City of Columbia
Adopted Budget

FY 2002
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BUDGET MESSAGE

July 26, 2001

Honorable Mayor and City Council
City of Columbia, Missouri

In accordance with Columbia's City Charter, I am pleased to submit the 2001-2002 City Manager's budget and budget message. The budget provides the single most important document for the City Council to adopt in a given year as it provides necessary funding for city services, programs, and Capital Improvement Projects. Our dedicated staff will be working as a team with the financial resources in this budget, the many volunteers of our city, and gifts and donations, to continue our city as a progressive award winning city.

The budget includes a statement of programs and priorities; a description of each department, department objectives, highlights/significant changes; and comparative data and performance measurements. This balanced budget is a financial plan which helps implement issues included in our statement of programs and priorities.

OVERVIEW

Columbia is a full service city of 84,531 population (2000 Census) that operates under the Council-Manager form of government. The City Council is made up of a Mayor elected at large and six Council members elected from wards all for three year staggered terms.

The budget includes four basic types of funds: General Fund, Enterprise Funds, Internal Services Funds and other "Special Funds". Because Columbia is a full-service city, this budget may be larger than many cities of comparative size and will indicate a larger number of specific accounts for each operation. Some of the larger enterprise funds include electric, water, wastewater, storm water, parking, solid waste, recreation services, transit and the regional airport. City operations include several internal service fund activities that support other departments, such as information services (computers), utility customer services, fleet operations (central garage), and custodial and building maintenance services.

BUDGET PROCESS

The City Manager's budget must be submitted at least 60 days prior to the beginning of each budget year which begins October 1. Our goal is for the Council to submit any amendments to the budget for adoption of the budget during the second regular Council meeting in September. The charter provides that the Council shall hold public hearings on the budget as submitted, at which time all interested persons shall be given an opportunity to be heard. The charter also provides the Council adopt the budget by majority vote no later than the last Monday of the month preceding the last month of the budget year (September),or the budget submitted by the City Manager will be effective.

The City Council has planned work sessions to review the budget, and conducts several public hearings for public input prior to adoption of the budget.

Revenues for Total Budget

Major revenue sources for the total budget are generated from Enterprise Operations fees (electric, water, solid waste, wastewater, etc.), which are approximately 47.5% followed by Sales Tax 14.5% and smaller percentages from other sources. Our fees remain competitive as evidenced by surveys and other indicators. This budget includes scheduled fee increases for the Water Utility, Solid Waste Operations, Parking Utility and other minor rate adjustments. (The Parking Utility Rate increase was initially proposed in FY 2001 but removed before the FY 2001 budget was adopted.) Sales Tax Revenues are showing a growth rate of 11.9%. This large increase is due to enacting the Parks Sales Tax, which was only collected for 5 months in FY 2001. The actual growth rate of Sales Taxes is projected to be 2.25% for FY 2002.

Overall Gross Receipts Tax is increasing at 2.7% which includes the Hotel Tax dedicated to the Convention & Tourism Fund. The Gross Receipts Tax used to fund General Fund activities only increased 0.6%. The substantial rate increase for natural gas has allowed the growth rate in Gross Receipts Tax to remain stable for FY 2001. However, the decreasing rate of growth caused by deregulation continues to be a concern. PILOT from the Water & Light Department to the General Fund is projected to increase 4.4%. This is higher than previous years primarily due to the increase in water rates and the increasing number of customers.

Overall transfers are up 38.7%. This is primarily due to the increased number of operating transfers required to account for the newly enacted Local Parks Sales Tax support for debt, capital improvements and operations. There is also a 90.5% decrease in Lease/Bond Proceeds due to budgeting of Certificates of Participation (COPs) proceeds in FY 2001 for the Public Building Expansion and 1999 One-Quarter Cent Capital Sales Tax projects.

Expenditures for Total Budget

The overall expenditures shown for all funds total $234,835,733; as compared to the amended FY 2001 amount of $228,762,528, an increase of 2.7%. The overall operating budget is $145,328,636, up 5.1% from amended FY 2001. This increase is larger than previous years due to the addition of operating expenditures for the new Fire Station #8, new Recreation Center, and a large increase in sworn Police officers.

Capital outlays (equipment, etc.) are shown at $5,284,985 as compared to $7,085,755 for amended FY 2001. This is primarily due to approximately $2.7 million in mid-year adjustments in Police, Parks and Recreation, Electric, and Solid Waste. The Parks and Recreation budget amendment was for "catch up" equipment purchases from the newly enacted Local Parks Sales Tax in the amount of $465,650. The change from adopted FY 2001 is $313,994 or a 6.3% increase.

A four year replacement policy for personal computers is being implemented and "business class computers", which cost less than $1,000 each, are being used where feasible. This budget includes

the replacement of 122 computers in accordance with this four year replacement policy for a cost of over $179,000. We feel this program will be more cost effective with less calls for support personnel. Other computer related equipment approved total $348,000.

Capital Improvement Projects - All Funds

Capital Improvement Projects (CIP) for all funds decreased from $41,499,342 in FY 2001 to $35,998,532, a decrease of 13.3%. The FY 2001 total included amounts for the projects which were approved by voters on the November 1999 One-Quarter Cent Capital Sales Tax ballot issue. This includes $10,500,000 for construction of a Recreation Center and over $2,000,000 for the new Fire Station and related equipment. The Water Utility is planning a substantial increase in their capital plan while the Electric Utility is planning a substantial decrease. More details of CIP plans and funding are shown elsewhere in this document.

PERSONNEL

Our full service city has 1,106 permanent positions with total personnel services being a major budget item, particularly in the General Fund where it is about 66% of the budget. It was necessary this year to add personnel for the opening of two major facilities, the new Fire Station and Recreation Center, and a major increase in Police personnel is included. The budget strategy discussed at retreat assumed an overall personnel cost increase, before adding the new employees for these new facilities, of 5%. This budget includes approximately 4% for current personnel, a decrease in costs of 1% due to the reduction in pension contribution rates and retirement of some long-term employees, and an increase of 2.6% for new personnel, for a total increase of 5.6%. This is above the percentage increase that was shown for FY 2001 budget, but down from previous years' increases of 6.5%. It has been the practice of the City to hold the growth in new personnel to the growth rate of the City's population, previously thought to be 1.5% annually. New census figures indicate actual annual growth has been 2.2% annually. The total number of new employees is comparable to the growth rate of our City.

This budget includes a 2.5% COLA and a normal 2% merit or $.27 cents per hour increase whichever is higher. The only additional benefit added was to increase the safety award from $25 to $50. This award will be given as a separate check rather than as a savings bond as in previous years. There will be 5% increase in health insurance rates paid by both the city and employees. The implementation of the classification and pay plan review completed earlier this year is included. As a result, 168 employees were moved to either new classifications and/or grades. Only 12 of these employees fell below the minimum recommended pay range and were adjusted upward. No other pay adjustments were included other than those allowed by the 2.5% COLA and 2% normal merit. Nearly all employees will be eligible for a minimum 4% pay increase which will place them at the top of their grade and others will be eligible for 4.5% or more. A small amount of funds has been set aside for other enhancements requested by the labor groups. In addition to pay increases, employees' next highest priority is enhancement to the LAGERS and other retirement plans which are not included in this budget.

This budget includes 15.25 FTE's added for the opening of the new Fire Station and Recreation Center (8 Fire personnel and 7.25 in Parks and Recreation). Other personnel in the amount of 14.9 FTE's are also included. In an effort to keep up with the demands of this growing City, this budget proposes seven additional sworn Police personnel, four Water & Light personnel, two Sewer Utility personnel, one Building Maintenance position, 0.75 FTE's in the Health Department and increasing the Municipal Judge by 0.15 FTE. Additional temporary funds were added to the Police Department, Prosecutor's Office, Community Services Office and Finance Department.

HIGHLIGHTS - GENERAL FUND

The general fund shows revenues and expenditures for traditional operations and programs found in most communities such as Public Health, Safety, Planning, Public Works, Parks, etc. Subsidies are provided from the City General Fund account to those Enterprise Funds that do not provide adequate revenues from their fee structures.

As in previous years, continued emphasis has been placed on public safety and health. Also, additional funding is included in Public Works for equipment purchases deferred in the FY 2001 budget.

Key elements of the proposed FY 2002 General Fund budget are:

Revenues - General Fund

Our General Fund provides for most basic city services such as public health, police, fire, parks, etc. Major General Fund sources of funding include Sales Tax 30%; payment in lieu of tax (PILOT) from electric and water 15%; Property Tax 8%; Gross Receipts 7%; grants and others. Property Tax Revenue to the General Fund is increasing (40.6%) even though the overall rate will remain constant at $.41. This is due to the early repayment of General Obligation Bonds and the shifting of the Property Tax levy from the Debt Fund to the General Fund. It should be noted the $.41 General Fund levy is still $.04 below the maximum the Council is authorized to levy for city operations. A major concern is the decreasing rate of growth in Sales Tax Revenues, which not only affects the General Fund, but also our Transportation, Parks, and Capital Improvement Funds.

- Total resources are $49,709,160 which is a 5.5% increase over estimated FY 2001. General Fund budgeted revenues include a transfer of $2,163,003 from the projected unused fund balance of FY 2001. This is $1,110,500 more than was available in FY 2001 but in line with previous years' transfers which have ranged from $1.0 million to $2.4 million over the past ten years.

- Resources, excluding appropriated fund balance, are projected at $47,546,157 which is $1,480,656 more or a 3.2% increase from estimated FY 2001.

- The primary source of this increase is a transfer of $1,204,740 in Property Tax Revenue. The City has fully funded its Debt Service requirements on its General Obligation Bonds. The $.10 levy for debt is no longer needed to service and will be levied for Operations. These funds were

- programmed in the City's five year capital planning process to fund the increased operational costs of the new Fire Station and to support Public Building Expansion needs of the City.

- Sales Tax Revenue is projected at a growth rate of 2.25% to generate $322,000 over estimated FY 2001. The projected rate of increase in Sales Tax is down from previous years.

- Total Gross Receipts Tax is projected to grow at only 0.6% over estimated FY 2001; however, this increase is $799,187 over the FY 2001 budget amount due to the increased revenue from natural gas rate increase. Telephone, electric and CATV receipts are expected to be remain stable.

- Transfers in from other funds are decreased by approximately $500,000, mainly due to the decreased transfer in from Parks Sales Tax. FY 2001 budget was amended to include $524,464 in Parks Sales Tax for "catch-up" capital purchases and the hiring of additional personnel. The FY 2002 budget includes a $200,000 transfer of Parks Sales Tax, which is not quite sufficient to cover the increase in the Parks and Recreation budget. Therefore, $148,842 more of other General Funds will be used to support Parks and Recreation than in FY 2001.

Expenditures - General Fund

- Expenditures are projected at $49,708,660, up 6.8% from the amended FY 2001 budget.

- Capital additions are $1,633,007, up $475,910 over adopted FY 2001; however, are down $136,510 or 7.7% from amended FY 2001. This decrease is due, in large part, to the one time "catch up" budget amendment for Parks & Recreation Equipment of $465,650. This amendment was funded with Parks Sales Tax money approved by voters during FY 2001.

- Our Fund balance is projected at 16%, the Contingency Fund has been set at $100,000 and $75,000 is shown for Council Reserve. The Council may want to specify uses for all or part of these amounts in the Council adopted budget.

- Funds for social assistance programs and art activities show a 2.0% increase as discussed with the City Council prior to beginning the budget process. The Council may want to consider increasing this to 3% from the Council reserve.

- Subsidies to other funds have decreased slightly from the FY 2001 amounts. The subsidies are as follows:

Operation	FY 2001	FY 2002	% change
Recreation Services	$1,500,000	$1,500,000	0% increase
Cultural Affairs	239,000	239,000	0% increase
Volunteer Services	132,000	128,000	3% decrease
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	$1,871,000	$1,867,000	

- The Fire Department's overall budget is increased by 9.8% , primarily due to the opening of the new Fire Station #8 which added approximately $590,000 or 6.8% to their budget. Capital additions also increased in excess of $81,000. It should be noted that FY 2001 capital additions were reduced substantially due to budget constraints. Capital additions include a vehicle for the Fire Marshall Division, replacement of a transmitter, combustible gas monitors, and AirPaks. Our actuaries calculated a large decrease in the City's contribution rate for firefighters' pension. This rate decrease is not anticipated to remain low for the FY 2003 budget because it was due to the large number of firefighters who waited to retire until after the pension enhancement was adopted during FY 2001. A large number of retirements have occurred since this enhancement was adopted and will increase the City's pension contribution rate for FY 2003. Therefore, while the rate used for FY 2002 budget purposes was lower than the FY 2001 rate, the FY 2002 contribution rate is higher than the rate recommended in the actuarial report to lessen the effect on the FY 2003 budget.

- The Police Department's overall budget increased 7.7% for FY 2002. Total supplemental requests, including personnel, are up $312,520 from FY 2001. This includes the addition of six police officers, to be assigned to patrol, and a police detective, for a total of seven. Additional temporary help was also added. Fleet replacement includes 22 patrol vehicles, two vans and two detective cars, all of which have in excess of 100,000 miles. There are also two additional receivers budgeted to enhance radio communication. The Police Department is proposing to replace one-half of their handguns and 24 bullet proof vests which increased their supplies account by over $75,000. Major renovation work should be completed on the Police building this year.

- The increase in police and other enforcement activities made it necessary to increase the Municipal Judge's position from 0.75 FTE to 0.90 FTE and to increase funding for a part-time temporary prosecutor. Additional overtime was added in Municipal Court to allow for the entry of warrants into the MULES system and $5,100 was added to install shutters in the court room to protect the mural painting on the wall.

- Supplementals totaling $64,165 in JCIC and Emergency Management have been proposed for computer equipment and software.

- Health Department includes the addition of .5 FTE Environmental Health Specialist, .25 FTE ASA I, and $6,000 in temporary salaries to respond to the increasing demands of the Neighborhood Response Team and enforcement of the newly proposed nuisance ordinance. The Health Department will be replacing a number of computers this year per the four year computer replacement policy, as well as adding work stations in Nursing and WIC. Plans call for moving the Health Department to the vacated Nowell's store as soon as renovation work is complete.

- Parks and Recreation General Fund budget increased 11.4% over the adopted FY 2001 budget; however, is down $226,110 from the amended FY 2001 budget. A mid-year budget amendment added $465,650 in "catch up" capital additions (equipment). No new personnel

- were added in FY 2002, since two positions were added mid-year FY 2001 with the Parks Sales Tax amendment, as well as one other additional position.

- The increase in the total budget for Public Works General Fund is $491,968 or 7.8%. However, operating expenditures are increasing $233,473 or 3.9%. Capital equipment is increasing $258,495 and includes replacing a street sweeper, two tandem dump trucks, and six vehicles. One inspector, who is dedicated to the Neighborhood Response Team, has been moved to the Planning Department, to better coordinate these activities. Funds in the amount of $50,000 have been added to the Street Department budget for landscaping and maintenance of planters and right-of-way. Most of this work will be contracted or completed by Parks and Recreation staff.

- The overall Planning Department budget, including CDBG funds, is increasing 17.1%. The General Fund portion is only increasing 3.7% due to the allocation of costs to Community Block Grant eligible activities. General Funds in the amount of $25,000 have been added to better respond to neighborhood clean up needs identified by the Neighborhood Response Team. It is also planned to use more CDBG funds where eligible. One Housing Inspector was transferred from Public Works to this department and is funded from CDBG.

- City general non-departmental expenditures are increasing $897,559. A transfer in the amount of $116,830 will go to the Debt Service Fund for the portion of the Certificates of Participation issued for Public Building Expansion. A transfer in the amount of $696,170 will go to the Capital Projects Fund for projects related to City Hall Expansion and Public Building (Major Maintenance and Renovations).

BUDGET HIGHLIGHTS - ENTERPRISE FUNDS

Combined budgets for all enterprise fund operations show projected revenues for FY 2002 at $109,661,242 and expenses at $100,958,544 for a net income of $8,702,698. These funds are used for capital items and Capital Improvement Projects.

- Electric Utility projected revenues are $67,792,336 with expenses of $60,504,560 for a net income of $7,287,776. No rate increase is being proposed for FY 2002. A total of $1,382,089 is shown as capital supplemental expenditures which include the replacement of equipment and major maintenance and upgrading of a variety of facilities including the power plant. Four new positions are included in this fund, a Utility Engineer II, Engineer Aide III, Meter Reader and Utility Service Worker II. The cost of the Meter Reader and Service Worker will be pro-rated with the Water Utility.

- Water Utility projected revenues are $11,297,089 and expenses of $10,706,358 for a net income of $590,731. The 2% rate increase planned in the Revenue Bond ballot issue will be implemented this year. Minor increases for connection fees ($355-$360) and temporary relocation of residential service drops are included. Capital supplemental requests approved for this budget total $411,779. This is primarily for the replacement of existing equipment and major maintenance on a variety of facilities. A pro-rated portion of a Meter Reader and

Utility Service Worker is shown. Planning is underway to expand the Water Treatment Plant ($8.4 million); the south reservoir ($2.1 million); pump booster station in northeast Columbia ($1.6 million) and two additional wells ($1.0 million). It is anticipated a Revenue Bond ballot issue will be required in the near future.

- Railroad Utility projected revenues are $451,000 with expenses of $556,624 for a net loss of ($105,624). Since the railroad provides direct benefits to the electric utility (primarily coal hauling), we have been transferring $50,000 per year from the Electric Fund to the Railroad Fund. We are recommending that this transfer be continued on a year to year basis to assure a solid financial backing for the railroad. Staff believes the railroad continues to be an essential part of our overall, balanced transportation system and important to the economy of our community. Supplies used city-wide are being shipped by rail, providing competitive transportation alternatives. Several major railroad users are major customers of utilities and also continue significant PILOT funding to the General Fund. There is an adequate fund balance without additional transfer into this fund.

- Public Transportation (Transit) has projected revenues of $2,855,335 and expenses of $2,743,003 for a net income of $112,332. Transportation Sales Tax Funds are being used to provide an operating subsidy of $1,600,000, the same amount as FY 2001. One major budget issue in the CIP is the lack of funding for the local match on the Wabash Station (bus transfer point). A Master Plan for improvements has been completed. This budget also does not include the $6,000 necessary to provide handicap bus service to Council meetings or additional bus routing, which the Council may want to consider.

- Airport has projected revenues of $1,075,129, which includes a subsidy of $554,000 from Transportation Sales Tax and expenses of $1,272,786 for a net loss ($197,657). Supplemental requests of $9,000 are recommended for the replacement of a lawn tractor. Future budget issues for this fund include the status of implementing the master plan, possibility of reducing safety staff and the substantial subsidy from the Transportation Sales Tax. However, it should be noted that this fund still has a good working capital position.

- Wastewater Utility (Sanitary Sewer) has projected revenues of $7,625,500 and expenses of $6,853,104 for net income of $772,396. A 3% rate increase was implemented in June 2001. There is no rate increase proposed for FY 2002. One additional Wastewater Treatment Operator and one Utility Maintenance Mechanic are proposed for FY 2002. Capital supplemental requests of $347,398 include replacement of a 1989 sewer jet cleaner, three vehicles and a sludge injector mixer. Major construction projects are being completed (trunk sewers, wetlands, pumping station), and several more are being planned, including the Lake of the Woods area. Planning for a future Revenue Bond Issue will need to be considered.

- Parking Utility has projected revenues in the amount of $2,009,863 and expenses of $1,775,141 for a net income of $234,722. A rate increase that was planned for FY 2001 will need to be implemented with the FY 2002 budget. After much discussion with the Special Business District Board, a proposal for rate increases has been developed. This rate increase includes raising most meters from $0.20 and $0.25 to $0.30 per hour, increasing 24 minute

meters from $0.25 to $0.50 per hour, and increasing meters on campus to $0.50/hr. to match the rate charged by the University. The SBD also recommended extending operating hours to 9:00 p.m. Monthly garage permits are recommended to increase $10 per month except for uncovered spaces which will only increase $5.00 per month. The CIP includes $39,000 to improve the surface lot at 5th and Cherry and add additional parking spaces.

- Solid Waste Operations (Refuse) has projected net income before depreciation of $586,715. Total revenues in the amount of $9,757,915 and expenses, including depreciation, of $10,329,828 are projected. A rate increase of $0.45 is needed to implement the City's recycling program, provide funds for maintenance and storage buildings, and construction of a resource recovery structure to handle our blue bag program. Solid Waste capital supplemental requests of $920,248 include equipment replacements for landfill excavating equipment at a cost of $435,000, a tandem axle rear load vehicle, a tandem axle front-loader vehicle and other various equipment. Major improvements costing about $3 million are planned at the landfill including the opening of a new "cell" which will add capacity. The estimated life of the landfill is 50-75 years.

- Storm Water Utility has projected revenues of $1,240,000 and expenses of $855,812, for net income of $384,188. No new personnel are included in this year's budget proposal. Supplemental capital requests total $20,000. Several major projects are planned and shown in the CIP. The City will continue toward finalizing new storm water regulations to meet EPA requirements and be community acceptable.

- Recreation Services Fund includes only the Recreation Services Division of the Parks & Recreation Department. This fund has projected revenues of $5,557,075, expenses of $5,361,328, and a net income of $195,747. Revenues include $1,500,000 from the General Fund and $306,568 from Parks Sales Tax to support operations. An additional $203,432 in Parks Sales Tax Funds are transferred in to purchase capital equipment for a total transfer from Parks Sales Tax of $510,000. The debt and operating activities for three months of the Recreation Center are also included for FY 2002. Debt payments will be made from a transfer in of 1999 One-Quarter Cent Capital Sales Tax receipts. A total of 7.25 FTE's have been added to this budget for the new Recreation Center. Minor fee increases are proposed in the areas of adult softball, adult volleyball, day camp, and youth activity fees. Fee rates will need to be adopted for the Recreation Center.

HIGHLIGHTS - INTERNAL SERVICE FUNDS

Internal Service Funds provide necessary services to support departmental operations throughout City government and receive revenues from those accounts and investment earnings. Combined budgets for all programs and projects operated as Internal Service Funds show projected revenues for FY 2002 of $17,899,863 and expenses at $20,039,594 for a net loss of ($2,139,731). The majority of this loss is due to a planned use of accumulated retained earnings in the Information Services Fund, Employee Benefit Fund and Self-Insurance Fund.

- The Utility Customer Service Division (UCS) of the Finance Department (formerly Utility Accounts and Billing) is projecting a net income of $109. Staff will continue the billing

improvement process to include expanded use of the internet and phone systems. Funds have been included to promote new features offered such as Budget Billing and web based services. A supplemental request has been included in the amount of $95,000 to replace old equipment.

- Information Services (Data Processing) is projecting a net loss of ($211,469). This is a planned use of available funds. Capital supplemental requests of $186,677 are included. A high priority for the I.S. Department is ensuring a smooth rollout of E-government services over the next few years. This will be accomplished by upgrading our current network infrastructure as well as creating a secure, expandable platform of web based services.

- The Public Communications Fund is projecting a net income of $27,625. This Internal Service Fund provides printing, copying and mail services to all city departments. Funds in the amount of $50,000 were added to enhance the City's public relations and communication efforts through contractual services.

- The Fleet Operations Fund (Vehicle Maintenance) is projecting an operating loss of ($29,140). Labor rates charged to departments were not changed for FY 2002. There is an adequate fund balance for this budget year.

- Employee Benefit Fund is projecting a net loss of ($820,358). This is a planned use of accumulated fund balance. A 5% rate increase in the health insurance rates is recommended this year. Contractual administrative fees have increased substantially (over 30% in some areas). Staff will be reviewing options for ways to reduce these fees.

- Self-Insurance Reserve Fund is projecting a loss of ($1,107,111). Funding from city departments was increased by 2.5% for FY 2002 and can be anticipated to increase in future years. Staff has projected revenues and expenditures for the next 10 years and this fund will be able to meet its obligations.

- Custodial & Building Maintenance Funds is projecting a net income of $613. One new Maintenance Mechanic is proposed.

OTHER FUNDS

- The Office of Volunteer Services was established in FY 1997 to expand volunteer services and to develop a formal City Trust Fund. Significant programs have been initiated utilizing services of many community volunteers. Programs such as Park Patrol, Adopt-A-Spot and several others have provided significant resources for projects and programs that would have not otherwise been initiated. A new City Trust was developed and implemented, and a new 501(c)3 has been authorized by the Council. A City Check Off program, "Share the Light", to be collected through the utility billing system is being implemented and more emphasis is being placed on the City Trust Program. Additional funds are included to emphasize marketing activities in this office.

- The Office of Cultural Affairs budget for FY 2002 has decreased a total of 3.5% due primarily to turnover in personnel. Funding for the arts agencies include a 2% increase. Several "1%

Percent for the Arts" projects have been completed and several more are planned including the Recreation Center and new Fire Station.

- The budget for Convention and Tourism decreased a total 1.6% for FY 2002. The Operations budget increased 9.75% and includes $13,190 in supplemental requests for Housing Software to track hotel reservations for conventions and a LCD projector for presentations. Appropriation of Tourism Development funds (the 1% of the Hotel Tax increase reserved for special projects) is reduced to $100,000 from $211,250 appropriated in FY 2001. The balance of Tourism Development Funds on hand at the end of FY 2002 is projected to be approximately $588,000. A partnership for expanding office space with the Chamber of Commerce and REDI Corporation is underway.

- Other Special Revenue Funds are included to show the receipt and disbursement of special taxes for their designated uses. These include the Public Improvement Fund, Special Road District Tax Fund, 1999 One-Quarter Cent Capital Sales Tax Fund, Transportation Sales Tax Fund and Parks Sales Tax Fund.

DEBT SERVICE

Included in this budget is the City's debt service schedule for its outstanding bonds. The City continues to maintain an excellent bond rating of AA for its General Obligation and A1 for its Revenue bonds. The City's outstanding General Obligation Debt of $2,125,000 is well below the constitutional debt limit of approximately $202 million. The City has a history of using prudent financing methods to fund its capital needs. During FY 2001, the City issued Certificates of Participation to purchase the Stephens Lake Property and Public Building Expansion needs. It is anticipated the City will issue Special Obligation Bonds later in FY 2001 for capital needs at the landfill. Revenue bonds will also be issued late FY 2001 or early FY 2002 for sanitary sewer projects including Lake of the Woods. The second phase of Water & Electric Utility Revenue Bonds will be issued in FY 2002, as well as the second phase of Certificates of Participation for Public Building Expansion.

HIGHLIGHTS - CAPITAL IMPROVEMENTS (CIP)

The Capital Improvement section of this budget shows summaries of those projects funded this fiscal year, proposed funding for projects FY 2002, as well as those projects projected for future funding and construction (5-year plan).

The General Government CIP Plan appropriates $8,659,281 in new funds for improvements. This is up from $7,832,247 in FY 2001. The total amount available, including prior year appropriations, is $11,714,441 for FY 2002.

General Government CIP is increasing $827,034 in FY 2002. Streets and Sidewalks is $762,540 less than FY 2001. Some projects have been moved to FY 2003 and FY 2004 in order to meet the cash flow constraints of transportation funding sources. Fire Department projects are $1,450,600 lower

than FY 2001 due to the Fire Station #8 project programmed in FY 2001 and being completed. Parks projects are $428,165 higher due mainly to the programming of Stephens Lake property development. Other General Government projects are $2,612,009 higher mainly because of projects related to Public Building Expansion (including the Nowell's property). As per the financing plan presented to Council in 1999, approximately $800,000 of the Property Taxes shifted from the G.O. debt levy to the General Fund are being transferred to the CIP to fund these projects. A high priority project is City office space. The Mayor's committee, working with City staff, should present an expansion plan this year.

The Enterprise Fund CIP appropriates $27,242,251 in new funds for improvements. This is down from $33,667,095 in FY 2001. The total amount available, including prior year appropriations, is $34,571,451 for FY 2002.

Enterprise capital projects are $6,327,844 lower than the FY 2001 appropriation. This is due mainly to the Recreation Center project of $10,500,000 that was programmed for FY 2001. Water Utility projects are in excess of $11 million over the FY 2001 level. This is due to the major expansion at the Water Treatment Plant and transmission system projects. Electric Utility is appropriating $7,033,700 less in new funds; however, they are programming approximately $3.5 million in previously appropriated funds for projects. Transit expenditures are projected to be $2.4 million lower due to the buses that were purchased in FY 2001.

Our continued emphasis is maintaining the facilities and infrastructure we have, upgrade in our older neighborhoods, and construct new infrastructure needed for a growing community. New funding for major projects for next year include:

General Government Projects

Streets & Sidewalks Projects:
- Green Meadows Road to Southampton Connector - $1,738,500
- Blackfoot Road Rt E North - $1,139,000
- Garth Avenue: Thurman to Bear Creek & Bridge over Bear Creek - $528,000
- Lemone Industrial Blvd. North to Stadium Blvd. - $400,000

Parks & Recreation Projects:
- Stephens Lake Park - $950,000
- Providence Road/Stewart underpass for the trail - $228,300
- MKT Parkway Improvements and bridge repair - $100,000

Fire Projects:
- Replace 1983 #1250 GPM pumper apparatus - $482,000
- Replace 1991 rescue squad - $297,000

Other General Government Projects:
- Public Health Clinic (City/County split) with prior year appropriations - $2,232,000

- Downtown special projects - $60,000

Enterprise Projects

Electric Projects:
- Underground feeder to McBaine - $1,300,000
- Power Plant Office/ Maintenance Building - $250,000

Water Projects:
- Water Treatment Plant addition (8 million gallon) - $8,400,000
- Two million gallon South Reservoir - $2,100,000
- Northeast booster station - $1,600,000
- Drill wells #15 and #16 - $1,000,000

Sewer Projects:
- Upper Grindstone Outfall, Lake of the Woods - $3,400,000
- Centrifuge Replacement at Waste Water Treatment Plant - $1,305,000

Storm Water Projects:
- Bicknell to Ash to Walnut to Hirth - $410,000

Solid Waste (Refuse) Projects:
- Landfill Cell #3 (Design, Construction and Construction Management) - $2,500,000

ADDITIONAL CONSIDERATIONS

The General Fund budget is prepared to provide the Council an additional expenditure of $75,000 without reducing the fund balance below our guideline of 16% or reducing expenditures as shown in the budget. Listed below are items not included in the budget that the Council may want to consider during the budgeting process. Several of these were suggestions Council persons wanted to review and consider at budget time.

- Handicap Bus service for Council meetings ($6,000).
- Current level of funding for Arts and Social Services is 2% - consider increasing to 3% ($690, $7600).
- Additional funding for nuisance abatement activities ($5,000).
- Grants Administration/Enhancement (additional $40,000).
- Consider pedestrian crosswalk signage - i.e. education campaign, flourescent signage etc. ($17,000).
- Review funding to determine placing Defibillators in public buildings and public campaign - amount to be determined.

- Department Directors - review ways to reduce increases in personnel costs, e.g. utilize handheld devices in the field - amount to be determined.
- E-Government Director, recommended by Council Committee ($61,155).

NOTE: It would have been desirable to address employees' request to enhance retirement benefits; however, there is a question of adequate revenues.

NEW/INCREASED INITIATIVES BUDGETED

- Added significant funding for public safety for Police and Fire Departments.
- Budgeted $50,000 for maintenance of planters for right-of-way.
- Budgeted $25,000 General Funds to supplement CDBG funds for clean up for the Neighborhood Response Team.
- Budgeted $50,000 in Public Communications to address public relations and communication needs.
- Developed Enhancements to the Nuisance Ordinance - increased temporary salaries by $6,000 in Health Department to step up enforcement.

FUTURE ISSUES

- Future issues include reviewing our financial base. Important for our budget is the lower rate of Sales Tax and Gross Receipts Tax increases, taxes our city heavily relies on. Internet and out-of-state catalog purchases allow buyers, in many instances, to bypass local Sales Tax. Delivery of items purchased through internet have a cost to local government similar to those who pay local Sales Taxes, yet they do not pay these local taxes to support police, fire, street construction/ maintenance, etc. Our city may want to reconsider the Local Use Tax as a new source of revenue. This tax is referred to as a "Fairness Tax" since it would require outside purchases delivered to Columbia to pay the same tax as local merchants.

- Electric deregulations are being proposed which could have an additional adverse effect on both our Utility and General Fund through reduced PILOT payments. Deregulation has already allowed natural gas users to buy direct, bypassing our local supplier and thus avoiding Gross Receipts Tax. Also, new state and federal mandates can significantly add to costs, such as new state permit fees and EPA storm water requirements.

- Annexation - It is important that our city continue to plan for the orderly and timely expansion of our city limits. In addition to our current policy of voluntary annexation, the Council has directed staff to prepare a plan for voter initiated annexation. Future budgets will need to address those areas annexed.

- Future Partnerships - Our city will need to continue to partnership on projects and programs with other governmental agencies and private sources. A successful example is the US 63/Vandiver highway interchange with the city, county, state and private developers cooperating to jointly

fund this project. These types of projects will become more important as the community addresses roadway, storm water management and other types of projects and programs.

- I-70 alternatives and its impact on our community. This project can have a significant economic impact, and will need to continually be monitored.

CONCLUSION

Columbia has potential resources to continue to be an award winning city. Our property tax is relatively low, our utilities (water, electric, solid waste, sewer) are competitive. Our sales tax rate has been increased and payment in lieu of tax from our Water & Light Department is increasing with new customers. This budget continues to improve our highly ranked quality of life.

Our city remains fiscally sound as evidenced by our bond ratings and the interest rate paid for money borrowed. This budget is balanced with an adequate contingency account, meets our 16% General Fund guideline, and provides funds for Council additions to this budget without adjusting proposed revenues or expenditures. The budget strategy discussed with the Council at the annual retreat was used as a general guide for preparing the budget. It provides necessary financial resources for the next fiscal year and beyond. Adoption of this budget provides resources to meet the basic needs of our community and many of our highest priorities for a progressive city.

During the City Council review process, City staff and I will be happy to provide additional supporting information to assist the Council in finalizing the budget process.

I want to personally acknowledge policy guidance provided by the Council, input provided by Boards and Commissions and residents and the work of all City staff, particularly the Finance Department, who assisted with the preparation of this budget.

Respectfully submitted,

Raymond A. Beck, P.E.
City Manager

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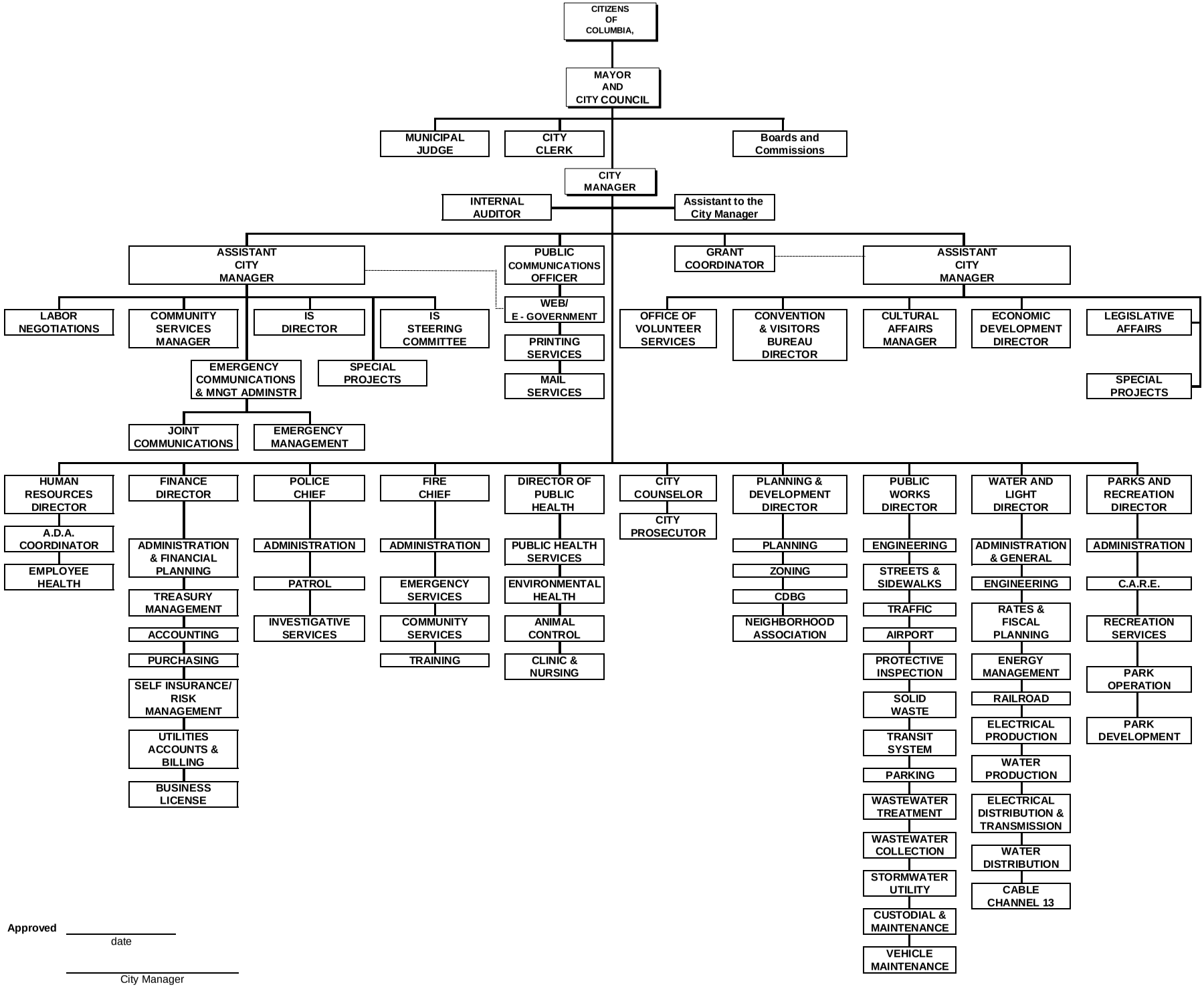
FUNCTIONAL ORGANIZATIONAL CHART - CITY OF COLUMBIA, MISSOURI



Approved _____
date

_____
City Manager

CITY OF COLUMBIA, MISSOURI
DEMOGRAPHIC STATISTICS

History of Columbia:

Osage and Missouri Indians roamed parts of Missouri prior to Lewis and Clark's expedition which took place in the early 1800's.

The settlement currently named Columbia was called Smithton. However, due to a lack of water supply, the establishment moved the settlement east across the Flat Branch and renamed it Columbia in 1821. The City of Columbia was organized in 1892 and became incorporated in 1949. Columbia is a growing city and currently takes up 53.3 square miles of land.

Government:

The City of Columbia has a council/manager form of government. The mayor and 6 council members are elected by the citizens of Columbia and serve as non-paid members for 3 years with staggered times of service. The City Manager reports to the Mayor and is considered the Chief Administrator. Department Heads for all municipal functions report to the City Manager.

Culture and Recreation:

Columbia has big city entertainment and a great appreciation for all the arts ranging from international opera and ballet companies to modern music superstars. For the sports minded person you'll find many fun activities and ways to keep in shape no matter what your age.

Recreation: (Parks and Recreation 874-7460)

Athletic Clubs	18
Baseball/Softball Fields	23
Community Rec Center	Summer, 2002 - 1
Number of Pools (Private & Public)	12
Golf Courses (Municipal)	2
Golf Courses (College)	1
Golf Courses (Private)	3
Frisbee Golf Course	1
Parks (Total Acres 2,093)	40
Bowling Alleys	3
State Parks	4
Roller Rinks	1
Roller Hockey Facitlities	2
Skate Park	1
Soccer Fields	27
Tennis Courts	35
Volleyball Courts	22

Cultural Arts: (Cultural Affairs 874-7512)

Movie Theaters (24 screens)	3

Cultural Affairs (Cont)

Performing Arts Companies	13
Museums/Art Galleries	21
Festivals	2

Community:

For being a relatively small town, Columbia has "Big Town" amenities. You will find a variety of local business, several hospitals, numerous radio stations and several hotels/motels and restaurants.

Community Facilities:

Hospitals	6
Hospital beds	1,216
Hotels/Motels	26
Hotel/Motel Rooms	2,696
Churches	116
Restaurants	600
Shopping Centers	15
Shopping Malls	1

Communications:

Newspaper (daily)	2
Newspaper (biweekly)	2
Radio Stations	15
TV Stations	6
Cable TV/Satellite	2

Education:

Columbia Public Schools have national reputations. They have earned the highest possible rating in Missouri and continue to receive national honors both from the students and teachers alike. The school district graduates one of the highest percentages of Merit Scholars in the country.

Columbia also prides itself with having two private colleges and one university from which to receive extended education.

Total Public School Enrollment:	16,207
Elementary Schools	19
Middle Schools	3
Junior High Schools	3
Senior High Schools	3
Vocational Schools	1
Non-Public Schools	10
Stephens College Enrollment	800
Columbia College Enrollment	2,100
Univ. Of Missouri-Columbia Enrollment	22,280

Libraries:

Ellis Library	3 million volumes
Daniel Boone Library	400,000 volumes
Columbia College	56,000 volumes

City Streets: (Public Works 874-6230)

Paved (miles)	284.3
Unimproved (miles)	49.3

City Sewers: (Public Works 445-9427 or 874-6287)

Sewers (miles)	450

Fire Protection: (874-7391)

Number of Stations	7
Number of employees	115
Number of vehicles	31
Number of hydrants	3,800

Police Protection: (874-7506)

Number of stations	1
Number of sub-stations	4
Number of employees	162
Number of vehicles	82

Parking: (Public Works 874-7751)

Unmetered Off-Street Public Parking	1,360
Parking Meter-Street	1,500
Parking Lot Meters	315
Garage Attendant Parking	970

Airport: (Public Works 442-9770)

Airport Facilities	1
Airlines: Transworld	1

City Employees (FTE for FY 2002): 1,110.85

Local Economy:

The cost of living for the City of Columbia is generally 5%-6% below the national average. It currently runs between 94% and 95%. Columbia has an average household income per capita of $31,219. According to the Bureau of Labor Statistics (BLS) the unemployment rate for the City of Columbia for the month of July 2001 was 1.8%.

Top (5) Employers in Columbia:

University of Missouri	14,987
University Hospital & Clinics	5,156
Columbia Public Schools	2,000
Boone Hospital	1,981
City of Columbia	1,110

Sales Tax:

Sales tax in Columbia is 7.225% which has been in effect since April 2001. The tax amount includes the following:

State Sales Tax	4.225%
County General Revenue	.0.500%
County Road Tax	.0.500%
City General Revenue Tax	1.000%
City Transportation Tax	0.500%
City Capital Projects Tax	0.250%
Parks Sales Tax	.0.250%

Climate:

Annual Rainfall is approximately 39 inches per year.
Annual Snowfall is approximately 23 inches per year.
Warmest month and average (July - 77 degrees)
Coolest month and average (January - 29 degrees)
Number of sunny days 105. Number of cloudy days 166.

Utilities:

The City of Columbia is a full service city which means we provide a variety of services to the citizens of Columbia.

Electricity	Water & Light Department (874-7380)
Recycling	Public Works Department (874-6280)
Trash Collection	Public Works (874-7291)
Water	Water & Light Department (874-7380)
Sewer	Public Works (445-9427 or 874-6287)

Office of Volunteer Services: (874-7499)

There are many ways and opportunities for citizens to get involved with the community. Columbia has numerous events throughout the year that require hundreds of volunteer hours in order for the event to be successful. There are several departments within the City of Columbia that rely on the efforts of volunteer staff. In FY 2001, volunteers contributed more than 45,000 hours at a value of more than $643,500.

City of Columbia population:

1991	69,792
1992	70,490
1993	71,195
1994	74,072
1995	75,415
1996	76,756
1997	78,675
1998	80,642
1999	82,658
2000*	84,531
2001	86,391

*** Census population - other years are estimates.**

Additional Information: How to find us!

Columbia Website Address: www.ci.columbia.mo.us

City Clerk	874-7208
City Manager	874-7214
Community Services	874-7488
Convention & Visitor's Bureau	875-1231
Economic Development	442-8303
Finance	874-7111
Health	874-7347
Human Resources	874-7235
Municipal Court	874-7231
Planning	874-7239
Public Communications	874-7240

Assessed Values of Taxable Property

Fiscal Year	State Assessed Value	Real Property	Personal Property	Merchants and Manufacturing	Total Assessed Value
1981	$	$ 152,602,800	$ 21,659,906	$ 10,964,613	$ 185,227,319
1982		161,976,020	22,777,580	12,125,270	196,878,870
1983		170,276,520	29,725,090	12,727,690	212,729,300
1984		176,734,020	28,509,350	14,253,470	219,496,840
1985		183,290,150	29,237,778	17,440,221	229,968,149
1986		339,840,855	33,851,118	0	373,691,973
1987	1,338,551	342,290,535	43,324,405	0	386,953,491
1988	1,715,408	361,656,050	51,388,759	0	414,760,217
1989	1,990,592	370,597,525	57,361,333	0	429,949,450
1990	1,812,921	383,390,609	61,141,940	0	446,345,470
1991	1,887,977	411,766,611	83,468,559	0	497,123,147
1992	1,938,774	407,491,511	88,356,108	0	497,786,393
1993	1,770,555	434,873,990	93,568,896	0	530,213,441
1994	2,050,474	470,848,862	105,520,334	0	578,419,670
1995	2,310,679	488,789,899	118,940,751	0	610,041,329
1996	3,282,682	511,620,136	128,312,503	0	643,215,321
1997	4,519,144	538,800,795	153,771,094	0	697,091,033
1998	5,101,533	657,617,565	164,951,921	0	827,671,019
1999	4,755,062	689,724,406	167,197,918	0	861,677,386
2000	5,563,914	715,241,726	177,846,482	0	898,652,122
2001	5,072,034	740,525,508	192,868,089	0	938,465,631
2002	6,486,794	805,243,754	196,647,498	0	1,008,378,046

Property Tax Rates
(Per $100 Assessed Value)

	General Fund	G.O. Bond Fund	Total Fund
1981	$ 0.64	$ 0.00	$ 0.64
1982	0.64	0.09	0.73
1983	0.31	0.09	0.40
1984	0.31	0.09	0.40
1985	0.31	0.09	0.40
1986	0.22	0.06	0.28
1987	0.22	0.32	0.54
1988	0.22	0.32	0.54
1989	0.22	0.32	0.54
1990	0.22	0.32	0.54
1991	0.22	0.32	0.54
1992	0.22	0.32	0.54
1993	0.22	0.32	0.54
1994	0.22	0.32	0.54
1995	0.22	0.26	0.48
1996	0.22	0.26	0.48
1997	0.22	0.26	0.48
1998	0.20	0.21	0.41
1999	0.20	0.21	0.41
2000	0.23	0.18	0.41
2001	0.31	0.10	0.41
2002	0.41	0.00	0.41

FY 2002 BUDGET CALENDAR

	1st & 2nd Qtr	April	May	June	July	August	Sept.	Oct.
Trend Data Prepared								
Forecast Prepared								
Initial Budgets Delivered To Departments								
Departments Work On Budgets								
Council Retreat Held								
City Manager meets With Departments								
Comparative Data Updated								
Performance Measurement Info. Updated								
City Manager's Annual Budget Document Prepared & Delivered								
Public Hearings and Department Work sessions Held								
City Council Adopts The Budget								
Appropriation Files Set Up for New Fiscal Year								
Annual Adopted Budget Document Prepared								

Preparation for the budget process begins as soon as the books are closed for the previous fiscal year. It is at this time that budget staff begins the compilation of ten year trend data. The Ten Year Trend Manual includes financial information on general government funds, enterprise funds, internal service funds, and special revenue funds. This information is generally completed by January of each year.

Budget staff reviews historical information in conjunction with the latest current year financial statement to prepare a set of forecasts. Optimistic and conservative assumptions are developed in a model which forecast general government revenues and expenditures over the next three years. These forecasts are presented to and reviewed with the City Manager so that general budget guidelines for the next year may be developed.

In late April, the guidelines established by the City Manager are provided to the various City departments with appropriate budget instructions. Departments are provided with budget expenditure and revenue worksheets along with a Budget Instruction Manual. Access to the budgeting system is also provided at this time. Budget staff conducts the necessary training sessions.

In late May or early June, before the preliminary budget numbers are completed by the departments, the City Manager conducts a Council Retreat. This retreat is attended by the Council, City Manager and Department Heads. This retreat provides an opportunity for the City Manager to present preliminary budget guidelines to the Council for their concurrence as well as to set priorities for the coming budget year. It is also a time for

departments to present major topics to the Council for their input. This process allows Council to express their views on what the priorities should be in the budget. In June, the City Manager continues meetings with department heads. Final cuts are made to balance the budget in early July. Comparative Data and Performance Measurement information is updated in the Budget Document. The City Manager's Annual Budget Document is prepared and distributed. The City Manager holds a press conference at the end of July when the City Manager's Annual Budget is released.

In August, the City Council holds budget work sessions with the City Manager, Finance Director, Budget Officer, and Department Heads to review the City Manager's Budget, individual department budgets, revenues and expenditures, and issues for the coming fiscal year. Public hearings are televised on the Local Government Cable Channel. Both the public and press are welcome to attend the work sessions and public hearings. Television, radio, and newspaper reporters keep the public informed on the status of the budget during these work sessions.

In September, the City Council continues budget work sessions and public hearings on the budget. The Budget is adopted during the month. The Finance staff makes the necessary changes and appropriation files are set up for the new year. The Annual Budget Document is prepared and distributed

In October, the new fiscal year begins.

This document includes the following Fund Types:

GOVERNMENTAL FUNDS:

GENERAL FUND:
The general fund is used to account for resources traditionally associated with government which are not required legally or by sound financial management to be accounted for in another fund.

SPECIAL REVENUE FUNDS:
Cultural Affairs Fund - used to account for monies reserved for cultural purposes. These monies are used to improve and sustain the cultural environment of the City by providing a system of support for area artists and cultural organizations.

Convention and Tourism Fund - used to account for the four percent tax levied on the gross daily rental receipts due from or paid by transient guests at hotels or motels. The revenues are used by the city for the purpose of promoting convention and tourism in the City of Columbia.

99 1/4 Cent Sales Tax Fund - used to account for the specific projects approved by the voters for a five year extension of the one quarter cent capital improvement sales tax. This tax will be effective January 1, 2001 to December 31, 2005.

Parks Sales Tax Fund - used to account for the Local Parks Sales Tax approved by the voters in November, 2000. These funds must be used for parks purposes.

Transportation Sales Tax Fund - used to account for city-enacted sales tax and expenditures for transaction purposes which include financial support of the public mass transportation system, construction and maintenance of streets, roads, bridges and airports to the extent of tax revenues.

Public Improvement Fund - used to account for and disburse monies the City receives from the city sales tax. This fund receives a portion of the city sales tax and is allocated for a wide range of public improvements to the City which includes streets, sidewalks and parks.

Special Road District Tax Fund - used to account for the road and bridge tax revenues. These revenues are used to improve, maintain, construct and repair certain streets and roads within the city limits.

Community Development Block Grant Fund - used to account for all federal monies received by the City and disbursed on Community Development Grant projects.

DEBT SERVICE FUNDS:
These funds are used to account for the accumulation of resources and payment of general obligation bond principal and interest from governmental resources and special assessment bond principal and interest from special assessment levies when the government is obligated in some manner for the payment.

CAPITAL PROJECT FUNDS:
Capital project funds are established to account for financial resources to be used for the acquisition or construction of major capital facilities or improvements.

EXPENDABLE TRUST FUND:
Contributions Fund - This fund is used to account for all gifts, bequests, or other funds derived from property which may have been purchased or held in trust by or for the City of Columbia, Missouri. The expenses for the Office of Volunteer Services are also in this fund.

This document includes the following Fund Types:

ENTERPRISE FUNDS:

Railroad Fund - used to account for revenues and expenses resulting from the operation of a railroad branch line which runs from a Norfolk and Southern main line in Centralia, Missouri to the City of Columbia.

Water Utility Fund - used to account for the billing and collection of charges for water service for most city residents. Revenues are used to pay for both operating expenses and capital expenditures to maintain these services.

Electric Utility Fund - used to account for the billing and collection of charges for electric service for most city residents. Revenues are used to pay for both operating expenses and capital expenditures to maintain these services.

Recreation Services Fund - used to account for revenues and expenses for various recreational services provided by the Parks and Recreation Department for which participants are charged fees.

Public Transportation Fund - used to account for all the expenses and revenues resulting from the provision of public transportation services by the Columbia Area Transportation System.

Regional Airport Fund - used to account for all the expenses incurred and revenues received by operations at the Columbia Regional Airport.

Sanitary Sewer Utility Fund - used to account for the provision of sanitary sewer services to the residents of the city and a limited number of customers outside the city limits. All activities necessary to provide such services are accounted for in this fund.

Parking Facilities Fund - used to account for revenues and expenses resulting from the operation and maintenance of city parking lots, municipal garages, and parking meters.

Solid Waste Collection Fund - used to account for the provision of solid waste collection and operation of the landfill.

Storm Water Utility Fund - used to account for storm water funding, implementation of storm water management projects, and provide maintenance to existing drainage facilities.

INTERNAL SERVICE FUNDS:

Employee Benefit Fund - used to account for the City of Columbia's self-insurance program for health, disability, life insurance and other employee benefits for covered city employees.

Information Services Fund - used to account for the provision of electronic data processing information services used by other city departments.

Self Insurance Reserve Fund - used to account for the reserves established and held in trust for the Special Obligation Bonds issued for the City's self insurance program, and to account for the payment of property and casualty losses, and uninsured workers' compensation claims.

City of Columbia, Missouri
Fiscal Year 2001 - 2002

This document includes the following Fund Types:

Custodial & Maintenance Services Fund - used to account for the provision of custodial services and building maintenance used by other city departments.

Fleet Operations Fund - used to account for operating a maintenance facility for automotive equipment, and for fuel used by some city departments.

Public Communications Fund - used to account for the provision of printing press, xerox, interdepartmental mail, and postage services to other city departments, Columbia On-line Information Network, a telephone information system and cable television operations.

Utility Customer Services Fund - used to account for utility accounts receivable billing and customer services provided by the Finance Department to the Water and Electric, Sanitary Sewer, Solid Waste and Storm Water Utilities.

CITY OF COLUMBIA, MO
HOW TO USE THIS BUDGET DOCUMENT

A budget is a financial plan for a city. It includes both estimates of resources available, including revenues and fund balances, and appropriations, which are the authority to spend money for specific purposes. The budget is prepared by the City Manager and adopted by the City Council after extensive public input.

The document begins with a transmittal letter (budget message) from the City Manager. This letter summarizes the contents of the budget and provides an explanation of the rationale used by the City Manager during the budget development process. The City Manager also outlines the administration's work program for the upcoming year.

In separate sections, the following information is provided:

1. **Budget Message** - Includes the Amendments to the City Manager's Budget Message, City Manager's Budget Message and the Ordinance Adopting the Budget.

2. **General Information** - Organizational Chart, Demographic Statistics, Assessed Values of Taxable Property, Budget Calendar Process, Types of Funds Budgeted, How To Use This Budget Document, Notes and Comments, Fiscal and Budget Policies, and City Manager's Priorities.

3. **Expenditure Summaries** - Includes Graphs, Overall Budget Summary, Expenditures by Fund Type, Expenditure Summaries by Funding Source, and Expenditures by Department and Category, and Fund

4. **Revenue Summaries -** Includes Graphs, Overall Revenue Summary, Revenue Summaries By Category and Funding Source, and Revenues by Fund.

5. **Fund Statements** - Summary of Operating Statement for All Funds, Revenue, Expense, and Operating Position Statements for each fund, Summary of Total Revenues and Total Expenses by Fund.

6. **Operating Budgets** - The departmental budgets, which are subdivided into divisions to account for the costs associated with specific activities or to account for the use of funds received from specific revenue sources. Department Description, Objectives, Highlights/Significant Changes, Comparative Data, and Performance Measurements are also included in this section. Organizational charts are also located in this section.

7. **Capital Projects** - Five year Capital Improvement Program for the City.

8. **Debt Service** - Information on all outstanding debt and debt service requirements.

9. **Appendix** - Community Development Block Grant, Personnel Position Summary Information, and a Glossary.

The budget document is prepared to provide information about the city, both financial and operational, from a variety of perspectives and degree of detail. The reader should first review the Table of Contents, General Information section, the Appendix, and then read the City Manager's transmittal letter. The Summary sections should then be reviewed. In the Operating Budgets Section, the specific department budgets provide the detailed information as to what purposes the city's resources will be utilized during the fiscal year. Finally, the Capital Project and Debt Service sections provide further information. When reading this document, it is useful to remember that it has been developed based on both organizational structure and financial structure.

The organizational structure is reflected in the departmental budgets which are subdivided into divisional budgets. The financial structure is reflected in the reporting of expenditures and revenues by fund. A fund is a self balancing set of accounts designed to track specific revenues and the uses of those revenues. Each fund is independent of all other funds.

NOTES AND COMMENTS

The City of Columbia is considered to be a full-service city. Thus, the budget may be larger when compared to cities with a similar population. The City of Columbia submits budgets for seven types of funds: General Fund; Enterprise Funds; Internal Service Funds; Special Revenue Funds; Trust Funds; Debt Service Funds; and Capital Projects Fund. A description of the fund types is shown in the glossary as well as in the General Information Section, pages 7-8.

Basis of Accounting\Budgeting - The budgets for the General Fund, Special Revenue Funds, Debt Service Fund, General Capital Projects, and Expendable Trust Funds are prepared under the modified accrual basis of accounting. The budgets for the Enterprise Funds, and Internal Service Funds are prepared under the accrual basis of accounting. A complete description of these two types of accounting is found in the glossary.

The FY 2002 Budget document contains detailed information concerning the dollar commitments and personnel resources required to support the varied activities and services of the City of Columbia. The FY 2001 Budget revenue and expenditure numbers appearing in this document include Appropriations, Transfers, and additional Revenues approved by the City Council from October 1, 2000 thru May 1, 2001.

Following these notes and comments are the Summary sections which provides a combined and broad overview of the City's operating funds. Next, the "Operating Budgets" section provides the reader more detailed information about individual departments. The Department Summary (Colored Pages) present the total operating budget for each department regardless of funding source. For example, if a department has both General Fund operations (Public Works-Streets) and Enterprise operations (Sanitary Sewer Utility), the operating costs of both activities will be presented on the colored summary page in order to present a total operating picture of the department. Department Description, Department Objectives, Highlights/Significant Changes, Comparative Data, and Performance Measurement information is also included on these pages. The white pages contain the budget detail for the divisions within the departments.

The Department Summary, on colored pages, contain the following sections:

Department Description - A brief description of the department and the major divisions contained in the department. This will also include any purposes set forth by the department.

Department Objectives - These include both the short-term and long-term goals/objectives set forth by the departments.

Department Highlights/Significant Changes - This outlines the planning emphasis as well as any significant or operations changes for the coming year.

Organizational Charts - These charts represent the authorized personnel in each department/division and exhibit the reporting hierarchy of each of those positions**.**

Authorized Personnel - The Authorized Personnel section presents the type and number of full-time and permanent part-time positions required in each department or division. The job code associated with these positions appears next to the position description.

Comparative Data - Provides employees per 1,000 population and other comparative information between the City of Columbia and up to five other cities of comparable size and activities.

Performance Measurements/Service Indicators - Provides performance information for Actual FY 2000, Budgeted FY 2001, and Estimated FY 2002 for each department.

The final section of the budget document is the Appendix. This section contains those activities which are non-departmental in character such as the Community Development Block Grant. This section also includes the Personnel Position Summary information and a Glossary.

FISCAL AND BUDGET POLICIES

The City of Columbia is a council-manager form of government. All powers of the City are vested in an elective Council which enacts legislation, adopts budgets, determines policies, and appoints the City Manager.

The City Manager is the chief executive and administrative officer of the city and is responsible to the council for the proper administration of all the city's affairs. The City Manager keeps the council advised of the financial condition of the city and makes recommendations concerning its future needs.

The fiscal year of the city begins on the first day of October and ends on the last day of September each year. The fiscal year constitutes the budget and accounting year.

REVENUE POLICY:

- ✦ The City will endeavor to maintain a diversified and stable revenue base to minimize the effects of economic fluctuations as well as eliminate an over dependence on any single revenue source.
- ✦ The City will project and update revenues annually. These revenue forecasts will be presented to the City Council prior to the beginning of the budget process.
- ✦ Departments submit their revenue estimates for the current year and projected revenue for the next year to the Finance Department.
- ✦ Revenue trends are to be examined monthly and incorporated into annual revenue forecasts.
- ✦ Revenue sources are not utilized by the City while legal action is pending.
- ✦ Monthly reports comparing actual to budgeted revenues will be prepared by the Finance Department and presented to the City Manager.
- ✦ Cash investments of the City shall be undertaken in a manner that seeks to ensure the preservation of capital in the portfolio.
- ✦ User fees and rates will be examined annually and adjusted as necessary to cover the costs of providing the services.
- ✦ The City will follow a policy of collecting, on a timely basis, all fees, charges, taxes, and other revenues properly due the City. The City will follow an aggressive policy of collecting all delinquencies due the City.

BUDGET POLICY:

- ✦ Between 120 and 180 days prior to the adoption of the budget, the City Manager shall prepare and submit to the Council a statement of the policy recommendations for programs and priorities which, in the opinion of the City Manager, will be of benefit to the city.
- ✦ The City Manager shall submit a budget to Council at least sixty days prior to the beginning of each budget year.
- ✦ Expenditures proposed in the budget for each department, office, or agency shall be itemized by character, object, function, activity, and fund.
- ✦ In no event shall the total amount of the proposed expenditures exceed the estimated income of the City.
- ✦ The City Council shall hold public hearings on the budget as submitted, at which all interested persons shall be given an opportunity to be heard.
- ✦ The City Council shall adopt the budget, by majority vote, no later than the last Monday of the month preceding the first month of the budget year. If the City Council does not take final action by this date, the budget will be considered effective as it was submitted.

FISCAL AND BUDGET POLICIES

- The budget shall be on record in the City Clerk's office and open to public inspection. In addition, a copy of the budget is available for view at the Columbia Public Library, University Library, University Journalism School Library, Columbia College Library, and the Stephens College Library. The budget shall also be available for viewing and/or printing on the City's website at www.ci.columbia.mo.us.

- A detailed listing of the budget calendar is found on page 5.

- The City will annually submit documentation to obtain the GFOA Distinguished Budget Presentation Award.

- After adoption of the budget, the budget can be amended via ordinance or resolution. The City Manager can submit ordinances and resolutions to the Council to increase expenditures or revenues. When the Council approves the ordinance or resolution, additional appropriations are made in the appropriate department.

- At the request of the City Manager and within the last 6 months of the fiscal year, the council may, by resolution, transfer any unencumbered appropriation balance or portion thereof from one office department or agency to another. No transfer shall be made of specified fixed appropriations.

- All appropriations shall lapse at the end of the budget year to the extent that they shall not have been expended or lawfully encumbered.

CAPITAL IMPROVEMENTS POLICY:

- The City developed a five-year program for capital improvements and updates it annually.

- The City will identify the estimated costs and potential funding sources for each capital improvement project proposal before it is submitted to the City Council for approval.

- The capital improvement program will be included in the Annual Budget. The Annual Budget will implement the first year of the capital improvement program.

FIXED ASSET POLICY:

The following fixed asset policy shall be in force commencing with fiscal year 1999. This policy is consistent with Government Financial Officers Association Recommended Practices and should be reviewed periodically and compared to recommended practices of the GFOA or other nationally recognized government finance organization.

For purposes of establishing an appropriate capitalization threshold for fixed assets the following guidelines shall apply:

- Fixed assets should be capitalized only if they have an estimated life of more than 1 year following the date of acquisition and have a purchase cost of $1,000 or more. Items which cost less than $1,000 and/or have a life of one year or less will be expensed upon acquisition.

- Purchase cost of a fixed asset includes freight, installation charges, carrying cases, adaptors and other items which are connected to the fixed asset and necessary for its operation or use.

- Fixed assets' capitalization threshold should be applied to individual fixed assets rather than to groups of fixed assets.

- A small tag with a fixed asset number will be issued by the Finance Department for all items that can be reasonably tagged (physically). Said tag will be affixed to the fixed asset until such time it is declared surplus property and properly disposed through the Purchasing Agent as required by City ordinance.

- Departments will notify the Finance Department of any change in location or loss of a fixed asset.

- Departments should exercise control over their noncapitalized fixed assets by establishing and maintaining adequate control procedures at the departmental level.

FISCAL AND BUDGET POLICIES

ACCOUNTING POLICY:

- An independent financial audit shall be made of all accounts of the city government at least annually and more frequently if deemed necessary by the City Council.

- The General Fund, Special Revenue, Debt Service, General Capital Projects, and Expendable Trust Funds will be accounted for under the modified accrual basis of accounting.

- Enterprise Funds, Internal Service Funds, and Non-Expendable Trust Funds will be accounted for under the accrual basis of accounting.

- Full disclosure will be provided in the financial statements and bond representations.

- The City will annually submit documentation to obtain the Certificate of Achievement for Excellence in Financial Reporting from GFOA.

- The Annual Financial Report will be prepared in accordance with revised GASB standards.

PURCHASING POLICY:

- The purchasing division shall have responsibility for and authority to contract for, purchase, store and distribute all supplies, materials and equipment required for the operation and maintenance of offices, departments or agencies of the city.

- It shall be the policy of the City to encourage competitive business practices through public bidding or requests for proposals wherever possible and feasible.

- In evaluating bids and awarding contracts, the head of the purchasing division is authorized to give preference to recycled and environmentally preferable products according to prescribed guidelines.

DEBT POLICY:

- The City may issue general obligation bonds, revenue bonds, special obligation bonds, and short-term notes and leases.

- The City may issue refunding bonds for the purpose of refunding, extending or unifying the whole or any part of its valid outstanding revenue bonds.

- The City will limit long-term debt to only those capital projects that cannot be financed from current revenue or other available sources.

- The City will follow a policy of full disclosure on every financial report and bond prospectus.

- When the City finances capital projects by issuing bonds, it will repay the bonds within a period not to exceed the expected useful life of the projects.

- The City's policy shall be to manage its budget and financial affairs in such a way so as to ensure continued high bond ratings.

- No bonds shall be issued without the assent of the requisite number of qualified electors of the city voting thereon.

RESERVE POLICY:

- The City will calculate an unreserved, undesignated fund balance equal to 16% of expenditures for the adopted budget. These funds will be used to avoid cash flow interruptions, generate interest income, reduce need for short-term borrowing and assist in maintaining what is considered an investment grade bond rating capacity.

- Self Insurance Reserves shall be maintained at a level to protect the City against incurred and reported losses as well as those incurred but not reported and future losses within the retention.

FISCAL AND BUDGET POLICIES

- ✦ A contingency reserve account will be appropriated annually in the General Fund to provide for unanticipated expenditures of a nonrecurring nature and/or to meet unexpected increases in costs.

ENTERPRISE FUND POLICY:

- ✦ Enterprise funds will be used to account for the acquisition, operation, and maintenance of City facilities and services which are intended to be entirely or predominately self-supporting from user charges or for which periodic net income measurement is desirable.

- ✦ The Water and Electric department will pay into the General Fund of the City annually an amount substantially equivalent to that sum which would be paid in taxes if the water and electric light works were privately owned.

INTERNAL SERVICE FUND POLICY:

- ✦ Internal Service Funds will be used to account for the provision of goods and services by one department of the City to the other departments.

- ✦ Internal Service Funds are to be self-supporting from user charges to the respective user departments.

- ✦ Internal Service Funds are to only recover the complete cost of operations without producing any significant amount of profit in excess of the fund's requirements.

CITY MANAGER'S ANNUAL REPORT ON PROGRAMS AND PRIORITIES
(Obtained from the City Manager's Annual State of the City Address
June 2001)

ANNUAL STATE OF THE CITY ADDRESS
OPENING REMARKS

Our Columbia City Charter provides that the City Manager submit an annual report on "Programs and Priorities". I will be making a few comments about what I believe to be the state of our city which will be followed by a more detailed list and discussion of programs, priorities and accomplishments. This information has been forwarded to the Mayor and City Council and will be used as a guideline for discussions with the City Council and for budgeting purposes. This report is being carried live today on City Channel 13 and will be rebroadcast several times. It will also be made available in the Columbia Regional Library and on the City's web page.

We are pleased that Columbia continues to be ranked as one of the best places to live by various national ranking publications. We have many things to be thankful for. We have a strong sturdy local economy with one of the lowest unemployment rates in the country which has been a major factor for providing the quality of life of our city we all enjoy. Columbia remains a regional center for employment, education, shopping, services provided, entertainment, recreation and others.

Columbia continues to remain a city rich with diversity and one with numerous religions, races and cultures. It is significant to preserve those heritages as our city continues to grow. Our Cultural Affairs Office and Historic Preservation Commission have continued to be active with substantial Council funding made available for preservation and cultural activities. Working with the United Way, our Office of Community Services helps to provide support for our residents in need.

Our citizens are increasingly supportive of their city as evidenced by the passage of two ballot issues this past year and generous donations of private funding toward our new Community Recreation Center and Flat Branch Park. During the past year, we have increased our activity in promoting our Columbia Trust Fund and we are setting up a 501(c)3 as a part of that program. Later this year, another new program is being provided for our utility customers to have an opportunity to voluntarily contribute on a monthly basis to a number of programs to further enhance our city. Also, this past year, over 46,000 hours of voluntary services were provided in various City programs.

Columbia continues to grow with the latest census indicating an average annual growth rate of 2.2% over the last 10 years. Our present geographic boundary of 54 square miles has expanded on a somewhat limited basis during this same period under our present voluntary annexation policy. Substantial development is occurring in the immediate area around our city, making it more challenging to provide infrastructure and services in a coordinated cost effective manner. It is important to continue to provide a vision, planning and policy for any future community growth. Working with the County Commission, I believe this can be accomplished in an environmentally and community acceptable manner.

Columbia is a "full-service" city providing most services our residents require with a budget of about $220,000,000 and approximately 1,050 permanent full-time employees. We are served by an excellent staff, and many volunteer hours are spent by our Mayor and City Council, Boards and Commissions, and other City volunteers.

Our city remains fiscally sound as evidenced by our excellent bond rating and interest rates charged. The slowing of our economy and deregulation has reduced the rate of increases of several of our major revenue sources; such as, sales tax and gross receipts tax. This concern will require careful monitoring. It is important that we assure the delivery of our programs, services and projects in the most cost effective manner.

We continue to have other challenges to address with some of the most immediate being affordable housing, public safety, preservation of our Central City including immediate surrounding neighborhoods, storm water regulations and management, growth issues and implementation of our transportation and utility plans. We must include priorities to stress
programs and projects that serve all sectors of our community without regard to social, physical or economic status.

During the past several years, I feel our city has developed and implemented many projects, programs and policies that will continue to make our city a great place to live. The quality of life for all our community will be enhanced for many years by the construction of our trail system, Community Recreation Center and our latest acquisition of the Stephens Lake area near our Central City.

I want to thank our City staff and Council for the information they have provided and for their assistance in preparing this annual report of priorities and programs. Next I will present specific issues that I feel our city will be addressing and discuss priority programs and projects, along with some major accomplishments during the past year

Six Most Important Issues

- ✦ PROVIDE FOR COMPREHENSIVE PLANNING/IMPLEMENTATION
- ✦ MAINTAIN AND STRENGTHEN OUR CENTRAL CITY.
- ✦ PLAN FOR ORDERLY GROWTH OF OUR CITY.
- ✦ CONTINUE TO PROVIDE AND MAINTAIN INFRASTRUCTURE ON A TIMELY BASIS.
- ✦ CONTINUE TO DELIVER SERVICES AND PROGRAMS IN A TIMELY & COST EFFECTIVE MANNER.
- ✦ PROVIDE FOR COMMUNITY RESOURCES.

Most Important Issues

1) PROVIDE FOR CITY COMPREHENSIVE PLANNING

- ✦ DEVELOP COMMUNITY ACCEPTABLE STANDARDS TO COMPLY WITH EPA STORM WATER STANDARDS.
- ✦ UPDATE CITY PARKS AND RECREATION MASTER PLAN.
- ✦ FINALIZE AND ADJUST AIRPORT MASTER PLAN.
- ✦ REVISE MAJOR STREET RIGHT-OF-WAY AND DESIGN STANDARDS.
- ✦ UPDATE THE CITY OFF-STREET PARKING REQUIREMENTS.
- ✦ UPDATE CITY SIDEWALK MASTER PLAN.

Major Elements of Comprehensive Plan

- ✦ Fire Station Master Plan
- ✦ Columbia Regional Airport master Plan ‘89 - now being updated.
- ✦ Parks, Recreation & Open Space Master Plan
- ✦ City Sidewalk Plan
- ✦ City Bicycle Plan
- ✦ City of Columbia Land use Plan - Metro 2020
- ✦ Major Thoroughfare Plan
- ✦ Consolidated Housing Plan
- ✦ Long Range Transit Plan
- ✦ Paratransit Plan
- ✦ Long Range Electrical Distribution
- ✦ Planning Report on Wastewater Collection & Treatment
- ✦ Long Range Water System Study

2) MAINTAIN AND STRENGTHEN OUR CENTRAL CITY

- ✦ Continue promotion of downtown attractions for our residents, tourists and visitors. Examples include cultural activities (Missouri Theater) and historical districts and attractions. The J.W. “Blind” Boone home has been purchased by the city, flat branch park underway and the historical Missouri theater is planned for expansion and upgrading.
- ✦ Expand neighborhood development and affordable housing activities in and around the central city area.
- ✦ Determine a way to finance additional parking north of Broadway as identified in recently completed parking study.
- ✦ Continue downtown improvement plan including sidewalks, planters, trees, signage, replacement benches and other amenities.
- ✦ Partnership with other property owners for improvements to the avenue of the columns (8th street) corridor.
- ✦ Implement renovation of the historic Wabash station (bus transfer point).
- ✦ Implement enhancement to entrance of our central business district at Providence/Broadway.
- ✦ Support the SBD efforts for downtown improvements and beautification (hub).

3) PLAN FOR ORDERLY GROWTH OF OUR CITY

- ✦ Plan for and extend city boundaries.
- ✦ Continue voluntary annexation policy
- ✦ Proceed with plans for voter approved annexation
- ✦ Promote development from inside outward reducing infrastructure costs for development.
- ✦ Encourage development on vacant lots and tracts, particularly in area already served by infrastructure.

- ✦ Continue implementation of wastewater policy with pre-annexation agreements and agreements with the regional sewer district.
- ✦ Update plans for interceptor and trunk sewer lines including lower Gans Creek, Midway and upper Grindstone.

4) CONTINUE TO PROVIDE AND MAINTAIN INFRASTRUCTURE ON A TIMELY BASIS.

- ✦ Complete studies for expanding and improving city hall and its office space.
- ✦ Renovate nowells building to provide for new public health facility.
- ✦ Plan for the construction of major road projects including Highway WW (East Broadway) widening, Southampton and Green Meadows road loop, Blueridge and Garth Avenue, and the Vandiver/U.S. 63 interchange.
- ✦ Complete design and plan for financing expansion of water system with possible ballot issue in 2002.
- ✦ Complete new community recreation facility and fire station approved by voters.
- ✦ Expand sanitary landfill and construct new recycling, storage and maintenance facilities at the landfill.
- ✦ Work in partnership for possible expansion of iatan power plant in north missouri.
- ✦ Construct detention facility in Merideth branch drainage area.

5) CONTINUE TO DELIVER SERVICES & PROGRAMS IN A TIMELY & COST EFFECTIVE MANNER

- ✦ Working with consultant, complete a study for the police department regarding strategic planning, enhancement to community policing and staffing analysis.
- ✦ Provide for budget billing and web page transactions for utility customers.
- ✦ Enhance City of Columbia web page.
- ✦ Continue to provide financial resources to meet the social service needs of our city.
- ✦ Implement plan to improve maternal child health in four areas; teen pregnancy, children dental care, immunizations, and reduction of childhood obesity.

6) PROVIDE FOR COMMUNITY RESOURCES

- ✦ Complete plans and develop schedule for future water and waste water revenue bond issues.
- ✦ Continue to encourage businesses that provide financial resources for our city.
- ✦ Work with REDI corporation, convention and visitors bureau and the chamber of commerce to support diverse economic development for the city.
- ✦ Implement the new utility billing check-off program for utility customers to contribute to programs such as parks and recreation scholarships and five others.

PROGRAMS & PRIORITIES for 2001 - 2002

PLANNING & DEVELOPMENT

Priorities:

- ✦ Proceed with planning for voter approved annexation.
- ✦ Continue voluntary annexation policy.
- ✦ Expand neighborhood development/preservation and affordable housing activities.
- ✦ Work with Department of Transportation in evaluating the impact on alternatives for widening I-70.
- ✦ Revise/update zoning ordinance and subdivision regulations.
- ✦ Complete and begin implementation of the Business Loop 70 Revitalization Plan.
- ✦ Provide staff support for ward redistricting following 2000 Census.
- ✦ Prepare 2000 Census demographic data summaries.
- ✦ Update sidewalk plan working with the Bicycle and Pedestrian Commission.
- ✦ Integrate storm water regulations into zoning and subdivision procedures.
- ✦ Enhance GIS mapping capabilities using satellite images and parcel base maps.
- ✦ Revise Capital Improvement Program process and procedures.
- ✦ Prepare an Urban Conservation Overlay District for East Campus.
- ✦ Working partnership with other property owners on the Avenue of the Columns project (8th Street).

Accomplishments:

- ✦ Finalized and adopted Metro 2020 Plan.
- ✦ Completed preparation of the 2025 Transportation Plan and the Major Roadway Plan which was adopted by CATSO organization.
- ✦ Hired a Neighborhood Specialist to support the Neighborhood Response Team in assisting property owners in upgrading their property and neighborhood.

- Assisted the I-70 Stakeholder's Committee in identifying factors to be considered in evaluating widening versus bypass alternatives.
- Examined CDBG program draw downs and identified inactive projects with unspent funds for recapture and reallocation.
- Developed brochures on the rezoning and subdivision process.
- Prepared information to enable a review of the city and county fire district service area agreement.
- Implemented the Lead-Based Paint Reduction program and prepared the Emergency Home Repair and Code Violation Abatement programs for implementation.
- Worked with other departments and city management in preparing the annual Capital Improvement Program.
- Organized and conducted an education/training workshop for the Planning and Zoning Commission on various planning topics.
- Assisted the Planning and Zoning Commission and other advisory boards on development a recommendation on sidewalk widths.

POLICE DEPARTMENT

Priorities:

- Complete the building renovation project.
- Complete a strategic plan.
- Hire a consultant to assist in completing a strategic plan, Community Policing Enhancement Program and staffing study.
- Develop recruitment plan with emphasis on protected classes.

Accomplishments:

- Total Crime Index down 11%.
- Substantial completion of renovated offices.
- Obtained federal grant for three school resource officers.
- Obtained private funding for purchase and training of two K-9's.
- Organizational changes to enhance communications and effectiveness to include partial rotation in specialty assignments.
- Successfully complied with new Racial Profiling Law.
- Enhanced community policy by: Implementation of neighborhood watch revitalization; Implementation of Citizen on Patrol Program (grant funded); Implementation on Crime Solutions meetings; Neighborhood Response Team completed target area.

FIRE DEPARTMENT

Priorities:

- Continue implementing the five-year improvement plan approved by voters.
- Complete construction and open Fire Station #8 located in southeast Columbia.
- Pursue location for new Fire Station site in northwest Columbia**.**
- Design and order replacement for 1991 Rescue Squad and 1983 engine.
- Provide necessary renovation to mechanical and exhaust removal systems for Fire Station 4, 5, 6 and 7.

Accomplishments:

- Groundbreaking held for the new station and began construction; designed and ordered the rolling stock equipment for the station.
- Trained 4 of the 12 people needed to staff Fire Station 8.
- Placed in service a Customer Service Van, enhancements for which were donated by local retailers.
- Designed and placed order for replacement for 1980 Engine.
- Entered into partnership with the University for Fire Marshal services.
- Enhanced the highly successful Columbia Safe Kids Child Safety Seat Program and educational safety program for grades K - 8.
- Placed orders for improved hazardous materials detection equipment and protective gear.

JOINT COMMUNICATIONS DEPARTMENT AND EMERGENCY MANAGEMENT

Priorities:

- Implement the warning siren replacement program.
- Complete revision of the 1993 Emergency Operation Plan.

- ✦ Plan disaster exercise within the City of Columbia.
- ✦ Complete a manual of standard operating procedures for the Joint Communications Center.
- ✦ Coordinate with Wireless Cellular companies to meet new federal legislative standards required in local 911 centers.

Accomplishments:

- ✦ Completed and dedicated new Communications Center and installed Orbacom radio communication consoles.
- ✦ Replaced all the 911 telephones with new state of the art computerized units with 21-inch touch screen monitors
- ✦ Implemented Language Line telephone service which allows non-English speaking callers to communicate with the center and also enhances communications with those hearing impaired.
- ✦ Reorganized the Public Safety Joint Communications Center and all created positions have been filled.
- ✦ Established an alternate Emergency Operation Center in the lower level of the Armory Sports Complex.
- ✦ Developed and implemented a County wide comprehensive severe weather notification and action plan.
- ✦ Completed training and implemented a new computerized Medical Priority Dispatch stand-alone computer program. Program allows operators the opportunity to provide pre-arrival medical instructions to callers on EMS emergencies.
- ✦ Successfully participated in a full-scale disaster drill exercise.

WATER AND LIGHT DEPARTMENT

Priorities:

- ✦ Develop cost estimates and financing options for water system additions, including NE booster district station, new well field south loop supply main, expand 36" transmission main and wells 15 and 16.
- ✦ Continue working with Columbia Energy Center for start up gas turbine project.
- ✦ Work in partnership for the possible participation in an Iatan power plant expansion project for future power source.
- ✦ Purchase used locomotive for the City-owned short line railroad.
- ✦ Plan for development of a railroad terminal.
- ✦ Implement a partnership program with Shelter Insurance for providing backup electrical power project.
- ✦ Begin Rebel Hill substation addition and new feeder line system.

Accomplishments:

- ✦ Constructed two new wells in the McBaine bottoms.
- ✦ Started rehabilitation of second deep well in the City for backup water resource.
- ✦ Began design work for addition to south pump station and reservoir.
- ✦ Entered in agreements with Ameren for the new gas turbine project in northeast Columbia, with project underway.
- ✦ Entered into joint use agreement with Central Electric Cooperative for joint pole use project along U.S. 763.
- ✦ Agreement with Shelter for distributed generation/backup generator project.

PUBLIC WORKS DEPARTMENT

Administration and Engineering (Public Works)

Priorities:

- ✦ Implementation of downtown sidewalk improvements.
- ✦ Continue implementation of street and sidewalk improvement plan with special emphasis on those shown for the ballot issues.
- ✦ Review streets and sidewalk standards.
- ✦ Provide engineering, design and construction services for street, sidewalk, waste water and storm water projects.
- ✦ Provide administrative support for public building projects.
- ✦ Increase responses to neighborhood traffic problems.

Accomplishments:

- ✦ Contracted with Jim Davis of the University of Missouri and with Mr. Thomas Schueler, Executive Director of the Center for Watershed Protection to assist in the development of programs and regulations to comply with EPA Phase II requirements.
- ✦ Began implementation of public participation and education requirements of EPA Phase II Storm Water Regulations with formation of stream partnerships.
- ✦ Completed design and held public hearing on two downtown sidewalk projects for improving handicap accessibility.
- ✦ Completed construction of Scott Boulevard, Brown Station Road, 4th Avenue and annual sidewalk program.
- ✦ Completed design and have contracted Sunflower Street.
- ✦ Worked with neighborhoods to develop designs and get public hearing approval for Rollins Road and Forum Boulevard.
- ✦ Constructed sidewalks along Providence Road with MoDOT enhancement grant.
- ✦ Two enhancement grants for pedestrian bridges over I-70 and Business Loop 70.
- ✦ Street and sewer standard specifications have been placed on the web.

Streets and Sidewalks (Public Works)

Priorities:

- ✦ Continue aggressive street maintenance and sidewalk repair program.
- ✦ Provide pavement marking at least twice a year on a timely basis.

Accomplishments:

- ✦ Resurfaced or repaired over 250 street segments.
- ✦ Repaired approximately 300 utility service cuts.
- ✦ Painted all pavement markings twice.

Protective Inspection (Public Works)

Priorities:

- ✦ Complete review and implementation of new building codes.
- ✦ Utilization of the web page for permits issued by the City and for informational purposes.
- ✦ Step up informational program with builders and landlords regarding code changes in enforcement policies and related issues.

Accomplishments:

- ✦ Building Codes Commission has nearly completed review of new codes and is on schedule to have them adopted by October 1 as planned.
- ✦ Provided construction management for completion of the renovation of the Armory new JCIC center and Police Building.
- ✦ Participated in Neighborhood Response Team.

Parking Utility (Public Works)

Priorities:

- ✦ Determine a method for financing additional parking spaces north of Broadway.
- ✦ Increase parking utility revenues.
- ✦ Relocate parking enforcement offices from the Wabash Station to the Howard Building.
- ✦ Continue transition to electronic parking meters.
- ✦ Continue working with SBD on parking related issues, including enforcement issues.

Accomplishments:

- ✦ Installed over 500 electronic parking meters.
- ✦ Completed consultant study for additional parking needs north of Broadway.
- ✦ Increased emphasis on parking enforcement, particularly in parking structures.

Transit (Public Works)

Priorities:

- ✦ Complete initial planning and secure grant funding for renovation of Wabash Station, the City's bus transfer location.
- ✦ Continue installation of benches and shelters on fixed routes.

- ✦ Continue marketing of bus passes**.**
- ✦ Performance monitoring- Systems have been put in place to assure accurate accounting for ridership information

Accomplishments:

- ✦ Replacement of bus fleet.
- ✦ Completed planning report for upgrading and expanding the Wabash Station transfer location.
- ✦ Installed bus benches and shelters provided for in initial transit grant.

Airport (Public Works)

Priorities:

- ✦ Complete final report on update to Airport Master Plan.
- ✦ Complete Passenger Facility Charge Program and begin implementation.
- ✦ Complete major airport projects, including pavement repairs and safety zone work as approved and primarily funded by FAA.
- ✦ Develop land acquisition policy around airport.
- ✦ Increase public awareness of economic impact of the airport.
- ✦ Enhancement of the appearance of the main terminal.

Accomplishments:

- ✦ Completed preliminary report on Airport Master Plan Update and passenger facility charge program.
- ✦ Acquired an additional 224 acres of land adjacent to and for the protection of the airport.
- ✦ Contracted repair and rehabilitation of primary runway 2-20.
- ✦ Contracted replacement of cable and central control circuit
- ✦ Contracted construction of emergency generator building
- ✦ Contracted runway 2-20 north safety area.
- ✦ Held public hearing for apron expansion project.
- ✦ Repainted all runway and taxiway markings to comply with new FAA standards.
- ✦ Completed annual FAA certification inspection with no discrepancies.

Sewer Utility (Public Works)

Priorities:

- ✦ Update city's facility plan for long range development of trunk and interceptor lines to include the lower Gans Creek drainage basin, the Midway area and the upper Grindstone.
- ✦ Develop time frame for the next wastewater ballot issue which is planned for about every five years.
- ✦ Complete major trunk and interceptor projects including the Cow Branch and upper Hinkson Creek drainage areas.
- ✦ Continue implementation of wastewater policy with pre-annexation agreements and agreements with regional sewer districts.
- ✦ Continue establishment of sewer districts to unsewered areas and for the replacement of private common collectors.

Accomplishments:

- ✦ Completed construction of wetlands unit #4 and repairs to wetlands units 1, 2, and 3.
- ✦ Completed construction of the upper Bear Creek and Bearfield Meadows sewer lines.
- ✦ Constructed Cow Branch pump station and collector lines.
- ✦ Held public hearing for Upper Hinkson Outfall relief sewer line and acquiring right-of-way.
- ✦ Held public hearing for construction of Upper Grindstone sewer line.
- ✦ Seven new sewer districts underway for providing sewers to unsewered areas and those in need of reconstruction.
- ✦ Completed over $600,000 in rehabilitation work on sewer lines in the older part of the city.
- ✦ Executed two additional extra-territorial service agreements with the Boone County Regional Sewer District (Bearfield Subdivision and Leisure Hills Subdivision).

Solid Waste (Public Works)

Priorities:

- ✦ Construct new Subtitle D Cell at landfill for additional landfill capacity on our current landfill site.

- ✦ Complete plans for the construction of a new blue bag recycling facility at the landfill.
- ✦ Construct new maintenance and storage buildings at the landfill.
- ✦ Review and make necessary modifications to the bag distribution numbers.

Accomplishments:

- ✦ Rejected bids for Cell 3 due to cost. Prepared and submitted application for a vertical fill permit modification to allow a minimum of another year before Cell 3 is needed.
- ✦ Bids have been received for a one year contract for processing of Columbia's recyclables while city's material recovery building is being constructed.
- ✦ Specifications for buildings for equipment repair and storage, and for material recovery have been completed and are being bid.

Storm Water Utility (Public Works)

Priorities:

- ✦ Develop criteria for implementation of EPA Phase II Storm Water Regulations to be implemented no later than March 2003.
- ✦ Construct new detention facility in the Meredith Branch drainage area.
- ✦ Continue implementation for storm water projects shown in the Storm water Master Plan or initiated through the City Council.
- ✦ In partnership with the University, develop and monitor pilot projects for erosion control for public participation in storm water quality practices.

Accomplishments:

- ✦ Completed capital projects in the Creasy Springs and Doris Drive area and the Alton Avenue project. Public hearings have been held for Bicknell-Ash- Walnut-Hirth projects.
- ✦ Report on Meridith Branch detention facility has been submitted to Council for approval.

Fleet Operations (Public Works)

Priorities:

- ✦ Acquire additional land around Public Works operational facility.
- ✦ Construct new fueling facility at Public Works operational facility to comply with federal regulations.
- ✦ Develop plan for satellite operational facility in south Columbia.

Accomplishments:

- ✦ Plan for land acquisition has been prepared along with funding proposal.

PARKS AND RECREATION DEPARTMENT

Priorities:

- ✦ Complete construction of Community Recreation Center and open facility for public use during the summer of 2002.
- ✦ Complete the update of the 1994 Park and Recreation Comprehensive Master Plan.
- ✦ Prepare and obtain public/council approval of site master plans for the development of both the Stephens and the Russell properties.
- ✦ Complete construction of the Flat Branch Park located at the corner of Fourth and Cherry Streets and initiate fund raising efforts for the development of the second phase, located between Locust and Elm Streets.
- ✦ Complete construction of Phase IV of the Bear Creek Trail. This phase will extend from Highway 763 to Oakland Park.
- ✦ Support enhancements to entrances to our central city.
- ✦ Improve MKT Trail access at Providence/Stewart intersection. Seek enhancement grant to develop alternative trail crossing under both Stewart and Providence Road.
- ✦ Complete construction of the joint project with the Columbia Public School District to develop an eight court tennis complex at Cosmo-Bethel Park/Gentry Middle School/ Rock Bridge High School.
- ✦ Complete installation of the new fairway irrigation system at Lake of the Woods Golf Course. Begin restoration of fairways with zoysia grass.
- ✦ Complete construction of two new football/lacrosse fields in the Columbia Cosmopolitan Recreation Area. Fields to be partially funded with a Land and Water Conservation Fund grant.

- Hire outdoor art conservator to provide detailed recommendations to correct the deterioration problems occurring to the Dr. Martin L. King Memorial.
- Acquire neighborhood park sites in the Smith Road/Scott Blvd. and the Smiley Lane/Providence Road (extended) neighborhoods.
- Replace bridge # 6 on the City's MKT Trail.
- Complete construction of Dublin Avenue Neighborhood Park.
- Initiate construction of Smithton Neighborhood Park
- Initiate improvements to Indian Hills Neighborhood Park
- Complete asphalt resurfacing projects on parking lots in Oakland, Kiwanis, and Cosmo-Bethel Parks.
- Increase summer programs at the Armory Sports Center.
- Develop innovative methods to recruit sports officials and improve the level of retention.
- Plan and develop a permanent home for the Camp Adventure Day Camp program, taking into consideration transportation, shelter and ample recreational opportunities.
- Prepare plan for expanded activities in the new Community Recreation Center and Stephens Lake area, working with resource groups and organizations within the community for such programs as computer classes and aquatic programs.
- Continue to recruit, train, and utilize volunteers in the Senior, Adapted, Special Olympic, Life Enrichment and Special Event program areas.
- Work with Special Olympics Missouri headquarters staff to move the State summer games to Columbia within the next 5 years.
- Expand the CARE Gallery component to include: 3 - 5 additional trainees.

Accomplishments:

- Awarded construction contract for the construction of the Community Recreation Center.
- Raised $581,000 in private funding to fund the addition of a second gymnasium, additional meeting room, youth fitness room and an expanded walking track for the Rec Center.
- Ballot issue was passed for a 1/4% parks sales tax for 5 years and a permanent 1/8% to fund the purchase of the Stephens Lake property and to provide additional funding for our expanding City parks system.
- Completed construction of the stream restoration portion of the Flat Branch Park (formerly Trailhead Park) project.
- Bear Creek Trail: Completed trail system along the Bear Creek from Cosmo Park to Highway 763 and awarded contract for Phase IV leading from Highway 763 to Oakland Park. Completed substantial construction of the Hinkson Creek trail connecting Capen Park to the University Hinkson Field Recreation Area.
- Awarded contract for the construction of an eight court tennis complex, in partnership with the Columbia School District, at Cosmo-Bethel Park/Rock Bridge High School.
- Completed renovation of and resumed full recreation programming of the Armory Sports Center.
- Installed lights on the Douglass Park Baseball Field.
- Acquired permanent ownership of the 16.6 acre American Legion Park through a donation by Herbert Williams Legion Post 202.
- Completed construction of the Cosmo Recreation Area Fitness Trail, a one mile by 12 foot wide hard-surface multi-purpose trail. Project was funded by a National Recreational Trails Grant and donations from the Cosmo Club.
- Completed development of Rothwell Heights and Field Neighborhood Parks.
- Acquired a new neighborhood park site immediately north of Smithton Middle School.
- Completed the engineering study of the current condition of the MKT Trail bridges and developed a priority repair/replacement schedule.
- Completed construction of gravel walking trail in Valley View Neighborhood Park.
- Completed improvements to neighborhood parks such as Rock Hill (split-rail fencing) and Again Street (ballfield, fencing, drinking fountain, landscaping), and Rock Quarry (east entrance walkway).
- Completed renovation of Lake of the Woods swimming pool including the plumbing and circulation system, installation of a new floor in deep end of pool, addition of a small slide to replace the diving board, and expansion of the fenced area to capture additional green space within the pool facility.
- Continued to recruit, train, and utilize volunteers in programs such as Treekeepers and Park Patrol.

- Through the Life Enrichment program, offered new classes and programs such as a Summer Theater Camp, Camp Shakespeare, and the Nifong "Front Porch Wisdom Series".
- Offered a pilot program for the C.A.R.E. (Columbia's Art Related Experience) Gallery at the Armory Sports Center.

CONVENTION AND VISITOR'S BUREAU

Priorities:

- Increase convention sales bookings.
- Develop Master Plan for Cultural and Historic District.
- Research and make recommendations for the development of a Columbia Sports Commission.
- Develop guidelines for the Attraction Development Fund and implement program.
- Implement African American Reunions and Meetings program.

Accomplishments:

- Successfully bid Outdoor Writers of America 2003 National Conference.
- Successfully bid School of Tomorrow - 3,000 room nights in 2001.
- Bureau again achieved a better than 98% "excellent" rating on our convention services customer surveys.
- Although two new hotels opened in 2000, revenues have remained stable.
- Implemented Festival and Events Funding Program (Tourism Development Program).
- CCVB won two state awards for work with the tourism industry and our Katy Central marketing program.
- Developed Columbia Cultural Events brochure in collaboration with arts community

OFFICE OF CULTURAL AFFAIRS

Priorities:

- Successfully complete the Percent for Art projects at Fire Station No. 8 (installation expected by December 2001) and the Community Recreation Center (installation expected summer 2002).
- Address other city-owned public art issues including a plan for restoring the *Martin Luther King, Jr. Memorial* and identification of a new location for *La Colomba*.
- Continue to expand outreach efforts such as the "Arts Express" newsletter and the Artists' Registry so to serve more artists, arts organizations and the general public.
- Continue to strengthen programming that supports local arts organizations such as the annual funding process.

Accomplishments:

- Completed successful artist-in-residence for the Community Recreation Center Percent for Art project. City-produced video documenting the program won a national award.
- Secured increased funding from the Missouri Arts Council through their Community Arts Program. OCA's grant was ranked number one in the state for the third year in a row.
- Received national award for the Columbia Festival of the Arts 2000 Commemorative Poster.
- Received substantial funding from the Convention and Visitors Bureau's Tourism Development Grant program in support of special attractions at the 2001 Columbia Festival of the Arts.

ECONOMIC DEVELOPMENT

Priorities:

- Review and Revise REDI's Master Plan.
- Promote Columbia as a Life Sciences Destination
- Continue to work to get technology-transfer incubator erected in Columbia.
- Launch .ComCrunch campaign to promote web site.
- Launch "Destination Columbia" community promotion campaign.

Accomplishments:

- Completed a Labor Availability Analysis for the Columbia area labor shed to determine workforce availability.
- Completed a Labor Skills Assessment for companies within Boone Co. to determine training needed to advance company goals.

- Completed a project with MU's School of Journalism to identify strategies to retain graduating

college seniors as members of the Columbia-area workforce.

- ✦ Launched www.Columbiaredi.com promoting the area as a destination for employers and skilled workers.
- ✦ Completed a 7-minute video which aired on E! in January as part of their "Portraits of America" - Columbia, MO.

FINANCE DEPARTMENT

Priorities:

- ✦ Provide enhanced features to our customers including budget billing, web based transaction and phone initiated transactions that include use of credit cards.
- ✦ Issue second phase of Revenue Bonds for Water & Light and Sanitary Sewer approved in ballot issue as well as Certificates of Participation to finance Capital Sales Tax and other public building projects. Develop financing plan for Solid Waste capital expansion.
- ✦ Prepare for the implementation of GASB 34, which will include a review of accounting policies and procedures.
- ✦ Develop policy and program for City wide use of procurement card system.

Accomplishments:

- ✦ Provided financing for Sanitary Sewer Projects through the State Revolving Loan Fund. Issued first phase of Certificates of Participation for Recreation Center and Fire Station construction. Construction at favorable interest rates.
- ✦ Provide for the ability to accept credit cards over the counter at cashiers' stations.
- ✦ Modified utility billing ordinance to better address delinquent fees and bad checks.

OFFICES OF VOLUNTEER SERVICES/COLUMBIA TRUST

Priorities:

- ✦ Expand volunteer programs and projects.
- ✦ Promote the Columbia Trust through publishing an annual report and other communication pieces.
- ✦ Implement *Share the Light* utility checkoff program as an opportunity for utility customers to contribute to a number of programs via their utility bill.

Accomplishments:

- ✦ Filed with the Secretary of State's Office to create the City of Columbia New Century Fund and are currently working to complete the documents with the IRS to create a 501(c)3.
- ✦ Volunteer contributed over 46,000 hours of service in fiscal year 2000, valued at over $650,000.
- ✦ Increased awareness of volunteer opportunities through a bimonthly newsletter, volunteer fair and a variety of other events.

OFFICE OF COMMUNITY SERVICES

Priorities:

- ✦ Monitor and provide financial and technical assistance to the network of social services in our community.
- ✦ Improve the planning and outcomes-based evaluation processes for city funded social services.
- ✦ Investigate complaints of discrimination under the City's Human Rights Ordinance in a timely and effective manner.
- ✦ Expand current human rights educational programming.
- ✦ Annual planning for the Columbia Values Diversity Celebration.

Accomplishments:

- ✦ Allocated and administered $760,300 in city social service funding and $75,000 in Emergency Shelter Grant funding while providing technical assistance to funded social service agencies.
- ✦ Revised the social service evaluation process to include a greater focus on outcomes-based performance measurement.
- ✦ Responded to and investigated human rights complaints in a timely and effective manner.
- ✦ Allocated and administered $3,500 in funding for nine community-based Human Rights educational programs.
- ✦ Currently developing a Community Study Circles Program with a focus on diversity.
- ✦ The Columbia Values Diversity Celebration drew a record crowd of 1,100 citizens in a

celebration of Dr. Martin Luther King Jr.'s birthday.

PUBLIC COMMUNICATIONS

Priorities:

- ✦ Coordinate efforts to enhance the City's web page and use more as an information source.
- ✦ Publish an Annual Report during Fiscal Year 2001.
- ✦ Produce a monthly citizen newsletter to disseminate information to the public.
- ✦ Produce a monthly employee newsletter to enhance dissemination of information to employees.

Accomplishments:

- ✦ Made enhancements to web page including services information, news releases, etc.
- ✦ Produced 12 monthly City Source newsletters that are mailed with City utility bills.
- ✦ Prepared and distributed 193 press releases and media advisories to the press in FY 2000.
- ✦ Produced 12 monthly employee newsletters that contain information about benefits and City programs.

HEALTH DEPARTMENT

Priorities:

- ✦ Complete renovation and move into new Health Department facility.
- ✦ Implement plan to achieve improved Maternal Child Health status in four core areas: teen pregnancy prevention, children's dental health, immunizations, and reduction of childhood obesity.
- ✦ Develop programs and seek funding for prevention of chronic diseases and dental health education.
- ✦ Continue active process of community health assessment through collaboration with the Health Report Card, Community Partnership, Board of Health, Community Services Advisory Board, and United Way.
- ✦ Expand outreach to increase enrollment in WIC program.

Accomplishments:

- ✦ Completed ten year space needs study for public health.
- ✦ Purchased Nowell's facility to provide space for Health facility.
- ✦ Revised Columbia Food Service ordinance and strengthened food handler/manager training requirements.
- ✦ Implemented Summer Food Program.
- ✦ Implemented new West Nile Virus human case surveillance program.
- ✦ Secured funding for home visiting program for high risk pregnant women.
- ✦ Continued active participation in Neighborhood Response Team project.

HUMAN RESOURCES DEPARTMENT

Priorities:

- ✦ Complete review of classification and pay plans and implement approved revisions.
- ✦ Develop and implement plan for systematic maintenance of the classification and pay plans.
- ✦ Continue development of city-wide training program: develop supervisor training curriculum; enhance diversity training program; revise new employee orientation program.
- ✦ Revise the performance appraisal process and evaluation instruments, and provide appropriate training to employees.
- ✦ Develop overall compensation and benefit strategy to balance plan enhancements with plan cost management.
- ✦ Review self-insured health/dental plan to develop Request for Proposal to bid the administration of the plan for plan year 2002.
- ✦ Review and recommend revisions to Ch. 19 and Administrative Rules.
- ✦ Review, revise and document Employee Health and Wellness programs, protocols and standing orders.
- ✦ Develop additional recruitment strategies, including increased use of internet job posting, use of alternative media for advertising ad increased participation in appropriate job and college fairs.

Accomplishments:

- ✦ Bid administration of pharmacy benefit management in employee health plan which will result in savings to the Employee Benefit Fund.

- Supported recruiting and hiring for projected 180 full-time positions compared to 135 in 2000 and 128 in 1999.
- Developed and conducted training/educational programs: customer service (Transit and Parks and Recreation); city-wide Family and Medical Leave Act (supervisors and support staff); retirement planning; cold weather safety (Street and Solid Waste divisions); city-wide blood borne pathogen procedures.
- Developed and conducted employee benefit survey for use in development in annual wage and benefit package.
- Participated in development and implementation with IS of cold imaging project for payroll reports.
- Developed pilot radio advertising plan for seasonal Parks and Recreation positions and for recruitment of targeted permanent positions.
- Revised the temporary pay plan.
- Provided automated training tracking system to departments.
- Implemented monthly meeting schedule for employees with deferred compensation representatives.
- Developed priorities for employee health and wellness functions.

INFORMATION SERVICES

Priorities:(E-Gov Services & upgrading infrastructure)

- Implement Windows 2000 as the standard desktop Operating system.
- Plan to complete putting utility bill images on the web. This will allow departments to view the bill images that were sent to the customer.
- "New On" Service Start Web Application that will control the number of work orders that can be processed in a given day and reduce the number of potential errors.
- Update the hardware and software inventory.
- Plan to build a computer inventory/software licensing application.
- Convert Police to 100Mb Ethernet
- Purchase\Install Gb Backbone Switch

Accomplishments:

- Complete installation of Key systems in remote Fire Stations.
- Increased the disk capacity of AS/400 to 217 GB.
- Created a new data sync. procedure for HTE files.
- Moved reports to Cold Storage web site. Payroll, Miscellaneous Receivable, and General Ledger reports that were previously printed and distributed to over a hundred employees are now available via the internet.
- Token-Ring to Ethernet Conversion Complete

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INTERNAL AUDITOR

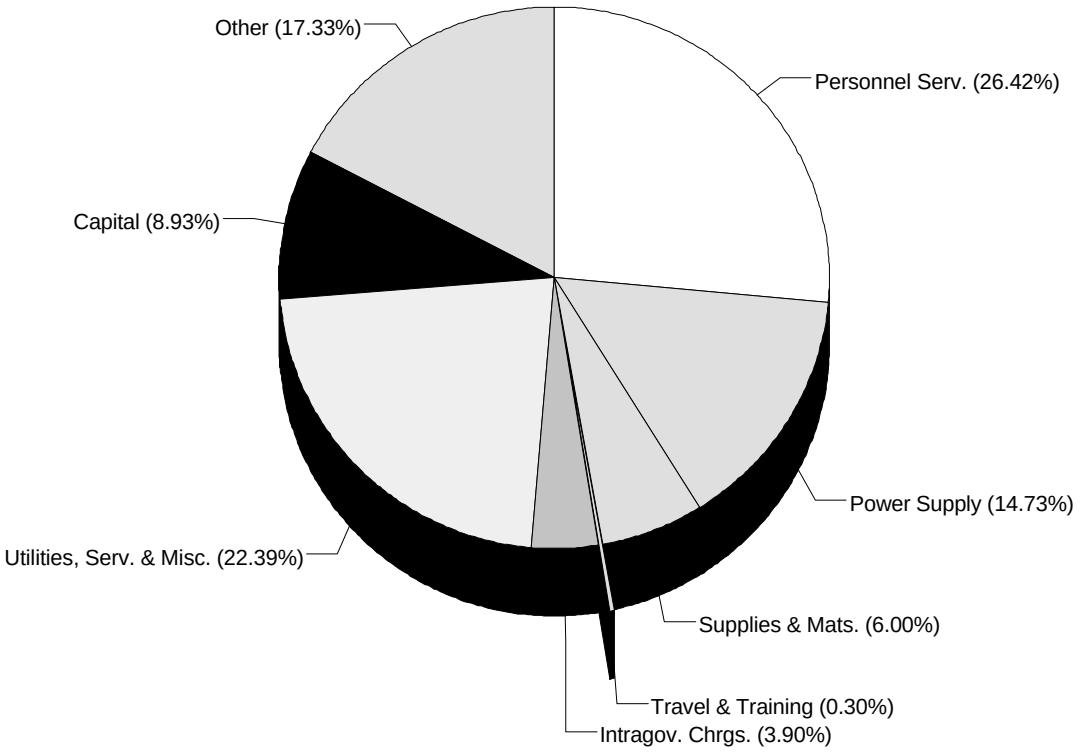
Priorities:

- Review and monitor performance indicators and comparables, in conjunction with City Manager and department directors.
- Perform special projects/reviews as requested (such as cost/benefit analyses and cost recovery).
- Continue other reviews of management policies and procedures, systems of control and computerized accounting systems.

Accomplishments:

- Working with department heads, increased the collection of money owed the City and assisted in the development of system controls and procedures for additional savings to the City.
- Completed review/special projects (such as City-wide risk assessment, cost recovery, structure of drug and alcohol program, timeliness of billings, routing of collections, payroll issues, exit processes, and investigation of citizen complaint) that provided information to assist management in a variety of ways.

