------------------|--------------------|--------------------|------------------------|--------------------|--------------------|-------------------------|--------------------|---------------------------|
|                            | Actual             | Actual             | Change<br>(Act v. Act) | Budget             | Estimate           | Change<br>(Act v. Est.) | Proposed           | Change<br>(Bud. v. Prop.) |
| Personnel Services         | \$3,004,146        | \$3,168,239        | \$164,093              | \$3,284,071        | \$3,278,840        | \$110,601               | \$3,286,223        | \$2,152                   |
| Materials & Supplies       | \$710,186          | \$527,481          | (\$182,705)            | \$664,147          | \$628,600          | \$101,119               | \$669,593          | \$5,446                   |
| Travel & Training          | \$8,888            | \$11,918           | \$3,030                | \$9,447            | \$8,570            | (\$3,348)               | \$9,447            | \$0                       |
| Intragovernmental Charges  | \$263,175          | \$297,930          | \$34,755               | \$308,979          | \$308,979          | \$11,049                | \$325,349          | \$16,370                  |
| Utilities, Serv. & Misc.   | \$431,328          | \$376,292          | (\$55,036)             | \$486,228          | \$442,792          | \$66,500                | \$472,992          | (\$13,236)                |
| Capital                    | \$379,829          | \$154,669          | (\$225,160)            | \$223,115          | \$222,000          | \$67,331                | \$205,500          | (\$17,615)                |
| Other                      | \$0                | \$0                | \$0                    | \$0                | \$0                | \$0                     | \$0                | \$0                       |
| <b>Total Before CIP</b>    | <b>\$4,797,552</b> | <b>\$4,536,529</b> | <b>(\$261,023)</b>     | <b>\$4,975,987</b> | <b>\$4,889,781</b> | <b>\$353,252</b>        | <b>\$4,969,104</b> | <b>(\$6,883)</b>          |
| Percent Change             | 9.59%              |                    | (5.44%)                |                    |                    | 7.79%                   |                    | (0.14%)                   |
| Capital Improvement Plan   | \$0                | \$0                | \$0                    | \$0                | \$0                | \$0                     | \$0                | \$0                       |
| <b>Total</b>               | <b>\$4,797,552</b> | <b>\$4,536,529</b> | <b>(\$261,023)</b>     | <b>\$4,975,987</b> | <b>\$4,889,781</b> | <b>\$353,252</b>        | <b>\$4,969,104</b> | <b>(\$6,883)</b>          |
| Percent Change             | 9.59%              |                    | (5.44%)                |                    |                    | 7.79%                   |                    | (0.14%)                   |
| <b>Number of Positions</b> | <b>43.50</b>       | <b>43.50</b>       | <b>0.00</b>            | <b>43.50</b>       | <b>43.50</b>       | <b>0.00</b>             | <b>43.50</b>       | <b>0.00</b>               |

### 2008 Significant Changes:

- Personnel Services:
  - Added (1) Engineering Aide IV to assist with planning and on-site project management for the capital projects funded through the 2005 Park Sales Tax. Since many projects have matching grants, federal requirements require more on-site record keeping.
  - Council increased CARE Program by \$35,000 for 10 Missouri Options students, 20 summer trainees and 1 summer job coach.
- Intragovernmental Charges: Increase in charges for Self Insurance Fees and Information Technology Fees.
- Capital: Decrease of approximately \$265,000 due to budget constraints. Transfer of Parks Sales Tax funds maintained at 2007 level, but used to support operations.

### 2009 Significant Changes:

- Materials & Supplies:
  - Budgeted an increase in fuel costs (\$65,720). Actual decrease of \$182,000 was primarily a result of the significantly lower anticipated cost per gallon for fuel.
- Intragovernmental Charges: Increase in charges for Self Insurance Fees and Information Technology Fees.
- Utilities, Services, & Miscellaneous:
  - Reduction of misc. contractual services funds for stump grinding (\$7,500) and reduction in the number of port-a-pots rented (\$4,000).
  - Winter trout program eliminated reducing budget by \$2,600.
- Capital: Decrease in capital equipment budget (\$200,000) due to budget constraints.

### 2010 Significant Changes:

- Significant increases shown in personnel, materials and supplies, and utilities/services between FY10 estimates and FY09 actuals are a result of the following budget approach: Estimated expenses for 2010 are prepared in late April prior to the busiest five months of the Park and Recreation fiscal year. The timing of the budget process makes it difficult to have accurate estimates since a major portion of parks activity occurs after the budget is prepared and fluctuations in contract and material prices (such as fuel) are not yet known. In most years, actual expenses incurred will be less than estimates.
- Department has absorbed addition of new parks, trails and facilities without significant increases in budget but anticipates that FY10 actual expenses will exceed FY09 actuals. For example, an additional three neighborhood parks were opened for daily public usage in FY10.
- Personnel Services:
  - Due to budget constraints, vacancies were held for a portion of FY09, resulting in an increase in FY2010 estimated personnel over 2009 actuals. In addition, temporary salaries are projected to increase due to our established partnership with BCFR for CARE employment program. A third factor was the conservative approach used to estimate FY2010 expenditures for summer temporary salaries.
  - CARE program increased by approximately \$40,000 through Boone County Family Resources funding, which provided 8-10 mentally challenged individuals jobs at local businesses and additional part-time staff to manage the program.
  - CARE program received an additional \$7,600 for implementation of minimum wage increases.
  - Horticulture budget reduced by \$8,880 for loss of one temp help in mowing and related fuel costs.
- Materials & Supplies:
  - Forestry budget reduced by \$12,500 by cutting the number of new trees planted from 240 to 165.
- Utilities, Services, & Miscellaneous:
  - Fleet repair contractual service budget reduced by \$4,000 in body shop work.
  - Reduction in sponsorships by \$1,500 each for Senior Show-Me State Games, Boone County Historical Society Buildings, and First Night (total \$4,500).

**2011 Significant Changes:**

- Personnel Services:
  - Temp help increased by approximately \$6,000 for the Park Management & Operations division for approx 700 add'l hrs for help with clean-up, maintenance, repair and to maintain the addition of 60 recycle bins.
  - Park Mgmt Center temp help increased by \$4,500 as the dept processes more purchasing transactions than any dept in the City and with additional fleet data entry requirements, this one day per week (416 hrs) of extra help will help offset the additional workload.
  - Maintains CARE funding at the FY 2010 level including funds from Boone Co Family Resources and the Missouri Arts Council.
- Materials & Supplies:
  - Transfer of fleet equipment repair parts to Park Management & Operations to keep up with additional parks and facilities.

**Additional Information:**

- During FY 2011 the focus will be on
  - Provide same level of customer service as in previous years.
  - Incorporate fleet maintenance operations from a "stand-alone" data format into the City's fleet management system.
  - Substantially complete all projects funded by the 2005 Park Sales Tax.
  - New capital projects include Bonnie View Park Master Plan/Phase I Const; Clyde Wilson Park Improvements; Capen/Grindstone Park Improvements; Hindman Discovery Garden; 3M MKT Sewer Plant #2 Natural Area Restoration project and continue with annual park projects such as road and parking lot improvements, walkway, bench and fitness station replacements, and the final year of the City/School playground program.
  - CARE program will continue to service the disadvantaged youth through the Missouri Options Program (school year), Summer Employment Program/Gallery, and Boone County Resource Partnership (year round).

**DESCRIPTION**

This program targets economically, socially and academically disadvantaged youth ages 14 through 18 for career training. This is accomplished by providing educational resources to the trainee in the form of vocational training, placement with a local employer for 160 hours of work experience, and coaching trainees on the job. Wages are provided by the City of Columbia. Supervision of trainees is provided by those agencies or businesses where they are employed.

**HIGHLIGHTS / SIGNIFICANT CHANGES / GOALS**

This budget contains funds to maintain the program at the same level as the FY 2010. It includes partnership funding from the Boone County Family Resources to expand the CARE program to included youth with disabilities during the school year (10-12 youth and some administrative help). The budget also includes a \$5,000 grant from the Missouri Arts Council for the Out of School - CARE Gallery. Approximately, 235-245 disadvantaged youth participate annually (40-45 options program participants & 175-200 summer employment program participants). The C.A.R.E. program will continue to offer tutoring & GED assistance to a number of youth through the school year (the Options program). Increase in Personnel is due to a transfer of \$5,000 from Misc Contractual to temp help and Supplies & Materials increase is due to computer replacement.

**BUDGET DETAIL**

|                              | <u>Actual<br/>FY 2009</u> | <u>Budget<br/>FY 2010</u> | <u>Estimated<br/>FY 2010</u> | <u>Proposed<br/>FY 2011</u> | <u>Percent<br/>Change</u> |
|------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|---------------------------|
| Personnel Services           | \$ 400,992                | \$ 437,936                | \$ 438,186                   | \$ 443,845                  | 1.3%                      |
| Supplies and Materials       | 7,716                     | 9,536                     | 9,584                        | 10,264                      | 7.6%                      |
| Travel and Training          | 0                         | 0                         | 0                            | 0                           |                           |
| Intragovernmental Charges    | 12,479                    | 10,711                    | 10,711                       | 14,720                      | 37.4%                     |
| Utilities, Services, & Misc. | 39,601                    | 53,534                    | 39,300                       | 49,901                      | (6.8%)                    |
| Capital                      | 0                         | 0                         | 0                            | 0                           |                           |
| Other                        | 0                         | 0                         | 0                            | 0                           |                           |
| <b>Total</b>                 | <b>\$ 460,788</b>         | <b>\$ 511,717</b>         | <b>\$ 497,781</b>            | <b>\$ 518,730</b>           | <b>1.4%</b>               |

**AUTHORIZED PERSONNEL**

|                                   | <u>Actual<br/>FY 2009</u> | <u>Budget<br/>FY 2010</u> | <u>Estimated<br/>FY 2010</u> | <u>Proposed<br/>FY 2011</u> | <u>Position<br/>Changes</u> |
|-----------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|-----------------------------|
| 7302 - Social Services Supervisor | 1.00                      | 1.00                      | 1.00                         | 1.00                        |                             |
| 7301 - Social Services Specialist | 0.00                      | 0.00                      | 0.00                         | 0.00                        |                             |
| <b>Total Personnel</b>            | <b>1.00</b>               | <b>1.00</b>               | <b>1.00</b>                  | <b>1.00</b>                 |                             |
| Permanent Full-Time               | 1.00                      | 1.00                      | 1.00                         | 1.00                        |                             |
| Permanent Part-Time               | 0.00                      | 0.00                      | 0.00                         | 0.00                        |                             |
| <b>Total Permanent</b>            | <b>1.00</b>               | <b>1.00</b>               | <b>1.00</b>                  | <b>1.00</b>                 |                             |

## Recreation Services

|                            | 2008               | 2009               |                        | 2010               |                    |                         | 2011               |                           |
|----------------------------|--------------------|--------------------|------------------------|--------------------|--------------------|-------------------------|--------------------|---------------------------|
|                            | Actual             | Actual             | Change<br>(Act v. Act) | Budget             | Estimate           | Change<br>(Act v. Est.) | Proposed           | Change<br>(Bud. v. Prop.) |
| Personnel Services         | \$3,569,110        | \$3,529,001        | (\$40,109)             | \$3,621,196        | \$3,573,425        | \$44,424                | \$3,631,752        | \$10,556                  |
| Materials & Supplies       | \$888,354          | \$862,468          | (\$25,886)             | \$1,011,877        | \$949,470          | \$87,002                | \$936,792          | (\$75,085)                |
| Travel & Training          | \$9,014            | \$8,544            | (\$470)                | \$12,669           | \$6,392            | (\$2,152)               | \$12,665           | (\$4)                     |
| Intragovernmental Charges  | \$584,597          | \$611,460          | \$26,863               | \$672,126          | \$672,126          | \$60,666                | \$695,071          | \$22,945                  |
| Utilities, Serv. & Misc.   | \$1,121,554        | \$1,176,903        | \$55,349               | \$1,426,421        | \$1,363,711        | \$186,808               | \$1,415,338        | (\$11,083)                |
| Capital                    | \$77,547           | \$85,464           | \$7,917                | \$37,767           | \$34,032           | (\$51,432)              | \$88,111           | \$50,344                  |
| Other                      | \$852,290          | \$635,334          | (\$216,956)            | \$628,207          | \$658,631          | (\$7,127)               | \$628,049          | (\$158)                   |
| <b>Total Before CIP</b>    | <b>\$7,102,466</b> | <b>\$6,909,174</b> | <b>(\$193,292)</b>     | <b>\$7,410,263</b> | <b>\$7,257,787</b> | <b>\$348,613</b>        | <b>\$7,407,778</b> | <b>(\$2,485)</b>          |
| Percent Change             | 9.35%              |                    | (2.72%)                |                    |                    | 5.05%                   |                    | (0.03%)                   |
| Capital Improvement Plan   | \$103,515          | \$37,868           | (\$65,647)             | \$200,001          | \$200,001          | \$162,133               | \$0                | (\$200,001)               |
| <b>Total</b>               | <b>\$7,205,981</b> | <b>\$6,947,042</b> | <b>(\$258,939)</b>     | <b>\$7,610,264</b> | <b>\$7,457,788</b> | <b>\$510,746</b>        | <b>\$7,407,778</b> | <b>(\$202,486)</b>        |
| Percent Change             | 7.10%              |                    | (3.59%)                |                    |                    | 7.35%                   |                    | (2.66%)                   |
| <b>Number of Positions</b> | <b>36.25</b>       | <b>36.25</b>       | <b>0.00</b>            | <b>34.25</b>       | <b>34.25</b>       | <b>(2.00)</b>           | <b>34.25</b>       | <b>0.00</b>               |

### 2008 Significant Changes:

- Temporary help increased by \$7,751 for athletic field maintenance due to the opening of the Atkins Baseball Complex.
- Payment to police pension/overtime increased by around \$9,000 for coverage during Moonlight Hoops program at Douglass Park.
- Intragovernmental charges increased due to General & Administrative and Information Technology Fees.
- Budgeted the use of Capital Improvement Fees for the replacement of equipment at the Activity & Recreation Center (ARC). \$53,083 was expended for replacement of exercise equipment.
- Budget included an additional \$20,000 to relocate Senior/Life Enrichment Program to Stephens Lake Activity Center.
- Increase in overall budget is due to a one time transfer to a capital project.

### 2009 Significant Changes:

- Utility costs increased due to proposed rate increases and the addition of Atkins baseball complex and the Stephens Lake Activity Center.
- Contractual Services increased due to increased costs of operation at Hickman Pool (new HVAC unit provides air conditioning).
- Increased fees at the ARC by 5% for the first time since it opened in December 2002. Increased various fees for adult sports, golf cart rentals, as well as facility rentals. Fee increases were estimated to bring in an additional \$166,000.
- Aquatic budget reductions included \$17,000 for closing the swimming lake at Twin Lakes Recreation Park (Pirates' Landing) & \$19,500 for reducing all outdoor aquatic pool operations by one hour per day.
- Reduced the number of golf course acres fertilized by 50%, resulting in a \$6,500 budget reduction.
- Budget for marketing and promotion reduced by \$9,000.
- Council increased recreation scholarship funding by \$20,000 for an annual total of \$60,000.
- Council restored funding for Adapted Community Recreation Program at Paquin Towers (\$76,000). This represented a \$12,000 reduction from FY08 funding level.
- Council appropriated full funding (\$24,000) for summer operation of Lake of the Woods Pool.

### 2010 Significant Changes:

- Elimination of (1) vacant Full-Time Recreation Supervisor in the Senior and Life Enrichment program for a budget reduction of \$74,000.
- Elimination of (1) Full-Time Recreation Specialist in the Golf program for a budget reduction of \$75,000.
- The General Fund subsidy to Recreation Services was reduced by \$149,000 as a result of eliminated positions. The General Fund Subsidy was \$1,556,910 for FY 2010.
- Includes a reduction of \$100,000 in temporary help in various program areas.
- A significant number of fees across the division were increased after reviewing program expenses and established cost recovery goals. Fee increases were estimated to bring in an additional \$172,000.
- Adapted Community Recreation program at Paquin Tower budget increased by \$16,000 from Boone County Family Resources for program enhancement and \$5,000 from CARE Paquin Citizen Organization for materials and supplies.
- Budget includes \$200,000 capital funding in Recreation Services User Fee funds for renovation of the American Legion baseball fields and \$25,000 as partial funding for the joint City/School Hickman Pool Roof Replacement project.

### 2010 Estimated Spending: 97.94%

- Assumed full responsibility for annual Fourth of July "Fire In the Sky" event. Solicited local sponsors to assist with the cost of the event. City's expenses remained under \$7,000.

### 2011 Significant Changes:

- Intragovernmental charges are increased by \$22,945.
- \$50,344 increase in capital additions (with corresponding decrease in materials and supplies) due to many ARC equipment replacement units costing over \$5,000.
- The budget reflects a \$75,000 decrease in materials and supplies.

- No fee increases recommended for upcoming fiscal year.

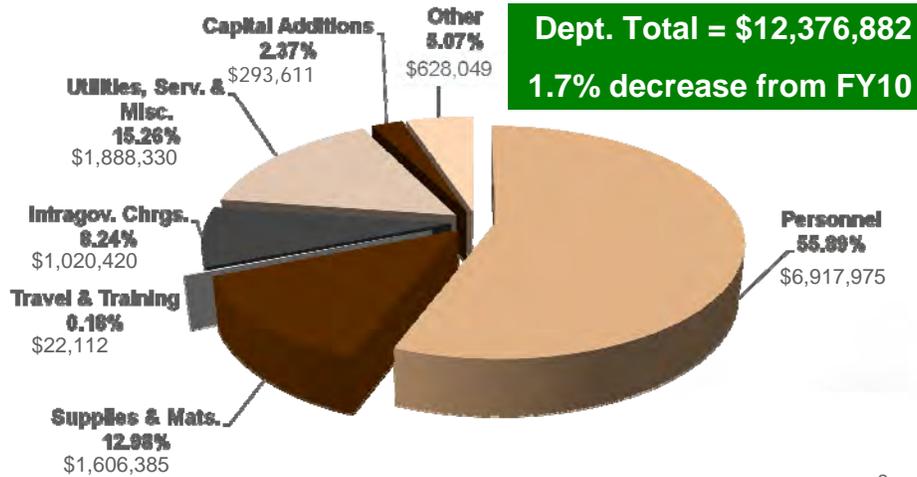
**Additional Information:**

- During FY 2011 the focus will be on
  - Provide same level of customer service as in previous years.
  - Operate the ARC at 100% recovery of direct operating expenses, as well as install new flooring on the second floor of the facility.
  - Balance expenses and revenue to meet and/or exceed established cost recovery goals for all Rec Services accounts.
  - Continue pyramid approach (from free to 100% program cost recovery) to recreation program pricing.
  - Continue to foster and/or develop partnerships with organizations [i.e., Columbia Youth Soccer, Football, Baseball and Basketball Association (s), Columbia Swim Club] that have the same mission as our department.

# Parks and Recreation Dept. FY 2011 Budget



## Parks & Recreation Dept Summary FY 2011





## Budget Format

Department has two operating budgets:

- **General Fund**
  - Funds parks, trails, facilities, and services available to all. No fees or charges for these services.
  - FY11 Budget: \$4,969,104
- **Recreation Services Fund**
  - Services provided for which users bear a portion or all of the cost.
  - FY11 Budget: \$7,407,778



3



## General Fund

- Provides parks, trails, facilities, and services available to all. No fees or charges for these services.



4

## General Fund Budget Areas

- Administration
- CARE
- Planning
- Construction
- Horticulture
- Forestry & Trails
- Park Mgmt Center
- Park Management & Maintenance
- Fleet
- Ranger

## General Fund Budget

| Item                    | Budget FY10        | Proposed Budget FY11 | Percent Change |
|-------------------------|--------------------|----------------------|----------------|
| Personnel               | \$3,284,071        | 3,286,223            | 0.1%           |
| Supplies & Materials    | \$664,147          | \$669,593            | 0.8%           |
| Travel & Training       | \$9,447            | \$9,447              | 0.0%           |
| Intergovernmental       | \$308,979          | \$325,349            | 5.3%           |
| Utilities, Serv, & Misc | \$486,228          | \$472,992            | (2.7%)         |
| Capital                 | \$223,115          | \$205,500            | (7.9%)         |
| <b>Total</b>            | <b>\$4,975,987</b> | <b>\$4,969,104</b>   | <b>(0.1)%</b>  |

6



## General Fund Budget

**\$4,969,104 -0.1%**

|                                   |       |           |
|-----------------------------------|-------|-----------|
| Operating Expenses<br>\$4,763,604 | +0.2% | \$10,732  |
| Capital Additions<br>\$205,500    | -7.9% | -\$17,615 |

Budget includes \$1,055,450 in Park Sales Tax funds.

7



## Recreation Services Fund

- Services provided for which users bear a portion or all of the cost.
- Subsidized programs (youth sports, aquatics, at-risk youth, seniors, Special Olympics, etc.)
- Program areas include:
  - Adult/Youth Sports
  - Indoor/Outdoor Aquatics
  - Community Recreation
  - Golf /Concessions
  - Senior/50+ and Oak Tours
  - Classes/Special Events
  - Adapted Community Recreation
  - Adapted Sports/Special Olympics
  - Activity and Recreation Center (ARC)

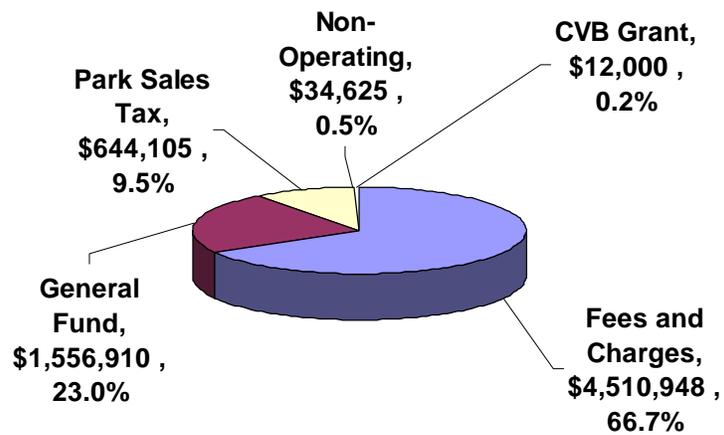


## Recreation Services Fund

- Recreation Services Fund also includes **maintenance** of enterprise facilities (athletic complexes, aquatics, golf courses, and ARC).
- In many departments, these costs are not associated with recreation service funds.



## Recreation Services Fund Operating Revenue Sources





## Recreation Services Budget

**Includes:**

- \$1,556,910 General Fund Subsidy
  - Same amount as FY10
- \$644,105 Park Sales Tax Subsidy
  - An increase of \$6,370 from FY10
- \$1,562,040 of Park Services Division maintenance support for golf, athletic fields, aquatics, and special events.
  - Decrease of \$25,778 from FY10







## General Fund Subsidy to Recreation Services

| Fiscal Year | Subsidy Amount |
|-------------|----------------|
| 2006        | \$1,652,682    |
| 2007        | \$1,652,510    |
| 2008        | \$1,652,510    |
| 2009        | \$1,705,910    |
| 2010        | \$1,556,910    |
| 2011        | \$1,556,910    |








## Recreation Services: Activity & Recreation Center (ARC)

- Program areas include:
  - Center Admin
  - Sports
  - Fitness
  - Aquatics (ARC only)
  - Recreation
  - Maintenance
- Decrease in Supplies & Materials is due to equipment replacement being budget as Capital.
  - Some pieces cost more than \$5,000
  - Funded from ARC Improvement Fees

| ARC                     | Proposed FY11      | Percent Change from FY10 |
|-------------------------|--------------------|--------------------------|
| Personnel               | \$1,104,310        | 0.6%                     |
| Supplies & Materials    | \$177,200          | (29.8%)                  |
| Travel & Training       | \$6,000            | 0.0%                     |
| Intragovernmental       | \$137,111          | (0.7%)                   |
| Utilities, Services ... | \$365,410          | 2.4%                     |
| Capital Equip Rpl       | \$46,000           | None in FY10             |
| Other                   | \$291,252          | 1.1%                     |
| <b>TOTAL</b>            | <b>\$2,127,343</b> | <b>(0.5%)</b>            |

Continued goal of achieving full recovery of all direct operating expenses. 13



## FY11 Significant Budget & Program Changes

### General Fund

- Department has absorbed the addition of new parks, trails and facilities without increases in staff or resources. This is accomplished by:
  - Department continues to use the highest number of volunteers in the City supporting programs such as TreeKeepers and Columbia Aquatic Restoration Program
    - Also utilizes programs such Adopt-a-Spots, Beautification/Clean-up projects and Park Patrol.
  - Transferring funds within department from program to program. Emphasis on those programs that serve the highest public use.
  - Deferred maintenance on tasks such as contract stump grinding and vehicle body work.
  - Reducing sponsorships to agencies such as SMSG.
  - Reducing number of new trees planted.
  - Mowing frequency and acreage reduced.

## Example of Mowing Changes: Stephens Lake Park



- MOW WEEKLY
- MOW EVERY 2-3 WEEKS
- NO MOW

## FY11 Significant Budget & Program Changes

### General Fund

- Temp help increased by \$10,506
  - \$6,028 for Park Maintenance Program
    - Park Management & Operations division for approx 700 hrs of add'l help with park maintenance clean-up, repairs and to maintain the addition of 60 recycle bins.
  - \$4,478 for Park Mgmt Center Program
    - Dept processes more purchasing tickets than any department in City & with new software, will have additional fleet entry requirements.
  - Temp help increases offset by lower permanent salaries due to hiring new staff at lower salaries than incumbent.
- Same level of sponsorship funds for Boone Co. Historical Society, First Night, and Senior Show-Me Games as FY10.
  - FY10 included a decrease of \$1,500 each for these programs.



Funding for the following programs through contracts for services.

| PROGRAM                                   | FY11            | FY10                 | FY07<br>Budget ( 5 yrs) |
|---|-----------------|----------------------|-------------------------|
| First Night                               | \$7,500         | \$7,500              | \$9,000                 |
| 4 <sup>th</sup> of July "Fire in the Sky" | <sup>1</sup> NA | <sup>1</sup> \$5,000 | \$5,000                 |
| Senior Show Me Games                      | \$3,500         | \$3,500              | \$5,000                 |
| Winter Trout Fishing at Cosmo-Bethel      | 0               | 0                    | \$2,500                 |
| <b>Boone County Historical Society</b>    |                 |                      |                         |
| • Nifong Caretaker (50% of salary)        | \$14,000        | \$14,000             | \$13,500                |
| • Maplewood Bldg Improvements             | \$ 5,000        | \$ 5,000             | \$ 6,500                |

<sup>1</sup>In FY10, Dept became responsible for 4<sup>th</sup> of July program and solicited an additional \$23,400 in sponsorships to keep program going.

17



## FY11 General Fund Program

- C.A.R.E budgeted at same level as FY10
  - Includes same programs/funding: Missouri Options Program (school year), Summer Employment Program/Gallery, and Boone County Family Resource Partnership (year round).
  - Approximately, 235-245 disadvantaged youth participate annually (40-45 Options program & 175-200 summer employment program)
  - Personnel increased by 1.3%
    - Due to a transfer of \$5,000 from Misc Contractual to temp help.
  - Supplies & Material increased by 7.6%
    - \$728 increase from \$9,536 to \$10,264
    - Due to scheduled computer replacement.





## FY11 General Fund

- Park Planning and Development
  - Program areas include:
    - Park Planning
    - Horticulture/Mowing
    - Forestry/Trails
  - Supplies & Materials decreased 3.7% overall
    - Budget includes an increase of \$12,000 for trail maintenance supplies & materials to reflect actual COSTS.





19



## FY11 General Fund

- Parks Management (park maintenance, fleet & Ranger)
  - Supplies & Materials increased 2.4% overall
    - Increase related directly to **fleet fuel & oil costs**. Fuel budgeted at just under \$3/gallon.
    - Intra-program transfer of \$10,000 from Fleet repair parts to Park Maintenance Construction supplies to keep up with additional parks and facilities.






20



## FY11 Significant Budget & Program Changes

### Recreation Services Fund

- Department continues to use the highest number of volunteers in the City supporting programs such as Sr/Adaptive/Life Enrichment, Special Olympics, Sports, Community Recreation, and Special Events.
- Intragovernmental charges increased by \$22,945.
- \$50,344 increase in capital additions (with corresponding decrease in materials and supplies) due to many ARC equipment replacement units costing over \$5,000.
- Budget reflects a \$75,000 decrease in materials and supplies.



## FY11 Significant Budget & Program Changes

### Recreation Services Fund

- No fee increases recommended for FY11.
  - Fees were raised in FY10.
- Continue pyramid approach (from free to 100% program cost recovery) to recreation program pricing.
  - Balance expenses and revenue to meet and/or exceed established cost recovery goals for all Rec Services accounts.