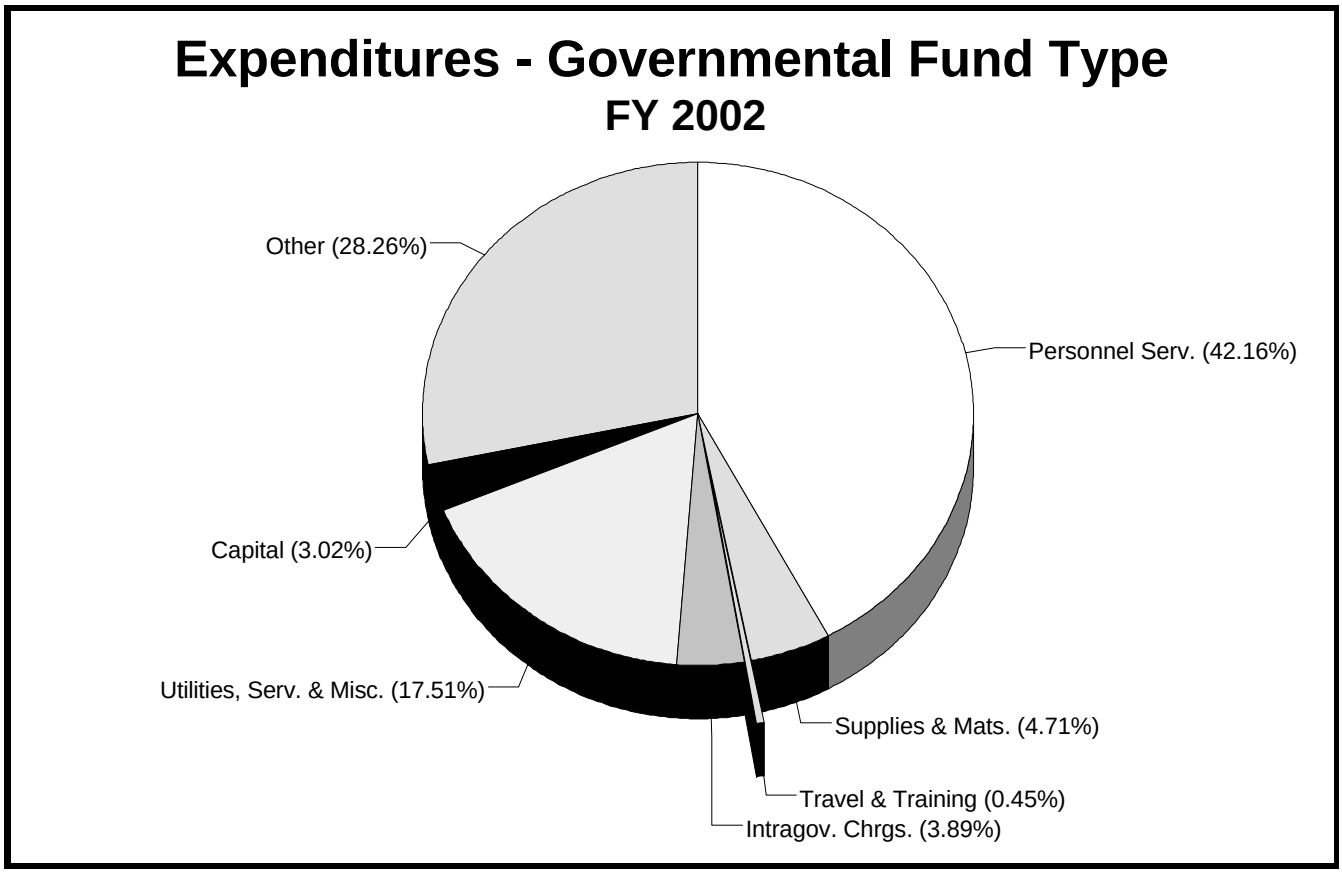
Overall Budget Summary
FY 2002

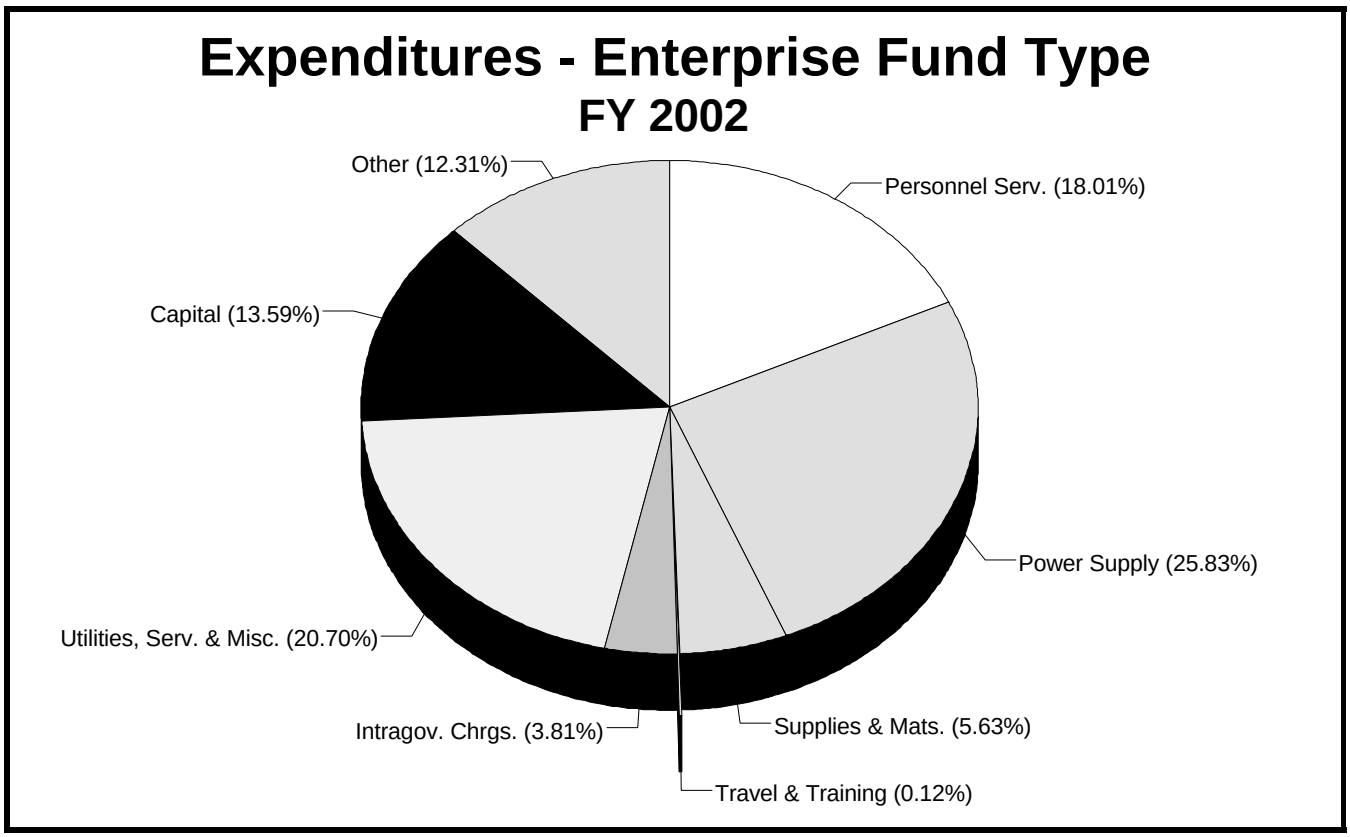


Overall Budget Summary

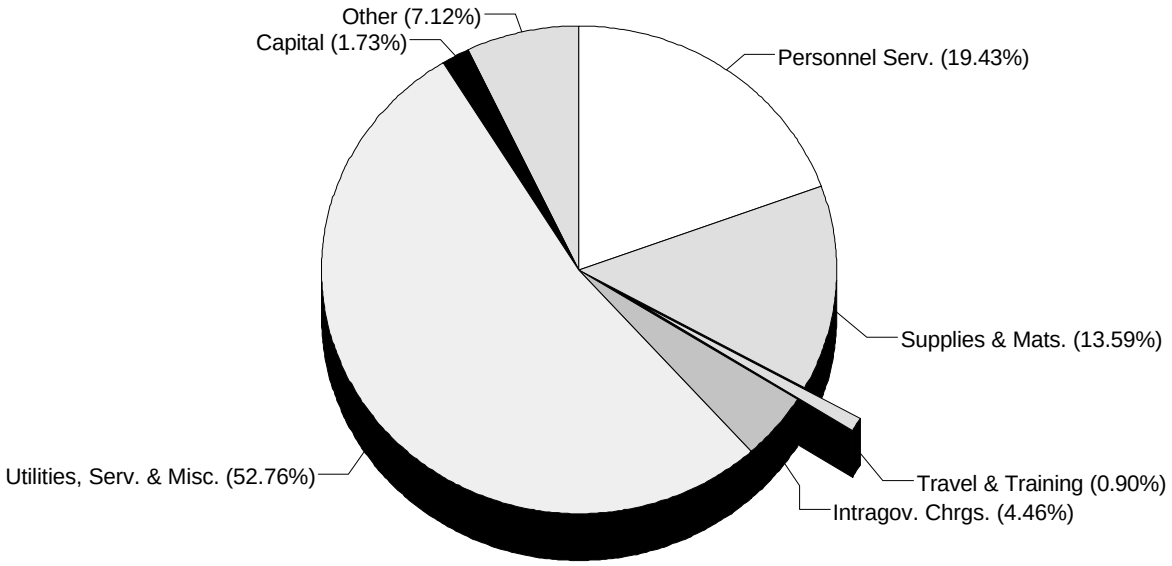
	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Budget FY 2001
Personnel Services	$ 55,223,930	$ 58,737,348	$ 58,290,331	$ 62,222,276	5.9%
Power Supply	33,128,975	33,572,000	33,572,000	34,686,760	3.3%
Supplies and Materials	11,974,630	13,344,365	12,959,065	14,140,408	6.0%
Travel and Training	434,866	668,386	596,335	706,002	5.6%
Intragovernmental Charges	8,458,582	9,058,283	9,044,941	9,175,253	1.3%
Utilities,Services & Misc.	44,997,099	63,598,778	63,687,642	52,735,501	-17.1%
Capital	10,899,191	14,885,815	14,984,155	21,038,681	41.3%
Other	33,264,188	34,897,553	35,569,046	40,822,230	17.0%
Total Appropriations	**198,381,461**	**228,762,528**	**228,703,515**	**235,527,111**	**3.0%**
Summary :					
Operating Expenses	129,435,903	138,251,388	137,272,462	145,815,200	5.5%
Non-Operating Expenses	31,492,639	31,572,052	31,794,058	37,891,968	20.0%
Debt Service	8,849,148	10,353,991	11,063,258	10,331,612	-0.2%
Capital Additions	5,279,637	7,085,755	6,960,395	5,205,799	-26.5%
Tl Excluding Cap Impr. Plan	**175,057,327**	**187,263,186**	**187,090,173**	**199,244,579**	**6.4%**
Capital Improvement Plan	23,324,134	41,499,342	41,613,342	36,282,532	-12.6%
Total Appropriations	$ **198,381,461**	$ **228,762,528**	$ **228,703,515**	$ **235,527,111**	**3.0%**

Expenditures - By Fund Type

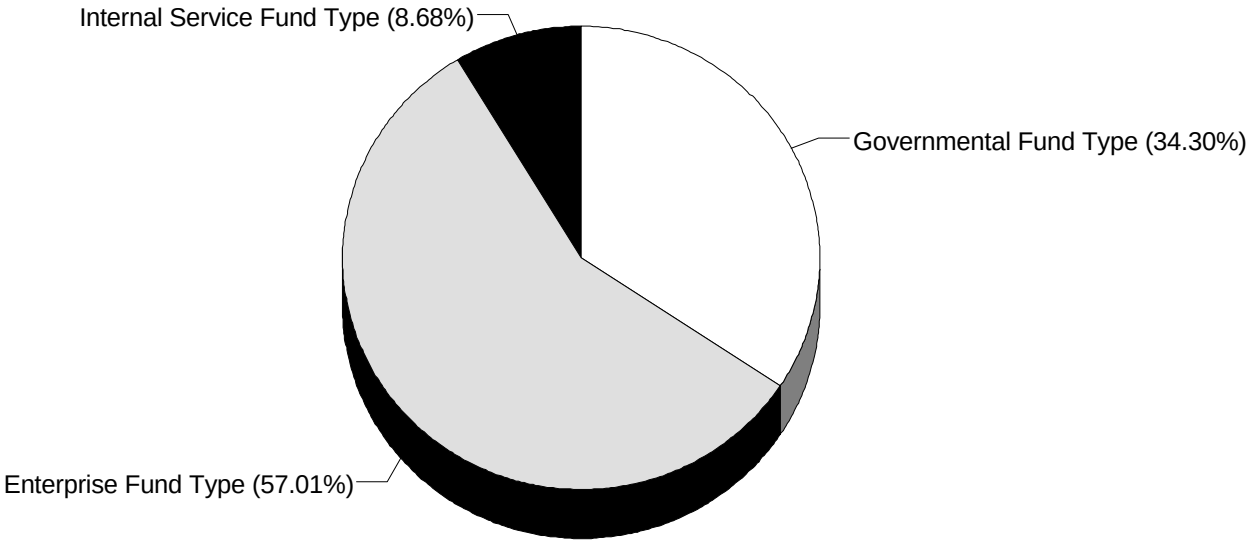




Expenditures - Internal Service Funds
FY 2002



Overall Expenditures by Fund Type
FY 2002



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Financial Summary - Expenditures By Fund Type

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Budget FY 2001
Governmental Fund Type					
Personnel Services	$ 29,761,734	$ 31,955,050	$ 31,547,640	$ 34,063,193	6.6%
Supplies and Materials	3,199,253	3,449,854	3,244,348	3,807,789	10.4%
Travel and Training	256,182	358,105	292,784	366,144	2.2%
Intragovernmental Charges	2,774,664	2,976,700	2,974,395	3,141,747	5.5%
Utilities, Services & Misc.	12,171,966	12,923,492	12,592,961	14,145,360	9.5%
Capital	2,574,141	2,338,077	2,273,386	2,441,011	4.4%
Other	15,686,264	16,163,703	16,923,628	22,829,767	41.2%
Total Appropriations	**66,424,204**	**70,164,981**	**69,849,142**	**80,795,011**	**15.2%**
Summary					
Operating	40,384,603	44,548,614	43,537,541	47,356,152	6.3%
Non Operating	12,704,321	12,838,363	12,838,363	18,517,440	44.2%
Debt Service	2,957,544	3,170,340	3,930,265	4,316,127	36.1%
Capital Additions	1,339,614	1,775,417	1,710,726	1,662,011	-6.4%
Capital Improvement Plan	9,038,122	7,832,247	7,832,247	8,943,281	14.2%
Total Appropriations	**66,424,204**	**70,164,981**	**69,849,142**	**80,795,011**	**15.2%**
Enterprise Fund Type					
Personnel Services	21,933,095	22,942,994	23,010,601	24,185,567	5.4%
Power Supply	33,128,975	33,572,000	33,572,000	34,686,760	3.3%
Supplies and Materials	6,149,419	7,143,492	7,007,722	7,553,880	5.7%
Travel and Training	87,775	146,862	145,695	155,896	6.2%
Intragovernmental Charges	4,680,322	4,953,044	4,947,203	5,121,145	3.4%
Utilities, Services & Misc.	23,740,467	41,123,321	40,938,638	27,800,649	-32.4%
Capital	8,070,065	12,253,459	12,415,379	18,243,470	48.9%
Other	15,989,796	16,987,137	16,998,153	16,535,939	-2.7%
Total Appropriations	**113,779,914**	**139,122,309**	**139,035,391**	**134,283,306**	**-3.5%**
Summary					
Operating	72,732,941	76,268,528	75,858,794	79,820,978	4.7%
Non Operating	18,251,383	18,212,941	18,536,673	19,043,811	4.6%
Debt Service	4,843,149	5,957,686	5,904,550	4,889,678	-17.9%
Capital Additions	3,685,038	5,016,059	4,954,279	3,189,588	-36.4%
Capital Improvement Plan	14,267,403	33,667,095	33,781,095	27,339,251	-18.8%
Total Approprations	**113,779,914**	**139,122,309**	**139,035,391**	**134,283,306**	**-3.5%**
Internal Service Fund Type					
Personnel Services	3,529,101	3,839,304	3,732,090	3,973,516	3.5%
Supplies and Materials	2,625,958	2,751,019	2,706,995	2,778,739	1.0%
Travel and Training	90,909	163,419	157,856	183,962	12.6%
Intragovernmental Charges	1,003,596	1,128,539	1,123,343	912,361	-19.2%
Utilities,Services & Misc.	9,084,666	9,551,965	10,156,043	10,789,492	13.0%
Capital	254,985	294,279	295,390	354,200	20.4%
Other	1,588,128	1,746,713	1,647,265	1,456,524	-16.6%
Total Appropriations	**18,177,343**	**19,475,238**	**19,818,982**	**20,448,794**	**5.0%**
Summary					
Operating	16,318,359	17,434,246	17,876,127	18,638,070	6.9%
Non Operating	536,935	520,748	419,022	330,717	-36.5%
Debt Service	1,048,455	1,225,965	1,228,443	1,125,807	-8.2%
Capital Additions	254,985	294,279	295,390	354,200	20.4%
Capital Improvement Plan	18,609	0	0	0	0.0%
Total Appropriations	**18,177,343**	**19,475,238**	**19,818,982**	**20,448,794**	**5.0%**
Total All Funds	**$ 198,381,461**	**$ 228,762,528**	**$ 228,703,515**	**$ 235,527,111**	**3.0%**

Financial Summary - Expenditures By Department Funding Source

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
CITY GENERAL (GF)	$ 2,840,773	$ 3,012,905	$ 2,907,669	$ 3,868,313
CITY COUNCIL (GF)	117,452	174,030	154,461	172,744
CITY CLERK (GF)	122,933	189,638	169,231	161,835
CITY MANAGER (GF)	590,703	694,795	653,532	750,133
FINANCE				
General Fund Operations (GF)	2,404,370	2,563,432	2,467,911	2,594,237
Utility Customer Services Fund (ISF)	1,137,570	1,114,796	1,106,083	1,297,615
Self Insurance Reserve Fund (ISF)	2,730,973	3,467,438	3,456,907	3,449,320
HUMAN RESOURCES (GF)	552,301	630,027	621,663	655,379
LAW DEPARTMENT (GF)	633,591	683,235	682,190	710,758
MUNICIPAL COURT (GF)	428,253	468,970	467,444	514,616
POLICE DEPARTMENT (GF)	11,149,914	12,032,307	12,019,407	12,962,795
FIRE DEPARTMENT (GF)	8,138,949	8,605,405	8,467,061	9,486,496
JCIC - EMERENCY MANAGEMENT (GF)	1,812,403	2,127,810	1,918,836	2,084,580
HEALTH DEPARTMENT (GF)	3,067,305	3,436,544	3,357,599	3,799,935
PLANNING				
General Fund Operations (GF)	441,499	577,714	496,916	599,262
CDBG Fund (SRF)	1,640,152	169,786	167,492	276,177
ECONOMIC DEVELOPMENT (GF)	218,824	319,451	283,530	305,096
COMMUNITY SERVICES (GF)	1,013,054	1,091,265	1,090,907	1,097,610
PARKS & RECREATION				
General Fund Operations (GF)	2,772,592	3,643,230	3,589,918	3,417,120
Recreation Services Fund (EF)	4,724,692	15,165,221	15,216,245	5,797,476
PUBLIC WORKS				
General Fund Operations (GF)	5,670,863	6,304,655	6,208,981	6,823,623
Public Transportation Fund(EF)	3,344,377	5,672,097	5,648,720	3,295,142
Regional Airport Fund(EF)	1,878,532	2,496,279	2,441,064	1,862,798
Sanitary Sewer Utility Fund (EF)	12,684,953	12,638,616	12,336,759	14,301,857
Parking Facilities Fund (EF)	1,821,940	1,788,960	1,787,265	1,836,105
Solid Waste Utility Fund (EF)	10,206,039	13,056,199	13,055,240	14,275,076
Storm Water Utility Fund (EF)	2,016,730	1,336,632	1,326,705	2,412,560
Custodial & Building Maint. Fund (ISF)	617,263	821,823	798,514	876,175
Fleet Operations Fund (ISF)	3,287,057	3,331,820	3,300,250	3,412,540
WATER & ELECTRIC				
Railroad Utility Fund (EF)	944,231	818,318	923,531	626,124
Water	13,232,675	14,706,102	14,864,988	25,804,519
Electric Utility Fund (EF)	$ 62,925,745	$ 71,443,885	$ 71,434,874	$ 64,071,649

Financial Summary - Expenditures By Department Funding Source (Continued)

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
CONTRIBUTIONS FUND (TF)	$ 258,952	$ 143,251	$ 137,042	$ 155,162
PUBLIC COMMUNICATIONS FUND (ISF)	624,271	691,197	676,601	825,475
INFORMATION SERVICES FUND (ISF)	3,000,788	3,709,426	3,608,794	3,367,839
CULTURAL AFFAIRS FUND (SRF)	347,516	360,618	335,014	348,602
CONVENTION & TOURISM FUND (SRF)	844,019	1,156,980	1,113,480	1,138,027
EMPLOYEE BENEFIT FUND (ISF)	6,779,421	6,338,738	6,871,833	7,219,830
99 QUARTER CENT SALES TAX FD (SRF)	0	0	0	3,289,323
TRANSPORTATION SALES TAX FD (SRF)	7,042,000	7,541,333	7,541,333	6,912,889
PARKS SALES TAX FUND (SRF)	0	1,661,235	1,661,235	3,418,250
PUBLIC IMPROVEMENT FUND (SRF)	1,140,520	646,278	646,278	631,041
SPECIAL ROAD DISTRICT TAX FD (SRF)	1,179,600	927,500	927,500	1,361,600
CAPITAL PROJECTS FUND (CIP)	9,038,122	7,832,247	7,832,247	8,943,281
DEBT SERVICE FUNDS (DSF)	2,957,544	3,170,340	3,930,265	4,316,127
TOTAL	$ **198,381,461**	$ **228,762,528**	$ **228,703,515**	$ **235,527,111**
TOTAL BY FUNDING SOURCE & FUND TYPE:				
General Fund (GF)	$ 41,975,779	$ 46,555,413	$ 45,557,256	$ 50,004,532
Special Revenue Funds (SRF)	12,193,807	12,463,730	12,392,332	17,375,909
Debt Service Fund (DSF)	2,957,544	3,170,340	3,930,265	4,316,127
Trust Funds (TF)	258,952	143,251	137,042	155,162
Capital Projects Fund(CIP)	9,038,122	7,832,247	7,832,247	8,943,281
TOTAL GOVERNMENTAL FUNDS	**66,424,204**	**70,164,981**	**69,849,142**	**80,795,011**
TOTAL ENTERPRISE FUNDS (EF)	113,779,914	139,122,309	139,035,391	134,283,306
TOTAL INTERNAL SERVICE FUNDS (ISF)	18,177,343	19,475,238	19,818,982	20,448,794
TOTAL FOR ALL FUNDS	$ **198,381,461**	$ **228,762,528**	$ **228,703,515**	$ **235,527,111**

Financial Summary - Expenditures By Department and Category

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
CITY GENERAL (NON-DEPARTMENTAL):				
Operating Expenses	$ 771,297	$ 952,405	$ 847,169	$ 998,813
Non-Operating Expenses	2,069,476	2,060,500	2,060,500	2,869,500
Debt Service	0	0	0	0
Capital Additions	0	0	0	0
Capital Projects	0	0	0	0
Total Expenses	**2,840,773**	**3,012,905**	**2,907,669**	**3,868,313**
CITY COUNCIL:				
Operating Expenses	117,452	174,030	154,461	172,744
Non-Operating Expenses	0	0	0	0
Debt Service	0	0	0	0
Capital Additions	0	0	0	0
Capital Projects	0	0	0	0
Total Expenses	**117,452**	**174,030**	**154,461**	**172,744**
CITY CLERK:				
Operating Expenses	122,933	189,638	169,231	161,835
Non-Operating Expenses	0	0	0	0
Debt Service	0	0	0	0
Capital Additions	0	0	0	0
Capital Projects	0	0	0	0
Total Expenses	**122,933**	**189,638**	**169,231**	**161,835**
CITY MANAGER:				
Operating Expenses	590,703	694,795	653,532	750,133
Non-Operating Expenses	0	0	0	0
Debt Service	0	0	0	0
Capital Additions	0	0	0	0
Capital Projects	0	0	0	0
Total Expenses	**590,703**	**694,795**	**653,532**	**750,133**
FINANCE DEPARTMENT:				
General Fund Operations:				
Operating Expenses	2,398,800	2,553,632	2,458,793	2,584,303
Non-Operating Expenses	0	0	0	0
Debt Service	0	0	0	0
Capital Additions	5,570	9,800	9,118	9,934
Capital Projects	0	0	0	0
Total Expenses	**2,404,370**	**2,563,432**	**2,467,911**	**2,594,237**
Utility Customer Services Fund:				
Operating Expenses	1,124,525	1,074,771	1,066,058	1,185,543
Non-Operating Expenses	3,835	3,000	3,000	3,783
Debt Service	0	0	0	0
Capital Additions	9,210	37,025	37,025	108,289
Capital Projects	0	0	0	0
Total Expenses	**1,137,570**	**1,114,796**	**1,106,083**	**1,297,615**
Self Insurance Reserve Fund:				
Operating Expenses	1,686,956	2,515,278	2,504,267	2,495,847
Non-Operating Expenses	41,019	160	640	639
Debt Service	998,832	950,000	950,000	950,000
Capital Additions	4,166	2,000	2,000	2,834
Capital Projects	0	0	0	0
Total Expenses	$ **2,730,973**	$ **3,467,438**	$ **3,456,907**	$ **3,449,320**

Financial Summary - Expenditures By Department and Category (Continued)

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
HUMAN RESOURCES:	$	$	$	$
Operating Expenses	552,301	630,027	621,663	655,379
Non-Operating Expenses	0	0	0	0
Debt Service	0	0	0	0
Capital Additions	0	0	0	0
Capital Projects	0	0	0	0
Total Expenses	**552,301**	**630,027**	**621,663**	**655,379**
LAW DEPARTMENT:				
Operating Expenses	633,591	681,065	680,020	710,758
Non-Operating Expenses	0	0	0	0
Debt Service	0	0	0	0
Capital Additions	0	2,170	2,170	0
Capital Projects	0	0	0	0
Total Expenses	**633,591**	**683,235**	**682,190**	**710,758**
MUNICIPAL COURT:				
Operating Expenses	426,565	463,635	462,444	506,962
Non-Operating Expenses	0	0	0	0
Debt Service	0	0	0	0
Capital Additions	1,688	5,335	5,000	7,654
Capital Projects	0	0	0	0
Total Expenses	**428,253**	**468,970**	**467,444**	**514,616**
POLICE DEPARTMENT:				
Operating Expenses	10,542,129	11,297,427	11,310,712	12,341,013
Non-Operating Expenses	0	0	0	0
Debt Service	0	0	0	0
Capital Additions	607,785	734,880	708,695	621,782
Capital Projects	0	0	0	0
Total Expenses	**11,149,914**	**12,032,307**	**12,019,407**	**12,962,795**
FIRE DEPARTMENT:				
Operating Expenses	8,052,274	8,568,760	8,430,416	9,355,173
Non-Operating Expenses	0	0	0	0
Debt Service	0	0	0	0
Capital Additions	86,675	36,645	36,645	131,323
Capital Projects	0	0	0	0
Total Expenses	**8,138,949**	**8,605,405**	**8,467,061**	**9,486,496**
JOINT COMMUNICATIONS/EMERG. MGMT:				
Operating Expenses	1,665,468	2,065,215	1,856,241	2,024,240
Non-Operating Expenses	0	0	0	0
Debt Service	0	0	0	0
Capital Additions	146,935	62,595	62,595	60,340
Capital Projects	0	0	0	0
Total Expenses	**1,812,403**	**2,127,810**	**1,918,836**	**2,084,580**
HEALTH DEPARTMENT:				
Operating Expenses	3,021,735	3,415,144	3,336,234	3,797,421
Non-Operating Expenses	0	0	0	0
Debt Service	0	0	0	0
Capital Additions	45,570	21,400	21,365	2,514
Capital Projects	0	0	0	0
Total Expenses	$ **3,067,305**	$ **3,436,544**	$ **3,357,599**	$ **3,799,935**

Financial Summary - Expenditures By Department and Category (Continued)

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
PLANNING DEPARTMENT:				
General Fund Operations:				
Operating Expenses	$ 440,345	$ 577,714	$ 496,916	$ 583,338
Non-Operating Expenses	0	0	0	0
Debt Service	0	0	0	0
Capital Additions	1,154	0	0	15,924
Capital Projects	0	0	0	0
Total Expenses	**441,499**	**577,714**	**496,916**	**599,262**
CDBG Fund:				
Operating Expenses	577,844	167,286	165,726	276,177
Non-Operating Expenses	1,059,631	0	0	0
Debt Service	0	0	0	0
Capital Additions	2,677	2,500	1,766	0
Capital Projects	0	0	0	0
Total Expenses	**1,640,152**	**169,786**	**167,492**	**276,177**
ECONOMIC DEVELOPMENT:				
Operating Expenses	218,824	319,451	283,530	305,096
Non-Operating Expenses	0	0	0	0
Debt Service	0	0	0	0
Capital Additions	0	0	0	0
Capital Projects	0	0	0	0
Total Expenses	**218,824**	**319,451**	**283,530**	**305,096**
COMMUNITY SERVICES:				
Operating Expenses	1,013,054	1,091,265	1,090,907	1,097,610
Non-Operating Expenses	0	0	0	0
Debt Service	0	0	0	0
Capital Additions	0	0	0	0
Capital Projects	0	0	0	0
Total Expenses	**1,013,054**	**1,091,265**	**1,090,907**	**1,097,610**
PARKS & RECREATION DEPARTMENT:				
General Fund Operations:				
Operating Expenses	2,626,864	2,997,995	2,974,083	3,127,722
Non-Operating Expenses	0	0	0	0
Debt Service	0	0	0	0
Capital Additions	145,728	645,235	615,835	289,398
Capital Projects	0	0	0	0
Total Expenses	**2,772,592**	**3,643,230**	**3,589,918**	**3,417,120**
Recreation Services Fund:				
Operating Expenses	3,783,524	4,011,928	3,990,508	4,789,232
Non-Operating Expenses	235,062	234,660	286,736	256,786
Debt Service	1,902	1,137	27,137	471,168
Capital Additions	105,425	132,496	126,864	183,290
Capital Projects	598,779	10,785,000	10,785,000	97,000
Total Expenses	**4,724,692**	**15,165,221**	**15,216,245**	**5,797,476**
PUBLIC WORKS DEPARTMENT:				
General Fund Operations:				
Operating Expenses	5,388,387	6,053,198	5,964,809	6,313,671
Non-Operating Expenses	0	0	0	0
Debt Service	0	0	0	0
Capital Additions	282,476	251,457	244,172	509,952
Capital Projects	0	0	0	0
Total Expenses	$ **5,670,863**	$ **6,304,655**	$ **6,208,981**	$ **6,823,623**

Financial Summary - Expenditures By Department and Category (Continued)

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Public Transportation Fund:				
Operating Expenses	$ 2,731,936	$ 2,814,901	$ 2,785,174	$ 2,758,719
Non-Operating Expenses	308,478	199,900	206,300	246,770
Debt Service	0	0	0	0
Capital Additions	237,304	9,600	9,550	46,784
Capital Projects	66,659	2,647,696	2,647,696	242,869
Total Expenses	**3,344,377**	**5,672,097**	**5,648,720**	**3,295,142**
Regional Airport Fund:				
Operating Expenses	1,078,897	1,199,836	1,147,765	1,272,786
Non-Operating Expenses	413,046	410,800	412,445	431,012
Debt Service	0	0	0	0
Capital Additions	15,121	138,000	133,211	9,000
Capital Projects	371,468	747,643	747,643	150,000
Total Expenses	**1,878,532**	**2,496,279**	**2,441,064**	**1,862,798**
Sanitary Sewer Utility Fund:				
Operating Expenses	4,753,332	5,260,885	4,935,130	5,498,213
Non-Operating Expenses	2,214,748	2,190,878	2,248,419	2,236,409
Debt Service	903,791	894,310	894,310	864,337
Capital Additions	320,252	273,937	240,294	347,398
Capital Projects	4,492,830	4,018,606	4,018,606	5,355,500
Total Expenses	**12,684,953**	**12,638,616**	**12,336,759**	**14,301,857**
Parking Facilities Fund:				
Operating Expenses	591,317	650,282	656,922	674,177
Non-Operating Expenses	626,805	628,614	620,914	628,768
Debt Service	528,672	501,064	501,064	476,160
Capital Additions	28,538	9,000	8,365	4,000
Capital Projects	46,608	0	0	53,000
Total Expenses	**1,821,940**	**1,788,960**	**1,787,265**	**1,836,105**
Solid Waste Utility Fund:				
Operating Expenses	7,305,601	8,564,170	8,419,587	8,766,900
Non-Operating Expenses	1,315,531	1,214,800	1,371,638	1,347,725
Debt Service	246,425	224,445	224,445	215,203
Capital Additions	1,201,059	927,284	914,070	920,248
Capital Projects	137,423	2,125,500	2,125,500	3,025,000
Total Expenses	**10,206,039**	**13,056,199**	**13,055,240**	**14,275,076**
Storm Water Utility Fund:				
Operating Expenses	611,654	777,992	769,832	732,956
Non-Operating Expenses	157,843	154,500	156,550	184,604
Debt Service	0	0	0	0
Capital Additions	33,327	9,740	5,923	20,000
Capital Projects	1,213,906	394,400	394,400	1,475,000
Total Expenses	**2,016,730**	**1,336,632**	**1,326,705**	**2,412,560**
Custodial & Bldg. Maintenance Fund:				
Operating Expenses	602,743	808,846	785,404	869,898
Non-Operating Expenses	4,722	4,488	4,688	6,112
Debt Service	160	289	289	165
Capital Additions	9,638	8,200	8,133	0
Capital Projects	0	0	0	0
Total Expenses	$ **617,263**	$ **821,823**	$ **798,514**	$ **876,175**

Financial Summary - Expenditures By Department and Category (Continued)

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Fleet Operations Fund:				
Operating Expenses	$ 3,202,400	$ 3,218,886	$ 3,189,863	$ 3,336,129
Non-Operating Expenses	24,865	22,600	22,600	25,870
Debt Service	0	35,534	35,534	35,541
Capital Additions	41,183	54,800	52,253	15,000
Capital Projects	18,609	0	0	0
Total Expenses	**3,287,057**	**3,331,820**	**3,300,250**	**3,412,540**
WATER & ELECTRIC DEPARTMENT:				
Railroad Fund:				
Operating Expenses	335,902	367,450	361,703	385,986
Non-Operating Expenses	153,163	153,430	153,430	163,821
Debt Service	876	5,438	2,398	6,817
Capital Additions	0	163,000	163,000	0
Capital Projects	454,290	129,000	243,000	69,500
Total Expenses	**944,231**	**818,318**	**923,531**	**626,124**
Water Utility Fund:				
Operating Expenses	6,178,180	6,293,823	6,437,729	6,796,735
Non-Operating Expenses	2,934,269	2,882,150	2,897,130	3,009,316
Debt Service	1,210,414	1,496,566	1,496,566	1,035,307
Capital Additions	339,644	433,013	433,013	276,779
Capital Projects	2,570,168	3,600,550	3,600,550	14,686,382
Total Expenses	**13,232,675**	**14,706,102**	**14,864,988**	**25,804,519**
Electric Utility Fund:				
Operating Expenses	45,362,598	46,327,261	46,354,444	48,145,274
Non-Operating Expenses	9,892,438	10,143,209	10,183,111	10,538,600
Debt Service	1,951,069	2,834,726	2,758,630	1,820,686
Capital Additions	1,404,368	2,919,989	2,919,989	1,382,089
Capital Projects	4,315,272	9,218,700	9,218,700	2,185,000
Total Expenses	**62,925,745**	**71,443,885**	**71,434,874**	**64,071,649**
CULTURAL AFFAIRS FUND:				
Operating Expenses	347,516	360,618	335,014	348,602
Non-Operating Expenses	0	0	0	0
Debt Service	0	0	0	0
Capital Additions	0	0	0	0
Capital Projects	0	0	0	0
Total Expenses	**347,516**	**360,618**	**335,014**	**348,602**
CONVENTION & TOURISM FUND:				
Operating Expenses	750,951	1,077,796	1,034,331	1,048,906
Non-Operating Expenses	79,712	75,784	75,784	75,931
Debt Service	0	0	0	0
Capital Additions	13,356	3,400	3,365	13,190
Capital Projects	0	0	0	0
Total Expenses	**844,019**	**1,156,980**	**1,113,480**	**1,138,027**
EMPLOYEE BENEFIT FUND:				
Operating Expenses	6,779,421	6,338,738	6,871,833	7,219,830
Non-Operating Expenses	0	0	0	0
Debt Service	0	0	0	0
Capital Additions	0	0	0	0
Capital Projects	0	0	0	0
Total Expenses	**$ 6,779,421**	**$ 6,338,738**	**$ 6,871,833**	**$ 7,219,830**

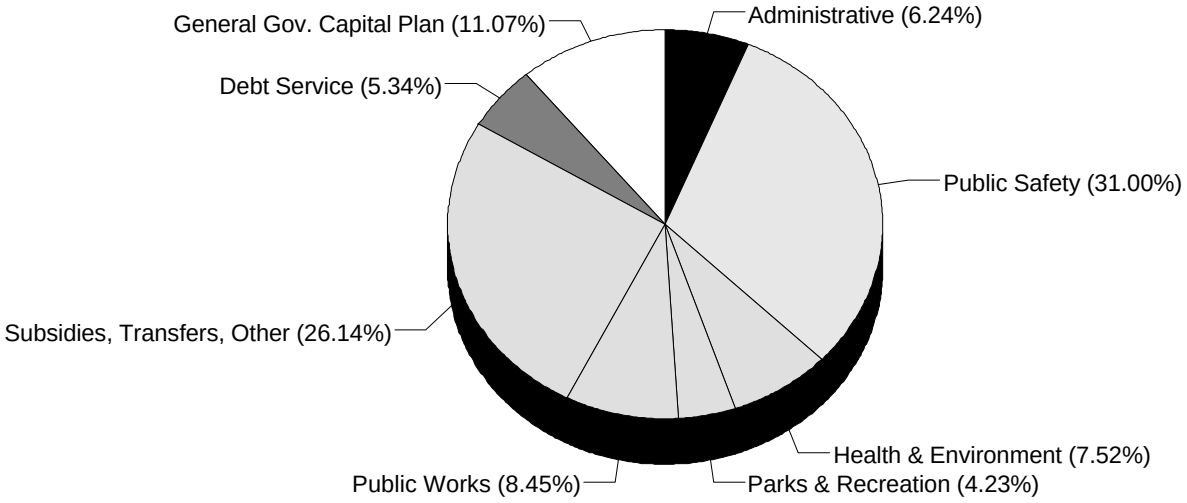
Financial Summary - Expenditures By Department and Category (Continued)

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
INFORMATION SERVICES FUND:				
Operating Expenses	$ 2,335,314	$ 2,827,030	$ 2,822,601	$ 2,749,641
Non-Operating Expenses	446,755	450,000	347,594	251,420
Debt Service	49,463	240,142	242,620	140,101
Capital Additions	169,256	192,254	195,979	226,677
Capital Projects	0	0	0	0
Total Expenses	**3,000,788**	**3,709,426**	**3,608,794**	**3,367,839**
PUBLIC COMMUNICATIONS FUND:				
Operating Expenses	587,000	650,697	636,101	781,182
Non-Operating Expenses	15,739	40,500	40,500	42,893
Debt Service	0	0	0	0
Capital Additions	21,532	0	0	1,400
Capital Projects	0	0	0	0
Total Expenses	**624,271**	**691,197**	**676,601**	**825,475**
CONTRIBUTIONS FUND:				
Operating Expenses	85,608	143,251	137,042	155,162
Non-Operating Expenses	173,344	0	0	0
Debt Service	0	0	0	0
Capital Additions	0	0	0	0
Capital Projects	0	0	0	0
Total Expenses	**258,952**	**143,251**	**137,042**	**155,162**
99 QUARTER CENT SALES TAX FUND:				
Operating Expenses	0	0	0	0
Non-Operating Expenses	0	0	0	3,289,323
Debt Service	0	0	0	0
Capital Additions	0	0	0	0
Capital Projects	0	0	0	0
Total Expenses	**0**	**0**	**0**	**3,289,323**
PARKS SALES TAX FUND:				
Operating Expenses	0	15,000	15,000	0
Non-Operating Expenses	0	1,646,235	1,646,235	3,418,250
Debt Service	0	0	0	0
Capital Additions	0	0	0	0
Capital Projects	0	0	0	0
Total Expenses	**0**	**1,661,235**	**1,661,235**	**3,418,250**
TRANSPORTATION SALES TAX FUND:				
Operating Expenses	0	0	0	0
Non-Operating Expenses	7,042,000	7,541,333	7,541,333	6,912,889
Debt Service	0	0	0	0
Capital Additions	0	0	0	0
Capital Projects	0	0	0	0
Total Expenses	**7,042,000**	**7,541,333**	**7,541,333**	**6,912,889**
PUBLIC IMPROVEMENT FUND:				
Operating Expenses	39,962	59,267	59,267	41,094
Non-Operating Expenses	1,100,558	587,011	587,011	589,947
Debt Service	0	0	0	0
Capital Additions	0	0	0	0
Capital Projects	0	0	0	0
Total Expenses	$ **1,140,520**	$ **646,278**	$ **646,278**	$ **631,041**

Financial Summary - Expenditures By Department and Category (Continued)

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
SPECIAL ROAD DISTRICT TAX FUND:				
Operating Expenses	$ 0	$ 0	$ 0	$ 0
Non-Operating Expenses	1,179,600	927,500	927,500	1,361,600
Debt Service	0	0	0	0
Capital Additions	0	0	0	0
Capital Projects	0	0	0	0
Total Expenses	**1,179,600**	**927,500**	**927,500**	**1,361,600**
CAPITAL PROJECTS (CIP):				
Operating Expenses	0	0	0	0
Non-Operating Expenses	0	0	0	0
Debt Service	0	0	0	0
Capital Additions	0	0	0	0
Capital Projects	9,038,122	7,832,247	7,832,247	8,943,281
Total Expenses	**9,038,122**	**7,832,247**	**7,832,247**	**8,943,281**
DEBT SERVICE FUND:				
Operating Expenses	0	0	0	0
Non-Operating Expenses	0	0	0	0
Debt Service	2,957,544	3,170,340	3,930,265	4,316,127
Capital Additions	0	0	0	0
Capital Projects	0	0	0	0
Total Expenses	**2,957,544**	**3,170,340**	**3,930,265**	**4,316,127**
TOTAL FOR ALL FUNDS:				
OPERATING EXPENSES	**129,435,903**	**138,251,388**	**137,272,462**	**145,815,200**
NON-OPERATING EXPENSES	**31,492,639**	**31,572,052**	**31,794,058**	**37,891,968**
DEBT SERVICE	**8,849,148**	**10,353,991**	**11,063,258**	**10,331,612**
CAPITAL ADDITIONS	**5,279,637**	**7,085,755**	**6,960,395**	**5,205,799**
CAPITAL PROJECTS	**23,324,134**	**41,499,342**	**41,613,342**	**36,282,532**
TOTAL EXPENSES	**$ 198,381,461**	**$ 228,762,528**	**$ 228,703,515**	**$ 235,527,111**

General Government Expenditures By Function
FY 2002

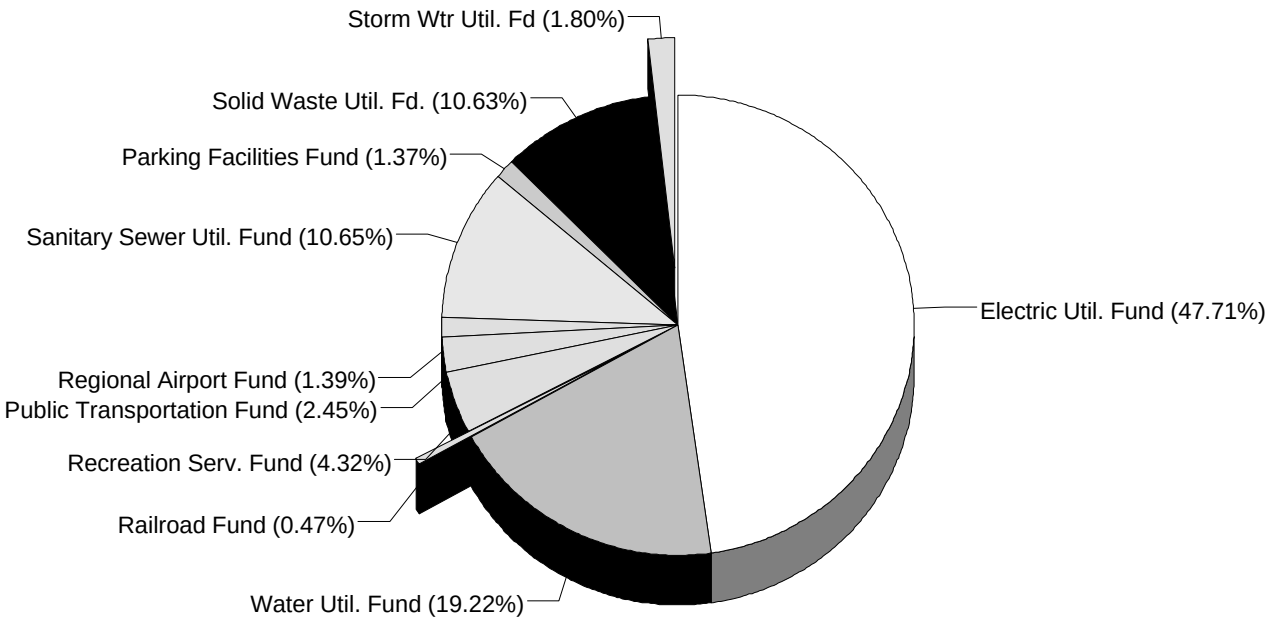


General Government Expenditures By Function

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Budget FY 2001
Administrative	$ 4,421,350	$ 4,935,157	$ 4,748,988	$ 5,045,086	2.2%
Public Safety	21,529,519	23,234,492	22,872,748	25,048,487	7.8%
Health & Environment	6,380,834	5,594,760	5,396,444	6,078,080	8.6%
Parks & Recreation	2,772,592	3,643,230	3,589,918	3,417,120	-6.2%
Public Works	5,670,863	6,304,655	6,208,981	6,823,623	8.2%
Subsidies/Transfers & Other*	13,653,380	15,450,100	15,269,551	21,123,207	36.7%
Debt Service	2,957,544	3,170,340	3,930,265	4,316,127	36.1%
General Gov. Capital Plan	9,038,122	7,832,247	7,832,247	8,943,281	14.2%
Total Appropriations	**$ 66,424,204**	**$ 70,164,981**	**$ 69,849,142**	**$ 80,795,011**	**15.2%**

* Subsidies/Transfers & Other include: City General, Cultural Affairs Fund, Convention & Tourism Fund, Transportation Sales Tax Fund, 99 Quarter Cent Sales Tax, Parks Sales Tax, Public Improvement Fund, Special Road District Tax Fund and Contributions Fund.

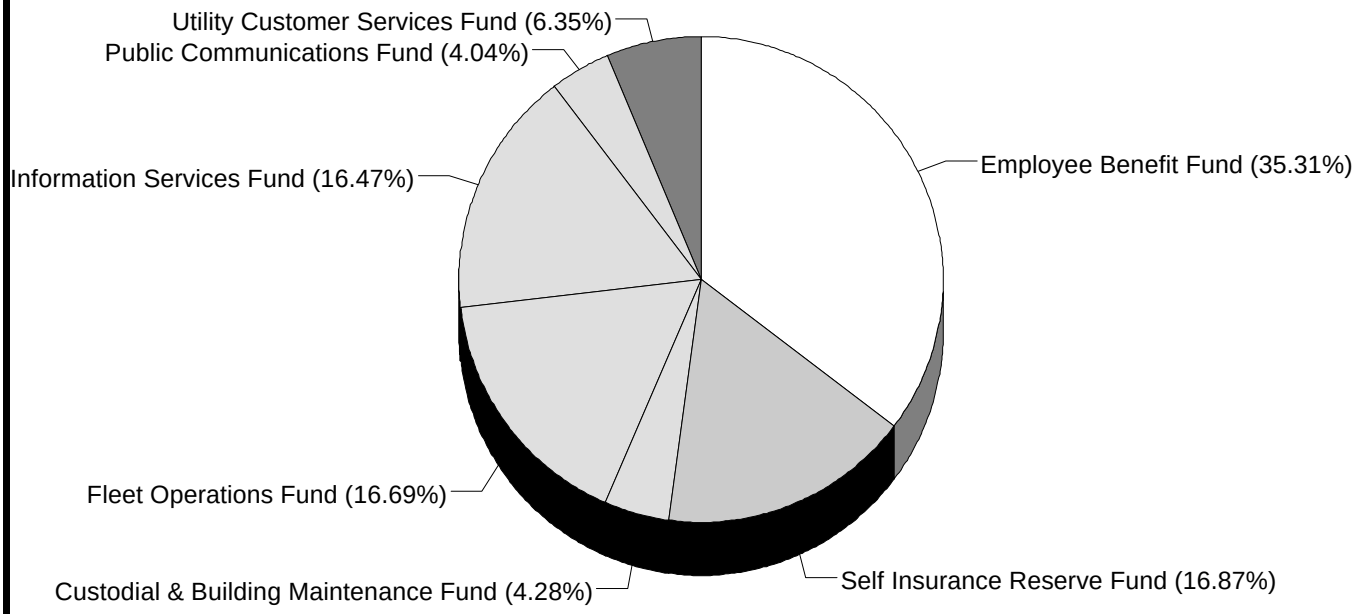
Enterprise Fund Expenses By Fund
FY 2002



Enterprise Fund Expenses By Fund

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Budget FY 2001
Electric Utility Fund	$ 62,925,745	$ 71,443,885	$ 71,434,874	$ 64,071,649	-10.3%
Water Utility Fund	13,232,675	14,706,102	14,864,988	25,804,519	75.5%
Railroad Fund	944,231	818,318	923,531	626,124	-23.5%
Recreation Services Fund	4,724,692	15,165,221	15,216,245	5,797,476	-61.8%
Public Transportation Fund	3,344,377	5,672,097	5,648,720	3,295,142	-41.9%
Regional Airport Fund	1,878,532	2,496,279	2,441,064	1,862,798	-25.4%
Sanitary Sewer Utility Fund	12,684,953	12,638,616	12,336,759	14,301,857	13.2%
Parking Facilities Fund	1,821,940	1,788,960	1,787,265	1,836,105	2.6%
Solid Waste Utility Fund	10,206,039	13,056,199	13,055,240	14,275,076	9.3%
Storm Water Utility Fund	2,016,730	1,336,632	1,326,705	2,412,560	80.5%
Total	**$ 113,779,914**	**$ 139,122,309**	**$ 139,035,391**	**$ 134,283,306**	**-3.5%**

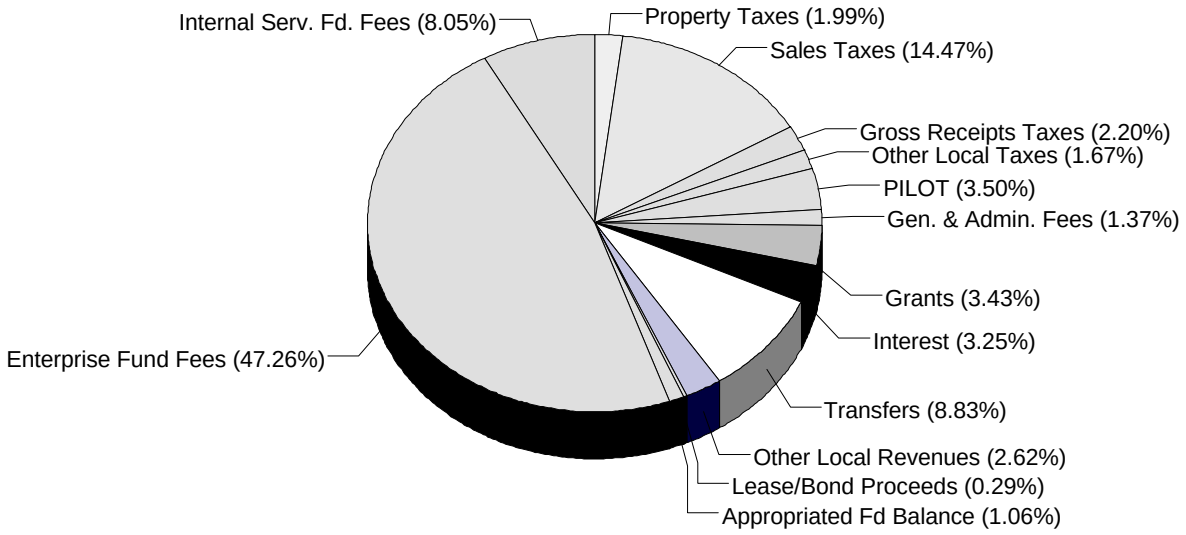
Internal Service Fund Expenses By Fund
FY 2002



Internal Service Fund Expenses By Fund

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Budget FY 2001
Employee Benefit Fund	$ 6,779,421	$ 6,338,738	$ 6,871,833	$ 7,219,830	13.9%
Self Insurance Reserve Fd	2,730,973	3,467,438	3,456,907	3,449,320	-0.5%
Custodial & Bldg Maint. Fd	617,263	821,823	798,514	876,175	6.6%
Fleet Operations Fund	3,287,057	3,331,820	3,300,250	3,412,540	2.4%
Information Services Fund	3,000,788	3,709,426	3,608,794	3,367,839	-9.2%
Public Communications Fd	624,271	691,197	676,601	825,475	19.4%
Utility Customer Serv. Fd	1,137,570	1,114,796	1,106,083	1,297,615	16.4%
Total	**$ 18,177,343**	**$ 19,475,238**	**$ 19,818,982**	**$ 20,448,794**	**5.0%**

Overall Revenue Summary
FY 2002



All Funds Revenue By Category

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Estimated FY 2001	
Property Taxes	$ 3,754,528	$ 3,941,500	$ 3,934,000	$ 4,170,040	6.0%	
Sales Taxes	25,211,513	28,630,072	27,023,278	30,244,541	11.9%	+
Gross Receipts Taxes	3,372,718	3,670,733	4,480,733	4,599,920	2.7%	^
Other Local Taxes	3,490,726	3,614,000	3,484,000	3,499,000	0.4%	
PILOT	6,757,584	6,940,000	7,000,000	7,310,000	4.4%	
Gen. & Admin. Charges	2,612,334	2,896,359	2,896,359	2,862,384	-1.2%	
Grants	6,134,773	6,717,582	6,953,088	7,174,839	3.2%	
Interest *	10,128,453	6,410,518	6,568,663	6,802,443	3.6%	
Transfers	12,712,727	12,917,881	12,893,620	18,459,468	43.2%	
Other Local Revenues	6,154,358	6,070,171	6,035,964	5,475,321	-9.3%	
Lease/Bond Proceeds	0	14,260,660	6,465,055	612,000	-90.5%	
Appropriated Fund Balance	2,038,125	1,786,503	1,786,503	2,215,355	24.0%	
Enterprise Fund Fees	90,925,044	96,566,028	95,147,302	98,820,930	3.9%	
Internal Service Fund Fees	15,664,018	16,135,545	16,234,329	16,833,463	3.7%	
Total	**$ 188,956,901**	**$ 210,557,552**	**$ 200,902,894**	**$ 209,079,704**	**4.1%**	

* Interest earnings are shown on a GAAP basis which requires an adjustment for unrealized gains and losses. Without this adjustment, interest earning for FY 2000 would have been $9,734,214. There is no way to accurately predict the amount of this adjustment for FY 2001 and FY 2002; therefore, no adjustment is reflected in those years.

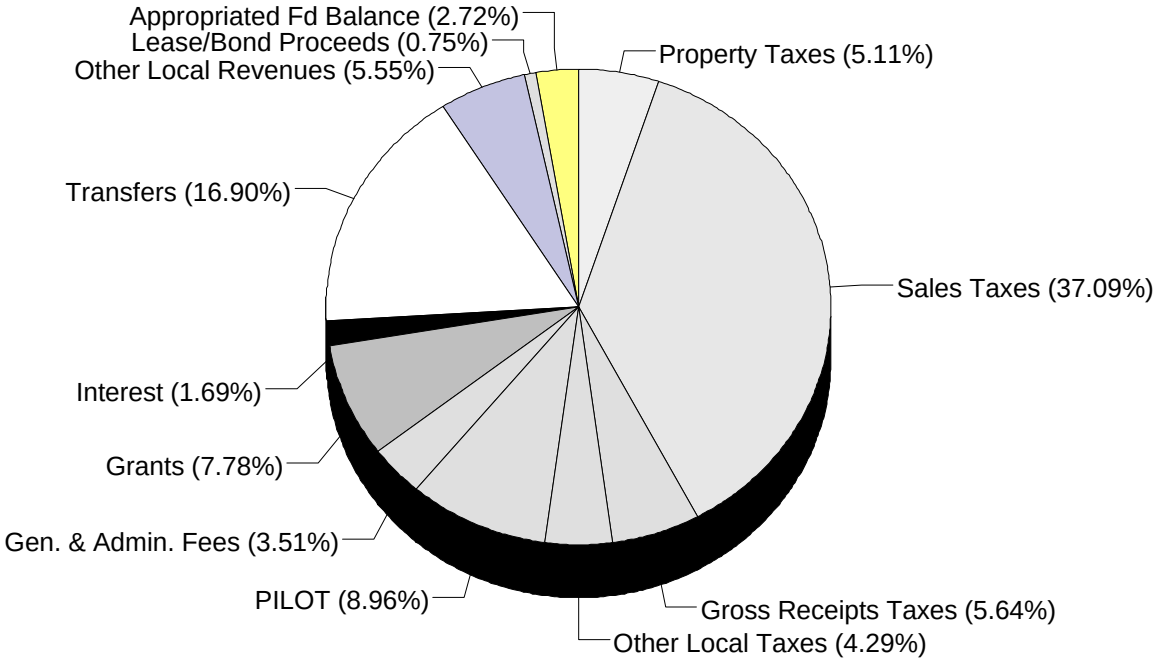
\+ Actual growth in Sales Tax Revenue is estimated at 2.25%. The increase shown is due to only receiving a partial years' receipts in FY 2001 for the newly enacted local parks sales tax.

^ Actual growth in General Fund Gross Receipts Taxes is 0.6%. The increase shown includes an 8% growth in the Hotel/Motel Tax .

Financial Summary - FY 2002 Revenue Summary By Category and Funding Source

	General Government	Enterprise	Internal Service	FY 2002 Total
TAXES:				
Property Taxes	$ 4,170,040	$ 0	$ 0	$ 4,170,040
Sales Tax	30,244,541	0	0	30,244,541
Gross Receipts Taxes	4,599,920	0	0	4,599,920
Other Local Taxes	3,499,000	0	0	3,499,000
TOTAL TAXES	**42,513,501**	**0**	**0**	**42,513,501**
INTRAGOVERNMENTAL REVENUES:				
PILOT	7,310,000	0	0	7,310,000
Gen. & Admin. Fees	2,862,384	0	0	2,862,384
TOTAL INTRAGOVERNMENTAL REV.	**10,172,384**	**0**	**0**	**10,172,384**
INTERGOVERNMENTAL REVENUES (Grant Revenue)	**6,341,204**	**833,635**	**0**	**7,174,839**
INVESTMENT REVENUE	**1,377,600**	**4,231,843**	**1,193,000**	**6,802,443**
OPERATING TRANSFERS	**4,528,373**	**4,680,204**	**0**	**9,208,577**
OTHER LOCAL REVENUE:				
Licenses & Permits	633,297	0	0	633,297
Fines	1,110,900	0	0	1,110,900
Governmental Fees	1,681,150	0	0	1,681,150
Miscellaneous Revenue	10,353,917	903,548	43,400	11,300,865
TOTAL OTHER LOCAL REVENUE	**13,779,264**	**903,548**	**43,400**	**14,726,212**
LEASE/BOND PROCEEDS	**612,000**	**0**	**0**	**612,000**
APPROPRIATED FUND BALANCE	**2,215,355**	**0**	**0**	**2,215,355**
ENTERPRISE FUND FEES:				
Railroad Utility Fees	0	401,000	0	401,000
Water Utility Fees	0	10,727,089	0	10,727,089
Electric Utility Fees	0	64,907,868	0	64,907,868
Recreation Fees	0	3,226,882	0	3,226,882
Public Transportation Fees	0	423,300	0	423,300
Airport Utility Fees	0	459,129	0	459,129
Sanitary Sewer Fees	0	6,800,000	0	6,800,000
Parking Fees	0	1,422,047	0	1,422,047
Solid Waste Utility Fees	0	9,353,615	0	9,353,615
Storm Water Utility Fees	0	1,100,000	0	1,100,000
TOTAL ENTERPRISE FUND FEES	**0**	**98,820,930**	**0**	**98,820,930**
INTERNAL SERVICE FEES:				
Locator Fees	0	120,000	0	120,000
Health Insurance Fees	0	0	6,094,472	6,094,472
Self Insurance Fees	0	0	1,614,375	1,614,375
Custodial & Bldg Maintenance Fees	0	0	838,788	838,788
Fleet Maintenance Fees	0	0	3,360,000	3,360,000
Information Services Fees	0	0	2,899,693	2,899,693
Print Shop & Mailroom Fees	0	0	771,700	771,700
Utility Customer Services Billing Fees	0	0	1,134,435	1,134,435
TOTAL INTERNAL SERVICE FUND FEES	**0**	**120,000**	**16,713,463**	**16,833,463**
TOTAL REVENUES AND OTHER SOURCES	**$ 81,539,681**	**$ 109,590,160**	**$ 17,949,863**	**$ 209,079,704**

General Government Revenues
FY 2002



General Government Revenues

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Estimated FY 2001
Property Taxes	$ 3,754,528	$ 3,941,500	$ 3,934,000	$ 4,170,040	6.0%
Sales Taxes	25,211,513	28,630,072	27,023,278	30,244,541	11.9%
Gross Receipts Taxes	3,372,718	3,670,733	4,480,733	4,599,920	2.7%
Other Local Taxes	3,490,726	3,614,000	3,484,000	3,499,000	0.4%
PILOT	6,757,584	6,940,000	7,000,000	7,310,000	4.4%
Gen. & Admin. Charges	2,612,334	2,896,359	2,896,359	2,862,384	-1.2%
Grants	5,131,008	5,833,807	5,921,373	6,341,204	7.1%
Interest	2,938,160	1,200,500	1,350,000	1,377,600	2.0%
Transfers	8,916,727	8,949,510	8,945,249	13,779,264	54.0%
Other Local Revenues	4,011,441	5,230,361	5,271,217	4,528,373	-14.1%
Lease/Bond Proceeds	0	14,260,660	6,465,055	612,000	-90.5%
Appropriated Fund Balance	2,038,125	1,786,503	1,786,503	2,215,355	24.0%
Total	**$ 68,234,864**	**$ 86,954,005**	**$ 78,557,767**	**$ 81,539,681**	**3.8%**

GENERAL FUND REVENUES:

The City of Columbia receives revenues from a number of sources, including Property Taxes; Sales Taxes; Other Local Taxes; PILOT; General and Administrative (G&A) Fees; Grants; Interest Revenue; Transfers; Franchises, Licenses and Permits; Fines, Fees, Service Charges, and Misc; and Appropriated Fund Balance.

Some of the City's major revenue sources include: Sales Taxes, Transfers, PILOT, Other Local Taxes, and G&A Fees. Other revenues highlighted below are those which are shown to change significantly from Estimated FY 2001 to FY 2002.

- **Property Tax**: While the overall rate has remained constant at $0.41 per $100 assessed value, the City has shifted the remaining $0.10 ($937,500) which was no longer needed for debt service to general operations. Due to this shift, the growth in Property Taxes is shown to be 40.6% over Estimated FY 2001. However, the actual growth rate is anticipated at 6.0% over Estimated FY 2001.

- **Sales Taxes**: A general sales tax is levied on all persons selling tangible personal property or rendering taxable services on a retail basis within the City limits. The City's General Fund receives 95.9% of 1% of gross retail receipts and 4.1% goes to the Public Improvement Fund. FY 2002 General Fund Sales Tax is shown to increase 2.2% over Estimated FY 2001. The growth rate in our sales tax has been decreasing for several years and is closely watched by staff since it is a major revenue source of the General Fund.

- **Gross Receipts Tax** is 7% of gross receipts. This tax is collected from General Telephone Company, Union Electric, and Boone Electric. Anticipated growth over Estimated FY 2001 is shown at 0% for Union Electric, 2.0% for Boone Electric, and 2.0% for General Telephone based on historical trends.

- **Other Local Taxes**: These include the gasoline tax, cigarette tax, and motor vehicle taxes.
  - The Gasoline Tax provides for the construction and maintenance of highways. The rate is 17 cents per gallon. A 1% over estimated FY 2001growth rate is anticipated based on historical trends.
  - The Cigarette Tax Rate is 10 cents per package. The tax is collected on each package by the wholesaler. A 0% growth over estimated FY 2000 is projected for this revenue.
  - The City's portion of the Motor Vehicle Sales Tax is 1½ cents per $1.00 vehicle cost. The City also receives a part of the license plate fee which is approximately $12.50. A 0.60% decrease for FY 2002 is anticipated, which is based on current trends.

- **PILOT**: (Payment-In-Lieu-Of-Taxes) The Water and Electric Fund pays the General Fund annually an amount substantially equivalent to the 7% gross receipts taxes and property taxes which would be paid if the utilities were owned privately. PILOT payments are projected to grow at 4.4% over estimated FY 2001 based upon recent growth trends, and then taking into consideration the 2% rate increase proposed in the Water Utility.

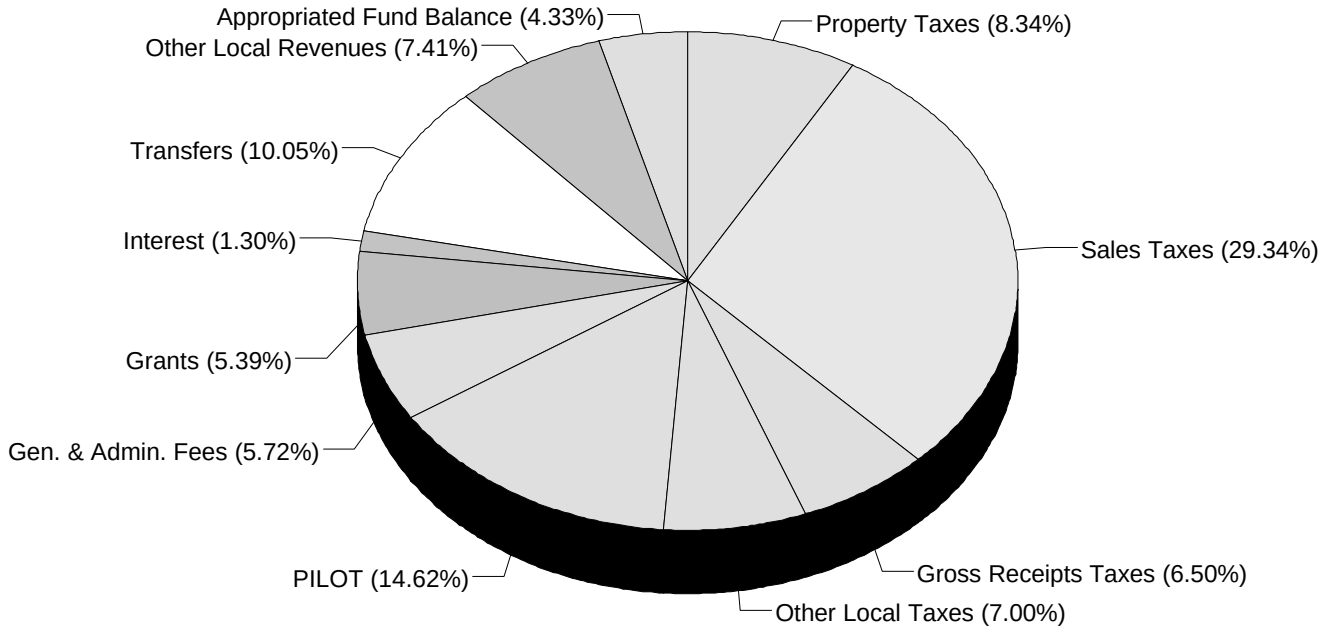
- **General and Administrative Fees**: (G&A) The City charges proportionately for all services performed by General Fund departments for enterprise, internal services, and other City funds. The charges are computed on the basis of an estimated allocation of time the various City departments contribute for servicing these funds. Beginning in FY 2001, we have added an additional component to this fee calculation which collects from some of our other city-owned utilities (Sewer, Solid Waste, and Storm Water) a payment-in-lieu-of-taxes equal to the amount they would pay in property taxes.

- **Grants**: Grants are shown to increase by 16.7% from Estimated FY 2001. This is due to the amount of revenues projected to be received from user agencies, as well as, an increase in federal health grants and a FEMA grant.

- **Interest**: Interest earnings are shown on a GAAP basis which requires an adjustment for unrealized gains and losses. Without this adjustment, interest earnings for FY 2000 would have been $9,734,214. There is no way to accurately predict the amount of this adjustment for FY 2001 and FY 2002; therefore, no adjustment is reflected in those years.

- **Appropriated Fund Balance**: Due to careful analysis and a close watchful eye on expenditures and revenues this year, the appropriated fund balance is higher for FY 2002.

General Fund Revenues
FY 2002



General Fund Revenues

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Estimated FY 2001
Property Taxes	$ 2,103,145	$ 2,978,900	$ 2,965,300	$ 4,170,040	40.6%
Sales Taxes	13,373,604	14,543,116	14,350,000	14,672,000	2.2%
Gross Receipts Taxes	2,388,670	2,470,733	3,230,733	3,249,920	0.6%
Other Local Taxes	3,490,726	3,614,000	3,484,000	3,499,000	0.4%
PILOT	6,757,584	6,940,000	7,000,000	7,310,000	4.4%
Gen. & Admin. Fees	2,612,334	2,896,359	2,896,359	2,862,384	-1.2%
Grants	2,301,247	2,249,827	2,306,833	2,692,934	16.7%
Interest	704,762	650,000	725,000	650,000	-10.3%
Transfers	4,554,838	5,475,610	5,471,349	5,025,776	-8.1%
Other Local Revenues	3,566,801	3,639,743	3,680,927	3,707,123	0.7%
Appropriated Fund Balance	2,038,125	1,052,503	1,052,503	2,165,355	105.7%
Total	**$ 43,891,836**	**$ 46,510,791**	**$ 47,163,004**	**$ 50,004,532**	**6.0%**

Financial Summaries - General Fund Revenue Detail

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
TAXES:				
PROPERTY TAXES:				
Property Taxes - Real Estate	$ 1,637,209	$ 2,300,000	$ 2,280,400	$ 3,228,375
Property Taxes - Personal Property	397,536	615,000	600,000	861,500
Property Taxes - Other	68,400	63,900	84,900	80,165
Total Property Taxes	**2,103,145**	**2,978,900**	**2,965,300**	**4,170,040**
SALES TAX	**13,373,604**	**14,543,116**	**14,350,000**	**14,672,000**
GROSS RECEIPTS TAX:				
Gross Receipts Tax - Telephone	590,842	561,600	590,000	601,800
Gross Receipts Tax - Natural Gas	1,421,801	1,518,400	2,250,000	2,250,000
Gross Receipts Tax - Electric	333,717	348,000	348,000	354,960
Gross Receipts Tax - CATV	42,310	42,733	42,733	43,160
Total Gross Receipts Tax	**2,388,670**	**2,470,733**	**3,230,733**	**3,249,920**
OTHER LOCAL TAXES:				
Cigarette Tax	649,580	684,000	654,000	654,000
Gasoline Tax	2,055,083	2,020,000	2,000,000	2,020,000
Motor Vehicle Tax	786,063	910,000	830,000	825,000
Total Other Local Taxes	**3,490,726**	**3,614,000**	**3,484,000**	**3,499,000**
TOTAL TAXES	**21,356,145**	**23,606,749**	**24,030,033**	**25,590,960**
INTRAGOVERNMENTAL REVENUES:				
PILOT:				
PILOT - Electric	5,192,150	5,350,000	5,425,000	5,665,000
PILOT - Water	1,565,434	1,590,000	1,575,000	1,645,000
Total PILOT	**6,757,584**	**6,940,000**	**7,000,000**	**7,310,000**
General & Administrative Revenue	2,612,334	2,896,359	2,896,359	2,862,384
TOTAL INTRAGOV. REVENUES	**9,369,918**	**9,836,359**	**9,896,359**	**10,172,384**
INTERGOVERNMENTAL REVENUES:				
Federal / State Revenues	1,336,798	1,213,460	1,179,461	1,323,045
County Revenues	964,449	1,036,367	1,127,372	1,369,889
TOTAL INTERGOV. REVENUES	**2,301,247**	**2,249,827**	**2,306,833**	**2,692,934**
INTEREST & INVESTMENT REVENUE:				
Investment Earnings & Interest	704,762	650,000	725,000	650,000
Other Investment Income	0	0	0	0
TOTAL INVESTMENT INCOME	**704,762**	**650,000**	**725,000**	**650,000**
OPERATING TRANSFERS:				
Parks Sales Tax	0	524,464	524,464	200,000
Transportation Sales Tax	4,138,000	4,324,210	4,324,210	4,432,315
Public Improvement Fund	230,000	230,000	230,000	230,000
Special Road District Tax	103,200	103,200	103,200	103,200
Special Business District	7,500	7,000	7,500	7,500
Capital Projects Fund	8,000	182,975	182,975	0
Contributions Fund	11,750	11,000	11,000	0
CDBG Fund	40,578	40,000	40,000	0
REDI	15,810	52,761	48,000	52,761
TOTAL OPERATING TRANSFERS	**$ 4,554,838**	**$ 5,475,610**	**$ 5,471,349**	**$ 5,025,776**

Financial Summaries - General Fund Revenue Detail (Continued)

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
OTHER LOCAL REVENUE:				
LICENSES & PERMITS:				
Business License	$ 476,237	$ 464,550	$ 489,000	$ 501,000
Liquor License	101,606	104,000	104,000	105,000
Animal License	11,256	26,760	27,027	27,297
TOTAL LICENSES AND PERMITS	**589,099**	**595,310**	**620,027**	**633,297**
FINES:				
Corporation Court Fines	707,755	666,000	716,000	726,500
Uniform Ticket Fines	189,670	180,000	160,000	160,000
Meter Fines	205,066	200,000	200,000	200,000
Alarm Violations	44,600	44,000	24,400	24,400
TOTAL FINES	**1,147,091**	**1,090,000**	**1,100,400**	**1,110,900**
FEES:				
Construction Fees	575,983	616,126	668,490	671,845
Street Maintenance Fees	526,341	275,000	280,000	250,000
Animal Control Fees	9,028	19,740	16,200	16,200
Health Fees	178,881	281,370	291,600	291,600
Other Fees	198,498	241,910	235,408	251,505
TOTAL FEES	**1,488,731**	**1,434,146**	**1,491,698**	**1,481,150**
MISCELLANEOUS REVENUES	**341,880**	**520,287**	**468,802**	**481,776**
TOTAL OTHER LOCAL REVENUE	**3,566,801**	**3,639,743**	**3,680,927**	**3,707,123**
APPROPRIATED FUND BALANCE	**2,038,125**	**1,052,503**	**1,052,503**	**2,165,355**
TOTAL REV. AND OTHER SOURCES	**$ 43,891,836**	**$ 46,510,791**	**$ 47,163,004**	**$ 50,004,532**

ENTERPRISE FUNDS:

The City of Columbia has ten enterprise funds that generate a total of $109,590,160 in revenues, and $101,109,360 in expenses (not including capital additions or capital project amounts). The City provides the following utilities to its citizens: electric, water, storm water, sewer, and solid waste collection. The city's other enterprise activities include Railroad, Public Transportation, Regional Airport, Parking, and Recreation Services.

Some of the City's major enterprise revenue sources include: Sales of Electric and Water, Solid Waste Collection Charges, and Sewer Charges. Other revenues highlighted below are those which are shown to change significantly from Estimated FY 2001 to FY 2002.

- **Sale of Electric**: There are approximately 36,000 customers that receive electricity from the City's Power Plant. The major sources of electric revenue are as follows: Residential Sales (35%), Commercial and Industrial Sales (53%), and Sales to Public Authorities (10%). There is no rate change proposed for FY 2002.

- **Sale of Water**: There are approximately 34,500 customers that receive water from the City. The fourth phase of the Water Utility rate increase, to fund the 1997 bond issue passed by voters, will be implemented in FY 2002. This is the final 2% rate increase that was planned.

- **Recreation Services Fund**: Provides various recreational services for which participants are charged fees. There are proposed fee increases in the areas of adult softball, adult volleyball, day camp and youth activity fee. The Recreation Center has been added to the budget for FY 2002. Recreation Services Fund Revenues for FY 2002 are projected at a 35.3% increase over Estimated 2001. This is primarily due to the anticipated sale of annual passes, daily fees, and discounted ticket packages for the Recreation Center and the Parks Sales Tax which is 0.250% of the 7.225% Sales Tax rate, to be used specifically for Parks.

- **Sewer Charges**: There are approximately 32,250 sewer utility customers. A 3% rate increase became effective June, 2001. This was the third and final increase which was approved by voters in 1997. No rate increase is proposed for FY 2002.

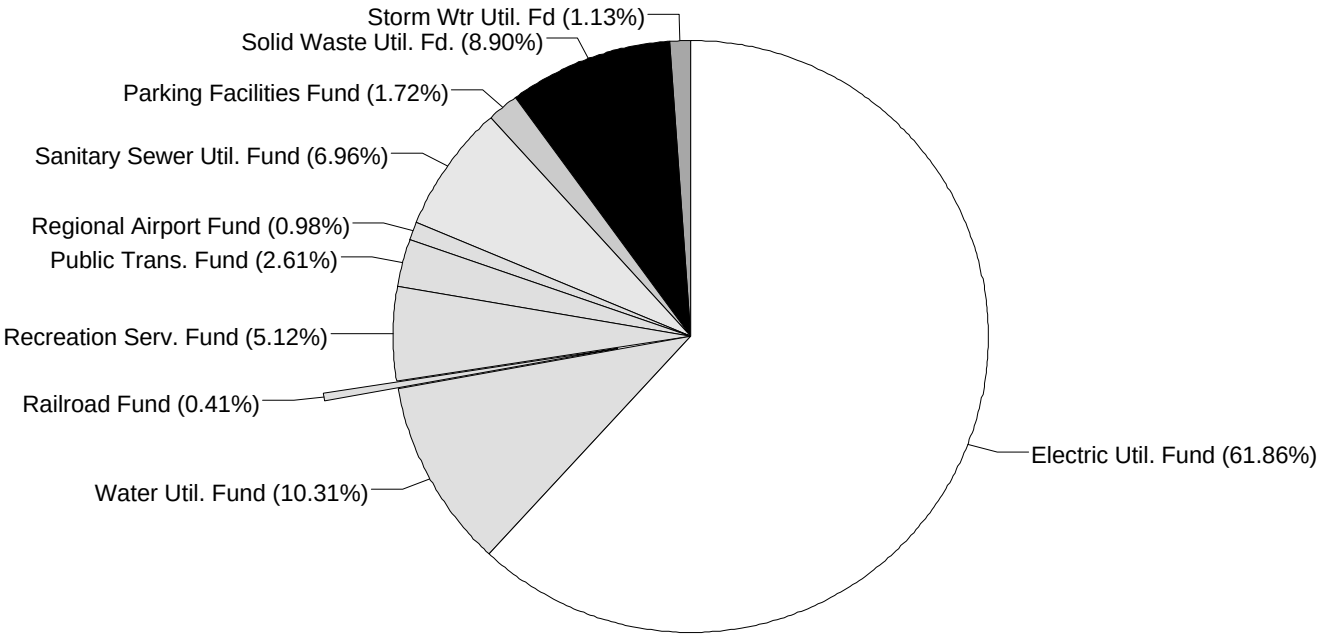
- **Parking Fees**: Parking fees are charged to users of the City's garages, surface lots, and metered parking. A fee increase is proposed in both permit and metered parking for FY 2002 pursuant to the financial plan developed in 1996 when the City issued special obligation bonds. These rate increases will be effective October 1, 2001.

- **Solid Waste Collection Charges**: There are over 34,000 Solid Waste utility accounts served by the City. The average residential rate per month is $10.30. Revenue generated from both residential and commercial collection charges amounts to about 61% of the total refuse revenues. Landfill fees, which are $32.50/ton amount to 20% of total revenues. There is a $0.45 rate increase proposed for FY 2002. This is the second planned rate increase and will be effective October 1, 2001. The third and final planned rate increase of $0.45 will be effective October 1, 2002.

FY 2002 revenues are forecasted to exceed FY 2001 estimated revenues by $4,735,223, or 4.5%.

All revenue sources continue to grow at rates similar to the past few years. There are no substantive areas in which revenues are anticipated to decrease.

Enterprise Fund Revenues By Fund
FY 2002



Enterprise Fund Revenues By Fund

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Estimated FY 2001
Electric Utility Fund	$ 62,195,746	$ 65,962,000	$ 65,667,202	$ 67,792,336	3.2%
Water Utility Fund	10,659,061	11,547,300	10,684,965	11,297,089	5.7%
Railroad Fund	417,374	387,000	409,000	451,000	10.3%
Recreation Services Fund	3,982,545	4,390,275	4,148,642	5,614,966	35.3%
Public Transportation Fund	2,811,644	2,748,721	2,866,968	2,855,335	-0.4%
Regional Airport Fund	1,127,280	1,172,968	1,080,748	1,075,129	-0.5%
Sanitary Sewer Utility Fund	7,583,505	7,485,000	7,569,000	7,625,500	0.7%
Parking Facilities Utility Fund	1,604,028	1,584,139	1,597,737	1,880,890	17.7%
Solid Waste Utility Fund	9,560,909	9,634,773	9,605,675	9,757,915	1.6%
Storm Water Utility Fund	1,302,460	1,177,000	1,225,000	1,240,000	1.2%
Total	**$ 101,244,552**	**$ 106,089,176**	**$ 104,854,937**	**$ 109,590,160**	**4.5%**

INTERNAL SERVICE FUNDS:

The City of Columbia has seven internal service funds that generate a total of $17,949,863 in revenues and $20,094,594 in expenses (not including capital addition and capital project amounts). These seven funds include: Utility Customer Services Fund; Information Services Fund; Public Communications Fund; Custodial and Maintenance Services Fund; Fleet Operations Fund; Self Insurance Reserve Fund; and Employee Benefit Fund. Internal Service Funds, by definition, provide goods and services to other city departments on a cost reimbursement basis.

The City's major internal service fund revenue sources include: Fleet Operations Revenue, Utility Customer Service Charges, Information Services Fees, Employee Benefit Fund revenues, and Self Insurance Reserve Fund revenues.

- **Employee Benefit Fund**: This fund is used to account for the City of Columbia's self insurance program for health, disability, and life insurance for covered city employees. In addition, charges for Employee Health (which consist of physicals, drug testing, Hep B shots etc.), employee recognition and post employment health benefits are in the Employee Benefit Fund. There is a 5% Health Insurance rate increase proposed in FY 2002.

- **Self Insurance Reserve Fund**: This fund is used to account for the reserves established and held in trust for Special Obligation Bonds issued for the city's self insurance program, and to account for the payment of property and casualty losses, and uninsured workers' compensation claims.

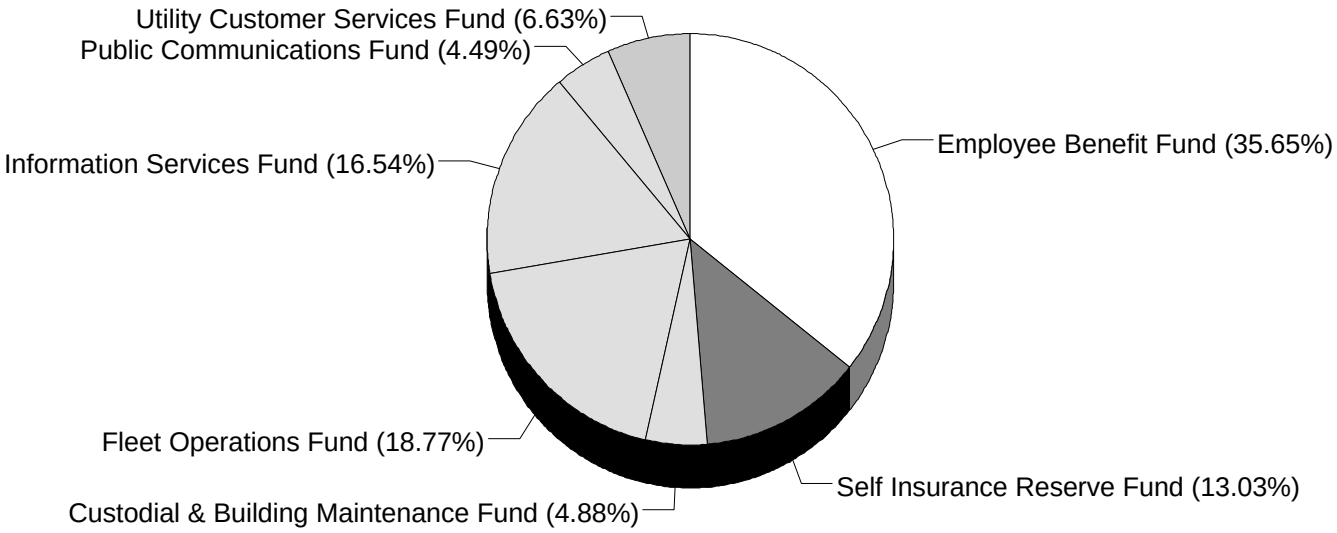
- **Fleet Operations Revenue**: The Fleet Operations Fund provides equipment maintenance and repair operation for Public Works and other user departments. Departments are charged a shop labor rate of $38.00/hour. No rate increase is proposed for FY 2002.

- **Information Services Fees**: Fees are assessed based upon each department's usage of the AS/400 and number of computer workstations for all departments. The FY 2002 fees charges reflect a 2.3% decrease over estimated FY 2001. The decrease is primarily due to a decrease in the amount of depreciation in Information Services' Budget.

- **Utility Customer Services Charges**: The Utility Customer Services Fund charges various city departments for billing the following types of utilities: water, electric, sanitary sewer, solid waste, and storm water.

The rates charged to the user departments are adjusted, as needed, to cover the costs of providing the goods and services. An initial rate is set at the beginning of the budget process and then it is reviewed during the budget process to ensure that the Internal Service Funds are able to recover their operating costs.

Internal Service Fund Revenues By Fund
FY 2002



Internal Service Revenues By Fund

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Estimated FY 2001
Employee Benefit	$ 7,147,257	$ 6,147,632	$ 5,931,944	$ 6,399,472	7.9%
Self Insurance	3,535,912	2,495,000	2,389,265	2,339,375	-2.1%
Custodial & Bldg Maint.	830,027	861,710	832,069	876,788	5.4%
Fleet Maintenance	3,239,690	3,299,240	3,337,878	3,368,400	0.9%
Information Services	2,797,831	2,877,350	3,040,458	2,969,693	-2.3%
Public Communications	751,349	701,000	791,137	806,700	2.0%
Utility Customer Services	1,175,419	1,132,439	1,167,439	1,189,435	1.9%
Total	**$ 19,477,485**	**$ 17,514,371**	**$ 17,490,190**	**$ 17,949,863**	**2.6%**

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Summary - FY 2002 Operating Statements For All Funds

	Estimated Beginning Balance	Revenues	Expenses *	Net Income/ (Loss)		Estimated Ending Balance
Governmental Funds:						
General Fund **	$10,145,669	$47,839,177	$50,004,532	($2,165,355)	^	$7,980,314
99 Quarter Cent Sales Tax	$2,535,000	$3,800,000	$3,289,323	$510,677		$3,045,677
Transportation Sales Tax Fund	$628,506	$7,450,500	$6,912,889	$537,611		$1,166,117
Parks Sales Tax Fund	$3,765	$3,765,000	$3,418,250	$346,750		$350,515
Public Improvement Fund	$2,680,527	$981,041	$631,041	$350,000		$3,030,527
Special Road District Tax Fund	$1,687,000	$1,236,000	$1,361,600	($125,600)	^	$1,561,400
Cultural Affairs Fund	$47,264	$334,250	$348,602	($14,352)	+	$32,912
Convention & Tourism Fund	$481,891	$1,423,030	$1,138,027	$285,003		$766,894
Debt Service Funds (Combined)	$4,721,002	$3,196,877	$4,316,127	($1,119,250)	^	$3,601,752
Capital Projects Fund	$24,871,038	$9,123,451	$8,943,281	$180,170	^	$25,051,208
Contributions Fund	$181,817	$175,000	$155,162	$19,838		$201,655
Total Govt. Funds****	**$47,983,479**	**$79,324,326**	**$80,518,834**	**($1,194,508)**		**$46,788,971**
Enterprise Funds:						
Railroad Fund	$311,904	$451,000	$556,624	($105,624)	+	$206,280
Water & Electric Funds (Combined) ***	$98,893,824	$79,089,425	$71,345,918	$7,743,507		$106,637,331
Recreation Services Fund	$3,226,174	$5,614,966	$5,361,328	$253,638		$3,479,812
Public Transportation Fund	$294,679	$2,855,335	$2,758,819	$96,516		$391,195
Airport Fund	$1,023,182	$1,075,129	$1,272,786	($197,657)	+	$825,525
Sanitary Sewer Utility Fund	$28,560,080	$7,625,500	$6,853,104	$772,396		$29,332,476
Parking Utility Fund	$7,808,372	$1,880,890	$1,775,141	$105,749		$7,914,121
Solid Waste Utility Fund	$5,175,176	$9,757,915	$10,329,828	($571,913)	+	$4,603,263
Storm Water Utility Fund	$5,499,182	$1,240,000	$855,812	$384,188		$5,883,370
Total Enterprise Funds	**$150,792,573**	**$109,590,160**	**$101,109,360**	**$8,480,800**		**$159,273,373**
Internal Service Funds:						
Employee Benefit Fund	$2,982,147	$6,399,472	$7,219,830	($820,358)	^	$2,161,789
Self Insurance Reserve Fund	$4,113,569	$2,339,375	$3,446,486	($1,107,111)	^	$3,006,458
Custodial / Maintenance Fund	$231,788	$876,788	$876,175	$613		$232,401
Fleet Operations Fund	$379,150	$3,368,400	$3,397,540	($29,140)	+	$350,010
Information Services Fund	$584,577	$2,969,693	$3,141,162	($171,469)	^	$413,108
Public Communications Fund	$731,047	$806,700	$824,075	($17,375)		$713,672
Utility Customer Services Fund	$512,773	$1,189,435	$1,189,326	$109		$512,882
Total Internal Service Funds	**$9,535,051**	**$17,949,863**	**$20,094,594**	**($2,144,731)**		**$7,390,320**
Total All Funds	**$208,311,103**	**$206,864,349**	**$201,722,788**	**$5,141,561**		**$213,452,664**

^ Planned use of fund balance in accordance with budget strategies and guidelines.

+ Planned use of fund balance. Review revenue/budget strategy in future budget years.

* Expenses do NOT include Capital Additions or Capital Project Expenses for Enterprise and Internal Service Funds.

**General Fund Revenues do not include Appropriated Fund Balance.

*** Water Utility Fund	$11,297,089	$10,841,358	$455,731
Electric Utility Fund	$67,792,336	$60,504,560	$7,287,776

****Does not include CDBG Revenues or Expenses

Financial Summary - General Government

Fund 110

General Fund Summary

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
REVENUES:				
Taxes	$ 21,356,145	$ 23,606,749	$ 24,030,033	$ 25,590,960
Other Local Revenue	3,224,921	3,119,456	3,212,125	3,218,847
Intragovernmental Revenue	9,369,918	9,836,359	9,896,359	10,172,384
Grant Revenue	2,301,247	2,249,827	2,306,833	2,692,934
Interest and Investment Revenue	704,762	650,000	725,000	650,000
Miscellaneous Revenue	341,880	520,287	468,802	488,276
Total Revenues	**37,298,873**	**39,982,678**	**40,639,152**	**42,813,401**
EXPENDITURES:				
Personnel Services	29,029,976	31,220,833	30,875,167	33,208,413
Supplies & Materials	2,845,151	3,343,937	3,144,119	3,684,686
Travel & Training	246,521	336,347	278,064	344,436
Intragovernmental Charges	2,625,417	2,808,048	2,804,563	2,980,963
Utilities, Services & Other Misc.*	3,835,657	5,016,231	4,689,248	5,267,713
Capital Additions	1,323,581	1,769,517	1,705,595	1,648,821
Total Expenditures	**39,906,303**	**44,494,913**	**43,496,756**	**47,135,032**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**(2,607,430)**	**(4,512,235)**	**(2,857,604)**	**(4,321,631)**
OTHER FINANCING SOURCES (USES):				
Operating Transfers From Other Fds.	4,554,838	5,475,610	5,471,349	5,025,776
Operating Transfers To Other Funds	(2,069,476)	(2,060,500)	(2,060,500)	(2,869,500)
Total Otr. Financing Sources (Uses)	**2,485,362**	**3,415,110**	**3,410,849**	**2,156,276**
EXCESS (DEFICIENCY) OF REVENUES & OTHER FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES	**(122,068)**	**(1,097,125)**	**553,245**	**(2,165,355)** +
Fund Balance - Beginning of Year	9,712,113	8,360,895	9,592,424	10,145,669
Adj. for Unrealized Gains & Reserves for Encumbrances	2,379	0	0	0
FUND BALANCE, END OF YEAR	$ **9,592,424**	$ **7,263,770**	$ **10,145,669**	$ **7,980,314**

* Includes contingency of $100,000 and Council Reserve of $32,849

\+ Planned use of fund balance, budgeted as appropriated fund balance.

Expenditures and Fund Balance

	Expenditures	Adjusted Fund Balance *	Fund Balance As a Percent Of Expenditures
1993	$ 29,754,096	$ 6,646,563	22.34%
1994	32,382,118	6,818,962	21.06%
1995	34,831,771	7,151,470	20.53%
1996	36,233,997	9,985,694	27.56%
1997	38,578,207	10,898,938	28.25%
1998	38,570,715	9,864,802	25.58%
1999	40,270,078	9,712,113	24.12%
2000	41,975,779	9,592,424	22.85%
2001	45,557,256	10,145,669	22%
2002	$ 50,004,532	$ 7,980,314	16%

* Fund Balance Does NOT include Unrealized Gains

99 Quarter Cent Sales Tax Fund

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
REVENUES:				
Sales Taxes	$ 0	$ 0	$ 2,500,000	$ 3,750,000
Investment Revenue	0	0	35,000	50,000
Total Revenues	**0**	**0**	**2,535,000**	**3,800,000**
EXPENDITURES:				
Personnel Services	0	0	0	0
Supplies & Materials	0	0	0	0
Travel & Training	0	0	0	0
Intragovernmental Charges	0	0	0	0
Utilities, Services & Misc.	0	0	0	0
Capital	0	0	0	0
Total Expenditures	**0**	**0**	**0**	**0**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**0**	**0**	**2,535,000**	**3,800,000**
OTHER FINANCING SOURCES (USES):				
Operating Transfers To Other Funds	0	0	0	(3,289,323)
Total Otr. Financing Sources (Uses)	**0**	**0**	**0**	**(3,289,323)**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**0**	**0**	**2,535,000**	**510,677**
Fund Balance, Beg. of Year	0	0	0	2,535,000
FUND BALANCE END OF YEAR	$ **0**	$ **0**	$ **2,535,000**	$ **3,045,677**

Parks Sales Tax Fund

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
REVENUES:				
Sales Taxes	$ 0	$ 1,705,000	$ 1,650,000	$ 3,750,000
Investment Revenue	0	0	15,000	15,000
Total Revenues	**0**	**1,705,000**	**1,665,000**	**3,765,000**
EXPENDITURES:				
Personnel Services	0	0	0	0
Supplies & Materials	0	0	0	0
Travel & Training	0	0	0	0
Intragovernmental Charges	0	0	0	0
Utilities, Services & Misc.	0	15,000	15,000	0
Capital	0	0	0	0
Total Expenditures	**0**	**15,000**	**15,000**	**0**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**0**	**1,690,000**	**1,650,000**	**3,765,000**
OTHER FINANCING SOURCES (USES):				
Operating Transfers To Other Funds	0	(1,646,235)	(1,646,235)	(3,418,250)
Total Otr. Financing Sources (Uses)	**0**	**(1,646,235)**	**(1,646,235)**	**(3,418,250)**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**0**	**43,765**	**3,765**	**346,750**
Fund Balance, Beg. of Year	0	0	0	3,765
FUND BALANCE END OF YEAR	$ **0**	$ **43,765**	$ **3,765**	$ **350,515**

Transportation Sales Tax Fund

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
REVENUES:				
Sales Taxes	$ 7,101,643	$ 7,410,000	$ 7,260,000	$ 7,441,500
Investment Revenue	5,586	9,500	9,000	9,000
Total Revenues	**7,107,229**	**7,419,500**	**7,269,000**	**7,450,500**
EXPENDITURES:				
Personnel Services	0	0	0	0
Supplies & Materials	0	0	0	0
Travel & Training	0	0	0	0
Intragovernmental Charges	0	0	0	0
Utilities, Services & Misc.	0	0	0	0
Capital	0	0	0	0
Total Expenditures	**0**	**0**	**0**	**0**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**7,107,229**	**7,419,500**	**7,269,000**	**7,450,500**
OTHER FINANCING SOURCES (USES):				
Operating Transfers To Other Funds	(7,042,000)	(7,541,333)	(7,541,333)	(6,912,889)
Total Otr. Financing Sources (Uses)	**(7,042,000)**	**(7,541,333)**	**(7,541,333)**	**(6,912,889)**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**65,229**	**(121,833)**	**(272,333)**	**537,611**
Fund Balance, Beg. of Year	1,920,531	2,458,034	900,839	628,506
Equity Transfers	(1,084,921)			
FUND BALANCE END OF YEAR	$ **900,839**	$ **2,336,201**	$ **628,506**	$ **1,166,117**

Public Improvement Fund

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
REVENUES:				
Property Tax	$	$	$	$
Sales Tax	1,194,592	646,278	640,000	631,041
Development Fees	190,707	200,000	200,000	200,000
Investment Revenue	149,854	95,000	95,000	150,000
Total Revenues	**1,535,153**	**941,278**	**935,000**	**981,041**
EXPENDITURES:				
Personnel Services	0	0	0	0
Supplies & Materials	0	0	0	0
Travel & Training	0	0	0	0
Intragovernmental Charges	39,962	59,267	59,267	41,094
Utilities, Services & Misc.	0	0	0	0
Capital	0	0	0	0
Total Expenditures	**39,962**	**59,267**	**59,267**	**41,094**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**1,495,191**	**882,011**	**875,733**	**939,947**
OTHER FINANCING SOURCES (USES):				
Operating Transfers To Other Funds	(1,100,558)	(587,011)	(587,011)	(589,947)
Operating Transfers From Other Funds	20,307	0	0	0
Total Otr. Financing Sources (Uses)	**(1,080,251)**	**(587,011)**	**(587,011)**	**(589,947)**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**414,940**	**295,000**	**288,722**	**350,000**
Fund Balance, Beg. of Year	2,046,865	2,391,805	2,391,805	2,680,527
Equity Transers	(70,000)			
FUND BALANCE END OF YEAR	$ **2,391,805**	$ **2,686,805**	$ **2,680,527**	$ **3,030,527**

Cultural Affairs Fund

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
REVENUES:				
Festival and Other Event Revenue	$ 25,184	$ 28,350	$ 27,550	$ 27,750
Grant Revenue	43,000	44,611	44,571	44,800
Investment Revenue	3,968	4,000	4,000	3,600
Other Miscellaneous Revenues	16,152	18,628	19,100	19,100
Total Revenues	**88,304**	**95,589**	**95,221**	**95,250**
EXPENDITURES:				
Personnel Services	146,372	152,856	130,135	141,824
Supplies & Materials	19,681	22,782	23,425	25,303
Travel & Training	2,286	4,958	2,600	4,958
Intragovernmental Charges	36,160	37,550	37,550	36,710
Utilities Services & Other Misc.	143,017	142,472	141,304	139,807
Capital Additions	0	0	0	0
Total Expenditures	**347,516**	**360,618**	**335,014**	**348,602**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**(259,212)**	**(265,029)**	**(239,793)**	**(253,352)**
OTHER FINANCING SOURCES (USES):				
Operating Transfers From Other Fds.	236,000	239,000	239,000	239,000
Total Otr. Financing Sources (Uses)	**236,000**	**239,000**	**239,000**	**239,000**
EXCESS (DEFICIENCY) OF REVENUES & OTHER FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES	**(23,212)**	**(26,029)**	**(793)**	**(14,352)** +
Fund Balance Beg. of Year	71,269	29,712	48,057	47,264
FUND BALANCE END OF YEAR	$ **48,057**	$ **3,683**	$ **47,264**	$ **32,912**

+ Planned use of fund balance. Review revenue/budget strategy in future budget years.

Special Road District Tax Fund

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
REVENUES:				
County Revenues	$ 1,011,333	$ 1,100,000	$ 1,100,000	$ 1,200,000
Investment Revenue	44,808	30,000	30,000	36,000
Total Revenues	**1,056,141**	**1,130,000**	**1,130,000**	**1,236,000**
EXPENDITURES:				
Personnel Services	0	0	0	0
Supplies & Materials	0	0	0	0
Travel & Training	0	0	0	0
Intragovernmental Charges	0	0	0	0
Utilities, Services & Misc.	0	0	0	0
Capital	0	0	0	0
Total Expenditures	**0**	**0**	**0**	**0**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**1,056,141**	**1,130,000**	**1,130,000**	**1,236,000**
OTHER FINANCING SOURCES (USES):				
Operating Transfers To Other Funds	(1,179,600)	(927,500)	(927,500)	(1,361,600)
Total Otr. Financing Sources (Uses)	**(1,179,600)**	**(927,500)**	**(927,500)**	**(1,361,600)**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**(123,459)**	**202,500**	**202,500**	**(125,600)** ^
Fund Balance, Beg. of Year	1,607,959	1,484,500	1,484,500	1,687,000
FUND BALANCE END OF YEAR	$ **1,484,500**	$ **1,687,000**	$ **1,687,000**	$ **1,561,400**

^ Planned use of fund balance in accordance with budget strategies and guidelines.

Convention and Tourism Fund

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
REVENUES:				
Hotel/Motel Tax	$ 984,048	$ 1,200,000	$ 1,250,000	$ 1,350,000
Grant Revenue	679	23,729	54,329	28,830
Investment Revenue	14,974	12,000	27,000	27,000
Other Miscellaneous Revenues	19,534	7,100	7,100	17,200
Total Revenues	**1,019,235**	**1,242,829**	**1,338,429**	**1,423,030**
EXPENDITURES:				
Personnel Services	275,719	346,501	308,939	369,063
Supplies & Materials	45,030	54,125	50,379	64,700
Travel & Training	4,070	10,200	6,900	9,200
Intragovernmental Charges	50,914	53,474	54,654	57,819
Utilities, Services & Other Misc.	375,218	613,496	613,459	548,124
Capital Additions	13,356	3,400	3,365	13,190
Interest & Lease Payment	75,712	75,784	75,784	75,931
Total Expenditures	**840,019**	**1,156,980**	**1,113,480**	**1,138,027**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**179,216**	**85,849**	**224,949**	**285,003**
OTHER FINANCING SOURCES (USES):				
Operating Transfers To Other Funds	(4,000)	0	0	0
Total Otr. Financing Sources (Uses)	**(4,000)**	**0**	**0**	**0**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**175,216**	**85,849**	**224,949**	**285,003**
Fund Balance, Beg. of Year	85,226	302,421	256,942	481,891
Equity Transfers	(3,500)			
FUND BALANCE, END OF YEAR*	$ **256,942**	$ **388,270**	$ **481,891**	$ **766,894**
* Amount of Restricted Tourism Funds	$ 199,313	$ 0	$ 313,063	$ 588,063

Financial Summary - General Government

Fund 3xx

Debt Service Funds (combined)

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
REVENUES:				
Property Taxes	$ 1,651,383	$ 962,600	$ 968,700	$ 0
Sales Taxes	0	3,702,400	0	0
Investment Revenue	501,596	390,000	400,000	425,000
Total Revenues	**2,152,979**	**5,055,000**	**1,368,700**	**425,000**
EXPENDITURES:				
Personnel Services	0	0	0	0
Supplies & Materials	0	0	0	0
Travel & Training	0	0	0	0
Intragovernmental Charges	0	0	0	0
Utilities, Services & Misc.	3,909	0	0	3,800
Capital	0	0	0	0
Other	2,953,635	3,170,340	3,930,265	4,312,327
Total Expenditures	**2,957,544**	**3,170,340**	**3,930,265**	**4,316,127**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**(804,565)**	**1,884,660**	**(2,561,565)**	**(3,891,127)**
OTHER FINANCING SOURCES (USES):				
Operating Transfer From Other Funds	555,000	792,300	792,300	2,771,877
Total Other Financing Sources (Uses):	**555,000**	**792,300**	**792,300**	**2,771,877**
EXCESS (DEFICIENCY) OF REVENUES & OTHER FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES	**(249,565)**	**2,676,960**	**(1,769,265)**	**(1,119,250)** ^
Fund Balance as Restated	6,739,832	6,297,073	6,490,267	4,721,002
Equity Transfer to Other Funds				
FUND BALANCE END OF PERIOD	$ **6,490,267**	**8,974,033**	$ **4,721,002**	$ **3,601,752**

^ Planned use of fund balance in accordance with budget strategies and guidelines.

Capital Projects Fund

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
REVENUES:				
Sales Taxes	$ 3,541,674	$ 623,278	$ 623,278	$ 0
Grant Revenues	1,774,749	2,415,640	2,415,640	2,374,640
Investment Revenue	1,496,335	0	0	0
Miscellaneous Revenue	136,009	1,336,540	1,336,540	522,200
Total Revenues	**6,948,767**	**4,375,458**	**4,375,458**	**2,896,840**
EXPENDITURES:				
Personnel Services	65,465	0	0	0
Supplies & Materials	277,641	0	0	0
Travel & Training	545	0	0	0
Intragovernmental Charges	5,104	0	0	0
Utilities, Services & Misc.	7,426,532	7,114,587	7,114,587	8,164,281
Capital	1,234,527	562,660	562,660	779,000
Interest	0	0	0	0
Total Expenditures	**9,009,814**	**7,677,247**	**7,677,247**	**8,943,281**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**(2,061,047)**	**(3,301,789)**	**(3,301,789)**	**(6,046,441)**
OTHER FINANCING SOURCES (USES):				
Operating Transfers From Other Fds.	3,422,606	2,310,600	2,310,600	5,614,611
Operating Transfers To Other Funds	(28,308)	(155,000)	(155,000)	0
Lease/Bond Proceeds	0	14,260,660	6,465,055	612,000
Total Otr. Financing Sources/ (Uses)	**3,394,298**	**16,416,260**	**8,620,655**	**6,226,611**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**1,333,251**	**13,114,471**	**5,318,866**	**180,170** ^
Fund Balance, Beg. of Year	18,549,974	4,012,384	19,552,172	24,871,038
Equity Transfers From Other Funds	19,082			
Equity Transfers To Other Funds	(350,135)			
FUND BALANCE END OF YEAR	$ **19,552,172**	$ **17,126,855**	$ **24,871,038**	$ **25,051,208**

^ Planned use of fund balance in accordance with budget strategies and guidelines.

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Contributions Fund

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
REVENUES:				
Grant Revenue	$ 0	$ 0	$ 0	$ 0
Investment Revenue	16,277	10,000	10,000	12,000
Other Miscellaneous Revenues	57,054	0	0	35,000
Total Revenues	**73,331**	**10,000**	**10,000**	**47,000**
EXPENDITURES:				
Personnel Services	58,431	87,117	86,856	91,044
Supplies & Materials	9,059	23,750	21,025	27,600
Travel & Training	935	2,600	1,220	3,550
Intragovernmental Charges	14,441	14,821	14,821	18,389
Utilities, Services & Other Misc.	2,742	14,963	13,120	14,579
Capital Additions	0	0	0	0
Total Expenditures	**85,608**	**143,251**	**137,042**	**155,162**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**(12,277)**	**(133,251)**	**(127,042)**	**(108,162)**
OTHER FINANCING SOURCES (USES):				
Operating Transfers From Other Fds.	127,976	132,000	132,000	128,000
Operating Transfers To Other Funds	(173,344)	0	0	0
Total Otr. Financing Sources (Uses)	**(45,368)**	**132,000**	**132,000**	**128,000**
EXCESS (DEFICIENCY) OF REVENUES & OTHER FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES	**(57,645)**	**(1,251)**	**4,958**	**19,838**
Fund Balance, Beg. of Year As Restated	234,504	291,152	176,859	181,817
Equity Transfer				
FUND BALANCE, END OF YEAR	$ **176,859**	$ **289,901**	$ **181,817**	$ **201,655**

Railroad Fund

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
OPERATING REVENUES:				
Switching Fees	$ 327,191	$ 325,000	$ 347,750	$ 362,750
User Charges	40,111	12,000	11,250	38,250
Total Operating Revenues	**367,302**	**337,000**	**359,000**	**401,000**
OPERATING EXPENSES:				
Personnel Services	148,340	158,501	158,501	167,991
Supplies & Materials	41,977	43,325	45,298	47,100
Travel & Training	894	1,030	1,030	1,060
Intragovernmental Charges	18,669	19,912	19,912	25,929
Utilities, Services & Other Misc.	126,022	144,682	136,962	143,906
Total Operating Expenses	**335,902**	**367,450**	**361,703**	**385,986**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**31,400**	**(30,450)**	**(2,703)**	**15,014**
Depreciation	(153,163)	(153,430)	(153,430)	(163,821)
OPERATING INCOME	**(121,763)**	**(183,880)**	**(156,133)**	**(148,807)**
NON-OPERATING REVENUES:				
Investment Revenue	(219)	0	0	0
Misc. Non-Operating Revenue	291	0	0	0
Total Non-Operating Revenues	**72**	**0**	**0**	**0**
NON-OPERATING EXPENSES:				
Loss on Disposal of Fixed Assets	0	0	0	0
Interest Expense	876	5,438	2,398	6,817
Total Non-Operating Expenses	**876**	**5,438**	**2,398**	**6,817**
OPERATING TRANSFERS FROM OTHER FUNDS	**50,000**	**50,000**	**50,000**	**50,000**
NET INCOME (LOSS)	**(72,567)**	**(139,318)**	**(108,531)**	**(105,624)**
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**(72,567)**	**(139,318)**	**(108,531)**	**(105,624)** +
Retained Earnings, Beg. of Year As Restated	493,002	406,069	420,435	311,904
RETAINED EARNINGS END OF YEAR	$ **420,435**	$ **266,751**	$ **311,904**	$ **206,280**

+ Planned use of fund balance. Review revenue/budget strategy in future budget years.

Railroad Fund

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ (72,567)	$ (139,318)	$ (108,531)	$ (105,624)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	153,163	153,430	153,430	163,821
TOTAL RESOURCES PROVIDED BY OPERATIONS	**80,596**	**14,112**	**44,899**	**58,197**
OTHER SOURCES:				
Municipal Contributions	15,298	0	0	0
Private Contributions	0	0	3,840	0
Federal/State Contributions	486,567	0	58,140	0
County Contribution	0	0	0	0
Bond and Note Proceeds	0	0	0	0
Loan from Electric Utility	0	0	136,000	0
Total Other Sources	**501,865**	**0**	**197,980**	**0**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	454,290	292,000	406,000	69,500
Increase (Dec) in Restricted Assets	80,043	0	0	0
Reductions in Loans Payable	0	0	3,463	10,766
Total Uses	**534,333**	**292,000**	**409,463**	**80,266**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**48,128**	**(277,888)**	**(166,584)**	**(22,069)**
Working Capital Beginning of Year	160,011	(119,822)	208,139	41,555
WORKING CAPITAL END OF YEAR	$ **208,139**	$ **(397,710)**	$ **41,555**	$ **19,486**

Water and Electric Fund (Combined)

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
OPERATING REVENUES:				
Fees and Service Charges	$ 69,275,118	$ 74,451,200	$ 73,412,567	$ 75,634,957
Total Operating Revenues	**69,275,118**	**74,451,200**	**73,412,567**	**75,634,957**
OPERATING EXPENSES:				
Personnel Services	9,647,689	9,966,470	10,052,410	10,407,519
Power Supply	33,128,975	33,572,000	33,572,000	34,686,760
Supplies & Materials	2,259,133	2,383,982	2,431,377	2,492,815
Travel & Training	54,299	94,454	94,454	98,030
Intragovernmental Charges	2,227,270	2,268,502	2,268,692	2,316,396
Utilities, Services & Other Misc.	4,223,412	4,335,676	4,373,240	4,940,489
Total Operating Expenses	**51,540,778**	**52,621,084**	**52,792,173**	**54,942,009**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**17,734,340**	**21,830,116**	**20,620,394**	**20,692,948**
P.I.L.O.T.	(6,757,584)	(7,019,000)	(7,019,000)	(7,232,000)
Depreciation	(5,795,728)	(5,792,819)	(5,792,819)	(6,113,616)
OPERATING INCOME	**5,181,028**	**9,018,297**	**7,808,575**	**7,347,332**
NON-OPERATING REVENUES:				
Revenue From Other Gov't Units	0	0	0	0
Investment Revenue	2,979,062	2,360,000	2,321,000	2,625,000
Misc. Non-Operating Revenue	600,627	672,500	593,000	683,000
Total Non-Operating Revenues	**3,579,689**	**3,032,500**	**2,914,000**	**3,308,000**
NON-OPERATING EXPENSES:				
Bond Interest	3,161,483	4,331,292	4,255,196	2,855,993
Bank & Paying Agent Fees	120,428	107,050	107,050	109,050
Loss on Disposal Assets	63,408	13,240	68,122	0
Other Miscellaneous Expense	0	0	0	0
Amortization	39,559	43,250	43,250	43,250
Total Non-Operating Expenses	**3,384,878**	**4,494,832**	**4,473,618**	**3,008,293**
OPERATING TRANSFERS:				
Operating Transfers From Other Funds	0	25,600	25,600	26,468
Operating Transfers To Other Funds	(50,000)	(50,000)	(50,000)	(50,000)
Total Operating Transfers	**(50,000)**	**(24,400)**	**(24,400)**	**(23,532)**
NET INCOME (LOSS)	**5,325,839**	**7,531,565**	**6,224,557**	**7,623,507**
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**5,325,839**	**7,531,565**	**6,224,557**	**7,623,507**
Retained Earnings, Beg. of Year As Restated	87,343,428	97,812,502	92,669,267	98,893,824
RETAINED EARNINGS END OF YEAR	$ **92,669,267**	$ **105,344,067**	$ **98,893,824**	$ **106,517,331**

Water and Electric Fund (Combined)

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 5,325,839	$ 7,531,565	$ 6,224,557	$ 7,623,507
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	5,795,728	5,792,819	5,792,819	6,113,616
TOTAL RESOURCES PROVIDED BY OPERATIONS	**11,121,567**	**13,324,384**	**12,017,376**	**13,737,123**
OTHER SOURCES:				
Private Contributions	0	0	0	0
County Contributions	81,442	0	0	0
Municipal Contributions	0	0	0	0
State Contributions	0	350,000	350,000	0
Federal Contributions	0	0	0	0
Bond & Note Proceeds	0	0	0	16,490,000
Repayment of Loan - Railroad	0	0	3,463	10,766
Total Other Sources	**81,442**	**350,000**	**353,463**	**16,500,766**
FINANCIAL RESOURCES WERE USED FOR:				
Bond Retirement/Lease Reductions	2,853,184	2,895,000	2,895,000	3,035,000
Acquisition of Fixed Assets	8,566,142	16,172,252	16,172,252	18,530,250
Increase (Dec) in Restricted Assets	686,650	(8,001,700)	(8,001,700)	6,062,537
Increase (Dec) in Other Assets	303,052	178,007	814,488	299,887
Loan to Railroad	0	0	136,000	0
Total Uses	**12,409,028**	**11,243,559**	**12,016,040**	**27,927,674**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**(1,206,019)**	**2,430,825**	**354,799**	**2,310,215**
Working Capital Beginning of Year	25,672,212	31,374,954	24,466,193	24,820,992
WORKING CAPITAL END OF YEAR	$ **24,466,193**	$ **33,805,779**	$ **24,820,992**	$ **27,131,207**

Water Fund

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
OPERATING REVENUES:				
Fees and Service Charges	$ 10,006,447	$ 10,825,800	$ 10,231,965	$ 10,727,089
Total Operating Revenues	**10,006,447**	**10,825,800**	**10,231,965**	**10,727,089**
OPERATING EXPENSES:				
Personnel Services	2,972,520	2,920,013	2,984,085	3,060,267
Supplies & Materials	989,261	983,870	1,031,214	1,053,895
Travel & Training	15,765	16,575	16,575	17,070
Intragovernmental Charges	840,586	871,194	871,384	940,203
Utilities, Services & Other Misc.	1,360,048	1,502,171	1,534,471	1,725,300
Total Operating Expenses	**6,178,180**	**6,293,823**	**6,437,729**	**6,796,735**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**3,828,267**	**4,531,977**	**3,794,236**	**3,930,354**
P.I.L.O.T.	(1,565,434)	(1,535,000)	(1,535,000)	(1,582,000)
Depreciation	(1,346,700)	(1,323,600)	(1,323,600)	(1,408,766)
OPERATING INCOME	**916,133**	**1,673,377**	**935,636**	**939,588**
NON-OPERATING REVENUES:				
Investment Revenue	608,581	660,000	421,000	480,000
Misc. Non-Operating Revenue	44,033	61,500	32,000	90,000
Total Non-Operating Revenues	**652,614**	**721,500**	**453,000**	**570,000**
NON-OPERATING EXPENSES:				
Bond Interest	1,210,414	1,496,566	1,496,566	1,035,307
Bank & Paying Agent Fees	725	1,050	1,050	1,050
Loss on Disposal Assets	6,904	5,000	19,980	0
Other Miscellaneous Expenses	0	0	0	0
Amortization	14,506	17,500	17,500	17,500
Total Non-Operating Expenses	**1,232,549**	**1,520,116**	**1,535,096**	**1,053,857**
OPERATING TRANSFERS:				
Operating Transfers From Other Funds	0	0	0	0
Operating Transfers To Other Funds	0	0	0	0
Total Operating Transfers	**0**	**0**	**0**	**0**
NET INCOME (LOSS)	$ **336,198**	$ **874,761**	$ **(146,460)**	$ **455,731**

Electric Fund

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
OPERATING REVENUES:				
Fees and Service Charges	$ 59,268,671	$ 63,625,400	$ 63,180,602	$ 64,907,868
Locator Service Fees	0	0	0	120,000
Total Operating Revenues	**59,268,671**	**63,625,400**	**63,180,602**	**65,027,868**
OPERATING EXPENSES:				
Personnel Services	6,675,169	7,046,457	7,068,325	7,347,252
Power Supply	33,128,975	33,572,000	33,572,000	34,686,760
Supplies & Materials	1,269,872	1,400,112	1,400,163	1,438,920
Travel & Training	38,534	77,879	77,879	80,960
Intragovernmental Charges	1,386,684	1,397,308	1,397,308	1,376,193
Utilities, Services & Other Misc.	2,863,364	2,833,505	2,838,769	3,215,189
Total Operating Expenses	**45,362,598**	**46,327,261**	**46,354,444**	**48,145,274**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**13,906,073**	**17,298,139**	**16,826,158**	**16,882,594**
P.I.L.O.T.	(5,192,150)	(5,484,000)	(5,484,000)	(5,650,000)
Depreciation	(4,449,028)	(4,469,219)	(4,469,219)	(4,704,850)
OPERATING INCOME	**4,264,895**	**7,344,920**	**6,872,939**	**6,527,744**
NON-OPERATING REVENUES:				
Revenue From Other Govt Units	0	0	0	0
Investment Revenue	2,370,481	1,700,000	1,900,000	2,145,000
Misc. Non-Operating Revenue	556,594	611,000	561,000	593,000
Total Non-Operating Revenues	**2,927,075**	**2,311,000**	**2,461,000**	**2,738,000**
NON-OPERATING EXPENSES:				
Bond Interest	1,951,069	2,834,726	2,758,630	1,820,686
Bank & Paying Agent Fees	119,703	106,000	106,000	108,000
Loss on Disposal Assets	56,504	8,240	48,142	0
Other Miscellaneous Expenses	0	0	0	0
Amortization	25,053	25,750	25,750	25,750
Total Non-Operating Expenses	**2,152,329**	**2,974,716**	**2,938,522**	**1,954,436**
OPERATING TRANSFERS:				
Operating Transfers From Other Funds	0	25,600	25,600	26,468
Operating Transfers To Other Funds	(50,000)	(50,000)	(50,000)	(50,000)
Total Operating Transfers	**(50,000)**	**(24,400)**	**(24,400)**	**(23,532)**
NET INCOME (LOSS)	$ **4,989,641**	$ **6,656,804**	$ **6,371,017**	$ **7,287,776**

Recreation Services Fund

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
OPERATING REVENUES:				
Activity Fees	$ 1,514,606	$ 1,782,720	$ 1,581,633	$ 2,158,631
User Fees	126,399	134,200	129,836	138,260
Golf Improvement User Fee	149,525	191,786	149,575	160,000
Youth Capital User Fee	0	0	0	7,731
Rentals	289,285	322,000	298,037	313,910
Sales	365,572	394,200	375,966	448,350
Total Operating Revenues	**2,445,387**	**2,824,906**	**2,535,047**	**3,226,882**
OPERATING EXPENSES:				
Personnel Services	2,228,568	2,339,553	2,315,514	2,765,934
Supplies & Materials	616,868	757,973	734,277	850,988
Travel & Training	4,871	8,315	8,178	13,262
Intragovernmental Charges	244,936	266,718	266,718	339,386
Utilities, Services & Other Misc.	688,281	639,369	665,821	819,662
Total Operating Expenses	**3,783,524**	**4,011,928**	**3,990,508**	**4,789,232**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**(1,338,137)**	**(1,187,022)**	**(1,455,461)**	**(1,562,350)**
Depreciation	(220,926)	(214,660)	(237,924)	(236,286)
OPERATING INCOME	**(1,559,063)**	**(1,401,682)**	**(1,693,385)**	**(1,798,636)**
NON-OPERATING REVENUES:				
Investment Revenue	28,842	3,300	58,324	75,000
Misc. Non-Operating Revenue	8,316	15,298	8,500	35,348
Total Non-Operating Revenues	**37,158**	**18,598**	**66,824**	**110,348**
NON-OPERATING EXPENSES:				
Bank & Paying Agent Fees	0	17,000	17,000	17,500
Interest Expense	1,902	1,137	27,137	471,168
Loss on Disposal Assets	14,136	3,000	31,812	3,000
Total Non-Operating Expenses	**16,038**	**21,137**	**75,949**	**491,668**
OPERATING TRANSFERS FROM OTHER FUNDS	**1,500,000**	**1,546,771**	**1,546,771**	**2,277,736**
NET INCOME (LOSS)	**(37,943)**	**142,550**	**(155,739)**	**97,780**
Amortization of Contributions	183,208	155,858	155,858	155,858
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**145,265**	**298,408**	**119**	**253,638**
Retained Earnings, Beg. of Year As Restated	3,080,790	3,353,538	3,226,055	3,226,174
Equity Transfer	0	0	0	0
RETAINED EARNINGS END OF YEAR	**$ 3,226,055**	**$ 3,651,946**	**$ 3,226,174**	**$ 3,479,812**

Recreation Services Fund

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ (37,943)	$ 142,550	$ (155,739)	$ 97,780
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	220,926	214,660	237,924	236,286
TOTAL RESOURCES PROVIDED BY OPERATIONS	**182,983**	**357,210**	**82,185**	**334,066**
OTHER SOURCES:				
State/Municipal Contributions	421,000	275,000	275,000	2,034,790
Loan from Designated Loan Fund	0	590,000	590,000	0
99 Quarter Cent Sales Tax	0	10,500,000	10,500,000	0
Total Other Sources	**421,000**	**11,365,000**	**11,365,000**	**2,034,790**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	690,068	10,917,496	10,911,864	280,290
Reduction of LT Debt	17,576	18,323	125,766	1,983,081
Increase (Dec) in Restricted Assets (User/Improvement Fees)	103,549	150,000	150,000	150,000
Equity Transfer	0	0	0	0
Total Uses	**811,193**	**11,085,819**	**11,187,630**	**2,413,371**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**(207,210)**	**636,391**	**259,555**	**(44,515)**
Working Capital Beginning of Year	(329,080)	(416,174)	(536,290)	(276,735)
WORKING CAPITAL END OF YEAR	$ **(536,290)**	$ **220,217**	$ **(276,735)**	$ **(321,250)**

Public Transportation Fund

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
OPERATING REVENUES:				
Fares	$ 146,591	$ 152,200	$ 138,400	$ 143,100
School Passes	15,278	13,600	11,800	12,900
Special	1,130	1,500	1,443	1,300
Paratransit	28,216	28,000	29,000	30,000
University Shuttle	239,477	250,000	235,000	236,000
Other Misc. Operating Revenues	6,638	0	0	0
Total Operating Revenues	**437,330**	**445,300**	**415,643**	**423,300**
OPERATING EXPENSES:				
Personnel Services	1,528,415	1,585,964	1,630,890	1,627,535
Supplies & Materials	477,299	500,461	463,732	480,851
Travel & Training	2,692	6,005	5,308	6,005
Intragovernmental Charges	427,873	410,555	408,848	321,111
Utilities Services & Other Misc.	295,657	311,916	276,396	323,217
Total Operating Expenses	**2,731,936**	**2,814,901**	**2,785,174**	**2,758,719**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**(2,294,606)**	**(2,369,601)**	**(2,369,531)**	**(2,335,419)**
Depreciation	(203,960)	(199,800)	(199,800)	(246,670)
OPERATING INCOME	**(2,498,566)**	**(2,569,401)**	**(2,569,331)**	**(2,582,089)**
NON-OPERATING REVENUES:				
Revenue From Other Gov't Units	776,357	698,321	826,335	784,335
Investment Revenue	53,039	0	20,000	45,000
Misc. Non-Operating Revenue	44,918	5,100	4,990	2,700
Total Non-Operating Revenues	**874,314**	**703,421**	**851,325**	**832,035**
NON-OPERATING EXPENSES:				
Loss on Disposal Assets	104,518	100	6,500	100
Total Non-Operating Expenses	**104,518**	**100**	**6,500**	**100**
OPERATING TRANSFERS FROM OTHER FUNDS	**1,500,000**	**1,600,000**	**1,600,000**	**1,600,000**
NET INCOME (LOSS)	**(228,770)**	**(266,080)**	**(124,506)**	**(150,154)**
Amortization of Contributions	203,960	199,800	199,800	246,670
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**(24,810)**	**(66,280)**	**75,294**	**96,516**
Retained Earnings Beg. of Year As Restated	244,195	451,904	219,385	294,679
RETAINED EARNINGS END OF YEAR	$ **219,385**	$ **385,624**	$ **294,679**	$ **391,195**

Public Transportation Fund

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ (228,770)	$ (266,080)	$ (124,506)	$ (150,154)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	203,960	199,800	199,800	246,670
TOTAL RESOURCES PROVIDED BY OPERATIONS	**(24,810)**	**(66,280)**	**75,294**	**96,516**
OTHER SOURCES:				
Municipal Contributions	777,905	0	3,282,341	194,295
Federal Contributions	0	461,520	461,520	461,520
Total Other Sources	**777,905**	**461,520**	**3,743,861**	**655,815**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	199,446	586,500	2,657,246	289,653
Inc (Dec) in Other Assets	(29,520)	0	0	0
Increase (Dec) in Restricted Assets	705,216	0	0	0
Total Uses	**875,142**	**586,500**	**2,657,246**	**289,653**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**(122,047)**	**(191,260)**	**1,161,909**	**462,678**
Working Capital Beginning of Year As Restated	550,122	3,202,796	428,075	1,589,984
WORKING CAPITAL END OF YEAR	$ **428,075**	$ **3,011,536**	$ **1,589,984**	$ **2,052,662**

Regional Airport Fund

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
OPERATING REVENUES:				
Commissions	$ 169,148	$ 133,069	$ 134,343	$ 134,200
Rentals	157,199	185,119	170,918	167,041
Landing Fees	153,143	177,759	150,903	137,188
Law Enforcement Fees	26,911	61,021	25,584	20,700
Other Misc. Operating Revenues	0	0	0	0
Total Operating Revenues	**506,401**	**556,968**	**481,748**	**459,129**
OPERATING EXPENSES:				
Personnel Services	731,832	768,011	749,667	775,031
Supplies & Materials	99,002	119,628	106,069	151,863
Travel & Training	9,400	7,103	7,119	7,273
Intragovernmental Charges	106,780	114,299	114,299	139,067
Utilities, Services & Other Misc.	131,883	190,795	170,611	199,552
Total Operating Expenses	**1,078,897**	**1,199,836**	**1,147,765**	**1,272,786**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**(572,496)**	**(642,868)**	**(666,017)**	**(813,657)**
Depreciation	(413,046)	(410,800)	(410,800)	(431,012)
OPERATING INCOME	**(985,542)**	**(1,053,668)**	**(1,076,817)**	**(1,244,669)**
NON-OPERATING REVENUES:				
Investment Revenue	66,224	60,000	45,000	60,000
Misc. Non-Operating Revenue	655	2,000	0	2,000
Total Non-Operating Revenues	**66,879**	**62,000**	**45,000**	**62,000**
NON-OPERATING EXPENSES:				
Loss on Disposal of Fixed Asset	0	0	1,645	0
Total Non-Operating Expenses	**0**	**0**	**1,645**	**0**
OPERATING TRANSFERS:				
Operating Transfers From Other Fds.	554,000	554,000	554,000	554,000
Operating Transfers To Other Funds	0	0	0	0
Total Operating Transfers	**554,000**	**554,000**	**554,000**	**554,000**
NET INCOME (LOSS)	**(364,663)**	**(437,668)**	**(479,462)**	**(628,669)**
Amortization of Contributions	413,047	410,800	410,800	431,012
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**48,384**	**(26,868)**	**(68,662)**	**(197,657)** +
Retained Earnings, Beg. of Year As Restated	1,043,460	943,846	1,091,844	1,023,182
RETAINED EARNINGS END OF YEAR	$ **1,091,844**	$ **916,978**	$ **1,023,182**	$ **825,525**

+ Planned use of fund balance. Review revenue/budget strategy in future budget years.

Regional Airport Fund

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ (364,663)	$ (437,668)	$ (479,462)	$ (628,669)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	413,046	410,800	410,800	431,012
TOTAL RESOURCES PROVIDED BY OPERATIONS	**48,383**	**(26,868)**	**(68,662)**	**(197,657)**
OTHER SOURCES:				
Federal/Municipal/County Contributions	698,317	1,004,774	1,405,139	90,000
(TST)	0	0	690,643	614,000
Total Other Sources	**698,317**	**1,004,774**	**1,405,139**	**90,000**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	386,589	885,643	880,854	159,000
Increase (Dec) in Restricted Assets	317,512	0	0	0
Total Uses	**704,101**	**885,643**	**880,854**	**159,000**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**42,599**	**92,263**	**455,623**	**(266,657)**
Working Capital Beginning of Year As Restated	719,290	1,449,566	761,889	1,217,512
WORKING CAPITAL END OF YEAR	$ **761,889**	$ **1,541,829**	$ **1,217,512**	$ **950,855**

Sanitary Sewer Utility Fund

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
OPERATING REVENUES:				
Sewer Charges	$ 5,704,712	$ 5,750,000	$ 5,750,000	$ 5,875,000
M.U. Sewer Charges	461,991	445,000	445,000	450,000
Sharecropping	4,157	3,000	6,000	4,000
BCRSD Wholesale Revenue	123,743	122,000	122,000	125,000
Sewer Connection Fees	286,550	275,000	275,000	275,000
Other Misc. Operating Revenues	34,846	0	71,000	71,000
Total Operating Revenues	**6,615,999**	**6,595,000**	**6,669,000**	**6,800,000**
OPERATING EXPENSES:				
Personnel Services	2,386,284	2,556,953	2,543,719	2,736,089
Supplies & Materials	565,836	706,828	683,556	702,971
Travel & Training	6,806	9,020	9,466	9,110
Intragovernmental Charges	587,084	750,064	750,141	818,599
Utilities, Services & Other Misc.	1,207,322	1,238,020	948,248	1,231,444
Total Operating Expenses	**4,753,332**	**5,260,885**	**4,935,130**	**5,498,213**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**1,862,667**	**1,334,115**	**1,733,870**	**1,301,787**
Depreciation	(2,188,543)	(2,182,478)	(2,210,278)	(2,207,409)
OPERATING INCOME	**(325,876)**	**(848,363)**	**(476,408)**	**(905,622)**
NON-OPERATING REVENUES:				
Investment Revenue	882,379	850,000	850,000	750,000
Grant Revenue	5,983	0	0	0
Misc. Non-Operating Revenue	79,144	40,000	50,000	75,500
Total Non-Operating Revenues	**967,506**	**890,000**	**900,000**	**825,500**
NON-OPERATING EXPENSES:				
Interest Expense	903,791	894,310	894,310	864,337
Bank & Paying Agent Fees	6,113	8,400	19,450	29,000
Misc. Non-Operating Expenses	0	0	0	0
Loss on Disposal Assets	9,926	0	8,381	0
Amortization	10,166	0	10,310	0
Total Non-Operating Expenses	**929,996**	**902,710**	**932,451**	**893,337**
OPERATING TRANSFERS FROM OTHER FUNDS	**0**	**0**	**0**	**0**
NET INCOME (LOSS)	**(288,366)**	**(861,073)**	**(508,859)**	**(973,459)**
Amortization of Contributions	1,604,232	1,745,855	1,745,855	1,745,855
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**1,315,866**	**884,782**	**1,236,996**	**772,396**
Retained Earnings, Beg. of Year As Restated	26,027,218	26,745,545	27,323,084	28,560,080
Equity Transfer	(20,000)	0	0	0
RETAINED EARNINGS END OF YEAR	**$ 27,323,084**	**$ 27,630,327**	**$ 28,560,080**	**$ 29,332,476**

Sanitary Sewer Utility Fund

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ (288,366)	$ (861,073)	$ (508,859)	$ (973,459)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	2,188,543	2,182,478	2,210,278	2,207,409
TOTAL RESOURCES PROVIDED BY OPERATIONS	**1,900,177**	**1,321,405**	**1,701,419**	**1,233,950**
OTHER SOURCES:				
Private Contributions	3,387,793	1,000,000	1,000,000	1,000,000
Municipal Contributions	150,000	0	0	0
State Contributions	235,666	0	0	0
Federal Contributions	144,491	0	0	0
Bond Proceeds	1,432,387	2,400,000	2,400,000	3,900,000
Total Other Sources	**5,350,337**	**3,400,000**	**3,400,000**	**4,900,000**
FINANCIAL RESOURCES WERE USED FOR:				
Bond Retirement/Lease Reductions	570,000	570,000	570,000	705,000
Acquisition of Fixed Assets	8,190,947	4,250,350	4,258,900	5,702,898
Increase (Dec) in Restricted Assets	(2,510,163)	750,000	750,000	750,000
Increase (Decrease) in Other Assets	35,414	50,500	50,500	50,500
Equity Transfer	20,000	0	0	0
Total Uses	**6,306,198**	**5,620,850**	**5,629,400**	**7,208,398**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**944,316**	**(899,445)**	**(527,981)**	**(1,074,448)**
Working Capital Beginning of Year As Restated	2,228,194	2,469,393	3,172,510	2,644,529
WORKING CAPITAL END OF YEAR	$ **3,172,510**	$ **1,569,948**	$ **2,644,529**	$ **1,570,081**

Parking Facilities Fund

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
OPERATING REVENUES:				
Meters	$ 522,005	$ 522,141	$ 515,250	$ 669,136
Garages	414,337	403,440	399,960	500,084
Reserved Lot Fees	183,613	182,534	185,004	227,777
Loading Zone Fees	2,600	1,560	2,600	2,600
Police & Fire Lot Maintenance	15,890	16,160	17,656	22,450
Employee Parking	20	0	20,000	0
Total Operating Revenues	**1,138,465**	**1,125,835**	**1,140,470**	**1,422,047**
OPERATING EXPENSES:				
Personnel Services	288,943	291,117	294,217	302,025
Supplies & Materials	69,999	129,617	128,402	129,867
Travel & Training	0	300	300	300
Intragovernmental Charges	94,283	83,782	84,582	112,602
Utilities, Services & Other Misc.	138,092	145,466	149,421	129,383
Total Operating Expenses	**591,317**	**650,282**	**656,922**	**674,177**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**547,148**	**475,553**	**483,548**	**747,870**
Depreciation	(608,744)	(607,900)	(607,900)	(611,854)
OPERATING INCOME	**(61,596)**	**(132,347)**	**(124,352)**	**136,016**
NON-OPERATING REVENUES:				
Investment Revenue	292,245	282,718	284,803	286,843
Misc. Non-Operating Revenue	1,318	3,586	464	0
Total Non-Operating Revenues	**293,563**	**286,304**	**285,267**	**286,843**
NON-OPERATING EXPENSES:				
Interest Expense	528,672	493,935	493,935	476,160
Bank & Paying Agent Fees	1,267	10,700	2,500	1,900
Amortization	16,794	10,014	10,014	15,014
Loss on Disposal of Fixed Assets	0	0	500	0
Debt Payment	0	7,129	7,129	0
Total Non-Operating Expenses	**546,733**	**521,778**	**514,078**	**493,074**
OPERATING TRANSFERS FROM OTHER FUNDS	**172,000**	**172,000**	**172,000**	**172,000**
NET INCOME (LOSS)	**(142,766)**	**(195,821)**	**(181,163)**	**101,785**
Amortization of Contributions	3,964	3,964	3,964	3,964
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**(138,802)**	**(191,857)**	**(177,199)**	**105,749**
Retained Earnings, Beg. of Year As Restated	8,124,373	7,960,047	7,985,571	7,808,372
RETAINED EARNINGS END OF YEAR	$ **7,985,571**	$ **7,768,190**	$ **7,808,372**	$ **7,914,121**

Parking Facilities Fund

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ (142,766)	$ (195,821)	$ (181,163)	$ 101,785
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	608,744	607,900	607,900	611,854
TOTAL RESOURCES PROVIDED BY OPERATIONS	**465,978**	**412,079**	**426,737**	**713,639**
OTHER SOURCES:				
Bond & Note Proceeds	0	0	0	0
Total Other Sources	**0**	**0**	**0**	**0**
FINANCIAL RESOURCES WERE USED FOR:				
Bond Retirement/Lease Reduction	340,690	348,529	348,529	355,000
Acquisition of Fixed Assets	75,145	9,000	8,365	57,000
Increase (Dec) in Restricted Assets	(685,281)	0	0	0
Increase (Dec) In Other Assets	(16,794)	(16,793)	(16,793)	(16,793)
Total Uses	**(286,240)**	**340,736**	**340,101**	**395,207**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**752,218**	**71,343**	**86,636**	**318,432**
Working Capital Beginning of Year As Restated	1,253,082	1,329,878	2,005,300	2,091,936
WORKING CAPITAL END OF YEAR	$ **2,005,300**	$ **1,401,221**	$ **2,091,936**	$ **2,410,368**

Solid Waste Utility Fund

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
OPERATING REVENUES:				
Commercial Charges	$ 1,585,918	$ 1,570,000	$ 1,550,000	$ 1,560,000
Residential Charges	3,848,247	3,818,436	3,982,080	4,162,082
Roll-Off Service Charges	1,338,626	1,450,000	1,280,000	1,300,000
Landfill Fees	1,648,985	1,788,000	1,788,000	1,857,000
Larvaciding Fees	23,453	23,453	23,453	23,453
University Fees	356,435	365,000	330,243	330,000
Recycling	130,367	129,250	41,951	75,500
Other Misc. Operating Revenues	72,178	35,680	38,100	45,580
Total Operating Revenues	**9,004,209**	**9,179,819**	**9,033,827**	**9,353,615**
OPERATING EXPENSES:				
Personnel Services	3,063,074	3,312,368	3,279,646	3,424,082
Supplies & Materials	1,773,193	2,379,554	2,331,351	2,567,046
Travel & Training	7,853	18,870	18,075	19,091
Intragovernmental Charges	902,837	952,839	953,399	938,964
Utilities, Services & Other Misc.	1,558,644	1,900,539	1,837,116	1,817,717
Total Operating Expenses	**7,305,601**	**8,564,170**	**8,419,587**	**8,766,900**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**1,698,608**	**615,649**	**614,240**	**586,715**
Depreciation	(1,285,397)	(1,209,800)	(1,209,800)	(1,339,948)
OPERATING INCOME	**413,211**	**(594,151)**	**(595,560)**	**(753,233)**
NON-OPERATING REVENUES:				
Revenue From Other Gov't Units	221,425	185,454	205,380	49,300
Investment Revenue	228,296	210,000	272,044	250,000
Misc. Non-Operating Revenue	106,979	59,500	94,424	105,000
Total Non-Operating Revenues	**556,700**	**454,954**	**571,848**	**404,300**
NON-OPERATING EXPENSES:				
Interest Expense	246,425	224,445	224,445	215,203
Bank & Paying Agent Fees	246	5,000	5,000	5,000
Loss on Disposal Assets	27,112	0	154,060	0
Amortization	2,777	0	2,778	2,777
Total Non-Operating Expenses	**276,560**	**229,445**	**386,283**	**222,980**
OPERATING TRANSFERS TO OTHER FUNDS	0	0	0	0
NET INCOME (LOSS)	**693,351**	**(368,642)**	**(409,995)**	**(571,913)**
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**693,351**	**(368,642)**	**(409,995)**	**(571,913)** +
Retained Earnings, Beg. of Year As Restated	4,891,820	4,795,147	5,585,171	5,175,176
RETAINED EARNINGS END OF YEAR	$ **5,585,171**	$ **4,426,505**	$ **5,175,176**	$ **4,603,263**

+ Planned use of fund balance. Review revenue/budget strategy in future budget years.

Solid Waste Utility Fund

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 693,351	$ (368,642)	$ (409,995)	$ (571,913)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	1,285,397	1,209,800	1,209,800	1,339,948
TOTAL RESOURCES PROVIDED BY OPERATIONS	**1,978,748**	**841,158**	**799,805**	**768,035**
OTHER SOURCES:				
Increase in Obligations under GASB 18 Requirement	179,178	60,000	60,000	60,000
Bond & Note Proceeds	0	0	1,600,000	2,300,000
Municipal Contributions	0	0	0	0
Total Other Sources	**179,178**	**60,000**	**1,660,000**	**2,360,000**
FINANCIAL RESOURCES WERE USED FOR:				
Bond Retirement/Lease Reduction	176,674	180,000	180,000	190,000
Acquisition of Fixed Assets	1,311,370	2,851,029	3,039,570	3,945,248
Increase (Dec) in Restricted Assets	164,261	0	0	0
Increase (Dec) in Other Assets	(2,777)	(2,777)	(2,777)	(2,777)
Total Uses	**1,649,528**	**3,028,252**	**3,216,793**	**4,132,471**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**508,398**	**(2,127,094)**	**(756,988)**	**(1,004,436)**
Working Capital Beginning of Year As Restated	1,886,527	1,917,954	2,394,925	1,637,937
WORKING CAPITAL END OF YEAR	$ **2,394,925**	$ **(209,140)**	$ **1,637,937**	$ **633,501**

Storm Water Utility Fund

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
OPERATING REVENUES:				
User Charges	$ 1,141,471	$ 1,050,000	$ 1,100,000	$ 1,100,000
Total Operating Revenues	**1,141,471**	**1,050,000**	**1,100,000**	**1,100,000**
OPERATING EXPENSES:				
Personnel Services	375,196	400,057	422,037	415,361
Supplies & Materials	61,024	122,124	83,360	130,379
Travel & Training	483	1,765	1,765	1,765
Intragovernmental Charges	70,590	86,373	80,612	109,091
Utilities, Services & Other Misc.	104,361	167,673	182,058	76,360
Total Operating Expenses	**611,654**	**777,992**	**769,832**	**732,956**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**529,817**	**272,008**	**330,168**	**367,044**
Depreciation	(157,843)	(154,500)	(154,500)	(184,604)
OPERATING INCOME	**371,974**	**117,508**	**175,668**	**182,440**
NON-OPERATING REVENUES:				
Investment Revenue	148,010	125,000	125,000	140,000
Misc. Non-Operating Revenue	12,979	2,000	0	0
Total Non-Operating Revenues	**160,989**	**127,000**	**125,000**	**140,000**
NON-OPERATING EXPENSES:				
Loss On Disposal Assets	0	0	2,050	0
Total Non-Operating Expenses	**0**	**0**	**2,050**	**0**
OPERATING TRANSFERS FROM OTHER FUNDS	**0**	**0**	**0**	**0**
NET INCOME (LOSS)	**532,963**	**244,508**	**298,618**	**322,440**
Amortization of Contributions	32,170	61,748	61,748	61,748
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**565,133**	**306,256**	**360,366**	**384,188**
Retained Earnings, Beg. of Year As Restated	4,573,683	4,996,786	5,138,816	5,499,182
Equity Transfer				
RETAINED EARNINGS END OF YEAR	$ **5,138,816**	$ **5,303,042**	$ **5,499,182**	$ **5,883,370**

Storm Water Utility Fund

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 532,963	$ 244,508	$ 298,618	$ 322,440
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	157,843	154,500	154,500	184,604
TOTAL RESOURCES PROVIDED BY OPERATIONS	**690,806**	**399,008**	**453,118**	**507,044**
OTHER SOURCES:				
Private Contributions	0	0	0	0
Municipal Contributions	36,750	0	0	0
State Contributions	130,543	0	0	0
Federal Contributions	123,760	0	0	0
Total Other Sources	**291,053**	**0**	**0**	**0**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	1,247,231	369,140	400,323	1,495,000
Increase/(Decrease) in Restricted Assets	(267,696)	0	0	0
Equity Transfer	0	0	0	0
Total Uses	**979,535**	**369,140**	**400,323**	**1,495,000**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**2,324**	**29,868**	**52,795**	**(987,956)**
Working Capital Beginning of Year As Restated	1,066,817	1,176,872	1,069,141	1,121,936
WORKING CAPITAL END OF YEAR	$ **1,069,141**	$ **1,206,740**	$ **1,121,936**	$ **133,980**

Employee Benefit Fund

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
OPERATING REVENUES:				
Fees & Services Charges	$ 5,587,405	$ 5,861,846	$ 5,651,944	$ 6,094,472
Misc. Operating Revenue	1,267,666	35,786	0	10,000
Total Operating Revenues	**6,855,071**	**5,897,632**	**5,651,944**	**6,104,472**
OPERATING EXPENSES:				
Personnel Services	188,478	265,287	249,972	262,724
Supplies & Materials	22,412	56,205	41,513	56,142
Travel & Training	1,646	5,114	5,000	5,210
Intragovernmental Charges	31,180	45,282	44,282	47,920
Utilities, Services & Other Misc.	6,535,705	5,966,850	6,531,066	6,847,834
Total Operating Expenses	**6,779,421**	**6,338,738**	**6,871,833**	**7,219,830**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**75,650**	**(441,106)**	**(1,219,889)**	**(1,115,358)**
Depreciation	0	0	0	0
OPERATING INCOME	**75,650**	**(441,106)**	**(1,219,889)**	**(1,115,358)**
NON-OPERATING REVENUES:				
Investment Revenue	292,186	250,000	280,000	295,000
Total Non-Operating Revenues	**292,186**	**250,000**	**280,000**	**295,000**
OPERATING TRANSFERS TO OTHER FUNDS	0	0	0	0
NET INCOME (LOSS)	**367,836**	**(191,106)**	**(939,889)**	**(820,358)**
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**367,836**	**(191,106)**	**(939,889)**	**(820,358)** ^
Retained Earnings, Beg. of Year As Restated	3,188,811	3,700,431	3,922,036	2,982,147
Equity Transfer	365,389	0	0	0
RETAINED EARNINGS END OF YEAR	$ **3,922,036**	$ **3,509,325**	$ **2,982,147**	$ **2,161,789**

^ Planned use of fund balance in accordance with budget strategies and guidelines.

Self Insurance Reserve Fund

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
OPERATING REVENUES:				
User Charges	$ 1,500,000	$ 1,575,000	$ 1,575,000	$ 1,614,375
Total Operating Revenues	**1,500,000**	**1,575,000**	**1,575,000**	**1,614,375**
OPERATING EXPENSES:				
Personnel Services	97,925	107,726	96,790	104,863
Supplies & Materials	3,508	5,275	5,275	4,475
Travel & Training	6,237	6,450	6,450	6,750
Intragovernmental Charges	32,464	39,822	39,822	38,299
Utilities, Services & Other Misc.	1,546,822	2,356,005	2,355,930	2,341,460
Total Operating Expenses	**1,686,956**	**2,515,278**	**2,504,267**	**2,495,847**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**(186,956)**	**(940,278)**	**(929,267)**	**(881,472)**
Depreciation	(399)	(160)	(640)	(639)
OPERATING INCOME	**(187,355)**	**(940,438)**	**(929,907)**	**(882,111)**
NON-OPERATING REVENUES:				
Investment Revenue	2,035,912	920,000	814,265	725,000
Total Non-Operating Revenues	**2,035,912**	**920,000**	**814,265**	**725,000**
NON-OPERATING EXPENSES:				
Interest Expense	0	0	0	0
Amortization	40,620	0	0	0
Bond Interest	998,832	950,000	950,000	950,000
Total Non-Operating Expenses	**1,039,452**	**950,000**	**950,000**	**950,000**
OPERATING TRANSFERS TO OTHER FUNDS	0	0	0	0
NET INCOME (LOSS)	**809,105**	**(970,438)**	**(1,065,642)**	**(1,107,111)**
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**809,105**	**(970,438)**	**(1,065,642)**	**(1,107,111)** ^
Retained Earnings, Beg. of Year	4,370,106	3,653,309	5,179,211	4,113,569
RETAINED EARNINGS END OF YEAR	$ **5,179,211**	$ **2,682,871**	$ **4,113,569**	$ **3,006,458**

^ Planned use of fund balance in accordance with budget strategies and guidelines.

Custodial and Building Maintenance Fund

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
OPERATING REVENUES:				
Custodial User Charges	$ 242,526	$ 255,285	$ 255,285	$ 258,101
Bldg. Maint. User Charges	553,753	581,425	549,925	580,687
Total Operating Revenues	**796,279**	**836,710**	**805,210**	**838,788**
OPERATING EXPENSES:				
Personnel Services	345,331	370,941	343,334	402,204
Supplies & Materials	60,979	98,641	99,340	100,948
Travel & Training	0	900	0	900
Intragovernmental Charges	40,685	43,648	43,648	58,641
Utilities, Services & Other Misc.	155,748	294,716	299,082	307,205
Total Operating Expenses	**602,743**	**808,846**	**785,404**	**869,898**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**193,536**	**27,864**	**19,806**	**(31,110)**
Depreciation	(4,722)	(4,488)	(4,488)	(6,112)
OPERATING INCOME	**188,814**	**23,376**	**15,318**	**(37,222)**
NON-OPERATING REVENUES:				
Investment Revenue	33,519	25,000	26,360	38,000
Misc. Non-Operating Revenue	229	0	499	0
Total Non-Operating Revenues	**33,748**	**25,000**	**26,859**	**38,000**
NON-OPERATING EXPENSES:				
Loss on Disposal of Fixed Assets	0	0	200	0
Interest Expense	160	289	289	165
Total Non-Operating Expenses	**160**	**289**	**489**	**165**
NET INCOME (LOSS)	**222,402**	**48,087**	**41,688**	**613**
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**222,402**	**48,087**	**41,688**	**613**
Retained Earnings, Beg. of Year	(13,220)	51,241	190,100	231,788
Equity Transfer	(19,082)	0	0	0
RETAINED EARNINGS END OF YEAR	**$ 190,100**	**$ 99,328**	**$ 231,788**	**$ 232,401**

Custodial and Building Maintenance Fund

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 222,402	$ 48,087	$ 41,688	$ 613
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	4,722	4,488	4,488	6,112
TOTAL RESOURCES PROVIDED BY OPERATIONS	**227,124**	**52,575**	**46,176**	**6,725**
OTHER SOURCES:				
Mun Contribution	0	0	0	0
	0	**0**	**0**	**0**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	9,639	8,200	8,133	0
Equity Transfer	19,082	0	0	0
Total Uses	**28,721**	**8,200**	**8,133**	**0**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**198,403**	**44,375**	**38,043**	**6,725**
Working Capital Beginning of Year	294,163	334,012	492,566	530,609
WORKING CAPITAL END OF YEAR	$ **492,566**	$ **378,387**	$ **530,609**	$ **537,334**

Fleet Operations Fund

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
OPERATING REVENUES:				
User Charges	$ 3,213,538	$ 3,281,200	$ 3,330,000	$ 3,360,000
Total Operating Revenues	**3,213,538**	**3,281,200**	**3,330,000**	**3,360,000**
OPERATING EXPENSES:				
Personnel Services	964,118	1,062,205	1,050,799	1,104,417
Supplies & Materials	1,936,101	1,820,248	1,814,300	1,878,401
Travel & Training	2,216	5,431	5,431	5,593
Intragovernmental Charges	259,187	278,251	274,055	293,548
Utilities, Services & Other Misc.	40,778	52,751	45,278	54,170
Total Operating Expenses	**3,202,400**	**3,218,886**	**3,189,863**	**3,336,129**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**11,138**	**62,314**	**140,137**	**23,871**
Depreciation	(23,365)	(22,600)	(22,600)	(25,870)
OPERATING INCOME	**(12,227)**	**39,714**	**117,537**	**(1,999)**
NON-OPERATING REVENUES:				
Investment Revenue	15,092	14,000	5,008	5,000
Misc. Non-Operating Revenue	11,060	4,040	2,870	3,400
Total Non-Operating Revenues	**26,152**	**18,040**	**7,878**	**8,400**
NON-OPERATING EXPENSES:				
Loss of Disposal Assets	1,500	0	0	0
Interest Expense	0	3,304	3,304	1,700
Debt Service Principal	0	32,230	32,230	33,841
Total Non-Operating Expenses	**1,500**	**35,534**	**35,534**	**35,541**
NET INCOME (LOSS)	**12,425**	**22,220**	**89,881**	**(29,140)**
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**12,425**	**22,220**	**89,881**	**(29,140)** +
Retained Earnings, Beg. of Year	276,844	346,495	289,269	379,150
RETAINED EARNINGS END OF YEAR	$ **289,269**	$ **368,715**	$ **379,150**	$ **350,010**

+ Planned use of fund balance. Review revenue/budget strategy in future budget years.

Fleet Operations Fund

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 12,425	$ 22,220	$ 89,881	$ (29,140)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	23,365	22,600	22,600	25,870
Loss on Disposal of Fixed Assets	1,500	0	0	0
TOTAL RESOURCES PROVIDED BY OPERATIONS	**37,290**	**44,820**	**112,481**	**(3,270)**
OTHER SOURCES:				
State Contributions	8,346	0	0	0
Increase/Decrease in Other Liabilities	30,695	0	0	33,841
Total Other Sources	**39,041**	**0**	**0**	**33,841**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	59,793	54,800	52,253	15,000
Repayment of Loan	30,695	32,230	32,230	33,841
Total Uses	**90,488**	**87,030**	**84,483**	**48,841**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**(14,157)**	**(42,210)**	**27,998**	**(18,270)**
Working Capital Beginning of Year	347,651	367,236	333,494	361,492
WORKING CAPITAL END OF YEAR	$ **333,494**	$ **325,026**	$ **361,492**	$ **343,222**

Information Services Fund

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
OPERATING REVENUES:				
User Charges	$ 2,726,965	$ 2,817,350	$ 2,978,908	$ 2,899,693
Total Operating Revenues	**2,726,965**	**2,817,350**	**2,978,908**	**2,899,693**
OPERATING EXPENSES:				
Personnel Services	1,272,757	1,375,187	1,341,556	1,384,940
Supplies & Materials	146,634	258,842	241,339	205,995
Travel & Training	77,382	127,535	123,725	139,694
Intragovernmental Charges	143,664	374,629	374,629	129,586
Utilities, Services & Other Misc.	694,877	690,837	741,352	889,426
Total Operating Expenses	**2,335,314**	**2,827,030**	**2,822,601**	**2,749,641**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**391,651**	**(9,680)**	**156,307**	**150,052**
Depreciation	(446,755)	(450,000)	(347,594)	(251,420)
OPERATING INCOME	**(55,104)**	**(459,680)**	**(191,287)**	**(101,368)**
NON-OPERATING REVENUES:				
Investment Revenue	70,682	60,000	61,550	70,000
Misc. Non-Operating Revenue	184	0	0	0
Total Non-Operating Revenues	**70,866**	**60,000**	**61,550**	**70,000**
NON-OPERATING EXPENSES:				
Interest Expense	49,463	10,726	13,204	3,500
Amortization	0	0	0	0
Loss On Disposal Assets	0	0	0	0
Capital Lease Payment	0	229,416	229,416	136,601
Total Non-Operating Expenses	**49,463**	**240,142**	**242,620**	**140,101**
OPERATING TRANSFERS FROM OTHER FUNDS	**0**	**0**	**0**	**0**
NET INCOME (LOSS)	**(33,701)**	**(639,822)**	**(372,357)**	**(171,469)**
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**(33,701)**	**(639,822)**	**(372,357)**	**(171,469)** ^
Retained Earnings, Beg. of Year	990,635	651,820	956,934	584,577
RETAINED EARNINGS END OF YEAR	$ **956,934**	$ **11,998**	$ **584,577**	$ **413,108**

^ Planned use of fund balance in accordance with budget strategies and guidelines.

Information Services Fund

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ (33,701)	$ (639,822)	$ (372,357)	$ (171,469)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	446,755	450,000	347,594	251,420
TOTAL RESOURCES PROVIDED BY OPERATIONS	**413,054**	**(189,822)**	**(24,763)**	**79,951**
OTHER SOURCES:				
Municipal Contributions	0	0	0	0
Lease Proceeds	0	0	0	0
Total Other Sources	**0**	**0**	**0**	**0**
FINANCIAL RESOURCES WERE USED FOR:				
Increase (Dec) in Other Assets	0	0	0	0
Reduction of Long Term Notes Payable/ Lease Reductions	229,416	136,601	136,601	0
Acquisition of Fixed Assets	169,254	250,004	195,979	186,677
Total Uses	**398,670**	**386,605**	**332,580**	**186,677**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**14,384**	**(576,427)**	**(357,343)**	**(106,726)**
Working Capital Beginning of Year	781,118	417,906	795,502	438,159
WORKING CAPITAL END OF YEAR	$ **795,502**	$ **(158,521)**	$ **438,159**	$ **331,433**

Public Communications Fund

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
OPERATING REVENUES:				
User Charges	$ 692,039	$ 651,000	$ 760,828	$ 771,700
Total Operating Revenues	**692,039**	**651,000**	**760,828**	**771,700**
OPERATING EXPENSES:				
Personnel Services	256,098	238,847	239,782	292,608
Supplies & Materials	232,648	251,853	245,333	260,125
Travel & Training	298	1,750	1,750	1,750
Intragovernmental Charges	50,320	55,191	55,191	48,598
Utilities, Services & Other Misc.	47,636	103,056	94,045	178,101
Total Operating Expenses	**587,000**	**650,697**	**636,101**	**781,182**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**105,039**	**303**	**124,727**	**(9,482)**
Depreciation	(15,739)	(14,900)	(14,900)	(16,425)
OPERATING INCOME	**89,300**	**(14,597)**	**109,827**	**(25,907)**
NON-OPERATING REVENUES:				
Investment Revenue	38,901	30,000	30,309	35,000
Misc. Non-Operating Revenue	409	0	0	0
Total Non-Operating Revenues	**39,310**	**30,000**	**30,309**	**35,000**
NON-OPERATING EXPENSES:				
Loss On Disposal Assets	0	0	0	0
Total Non-Operating Expenses	**0**	**0**	**0**	**0**
OPERATING TRANSFERS FROM OTHER FUNDS	**20,000**	**20,000**	**0**	**0**
OPERATING TRANSFERS TO OTHER FUNDS	**0**	**(25,600)**	**(25,600)**	**(26,468)**
NET INCOME (LOSS)	**148,610**	**9,803**	**114,536**	**(17,375)**
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**148,610**	**9,803**	**114,536**	**(17,375)**
Retained Earnings, Beg. of Year	467,901	540,255	616,511	731,047
RETAINED EARNINGS END OF YEAR	$ **616,511**	$ **550,058**	$ **731,047**	$ **713,672**

Public Communications Fund

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 148,610	$ 9,803	$ 114,536	$ (17,375)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	15,739	14,900	14,900	16,425
Loss on Disposal of Fixed Assets	0	0	0	0
TOTAL RESOURCES PROVIDED BY OPERATIONS	**164,349**	**24,703**	**129,436**	**(950)**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	21,533	0	0	1,400
Total Uses	**21,533**	**0**	**0**	**1,400**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**142,816**	**24,703**	**129,436**	**(2,350)**
Working Capital Beginning of Year	378,484	440,816	521,300	650,736
WORKING CAPITAL END OF YEAR	$ **521,300**	$ **465,519**	$ **650,736**	$ **648,386**

Utility Customer Services Fund

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
OPERATING REVENUES:				
User Charges	$ 1,147,792	$ 1,112,439	$ 1,132,439	$ 1,134,435
Total Operating Revenues	**1,147,792**	**1,112,439**	**1,132,439**	**1,134,435**
OPERATING EXPENSES:				
Personnel Services	404,394	419,111	409,857	421,760
Supplies & Materials	223,676	259,955	259,895	272,653
Travel & Training	3,130	16,239	15,500	24,065
Intragovernmental Charges	446,096	291,716	291,716	295,769
Utilities, Services & Other Misc.	47,229	87,750	89,090	171,296
Total Operating Expenses	**1,124,525**	**1,074,771**	**1,066,058**	**1,185,543**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**23,267**	**37,668**	**66,381**	**(51,108)**
Depreciation	(3,235)	(3,000)	(3,000)	(3,783)
OPERATING INCOME	**20,032**	**34,668**	**63,381**	**(54,891)**
NON-OPERATING REVENUES:				
Investment Revenue	26,123	20,000	25,000	25,000
Misc. Non-Operating Revenues	1,504	0	10,000	30,000
Total Non-Operating Revenues	**27,627**	**20,000**	**35,000**	**55,000**
NON-OPERATING EXPENSES:				
Loss on Disposal of Assets	600	0	0	0
Total Non-Operating Expenses	**600**	**0**	**0**	**0**
NET INCOME (LOSS)	**47,059**	**54,668**	**98,381**	**109**
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**47,059**	**54,668**	**98,381**	**109**
Retained Earnings, Beg. of Year As Restated	367,333	362,343	414,392	512,773
RETAINED EARNINGS END OF YEAR	$ **414,392**	$ **417,011**	$ **512,773**	$ **512,882**

Utility Customer Services Fund

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 47,059	$ 54,668	$ 98,381	$ 109
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	3,235	3,000	3,000	3,783
TOTAL RESOURCES PROVIDED BY OPERATIONS	**50,294**	**57,668**	**101,381**	**3,892**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	8,610	37,025	37,025	108,289
Increase (Dec) in Restricted Assets	0	0	0	0
Increase (Dec) in Other Assets	0	0	0	0
Equity Transfer	0	0	0	0
Total Uses	**8,610**	**37,025**	**37,025**	**108,289**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**41,684**	**20,643**	**64,356**	**(104,397)**
Working Capital Beginning of Year As Restated	327,440	314,308	369,124	433,480
WORKING CAPITAL END OF YEAR	$ **369,124**	$ **334,951**	$ **433,480**	$ **329,083**

Summary of Total Revenues by Fund

Fund	Revenues:	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
110	General Fund	$ 43,891,836	$ 46,510,791	$ 47,163,004	$ 50,004,532
219	99 Quarter Cent Sales Tax Fund	0	0	2,535,000	3,800,000
220	Parks Sales Tax Fund	0	1,705,000	1,665,000	3,765,000
221	Transportation Sales Tax Fund	7,107,229	7,419,500	7,269,000	7,450,500
222	Public Improvement Fund	1,555,460	941,278	935,000	981,041
226	Cultural Affairs Fund	324,304	334,589	334,221	334,250
227	Special Road District Tax Fund	1,056,141	1,130,000	1,130,000	1,236,000
229	Convention & Tourism Fund	1,019,235	1,242,829	1,338,429	1,423,030
3xx	Debt Service Funds (combined)	2,707,979	5,847,300	2,161,000	3,196,877
440	Capital Projects Fund	10,371,373	21,680,718	13,885,113	9,173,451
753	Contributions Fund	201,307	142,000	142,000	175,000
	Total Govt. Funds	**68,234,864**	**86,954,005**	**78,557,767**	**81,539,681**
Fund	**Enterprise Funds:**				
503	Railroad Fund	417,374	387,000	409,000	451,000
550	Water Utility Fund	10,659,061	11,547,300	10,684,965	11,297,089
551	Electric Utility Fund	62,195,746	65,962,000	65,667,202	67,792,336
552	Recreation Services Fund	3,982,545	4,390,275	4,148,642	5,614,966
553	Public Transportation Fund	2,811,644	2,748,721	2,866,968	2,855,335
554	Airport Fund	1,127,280	1,172,968	1,080,748	1,075,129
555	Sanitary Sewer Utility Fund	7,583,505	7,485,000	7,569,000	7,625,500
556	Parking Utility Fund	1,604,028	1,584,139	1,597,737	1,880,890
557	Solid Waste Utility Fund	9,560,909	9,634,773	9,605,675	9,757,915
558	Storm Water Utility Fund	1,302,460	1,177,000	1,225,000	1,240,000
	Total Enterprise Funds	**101,244,552**	**106,089,176**	**104,854,937**	**109,590,160**
Fund	**Internal Service Funds:**				
659	Employee Benefit Fund	7,147,257	6,147,632	5,931,944	6,399,472
669	Self Insurance Reserve Fund	3,535,912	2,495,000	2,389,265	2,339,375
671	Custodial / Maintenance Fund	830,027	861,710	832,069	876,788
672	Fleet Operations Fund	3,239,690	3,299,240	3,337,878	3,368,400
674	Information Services Fund	2,797,831	2,877,350	3,040,458	2,969,693
675	Public Communications Fund	751,349	701,000	791,137	806,700
676	Utility Customer Services Fund	1,175,419	1,132,439	1,167,439	1,189,435
	Total Internal Service Funds	**19,477,485**	**17,514,371**	**17,490,190**	**17,949,863**
	TOTAL CITY REVENUES	**$ 188,956,901**	**$ 210,557,552**	**$ 200,902,894**	**$ 209,079,704**

Summary of Total Expenses by Fund

Fund	Expenditures / Expenses: *	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
110	General Fund	$ 41,975,779	$ 46,555,413	$ 45,557,256	$ 50,004,532
219	99 Quarter Cent Sales Tax Fund	0	0	0	3,289,323
220	Parks Sales Tax Fund	0	1,661,235	1,661,235	3,418,250
221	Transportation Sales Tax Fund	7,042,000	7,541,333	7,541,333	6,912,889
222	Public Improvement Fund	1,140,520	646,278	646,278	631,041
226	Cultural Affairs Fund	347,516	360,618	335,014	348,602
227	Special Road District Tax Fund	1,179,600	927,500	927,500	1,361,600
229	Convention & Tourism Fund	844,019	1,156,980	1,113,480	1,138,027
266	CDBG	1,640,152	169,786	167,492	276,177
3xx	Debt Service Funds (combined)	2,957,544	3,170,340	3,930,265	4,316,127
440	Capital Projects Fund	9,038,122	7,832,247	7,832,247	8,943,281
753	Contributions Fund	258,952	143,251	137,042	155,162
	Total Govt. Funds	**66,424,204**	**70,164,981**	**69,849,142**	**80,795,011**
Fund	**Enterprise Funds:**				
503	Railroad Fund	944,231	818,318	923,531	626,124
550	Water Utility Fund	13,232,675	14,706,102	14,864,988	25,804,519
551	Electric Utility Fund	62,925,745	71,443,885	71,434,874	64,071,649
552	Recreation Services Fund	4,724,692	15,165,221	15,216,245	5,797,476
553	Public Transportation Fund	3,344,377	5,672,097	5,648,720	3,295,142
554	Airport Fund	1,878,532	2,496,279	2,441,064	1,862,798
555	Sanitary Sewer Utility Fund	12,684,953	12,638,616	12,336,759	14,301,857
556	Parking Utility Fund	1,821,940	1,788,960	1,787,265	1,836,105
557	Solid Waste Utility Fund	10,206,039	13,056,199	13,055,240	14,275,076
558	Storm Water Utility Fund	2,016,730	1,336,632	1,326,705	2,412,560
	Total Enterprise Funds	**113,779,914**	**139,122,309**	**139,035,391**	**134,283,306**
Fund	**Internal Service Funds:**				
659	Employee Benefit Fund	6,779,421	6,338,738	6,871,833	7,219,830
669	Self Insurance Reserve Fund	2,730,973	3,467,438	3,456,907	3,449,320
671	Custodial / Maintenance Fund	617,263	821,823	798,514	876,175
672	Fleet Operations Fund	3,287,057	3,331,820	3,300,250	3,412,540
674	Information Services Fund	3,000,788	3,709,426	3,608,794	3,367,839
675	Public Communications Fund	624,271	691,197	676,601	825,475
676	Utility Customer Services Fund	1,137,570	1,114,796	1,106,083	1,297,615
	Total Internal Service Funds	**18,177,343**	**19,475,238**	**19,818,982**	**20,448,794**
	TOTAL CITY EXPENSES	**$ 198,381,461**	**$ 228,762,528**	**$ 228,703,515**	**$ 235,527,111**

* Includes CIP and Capital Additions for Enterprise and Internal Service Funds. Funding for many CIP Projects is from accumulated balances.

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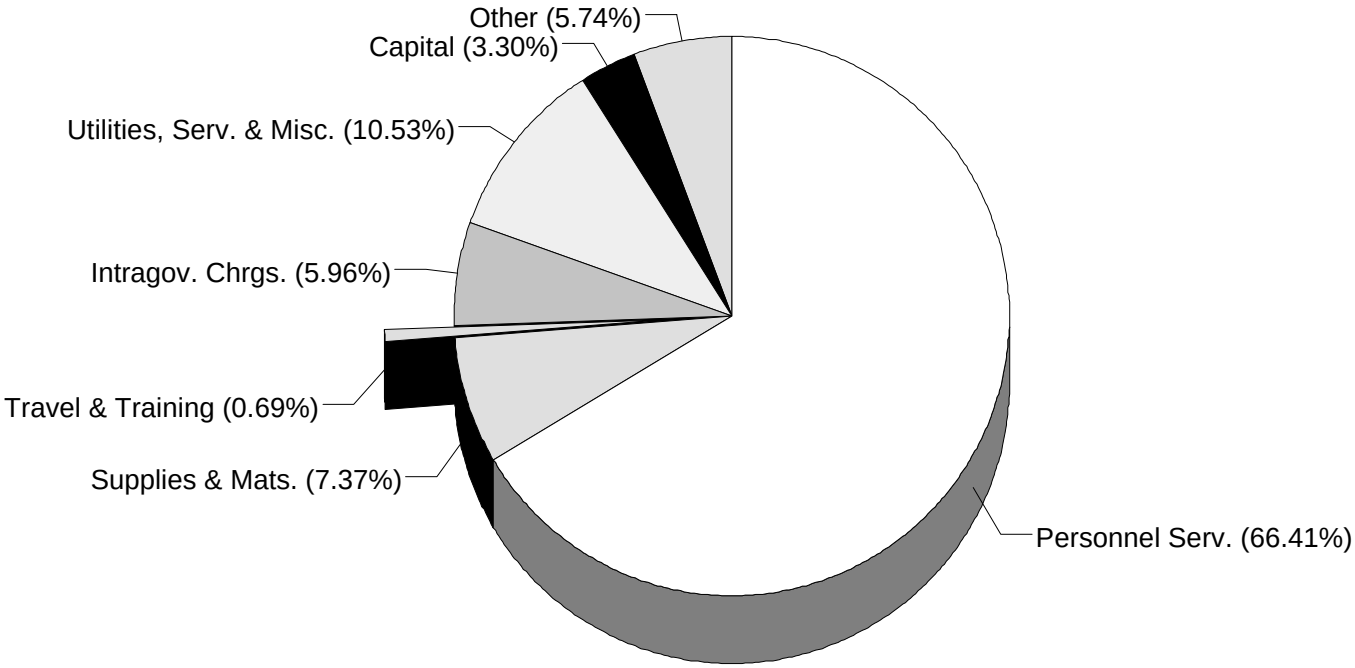
General Fund

Summary

City of Columbia

Columbia, Missouri

General Fund Summary



APPROPRIATIONS

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Budget FY 2001
Personnel Services	$ 29,029,976	$ 31,220,833	$ 30,875,167	$ 33,208,413	6.4%
Supplies & Materials	2,845,151	3,343,937	3,144,119	3,684,686	10.2%
Travel & Training	246,521	336,347	278,064	344,436	2.4%
Intragovernmental Charges	2,625,417	2,808,048	2,804,563	2,980,963	6.2%
Utilities, Services & Misc.	3,835,657	5,016,231	4,689,248	5,267,713	5.0%
Capital	1,323,581	1,769,517	1,705,595	1,648,821	-6.8%
Other	2,069,476	2,060,500	2,060,500	2,869,500	39.3%
Total	**41,975,779**	**46,555,413**	**45,557,256**	**50,004,532**	**7.4%**
Summary					
Operating Expenses	38,582,722	42,725,396	41,791,161	45,486,211	6.5%
Non-Operating Expenses	2,069,476	2,060,500	2,060,500	2,869,500	39.3%
Debt Service					
Capital Additions	1,323,581	1,769,517	1,705,595	1,648,821	-6.8%
Capital Projects	0	0	0	0	
Total Expenses	**$ 41,975,779**	**$ 46,555,413**	**$ 45,557,256**	**$ 50,004,532**	**7.4%**

GENERAL FUND SUMMARY

Fund 110

FUND DESCRIPTION

The General Fund is used to finance and account for a large portion of the current operating expenditures and capital additions (not capital improvements) of City Government. The General Fund is one of the largest and most important of the City's funds because most governmental programs (Police,Fire, Public Works, Parks and Recreation, etc.) are generally financed wholly or partially from it. The General Fund has a greater number and variety of revenue sources than any other fund, and its resources normally finance a wider range of activities.

DEPARTMENT EXPENDITURES

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
General City (Nondepartmental)	$ 2,840,773	$ 3,012,905	$ 2,907,669	$ 3,868,313
City Council	117,452	174,030	154,461	172,744
City Clerk	122,933	189,638	169,231	161,835
City Manager	590,703	694,795	653,532	750,133
Finance	2,404,370	2,563,432	2,467,911	2,594,237
Human Resources	552,301	630,027	621,663	655,379
Law	633,591	683,235	682,190	710,758
Municipal Court	428,253	468,970	467,444	514,616
Police	11,149,914	12,032,307	12,019,407	12,962,795
Fire	8,138,949	8,605,405	8,467,061	9,486,496
Emergency Mgmt & Communications	1,812,403	2,127,810	1,918,836	2,084,580
Health	3,067,305	3,436,544	3,357,599	3,799,935
Planning	441,499	577,714	496,916	599,262
Economic Development	218,824	319,451	283,530	305,096
Community Services	1,013,054	1,091,265	1,090,907	1,097,610
Parks & Recreation	2,772,592	3,643,230	3,589,918	3,417,120
Public Works	5,670,863	6,304,655	6,208,981	6,823,623
TOTAL DEPARTMENTAL	**$ 41,975,779**	**$ 46,555,413**	**$ 45,557,256**	**$ 50,004,532**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
City Clerk	2.00	2.00	2.00	2.00
City Manager	6.60	6.60	6.60	7.60
Finance	33.25	33.25	33.25	33.25
Human Resources	8.00	8.00	8.00	8.00
Law	8.00	8.00	8.00	8.00
Municipal Court	6.75	6.75	6.75	6.90
Police	160.00	162.00	162.00	169.00
Fire	115.00	120.00	120.00	128.00
Joint Communications/Emergency Mgmt	29.75	29.75	29.75	29.75
Health	47.10	48.10	49.10	51.35
Planning	6.70	7.20	7.20	6.98
Economic Development	4.00	4.00	4.00	4.00
Community Services	2.20	2.20	2.20	2.20
Parks & Recreation	34.75	34.75	37.75	37.75
Public Works	77.73	77.73	78.73	77.73
Total Personnel	**541.83**	**550.33**	**555.33**	**572.51**
Permanent Full-Time	531.23	539.73	544.73	563.26
Permanent Part-Time	10.60	10.60	10.60	9.25
Total Permanent	**541.83**	**550.33**	**555.33**	**572.51**

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City General -

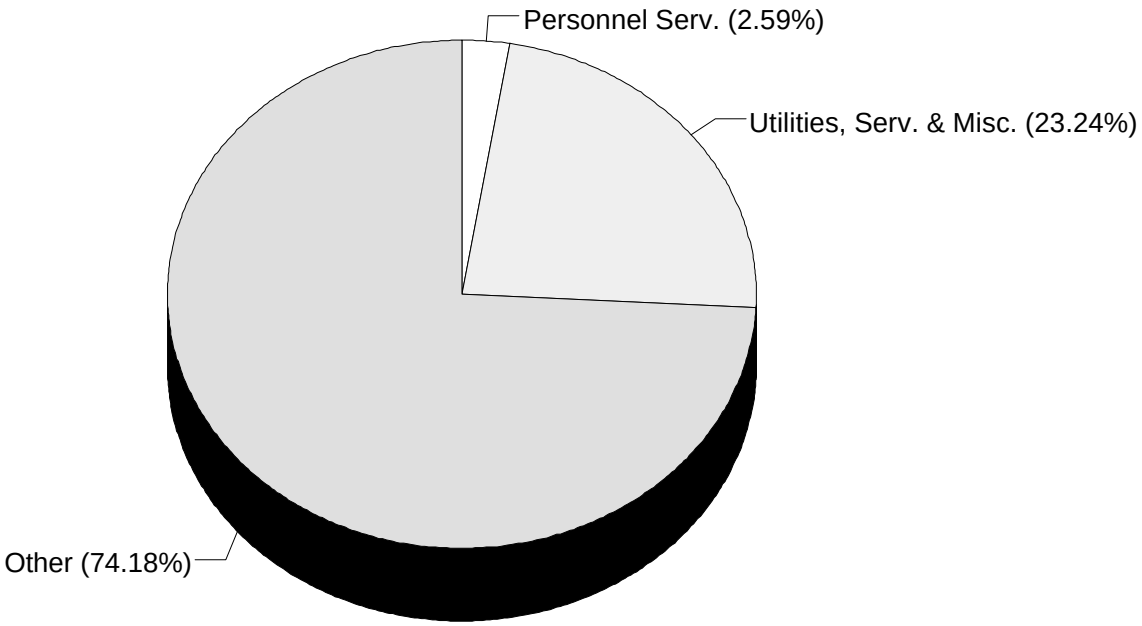
Non Departmental

Expenditures

City of Columbia

Columbia, Missouri

City General



APPROPRIATIONS

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Budget FY 2001
Personnel Services	$ 45,790	$ 71,725	$ 71,725	$ 100,000	39.4%
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	24,066	17,444	17,444	0	-100.0%
Utilities, Services & Misc.	701,441	863,236	758,000	898,813	4.1%
Capital	0	0	0	0	
Other	2,069,476	2,060,500	2,060,500	2,869,500	39.3%
Total	**2,840,773**	**3,012,905**	**2,907,669**	**3,868,313**	**28.4%**
Summary					
Operating Expenses	771,297	952,405	847,169	998,813	4.9%
Non-Operating Expenses	2,069,476	2,060,500	2,060,500	2,869,500	39.3%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**$ 2,840,773**	**$ 3,012,905**	**$ 2,907,669**	**$ 3,868,313**	**28.4%**

CITY GENERAL EXP - SUBSIDIES & OTHER NON-DEPARTMENTAL EXP.

110-8500

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

Subsidies to other funds have remained constant or decreased slightly in FY 2002. The increase in transfers is due to the new transfers to the Debt Service Fund for the Certificates of Participation and transfer to the Capital Fund. Both of these transfers relate to the City's progress in developing and implementing a Public Building Expansion plan to address the overall space needs of the City. There is $32,849 set aside as a Council Reserve which Council can allocate during the fiscal year and still maintain a 16% General Fund Balance.

SUBSIDIES, TRANSFERS, AND OTHER (DETAIL)

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
SUBSIDIES:				
Recreation Services	$ 1,500,000	$ 1,500,000	$ 1,500,000	$ 1,500,000
Cultural Affairs	232,000	239,000	239,000	239,000
Contributions Trust Fund	127,976	132,000	132,000	128,000
Total Subsidies	**1,859,976**	**1,871,000**	**1,871,000**	**1,867,000**
TRANSFERS:				
Parking Facilities Utility	172,000	172,000	172,000	172,000
Special Business District	17,500	17,500	17,500	17,500
Public Communication	20,000	0	0	0
COPS Public Bldg/Fire DSF	0	0	0	116,830
Capital Projects Fund	0	0	0	696,170
Total Subsidies & Transfers	**2,069,476**	**2,060,500**	**2,060,500**	**2,869,500**
OTHER:				
Street Lighting	653,830	645,000	665,000	665,000
Miscellaneous Nonprogrammed	117,467	207,405	182,169	200,964
Council Reserve	0	0	0	32,849
Contingency	0	100,000	0	100,000
Total	$ **2,840,773**	$ **3,012,905**	$ **2,907,669**	$ **3,868,313**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002

There are no personnel assigned to this budget.

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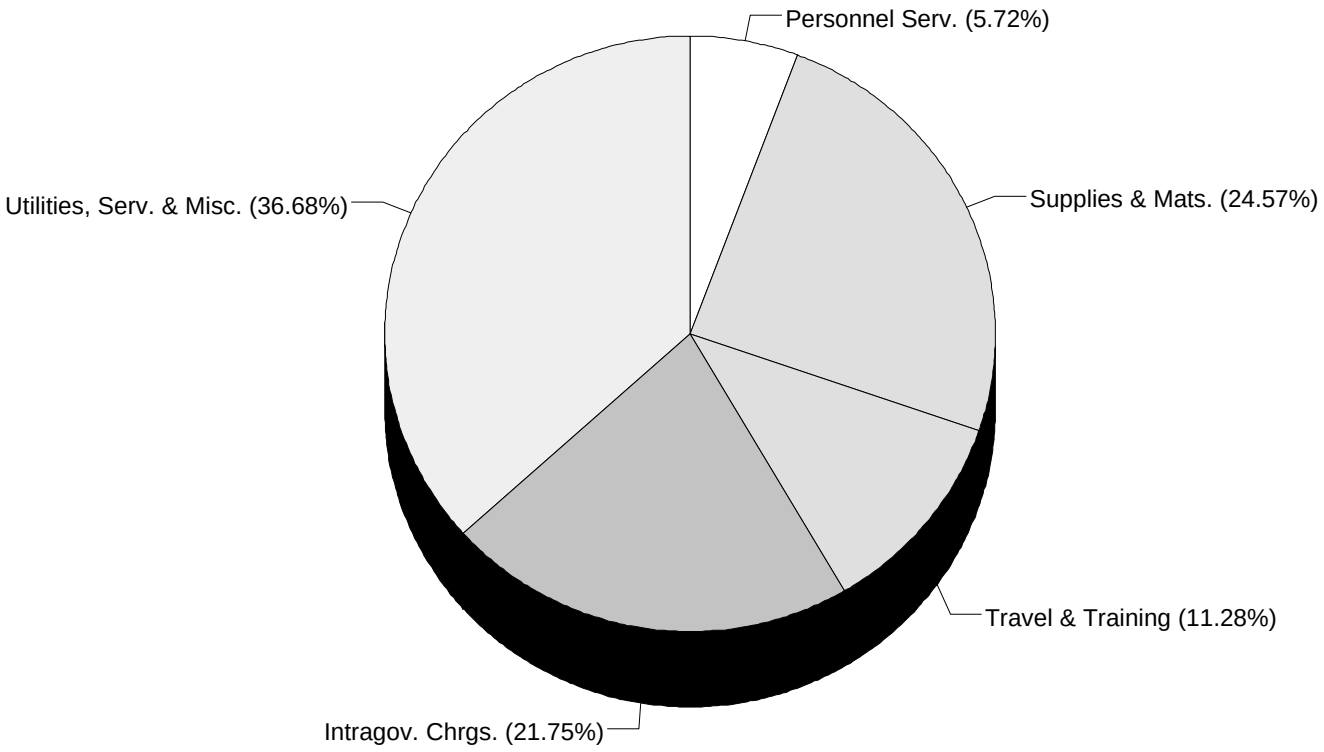
City Council

City of Columbia

Columbia, Missouri

City Council



APPROPRIATIONS

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Budget FY 2001
Personnel Services	$ 3,927	$ 12,555	$ 7,735	$ 9,879	-21.3%
Supplies & Materials	29,679	42,282	37,079	42,451	0.4%
Travel & Training	9,713	19,109	19,088	19,482	2.0%
Intragovernmental Charges	40,737	37,774	37,774	37,569	-0.5%
Utilities, Services & Misc.	33,396	62,310	52,785	63,363	1.7%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**117,452**	**174,030**	**154,461**	**172,744**	**-0.7%**
Summary					
Operating Expenses	117,452	174,030	154,461	172,744	-0.7%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**$ 117,452**	**$ 174,030**	**$ 154,461**	**$ 172,744**	**-0.7%**

CITY COUNCIL - SUMMARY

110-01

DEPARTMENT DESCRIPTION

The Mayor and City Council act as the legislative and policy making body for the City of Columbia. Operating under a home rule charter, the Council uses various voluntary citizen boards, commissions, and task forces as well as public hearings in the development of City policy matters. According to the City Charter, the City Council is responsible for the appointment of the City Manager, City Clerk, and Municipal Judge.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

Funds are included in the budget to cover the cost of services of an interpreter for the hearing impaired at City Council meetings. This is in compliance with the Americans with Disabilities Act. Additional funds were also included in the budget for Boards and Commissions.

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
There are no personnel assigned to this budget, however, there are 7 volunteer staff members - 1 Mayor and 6 Council members.				

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City Council - General

110-0110

DESCRIPTION

To effectively represent the citizens of Columbia, formulate and enact public policy which addresses the needs of the community, and provide community leadership to all citizens.

HIGHLIGHTS/SIGNIFICANT CHANGES

Funds are included in the budget to cover the cost of services of an interpreter for the hearing impaired at City Council meetings. This is in compliance with the Americans with Disabilities Act.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 3,927	$ 12,555	$ 7,735	$ 9,879
Supplies and Materials	25,754	28,357	26,948	28,086
Travel and Training	7,855	12,597	12,597	12,849
Intragovernmental Charges	40,707	37,744	37,744	37,539
Utilities, Services, & Misc.	32,926	42,238	37,240	43,465
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 111,169**	**$ 133,491**	**$ 122,264**	**$ 131,818**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
There are no personnel assigned to this budget.				

City Council - Boards and Commissions

110-0120

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

There are no significant changes in this budget for the coming year.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 0	$ 0	$ 0	$ 0
Supplies and Materials	3,925	13,925	10,131	14,365
Travel and Training	1,858	6,512	6,491	6,633
Intragovernmental Charges	30	30	30	30
Utilities, Services, & Misc.	470	20,072	15,545	19,898
Capital	0	0	0	0
Other	0	0	0	0
Total	$ **6,283**	$ **40,539**	$ **32,197**	$ **40,926**

ACTIVITY LEVEL EXPENDITURES

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Board of Adjustment	$ 544	$ 5,493	$ 2,153	$ 5,512
Airport Advisory Board	730	525	525	536
Sister Cities	119	10,000	10,000	10,000
Planning and Zoning	1,109	1,866	1,866	1,904
Parks and Recreation Commission	1,635	4,112	4,140	4,179
Bike Commission	0	1,038	1,038	1,046
Other Boards	92	7,135	3,500	7,189
Historic Preservation	1,694	4,475	4,475	4,575
Mayor's Council on Physical Fitness	0	3,000	3,000	3,090
Commissions - General	0	2,895	1,500	2,895
Disabilities	330	0	0	0
Council Delivery	30	0	0	0
Total	$ **6,283**	$ **40,539**	$ **32,197**	$ **40,926**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002

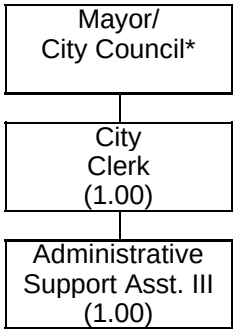
There are no personnel assigned to this budget.

City Clerk and Elections

City of Columbia

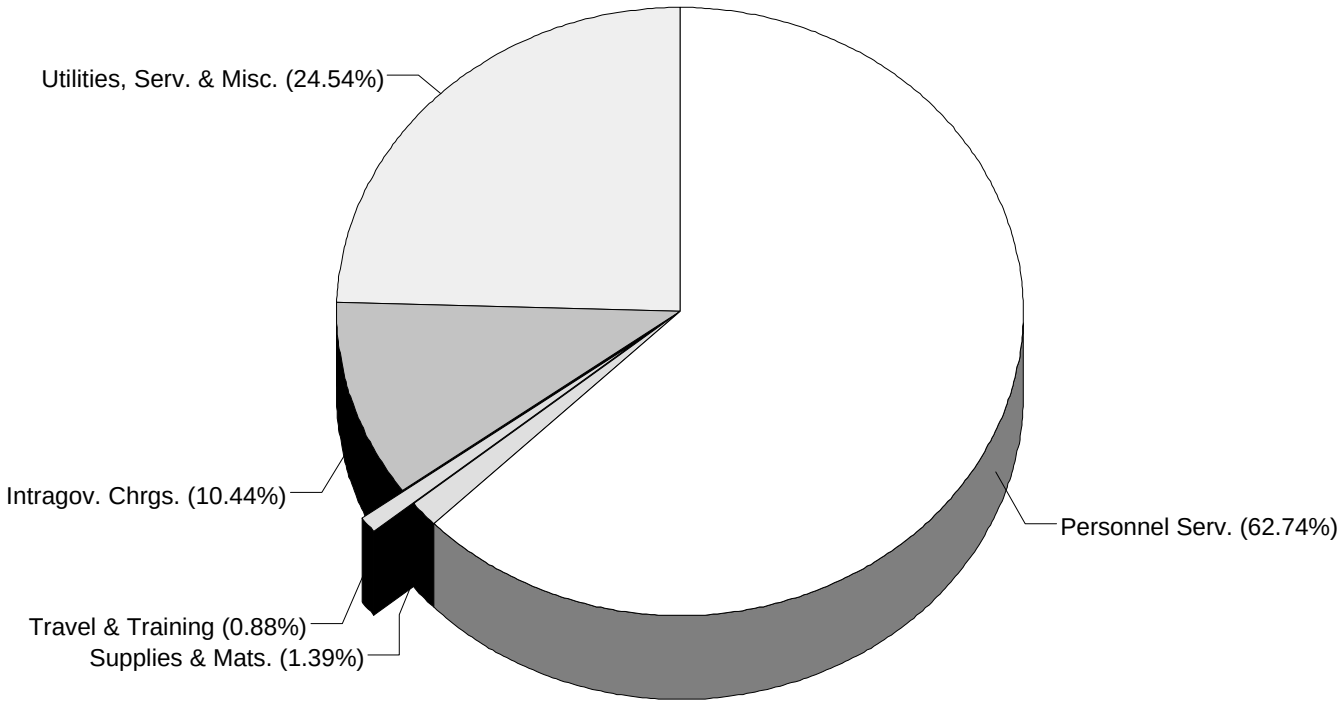
Columbia, Missouri

City of Columbia - City Clerk
2.00 FTE Positions



* Positions not included in City Clerk's FTE count.

City Clerk and Elections



APPROPRIATIONS

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Budget FY 2001
Personnel Services	$ 90,553	$ 95,308	$ 93,814	$ 101,541	6.5%
Supplies & Materials	854	5,335	4,375	2,250	-57.8%
Travel & Training	103	1,425	975	1,425	0.0%
Intragovernmental Charges	16,276	15,528	15,528	16,898	8.8%
Utilities, Services & Misc.	15,147	72,042	54,539	39,721	-44.9%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**122,933**	**189,638**	**169,231**	**161,835**	**-14.7%**
Summary					
Operating Expenses	122,933	189,638	169,231	161,835	-14.7%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**$ 122,933**	**$ 189,638**	**$ 169,231**	**$ 161,835**	**-14.7%**

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CITY CLERK AND ELECTIONS - SUMMARY

110-02

DEPARTMENT DESCRIPTION

The City Clerk's office serves as the depository for all official records of the City, and the Clerk certifies City records for the courts, City departments, and citizens. The Clerk's office serves as a center for citizen inquiry, proclamation preparation and signing, and personal appearance requests. The Clerk maintains membership rosters for all boards and commissions. The City Clerk also acts as secretary to the Board of Adjustment.

DEPARTMENT OBJECTIVES

Maintain and provide access to official city documents in the most expedient and efficient manner; and to expeditiously respond to the citizenry, City Council, Boards and Commissions, and city staff requests for services as provided by this department.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

There are no significant changes in this budget for the coming year.

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
City Clerk - General	2.00	2.00	2.00	2.00
City Clerk - Elections	0.00	0.00	0.00	0.00
Total Personnel	**2.00**	**2.00**	**2.00**	**2.00**
Permanent Full-Time	2.00	2.00	2.00	2.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**2.00**	**2.00**	**2.00**	**2.00**

PERFORMANCE MEASUREMENT/SERVICE INDICATORS

	Actual FY 2000	Budget FY 2001	Estimated FY 2002
Council Meetings	30	28	28
Proclamations	64	70	70
Board of Adjustment Applications Processed	47	40	40

CITY CLERK AND ELECTIONS - SUMMARY

110-02

COMPARATIVE DATA

	Columbia, MO	Indepen-dence, MO	St. Joseph, MO	St. Charles, MO	Hazelwood, MO
Population	**86,391**	**113,288**	**73,990**	**60,321**	**26,206**
Number of Employees	2	7	2.5	3	4
Employees Per 1,000 Population	0.023	0.062	0.034	0.050	0.153
Number of Ordinances and Resolutions/Year	683	407	560	528	112

City Clerk - General

110-0210

DESCRIPTION

The City Clerk is to provide reliable record keeping and reporting services under requirements of State Statutes, City Charter and Ordinances. Items to be maintained include ordinances and resolutions, contracts, deeds, leases, easements, minutes, and miscellaneous official documents of the City.

HIGHLIGHTS/SIGNIFICANT CHANGES

There are no significant changes in this budget in the coming year.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 90,553	$ 95,308	$ 93,814	$ 101,541
Supplies and Materials	854	5,335	4,375	2,250
Travel and Training	103	1,425	975	1,425
Intragovernmental Charges	16,276	15,528	15,528	16,898
Utilities, Services, & Misc.	1,686	6,606	2,450	6,636
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 109,472**	**$ 124,202**	**$ 117,142**	**$ 128,750**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
8803 - City Clerk	1.00	1.00	1.00	1.00
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00
Total Personnel	**2.00**	**2.00**	**2.00**	**2.00**
Permanent Full-Time	2.00	2.00	2.00	2.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**2.00**	**2.00**	**2.00**	**2.00**

City Clerk - Elections

110-0220

DESCRIPTION

This budget provides funds from which the County Clerk is reimbursed for the costs incurred in conducting City elections.

HIGHLIGHTS/SIGNIFICANT CHANGES

There are no significant changes in this budget for the coming year.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 0	$ 0	$ 0	$ 0
Supplies and Materials	0	0	0	0
Travel and Training	0	0	0	0
Intragovernmental Charges	0	0	0	0
Utilities, Services & Misc.	13,461	65,436	52,089	33,085
Capital	0	0	0	0
Other	0	0	0	0
Total	$ **13,461**	$ **65,436**	$ **52,089**	$ **33,085**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
There are no personnel assigned to this budget.				

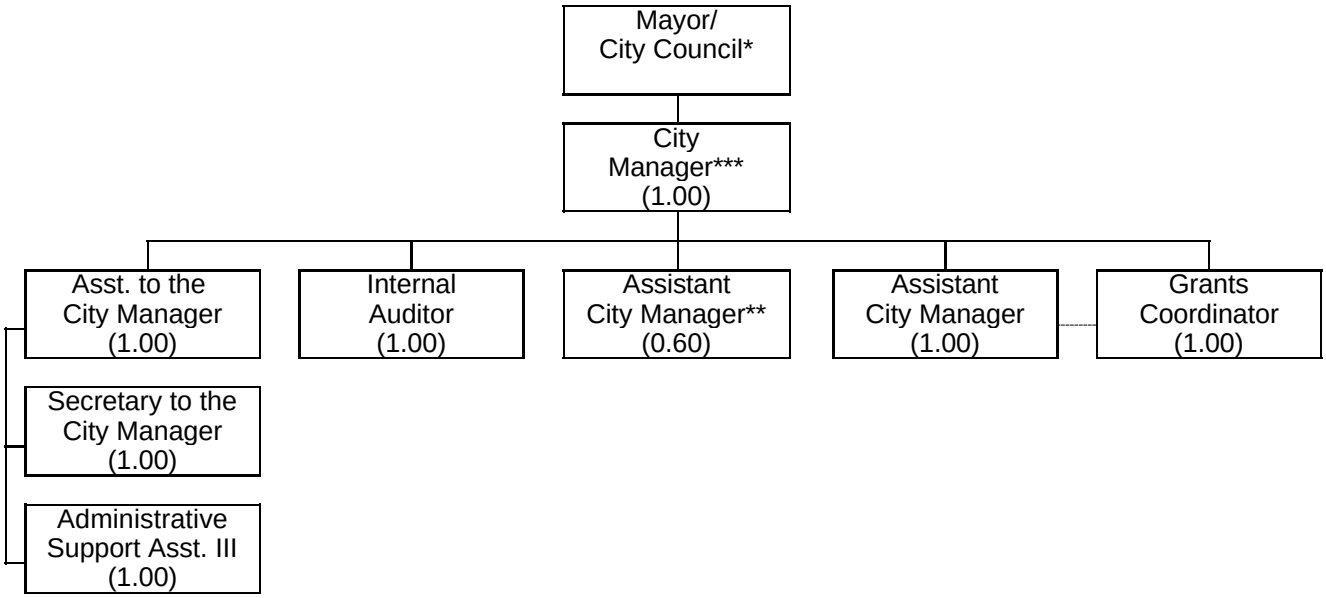
City Manager

City of Columbia

Columbia, Missouri

City of Columbia - City Manager

8.60 FTE Positions

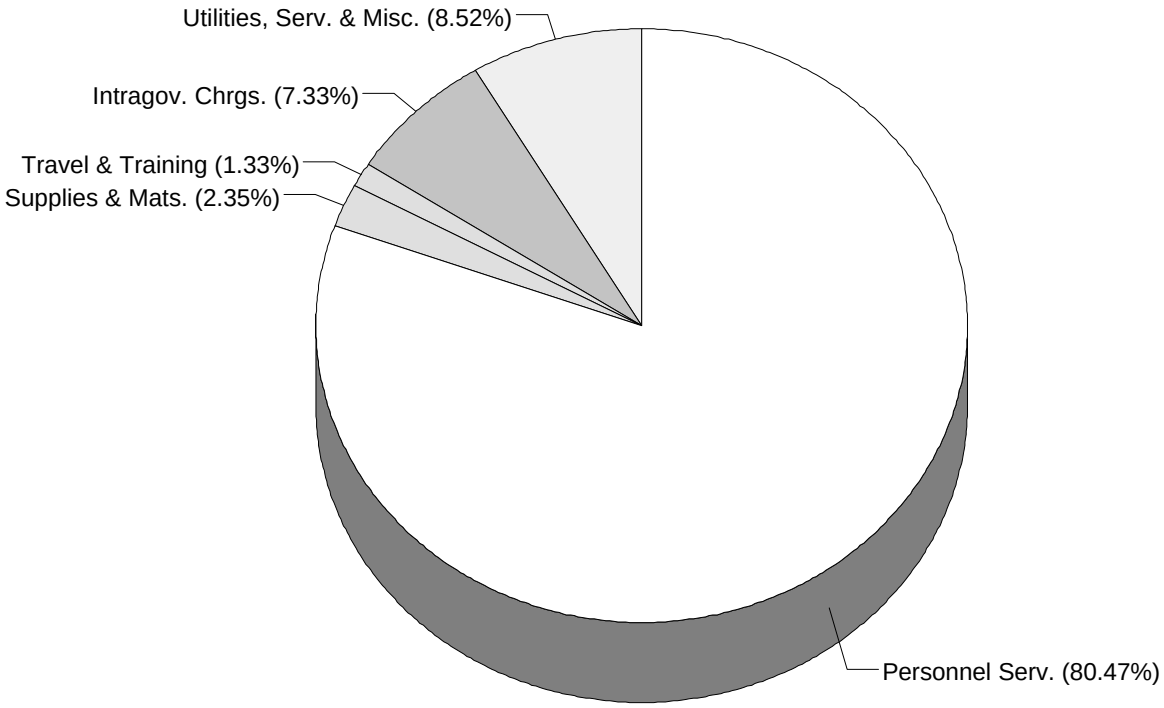


* Positions not included in City Manager's FTE count.

** Assistant City Manager position is split between:
(60%) City Manager's Office, (20%) Office of Community Services
and (20%) Information Services

*** Reporting relationships of all Department Heads are reflected in the overall Organizational Chart located behind the General Information tab.

City Manager



APPROPRIATIONS

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Budget FY 2001
Personnel Services	$ 496,593	$ 551,511	$ 551,912	$ 603,617	9.4%
Supplies & Materials	9,991	16,400	11,750	17,638	7.5%
Travel & Training	7,368	9,975	8,500	9,975	0.0%
Intragovernmental Charges	52,297	51,670	50,670	54,964	6.4%
Utilities, Services & Misc.	24,454	65,239	30,700	63,939	-2.0%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**590,703**	**694,795**	**653,532**	**750,133**	**8.0%**
Summary					
Operating Expenses	590,703	694,795	653,532	750,133	8.0%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**$ 590,703**	**$ 694,795**	**$ 653,532**	**$ 750,133**	**8.0%**

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CITY MANAGER

110-05

DEPARTMENT DESCRIPTION

The City Manager's Office is responsible for the general administration of the City of Columbia, an annual statement of city programs and priorities, preparation of the annual budget, preparation of Council agendas and special staff reports, and program coordination and development. As chief administrative officer, the City Manager is directly responsible to the City Council for all operations of the City as well as implementation of policies and programs adopted by the Council. The City Manager appoints all officers and employees of the City except for the City Clerk and Municipal Judge. Appointment of subordinates is generally delegated to the appropriate Department Director, working through the Human Resources Department.

DEPARTMENT OBJECTIVES

(1) Provide effective and efficient delivery of services to residents; (2) Enhance communication with City Council and citizens; (3) Provide necessary written and verbal information for City Council to assist them in setting policy for the needs of the citizens; (4) Respond to inquiries made by the City Council and citizens; (5) Prepare and monitor annual budget for city services; and (6) Implement policies set by action of the City Council.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

This budget includes the addition of a 1.00 FTE Grants Coordinator position.

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
9998 - City Manager	1.00	1.00	1.00	1.00
9911 - Assistant to City Manager	1.00	1.00	1.00	1.00
9901 - Assistant City Manager	1.60	1.60	1.60	1.60
4621 - Grants Coordinator	0.00	0.00	0.00	1.00
4610 - Internal Auditor	1.00	1.00	1.00	1.00
1102 - Secretary to City Manager	1.00	1.00	1.00	1.00
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00
Total Personnel	**6.60**	**6.60**	**6.60**	**7.60**
Permanent Full-Time	6.60	6.60	6.60	7.60
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**6.60**	**6.60**	**6.60**	**7.60**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2000	Budget FY 2001	Estimated FY 2002
Council Issues Processed: Resolutions/Staff Report	251	265	280
Ordinances/Staff Report	439	460	485
Agenda Reports	97	100	105
City Manager Press Conferences	27	26	26

COMPARATIVE DATA

	Columbia, MO	Springfield, MO	Ames, IA	Indepen-dence, MO	Boulder, CO	Lawrence, KS
Population	**86,391**	**151,580**	**49,265**	**113,288**	**92,150**	**79,700**
Number of Employees	7	5	15	13	16	5
Employees Per 1,000 Population	0.081	0.033	0.304	0.110	0.174	0.063
Total Annual Budget (Including Capital Improvements)*	174,900,322	168,606,000	109,000,000	164,356,375	243,130,000	95,535,000

* Columbia is a "full service city." While some cities have separate administrative boards, such as Springfield, which has a Board that administers water, electric, transit, etc., Columbia is under the direction of one body of elected officials.

Finance

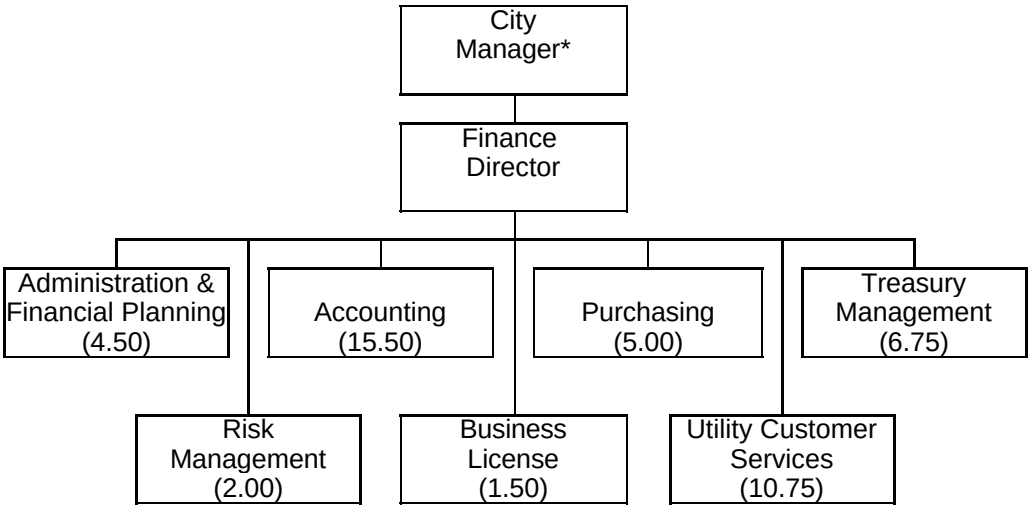
Department

City of Columbia

Columbia, Missouri

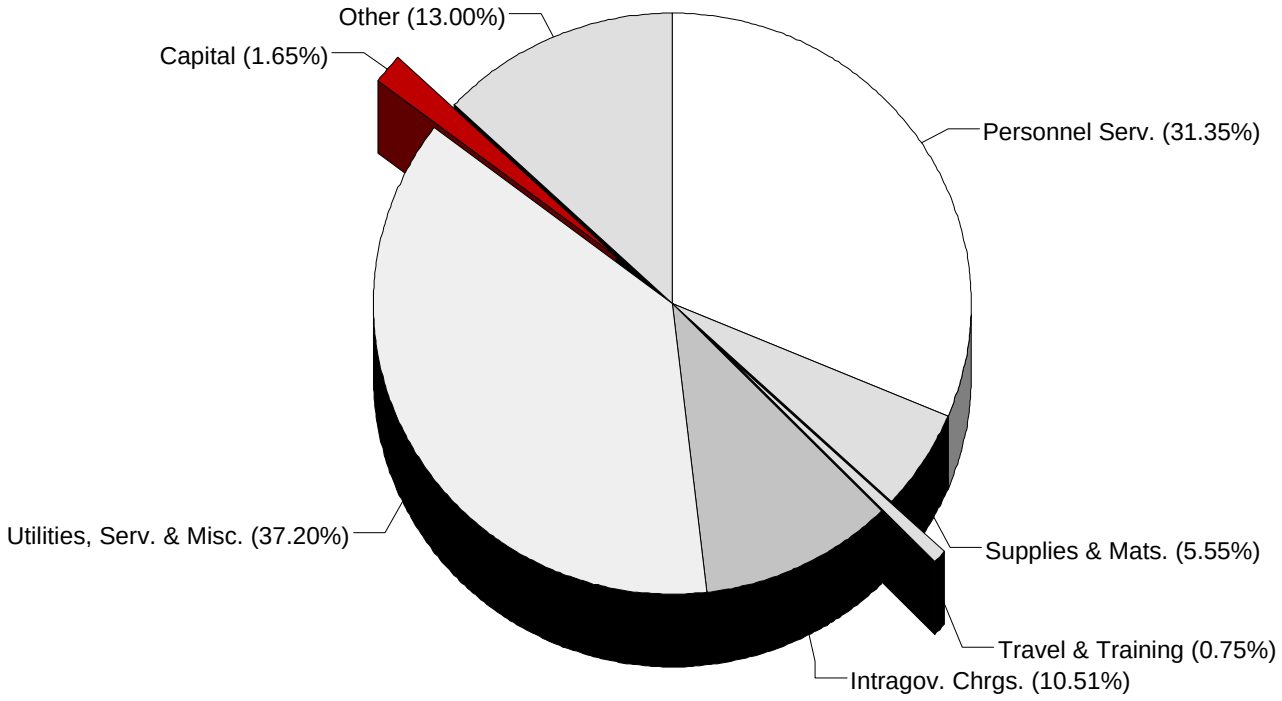
City of Columbia - Finance Department

46.00 FTE Positions



* Position not included in Finance Department's FTE count.

Finance Department - Summary



APPROPRIATIONS

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Budget FY 2001
Personnel Services	$ 2,167,091	$ 2,294,196	$ 2,196,703	$ 2,301,225	0.3%
Supplies & Materials	320,679	394,914	393,444	407,743	3.2%
Travel & Training	28,327	47,006	42,781	54,712	16.4%
Intragovernmental Charges	930,011	738,160	738,160	771,304	4.5%
Utilities, Services & Misc.	1,764,773	2,669,405	2,658,030	2,730,709	2.3%
Capital	18,946	48,825	48,143	121,057	147.9%
Other	1,043,086	953,160	953,640	954,422	0.1%
Total	**6,272,913**	**7,145,666**	**7,030,901**	**7,341,172**	**2.7%**
Summary					
Operating Expenses	5,210,281	6,143,681	6,029,118	6,265,693	2.0%
Non-Operating Expenses	44,854	3,160	3,640	4,422	39.9%
Debt Service	998,832	950,000	950,000	950,000	0.0%
Capital Additions	18,946	48,825	48,143	121,057	147.9%
Capital Projects	0	0	0	0	
Total Expenses	**$ 6,272,913**	**$ 7,145,666**	**$ 7,030,901**	**$ 7,341,172**	**2.7%**

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FINANCE DEPARTMENT - SUMMARY

DEPARTMENT DESCRIPTION

The Finance Department is responsible for the administration, direction, and coordination of all financial services of the City involving financial planning, budgeting, treasury management, investments, purchasing, accounting, payroll, business licensing, risk management, and utility customer services.

DEPARTMENT OBJECTIVES

General Finance Activities: The Finance Department will provide the support necessary to allow the City to conduct business in an efficient and effective manner. This includes performing the day to day processing activity, providing accurate and timely management information, external financial reports that adhere to professional standards, and managing the city capital needs through investing and borrowing activities. In addition, the Finance Department is responsible for ensuring the City adheres to all federal, state and local requirements that relate to purchasing, budgeting and related activities.

Business License: Extensive monitoring and enforcement of all business licenses and other licenses and permits, as well as cigarette and hotel/motel taxes and regulations, required by City ordinance; and revising the existing ordinances to ensure all applications are processed in the most efficient and effective manner.

Risk Management: Maintain adequate protection for City through self-insurance fund for property, casualty and Worker's Compensation; and obtain adequate straight insurance coverage for Boiler and Machinery, Airport, Railroad, and the Health Department.

Utility Customer Services: Provide accurate and timely billing for city utilities, electric, water, sewer, solid waste, and storm water; effective handling of inquiries and complaints handled in person and by phone; set up payment arrangements for customers with delinquent bills; and provide information to customers needing utility assistance.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

During FY 2002 the Finance Department will continue to monitor and evaluate the City's financial condition and internal controls. A major review of policies and procedures will be conducted with the implementation of an accounting model required by the Governmental Accounting Standards Board (GASB) Statement #34.

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
General Fund Operations	33.25	33.25	33.25	33.25
Utility Customer Services Fund	10.00	10.75	10.75	10.75
Self-Insurance Reserve Fund	2.00	2.00	2.00	2.00
Total Personnel	**45.25**	**46.00**	**46.00**	**46.00**
Permanent Full-Time	44.00	44.00	44.00	44.00
Permanent Part-Time	1.25	2.00	2.00	2.00
Total Permanent	**45.25**	**46.00**	**46.00**	**46.00**

FINANCE DEPARTMENT - SUMMARY

110-10, 669-10, 676-10

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2000	Budget FY 2001	Estimated FY 2002
No. of Accts. Payable Checks Written	25,973	26,559	27,158
No. of Formal and Informal Bids	505	450	475
No. of Annual Supply and Service Contracts	209	208	210
New Business License Applications Processed	986	1,000	1,050
No. of Other Licenses and Permits Processed	3,200	2,300	3,400
Portfolio Size	$192 Million	$210 Million	$220 Million
Total Portfolio Return	0.07	0.07	0.07
Amount Utility Accounts Written Off	$280,000	$300,000	$305,000
Percent Uncollected	0.36	0.38	0.38
New Utility Account Services	18,000	20,000	20,000
Number of Claims Processed:			
Property & Liability	70	70	70
Worker's Compensation	210	200	200

COMPARATIVE DATA

	Columbia, MO	Springfield, MO	Utilities of Springfield, MO	Denton, TX	Ames, IA	Gainesville, FL
Population	**86,391**	**151,580**	**152,301**	**80,000**	**49,265**	**93,214**
Number of Employees	41.50	53.00	197.00	89.75	38.75	35.00
Employees Per 1,000 Population	0.480	0.350	1.293	1.122	0.787	0.375
No. of Acctg. Entities Managed	54	34	2	23	65	51
No. of Purchase Orders Issued/Year	4,049	18,000	10,000	11,000	3,500	3,000
Dollar Value of Purchase Orders Issued/Year	40 Million	29 Million	80-120 Mill.	34 Million	21 Million	32 Million
No. of Business Licenses Issued	4,353	15,000	---	493	---	5,402
No. of Liquor Licenses Issued	391	348	---	149	109	---
Investment Portfolio (Book Value)	$192 Million	$124 Million	$198 Million	$168 Million	$56 Million	$272 Million
Self Insure All Other Ins. Coverages	Yes	Yes	Yes	Yes	Partially*	Yes
No. of Utility Accounts	42,000	0	102,000	35,000	20,000	73,000
No, of Utitliy Staff Employees	9		37	31	no reply	no reply

* Self Insured for Workers' Compensation only

Finance - General Fund Operations

110-10

DESCRIPTION

The Finance Department is responsible for the administration, direction, and coordination of all financial services of the City involving financial planning, budgeting, treasury management, investments, purchasing, accounting, payroll, business licensing, risk management, and utility customer services. With the exception of Utility Customer Services and Self Insurance, which are budgeted in other funds, all Finance Divisions are budgeted and accounted for in the General Fund.