## FY11 Significant Budget & Program Changes

**Recreation Services Fund**

- Operate the ARC at 100% recovery of direct operating expenses.
- Install new flooring on the second floor of the facility.







## FY11 Capital Projects

### Last year of 2005 Park Sales Tax Funded Projects

| FY11 Capital Projects                                  | Amount    | Funding                           |
|--|-----------|-----------------------------------|
| City/School Playground Improv                          | \$25,000  | Park Sales Tax-Annual Funds       |
| Roads & Parking Improvement                            | \$160,000 | Park Sales Tax-Annual Funds       |
| Clyde Wilson Memorial Park                             | \$35,000  | Park Sales Tax-Annual Major Maint |
| Park Sign Renovation (Douglass/Cosmo)                  | \$20,000  | Park Sales Tax-Annual Major Maint |
| Walkway Repair/Improvements                            | \$10,000  | Park Sales Tax-Annual Major Maint |
| Fitness Station Replacements                           | \$25,000  | Park Sales Tax-Annual Major Maint |
| Bench Replacement                                      | \$5,000   | Park Sales Tax-Annual Major Maint |
| 3M MKT Sewer Plant #2 Natural Area Restoration project | \$40,000  | Donation/Grant                    |
| Capen/Grindstone Trailhead Improvements                | \$118,000 | Donation                          |



## Mission Statement

“The Department of Parks & Recreation is committed to improving our community’s health, stability, beauty, and quality of life by providing outstanding parks, trails, recreational facilities, and leisure opportunities for all Columbia citizens.”



25

# Group 7

## Public Works – General Fund Operations

- Administration and Engineering
- Non-Motorized Grant
- Streets and Sidewalks
- Building and Site Development (previously called Protective Inspection)
- Parking Enforcement

## Public Works Department

|                            | 2008                | 2009                |                        | 2010                 |                      |                        | 2011                |                                 |
|----------------------------|---------------------|---------------------|------------------------|----------------------|----------------------|------------------------|---------------------|---------------------------------|
|                            | Actual              | Actual              | Change<br>(Act v. Act) | Budget               | Estimate             | Change<br>(Est. v Act) | Proposed            | Change<br>(Prop. vs.<br>Budget) |
| Personnel Services         | \$20,137,085        | \$21,147,418        | \$1,010,333            | \$22,315,933         | \$21,542,307         | \$394,889              | \$22,500,298        | \$184,365                       |
| Materials & Supplies       | \$13,584,602        | \$11,572,749        | (\$2,011,853)          | \$12,998,246         | \$12,291,624         | \$718,875              | \$12,993,749        | (\$4,497)                       |
| Travel & Training          | \$55,334            | \$51,980            | (\$3,354)              | \$111,687            | \$106,474            | \$54,494               | \$114,203           | \$2,516                         |
| Intragovernmental Charges  | \$4,374,456         | \$4,997,063         | \$622,607              | \$5,215,102          | \$5,202,507          | \$205,444              | \$5,420,386         | \$205,284                       |
| Utilities, Serve, & Misc.  | \$7,694,114         | \$8,676,811         | \$982,697              | \$8,807,508          | \$8,388,533          | (\$288,278)            | \$9,477,959         | \$670,451                       |
| Capital                    | \$2,646,664         | \$4,015,329         | \$1,368,665            | \$2,698,603          | \$2,651,905          | (\$1,363,424)          | \$1,092,700         | (\$1,605,903)                   |
| Other                      | \$8,091,566         | \$8,438,437         | \$346,871              | \$9,670,499          | \$10,318,107         | \$1,879,670            | \$11,212,432        | \$1,541,933                     |
| <b>Total Before CIP</b>    | <b>\$56,583,821</b> | <b>\$58,899,787</b> | <b>\$2,315,966</b>     | <b>\$61,817,578</b>  | <b>\$60,501,457</b>  | <b>\$1,601,670</b>     | <b>\$62,811,727</b> | <b>\$994,149</b>                |
| Percent Change             | 11.24%              |                     | 4.09%                  |                      |                      | 2.72%                  |                     | 1.61%                           |
| Capital Improvement Plan   | \$9,334,847         | \$12,776,403        | \$3,441,556            | \$68,106,066         | \$68,106,066         | \$55,329,663           | \$17,590,135        | (\$50,515,931)                  |
| <b>Total</b>               | <b>\$65,918,668</b> | <b>\$71,676,190</b> | <b>\$5,757,522</b>     | <b>\$129,923,644</b> | <b>\$128,607,523</b> | <b>\$56,931,333</b>    | <b>\$80,401,862</b> | <b>(\$49,521,782)</b>           |
| Percent Change             | 5.29%               |                     | 8.73%                  |                      |                      | 79.43%                 |                     | (38.12%)                        |
| <b>Number of Positions</b> | <b>346.75</b>       | <b>358.50</b>       | <b>11.75</b>           | <b>357.50</b>        | <b>358.50</b>        | <b>0.00</b>            | <b>369.50</b>       | <b>12.00</b>                    |

**Additional Information:**

- During FY 2011 the focus will be on
  - In response to budget constraints the department instituted a number of cost saving measures that include:
    - Holding positions vacant when possible without impacting operations
    - Transferring or "trickle down" of older vehicles to departments with less intensive use to reduce capital costs.
    - Travel cost savings that include eliminating overnight stays when training is within driving distance.
- Additional positions include:
  - (2) positions at the Waste Water Treatment Plant as recommended in Black and Veach plan
  - (1) position added in Sewer for increased TV inspection activities
  - (1) position for the new parking garage facility
  - (2) custodians and (1) maintenance mechanic for the newly renovated and expanded government center
  - (3) positions in Fleet Operations for the newly added third shift
  - (1) position for the expansion of the bioreactor program
  - (1) position in Solid Waste due to increased mini roll-off activities

## Public Works General Fund

|                            | 2008                | 2009                |                        | 2010                |                     |                        | 2011                |                           |
|----------------------------|---------------------|---------------------|------------------------|---------------------|---------------------|------------------------|---------------------|---------------------------|
|                            | Actual              | Actual              | Change<br>(Act v. Act) | Budget              | Estimate            | Change<br>(Est. v Act) | Proposed            | Change<br>(Prop. vs Bdgt) |
| Personnel Services         | \$4,968,756         | \$5,097,851         | \$129,095              | \$5,567,289         | \$5,354,235         | \$256,384              | \$5,162,356         | (\$404,933)               |
| Materials & Supplies       | \$1,769,801         | \$1,769,614         | (\$187)                | \$2,080,420         | \$2,038,596         | \$268,982              | \$2,064,123         | (\$16,297)                |
| Travel & Training          | \$17,127            | \$10,478            | (\$6,649)              | \$26,168            | \$25,886            | \$15,408               | \$26,168            | \$0                       |
| Intragovernmental Charges  | \$668,581           | \$717,393           | \$48,812               | \$763,895           | \$763,895           | \$46,502               | \$751,465           | (\$12,430)                |
| Utilities, Serv. & Misc.   | \$2,336,143         | \$2,825,876         | \$489,733              | \$1,899,731         | \$1,813,036         | (\$1,012,840)          | \$1,822,544         | (\$77,187)                |
| Capital                    | \$846,335           | \$1,000,631         | \$154,296              | \$627,900           | \$612,776           | (\$387,855)            | \$467,400           | (\$160,500)               |
| Other                      | \$0                 | \$0                 | \$0                    | \$0                 | \$0                 | \$0                    | \$0                 | \$0                       |
| <b>Total Before CIP</b>    | <b>\$10,606,743</b> | <b>\$11,421,843</b> | <b>\$815,100</b>       | <b>\$10,965,403</b> | <b>\$10,608,424</b> | <b>(\$813,419)</b>     | <b>\$10,294,056</b> | <b>(\$671,347)</b>        |
| Percent Change             | 13.32%              |                     | 7.68%                  |                     |                     | (7.12%)                |                     | (6.12%)                   |
| Capital Improvement Plan   | \$0                 | \$0                 | \$0                    | \$0                 | \$0                 | \$0                    | \$0                 | \$0                       |
| <b>Total</b>               | <b>\$10,606,743</b> | <b>\$11,421,843</b> | <b>\$815,100</b>       | <b>\$10,965,403</b> | <b>\$10,608,424</b> | <b>(\$813,419)</b>     | <b>\$10,294,056</b> | <b>(\$671,347)</b>        |
| Percent Change             | 13.32%              |                     | 7.68%                  |                     |                     | (7.12%)                |                     | (6.12%)                   |
| <b>Number of Positions</b> | <b>90.99</b>        | <b>94.35</b>        | <b>3.36</b>            | <b>89.70</b>        | <b>89.70</b>        | <b>(4.65)</b>          | <b>87.28</b>        | <b>(2.42)</b>             |

### 2008 Significant Changes:

- Increase in expenditures due primarily to additional Get About funding.

### 2009 Significant Changes:

- Additional positions included Engineering Supervisor, Engineering Aide, Equipment Operator and Rate Analyst that is split between funds.
- Utilities, Services, and Miscellaneous: Includes a total of \$1 million for contractual street maintenance work to maintain the overall streets during 2009.
- Original budget called for a decrease in capital additions by over \$450,000 due to budget constraints. The City was able to replace much of the equipment that deferred in the original 2008 budget with a mid year appropriation of funds received from the wireless settlement; however, we are still approximately \$2.7 million behind in equipment replacement.

### 2010 Significant Changes:

- Reduction due primarily to Get About operational spending. Focus on spending grant funds for capital projects.

**2010 Estimated Spending:** 96.74%

### 2011 Significant Changes:

- Personnel Services decrease is due to reduction of Engineering Specialist that was funded with Get About Grant and reallocation of staff to enterprise funds.
- Fleet replacement \$467,400 is down \$160,500 from FY 2010 due to budget constraints.

### Additional Information:

- During FY 2011 the focus will be on
  - See list of accomplishments and goals attached for divisions.

## PWGF - Admin & Engineering

|                            | 2008               |                    | 2009                   |                    | 2010               |                        | 2011               |                           |
|----------------------------|--------------------|--------------------|------------------------|--------------------|--------------------|------------------------|--------------------|---------------------------|
|                            | Actual             | Actual             | Change<br>(Act v. Act) | Budget             | Estimate           | Change<br>(Est. v Act) | Proposed           | Change<br>(Prop. vs Bdgt) |
| Personnel Services         | \$1,346,730        | \$1,676,405        | \$329,675              | \$1,920,012        | \$1,907,445        | \$231,040              | \$1,371,565        | (\$548,447)               |
| Materials & Supplies       | \$106,409          | \$79,923           | (\$26,486)             | \$122,903          | \$116,517          | \$36,594               | \$167,870          | \$44,967                  |
| Travel & Training          | \$6,220            | \$7,587            | \$1,367                | \$12,210           | \$12,068           | \$4,481                | \$12,210           | \$0                       |
| Intragovernmental Charges  | \$242,567          | \$246,604          | \$4,037                | \$312,000          | \$312,000          | \$65,396               | \$319,341          | \$7,341                   |
| Utilities, Serv. & Misc.   | \$77,459           | \$90,212           | \$12,753               | \$134,354          | \$125,322          | \$35,110               | \$91,958           | (\$42,396)                |
| Capital                    | \$0                | \$0                | \$0                    | \$0                | \$0                | \$0                    | \$29,000           | \$29,000                  |
| Other                      | \$0                | \$0                | \$0                    | \$0                | \$0                | \$0                    | \$0                | \$0                       |
| <b>Total Before CIP</b>    | <b>\$1,779,385</b> | <b>\$2,100,731</b> | <b>\$321,346</b>       | <b>\$2,501,479</b> | <b>\$2,473,352</b> | <b>\$372,621</b>       | <b>\$1,991,944</b> | <b>(\$509,535)</b>        |
| Percent Change             | (20.99%)           |                    | 18.06%                 |                    |                    | 17.74%                 |                    | (20.37%)                  |
| Capital Improvement Plan   | \$0                | \$0                | \$0                    | \$0                | \$0                | \$0                    | \$0                | \$0                       |
| <b>Total</b>               | <b>\$1,779,385</b> | <b>\$2,100,731</b> | <b>\$321,346</b>       | <b>\$2,501,479</b> | <b>\$2,473,352</b> | <b>\$372,621</b>       | <b>\$1,991,944</b> | <b>(\$509,535)</b>        |
| Percent Change             | (20.99%)           |                    | 18.06%                 |                    |                    | 17.74%                 |                    | (20.37%)                  |
| <b>Number of Positions</b> | <b>28.74</b>       | <b>30.30</b>       | <b>1.56</b>            | <b>33.15</b>       | <b>33.15</b>       | <b>2.85</b>            | <b>24.50</b>       | <b>(8.65)</b>             |

### 2008 Significant Changes:

- Reduction cost are in Personnel Services due to reallocation of Engineering staff time to capital improvement projects .

### 2009 Significant Changes:

- Additional positions included Engineering Supervisor, Engineering Aide, Equipment Operator and Rate Analyst that is split between funds.
- Includes \$50,000 for consulting services to begin updating the City's construction standards.

### 2010 Significant Changes:

- Adds (1) Engineering Aide II to provide permanent staff for a second survey crew which is offset by a reduction in a temporary position.

**2010 Estimated Spending:** 98.88%

- Personnel services increased between 2009 and 2010, because of the reallocation of Engineering staff from the Storm Water division.

### 2011 Significant Changes:

- Movement of 1.42 FTE engineering positions to other funds to reflect changes in work assignments.
- Includes \$48,000 funding for Phase I of an electronic plan review process which involves setting up a stand alone workstation. If successful, it will require an additional \$60,000 in FY 2012 to fully implement.
- Reorganization of the Protective Inspection division and the Development section of Engineering.

### Additional Information:

- During FY 2011 the focus will be on
  - See list of accomplishments and goals attached.

## **PUBLIC WORKS-ENGINEERING (Design) ACCOMPLISHMENTS & GOALS**

### **FY 2009:**

- Completed two (2) 2005 Street Ballot Issue projects; Salt Dome and Louisville Drive.
- Started construction on five (5) 2005 Street Ballot Issue projects; Brown School Road, Providence Road, Vandiver Drive Extension, Maguire Blvd., and Scott Boulevard.
- Right-of-Way acquisition started on two (2) 2005 Street Ballot Issue projects; Mexico Gravel Road and Clark Lane.