HIGHLIGHTS / SIGNIFICANT CHANGES

Emphasis for FY 2002 will be on the implementation of GASB Statement #34. The Finance Department will assist in the implementation of the Capital Improvement Plan through the tracking of projects, monitoring of cash flows, and the execution of the short and long term debt programs necessary to fund the plan. Staff will continue to work to improve reporting and customer service, with emphasis on providing information through the internet.

BUDGET DETAIL

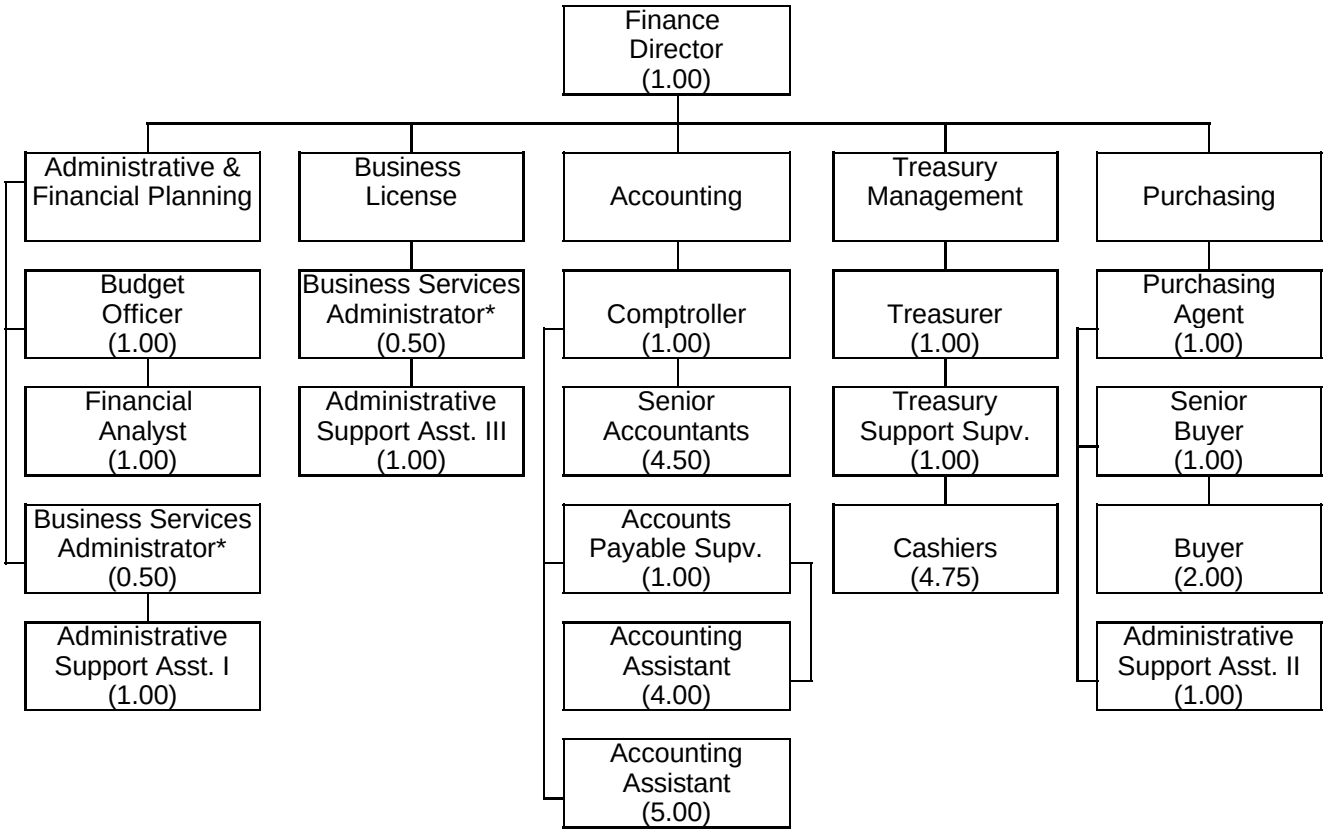
	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 1,664,772	$ 1,767,359	$ 1,690,056	$ 1,774,602
Supplies & Materials	93,495	129,684	128,274	130,615
Travel & Training	18,960	24,317	20,831	23,897
Intragovernmental Charges	451,451	406,622	406,622	437,236
Utilities, Services & Misc.	170,122	225,650	213,010	217,953
Capital	5,570	9,800	9,118	9,934
Other	0	0	0	0
Total	**2,404,370**	**2,563,432**	**2,467,911**	**2,594,237**
Summary				
Operating Expenses	2,398,800	2,553,632	2,458,793	2,584,303
Non-Operating Expenses	0	0	0	0
Debt Service	0	0	0	0
Capital Additions	5,570	9,800	9,118	9,934
Capital Projects	0	0	0	0
Total Expenses	**$ 2,404,370**	**$ 2,563,432**	**$ 2,467,911**	**$ 2,594,237**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Administration & Financial Planning	4.50	4.50	4.50	4.50
Accounting	15.50	15.50	15.50	15.50
Treasury Management	6.75	6.75	6.75	6.75
Purchasing	5.00	5.00	5.00	5.00
Business License	1.50	1.50	1.50	1.50
Total Personnel	**33.25**	**33.25**	**33.25**	**33.25**
Permanent Full-Time	32.00	32.00	32.00	32.00
Permanent Part-Time	1.25	1.25	1.25	1.25
Total Permanent	**33.25**	**33.25**	**33.25**	**33.25**

City of Columbia - Finance Department General Fund

33.25 FTE Positions



* Position split between business license & administration.

Finance - Administration and Financial Planning

110-1010

DESCRIPTION

This Division is primarily responsible for the administration, direction, coordination, and supervision of all financial functions and operations for the City, including preparation of the Annual Operating Budget, as well as the five-year Capital Improvement Program. Duties include providing overall direction to Division heads and personnel involved with Administration and Planning, Accounting, Purchasing, Business License, Risk Management, Treasury Management, and Utility Customer Services. Additional duties include providing expertise and technical coordination of new bond requirements, providing recommendations to the City Manager on short- and long-range fiscal policy, and representing the City at public functions involving financial considerations.

HIGHLIGHTS / SIGNIFICANT CHANGES

Planning emphasis will be to improve all financial activities of the City by overseeing the utilization of enhanced functions offered by use of the internet; perform the tasks of researching the City's financial status for the sale of debt; and continue updating the City's manuals and monitoring reports to enable better evaluation of its financial condition. Implementation of GASB Statement #34 will continue in FY 2002. Funds have been budgeted to review departmental procedures and assist in planning for any changes made necessary by the implementation of the new accounting model.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 307,142	$ 330,870	$ 330,814	$ 341,514
Supplies and Materials	19,960	35,022	34,872	36,900
Travel and Training	2,982	5,077	4,777	5,170
Intragovernmental Charges	78,716	78,377	78,377	78,243
Utilities, Services, & Misc.	87,288	98,485	90,729	93,848
Capital	2,041	0	0	885
Other	0	0	0	0
Total	**$ 498,129**	**$ 547,831**	**$ 539,569**	**$ 556,560**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
6800 - Director of Finance	1.00	1.00	1.00	1.00
6605 - Budget Officer	1.00	1.00	1.00	1.00
6505 - Business Services Admin.	0.50	0.50	0.50	0.50
6204 - Financial Analyst	1.00	1.00	1.00	1.00
1001 - Admin. Support Assistant I	1.00	1.00	1.00	1.00
Total Personnel	**4.50**	**4.50**	**4.50**	**4.50**
Permanent Full-Time	4.50	4.50	4.50	4.50
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**4.50**	**4.50**	**4.50**	**4.50**

Finance - Accounting

110-1020

DESCRIPTION

The Accounting Division is responsible for recording and reporting all financial transactions on an accurate and timely basis, preparing financial statements in accordance with Generally Accepted Accounting Principles, and issuing internal and special reports as required.

HIGHLIGHTS / SIGNIFICANT CHANGES

During FY 2002 the focus in the Accounting Division will be on implementation of the new accounting model required by GASB #34. This Accounting Statement dramatically changes the annual financial report required for municipal governments.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 763,409	$ 798,139	$ 771,991	$ 811,242
Supplies and Materials	38,224	36,820	36,400	39,815
Travel and Training	6,057	6,800	6,300	6,100
Intragovernmental Charges	188,269	160,926	160,926	177,889
Utilities, Services, & Misc.	20,124	43,500	42,600	43,100
Capital	1,487	0	0	0
Other	0	0	0	0
Total	**$ 1,017,570**	**$ 1,046,185**	**$ 1,018,217**	**$ 1,078,146**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
6205 - Comptroller	1.00	1.00	1.00	1.00
6203 - Senior Accountant	4.50	4.50	4.50	4.50
1204 - Accounts Payable Supervisor	1.00	1.00	1.00	1.00
1203 - Accounting Assistant*	7.00	7.00	7.00	9.00
1202 - Accounting Assistant	2.00	2.00	2.00	0.00
Total Personnel	**15.50**	**15.50**	**15.50**	**15.50**
Permanent Full-Time	15.00	15.00	15.00	15.00
Permanent Part-Time	0.50	0.50	0.50	0.50
Total Permanent	**15.50**	**15.50**	**15.50**	**15.50**

* For FY 2002 all accounting assistants were reclassified to the Senior Accounting Assistant level and the Senior Accouting Assistant title was changed to Accounting Assistant.

Finance - Treasury Management

110-1030

DESCRIPTION

This Division is responsible for the cash management and investment of all City funds. Specific duties include management of investment portfolios for Pooled Cash, the Self-Insurance Reserve Fund, and Police and Firefighters' Retirement Fund; oversight of cashiering operations; management and oversight of banking and custodial services; coordination of debt issuance and debt service; and coordination of the 401A retirement plan.

HIGHLIGHTS / SIGNIFICANT CHANGES

Investments and cash management functions receive almost continual enhancements driven primarily by technology upgrades. Additional improvements are planned in these areas to capitalize on various system capabilities. In the customer service area, credit payment options have been added to provide flexibility for our customers and improve cash collections. The 401 Retirement Plan was enhanced by the addition of Internet access by employees into their accounts, along with improved informational documents.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 270,647	$ 301,708	$ 275,462	$ 300,296
Supplies and Materials	11,325	25,400	24,675	18,997
Travel and Training	1,480	5,415	3,000	5,500
Intragovernmental Charges	102,498	87,453	87,453	90,358
Utilities, Services, & Misc.	49,441	56,485	54,950	56,460
Capital	0	9,800	9,118	7,949
Other	0	0	0	0
Total	**$ 435,391**	**$ 486,261**	**$ 454,658**	**$ 479,560**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
6700 - Treasurer	1.00	1.00	1.00	1.00
1210 - Treasury Support Supervisor	1.00	1.00	1.00	1.00
1201 - Cashier	4.75	4.75	4.75	4.75
Total Personnel	**6.75**	**6.75**	**6.75**	**6.75**
Permanent Full-Time	6.00	6.00	6.00	6.00
Permanent Part-Time	0.75	0.75	0.75	0.75
Total Permanent	**6.75**	**6.75**	**6.75**	**6.75**

Finance - Purchasing

110-1040

DESCRIPTION

The Purchasing Division provides centralized control over the procurement of materials, equipment, and services for all departments, offices, and agencies of the City. Purchasing is responsible for setting standards and specifications for items to be purchased; for advertising and tabulation of bids; assisting departments in obtaining contracts for services; preparation and issuance of purchase orders, materials management, and fixed asset inventory; and supervising the transfer or disposal of all surplus materials, supplies, and equipment.

HIGHLIGHTS / SIGNIFICANT CHANGES

Planning emphasis for FY 2002 will be on the continued consolidation of materials and services and standardization of specifications. Policies and procedures will be closely examined to ensure that commodities and services are obtained by the most efficient, effective and economical means possible. Purchasing will administer over 208 annual contracts, process an estimated 4,000 purchase orders, 1,500 change orders, 270 formal bids and 230 informal bids at a value of approximately $40 million. Proposals were received in FY 2001 for procurement cards for use by the City. Evaluation and implementation will occur in late FY 2001 or early FY 2002. It is believed that procurement cards will greatly improve efficiency in the operating departments and finance by reducing the number of transactions processed and checks issued.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 253,367	$ 264,486	$ 239,653	$ 247,098
Supplies and Materials	13,925	18,395	18,295	19,578
Travel and Training	6,973	5,571	5,300	5,650
Intragovernmental Charges	62,596	59,353	59,353	69,443
Utilities, Services, & Misc.	11,261	21,380	19,250	19,045
Capital	0	0	0	1,100
Other	0	0	0	0
Total	**$ 348,122**	**$ 369,185**	**$ 341,851**	**$ 361,914**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
6401 - Purchasing Agent	1.00	1.00	1.00	1.00
6307 - Senior Buyer	1.00	1.00	1.00	1.00
6305 - Buyer	2.00	2.00	2.00	2.00
1002 - Admin. Support Assistant II	0.00	0.00	0.00	1.00
1001 - Admin. Support Assistant I*	1.00	1.00	1.00	0.00
Total Personnel	**5.00**	**5.00**	**5.00**	**5.00**
Permanent Full-Time	5.00	5.00	5.00	5.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**5.00**	**5.00**	**5.00**	**5.00**

*In FY 2002 the position was upgraded.

Finance - Business License

110-1050

DESCRIPTION

The Business License Division is responsible for processing and issuing various licenses and permits upon proper investigation, and enforcing all alcoholic beverage and animal licensing laws as well as regulating and overseeing the collection of cigarette taxes and hotel/motel license taxes. Additional responsibilities include providing consumer protection against non-regulated operations in Columbia, the inspection and enforcement of garage sales and special permits, and the monitoring of payment of sales tax to the City by retail businesses prior to the renewal of a City business license.

HIGHLIGHTS / SIGNIFICANT CHANGES

Planning emphasis for FY 2002 will be to continue extensive monitoring and enforcement of all business and alcoholic beverage licenses, hotel/motel license taxes, cigarette taxes and various permits required by City ordinances. Additional planning emphasis will be placed on revising the existing ordinances to ensure that all applications will be processed in a more efficient and effective manner.

BUDGET DETAIL

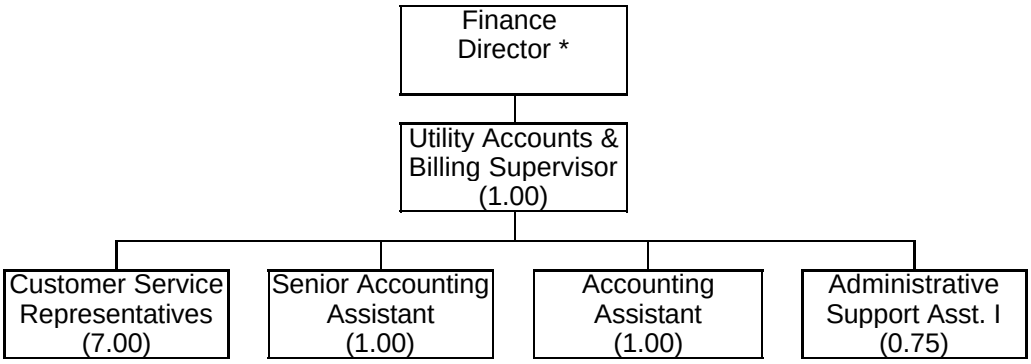
	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 70,207	$ 72,156	$ 72,136	$ 74,452
Supplies and Materials	10,061	14,047	14,032	15,325
Travel and Training	1,468	1,454	1,454	1,477
Intragovernmental Charges	19,372	20,513	20,513	21,303
Utilities, Services, & Misc.	2,008	5,800	5,481	5,500
Capital	2,042	0	0	0
Other	0	0	0	0
Total	**$ 105,158**	**$ 113,970**	**$ 113,616**	**$ 118,057**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
6505 - Business Services Admin.	0.50	0.50	0.50	0.50
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00
Total Personnel	**1.50**	**1.50**	**1.50**	**1.50**
Permanent Full-Time	1.50	1.50	1.50	1.50
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**1.50**	**1.50**	**1.50**	**1.50**

City of Columbia - Finance Department Utility Customer Services

10.75 FTE Positions



* Position not included in Utility Customer Services's FTE count.

Finance - Utility Customer Services Fund

676-1070

DESCRIPTION

The Utility Customer Services Division (UCS) is responsible for all billing related activities for the City's electric, water, sewer, solid waste, and storm water enterprise activities. As the City's primary interface to the customers, UCS staff handles all inquiries and service orders from customers and related City departments in an efficient and customer friendly manner. Our goal is to make it easy for our customers to interact with UCS and the City of Columbia.

HIGHLIGHTS / SIGNIFICANT CHANGES

Budget Billing has been tested and is ready to be offered to the public. Ordinance amendments have been passed to:

- Increase the amount of the returned check charge from $5 to $25.
- Establish base refuse and sewer rates for Dormant accounts
- Raised Disconnect/Connect/After Hours Fees from $12.50 to $15
- Establish a 1 1/2% late fee on delinquent accounts
- Define deposits for Rental Property
- Establish that a customer must apply for service in their own name

We have tested and activated credit scoring and will use that for Friendly Reminders and review of accounts for deposit. We are working with the Utility Process Improvement Group on the "student rush" process and interactive sign up for utilities on the Internet. Training of new employees and on-going training is a high priority. One employee has been designated to be the in-house trainer. This will give more continuity to training and help define on-going training needs.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 404,394	$ 419,111	$ 409,857	$ 421,760
Supplies & Materials	223,676	259,955	259,895	272,653
Travel & Training	3,130	16,239	15,500	24,065
Intragovernmental Charges	446,096	291,716	291,716	295,769
Utilities, Services & Misc.	47,829	87,750	89,090	171,296
Capital	9,210	37,025	37,025	108,289
Other	3,235	3,000	3,000	3,783
Total	**1,137,570**	**1,114,796**	**1,106,083**	**1,297,615**
Summary				
Operating Expenses	1,124,525	1,074,771	1,066,058	1,185,543
Non-Operating Expenses	3,835	3,000	3,000	3,783
Debt Service	0	0	0	0
Capital Additions	9,210	37,025	37,025	108,289
Capital Projects	0	0	0	0
Total Expenses	**$ 1,137,570**	**$ 1,114,796**	**$ 1,106,083**	**$ 1,297,615**

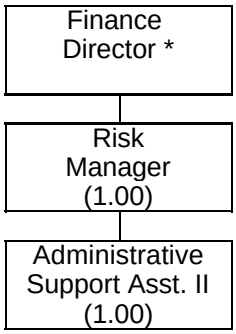
AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
1214 - Utility Accts & Billing Supv	1.00	1.00	1.00	1.00
1212 - Customer Representative	7.00	7.00	7.00	7.00
1203 - Accounting Assistant*	1.00	1.00	1.00	2.00
1202 - Accounting Assistant	1.00	1.00	1.00	0.00
1001 - ASA I	0.00	0.75	0.75	0.75
Total Personnel	**10.00**	**10.75**	**10.75**	**10.75**
Permanent Full-Time	10.00	10.00	10.00	10.00
Permanent Part-Time	0.00	0.75	0.75	0.75
Total Permanent	**10.00**	**10.75**	**10.75**	**10.75**

* For FY 2002 all accounting assistants were reclassified to the Senior Accounting Assistant postion and the Senior Accouting Assistant title was changed to Accounting Assistant.

City of Columbia - Finance Department Self-Insurance Fund

2.00 FTE Positions



* Position not included in Self-Insurance's FTE count.

Finance - Self-Insurance Reserve Fund

669-1080

DESCRIPTION

The Self-Insurance Reserve Fund accounts for the transactions and reserves associated with the City's Self-Insurance Program. This program provides coverage for the City's workers' compensation, and property and casualty claims. Claims administration is managed by the City Finance Department.

HIGHLIGHTS / SIGNIFICANT CHANGES

The Risk Management division has continued to emphasize loss prevention and claims administration to decrease the frequency and severity of claims. The Risk Manager, with the City's Executive Safety Committee, has identified training needs, worked to improve City wide safety programs and strengthen claim policies and procedures. City insurance coverages are continuously reviewed to provide the best protection at the most economical cost.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 97,925	$ 107,726	$ 96,790	$ 104,863
Supplies & Materials	3,508	5,275	5,275	4,475
Travel & Training	6,237	6,450	6,450	6,750
Intragovernmental Charges	32,464	39,822	39,822	38,299
Utilities, Services & Misc.	1,546,822	2,356,005	2,355,930	2,341,460
Capital	4,166	2,000	2,000	2,834
Other	1,039,851	950,160	950,640	950,639
Total	**2,730,973**	**3,467,438**	**3,456,907**	**3,449,320**
Summary				
Operating Expenses	1,686,956	2,515,278	2,504,267	2,495,847
Non-Operating Expenses	41,019	160	640	639
Debt Service	998,832	950,000	950,000	950,000
Capital Additions	4,166	2,000	2,000	2,834
Capital Projects	0	0	0	0
Total Expenses	**$ 2,730,973**	**$ 3,467,438**	**$ 3,456,907**	**$ 3,449,320**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
6600 - Risk Manager	1.00	1.00	1.00	1.00
1002 - Admin. Support Assistant II	1.00	1.00	1.00	1.00
Total Personnel	**2.00**	**2.00**	**2.00**	**2.00**
Permanent Full-Time	2.00	2.00	2.00	2.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**2.00**	**2.00**	**2.00**	**2.00**

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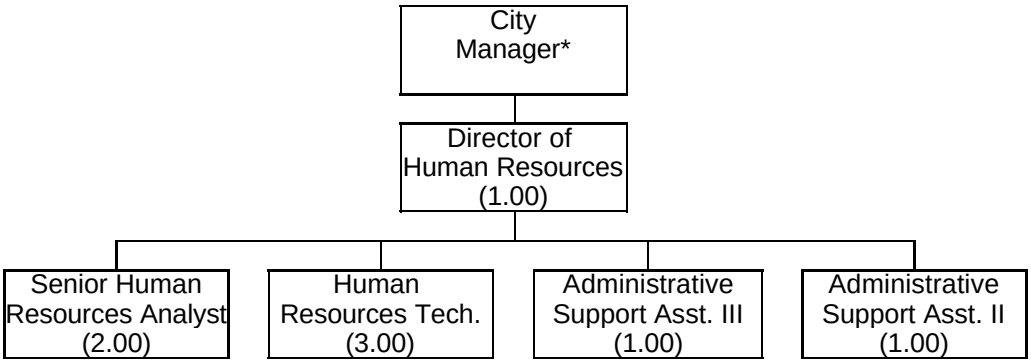
Human Resources

City of Columbia

Columbia, Missouri

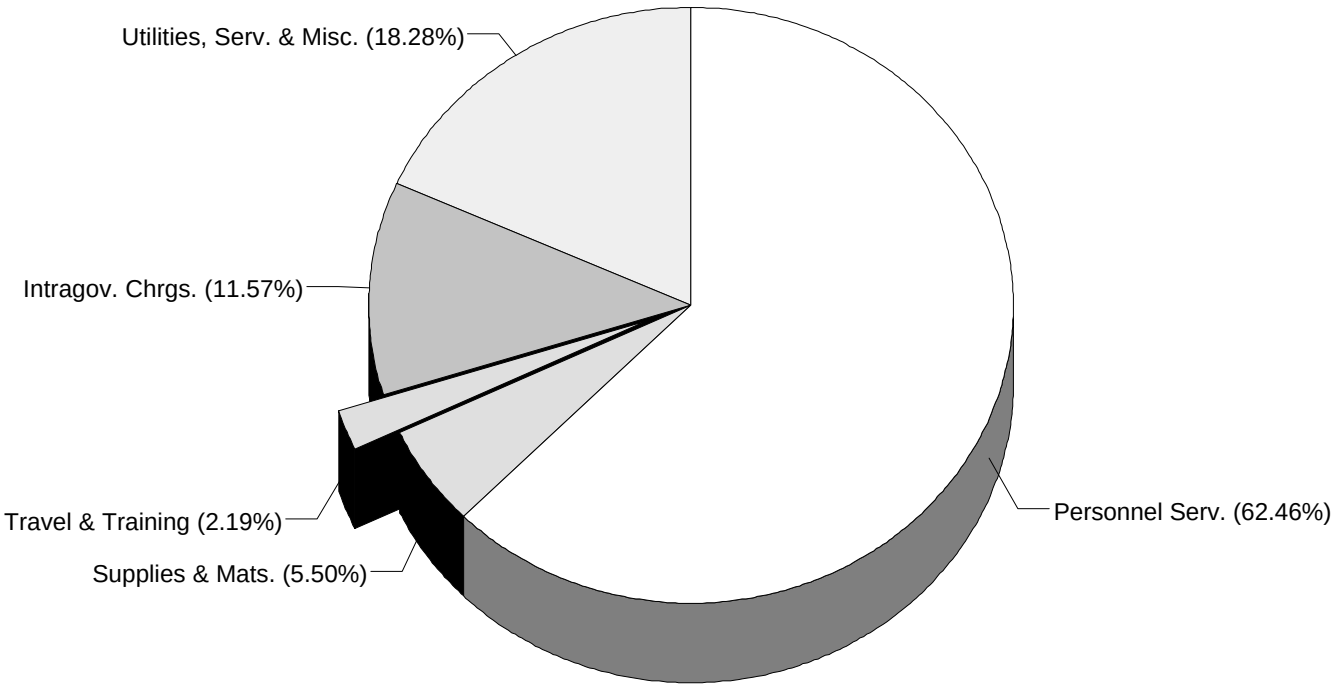
City of Columbia - Human Resources

8.00 FTE Positions



* Position is not included in Human Resources's FTE count.

Human Resources Department



APPROPRIATIONS

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Budget FY 2001
Personnel Services	$ 380,037	$ 397,438	$ 395,306	$ 409,368	3.0%
Supplies & Materials	14,585	40,320	37,420	36,025	-10.7%
Travel & Training	4,108	14,064	13,700	14,345	2.0%
Intragovernmental Charges	56,704	61,012	61,012	75,834	24.3%
Utilities, Services & Misc.	96,867	117,193	114,225	119,807	2.2%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**552,301**	**630,027**	**621,663**	**655,379**	**4.0%**
Summary					
Operating Expenses	552,301	630,027	621,663	655,379	4.0%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**$ 552,301**	**$ 630,027**	**$ 621,663**	**$ 655,379**	**4.0%**

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HUMAN RESOURCES DEPARTMENT

110-1210

DEPARTMENT DESCRIPTION

The Human Resources Department is responsible for coordinating the efforts of all City departments in the recruitment, selection, hiring, evaluation, promotion, training and development of a diverse staff of qualified and dedicated personnel to serve the citizens of Columbia. General pay and benefits administration, employee health and wellness programs, and drug and alcohol testing are also the responsibility of the Department.

DEPARTMENT OBJECTIVES

Assist all departments in recruitment and selection of qualified individuals to staff City positions. Provide employees evaluation, training and development opportunities that will increase retention, provide upward mobility and create high morale, and that are designed to reduce turnover in a labor market with a 1% unemployment rate. Provide accurate management information on compensation and benefit issues, and recommend strategies for pay and benefit plans that provide appropriate overall compensation to employees and control costs to the City. Manage the Employee Benefit Fund and the insurance and benefit programs funded in that budget. Those programs include health, dental and prescription drug insurance, life insurance, long term disability insurance and employee recognition. Provide employee health and wellness programs for City employees. Administer drug and alcohol testing for new and federally-mandated employees. Assist all departments in complying with federal, state and local employment laws, policies and procedures.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

The Department became responsible for management of the Employee Benefit Fund, and health/dental, life and long-term disability insurance programs in mid-FY 1999. A comprehensive review of the entire health care plan and administration is scheduled for FY 2002, and will address issues of plan cost, plan design, administrative services and network design. Emphasis in FY 2001 focused on development of a comprehensive pay and benefit strategy. Evaluation of the job classification plan and development, administration and analysis of a salary survey have been conducted. The Employee Health and Wellness Unit was incorporated into the Department in FY 2000, and program emphasis is on safety, illness prevention and disease management programs for City employees. Recruitment and retention strategies will be reviewed and modified where needed to reduce turnover, and to attract and retain qualified minorities and females. Drug and alcohol testing for new and federally-mandated employees will continue, and appropriate training will be provided to supervisors on federal, state and local laws and policies.

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
4604 - Director of Human Resources	1.00	1.00	1.00	1.00
4603 - Senior Human Resources Analyst	2.00	2.00	2.00	2.00
1402 - Human Resources Technician	3.00	3.00	3.00	3.00
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00
1002 - Admin. Support Assistant II	1.00	1.00	1.00	1.00
Total Personnel	**8.00**	**8.00**	**8.00**	**8.00**
Permanent Full-Time	8.00	8.00	8.00	8.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**8.00**	**8.00**	**8.00**	**8.00**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2000	Budget FY 2001	Estimated FY 2002
Applications Processed	2,890	3,500	3,250
Permanent Position Selection Processes	135	150	175
Permanent Position Selection Process Activity (Interviews and Tests)	1,140	1,400	1,400
Affirmative Action Job Announcements Mailed	5,670	7,500	6,500
Job Vacancy Ads Placed	299	350	350
Employee Mailings	500	3,000	3,000
Benefit Changes Processed	367	600	600
Personnel Requisitions Processed	3,217	3,000	3,500
Performance Evaluations Processed	1,175	1,250	1,400
Employee Meetings/Training	235	125	250
Bargaining Unit Activity	13	25	25
Employee Health Contacts	3,529	5,000	5,000

COMPARATIVE DATA

	Columbia, MO	Springfield, MO	Norman, OK	Ames, IA
Population	**86,391**	**151,580**	**95,135**	**49,265**
Number of Employees	8	20	9	5
Employees Per 1,000 Population	0.093	0.132	0.095	0.101
Number of Permanent City Employees	1,076	1,439	727	532
HR Staff Ratios Per City Employee	0.743	1.390	1.238	0.940
HR Staff Ratio Per City Employee:				
Nat'l Data - all employers	1.00			
Nat'l Data - education & government	0.80			

Source: Bureau of National Affairs

Law

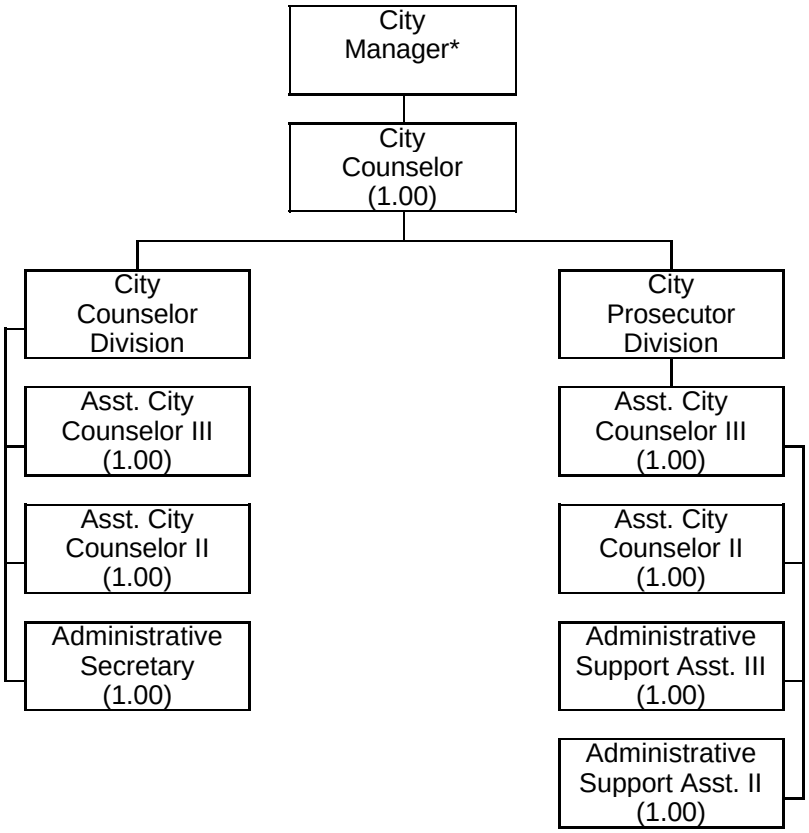
Department

City of Columbia

Columbia, Missouri

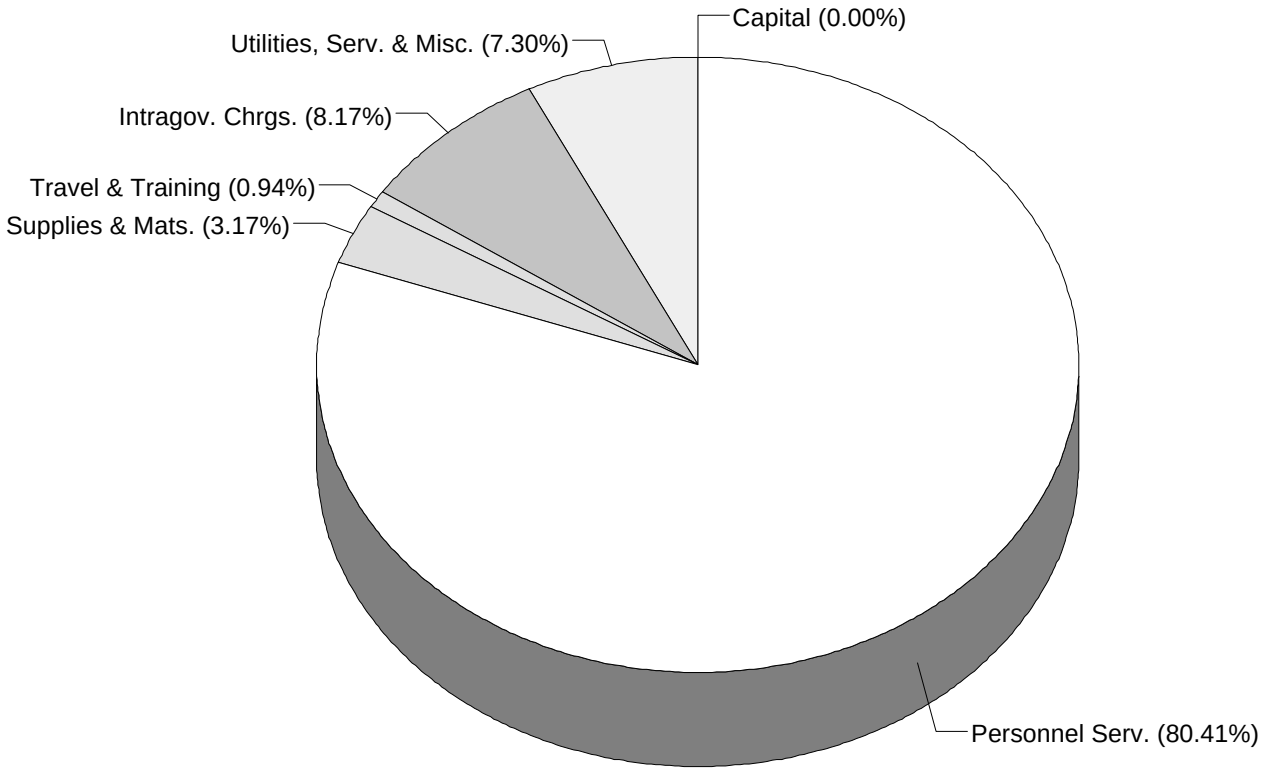
City of Columbia - Law Department

8.00 FTE Positions



* Position not included in Law Department's FTE count.

Law Department



APPROPRIATIONS

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Budget FY 2001
Personnel Services	$ 527,275	$ 541,188	$ 548,203	$ 571,544	5.6%
Supplies & Materials	22,005	21,920	20,919	22,539	2.8%
Travel & Training	4,069	6,558	6,558	6,686	2.0%
Intragovernmental Charges	54,702	55,624	55,624	58,078	4.4%
Utilities, Services & Misc.	25,540	55,775	48,716	51,911	-6.9%
Capital	0	2,170	2,170	0	-100.0%
Other	0	0	0	0	
Total	**633,591**	**683,235**	**682,190**	**710,758**	**4.0%**
Summary					
Operating Expenses	633,591	681,065	680,020	710,758	4.4%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	2,170	2,170	0	-100.0%
Capital Projects	0	0	0	0	
Total Expenses	**$ 633,591**	**$ 683,235**	**$ 682,190**	**$ 710,758**	**4.0%**

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LAW DEPARTMENT - SUMMARY

110-15

DEPARTMENT DESCRIPTION

The Law Department is charged with managing all litigation in which the City is a party and advising the Council, the City boards and commissions, the City Manager, and department directors on legal matters. The Department is composed of two divisions: the City Counselor and staff manage the civil law of the City, and the City Prosecutor prosecutes ordinance violations.

DEPARTMENT OBJECTIVES

The Law Department's primary objective is to assist the Council, Manager and City departments in setting and meeting their objectives by providing high-quality legal support services.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

There are no significant changes in the Law Department's budget.

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
City Counselor	4.00	4.00	4.00	4.00
City Prosecutor	4.00	4.00	4.00	4.00
Total Personnel	**8.00**	**8.00**	**8.00**	**8.00**
Permanent Full-Time	8.00	8.00	8.00	8.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**8.00**	**8.00**	**8.00**	**8.00**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2000	Budget FY 2001	Estimated FY 2002
City Counselor:			
Ordinances Drafted	422	430	435
Resolutions Drafted	255	260	260
In-House Circuit Court Cases Pending	10	10	10
City Prosecutor:			
Municipal Court Files Received	14,486	15,000	15,500
Municipal Court First Trial Settings	1,999	2,000	2,100
Phone Calls	9,748	10,000	10,000

LAW DEPARTMENT - SUMMARY

110-15

COMPARATIVE DATA

	Columbia, MO	Springfield, MO	Indepen-dence, MO	St. Charles, MO	Lee's Summit, MO
Population	**86,391**	**151,580**	**113,288**	**60,321**	**70,700**
No. of City Attorneys	5	13	4.5	2.5	4
City Attorneys Per 1,000 Pop.	0.058	0.086	0.040	0.041	0.057

Law - City Counselor

110-1510

DESCRIPTION

The City Counselor's Office provides legal advice to the Council, City Manager, City departments, commissions, boards, etc.; prepares ordinances, resolutions, contracts, etc.; and handles civil litigation such as annexations, condemnations, etc.

HIGHLIGHTS / SIGNIFICANT CHANGES

There are no significant changes in the City Counselor's budget.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 323,647	$ 330,270	$ 337,285	$ 344,904
Supplies and Materials	16,823	16,466	15,466	15,744
Travel and Training	2,729	3,767	3,767	3,841
Intragovernmental Charges	29,035	29,504	29,504	28,705
Utilities, Services, & Misc.	21,629	41,597	34,538	42,321
Capital	0	2,170	2,170	0
Other	0	0	0	0
Total	**$ 393,863**	**$ 423,774**	**$ 422,730**	**$ 435,515**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
3410 - City Counselor	1.00	1.00	1.00	1.00
3303 - Assistant City Counselor III	1.00	1.00	1.00	1.00
3302 - Assistant City Counselor II	1.00	1.00	1.00	1.00
1101 - Administrative Secretary	1.00	1.00	1.00	1.00
Total Personnel	**4.00**	**4.00**	**4.00**	**4.00**
Permanent Full-Time	4.00	4.00	4.00	4.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**4.00**	**4.00**	**4.00**	**4.00**

Law - City Prosecutor

110-1520

DESCRIPTION

The City Prosecutor handles the prosecution of city ordinances. This involves arraignments in Municipal Court, Judge tried cases in Municipal Court, jury trials in Circuit Court, and de novo appeals in Circuit Court.

HIGHLIGHTS / SIGNIFICANT CHANGES

There are no significant changes in the City Prosecutor's budget.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 203,628	$ 210,918	$ 210,918	$ 226,640
Supplies and Materials	5,182	5,454	5,453	6,795
Travel and Training	1,340	2,791	2,791	2,845
Intragovernmental Charges	25,667	26,120	26,120	29,373
Utilities, Services, & Misc.	3,911	14,178	14,178	9,590
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 239,728**	**$ 259,461**	**$ 259,460**	**$ 275,243**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
3303 - Assistant City Counselor III	0.00	0.00	0.00	1.00
3302 - Assistant City Counselor II*	2.00	2.00	2.00	1.00
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00
1002 - Admin. Support Assistant II	1.00	1.00	1.00	1.00
Total Personnel	**4.00**	**4.00**	**4.00**	**4.00**
Permanent Full-Time	4.00	4.00	4.00	4.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**4.00**	**4.00**	**4.00**	**4.00**

*In FY 2002 one position was upgraded.

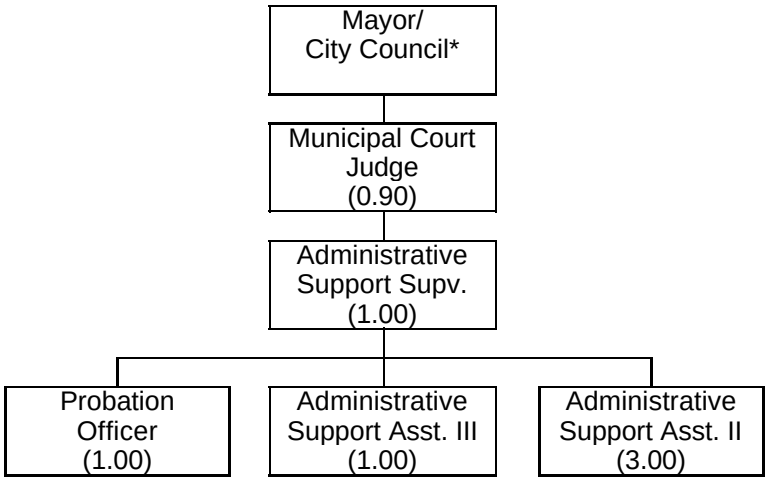
Municipal Court

City of Columbia

Columbia, Missouri

City of Columbia - Municipal Court

6.90 FTE Positions



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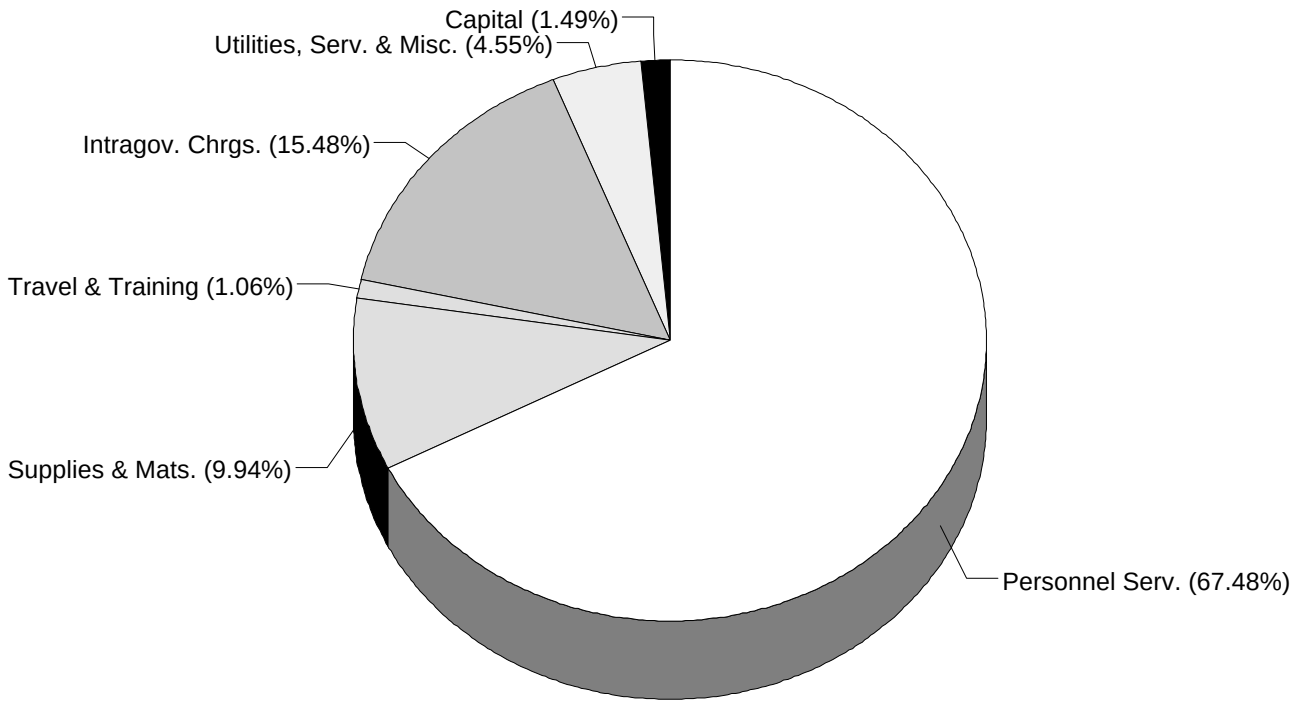
Municipal Court



APPROPRIATIONS

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Budget FY 2001
Personnel Services	$ 292,026	$ 308,748	$ 309,273	$ 347,244	12.5%
Supplies & Materials	41,597	55,013	56,294	51,176	-7.0%
Travel & Training	2,252	5,363	5,363	5,464	1.9%
Intragovernmental Charges	72,239	71,487	71,487	79,660	11.4%
Utilities, Services & Misc.	18,451	23,024	20,027	23,418	1.7%
Capital	1,688	5,335	5,000	7,654	43.5%
Other	0	0	0	0	
Total	**428,253**	**468,970**	**467,444**	**514,616**	**9.7%**
Summary					
Operating Expenses	426,565	463,635	462,444	506,962	9.3%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	1,688	5,335	5,000	7,654	43.5%
Capital Projects	0	0	0	0	
Total Expenses	$ **428,253**	$ **468,970**	$ **467,444**	$ **514,616**	**9.7%**

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MUNICIPAL COURT - SUMMARY

110-16

DEPARTMENT DESCRIPTION

The Municipal Court, under the City Charter, is organized to process violations of City ordinances resulting from citizen complaints, traffic violation, and misdemeanor arrests. By State statute it is a division of the Circuit Court of Boone County and subject to the administrative authority of the Presiding Judge of that court. Activities include processing traffic violations and recording convictions, collection of fines, scheduling of trials, and preparation of dockets. The court is also charged with serving subpoenas, issuing and service of warrants for traffic violations and other charges.

DEPARTMENT OBJECTIVES

(1) Process docket and record municipal ordinance violations including parking tickets; (2) Collect fines; (3) Schedule and conduct trials; (4) Monitor compliance with orders; (5) Issue and serve subpoenas; (6) Issue and serve summonses and warrants; and (7) Report monthly to the Circuit Court.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

There are no significant changes in this budget for the upcoming year.

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
General Court Operations	3.75	3.75	3.75	3.90
Traffic Violations Bureau	3.00	3.00	3.00	3.00
Total Personnel	**6.75**	**6.75**	**6.75**	**6.90**
Permanent Full-Time	6.00	6.00	6.00	6.00
Permanent Part-Time	0.75	0.75	0.75	0.90
Total Permanent	**6.75**	**6.75**	**6.75**	**6.90**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2000	Budget FY 2001	Estimated FY 2002
Traffic:			
Cases Filed	10,000	10,000	10,000
Cases Disposed	9,506	9,500	9,500
Ordinance:			
Cases Filed	2,948	2,500	3,000
Cases Disposed	2,953	2,400	2,500
Parking Tickets	48,277	50,000	50,000

NOTE: Performance Measurements/Service Indicators are tabulated on a calendar year basis as required by the Circuit Court of Boone County.

MUNICIPAL COURT - SUMMARY

COMPARATIVE DATA

	Columbia, MO	Joplin, MO	Lee's Summit MO
Population	**86,391**	**45,504**	**70,700**
Number of Employees	6.75	9.00	9.00
Employees Per 1,000 Population	0.078	0.198	0.127
Cases Filed-1999 (Includes Traffic & Ordinances)	12,948	22,910	16,451
Parking Tickets	48,277	N/A	*
Cash Bonds Posted	746	1,108	N/A
Surety Bonds Posted	474	3,086	N/A

* incorporated in court files

Municipal Court - General Court Operations

110-1610

DESCRIPTION

The Court is responsible for the administration and docketing of all court cases, accounting for all court fines collected, and services of court processes (i.e., warrants, summonses and subpoenas).

HIGHLIGHTS / SIGNIFICANT CHANGES

This budget includes an additional 0.15 FTE added to the Municipal Judge.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 190,534	$ 203,229	$ 203,417	$ 233,937
Supplies and Materials	33,957	45,760	46,808	43,303
Travel and Training	2,252	5,363	5,363	5,464
Intragovernmental Charges	54,921	56,378	56,378	64,169
Utilities, Services, & Misc.	18,451	23,024	20,027	23,418
Capital	1,688	5,335	5,000	7,654
Other	0	0	0	0
Total	**$ 301,803**	**$ 339,089**	**$ 336,993**	**$ 377,945**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
3412 - Probation Officer	1.00	1.00	1.00	1.00
3401 - Municipal Judge	0.75	0.75	0.75	0.90
1004 - Admin. Support Supervisor	1.00	1.00	1.00	1.00
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00
Total Personnel	**3.75**	**3.75**	**3.75**	**3.90**
Permanent Full-Time	3.00	3.00	3.00	3.00
Permanent Part-Time	0.75	0.75	0.75	0.90
Total Permanent	**3.75**	**3.75**	**3.75**	**3.90**

Municipal Court - Traffic Violations Bureau

110-1620

DESCRIPTION

The Traffic Violations Bureau is responsible for processing and receiving payments for all parking and traffic violations payable without a court appearance.

HIGHLIGHTS / SIGNIFICANT CHANGES

There are no significant changes in this budget for the upcoming year.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 101,492	$ 105,519	$ 105,856	$ 113,307
Supplies and Materials	7,640	9,253	9,486	7,873
Travel and Training	0	0	0	0
Intragovernmental Charges	17,318	15,109	15,109	15,491
Utilities, Services, & Misc.	0	0	0	0
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 126,450**	**$ 129,881**	**$ 130,451**	**$ 136,671**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
1002 - Admin. Support Assistant II	3.00	3.00	3.00	3.00
Total Personnel	**3.00**	**3.00**	**3.00**	**3.00**
Permanent Full-Time	3.00	3.00	3.00	3.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**3.00**	**3.00**	**3.00**	**3.00**

Police

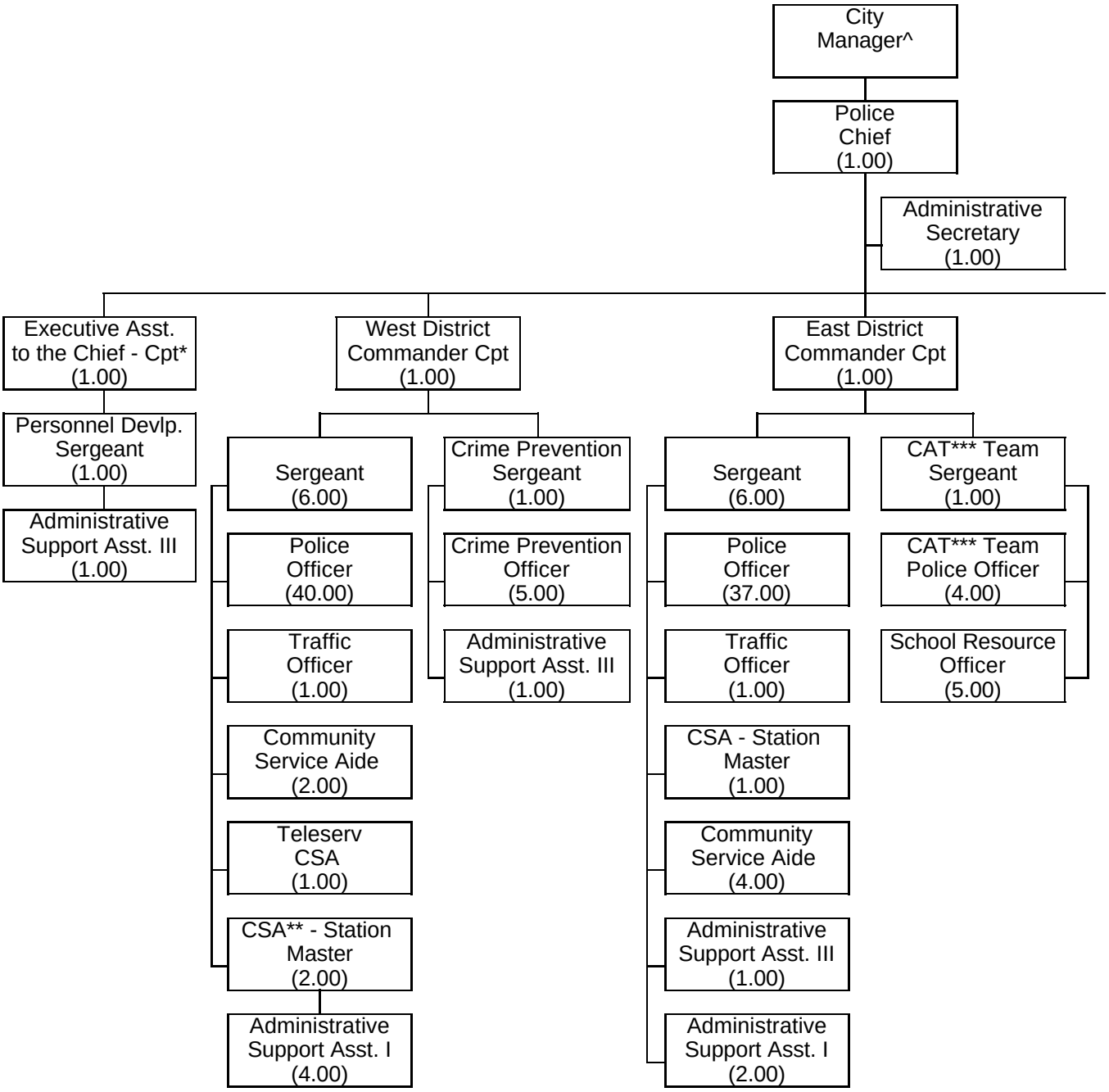
Department

City of Columbia

Columbia, Missouri

City of Columbia - Police Department

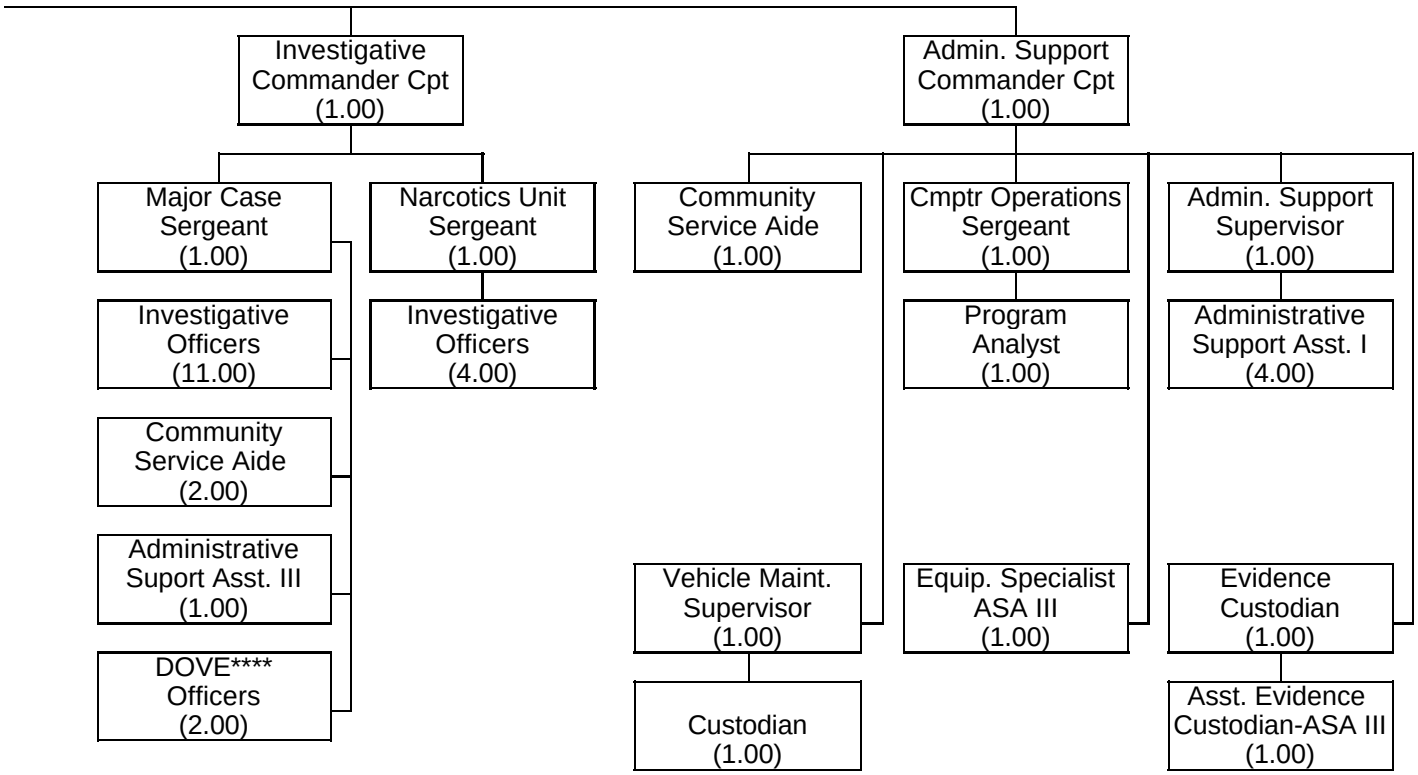
169.00 FTE Positions



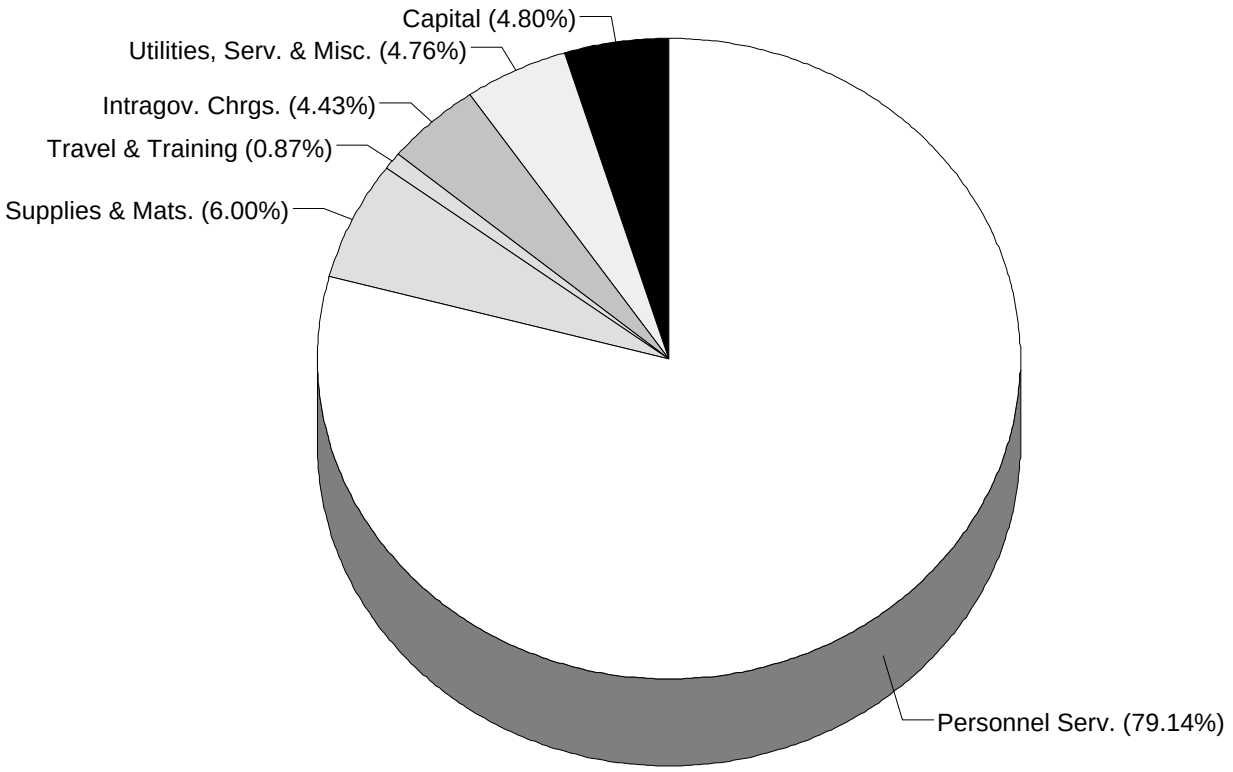
^ Position not included in Police Department's FTE count.
* Cpt - Captain
** CSA - Community Service Aide
*** CAT - Community Action Team
**** DOVE - Domestic Violence

City of Columbia - Police Department

169.00 FTE Positions



Police Department



APPROPRIATIONS

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Budget FY 2001
Personnel Services	$ 8,969,896	$ 9,453,115	$ 9,546,339	$ 10,258,265	8.5%
Supplies & Materials	563,287	641,308	606,637	778,244	21.4%
Travel & Training	104,206	111,715	86,165	113,343	1.5%
Intragovernmental Charges	415,545	552,898	554,598	573,868	3.8%
Utilities, Services & Misc.	489,195	538,391	516,973	617,293	14.7%
Capital	607,785	734,880	708,695	621,782	-15.4%
Other	0	0	0	0	
Total	**11,149,914**	**12,032,307**	**12,019,407**	**12,962,795**	**7.7%**
Summary					
Operating Expenses	10,542,129	11,297,427	11,310,712	12,341,013	9.2%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	607,785	734,880	708,695	621,782	-15.4%
Capital Projects	0	0	0	0	
Total Expenses	$ **11,149,914**	$ **12,032,307**	$ **12,019,407**	$ **12,962,795**	**7.7%**

POLICE DEPARTMENT - SUMMARY

110-21

DEPARTMENT DESCRIPTION

The Police Department serves as the primary law enforcement agency for the City. Its mission is to protect the lives and property of its citizens by following the philosophies of Community Policing, community involvement and interaction as well as crime prevention initiatives. All of these endeavors are supported by basic police approaches such as criminal investigations, traffic enforcement, response to emergencies and other calls for service. We believe all of these functions, together with building partnerships with the community, enhance the quality of life for the people of Columbia.

DEPARTMENT OBJECTIVES

To continually enhance our Community Policing program within the greater community.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

During the last fiscal year we have added three school resource officers through a federal grant. This gives us five total. We now have both of our major high schools and all of our junior high and middle schools covered in some part by a school resource officer.

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Administration	3.00	3.00	3.00	3.00
Operations	141.00	143.00	143.00	150.00
Services	16.00	16.00	16.00	16.00
Total Personnel	160.00	162.00	162.00	169.00
Permanent Full-Time	160.00	162.00	162.00	169.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**160.00**	**162.00**	**162.00**	**169.00**
Sworn Officer Positions	127.00	129.00	129.00	136.00
Civilian Positions	33.00	33.00	33.00	33.00
Total Positions	**160.00**	**162.00**	**162.00**	**169.00**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2000	Budget FY 2001	Estimated FY 2002
Operations/Crime Prevention:			
Adult Program Hours/Contacts	1,216.5/18,152	1,250/20,000	1,250/20,000
Youth-Program Hours/Contacts	2,484/75,871	2,500/80,000	2,500/80,000
Media Contact Hours	71	75	75
Volunteer Hours	2,885	4,000	4,000
Operations - Patrol:			
Calls for Service	60,959	64,500	62,500
Traffic Accidents Investigated	2,676	2,600	2,800
Moving Violations Issued	10,082	10,500	10,500
Warning Tickets Issued	6,733	6,000	7,000
D.W.I Arrests	414	500	500
Total Arrest Charges	11,570	13,000	12,000
Incident Cases Issued	15,686	16,000	16,000
Part I Crimes Reported	3,655	5,000	5,000

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2000	Budget FY 2001	Estimated FY 2002
Records Bureau:			
Arrest Reports Processed	8,053	9,000	9,000
Incident Reports Processed	21,885	25,000	23,000
Traffic Summons Processed	10,082	9,500	10,500
Accident Reports Processed	3,598	3,000	3,750

COMPARATIVE DATA
SWORN OFFICERS PER THOUSAND POPULATION

	Columbia, MO	Boulder, CO	Indepen-dence, MO	Norman OK	Springfield, MO	National Figures (2)
Population	**86,391**	**92,150**	**113,288**	**95,135**	**151,580**	**---**
Number of Officers	129	159	200	128	321	---
Officers Per 1,000 Population	1.55	1.73	1.77	1.35	2.12	2.40
Operating Budget Per Capita	$123.13	$166.22	$130.24	$117.86	$110.59	---
Crime Index (1)	4,102	3,924	8,245	3,313	11,499	4,267

	Columbia, MO	National Figures (2)
Clearance Rates: National 1998 %/CPD%		
Murder	111	69
Rape	58	59
Robbery	40	29
Assault	74	59
Burglary	36	14
Larceny	28	19
Auto Theft	23	15

* National/Local

(1) Crime Index - The Crime Index is composed of selected offenses used to gauge fluctuations in the overall volume and rate of crime reported to law enforcement. The national statistics for offenses are derived from the 1999 Uniform Crime Report. Figures for Columbia are actual 2000.

(2) From the 1999 Uniform Crime Report, published by the U.S. Department of Justice.

COMPARATIVE DATA
FULL TIME EMPLOYEES PER THOUSAND POPULATION

	Columbia, MO	Boulder, CO	Indepen-dence, MO	Norman OK	Springfield, MO	National Figures (2)
Population	**86,391**	**92,150**	**113,288**	**95,135**	**151,580**	**---**
Number of Employees	157	220	287	179	392	---
Employees Per 1,000 Population	1.82	2.39	2.53	1.88	2.59	3.40
Operating Budget Per Capita	$123.13	$166.22	$130.24	$117.86	$116.67	---
Crime Index (1)	4,102	3,924	8,245	3,313	11,499	4,267

Police - Administration

110-2110

DESCRIPTION

The Administration Division is responsible for the general administration of the Department. The areas of responsibility for the office of the Chief of Police include setting policy, establishing goals, and providing direction for and overall management of the department. The Executive Assistant to the Chief is responsible for planning, projects, grant acquisition, maintenance and staff inspections.

HIGHLIGHTS / SIGNIFICANT CHANGES

FY 2002 Administration's goals are to provide the best possible delivery of police services within our budgeted resources by continuing the implementation of community policing.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 218,552	$ 245,718	$ 253,054	$ 267,810
Supplies and Materials	18,245	18,060	19,614	19,040
Travel and Training	1,883	3,717	3,245	3,805
Intragovernmental Charges	20,310	23,202	23,202	37,142
Utilities, Services, & Misc.	3,443	2,095	1,445	14,621
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 262,433**	**$ 292,792**	**$ 300,560**	**$ 342,418**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
3007 - Police Chief	1.00	1.00	1.00	1.00
3004 - Police Captain	1.00	1.00	1.00	1.00
1101 - Administrative Secretary	1.00	1.00	1.00	1.00
Total Personnel	**3.00**	**3.00**	**3.00**	**3.00**
Permanent Full-Time	3.00	3.00	3.00	3.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**3.00**	**3.00**	**3.00**	**3.00**

Police - Operations

110-2120 to 110-2129

DESCRIPTION

The patrol division is divided into two districts that generally divide the city in half and give responsibility for each half to a district captain. Each side has patrol officers and traffic officers as well as community service aides. Each officer has a specifically assigned beat that is patrolled each working shift. This is one of the basic foundations of our expanded Community Policing Initiative. These officers are the first responders to all calls for service every day of the year. Most officers develop additional skills in numerous areas of special needs such as Special Tactics and Response (STAR), Crisis Negotiation Team, Traffic Accident Reconstruction, Evidence Collection, Interview Techniques, Community Policing Interaction, Photography and many other important areas.

HIGHLIGHTS / SIGNIFICANT CHANGES

Calls for service in 2000 were 60,959, down from 61,775 in 1999. Also during 2000 there were 3,607 Uniform Crime Report Part 1 crimes reported which is down from 4,020 in 1999. (The latest year that data is available.) Columbia PD clearance rate for 2000 was 33 percent compared with a national clearance rate of 22%. This is up two percent from 1999.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 8,011,352	$ 8,434,971	$ 8,522,655	$ 9,184,239
Supplies and Materials	503,557	579,048	550,233	713,808
Travel and Training	73,690	69,304	47,370	70,699
Intragovernmental Charges	320,802	453,372	455,072	455,460
Utilities, Services, & Misc.	252,882	290,616	261,614	331,494
Capital	576,206	702,165	678,203	621,782
Other	0	0	0	0
Total	**$ 9,738,489**	**$ 10,529,476**	**$ 10,515,147**	**$ 11,377,482**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
3011 - Community Service Aide	11.00	11.00	11.00	11.00
3004 - Police Captain	3.00	3.00	3.00	3.00
3002 - Police Sergeant	16.00	16.00	16.00	16.00
3001 - Police Officer *	103.00	105.00	105.00	112.00
1003 - Admin. Support Assistant III	3.00	3.00	3.00	3.00
1001 - Admin. Support Assistant I	5.00	5.00	5.00	5.00
Total Personnel	**141.00**	**143.00**	**143.00**	**150.00**
Permanent Full-Time	141.00	143.00	143.00	150.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**141.00**	**143.00**	**143.00**	**150.00**
* DOVE Grant Officers	2.00	2.00	2.00	2.00
School Resource Grant Positions	3.00	3.00	3.00	3.00
Res. Officers Pd By School Board	2.00	2.00	2.00	2.00
Total Positions Funded by Outside Sources	**7.00**	**7.00**	**7.00**	**7.00**

Police - Administrative Support Services

110-2130 to 110-2139

DESCRIPTION

The Administrative Support Division provides the following: Records Management; secure evidence storage and control; computer operations; maintenance of equipment, vehicles, and building.

HIGHLIGHTS / SIGNIFICANT CHANGES

As of June, 1999 all patrol vehicles were equipped with mobile computer terminals. They are providing significant time savings and information resources to officers on the beat. The building renovation has commenced and phase two of three has been completed as of June, 2001.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 739,992	$ 772,426	$ 770,630	$ 806,216
Supplies and Materials	41,485	44,200	36,790	45,396
Travel and Training	28,633	38,694	35,550	38,839
Intragovernmental Charges	74,433	76,324	76,324	81,266
Utilities, Services, & Misc.	232,870	245,680	253,914	271,178
Capital	31,579	32,715	30,492	0
Other	0	0	0	0
Total	**$ 1,148,992**	**$ 1,210,039**	**$ 1,203,700**	**$ 1,242,895**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
7911 - Programmer/Analyst	1.00	1.00	1.00	1.00
3411 - Bailiff/Process Server	1.00	1.00	1.00	0.00
3014 - Evidence Custodian	1.00	1.00	1.00	1.00
3011 - Community Service Aide	0.00	0.00	0.00	1.00
3004 - Police Captain	1.00	1.00	1.00	1.00
3002 - Police Sergeant	2.00	2.00	2.00	2.00
2112 - Vehicle Service Coordinator	1.00	1.00	1.00	1.00
2001 - Custodian	1.00	1.00	1.00	1.00
1004 - Admin. Support Supervisor	1.00	1.00	1.00	1.00
1003 - Admin. Support Assistant III	3.00	3.00	3.00	3.00
1001 - Admin. Support Assistant I	4.00	4.00	4.00	4.00
Total Personnel	**16.00**	**16.00**	**16.00**	**16.00**
Permanent Full-Time	16.00	16.00	16.00	16.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**16.00**	**16.00**	**16.00**	**16.00**

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Fire

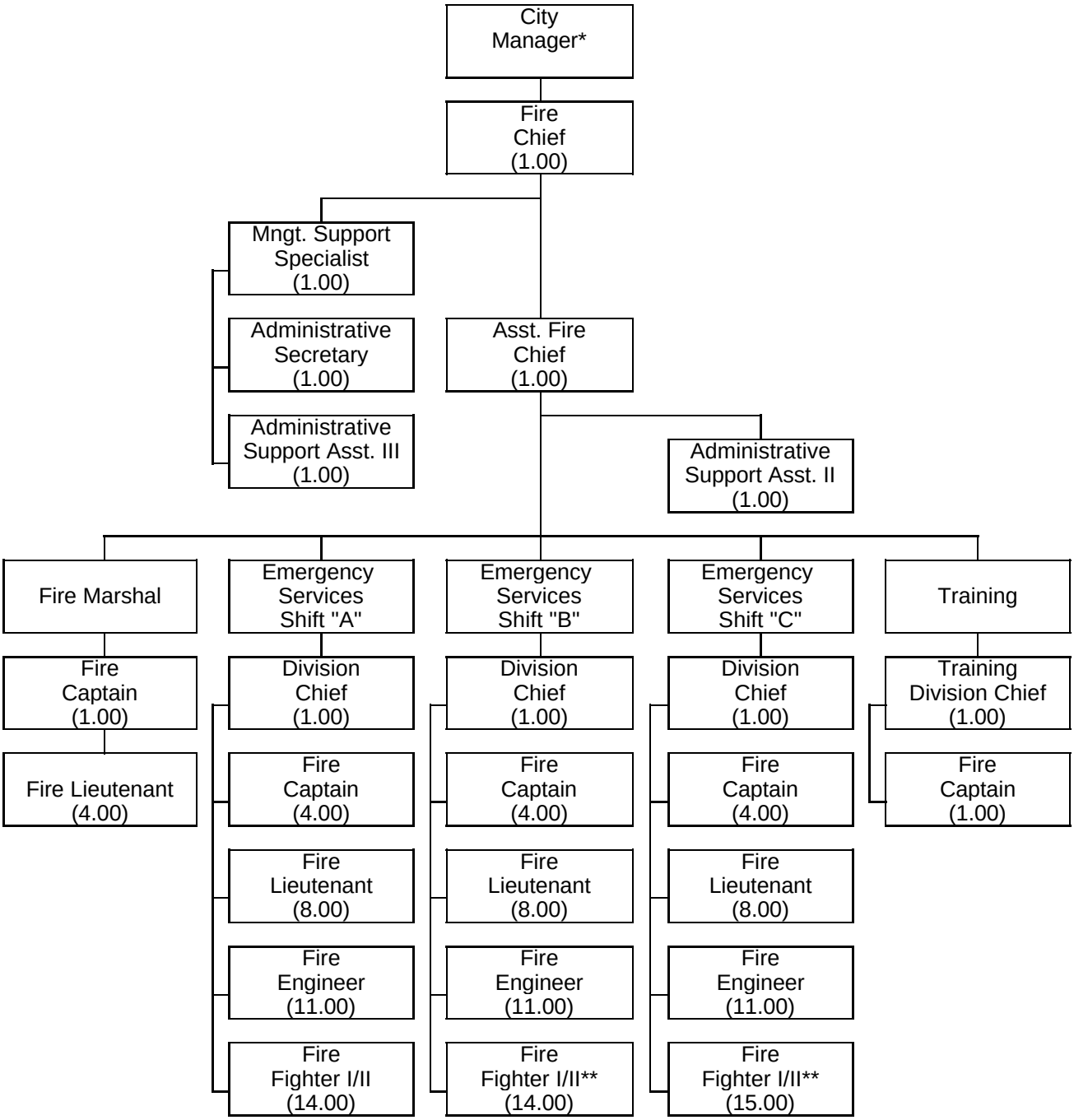
Department

City of Columbia

Columbia, Missouri

City of Columbia - Fire Department

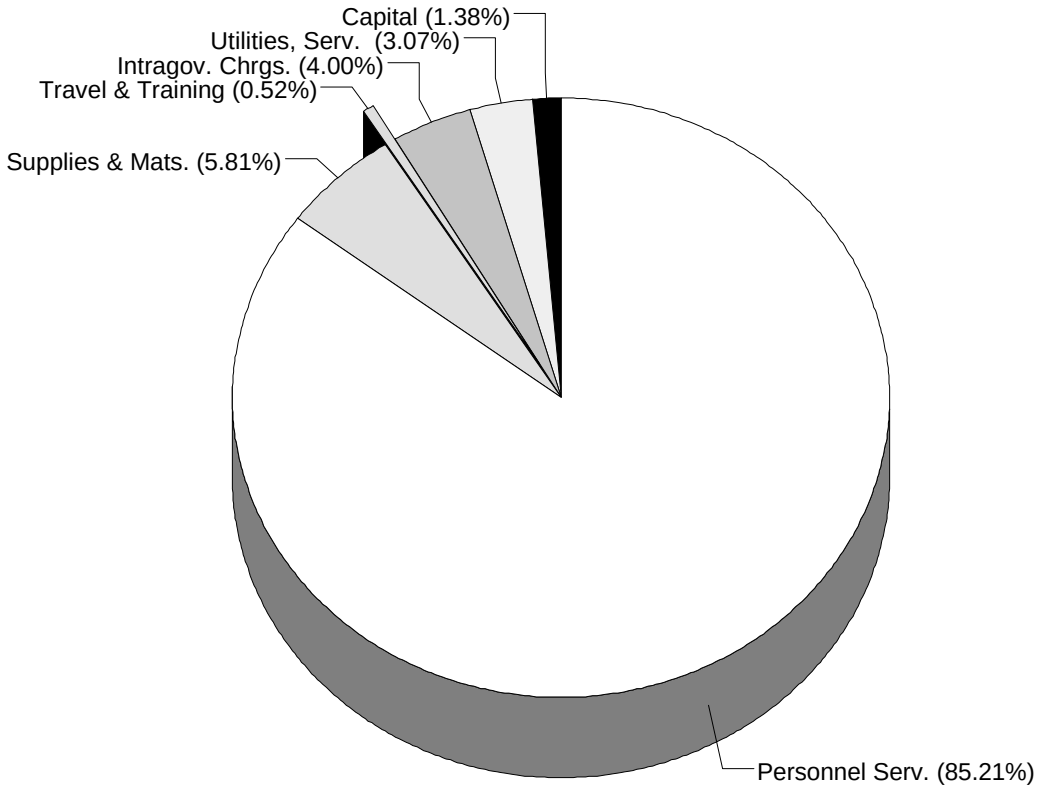
128.00 FTE Positions



* Position not included in Fire Department's FTE count.

** Currently have 7 fire stations staffed, 8.0 additional personnel added for new fire station scheduled to open at the end of 2001.

Fire Department



APPROPRIATIONS

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Budget FY 2001
Personnel Services	$ 7,059,734	$ 7,418,275	$ 7,321,968	$ 8,083,300	9.0%
Supplies & Materials	440,055	485,049	455,015	551,248	13.6%
Travel & Training	37,214	49,072	39,752	49,575	1.0%
Intragovernmental Charges	266,201	330,884	330,671	379,432	14.7%
Utilities, Services & Misc.	249,070	285,480	283,010	291,618	2.2%
Capital	86,675	36,645	36,645	131,323	258.4%
Other	0	0	0	0	
Total	**8,138,949**	**8,605,405**	**8,467,061**	**9,486,496**	**10.2%**
Summary					
Operating Expenses	8,052,274	8,568,760	8,430,416	9,355,173	9.2%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	86,675	36,645	36,645	131,323	258.4%
Capital Projects	0	0	0	0	
Total Expenses	$ **8,138,949**	$ **8,605,405**	$ **8,467,061**	$ **9,486,496**	**10.2%**

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FIRE DEPARTMENT - SUMMARY

DEPARTMENT DESCRIPTION

The Fire Department is charged with the protection of lives and property from fire, explosion, hazardous materials and other natural or man-made disasters, or any situation that threatens the well-being of Columbia's citizens and visitors. By also providing emergency medical, public fire education, fire investigation and code enforcement services to the public, the Department takes an active role in improving the overall safety of our customers, the Citizens of Columbia.

DEPARTMENT OBJECTIVES

(1) Deliver emergency services within acceptable time/distance criteria, (2) Reach our citizens with fire and emergency medical safety and education programs, (3) Maintain budget integrity through prudent fiscal management, (4) Support operating divisions with sufficient staff, (5) Train fire/rescue personnel to required performance standards, (6) Continue capital improvement programs, (7) Review new construction plans for fire & life safety, (8) Conduct fire inspections on a regular basis, and (9) Provide central supply and support facility.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

The goal of continuing high quality service to the citizens of Columbia will be aided by the budget. Growth of the City and population supports increased levels of fire companies and personnel. This calls for augmenting the often neglected support areas such as clerical, training, inspections, code enforcement, fire investigations, and public safety education. Renovation and retrofitting of existing facilities are continuing as buildings age. Construction of a new fire station in the southeast began in April with projected opening of the fully staffed and equipped facility in December 2001. The citizens have shown their support for Fire Department goals: for example, by supporting a television station's drive for funding five thermal imaging cameras, and by approving a fire capital improvements sales tax extension by a seventy-nine percent margin.

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Administration	4.00	5.00	5.00	5.00
Emergency Services	103.00	107.00	107.00	115.00
Departmental Services	2.00	2.00	2.00	2.00
Fire Marshal's Division	6.00	6.00	6.00	6.00
Total Personnel	**115.00**	**120.00**	**120.00**	**128.00**
Permanent Full-Time	115.00	120.00	120.00	128.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**115.00**	**120.00**	**120.00**	**128.00**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2000	Budget FY 2001	Estimated FY 2002
Emergency Services:			
Summary of Incidents:			
Fire Calls (All Types)	503	575	575
Rescue Calls	3,754	3,500	4,200
Hazardous Calls	533	800	800
Service Calls	88	115	115
Good Intent Calls	538	520	600
False Alarms	704	650	800
Other (returned en route, etc.)	379	340	400
Total All Incidents	6,499	6,500	7,490
Estimated Response Time (Per Emerg. Incident) in Minutes	4.75	4.75	4.75
Estimated Dollar Loss	$3,086,000	$2,000,000	$2,500,000

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS - Continued

	Actual FY 2000	Budget FY 2001	Estimated FY 2002
Fire Marshals Division:			
Investigations	210	200	200
Inspections & Permits	2,426	2,500	2,500
Code Review/Research/Consultation	1,040	1,000	1,000
Public Education Presentations	773	881	900
Service Division:			
Total Contact Hours:			
SORT Team Training	4,431	3,087	4,800
Emergency Medical Services (12/100)*	2,000	2,400	2,400
Code Enforcement (3/100)*	600	800	800
Other Operations Training (5/100)*	600	1,000	1,000
Firefighter Competency Tr./Drill (12/100)*	1,400	2,400	2,400
Other Local Training	760	1,000	1,000

* Total contact hours = (No. of training sessions* No. of personnel trained* 2 hours average class duration)

COMPARATIVE DATA

	Columbia, MO	St. Joseph, MO	Decatur, IL	Sioux City, IA	Lawton, OK
Population	**86,391**	**73,990**	**81,754**	**83,671**	**80,726**
Number of Employees	120	133	116	115	126
Employees Per 1,000 Population	1.39	1.80	1.42	1.37	1.56
Area in Square Miles	54.14	65	49	57	55
Operating Budget Per Capita	$101.40	$89.46	$100.45	$94.33	$76.52
Total Incidents Per 1,000 Pop.	76.88	79.09	82.88	61.98	55.66

Fire Administration

110-2310

DESCRIPTION

This Division of the Fire Department is responsible for the efficient operation of the entire Department. Activities include preparation of the budget, payroll, records and reports, as well as planning and implementation of departmental goals, objectives, policies, and procedures.

HIGHLIGHTS / SIGNIFICANT CHANGES

Fire Administration's goals continue to be organizational monitoring and evaluation of performance. The Administration budget reflects decisions to improve the organization in such areas as fiscal control, supply and communications, among others. There are certain personnel reorganization needs which remain to be addressed in future years.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 250,036	$ 339,206	$ 337,853	$ 352,250
Supplies and Materials	9,663	12,352	12,367	12,123
Travel and Training	6,713	8,705	8,705	8,705
Intragovernmental Charges	23,314	27,831	27,769	27,912
Utilities, Services, & Misc.	23,361	24,500	23,569	26,521
Capital	1,142	0	0	4,150
Other	0	0	0	0
Total	**$ 314,229**	**$ 412,594**	**$ 410,263**	**$ 431,661**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
4203 - Management Support Specialist	1.00	1.00	1.00	1.00
3110 - Assistant Fire Chief	0.00	1.00	1.00	1.00
3108 - Fire Chief	1.00	1.00	1.00	1.00
1101 - Administrative Secretary	1.00	1.00	1.00	1.00
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00
Total Personnel	**4.00**	**5.00**	**5.00**	**5.00**
Permanent Full-Time	4.00	5.00	5.00	5.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**4.00**	**5.00**	**5.00**	**5.00**

Fire - Emergency Services

110-2320

DESCRIPTION

This Division comprises the largest number of personnel and equipment and provides for all the emergency services of the Department, including fire suppression, rescue, emergency medical, natural and/or man-made disasters, and hazardous materials responses.

HIGHLIGHTS / SIGNIFICANT CHANGES

In fiscal year 2000, we augmented our Special Operations Team equipment for rescue and hazardous materials incidents. Safety and upkeep issues continue to be addressed at the physical facilities wherever feasible.

The public expects a quick resolution to their fire and/or EMS emergency. Hence, a quicker response time dictates station location, apparatus condition and flexibility, and sufficient personnel to safely manage these emergency situations. Since the publication of a fifteen year plan which called for three additional fire stations, the city has grown even more in land mass and population. This budget document reflects the staffing and opening of the first of the three additional fire stations, thanks to a sales tax extension approved by seventy-nine percent of Columbia voters.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 6,221,960	$ 6,497,119	$ 6,434,888	$ 7,142,803
Supplies and Materials	372,857	399,210	379,379	460,815
Travel and Training	10,749	11,916	9,859	12,419
Intragovernmental Charges	208,620	262,790	262,790	301,870
Utilities, Services, & Misc.	180,706	205,512	209,746	208,895
Capital	85,533	36,645	36,645	87,315
Other	0	0	0	0
Total	**$ 7,080,425**	**$ 7,413,192**	**$ 7,333,307**	**$ 8,214,117**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
3106 - Fire Division Chief	3.00	3.00	3.00	3.00
3105 - Fire Captain	9.00	9.00	9.00	12.00
3104 - Fire Lieutenant	21.00	21.00	21.00	24.00
3103 - Fire Engineer	30.00	30.00	30.00	33.00
3102/3101 Fire Fighter II/I	40.00	44.00	44.00	43.00
Total Personnel	**103.00**	**107.00**	**107.00**	**115.00**
Permanent Full-Time	103.00	107.00	107.00	115.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**103.00**	**107.00**	**107.00**	**115.00**

Fire - Departmental Services

110-2330

DESCRIPTION

The budget reflects Division responsibilities, focusing on fire, emergency medical, hazardous materials, and rescue training. The Training Division is in a supportive role for Emergency Services, providing a central supply and storage facility, operating live fire drills in the burn building, and conducting research and development of new techniques and equipment.

HIGHLIGHTS / SIGNIFICANT CHANGES

Program goals for this fiscal year include the continuation of specialized hazardous materials and rescue training to meet federal mandates and supporting on-going skills training for the organization. Other current programs for the fiscal year include promotional processes, future officers training, Basic Recruit School and state mandated EMT continuing education.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 176,193	$ 186,565	$ 166,712	$ 191,397
Supplies and Materials	17,640	28,537	19,345	28,581
Travel and Training	9,789	15,690	11,894	15,690
Intragovernmental Charges	9,001	13,656	13,505	16,057
Utilities, Services, & Misc.	21,253	26,448	22,432	27,482
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 233,876**	**$ 270,896**	**$ 233,888**	**$ 279,207**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
3106 - Fire Division Chief	1.00	1.00	1.00	1.00
3105 - Fire Captain	0.00	0.00	0.00	1.00
3104 - Fire Lieutenant*	1.00	1.00	1.00	0.00
Total Personnel	**2.00**	**2.00**	**2.00**	**2.00**
Permanent Full-Time	2.00	2.00	2.00	2.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**2.00**	**2.00**	**2.00**	**2.00**

*In FY 2002 the position was upgraded.

Fire - Fire Marshal's Division

110-2341 to 110-2342

DESCRIPTION

This Division is responsible for coordinating the Department's efforts to improve the safety and well being of our citizens and community with an emphasis on "fire prevention through education". The major duties include Public Fire Safety Education, Fire Code Enforcement and Fire Inspections, Fire Investigation, Research and Development, and related records and reports.

HIGHLIGHTS / SIGNIFICANT CHANGES

Division goals are to continue providing public safety education programs and department presence to reduce accidents and injuries. The "Columbia Safe Kids Coalition" enjoys great success, and the "RiskWatch" school curriculum is well received. In the near future, the Division will review the new International Fire Code and make a recommendation to Council about its adoption.

Over the broad spectrum of safety and fire prevention, the Division attempts to influence and redirect public opinion and practices, using new and existing local resources. For instance, FY 2001 brought the addition of an assistant fire marshal, whose time and assignments are shared between the City and the University. A local television station initiated the "Fire Cam Fund Drive" which provided five thermal imaging cameras used for search and rescue. Also, with donations from local businesses the new Customer Service Van now provides support during the traumatic first hours of an emergency incident.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 411,545	$ 395,385	$ 382,515	$ 396,850
Supplies and Materials	39,895	44,950	43,924	49,729
Travel and Training	9,963	12,761	9,294	12,761
Intragovernmental Charges	25,266	26,607	26,607	33,593
Utilities, Services, & Misc.	23,750	29,020	27,263	28,720
Capital	0	0	0	39,858
Other	0	0	0	0
Total	**$ 510,419**	**$ 508,723**	**$ 489,603**	**$ 561,511**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
3110 - Assistant Fire Chief	1.00	0.00	0.00	0.00
3105 - Fire Captain	0.00	0.00	0.00	1.00
3104 - Fire Lieutenant*	4.00	5.00	5.00	4.00
1002 - Administrative Support Asst. II	1.00	1.00	1.00	1.00
Total Personnel	**6.00**	**6.00**	**6.00**	**6.00**
Permanent Full-Time	6.00	6.00	6.00	6.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**6.00**	**6.00**	**6.00**	**6.00**

*In FY 2002 the position was upgraded.

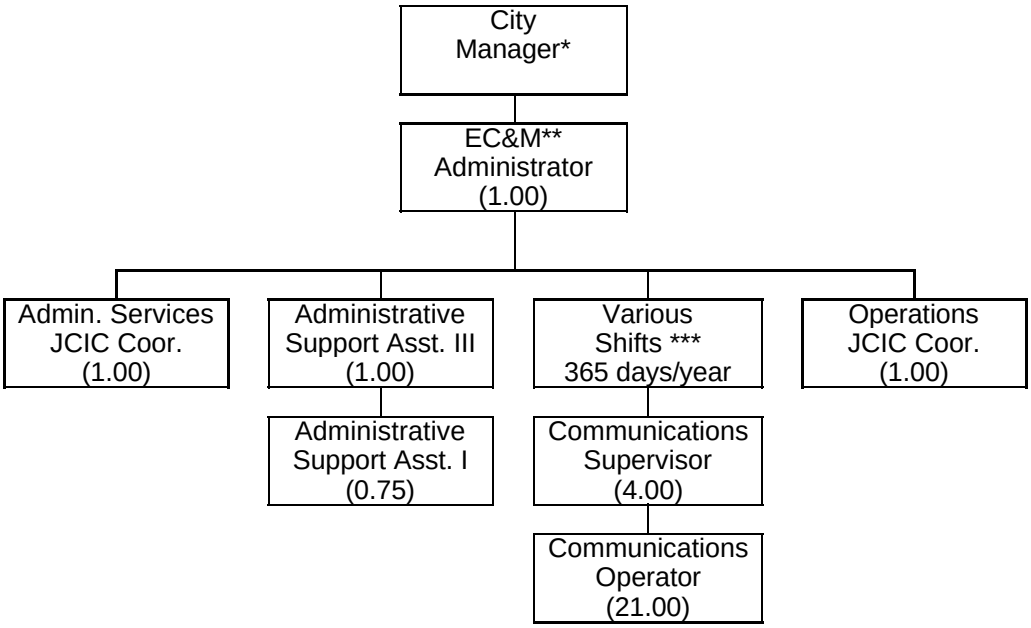
Emergency Communications and Management

City of Columbia

Columbia, Missouri

City of Columbia - Emergeny Communications & Management

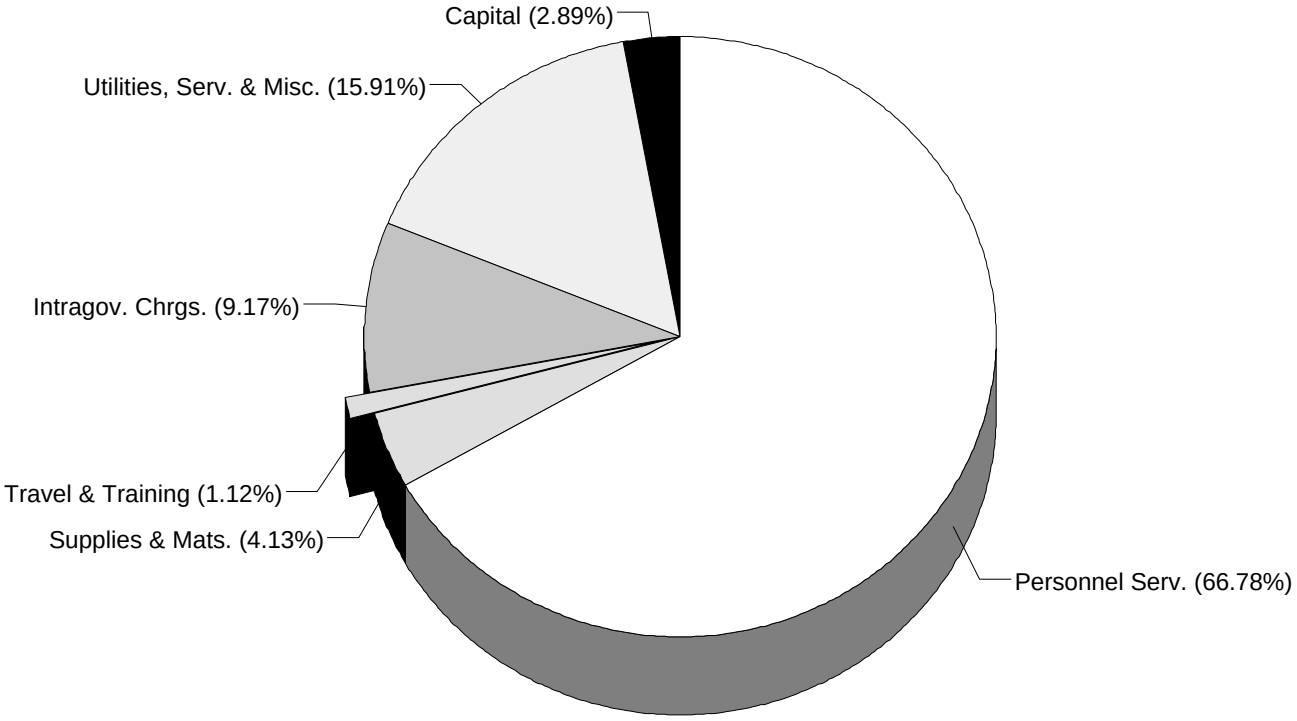
29.75 FTE Positions



* Position not included in JCIC's FTE count.
** EC&M - Emergency Communications and Managment
*** Shifts:

	Day	7:00 am - 3:00 pm
	Evening	3:00 pm - 11:00 pm
	Midnight	11:00 pm - 7:00 am
	Relief	Days/Evenings varied

Emergency Communications & Management



APPROPRIATIONS

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Budget FY 2001
Personnel Services	$ 1,158,649	$ 1,407,759	$ 1,280,643	$ 1,392,133	-1.1%
Supplies & Materials	61,703	103,350	56,000	86,075	-16.7%
Travel & Training	10,667	28,250	14,758	23,250	-17.7%
Intragovernmental Charges	218,931	209,418	207,317	191,206	-8.7%
Utilities, Services & Misc.	215,518	316,438	297,523	331,576	4.8%
Capital	146,935	62,595	62,595	60,340	-3.6%
Other	0	0	0	0	
Total	**1,812,403**	**2,127,810**	**1,918,836**	**2,084,580**	**-2.0%**
Summary					
Operating Expenses	1,665,468	2,065,215	1,856,241	2,024,240	-2.0%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	146,935	62,595	62,595	60,340	-3.6%
Capital Projects	0	0	0	0	
Total Expenses	$ **1,812,403**	$ **2,127,810**	$ **1,918,836**	$ **2,084,580**	**-2.0%**

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Emergency Communication & Management

110-35, 110-38

DEPARTMENT DESCRIPTION

Emergency communication begins with a telephone call to a 9-1-1 center, Joint Communications. Emergency Management occurs after the disaster or devastation. The function of the Department of Emergency Communication and Management is to allow for a smooth and organized transition from event to conclusion, coordinating all public safety, public services and public utility needs for the citizens and community safety and well being.

DEPARTMENT OBJECTIVES

Our Mission is to provide accurate, courteous and professional communications to all all the citizens and organizations that we work for. We will fulfill this objective by maintaining a highly trained staff, interacting in a calm and respectful manner, and providing timely, effective and efficient communications. By working with pride, respect and integrity we will create and provide the highest level of trust and confidence to all those we serve and ourselves. We will provide an effective, orderly and professional response and structure for all the Public Safety and Service providers for all the members of our community. We will continue to look into alternate funding sources.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

Joint Communications continues to grow, expand and modernize its center, remains on the cutting edge of technology and provides a positive example to the communications community. Your Office of Emergency Management is growing and developing to be prepared for modern day disasters by being a responsive City/County organization. We completed and have online web site pages for each office.

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Joint Communications	29.00	28.05	28.05	28.40
Emergency Management	0.75	1.70	1.70	1.35
Total Personnel	**29.75**	**29.75**	**29.75**	**29.75**
Permanent Full-Time	29.00	29.00	29.00	29.00
Permanent Part-Time	0.75	0.75	0.75	0.75
Total Permanent	**29.75**	**29.75**	**29.75**	**29.75**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2000	Budget FY 2001	Estimated FY 2002
Total 911 Calls	68,874	70,118	72,500
Total MULES Inquiries	1,649,613	1,755,286	1,800,000
Total Radio Transmissions "Mainlaw"	1,135,574	1,184,642	1,200,000
Total Radio Transmissions Services	344,546	362,856	365,000
Total Radio Transmissions "BCSD 2"	153,602	162,114	165,000
Total Radio Transmissions "CFD"	137,608	149,391	150,000
Total Radio Transmissions "BCFPD"	96,024	97,725	100,000
Total Radio Transmissions "Ambulance"	94,501	95,325	97,000
Turnover Percentage	39.13%		
Community Outreach/Public Contact	unknown	35	50
Hours of CEU's/Training		1,200	1,200

NOTE: Performance measurements/Service indicators are tabulated on a calendar year basis.

Emergency Communication & Management

110-35, 110-38

COMPARATIVE DATA

	Columbia, MO*	Dubuque, IA	Janesville WI	Topeka, KS	Ft. Wayne, IN	Peoria, IL
Population of Service Area	**135,454**	**100,000**	**154,000**	**169,000**	**180,000**	**120,000**
Number of Full Time Employees	29.75	9	41	50	30	42
Optimum Staffing	05/07	3	05/07	01/08	05/07	06/09
Annual 9-1-1 Calls	68,874	16,139	42,000	83,000	100,000	73,625
Incoming 9-1-1 Phone Lines	42	4	11	14	unknown	10
Law Enforcement Service Calls	105,597	61,758	270,659	171,000	134,796	200,042
Fire Service Calls	11,086	4,203	11,039	10,300	14,196	13,118
Emergency Medical Service Calls	13,609	4,203	11,039	9,000	**	8,048

* City/Council Service area population
**Included with Fire Calls

Joint Communications

110-3510

DESCRIPTION

Emergency response begins with a telephone call to the 9-1-1 center. Joint Communications answers all the emergency calls in Boone County. The Center responds to these calls by dispatching appropriate police, fire, ambulance or other emergency responders from three different fire response areas, two ambulance services and five law enforcement agencies and other emergency services as needed. These would include public works, road and bridge, water and light, Ameren U. E., Verizon, Boone Electric, etc.

DEPARTMENT OBJECTIVES

We continue to establish a definitive set of operating policies, enhance our statistical and reporting methods. We will enhance our Medical Priority Dispatching. We will be on the cutting edge of National and State wide wireless compliance. We will be utilizing the GIS mapping programs that have been developed by the City and County Governments. We will be addressing and streamlining operational issues and developing a community wide communications plan.

HIGHLIGHTS / SIGNIFICANT CHANGES

The Operation Center has moved into its new location which nearly doubled the existing operational space, and quadrupled the administrative area. We have been able meet and maintain a full level of staffing reducing the previously high level of turnover. Our reorganization is complete with all staffing needs met. We have new 911 telephones which were purchased with the 911 surcharge tax revenue by the County. We have implemented a Medical Priority dispatching system, the use of a Language Line for non-English speaking people, and we will continue to reach out to all elements of the community. We have created a comprehensive alarm billing protocol and are developing annual City Council reports. We have also completed an interactive Internet web site.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 1,112,228	$ 1,310,003	$ 1,211,705	$ 1,316,169
Supplies and Materials	55,822	73,300	44,050	68,125
Travel and Training	9,435	24,500	11,008	19,500
Intragovernmental Charges	218,835	209,279	207,178	190,790
Utilities, Services, and Misc.	183,528	257,578	263,673	280,726
Capital	140,811	44,195	44,195	56,590
Other	0	0	0	0
Total	**$ 1,720,659**	**$ 1,918,855**	**$ 1,781,809**	**$ 1,931,900**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
7019 - Emergency Comm & Mngt. Admin.	0.50	0.50	0.50	0.50
7017 - JCIC Asst. Admin./Train Spec	0.00	0.00	0.00	0.00
7015 - JCIC Coordinator	2.00	1.00	1.00	1.45
7007 - Communications Supervisor	3.75	4.00	4.00	4.00
7001/7003/7005 Comm. Operators	21.00	21.00	21.00	20.90
4450 - Communications Technician	0.00	0.00	0.00	0.00
1003 - Admin. Support Assistant III	1.00	0.80	0.80	0.80
1001 - Admin. Support Assistant I	0.75	0.75	0.75	0.75
Total Personnel	**29.00**	**28.05**	**28.05**	**28.40**
Permanent Full-Time	28.25	27.30	27.30	27.65
Permanent Part-Time	0.75	0.75	0.75	0.75
Total Permanent	**29.00**	**28.05**	**28.05**	**28.40**

Emergency Management

110-3810

DESCRIPTION

Emergency Management is a separate function from the 911 operations. The Office of Emergency Management is responsible for the mitigation, preparedness, response and recovery of any disaster natural or man made. Our organization is responsible for County wide events. The key element of Emergency Management is to coordinate, organize and manage all the different groups and agencies involved when a true disaster occurs. A disaster is defined as an " event which goes beyond the needs and capabilities of local resources".

DEPARTMENT OBJECTIVES

We intend to concentrate on involving the community and general public in awareness programs to make "Emergency Management" a part of the local vocabulary. Develop a disaster plan for vulnerable areas such as trailer parks and other outdoor areas. We will complete the revision of the 1993 Emergency Operation Plan. We will complete disaster exercises within the community. We will also create and implement an outdoor warning siren monitoring and replacement program. We plan to implement a Weapons of Mass Destruction regional response team.

HIGHLIGHTS / SIGNIFICANT CHANGES

The initial organization of HAM operators and storm spotters has been accomplished. EMWIN (Emergency Managers Warning Information Network) equipment has been obtained to provide National Weather Service notifications. We have sponsored weather spotter training classes. We continue to provide disaster information to groups and organizations. We have attended classes on Terrorism, Mass Fatality, Organization of Emergency Management, Exercise Design and Development. We have completed several County wide disaster drills and exercises. We have located an effective Emergency Operation Center in the lower level of the Armory Sports Complex. We have established a comprehensive weather notification protocol, and we are continually looking into alternate funding sources. We have also created an interactive web page for Emergency Management.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 46,421	$ 97,756	$ 68,938	$ 75,964
Supplies and Materials	5,881	30,050	11,950	17,950
Travel and Training	1,232	3,750	3,750	3,750
Intragovernmental Charges	96	139	139	416
Utilities, Services, & Misc.	31,990	58,860	33,850	50,850
Capital	6,124	18,400	18,400	3,750
Other	0	0	0	0
Total	**$ 91,744**	**$ 208,955**	**$ 137,027**	**$ 152,680**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
7019 - Emergency Comm & Mngt. Admin.	0.50	0.50	0.50	0.50
7015 - JCIC Coordinator	0.00	1.00	1.00	0.55
7007 - Communications Supervisor	0.25	0.00	0.00	0.00
7001/7003/7005 Comm. Operators	0.00	0.00	0.00	0.10
1101 - Administrative Secretary	0.00	0.00	0.00	0.00
1003 - Admin. Support Asst III	0.00	0.20	0.20	0.20
Total Personnel	**0.75**	**1.70**	**1.70**	**1.35**
Permanent Full-Time	0.75	1.70	1.70	1.35
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**0.75**	**1.70**	**1.70**	**1.35**

Health

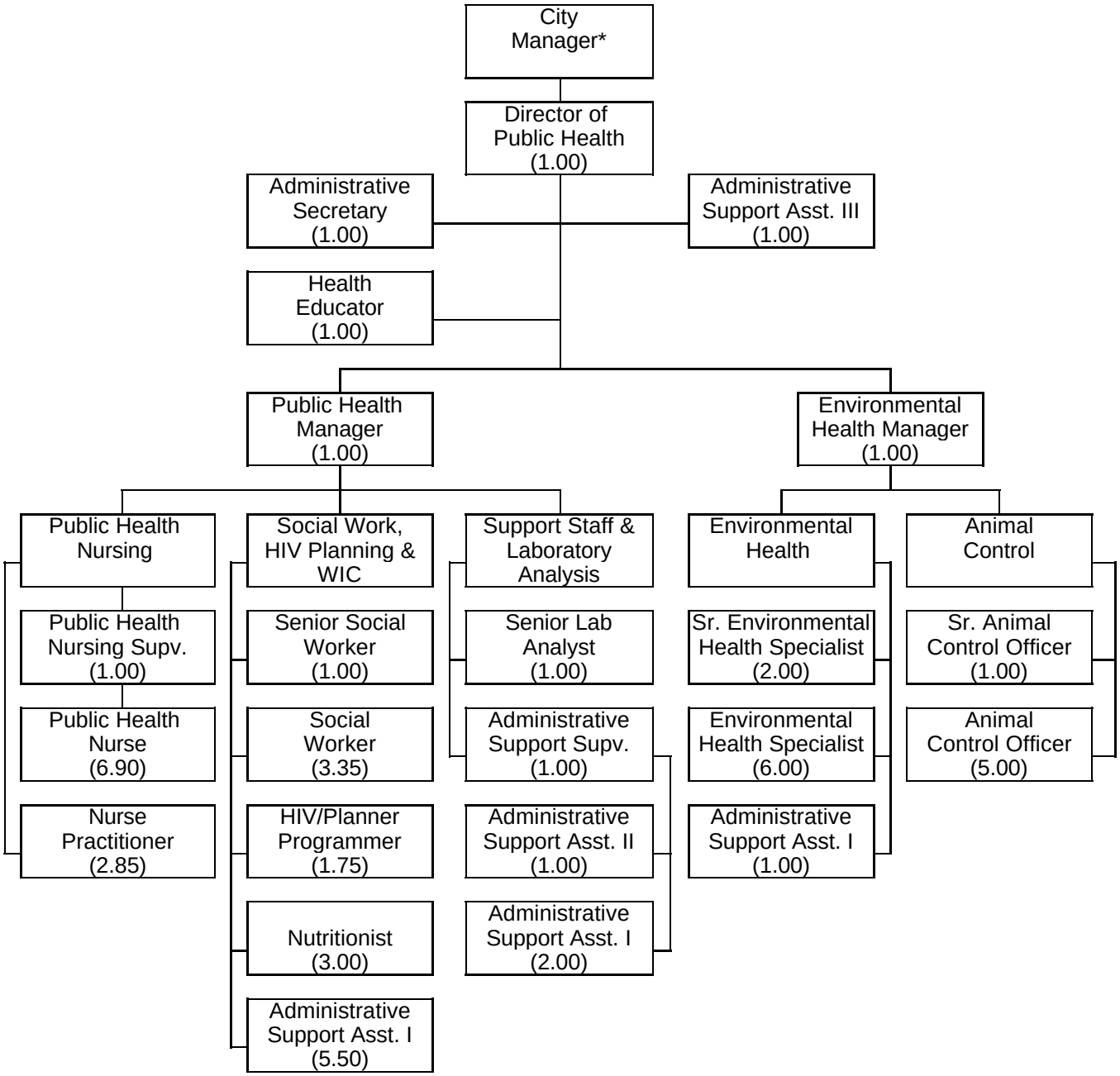
Department

City of Columbia

Columbia, Missouri

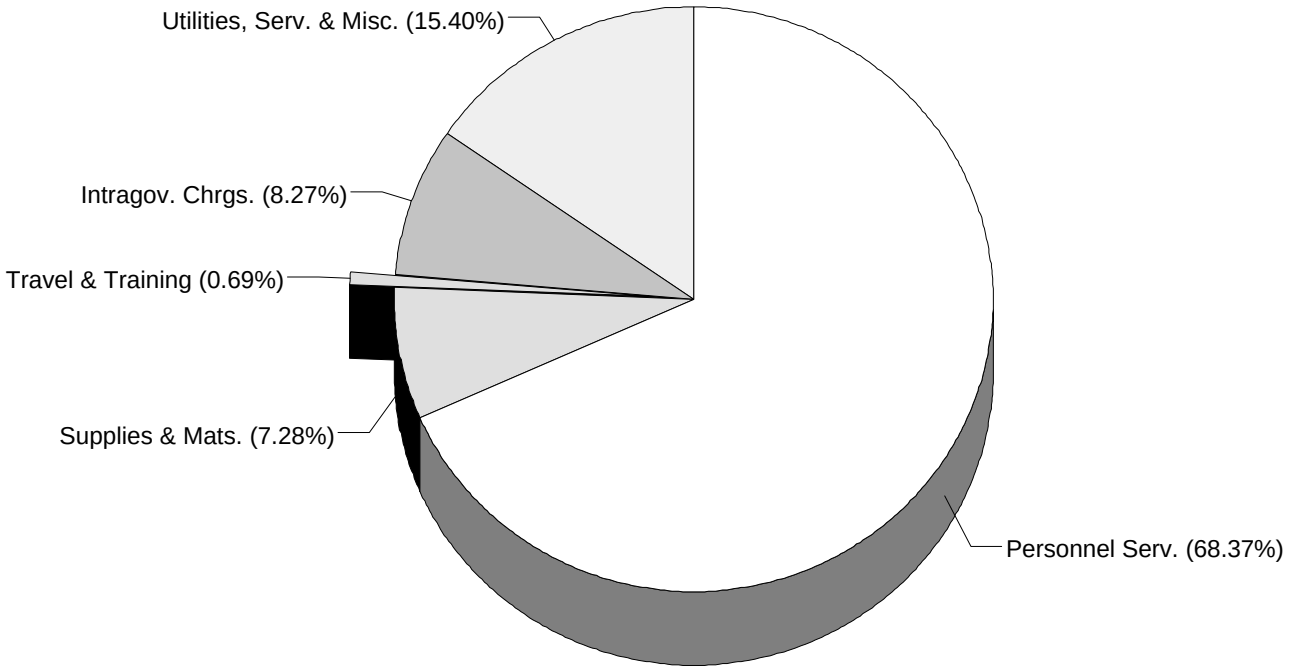
City of Columbia - Health Department

51.35 FTE Positions



* Position is not included in the Health Department's FTE count.

Health Department
FY 2002



APPROPRIATIONS

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Budget FY 2001
Personnel Services	$ 2,213,504	$ 2,376,402	$ 2,353,140	$ 2,596,274	9.3%
Supplies & Materials	155,340	229,592	202,112	276,333	20.4%
Travel & Training	14,450	23,868	23,071	26,069	9.2%
Intragovernmental Charges	261,210	275,669	276,001	313,861	13.9%
Utilities, Services & Misc.	377,231	509,613	481,910	584,884	14.8%
Capital	45,570	21,400	21,365	2,514	-88.3%
Other	0	0	0	0	
Total	**3,067,305**	**3,436,544**	**3,357,599**	**3,799,935**	**10.6%**
Summary					
Operating Expenses	3,021,735	3,415,144	3,336,234	3,797,421	11.2%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	45,570	21,400	21,365	2,514	-88.3%
Capital Projects	0	0	0	0	
Total Expenses	$ **3,067,305**	$ **3,436,544**	$ **3,357,599**	$ **3,799,935**	**10.6%**

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HEALTH DEPARTMENT - SUMMARY

110-30 to 110-34

DEPARTMENT DESCRIPTION

The mission of the Columbia/Boone County Health Department is to assess, monitor, and improve the health of the community by means of policy development and by emphasizing health promotion and the prevention of disease and/or injury through the provision of high quality services responsive to identified needs.

DEPARTMENT OBJECTIVES

Administration: Responsible for the management of the department including assessment, assurance, planning, organizing, and evaluating the operations of the Personal Health, WIC, Environmental Health and Animal Control Divisions.

Personal Health: Responsible for provision of personal public health services for citizens of Columbia and Boone County. Provides childhood and high risk adult immunization services, as well as investigation and follow up to reportable communicable diseases (including but not limited to Tuberculosis, food borne illnesses, sexually transmitted diseases and communicable diseases in day cares and schools). Serves as lead agency regional HIV testing, counseling and outreach education to 24 counties in central Missouri; conducts family planning services, sexually transmitted disease screening, surveillance and treatment clinics, pregnancy testing and referrals, utility and medication assistance, counseling and clinic services for eligible individuals. Assesses families with potential or identified incidents of child abuse or neglect and conducts home visits for frail elderly and high risk maternal/child clients.

WIC Program: The WIC Program provides supplemental food packages and nutrition education to women, infants, and children under five years of age who meet the medical and income requirements. This program serves clients who are pregnant or breast-feeding, low birth weight or premature or demonstrate a medical or nutritional risk factor.

Environmental Health: This division provides county-wide environmental health programs such as: food sanitation inspections in restaurants, grocery stores, food warehouses, and food delivery; laboratory analysis of drinking water, food products, milk products, and water used for recreational purposes; foodhandlers education; public health nuisance control including sewage disposal, weeds, mosquito breeding areas, rubble accumulations, rodent infestation etc.; coordination of mosquito control activities; and enforcement of City's container deposit law and anti-smoking ordinance. The division also inspects day care homes and centers under contract with the State Health Department.

Animal Control: Enforces the Columbia animal control ordinance and the Boone County animal control ordinance. Animal control services include the impoundment of dogs running at large, assisting in locating lost animals, and investigating animal bite cases.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

The Health Department will continue to provide and improve public health services to all residents of Boone County based on identified community health needs and priorities. Communicable disease related activities (Immunizations, HIV, TB, STD and other reportable diseases) will continue to be a priority service area. Implementation of the new Food Service Ordinance and enhanced training of food service personnel continues to be a major focus of Environmental Health. WIC will expand education and outreach activities with the goal of increasing caseload. A priority for this year will be the renovation of the Nowell's facility to serve as a new Health Department.

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Administration	2.05	3.05	3.05	3.05
Animal Control	6.12	6.12	6.12	6.12
Environmental Health	10.13	10.13	10.13	10.88
Clinic and Nursing	21.80	21.80	21.80	23.30
Women, Infants, and Children (WIC)	7.00	7.00	8.00	8.00
Total Personnel	**47.10**	**48.10**	**49.10**	**51.35**
Permanent Full-Time	40.00	41.00	42.00	45.00
Permanent Part-Time	7.10	7.10	7.10	6.35
Total Permanent	**47.10**	**48.10**	**49.10**	**51.35**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2000	Budget FY 2001	Estimated FY 2002
Administration:			
Certificates of Live Birth	3,150	3,300	3,400
Death Certificates	1,678	1,700	1,700
Fetal Deaths	21	20	20
Certificates of Birth (Computer Generated)	5,649	5,000	5,200
Certificates of Death (Computer Generated)	839	800	800
Personal Health Services:			
Pregnancy Tests	1,744	1,800	1,800
Immunizations	15,335	16,000	16,000
Primary Care Visits	4,529	4,000	4,000
WIC Visits	21,500	21,500	21,500
Family Planning Clinic Visits	871	700	700
Tuberculosis Tests	5,100	5,100	5,100
STD Visits	1,286	1,200	1,200
Utility Assistance Interviews	687	750	750
Home Nursing Visits	951	950	950
Blood Pressure Screenings	4,853	4,700	4,700
HIV Visits	2,450	2,500	2,500
Environmental Health Services:			
Restaurant Inspections	2,153	2,200	2,200
New Construction Inspections/Plan Reviews	1,203	1,108	1,200
Itinerant Food Inspections	298	285	270
Weed Inspections	3,292	3,200	3,300
Other Nuisance Inspections	3,675	3,058	3,000
Hotel/Motel Inspections	38	61	60
Swimming Pool Inspections	872	850	850
Smoking Complaint Investigations	13	10	10
Continuing Education (Hours)	550	550	650
Food Handlers Training (Hours)	270	270	270
Liquid Waste	128	58	60
Solid Waste	265	44	45
County Sewage	1,252	872	870
Animal Control:			
Bite Investigations	285	290	290
Dogs/Cats Impounded	1,075	1,000	1,000
No. of Complaints (Barking, Yard Damage, Into Trash, Running Loose, Vicious Animals)	3,291	3,200	3,200
Dead Animal Pick-Up	258	260	260
No. of Summons Issued	355	360	360

HEALTH DEPARTMENT - SUMMARY

COMPARATIVE DATA - PERSONAL HEALTH SERVICES

	Boone County (Columbia,) MO	Cole County (Jeff City,) MO	Greene County (Spring-field,) MO	Buchanan County, (St. Joseph) MO	Cape Girardeau County, MO	Jefferson County, MO
Population (County)	**135,454**	**71,397**	**240,391**	**85,998**	**68,693**	**198,099**
Population (City)	**86,391**	**39,636**	**151,580**	**73,990**	**35,349**	
No. of RNs	7	14	15	9	14	18
RNs Per 1,000 County Pop.	0.05	0.20	0.06	0.10	0.20	0.09
No. of Annual Immunizations Per 1,000 Pop.	118	136	113	182	103	142
No. of STD visits/1,000 Pop.	9.89	4.00	12.39	16	12	8
No. of WIC Visits / 1,000 Pop.	161.50	220.00	301	280	202	NA

COMPARATIVE DATA - ENVIRONMENTAL HEALTH

	Boone County (Columbia,) MO	Lancaster County (Lincoln,) NE	Lawrence*, KS	Boulder County, CO	Indepen-dence, MO	Springfield, MO
Environmental Health:						
Population	**135,454**	**240,034**	**79,700**	**275,843**	**113,288**	**151,580**
City Only:						
Number of Employees	10.13	15.75	4	23.5	5.0**	22
Employees Per 1,000 Pop.	0.075	0.066	0.050	0.085	0.044	0.145
No. of Dollars Spent Per Capita	$4.75	$4.18	$1.89	$5.17	$2.57	$4.84
No. of Food Service Facilities	788	1,320	468	1,415	520	1,503

*Lawrence, Kansas does not include food inspection responsibility, done by separate agency.

** Independence, Missouri does not conduct nuisance investigations.

COMPARATIVE DATA - ANIMAL CONTROL

	**Boone County (Columbia,) MO	Lancaster County (Lincoln,) NE	Lawrence,* KS	Boulder* County, CO	**Indepen-dence, MO	Springfield, **Green Co. MO (City only)
Animal Control:						
Population	**135,454**	**240,034**	**79,700**	**48,500**	**116,000**	**151,580**
Number of AC Officers	6.12	17.00	3	5	10.5	6
Employees Per 1,000 Pop.	0.045	0.071	0.038	0.103	0.091	0.040
No. of Dollars Spent Per Capita	$2.73	$5.39	$3.43	$2.33**	$3.88	$1.97
No. of Bite Cases/1,000 Pop.	2.54	2.51	0.975	0.50	1.43	1.47

* Does not include incorporated areas
** Estimate

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Health - Administration

110-3010

DESCRIPTION

This division is responsible for all operations of the Department and performs the classic functions of planning, organizing, directing, controlling, and evaluating the various operating sections of the Health Department.

HIGHLIGHTS / SIGNIFICANT CHANGES

The Administration Division will continue to work closely with the Board of Health and other community partners to assure that public health services are available to meet the needs of the local community. A priority focus for FY 2002 will be the renovation of the new Health Facility to assure that Public Health space needs are addressed in a cost effective manner.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 132,209	$ 176,358	$ 167,138	$ 191,458
Supplies and Materials	13,016	22,888	21,147	43,456
Travel and Training	1,027	1,566	1,270	1,880
Intragovernmental Charges	81,618	85,044	85,044	94,798
Utilities, Services, & Misc.	9,707	12,889	9,600	12,527
Capital	0	3,400	3,365	0
Other	0	0	0	0
Total	**$ 237,577**	**$ 302,145**	**$ 287,564**	**$ 344,119**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
7700 - Dir. of Pub Health/Adm Serv	1.00	1.00	1.00	1.00
7303 - Health Educator	0.00	1.00	1.00	1.00
1101 - Administrative Secretary	0.55	0.55	0.55	0.55
1003 - Admin. Support Assistant III	0.50	0.50	0.50	0.50
Total Personnel	**2.05**	**3.05**	**3.05**	**3.05**
Permanent Full-Time	2.05	3.05	3.05	3.05
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**2.05**	**3.05**	**3.05**	**3.05**

Health - Animal Control

110-3110

DESCRIPTION

The Animal Control Division enforces the animal control ordinances for the City of Columbia and Boone County. Animal Control services include the impoundment of dogs running at large, assisting in locating lost animals, and investigating animal bite cases.

HIGHLIGHTS / SIGNIFICANT CHANGES

The FY 2002 budget reflects 4.0 FTE officers in City Animal Control and 2 County Animal Control officers. The 2 FTE county officers are paid for by the County Commission through a contract. Animal Control responds to emergency situations 24 hours a day, seven days per week effective January 1, 2000. Animal Control currently is staffed from 7:00 a.m. to 9:00 p.m., seven days per week.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 215,110	$ 235,940	$ 229,314	$ 248,216
Supplies and Materials	11,597	16,169	18,127	19,483
Travel and Training	1,130	1,588	1,587	1,618
Intragovernmental Charges	9,459	10,027	10,019	11,156
Utilities, Services, & Misc.	79,955	78,289	78,286	79,603
Capital	35,181	18,000	18,000	0
Other	0	0	0	0
Total	**$ 352,432**	**$ 360,013**	**$ 355,333**	**$ 360,076**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
7205 - Environmental Health Manager	0.07	0.07	0.07	0.07
7105 - Sr. Animal Control Officer	1.00	1.00	1.00	1.00
7101 - Animal Control Officer	5.00	5.00	5.00	5.00
1101 - Administrative Secretary	0.05	0.05	0.05	0.05
Total Personnel	**6.12**	**6.12**	**6.12**	**6.12**
Permanent Full-Time	6.12	6.12	6.12	6.12
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**6.12**	**6.12**	**6.12**	**6.12**

Health - Environmental Health

110-3210

DESCRIPTION

This division provides County-wide Environmental Health programs such as food sanitation inspections in restaurants, grocery stores, food warehouses, and food delivery vehicles, laboratory analysis of drinking water, food products, milk products, and water used for recreational purposes, food handler education, public health nuisance control including sewage disposal, administration of the Boone County Waste Water Permit Program, weeds, mosquito breeding areas, rubble accumulations, rodent infestations, etc., and coordination of mosquito control activities. Additionally, this division enforces the City's container deposit law and anti-smoking ordinance. The Health Department does inspections of licensed day care homes and centers under contract with State Department of Health.

HIGHLIGHTS / SIGNIFICANT CHANGES

This budget includes 2.6 FTE's to deliver County services. Costs are reimbursed by County government. 7.63 FTE's are used to provide City services. An additional .5 seasonal worker is used for weed abatement. Enforcement of the sewage ordinance and the public nuisance ordinance continues to be a priority.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 485,517	$ 502,550	$ 491,437	$ 536,863
Supplies and Materials	12,539	20,384	17,073	20,292
Travel and Training	3,300	7,750	7,750	7,904
Intragovernmental Charges	45,028	53,729	53,729	65,048
Utilities, Services, & Misc.	55,750	77,397	76,397	83,226
Capital	1,076	0	0	0
Other	0	0	0	0
Total	**$ 603,210**	**$ 661,810**	**$ 646,386**	**$ 713,333**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
7205 - Environmental Health Mgr.	0.93	0.93	0.93	0.93
7203 - Sr. Environ. Health Spec.	2.00	2.00	2.00	2.00
7201 - Environmental Health Spec.	5.50	5.50	5.50	6.00
5133 - Senior Laboratory Analyst	0.05	0.05	0.05	0.05
1101 - Administrative Secretary	0.40	0.40	0.40	0.40
1003 - Admin. Support Assistant III	0.50	0.50	0.50	0.50
1001 - Admin. Support Assistant I	0.75	0.75	0.75	1.00
Total Personnel	**10.13**	**10.13**	**10.13**	**10.88**
Permanent Full-Time	8.88	8.88	8.88	10.88
Permanent Part-Time	1.25	1.25	1.25	0.00
Total Permanent	**10.13**	**10.13**	**10.13**	**10.88**

Health - Clinic & Nursing

110-3310 to 110-3399

DESCRIPTION

Responsible for providing personal and public health services for citizens of Columbia and Boone County. This division provides the following services: health care to the medically indigent; family planning and well woman's clinics; sexually transmitted disease clinics; coordination and provision of regional HIV testing and counseling services, HIV outreach and educational programming, and assistance to 24 central Missouri county health agencies; childhood and adult immunizations including on-site immunization clinics for school age children in elementary and secondary schools throughout Columbia and Boone County; chronic disease screening for hypertension and diabetes both in Columbia and in monthly rural health screening clinics throughout Boone County; screening and investigation of reportable communicable diseases and lead poisoning; educational services to child care facilities throughout the county; tuberculosis screening, treatment and surveillance; home visitation for frail elderly individuals; services to families with potential or identified incidents of child abuse and neglect; pregnancy testing; prenatal case management and referral of pregnant women to prenatal services; medical social services which include psychological counseling, assisting eligible individuals in applying for medicaid programs for prenatal women and children; coordination of utility and dental assistance programs, and referral to other medical/social service providers; community focused health education and outreach services.

HIGHLIGHTS / SIGNIFICANT CHANGES

Demand for clinical services continues with childhood immunization services being focused on mandatory vaccinations for school and day care attendance. Service areas seeing continued growth are immunizations, HIV testing and counseling, TB control and sexually transmitted disease clinics. The department continues to focus on minority health issues. Maternal Child Health Services will focus on improving rates of immunizations for children under two year, increasing dental sealants for children, reducing teen pregnancy, and reducing the incidence of of obesity in children. This year the Health Department sponsored a Summer Food Program funded by the Missouri Department of Health for children who qualified for free and reduced lunches during the school year. This program feeds an average of 120 children each day.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 1,118,394	$ 1,181,290	$ 1,183,787	$ 1,294,933
Supplies and Materials	110,055	160,476	136,090	175,599
Travel and Training	7,222	8,800	8,800	9,670
Intragovernmental Charges	104,671	108,196	108,196	124,072
Utilities, Services, & Misc.	224,663	329,521	312,071	396,017
Capital	8,206	0	0	0
Other	0	0	0	0
Total	**$ 1,573,211**	**$ 1,788,283**	**$ 1,748,944**	**$ 2,000,291**

Health - Clinic & Nursing Personnel

110-3310 to 110-3399

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
7600 - Public Health Manager	1.00	1.00	1.00	1.00
7507 - Public Health Nursing Supv.	1.00	1.00	1.00	1.00
7506 - Nurse Practitioner	2.85	2.85	2.85	2.85
7503 - Public Health Nurse	7.15	6.90	6.90	6.90
7502 - Employee Hlth/Wellness Nurse	0.00	0.00	0.00	0.00
7402 - Occupational Hlth Specialist	0.00	0.00	0.00	0.00
7350 - HIV Planner/Programmer	0.80	0.80	0.80	1.75
7302 - Sr. Social Worker	1.00	1.00	1.00	1.00
7301 - Social Worker	3.05	3.30	3.30	3.35
5133 - Senior Laboratory Analyst	0.95	0.95	0.95	0.95
1004 - Admin. Support Supervisor	1.00	1.00	1.00	1.00
1002 - Admin. Support Assistant II	1.00	1.00	1.00	1.00
1001 - Admin. Support Assistant I	2.00	2.00	2.00	2.50
Total Personnel	**21.80**	**21.80**	**21.80**	**23.30**
Permanent Full-Time	15.95	15.95	15.95	16.95
Permanent Part-Time	5.85	5.85	5.85	6.35
Total Permanent	**21.80**	**21.80**	**21.80**	**23.30**

Health - Women, Infants & Children

110-3410 to 110-3499

DESCRIPTION

The WIC program provides nutrition education and vouchers for supplemental food to prenatal, breastfeeding, and postpartum women, infants and children under five years of age who meet income guidelines and have a medical and/or nutritional risk. WIC services are available to both Columbia and Boone County populations. In addition to their nutrition mission, WIC is actively involved with other community efforts including evaluation of immunization records, referral to the Medicaid for Children program, referrals to community based health care providers, and voter registration. The Columbia/Boone County WIC program has successfully provided services for the past 25 years.

HIGHLIGHTS / SIGNIFICANT CHANGES

The WIC program continues to identify ways to increase staff efficiency, improve customer service, and increase enrollment of eligible participants into the WIC program. Working with the Missouri Department of Health, the WIC program continues to advance the use of technology to streamline the certification and voucher processes. The program continues to provide services outside the Howard Building location. The Columbia Farmer's Market/ WIC collaboration continues to provide fresh fruits and vegetables to WIC participants. An expansion grant will expand outreach to the community.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 262,274	$ 280,264	$ 281,464	$ 324,804
Supplies and Materials	8,133	9,675	9,675	17,503
Travel and Training	1,771	4,164	3,664	4,997
Intragovernmental Charges	20,434	18,673	19,013	18,787
Utilities, Services, & Misc.	7,156	11,517	5,556	13,511
Capital	1,107	0	0	2,514
Other	0	0	0	0
Total	**$ 300,875**	**$ 324,293**	**$ 319,372**	**$ 382,116**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
7450 - W.I.C. Program Manager	1.00	0.00	0.00	0.00
7403 - Nutritionist	2.00	2.00	3.00	3.00
7401 - Nutrition Educator	1.00	0.00	0.00	0.00
1002 - Admin. Support Assistant II	1.00	0.00	0.00	0.00
1001 - Admin. Support Assistant I	2.00	5.00	5.00	5.00
Total Personnel	**7.00**	**7.00**	**8.00**	**8.00**
Permanent Full-Time	7.00	7.00	8.00	8.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**7.00**	**7.00**	**8.00**	**8.00**

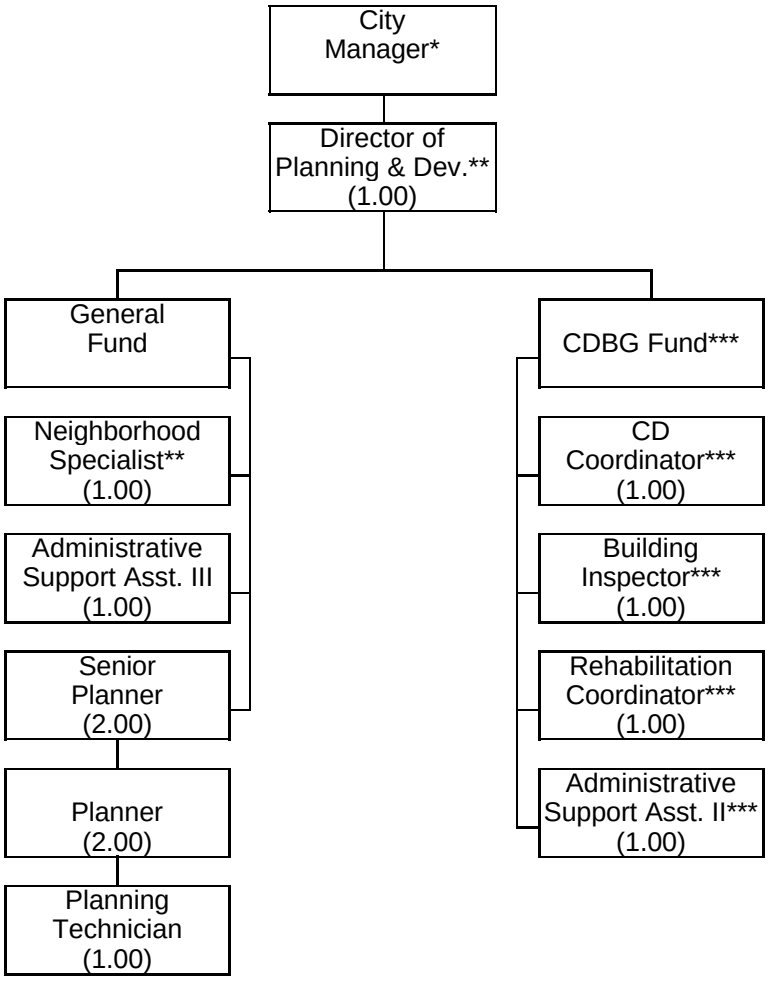
Planning and Development

City of Columbia

Columbia, Missouri

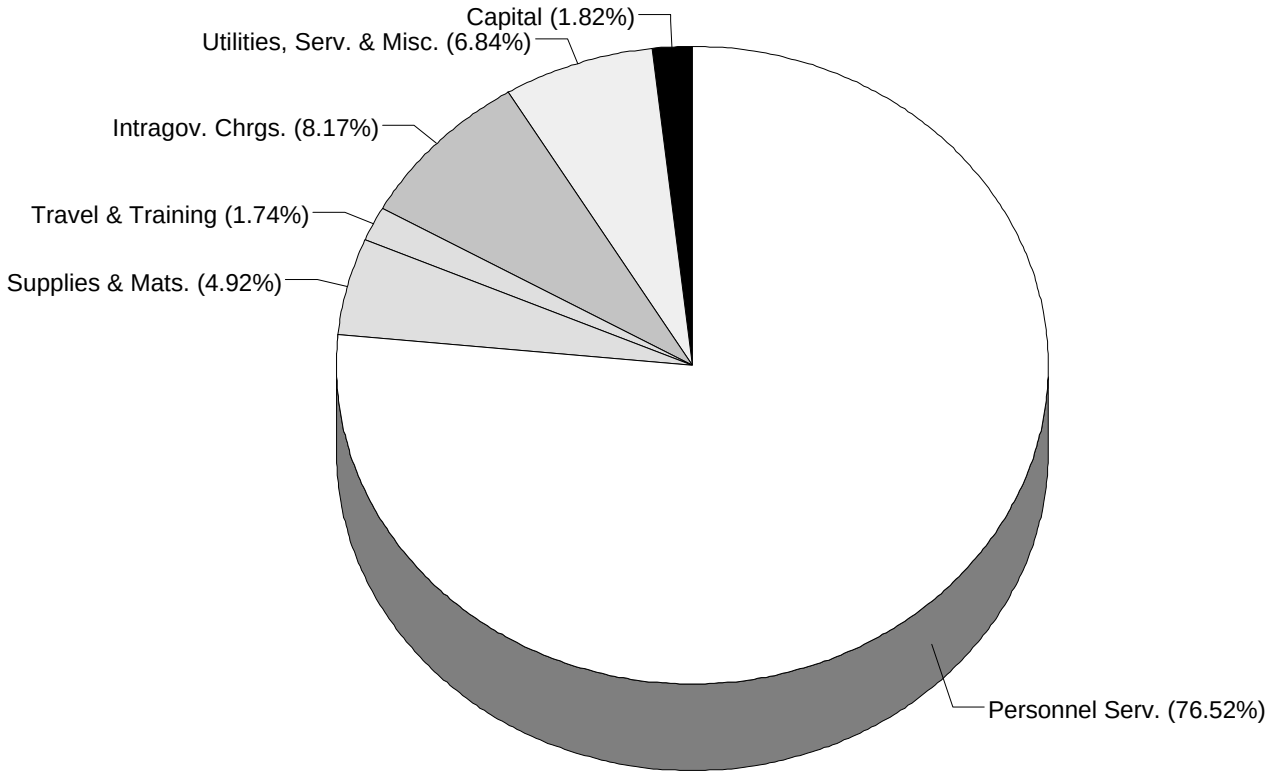
City of Columbia - Planning Department

12.00 FTE Positions



* Position not included in Planning Department's FTE count.
** A portion of these positions are budgeted in the CDBG Fund.
*** CDBG - Community Development Block Grant
CD - Community Development
100% of these positions are budgeted in the CDBG Fund

Planning & Development - Summary



APPROPRIATIONS

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Budget FY 2001
Personnel Services	$ 511,553	$ 592,604	$ 522,922	$ 669,922	13.0%
Supplies & Materials	25,859	44,343	36,090	43,059	-2.9%
Travel & Training	11,832	9,305	8,858	15,200	63.4%
Intragovernmental Charges	66,536	63,622	63,614	71,491	12.4%
Utilities, Services & Misc.	402,409	35,126	31,158	59,843	70.4%
Capital	3,831	2,500	1,766	15,924	537.0%
Other	1,059,631	0	0	0	
Total	**2,081,651**	**747,500**	**664,408**	**875,439**	**17.1%**
Summary					
Operating Expenses	1,018,189	745,000	662,642	859,515	15.4%
Non-Operating Expenses	1,059,631	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	3,831	2,500	1,766	15,924	537.0%
Capital Projects	0	0	0	0	
Total Expenses	$ **2,081,651**	$ **747,500**	$ **664,408**	$ **875,439**	**17.1%**

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PLANNING AND DEVELOPMENT - SUMMARY

110-40, 266-40

DEPARTMENT DESCRIPTION

The Planning and Development Department provides planning, economic development and community development support services to the community. The Department also provides staff services to the Planning and Zoning Commission, the Community Development Commission, the Bicycle and Pedestrian Commission, the Historic Preservation Commission, the Loan and Grant Committee, the Columbia Area Transportation Study Organization, and various ad-hoc committees and task forces.

DEPARTMENT OBJECTIVES

Perform the above in an effective and efficient manner.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

Emphasis in the coming year will be on planning for voter approved annexation, expanding neighborhood development and affordable housing activities, working with MoDOT on evaluating the impact of alternatives for widening I-70, completing and beginning implementation of Business Loop 70 Revitalization Plan, providing staff support for ward redistricting following 2000 Census, and revising major street right-of-way and design standards. Work will continue on updating/revising development regulations and enhancing GIS mapping capabilities. A Community Development Coordinator position has been added to better plan and implement community development and housing programs. A Building Inspector position was transferred from Public Works Protective Inspection to the Planning Department. This move was made to improve the housing rehabilitation program operating efficiency.

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
General Fund Operations	6.70	7.20	7.20	6.98
Community Development	2.30	2.80	3.80	5.02
Total Personnel	**9.00**	**10.00**	**11.00**	**12.00**
Permanent Full-Time	9.00	10.00	11.00	12.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**9.00**	**10.00**	**11.00**	**12.00**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2000	Budget FY 2001	Estimated FY 2002
No. of Rezoning Cases	28	50	28
No. of Subdivision Plats	68	70	68
No. of Housing Rehabs	12	12	12
No. of Voluntary Annexations	8	8	8
CDBG Grant Amount	$1,039,000	$1,078,000	$1,078,000
No. Agency Applications Monitored & Processed	8	8	8
No. of DP Assistance Grants	30	50	50
No. of Neighborhood Meetings	18	18	18
No. of HUD Reports	10	10	10

PLANNING AND DEVELOPMENT - SUMMARY

110-40, 266-40

COMPARATIVE DATA

	Columbia, MO	Springfield, MO	St. Joseph, MO	Ames, IA	Lawrence, KS	Iowa City, IA
Population	**86,391**	**151,580**	**73,990**	**49,265**	**79,700**	**61,911**
Number of Employees	12.0	27.0	14.0	9.0	17.5	18.5
Employees Per 1,000 Population	0.139	0.178	0.189	0.183	0.220	0.299

Planning & Development - General Fund Operations

110-40

DESCRIPTION

The Planning Division is organized into Current Planning and Long-Range Planning. Current Planning is responsible for reviewing zoning and subdivision applications, requests for variances, street and easement vacations, and annexation, supporting historic preservation activities, and providing maps and graphics. Long - Range Planning is responsible for land use, transportation, and other comprehensive planning elements, gathering and analyzing census and other data, and assisting with preparing grant applications and the capital improvement program.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 325,782	$ 444,861	$ 376,379	$ 417,073
Supplies & Materials	23,168	39,083	30,690	37,559
Travel & Training	10,007	5,305	4,858	11,200
Intragovernmental Charges	63,870	60,082	60,074	64,719
Utilities, Services & Misc.	17,518	28,383	24,915	52,787
Capital	1,154	0	0	15,924
Other	0	0	0	0
Total	**441,499**	**577,714**	**496,916**	**599,262**
Summary				
Operating Expenses	440,345	577,714	496,916	583,338
Non-Operating Expenses	0	0	0	0
Debt Service	0	0	0	0
Capital Additions	1,154	0	0	15,924
Capital Projects	0	0	0	0
Total Expenses	**$ 441,499**	**$ 577,714**	**$ 496,916**	**$ 599,262**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Planning	6.40	6.90	6.90	6.68
Economic Planning	0.30	0.30	0.30	0.30
Total Personnel	**6.70**	**7.20**	**7.20**	**6.98**
Permanent Full-Time	6.70	7.20	7.20	6.98
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**6.70**	**7.20**	**7.20**	**6.98**

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Planning & Development - Planning

110-4010

DESCRIPTION

The Planning Division is organized into Current Planning and Long-Range Planning. Current Planning is responsible for reviewing zoning and subdivision applications, requests for variances, street and easement vacations, and annexation, supporting historic preservation activities, and providing maps and graphics. Long - Range Planning is responsible for land use, transportation, and other comprehensive planning elements, gathering and analyzing census and other data, and assisting with preparing grant applications and the capital improvement program.

HIGHLIGHTS / SIGNIFICANT CHANGES

Considerable effort will be directed toward planning for voter approved annexation, evaluating I-70 alternatives, and the Business Loop 70 Revitalization Plan. Additional work will focus on updating the Sidewalk Plan, integrating storm water regulations into zoning and subdivision procedures, and preparing an Urban Conservation Overlay District for East Campus. Included in this budget is $25,000 for neighborhood cleanup efforts.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 325,976	$ 414,957	$ 349,644	$ 386,873
Supplies and Materials	20,443	38,323	29,930	36,799
Travel and Training	9,354	4,640	4,193	10,500
Intragovernmental Charges	63,870	60,074	60,074	64,719
Utilities, Services, & Misc.	17,518	28,383	24,915	52,787
Capital	1,154	0	0	15,924
Other	0	0	0	0
Total	**$ 438,315**	**$ 546,377**	**$ 468,756**	**$ 567,602**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
4105 - Dir. of Planning & Dev.	0.60	0.60	0.60	0.40
4104 - Neighborhood Specialist	0.00	0.50	0.50	0.50
4103 - Senior Planner	2.00	2.00	2.00	1.78
4101 - Planner	1.80	1.80	1.80	2.00
4100 - Planning Technician	1.00	1.00	1.00	1.00
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00
Total Personnel	**6.40**	**6.90**	**6.90**	**6.68**
Permanent Full-Time	6.40	6.90	6.90	6.68
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**6.40**	**6.90**	**6.90**	**6.68**

Planning & Development - Economic Planning

110-4020

DESCRIPTION

This Division provides the necessary support to encourage and facilitate the growth of the economic base in Columbia. This task includes working with Regional Economic Development, Inc. to provide support services such as site maps, statistical reports, and demographic information. This Division also serves the Boone County Industrial Development Authority.

HIGHLIGHTS / SIGNIFICANT CHANGES

Efforts will focus on graphics and statistical information needed to assist in the development of marketing and proposal packages. Additional assistance will be provided as necessary.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ (194)	$ 29,904	$ 26,735	$ 30,200
Supplies and Materials	2,725	760	760	760
Travel and Training	653	665	665	700
Intragovernmental Charges	0	8	0	0
Utilities, Services, & Misc.	0	0	0	0
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 3,184**	**$ 31,337**	**$ 28,160**	**$ 31,660**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
4105 - Dir. of Planning & Dev.	0.30	0.30	0.30	0.30
Total Personnel	**0.30**	**0.30**	**0.30**	**0.30**
Permanent Full-Time	0.30	0.30	0.30	0.30
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**0.30**	**0.30**	**0.30**	**0.30**

Planning & Development - Community Development & Home Admin. 266-4130

DESCRIPTION

The Community Development Division administers the CDBG and HOME programs by coordinating applications for the use of these funds with the Department of Housing and Urban Development, other city departments and outside organizations. This division works with the Community Development Commission on reviewing CDBG funding requests, the Loan and Grant Committee on evaluating housing rehabilitation applications from low/moderate income homeowners, and the Mid-Missouri Counties' Human Development Corporation, Columbia Community Development Corporation, and private developers on building new affordable housing.

HIGHLIGHTS / SIGNIFICANT CHANGES

Considerable effort in the coming year will be directed toward revitalizing inner-city neighborhoods through targeted code enforcement and providing city and other services to needy households as well as generating additional housing preservation and construction activities. Continued emphasis will be placed on improving low/moderate income neighborhoods by upgrading public facilities and rehabilitating owner-occupied homes.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 185,771	$ 147,743	$ 146,543	$ 252,849
Supplies & Materials	2,691	5,260	5,400	5,500
Travel & Training	1,825	4,000	4,000	4,000
Intragovernmental Charges	2,666	3,540	3,540	6,772
Utilities, Services & Misc.	384,891	6,743	6,243	7,056
Capital	2,677	2,500	1,766	0
Other	1,059,631	0	0	0
Total	**1,640,152**	**169,786**	**167,492**	**276,177**
Summary				
Operating Expenses	577,844	167,286	165,726	276,177
Non-Operating Expenses	1,059,631	0	0	0
Debt Service	0	0	0	0
Capital Additions	2,677	2,500	1,766	0
Capital Projects	0	0	0	0
Total Expenses	**$ 1,640,152**	**$ 169,786**	**$ 167,492**	**$ 276,177**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
4105 - Dir. of Planning & Dev.	0.10	0.10	0.10	0.30
4104 - Neighborhood Specialist	0.00	0.50	0.50	0.50
4103 - Senior Planner	0.20	0.20	0.20	0.22
3975 - Community Development Coord.	0.00	0.00	1.00	1.00
3950 - Rehabilitation Coordinator	1.00	1.00	1.00	1.00
3202 - Building Inspector	0.00	0.00	0.00	1.00
1002 - Admin Support Assistant II	1.00	1.00	1.00	1.00
Total Personnel	**2.30**	**2.80**	**3.80**	**5.02**
Permanent Full-Time	2.30	2.80	3.80	5.02
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**2.30**	**2.80**	**3.80**	**5.02**

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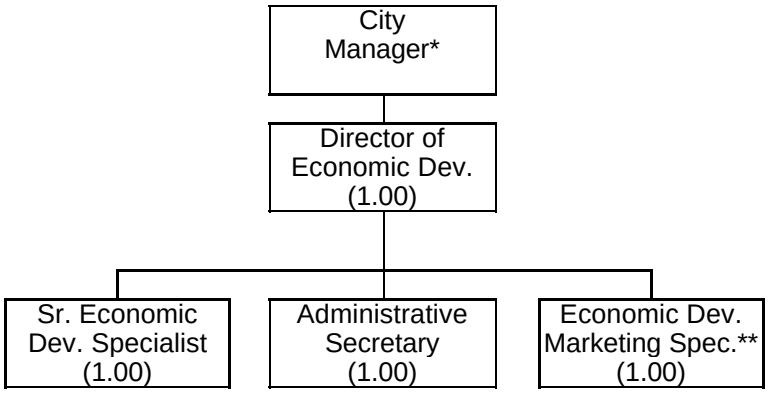
Department of Economic Development

City of Columbia

Columbia, Missouri

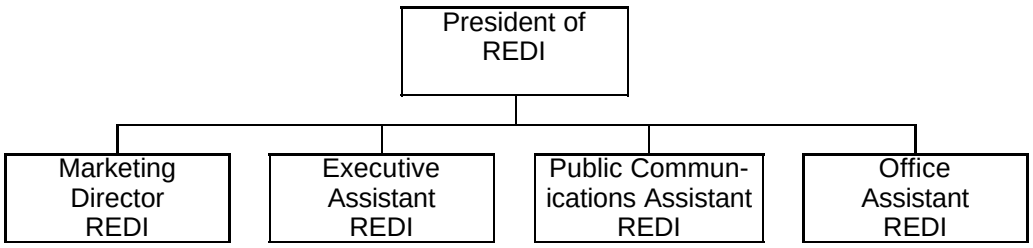
City of Columbia - Economic Development

4.00 FTE Positions



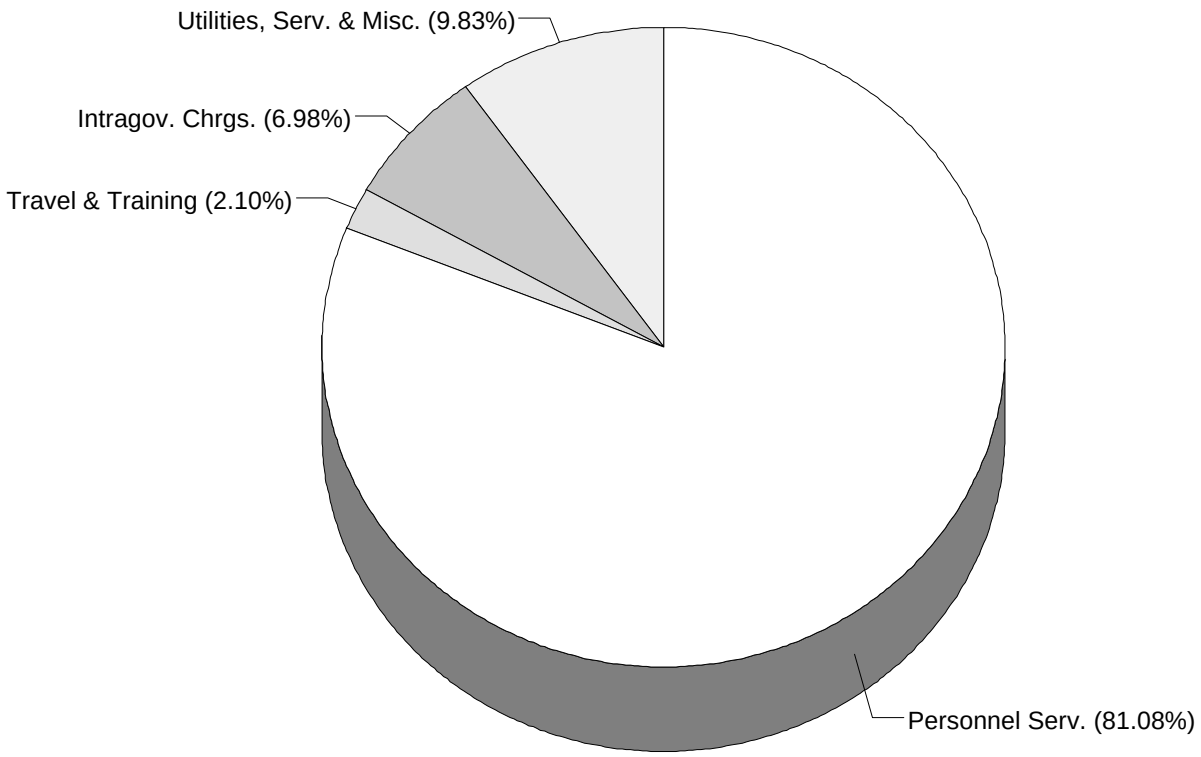
These positions serve additionally for REDI

(Regional Economic Development Incorporated)



* Position not included in Economic Development's FTE count.
** 100% of this position funded by REDI.

Department of Economic Development



APPROPRIATIONS

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Budget FY 2001
Personnel Services	$ 159,082	$ 266,775	$ 231,754	$ 247,387	-7.3%
Supplies & Materials	0	0	0	0	
Travel & Training	4,794	6,400	5,500	6,400	0.0%
Intragovernmental Charges	17,257	16,276	16,276	21,309	30.9%
Utilities, Services & Misc.	37,691	30,000	30,000	30,000	0.0%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**218,824**	**319,451**	**283,530**	**305,096**	**-4.5%**
Summary					
Operating Expenses	218,824	319,451	283,530	305,096	-4.5%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**$ 218,824**	**$ 319,451**	**$ 283,530**	**$ 305,096**	**-4.5%**

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Community

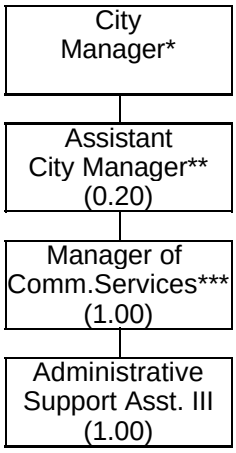
Services

City of Columbia

Columbia, Missouri

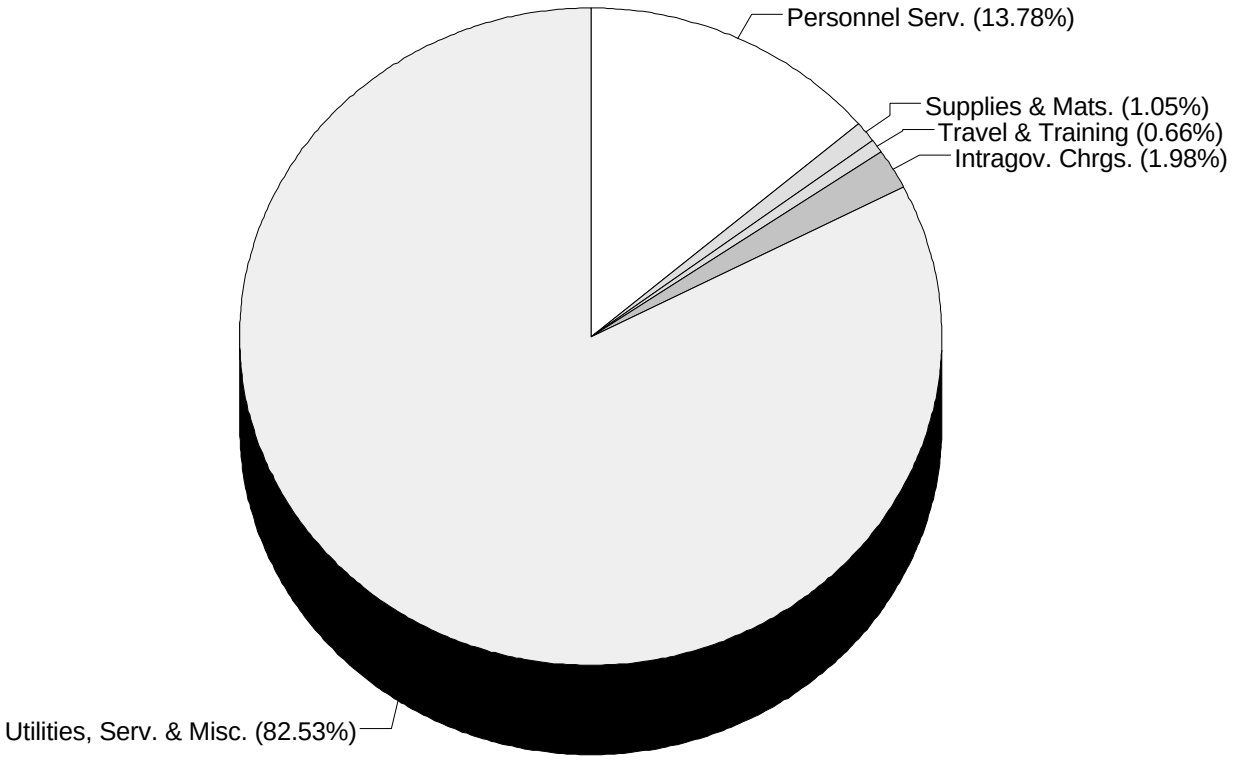
City of Columbia - Community Services

2.20 FTE Positions



* Position not included in Community Services's FTE count.
** Assistant City Manager position is split between: (60%) City Manager's Office, (20%) Office of Community Services and (20%) Information Services
*** Comm - Community

Community Services



APPROPRIATIONS

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Budget FY 2001
Personnel Services	$ 118,058	$ 139,015	$ 139,395	$ 151,225	8.8%
Supplies & Materials	10,459	10,780	10,421	11,515	6.8%
Travel & Training	4,857	6,941	6,106	7,260	4.6%
Intragovernmental Charges	25,755	24,896	24,896	21,736	-12.7%
Utilities, Services & Misc.	853,925	909,633	910,089	905,874	-0.4%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**1,013,054**	**1,091,265**	**1,090,907**	**1,097,610**	**0.6%**
Summary					
Operating Expenses	1,013,054	1,091,265	1,090,907	1,097,610	0.6%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**$ 1,013,054**	**$ 1,091,265**	**$ 1,090,907**	**$ 1,097,610**	**0.6%**

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COMMUNITY SERVICES - SUMMARY

DEPARTMENT DESCRIPTION

This office assists the Boone County Community Services Advisory Commission in determining the community's social service needs, reviewing agency proposals, and recommending the appropriation of City funds to contract for social services; monitoring and evaluating contract performance of social service organizations; providing information and technical assistance to advisory commissions. This office provides staff assistance to the Commission on Human Rights for community education and outreach activities, and the investigation of complaints of discrimination under the City's Human Rights Ordinance. The City's Substance Abuse Advisory Commission is also staffed through the Office of Community Services.

DEPARTMENT OBJECTIVES

To help coordinate and integrate the delivery of social services in the community through long-range planning in cooperation with other local funders and service providers; to obtain federal grants for services to the homeless and other at-risk populations; to target social service funding for programs providing emergency assistance and services to the most vulnerable segments of the population, particularly children, youth, and the elderly; to promote and encourage communication and cooperation between local social service providers; and to assist groups and organizations in coordinating, expanding, or developing social service programs that meet identifiable community needs. To provide staff support to the Commission on Human Rights in its community education and outreach activities and the investigation of human rights complaints under the city's human rights ordinance. To provide staff support to the Substance Abused Advisory Commission in the coordination of community efforts to reduce substance abuse.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

- The Office of Community Services will provide staff assistance to the Boone County Community Service Advisory Commission in its annual social service allocation process. The Commission uses a well developed process that includes monthly roundtable discussions on current social services issues; public hearings on social service needs; reviewing community needs assessments as well as other relevant studies and data; annual evaluations of City funded services; reviewing annual social service funding proposals; conducting agency hearings to review funding proposals; and preparing an annual social service funding plan for adoption and funding by the City Council and the Boone County Commission.
- The Office of Community Services will continue to work with local and state funding entities, social service agencies, and the Boone County Health Report Card Project to develop a coordinated community planning process for health and human services.
- During FY 2001, a $75,000 Emergency Shelter Grant was received to provide additional services to homeless families and individuals at three local shelters in Columbia. Similar funding is anticipated in FY 2002.
- The Commission on Human Rights will continue to expand its community outreach and education efforts through the implementation of a Community Study Circles Program. The Commission also sponsors the human rights enhancement program which provides matching funds for local human rights educational activities. In addition, the commission also helps to sponsor the Columbia Values Diversity Celebration which is administered through the Office of Community Services.
- The Substance Abuse Advisory Commission will continue its information gathering and community coordination efforts by working with other organizations to coordinate substance abuse prevention activities in our community and make recommendations to the City Council on policies to reduce substance abuse in Columbia.

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
OCS Support	2.20	2.20	2.20	2.20
Emergency Shelter Grant	0.00	0.00	0.00	0.00
Social Assistance	0.00	0.00	0.00	0.00
Total Personnel	**2.20**	**2.20**	**2.20**	**2.20**
Permanent Full-Time	2.20	2.20	2.20	2.20
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**2.20**	**2.20**	**2.20**	**2.20**

COMMUNITY SERVICES - SUMMARY

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2000	Budget FY 2001	Estimated FY 2002
Boone County Community Services Advisory Commission			
Commission Meetings	15	15	15
Social Service Proposals Reviewed and Summarized	54	52	54
Social Service Contracts Prepared and Administered	44	40	42
Homemaker/Personal Care Vendor Contrs. Prepared & Admin.	6	8	7
Child Care Vendor Contracts Prepared and Administered	11	6	5
Agencies Formally Evaluated	9	7	7
Commission on Human Rights			
Commission Meetings	12	12	13
Human Rights Commissioner Training Sessions	2	2	2
Human Rights Enhancement Contracts Prepared & Admin.	9	9	9
Fair Housing Education and Outreach Grant Prepared	1	0	0
Human Rights Public Education Seminars	3	6	4
Partners In Education-Multicultural Committee Meetings	9	9	9
Partners In Education-Quiet Heroes Programs	3	2	3
Community Study Circles Action Team Meetings	N/A	12	12
Community Study Circles Planned/Initiated	N/A	4	16
Human Rights Complaint Inquiries	Not Available	64	64
Human Rights Complaints Investigated	3	12	24
Substance Abuse Advisory Commission			
Commission Meetings	4	8	6
Columbia Values Diversity Celebration			
Planning Meetings	10	10	10
Annual Celebration	1	1	1
Celebration Attendance-# of people registered	845	1,060	1,060
Grant Submission and Administration			
Emergency Shelter Grant (ESG) Submitted	1	1	1
ESG Agency Sub-Contracts Prepared and Administered	3	3	3
Department of Public Safety (DPS) Grant Submitted	1	1	1
DPS Agency Sub-Contract Prepared and Administered	1	1	1
Community Collaboration Meetings			
Community Partnership Meetings	24	18	12
Health Report Card Steering Committee Meetings	6	6	6
Community Child Care Consortium Meetings	4	4	4
Housing and Basic Needs Coalition	12	12	12
MU Service/Learning Advisory Board	4	4	4
Health and Human Service Needs Assessment Meetings	9	0	6
Boone County Related Agencies Association Meetings	2	10	10
Columbia Interfaith Council Meetings	2	10	10
Boone Works Transportation Committee Meetings	6	8	8

SOCIAL ASSISTANCE COMPARATIVE DATA

	Columbia, MO	Ames, IA	Boulder, CO	Indepen-dence, MO	St. Joseph, MO
Population	**86,391**	**49,265**	**92,150**	**113,288**	**73,990**
Number of Employees	2.0	3.0	1.5	2.0	1.0
Employees Per 1,000 Population	0.023	0.061	0.016	0.018	0.014
City Social Service Funding: (1)					
Total Amount	$745,400	$755,260	$3,370,283	$1,081,000	$505,000
Per Capita	$8.63	$15.33	$36.57	$9.54	$6.83
United Way Funding: (2)					
Total Amount	$1,764,536	$882,215	$1,888,000	$1,494,738	$2,348,804
Per Capita	$20.43	$17.91	$20.49	$13.19	$31.74
City Population Below Poverty: (3)					
Total Number	13,195	8,893	14,393	10,557	11,596
Percent of Population	15.3%	18.1%	15.6%	9.3%	16.7 %
County Population Below Poverty: (4)	Boone Co.	Story Co.	Boulder Co.	Jackson Co.	Buchanan Co.
Total Number	14,425	6,427	20,333	96,389	12,760
Percent of Population	12.3%	9.6%	8.0%	14.9%	15.7%

1) For Fiscal Year 2001
2) For Calendar Year 2001
3) Source: Missouri State Census Data Center 1990 STF3 Extract Report: U.S. Places
4) Source: U.S. Census Bureau 1995 County Estimates for People of All Ages in Poverty

NOTES:

- **Columbia, MO** City social service funding comes from the General Fund. Up to 15% of CDBG funds are also available to social service agencies for capital improvement projects. These funds are available in the form of a "no interest loan" which must be paid back upon the sale of the property/asset.
- **Ames, IA** City funding comes from a one cent "Local Options Sales Tax" of which 40% goes to the Community Betterment Fund to fund social services. These funds are administered by the Assistant City Manager with two (2) FTE Administrative Assistants. No social service funding from city CDBG funds.
  The Ames City Council, United Way of Story County, Story County Department of Human Services, Story County Board of Supervisors, and the Student Government at Iowa State University coordinate their funding through the "ASSET" or Analysis of Social Services and Evaluation Team.
- **Boulder, CO** City funding comes from a 0.15% sales tax and the General Fund ($2,618,179 in FY01.)
  Fifteen percent of CDBG funds also contribute to the city's funding of social services. ($752,104 in FY01) City funds are allocated through the Department of Housing and Human Services which has four divisions: Housing; Senior Service; Children, Youth, and Families; and Community Services. The allocations process is staffed by one full time administrator and a half time clerical position. The Department also provides direct services through the Senior Services and Children, Youth and Families Division. Funding for these division is $1,021,074 and $1,826,863 respectively.
- **Independence, MO** City funding comes from CDBG funds (15% of total) in the form of direct grants. These funds are administered through the Community Development Department which is a combined department that includes the functions of planning, zoning, code enforcement, building inspection, tourism, historic presentation and community services.
  United Way funding is complex due to overlapping services in the Kansas City Metro area. The United Way of East Jackson County allocated $1,494,738 to local agencies in 2001, of which $1,105,738 goes to agencies located in East Jackson County and $389,000 goes to Kansas City Metro Fund which allocates funds to agencies providing services to the whole metro area including Eastern Jackson County.
- **St. Joseph, MO** City funding comes from CDBG funds (20% of the total) in the form of direct grants. These funds are administered through the Department of Community Services which includes the following divisions and staff: Division head-1, social services-1, neighborhood services-1, neighborhood revitalization-1, housing rehabilitation-3, and historic preservation-1.
  Many social services in St. Joseph are coordinated and funded through a quasi-governmental organization called the Social Welfare Board. This board is responsible for coordinating a wide variety of social services for the indigent. A public health clinic is supported by a public health tax. The Social Welfare Board and the Public Health Clinic are located in the same building and work cooperatively together to address health and human service needs.

HUMAN RIGHTS COMMISSION COMPARATIVE DATA

	Columbia, MO	Ames, IA	Boulder, CO	Indepen-dence, MO	St. Joseph, MO
Population	**86,391**	**49,265**	**92,150**	**113,288**	**73,990**
Human Rights Commission	Yes	Yes	Yes	Yes	No
Number of Direct Employees	.5 FTE	0 FTE	1.5 FTE	0 FTE	N/A
Number of Staff Liaisons/%FTE	2 / .33 FTE	2 / .2 FTE	0 / 0 FTE	1 / .1 FTE	N/A
Employees-Staff/1,000 Population	0.010	0.017	0.009	0.007	N/A
Human Rights Funding	$22,573	1,400	$154,053	$0.00	N/A
Human Rights Funding Per Capita	$0.26	$0.03	$1.67	$0.00	N/A

NOTES:

- **Columbia, MO** The Human Rights Commission is staffed by the Manager of the Office of Community Services (.3 FTE) and the City Attorney (.03 FTE) to provide administrative and legal support. Funding for this support is included in the respective budgets of these departments. The Commission also has a part-time (.5 FTE) Human Rights Investigator/ Community Educator. Funding for this position is included in the Commission's budget.

- **Ames, IA** The Human Rights Commission is staffed by the Assistant City Manager (.2 FTE). The City Attorney also provides legal consultation. A seven (7) member commission investigates complaints of discrimination paired with a community volunteer. The Commission conducts administrative hearings on complaints.
The Commission has also initiated a Community Study Circles Program on race relations. The Commission has a small budget but is able to request additional funds from the City Council when the need arises, up to $4,500.

- **Boulder, CO** The Human Rights Commission has 1.5 FTE direct staff with an office budget of $114,613. The Commission also receives $39,440 in funding from the city's social service funding for cultural events and educational programming.

- **Independence, MO** The Human Rights Commission has one (1) staff liaison who spends approximately 10% (.1FTE) of their time assisting the Commission. The Commission meets every other month and has not direct budget. Complaints of discrimination are investigated by the Chair of the Commission or a team of Commission members.

- **St. Joseph, MO** The Human Rights Commission was disbanded in 1990 following the "Yellow Freight" decision by the Missouri Supreme Court. All complaints of discrimination are now referred to the Missouri Commission on Human Rights.

Community Services - OCS Support

110-4410 to 110-4430

DESCRIPTION

This office assists the Boone County Community Services Advisory Commission in determining the community's social service needs, reviewing agency proposals, and recommending the appropriation of City funds to contract for social services; monitoring and evaluating contract performance of social service organizations; providing information and technical assistance to advisory commissions. This office provides staff assistance to the Commission on Human Rights for community education and outreach activities, and the investigation of complaints of discrimination under the City's Human Rights Ordinance. The City's Substance Abuse Advisory Commission is also staffed through the Office of Community Services.

HIGHLIGHTS / SIGNIFICANT CHANGES

- The Office of Community Services will provide staff assistance to the Boone County Community Services Advisory Commission in its annual social service allocation process. The Commission uses a well developed process that includes monthly roundtable discussions on current social services issues; public hearings on social service needs; reviewing community needs assessments as well as other relevant studies and data; annual evaluations of City funded services; reviewing annual social service funding proposals; conducting agency hearings to review funding proposals; and preparing an annual social service funding plan for adoption and funding by the City Council and the Boone County Commission.
- The Office of Community Services will continue to work with local and state funding entities, social service agencies, and the Boone County Health Report Card Project to develop a coordinated community planning process for health and human services.
  During FY 2001, a $75,000 Emergency Shelter Grant was received to provide additional services to homeless families and individuals at three local shelters in Columbia. Similar funding is anticipated in FY 2002.
- The Commission on Human Rights will continue to expand its community outreach and education efforts through the implementation of a Community Study Circles Program. The Commission also sponsors the human rights enhancement program which provides matching funds for local human rights educational activities. In addition, the commission also helps to sponsor the Columbia Values Diversity Celebration which is administered through the Office of Community Services.
- The Substance Abuse Advisory Commission will continue its information gathering and community coordination efforts by working with other organizations to coordinate substance abuse prevention activities in our community and make recommendations to the City Council on policies to reduce substance abuse in Columbia.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 117,683	$ 139,015	$ 139,395	$ 151,225
Supplies and Materials	8,219	10,780	10,421	11,515
Travel and Training	4,849	6,941	6,106	7,260
Intragovernmental Charges	25,755	24,896	24,896	21,736
Utilities, Services, & Misc.	61,044	74,333	74,789	47,774
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 217,550**	**$ 255,965**	**$ 255,607**	**$ 239,510**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
9901 - Assistant City Manager	0.20	0.20	0.20	0.20
4616 - Mgr of Community Services	1.00	1.00	1.00	1.00
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00
Total Personnel	**2.20**	**2.20**	**2.20**	**2.20**
Permanent Full-Time	2.20	2.20	2.20	2.20
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**2.20**	**2.20**	**2.20**	**2.20**

Community Services - Emergency Shelter Grant

110-4530

DESCRIPTION

Each year the City of Columbia, through the Office of Community Services, submits an Emergency Shelter Grant application to the State of Missouri, Department of Social Services for funding to provide emergency shelter services to the homeless as well as services designed to prevent homelessness. The City of Columbia uses these funds to to subcontract with three local agencies to provide additional services to homeless families and individuals as well as those persons most at-risk of becoming homeless in our community.

HIGHLIGHTS / SIGNIFICANT CHANGES

Populations being served with Emergency Shelter Grant funds include homeless families and individuals, battered and abused women, and U.S. military veterans. In 2001, the City of Columbia received a grant of $75,000 to serve the homeless. It is anticipated that a grant of a similar amount will also be secured in 2002. The most significant trend in the homeless and near-homeless population is the increasing number of women, children and families seeking assistance from our local shelter and emergency food providers.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 0	$ 0	$ 0	$ 0
Supplies and Materials	0	0	0	0
Travel and Training	0	0	0	0
Intragovernmental Charges	0	0	0	0
Utilities, Services, & Misc.	71,288	75,000	75,000	75,000
Capital	0	0	0	0
Other	0	0	0	0
Total	$ **71,288**	$ **75,000**	$ **75,000**	$ **75,000**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
There are no personnel assigned to this budget.				

Community Services - Social Assistance

110-4540

DESCRIPTION

The Boone County Community Services Advisory Commission is charged with the responsibility of making recommendations to the City Council and the Boone County Commission for the appropriation of social service funding to local agencies providing services to the most needy citizens in our community. The Commission uses a well developed process that includes monthly roundtable discussions on current social services issues; public hearings on social service needs; reviewing community needs assessments as well as other relevant studies and data; annual evaluations of City funded services; reviewing annual social service funding proposals; conducting agency hearings to review funding proposals; and preparing an annual social service funding plan for adoption and funding by the City Council and the Boone County Commission.

HIGHLIGHTS / SIGNIFICANT CHANGES

The City Council has budgeted $783,100 in social assistance funding for FY 2002. This funding represents a 3.0% increase in social assistance funding over FY 2001. This increase reflects a commitment on behalf of the City Council to be responsive to the needs of the most at-risk populations in our community. For FY 2002, the Boone County Community Services Advisory Commission has recommended funding assistance for 29 organizations providing a total of 42 different program services. In addition, vendor contract funding for child care services to low-income families and homemaker/personal care and respite care services to the elderly and the disabled are administrated through the Office of Community Services. In general, the Commission's funding priorities are to first meet the most basic needs of our community with high consideration also given to programs that address the needs of at-risk populations, particularly children, youth, families and the elderly. The local impact of welfare reform will continue to be monitored by the commission in an effort to meet the most critical needs in our community while allocating city resources in the most effective and efficient manner.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 375	$ 0	$ 0	$ 0
Supplies and Materials	2,240	0	0	0
Travel and Training	8	0	0	0
Intragovernmental Charges	0	0	0	0
Utilities, Services, & Misc.	721,593	760,300	760,300	783,100
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 724,216**	**$ 760,300**	**$ 760,300**	**$ 783,100**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
There are no personnel assigned to this budget.				

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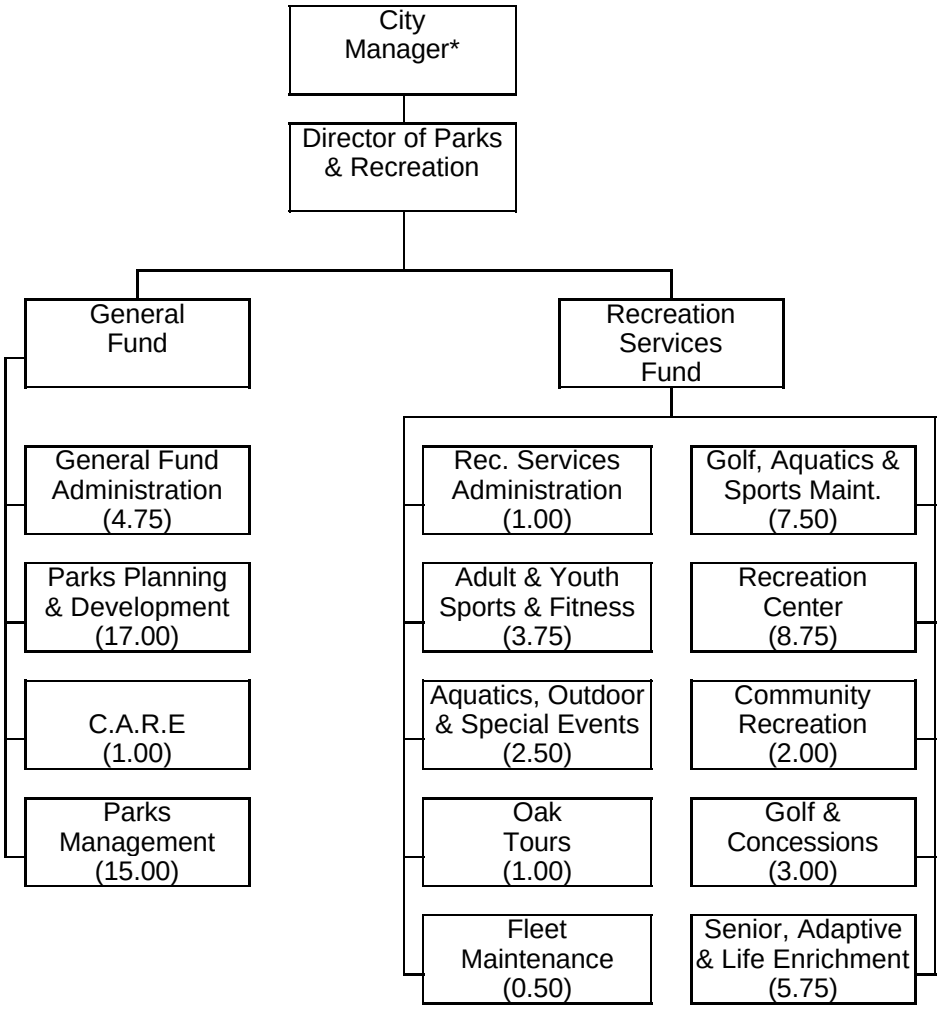
Parks and Recreation

City of Columbia

Columbia, Missouri

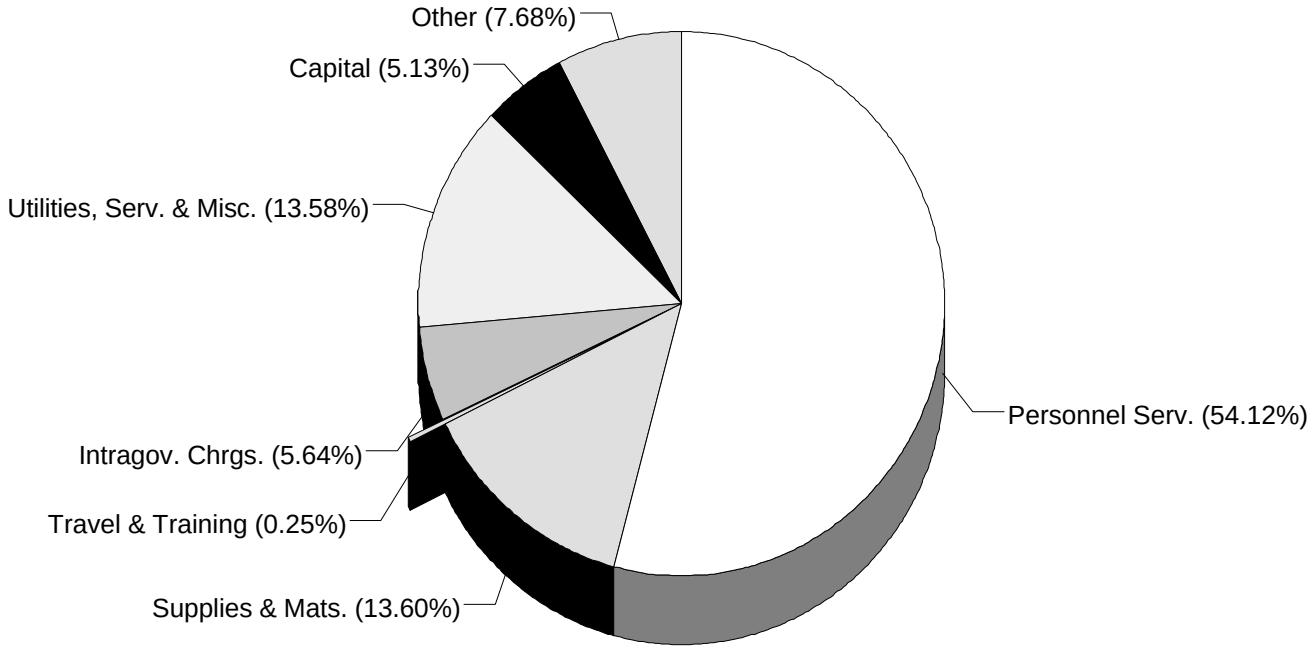
City of Columbia - Parks and Recreation Department

73.50 FTE Positions



* Position not included in Parks & Recreation Department's FTE count.

Parks & Recreation Dept - Summary



APPROPRIATIONS

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Budget FY 2001
Personnel Services	$ 4,069,996	$ 4,449,922	$ 4,418,616	$ 4,987,193	12.1%
Supplies & Materials	1,015,418	1,147,269	1,123,528	1,253,184	9.2%
Travel & Training	9,469	17,583	15,949	23,032	31.0%
Intragovernmental Charges	399,061	438,892	438,092	519,312	18.3%
Utilities, Services & Misc.	1,472,435	11,761,257	11,802,218	1,251,733	-89.4%
Capital	308,077	777,731	742,699	472,688	-39.2%
Other	222,828	215,797	265,061	707,454	227.8%
Total	**7,497,284**	**18,808,451**	**18,806,163**	**9,214,596**	**-51.0%**
Summary					
Operating Expenses	6,410,388	7,009,923	6,964,591	7,916,954	12.9%
Non-Operating Expenses	235,062	234,660	286,736	256,786	9.4%
Debt Service	1,902	1,137	27,137	471,168	41339.6%
Capital Additions	251,153	777,731	742,699	472,688	-39.2%
Capital Projects	598,779	10,785,000	10,785,000	97,000	-99.1%
Total Expenses	**$ 7,497,284**	**$ 18,808,451**	**$ 18,806,163**	**$ 9,214,596**	**-51.0%**

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PARKS AND RECREATION DEPARTMENT - SUMMARY

110-50 to 110-59, Fund 552

DEPARTMENT DESCRIPTION

The Columbia Parks and Recreation Department oversees approximately 2,200 acres of park land and maintains 45 parks and recreation facilities. A wide array of sports, recreation activities, lessons, and special events are available for citizens of all ages. Open space, parks, and trails provide opportunities to enjoy the natural beauty of Columbia. The Department is organized into two divisions: Park Services and Recreation Services. The summer youth employment program, Career Awareness and Related Experience (CARE), is also administered by the Parks and Recreation Department.

DEPARTMENT OBJECTIVES

The Columbia Parks and Recreation Department is committed to delivering effective, courteous, and responsible leisure services, and to maintaining, preserving, and developing the natural resources entrusted to us. We strive to provide all citizens with a variety of high quality leisure opportunities. In delivery of these services, all participants are to be treated with fairness, dignity, and respect. To achieve these objectives, Park and Recreation staff constantly pursue excellence while attempting to provide the best possible services within resource limits placed upon the Department.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

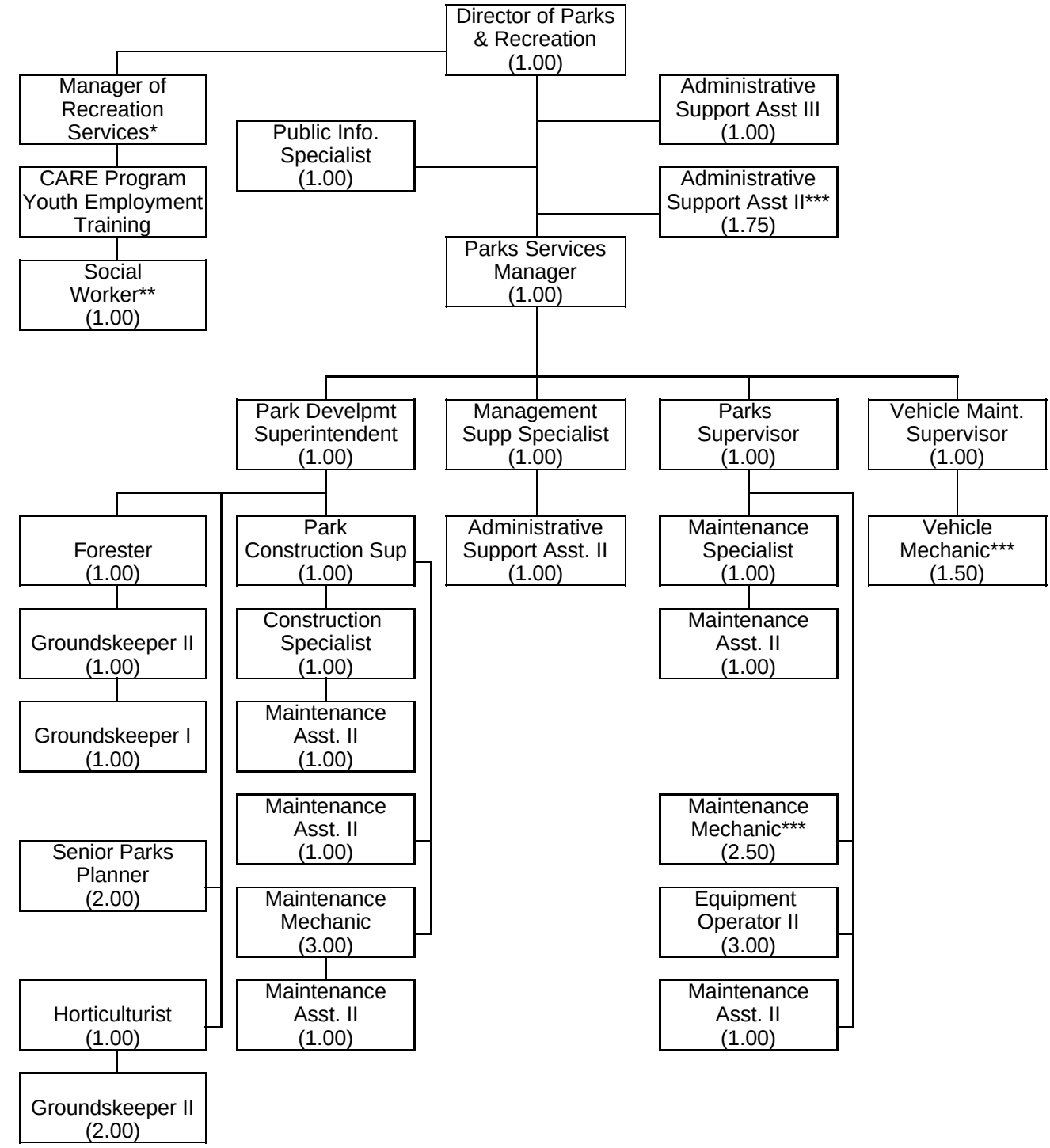
The General Fund component of this budget contains Department Administration, a portion of the Park Services Division's two principle programs, Park Management and Operations and Park Planning and Development, and the C.A.R.E. Program. The Recreation Services Fund includes funding for all recreation activities and the operation of support facilities for those activities. Revenues generated from recreation activities and facilities are deposited in the Recreation Service Fund. Recreation activity fees are used for operations while the facility user fee and Golf improvement fee are appropriated by the City Council for capital improvement projects. Funding has been budgeted in the Recreation Services portion of the budget for the initial opening and operation of the new community recreation center. This funding anticipates an opening of the center during the summer of 2002.

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
General Fund Operations	34.75	34.75	37.75	37.75
Recreation Services Fund	27.50	28.50	28.50	35.75
Total Personnel	**62.25**	**63.25**	**66.25**	**73.50**
Permanent Full-Time	60.00	61.00	64.00	72.00
Permanent Part-Time	2.25	2.25	2.25	1.50
Total Permanent	**62.25**	**63.25**	**66.25**	**73.50**

City of Columbia - Parks and Recreation Dept. (General Fund)

37.75 FTE Positions



* This position is budgeted 100% in the Recreation Services Fund
** This position is budgeted in the General Fund
*** A portion of this position is in the Recreation Services Fund and in the General Fund

Parks and Recreation - General Fund Operations

110-50 to 110-59

DESCRIPTION

The General Fund portion of the Parks and Recreation Department Budget includes Administration, a portion of Park Planning and Development, a portion of Park Management and Operations, and the C.A.R.E. Program. Additional Park Planning and Development expenses are budgeted in the Capital Projects sections of the budget. Park Management and Operations maintains recreation service facilities, and those expenses are budgeted in the Recreation Services Fund. Program areas not having revenue producing capabilities are budgeted in General Fund.

HIGHLIGHTS / SIGNIFICANT CHANGES

Amounts in this budget are based on continuing the level of services provided in the previous year. This includes maintenance of the Stephens Property which was included in a FY 2001 mid-year budget amendment.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 1,841,331	$ 2,110,369	$ 2,103,102	$ 2,221,259
Supplies & Materials	361,063	389,296	389,251	402,196
Travel & Training	4,121	9,268	7,771	9,770
Intragovernmental Charges	154,125	172,174	171,374	179,926
Utilities, Services & Misc.	266,224	316,888	302,585	314,571
Capital	145,728	645,235	615,835	289,398
Other	0	0	0	0
Total	**2,772,592**	**3,643,230**	**3,589,918**	**3,417,120**
Summary				
Operating Expenses	2,626,864	2,997,995	2,974,083	3,127,722
Non-Operating Expenses	0	0	0	0
Debt Service	0	0	0	0
Capital Additions	145,728	645,235	615,835	289,398
Capital Projects	0	0	0	0
Total Expenses	**$ 2,772,592**	**$ 3,643,230**	**$ 3,589,918**	**$ 3,417,120**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Administration	4.75	4.75	4.75	4.75
Parks Planning & Development	15.00	15.00	17.00	17.00
C.A.R.E.	1.00	1.00	1.00	1.00
Parks Management	14.00	14.00	15.00	15.00
Total Personnel	**34.75**	**34.75**	**37.75**	**37.75**
Permanent Full-Time	34.00	34.00	37.00	37.75
Permanent Part-Time	0.75	0.75	0.75	0.00
Total Permanent	**34.75**	**34.75**	**37.75**	**37.75**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

Park Management & Operations:	Actual FY 2000	Budget FY 2001	Estimated FY 2002
No. of Hours Spent Mowing Parks	6,964	7,000	7,250
No. of Hours Spent Mowing Athletic/Golf:	6,285	6,500	6,750
No. of Athletic Fields Maintained	45	45	45
Pounds of Trash Collected	335,540	350,000	375,000
Pounds of Construction Debris	316,460	300,000	325,000
No. of Shelter Reservations During Year	1,273	1,300	1,400

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS - Continued

	Actual FY 2000	Budget FY 2001	Estimated FY 2002
Park Planning & Development:			
No. of Projects Budgeted	14	15	15
No. of Projects Completed	9	17	17
No. of Trees Planted	336	250	350
*No. of Trees Maintained	796	1,250	1,350
Downtown Trees Maintained	405	420	420
Forestry Volunteer Hrs (TreeKeepers, Scouts, Schools....)	421	600	700
No. of Hazardous and Dead Tree Removals	357	500	375
No. of Landscape Areas Maintained	44	48	49
Total Sq. Feet of Landscape Beds Maintained	305,140	347,400	365,000

*Trees that are up to 3 yrs old & require regular maintenance such as weekly watering, fertilization, spraying, etc...
Does not include trees that are maintained and planted in the tree nursery

COMPARATIVE DATA

	Columbia, MO	Springfield IL	St. Joseph, MO	Lawrence KS	Waterloo IA	Woodlands TX
Population	**86,391**	**119,055**	**73,990**	**79,700**	**63,428**	**59,900**
Number of Employees	40	60.0	46	44	35	29
Employees Per 1,000 Population	0.46	0.50	0.62	0.55	0.55	0.48
Park Planning & Development:						
Capital Improvement Budget (3 Year Average)	*$1,384,998	$750,000	$400,000	$3,500,000	$300,000	$2,000,000
% Capital Improvement Projects Completed w/Force Acct Labor	85%	25%	40%	8%	50%	45%
No. of Permanent Staff Assigned to Capital Projects	11.5	0	3	0	0	8
No. of Landscape and Forestry Employees	6	1	1	13	7	5

*Does not include $11,081,000 for Recreation Center

	Columbia, MO	Springfield IL	St. Joseph, MO	Iowa City IA	Edmond, OK	**Lawrence KS
Population	**86,391**	**119,055**	**73,990**	**61,911**	**67,425**	**79,700**
Number of Employees	40	60.0	46	19	29	51
Employees Per 1,000 Population	**0.46**	**0.50**	**0.62**	**0.30**	**0.43**	**0.64**
Parks Management & Operations:						
Total Park Acres	2,200	1,682	1,500	810	1,120	3,206
Number of Maintenance Employees	22.5	48.0	15	11	17	31
Park Acres Per Staff	97.78	35.04	100.00	77.14	65.88	103.42
Premiere Facilities:						
Pools	5	3	3	3	1	1
Golf Courses (18 Hole)	2	Separate	1	0	1	1
*Athletic Fields	24	10	15	2	23	19
Rec/Nature Centers	(1 planned)	4	2	1	0	6
Total Facilities	31	17	21	6	25	27

* Athletic Fields include all athletic fields that have lights and/or irrigation systems.
**30-40% of acreage is natural, unmaintained.

Parks & Rec - Administration

110-5010

DESCRIPTION

The Administration Division consists of the Director, Public Information Specialist, Administrative Support Assistant III, and 1.75 FTE Administrative Support Assistant II. This Division assists the public with reservations, registrations and information. Support and assistance is provided to all other divisions within the Department to ensure the successful operation of all areas of the Parks and Recreation Program. Areas of support generally include budget and accounting, promotion and the establishment of Department policies and procedures.

HIGHLIGHTS / SIGNIFICANT CHANGES

This area will continue to provide the same level of services to all other Divisions within the Department. The three quarter (0.75) Administrative Assistant II position is being recommended to be increased to full-time and placed at the new community recreation center. The position will be charged 50% to the Recreation Center and 50% to Administration as the position will continue several functions which are non-center related.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 238,829	$ 250,828	$ 246,652	$ 254,568
Supplies and Materials	13,372	16,662	16,457	17,597
Travel and Training	1,480	3,705	2,221	3,705
Intragovernmental Charges	76,848	59,160	58,360	59,845
Utilities, Services, & Misc.	32,020	41,818	39,100	41,668
Capital	5,842	0	0	0
Other	0	0	0	0
Total	**$ 368,391**	**$ 372,173**	**$ 362,790**	**$ 377,383**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
8970 - Dir. of Parks and Recreation	1.00	1.00	1.00	1.00
4802 - Public Information Spec.	1.00	1.00	1.00	1.00
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00
1002 - Admin. Support Assistant II	1.75	1.75	1.75	1.75
Total Personnel	**4.75**	**4.75**	**4.75**	**4.75**
Permanent Full-Time	4.00	4.00	4.00	4.75
Permanent Part-Time	0.75	0.75	0.75	0.00
Total Permanent	**4.75**	**4.75**	**4.75**	**4.75**

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Parks & Rec - Parks Planning & Development

110-52

DESCRIPTION

In the General Fund, Park Services Division, the Planning and Development Program is responsible for all parks capital improvements. Program staff identify, plan and develop recreation areas and facilities to meet the varied recreation and leisure needs of the citizens of Columbia. Also included in this division is the City's Horticulture and Forestry areas that are responsible for all parks, public buildings, median strips and the downtown area.

HIGHLIGHTS / SIGNIFICANT CHANGES

The proposed budget maintains the current level of services in this program area. A mid-year FY 2001 budget amendment added a Groundskeeper II position to the Forestry staff and a Parks Planner to the planning staff. This budget reflects a full year funding for both positions.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 718,665	$ 819,818	$ 819,501	$ 892,121
Supplies and Materials	72,826	71,552	71,889	74,584
Travel and Training	1,214	2,613	2,743	3,057
Intragovernmental Charges	32,747	38,424	38,424	39,723
Utilities, Services, & Misc.	28,056	30,099	24,111	27,561
Capital	3,844	2,040	2,040	0
Other	0	0	0	0
Total	**$ 857,352**	**$ 964,546**	**$ 958,708**	**$ 1,037,046**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
8710 - Parks Development Superintendent	1.00	1.00	1.00	1.00
8700 - Senior Parks Planner	1.00	1.00	2.00	2.00
5205 - Forester	1.00	1.00	1.00	1.00
5203 - Horticulturist	1.00	1.00	1.00	1.00
2414 - Groundskeeper II	2.00	2.00	3.00	3.00
2413 - Groundskeeper I	1.00	1.00	1.00	1.00
2406 - Construction Supervisor	1.00	1.00	1.00	1.00
2405 - Construction Specialist	1.00	1.00	1.00	1.00
2404 - Maintenance Mechanic	3.00	3.00	3.00	3.00
2402 - Maintenance Assistant II	3.00	3.00	3.00	3.00
Total Personnel	**15.00**	**15.00**	**17.00**	**17.00**
Permanent Full-Time	15.00	15.00	17.00	17.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**15.00**	**15.00**	**17.00**	**17.00**

Parks & Rec - Career Awareness & Related Experience Program (C.A.R.E.)

110-5310

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 an intensive seven-day vocational training seminar, placement with a local employer for 205 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

This budget contains funds to maintain the program at its current level.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 247,723	$ 295,810	$ 293,930	$ 303,249
Supplies and Materials	7,647	7,295	7,249	7,474
Travel and Training	0	0	0	0
Intragovernmental Charges	3,440	2,954	2,954	3,012
Utilities, Services, & Misc.	27,774	24,515	23,895	26,419
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 286,584**	**$ 330,574**	**$ 328,028**	**$ 340,154**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
7301 - Social Worker	1.00	1.00	1.00	1.00
Total Personnel	**1.00**	**1.00**	**1.00**	**1.00**
Permanent Full-Time	1.00	1.00	1.00	1.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**1.00**	**1.00**	**1.00**	**1.00**

Parks & Rec - Parks Management

110-54

DESCRIPTION

In the General Fund, Parks Services Division, the Parks Management and Operations Program is responsible for the management, maintenance, and operation of parks, playgrounds, indoor and outdoor recreation facilities, grounds, trails and support areas. The management, maintenance and capital replacement of the P & R department's fleet is administered by program staff. Support is also provided to other City departments for grounds maintenance, surplus property, and general labor.

HIGHLIGHTS / SIGNIFICANT CHANGES

The budget for this program represents the same commitment as in the past few years. A FY 2001 mid-year budget amendment added a Management Support Specialist and included basic maintenance of the Stephens Lake property. This budget reflects a full year of funding for both items. Some supplemental funding is budgeted to replace rolling stock equipment as per the City's replacement schedule.

BUDGET DETAIL

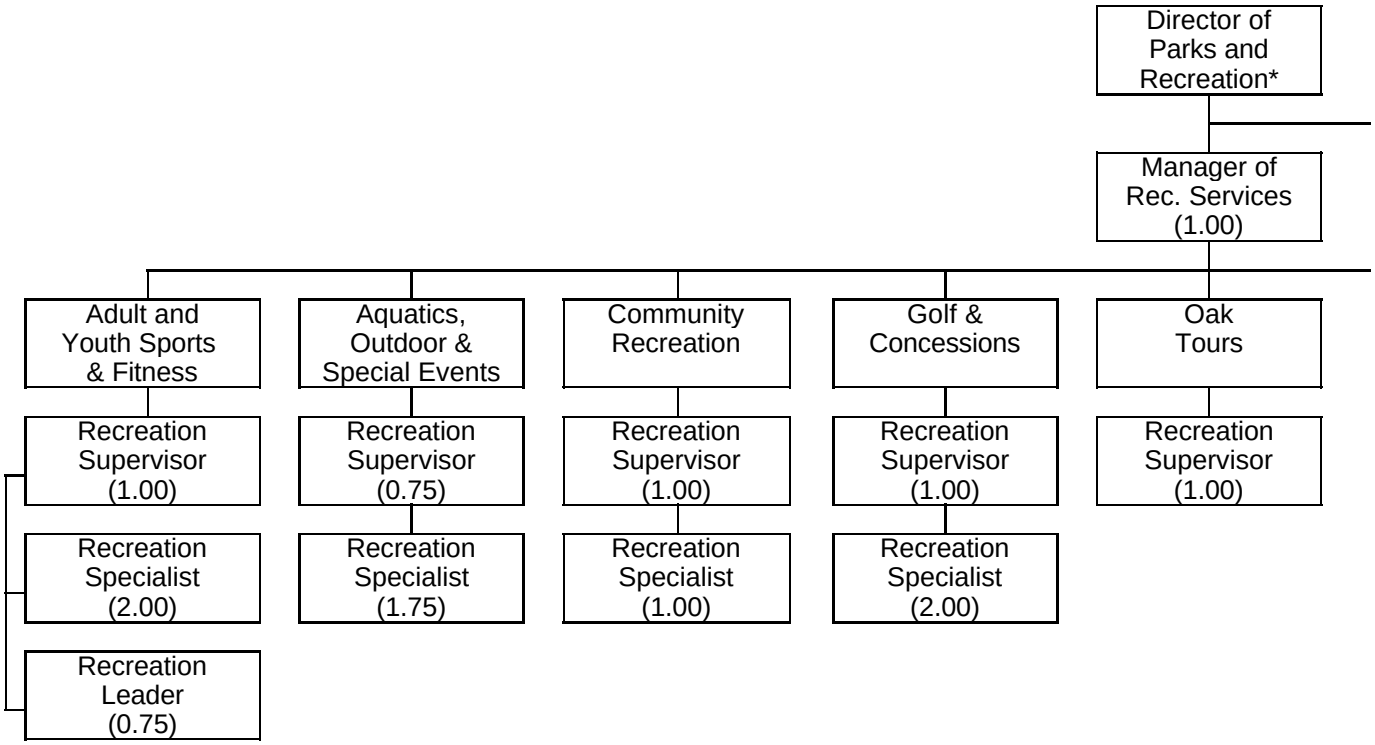
	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 636,114	$ 743,913	$ 743,019	$ 771,321
Supplies and Materials	267,218	293,787	293,656	302,541
Travel and Training	1,427	2,950	2,807	3,008
Intragovernmental Charges	41,090	71,636	71,636	77,346
Utilities, Services, & Misc.	178,374	220,456	215,479	218,923
Capital	136,042	643,195	613,795	289,398
Other	0	0	0	0
Total	**$ 1,260,265**	**$ 1,975,937**	**$ 1,940,392**	**$ 1,662,537**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
8750 - Park Services Manager	1.00	1.00	1.00	1.00
4203 - Management Support Specialist	0.00	0.00	1.00	1.00
2415 - Parks Supervisor	1.00	1.00	1.00	1.00
2404 - Maintenance Mechanic	2.50	2.50	2.50	2.50
2403 - Maintenance Specialist	1.00	1.00	1.00	1.00
2402 - Maintenance Assistant II	2.00	2.00	2.00	2.00
2300 - Equipment Operator II	3.00	3.00	3.00	3.00
2108 - Vehicle Maintenance Supv. I	1.00	1.00	1.00	1.00
2107 - Vehicle Mechanic	1.50	1.50	1.50	1.50
1002 - Admin. Support Assistant II	1.00	1.00	1.00	1.00
Total Personnel	**14.00**	**14.00**	**15.00**	**15.00**
Permanent Full-Time	14.00	14.00	15.00	15.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**14.00**	**14.00**	**15.00**	**15.00**

City of Columbia - Recreation Services Fund

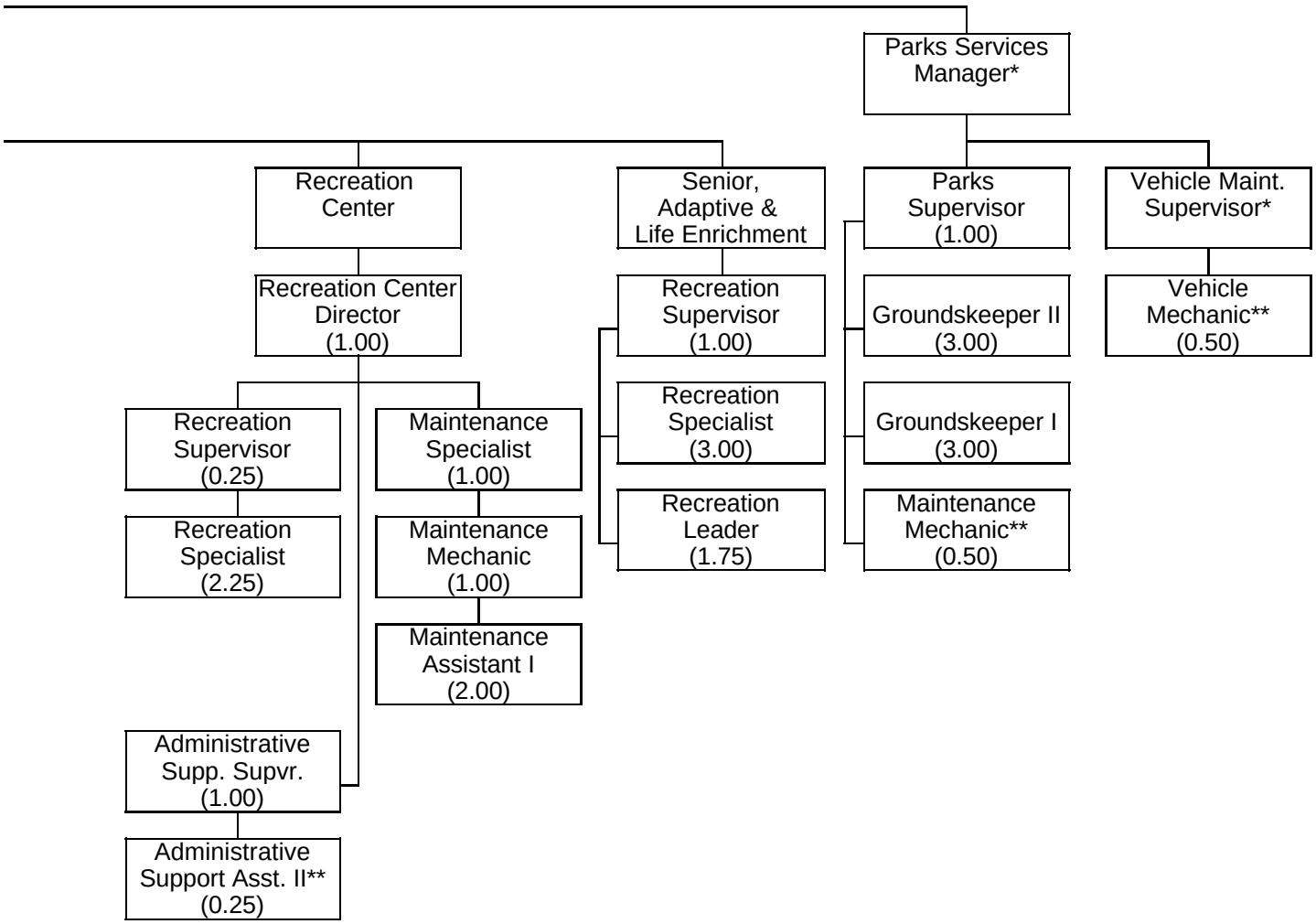
35.75 FTE Positions



* Positions not included in Recreation Services's FTE count.
** A portion of these positions are also budgeted in the General Fund.

City of Columbia - Recreation Services Fund

35.75 FTE Positions



* Positions not included in Recreation Services's FTE count.
** A portion of these positions are also budgeted in the General Fund.

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Recreation Services Fund

Fund 552

DESCRIPTION

The Recreation Services Fund includes the Recreation Services Division and those costs in the Parks Services Division which are necessary for operation of facilities within Recreation Services. Recreation Services provides a broad spectrum of leisure services to meet the needs of all segments of the community. This includes group and individual programming to promote a high quality of life through positive social, cultural, psychological, emotional, and physiological development. The sections administered in the Recreation Services Division are: Sports Programming; Aquatics, Adaptive, and Outdoor Recreation; Community Recreation; Golf/Concessions; Senior Programming, Cultural Arts, and Life Enrichment; Oak Tours; and the Community Recreation Center.

HIGHLIGHTS / SIGNIFICANT CHANGES

The operating budget has been based on maintaining existing services as well as opening the new recreation center. Some monies are budgeted to replace capital equipment as per the City's replacement schedule. Funds have been budgeted for the opening of the Recreation Center during the summer of 2002. This funding includes the creation of 7.25 FTE new positions to be assigned to the operation of the Community Recreation Center.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 2,228,665	$ 2,339,553	$ 2,315,514	$ 2,765,934
Supplies & Materials	654,355	757,973	734,277	850,988
Travel & Training	5,348	8,315	8,178	13,262
Intragovernmental Charges	244,936	266,718	266,718	339,386
Utilities, Services & Misc.	1,206,211	11,444,369	11,499,633	937,162
Capital	162,349	132,496	126,864	183,290
Other	222,828	215,797	265,061	707,454
Total	**4,724,692**	**15,165,221**	**15,216,245**	**5,797,476**
Summary				
Operating Expenses	3,783,524	4,011,928	3,990,508	4,789,232
Non-Operating Expenses	235,062	234,660	286,736	256,786
Debt Service	1,902	1,137	27,137	471,168
Capital Additions	105,425	132,496	126,864	183,290
Capital Projects	598,779	10,785,000	10,785,000	97,000
Total Expenses	**$ 4,724,692**	**$ 15,165,221**	**$ 15,216,245**	**$ 5,797,476**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Parks and Maintenance	8.00	8.00	8.00	8.00
Recreation	19.50	19.50	19.50	19.00
Recreation Center	0.00	1.00	1.00	8.75
Total Personnel	**27.50**	**28.50**	**28.50**	**35.75**
Permanent Full-Time	26.00	27.00	27.00	34.25
Permanent Part-Time	1.50	1.50	1.50	1.50
Total Permanent	**27.50**	**28.50**	**28.50**	**35.75**

PERFORMANCE MEASUREMENT / SERVICE INDICATORS

	Actual FY 2000	Budget FY 2001	Estimated FY 2002
Sports (Youth & Adult):			
Annual Estimated Participants	131,737	132,000	132,000
Cost Per Participant	$4.25	$4.30	$4.30
Revenue Per Participant	$2.20	$2.15	$2.15
Percent of Program Subsidy	53.00%	50.00%	50.00%
Aquatics/Outdoor/Travel:			
Annual Estimated Participants	114,905	152,000	152,000
Cost Per Participant	$7.09	$4.75	$4.75
Revenue Per Participant	$3.68	$3.00	$3.00
Percent of Program Subsidy	48.00%	45.00%	45.00%
Golf:			
No. of Participants	82,473	81,000	81,000
Cost Per Participant	$13.15	$14.00	$16.00
Revenue Per Participant	$14.72	$14.00	$16.00
Senior Adults/Adaptive/Life Enrichment:			
No. of Participants	155,779	135,000	135,000
Cost Per Participants	$2.73	$2.50	$2.50
Revenue Per Participant	$0.35	$0.40	$0.40
Percent of Program Subsidy	87.00%	90.00%	90.00%
Oak Tours:			
No. of Participants	16,086	15,000	15,000
Cost Per Participant	$19.84	$15.00	$15.00
Revenue Per Participant	$15.88	$15.00	$15.00
Percent of Program Subsidy	20.00%	0.00%	0.00%
Community Recreation:			
Annual Estimated Participants	47,857	72,000	72,000
Cost Per Participant	$4.62	$3.25	$3.25
Revenue Per Participant	$0.11	$0.20	$0.25
Percent of Program Subsidy	97.00%	91.00%	92.00%

COMPARATIVE DATA

	Columbia, MO	Boulder, CO	Champaign, IL	Iowa City, IA	Springfield, MO	Topeka KS
Population	**86,391**	**92,150**	**65,878**	**61,911**	**151,580**	**125,774**
Number of Employees	18.50	47.00	33.00	22.00	20.00	39.00
Employees Per 1,000 Population	0.214	0.510	0.501	0.355	0.132	0.310

Recreation Services - Park Services

Fund 552-5410 thru 552-5499

DESCRIPTION

The Recreation Services Fund includes a portion of the Park Services Division expenses for the management, operation, and maintenance of the facilities that are operated and/or programmed by the Recreation Services Division. These areas include all aquatic facilities, athletic fields, golf courses, indoor recreation facilities, and special event support. A selected portion of the fleet replacement and maintenance operations are also included in the Recreation Services Fund.

HIGHLIGHTS / SIGNIFICANT CHANGES

The operating budget has been based on maintaining existing services.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Proposed FY 2002
Personnel Services	$ 472,338	$ 501,578	$ 500,839	$ 513,824
Supplies & Materials	210,224	232,723	232,559	241,850
Travel & Training	1,176	1,560	1,655	1,573
Intragovernmental Charges	8,712	12,067	12,066	12,499
Utilities, Services & Misc.	217,249	226,037	258,393	259,512
Capital	54,457	81,500	81,000	119,196
Other	0	0	0	0
Total	**964,156**	**1,055,465**	**1,086,512**	**1,148,454**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Proposed FY 2002
2415 - Parks Supervisor	1.00	1.00	1.00	1.00
2414 - Groundskeeper II	3.00	3.00	3.00	3.00
2413 - Groundskeeper I	3.00	3.00	3.00	3.00
2404 - Maintenance Mechanic	0.50	0.50	0.50	0.50
2107 - Vehicle Mechanic	0.50	0.50	0.50	0.50
Total Personnel	**8.00**	**8.00**	**8.00**	**8.00**
Permanent Full-Time	8.00	8.00	8.00	8.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**8.00**	**8.00**	**8.00**	**8.00**

Recreation Services - Recreation

Fund 552 - 5510 thru 552-5599

DESCRIPTION

The Recreation Services Fund, Recreation Services portion, includes expenses and revenues associated with the operation of the Divisional programs and activities. The programming sections included in this area include: Sports Programming; Aquatics, Adaptive, and Outdoor Recreation; Community Recreation; Golf/Concessions; Senior Programming, Cultural Arts, and Life Enrichment; and Oak Tours.

HIGHLIGHTS / SIGNIFICANT CHANGES

The operating budget has been based on maintaining existing services. The Aquatics Supervisor and Aquatics Recreation Specialist will be split 50/50 between this area and the Recreation Center. An existing Recreation Specialist will also move to the Recreation Center to assist with recreation programs. A proposed $5,000 increase in the Recreation Activity Support Program (scholarships) is included in the budget.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 1,756,230	$ 1,824,230	$ 1,798,143	$ 1,849,305
Supplies & Materials	406,644	525,250	501,718	541,563
Travel & Training	3,695	6,755	6,523	6,939
Intragovernmental Charges	236,224	254,651	254,652	325,887
Utilities, Services & Misc.	485,168	433,332	456,240	463,250
Capital	50,968	50,996	45,864	64,094
Other	222,828	215,797	265,061	256,429
Total	**3,161,757**	**3,311,011**	**3,328,201**	**3,507,467**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
8600 - Recreation Services Manager	1.00	1.00	1.00	1.00
8530 - Recreation Supervisor	6.00	6.00	6.00	5.75
8520 - Recreation Specialist	10.00	10.00	10.00	9.75
8510 - Recreation Leader	2.50	2.50	2.50	2.50
Total Personnel	**19.50**	**19.50**	**19.50**	**19.00**
Permanent Full-Time	18.00	18.00	18.00	17.50
Permanent Part-Time	1.50	1.50	1.50	1.50
Total Permanent	**19.50**	**19.50**	**19.50**	**19.00**

Recreation Services - Recreation Center

Fund 552-5610 thru 552-5699

DESCRIPTION

The Recreation Services Fund, Recreation Center portion, includes expenses and revenues associated with the maintenance and operation of the Recreation Center programs and activities. The programming sections included in this area include: Center Administration; Sports; Fitness; Aquatics; Recreation; and Maintenance.

HIGHLIGHTS / SIGNIFICANT CHANGES

The operating budget has been based upon the opening of the Center during the summer of 2002. This funding includes the transfer of one existing Recreation Specialist to the Recreation Center and 50% of the expenses of an existing Aquatics Recreation Supervisor and Recreation Specialist. This funding includes the creation of 7.25 new FTE positions to be assigned to the operation of the Center.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 0	$ 13,745	$ 16,532	$ 402,805
Supplies & Materials	0	0	0	67,575
Travel & Training	0	0	0	4,750
Intragovernmental Charges	0	0	0	1,000
Utilities, Services & Misc.	0	0	0	117,400
Capital	0	0	0	0
Other	0	0	0	451,025
Total	**0**	**13,745**	**16,532**	**1,044,555**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
8610 - Recreation Center Director	0.00	1.00	1.00	1.00
8530 - Recreation Supervisor	0.00	0.00	0.00	0.25
8520 - Recreation Specialist	0.00	0.00	0.00	2.25
2404 - Maintenance Mechanic	0.00	0.00	0.00	1.00
2403 - Maintenance Specialist	0.00	0.00	0.00	1.00
2401 - Maintenance Assistant I	0.00	0.00	0.00	2.00
1004 - Admin Support Supervisor	0.00	0.00	0.00	1.00
1002 - Admin Support Assistant II	0.00	0.00	0.00	0.25
Total Personnel	**0.00**	**1.00**	**1.00**	**8.75**
Permanent Full-Time	0.00	1.00	1.00	8.75
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**0.00**	**1.00**	**1.00**	**8.75**

RECREATION SERVICES - CAPITAL PROJECTS

Fund 552

MAJOR PROJECTS

Under the direction of the Park Services Division, improvements to the Twin Lakes Recreation Area and the renovation of the equipment storage/golf cart building at L.A. Nickell Golf Course are the two Parks and Recreation capital projects recommended for funding from the Recreation Services Fund this year.