### **FY 2010:**

- Completed three (3) 2005 Street Ballot Issue projects; Brown School Road, Providence Road and Vandiver Drive Extension.
- Started construction on one (1) 2005 Street Ballot Issue project; Mexico Gravel Road. In addition, construction was started on the East Side Sidewalk Phase 1 and the Old Route K Bridge over Hinkson Creek.
- Started design on three (3) 2005 Street Ballot Issue projects; Scott Blvd Phase 2, Scott Blvd. Phase 3 and Rolling Hills Road.

### **FY 2011: (Goals)**

- Complete construction of three (3) 2005 Street Ballot Issue projects; Maguire Blvd., Scott Blvd. and Mexico Gravel Road.
- Start construction on two (2) 2005 Street Ballot Issue projects; Clark Lane and Rolling Hills Road (late FY2011).
- Start construction on East Side Sidewalks Phase 2 and Worley Street Sidewalks.

# **PUBLIC WORKS-ENGINEERING (Development) ACCOMPLISHMENTS & GOALS**

## **FY 2009:**

- Developed an electronic database to track the construction and acceptance of sanitary sewers.
- Developed a Public Works policy for scheduling the inspection of drive approaches, sidewalks and yard finals.
- Developed a Stormwater variance guide document.
- Developed a comprehensive list and map of sidewalk gaps throughout the City.
- Developed inspection forms for erosion and sediment control inspection of development projects.

## **FY 2010:**

- Developed a City standard Stormwater Management/BMP Facilities Covenant.
- Developed a Public Works policy for the plan review and inspection of retaining walls.
- Developed a Street Tree Assessment Team to use volunteers to assist the Public Works department with the care of street trees.

## **FY 2011 (Goals):**

- Develop an electronic database to track construction and acceptance of new roadway infrastructure.
- Complete an update to the City's Specifications and Standards.
- Implement a new site plan checklist.
- Implement (BMP) construction and owner inspection forms.
- Implement BMP maintenance and inspection schedules.
- Develop a Public Works policy for the bonding of sidewalks, yards, stormwater facilities and landscaping.

## PWGF - Non-Motorized Grant

|                            | 2008               |                    | 2009                   |                  | 2010             |                        | 2011             |                           |
|----------------------------|--------------------|--------------------|------------------------|------------------|------------------|------------------------|------------------|---------------------------|
|                            | Actual             | Actual             | Change<br>(Act v. Act) | Budget           | Estimate         | Change<br>(Est. v Act) | Proposed         | Change<br>(Prop. vs Bdgt) |
| Personnel Services         | \$262,261          | \$295,779          | \$33,518               | \$542,024        | \$411,569        | \$115,790              | \$219,531        | (\$322,493)               |
| Materials & Supplies       | \$20,409           | \$6,580            | (\$13,829)             | \$11,100         | \$11,734         | \$5,154                | \$11,100         | \$0                       |
| Travel & Training          | \$121              | \$0                | (\$121)                | \$200            | \$0              | \$0                    | \$200            | \$0                       |
| Intragovernmental Charges  | \$5,293            | \$22,978           | \$17,685               | \$3,000          | \$3,000          | (\$19,978)             | \$0              | (\$3,000)                 |
| Utilities, Serv. & Misc.   | \$1,534,531        | \$1,233,534        | (\$300,997)            | \$9,816          | \$9,382          | (\$1,224,152)          | \$600            | (\$9,216)                 |
| Capital                    | \$5,589            | \$5,441            | (\$148)                | \$0              | \$0              | (\$5,441)              | \$0              | \$0                       |
| Other                      | \$0                | \$0                | \$0                    | \$0              | \$0              | \$0                    | \$0              | \$0                       |
| <b>Total Before CIP</b>    | <b>\$1,828,204</b> | <b>\$1,564,312</b> | <b>(\$263,892)</b>     | <b>\$566,140</b> | <b>\$435,685</b> | <b>(\$1,128,627)</b>   | <b>\$231,431</b> | <b>(\$334,709)</b>        |
| Percent Change             | 868.85%            |                    | (14.43%)               |                  |                  | (72.15%)               |                  | (59.12%)                  |
| Capital Improvement Plan   | \$0                | \$0                | \$0                    | \$0              | \$0              | \$0                    | \$0              | \$0                       |
| <b>Total</b>               | <b>\$1,828,204</b> | <b>\$1,564,312</b> | <b>(\$263,892)</b>     | <b>\$566,140</b> | <b>\$435,685</b> | <b>(\$1,128,627)</b>   | <b>\$231,431</b> | <b>(\$334,709)</b>        |
| Percent Change             | 868.85%            |                    | (14.43%)               |                  |                  | (72.15%)               |                  | (59.12%)                  |
| <b>Number of Positions</b> | <b>2.00</b>        | <b>2.00</b>        | <b>0.00</b>            | <b>2.00</b>      | <b>2.00</b>      | <b>0.00</b>            | <b>1.10</b>      | <b>(0.90)</b>             |

### 2008 Significant Changes:

- Operating budget includes \$947,385 for administration of Non-Motorized Grant program funded with the federal grant.

### 2009 Significant Changes:

- Reduced the operating budget of the Non Motorized Grant Division. Grant funds appropriated in fiscal year 2008 will be carried forward to be spent in fiscal year 2009 but do not need to be re-appropriated.

### 2010 Significant Changes:

- Non-motorized grant funding is down \$2.3 million

**2010 Estimated Spending:** 76.96%

### 2011 Significant Changes:

- Eliminated (1) engineering position and other operating costs (\$335,000) due to the expiration of non-motorized grant funding.

### Additional Information:

- During FY 2011 the focus will be on
  - Continue to construct non-motorized projects.

## PWGF - Streets

|                            | 2008               | 2009               |                        | 2010               |                    |                        | 2011               |                           |
|----------------------------|--------------------|--------------------|------------------------|--------------------|--------------------|------------------------|--------------------|---------------------------|
|                            | Actual             | Actual             | Change<br>(Act v. Act) | Budget             | Estimate           | Change<br>(Est. v Act) | Proposed           | Change<br>(Prop. vs Bdgt) |
| Personnel Services         | \$2,224,710        | \$2,042,623        | (\$182,087)            | \$2,217,494        | \$2,174,411        | \$131,788              | \$2,220,140        | \$2,646                   |
| Materials & Supplies       | \$1,608,423        | \$1,647,944        | \$39,521               | \$1,881,899        | \$1,838,334        | \$190,390              | \$1,845,682        | (\$36,217)                |
| Travel & Training          | \$5,122            | \$244              | (\$4,878)              | \$6,958            | \$7,318            | \$7,074                | \$6,958            | \$0                       |
| Intragovernmental Charges  | \$208,205          | \$229,404          | \$21,199               | \$237,853          | \$237,853          | \$8,449                | \$258,272          | \$20,419                  |
| Utilities, Serv. & Misc.   | \$670,868          | \$1,458,507        | \$787,639              | \$1,685,568        | \$1,629,186        | \$170,679              | \$1,677,649        | (\$7,919)                 |
| Capital                    | \$840,746          | \$995,190          | \$154,444              | \$627,900          | \$612,776          | (\$382,414)            | \$438,400          | (\$189,500)               |
| Other                      | \$0                | \$0                | \$0                    | \$0                | \$0                | \$0                    | \$0                | \$0                       |
| <b>Total Before CIP</b>    | <b>\$5,558,074</b> | <b>\$6,373,912</b> | <b>\$815,838</b>       | <b>\$6,657,672</b> | <b>\$6,499,878</b> | <b>\$125,966</b>       | <b>\$6,447,101</b> | <b>(\$210,571)</b>        |
| Percent Change             | 0.09%              |                    | 14.68%                 |                    |                    | 1.98%                  |                    | (3.16%)                   |
| Capital Improvement Plan   | \$0                | \$0                | \$0                    | \$0                | \$0                | \$0                    | \$0                | \$0                       |
| <b>Total</b>               | <b>\$5,558,074</b> | <b>\$6,373,912</b> | <b>\$815,838</b>       | <b>\$6,657,672</b> | <b>\$6,499,878</b> | <b>\$125,966</b>       | <b>\$6,447,101</b> | <b>(\$210,571)</b>        |
| Percent Change             | 0.09%              |                    | 14.68%                 |                    |                    | 1.98%                  |                    | (3.16%)                   |
| <b>Number of Positions</b> | <b>39.50</b>       | <b>40.30</b>       | <b>0.80</b>            | <b>39.30</b>       | <b>39.30</b>       | <b>(1.00)</b>          | <b>39.35</b>       | <b>0.05</b>               |

### 2008 Significant Changes:

- Continue adding permanent radar signs in school zones with the installation of one at Derby Ridge Elementary School.

### 2009 Significant Changes:

- Included a total of \$1 million for contractual street maintenance work to maintain the overall streets during 2009.
- Continued adding permanent radar signs in school zones with the addition of speed display boards at Grant School on Garth Ave.

### 2010 Significant Changes:

- Personnel Services: Eliminates (1) vacant Equipment Operator III in Streets. Temporary Positions are up \$65,000 in Traffic, \$20,000 in street maintenance, retirement of Street and Storm Water Manager which required the pay out of accruals, and filled all vacant positions.
- Cost savings measure: Cut back on mowing except for sight distance problems or specific requests from the City Manager's office.
- Cost savings measure: Cut back on sweeping of city streets.
- Cost savings measure: received a trickle down budget truck from Water and Light instead of purchasing a new bucket truck.

### 2010 Estimated Spending: 97.63%

- Personnel services under budget due to vacancies
- Supplies and materials under budget due to fuel being less than what was budgeted

### 2011 Significant Changes:

- Maintains FY 2010 level for Street Maintenance (\$1.85 million).
- Includes funding for continuation of speed display board program with schools by budgeting for speed display boards at Jefferson Junior High School and West Junior High School.
- Reduction of \$25,000 in miscellaneous contractual in Streets due to budget constraints.

### Additional Information:

- During FY 2011 the focus will be on
  - See list of accomplishments and goals attached.

# **PUBLIC WORKS-STREETS ACCOMPLISHMENTS & GOALS**

## **FY 2009:**

- Completed 35,374 linear feet of contract mill/overlay
- Completed 27,963 linear feet of overlay in-house
- Completed 88,475 linear feet of chip seal
- Completed 87,209 linear feet of contract line striping

## **FY 2010:**

- Anticipate completing 38,596 linear feet of contract mill/overlay
- Anticipate completing 11,443 linear feet of overlay in-house
- Anticipate completing 65,596 linear feet of chip seal

## **FY 2011: (Goals)**

- Continue contract milling/overlay 38,500 linear feet
- Continue in-house overlay 20,000 linear feet
- Continue chip seal maintenance 65,000 linear feet
- Continue contract line striping 90,000 linear feet
- Implement concrete street repairs

**PWGF - Building & Site Development (previously called Protective Inspection)**

|                            | 2008               | 2009               |                        | 2010               |                  |                        | 2011               |                           |
|----------------------------|--------------------|--------------------|------------------------|--------------------|------------------|------------------------|--------------------|---------------------------|
|                            | Actual             | Actual             | Change<br>(Act v. Act) | Budget             | Estimate         | Change<br>(Est. v Act) | Proposed           | Change<br>(Prop. vs Bdgt) |
| Personnel Services         | \$964,988          | \$909,906          | (\$55,082)             | \$711,812          | \$688,172        | (\$221,734)            | \$1,177,253        | \$465,441                 |
| Materials & Supplies       | \$32,142           | \$33,699           | \$1,557                | \$61,367           | \$68,215         | \$34,516               | \$34,242           | (\$27,125)                |
| Travel & Training          | \$5,664            | \$2,647            | (\$3,017)              | \$6,500            | \$6,500          | \$3,853                | \$6,500            | \$0                       |
| Intragovernmental Charges  | \$191,391          | \$192,304          | \$913                  | \$183,780          | \$183,780        | (\$8,524)              | \$144,916          | (\$38,864)                |
| Utilities, Serv. & Misc.   | \$49,065           | \$38,779           | (\$10,286)             | \$65,050           | \$42,596         | \$3,817                | \$46,141           | (\$18,909)                |
| Capital                    | \$0                | \$0                | \$0                    | \$0                | \$0              | \$0                    | \$0                | \$0                       |
| Other                      | \$0                | \$0                | \$0                    | \$0                | \$0              | \$0                    | \$0                | \$0                       |
| <b>Total Before CIP</b>    | <b>\$1,243,250</b> | <b>\$1,177,335</b> | <b>(\$65,915)</b>      | <b>\$1,028,509</b> | <b>\$989,263</b> | <b>(\$188,072)</b>     | <b>\$1,409,052</b> | <b>\$380,543</b>          |
| Percent Change             | 5.81%              |                    | (5.30%)                |                    |                  | (15.97%)               |                    | 37.00%                    |
| Capital Improvement Plan   | \$0                | \$0                | \$0                    | \$0                | \$0              | \$0                    | \$0                | \$0                       |
| <b>Total</b>               | <b>\$1,243,250</b> | <b>\$1,177,335</b> | <b>(\$65,915)</b>      | <b>\$1,028,509</b> | <b>\$989,263</b> | <b>(\$188,072)</b>     | <b>\$1,409,052</b> | <b>\$380,543</b>          |
| Percent Change             | 5.81%              |                    | (5.30%)                |                    |                  | (15.97%)               |                    | 37.00%                    |
| <b>Number of Positions</b> | <b>16.75</b>       | <b>17.75</b>       | <b>1.00</b>            | <b>11.25</b>       | <b>11.25</b>     | <b>(6.50)</b>          | <b>18.33</b>       | <b>7.08</b>               |

**2008 Significant Changes:**

- Increased costs in Personnel Services and Intragovernmental charges

**2009 Significant Changes:**

- Personnel services reduced due to vacant positions held open and not filled for a period of time.

**2010 Significant Changes:**

- Eliminated (3) vacant Building Inspector positions in Protective Inspection.
- Transferred (2.50) Building Inspectors and (1) Administrative Support Assistant positions to the newly created Office of Neighborhood Services in an effort to focus on neighborhood issues and the enforcement of rental house codes.

**2010 Estimated Spending:** 96.18%

- Personnel services under budget due to vacancies.
- Utilities, Services and Miscellaneous under budget due to demolition funds not spent, going to be transferred to Office of Neighborhood Services.

**2011 Significant Changes:**

- Reorganization of the Protective Inspection division and the Development section of Engineering and renamed the division as Building and Site Development..
- Personnel services: 7.08 positions were moved into this division from other divisions as a result of the reorganization.
- Moved demolition funds to the Office of Neighborhood Services

**Additional Information:**

- During FY 2011 the focus will be on
  - See list of accomplishments and goals attached.