FISCAL IMPACT

Investing in major improvement and renovation of these facilities should help control operating expense, maintain revenue and provide additional recreational opportunities.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 97	$ 0	$ 0	$ 0
Supplies and Materials	37,487	0	0	0
Travel and Training	477	0	0	0
Intragovernmental Charges	0	0	0	0
Utilities, Services, & Misc.	503,794	10,785,000	10,785,000	97,000
Capital	56,924	0	0	0
Other	0	0	0	0
Total	**$ 598,779**	**$ 10,785,000**	**$ 10,785,000**	**$ 97,000**

Public Works

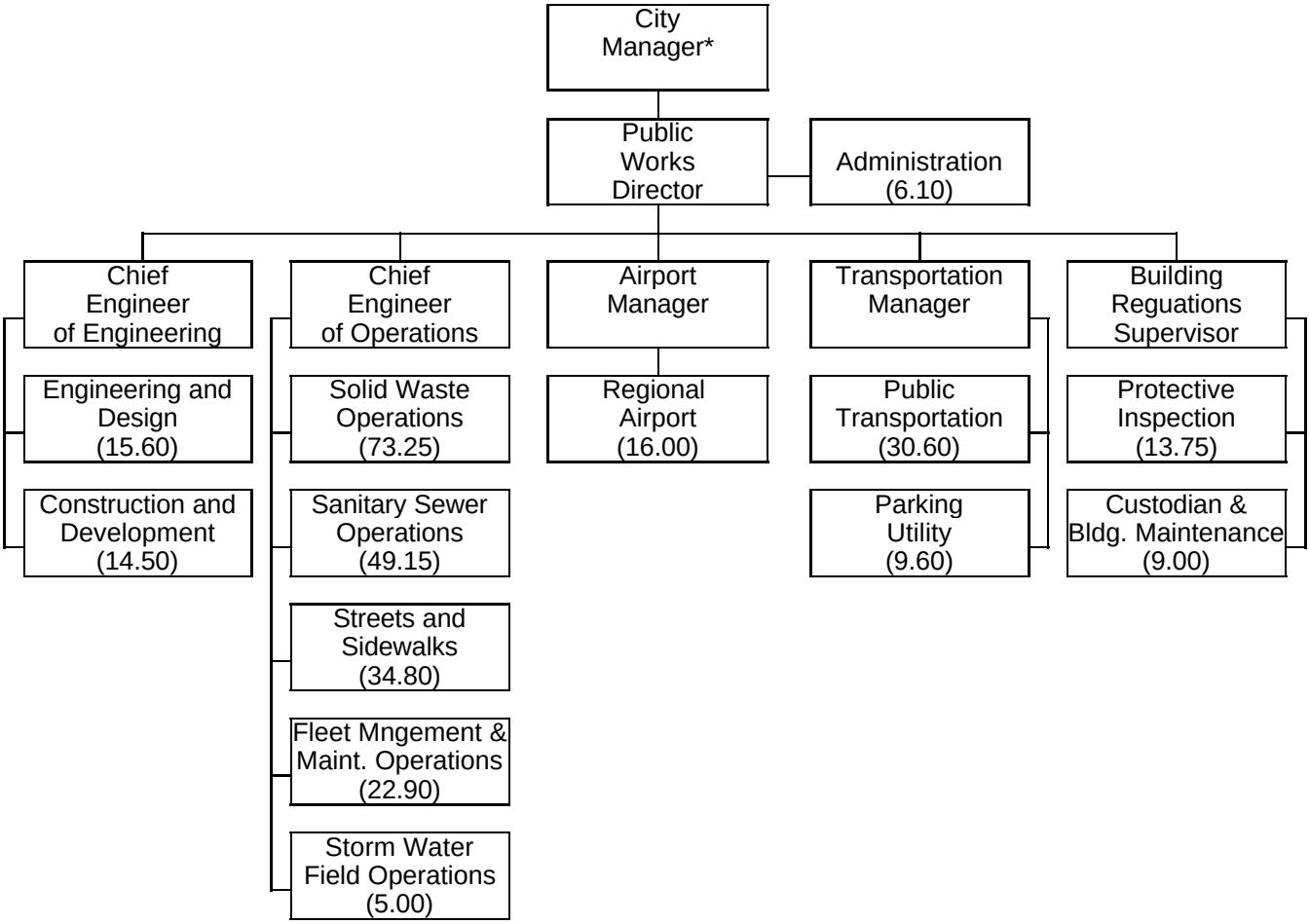
Department

City of Columbia

Columbia, Missouri

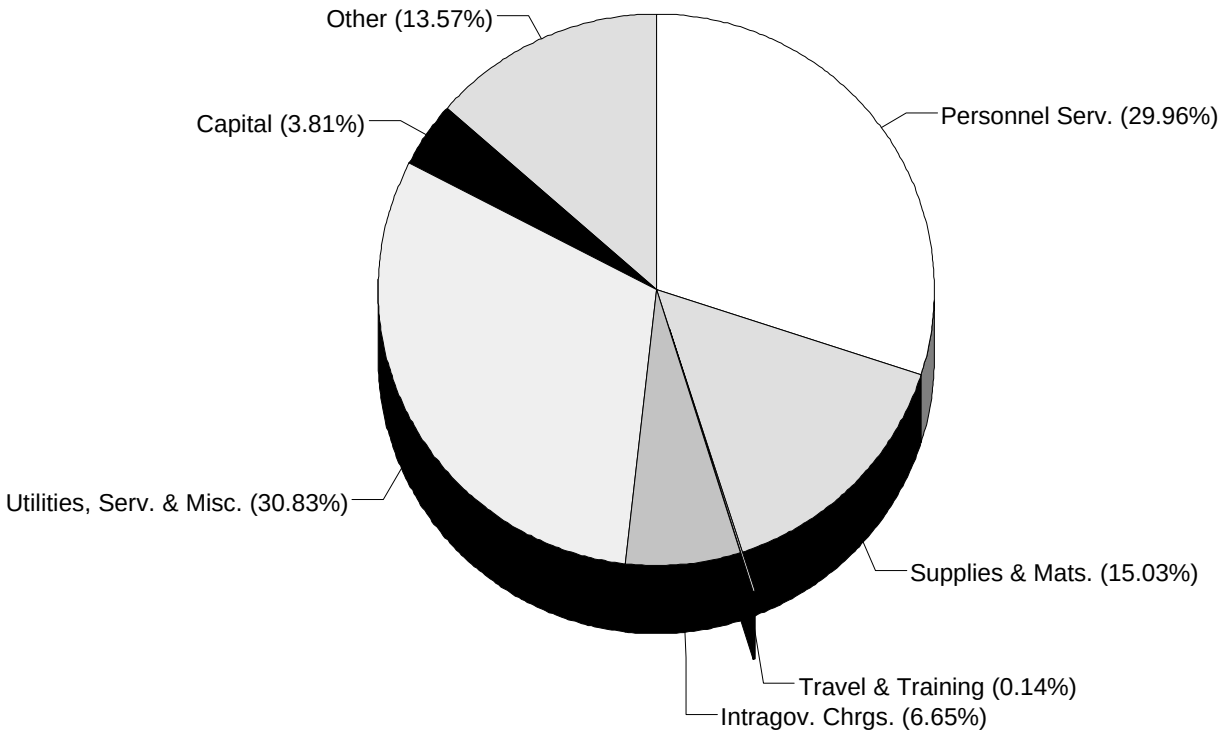
City of Columbia - Public Works Department

300.25 FTE Positions



* Position not included in Public Work's FTE count.

Public Works Department - Summary



APPROPRIATIONS

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Budget FY 2001
Personnel Services	$ 13,398,512	$ 14,206,046	$ 14,168,732	$ 14,710,446	3.6%
Supplies & Materials	6,195,731	7,011,626	6,807,992	7,381,148	5.3%
Travel & Training	39,082	64,111	62,532	66,332	3.5%
Intragovernmental Charges	2,923,370	3,168,401	3,156,779	3,266,290	3.1%
Utilities, Services & Misc.	10,101,127	14,856,857	14,592,582	15,136,602	1.9%
Capital	2,270,688	1,682,018	1,615,971	1,872,382	11.3%
Other	6,599,244	6,458,022	6,498,910	6,662,676	3.2%
Total	**41,527,754**	**47,447,081**	**46,903,498**	**49,095,876**	**3.5%**
Summary					
Operating Expenses	26,266,267	29,348,996	28,654,486	30,223,449	3.0%
Non-Operating Expenses	5,066,038	4,826,580	5,043,554	5,107,270	5.8%
Debt Service	1,679,048	1,655,642	1,655,642	1,591,406	-3.9%
Capital Additions	2,168,898	1,682,018	1,615,971	1,872,382	11.3%
Capital Projects	6,347,503	9,933,845	9,933,845	10,301,369	3.7%
Total Expenses	**$ 41,527,754**	**$ 47,447,081**	**$ 46,903,498**	**$ 49,095,876**	**3.5%**

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PUBLIC WORKS DEPARTMENT - SUMMARY

110-60 to 110-69, 553 to 558, 671, 672

DEPARTMENT DESCRIPTION

The Public Works Department operates and manages the Engineering, Street, Traffic, and Protective Inspection Divisions; Public Transportation; Columbia Regional Airport; Sanitary Sewer Utility; Parking Utility; Solid Waste; Storm Water Utility; Custodial and Building Maintenance Services; and Fleet Operations. Also, the Department is responsible for plans and specifications, contract management, and inspection of all public improvements made by the City of Columbia to ensure that the improvements are completed according to the specifications on a timely basis and in the most cost effective manner possible.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

Quality of life issues will continue to be a high priority for the Public Works Department. There will be considerable emphasis placed on protection of water quality from storm water run off with implementation of the EPA Phase II Storm Water Regulations. Significant pedestrian orientated projects, such as pedestrian bridges over I-70 and Business Loop 70 are programmed for construction using federal funds. Other highlights of the coming year are to be the administration of the construction of a new fire station, completion of the renovation of the Police Building, continued implementation of the fully funded 5 year street CIP, the sewer ballot issue projects and the storm water utility CIP, construction of a new operations fueling station, and initial development of the landfill site for a future materials recovery facility. Staff will aggressively seek to supplement limited local resources with grants that are appropriate to the department's mission and will continue efforts to interactively communicate with the public in order to better understand and respond to the public's needs.

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
General Fund Operations	77.73	77.73	78.73	77.73
Public Transportation Fund	30.60	30.60	30.60	30.60
Regional Airport Fund	16.00	16.00	16.00	16.00
Sanitary Sewer Utility Fund	52.24	53.24	54.24	56.24
Parking Facilities Fund	5.60	5.60	5.60	5.60
Solid Waste Utility Fund	73.25	73.25	73.25	73.25
Storm Water Utility Fund	8.93	8.93	8.93	8.93
Custodial & Maintenance Serv. Fund	8.00	8.00	8.00	9.00
Fleet Operations Fund	22.90	22.90	22.90	22.90
Total Personnel	**295.25**	**296.25**	**298.25**	**300.25**
Permanent Full-Time	291.00	291.00	293.00	295.00
Permanent Part-Time	4.25	5.25	5.25	5.25
Total Permanent	**295.25**	**296.25**	**298.25**	**300.25**

Public Works - General Fund Operations

110-60 to 110-69

DEPARTMENT DESCRIPTION

The General Fund Public Works Operations are charged with the traditional municipal public works functions of street, sidewalk, traffic system maintenance and operations, as well as building and construction inspections. In addition, engineering, survey, and right-of-way responsibilities are located in this office. Coordination, inspection and management of all public improvements are done through this office.

DEPARTMENT OBJECTIVES

Administration & Engineering: Design, construction and management of the public infrastructure in a professional and cost effective manner.

Streets: To ensure all city streets are safe and passable to the traveling public.

Traffic: Provide, improve and maintain traffic control devices to allow the safe and efficient movement on city streets.

Parking Enforcement: Create and assure parking turnover occurs in the enforcement area; and enforcement of no parking regulations in hazardous locations.

Protective Inspection: Protection of the public by assuring compliance of all building, rental housing, zoning, sign, and subdivision codes through the city.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 3,682,967	$ 3,858,430	$ 3,854,423	$ 3,923,702
Supplies & Materials	1,017,870	1,134,525	1,097,882	1,238,822
Travel & Training	9,632	14,717	15,068	16,295
Intragovernmental Charges	434,051	448,590	447,195	474,667
Utilities, Services & Misc.	243,867	596,936	550,241	660,185
Capital	282,476	251,457	244,172	509,952
Other	0	0	0	0
Total	**5,670,863**	**6,304,655**	**6,208,981**	**6,823,623**
Summary				
Operating Expenses	5,388,387	6,053,198	5,964,809	6,313,671
Non-Operating Expenses	0	0	0	0
Debt Service	0	0	0	0
Capital Additions	282,476	251,457	244,172	509,952
Capital Projects	0	0	0	0
Total Expenses	**$ 5,670,863**	**$ 6,304,655**	**$ 6,208,981**	**$ 6,823,623**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Administration & Engineering	24.18	24.18	25.18	25.18
Streets & Sidewalks	34.80	34.80	34.80	34.80
Protective Inspection	14.75	14.75	14.75	13.75
Parking Enforcement	4.00	4.00	4.00	4.00
Total Personnel	**77.73**	**77.73**	**78.73**	**77.73**
Permanent Full-Time	77.73	77.73	78.73	77.73
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**77.73**	**77.73**	**78.73**	**77.73**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2000	Budget FY 2001	Estimated FY 2002
Engineering: (1)			
Miles of Streets Constructed/Inspected in New Developments	9.26	7.00	7.00
Miles of Sanitary Sewers Constructed/Inspected in New Developments	14.15	10.00	10.00
Miles of Sanitary Sewers Constructed/Inspection for BCRSD	4.12	6.00	6.00
Miles of Streets Constructed/Rebuilt by City Contract (survey, design, contract admin., inspected)	0.25	1.80	1.80
Miles of Sanitary Sewers Constructed/Rebuilt by City Contract (survey, design, contract admin., inspected)	1.63	6.00	6.00
Miles of Storm Sewer Constructed/Rebuilt by City Contract (Survey, design, contract admin, inspected)	0.50	*	0.50
Miles of Sidewalk Constructed/Rebuilt by City Contract (survey, design, contract admin., inspected)	1.18	*	1.50
No. of Site Plans, Construction Plans, & Plats Reviewed	1,177	700	700
No. of Excavation Permits Issued	847	1,000	1000
No. of Flood Plain Development Permits Reviewed	51	50	50
Streets:			
Street Segments Resurfaced/Repaired	547	280	400
Service/Maintenance Cuts Repaired	260	300	275
Tons of Asphalt Used **(2)**	10,200	10,500	10,500
Snow Removal Hours	1,500	5,040	5,040
Tons of Salt & Cinders Used	2,800	3,900	3,000
Street Sweeping Miles/Tons	13,500/950	10,310/850	13,500/950
Special Projects for Other Depts/Division Hours	10,785	12,000	6,000
Traffic (Control Operations):			
Signs Installed	370	480	350
Signs Replaced	1,778	2,030	1,750
Signing Hours	4,605	4,670	4,650
Striping (Miles of painting)			
Contracted striping	100	0	100
In-house striping	300	400	300
Other Painting (gallons of paint)	800	800	800
Signal Maintenance/Installation Hours	1,787	2,200	1,800
Traffic Studies Hours	823	2,460	1,500
Parking Enforcement:			
Parking Tickets:			
Expired Meter Tickets	31,786	32,500	32,500
Uniform Tickets	10,043	11,100	11,000
Warnings Issued	436	150	140
Overtime Enforcement:			
Ticket Issued	3,488	3,500	3,500
Vehicles Chalked	57,223	58,000	58,000
SCOFFLAW Enforcement: Tows or Boots	194	150	150
Protective Inspection:			
No. of Permits Issued (Bldg., Elect., Plumb., Sign, ROW)	5,612	6,200	6,000
No. of Rental Inspections	4,832	7,500	5,500
No. of Housing inspections	150	300	150
No. of Building Inspections	21,410	21,500	22,000
No. of Neighborhood Response Team inspections	107	*	500
No. of Violations Referred for Prosecution	13	65	25

* No budget for FY2001
(1) Engineering Division measurements and indicators are based on a calendar year.
(2) Tons of asphalt does not include overlay.

COMPARATIVE DATA - ADMIN/ENGINEERING

	Columbia, MO	Springfield, MO	Lawrence, KS	Norman, OK	Little Rock, AR	Boulder, CO
Admin/Engineering:						
Population	**86,391**	**X**	**79,700**	**95,135**	**177,897**	**92,150**
Number of Employees	34	X	11	13	28	15
Employees Per 1,000 Population	0.40	X	0.14	0.14	0.16	0.16
Operating Budget	$2,491,426	X	$725,563	$908,816	$1,647,196	$4,184,112
Capital Improvement Budget:		X				
Streets/Sidewalks	$8,080,966	X	$1,900,000	$1,725,900	*$6,250,000	$8,737,000
Sanitary Sewers	$6,868,500	X	$5,470,000	$5,004,697	X	$6,000,000
Storm Water	$475,300	X	$665,580	$205,000	*	$1,650,000

* Five year estimate for streets/sidewalks, sanitary sewer and storm water projects.
X - Did not respond

NOTES:

Lawrence, KS:
1) Street, Sanitary Sewer, and Storm Sewer design and ROW acquisition are contracted.
2) No landscaping or land disturbance activities are done.
3) Traffic is a separate division.
4) Street repair and overlay is funded outside of engineering department, but has been included in street and sidewalk **CIP.**
5) Updated 2001.

Norman, OK:
1) Primary function of engineers and surveyors is to manage projects with consultants.
2) Sidewalks are the responsibility of the property owner.
3) Hires out all of their ROW acquisition, surveying and project design.
4) Updated 2001.

Little Rock, AR:
1) ROW acquisition and traffic engineering are handled by a separate division.
2) Street, storm water, and grant project design are done only if the designs are small, otherwise the designs are contracted. This applies also to land and design surveys.
3) Design review of sanitary sewers, land disturbance and landscaping are handled by another department.
4) Inspection of private development projects is only done in the ROW, and inspection of land disturbance and landscaping are handled by another department.
5) Updated 2001.

Boulder, CO:
Four main divisions: Administration, Utility, Transportation, Development, and Inspection Services.
1) Engineering division does water utility design as well.
2) Separate divisions do project management and inspection work.
3) Street, Storm Water & Sanitar Sewer Designs are contracted.
4) Updated 2001.

COMPARATIVE DATA - STREET DIVISION

	Columbia, MO	Springfield, MO	Indepen-dence, MO	St. Charles, MO	Joplin, MO	Ames, IA
Street Division:						
Population	**86,391**	**151,580**	X	**60,321**	**45,504**	**49,265**
Number of Employees	34.80	61.00	X	33.00	23.00	18.00
Employees Per 1,000 Population	0.40	0.40	X	0.55	X	0.37
No. of Seasonal Employees	12	6	X	0	11	7
Miles of Street (Centerline)	334	790	X	250	1,200	200
Employees per Centerline Mile	0.10	0.08	X	0.13	0.02	0.09
Traffic Division:			X			
No. of Signalized Intersections	35	136*	X	40	40	60
No. of Seasonal Employees	1	2	X	0	2	2

*Springfield has 228 signals - they only maintain 136 + 19 flashers, MoDOT maintains the rest.
X - Did note respond

COMPARATIVE DATA - PARKING ENFORCEMENT

	Columbia, MO	Jefferson City, MO	Boulder, CO	Iowa City, IA	Lincoln, NE	Norman, OK
Parking Enforcement:						
Population	**86,391**	**39,636**	**92,150**	**61,911**	**218,087**	**95,135**
Number of Employees	4	3	11	7	7	0
Employees Per 1,000 Population	0.046	0.076	0.119	0.113	0.032	0.000
No. of Parking Spaces	3,537	3,013	3,445	3,243	6,429	815

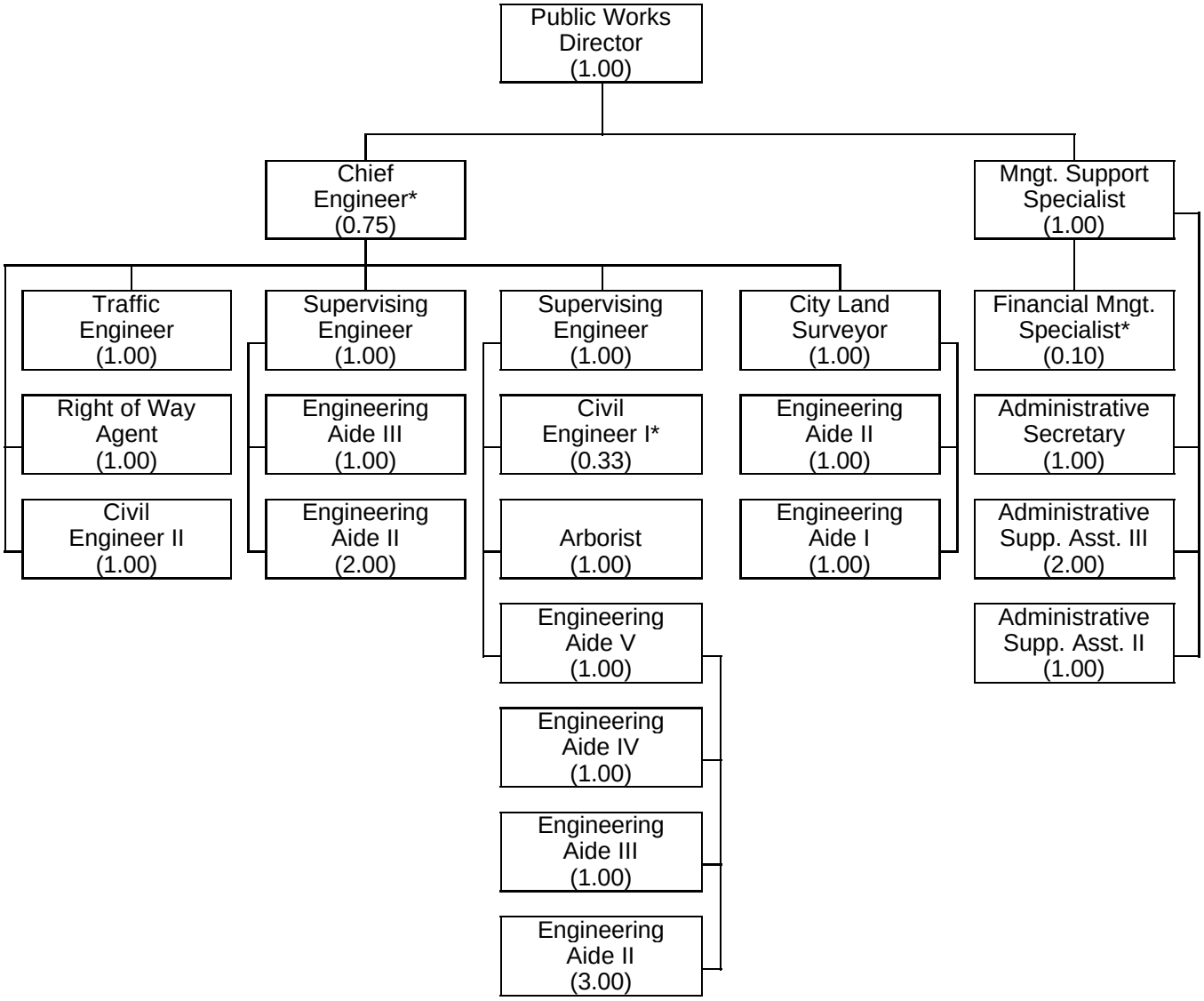
COMPARATIVE DATA - PROTECTIVE INSPECTION

	Columbia, MO	Springfield, MO	Ames, IA	St. Joseph, MO	Champaign, IL
Protective Inspection:					
Population	**86,391**	**151,580**	**49,265**	**73,990**	**65,878**
Number of Employees	14	26	9	9	10
Employees Per 1,000 Population	0.162	0.170	0.183	0.110	0.152
No. of Building Inspections	27,392	34,710	14,200	8,099	8,676

NOTES:
Number of inspections for Columbia includes zoning, signs, complaints, housing, business license, Neighborhood Response Team, housing and rental inspections.
- For all cities Number of Employees includes administrative, clerical and field inspectors.
- The City of Champaign and the City of St. Joseph do not have a rental inspection program.
- Zoning enforcement at St. Joseph and Champaign is done by the planning department.
- Champaign's Planning Department inspects signs.
- Springfield's rental inspections are done by Health Department.

City of Columbia - Public Works Administration & Engineering

25.18 FTE Positions



* Positions are budgeted in various Public Works divisions and/or funds

Public Works - Administration and Engineering

110-6010 to 110-6019

DESCRIPTION

The Administration section provides management of all divisions and functions of the Department including Engineering, Protective Inspection, Streets, Parking, Custodial and Maintenance Services, Fleet Operations, Regional Airport, Traffic, Transit, Sanitary Sewer, Solid Waste, Public Improvements, and Right-of-Way acquisition. The Engineering Division provides survey, design, contract administration and inspection of various public improvement projects, review of subdivision improvements, issuance of permits and inspection of all construction on public right-of-way.

HIGHLIGHTS / SIGNIFICANT CHANGES

The voter approved street and bridge projects finance by the 1/4% sales tax funds will be under construction and finalized during FY 2002. Continued emphasis will be placed on sidewalk construction, including removing sidewalk barriers in the downtown area. A pedestrian bridge over Interstate 70 at Providence Road and one over Business Loop 70 along Paris Road will be constructed this year. The Bear Creek Trail will be completed linking Cosmos Park with Albert Oakland Park and Hinkson Creek Trails I & II will be completed. Construction of major roadways on new alignment on Rollins Road and Forum Boulevard south to Old Plank Road will be constructed this year, as well as the reconstruction of Blue Ridge Road west of State Route 763. The Cow Branch Sanitary Sewer will be completed and construction should be under way on the Upper Hinkson Creek Outfall Relief Sewer and the Upper Grindstone Outfall Sewer.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 1,346,426	$ 1,439,647	$ 1,430,132	$ 1,501,685
Supplies and Materials	58,227	64,562	63,815	73,849
Travel and Training	6,092	6,221	6,221	7,730
Intragovernmental Charges	162,202	162,299	162,299	162,134
Utilities, Services, & Misc.	56,064	75,600	73,882	75,714
Capital	9,124	20,050	20,050	69,657
Other	0	0	0	0
Total	**$ 1,638,135**	**$ 1,768,379**	**$ 1,756,399**	**$ 1,890,769**

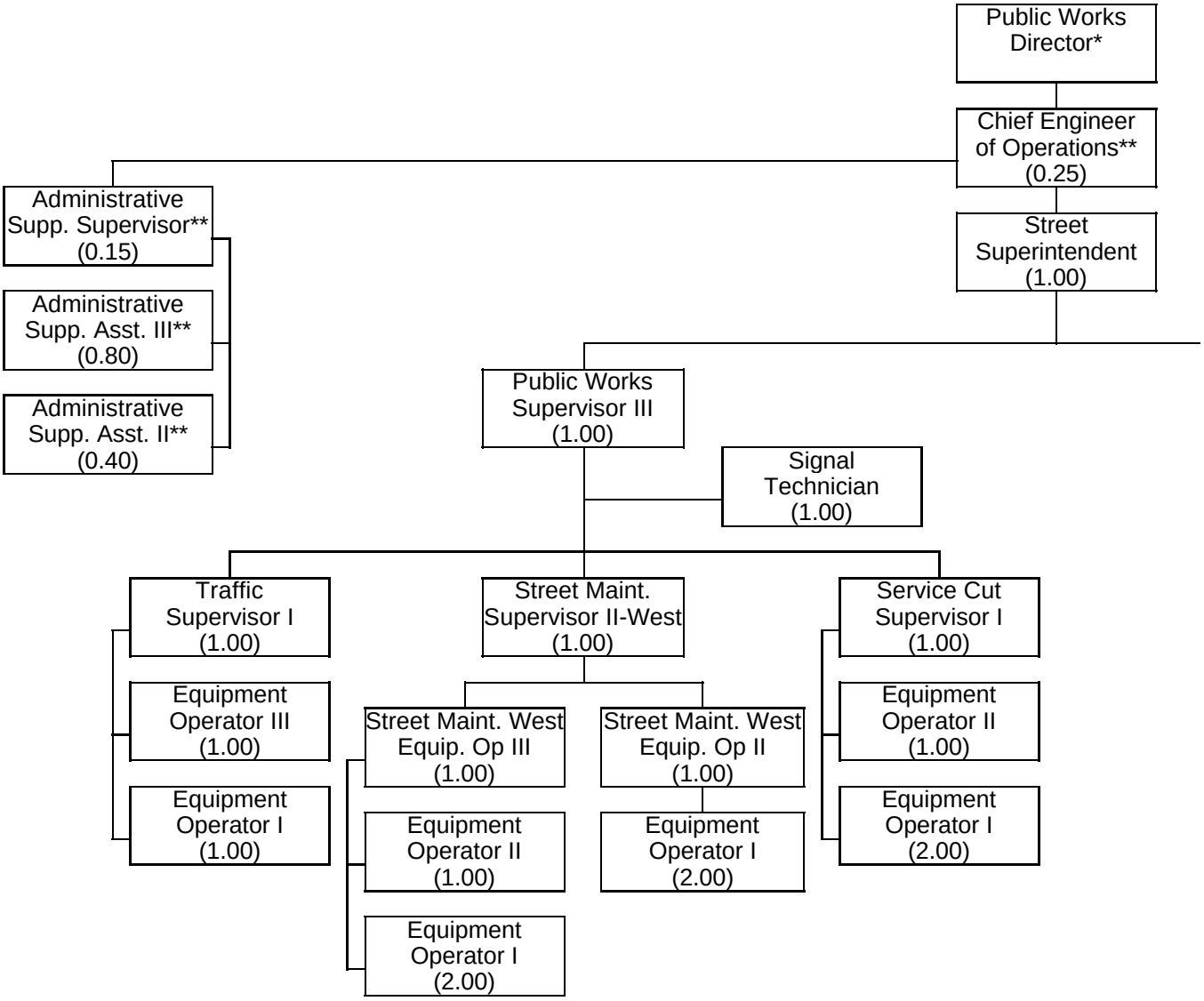
AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
5901 - Director of Public Works	1.00	1.00	1.00	1.00
5105 - Supervising Engineer	0.00	0.00	0.00	2.00
5104 - Chief Engineer	0.75	0.75	0.75	0.75
5103 - Traffic Engineer	1.00	1.00	1.00	1.00
5102 - Civil Engineer II*	3.00	3.00	3.00	1.00
5101 - Civil Engineer I	0.33	0.33	0.33	0.33
5023 - City Land Surveyor	1.00	1.00	1.00	1.00
5012 - Right-of-Way Agent	1.00	1.00	1.00	1.00
5007 - Arborist	1.00	1.00	1.00	1.00
5005 - Engineering Aide V	1.00	1.00	1.00	1.00
5004 - Engineering Aide IV	0.00	0.00	1.00	1.00
5003 - Engineering Aide III	2.00	2.00	2.00	2.00
5002 - Engineering Aide II	6.00	6.00	6.00	6.00
5001 - Engineering Aide I	1.00	1.00	1.00	1.00
4203 - Management Support Spec.	1.00	1.00	1.00	1.00
4201 - Financial Mgmt. Spec.	0.10	0.10	0.10	0.10
1101 - Administrative Secretary	1.00	1.00	1.00	1.00
1003 - Admin. Support Assistant III	2.00	2.00	2.00	2.00
1002 - Admin. Support Assistant II	1.00	1.00	1.00	1.00
Total Personnel	**24.18**	**24.18**	**25.18**	**25.18**
Permanent Full-Time	24.18	24.18	25.18	25.18
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**24.18**	**24.18**	**25.18**	**25.18**

*In FY 2002 two positions were upgraded.

City of Columbia - Public Works Streets Department

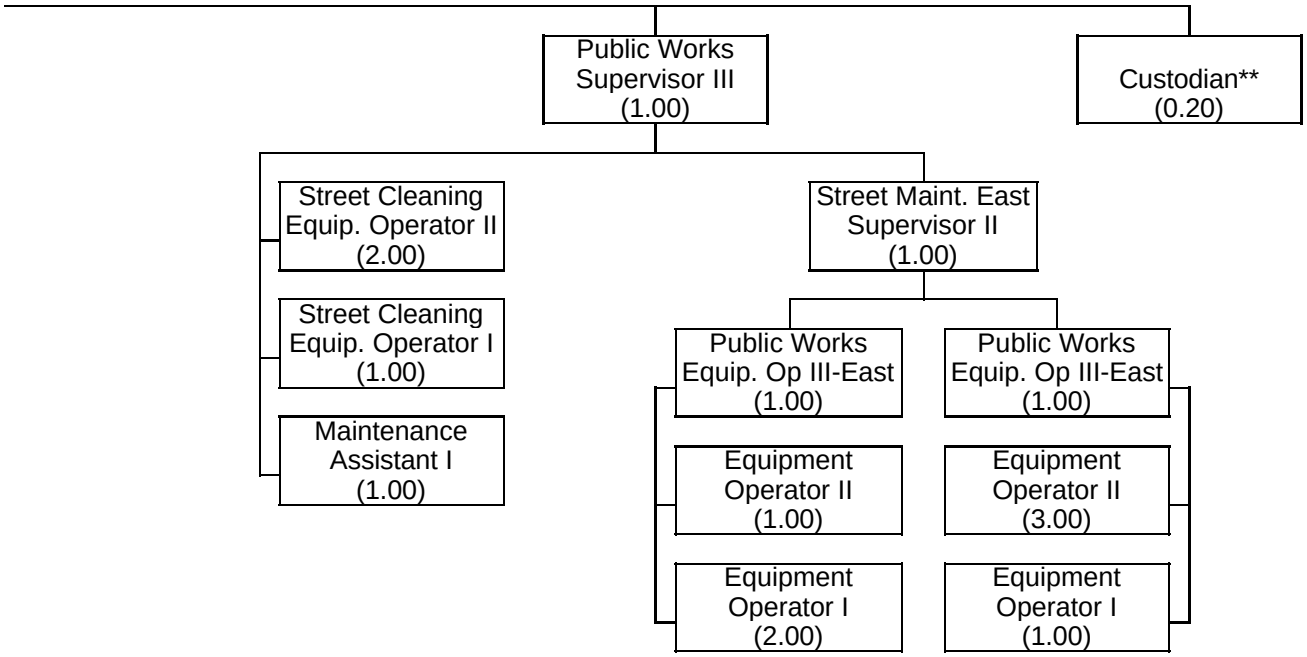
34.80 FTE Positions



* Position not included in Street Department's FTE count.
** Positions are budgeted in various Public Works divisions and/or funds

City of Columbia - Public Works Streets Department

34.80 FTE Positions



* Position not included in Street Department's FTE count.
** Positions are budgeted in various Public Works divisions and/or funds

Public Works - Streets & Sidewalks

110-6020 to 110-6029

DESCRIPTION

The Street Division provides maintenance of 49.3 miles of unimproved streets and 284.3 miles of improved streets, snow removal on all City streets, mechanical and manual street cleaning, mowing of public right-of-ways, and utility service cut repairs. The Traffic Maintenance Division fabricates, installs and maintains approximately 18,000 traffic control and street names signs, paints 1,200,000 feet of pavement striping, paints curbs/crosswalks/symbols, and provides traffic signal maintenance.

HIGHLIGHTS / SIGNIFICANT CHANGES

Continued emphasis will be given to our normal street maintenance program, including asphalt overlay and sealcoating of improved streets. $200,000 is again being budgeted for contractual street maintenance work in order to maintain the overall condition of Columbia's streets. The Street Division now owns, operates and maintains a SQL server housing an asset management system that permits timely analysis of maintenance costs and infrastructure condition. An amount of $50,000 has been added for landscaping and maintenance of planters on right-of-ways.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 1,568,339	$ 1,564,979	$ 1,584,666	$ 1,610,017
Supplies and Materials	920,325	1,010,626	977,262	1,105,401
Travel and Training	105	4,294	4,194	4,253
Intragovernmental Charges	144,568	155,216	153,821	159,923
Utilities, Services, & Misc.	156,179	459,994	433,691	520,011
Capital	273,352	215,407	209,704	380,295
Other	0	0	0	0
Total	**$ 3,062,868**	**$ 3,410,516**	**$ 3,363,338**	**$ 3,779,900**

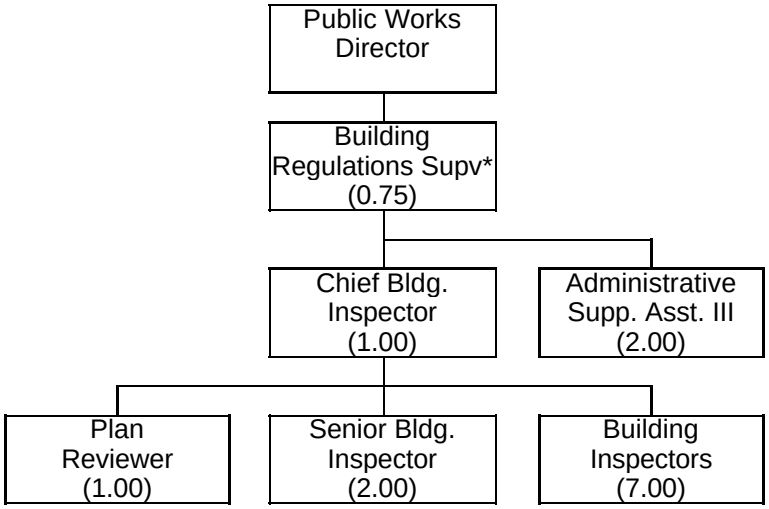
AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
5104 - Chief Engineer	0.25	0.25	0.25	0.25
3033 - Traffic Signal Technician	1.00	1.00	1.00	1.00
2401 - Maintenance Assistant I	1.00	1.00	1.00	1.00
2310 - Public Works Supervisor II	2.00	2.00	2.00	2.00
2309 - Public Works Supervisor I45	1.00	1.00	1.00	1.00
2308 - Streets Superintendent	1.00	1.00	1.00	1.00
2307 - Public Works Supervisor III	2.00	2.00	2.00	2.00
2305 - Public Works Supervisor I	1.00	1.00	1.00	1.00
2303 - Equipment Operator III	3.00	3.00	3.00	4.00
2300 - Equipment Operator II*	11.00	11.00	11.00	10.00
2299 - Equipment Operator I	10.00	10.00	10.00	10.00
2003 - Custodian	0.20	0.20	0.20	0.20
1004 - Administrative Support Supv.	0.15	0.15	0.15	0.15
1003 - Admin. Support Assistant III	0.80	0.80	0.80	0.80
1002 - Admin. Support Assistant II	0.40	0.40	0.40	0.40
Total Personnel	**34.80**	**34.80**	**34.80**	**34.80**
Permanent Full-Time	34.80	34.80	34.80	34.80
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**34.80**	**34.80**	**34.80**	**34.80**

*In FY 2002 one position was upgraded.

City of Columbia - Public Works Protective Inspection

13.75 FTE Positions



* Positions are budgeted in various Public Works divisions and/or funds

Public Works - Protective Inspection

110-6030

DESCRIPTION

Protective Inspection is responsible for administering the building, electrical, plumbing and mechanical, zoning, sign, subdivision, housing and rental unit conservation ordinances. This Division also reviews plans and issues permits, including occupancy permits following appropriate inspections. Staff assistance is provided to the Building Construction Committees and appeal boards such as the Zoning Board of Adjustment and licensing boards. Inspectors recommend improvements and monitor contracts in Community Development Block Grant areas for upgrading single-family dwelling units. Staff also is a member and participates in Community Action Team planning and inspection services. The division provides construction management services on select City owned building capitol improvement projects.

HIGHLIGHTS / SIGNIFICANT CHANGES

Inspection services will continue at current levels. Emphasis will continue to be placed on in-house training of inspectors. The new HTE computer system was fully implemented during FY 2000. The anticipated results as described in Highlight FY 2000 have been realized. We are now assisting other operational areas that are responsible for such as Public Works Engineering and the Fire Department who use the HTE Building Permit module for construction permitting, tracking and inspections in their development of the system. It is our goal through this cooperative effort to develop an uniform permitting and inspection process throughout and across departmental lines. Greater emphasis will be placed upon Web-Site development for information disbursement to the general public, and to provide an electronic method for applying for permits and rental certificates and receiving/responding to citizen complaints/inquires.

BUDGET DETAIL

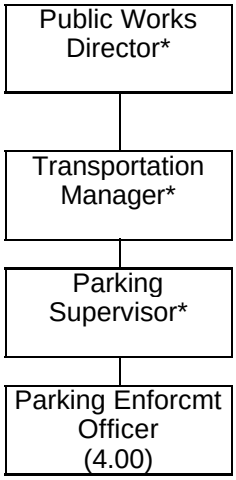
	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 629,953	$ 712,105	$ 701,168	$ 673,289
Supplies and Materials	36,449	55,797	53,265	55,823
Travel and Training	3,435	3,902	4,353	4,012
Intragovernmental Charges	125,902	128,423	128,423	149,878
Utilities, Services, & Misc.	31,098	60,034	41,331	62,858
Capital	0	16,000	14,418	60,000
Other	0	0	0	0
Total	**$ 826,837**	**$ 976,261**	**$ 942,958**	**$ 1,005,860**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
4102 - Plan Reviewer	1.00	1.00	1.00	1.00
3205 - Building Regulations Supv.	0.75	0.75	0.75	0.75
3204 - Chief Building Inspector	1.00	1.00	1.00	1.00
3203 - Senior Inspector	2.00	2.00	2.00	2.00
3202 - Building Inspector	8.00	8.00	8.00	7.00
1003 - Admin. Support Assistant III	2.00	2.00	2.00	2.00
Total Personnel	**14.75**	**14.75**	**14.75**	**13.75**
Permanent Full-Time	14.75	14.75	14.75	13.75
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**14.75**	**14.75**	**14.75**	**13.75**

City of Columbia - Public Works Parking Enforcement

4.00 FTE Positions



* Positions not included in Parking Enforcement's FTE count.

Public Works - Parking Enforcement

110-6420

DESCRIPTION

The Parking Enforcement Division is responsible for administering the parking ordinances of the City parking control enforcement in the central business district and metered University campus streets. The Parking Enforcement Section is responsible for enforcing the parking and loading zone ordinances adopted by the City Council which seek to ensure adequate parking for downtown employees, customers, and businesses; and works with the City Prosecutor, affected businesses, and consumers in the identification and mitigation of problematic enforcement zones.

HIGHLIGHTS / SIGNIFICANT CHANGES

Emphasis will continue on enforcing parking ordinances to optimize parking in the downtown and university areas, thereby improving traffic flow and enhancing the economic viability of the central business district.

BUDGET DETAIL

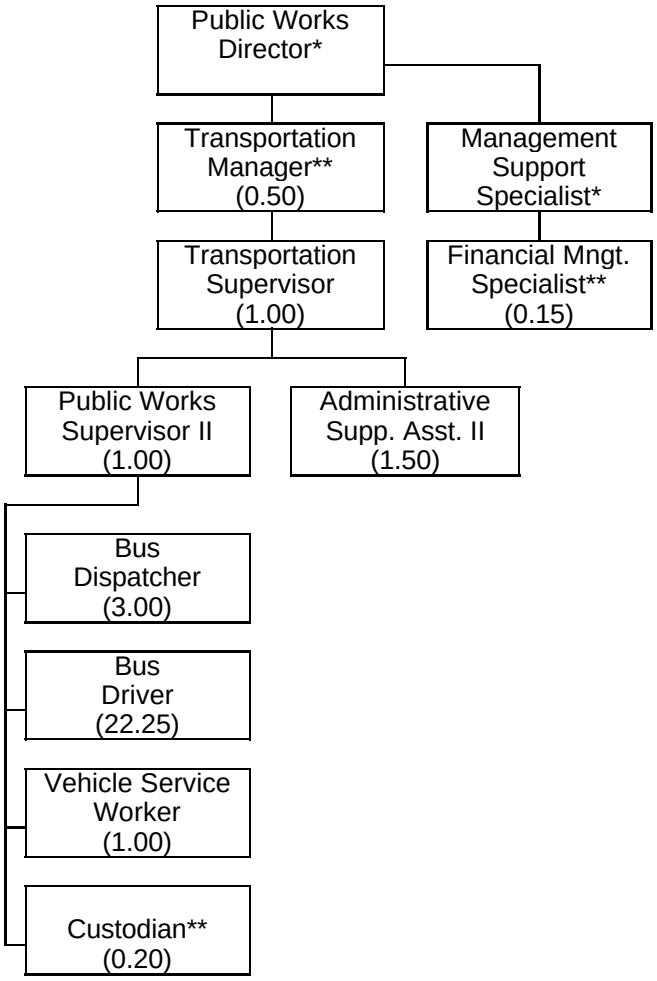
	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 138,249	$ 141,699	$ 138,457	$ 138,711
Supplies and Materials	2,869	3,540	3,540	3,749
Travel and Training	0	300	300	300
Intragovernmental Charges	1,379	2,652	2,652	2,732
Utilities, Services, & Misc.	526	1,308	1,337	1,602
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 143,023**	**$ 149,499**	**$ 146,286**	**$ 147,094**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
3021 - Parking Enforcement Officer	4.00	4.00	4.00	4.00
Total Personnel	**4.00**	**4.00**	**4.00**	**4.00**
Permanent Full-Time	4.00	4.00	4.00	4.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**4.00**	**4.00**	**4.00**	**4.00**

City of Columbia - Public Works Transportation

30.60 FTE Positions



* Positions not included in Tranportation's FTE count.
** Positions are budgeted in various Public Works divisions and/or funds

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Public Transportation - Summary

Fund 553

DEPARTMENT DESCRIPTION

Columbia Transit (CT) operates to provide public transportation to as many citizens as possible at the lowest possible cos while maintaining timely and dependable service.

DEPARTMENT OBJECTIVES

To provide mass transportation to as many citizens as possible, at the lowest possible cost, while maintaining timely and dependable service.

APPROPRIATIONS

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 1,528,415	$ 1,585,964	$ 1,630,890	$ 1,627,535
Supplies & Materials	477,299	500,461	463,732	480,851
Travel & Training	2,692	6,005	5,308	6,005
Intragovernmental Charges	427,873	410,555	408,848	321,111
Utilities, Services & Misc.	466,834	2,959,712	2,930,592	566,186
Capital	237,304	9,600	9,550	46,784
Other	203,960	199,800	199,800	246,670
Total	**3,344,377**	**5,672,097**	**5,648,720**	**3,295,142**
Summary				
Operating Expenses	2,731,936	2,814,901	2,785,174	2,758,719
Non-Operating Expenses	308,478	199,900	206,300	246,770
Debt Service	0	0	0	0
Capital Additions	237,304	9,600	9,550	46,784
Capital Projects	66,659	2,647,696	2,647,696	242,869
Total Expenses	**$ 3,344,377**	**$ 5,672,097**	**$ 5,648,720**	**$ 3,295,142**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Columbia Transit	19.21	18.26	18.26	18.26
Paratransit System	8.63	9.73	9.73	9.73
University Shuttle	2.76	2.61	2.61	2.61
Total Personnel	**30.60**	**30.60**	**30.60**	**30.60**
Permanent Full-Time	27.85	27.85	27.85	27.85
Permanent Part-Time	2.75	2.75	2.75	2.75
Total Permanent	**30.60**	**30.60**	**30.60**	**30.60**

Public Transportation - Summary

Fund 553

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2000	Budget FY 2001	Estimated University FY 2001	Estimated Fixed Route FY 2001	Estimated FY 2002
Fixed Routes:					
Unlinked Passenger Trips	759,179	888,000	310,000	460,000	770,000
Total Actual Vehicle Miles	506,616	522,320	112,320	406,125	518,445
Total Actual Vehicle Hours	41,500	43,790	7,790	34,000	41,790
Total Actual Revenue Miles	491,288	514,440	109,440	404,725	514,165
Total Actual Vehicle Revenue Hours	40,706	38,930	8,930	32,070	41,000
Total Actual Scheduled Revenue Miles	383,274	400,000	N/A	403,220	403,220
Number of Road calls	159	125	15	115	130
Fuel Consumptions (in Gallons)	100,281	86,000	23,287	78,000	101,287
Wheelchair Loadings	1,980	5,900	N/A	2,500	2,500
Lift Failures	17	25	N/A	15	15
Missed Routes	19	25	N/A	15	15
Average Cost/Revenue Mile	$3.90	N/A	N/A	$3.85	$3.85
Average Cost Per Passenger	$2.53	N/A	N/A	$2.50	$2.50
ParaTransit:					
Unlinked Passenger Trips	28,877	27,500	N/A	N/A	31,475
Total Actual Vehicle Miles	153,028	180,000	N/A	N/A	166,807
Total Vehicle Hours	14,300	15,500	N/A	N/A	15,500
Total Actual Revenue Miles	143,260	N/A	N/A	145,000	145,000
Number of Road Calls	26	25	N/A	N/A	18
Fuel Consumption	23,837	27,000	N/A	N/A	25,500
Average Cost/Revenue Mile	$3.43	N/A	N/A	$3.40	$3.40
Average Cost Per Passenger	$18.19	N/A	N/A	$18.00	$18.00

COMPARATIVE DATA

	Columbia, MO	St. Joseph, MO	Iowa City, IA	Springfield, MO	Fayetteville, AR	Ames, IA
Population	86,391	73,990	61,911	151,580	58,745	49,265
Number of Employees*	33	52	34	51	21	27
Employees Per 1,000 Population	0.382	0.703	0.549	0.336	0.357	0.548
Regular Route Fare	$0.50	$0.50	$0.75	$0.75	FREE	$0.75**
Trips Per Employee	23,880	7,692	38,353	28,477	56,577	110,731
Annual Ridership:						
Regular Route	759,179	270,000	1,256,263	1,432,519	1,178,999	2,975,339
Demand Responsive	28,877	130,000	47,745	19,846	9,125	14,417
Operating Cost Per Passenger:						
Regular Route	$2.52	$5.69	$2.18	$3.18	$0.69	$0.89
Demand Responsive	$18.19	N/A	$12.25	N/A	$18.61	$16.53

* Full Time Equivalents
** $0.35 for I.S.U. Students

Public Transportation - Columbia Transit

553-6110

DESCRIPTION

This Division is responsible for all transit services except contracted University Shuttle services and Para-transit. Scheduled transit service is provided on four cross town routes and on a.m./p.m. commuter route. Special services are offered during MU home football games.

HIGHLIGHTS / SIGNIFICANT CHANGES

Ridership increases, that occurred the previous two fiscal years, flattened out in FY 2001. System efficiency continues to improve - assisted by minor route corrections early in FY 2001, further enhancing the Columbia Transit's pulse/timed transfer system, optimizing travel throughout the city. Thirteen new New Flyer buses replaced the older fleet at the end of the second quarter FY 2001. An estimated ridership of 460,000 will be provided in FY 2002.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 935,525	$ 972,982	$ 1,055,310	$ 996,049
Supplies and Materials	338,647	377,803	333,304	325,783
Travel and Training	2,692	4,255	3,558	4,255
Intragovernmental Charges	410,993	388,975	387,268	288,031
Utilities, Services, & Misc.	331,871	254,538	226,368	259,839
Capital	67,924	9,600	9,550	46,784
Other	203,960	199,800	199,800	246,670
Total	**$ 2,291,612**	**$ 2,207,953**	**$ 2,215,158**	**$ 2,167,411**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
4702 - Transportation Manager	0.50	0.50	0.50	0.50
4201 - Financial Mgmt Spec.	0.15	0.15	0.15	0.15
2505 - Transportation Supervisor	0.62	0.62	0.62	0.62
2504 - Bus Dispatcher	2.25	2.30	2.30	2.30
2502 - Bus Driver	14.25	13.25	13.25	13.25
2306 - Public Works Supervisor II	0.62	0.62	0.62	0.62
2102 - Vehicle Service Worker	0.62	0.62	0.62	0.62
2003 - Custodian	0.20	0.20	0.20	0.20
Total Personnel	**19.21**	**18.26**	**18.26**	**18.26**
Permanent Full-Time	16.96	16.01	16.01	16.01
Permanent Part-Time	2.25	2.25	2.25	2.25
Total Permanent	**19.21**	**18.26**	**18.26**	**18.26**

Public Transportation - Paratransit System

553-6120

DESCRIPTION

The Para-transit system provides service to persons with a disability that prevents them from riding the regular fixed route buses. It is supplemental to the fixed route services and is required by the Americans with Disabilities Act (ADA).

HIGHLIGHTS / SIGNIFICANT CHANGES

This system provides "curb to curb" service and is demand responsive. Users of the system must be certified as ADA eligible. The system provides service to certified riders anywhere within the City; however, users inside the ADA 3/4-mile para-transit service area have priority over users outside the ADA para-transit service area. Para-Transit service is provided by eight mini buses that are lift equipped. Ridership with the system has been increasing continuously since its inception in January 1993, to the point now that the four vehicles in current peak operation will need to be increased. An estimated 31,475 trips will be provided in FY 2002.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 418,968	$ 427,093	$ 424,846	$ 442,742
Supplies and Materials	65,153	46,956	71,428	73,139
Travel and Training	0	1,500	1,500	1,500
Intragovernmental Charges	11,837	13,669	13,669	23,219
Utilities, Services, & Misc.	29,368	30,955	30,005	36,955
Capital	169,380	0	0	0
Other	0	0	0	0
Total	**$ 694,706**	**$ 520,173**	**$ 541,448**	**$ 577,555**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
2505 - Transportation Supervisor	0.25	0.25	0.25	0.25
2504 - Bus Dispatcher	0.50	0.60	0.60	0.60
2502 - Bus Driver	6.00	7.00	7.00	7.00
2306 - Public Works Supervisor II	0.13	0.13	0.13	0.13
2102 - Vehicle Service Worker	0.25	0.25	0.25	0.25
1002 - Admin. Support Assistant II	1.50	1.50	1.50	1.50
Total Personnel	**8.63**	**9.73**	**9.73**	**9.73**
Permanent Full-Time	8.13	9.23	9.23	9.23
Permanent Part-Time	0.50	0.50	0.50	0.50
Total Permanent	**8.63**	**9.73**	**9.73**	**9.73**

Public Transportation - University Shuttle

553-6130

DESCRIPTION

This service provides transportation service from outlying University parking facilities to designated University campus areas, and is reimbursed via contractual agreement with the University.

HIGHLIGHTS / SIGNIFICANT CHANGES

Contracted shuttle bus services are provided to Hearnes parking lot and to Trowbridge parking lot, for students and employees. The current contract with the University will be extended for the FY 2002 school year. During the FY 2002 school year, an estimated 7,500 hours of services will be provided, with an estimated ridership of 310,000 students. Columbia Transit is working with the University to meet its changing transit needs. New buses were used on campus during the third quarter of FY 2001.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 173,922	$ 185,889	$ 150,734	$ 188,744
Supplies and Materials	73,499	75,702	59,000	81,929
Travel and Training	0	250	250	250
Intragovernmental Charges	5,043	7,911	7,911	9,861
Utilities, Services, & Misc.	38,936	26,523	26,523	26,523
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 291,400**	**$ 296,275**	**$ 244,418**	**$ 307,307**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
2505 - Transportation Supervisor	0.13	0.13	0.13	0.13
2504 - Bus Dispatcher	0.25	0.10	0.10	0.10
2502 - Bus Driver	2.00	2.00	2.00	2.00
2306 - Public Works Supervisor II	0.25	0.25	0.25	0.25
2102 - Vehicle Service Worker	0.13	0.13	0.13	0.13
	2.76	**2.61**	**2.61**	**2.61**
Permanent Full-Time	2.76	2.61	2.61	2.61
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**2.76**	**2.61**	**2.61**	**2.61**

Public Transportation-Capital Projects

553-6188

MAJOR PROJECTS

Columbia Transit continues to update its fleet and facilities by leveraging local funds with available FTA grants. The Fixed Route fleet was almost entirely replaced in FY 2001. Two Paratransit buses will be replaced in late FY 2001. Some of the upcoming projects should include replacing two additional Paratransit vehicles in FY 2002, constructing additional bus shelters/benches and slabs in FY 2002, refurbishing and expanding the Wabash Station, upgrading the exhaust system at the Grissum Bldg., and construct a restroom at the Grissum Bldg.

FISCAL IMPACT

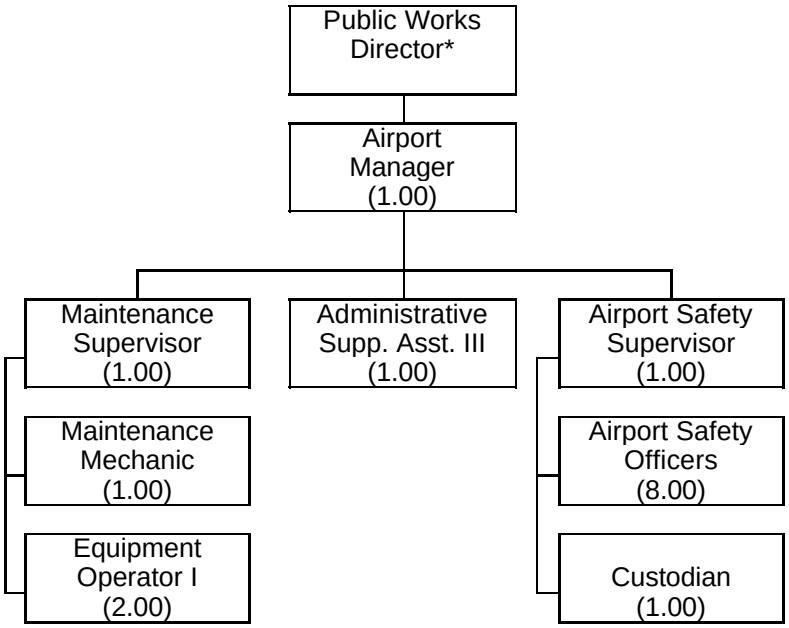
Columbia Transit attempts to maintain a prudent replacement schedule to ensure a fleet that does not require extensive resources to maintain. The replacement of vehicles is greatly influenced by the availability of federal funds as well as local dollars. The significant replacement of the bus fleet in FY 2000 and 2001 was possible because of the availability of grant funds. Columbia Transit is similarly trying to leverage appropriated local funds to complete the exhaust system and restroom construction projects in late FY 2001 or early FY 2002.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 0	$ 0	$ 0	$ 0
Supplies and Materials	0	0	0	0
Travel and Training	0	0	0	0
Intragovernmental Charges	0	0	0	0
Utilities, Services, & Misc.	66,659	2,647,696	2,647,696	242,869
Capital	0	0	0	0
Other	0	0	0	0
Total	$ **66,659**	$ **2,647,696**	$ **2,647,696**	$ **242,869**

City of Columbia - Public Works Regional Airport

16.00 FTE Positions



* Position not included in Airport's FTE count.

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Regional Airport Fund - Summary

Fund 554

DEPARTMENT DESCRIPTION

The purpose of the Columbia Regional Airport is to provide safe and usable Airport facilities for the operation of commercial, general aviation and military aircraft, and to foster and create a healthy environment so that the community may access the national air transportation system and promote the economic growth of the region.

DEPARTMENT OBJECTIVES

To prudently protect the taxpayers' investment by managing the Airport in strict accordance with FAA regulations by providing a certified airport which consists of a fully staffed fire and law enforcement office, maintenance, and administration. To offer a safe, serviceable, and attractive place for air travelers, commercial airlines, general aviation, charter services, air cargo, and supporting tenants; and to implement innovative ways to increase revenues, procure new airline services, and increase the traffic flow through the facility.

APPROPRIATIONS

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 731,832	$ 768,011	$ 749,667	$ 775,031
Supplies & Materials	99,770	119,628	106,069	151,863
Travel & Training	9,400	7,103	7,119	7,273
Intragovernmental Charges	106,780	114,299	114,299	139,067
Utilities, Services & Misc.	502,583	938,438	919,899	349,552
Capital	15,121	138,000	133,211	9,000
Other	413,046	410,800	410,800	431,012
Total	**1,878,532**	**2,496,279**	**2,441,064**	**1,862,798**
Summary				
Operating Expenses	1,078,897	1,199,836	1,147,765	1,272,786
Non-Operating Expenses	413,046	410,800	412,445	431,012
Debt Service	0	0	0	0
Capital Additions	15,121	138,000	133,211	9,000
Capital Projects	371,468	747,643	747,643	150,000
Total Expenses	**$ 1,878,532**	**$ 2,496,279**	**$ 2,441,064**	**$ 1,862,798**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Administration	2.00	2.00	2.00	2.00
Airfield Areas	4.00	4.00	4.00	4.00
Terminal Areas	1.00	1.00	1.00	1.00
Public Safety	9.00	9.00	9.00	9.00
Snow Removal	0.00	0.00	0.00	0.00
Total Personnel	**16.00**	**16.00**	**16.00**	**16.00**
Permanent Full-Time	16.00	16.00	16.00	16.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**16.00**	**16.00**	**16.00**	**16.00**

Regional Airport Fund - Summary

Fund 554

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2000	Budget FY 2001	Estimated FY 2002
Airport Public Safety:			
No. of Annual Airfield Operations	41,760	45,000	45,000
No. of Based Aircraft	56	65	65
Annual No. of Enplaned Passengers	33,986	56,000	36,000
Annual No. of Deplaned Passengers	33,024	56,000	36,000
Airport Maintenance:			
Sq. Yards of Pavement Surface	454,500	454,500	464,950
Hours of Snow Removal Activities	208	800	800
Tons of Sand/Chemical Deicing Utilized	122	450	450

COMPARATIVE DATA

	Columbia, MO	Burlington, IA	Dubuque, IA	Mason City, IA	Tupelo, MS	Joplin, MO
Population *	**324,000**	**130,000**	**100,000**	**320,000**	**160,000**	**450,000**
Number of Employees	16	5	23	5	9	6
Employees Per 1,000 Population	0.049	0.038	0.230	0.016	0.056	0.013
No. of Annual Enplanements	33,986	16,564	58,326	12,360	16,513	31,790
No. of Carriers	2	2	3	1	1	2
Annual Ground Rent Rate	0.08/sq ft	0.10/sq ft	0.15/sq ft	0.10/sq ft	0.35/sq ft	0.067/sq ft
Landing Fee Per 1,000 #GLW	0.78	0.75	0.84	0.56	0.75	0.42

* Populations shown are service area populations, not city populations.

Airport - Administration

554-6210

DESCRIPTION

Airport Administration is responsible for the overall operation and management of the Columbia Regional Airport. As part of the Public Works Department, Airport Administration works closely with other City departments, the Missouri Department of Transportation, and the Federal Aviation Administration. Airport Administration is responsible for negotiating and managing Airport real estate leases, concessionaire contracts, and collecting Airport revenues. Airport Administration handles public relations activities, Airport improvement and development projects, and oversees the operation of the Public Safety and Airport Maintenance Programs.

HIGHLIGHTS / SIGNIFICANT CHANGES

The airport master plan is being updated during FY 2000 and 2001. This plan was last updated in September, 1989. The updated plan is in the final stages of review by the FAA and City staff and should be completed in summer 2001. In April 2001, Ozark Air Lines, which had operated out of Columbia Regional Airport since February 2000, was sold to Great Plains Airlines, Inc., of Tulsa, Oklahoma, effectively ending its service to this area. Also during early 2001, the operators of the airport shuttle service and the restaurant ceased operating and the two concessions are being advertised for bids. Airport Administration will continue to work closely with the FAA on all aspects of federal funding and continuous updating and reprioritizing of Airport Improvement Program (AIP) projects. Staff will be working on the retention and expansion of current tenants and marketing to acquire new tenants, either aviation or non-aviation related. The number one priority will continue to be additional air transportation to and from Columbia Regional Airport.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 102,939	$ 107,607	$ 109,198	$ 112,784
Supplies and Materials	4,086	7,277	6,330	7,421
Travel and Training	3,692	4,020	4,020	4,115
Intragovernmental Charges	101,528	99,511	99,511	121,029
Utilities, Services, & Misc.	19,827	37,409	37,398	36,604
Capital	0	0	0	0
Other	413,046	410,800	410,800	431,012
Total	**$ 645,118**	**$ 666,624**	**$ 667,257**	**$ 712,965**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
2557 - Airport Manager	1.00	1.00	1.00	1.00
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00
Total Personnel	**2.00**	**2.00**	**2.00**	**2.00**
Permanent Full-Time	2.00	2.00	2.00	2.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**2.00**	**2.00**	**2.00**	**2.00**

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Airport - Airfield Areas

554-6220

DESCRIPTION

The duties of this Program are to assure that the runways, taxiways and other airfield operating areas are maintained in accordance with FAA standards with regard to safety and airfield maintenance. This includes airfield lighting, pavement maintenance and marking, snow removal, and safety area maintenance. In addition, this Program is responsible for the overall maintenance and upkeep of the City-owned Airport buildings, including two terminal buildings, the Automated Flight Service Station, maintenance building, roads, fences and adjacent land areas. The Program also maintains Airport vehicles and equipment, and is responsible for training operating personnel. During aircraft emergencies and fire fighting, the maintenance personnel assist Airport Public Safety personnel.

HIGHLIGHTS / SIGNIFICANT CHANGES

Airfield Maintenance has been able to maintain the operating areas of the airfield (runways, taxiways and aprons) in accordance with FAA standards, and has continued to maintain the 30-year old terminal buildings in good condition. Three FAA-funded safety-related projects are being completed during 2001 using grant funds from prior fiscal years to replace the Airfield Lighting Control Cable, Upgrade the Runway 2-20 North Safety Area, and to Rehabilitate the Main Runway and some taxiways. Continuing emphasis has been placed on vehicle and equipment maintenance.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 170,222	$ 174,790	$ 171,897	$ 177,894
Supplies and Materials	38,952	50,686	39,353	59,259
Travel and Training	0	500	500	510
Intragovernmental Charges	1,337	8,144	8,144	9,027
Utilities, Services, & Misc.	33,371	50,582	45,631	51,734
Capital	13,979	13,000	8,211	9,000
Other	0	0	0	0
Total	**$ 257,861**	**$ 297,702**	**$ 273,736**	**$ 307,424**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
2404 - Maintenance Mechanic	1.00	1.00	1.00	1.00
2400 - Maintenance Supervisor	1.00	1.00	1.00	1.00
2299 - Equipment Operator I	2.00	2.00	2.00	2.00
Total Personnel	**4.00**	**4.00**	**4.00**	**4.00**
Permanent Full-Time	4.00	4.00	4.00	4.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**4.00**	**4.00**	**4.00**	**4.00**

Airport - Terminal Areas

554-6230

DESCRIPTION

The duties of the Terminal Area personnel are to maintain all facilities and provide custodial services to ensure the terminal buildings and areas are clean, well maintained, neat and safe for the general public's use.

HIGHLIGHTS / SIGNIFICANT CHANGES

The terminal buildings are now over 30 years old and require constant attention to maintain both the buildings and the adjacent areas in a manner which reflects credit on the City and the Airport. Continued efforts will be directed toward maintaining the high standards met in the past. In FY 2001, funding was obtained to replace the roof of the City-owned hangar leased to Central Missouri Aviation. A high priority for the future is to begin a preliminary terminal upgrade study, expected to be a major recommendation of the master plan update, nearing completion.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 37,759	$ 45,199	$ 44,040	$ 46,800
Supplies and Materials	30,999	29,819	29,439	38,890
Travel and Training	0	0	0	0
Intragovernmental Charges	391	578	578	591
Utilities, Services, & Misc.	69,220	89,685	76,115	97,871
Capital	0	125,000	125,000	0
Other	0	0	0	0
Total	**$ 138,369**	**$ 290,281**	**$ 275,172**	**$ 184,152**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
2003 - Custodian	1.00	1.00	1.00	1.00
Total Personnel	**1.00**	**1.00**	**1.00**	**1.00**
Permanent Full-Time	1.00	1.00	1.00	1.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**1.00**	**1.00**	**1.00**	**1.00**

Airport - Public Safety

554-6240

DESCRIPTION

Airport Safety has three primary duties: to provide crash, fire and rescue services in the event of an aircraft fire; to provide traditional fire and law enforcement protection at the Airport facility in accordance with FAA regulations, City ordinances, and State Statutes; and to control Airport compliance with FAA's airport certification requirements.

HIGHLIGHTS / SIGNIFICANT CHANGES

Continued emphasis will be placed on training in fire, crash rescue and law enforcement techniques to ensure compliance with FAA requirements. Airport Safety Officers are triple qualified; they are certified City of Columbia Police Officers, Certified Aircraft Rescue Fire Fighters, and Certified Emergency Medical Technicians. FAA security regulations require great emphasis on Airport access security and continued attention to operational and safety matters. In May 2001, Columbia Regional Airport became host to the MODOT Mobile ARFF Trainer. The unit will travel throughout the four-state FAA Central Region, providing realistic on-site crash rescue training. In return for providing a storage location, the airport will have training fees waived when using the new facility.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 416,014	$ 435,639	$ 419,394	$ 432,805
Supplies and Materials	18,406	18,130	17,308	22,027
Travel and Training	5,708	2,583	2,599	2,648
Intragovernmental Charges	3,524	6,066	6,066	8,420
Utilities, Services, & Misc.	5,534	4,830	4,830	4,925
Capital	1,142	0	0	0
Other	0	0	0	0
Total	**$ 450,328**	**$ 467,248**	**$ 450,197**	**$ 470,825**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
2555 - Airport Safety Supervisor	1.00	1.00	1.00	1.00
2550 - Airport Safety Officer	8.00	8.00	8.00	8.00
Total Personnel	**9.00**	**9.00**	**9.00**	**9.00**
Permanent Full-Time	9.00	9.00	9.00	9.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**9.00**	**9.00**	**9.00**	**9.00**

Airport - Snow Removal

554-6250

DESCRIPTION

With no personnel assigned primarily to this duty, all hands participate in snow removal efforts--Airport Maintenance, Airport Safety and the Airport terminal personnel. Airport Safety personnel on watch assist the custodians in snow removal efforts around the terminal and aircraft rescue, and fire fighting equipment building. Airport maintenance personnel operate the snow plows, runway sweeper, and snow blower.

HIGHLIGHTS / SIGNIFICANT CHANGES

Snow and freezing rain are a continual challenge for the maintenance staff to effectively deal with. Staff will continue to maintain its reputation as having the cleanest runways in the State.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 4,898	$ 4,776	$ 5,138	$ 4,748
Supplies and Materials	6,559	13,716	13,639	24,266
Travel and Training	0	0	0	0
Intragovernmental Charges	0	0	0	0
Utilities, Services, & Misc.	3,931	8,289	8,282	8,418
Capital	0	0	0	0
Other	0	0	0	0
Total	$ **15,388**	$ **26,781**	$ **27,059**	$ **37,432**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
There are no personnel assigned to this division.				

Airport - Capital Projects

554-6288

MAJOR PROJECTS

The 2002 capital plan includes a project to perform environmental assessments for the terminal and runway improvement projects identified in the master plan update. A second project is included to fund passenger terminal upgrade architectural and engineering design work, which is being recommended by the master plan update.

FISCAL IMPACT

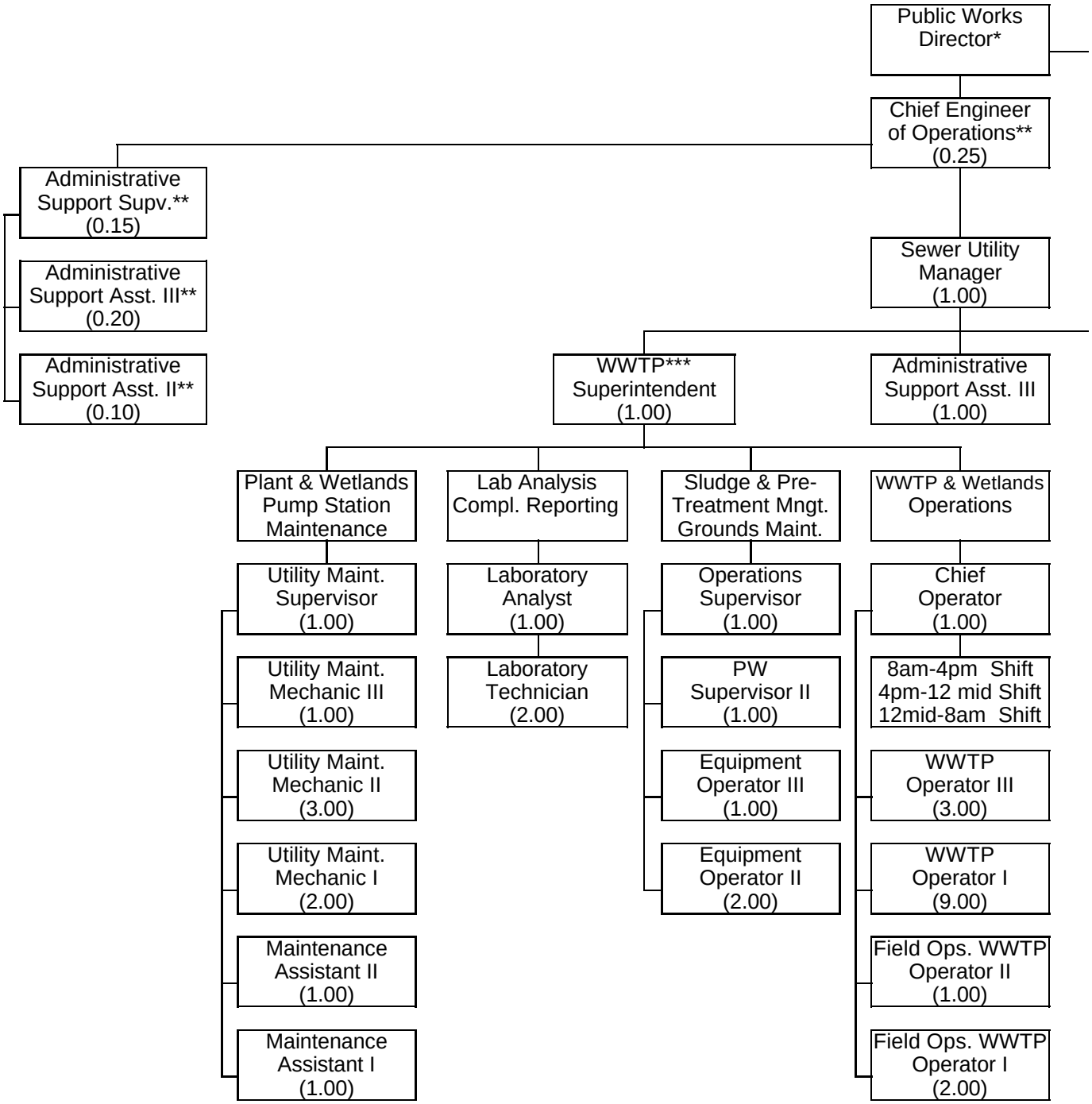
Both projects will qualify for Federal funding under the Airport Improvement Program at levels up to 90%. Several airport capital projects are underway currently; all are funded under FY 2000 and 2001 FAA grants. They include three safety-related projects (Lighting Control Cable, North Safety Area Upgrade, and Runway 2-20 Rehabilitation), and the Phase II Air Carrier South Apron With Taxiway Connector. In addition, an FAA grant has been applied to reimburse the City for a portion of the cost of the former Centre Pointe property, purchased in November 2000. That grant will be 100% of qualifying costs and will be funded out of either FY 2001 or 2002 FAA funds depending on Federal fund availability.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 0	$ 0	$ 0	$ 0
Supplies and Materials	768	0	0	0
Travel and Training	0	0	0	0
Intragovernmental Charges	0	0	0	0
Utilities, Services, and Misc.	370,700	747,643	747,643	150,000
Capital	0	0	0	0
Other	0	0	0	0
Total	$ **371,468**	$ **747,643**	$ **747,643**	$ **150,000**

City of Columbia - Public Works Sewer Utility

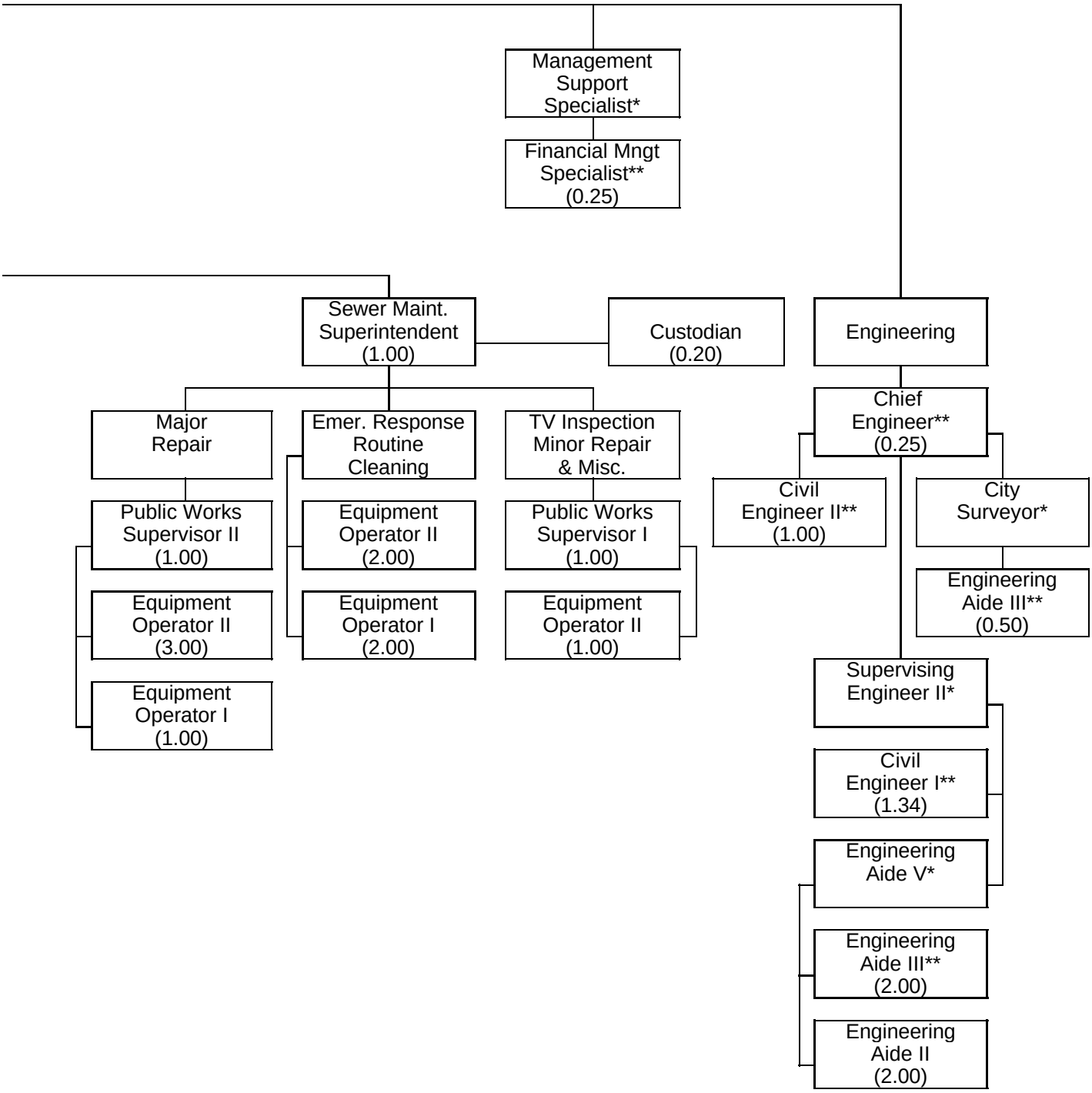
56.24 FTE Positions



* Positions not included in Sanitary Sewer's FTE count.
** Positions are budgeted in various Public Works divisions and/or funds
*** WWTP - Waste Water Treatment Plant

City of Columbia - Public Works Sewer Utility

56.24 FTE Positions



* Positions not included in Sanitary Sewer's FTE count.
** Positions are budgeted in various Public Works divisions and/or funds
*** WWTP - Waste Water Treatment Plant

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Sanitary Sewer Utility Fund - Summary

Fund 555

DEPARTMENT DESCRIPTION

The Sewer Utility is charged with the responsibility to protect the public health and to ensure minimal impact upon the aquatic environment by adequate collection and treatment of wastewater within a regional area including Columbia. This is achieved by engineering review of proposed and existing facilities and through effective and economical operation and maintenance of collection and treatment systems.

DEPARTMENT OBJECTIVES

To ensure new construction meets current Federal, State and City requirements. To provide the lowest practical cost for maintaining sanitary sewer facilities and resources. To provide proper treatment of wastewater by complying with the standards imposed for effluent discharge to the environment. To provide a prudent, reasonable, and responsible approach to meeting the objectives through careful management of the material and human resources provided for that purpose.

APPROPRIATIONS

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 2,388,148	$ 2,556,953	$ 2,543,719	$ 2,736,089
Supplies & Materials	566,764	706,828	683,556	702,971
Travel & Training	6,806	9,020	9,466	9,110
Intragovernmental Charges	587,084	750,064	750,141	818,599
Utilities, Services & Misc.	5,713,397	5,265,026	4,994,685	6,615,944
Capital	320,252	273,937	240,294	347,398
Other	3,102,502	3,076,788	3,114,898	3,071,746
Total	**12,684,953**	**12,638,616**	**12,336,759**	**14,301,857**
Summary				
Operating Expenses	4,753,332	5,260,885	4,935,130	5,498,213
Non-Operating Expenses	2,214,748	2,190,878	2,248,419	2,236,409
Debt Service	903,791	894,310	894,310	864,337
Capital Additions	320,252	273,937	240,294	347,398
Capital Projects	4,492,830	4,018,606	4,018,606	5,355,500
Total Expenses	$ **12,684,953**	$ **12,638,616**	$ **12,336,759**	$ **14,301,857**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Administration	4.65	4.65	4.65	4.65
Engineering	6.09	6.09	7.09	7.09
Treatment Plant/Field O & M	29.00	30.00	30.00	32.00
Line Maintenance	12.50	12.50	12.50	12.50
Total Personnel	**52.24**	**53.24**	**54.24**	**56.24**
Permanent Full-Time	52.24	53.24	54.24	56.24
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**52.24**	**53.24**	**54.24**	**56.24**

Sanitary Sewer Utility Fund - Summary

Fund 555

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2000	Budget FY 2001	Estimated FY 2002
Collection System - Total Length	446	452	459
Sewer Line Cleaned	726,723	725,000	725,000
Cleaning Cost	$0.17/ft	$0.18/ft	$0.19/ft
Sewer Line Televised	98,778	75,000	75,000
Televising Cost	$0.73/ft	$0.74/ft	$0.75/ft
Sewer Line Replaced	4,927 ft	5,000 ft	5,000 ft
Replacement Cost In Street	$72/ft	$73/ft	$74/ft
Replacement Cost Off Street	$73/ft	$60/ft	$60/ft
Public Sewer Stoppages	27	30	30
Cost Per Response (All Calls)	$40.71	$41.00	$42.00
Wastewater Treatment Plant Average Daily Flow (Million Gallons Per Day)			
Calendar Year	13.8	16.5	16.5
O&M Plant & Wetlands Cost Per 1,000 Gallons	$0.364	$0.354	$0.365
Sludge Injected for a Calendar Year			
Million Gallons	18.0*	9.0	14.0*
Dry Tons	3,800	1,800	2,800
Cost Per Dry Ton	$150	$150	$150

* Contractual Assistance

COMPARATIVE DATA

	Columbia, MO	Norman, OK	Olathe, KS	Lawrence, KS	Fort Smith, AR	Boulder, CO
Population *	**86,391**	**95,135**	**89,074**	**79,700**	**75,696**	**92,150**
Number of Employees	53.24	45.00	35.00	34.00	97.00	54.56
Employees Per 1,000 Population	0.616	0.473	0.393	0.427	1.281	0.592
No. of Utility Accounts	33,250	28,003	23,438	28,000	27,873	26,811
Employees Per 1,000 Utility Accts	1.60	1.61	1.49	1.21	3.48	2.03
Total Utility Budget (Less Depreciation & Capital Items)	$4,935,825	$5,474,604	$4,591,666	$3,750,000	$6,461,600	$6,763,000

* Populations for Columbia, MO; Norman, OK; Lawrence, KS; and Boulder, CO do not include university housing.

Sanitary Sewer - Administration

555-6310

DESCRIPTION

Guidance for the overall Utility operation and maintenance functions is provided by the Administration Section.

HIGHLIGHTS / SIGNIFICANT CHANGES

The completion of the fourth wetland unit will provide wastewater treatment capacity for City growth. The average estimated daily flow is expected to be in excess of 16 million gallons per day. The combination of the Columbia Regional Wastewater Treatment Plant and the four wetland units will provide capacity to 19.5 million gallons per day. The Cow Branch trunk sewer and pumping station is expected to be completed in FY 2002. This will provide sanitary sewer service in the northern part of Columbia nearly to Prathersville. Development in the Lake of the Woods area in the eastern part of Columbia will require a major trunk sewer in the north fork of the Grindstone Creek drainage area south of I-70. Development in the Hominy Branch area in the Lake of the Woods area north of I-70 will require a parallel trunk sewer around Moon Valley Lake. Development in the upper Hinkson Creek drainage area will require up sizing of the existing Hinkson Creek trunk sewer in the Stephens Park and Columbia Country Club area. All of these are intended to be under contract in FY 2002. Replacement of major equipment at the Treatment Plant will continue in FY 2002. The two activated sludge centrifuges have been in continuous operation (except for maintenance) since the Plant start-up in 1982. An engineering proposal was approved in FY 2001 to evaluate the costs and work involved for these replacements. Rehabilitation of existing sanitary sewers in the older parts of Columbia is expected to continue through FY 2002. O&M management assistance to the Boone County Regional Sewer District provided under an agreement executed in August 1990 is expected to continue through FY 2001.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 262,036	$ 266,232	$ 266,348	$ 277,380
Supplies and Materials	14,859	21,960	19,650	19,530
Travel and Training	982	1,490	1,490	1,490
Intragovernmental Charges	500,639	665,038	665,038	644,921
Utilities, Services, & Misc.	124,905	57,135	73,263	81,095
Capital	15,454	17,500	17,409	33,000
Other	2,306,506	2,287,010	2,297,320	2,255,974
Total	**$ 3,225,381**	**$ 3,316,365**	**$ 3,340,518**	**$ 3,313,390**

PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
5104 - Chief Engineer	0.25	0.25	0.25	0.25
4201 - Financial Mgmt Spec.	0.25	0.25	0.25	0.25
2606 - WWTP Superintendent	1.00	1.00	1.00	1.00
2427 - Sewer Utility Manager	1.00	1.00	1.00	1.00
2401 - Maintenance Assistant I	1.00	1.00	1.00	1.00
1004 - Admin. Support Supervisor	0.15	0.15	0.15	0.15
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00
Total Personnel	**4.65**	**4.65**	**4.65**	**4.65**
Permanent Full-Time	4.65	4.65	4.65	4.65
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**4.65**	**4.65**	**4.65**	**4.65**

Sanitary Sewer - Engineering

555-6315

DESCRIPTION

The Engineering Section of the Sewer Utility is responsible for the planning and design of various sewerage improvements such as sewer districts, trunk sewer extensions, pump stations and wastewater treatment facilities. This work includes preparation of construction contract documents; i.e. plans and specifications, construction inspection, supervision and providing assistance in easement acquisition. Sanitary sewer plans for private development are reviewed to ensure conformance with City and State rules, regulations and standards. All sanitary sewer plans, maps and other reference documents are maintained and updated for use by contractors, developers, realtors and the general public.

HIGHLIGHTS / SIGNIFICANT CHANGES

With the passage of the revenue bond issue in November 1997, funds will be available in FY 2002 to continue the construction of the Cow Branch Sewer and Pump Station project, to serve the recently annexed area towards Prathersville Improvement projects expected to be under construction in FY 2002 include Upper Hinkson Creek Outfall Relief Sewer, H-21 Relief Sewer and H-17 Extension. Sanitary sewer rehabilitation of existing sewers by "no dig" methods will continue with Phase IV during FY 2002. Trunk sewer extensions in accordance with the City's current 80 acre point sewer policy are expected to continue to be funded with funds from the 1997 ballot issue.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 324,236	$ 371,734	$ 371,607	$ 411,329
Supplies and Materials	13,732	15,565	15,565	12,495
Travel and Training	1,860	2,245	2,245	2,310
Intragovernmental Charges	18,942	11,683	11,683	12,634
Utilities, Services, & Misc.	8,411	21,160	21,160	21,475
Capital	32,017	36,750	36,750	12,500
Other	19,386	16,800	16,800	24,226
Total	**$ 418,584**	**$ 475,937**	**$ 475,810**	**$ 496,969**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
5104 - Chief Engineer	0.25	0.25	0.25	0.25
5102 - Civil Engineer II	1.00	1.00	1.00	1.00
5101 - Civil Engineer I	1.34	1.34	1.34	1.34
5003 - Engineering Aide III	1.50	1.50	2.50	2.50
5002 - Engineering Aide II	2.00	2.00	2.00	2.00
Total Personnel	**6.09**	**6.09**	**7.09**	**7.09**
Permanent Full-Time	6.09	6.09	7.09	7.09
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**6.09**	**6.09**	**7.09**	**7.09**

Sanitary Sewer - Treatment Plant/Field O & M

555-6320 to 555-6329

DESCRIPTION

Operation of the Regional Wastewater Treatment Plant (WWTP) is provided on a three-shift, 24-hour per day basis each day of the year. Responsibility for adequate treatment of wastewater and wastewater biosolids (sludge) rests with the Plant Operations section. The Field Operations section is responsible for the operation of the Wetlands and the effluent pumping station located adjacent to the MDC Eagle Bluffs Wildlife Area and the wastewater treatment and spray irrigation system at the Columbia Regional Airport. The Plant Maintenance Section performs breakdown and preventative maintenance on Plant equipment and all field facilities, makes modifications and new installations as needed, and is responsible for care of buildings and provides routine operation of sixteen wastewater pumping stations located in the Columbia area. The Sludge Management Program is responsible for the ultimate disposal of the anaerobically digested biosolids by land application, and for annual reporting to MDNR, as well as grounds maintenance at the Regional WWTP, wetlands and field facilities. Industrial pretreatment management is also provided by this section. The Laboratory Section performs process control testing, MDNR monitoring and compliance reporting for the Regional WWTP and field sampling for the Sludge and Pretreatment Management Programs. Liaison with research organizations and tours of the wetlands are provided by the Lab Section.

HIGHLIGHTS / SIGNIFICANT CHANGES

Wetland Treatment Unit #4 construction was completed in 2001. This increases the constructed wetlands water surface area to approximately 130 acres in the four units. The wastewater treatment capacity of the Columbia Regional WWTP and wetlands increased to 19.5 million gallons per day. The Perche Creek stabilization repair project and the flood control berm repair at WTU #2 were completed in the summer of 2001. The first phase of the WTU #1 flood control berm repair work was also completed in 2001. Two new pumping stations will be put into service during 2002; one to serve the new Cow Branch trunk sewer system, the other to serve a subdivision development near Wyatt Lane and Thompson Road. When completed, these two will increase the number of satellite wastewater pumping stations to eighteen, not including the wetlands effluent pump station and the Airport pump station. The original wastewater plant equipment has reached its twenty-year life. Major mechanical components are being replaced where necessary based upon a schedule to allow budgeting the costs over a period of years.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 1,277,847	$ 1,360,475	$ 1,347,023	$ 1,465,637
Supplies and Materials	427,508	561,593	541,041	556,920
Travel and Training	2,852	3,435	4,231	3,460
Intragovernmental Charges	43,100	46,225	46,225	70,548
Utilities, Services, & Misc.	1,045,398	1,121,510	837,130	1,112,614
Capital	145,422	64,082	44,862	151,498
Other	182,389	180,250	208,050	220,085
Total	**$ 3,124,516**	**$ 3,337,570**	**$ 3,028,562**	**$ 3,580,762**

Sanitary Sewer - Treatment Plant/Field O & M

555-6320 to 555-6329

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
SLUDGE MANAGEMENT:				
2614 - Wastewater Operations Supv.	1.00	1.00	1.00	1.00
2306 - Public Works Supervisor II	1.00	1.00	1.00	1.00
2303 - Equipment Operator III	1.00	1.00	1.00	1.00
2300 - Equipment Operator II	2.00	2.00	2.00	2.00
FIELD OPERATIONS:				
2602 - WWTP Operator II	1.00	1.00	1.00	1.00
2601 - WWTP Operator I	0.00	1.00	1.00	2.00
WWT OPERATIONS:				
2604 - Chief Operator	1.00	1.00	1.00	1.00
2603 - WWTP Operator III	3.00	3.00	3.00	3.00
2601 - WWTP Operator I	9.00	9.00	9.00	9.00
WWT MAINTENANCE:				
2426 - Utility Maintenance Supv.	1.00	1.00	1.00	1.00
2425 - Utility Maint. Mechanic III	1.00	1.00	1.00	1.00
2422 - Utility Maint. Mechanic I	1.00	1.00	1.00	2.00
2421 - Utility Maint. Mechanic II	3.00	3.00	3.00	3.00
2402 - Maintenance Assistant II	1.00	1.00	1.00	1.00
LABORATORY:				
5132 - Laboratory Analyst	1.00	1.00	1.00	1.00
5031 - Laboratory Technician	2.00	2.00	2.00	2.00
Total Personnel	**29.00**	**30.00**	**30.00**	**32.00**
Permanent Full-Time	29.00	30.00	30.00	32.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**29.00**	**30.00**	**30.00**	**32.00**

Sanitary Sewer - Line Maintenance

555-6330

DESCRIPTION

The Sewer Maintenance Section is responsible for the maintenance of approximately 446 miles of sanitary sewer pipe. This involves routine cleaning of sanitary sewer pipe; routine internal television inspection of pipe; repair and/or replacement of pipe and manholes; and investigation of complaints and correction of problems identified.

HIGHLIGHTS / SIGNIFICANT CHANGES

The emphasis again this year will be placed upon repair of previously identified damaged portions of sanitary sewer mains at various locations throughout the system. A second repair crew will again be utilized to assist in reducing the backlog of identified repairs. Routine cleaning will also be emphasized for preventive maintenance. The Sewer Maintenance section will continue inspecting, identifying and prioritizing existing sewers that will be rehabilitated utilizing trenchless technology methods for the ongoing major contract rehabilitation and replacement work. Three phases of rehabilitation work have been completed totaling approximately 27,000 feet of pipe. The fourth and fifth phase of the rehab work is expected to continue into FY 2002 with emphasis on areas of the sewer collection system where inflow and infiltration are known to cause sewer problems during periods of high intensity or long duration rainfall.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 522,165	$ 558,512	$ 558,741	$ 581,743
Supplies and Materials	109,737	107,710	107,300	114,026
Travel and Training	1,112	1,850	1,500	1,850
Intragovernmental Charges	24,403	27,118	27,195	90,496
Utilities, Services, & Misc.	44,645	46,615	44,526	45,260
Capital	127,359	155,605	141,273	150,400
Other	594,221	592,728	592,728	571,461
Total	**$ 1,423,642**	**$ 1,490,138**	**$ 1,473,263**	**$ 1,555,236**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
2430 - Sewer Maintenance Supt.	1.00	1.00	1.00	1.00
2310 - Public Works Supervisor II	1.00	1.00	1.00	1.00
2309 - Public Works Supervisor I	1.00	1.00	1.00	1.00
2300 - Equipment Operator II	6.00	6.00	6.00	6.00
2299 - Equipment Operator I	3.00	3.00	3.00	3.00
2003 - Custodian	0.20	0.20	0.20	0.20
1003 - Admin. Support Assistant III	0.20	0.20	0.20	0.20
1002 - Admin. Support Assistant II	0.10	0.10	0.10	0.10
Total Personnel	**12.50**	**12.50**	**12.50**	**12.50**
Permanent Full-Time	12.50	12.50	12.50	12.50
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**12.50**	**12.50**	**12.50**	**12.50**

Sanitary Sewer - Capital Projects

555-6388

MAJOR PROJECTS

Voters approved an 18.9 million dollar revenue bond issue in November 1997. Several projects on the list of improvements have been contracted. Several more are in the final design stages and will begin construction in FY 2002.

FISCAL IMPACT

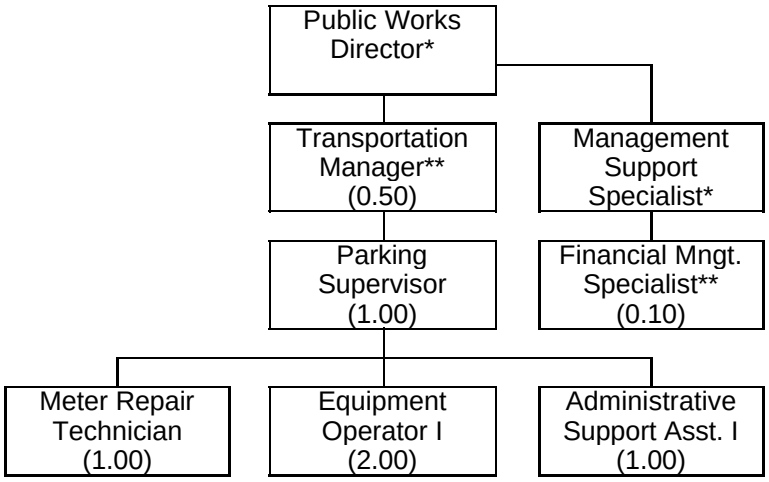
To pay back the revenue bonds, three rate increases of 3% each have been implemented. The third 3% rate increase became effective in June 2001.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 1,864	$ 0	$ 0	$ 0
Supplies and Materials	928	0	0	0
Travel and Training	0	0	0	0
Intragovernmental Charges	0	0	0	0
Utilities, Services, & Misc.	4,490,038	4,018,606	4,018,606	5,355,500
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 4,492,830**	**$ 4,018,606**	**$ 4,018,606**	**$ 5,355,500**

City of Columbia - Public Works Parking Facilities

5.60 FTE Positions



* Positions not included in Parking's FTE count.
** Positions are budgeted in various Public Works divisions and/or funds

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Parking Facilities Fund - Summary

Fund 556

DEPARTMENT DESCRIPTION

The Parking Utility operates, maintains and administers four parking facilities, 16 surface lots as well as on-street parking meters. It is responsible for the collection of income from the facilities, the collection of data and preparation of parking and parking facility studies, and the installation and maintenance of parking meters, gates, attendant buildings and other facilities.

DEPARTMENT OBJECTIVES

To provide and maintain convenient and adequate parking, both on-street and off-street in the downtown business district. To collect income from parking facilities for the maintenance and operation of these facilities and provide financing to additional facilities, as needed.

APPROPRIATIONS

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 288,943	$ 291,117	$ 294,217	$ 302,025
Supplies & Materials	71,033	129,617	128,402	129,867
Travel & Training	0	300	300	300
Intragovernmental Charges	94,283	83,782	84,582	112,602
Utilities, Services & Misc.	184,933	156,166	152,421	184,283
Capital	28,538	9,000	8,365	4,000
Other	1,154,210	1,118,978	1,118,978	1,103,028
Total	**1,821,940**	**1,788,960**	**1,787,265**	**1,836,105**
Summary				
Operating Expenses	591,317	650,282	656,922	674,177
Non-Operating Expenses	626,805	628,614	620,914	628,768
Debt Service	528,672	501,064	501,064	476,160
Capital Additions	28,538	9,000	8,365	4,000
Capital Projects	46,608	0	0	53,000
Total Expenses	**$ 1,821,940**	**$ 1,788,960**	**$ 1,787,265**	**$ 1,836,105**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Parking Facilities	5.60	5.60	5.60	5.60
Total Personnel	**5.60**	**5.60**	**5.60**	**5.60**
Permanent Full-Time	5.60	4.60	4.60	4.60
Permanent Part-Time	0.00	1.00	1.00	1.00
Total Permanent	**5.60**	**5.60**	**5.60**	**5.60**

Parking Facilities Fund - Summary

Fund 556

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2000	Budget FY 2001	Estimated FY 2002
Parking Inventory:			
On-Street Meters	1,431	1,500	1,444
Surface Lots:			
Off-Street Meters	490	315	490
Permit Spaces	546	468	498
Parking Structures:			
Public Parking Spaces	325	376	325
Permit Spaces	866	892	866
Parking Permits Issued:			
Surface Lots	740	654	660
Parking Structures	749	970	970
Revenue Collected:			
On-Street Meters	$387,572	$400,000	$410,000
Off-Street Meters	$58,235	$100,000	$59,000
Meter Covers	$32,535	$30,000	$30,000
Parking Structures Metered Revenues:			
Plaza	$56,958	$66,000	$57,000
6th/Cherry	$11,423	$15,000	$12,000
8th/Cherry	$17,389	$14,000	$18,000
10th/Cherry	$15,616	$16,000	$15,500
Parking Structures Permit Revenues:			
Plaza	$121,598	$116,000	$120,000
6th/Cherry	$111,038	$70,000	$110,000
8th/Cherry	$72,853	$54,000	$72,000
10th/Cherry	$45,356	$40,000	$42,000
Meter Maintenance & Repair:			
Complaints Checked	7,653	5,600	4,800
Meters Requiring Work	2,501	2,102	2,000
Meters Replaced	221	550	450
Hours Worked	461	460	450

COMPARATIVE DATA

	Columbia, MO	Jefferson City, MO	Boulder, CO	Iowa City, IA	Lincoln, NE	Norman, OK
Population	**86,391**	**39,636**	**92,150**	**61,911**	**218,087**	**95,135**
Number of Employees	**5.6**	**4.0**	**11.0**	**9.0**	**50.0**	**1.0**
Employees Per 1,000 Population	0.065	0.101	0.119	0.145	0.229	0.011
No. of Parking Spaces:	3,506	3,013	3,445	3,243	6,429	815
On-Street	1,431	1,460	1,376	843	2,200	750
Off-Street	2,059	1,553	2,069	2,400	4,229	65
No. of Parking Structures	4	2	5	4	6	0

Parking Facilities

556-6410

DESCRIPTION

The Parking Utility operates, maintains and administers four parking facilities, 16 surface lots as well as on-street parking meters. It is responsible for the collection of income from the facilities, the collection and data preparation of parking and parking facility studies, and the installation and maintenance of parking meters, gates, attendant buildings and other facilities.

HIGHLIGHTS / SIGNIFICANT CHANGES

Working with the downtown business community, the Parking Utility works to ensure that the present and future parking needs in downtown Columbia are met. In FY 1998, construction was completed on a new parking structure at Sixth and Cherry. A major renovation of the City's oldest parking structure located at Eighth and Cherry was completed in FY 1999. A new temporary lot at 5th and Cherry was put into operation during FY 1999. This surface lot is permit only. During FY 2000 & FY 2001 600 electronic parking meters were installed in selected downtown areas. A security camera system was approved in FY 2000 and installed during FY 2001 as a pilot project, it is expected to mark the beginning of a new era in security for all parking facilities.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 288,943	$ 291,117	$ 294,217	$ 302,025
Supplies and Materials	69,999	129,617	128,402	129,867
Travel and Training	0	300	300	300
Intragovernmental Charges	94,283	83,782	84,582	112,602
Utilities, Services, & Misc.	139,359	156,166	152,421	131,283
Capital	28,538	9,000	8,365	4,000
Other	1,154,210	1,118,978	1,118,978	1,103,028
Total	**$ 1,775,332**	**$ 1,788,960**	**$ 1,787,265**	**$ 1,783,105**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
4702 - Transportation Manager	0.50	0.50	0.50	0.50
4201 - Financial Mgmt Spec.	0.10	0.10	0.10	0.10
3032 - Meter Repair Technician	1.00	1.00	1.00	1.00
3024 - Parking Supervisor	1.00	1.00	1.00	1.00
2299 - Equipment Operator I	2.00	2.00	2.00	2.00
1001 - Admin. Support Assistant I	1.00	1.00	1.00	1.00
Total Personnel	**5.60**	**5.60**	**5.60**	**5.60**
Permanent Full-Time	5.60	4.60	4.60	4.60
Permanent Part-Time	0.00	1.00	1.00	1.00
Total Permanent	**5.60**	**5.60**	**5.60**	**5.60**

Parking - Capital Projects

556-6488

MAJOR PROJECTS

No major projects planned for FY 2002, minor upgrades to a lot at 5th and Cherry is planned for FY 2002 and install fencing at 8th & Cherry upper floor areas.

FISCAL IMPACT

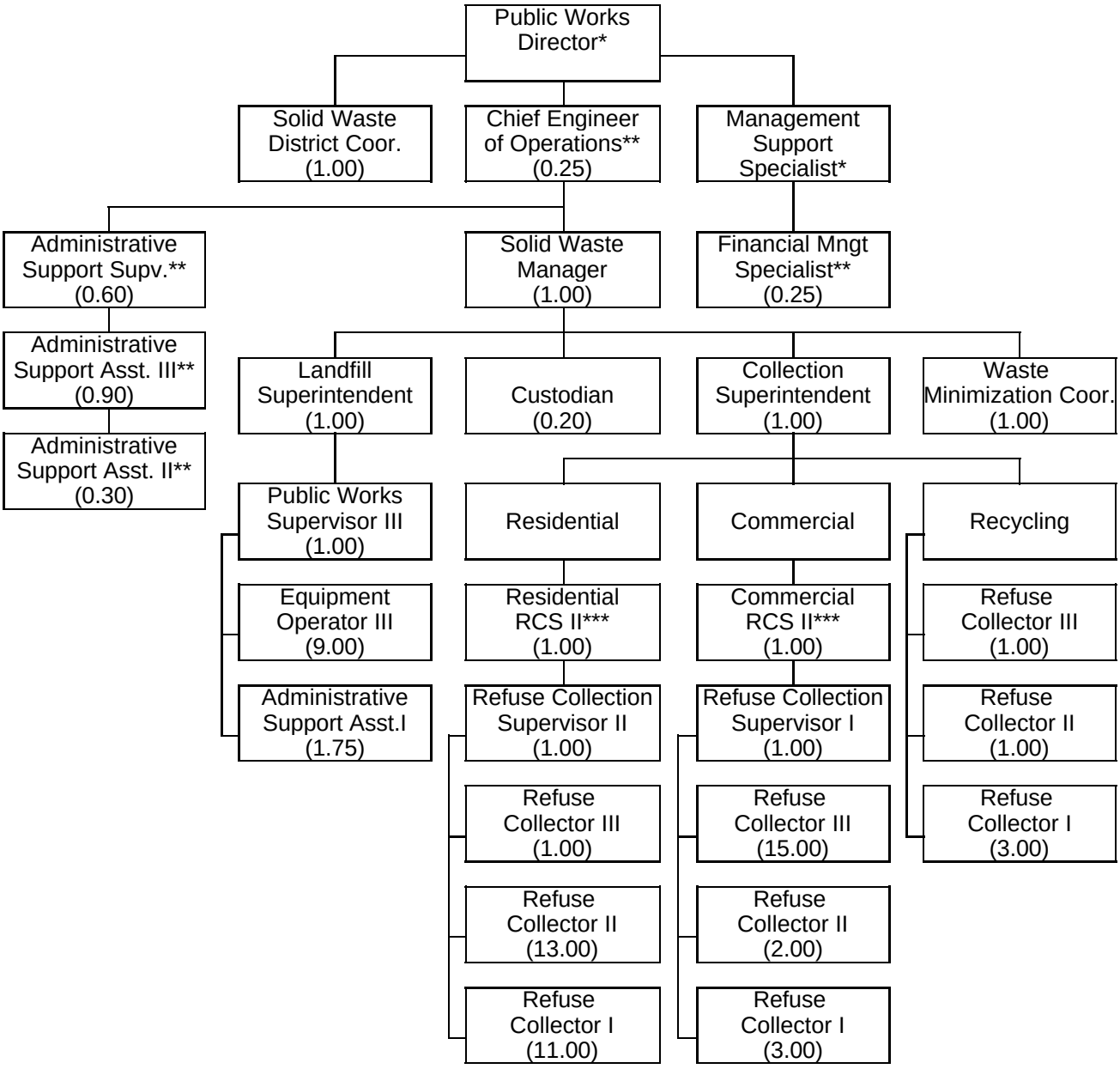
None

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 0	$ 0	$ 0	$ 0
Supplies and Materials	1,034	0	0	0
Travel and Training	0	0	0	0
Intragovernmental Charges	0	0	0	0
Utilities, Services, & Misc.	45,574	0	0	53,000
Capital	0	0	0	0
Other	0	0	0	0
Total	$ **46,608**	$ **0**	$ **0**	$ **53,000**

City of Columbia - Public Works Solid Waste

73.25 FTE Positions



* Positions not included in Solid Waste's FTE count.
** Positions are budgeted in various Public Works divisions and/or funds
*** RCS - Refuse Collection Supervisor

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Solid Waste Fund - Summary

Fund 557

DEPARTMENT DESCRIPTION

This utility is dedicated to the management of resources for the protection of public health. Human resources are managed to provide efficient trash, recycling, and disposal services utilizing sound engineering practices. Natural resources are managed through education, reuse and recycling for the protection of the environment.

DEPARTMENT OBJECTIVES

To provide an efficient collection and disposal service while protecting the environment and public health.

APPROPRIATIONS

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 3,063,715	$ 3,312,368	$ 3,279,646	$ 3,424,082
Supplies & Materials	1,805,902	2,379,554	2,331,351	2,567,046
Travel & Training	7,853	18,870	18,075	19,091
Intragovernmental Charges	902,837	952,839	953,399	938,964
Utilities, Services & Misc.	1,588,492	4,031,039	4,121,676	4,847,717
Capital	1,302,642	927,284	914,070	920,248
Other	1,534,598	1,434,245	1,437,023	1,557,928
Total	**10,206,039**	**13,056,199**	**13,055,240**	**14,275,076**
Summary				
Operating Expenses	7,305,601	8,564,170	8,419,587	8,766,900
Non-Operating Expenses	1,315,531	1,214,800	1,371,638	1,347,725
Debt Service	246,425	224,445	224,445	215,203
Capital Additions	1,201,059	927,284	914,070	920,248
Capital Projects	137,423	2,125,500	2,125,500	3,025,000
Total Expenses	**$ 10,206,039**	**$ 13,056,199**	**$ 13,055,240**	**$ 14,275,076**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Administration	5.50	5.50	5.50	5.50
Commercial	18.90	18.90	17.90	18.90
Residential	27.00	27.00	26.00	26.00
Landfill	12.75	12.75	12.75	12.75
Larvaciding	0.50	0.50	0.50	0.50
University	2.60	2.60	3.60	2.60
Recycling	6.00	6.00	7.00	7.00
Total Personnel	**73.25**	**73.25**	**73.25**	**73.25**
Permanent Full-Time	72.50	72.50	72.50	72.50
Permanent Part-Time	0.75	0.75	0.75	0.75
Total Permanent	**73.25**	**73.25**	**73.25**	**73.25**

COMPARATIVE DATA

	Columbia, MO	Norman, OK	Olathe, KS	Lawrence, KS	Fort Smith, AR	Pine Bluff, AR
Population	**86,391**	**95,135**	**89,074**	**79,700**	**75,696**	**52,771**
Number of Employees	73.25	76.00	48.00	80.00	84.00	50.00
Employees Per 1,000 Population	0.848	0.799	0.539	1.004	1.110	0.947
Number of Part Time Employees	4	6	6	1	5	0
No. of Utility Accounts	32,879	28,000	27,500	25,000	22,295	17,950
Avg. Residential Rate/Month	$10.30 (1)	$8.00	$10.75	$10.60	$8.81	$11.80
Disposal Tipping Fee/Ton	$32.50	$13.83	$27.00	$19.15	$22.35	$33.36

(1) Rate change took effect on 3/2/01.

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2000	Budget FY 2001	Estimated FY 2002
Tons of Waste Collected:			
Residential	23,990	24,500	25,000
Commercial/Roll-Off	54,038	51,000	52,000
University	7,258	7,069	7,100
From Outside Hauler	60,986	77,431	78,500
Total Tons of Material Deposited at Landfill	146,272	160,000	162,600
Tons of Recyclables Collected Curbside	2,738	2,800	2,850
Tons of Recyclables Collected at Drop Offs	1,944	2,000	2,050
Tons of Yard Waste taken to Compost Facility	5,005	5,100	5,200
Number of Residential Units	31,461	32,600	33,400
Quantity of Black Trash Bags Delivered/Sold	2,006,475	2,325,000	2,200,875
Quantity of Blue Recycling Bags Delivered/Sold	1,340,532	1,400,000	1,450,000
Quantity of Clear Compost Bags Delivered/Sold	322,470	330,000	335,000
Total Vehicle Hours	51,125	52,000	52,500
No. White Goods Collected Through Special Collection	2,642	2,800	2,900
State Landfill Fees Collected and Forwarded to State	$265,194	$310,400	$315,444
Educational and Informational Presentations	112	115	130
Residential Hazardous Waste Collected/Disposed (lbs per calendar year)	166,220	168,000	175,000
No. of Vehicles Serviced at Hazardous Waste Facility(per calendar year)	2,682	2,750	2,800
Trash Out Early Violations	26	30	40

Solid Waste - Administration

557-6510 to 557-6519

DESCRIPTION

The Solid Waste Utility is responsible for the management of waste using sound engineering practices to protect human health and the environment. Administrative duties include keeping abreast of new regulations, designing waste and recyclables collection systems, collecting waste and recyclables, landfilling and managing human resources.

HIGHLIGHTS / SIGNIFICANT CHANGES

Contract with Civic Recycling for processing recyclables ended in July 2001. Temporary quarters was set up at the compost facility to receive and prepare recyclables for transportation to Resource Management in Earth City, Missouri. A material recovery building will be built in the fall of 2001 to handle the transportation of recyclables on property recently purchased adjacent to the landfill. Landfill cell 2 will be full in the fall of 2001. An application for vertical expansion to raise the final elevation allowing fill over the old portion of the landfill has been submitted to MDNR. If approved, it will increase the overall life of the landfill by 5.8 years. The development of the next disposal area, cell 3 is in progress and will be completed in 2002. Commingled recycling continues to grows with approximately 600 more tons collected from the previous year.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 292,596	$ 334,432	$ 299,255	$ 337,484
Supplies and Materials	13,150	29,096	22,055	27,924
Travel and Training	2,301	6,450	5,655	6,150
Intragovernmental Charges	698,912	753,712	753,712	715,249
Utilities, Services, & Misc.	163,636	96,960	241,885	96,776
Capital	1,356	2,410	2,363	27,199
Other	252,098	227,445	230,223	220,766
Total	**$ 1,424,049**	**$ 1,450,505**	**$ 1,555,148**	**$ 1,431,548**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
5104 - Chief Engineer	0.25	0.25	0.25	0.25
4201 - Financial Mgmt Spec	0.25	0.25	0.25	0.25
2208 - Solid Waste District Coor.	1.00	1.00	1.00	1.00
2206 - Collection Superintendent	1.00	1.00	1.00	1.00
2205 - Solid Waste Manager	1.00	1.00	1.00	1.00
2003 - Custodian	0.20	0.20	0.20	0.20
1004 - Admin. Support Supervisor	0.60	0.60	0.60	0.60
1003 - Admin. Support Assistant III	0.90	0.90	0.90	0.90
1002 - Admin. Support Assistant II	0.30	0.30	0.30	0.30
Total Personnel	**5.50**	**5.50**	**5.50**	**5.50**
Permanent Full-Time	5.50	5.50	5.50	5.50
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**5.50**	**5.50**	**5.50**	**5.50**

Solid Waste - Commercial

557-6520 to 557-6529

DESCRIPTION

Commercial collection provides waste removal services from small single offices to large manufacturers. Services and equipment are available that range from a single bag for small generators to large 40 cubic yard compactors for manufacturers.

HIGHLIGHTS / SIGNIFICANT CHANGES

Mini roll-off service is growing and providing waste removal opportunities to medium and large volume generators that are too large for dumpsters and too small for the larger roll-off containers. Retaining commercial customers and route efficiencies will be the focus. There are no significant changes planned for commercial collection.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 837,753	$ 932,596	$ 913,356	$ 911,021
Supplies and Materials	502,785	551,564	571,220	617,724
Travel and Training	706	2,021	2,021	2,021
Intragovernmental Charges	71,530	68,858	68,858	72,949
Utilities, Services, & Misc.	272,766	309,241	305,660	320,833
Capital	417,707	341,150	335,012	210,100
Other	181,088	177,900	177,900	195,058
Total	**$ 2,284,335**	**$ 2,383,330**	**$ 2,374,027**	**$ 2,329,706**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
2214 - Refuse Collector III	13.90	13.90	13.90	13.90
2213 - Refuse Collector II	2.00	2.00	1.00	1.00
2212 - Refuse Collector I	1.00	1.00	1.00	2.00
2204 - Refuse Collection Supv. II	1.00	1.00	1.00	1.00
2203 - Refuse Collection Supv. I	1.00	1.00	1.00	1.00
Total Personnel	**18.90**	**18.90**	**17.90**	**18.90**
Permanent Full-Time	18.90	18.90	17.90	18.90
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**18.90**	**18.90**	**17.90**	**18.90**

Solid Waste - Residential

557-6530 to 557-6539

DESCRIPTION

Residential solid waste services include collection of refuse, recycling, yard waste and white goods from single family and multiple residential units.

HIGHLIGHTS / SIGNIFICANT CHANGES

Trash and commingled recyclables are collected weekly in the same truck. Yard waste is collected with a separate vehicle. White goods are collected by appointment and freon recovery by city staff is completed before the unit is sent for metal recycling. Collection truck styles, e.g. one man collection, will be the focus to increase efficiencies. There are no significant changes planned for residential collections.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 783,270	$ 795,408	$ 856,864	$ 982,943
Supplies and Materials	525,874	728,094	697,865	737,134
Travel and Training	699	1,450	1,450	1,450
Intragovernmental Charges	83,503	78,805	78,805	96,871
Utilities, Services, & Misc.	177,979	184,441	181,253	187,803
Capital	261,100	0	0	158,949
Other	130,195	130,500	130,500	129,301
Total	**$ 1,962,620**	**$ 1,918,698**	**$ 1,946,737**	**$ 2,294,451**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
2214 - Refuse Collector III	1.00	1.00	1.00	1.00
2213 - Refuse Collector II	13.00	13.00	13.00	13.00
2212 - Refuse Collector I	11.00	11.00	10.00	10.00
2204 - Refuse Collection Supv. II	2.00	2.00	2.00	2.00
Total Personnel	**27.00**	**27.00**	**26.00**	**26.00**
Permanent Full-Time	27.00	27.00	26.00	26.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**27.00**	**27.00**	**26.00**	**26.00**

Solid Waste - Landfill

557-6540 to 557-6549

DESCRIPTION

To comply with state and federal regulations, Columbia Sanitary Landfill is operated using environmentally sound engineering practices for disposal of municipal solid waste.

HIGHLIGHTS / SIGNIFICANT CHANGES

Total tons received at the landfill for fiscal year 2000 was 146,274. Fiscal year 2001 tonnage is expected to equal or exceed the previous year. A landfill vertical expansion modification request has been submitted to the Missouri department of Natural Resources for approval. If approved, this will add 5.8 years of overall life to the landfill at current tonnage rates. Current landfill Cell 2 will be full in the fall of 2001. Site development for Cell 3, landfill operation center and a material recovery building will be completed late summer utilizing city forces. Operation center and material recovery buildings will be build by contract with an early 2002 completion date. Landfill gas to energy project will be evaluated for and prior to building construction for heating and electrical generation. Cell 3 will be constructed and readied to accept waste in fiscal year 2002.

Composting operation continues to expand. A new windrow turner and trommel screen have been added to the equipment mix. These units will provide for the efficient production of a marketable end-product compost material. Partial grant funding of the new processing equipment was provided by the MDNR-Solid Waste Management Program, Environmental Improvement and Energy Resource Authority, Mid-Missouri Solid Waste District H and Columbia Foods, Inc. A four acre expansion of the composting facility will be completed summer 2001. A marketing proposal for bulk sales of compost and mulch is in the development stage.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 626,705	$ 660,571	$ 661,917	$ 688,207
Supplies and Materials	372,771	528,305	517,186	621,513
Travel and Training	1,280	2,400	2,400	2,600
Intragovernmental Charges	22,951	24,186	24,186	24,714
Utilities, Services, & Misc.	609,967	882,870	850,631	843,990
Capital	482,455	545,915	539,240	524,000
Other	923,890	850,000	850,000	968,724
Total	**$ 3,040,019**	**$ 3,494,247**	**$ 3,445,560**	**$ 3,673,748**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
2307 - Public Works Supervisor III	1.00	1.00	1.00	1.00
2303 - Equipment Operator III	9.00	9.00	9.00	9.00
2207 - Landfill Superintendent	1.00	1.00	1.00	1.00
1000 - Admin. Support Assistant I	1.75	1.75	1.75	1.75
Total Personnel	**12.75**	**12.75**	**12.75**	**12.75**
Permanent Full-Time	12.00	12.00	12.00	12.00
Permanent Part-Time	0.75	0.75	0.75	0.75
Total Permanent	**12.75**	**12.75**	**12.75**	**12.75**

Solid Waste - Larvaciding

557-6550 to 557-6559

DESCRIPTION

This program destroys mosquito larva in standing water and lagoons from early spring to late fall.

HIGHLIGHTS / SIGNIFICANT CHANGES

No significant changes are expected.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 18,628	$ 24,063	$ 24,063	$ 24,904
Supplies and Materials	552	4,390	4,390	4,390
Travel and Training	0	50	50	50
Intragovernmental Charges	0	0	0	0
Utilities, Services, & Misc.	26	1,040	1,040	1,040
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 19,206**	**$ 29,543**	**$ 29,543**	**$ 30,384**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
2214 - Refuse Collector III	0.50	0.50	0.50	0.50
Total Personnel	**0.50**	**0.50**	**0.50**	**0.50**
Permanent Full-Time	0.50	0.50	0.50	0.50
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**0.50**	**0.50**	**0.50**	**0.50**

Solid Waste - University

557-6560 to 557-6569

DESCRIPTION

Contract collection of waste from all the facilities on the MU campus.

HIGHLIGHTS / SIGNIFICANT CHANGES

No significant changes are expected. City staff continues to work with university personnel to increase efficiencies in solid waste services on campus by placement of compactors in lieu of dumpsters.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 71,856	$ 99,166	$ 99,166	$ 101,902
Supplies and Materials	45,074	65,759	55,042	65,759
Travel and Training	0	0	0	0
Intragovernmental Charges	5,539	5,155	5,715	5,020
Utilities, Services, & Misc.	28,474	40,729	36,729	38,860
Capital	14,080	0	0	0
Other	14,165	14,000	14,000	15,517
Total	**$ 179,188**	**$ 224,809**	**$ 210,652**	**$ 227,058**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
2214 - Refuse Collector III	0.60	0.60	0.60	0.60
2213 - Refuse Collector II	0.00	0.00	1.00	1.00
2212 - Refuse Collector I	2.00	2.00	2.00	1.00
Total Personnel	**2.60**	**2.60**	**3.60**	**2.60**
Permanent Full-Time	2.60	2.60	3.60	2.60
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**2.60**	**2.60**	**3.60**	**2.60**

Solid Waste - Recycling

557-6570 to 557-6579

DESCRIPTION

This program includes weekly collection of commingled recyclables from residential units, daily collection of commingled recyclables from 7 drop-off locations (including the University of Missouri site), 7 apartment drop-off containers rotated among 21 apartment complexes, rotating bi-monthly (April through November) collection of household hazardous waste, and weekly collection of major appliances and yard waste. The Public Works Volunteer Program utilizes over 2000 volunteers per year in waste reduction activities such as Adopt - A -Spot litter control, household hazardous waste greeters, mulch site aides, worm loan aides, composting workshop leaders, and various other special projects.

HIGHLIGHTS / SIGNIFICANT CHANGES

Starting June 2001, we began transporting recyclable material to Resource Management in Earth City, Missouri, for processing. A building for a Material Recovery Facility to be located on landfill property will be completed in the fall of 2001.

The apartment recycling drop-off program was expanded this year to service an additional 9 locations, for a total of 21 complexes. The containers are placed at each apartment complex for at least a twenty-four hour period for their designated recycling day then moved to the next location.

Commingled recycling continues to increase weekly curbside set-outs rates and tonnages. Last year total tons collected from curbside and drop-off was 4,682, up from 4,087 the prior year.

The household hazardous waste collection serviced 2682 cars in 2000, and collected 166,220 pounds of material.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 432,266	$ 466,132	$ 425,025	$ 377,621
Supplies and Materials	312,987	472,346	463,593	492,602
Travel and Training	2,867	6,499	6,499	6,820
Intragovernmental Charges	20,402	22,123	22,123	24,161
Utilities, Services, & Misc.	333,154	390,258	378,978	333,415
Capital	24,361	37,809	37,455	0
Other	33,162	34,400	34,400	28,562
Total	**$ 1,159,199**	**$ 1,429,567**	**$ 1,368,073**	**$ 1,263,181**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
4533 - Waste Minimization Coord.	1.00	1.00	1.00	1.00
2214 - Refuse Collector III	1.00	1.00	1.00	1.00
2213 - Refuse Collector II	1.00	1.00	1.00	1.00
2212 - Refuse Collector I	3.00	3.00	4.00	4.00
Total Personnel	**6.00**	**6.00**	**7.00**	**7.00**
Permanent Full-Time	6.00	6.00	7.00	7.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**6.00**	**6.00**	**7.00**	**7.00**

Solid Waste - Capital Projects

557-6588-881

MAJOR PROJECTS

The construction of Cell 3 was bid and bids were rejected as they were over budget. Site work for Cell 3 is being handled by City forces. The liner construction for Cell 3 will be rebid in 2002. Fiscal year 2001 Cell 3 funding was redirected operation center and material recovery facility buildings and the site work for Cell 3.

Continued capital funding of $75,000 for refuse handling equipment.

FISCAL IMPACT

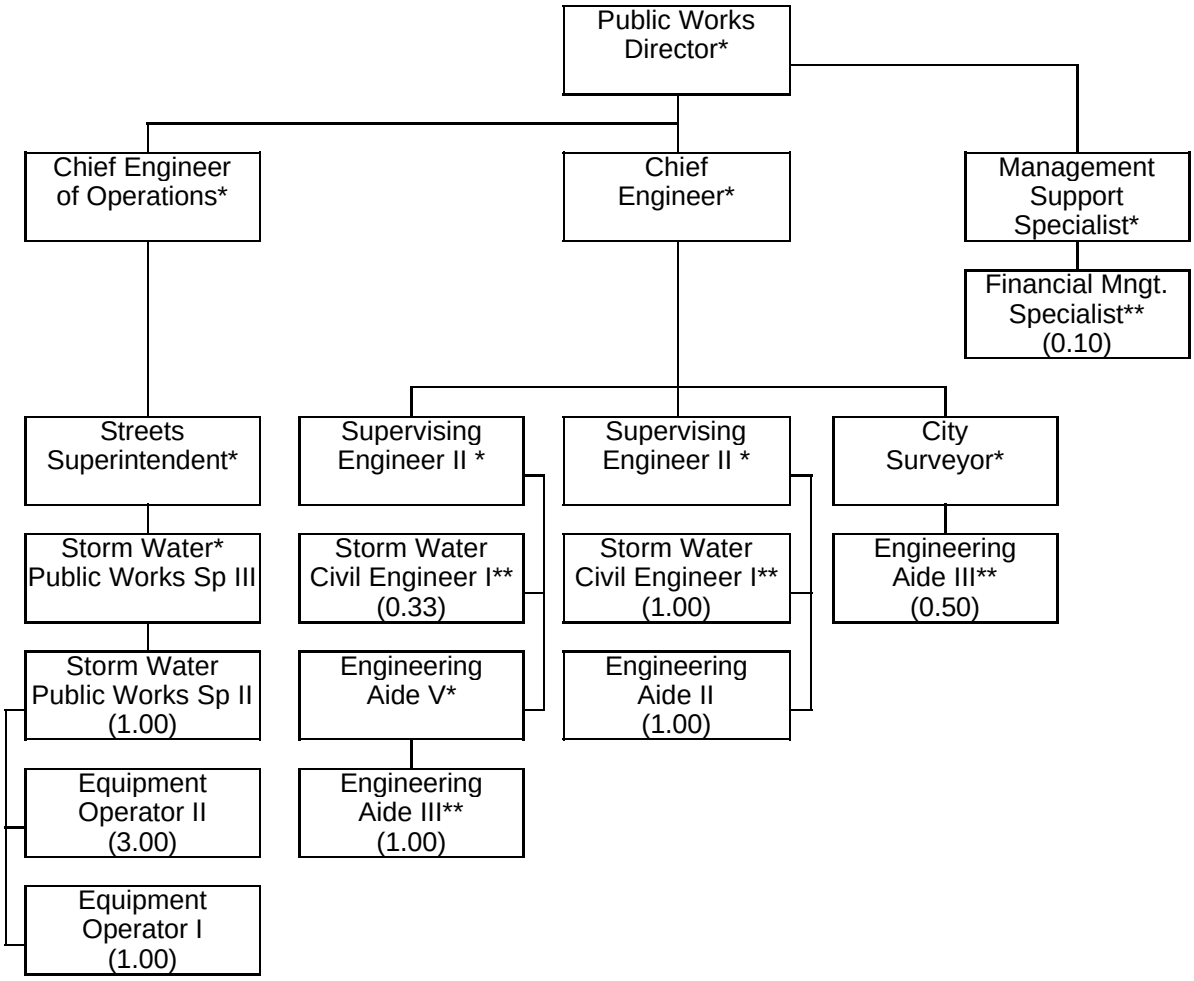
The fiscal impact will be approximately $2,000,000.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 641	$ 0	$ 0	$ 0
Supplies and Materials	32,709	0	0	0
Travel and Training	0	0	0	0
Intragovernmental Charges	0	0	0	0
Utilities, Services, & Misc.	2,490	2,125,500	2,125,500	3,025,000
Capital	101,583	0	0	0
Other	0	0	0	0
Total	**$ 137,423**	**$ 2,125,500**	**$ 2,125,500**	**$ 3,025,000**

City of Columbia - Public Works Storm Water Utility

8.93 FTE Positions



* Positions not included in Storm Water's FTE count.
** Positions are budgeted in various Public Works divisions and/or funds

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Storm Water Utility Fund - Summary

Fund 558

DEPARTMENT DESCRIPTION

The Storm Water Utility operates through funding approved by voters in April of 1993. Funding sources include development charges on new construction and Storm Water Utility charges on existing improved properties. The Storm Water Utility was established to provide funding for the implementation of storm water management projects, maintenance of existing storm water drainage facilities, and modeling of developing drainage basins with an eye toward implementation of regional detention facilities to control run off from developing areas.

DEPARTMENT OBJECTIVES

To assure the movement of emergency vehicles during storm periods, to protect the public from rapidly flowing water or flash floods, to minimize losses and property damage resulting from uncontrolled storm water runoff, and establish requirements for construction of storm water management facilities in newly developed areas.

APPROPRIATIONS

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 405,043	$ 400,057	$ 422,037	$ 415,361
Supplies & Materials	160,013	122,124	83,360	130,379
Travel & Training	483	1,765	1,765	1,765
Intragovernmental Charges	70,590	86,373	80,612	109,091
Utilities, Services & Misc.	1,189,224	562,073	578,508	1,551,360
Capital	33,534	9,740	5,923	20,000
Other	157,843	154,500	154,500	184,604
Total	**2,016,730**	**1,336,632**	**1,326,705**	**2,412,560**
Summary				
Operating Expenses	611,654	777,992	769,832	732,956
Non-Operating Expenses	157,843	154,500	156,550	184,604
Debt Service	0	0	0	0
Capital Additions	33,327	9,740	5,923	20,000
Capital Projects	1,213,906	394,400	394,400	1,475,000
Total Expenses	$ **2,016,730**	$ **1,336,632**	$ **1,326,705**	$ **2,412,560**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Administration/Engineering	3.93	3.93	3.93	3.93
Field Operations	5.00	5.00	5.00	5.00
Total Personnel	**8.93**	**8.93**	**8.93**	**8.93**
Permanent Full-Time	8.93	8.93	8.93	8.93
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**8.93**	**8.93**	**8.93**	**8.93**

Storm Water Utility Fund - Summary

Fund 558

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2000	Budget FY 2001	Estimated FY 2002
No. of Programmed Projects from Engineering Division	9	15	15
No. of Feet of Drainage Improvement	1,888	1,000	1,000
No. of Unscheduled Projects Completed	6	10	10
No. of Problem Investigations	147	160	145
No. of Inlets Rebuilt/Repaired	98	100	100

COMPARATIVE DATA

	Columbia, MO	Springfield, MO	Indepen-dence, MO	Joplin, MO	Ames, IA
Population	**86,391**	**151,580**	**113,288**	**45,504**	**49,265**
Number of Employees	5	14	Did	4	10
Employees Per 1,000 Population	0.058	0.092	Not	0.088	0.203
Drainage Area Served (sq. mi.)	52	80	Respond	32	22
Budget (thousands)	730	985		**	300

** No Separate Figures-Included in Street Budget

Storm Water Utility - Admin./Engineering

558-6610 to 558-6619

DESCRIPTION

The purpose of the Storm Water Utility is to assure the movement of emergency vehicles during storm periods, to protect the public from rapidly flowing water or flash floods, to minimize losses and property damage resulting from uncontrolled storm water run off, and establish requirements for construction of storm water management facilities in newly developed areas.

HIGHLIGHTS / SIGNIFICANT CHANGES

Design & construction of the Storm Water capital improvement projects will continue this year. Ongoing contracts with Dr Jim Davis and the University of Missouri related to public education and outreach and the formation and coordination with the watershed partnerships will be ongoing during this fiscal year. EPA Phase II storm water regulations, and MDNR's development of state stormwater regulations will be monitored closely. The city has contracted with Tom Schueler of the Institute for Watershed Protection and will be working on a comprehensive storm water ordinance to address storm water quality issues during the fiscal year.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 164,873	$ 196,352	$ 196,352	$ 207,288
Supplies and Materials	6,477	7,025	5,025	7,025
Travel and Training	483	700	700	700
Intragovernmental Charges	65,121	74,852	74,852	95,487
Utilities, Services, & Misc.	43,124	108,244	110,294	15,796
Capital	12,630	0	0	20,000
Other	0	0	0	0
Total	**$ 292,708**	**$ 387,173**	**$ 387,223**	**$ 346,296**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
5101 - Civil Engineer I	1.33	1.33	1.33	1.33
5003 - Engineering Aide III	1.50	1.50	1.50	1.50
5002 - Engineering Aide II	1.00	1.00	1.00	1.00
4201 - Financial Mgmt Spec.	0.10	0.10	0.10	0.10
Total Personnel	**3.93**	**3.93**	**3.93**	**3.93**
Permanent Full-Time	3.93	3.93	3.93	3.93
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**3.93**	**3.93**	**3.93**	**3.93**

Storm Water Utility - Field Operations

558-6620 to 558-6629

DESCRIPTION

The Storm Water Utility - Field Operations is responsible for maintaining and repairing existing facilities and constructing small storm water projects (less than $200,000).

HIGHLIGHTS / SIGNIFICANT CHANGES

Field Operations continues to work on identified problem areas in public right-of-way with the highest priority given to flooding of homes and major streets in accordance with the approved Storm Water Utility Plan.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 210,323	$ 203,705	$ 225,685	$ 208,073
Supplies and Materials	54,547	115,099	78,335	123,354
Travel and Training	0	1,065	1,065	1,065
Intragovernmental Charges	5,469	11,521	5,760	13,604
Utilities, Services, & Misc.	61,237	59,429	73,814	60,564
Capital	20,697	9,740	5,923	0
Other	157,843	154,500	154,500	184,604
Total	**$ 510,116**	**$ 555,059**	**$ 545,082**	**$ 591,264**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
2310 - Public Works Supervisor II	1.00	1.00	1.00	1.00
2300 - Equipment Operator II	3.00	3.00	3.00	3.00
2299 - Equipment Operator I	1.00	1.00	1.00	1.00
Total Personnel	**5.00**	**5.00**	**5.00**	**5.00**
Permanent Full-Time	5.00	5.00	5.00	5.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**5.00**	**5.00**	**5.00**	**5.00**

Storm Water Utility - Capital Projects

558-6688

MAJOR PROJECTS

Work will be underway on storm drainage improvements in the Bicknell/Walnut area; in the Hardin/Donnelly area; on Crestmere Avenue and on regional detention facility in the Merideth Branch drainage area north of Gillespie Bridge Road.

FISCAL IMPACT

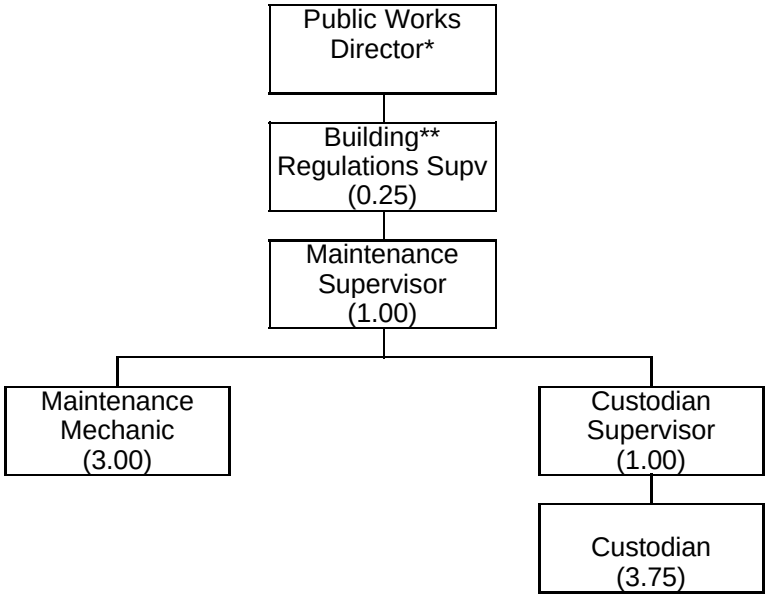
None

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 29,847	$ 0	$ 0	$ 0
Supplies and Materials	98,989	0	0	0
Travel and Training	0	0	0	0
Intragovernmental Charges	0	0	0	0
Utilities, Services, & Misc.	1,084,863	394,400	394,400	1,475,000
Capital	207	0	0	
Other	0	0	0	0
Total	$ **1,213,906**	$ **394,400**	$ **394,400**	$ **1,475,000**

City of Columbia - Public Works Custodial & Building Maint.

9.00 FTE Positions



* Position not incuded in Custodial and Building Maintenance's FTE count.
**' Positions are budgeted in various Public Works divisions and/or funds

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Custodial & Maintenance Services Fund - Summary

Fund 671

DEPARTMENT DESCRIPTION

Custodial and Maintenance Services Fund provides custodial services to the City Hall Building, Howard Building, Gentry Building, Gates Building and City Hall Annex. Building maintenance for these facilities as well as all fire stations, Grissum Building, Walton Building, Fire and Police Building and other City facilities is provided.

DEPARTMENT OBJECTIVES

Maintain condition of buildings as efficiently as possible.

APPROPRIATIONS

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 345,331	$ 370,941	$ 343,334	$ 402,204
Supplies & Materials	60,979	98,641	99,340	100,948
Travel & Training	0	900	0	900
Intragovernmental Charges	40,685	43,648	43,648	58,641
Utilities, Services & Misc.	155,748	294,716	299,282	307,205
Capital	9,638	8,200	8,133	0
Other	4,882	4,777	4,777	6,277
Total	**617,263**	**821,823**	**798,514**	**876,175**
Summary				
Operating Expenses	602,743	808,846	785,404	869,898
Non-Operating Expenses	4,722	4,488	4,688	6,112
Debt Service	160	289	289	165
Capital Additions	9,638	8,200	8,133	0
Capital Projects	0	0	0	0
Total Expenses	**$ 617,263**	**$ 821,823**	**$ 798,514**	**$ 876,175**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Building Maintenance	3.25	3.20	3.20	4.20
Custodial Services	4.75	4.80	4.80	4.80
Total Personnel	**8.00**	**8.00**	**8.00**	**9.00**
Permanent Full-Time	7.25	7.25	7.25	8.25
Permanent Part-Time	0.75	0.75	0.75	0.75
Total Permanent	**8.00**	**8.00**	**8.00**	**9.00**

Custodial & Maintenance Services Fund - Summary

Fund 671

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2000	Budget FY 2001	Estimated FY 2002
Custodial:			
Cost/Square Foot	3.70	3.86	4.06
No. Square Feet/Hours Worked	2,375	2,308	2,362
Maintenance:			
Cost/Square Foot	2.05	$1.53	2.48
No. Square Feet/Hours Worked	10,500	13,636	10,500

COMPARATIVE DATA

NOTE: Comparative Data was not available for the Custodial & Maintenance Services Fund.

Custodial & Maintenance Services Fund - Building Maintenance

671-6710

DESCRIPTION

This section provides general maintenance on the buildings previously mentioned including all electrical, plumbing, heating, air conditioning and structural maintenance as required.

HIGHLIGHTS / SIGNIFICANT CHANGES

The maintenance crews have completed the renovation of City Hall. The HTE software system for managing work orders and maintenance activities is being developed. Efforts will continue in preventive maintenance and seeking ways for more efficient use of resources. When possible the maintenance crew provides remodeling/repair/renovation services to its customers. Due to routine maintenance duties we are unable to satisfy all requests. The division recently remodeled the Planning Department by adding three private offices. The maintenance crew was able to complete the project, requiring a fraction of the time and costs the competitive bid process would have required.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 169,337	$ 173,429	$ 169,291	$ 212,470
Supplies and Materials	45,676	72,732	73,385	74,948
Travel and Training	0	900	0	900
Intragovernmental Charges	21,486	22,461	22,461	29,184
Utilities, Services, & Misc.	148,832	283,364	287,930	296,153
Capital	9,638	8,200	8,133	0
Other	4,882	4,777	4,777	6,277
Total	**$ 399,851**	**$ 565,863**	**$ 565,977**	**$ 619,932**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
3205 - Bldg. Regulations Supervisor	0.25	0.25	0.25	0.25
2404 - Maintenance Mechanic	2.00	2.00	2.00	3.00
2400 - Maintenance Supervisor	1.00	0.95	0.95	0.95
Total Personnel	**3.25**	**3.20**	**3.20**	**4.20**
Permanent Full-Time	3.25	3.20	3.20	4.20
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**3.25**	**3.20**	**3.20**	**4.20**

Custodial & Maintenance Services Fund - Custodial Services

671-6720

DESCRIPTION

This section provides custodial services in the buildings previously noted as well as snow removal services at the City Hall, City Hall Annex, Gentry and Howard Buildings. In addition, the custodians will provide security for the Daniel Boone Building during evening meetings.

HIGHLIGHTS / SIGNIFICANT CHANGES

Custodial services is provided for five downtown public buildings in addition to security for the Daniel Boone Building during evening meetings. Special emphasis will continue for the Health Clinic area.

BUDGET DETAIL

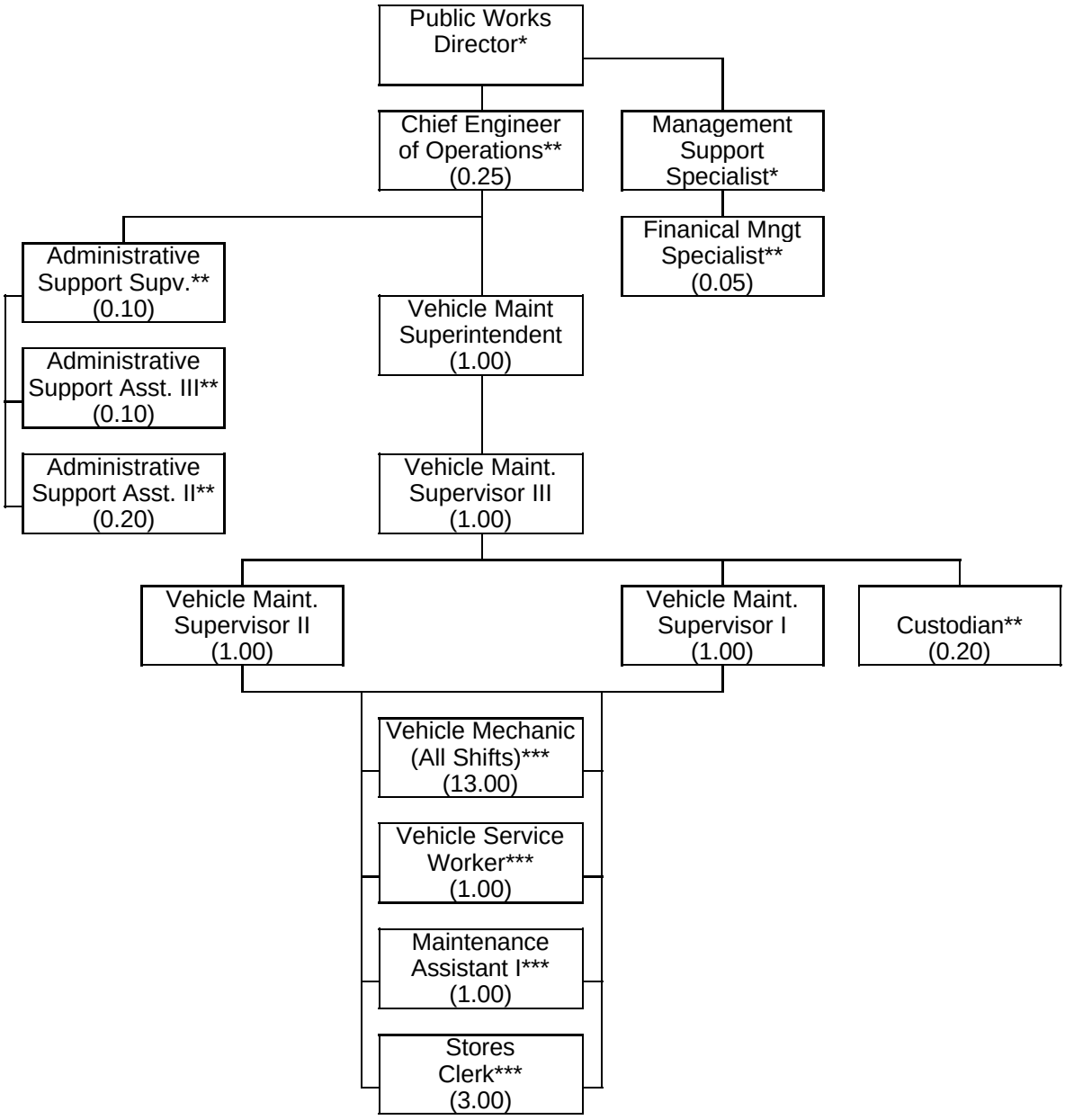
	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 175,994	$ 197,512	$ 174,043	$ 189,734
Supplies and Materials	15,303	25,909	25,955	26,000
Travel and Training	0	0	0	0
Intragovernmental Charges	19,199	21,187	21,187	29,457
Utilities, Services, & Misc.	6,916	11,352	11,352	11,052
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 217,412**	**$ 255,960**	**$ 232,537**	**$ 256,243**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
2400 - Maintenance Supervisor	0.00	0.05	0.05	0.05
2003 - Custodian	3.75	3.75	3.75	3.75
2002 - Custodian Supervisor	1.00	1.00	1.00	1.00
Total Personnel	**4.75**	**4.80**	**4.80**	**4.80**
Permanent Full-Time	4.00	4.05	4.05	4.05
Permanent Part-Time	0.75	0.75	0.75	0.75
Total Permanent	**4.75**	**4.80**	**4.80**	**4.80**

City of Columbia - Public Works Fleet Operations

22.90 FTE Positions



* Positions not included in Fleet Operation's FTE count.
** Positions are budgeted in various Public Works divisions and/or funds.
*** Due to various shifts the noted positions report to the supervisor on duty.

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Fleet Operations Fund

Fund 672

DEPARTMENT DESCRIPTION

The Fleet Operations Division provides preventive maintenance, mechanical repair, repair parts, acquisition support, and fuel for the vehicles and equipment belonging to the Public Works Department, the Police Department, the Fire Department and other City departments.

HIGHLIGHTS / SIGNIFICANT CHANGES

Acquisition of laptop computers loaded with diagnostic software will allow the Fleet Operations Division to continue to improve its support of the City's fleet. The turnover of the Transit Division's busses will reduce labor and parts support of a maintenance intensive operation. The division will continue to provide planning support for a new fueling station for the City and expanded employee parking, all in the area of the Grissum Building.

APPROPRIATIONS

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 964,118	$ 1,062,205	$ 1,050,799	$ 1,104,417
Supplies & Materials	1,936,101	1,820,248	1,814,300	1,878,401
Travel & Training	2,216	5,431	5,431	5,593
Intragovernmental Charges	259,187	278,251	274,055	293,548
Utilities, Services & Misc.	56,049	52,751	45,278	54,170
Capital	41,183	54,800	52,253	15,000
Other	28,203	58,134	58,134	61,411
Total	**3,287,057**	**3,331,820**	**3,300,250**	**3,412,540**
Summary				
Operating Expenses	3,202,400	3,218,886	3,189,863	3,336,129
Non-Operating Expenses	24,865	22,600	22,600	25,870
Debt Service	0	35,534	35,534	35,541
Capital Additions	41,183	54,800	52,253	15,000
Capital Projects	18,609	0	0	0
Total Expenses	**$ 3,287,057**	**$ 3,331,820**	**$ 3,300,250**	**$ 3,412,540**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
6100 - Stores Clerk	2.00	2.00	2.00	3.00
5104 - Chief Engineer	0.25	0.25	0.25	0.25
4201 - Financial Mgmt Spec	0.05	0.05	0.05	0.05
2401 - Maintenance Assistant I	1.00	1.00	1.00	1.00
2307 - Public Works Supervisor III	1.00	1.00	1.00	1.00
2107 - Vehicle Mechanic	13.00	13.00	13.00	13.00
2106 - Vehicle Maint. Supt.	1.00	1.00	1.00	1.00
2105 - Vehicle Maint. Supervisor II	1.00	1.00	1.00	1.00
2104 - Vehicle Maint. Supervisor I	1.00	1.00	1.00	1.00
2102 - Vehicle Service Worker	1.00	1.00	1.00	1.00
2003 - Custodian	0.20	0.20	0.20	0.20
1004 - Administrative Support Supv.	0.10	0.10	0.10	0.10
1003 - Admin. Suppt. Asst. III	0.10	0.10	0.10	0.10
1002 - Admin. Suppt. Asst. II-Data Entry*	1.20	1.20	1.20	0.20
Total Personnel	**22.90**	**22.90**	**22.90**	**22.90**
Permanent Full-Time	22.90	22.90	22.90	22.90
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**22.90**	**22.90**	**22.90**	**22.90**

*In FY 2002 the (1.0) FTE position was upgraded.

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2000	Budget FY 2001	Estimated FY 2002
No. of Billable Employees	15.0	15.0	15.0
Billable Hours	31,200	31,200	31,200
Hours Actually Billed	24,960	24,960	24,960
Avg. Annual Labor Hours Per Vehicle Services at Grissum/Fleet Operations*	--	--	--
Police Department	22	22	18
Street	35	35	35
Fire Department	38	38	42
Sewer	22	18	18
Solid Waste	100	100	110
Transit	210	210	198
Outside Work (OWA's)	$191,494	$151,426	$150,000
Backlog (Number of items waiting for repair per day)	47	49	44
Gasoline Sold (Gallons)	257,255	280,000	280,000
Diesel Sold (Gallons)	355,003	395,000	405,000

COMPARATIVE DATA

	Columbia, MO(1)	Cape Girardeau, MO	St. Joseph, MO	University City, MO	Ames, IA	Lawrence, KS
Population	**86,391**	**35,349**	**73,990**	**37,428**	**49,265**	**79,700**
Number of Employees	9.5 (1)	12.0	8.0	9.0	9.0	13.0
Employees Per 1,000 Population	0.110	0.339	0.108	0.240	0.183	0.163
No. of Vehicles/Equip. Maintained	559(1)	375	250(3,8)	163	265(5,8)	550
Shop Labor Rate	$38.00	$12.00(2)	N/A (4)	Mechanic's Wage (2)	$32.00+(6)	$60.00 (7)
Parts Inventory Value	$218000(1)	$125000	$150000	$30000	$35000	$140000

1) Numbers have been altered to reflect less the Transit Bus System statistics relative to Columbia only. None of the other cities in the above comparison have a city owned/operated bus system.
2) Labor rate is supplemented by appropriated tax dollars. All overhead expenses (insurance, utilities, etc.) are not paid via the labor rate.
3) This Public Works vehicle maintenance organization does not support Fire Department nor Police.
4) No labor rate used. Maintenance totally supported by appropriated tax dollars.
5) This Public Works vehicle maintenance organization does not support Solid Waste nor Police.
6) Overhead expenses are averaged out and assessed monthly per vehicle in addition to labor rate. (assessment equals $250 to $1,800 per vehicle)
7) Labor rate increases if mechanics work overtime ($60 an hour) or if a service call is required ($70 an hour). Lawrence is currently considering an increased labor rate for heavy trucks/equipment.
8) City does not have City owned/operated Solid Waste/Mixed Refuse Department.

FLEET OPERATIONS - CAPITAL PROJECTS

Fund 672

MAJOR PROJECTS

Replacement of gas station at the Grissum building.

FISCAL IMPACT

Surcharge on fuel sold will continue to fund repayments due the Designated Loan Fund for the FY 1999 fueling station project.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 0	$ 0	$ 0	$ 0
Supplies and Materials	0	0	0	0
Travel and Training	0	0	0	0
Intragovernmental Charges	0	0	0	0
Utilities, Services, & Misc.	13,771	0	0	0
Capital	0	0	0	0
Other	4,838	0	0	0
Total	$ **18,609**	$ **0**	$ **0**	$ **0**

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Railroad

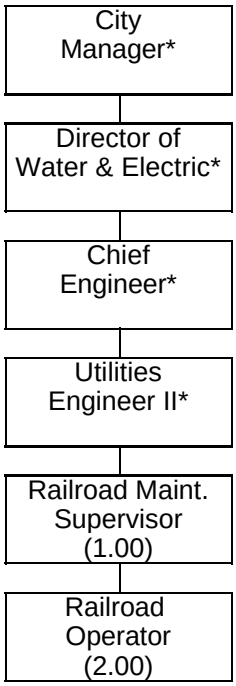
Fund

City of Columbia

Columbia, Missouri

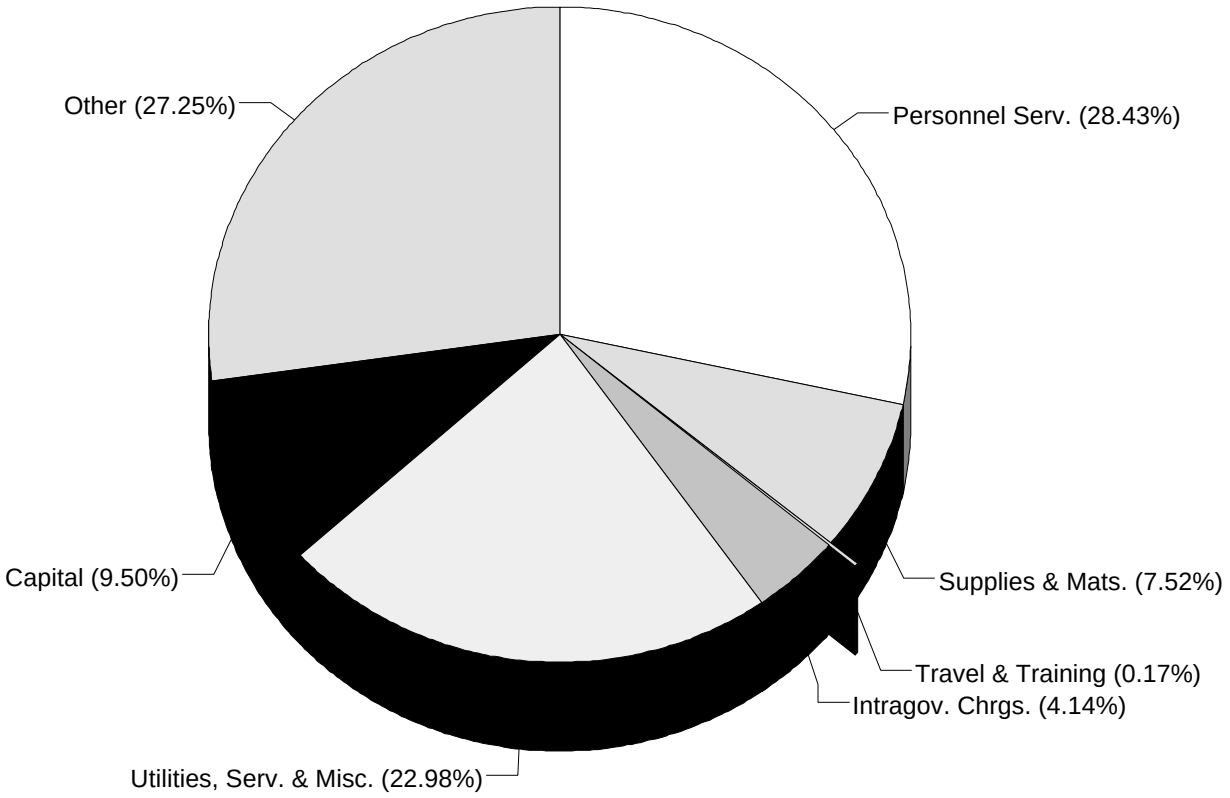
City of Columbia - Water & Electric Railroad

3.00 FTE Positions



* Postions not included in Railroad's FTE count

Railroad Fund



APPROPRIATIONS

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Budget FY 2001
Personnel Services	$ 158,858	$ 168,501	$ 168,501	$ 177,991	5.6%
Supplies & Materials	41,977	43,325	45,298	47,100	8.7%
Travel & Training	894	1,030	1,030	1,060	2.9%
Intragovernmental Charges	18,669	19,912	19,912	25,929	30.2%
Utilities, Services & Misc.	133,286	144,682	136,962	143,906	-0.5%
Capital	436,508	282,000	396,000	59,500	-78.9%
Other	154,039	158,868	155,828	170,638	7.4%
Total	**944,231**	**818,318**	**923,531**	**626,124**	**-23.5%**
Summary					
Operating Expenses	335,902	367,450	361,703	385,986	5.0%
Non-Operating Expenses	153,163	153,430	153,430	163,821	6.8%
Debt Service	876	5,438	2,398	6,817	25.4%
Capital Additions	0	163,000	163,000	0	-100.0%
Capital Projects	454,290	129,000	243,000	69,500	-46.1%
Total Expenses	$ **944,231**	$ **818,318**	$ **923,531**	$ **626,124**	**-23.5%**

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RAILROAD FUND - SUMMARY

Fund 503

DEPARTMENT DESCRIPTION

This fund is responsible for the operation and maintenance of the short line Columbia Terminal Railroad (COLT).

DEPARTMENT OBJECTIVES

To provide the customers of the Columbia Terminal Railroad with safe, reliable, and efficient rail service.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

No significant changes proposed for FY 2002.

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Railroad Fund Operations	3.00	3.00	3.00	3.00
Total Personnel	**3.00**	**3.00**	**3.00**	**3.00**
Permanent Full-Time	3.00	3.00	3.00	3.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**3.00**	**3.00**	**3.00**	**3.00**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2000	Budget FY 2001	Estimated FY 2002
Carloads	1,474	1,600	1,600
No. of Customers	9	8	8
No. of Commodities Carried	7	7	7
Revenue Tons	122,389	133,527	132,275
Revenue Ton - Miles	2,269,637	2,473,811	2,459,774
Gross Tons	221,165	240,398	239,216
Gross Ton - Miles	4,093,320	4,444,019	4,437,315
Miles of Main Track	21.43	21.43	21.34
Miles of Secondary Track	2.77	2.76	2.63
No. of Locomotives	1	2	2
No. of Employees	3	3	3
No. of Public Highway - Rail Crossings	38	38	38
No. of Private Crossings	24	22	23
No. of Public Crossings with Active Devices	11	11	12
No. of Highway - Rail Crossing Accidents	1	0	0

RAILROAD FUND

Fund 503

COMPARATIVE DATA

NOTE: Comparative Data not available.

Railroad Fund Operations

Fund 503

DESCRIPTION

This fund is responsible for the operation and maintenance of the short line Columbia Terminal Railroad (COLT).

HIGHLIGHTS / SIGNIFICANT CHANGES

The budget includes funds for the normal operation and maintenance of the Columbia Terminal Railroad.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 148,340	$ 158,501	$ 158,501	$ 167,991
Supplies and Materials	41,977	43,325	45,298	47,100
Travel and Training	894	1,030	1,030	1,060
Intragovernmental Charges	18,669	19,912	19,912	25,929
Utilities, Services, & Misc.	126,022	144,682	136,962	143,906
Capital	0	163,000	163,000	0
Other	154,039	158,868	155,828	170,638
Total	**$ 489,941**	**$ 689,318**	**$ 680,531**	**$ 556,624**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
2629 - Railroad Maintenance Supv.	1.00	1.00	1.00	1.00
2626 - Railroad Operator	2.00	2.00	2.00	2.00
Total Personnel	**3.00**	**3.00**	**3.00**	**3.00**
Permanent Full-Time	3.00	3.00	3.00	3.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**3.00**	**3.00**	**3.00**	**3.00**

Railroad Fund - Capital Projects

503-7310-881

MAJOR PROJECTS

Two or three projects are budgeted each year to upgrade track, rail, bridges, crossings, and other facilities.
The COLT will continue to perform routine maintenance that is capitalized.

FISCAL IMPACT

None.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 10,518	$ 10,000	$ 10,000	$ 10,000
Supplies and Materials	0	0	0	0
Travel and Training	0	0	0	0
Intragovernmental Charges	0	0	0	0
Utilities, Services, & Misc.	7,264	0	0	0
Capital	436,508	119,000	233,000	59,500
Other	0	0	0	0
Total	**$ 454,290**	**$ 129,000**	**$ 243,000**	**$ 69,500**

Water & Electric

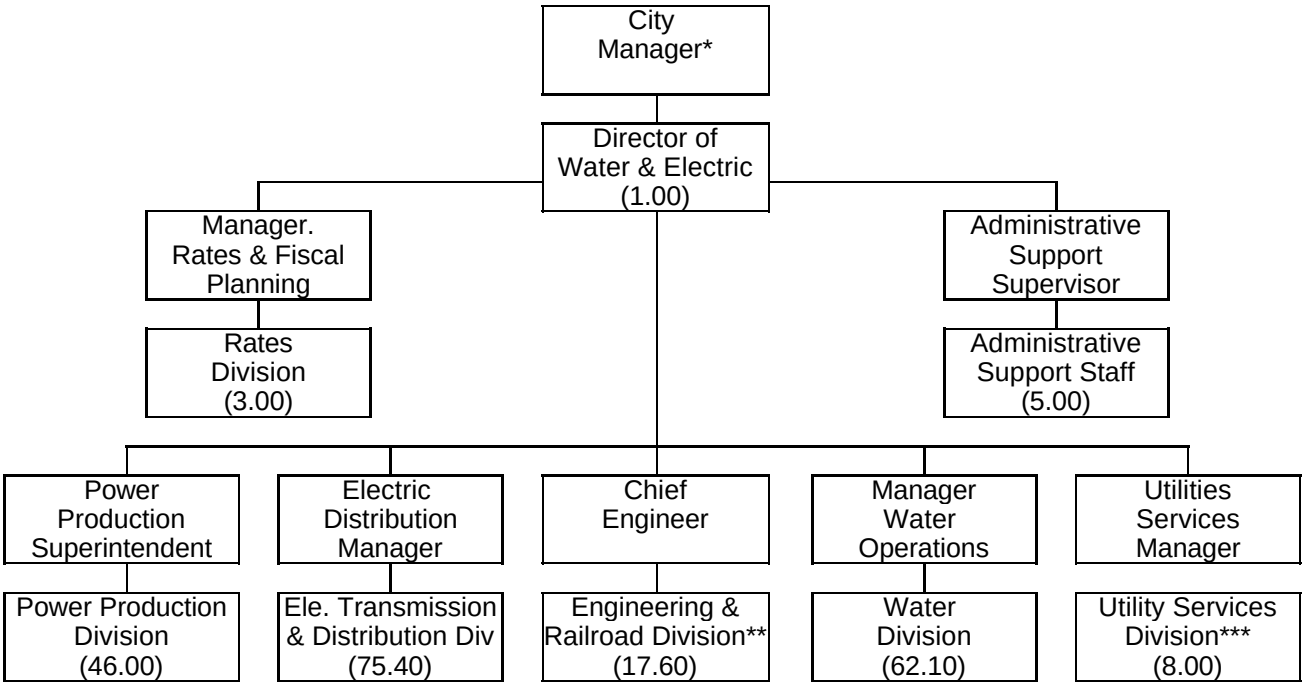
Utility Fund

City of Columbia

Columbia, Missouri

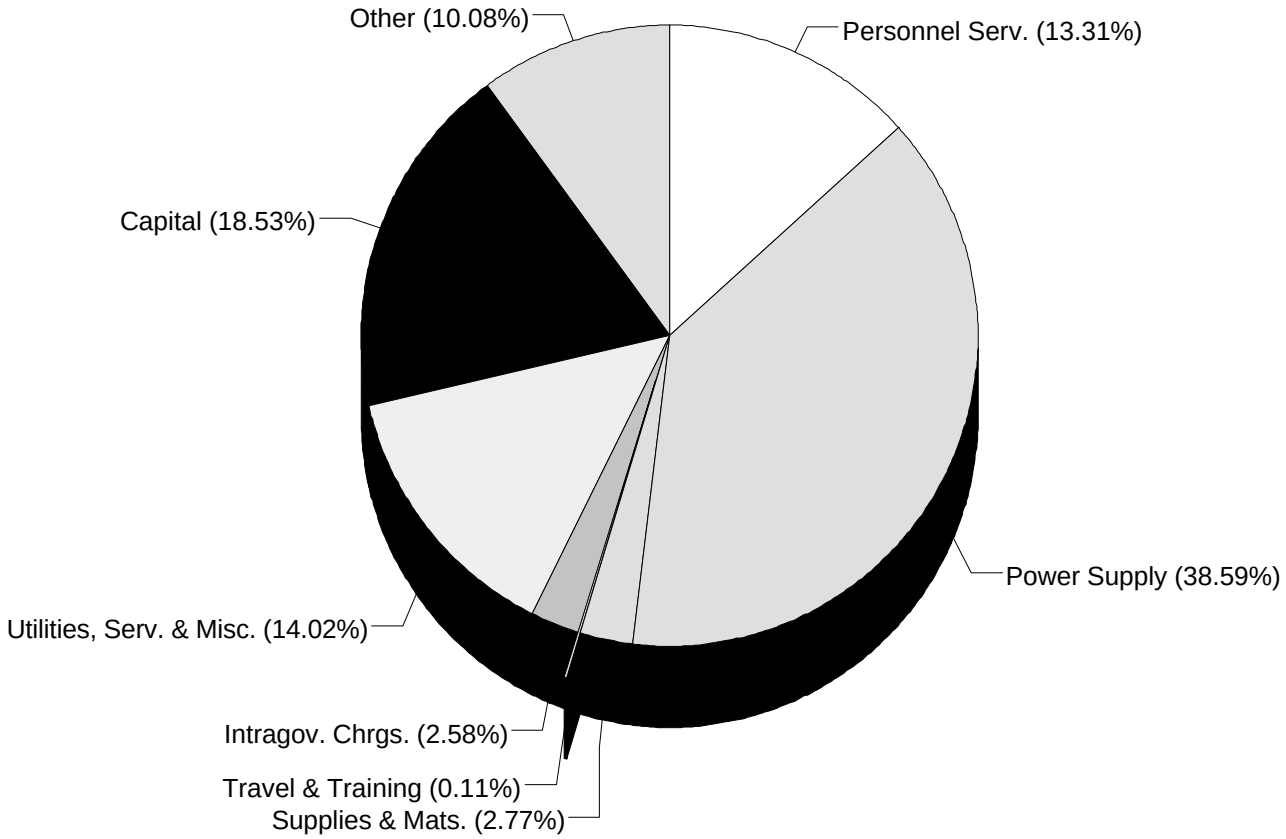
City of Columbia - Water and Electric Department

218.10 FTE Positions



* Postion not included in Water & Electric's FTE count.
** Railroad FTE counts are recorded in the Railroad section
*** A portion of Utility Services's FTE's are budgeted in Transmission and Distribution (3.5 FTE's)

Water & Electric Utility Fd - Summary



APPROPRIATIONS

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Budget FY 2001
Personnel Services	$ 11,139,476	$ 11,520,470	$ 11,606,410	$ 11,961,519	3.8%
Power Supply	33,128,975	33,572,000	33,572,000	34,686,760	3.3%
Supplies & Materials	2,272,306	2,383,982	2,431,677	2,492,815	4.6%
Travel & Training	54,299	94,454	94,454	98,030	3.8%
Intragovernmental Charges	2,227,270	2,268,502	2,268,692	2,316,396	2.1%
Utilities, Services & Misc.	12,755,507	15,621,816	15,604,262	12,604,539	-19.3%
Capital	5,533,817	10,471,402	10,581,102	16,653,250	59.0%
Other	9,046,770	10,217,361	10,141,265	9,062,859	-11.3%
Total	**76,158,420**	**86,149,987**	**86,299,862**	**89,876,168**	**4.3%**
Summary					
Operating Expenses	51,540,778	52,621,084	52,792,173	54,942,009	4.4%
Non-Operating Expenses	12,826,707	13,025,359	13,080,241	13,547,916	4.0%
Debt Service	3,161,483	4,331,292	4,255,196	2,855,993	-34.1%
Capital Additions	1,744,012	3,353,002	3,353,002	1,658,868	-50.5%
Capital Projects	6,885,440	12,819,250	12,819,250	16,871,382	31.6%
Total Expenses	**$ 76,158,420**	**$ 86,149,987**	**$ 86,299,862**	**$ 89,876,168**	**4.3%**

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WATER & ELECTRIC UTILITY FUND - SUMMARY

Fund 550, Fund 551

DEPARTMENT DESCRIPTION

The Water and Light Utility provides the citizens of Columbia with a safe and dependable supply of drinking water and electricity.

DEPARTMENT OBJECTIVES

To provide the citizens of Columbia with service in the most effective and efficient manner possible to assure a dependable supply at the lowest possible cost.

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Water Utility	68.42	70.40	70.40	71.30
Electric Utility	143.79	143.70	143.70	146.80
Total Personnel	**212.21**	**214.10**	**214.10**	**218.10**
Permanent Full-Time	210.00	212.00	212.00	216.00
Permanent Part-Time	2.21	2.10	2.10	2.10
Total Permanent	**212.21**	**214.10**	**214.10**	**218.10**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2000	Budget FY 2001	Estimated FY 2002
Water:			
Fire hydrants installed	232	75 *	78
Services/meters installed	1,104	1,670	1,170
Total mains built (feet)	98,734	81,750	104,500
Developer built mains (feet)	75,685	63,040	80,300
Electric:			
New Distribution Transformers Installed	400	486	424
Electric Meters Installed	1,456	764	1,550
Overhead Lines Installed (Miles)	3.77	1.60	3.90
Underground Lines Installed (Miles)	12.80	18.72	13.60

* new policy requires developers to furnish most hydrants

COMPARATIVE DATA

	Columbia, MO	Springfield, MO*	Indepen-dence, MO	Denton, TX	Springfield, IL**	Marshall, MO
Population of Service Area	**80,672**	**154,943**	**250,000**	**77,500**	**157,500**	**13,000**
Water:						
Number of Employees	70.40	92.00	98.00	74.00	124.00	24.00
Employees Per 1,000 Population	0.873	0.594	0.392	0.955	0.787	1.846
Number of Customers	34,604	69,601	45,491	21,148	50,321	4,897
Population Per Customer	2.33	2.23	5.50	3.66	3.13	2.65
Customers Per Employee	492	757	464	286	406	204
Miles of Water Mains	556.51	1,057.00	684.00	431.00	585.00	50
Customers/Mile of Water Main	62.18	65.85	66.51	49.07	86.02	97.94
Miles of Water Main/Employee	8	11	7	6	5	2
Population of Service Area	**80,672**	**194,268**	**116,000**	**77,665**	**138,900**	**13,000**
Electric:						
Number of Employees	143.70	294.00	207.00	136.75	573.00	46.00
Employees per 1,000 Population	1.781	1.513	1.784	1.761	4.125	3.538
Number of Customers	35,953	90,909	52,640	33,833	68,553	5,869
Population per Customer	2.24	2.14	2.20	2.30	2.03	2.22
Customers per Employee	250	309	254	247	120	128
Circuit Miles of Distribution Lines	604.35	1,743.00	693.00	579.00	910.00	113.00
Customers/Mile of Line	59.49	52.16	75.96	58.43	75.33	51.94
Miles of Line Per Employee	4	6	3	4	2	2

* figures are from last year because city did not respond to survey this year
** number of employees includes allocation of indirect employees

Water Utility - Summary

Fund 550

DESCRIPTION

The Water Utility is responsible for the supply of safe drinking water, fire protection service to the City, and for providing production, treatment, and distribution systems. The utility operates a well field in the Missouri River bottoms, the McBaine Water Treatment Plant, the West Ash and South Pump Stations, elevated water towers, and the distribution system. Water Utility personnel test and set meters, install and maintain fire hydrants, operate a laboratory and water testing facility, perform all maintenance on towers, lines, leak repair and customer service calls, and flush mains and service valves. Crews do some extension of water mains; however, most are contracted due to the large amounts of machinery and personnel required.

HIGHLIGHTS / SIGNIFICANT CHANGES

The fourth phase of Water Utility rate increase, to fund the 1997 bond issue passed by voters, will be implemented for FY 2002. Due to large increases in growth rates, expansion of water production, pumping, and storage facilities are identified in the Capital Projects area. Two positions are being added that are split between the Water and Electric Utilities. The Water Utility will fund a .4 FTE meter reader position and a .5 FTE service worker position. These positions are needed to maintain acceptable service levels after several years of increased customer growth. For supervisory purposes, individuals in these positions are part of the Electric Distribution area which funds the remainder of each position.

BUDGET DETAIL

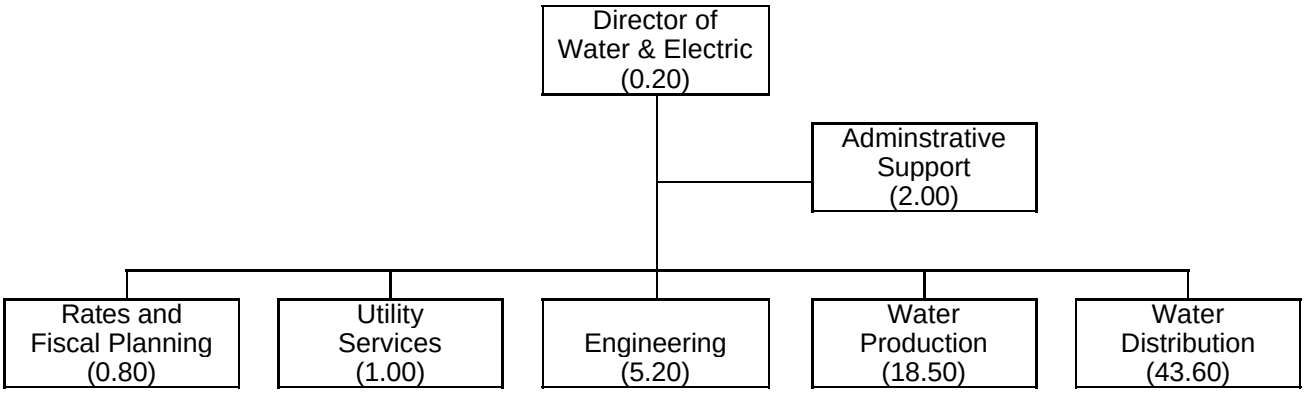
	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 3,423,739	$ 3,440,013	$ 3,504,085	$ 3,580,267
Supplies & Materials	992,351	983,870	1,031,514	1,053,895
Travel & Training	15,765	16,575	16,575	17,070
Intragovernmental Charges	840,586	871,194	871,384	940,203
Utilities, Services & Misc.	4,295,026	5,105,771	5,043,051	3,631,350
Capital	1,093,588	1,451,013	1,560,713	14,120,161
Other	2,571,620	2,837,666	2,837,666	2,461,573
Total	**13,232,675**	**14,706,102**	**14,864,988**	**25,804,519**
Summary				
Operating Expenses	6,178,180	6,293,823	6,437,729	6,796,735
Non-Operating Expenses	2,934,269	2,882,150	2,897,130	3,009,316
Debt Service	1,210,414	1,496,566	1,496,566	1,035,307
Capital Additions	339,644	433,013	433,013	276,779
Capital Projects	2,570,168	3,600,550	3,600,550	14,686,382
Total Expenses	**$ 13,232,675**	**$ 14,706,102**	**$ 14,864,988**	**$ 25,804,519**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Administration and General	9.22	9.20	9.20	9.20
Production	18.50	18.50	18.50	18.50
Distribution	40.70	42.70	42.70	43.60
Total Personnel	**68.42**	**70.40**	**70.40**	**71.30**
Permanent Full-Time	68.00	70.40	70.40	71.30
Permanent Part-Time	0.42	0.00	0.00	0.00
Total Permanent	**68.42**	**70.40**	**70.40**	**71.30**

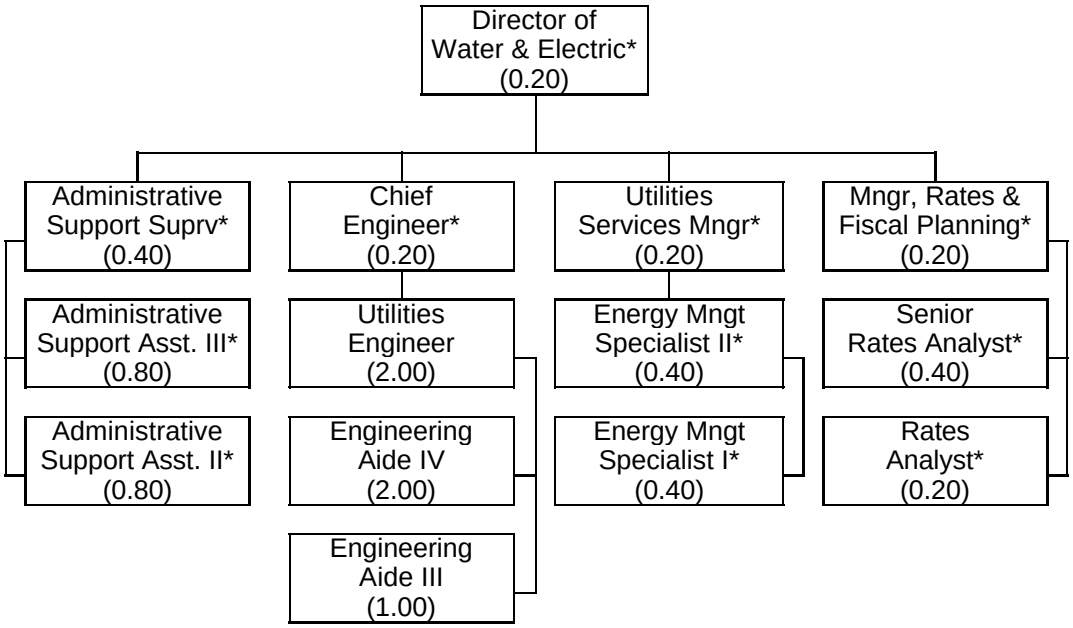
City of Columbia - Water and Electric (Water Summary)

71.30 FTE Positions



City of Columbia - Water Administration & General

9.20 FTE Positions



* Positions are budgeted in various Water and Electric divisions.

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Water - Administration and General

550-7000 to 550-7099

DESCRIPTION

The Administrative Office is responsible for all operations of the utility. This office also includes the engineering section which is responsible for all extensions, planning, and layouts for construction crews, review of subdivision plans, and field review of all contract work.

HIGHLIGHTS / SIGNIFICANT CHANGES

The budget includes normal operation and maintenance for the division.

BUDGET DETAIL

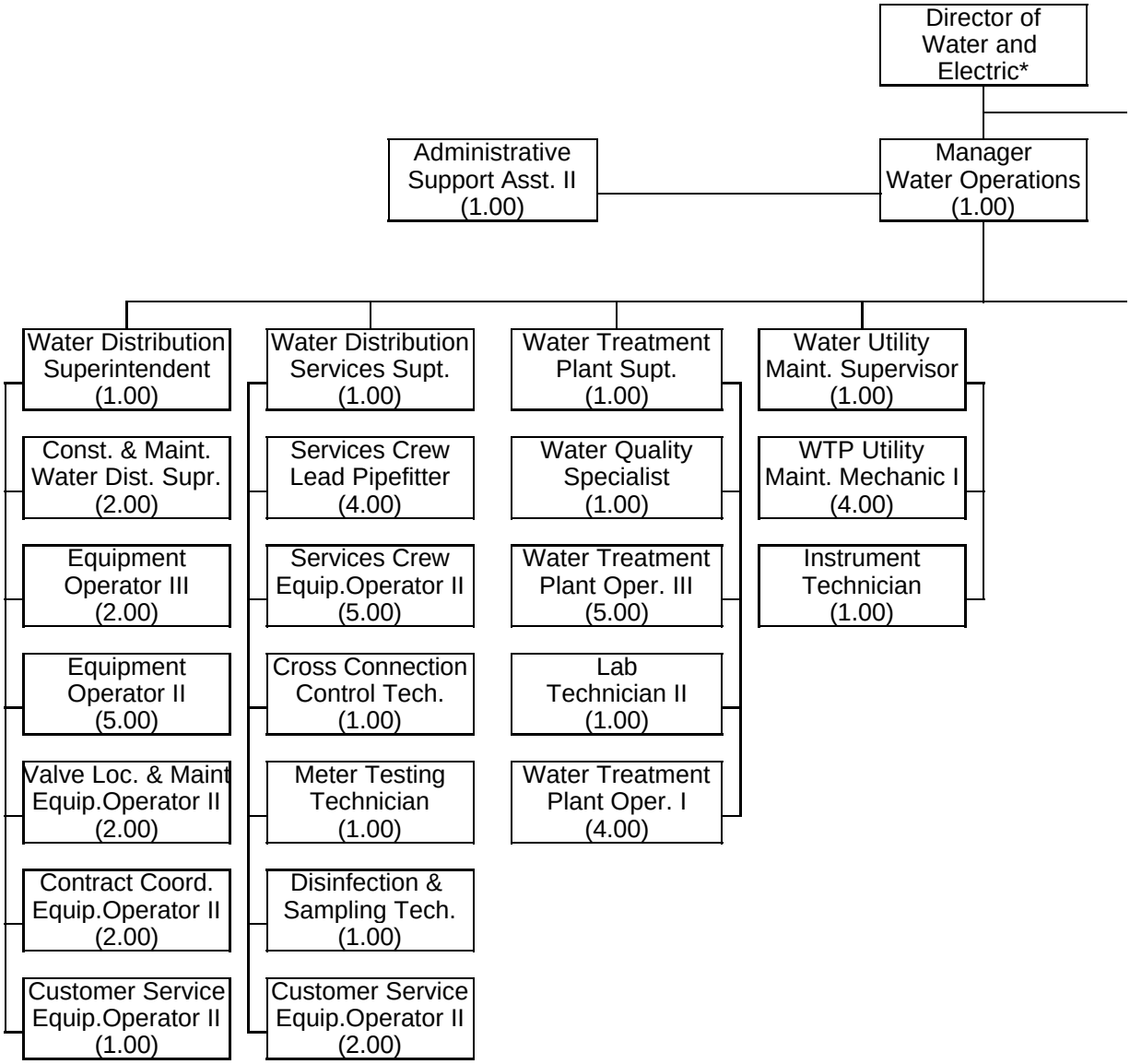
	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 499,838	$ 543,491	$ 563,419	$ 580,986
Supplies and Materials	12,268	31,530	33,355	27,889
Travel and Training	2,864	3,675	3,675	3,272
Intragovernmental Charges	829,747	814,666	814,806	814,519
Utilities, Services, & Misc.	1,726,823	1,657,617	1,672,687	1,691,251
Capital	28,495	2,500	2,500	15,466
Other	2,571,620	2,837,666	2,837,666	2,461,573
Total	**$ 5,671,655**	**$ 5,891,145**	**$ 5,928,108**	**$ 5,594,956**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
5112 - Utility Engineer	2.00	2.00	2.00	2.00
5104 - Chief Engineer	0.20	0.20	0.20	0.20
5004 - Engineering Aide IV	2.00	2.00	2.00	2.00
5003 - Engineering Aide III	1.00	1.00	1.00	1.00
4514 - Utilities Services Manager	0.20	0.20	0.20	0.20
4512 - Energy Management Spec. II	0.40	0.40	0.40	0.40
4511 - Energy Management Spec. I	0.00	0.40	0.40	0.40
4503 - Mgr. Rates/Fiscal Planning	0.20	0.20	0.20	0.20
4502 - Senior Rate Analyst	0.40	0.40	0.40	0.40
4501 - Rate Analyst	0.20	0.20	0.20	0.20
2990 - Director of Water and Light	0.20	0.20	0.20	0.20
1004 - Administrative Support Supv.	0.40	0.40	0.40	0.40
1003 - Admin. Support Assistant III	0.80	0.80	0.80	0.80
1002 - Admin. Support Assistant II	1.22	0.80	0.80	0.80
Total Personnel	**9.22**	**9.20**	**9.20**	**9.20**
Permanent Full-Time	8.80	9.20	9.20	9.20
Permanent Part-Time	0.42	0.00	0.00	0.00
Total Permanent	**9.22**	**9.20**	**9.20**	**9.20**

City of Columbia - Water Production & Distribution

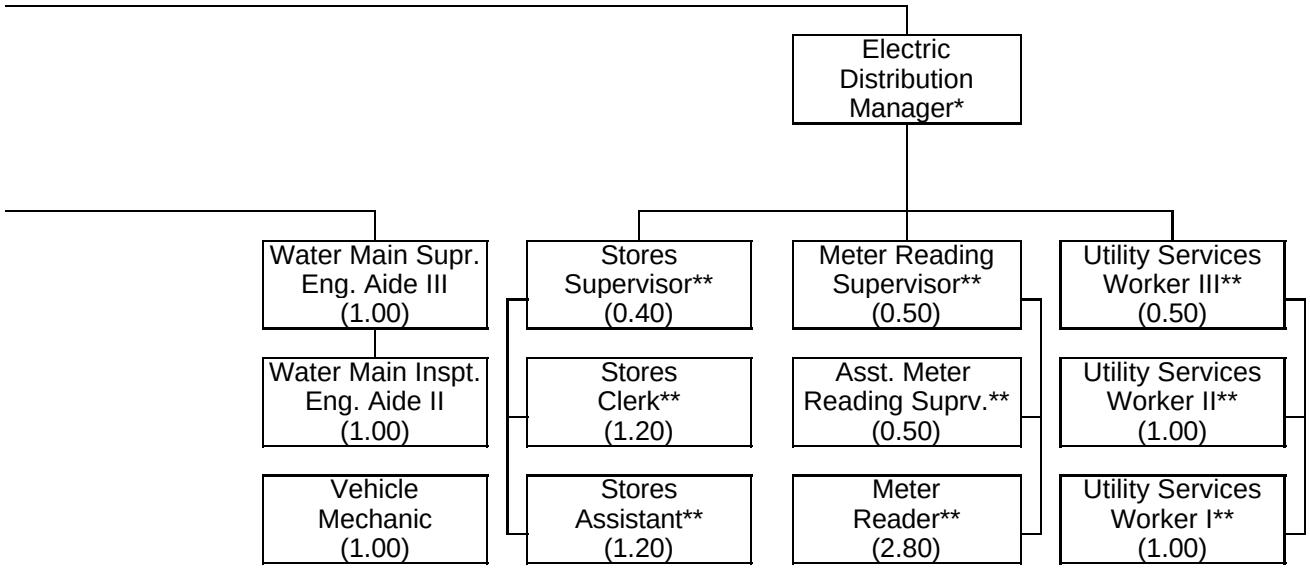
62.10 FTE Positions



* Position not included in Production or Distribution's FTE counts.
** Positions are budgeted in various Water and Electric divisions and supervised by the Electric Disitribution Manager.

City of Columbia - Water Production & Distribution

62.10 FTE Positions



* Position not included in Production or Distribution's FTE counts.
** Positions are budgeted in various Water and Electric divisions and supervised by the Electric Disitribution Manager.

Water - Production

550-7100 to 550-7199

DESCRIPTION

This division is responsible for the production and treatment of water entering the distribution system. Duties include operation of the well fields, the water treatment plant and responsibility for operating a testing laboratory thereby assuring the highest quality water possible.

HIGHLIGHTS / SIGNIFICANT CHANGES

A bond issue, or another funding mechanism, will be necessary to begin expansion of production facilities during FY 2002.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 1,006,094	$ 937,409	$ 951,048	$ 934,117
Supplies and Materials	501,366	526,360	536,360	528,962
Travel and Training	8,708	5,700	5,700	6,541
Intragovernmental Charges	1,870	17,247	17,247	17,953
Utilities, Services, & Misc.	808,151	1,093,008	1,063,008	1,199,026
Capital	114,419	107,850	107,850	74,102
Other	0	0	0	0
Total	**$ 2,440,608**	**$ 2,687,574**	**$ 2,681,213**	**$ 2,760,701**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
5032 - Lab Technician II	1.00	1.00	1.00	1.00
2690 - Manager of Water Operations	0.50	0.50	0.50	0.50
2660 - Water Plant Supt.	1.00	1.00	1.00	1.00
2650 - Water Quality Specialist	1.00	1.00	1.00	1.00
2643 - Wtr Treatment Plant Oper III	5.00	5.00	5.00	5.00
2641 - Wtr Treatment Plant Oper I	4.00	4.00	4.00	4.00
2426 - Utility Maint. Supervisor	1.00	1.00	1.00	1.00
2423 - Utility Maint. Mechanic I	4.00	4.00	4.00	4.00
2324 - Instrument Technician	1.00	1.00	1.00	1.00
Total Personnel	**18.50**	**18.50**	**18.50**	**18.50**
Permanent Full-Time	18.50	18.50	18.50	18.50
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**18.50**	**18.50**	**18.50**	**18.50**

Water - Distribution

550-7200 to 550-7299

DESCRIPTION

This division is responsible for providing an adequate supply of water for individual consumption, as well as fire protection, to the citizens of Columbia. This task is accomplished through the operation of the West Ash and South Pumping Stations, elevated water towers, and the distribution systems. This division tests and sets meters, installs and maintains fire hydrants, maintains all towers, lines and service valves and responds to customer service calls. Although some water main extensions are done by this division, most are contracted out due to the specialized machinery and personnel required.

HIGHLIGHTS / SIGNIFICANT CHANGES

The budget includes normal operation and maintenance for the division.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 1,466,588	$ 1,439,113	$ 1,469,618	$ 1,545,164
Supplies and Materials	475,627	425,980	461,499	497,044
Travel and Training	4,193	7,200	7,200	7,257
Intragovernmental Charges	8,969	39,281	39,331	107,731
Utilities, Services, & Misc.	398,137	292,596	354,806	418,073
Capital	196,730	322,663	322,663	187,211
Other	0	0	0	0
Total	**$ 2,550,244**	**$ 2,526,833**	**$ 2,655,117**	**$ 2,762,480**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
6103 - Stores Supervisor	0.40	0.40	0.40	0.40
6102 - Stores Clerk	1.20	1.20	1.20	1.20
6101 - Storeroom Assistant	1.20	1.20	1.20	1.20
5003 - Engineering Aide III	1.00	1.00	1.00	1.00
5002 - Engineering Aide II	1.00	1.00	1.00	1.00
2883 - Utility Service Worker III	0.00	0.50	0.50	0.50
2882 - Utility Service Worker II	0.00	0.50	0.50	1.00
2881 - Utility Service Worker I	0.00	1.00	1.00	1.00
2877 - Meter Reading Supervisor	0.50	0.50	0.50	0.50
2875 - Asst. Meter Reading Supv.	0.50	0.50	0.50	0.50
2870 - Meter Reader	2.40	2.40	2.40	2.80
2771 - Wtr. Distrib. Services Supt.	1.00	1.00	1.00	1.00
2690 - Manager of Water Operations	0.50	0.50	0.50	0.50
2655 - Water Distribution Supt.	1.00	1.00	1.00	1.00
2315 - Wtr Distribution Supervisor	2.00	2.00	2.00	2.00
2312 - Wtr Distribution Technician	3.00	3.00	3.00	3.00
2304 - Lead Pipe Fitter	4.00	4.00	4.00	4.00
2303 - Equipment Operator III	2.00	2.00	2.00	2.00
2302 - Equipment Operator II	17.00	17.00	17.00	17.00
2103 - Vehicle Mechanic	1.00	1.00	1.00	1.00
1002 - Admin. Support Assistant II	1.00	1.00	1.00	1.00
Total Personnel	**40.70**	**42.70**	**42.70**	**43.60**
Permanent Full-Time	40.70	42.70	42.70	43.60
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**40.70**	**42.70**	**42.70**	**43.60**

Water - Capital Projects

550-881

MAJOR PROJECTS

Projects to expand the pumping, treatment, transmission, and storage of water are outlined in the CIP.

FISCAL IMPACT

This includes the major capital improvements that are outlined in the CIP. The 1998 Bonds for the water utility were sold in the amount $8,540,000. This represents 53% of the total issue approved by voters in 1997. The total issue approved was $16,125,000 in Water Capital Improvements. Additional sale of bonds is anticipated during FY 2002. New projects, outlined in the CIP, will require a bond issue or another funding source. Rate changes will be necessary as each project is completed.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 451,219	$ 520,000	$ 520,000	$ 520,000
Supplies and Materials	3,090	0	300	0
Travel and Training	0	0	0	0
Intragovernmental Charges	0	0	0	0
Utilities, Services, & Misc.	1,361,915	2,062,550	1,952,550	323,000
Capital	753,944	1,018,000	1,127,700	13,843,382
Other	0	0	0	0
Total	**$ 2,570,168**	**$ 3,600,550**	**$ 3,600,550**	**$ 14,686,382**

Electric Utility - Summary

Fund 551

DESCRIPTION

The Electric Utility is to provide the citizens of Columbia with electricity in the most effective and efficient manner possible to assure a dependable supply at the lowest possible cost. This requires the Department to operate and maintain the electric generating and distribution system to serve over 36,000 customers.

HIGHLIGHTS / SIGNIFICANT CHANGES

This budget includes four new positions. Two positions are being added that are split between the Water and Electric Utilities. The Electric Utility will fund a .6 FTE meter reader position and a .5 FTE service worker position. These positions are needed to maintain acceptable service levels after several years of increased customer growth. The other two positions are in electric engineering. One FTE utility engineer position and 1 FTE utility engineering aide position are being added to address the work load from required maintenence, system expansion, and power line relocations for street, highway, storm water, and sanitary sewer projects.

BUDGET DETAIL

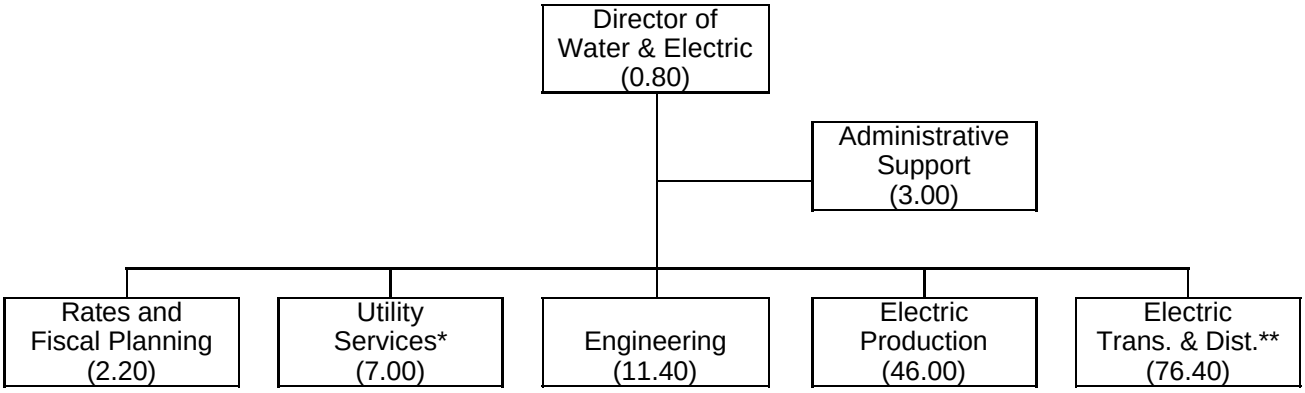
	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 7,715,737	$ 8,080,457	$ 8,102,325	$ 8,381,252
Power Supply	33,128,975	33,572,000	33,572,000	34,686,760
Supplies & Materials	1,279,955	1,400,112	1,400,163	1,438,920
Travel & Training	38,534	77,879	77,879	80,960
Intragovernmental Charges	1,386,684	1,397,308	1,397,308	1,376,193
Utilities, Services & Misc.	8,460,481	10,516,045	10,561,211	8,973,189
Capital	4,440,229	9,020,389	9,020,389	2,533,089
Other	6,475,150	7,379,695	7,303,599	6,601,286
Total	**62,925,745**	**71,443,885**	**71,434,874**	**64,071,649**
Summary				
Operating Expenses	45,362,598	46,327,261	46,354,444	48,145,274
Non-Operating Expenses	9,892,438	10,143,209	10,183,111	10,538,600
Debt Service	1,951,069	2,834,726	2,758,630	1,820,686
Capital Additions	1,404,368	2,919,989	2,919,989	1,382,089
Capital Projects	4,315,272	9,218,700	9,218,700	2,185,000
Total Expenses	$ **62,925,745**	$ **71,443,885**	$ **71,434,874**	$ **64,071,649**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Administration and General	18.58	18.90	18.90	21.40
Production	46.50	46.50	46.50	46.00
Transmission and Distribution	78.71	78.30	78.30	79.40
Total Personnel	**143.79**	**143.70**	**143.70**	**146.80**
Permanent Full-Time	142.00	141.60	141.60	144.70
Permanent Part-Time	1.79	2.10	2.10	2.10
Total Permanent	**143.79**	**143.70**	**143.70**	**146.80**

City of Columbia - Water and Electric (Electric Summary)

146.80 FTE Positions

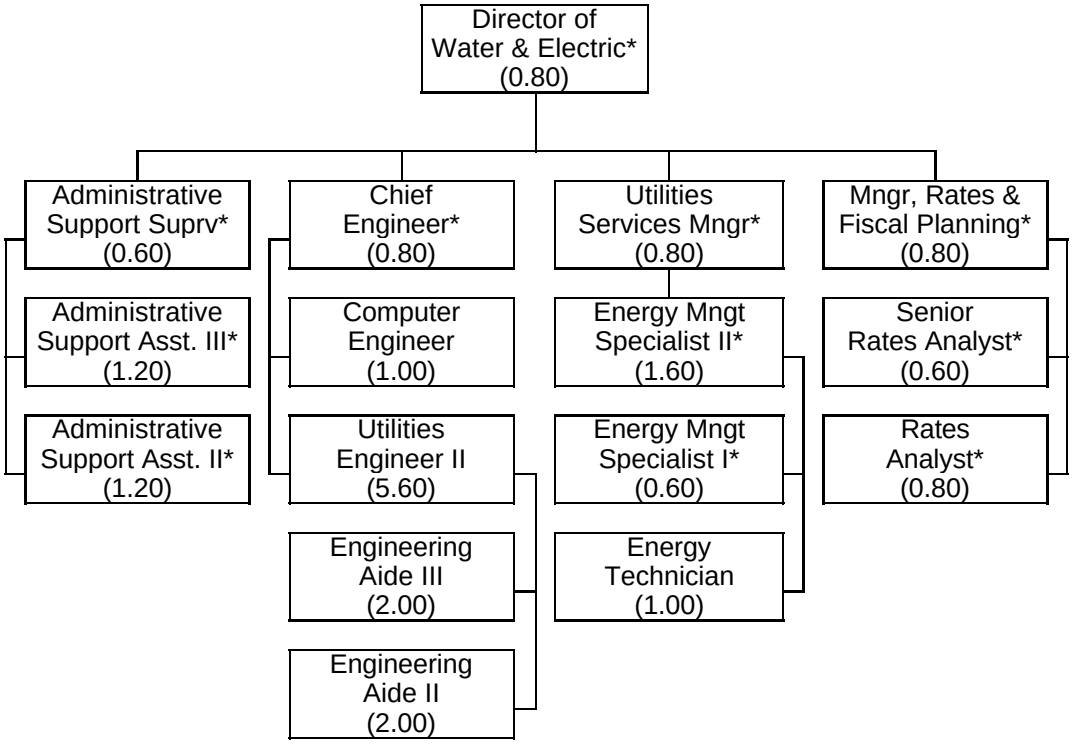


* A portion of Utility Services's FTE's are budgeted in Transmission and Distribution (3.5 FTE's)

** Trans. & Dist. - Transmission and Disribution

City of Columbia - Electric Administration & General

21.40 FTE Positions



* Positions are budgeted in various Water and Electric divisions.

Electric - Administration and General

551-7000 to 551-7099

DESCRIPTION

The Administrative office is responsible for all operations of the utility. This office includes engineering which is responsible for extensions, planning and layouts for construction crews, review of subdivision plans, and field review of all contract work. This group does long-range planning, coordinates the work of consultants, and arranges for bulk power purchases. The rate section functions somewhat as a corporate planning division. This group is currently working on the development of computer models which will provide load forecasting, budget projections, revenue and production requirements, rate design and cost of service studies. This group coordinates the budgeting efforts of the other divisions, makes the monthly fuel cost calculations, advises the power plant on generating costs and the best method of economical loading of generating units, and works with their economic development effort and customers in general to provide information on electric rates. The Utility Services Division is responsible for conservation and demand management programs, and marketing in general, including operation of CABLE Channel 13.

HIGHLIGHTS / SIGNIFICANT CHANGES

This budget includes two new positions for Electric Engineering. One FTE utility engineer position and 1 FTE utility engineering aide position are being added to address the work load from required maintenance, system expansion, and power line relocations for street, highway, storm water, and sanitary sewer projects.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 1,142,039	$ 1,241,016	$ 1,251,258	$ 1,408,590
Power Supply	0	0		0
Supplies and Materials	150,639	174,226	174,277	193,246
Travel and Training	20,591	44,494	44,494	44,140
Intragovernmental Charges	1,386,684	1,301,257	1,301,257	1,277,300
Utilities, Services, & Misc.	6,120,321	6,221,770	6,262,486	6,483,215
Capital	62,692	108,375	108,375	37,456
Other	6,475,150	7,235,257	7,235,257	6,556,523
Total	**$ 15,358,116**	**$ 16,326,395**	**$ 16,377,404**	**$ 16,000,470**

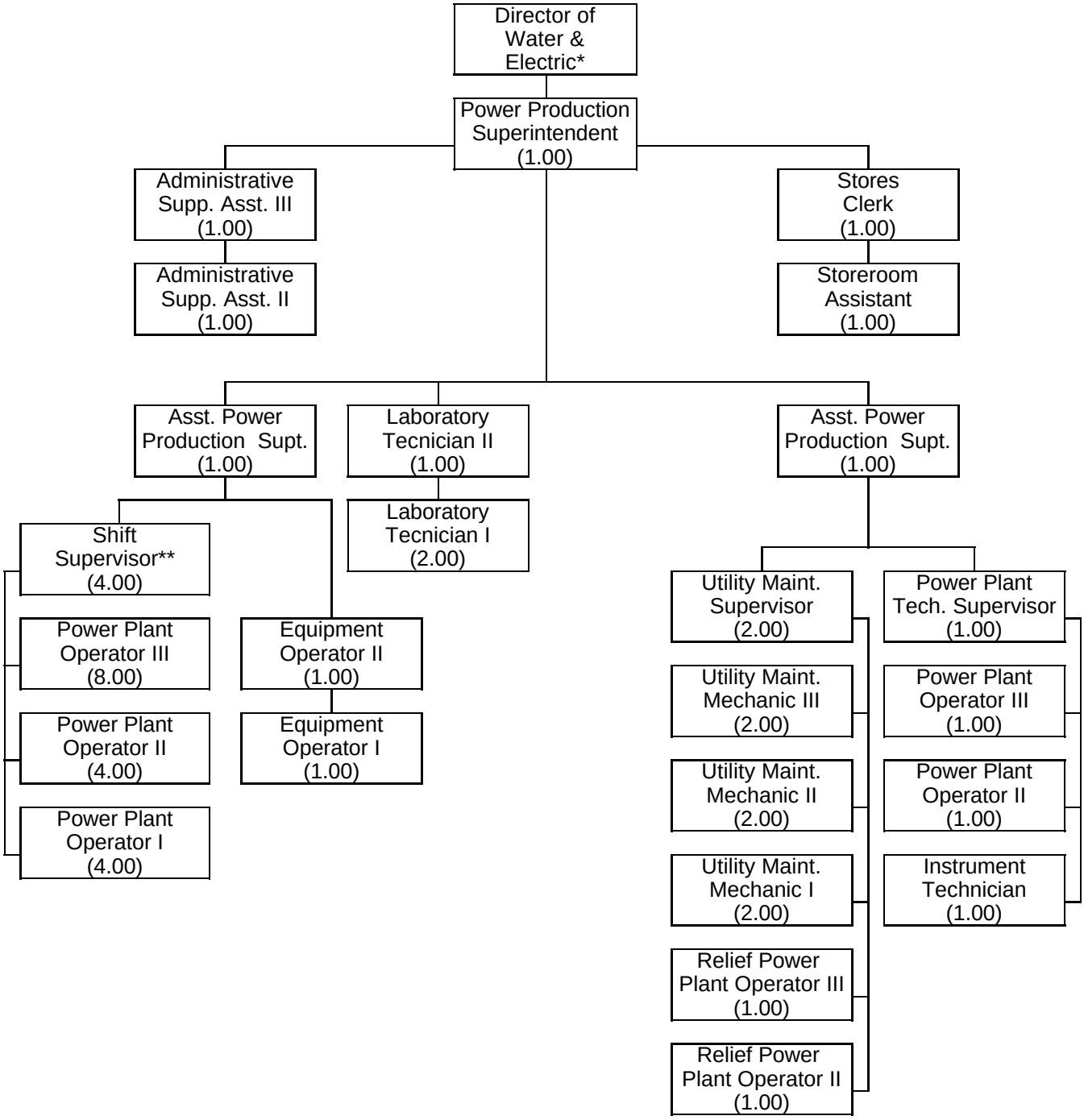
AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
5112 - Utility Engineer II	4.60	4.60	4.60	5.60
5112 - Computer Engineer	0.00	1.00	1.00	1.00
5104 - Chief Engineer	0.80	0.80	0.80	0.80
5003 - Engineering Aide III	0.00	0.00	0.00	2.00
5002 - Engineering Aide II	2.00	2.00	2.00	2.00
5001 - Engineering Aide I*	1.00	1.00	1.00	0.00
4521 - Energy Technician	0.50	0.50	0.50	1.00
4514 - Utilities Services Manager	0.80	0.80	0.80	0.80
4512 - Energy Management Spec. II	1.60	1.60	1.60	1.60
4511 - Energy Management Spec. I	1.00	0.60	0.60	0.60
4503 - Mgr. Rates/Fiscal Planning	0.80	0.80	0.80	0.80
4502 - Senior Rate Analyst	0.60	0.60	0.60	0.60
4501 - Rate Analyst	0.80	0.80	0.80	0.80
2990 - Director of Water and Light	0.80	0.80	0.80	0.80
1004 - Administrative Support Supv.	0.60	0.60	0.60	0.60
1003 - Admin. Support Assistant III	1.20	1.20	1.20	1.20
1002 - Admin. Support Assistant II	1.48	1.20	1.20	1.20
Total Personnel	**18.58**	**18.90**	**18.90**	**21.40**
Permanent Full-Time	17.70	18.30	18.30	20.80
Permanent Part-Time	0.88	0.60	0.60	0.60
Total Permanent	**18.58**	**18.90**	**18.90**	**21.40**

*In FY 2002 the position was upgraded.

City of Columbia - Electric Production Power Plant

46.00 FTE Positions



* Position not included in Power Plant's FTE count.
** Shifts consist of 8:00am-4:00pm, 4:00pm-12:00midnight,12:00-8:00am and a relief shift

Electric - Production

551-7100 to 551-7199

DESCRIPTION

This division is responsible for the production of electricity for the citizens and the operation of the Municipal Power Plant. Personnel staff and operate the City's generating station on a 24-hour per day basis. The maintenance crew performs all routine maintenance and repair work except for major overhauls and reconstruction. Personnel schedule delivery of coal, operate an industrial water treatment system, operate the boilers and turbine, cooling tower, and other equipment. A central dispatch office is operated on a 24-hour basis. Dispatching personnel arrange for and schedule all power purchases via various interconnections operated with other utilities and maintain an integrated operation with them. The dispatch office receives all after hour calls for the utility and dispatches water or electric personnel as required.

HIGHLIGHTS / SIGNIFICANT CHANGES

The budget includes funds for the normal operation and maintenance for the division.

BUDGET DETAIL

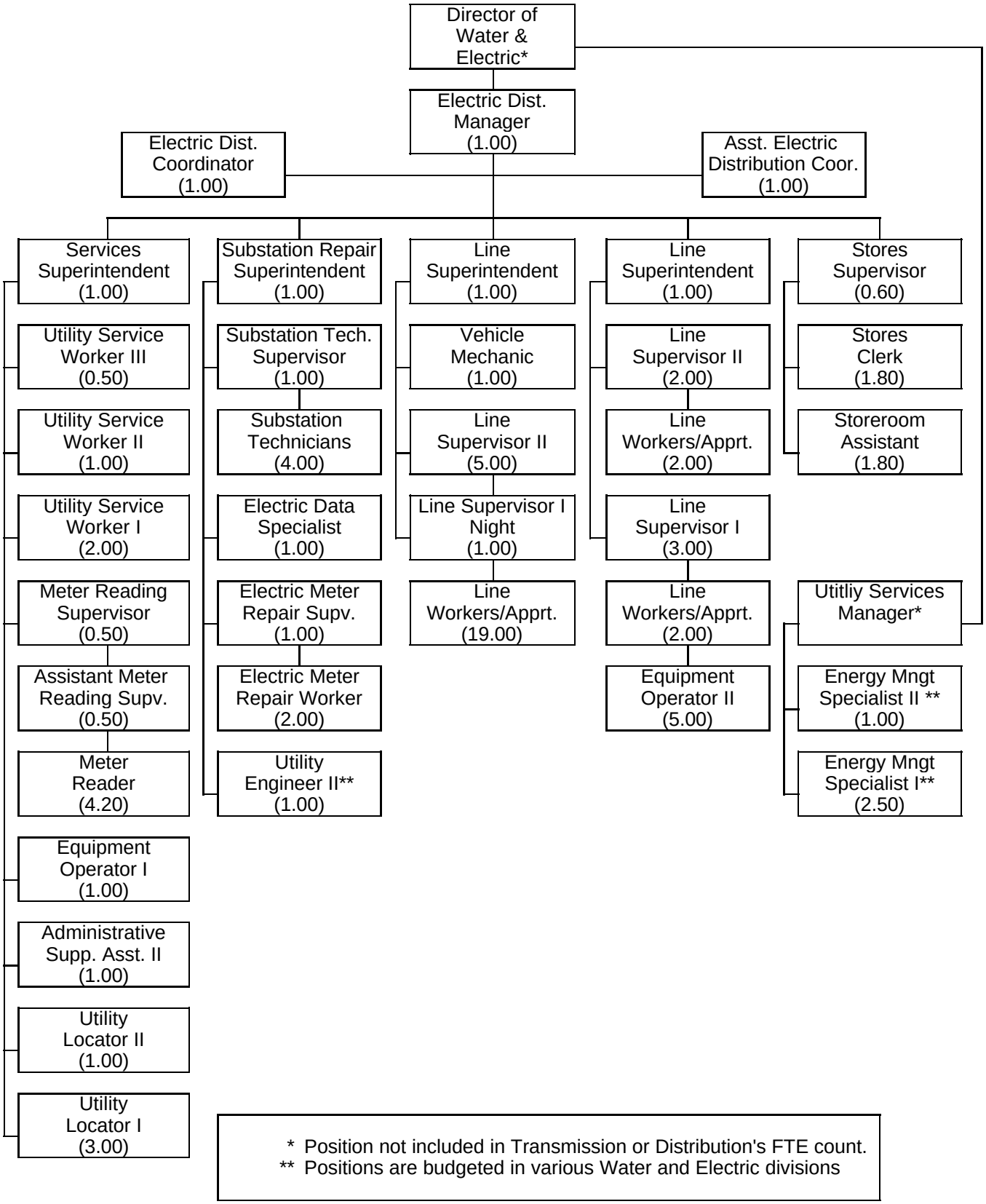
	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 2,384,420	$ 2,320,064	$ 2,346,200	$ 2,408,469
Power Supply	33,128,975	33,572,000	33,572,000	34,686,760
Supplies and Materials	469,232	558,330	558,330	573,628
Travel and Training	11,310	6,695	6,695	6,900
Intragovernmental Charges	0	23,282	23,282	27,758
Utilities, Services, & Misc.	631,099	710,751	710,751	761,330
Capital	878,149	1,919,664	1,919,664	676,702
Other	0	144,438	68,342	44,763
Total	**$ 37,503,185**	**$ 39,255,224**	**$ 39,205,264**	**$ 39,186,310**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
6104 - Storeroom Assistant	1.00	1.00	1.00	1.00
6100 - Stores Clerk	1.00	1.00	1.00	1.00
5033 - Lab Technician II	1.00	1.00	1.00	1.00
5031 - Lab Technician I	2.00	2.00	2.00	2.00
4521 - Energy Technician	0.50	0.50	0.50	0.00
2637 - Power Plant Tech Supv.	1.00	1.00	1.00	1.00
2636 - Power Production Supt.	1.00	1.00	1.00	1.00
2635 - Asst. Power Production Supt.	2.00	2.00	2.00	2.00
2634 - Power Plant Shift Supv.	4.00	4.00	4.00	4.00
2633 - Power Plant Operator III	10.00	10.00	10.00	10.00
2632 - Power Plant Operator II	6.00	6.00	6.00	6.00
2631 - Power Plant Operator I	4.00	4.00	4.00	4.00
2429 - Utility Maint. Mechanic III	2.00	2.00	2.00	2.00
2426 - Utility Maintenance Supv.	2.00	2.00	2.00	2.00
2422 - Utility Maint. Mechanic I	2.00	2.00	2.00	2.00
2421 - Utility Maint. Mechanic II	2.00	2.00	2.00	2.00
2324 - Instrument Technician	1.00	1.00	1.00	1.00
2302 - Equipment Operator II	1.00	1.00	1.00	1.00
2299 - Equipment Operator I	1.00	1.00	1.00	1.00
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00
1002 - Admin. Support Assistant II	1.00	1.00	1.00	1.00
Total Personnel	**46.50**	**46.50**	**46.50**	**46.00**
Permanent Full-Time	46.50	46.50	46.50	46.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**46.50**	**46.50**	**46.50**	**46.00**

City of Columbia - Electric Transmission & Distribution

79.40 FTE Positions



* Position not included in Transmission or Distribution's FTE count.
** Positions are budgeted in various Water and Electric divisions

Electric - Transmission and Distribution

551-7200 to 551-7299

DESCRIPTION

This division handles all of the electrical system beyond the production facilities, as well as the general warehousing and building facilities for the distribution operation. This division is responsible for all line crews and electric construction and maintenance of transmission lines, substations, distribution lines and fiber optic communication system. This division installs all underground lines, services, transformers and electric meters. The personnel install and maintain the City street lights. Meter testing is handled by this division as well as all customer turn-on and turn-offs. A distribution dispatching center for water and electric crews is operated during normal working hours. Tree trimming and line clearance work is done by contractors, and inspection personnel are in this division. This division also operates the Water and Light garage and vehicle maintenance facilities, fueling stations and warehouse.