# **PUBLIC WORKS-BUILDING & SITE DEVELOPMENT ACCOMPLISHMENTS & GOALS**

## **FY 2009:**

- Continued to refine the Online Building Inspection And Permitting Service.

## **FY 2010:**

- Assisted in the development of the Development Review Committee and procedures
- Assisted in the creation of a one-stop permitting process that will assist and better serve the building community.
- Oversaw the construction of the new Fire Stations #7 & #9, along with the new City Hall addition and renovation, new Police Training Facility and 5<sup>th</sup> & Walnut Parking garage.

## **FY 2011 (Goals):**

- Reorganizing the divisions of Protective Inspection and the Development section of Engineering will consolidate the permitting process.

## PWGF - Parking Enforcement

|                            | 2008             | 2009             |                        | 2010             |                  |                        | 2011             |                           |
|----------------------------|------------------|------------------|------------------------|------------------|------------------|------------------------|------------------|---------------------------|
|                            | Actual           | Actual           | Change<br>(Act v. Act) | Budget           | Estimate         | Change<br>(Est. v Act) | Proposed         | Change<br>(Prop. vs Bdgt) |
| Personnel Services         | \$170,067        | \$173,138        | \$3,071                | \$175,947        | \$172,638        | (\$500)                | \$173,867        | (\$2,080)                 |
| Materials & Supplies       | \$2,418          | \$1,468          | (\$950)                | \$3,151          | \$3,796          | \$2,328                | \$5,229          | \$2,078                   |
| Travel & Training          | \$0              | \$0              | \$0                    | \$300            | \$0              | \$0                    | \$300            | \$0                       |
| Intragovernmental Charges  | \$21,125         | \$26,103         | \$4,978                | \$27,262         | \$27,262         | \$1,159                | \$28,936         | \$1,674                   |
| Utilities, Serv. & Misc.   | \$4,220          | \$4,844          | \$624                  | \$4,943          | \$6,550          | \$1,706                | \$6,196          | \$1,253                   |
| Capital                    | \$0              | \$0              | \$0                    | \$0              | \$0              | \$0                    | \$0              | \$0                       |
| Other                      | \$0              | \$0              | \$0                    | \$0              | \$0              | \$0                    | \$0              | \$0                       |
| <b>Total Before CIP</b>    | <b>\$197,830</b> | <b>\$205,553</b> | <b>\$7,723</b>         | <b>\$211,603</b> | <b>\$210,246</b> | <b>\$4,693</b>         | <b>\$214,528</b> | <b>\$2,925</b>            |
| Percent Change             | 3.45%            |                  | 3.90%                  |                  |                  | 2.28%                  |                  | 1.38%                     |
| Capital Improvement Plan   | \$0              | \$0              | \$0                    | \$0              | \$0              | \$0                    | \$0              | \$0                       |
| <b>Total</b>               | <b>\$197,830</b> | <b>\$205,553</b> | <b>\$7,723</b>         | <b>\$211,603</b> | <b>\$210,246</b> | <b>\$4,693</b>         | <b>\$214,528</b> | <b>\$2,925</b>            |
| Percent Change             | 3.45%            |                  | 3.90%                  |                  |                  | 2.28%                  |                  | 1.38%                     |
| <b>Number of Positions</b> | <b>4.00</b>      | <b>4.00</b>      | <b>0.00</b>            | <b>4.00</b>      | <b>4.00</b>      | <b>0.00</b>            | <b>4.00</b>      | <b>0.00</b>               |

**2008 Significant Changes:**

- None

**2009 Significant Changes:**

- None

**2010 Significant Changes:**

- None

**2010 Estimated Spending:** 99.36%

**2011 Significant Changes:**

- None

**Additional Information:**

# Group 8

## Public Works – Enterprise Fund Operations

- Public Transportation Fund
- Regional Airport Fund
- Sanitary Sewer Utility Fund
- Solid Waste Utility Fund
- Storm Water Utility Fund

## PW - Transit

|                            | 2008               | 2009               |                        | 2010               |                    |                        | 2011               |                           |
|----------------------------|--------------------|--------------------|------------------------|--------------------|--------------------|------------------------|--------------------|---------------------------|
|                            | Actual             | Actual             | Change<br>(Act v. Act) | Budget             | Estimate           | Change<br>(Est. v Act) | Proposed           | Change<br>(Prop. vs Bdgt) |
| Personnel Services         | \$2,342,240        | \$2,601,527        | \$259,287              | \$2,563,515        | \$2,569,153        | (\$32,374)             | \$2,627,349        | \$63,834                  |
| Materials & Supplies       | \$1,289,366        | \$1,066,246        | (\$223,120)            | \$1,256,949        | \$1,227,631        | \$161,385              | \$1,331,789        | \$74,840                  |
| Travel & Training          | \$3,309            | \$4,469            | \$1,160                | \$6,161            | \$6,040            | \$1,571                | \$6,161            | \$0                       |
| Intragovernmental Charges  | \$461,521          | \$587,287          | \$125,766              | \$580,459          | \$580,509          | (\$6,778)              | \$632,314          | \$51,855                  |
| Utilities, Serv. & Misc.   | \$410,009          | \$554,339          | \$144,330              | \$489,488          | \$495,594          | (\$58,745)             | \$577,299          | \$87,811                  |
| Capital                    | \$0                | \$0                | \$0                    | \$0                | \$0                | \$0                    | \$0                | \$0                       |
| Other                      | \$584,667          | \$590,914          | \$6,247                | \$596,686          | \$623,686          | \$32,772               | \$600,000          | \$3,314                   |
| <b>Total Before CIP</b>    | <b>\$5,091,112</b> | <b>\$5,404,782</b> | <b>\$313,670</b>       | <b>\$5,493,258</b> | <b>\$5,502,613</b> | <b>\$97,831</b>        | <b>\$5,774,912</b> | <b>\$281,654</b>          |
| Percent Change             | 6.10%              |                    | 6.16%                  |                    |                    | 1.81%                  |                    | 5.13%                     |
| Capital Improvement Plan   | \$16,953           | \$43,285           | \$26,332               | \$520,298          | \$520,298          | \$477,013              | \$4,080,885        | \$3,560,587               |
| <b>Total</b>               | <b>\$5,108,065</b> | <b>\$5,448,067</b> | <b>\$340,002</b>       | <b>\$6,013,556</b> | <b>\$6,022,911</b> | <b>\$574,844</b>       | <b>\$9,855,797</b> | <b>\$3,842,241</b>        |
| Percent Change             | (38.13%)           |                    | 6.66%                  |                    |                    | 10.55%                 |                    | 63.89%                    |
| <b>Number of Positions</b> | <b>38.80</b>       | <b>37.75</b>       | <b>(1.05)</b>          | <b>37.75</b>       | <b>37.75</b>       | <b>0.00</b>            | <b>37.85</b>       | <b>0.10</b>               |

### 2008 Significant Changes:

- Implement a new Medicaid/Non-Medical Transportation (NEMT) Program by obtaining state certification to get reimbursed for these services.
- Add (1) Administrative Support Assistant II to assist with the responsibility of administrating a new Medicaid/NEMT program and reduce the use of temporary help.

### 2009 Significant Changes:

- Personnel Services: Reduced (1) Transportation Supervisor in an effort to control costs and streamline our operation; however, a significant increase in temporary and overtime expenses occurred due to the number of vacant positions that couldn't be filled and for employees that were on FMLA increased and routes had to be covered.
- Increase fares from \$0.50 to a \$1 for full fare riders and \$0.25 to \$0.50 for half fare riders.
- Increase Paratransit fares from \$1 to \$2.
- Fuel expenses decreased due to the cost of fuel being lower than in FY 2008.
- Even with the fare increases, we will not be able to increase revenues to cover the increase in fuel costs.

### 2010 Significant Changes:

- Implemented major route revision expanding service area.

### 2010 Estimated Spending: 100%

- Supplies and Materials: Aging fleet has increased the parts expenditures, along with adding vehicles to the fleet.
- Supplies and Materials: Adding additional vehicles to the fleet has increased the fuel expenditures.
- Utilities, Services, and Miscellaneous: There were fewer vehicle repairs to the University vehicles, resulting in reduced vehicle maintenance expenditures.

### 2011 Significant Changes:

- Supplies and Materials: Includes funding for narrow band radio upgrades and programming to meet 2012 mandates.
- Personnel Services and Supplies and Materials: Includes funding for expansion of routes to new areas and the alleviation of present timing difficulties on existing routes.
- Utilities, Services, and Miscellaneous: Significant increases in vehicle maintenance costs to reflect actual trends in maintenance history.

### Additional Information:

- During FY 2011 the focus will be on
  - See list of accomplishments and goals attached.

# **PUBLIC WORKS-TRANSIT ACCOMPLISHMENTS & GOALS**

## **FY 2009:**

- Achieved 2 million ridership goal

## **FY 2010:**

- Received five (5) new buses (3 expansion, 2 replacement) through an ARRA (American Recovery and Reinvestment Act) grant. The City of Columbia was the first grant recipient in FTA Region VII to close out an ARRA grant.
- Implemented major budget neutral route revision, dramatically expanding service area, including “inside ADA” service area. Re-established 105 South Commuter Route.
- Expanded service to Lemone Industrial Park to accommodate new and existing employers, with small budget impact.
- Complete overhaul of maps and schedules, including expanded signage at bus stops listing service times.
- With Council approval, secured 4-year contract for bus advertising with minimum annual revenue of \$30,000.
- Applied for additional federal grant funding through the State of Good Repair Grant

## **FY 2011:**

- Anticipate 5% ridership increase due to expanded service area and better marketing.
- Anticipate significant improvement in “on-time” percentage of Fixed Route system.

## PW - Airport

|                            | 2008               |                    | 2009                   |                    | 2010               |                        | 2011               |                           |
|----------------------------|--------------------|--------------------|------------------------|--------------------|--------------------|------------------------|--------------------|---------------------------|
|                            | Actual             | Actual             | Change<br>(Act v. Act) | Budget             | Estimate           | Change<br>(Est. v Act) | Proposed           | Change<br>(Prop. vs Bdgt) |
|                            |                    |                    |                        |                    |                    |                        |                    |                           |
| Personnel Services         | \$986,321          | \$1,019,399        | \$33,078               | \$1,078,848        | \$1,025,422        | \$6,023                | \$1,064,581        | (\$14,267)                |
| Materials & Supplies       | \$133,508          | \$137,758          | \$4,250                | \$177,993          | \$148,617          | \$10,859               | \$165,584          | (\$12,409)                |
| Travel & Training          | \$10,754           | \$12,595           | \$1,841                | \$25,970           | \$23,470           | \$10,875               | \$25,970           | \$0                       |
| Intragovernmental Charges  | \$170,859          | \$216,504          | \$45,645               | \$225,170          | \$225,170          | \$8,666                | \$205,758          | (\$19,412)                |
| Utilities, Serv. & Misc.   | \$292,738          | \$289,082          | (\$3,656)              | \$507,560          | \$515,058          | \$225,976              | \$501,316          | (\$6,244)                 |
| Capital                    | \$117,862          | \$13,382           | (\$104,480)            | \$69,054           | \$55,500           | \$42,118               | \$72,500           | \$3,446                   |
| Other                      | \$512,931          | \$557,328          | \$44,397               | \$612,850          | \$607,744          | \$50,416               | \$607,744          | (\$5,106)                 |
| <b>Total Before CIP</b>    | <b>\$2,224,973</b> | <b>\$2,246,048</b> | <b>\$21,075</b>        | <b>\$2,697,445</b> | <b>\$2,600,981</b> | <b>\$354,933</b>       | <b>\$2,643,453</b> | <b>(\$53,992)</b>         |
| Percent Change             | 7.50%              |                    | 0.95%                  |                    |                    | 15.80%                 |                    | (2.00%)                   |
| Capital Improvement Plan   | \$2,284,387        | \$855,653          | (\$1,428,734)          | \$2,111,197        | \$2,111,197        | \$1,255,544            | \$953,900          | (\$1,157,297)             |
| <b>Total</b>               | <b>\$4,509,360</b> | <b>\$3,101,701</b> | <b>(\$1,407,659)</b>   | <b>\$4,808,642</b> | <b>\$4,712,178</b> | <b>\$1,610,477</b>     | <b>\$3,597,353</b> | <b>(\$1,211,289)</b>      |
| Percent Change             | 35.76%             |                    | (31.22%)               |                    |                    | 51.92%                 |                    | (25.19%)                  |
| <b>Number of Positions</b> | <b>16.20</b>       | <b>17.20</b>       | <b>1.00</b>            | <b>17.20</b>       | <b>17.20</b>       | <b>0.00</b>            | <b>17.20</b>       | <b>0.00</b>               |

### 2008 Significant Changes:

- Decrease in Travel & Training by \$10,000 which was added in 2007 for airline contract negotiations.
- Increase advertising budget by over \$35,000 to assist with improved marketing of the facility.
- Increase contractual services by \$25,000 for major maintenance crack sealing done every 4 -5 years.
- Increase Intragovernmental Charges for self insurance due to litigation.
- Includes \$175,000 for airport terminal improvements and replacement of the HVAC unit.
- Cost savings measure: received a one ton flatbed truck from the Sewer Division instead of purchasing a new truck.

### 2009 Significant Changes:

- Added (1) Airport Superintendent to assist the Airport Manager in planning and supervising the overall activities at the Airport including safety and facility maintenance and inspects operations to ensure compliance with standards set forth by the FAA.
- Includes over \$20,000 to replace (36) sign panels, taxiway bravo asphalt repair and chimney repair in boiler
- Increase Intragovernmental Charges for self insurance due to litigation.

### 2010 Significant Changes:

- Utilities, Services, and Miscellaneous: increased Publishing and Advertising and accounting entries necessary to retire equipment.
- Other: Increased depreciation
- Continued airport terminal lobby improvements
- Received an advertising grant from the FAA

### 2010 Estimated Spending: 96.42%

- Personnel services are under budget due to vacancies
- Supplies and Materials are under budget due to parts expenditures on equipment being less than anticipated.
- Utilities, Services and Misc. increased due to receiving an advertising grant from FAA, sealing the pavement at the Airport and accounting entries necessary to retire equipment

### 2011 Significant Changes:

- Includes funding for restroom repairs renovations at the airport terminal building.
- Continues to fund the maintenance and upgrades to the airfield facilities to accommodate increasing airline and airport operational needs.

### Additional Information:

- During FY 2011 the focus will be on

# **PUBLIC WORKS-AIRPORT ACCOMPLISHMENTS & GOALS**

## **FY 2009:**

- Repainted taxiway lines and hold short bars.
- Removed terminal planter and phone stalls from terminal lobby.
- Restored masonry on Airport buildings.

## **FY 2010:**

- Commercial service upgraded to regional jets
- Over 3,000 enplanements in June 2010 (best month since 2000)
- Received FAA Central Region Medal of Excellence
- Secured grant for and started the Wildlife Hazard Assessment project
- Installed new terminal seating and installed additional electrical outlets for travelers to charge cell phones and computers.
- Secured FAA grant for new sweeper/vacuum truck
- Received \$4,000 MoDOT grant for onsite ARFF Mobile Fire Trainer
- Secured FAA grant for high speed snow removal broom
- Replaced 40+ year old airport beacon pole

## **FY 2011: (Goals)**

- Complete the Wildlife Hazard Assessment
- Complete the Environmental Assessment
- Repaint Taxiway B
- Begin facility planning for new terminal

## PW - Sewer

|                            | 2008                |                     | 2009                   |                     | 2010                |                        | 2011                |                           |
|----------------------------|---------------------|---------------------|------------------------|---------------------|---------------------|------------------------|---------------------|---------------------------|
|                            | Actual              | Actual              | Change<br>(Act v. Act) | Budget              | Estimate            | Change<br>(Est. v Act) | Proposed            | Change<br>(Prop. vs Bdgt) |
| Personnel Services         | \$3,371,710         | \$3,610,527         | \$238,817              | \$4,108,912         | \$4,104,403         | \$493,876              | \$4,364,448         | \$255,536                 |
| Materials & Supplies       | \$564,219           | \$616,056           | \$51,837               | \$741,258           | \$677,306           | \$61,250               | \$733,763           | (\$7,495)                 |
| Travel & Training          | \$5,586             | \$5,673             | \$87                   | \$16,265            | \$15,623            | \$9,950                | \$15,865            | (\$400)                   |
| Intragovernmental Charges  | \$1,002,212         | \$1,126,719         | \$124,507              | \$1,207,322         | \$1,207,322         | \$80,603               | \$1,268,144         | \$60,822                  |
| Utilities, Serv. & Misc.   | \$1,727,072         | \$2,352,214         | \$625,142              | \$2,623,731         | \$2,602,761         | \$250,547              | \$3,065,245         | \$441,514                 |
| Capital                    | \$258,416           | \$533,109           | \$274,693              | \$413,500           | \$404,406           | (\$128,703)            | \$395,000           | (\$18,500)                |
| Other                      | \$4,230,293         | \$4,282,011         | \$51,718               | \$4,825,153         | \$5,146,911         | \$864,900              | \$5,823,533         | \$998,380                 |
| <b>Total Before CIP</b>    | <b>\$11,159,508</b> | <b>\$12,526,309</b> | <b>\$1,366,801</b>     | <b>\$13,936,141</b> | <b>\$14,158,732</b> | <b>\$1,632,423</b>     | <b>\$15,665,998</b> | <b>\$1,729,857</b>        |
| Percent Change             | 5.30%               |                     | 12.25%                 |                     |                     | 13.03%                 |                     | 12.41%                    |
| Capital Improvement Plan   | \$5,754,329         | \$7,998,405         | \$2,244,076            | \$63,425,371        | \$63,425,371        | \$55,426,966           | \$8,725,350         | (\$54,700,021)            |
| <b>Total</b>               | <b>\$16,913,837</b> | <b>\$20,524,714</b> | <b>\$3,610,877</b>     | <b>\$77,361,512</b> | <b>\$77,584,103</b> | <b>\$57,059,389</b>    | <b>\$24,391,348</b> | <b>(\$52,970,164)</b>     |
| Percent Change             | 18.61%              |                     | 21.35%                 |                     |                     | 278.00%                |                     | (68.47%)                  |
| <b>Number of Positions</b> | <b>61.87</b>        | <b>64.47</b>        | <b>2.60</b>            | <b>72.10</b>        | <b>73.10</b>        | <b>8.63</b>            | <b>77.17</b>        | <b>5.07</b>               |

### 2008 Significant Changes:

- Funds portion of (2) Engineering Aide positions discussed on the previous page.
- Funds half of the cost of an additional sewer jet vacuum truck to be shared with the Storm Water utility to allow for more efficient cleaning of grit and debris from sewer mains and storm sewers.
- Increase in Intragovernmental Charges due to increases in Self Insurance Fees, Utility Billing Fees, General & Administrative Fees and Information Technology Fees.
- Cost of service study was performed by an independent consultant to review rate structure.

### 2009 Significant Changes:

- Personnel Services: Added (1) Waste Water Treatment Plant Operator I as recommended by Black & Veatch staffing analysis.
- Personnel Services: Added (1) Supervisor to allow operation of a third routine sewer cleaning crew to meet EPA cleaning guidelines.
- Supplies & materials: increase of almost 10% due to fuel costs and increase funding for tools and safety equipment.
- Includes rate increase of 15% necessary to support ballot issues passed by voters in April 2008.

### 2010 Significant Changes:

- Includes 15% rate increase - necessary to support ballot issue passed by voters in April 2008 and increased operating costs.
- Adds (1) WWTP Operator I and (1) Utility Maintenance Mechanic to begin staffing for the Waste Water Treatment Plant expansion as recommended by the Black and Veatch study.
- Adds (0.50) Engineer II which is converted from temporary to permanent.
- Adds (1) Equipment Operator II and (1) Public Works Supervisor I to assist in television inspections of sanitary and storm sewers.
- Utilities, Services and Misc. increased due to funding for Inflow & Infiltration (I & I) work.
- Capital: decreased due to less vehicles and equipment approved for replacement.
- Other: Interest expense increased (Build America Bonds) for the Wastewater Treatment Plant expansion.

**2010 Estimated Spending:** 101.60%

- Supplies & Materials under budget due to fuel expenditures being less than budgeted.

### 2011 Significant Changes:

- Includes 15% rate increase - necessary to support ballot issue passed by voters in April 2008 and increased operating costs.
- Adds (2) positions and additional operating cost due to the expansion of the Wastewater Treatment Plant as recommended by the Black and Veatch study.
- Adds (1) position to operate existing TV inspection equipment and to supervise the existing TV inspection crew.
- Includes full cost and an additional position for the mid-year reorganization and movement of engineering positions from the General Fund.
- Utilities, Services and Misc. increased due to funding for Inflow & Infiltration (I & I) work.
- Other: Increase in interest expense due to debt issued in FY 2009 for the Wastewater Treatment Plant and other projects.

### Additional Information:

- During FY 2011 the focus will be on
  - See list of accomplishments and goals attached.

# **PUBLIC WORKS-SEWER ACCOMPLISHMENTS & GOALS**

## **FY 2009:**

- Continued treatment of wastewater within compliance with effluent limits of our State Operating permit.
- Operations and maintenance staff cleaned and maintained a digester instead of contracting it out.
- Line maintenance cleaned approximately 1.7 million feet of sewer main and TV inspected approximately 200,000 feet, which resulted in only 12 service requests for dry weather sanitary sewer overflows and water backed up into basements.

## **FY 2010:**

- Continued treatment of wastewater within compliance with effluent limits of our State Operating permit.
- Anticipate line maintenance cleaning and TV inspecting nearly as much sewer main as last fiscal year.
- Only received 7 service requests for dry weather sanitary sewer overflows and water backed up into basements.
- Operations and maintenance staff will clean and maintain another digester instead of contracting it out.

## **FY 2011 (Goals):**

- Continue treating the wastewater to stay in compliance with the effluent limits of our State Operating permit.
- Acquire third additional TV inspection van and personnel to operate it to allow the sewer utility to perform additional inspections on new sewer mains as they are constructed reducing future maintenance due to construction errors.
- Develop and implement an Inflow and Infiltration (I&I) assessment and reduction plan.

## PW - Parking Facilities

|                            | 2008               | 2009               |                        | 2010               |                    |                        | 2011               |                           |
|----------------------------|--------------------|--------------------|------------------------|--------------------|--------------------|------------------------|--------------------|---------------------------|
|                            | Actual             | Actual             | Change<br>(Act v. Act) | Budget             | Estimate           | Change<br>(Est. v Act) | Proposed           | Change<br>(Prop. vs Bdgt) |
| Personnel Services         | \$355,585          | \$377,892          | \$22,307               | \$419,995          | \$390,031          | \$12,139               | \$433,258          | \$13,263                  |
| Materials & Supplies       | \$147,710          | \$52,770           | (\$94,940)             | \$68,078           | \$63,604           | \$10,834               | \$181,726          | \$113,648                 |
| Travel & Training          | \$0                | \$0                | \$0                    | \$286              | \$0                | \$0                    | \$286              | \$0                       |
| Intragovernmental Charges  | \$101,622          | \$114,530          | \$12,908               | \$118,940          | \$118,940          | \$4,410                | \$128,011          | \$9,071                   |
| Utilities, Serv. & Misc.   | \$281,971          | \$187,341          | (\$94,630)             | \$265,913          | \$198,622          | \$11,281               | \$298,724          | \$32,811                  |
| Capital                    | \$108,648          | \$62,115           | (\$46,533)             | \$121,649          | \$115,249          | \$53,134               | \$108,000          | (\$13,649)                |
| Other                      | \$545,790          | \$600,288          | \$54,498               | \$1,089,512        | \$1,276,000        | \$675,712              | \$1,565,996        | \$476,484                 |
| <b>Total Before CIP</b>    | <b>\$1,541,326</b> | <b>\$1,394,936</b> | <b>(\$146,390)</b>     | <b>\$2,084,373</b> | <b>\$2,162,446</b> | <b>\$767,510</b>       | <b>\$2,716,001</b> | <b>\$631,628</b>          |
| Percent Change             | 6.52%              |                    | (9.50%)                |                    |                    | 55.02%                 |                    | 30.30%                    |
| Capital Improvement Plan   | \$61,318           | \$2,659,302        | \$2,597,984            | \$466,200          | \$466,200          | (\$2,193,102)          | \$0                | (\$466,200)               |
| <b>Total</b>               | <b>\$1,602,644</b> | <b>\$4,054,238</b> | <b>\$2,451,594</b>     | <b>\$2,550,573</b> | <b>\$2,628,646</b> | <b>(\$1,425,592)</b>   | <b>\$2,716,001</b> | <b>\$165,428</b>          |
| Percent Change             | 9.19%              |                    | 152.97%                |                    |                    | (35.16%)               |                    | 6.49%                     |
| <b>Number of Positions</b> | <b>5.70</b>        | <b>6.80</b>        | <b>1.10</b>            | <b>6.80</b>        | <b>6.80</b>        | <b>0.00</b>            | <b>7.85</b>        | <b>1.05</b>               |

### 2008 Significant Changes:

- No significant changes to operations.
- Increase in capital expenses for an epoxy covering to extend the life of parking structures, perform other major improvements to the Gentry Building lot.

### 2009 Significant Changes:

- Personnel Services: Added (1) Parking Meter Repair Assistant position to convert temporary employee to permanent benefited position.
- Supplies & materials: Decrease due to the security cameras that were budgeted in fiscal year 2008.
- Utilities, Services and Misc.: decrease due to reduction in bad debt expenses and reduction in miscellaneous expenditures for engineering expenditures incurred for adding an additional floor to the Plaza garage project that did not occur.

### 2010 Significant Changes:

- Other: Interest expense increased for Build America Bonds for new parking garage at 5th & Walnut.

**2010 Estimated Spending:** 103.75%

### 2011 Significant Changes:

- Personnel Services: Adds (1) maintenance position due to opening of the additional parking garage.
- Materials and Supplies: Includes funding to replace 800 parking meters (\$112,000)
- Utilities, Services, and Misc: Includes funding for major maintenance at the 7th and Walnut Garage and the 5th and Cherry Garage.
- Other: Increase in interest expense due to debt issued for the 5th and Walnut parking garage.

### Additional Information:

- During FY 2011 the focus will be on
  - See list of accomplishments and goals attached.

## **PUBLIC WORKS-PARKING ACCOMPLISHMENTS & GOALS**

### **FY 2009:**

- Completed the overlay of the City ramp.
- Completed the oil water separator on the 7<sup>th</sup> & Walnut parking garage
- Completed the cove sealants on the 7<sup>th</sup> & Walnut parking garage
- Completed the repairs to the elevator flooring at the 10<sup>th</sup> & Cherry parking garage.

### **FY 2010:**

- Installed 4 gates, 2 dispensers and 4 card readers and fee computers in the 7<sup>th</sup> & Walnut garage.
- Replaced 4 multi-space machines in the 6<sup>th</sup> & Cherry and 10<sup>th</sup> & Cherry parking garages.
- Completing structural repairs to the 10<sup>th</sup> & Cherry parking garage.
- Expansion joint replacement on the City ramp.

### **FY 2011 (Goals):**

- Surface seal the 6<sup>th</sup> & Cherry and 7<sup>th</sup> & Walnut parking garages.

## PW - Solid Waste

|                           | 2008                |                     | 2009                   |                     | 2010                |                        | 2011                |                           |
|---------------------------|---------------------|---------------------|------------------------|---------------------|---------------------|------------------------|---------------------|---------------------------|
|                           | Actual              | Actual              | Change<br>(Act v. Act) | Budget              | Estimate            | Change<br>(Est. v Act) | Proposed            | Change<br>(Prop. vs Bdgt) |
| Personnel Services        | \$4,898,825         | \$5,055,126         | \$156,301              | \$5,335,803         | \$5,026,484         | (\$28,642)             | \$5,419,580         | \$83,777                  |
| Materials & Supplies      | \$3,853,335         | \$3,260,574         | (\$592,761)            | \$3,553,071         | \$3,352,134         | \$91,560               | \$3,480,777         | (\$72,294)                |
| Travel & Training         | \$11,250            | \$14,740            | \$3,490                | \$25,592            | \$25,092            | \$10,352               | \$28,508            | \$2,916                   |
| Intragovernmental Charges | \$1,314,992         | \$1,510,940         | \$195,948              | \$1,565,557         | \$1,565,557         | \$54,617               | \$1,704,980         | \$139,423                 |
| Utilities, Serve, & Misc. | \$2,225,405         | \$1,978,733         | (\$246,672)            | \$2,315,433         | \$2,198,435         | \$219,702              | \$2,457,697         | \$142,264                 |
| Capital                   | \$1,104,413         | \$2,272,941         | \$1,168,528            | \$1,451,900         | \$1,449,374         | (\$823,567)            | \$0                 | (\$1,451,900)             |
| Other                     | \$1,689,041         | \$1,906,956         | \$217,915              | \$1,904,864         | \$1,962,959         | \$56,003               | \$1,949,881         | \$45,017                  |
| <b>Total Before CIP</b>   | <b>\$15,097,261</b> | <b>\$16,000,010</b> | <b>\$902,749</b>       | <b>\$16,152,220</b> | <b>\$15,580,035</b> | <b>(\$419,975)</b>     | <b>\$15,041,423</b> | <b>(\$1,110,797)</b>      |
| Percent Change            | 12.59%              |                     | 5.98%                  |                     |                     | (2.62%)                |                     | (6.88%)                   |
| Capital Improvement Plan  | \$193,978           | \$450,728           | \$256,750              | \$1,583,000         | \$1,583,000         | \$1,132,272            | \$3,830,000         | \$2,247,000               |
| <b>Total</b>              | <b>\$15,291,239</b> | <b>\$16,450,738</b> | <b>\$1,159,499</b>     | <b>\$17,735,220</b> | <b>\$17,163,035</b> | <b>\$712,297</b>       | <b>\$18,871,423</b> | <b>\$1,136,203</b>        |
| Percent Change            | (5.01%)             |                     | 7.58%                  |                     |                     | 4.33%                  |                     | 6.41%                     |

|                            |              |              |             |              |              |             |              |             |
|----------------------------|--------------|--------------|-------------|--------------|--------------|-------------|--------------|-------------|
| <b>Number of Positions</b> | <b>84.68</b> | <b>84.73</b> | <b>0.05</b> | <b>85.90</b> | <b>85.90</b> | <b>1.17</b> | <b>88.05</b> | <b>2.15</b> |
|----------------------------|--------------|--------------|-------------|--------------|--------------|-------------|--------------|-------------|

### 2008 Significant Changes:

- Add (1) Refuse Collector III and (1) Administrative Support Assistant I to continue the City's efforts to convert temporary to permanent positions.
- Increase capital equipment replacement by over \$170,000 to provide more timely replacement of the rolling stock and contain increasing costs of vehicle maintenance and repairs on the aging fleet.
- Increase in Intragovernmental Charges due to increases in Self Insurance Fees, Utility Billing Fees, General & Administrative Fees, and Information Technology Fees.
- Increase of over \$80,000 in state landfill fees for increases in tonnage.
- Increase of over \$100,000 for vehicle maintenance and repairs on the aging fleet.
- Staff is currently in the process of reviewing rate studies conducted by an independent consultant which may result in changes to the proposed rate structure.

### 2009 Significant Changes:

- Includes a commercial rate increase of 20%. This is part of a three year plan to move toward recovering the cost of providing the service
- Due to legislation changes which allow yard waste to be deposited in our bioreactor landfill, we will now be able to provide co-collection of residential trash and yard waste and will eliminate the need for separate yard waste bags.
- As of December, 2008, we will discontinue the current bag delivery method and implement a voucher system. Residents will be sent vouchers and can come pick up bags as they need them.
- Materials and Supplies: Fuel expenses decreased due to the cost of fuel being lower than in FY2008.
- Utilities, Services, and Miscellaneous: Savings from the elimination of yard waste bags and fewer bags being requested through the voucher system are estimated at \$200,000
- Cost saving measures: received a Tandem dump truck from the Street division and a 1/2 ton pickup truck from Parks and Recreation instead of purchasing new equipment.

### 2010 Significant Changes:

- Personnel Services: Added (1) Bioreactor Specialist position to monitor compliance issues with DNR. Personnel expenditures down due to vacancies.
- Utilities, Services and Miscellaneous increased due to contract for bioreactor support to maintain regulatory compliance and permit renewal.

**2010 Estimated Spending:** 96.46%

- Personnel Services under budget due to permanent position vacancies, temp. salaries and overtime reduction.
- Supplies and Materials under budget due to fuel prices being less than budgeted and parts expenditures being less than anticipated.

### 2011 Significant Changes:

- Adds (1) position and operating costs for the Bioreactor operation.
- Adds (1) position in mini roll off services due to increased activities
- Includes \$1/month increase in residential rates to provide funds for needed capital projects - next landfill bioreactor cell
- Utilities, Services, and Miscellaneous: Increase of \$106,000 for permitting required by the EPA related to Storm Water pollutants
- Capital: Includes no replacement of fleet in order to provide funding for the new landfill cell to be constructed in FY 2011.

### Additional Information:

- During FY 2011 the focus will be on
- See list of accomplishments and goals attached.

# **PUBLIC WORKS-SOLID WASTE ACCOMPLISHMENTS & GOALS**

## **FY 2009:**

- Received bioreactor permit for the Landfill, which eliminated the separation of yard waste from the curb and now collecting along with trash for significant savings.
- Voucher system implemented in December 2008

## **FY 2010:**

- Built the vehicle storage shed at the Grissum building.
- Built the addition to the Landfill Operation Center.
- Built new fueling station at the landfill to bring in compliance with regulations.
- New trash and recycling contract with the University.
- Added recycling drop off site at Columbia College.
- Purchase an additional 159 acres west of the Landfill for buffer.
- Started the recycling bin pilot program.

## **FY 2011 (Goals):**

- Improving customer service.
- Energy loop from generators to heat landfill operations building and material recovery facility.
- Submit application to DNR for food waste composting.
- Continue implementing the 10 year Solid Waste master/vision plan.
- New bioreactor landfill cell.

## PW - Storm Water

|                            | 2008               | 2009               |                        | 2010               |                    |                        | 2011               |                                 |
|----------------------------|--------------------|--------------------|------------------------|--------------------|--------------------|------------------------|--------------------|---------------------------------|
|                            | Actual             | Actual             | Change<br>(Act v. Act) | Budget             | Estimate           | Change<br>(Est. v Act) | Proposed           | Change<br>(Prop. vs.<br>Budget) |
| Personnel Services         | \$722,647          | \$708,906          | (\$13,741)             | \$391,659          | \$354,318          | (\$354,588)            | \$390,462          | (\$1,197)                       |
| Materials & Supplies       | \$90,743           | \$104,689          | \$13,946               | \$172,354          | \$148,242          | \$43,553               | \$172,043          | (\$311)                         |
| Travel & Training          | \$162              | \$1,340            | \$1,178                | \$3,365            | \$2,540            | \$1,200                | \$3,365            | \$0                             |
| Intragovernmental Charges  | \$208,408          | \$245,945          | \$37,537               | \$206,437          | \$206,437          | (\$39,508)             | \$164,306          | (\$42,131)                      |
| Utilities, Serve, & Misc.  | \$100,117          | \$162,255          | \$62,138               | \$198,338          | \$167,639          | \$5,384                | \$192,686          | (\$5,652)                       |
| Capital                    | \$97,758           | \$0                | (\$97,758)             | \$14,600           | \$14,600           | \$14,600               | \$0                | (\$14,600)                      |
| Other                      | \$417,367          | \$426,176          | \$8,809                | \$486,053          | \$541,791          | \$115,615              | \$541,791          | \$55,738                        |
| <b>Total Before CIP</b>    | <b>\$1,637,202</b> | <b>\$1,649,311</b> | <b>\$12,109</b>        | <b>\$1,472,806</b> | <b>\$1,435,567</b> | <b>(\$213,744)</b>     | <b>\$1,464,653</b> | <b>(\$8,153)</b>                |
| Percent Change             | 11.91%             |                    | 0.74%                  |                    |                    | (12.96%)               |                    | (0.55%)                         |
| Capital Improvement Plan   | \$1,013,607        | \$703,997          | (\$309,610)            | \$0                | \$0                | (\$703,997)            | \$0                | \$0                             |
| <b>Total</b>               | <b>\$2,650,809</b> | <b>\$2,353,308</b> | <b>(\$297,501)</b>     | <b>\$1,472,806</b> | <b>\$1,435,567</b> | <b>(\$917,741)</b>     | <b>\$1,464,653</b> | <b>(\$8,153)</b>                |
| Percent Change             | 24.76%             |                    | (11.22%)               |                    |                    | (39.00%)               |                    | (0.55%)                         |
| <b>Number of Positions</b> | <b>12.46</b>       | <b>11.55</b>       | <b>(0.91)</b>          | <b>6.40</b>        | <b>6.40</b>        | <b>(5.15)</b>          | <b>6.40</b>        | <b>0.00</b>                     |

### 2008 Significant Changes:

- Funds portion of (2) Engineering Aide positions discussed on the previous page.
- Funds half of the cost of an additional sewer jet vacuum truck to be shared with the Sewer utility to allow for more efficient cleaning of grit and debris from sewer mains and storm sewers.

### 2009 Significant Changes:

- Capital: Decrease capital equipment funding due to financial constraints
- No new Capital Improvement Projects could be funded due to financial constraints. During 2009 the priority will be to develop a funding plan.

### 2010 Significant Changes:

- Personnel Services: Budget constraints have resulted in the movement of 5.15 FTE positions from Storm Water to Engineering and Sewer departments.

**2010 Estimated Spending:** 97.47%

- Personnel services under budget due to temporary positions.
- Utilities, Services and Miscellaneous under budget due to Electric expenses being reduced to reflect past year expenditures.

### 2011 Significant Changes:

- None

### Additional Information:

- During FY 2011 the focus will be on
  - See list of accomplishments and goals attached.

## **PUBLIC WORKS-STORMWATER ACCOMPLISHMENTS & GOALS**

### **FY 2009:**

- Completed the Harvard Drainage project, Hinkson Avenue Drainage project, Oakwood Drainage project, Haywood Drainage project, Rutledge Weymeyer project.
- Storm Water Field Maintenance was able to complete several small drainage repairs and improve some existing structures. Additionally, routine maintenance such as debris removal and ditch work to facilitate the flow of storm water was priority.

### **FY 2010:**

- Completed the Fire Station #7 project, Brandon Road Drainage project, Country Side Drainage project, Randy Lane Drainage project and Ann & East Walnut Drainage project.
- Completed Storm Drainage Manual Revisions
- Mill Creek Phase 2 Drainage project under construction.
- Storm Water Field Maintenance has been working on routine maintenance such as debris removal and ditch work. A few small improvements to existing drainage structures have been completed. Response to numerous flooding complaints has been priority this year.

### **FY 2011 (Goals):**

- Construct Carter Lane Drainage project, Sinclair Road Culvert Replacement project, Vandiver Drive Drainage project and Hitt & Elm Drainage project.
- Storm Water Field Maintenance has a very long project list. Some projects have been on the list for several years. Existing drainage structures are failing and need repair and/or improvements.

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# Group 9

## Water and Light Department

- Water Fund
- Electric Fund
- Railroad Fund

## Water and Electric

|                            | 2008                 | 2009                 |                        | 2010                 |                      |                        | 2011                 |                           |
|----------------------------|----------------------|----------------------|------------------------|----------------------|----------------------|------------------------|----------------------|---------------------------|
|                            | Actual               | Actual               | Change<br>(Act v. Act) | Budget               | Estimate             | Change<br>(Est. v Act) | Proposed             | Change<br>(Prop. vs Bdgt) |
| Personnel Services         | \$14,586,312         | \$15,470,692         | \$884,380              | \$16,405,969         | \$16,143,860         | \$673,168              | \$17,218,578         | \$812,609                 |
| Power Supply               | \$62,680,569         | \$67,413,243         | \$4,732,674            | \$81,917,000         | \$77,764,000         | \$10,350,757           | \$80,057,100         | (\$1,859,900)             |
| Materials & Supplies       | \$3,468,196          | \$3,799,915          | \$331,719              | \$3,930,834          | \$3,913,789          | \$113,874              | \$4,120,918          | \$190,084                 |
| Travel & Training          | \$162,999            | \$157,122            | (\$5,877)              | \$219,069            | \$183,109            | \$25,987               | \$224,469            | \$5,400                   |
| Intragov. Charges          | \$3,202,332          | \$3,442,442          | \$240,110              | \$3,686,253          | \$3,686,253          | \$243,811              | \$4,003,626          | \$317,373                 |
| Utilities, Serv. & Misc.   | \$17,889,749         | \$20,369,559         | \$2,479,810            | \$22,877,429         | \$21,158,498         | \$788,939              | \$25,150,538         | \$2,273,109               |
| Capital                    | \$1,103,818          | \$814,877            | (\$288,941)            | \$1,021,700          | \$901,462            | \$86,585               | \$760,500            | (\$261,200)               |
| Other                      | \$15,373,100         | \$16,433,249         | \$1,060,149            | \$18,540,720         | \$18,059,000         | \$2,107,471            | \$19,445,474         | \$904,754                 |
| <b>Total Before CIP</b>    | <b>\$118,467,075</b> | <b>\$127,901,099</b> | <b>\$9,434,024</b>     | <b>\$148,598,974</b> | <b>\$141,809,971</b> | <b>\$13,908,872</b>    | <b>\$150,981,203</b> | <b>\$2,382,229</b>        |
| Percent Change             | 7.97%                |                      | 7.96%                  |                      |                      | 10.87%                 |                      | 1.60%                     |
| Capital Improvement Plan   | \$19,252,012         | \$10,667,261         | (\$8,584,751)          | \$44,903,672         | \$44,903,672         | \$34,236,411           | \$12,310,200         | (\$32,593,472)            |
| <b>Total</b>               | <b>\$137,719,087</b> | <b>\$138,568,360</b> | <b>\$849,273</b>       | <b>\$193,502,646</b> | <b>\$186,713,643</b> | <b>\$48,145,283</b>    | <b>\$163,291,403</b> | <b>(\$30,211,243)</b>     |
| Percent Change             | 0.83%                |                      | 0.62%                  |                      |                      | 34.74%                 |                      | (15.61%)                  |
| <b>Number of Positions</b> | <b>239.60</b>        | <b>246.60</b>        | <b>7.00</b>            | <b>246.60</b>        | <b>249.60</b>        | <b>3.00</b>            | <b>252.60</b>        | <b>3.00</b>               |

**Additional Information:**

- During FY 2011 the focus will be on
  - Developing electric Capital Improvement Program for bond proposal.
  - Complete Water Treat Plant process study and source Water Protection Plan.

# Water

|                            | 2008                |                     | 2009                   |                     | 2010                |                        | 2011                |                           |
|----------------------------|---------------------|---------------------|------------------------|---------------------|---------------------|------------------------|---------------------|---------------------------|
|                            | Actual              | Actual              | Change<br>(Act v. Act) | Budget              | Estimate            | Change<br>(Est. v Act) | Proposed            | Change<br>(Prop. vs Bdgt) |
| Personnel Services         | \$4,496,504         | \$4,635,276         | \$138,772              | \$4,774,867         | \$4,566,084         | (\$69,192)             | \$4,967,988         | \$193,121                 |
| Power Supply               | \$0                 | \$0                 | \$0                    | \$0                 | \$0                 | \$0                    | \$0                 | \$0                       |
| Materials & Supplies       | \$1,560,860         | \$1,688,668         | \$127,808              | \$1,684,272         | \$1,504,705         | (\$183,963)            | \$1,702,290         | \$18,018                  |
| Travel & Training          | \$16,501            | \$24,054            | \$7,553                | \$27,464            | \$27,034            | \$2,980                | \$27,464            | \$0                       |
| Intragov. Charges          | \$1,194,783         | \$1,303,766         | \$108,983              | \$1,374,884         | \$1,374,884         | \$71,118               | \$1,470,012         | \$95,128                  |
| Utilities, Serv. & Misc.   | \$5,117,443         | \$6,335,242         | \$1,217,799            | \$5,899,014         | \$5,482,999         | (\$852,243)            | \$6,657,240         | \$758,226                 |
| Capital                    | \$436,537           | \$225,774           | (\$210,763)            | \$255,700           | \$247,521           | \$21,747               | \$224,000           | (\$31,700)                |
| Other                      | \$4,444,848         | \$4,451,018         | \$6,170                | \$5,708,720         | \$5,068,000         | \$616,982              | \$5,227,367         | (\$481,353)               |
| <b>Total Before CIP</b>    | <b>\$17,267,476</b> | <b>\$18,663,798</b> | <b>\$1,396,322</b>     | <b>\$19,724,921</b> | <b>\$18,271,227</b> | <b>(\$392,571)</b>     | <b>\$20,276,361</b> | <b>\$551,440</b>          |
| Percent Change             | 7.45%               |                     | 8.09%                  |                     |                     | (2.10%)                |                     | 2.80%                     |
| Capital Improvement Pla    | \$6,500,180         | \$2,688,350         | (\$3,811,830)          | \$11,534,876        | \$11,534,876        | \$8,846,526            | \$8,160,200         | (\$3,374,676)             |
| <b>Total</b>               | <b>\$23,767,656</b> | <b>\$21,352,148</b> | <b>(\$2,415,508)</b>   | <b>\$31,259,797</b> | <b>\$29,806,103</b> | <b>\$8,453,955</b>     | <b>\$28,436,561</b> | <b>(\$2,823,236)</b>      |
| Percent Change             | (8.24%)             |                     | (10.16%)               |                     |                     | 39.59%                 |                     | (9.03%)                   |
| <b>Number of Positions</b> | <b>79.00</b>        | <b>80.00</b>        | <b>1.00</b>            | <b>79.90</b>        | <b>81.10</b>        | <b>1.10</b>            | <b>82.40</b>        | <b>2.50</b>               |

### 2008 Significant Changes:

- Increase of over \$1.1 million in non-operating expenses due to depreciation on the Water Treatment Plant expansion and a new 36" water transmission main.
- Staff is currently in the process of reviewing rate studies conducted by an independent consultant which may result in changes to the proposed rate structure.

### 2009 Significant Changes:

- Includes a 5.5% rate increase. Of that amount, 3.5% is to address debt service requirements of the bond issue and 2% is for operations
- Includes (1) Water Distribution Supervisor II to help maintain the continued expansion of the distribution system

### 2010 Significant Changes:

- Includes an 8% water rate increase. Of that amount, 3.5% is to address debt service requirements of the bond issue passed by voters in November 2003. An additional 1.5% is to address debt service requirements of the water bond issue passed by voters in November 2008. The remaining 3% is to address the increased cost of materials and services used by the utility.

### 2010 Estimated Spending: 92.63%

- Evaluation of several positions with split water/electric funding resulted in reallocation to electric and reduced water cost.

### 2011 Significant Changes:

- Adds (1) Relief Water Plant Operator to cover operation of plant. Should also reduce overtime costs.
- Fully funds the mid-year reorganization and positions added during FY 2010.
- Includes a 10% water rate increase. Of this amount, 5% approved by voters in Nov 2008, and 5% to cover increased operating costs.
- Includes a significant increase (\$315,000) for sludge removal due to changes in regulations.

### Additional Information:

- During FY 2011 the focus will be on
  - Begin replacement of 1,200 outdated thousand gallon meters with electronic read hundred cubic foot meters.
  - Identification and correction of cross-connection issues.
  - Testing and improvement of large meter accuracy
  - Improve mapping accuracy.
  - Water Treatment Plant process study.
  - Source Water Protection Plan
  - Continue maintenance of existing system.

# Electric

|                            | 2008                 |                      | 2009                   |                      | 2010                 |                        | 2011                 |                              |
|----------------------------|----------------------|----------------------|------------------------|----------------------|----------------------|------------------------|----------------------|------------------------------|
|                            | Actual               | Actual               | Change<br>(Act v. Act) | Budget               | Estimate             | Change<br>(Est. v Act) | Proposed             | Change<br>(Prop. vs<br>Bdgt) |
|                            |                      |                      |                        |                      |                      |                        |                      |                              |
| Personnel Services         | \$10,089,808         | \$10,835,416         | \$745,608              | \$11,631,102         | \$11,577,776         | \$742,360              | \$12,250,590         | \$619,488                    |
| Power Supply               | \$62,680,569         | \$67,413,243         | \$4,732,674            | \$81,917,000         | \$77,764,000         | \$10,350,757           | \$80,057,100         | (\$1,859,900)                |
| Materials & Supplies       | \$1,907,336          | \$2,111,247          | \$203,911              | \$2,246,562          | \$2,409,084          | \$297,837              | \$2,418,628          | \$172,066                    |
| Travel & Training          | \$146,498            | \$133,068            | (\$13,430)             | \$191,605            | \$156,075            | \$23,007               | \$197,005            | \$5,400                      |
| Intragov. Charges          | \$2,007,549          | \$2,138,676          | \$131,127              | \$2,311,369          | \$2,311,369          | \$172,693              | \$2,533,614          | \$222,245                    |
| Utilities, Serv, & Misc.   | \$12,772,306         | \$14,034,317         | \$1,262,011            | \$16,978,415         | \$15,675,499         | \$1,641,182            | \$18,493,298         | \$1,514,883                  |
| Capital                    | \$667,281            | \$589,103            | (\$78,178)             | \$766,000            | \$653,941            | \$64,838               | \$536,500            | (\$229,500)                  |
| Other                      | \$10,928,252         | \$11,982,231         | \$1,053,979            | \$12,832,000         | \$12,991,000         | \$1,008,769            | \$14,218,107         | \$1,386,107                  |
| <b>Total Before CIP</b>    | <b>\$101,199,599</b> | <b>\$109,237,301</b> | <b>\$8,037,702</b>     | <b>\$128,874,053</b> | <b>\$123,538,744</b> | <b>\$14,301,443</b>    | <b>\$130,704,842</b> | <b>\$1,830,789</b>           |
| Percent Change             | 8.06%                |                      | 7.94%                  |                      |                      | 13.09%                 |                      | 1.42%                        |
| Capital Improvement Plan   | \$12,751,832         | \$7,978,911          | (\$4,772,921)          | \$33,368,796         | \$33,368,796         | \$25,389,885           | \$4,150,000          | (\$29,218,796)               |
| <b>Total</b>               | <b>\$113,951,431</b> | <b>\$117,216,212</b> | <b>\$3,264,781</b>     | <b>\$162,242,849</b> | <b>\$156,907,540</b> | <b>\$39,691,328</b>    | <b>\$134,854,842</b> | <b>(\$27,388,007)</b>        |
| Percent Change             | 2.96%                |                      | 2.87%                  |                      |                      | 33.86%                 |                      | (16.88%)                     |
| <b>Number of Positions</b> | <b>160.60</b>        | <b>166.60</b>        | <b>6.00</b>            | <b>166.70</b>        | <b>168.50</b>        | <b>1.90</b>            | <b>170.20</b>        | <b>3.50</b>                  |

### 2008 Significant Changes:

- Add (1) Rate Analyst to assist with the increasing amount of compliance and monitoring associated with the Midwest Independent System Operator (MISO) market.
- Add (1) NERC Compliance Officer to insure compliance with Federal Energy Regulatory Commission (FERC), North American Electric Reliability Corporation (NERC), and Southeastern Electric Reliability Council (SERC) regulations.
- Over \$13 million increase in the cost of purchased power due to changes in contracts.
- Increase in capital additions of over \$175,000 for major equipment based upon recommended replacement schedules.
- Expand Energy Star conservation program by adding \$55,000 for rebates and training for homeowners and builders to encourage conservation of electric resources and reduce the City's peak demand.

### 2009 Significant Changes:

- Includes a 5% rate increase. Of that amount, 1% is to address debt service requirements of the electric bond issue passed by voters in August, 2006. The remaining 4% is to cover part of the increased cost of purchased power
- Adds (1) Reciprocating Engine O & M Technician to be responsible for the operation and maintenance of nine distributed generators and the landfill gas generator.
- Adds (1) Communication Technician Supervisor and (1) Communication Technician to be responsible for maintenance of the fiber optic system.
- Over \$9.1 million increase in the cost of purchased power due to changes in contracts.

### 2010 Significant Changes:

- A 5% revenue increase is included. Of that amount, 1% is to address debt service requirements of the electric bond issue passed by voters in August 2006. The remaining 4% is to cover part of the increased cost of purchased power. Capital Additions have increased \$272,000 to include the replacement of a line truck and several other large dollar items.
- Complete capital upgrade to provide proper service to the IBM facility.

### 2010 Estimated Spending: 95.86%

- Iatan II originally scheduled to start operation in June 2010 is delayed with estimated operational date of January 2011, resulting in reduced Purchased Power cost.

### 2011 Significant Changes:

- Adds (2) positions for the recently purchased Transload Facility.
- Fully funds the mid-year reorganization and positions added during FY 2010.
- Includes a 3% Rate Increase to cover operating and maintenance costs of the system
- Includes \$370,000 for costs related to the relocation to the government center.
- Increase of \$2 million in costs due to the recent purchase of an additional generation unit at the Columbia Energy Center for operations contract and increased PILOT and depreciation.
- Prepare for data center contracts.

### Additional Information:

- During FY 2011 the focus will be on
  - Providing all information for proposed April 2011 electric ballot issue.
  - Integrating Iatan II power plant into power supply portfolio.
  - Addressing the end of Ameren slice-of-system contract through MISO market purchase.
  - Analyzing utility benefit of demand side management programs.
  - Completing financial assessment of electric utility.
  - Addressing North American Electric Reliability Corporation (NERC) compliance requirements.
  - Power Plant EPA (Environmental Protection Agency) Compliance Study

- Integration of Transload Facility in COLT Services.
- Continue maintenance of existing underground and overhead electric system.

# Railroad

|                            | 2008               |                    | 2009                   |                    | 2010               |                        | 2011               |                           |
|----------------------------|--------------------|--------------------|------------------------|--------------------|--------------------|------------------------|--------------------|---------------------------|
|                            | Actual             | Actual             | Change<br>(Act v. Act) | Budget             | Estimate           | Change<br>(Est. v Act) | Proposed           | Change<br>(Prop. vs Bdgt) |
|                            |                    |                    |                        |                    |                    |                        |                    |                           |
| Personnel Services         | \$263,455          | \$236,095          | (\$27,360)             | \$265,867          | \$252,406          | \$16,311               | \$266,854          | \$987                     |
| Materials & Supplies       | \$122,835          | \$101,555          | (\$21,280)             | \$97,065           | \$93,460           | (\$8,095)              | \$106,555          | \$9,490                   |
| Travel & Training          | \$4,040            | \$3,986            | (\$54)                 | \$6,660            | \$6,545            | \$2,559                | \$6,660            | \$0                       |
| Intragovernmental Charges  | \$85,691           | \$72,155           | (\$13,536)             | \$77,080           | \$77,080           | \$4,925                | \$73,781           | (\$3,299)                 |
| Utilities, Serv, & Misc.   | \$177,629          | \$174,079          | (\$3,550)              | \$174,712          | \$166,543          | (\$7,536)              | \$167,266          | (\$7,446)                 |
| Capital                    | \$56,772           | \$0                | (\$56,772)             | \$0                | \$0                | \$0                    | \$0                | \$0                       |
| Other                      | \$338,167          | \$353,791          | \$15,624               | \$364,000          | \$364,883          | \$11,092               | \$362,720          | (\$1,280)                 |
| <b>Total Before CIP</b>    | <b>\$1,048,589</b> | <b>\$941,661</b>   | <b>(\$106,928)</b>     | <b>\$985,384</b>   | <b>\$960,917</b>   | <b>\$19,256</b>        | <b>\$983,836</b>   | <b>(\$1,548)</b>          |
| Percent Change             | 9.91%              |                    | (10.20%)               |                    |                    | 2.04%                  |                    | (0.16%)                   |
| Capital Improvement Plan   | \$455,859          | \$685,623          | \$229,764              | \$200,000          | \$200,000          | (\$485,623)            | \$290,000          | \$90,000                  |
| <b>Total</b>               | <b>\$1,504,448</b> | <b>\$1,627,284</b> | <b>\$122,836</b>       | <b>\$1,185,384</b> | <b>\$1,160,917</b> | <b>(\$466,367)</b>     | <b>\$1,273,836</b> | <b>\$88,452</b>           |
| Percent Change             | 0.90%              |                    | 8.16%                  |                    |                    | (28.66%)               |                    | 7.46%                     |
| <b>Number of Positions</b> | <b>5.00</b>        | <b>5.00</b>        | <b>0.00</b>            | <b>4.00</b>        | <b>4.00</b>        | <b>(1.00)</b>          | <b>4.00</b>        | <b>0.00</b>               |

**2008 Significant Changes:**

- A \$5 charge on each ton of coal transported by rail was added during 2007. This fee will be restricted for repairs to crossings, ties, and rail systems
- 

**2009 Significant Changes:**

- **Personnel Services:** Railroad Administrator position was budgeted but never filled during FY 2009.
- Complete US 63 overpass construction

**2010 Significant Changes:**

- **Personnel Services:** (1) vacant Railroad Administrator position was deleted due to budget constraints.

**2010 Estimated Spending:** 97.52%

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- 

**2011 Significant Changes:**

- Consolidate ownership of intermodal building with property.
- Lease building to Transload Facility.

**Additional Information:**

- During FY 2011 the focus will be on
  - Business Loop 70 Crossing Upgrade
  - College Avenue Crossing Upgrade
  - Facilitation of dinner train operation
  - Integration of Transload Facility in COLT Services.