HIGHLIGHTS / SIGNIFICANT CHANGES

This budget includes two positions that are being split between the Water and Electric Utilities. The Electric Utility will fund a .6 FTE meter reader position and a .5 FTE service worker position. These positions are needed to maintain acceptable service levels after several years of increased customer growth. For supervisory purposes, individuals in these positions are part of the Electric Distribution area.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 3,148,710	$ 3,485,377	$ 3,470,867	$ 3,530,193
Power Supply	0	0	0	0
Supplies and Materials	650,001	667,556	667,556	672,046
Travel and Training	6,633	26,690	26,690	29,920
Intragovernmental Charges	0	72,769	72,769	71,135
Utilities, Services, & Misc.	1,480,301	1,499,224	1,503,674	1,728,644
Capital	463,527	891,950	891,950	667,931
Other	0	0	0	0
Total	$ **5,749,172**	$ **6,643,566**	$ **6,633,506**	$ **6,699,869**

Electric - Transmission and Distribution

551-7200 to 551-7299

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
6103 - Stores Supervisor	0.60	0.60	0.60	0.60
6102 - Stores Clerk	1.80	1.80	1.80	1.80
6101 - Storeroom Assistant	1.80	1.80	1.80	1.80
5112 - Utility Engineer II	1.00	1.00	1.00	1.00
4512 - Energy Management Specialist II	1.00	1.00	1.00	1.00
4511 - Energy Management Spec. I	1.91	2.50	2.50	2.50
2883 - Utility Service Worker III	1.00	0.50	0.50	0.50
2882 - Utility Service Worker II	1.00	0.50	0.50	1.00
2881 - Utility Service Worker I	3.00	2.00	2.00	2.00
2877 - Meter Reading Supervisor	0.50	0.50	0.50	0.50
2875 - Asst. Meter Reading Supv.	0.50	0.50	0.50	0.50
2870 - Meter Reader	3.60	3.60	3.60	4.20
2860 - Electronic Data Specialist	0.00	1.00	1.00	1.00
2855 - Electric Distr. Manager	1.00	1.00	1.00	1.00
2851 - Electric Distr. Coordinator	1.00	1.00	1.00	1.00
2850 - Asst. Elec. Distr. Coord.	1.00	1.00	1.00	1.00
2803 - Electric Meter Repair Supv.	1.00	1.00	1.00	1.00
2801 - Electric Meter Repair Worker	2.00	2.00	2.00	2.00
2770 - Services Superintendent	1.00	1.00	1.00	1.00
2730 - Line Superintendent	2.00	2.00	2.00	2.00
2710 - Line Supervisor II	7.00	7.00	7.00	7.00
2705 - Line Supervisor I	4.00	4.00	4.00	4.00
2703/2701 Lineworker/App Lineworker	23.00	23.00	23.00	23.00
2432 - Utility Locator II	1.00	1.00	1.00	1.00
2431 - Utility Locator I	3.00	3.00	3.00	3.00
2337 - Substation Repair Supt.	1.00	1.00	1.00	1.00
2335 - Substation Technician Supv.	1.00	1.00	1.00	1.00
2333/2334 Substation Technician/App S.T.	4.00	4.00	4.00	4.00
2302 - Equipment Operator II	5.00	5.00	5.00	5.00
2301 - Equipment Operator I	1.00	1.00	1.00	1.00
2103 - Vehicle Mechanic	1.00	1.00	1.00	1.00
1002 - Admin. Support Assistant II	1.00	1.00	1.00	1.00
Total Personnel	**78.71**	**78.30**	**78.30**	**79.40**
Permanent Full-Time	77.80	76.80	76.80	77.90
Permanent Part-Time	0.91	1.50	1.50	1.50
Total Permanent	**78.71**	**78.30**	**78.30**	**79.40**

Electric - Capital Projects

551-881

MAJOR PROJECTS

This budget provides funds for the capital improvements in the Electric Utility.

FISCAL IMPACT

This includes the major capital improvements that are outlined in our Capital Improvement Program. The 1998 Bonds for the electric utility were sold in the amount of $12,100,000. This represents 52% of the total issue approved by voters in 1997. The total issue approved was $23,125,000 in Electric Capital Improvements. Additional sale of bonds was anticipated for FY 2001, but will not be necessary until FY 2002.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 1,040,568	$ 1,034,000	$ 1,034,000	$ 1,034,000
Power Supply	0	0	0	0
Supplies and Materials	10,083	0	0	0
Travel and Training	0	0	0	0
Intragovernmental Charges	0	0	0	0
Utilities, Services, & Misc.	228,760	2,084,300	2,084,300	0
Capital	3,035,861	6,100,400	6,100,400	1,151,000
Other	0	0	0	0
Total	$ **4,315,272**	$ **9,218,700**	$ **9,218,700**	$ **2,185,000**

Cultural

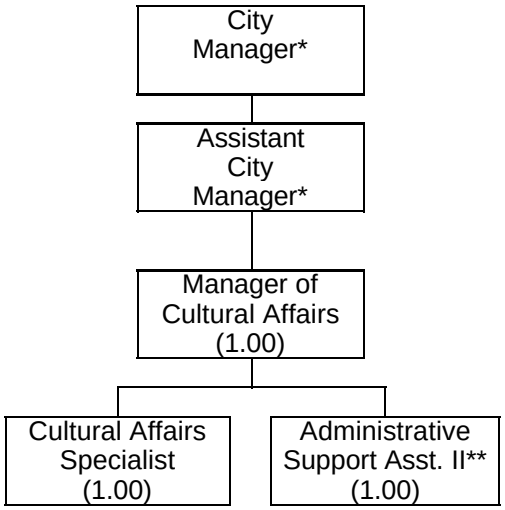
Affairs Fund

City of Columbia

Columbia, Missouri

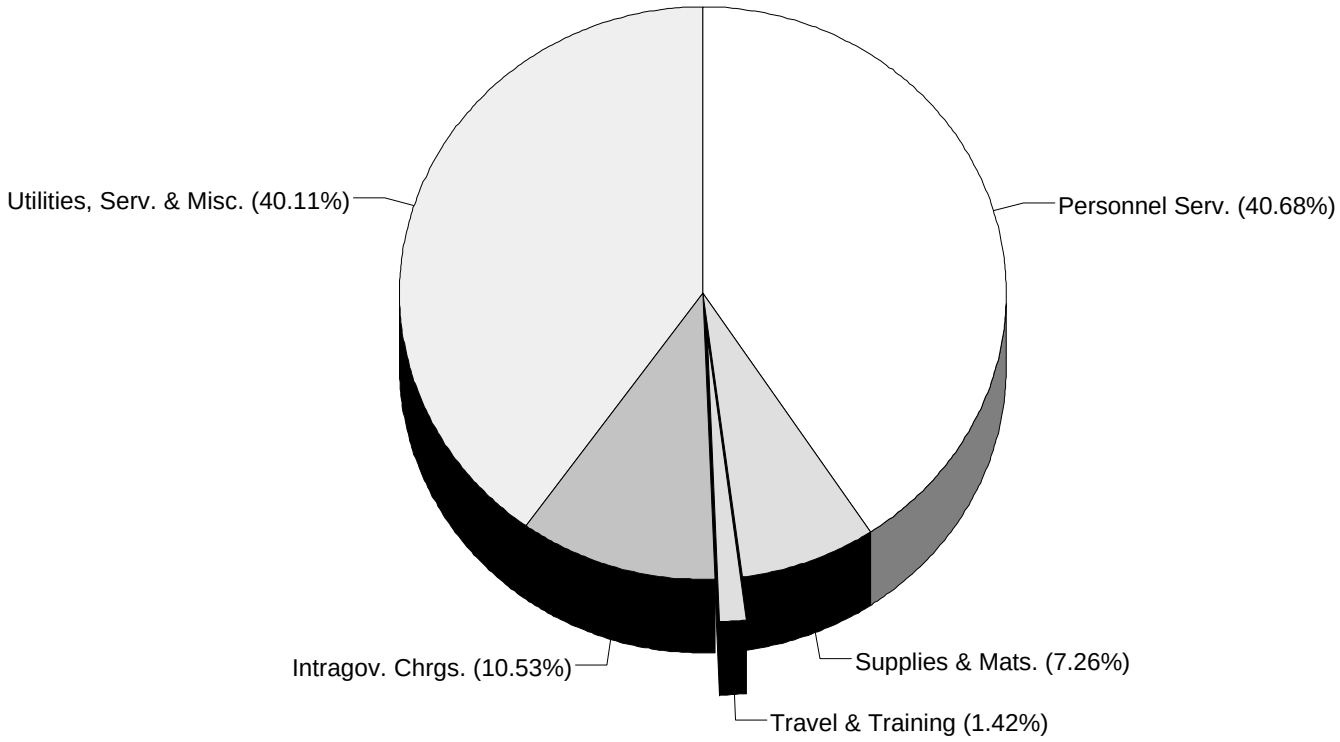
City of Columbia - Cultural Affairs

3.00 FTE Positions



* Positions not included in Cultural Affairs's FTE count.
** 40% of this position is funded by MACAA

Cultural Affairs Fund



APPROPRIATIONS

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Budget FY 2001
Personnel Services	$ 146,372	$ 152,856	$ 130,135	$ 141,824	-7.2%
Supplies & Materials	19,681	22,782	23,425	25,303	11.1%
Travel & Training	2,286	4,958	2,600	4,958	0.0%
Intragovernmental Charges	36,160	37,550	37,550	36,710	-2.2%
Utilities, Services & Misc.	143,017	142,472	141,304	139,807	-1.9%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**347,516**	**360,618**	**335,014**	**348,602**	**-3.3%**
Summary					
Operating Expenses	347,516	360,618	335,014	348,602	-3.3%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**$ 347,516**	**$ 360,618**	**$ 335,014**	**$ 348,602**	**-3.3%**

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CULTURAL AFFAIRS FUND

Fund 226

DEPARTMENT DESCRIPTION

The Office of Cultural Affairs (OCA) mission is to enhance the vitality of the city and the quality of life for all citizens by creating an environment wherein artists and cultural organizations can thrive by fostering opportunities for creative expression and the preservation and celebration of the City's multi-cultural heritage. OCA strives to enhance the artistic, management and marketing capabilities of local artists and arts organizations; increase public and private resources for the arts; develop a broader audience for the arts; and encourage cooperation, partnerships and collaborations within the city's diverse cultural heritage.

DEPARTMENT OBJECTIVE

- To provide leadership in the public art field by maintaining works currently owned by the City while expanding the collection through the Percent for Art Program.
- To raise awareness of accessability to, participation in and support for Columbia's rich array of artists and cultural offerings.
- To continue to implement the following general goals: promote the arts and life-long learning; market the arts; integrate business and the arts; advocate public art policies; and ensure managerial, fiscal and human resources to achieve all programs and services.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

- A $5,300 Arts Education grant from the Missouri Arts Council will enhance the Fire Station No. 8 Percent for Art project by involving a local artist at nearby New Haven Elementary School in a residency experience. The program will also expand the OCA's Partners in Education Program with the district-wide art department.
- A Community Arts Program grant from the Missouri Arts Council of $39,500 is the most ever received by the OCA in this grant category; OCA ranked first statewide in the grant evaluation. Funds will be used for programs and services such as the Arts Express newsletter, the Artists' Registry, the Columbia Festival of the Arts and general technical assistance to local arts organization.
- New opportunities for local arts organizations and event planners to interact include the regularly scheduled Arts Administrators Roundtable meetings and the Cultural Tourism Collaborative.
- Requests from local arts organizations for arts funding totaled $175,874, an increase of 15% from FY01 requests. More applications than ever were received--28, compared with 21 in FY01.
- Percent for Art projects at the Community Recreation Center and Fire Station No. 8 will continue with installation and dedication of both expected in FY02. New Percent for Art projects will be researched and may be initiated.
- Collaborations with downtown improvement efforts include continued support of the Twilight Festivals and Gallery Crawl as well as participation on the Avenue of the Columns committee.
- Enhancements to the OCA web site will include additional on-line forms for the arts organization funding process, more listings in the Artists' Registry and an expanded section on the Columbia Festival of the Arts.
- Additional growth in all areas of the Columbia Festival of the Arts is expected with emphases placed on including more visual and performing artists and local arts organizations as well as providing more free participatory art activities for children and adults. Marketing efforts will focus on increasing out-of-town visitors.
- The Arts Express newsletter will include special inserts sponsored by local arts organizations in an effort to assist them in getting the word out about their programs.

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
4625 - Manager of Cultural Affairs	1.00	1.00	1.00	1.00
4624 - Cultural Affairs Specialist	1.00	1.00	1.00	1.00
1002 - Admin Support Assistant II *	1.00	1.00	1.00	1.00
Total Personnel	**3.00**	**3.00**	**3.00**	**3.00**
Permanent Full-Time	3.00	3.00	3.00	3.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**3.00**	**3.00**	**3.00**	**3.00**

*** 40% funded by MACAA**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2000	Budget FY 2001	Estimated FY 2002
Programs:			
Columbia Festival of the Arts	1	1	1
Funding of Local Arts Agencies: $1,000+/under $500	23/6	20/6	22/6
Percent for Art Projects	0	2	2
Public Art Programming	5	5	5
Programs not listed above	8	N/A	N/A
Services:			
Artists' Registry	20	100	75
Arts Administrators Roundtable*	N/A	N/A	12
Arts Express Newsletter	1,500	1,700	1,700
Art Walk	2	2	3
Creative Artist Resource Directory*	N/A	N/A	100
C.A.R.E. Gallery* (collaboration with Parks and Recreation)	N/A	N/A	10
Cultural Tourism Collaborative	6	6	6
Local Economic Impact of the Arts Study	N/A	34	N/A
Marketing Initiatives	6+	6+	20+
Partners in Education Programming	4	4	10
Workshops & Technical Assistance	245	200	250

* New Initiative

COMPARATIVE DATA

	Columbia, MO*	Lincoln, NE**	Raleigh, NC*	Salina, KS*	St. Joseph, MO**
Population	**86,391**	**218,087**	**261,205**	**69,992**	**73,990**
Population: Service Area	**84,537**	**200,000**	**287,000**	**150,000**	**287,000**
Number of Full-Time Employees	2	1	2	5	3
Number of Part-Time Employees	1	5	3	7	2
Employees Per 1,000 Population	0.02	0.00	0.01	0.07	0.04
Art Center	no	no	no	yes	no
Festival(s)/Budget(s)	1/$40,000	no	no	1/$50,000	1/$300,000
Funding to Local Arts Agencies &	yes	yes***	yes	yes	yes+
Amount Awarded in Last FY	$71,568	$46,000	$1,000,000	$60,000	$195,000
Funding from Tourism and/or CVB	yes	yes	no	yes	yes
Online Artists' Registry	yes	yes	no	no	no
Percent for Art/Public Art Program	yes++	yes	yes	yes++	no
Total Budget	$336,660	$237,000	$1,104,000	$838,000	$530,000

* City Department
** 501(c)(3) organization
*** Funded, in part, by private dollars
\+ United Arts Fund (donations from local businesses and individuals)
++ Funded entirely by city dollars

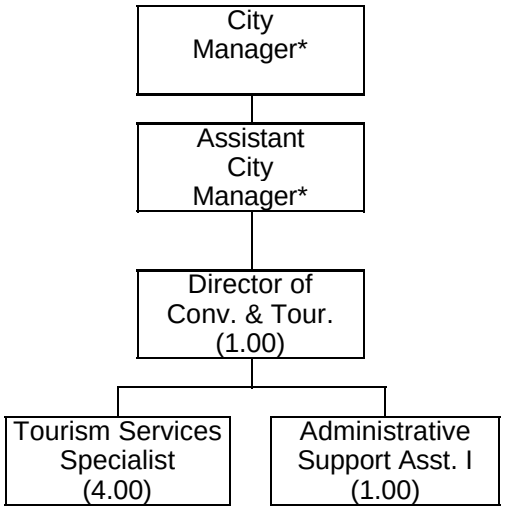
Convention and Tourism Fund

City of Columbia

Columbia, Missouri

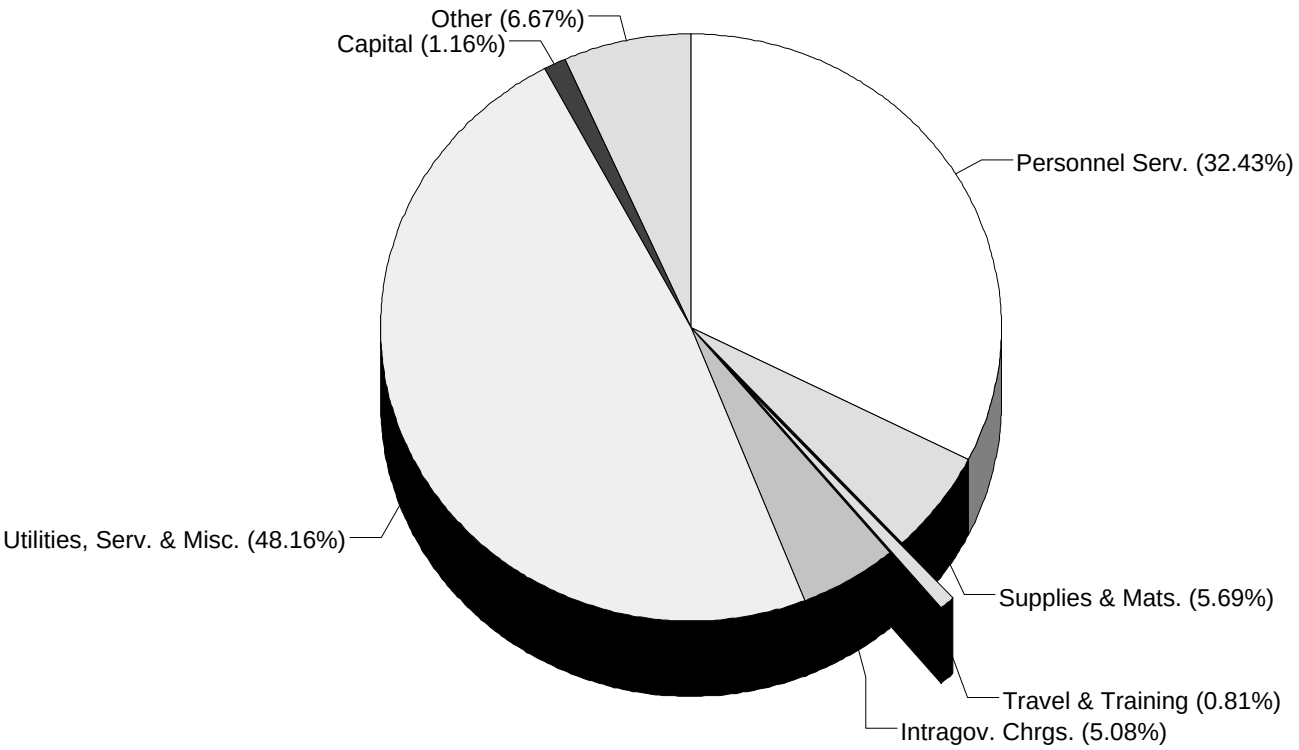
City of Columbia - Convention and Tourism

6.00 FTE Positions



* Positions not included in Convention & Tourism's FTE count.

Convention & Tourism Fund



APPROPRIATIONS

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Budget FY 2001
Personnel Services	$ 275,719	$ 346,501	$ 308,939	$ 369,063	6.5%
Supplies & Materials	45,030	54,125	50,379	64,700	19.5%
Travel & Training	4,070	10,200	6,900	9,200	-9.8%
Intragovernmental Charges	50,914	53,474	54,654	57,819	8.1%
Utilities, Services & Misc.	375,218	613,496	613,459	548,124	-10.7%
Capital	13,356	3,400	3,365	13,190	287.9%
Other	79,712	75,784	75,784	75,931	0.2%
Total	**844,019**	**1,156,980**	**1,113,480**	**1,138,027**	**-1.6%**
Summary					
Operating Expenses	750,951	1,077,796	1,034,331	1,048,906	-2.7%
Non-Operating Expenses	79,712	75,784	75,784	75,931	0.2%
Debt Service	0	0	0	0	
Capital Additions	13,356	3,400	3,365	13,190	287.9%
Capital Projects	0	0	0	0	
Total Expenses	$ **844,019**	$ **1,156,980**	$ **1,113,480**	$ **1,138,027**	**-1.6%**

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CONVENTION AND TOURISM FUND

Fund 229

DEPARTMENT DESCRIPTION

The Convention and Visitors Bureau (CVB) promotes Columbia as a meeting, leisure and group tour destination through direct solicitations, tradeshow attendance, advertising and marketing.

DEPARTMENT OBJECTIVES

To increase the number of regional and national conventions held in Columbia; to increase the number of Sunday through Thursday visitors and lodgers while retaining existing weekend business; to substantially expand our exposition market; to increase leisure travel visitation through the enhancement and development of festivals, events and attractions; to provide exceptional service to our convention and meeting customers; to increase awareness of tourism as a viable form of economic development.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

In November of 1999, Columbia citizens passed a 2% increase in the hotel/motel tax. One-half of the increase or approximately $300,000 was applied, in the FY 2001 budget, to advertising and marketing. This increase enabled the CVB to conduct a two-state radio campaign for festivals, events and leisure travel. We were also able, for the first time, to advertise our convention facilities in several key publications targeting the meetings industry. In April, 2001, we added a full-time, outside sales staff member who will be calling, 4 days a week, on association and corporate meeting planners. We anticipate that the number of convention leads and bookings will increase significantly this year.
In July, 2000, the Convention and Visitors Bureau Advisory Board submitted to the City Council its recommendations for funding of festivals and events through the Tourism Development program that was made possible by the increase in the hotel/motel tax. The Council approved the recommendations and contracts were issued in the fall of 2001.
The funding provided for increased entertainment and activities during the 2000 holiday season. Columbia's December hotel revenues were up significantly over the previous year. Funding for the Twilight Festival provided for a larger children's area and evening concerts. Twilight Festival attendance has increased and the Central Columbia Association is now receiving inquiries about the Festival from out-state markets and out-of-state markets. The Fall Festival of the Arts will feature a major interactive exhibit for children that has only been booked in major metro areas. This exhibit was, again, made possible by funds from the Tourism Development Program.

In FY 2002, the Convention and Visitors Bureau Advisory Board will be addressing the guidelines for the second part of the Tourism Development Program which deals with attraction development.

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	86,391 FY 2002
Operations	5.00	6.00	6.00	6.00
Tourism	0.00	0.00	0.00	0.00
Total Personnel	**5.00**	**6.00**	**6.00**	**6.00**
Permanent Full-Time	5.00	6.00	6.00	6.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**5.00**	**6.00**	**6.00**	**6.00**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2000	Budget FY 2001	Estimated FY 2002
Convention Services:			
No. of Meetings Serviced	117	129	150
No. of Convention Welcomes & Promotions	50	75	100
Visitor Services:			
No. of Inquiries	6,200	13,400	15,000
No. of Visitors to Information Center	5,780	5,800	4,700
Records Section:			
Sales Leads Generated	65	100	150
Definite Bookings	34	68	90
Economic Impact	$1,340,000	$4,575,000	6,500,000
Group Tours:			
No. of Group Tours Serviced	103	126	130
No. Leads Generated	120	85	110
No. of Proposals/Itineraries	30	30	50

COMPARATIVE DATA

	Columbia, MO	Springfield, MO	St. Joseph, MO	Jefferson City, MO	Lake Ozarks, MO
Population	**86,391**	**151,580**	**73,990**	**39,636**	**64,640**
Number of Employees	6	13.5	9.0	5.0	12
Employees Per 1,000 Population	0.069	0.089	0.122	0.126	0.186
Advertising Budget	$315,000	$500,000	$238,200	$97,050	$1,750,000
Number of Rooms	2,650	5,415	1,200	1,385	7,500

Operations

Fund 229

DESCRIPTION

The Convention and Visitors Bureau has four (4) primary responsibilities: 1) to promote Columbia as a destination for meetings and conventions; 2) to promote Columbia as an overnight and day-trip destination for leisure travelers and group tours; 3) to facilitate partnerships and cooperation among Columbia's tourism related businesses and associations and 4) to assure that Columbia is a "user friendly" destination for visitors through the provision of visitor brochures in tourism information centers and in businesses throughout Columbia.

HIGHLIGHTS / SIGNIFICANT CHANGES

The passage, in November 1999, of a 2% increase in the hotel/motel tax provided an additional $300,000 for the Bureau's marketing and promotional efforts. The funds were used to: 1) Hire a full-time, outside convention sales manager. 2) Implement a two-state, year-long radio campaign to highlight Columbia's festivals, events and activities. 3) Expand our convention marketing efforts in print and through tradeshow participation. 3) Increase our ability to retain existing convention business by enhancing our services and support. 4) Increase our brochure offerings to include often requested niche areas such as African American visitor resources; Genealogy and Art Galleries. 5) Increase contact with and services for area hotel/motel managers and sales staff. Although several new hotels have opened in the market during the past year, the occupancy levels and average rates for the market have remained stable or have increased.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 275,719	$ 346,501	$ 308,939	$ 369,063
Supplies and Materials	45,030	54,125	50,379	64,700
Travel and Training	4,070	10,200	6,900	9,200
Intragovernmental Charges	50,914	53,474	54,654	57,819
Utilities, Services, & Misc.	375,218	402,246	402,209	448,124
Capital	13,356	3,400	3,365	13,190
Other	79,712	75,784	75,784	75,931
Total	**$ 844,019**	**$ 945,730**	**$ 902,230**	$ **1,038,027**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
8950 - Director	1.00	1.00	1.00	1.00
4300 - Tourism Services Specialist	3.00	4.00	4.00	4.00
1001 - Admin. Support Assistant I	1.00	1.00	1.00	1.00
Total Personnel	**5.00**	**6.00**	**6.00**	**6.00**
Permanent Full-Time	5.00	6.00	6.00	6.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**5.00**	**6.00**	**6.00**	**6.00**

Tourism Development

Fund 229

DESCRIPTION

In November, 1999, Columbia citizens passed a 2% increase in the hotel/motel tax. Of the 2%, one-half was designated for the enhancement or development of festivals, events and attractions. The Convention and Visitors Advisory Board was expanded to 12 members and charged with the development of guidelines for the Tourism Development program. The Board is also responsible for the review of applications and submission of funding recommendations to the City Council for final review and approval or amendment. The program is divided into two segments: Festivals and Events and Attractions.

HIGHLIGHTS / SIGNIFICANT CHANGES

In 2000, the Advisory Board developed guidelines for the Festivals and Events segment of the program. The guidelines were reviewed and approved by the City Council. Eleven festivals and events submitted proposals for contracts with the city to provide event/festival enhancements. Contracts were issued for nine events. Some of the enhancements include: an extensive children's area and evening concerts for the Twilight Festival; a holiday concert series; a "first ever" joint performance by the three best ragtime musicians in the U.S.; a major children's interactive exhibit held previously only in major U.S. cities and the addition of several heritage artisans to the Heritage Festival. The guidelines for the Attractions segment of the program are still under consideration by the Advisory Board.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 0	$ 0	$ 0	$ 0
Supplies and Materials	0	0	0	0
Travel and Training	0	0	0	0
Intragovernmental Charges	0	0	0	0
Utilities, Services, & Misc.	0	211,250	211,250	100,000
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 0**	**$ 211,250**	**$ 211,250**	$ **100,000**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
None	0.00	0.00	0.00	0.00
Total Personnel	**0.00**	**0.00**	**0.00**	**0.00**
Permanent Full-Time	0.00	0.00	0.00	0.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**0.00**	**0.00**	**0.00**	**0.00**

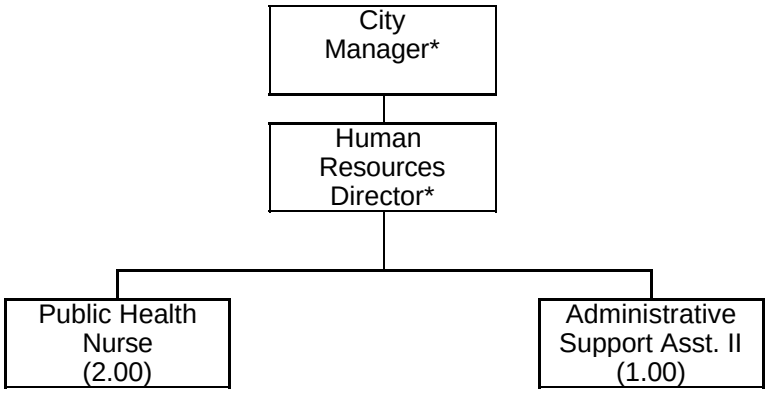
Employee Benefit Fund

City of Columbia

Columbia, Missouri

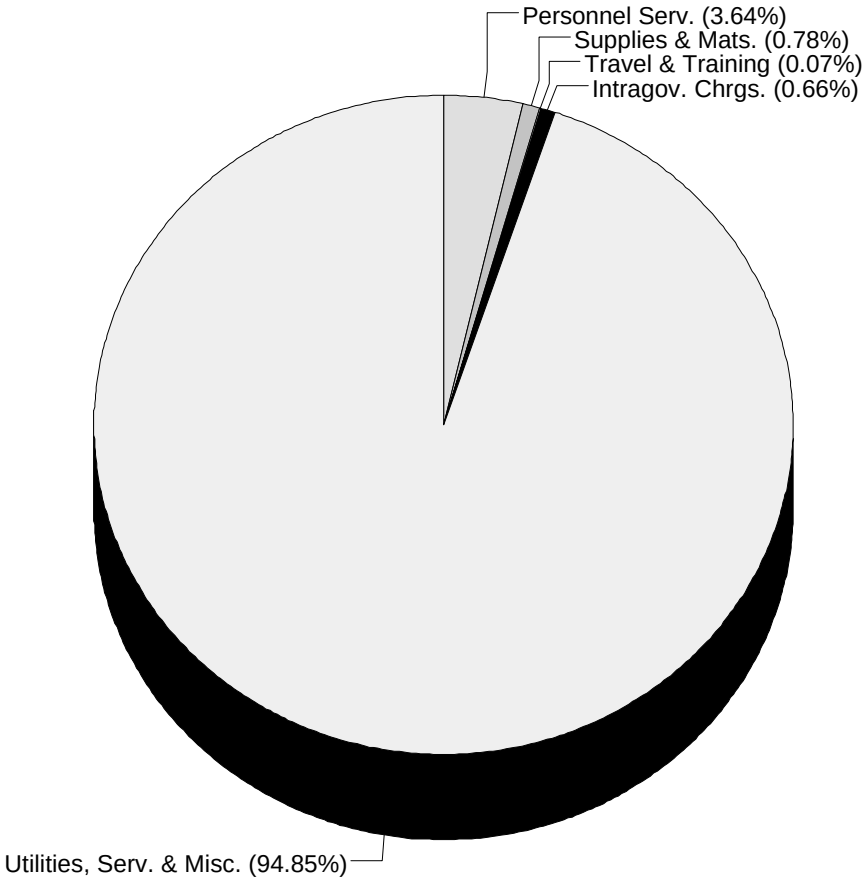
City of Columbia - Employee Benefit Fund

3.00 FTE Positions



* Positions not included in the Employee Benefit Fund's FTE count.

Employee Benefit Fund



APPROPRIATIONS

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Budget FY 2001
Personnel Services	$ 188,478	$ 265,287	$ 249,972	$ 262,724	-1.0%
Supplies & Materials	22,412	56,205	41,513	56,142	-0.1%
Travel & Training	1,646	5,114	5,000	5,210	1.9%
Intragovernmental Charges	31,180	45,282	44,282	47,920	5.8%
Utilities, Services & Misc.	6,535,705	5,966,850	6,531,066	6,847,834	14.8%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**6,779,421**	**6,338,738**	**6,871,833**	**7,219,830**	**13.9%**
Summary					
Operating Expenses	6,779,421	6,338,738	6,871,833	7,219,830	13.9%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**$ 6,779,421**	**$ 6,338,738**	**$ 6,871,833**	**$ 7,219,830**	**13.9%**

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EMPLOYEE BENEFIT FUND

Fund 659

DEPARTMENT DESCRIPTION

The Employee Benefit Fund accounts for the transactions and reserves associated with the City's medical, dental, prescription drug, life and long-term disability programs for City employees, plus other benefits such as safety and service awards and sick leave buyback. Employee health and wellness programs are also managed through this fund. Coverages for health, dental, and prescription drug plans are self-insured. Other coverages are with commercial insurance carriers.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

The City's self-funded health insurance plan has experienced a sharp increase in claims in the past four years after a relatively stable three year period. The greatest rate of increase continues to be in the prescription drug portion of the plan. Claims experience will be closely monitored during the next year to see if the trend continues. A comprehensive review of the entire health care plan and administration is scheduled for FY 2002, and will address issues of plan cost, plan design, administrative services and network design.

Employee Health and Wellness programs and staff were placed in this budget in FY 2000. Emphasis in this area is on safety, illness prevention and disease management programs for City employees. Drug and alcohol testing for new and federally-mandated employees is a function of this program. An Employee Health/Wellness fee is charged to all departments to cover the cost of the operation of this unit.

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
7503 - Public Health Nurse	0.00	0.00	1.00	2.00
7502 - Employee Hlth/Wellness Nurse	1.00	1.00	0.00	0.00
7402 - Occupational Hlth Specialist	1.00	1.00	1.00	0.00
1002 - Admin. Support Assistant II	1.00	1.00	1.00	1.00
Total Personnel	**3.00**	**3.00**	**3.00**	**3.00**
Permanent Full-Time	3.00	3.00	3.00	3.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**3.00**	**3.00**	**3.00**	**3.00**

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Information

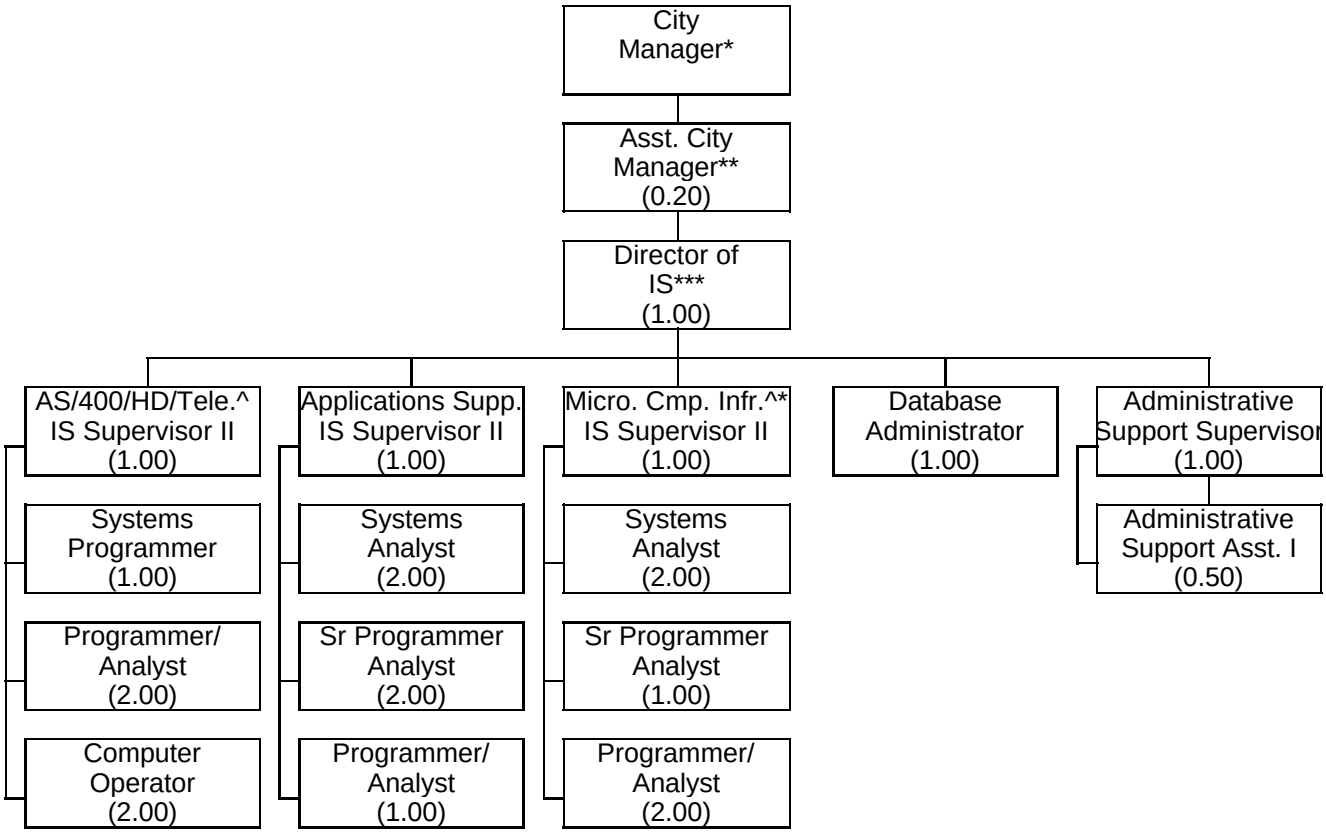
Services Fund

City of Columbia

Columbia, Missouri

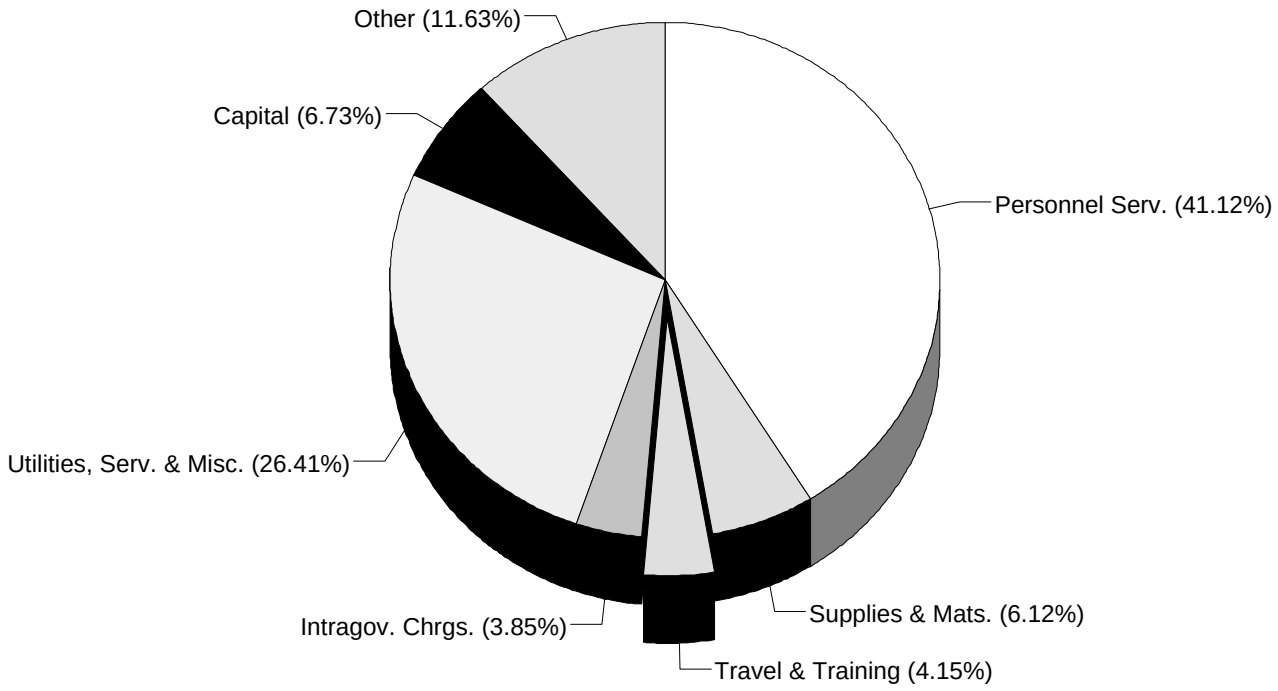
City of Columbia - Information Services

21.70 FTE Positions



* Position not included in Information Services's FTE count.
** Assistant City Manager position is split between:
(60%) City Manager's Office, (20%) Office of Community Services and (20%) Information Services
*** IS - Information Services
^ HD - Help Desk
^* Micro. Cmp. Infr. - Micro Computer Infrastructure

Information Services Fund



APPROPRIATIONS

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Budget FY 2001
Personnel Services	$ 1,272,757	$ 1,375,187	$ 1,341,556	$ 1,384,940	0.7%
Supplies & Materials	146,634	258,842	241,339	205,995	-20.4%
Travel & Training	77,382	127,535	123,725	139,694	9.5%
Intragovernmental Charges	143,664	374,629	374,629	129,586	-65.4%
Utilities, Services & Misc.	694,877	690,837	741,352	889,426	28.7%
Capital	169,256	192,254	195,979	226,677	17.9%
Other	496,218	690,142	590,214	391,521	-43.3%
Total	**3,000,788**	**3,709,426**	**3,608,794**	**3,367,839**	**-9.2%**
Summary					
Operating Expenses	2,335,314	2,827,030	2,822,601	2,749,641	-2.7%
Non-Operating Expenses	446,755	450,000	347,594	251,420	-44.1%
Debt Service	49,463	240,142	242,620	140,101	-41.7%
Capital Additions	169,256	192,254	195,979	226,677	17.9%
Capital Projects	0	0	0	0	
Total Expenses	**$ 3,000,788**	**$ 3,709,426**	**$ 3,608,794**	**$ 3,367,839**	**-9.2%**

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INFORMATION SERVICES FUND

Fund 674

DEPARTMENT DESCRIPTION

Information Services (IS) is responsible for support and administration of an AS/400 midrange computer, a Wide Area Network (WAN), Local Area Networks (LANs), personal computers (PCS), and workstations throughout all City departments. IS provides systems development, system enhancements, upgrades, repairs and consulting in regards to individual department needs. IS also works to improve the operational efficiencies of the City as a whole.

DEPARTMENT OBJECTIVES

Information Services will, within the framework of its existing resources, continue to provide the highest level of support possible to all user agencies. We will continue to identify and suggest new and better methods of providing services to our users at the lowest possible cost.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

Information Services has completed the installation of key systems in remote Fire Stations. The IS department has also increased the disk capacity of the AS/400 to 217 GB, and created a new data sync. procedure for HTE files. IS moved reports to Cold Storage website, where Payroll, Miscellaneous Receivable, and General Ledger reports, that were previously printed and distributed to over a hundred employees, are now available via the Internet. The Token-Ring to the Ethernet conversion has been completed as well.

The Information Services Department priorities(E-Gov Services & upgrading infrastructure) include completing the hardware and software inventory and implementing Windows 2000 as the standard desktop operating system. IS is working on the "New On" Service Start Web Application, which will facilitate setting up a new account in a shorter time frame than what HTE allows in the CX system. It will reduce the number of potential errors that occur during setup and will control the number of work orders that can be processed in a given day, according to a system control schedule. IS plans to complete putting utility bill images on the web allowing departments to view the bill images that were sent to the customer. IS plans to build a computer inventory/software licensing application. This system will assist IS in monitoring the City's licensing certificates of software and will assist IS in monitoring the City's maintenance/upgrade requirements for hardware. Other priorities include converting the Police Dept. to 100Mb Ethernet and the purchase/install of Gb Backbone Switch.

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
9901 - Assistant City Manager	0.20	0.20	0.20	0.20
7950 - Director of Information Services	1.00	1.00	1.00	1.00
7926 - Information Services Supervisor II	2.00	2.00	2.00	3.00
7925 - Information Services Supervisor I*	1.00	1.00	1.00	0.00
7924 - Database Administrator	1.00	1.00	1.00	1.00
7923 - Senior Programmer Analyst	3.00	3.00	3.00	3.00
7922 - Systems Analyst	4.00	4.00	4.00	4.00
7921 - Systems Programmer	1.00	1.00	1.00	1.00
7912 - Data Processing Oper. Supv.	0.00	0.00	0.00	0.00
7911 - Programmer/Analyst	5.00	5.00	5.00	5.00
7910 - Computer Operator	2.00	2.00	2.00	2.00
1101 - Administrative Secretary*	1.00	1.00	1.00	0.00
1004 - Administrative Support Supervisor	0.00	0.00	0.00	1.00
1001 - Administrative Support Asst. I	0.50	0.50	0.50	0.50
Total Personnel	**21.70**	**21.70**	**21.70**	**21.70**
Permanent Full-Time	21.20	21.20	21.20	21.20
Permanent Part-Time	0.50	0.50	0.50	0.50
Total Permanent	**21.70**	**21.70**	**21.70**	**21.70**

*In FY 2002 the positions were upgraded.

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2000	Budget FY 2001	Estimated FY 2002
No. of Production Programs	16,000	14,000	17,200
No. of Support Requests:			
a. Applications	850	200	1,600
b. HELP Desk Calls	13,000	5,000	
No. of Hardware Supported			
a. Micro Computer	550	541	615
No. of Users Supported			
a. AS/400	370	565	
b. Micro Computer	575	670	720
No. of Application Systems Supported			
a. AS/400	36	41	45
b. Micro Comptuer	70	83	116

COMPARATIVE DATA

	Columbia, MO	Hanover County, VA	Berkeley, CA	Stockton, CA	Kirkwood, MO
Population	**86,391**	**86,264**	**109,402**	**247,470**	**27,324**
Number of Employees	21	26	25	32	5
Employees Per 1,000 Population	0.243	0.301	0.229	0.129	0.183
Capital Budget	$250,004	$747,000	$250,000	$779,200	$25,000
Budget - Operating	$2,769,280	$2,046,881	$2,253,758	$4,252,114	$475,000
Budget Dollar Per Employee	$131,870	$78,726	$90,150	$132,879	$95,000
AS/400 Ternminals	1	698	12	1	0
Mainframe/AS/400 Applications	45	4	17	16	23
Micro Computer Networks/Servers	30	16	70	28	11
Micro Computers	615	792	1,000	1,600	170
Micro Applications	152	0	6	6	7
Utility Accounts	45,400	8,000	26,000	77,000	15,000

Public

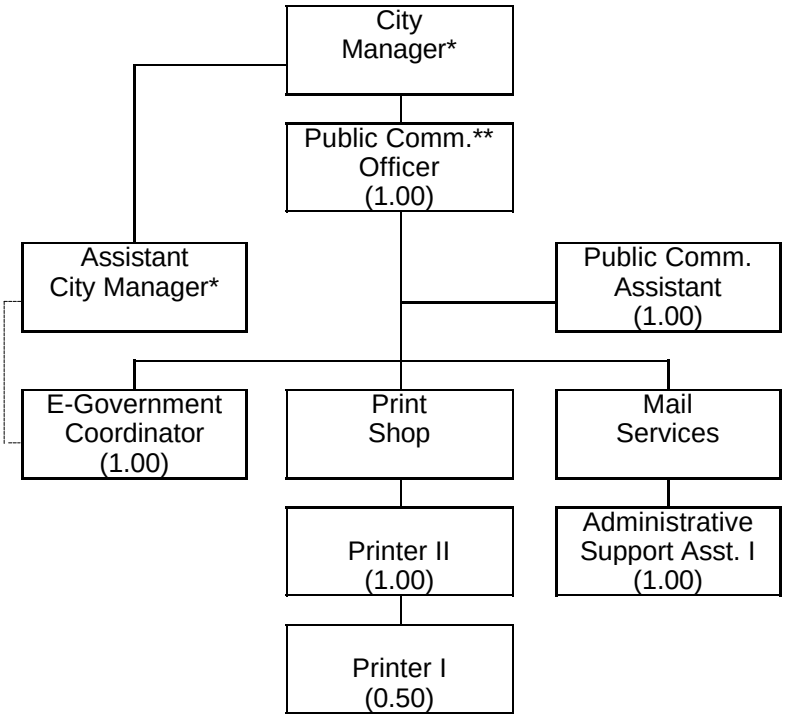
Communications Fund

City of Columbia

Columbia, Missouri

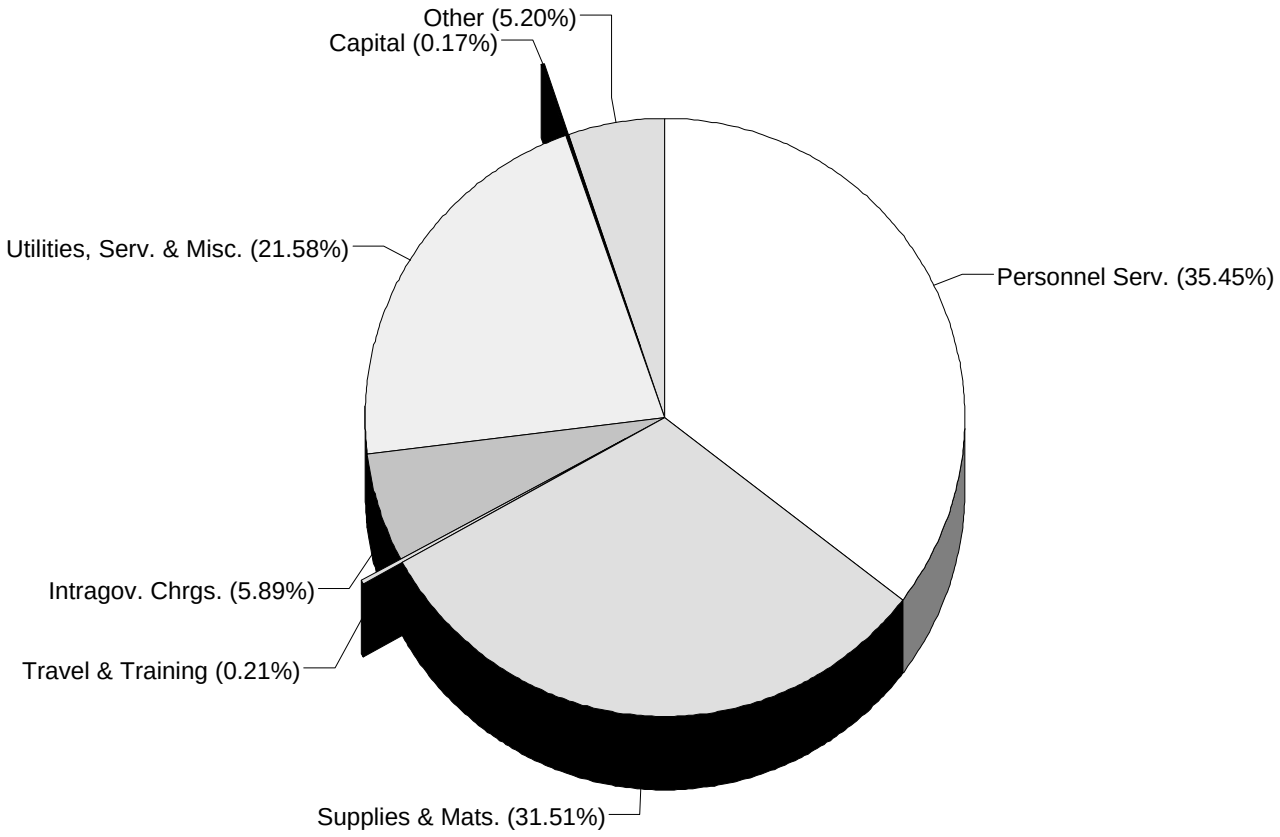
City of Columbia - Public Communications

6.50 FTE Positions



* Position not included in Public Communication's FTE count.
** Comm - Communications

Public Communications Fund



APPROPRIATIONS

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Budget FY 2001
Personnel Services	$ 256,098	$ 238,847	$ 239,782	$ 292,608	22.5%
Supplies & Materials	232,648	251,853	245,333	260,125	3.3%
Travel & Training	298	1,750	1,750	1,750	0.0%
Intragovernmental Charges	50,320	55,191	55,191	48,598	-11.9%
Utilities, Services & Misc.	47,636	103,056	94,045	178,101	72.8%
Capital	21,532	0	0	1,400	
Other	15,739	40,500	40,500	42,893	5.9%
Total	**624,271**	**691,197**	**676,601**	**825,475**	**19.4%**
Summary					
Operating Expenses	587,000	650,697	636,101	781,182	20.1%
Non-Operating Expenses	15,739	40,500	40,500	42,893	5.9%
Debt Service	0	0	0	0	
Capital Additions	21,532	0	0	1,400	
Capital Projects	0	0	0	0	
Total Expenses	**$ 624,271**	**$ 691,197**	**$ 676,601**	**$ 825,475**	**19.4%**

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PUBLIC COMMUNICATIONS FUND - SUMMARY

Fund 675

DEPARTMENT DESCRIPTION

The Public Communications Office has three responsibilities: public communications, printing services, and mail services. The Public Communications Division oversees or coordinates the City's public communications program which includes Community Line, Columbia Online Information Network, Partners in Education, facility tours, speaking engagements, an employee newsletter, a citizen newsletter, media relations and distributes press releases, etc. The Public Communications Officer supervises the overall operation and reports to the City Manager.

DEPARTMENT OBJECTIVES

To facilitate better two-way communications between Columbia citizens and City government. To provide high-speed duplicating service to City departments. To provide full-service mail support to City departments.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

Public Communications consolidates a variety of communication efforts into one office by supporting the information efforts of various departments. Printing and Mail Services are supported with fees charged to users.

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Public Communications Office	2.59	2.00	2.00	3.00
Print Shop	2.50	1.50	1.50	1.00
Mail Room	1.00	1.00	1.00	1.50
Total Personnel	**6.09**	**4.50**	**4.50**	**5.50**
Permanent Full-Time	5.00	4.00	4.00	5.00
Permanent Part-Time	1.09	0.50	0.50	0.50
Total Permanent	**6.09**	**4.50**	**4.50**	**5.50**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2000	Budget FY 2001	Estimated FY 2002
Public Communications Office:			
Monthly Newsletters	12	12	12
Press Releases/Advisories	169	175	190
Community Line Accesses	11,738	12,000	12,000
Print Shop:			
No. of Photocopy Jobs	1,227	1,400	1,350
No. Photocopy Impressions	1,245,000	1,400,000	1,345,000
Desk Top Publishing	275	325	350
Mail Room:			
Outbound Mail Pieces	438,686	450,000	450,000
Outbound Packages	688	700	700

PUBLIC COMMUNICATIONS FUND - SUMMARY

Fund 675

COMPARATIVE DATA

	Columbia, MO	Springfield, MO	Indepen-dence, MO	Ames, IA	Kirkwood, MO
Population	**86,391**	**151,580**	**113,288**	**49,265**	**80,726**
Public Communications Office:					
No. of Employees	2	12	8	5	1
No. of Press Releases	169	(See Note)	(See Note)	350 +	75
No. of Speaking Engagements	10	(See Note)	(See Note)	120 +	1
Print Shop:					
No. of Employees	1.50	3	1	1	N/A
No. of Photocopy Impressions	1,245,000	8,009,000	**	**	N/A
Mail Services:					
Number of Employees	1	1	1	1	N/A
Outbound Mail	438,686	384,000	1,050,000	198,884	N/A
No. of Packages Handled	782	N/A	***	450	N/A

N/A - Not Available
* Included in Press Numbers
** Service at department level
*** Departments process
\+ Includes releases, engagements initiated by Depts.
Note: New PIO's, accurate numbers not available

Public Communications - Public Communications Office

675-0910 to 675-0919

DESCRIPTION

To facilitate better two-way communications between Columbia citizens and City government. This is accomplished through prudent use of communication tools and channels.

HIGHLIGHTS / SIGNIFICANT CHANGES

Columbia's Community Line continues to be a viable information channel for citizens seeking basic information. The Community Line directory was updated and many voice messages were also updated. The Public Communications Office continues to seek new ways to communicate with the citizens. Public Communications coordinated monthly employee Public Communications Committee meetings. It also coordinated, along with other departments, a monthly citizen newsletter, "City Source," that is mailed with utility bills, and a weekly consolidated advertisement in one of the local newspapers. Public Communications publishes a monthly employee newsletter. The budget includes funding for enhancing the City's Web Site and $50,000 to enhance public relations efforts. This budget includes the addition of a 1.00 FTE E-Governement Coordinator position.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 158,719	$ 149,193	$ 149,493	$ 200,820
Supplies and Materials	31,115	39,900	39,850	43,379
Travel and Training	298	1,500	1,500	1,500
Intragovernmental Charges	11,627	37,992	37,992	31,889
Utilities, Services, & Misc.	17,652	92,420	81,870	142,574
Capital	9,032	0	0	0
Other	0	25,600	25,600	26,468
Total	**$ 228,443**	**$ 346,605**	**$ 336,305**	**$ 446,630**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
9941 - E-Government Coordinator	0.00	0.00	0.00	1.00
9921 - Public Communications Officer	1.00	1.00	1.00	1.00
7811 - Public Communications Assistant	1.00	1.00	1.00	1.00
4511 - Energy Management Spec. I	0.59	0.00	0.00	0.00
Total Personnel	**2.59**	**2.00**	**2.00**	**3.00**
Permanent Full-Time	2.00	2.00	2.00	3.00
Permanent Part-Time	0.59	0.00	0.00	0.00
Total Permanent	**2.59**	**2.00**	**2.00**	**3.00**

Public Communications - Print Shop

675-0920 to 675-0929

DESCRIPTION

This Division provides several major support services ranging from graphic art design/development, high speed photocopier service, bindery, perforating, folding, etc. The service is provided at a reasonable cost to departments.

HIGHLIGHTS / SIGNIFICANT CHANGES

Printing Services continues to explore new and better methods of producing the highest quality product. The Print Shop eliminated printing presses and now concentrates on high-speed photocopying and associated services. Jobs previously done by printing press are outsourced.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 55,729	$ 56,308	$ 58,106	$ 41,640
Supplies and Materials	22,045	29,597	23,127	27,940
Travel and Training	0	250	250	250
Intragovernmental Charges	38,674	17,135	17,135	16,523
Utilities, Services, & Misc.	25,897	6,141	6,950	29,011
Capital	12,500	0	0	0
Other	15,739	14,900	14,900	16,425
Total	**$ 170,584**	**$ 124,331**	**$ 120,468**	**$ 131,789**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
7810 - Printer I	1.00	0.50	0.50	0.25
7809 - Printer II	1.00	1.00	1.00	0.75
1190 - Public Communications Worker	0.50	0.00	0.00	0.00
Total Personnel	**2.50**	**1.50**	**1.50**	**1.00**
Permanent Full-Time	2.00	1.00	1.00	0.75
Permanent Part-Time	0.50	0.50	0.50	0.25
Total Permanent	**2.50**	**1.50**	**1.50**	**1.00**

Public Communications - Mail Services

675-0930 to 675-0939

DESCRIPTION

Mail Services provides pick up and delivery of internal mail, as well as pick up and delivery of the U.S. Mail, and UPS packages. Service is provided to all city agencies.

HIGHLIGHTS / SIGNIFICANT CHANGES

The Mail Room uses a paragon mail processing machine that sorts and posts mail pieces of varying sizes and weights. Also, postage is refilled through "postage by phone."

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 41,650	$ 33,346	$ 32,183	$ 50,148
Supplies and Materials	179,488	182,356	182,356	188,806
Travel and Training	0	0	0	0
Intragovernmental Charges	19	64	64	186
Utilities, Services, & Misc.	4,087	4,495	5,225	6,516
Capital	0	0	0	1,400
Other	0	0	0	0
Total	**$ 225,244**	**$ 220,261**	**$ 219,828**	**$ 247,056**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
1001 - Admin. Support Assistant I	1.00	1.00	1.00	1.00
7810 - Printer I	0.00	0.00	0.00	0.25
7809 - Printer II	0.00	0.00	0.00	0.25
Total Personnel	**1.00**	**1.00**	**1.00**	**1.50**
Permanent Full-Time	1.00	1.00	1.00	1.25
Permanent Part-Time	0.00	0.00	0.00	0.25
Total Permanent	**1.00**	**1.00**	**1.00**	**1.50**

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Contributions

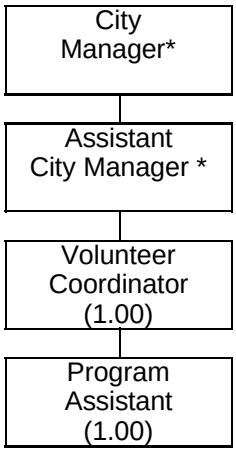
Fund

City of Columbia

Columbia, Missouri

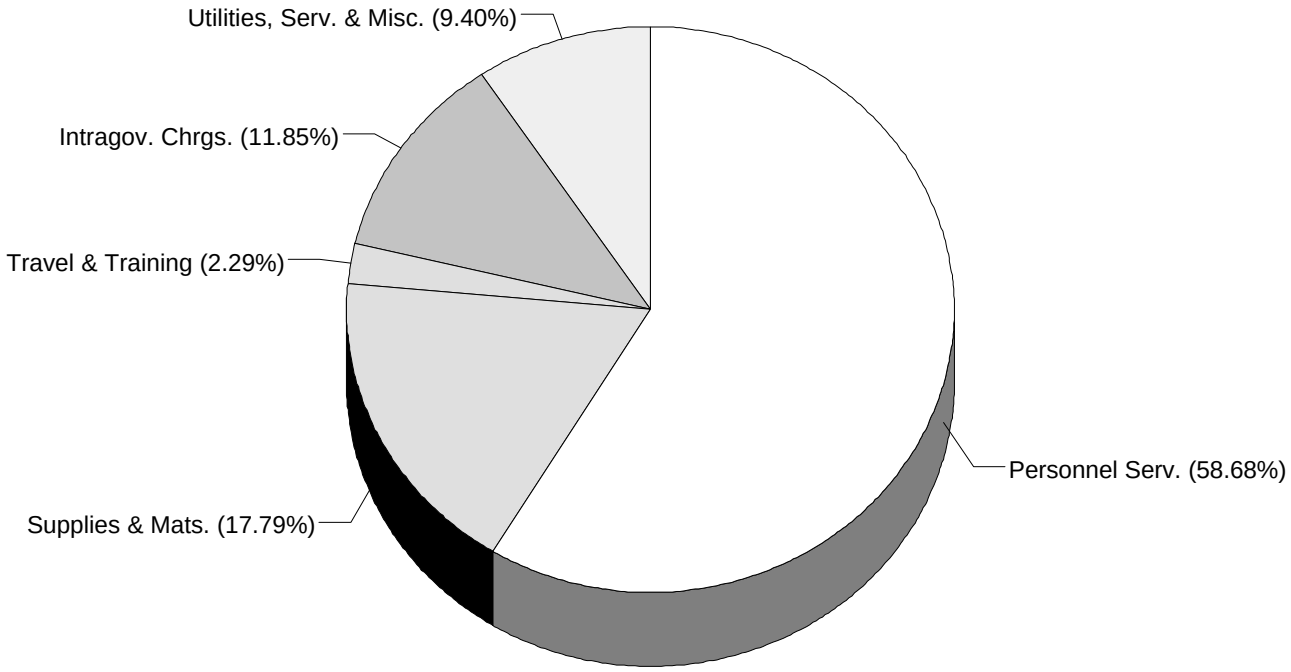
City of Columbia - Contributions Fund

2.00 FTE Positions



* Positions not included in Contribution's FTE count.

Contributions Fund



APPROPRIATIONS

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Budget FY 2001
Personnel Services	$ 58,431	$ 87,117	$ 86,856	$ 91,044	4.5%
Supplies & Materials	9,059	23,750	21,025	27,600	16.2%
Travel & Training	935	2,600	1,220	3,550	36.5%
Intragovernmental Charges	14,441	14,821	14,821	18,389	24.1%
Utilities, Services & Misc.	2,742	14,963	13,120	14,579	-2.6%
Capital	0	0	0	0	
Other	173,344	0	0	0	
Total	**258,952**	**143,251**	**137,042**	**155,162**	**8.3%**
Summary					
Operating Expenses	85,608	143,251	137,042	155,162	8.3%
Non-Operating Expenses	173,344	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**$ 258,952**	**$ 143,251**	**$ 137,042**	**$ 155,162**	**8.3%**

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CONTRIBUTIONS FUND - SUMMARY

Fund 753

DEPARTMENT DESCRIPTION

The Contributions Fund is a trust fund that was established to process donations and contributions given to the City. Proper procedures have been established to ensure funds and donations are expended for the purpose designated by the donor.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

During fiscal year 2001, over 45,000 (est.) volunteer hours were reported at a value of over $643,500 not including hours contributed by boards and commissions. Highlights during 2001 include the graduation of a fourth TreeKeepers program, the continuation of the Park Patrol (a community policing program for the MKT Trail), a volunteer recognition near Valentines Day, and the fifth city-wide "Cleanup Columbia" including sponsorship by local media and businesses held in conjunction with Earth Day. The Adopt a Spot beautification program added several new projects during the year throughout the City. Goals for FY 2002 include more activities to promote and recruit volunteer opportunities and cooperating for more recognition and public relations activities to raise awareness and morale about City volunteer opportunities. A plan has been assembled to take the Columbia Trust to the next level, including annual fund-raising events, donor recognition,and prospective donor tracking.

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Office of Volunteer Services	2.00	2.00	2.00	2.00
Donations	0.00	0.00	0.00	0.00
Total Personnel	**2.00**	**2.00**	**2.00**	**2.00**
Permanent Full-Time	2.00	2.00	2.00	2.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**2.00**	**2.00**	**2.00**	**2.00**

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Office of Volunteer Services

753-0710

DESCRIPTION

This office coordinates the promotion of volunteer opportunities within City Government. Advised by a Volunteer Working Group made up of city staff from a variety of departments, the office recruits volunteers, matches them with projects that compliment their interest and experience, and tracks their volunteer hours. The office also works on volunteer recognition activities and public relations events to promote volunteerism for City government.

In addition to general volunteer coordination, the Office of Volunteer Services coordinates a number of specific programs including the Park Patrol, the Adopt a Spot Beautification program, Cleanup Columbia, and TreeKeepers, a program conducted in conjunction with the Parks & Recreation Department. In a separate area, the Office coordinates the Columbia Trust, a mechanism by which the City can receive land, money, and other in-kind donations to enhance our City and its services.

HIGHLIGHTS / SIGNIFICANT CHANGES

During fiscal year 2001, over 45,000 (est.) volunteer hours were reported at a value of over $643,500 not including hours contributed by boards and commissions. Highlights during 2001 include the graduation of a fourth TreeKeepers program, the continuation of the Park Patrol (a community policing program for the MKT Trail), a volunteer recognition near Valentines Day, and the fifth city-wide "Cleanup Columbia" including sponsorship by local media and businesses held in conjunction with Earth Day. The Adopt a Spot beautification program added several new projects during the year throughout the City. Goals for FY2002 include more activities to promote and recruit volunteer opportunities and cooperating for more recognition and public relations activities to raise awareness and morale about City volunteer opportunities. A plan has been assembled to take the Columbia Trust to the next level, including annual fund-raising events, donor recognition,and prospective donor tracking.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 58,431	$ 87,117	$ 86,856	$ 91,044
Supplies and Materials	9,048	17,400	15,225	20,500
Travel and Training	935	2,600	1,220	1,550
Intragovernmental Charges	14,441	14,821	14,821	18,389
Utilities, Services, & Misc.	2,742	5,813	4,320	5,329
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 85,597**	**$ 127,751**	**$ 122,442**	**$ 136,812**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
4620 - Volunteer Coordinator	1.00	1.00	1.00	1.00
4615 - Program Assistant	1.00	1.00	1.00	1.00
Total Personnel	**2.00**	**2.00**	**2.00**	**2.00**
Permanent Full-Time	2.00	2.00	2.00	2.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**2.00**	**2.00**	**2.00**	**2.00**

Donations

753-8500

DESCRIPTION

The Columbia Trust was established in 1999 as a mechanism by which money, land, and other donations can be made to the City. The Trust would allow for donor recognition, identification of prospective donors, promotion of projects that are in need of public fund-raising, and the coordination of fund-raising events and communication about the Trust.

HIGHLIGHTS / SIGNIFICANT CHANGES

In Fiscal Year 2001, the utility checkoff was established, allowing utility customers to donate to a number of city programs including public art, public beautification, youth recreation scholarships, public health, the fire department, and the police department. A vendor has been identified to assist in the creation of a newsletter and annual report, with the first Columbia Trust newsletter planned on being produced in the last half of the 2001 fiscal year. Staff has also spent a significant amount of time on development of a 501c3 organization to support the City of Columbia and has attended two training seminars on the topic of fundraising and 501c3 management.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 0	0	$ 0	$ 0
Supplies and Materials	11	0	0	0
Travel and Training	0	0	0	2,000
Intragovernmental Charges	0	0	0	0
Utilities, Services, & Misc.	0	0	0	0
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 11**	**$ 0**	**$ 0**	$ **2,000**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
There are no personnel assigned to this budget.				

Columbia Trust

753-8553

DESCRIPTION

The Columbia Trust was founded in May 1999 as a formal structure for the City to receive gifts of cash, land, and other items.

HIGHLIGHTS / SIGNIFICANT CHANGES

In Fiscal Year 2001, the utility checkoff was established, allowing utility customers to donate to a number of city programs including public art, public beautification, youth recreation scholarships, public health, the fire department, and the police department. A vendor has been identified to assist in the creation of a newsletter and annual report, with the first Columbia Trust newsletter planned on being produced in the last half of the 2001 fiscal year. Staff has also spent a significant amount of time on development of a 501c3 organization to support the City of Columbia and has attended two training seminars on the topic of fundraising and 501c3 management. In addition, a webpage on the Trust has been added to the Volunteer Services page and staff is looking into ways to maximize the Trust's exposure on the City of Columbia webpage.

BUDGET DETAIL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
Personnel Services	$ 0	0	$ 0	$ 0
Supplies and Materials	0	6,350	5,800	7,100
Travel and Training	0	0	0	0
Intragovernmental Charges	0	0	0	0
Utilities, Services, & Misc.	0	9,150	8,800	9,250
Capital	0	0	0	0
Other	173,344	0	0	0
Total	**$ 173,344**	**$ 15,500**	**$ 14,600**	$ **16,350**

AUTHORIZED PERSONNEL

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
There are no personnel assigned to this budget.				

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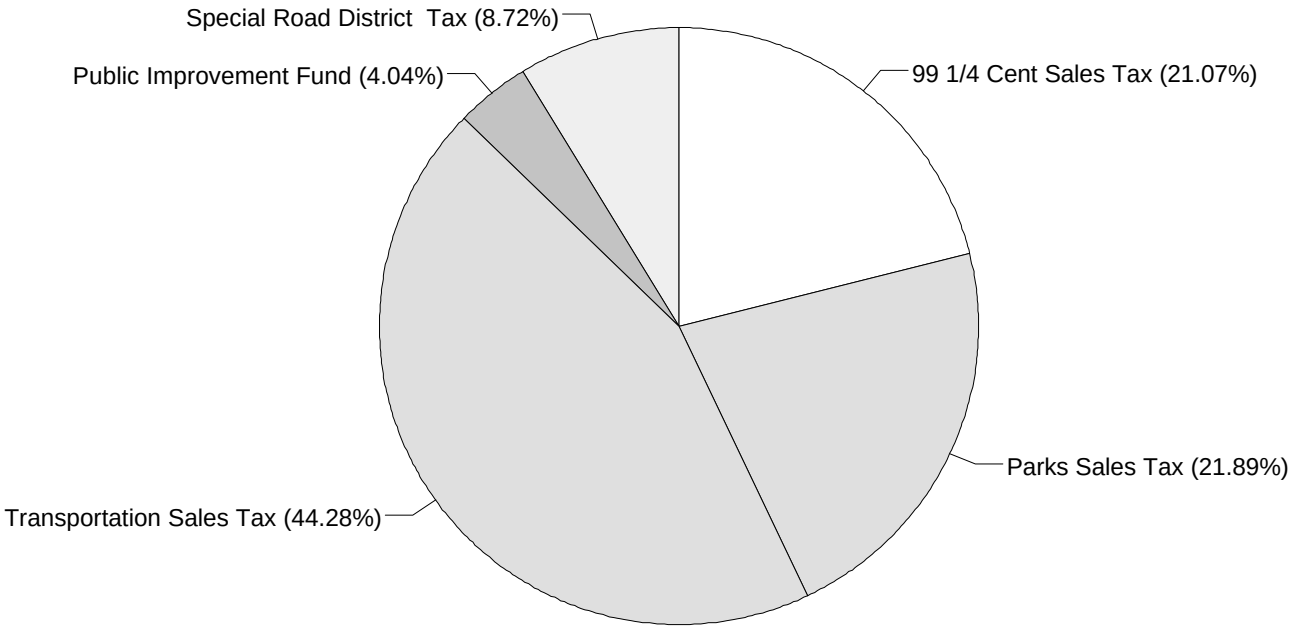
Other Special Revenue Funds

City of Columbia

Columbia, Missouri

Other Special Revenue Funds



APPROPRIATIONS

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Budget FY 2001
99 1/4 Cent Sales Tax	$ 0	$ 0	$ 0	$ 3,289,323	
Parks Sales Tax	0	1,661,235	1,661,235	3,418,250	105.8%
Transportation Sales Tax	7,042,000	7,541,333	7,541,333	6,912,889	-8.3%
Public Improvement Fund	1,140,520	646,278	646,278	631,041	-2.4%
Special Road District Tax	1,179,600	927,500	927,500	1,361,600	46.8%
Total	**9,362,120**	**10,776,346**	**10,776,346**	**15,613,103**	**44.9%**

OTHER SPECIAL REVENUE FUNDS

200-230

DEPARTMENT DESCRIPTION

Special Revenue Funds are establlished to track the receipts and disbursment of taxes collected for use for a specific purpose. In most cases, the legislation that enacts these taxes limit the use of these funds. In the case of the Pubic Improvment Fund it is the policy of the City Council to restrict the use of these funds for public improvement purposes. Transportation Sales Tax and Special Road District Tax proceeds are restricted for use for general transportation and road and bridge maintenance expenditures. The 99 1/4 Cent Sales Tax is restricted by legislation for capital improvement purposes and by Council policy for use on specific projects outlined during the ballot issue. Parks Sales Tax is limited for use for park and recreation purposes.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

FY 2002 will be the first full year for collections of the Parks Sales Tax. The majority of this tax will be utilized for the debt repayment and development associated with the Stephens Lake Property. The other special revenue funds are used for standard transfers for capital and operating transportation uses.

APPROPRIATIONS

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Budget FY 2001
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	39,962	59,267	59,267	41,094	-30.7%
Utilities, Services & Misc.	0	15,000	15,000	0	-100.0%
Capital	0	0	0	0	
Other	9,322,158	10,702,079	10,702,079	15,572,009	45.5%
Total	**9,362,120**	**10,776,346**	**10,776,346**	**15,613,103**	**44.9%**
Summary					
Operating Expenses	39,962	74,267	74,267	41,094	-44.7%
Non-Operating Expenses	9,322,158	10,702,079	10,702,079	15,572,009	45.5%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**$ 9,362,120**	**$ 10,776,346**	**$ 10,776,346**	**$ 15,613,103**	**44.9%**

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99 1/4 CENT SALES TAX FUND

Fund 219

DESCRIPTION

On November 8, 1999, Columbia voters passed a five year extension of the one quarter cent capital improvement sales tax. This vote extended the tax from January 1, 2001 to December 31, 2005. Projects approved included a new Recreation Center, additional Fire Station, new and replacement fire equipment, and other park funding.

RESOURCES

	Adopted FY 2002
99 1/4 Cent Sales Tax Receipts	$ 3,750,000
Investment Revenue	50,000
Total Resources	**3,800,000**

EXPENDITURES

COPS Public Building/Fire DSF	986,797
COPS Recreation Center	2,302,526
Total Expenditures	**3,289,323**
Revenues Over Expenditures	$ **510,677**

APPROPRIATIONS

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Budget FY 2001
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services & Misc.	0	0	0	0	
Capital	0	0	0	0	
Other	0	0	0	3,289,323	
Total	**0**	**0**	**0**	**3,289,323**	
Summary					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	0	0	0	3,289,323	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **0**	$ **0**	$ **0**	$ **3,289,323**	

PARKS SALES TAX FUND

Fund 220

DESCRIPTION

In November of 2000, the voters of the City of Columbia passed a Local Parks Sales Tax in the amount of one-quarter of one percent (for five years), and one-eighth of one percent therafter, on retail sales made in the City. The collection of this tax commenced on April 1, 2001. These funds must be used for parks purposes. The majority of the Parks Sales Tax will be used for the first five years for the purchase and development of the Stephens Lake property, to purchase additional and replacement equipment, and other maintenance costs associated with existing and new parks.

RESOURCES

	Adopted FY 2002
FY 2002 Parks Sales Taxes Receipts	$ 3,750,000
Investment Revenue	15,000
Total Resources	**3,765,000**

EXPENDITURES

General Fund	200,000
Lease Debt Service	1,668,250
Capital Projects	1,040,000
Recreation Services Fund	510,000
Total Expenditures	**3,418,250**
Revenues Over Expenditures	$ **346,750**

APPROPRIATIONS

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Budget FY 2001
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services & Misc.	0	15,000	15,000	0	-100.0%
Capital	0	0	0	0	
Other	0	1,646,235	1,646,235	3,418,250	107.6%
Total	**0**	**1,661,235**	**1,661,235**	**3,418,250**	**105.8%**
Summary					
Operating Expenses	0	15,000	15,000	0	-100.0%
Non-Operating Expenses	0	1,646,235	1,646,235	3,418,250	107.6%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **0**	$ **1,661,235**	$ **1,661,235**	$ **3,418,250**	**105.8%**

TRANSPORTATION SALES TAX FUND

Fund 221

DESCRIPTION

Section 94.600 of the Revised Missouri State Statutes allows cities to authorize a 1/2 cent sales tax for transportation purposes if a simple majority of the voters approve such action. The voters of the City of Columbia authorized the addition of this tax on April 6, 1982. State Statues require proceeds from the tax to be accounted for in a trust fund separate from other sales tax resources. When the City receives proceeds from the transportation sales tax, the money is placed in a Transportation Sales Tax Fund. These funds are then transferred to subsidize Airport and Transit activities, fund various road projects, and pay for street and sidewalk related activities in the General Fund.

RESOURCES

	Adopted FY 2002
FY 2002 Transportation Sales Taxes Receipts	$ 7,410,000
Investment Revenue	9,000
Total Resources	**7,419,000**

EXPENDITURES

Bus Subsidy	1,600,000
Airport Subsidy	554,000
Street and Sidewalk Related	4,432,315
CIP	326,574
Total Expenditures	**6,912,889**
Revenues Over Expenditures	$ **506,111**

APPROPRIATIONS

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Budget FY 2001
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services & Misc.	0	0	0	0	
Capital	0	0	0	0	
Other	7,042,000	7,541,333	7,541,333	6,912,889	-8.3%
Total	**7,042,000**	**7,541,333**	**7,541,333**	**6,912,889**	**-8.3%**
Summary					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	7,042,000	7,541,333	7,541,333	6,912,889	-8.3%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **7,042,000**	$ **7,541,333**	$ **7,541,333**	$ **6,912,889**	**-8.3%**

PUBLIC IMPROVEMENT FUND

Fund 222

DESCRIPTION

The Public Improvement Fund was established to account for and disburse monies the City receives from the city sales tax that it allocates for the Capital Improvement Plan. This fund receives a portion of the city sales tax and is and is allocated for a wide range of public improvements to the City which includes general government projects in the Capital Improvement Plan.

RESOURCES

	Adopted FY 2002
FY 2002 Sales Taxes Receipts	$ 631,041
Development Fees	200,000
Investment Revenue	150,000
Total Resources	**981,041**

EXPENDITURES

General and Administrative Fees	41,094
Capital Projects	359,947
Engineering Transfer	230,000
Total Expenditures	**631,041**
Revenues Over Expenditures	$ **350,000**

APPROPRIATIONS

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Budget FY 2001
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	39,962	59,267	59,267	41,094	-30.7%
Utilities, Services & Misc.	0	0	0	0	
Capital	0	0	0	0	
Other	1,100,558	587,011	587,011	589,947	0.5%
Total	**1,140,520**	**646,278**	**646,278**	**631,041**	**-2.4%**
Summary					
Operating Expenses	39,962	59,267	59,267	41,094	-30.7%
Non-Operating Expenses	1,100,558	587,011	587,011	589,947	0.5%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **1,140,520**	$ **646,278**	$ **646,278**	$ **631,041**	**-2.4%**

SPECIAL ROAD DISTRICT TAX FUND

Fund 227

DESCRIPTION

The Special Road District Tax Fund was created to account for the road and bridge tax revenues that are collected by Boone County and shared with the City per agreement. These revenues are used to improve, maintain, construct and repair streets and roads within the City limits that qualify per this agreement. The majority of these funds are transferred for street projects in the Capital Improvement Plan.

RESOURCES

	Adopted FY 2002
County Revenues	$ 1,200,000
Investment Revenue	36,000
Total Resources	**1,236,000**
EXPENDITURES	
Capital Projects Transfer	1,258,400
General Fund Transfer	103,200
Total Expenditures	**1,361,600**
Revenues Over Expenditures	$ **(125,600)** ^

^ Planned use of Fund Balance

APPROPRIATIONS

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Budget FY 2001
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services & Misc.	0	0	0	0	
Capital	0	0	0	0	
Other	1,179,600	927,500	927,500	1,361,600	46.8%
Total	**1,179,600**	**927,500**	**927,500**	**1,361,600**	**46.8%**
Summary					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	1,179,600	927,500	927,500	1,361,600	46.8%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **1,179,600**	$ **927,500**	$ **927,500**	$ **1,361,600**	**46.8%**

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CAPITAL PROJECTS SUMMARY

DESCRIPTION

The City prepares a five year capital plan to address the capital needs of current and future years. The Capital Improvement Plan (CIP) is coordinated by the Planning Department. This plan contains two distinct sections: General Government and Enterprise. General government capital needs are funded primarily with Sales Taxes that are set aside, either by Council policy for general capital needs or voter referendum for specific projects. Enterprise capital projects are funded primarily through revenues generated by the enterprise.

MAJOR CAPITAL PROJECTS

This year's budget shows continued funding from the 1999 1/4 cent capital improvement sales tax and new funding from the Local Parks Sales Tax. Our continued emphasis should be maintaining the facilities and infrastructure we have and to construct new infrastructure needed for a growing community. Major projects for next year include:

- Funding of $900,000 to start the development of the Stephens Lake Property
- Funding for the renovation of the newly acquired Nowell's property for use as a City/County Health Department Facility
- Major road projects at Garth Ave to include the bridge over Bear Creek and another at Blackfoot north of Route E
- Funding for the planning and design for Public Building Expansion project to meet the space needs of the growing City
- Major expansion of the Water distribution system that includes 2 new wells, a northeast booster station and water treatment plant expansion
- Landfill Cell #3 design and construction of $2,000,000 and continued work of the Material Recovery Facility

BUDGET CONSIDERATIONS

Funding for the Stephens Lake property is coming from the newly enacted Local Parks Sales Tax. Rate increases have been approved for the Solid Waste projects. The fourth and final 3% rate increase will be necessary for bonds to be issued for the Water system expansion.

OPERATING IMPACT

Two projects approved in FY 2001, the new Fire station and the Multi-purpose Community Recreation Center have had a major impact on the respective operating budgets. The new fire station added approximately $500,000 to the operating budget of the Fire Department and included the addition of eight fire personnel in FY 2002. Three months of operations have been included in the Recreation Services budget for the new Recreation Center. It is anticipated the Recreation Center will open in the fourth quarter of FY 2002. The Material Recovery Facility will also require additional personnel and operating expenditures when completed. This increase is not anticipated until the FY 2003 budget.

CAPITAL PROJECT FUNDING SOURCES

Abbreviations	Funding Source Descriptions
1997 Ballot	*1997 Ballot* - Funds authorized by public vote via a ballot issue.
1997 Bonds	*1997 Bonds* - Funds generated from bonds approved on the April 1997 ballot for Water and Light capital improvements.
1/4% 96 S Tax	*96 1/4% Sales Tax* - Funds generated from the 1996 CIP sales tax issue.
All	*Accumulated Investment Income* - Interest earnings on all projects.
Bond Balance	*Bond Balance* - Remaining balance of bond issues available to be appropriated
CAP-FB	*Capital Projects Fund Balance* - Monies made available through the closeout of old projects.
CDBG	*Community Development Block Grant* - Federal Entitlement Grant Program (annual) administered by U.S. Department of Housing and Urban Development, 100% grant requires no matching local funds.
Co rd tax reb	*County Rebate Funds* - Funds received by Columbia from Boone County for maintenance/improvement to roads under City jurisdiction after annexations.
Dev charge	*Development Charge* - A fee assessed at the time a building permit is issued for new construction, at a rate of $0.061 per square foot. Revenue gained from this is used for construction of collector and arterial streets.
Contributions	*Contributions* - Funds received from various entities or organizations who will benefit from a particular project. We have various current types of contributors: Developer, County and Utilities.
Donations	*Donations* - Monies or gifts donated from non-governmental entities.
EU loans	*Electric Utility Loans* - Funds provided for a project from the electric utility.
Ent Rev	*Enterprise Revenue* - Actual income to one of the City's utilities, such as sanitary sewers, water, etc.
FAA Gr	*Federal Aviation Administration (U.S.) Grant* - Competitive federal grant funds for capital projects at airports, no set amount per year, 90% grant requires 10% local matching funds.
FAL	*Force Account Labor* - Labor for capital projects that is performed by City personnel and charged to the capital project.
FTA	*Federal Transit Administration Capital Grant* - Grant for transit related capital projects. 80% Federal; 20% Local funding.
Grants	*Grants* - Monies received from from local, state, county or federal entities.
GCIF	*Golf Course Improvement Fund* - A $1-per-round fee collected from golfers which is set aside for improvements at the City's golf courses.
Gen Fd/PI	*General Fund/Public Improvement* - Local funds generated through the sales tax.
LUT	*Local Use tax* - The amount represents the local use tax that was distributed to the City of Columbia during the years of 1993-1996 which did not have to be refunded to the state.
MODOT	*Missouri Highway Transportation Department* - Monies the City receives from the Mo. Hwy. Trans. Dept. for transportation related projects.

CAPITAL PROJECT FUNDING SOURCES

Abbreviations	Funding Source Descriptions
Prior Yr App (PYA)	*Prior Year Appropriation*- Funds approved in previous years.
RSR Fd	*Recreation Services Fund* - Funds generated from user fees paid by participants in programs involving capital facilities. User fee structure established by citizen election.
State Hwy	*State Highway* - Reimbursement from the State Highway Department for Railroad Crossings.
STP	*Federal Highway Administration Surface Transportation Program* - Replaces the old Federal Aid Urban Program - 20% local match.
STP Enh	*Federal Highway Administration Surface Transportation Enhancement Program* - Enhancement program portion of STP program set aside for transportation enhancement projects. 80% federal; 20% local funding.
Tax Bill	*Tax Bills* - Charges, on a per lineal foot basis, assessed to property owners abutting new roads, or roads undergoing major improvements, for the improvements to their property. Charges based on benefit to property as determined by City Council.
Transp S Tax	*Transportation Sales Tax* - 1/2 cent sales tax authorized by the voters for transportation purposes.
Unfunded	*Unfunded* - Projects beyond current FY which have no definite funding commitment.
Unfunded/Ballot	*Unfunded/Ballot* - Projects beyond current FY which will go before the voters in a ballot issue.

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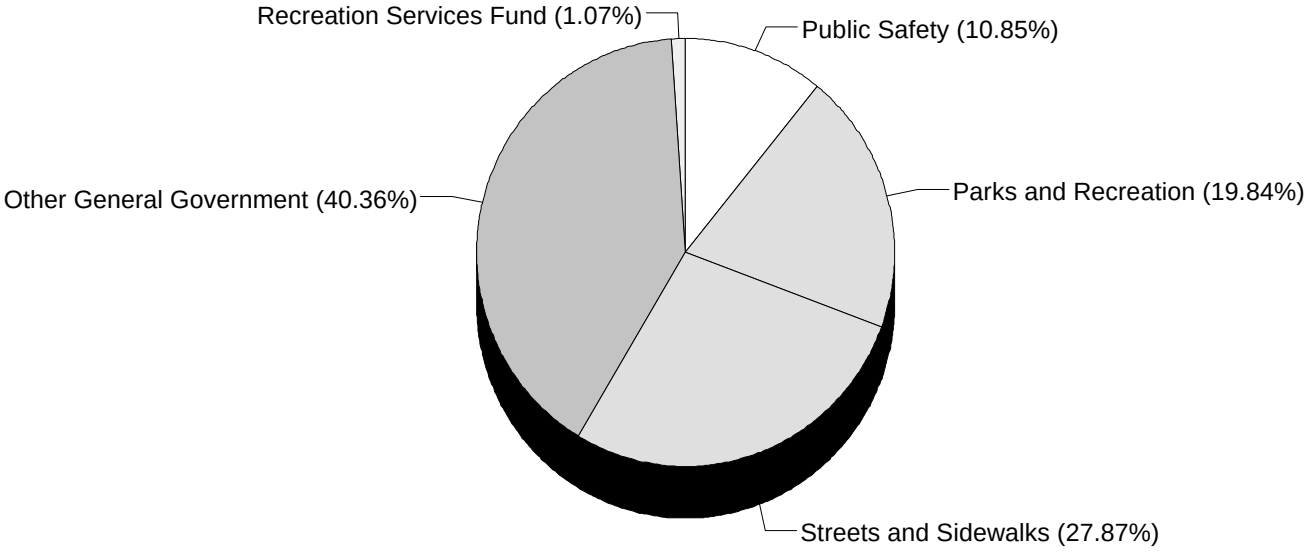
Capital Projects -

General Government

City of Columbia

Columbia, Missouri

General Government Capital Projects



GENERAL GOVERNMENT CAPITAL PROJECT EXPENDITURES

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Budget FY 2001
Capital Project Expenditures					
Public Safety	$ 2,317,932	$ 2,431,600	$ 2,431,600	$ 981,000	-59.7%
Parks and Recreation	2,504,579	1,365,475	1,365,475	1,793,640	31.4%
Streets and Sidewalks	3,838,183	2,998,140	2,998,140	2,519,600	-16.0%
Other General Government	377,428	1,037,032	1,037,032	3,649,041	251.9%
Total	**9,038,122**	**7,832,247**	**7,832,247**	**8,943,281**	**14.2%**
Gen. Gov. CIP Budgeted in Otr. Fds:					
Recreation Services Fund	598,779	10,785,000	10,785,000	97,000	-99.1%
Total Current Year Appr.	**$ 9,636,901**	**$ 18,617,247**	**$ 18,617,247**	**$ 9,040,281**	**-51.4%**
Prior Year Appropriations		1,776,826	1,776,826	3,378,160	
Unfunded Ballot		0	0	0	
Total General Gov. CIP		**20,394,073**	**20,394,073**	**12,418,441**	

CAPITAL PROJECTS - GENERAL GOVERNMENT - SUMMARY

PURPOSE

This budget adopts the FY 2002 portion of the capital improvements plan as the general government capital budget for the fiscal year. This budget accounts for funds from the Public Improvement Fund, Community Development Block Grant Special Road District Fund, Special Assessments (tax bills), and related state and federal grants. After the projects are completed, improvements are capitalized per GASB 34 requirements.

RESOURCES

		Adopted FY 2002
General Governement Capital:		
FY 2002 Sales Tax Allocation (1%)	$	631,041
1999 CIP Sales Tax (1/4%) - Bonds Proceeds		1,147,000
Transportation Sales Tax (½%) - Operating Transfer		218,000
Parks Sales Tax (1/4%)		1,040,000
County Road Tax Rebate - Operating Transfer		1,258,400
County Contribution - Intergovernmental Revenue		1,870,000
Community Development Block Grant - Operating Transfer		624,000
Development Contribution - Miscellaneous Revenue		409,000
Tax Bills - Miscellaneous Revenue		28,200
General Fund Transfer		696,170
Donation		85,000
Public Building Bond Proceeds		318,830
Rental Income - Miscellaneous Revenue		50,000
Grants: Federal Hwy Admin. Surface Transp. Program (STP) & Enhancement Program (STP Enh)		504,640
		8,880,281
Resources in Other Funds:		
Force Account Labor (FAL)		88,000
Recreational Services Fund		72,000
TOTAL AVAILABLE RESOURCES	$	**9,040,281**

EXPENDITURES

		Adopted FY 2002
Parks and Recreation	$	1,890,640
Public Safety		981,000
Streets and Sidewalks		2,519,600
Other General Government:		3,649,041
TOTAL BUDGETED EXPENDITURES	$	**9,040,281**

APPROPRIATIONS

		Actual FY 2000		Budget FY 2001		Estimated FY 2001		Adopted FY 2002
Personnel Services	$	65,465	$	0	$	0	$	0
Supplies & Materials		277,641		0		0		0
Travel & Training		545		0		0		0
Intragovernmental Charges		5,104		0		0		0
Utilities, Services & Misc.		7,426,532		7,114,587		7,114,587		8,164,281
Capital		1,234,527		562,660		562,660		779,000
Other		28,308		155,000		155,000		0
Total		**9,038,122**		**7,832,247**		**7,832,247**		**8,943,281**
Summary								
Operating Expenses		0		0		0		0
Non-Operating Expenses		0		0		0		0
Debt Service		0		0		0		0
Capital Additions		0		0		0		0
Capital Projects		9,038,122		7,832,247		7,832,247		8,943,281
Total Expenses	$	**9,038,122**	$	**7,832,247**	$	**7,832,247**	$	**8,943,281**

FY 2002 FUNDING SOURCES

Capital Projects Detail Budget	Adopted FY 2002	Prior Year Appr.	Current Year Appr.	Gen Fd/ PI	1/4% 99 S Tax	FAL	RSR FD	Donation
FIRE DEPARTMENT								
4. Rp. 1983 1250 GPM Pumper Apparatus	482,000		482,000		482,000			
8. Replace 1991 Rescue Squad	297,000		297,000		297,000			
9. Replace HVAC Sys. @ Stations 4 & 6	60,000		60,000	60,000				
12. Retrofit Station Exh. Sys @ 3 stations	75,000		75,000	75,000				
24. St 5: Rpl. HVAC, Add Em Gen & Exhau	67,000		67,000	67,000				
TOTAL FIRE	981,000	0	981,000	202,000	779,000	0	0	0
PARKS & RECREATION								
1. Twin Lakes Rec Area	60,000		60,000			15,000	45,000	
7. Smithton Neighborhood Park Dev.	70,000		70,000		50,000	20,000		
9. Park Aquisition Neighborhood Parks	185,000	185,000	0					
11. Cosmo Rec Area Roads & Parking	80,000		80,000			10,000		
12. MKT Parkway Impr. & Bridge Repair	100,000		100,000		100,000			
21. Greenbelt/Opensapce/Trails	125,000		125,000		125,000			
26. Valleyview Neighborhood Park Impr.	51,000		51,000		33,000	18,000		
28. City/School Park Improvement	15,000		15,000					
29. Indian Hills Park Improvement	75,000		75,000					
34. Annual P& R Major Maint/Programs	25,000		25,000		25,000			
41. LA Nickell Cart/Equip Storage Bldg. Ren.	37,000		37,000			10,000	27,000	
44. Providence Rd/Steware Underpass	228,300	45,660	182,640					
45. Flat Branch Park Phase II	50,000		50,000					50,000
49. Stephens Lake Park Development	950,000		950,000					
50. Kiwanis Park Parking Lot Paving	20,000		20,000					
51. Cosmo-Bethel Parking Lot Paving	50,000		50,000		35,000	15,000		
TOTAL PARKS	2,121,300	230,660	1,890,640	0	368,000	88,000	72,000	50,000
STREETS & SIDEWALKS								
1. Sidewalks: Paris Rd-Old 63 @ BLoop 70	22,000		22,000					
2. Roadway Corridor Preservation	300,000	300,000	0					
4. Sidewalk Rpl. & Reconstruction	93,000	18,000	75,000					
5. Annual Sidewalk Maintenance	50,000	50,000	0					
8. Annual Street Program	300,000	300,000	0					
9. Traffic Safety & Traffic Calming	60,000	60,000	0					
10. Annual Landscaping	50,000	50,000	0					
11. Annual Sidewalks	25,000	25,000	0					
19. Rollins Road; Col. Gardens-Rothwell Hts.	126,600		126,600					
29. Lemone Ind. Blvd: N to Stadium Blvd	400,000		400,000					
33. Roger L. Wilson Dr. Realign and N inter	23,000	23,000	0					
35. Forum Blvd S. to Old Plank road	155,000	135,000	20,000					
36. Green Meadows Rd to Southampton Con	1,738,500	1,738,500	0					
49. Garth Ave: Thurman-Bear Cr & Bridge	528,000		528,000					
54. Blackfoot Road: Route E N 3500'	1,139,000		1,139,000					
57. Scott Blvd (Rt TT) Chapel Hill to Rollins	186,000	186,000	0					
61. Scott Blvd (Rt TT) Gill. Brd to Chapel Hill	49,000	49,000	0					
72. Scott Blvd (Brookview to Gillespie)	135,000	135,000	0					
74. Business Loop 70 Improvements/Enh	78,000	78,000	0					
75. Park DeVille Sidewalks	84,000		84,000					
76. Donnelly Ave. Street Improvements	125,000		125,000					
TOTAL STREETS & SIDEWALKS	5,667,100	3,147,500	2,519,600	0	0	0	0	0
OTHER GENERAL GOVERNMENT								
1. Public Health Clinic	2,232,000		2,232,000					
2. Engineering Transfer	230,000		230,000	230,000				
3. G & A Fees	41,094		41,094	41,094				
7. City Office Space	500,000		500,000					
8. Acquire Rest of City Hall Block	245,000		245,000					
12. Contingency	100,000		100,000	100,000				
13. Pre-lim Project Studies	20,000		20,000	20,000				
14. Public Bldgs Major Maint/Renovations	220,947		220,947	37,947				
20. Downtown - Special Projects	60,000		60,000					35,000
TOTAL OTHER GENERAL GOVT	3,649,041	0	3,649,041	429,041	0	0	0	35,000
TOTAL GENERAL GOVERNMENT CIP	12,418,441	3,378,160	9,040,281	631,041	1,147,000	88,000	72,000	85,000

FY 2002 CURRENT YEAR APPROPRIATIONS

Parks Sales Tax	Transp. Sales Tax	MoDOT	General Fund Transfer	Dev Contr	County Contrib	STP Enh	CDBG	Tax Bill	County Rd Tax Rebate	Public Bldg Bond Proceeds	Rental Income
0	0	0	0	0	0	0	0	0	0	0	0
70,000											
							15,000				
							75,000				
						182,640					
950,000											
20,000											
1,040,000	0	0	0	0	0	182,640	90,000	0	0	0	0
	22,000										
							75,000				
				15,000				18,200	93,400		
									400,000		
									20,000		
	196,000	322,000						10,000			
				394,000					745,000		
							84,000				
							125,000				
0	218,000	322,000	0	409,000	0	0	284,000	28,200	1,258,400	0	0
					1,870,000		250,000			112,000	
			293,170							206,830	
			195,000								50,000
			183,000								
			25,000								
0	0	0	696,170	0	1,870,000	0	250,000	0	0	318,830	50,000
1,040,000	218,000	322,000	696,170	409,000	1,870,000	182,640	624,000	28,200	1,258,400	318,830	50,000

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General Government Summary

	Funding Source	Total	Current Budget FY01	Adopted Budget FY02	Requested Budget FY03	Priority Needs FY04-06
Funding Source Summary	CDBG	$1,646,250	$857,250	$624,000	$105,000	$60,000
	FAL	$808,500	$31,000	$88,000	$247,000	$442,500
	Gen Fd/PI	$2,614,319	$646,278	$631,041	$350,000	$987,000
	Transp S Tax	$5,078,100	$751,100	$218,000	$805,000	$3,304,000
	Park Sales Tax	$2,807,500	$275,000	$1,040,000	$1,492,500	$0
	Donation	$631,000	$581,000	$50,000	$0	$0
	Pub Bldg Bond Proc	$5,818,830	$0	$318,830	$5,500,000	$0
	Rental Income	$50,000	$0	$50,000	$0	$0
	Gen Fd Transfer	$696,170	$0	$696,170	$0	$0
	CAP FB	$333,000	$333,000	$0	$0	$0
	Tax Bill	$490,740	$42,040	$28,200	$95,500	$325,000
	RSR	$177,000	$65,000	$72,000	$40,000	$0
	DLF	$590,000	$590,000	$0	$0	$0
	STP Enh	$1,369,640	$752,000	$182,640	$435,000	$0
	Dev charge	$2,245,000	$0	$0	$1,100,000	$1,145,000
	Dev Contrib	$3,467,000	$1,658,000	$409,000	$800,000	$600,000
	AII	$2,072,000	$388,000	$0	$191,000	$1,493,000
	Bond Bal	$533,000	$0	$0	$0	$533,000
	MODOT	$322,000	$0	$322,000	$0	$0
	STP	$1,850,000	$0	$0	$1,581,000	$269,000
	Co rd tax reb	$13,065,900	$4,233,500	$1,258,400	$5,332,000	$2,242,000
	County Grant	$3,255,000	$1,168,000	$0	$61,200	$2,025,800
	County Contrib	$1,870,000	$0	$1,870,000	$0	$0
	Contrib from Utilities	$120,450	$0	$0	$0	$120,450
	Col. Trust Donations	$35,000	$0	$35,000	$0	$0
	GCIF	$330,000	$130,000	$0	$100,000	$100,000
	1/4 99 S Tax	$18,228,525	$13,506,525	$1,147,000	$1,337,000	$2,238,000
	Subtotal	**$70,504,924**	**$26,007,693**	**$9,040,281**	**$19,572,200**	**$15,884,750**
	Unfund/Donat/Grant	$732,500	$0	$0	$732,500	$0
	PYA Ann Traf Saf	$151,900	$0	$60,000	$60,000	$31,900
	PYA AII	$191,000	$0	$191,000	$0	$0
	PYA Stp	$1,500,000	$0	$1,500,000	$0	$0
	PYA Stp Enh	$313,781	$313,781	$0	$0	$0
	PYA GF/PI	$726,000	$656,000	$50,000	$20,000	$0
	PYA/CDBG	$567,116	$549,116	$18,000	$0	$0
	PYA Tax Bill	$111,300	$63,800	$47,500	$0	$0
	PYA Co rd tax	$1,253,817	$1,205,100	$48,717	$0	$0
	PYA 1/4 99 ST	$849,660	$435,000	$230,660	$184,000	$0
	PYA 1/4 96 ST	$4,092,459	$3,043,196	$932,283	$75,000	$41,980
	PYA LUT	$1,017,000	$1,017,000	$0	$0	$0
	PYA 82/86 Bonds	$411,866	$111,866	$300,000	$0	$0
	PYA Bo Co Grnt	$300,000	$300,000	$0	$0	$0
	Prior Year App	$431,004	$396,004	$0	$0	$35,000
	Subtotal	**$12,649,403**	**$8,090,863**	**$3,378,160**	**$1,071,500**	**$108,880**
	Unfunded	**$34,277,300**	**$0**	**$0**	**$1,239,000**	**$33,038,300**
	Total	**$117,431,627**	**$34,098,556**	**$12,418,441**	**$21,882,700**	**$49,031,930**

PROJECTS	Funding Source	Total	Current Budget FY01	Adopted Budget FY02	Requested Budget FY03	Priority Needs FY04-06
Streets & Sidewalks	CDBG	$514,000	$230,000	$284,000	$0	$0
	STP Enh	$752,000	$752,000	$0	$0	$0
	Tax Bill	$490,740	$42,040	$28,200	$95,500	$325,000
	Co rd tax reb	$13,065,900	$4,233,500	$1,258,400	$5,332,000	$2,242,000
	Dev charge	$2,245,000	$0	$0	$1,100,000	$1,145,000
	Dev Contrib	$3,467,000	$1,658,000	$409,000	$800,000	$600,000
	AII	$2,072,000	$388,000	$0	$191,000	$1,493,000
	Bond Bal	$533,000	$0	$0	$0	$533,000
	MODOT	$322,000	$0	$322,000	$0	$0
	STP	$1,850,000	$0	$0	$1,581,000	$269,000
	Transp S Tax	$4,923,100	$751,100	$218,000	$805,000	$3,149,000
	County Grant	$3,255,000	$1,168,000	$0	$61,200	$2,025,800
	Subtotal	**$33,489,740**	**$9,222,640**	**$2,519,600**	**$9,965,700**	**$11,781,800**
	Prior Year App	$431,004	$396,004	$0	$0	$35,000
	PYA STP	$1,500,000	$0	$1,500,000	$0	$0
	PYA AII	$191,000	$0	$191,000	$0	$0
	PYA Ann Traf Saf	$151,900	$0	$60,000	$60,000	$31,900
	PYA 1/4 96 ST	$4,033,500	$2,984,237	$932,283	$75,000	$41,980
	PYA/CDBG	$360,960	$342,960	$18,000	$0	$0
	PYA 82/86 Bonds	$411,866	$111,866	$300,000	$0	$0
	PYA GF/PI	$591,000	$521,000	$50,000	$20,000	$0
	PYA Tax Bill	$111,300	$63,800	$47,500	$0	$0
	PYA Bo Co Grant	$300,000	$300,000	$0	$0	$0
	PYA Co rd tax	$1,253,817	$1,205,100	$48,717	$0	$0
	Subtotal	**$9,336,347**	**$5,924,967**	**$3,147,500**	**$155,000**	**$108,880**
	Unfunded	**$24,063,800**	**$0**	**$0**	**$575,000**	**$23,488,800**
	Total	**$66,889,887**	**$15,147,607**	**$5,667,100**	**$10,695,700**	**$35,379,480**

Parks & Recreation Summary	FAL	$808,500	$31,000	$88,000	$247,000	$442,500
	STP Enh	$617,640	$0	$182,640	$435,000	$0
	RSR	$177,000	$65,000	$72,000	$40,000	$0
	CDBG	$360,000	$105,000	$90,000	$105,000	$60,000
	DLF	$590,000	$590,000	$0	$0	$0
	GCIF	$330,000	$130,000	$0	$100,000	$100,000
	1/4 99 S Tax	$12,728,525	$10,881,525	$368,000	$682,000	$797,000
	Park Sales Tax	$2,807,500	$275,000	$1,040,000	$1,492,500	$0
	Donation	$631,000	$581,000	$50,000	$0	$0
	CAP FB	$150,000	$150,000	$0	$0	$0
	Subtotal	**$19,200,165**	**$12,808,525**	**$1,890,640**	**$3,101,500**	**$1,399,500**
	Unfund/Donat/Grant	$732,500	$0	$0	$732,500	$0
	PYA STP Enh	$313,781	$313,781	$0	$0	$0
	PYA 1/4 99 ST	$849,660	$435,000	$230,660	$184,000	$0
	PYA 1/4 96 ST	$58,959	$58,959	$0	$0	$0
	Subtotal	**$1,954,900**	**$807,740**	**$230,660**	**$916,500**	**$0**
	Unfunded	**$8,380,000**	**$0**	**$0**	**$290,000**	**$8,090,000**
	Total	**$29,535,065**	**$13,616,265**	**$2,121,300**	**$4,308,000**	**$9,489,500**

PROJECTS	Funding Source	Total	Current Budget FY01	Adopted Budget FY02	Requested Budget FY03	Priority Needs FY04-06
Fire	Gen Fd/PI	$202,000	$0	$202,000	$0	$0
	1/4 99 S Tax	$5,500,000	$2,625,000	$779,000	$655,000	$1,441,000
	CAP FB	$28,000	$28,000	$0	$0	$0
	Subtotal	**$5,730,000**	**$2,653,000**	**$981,000**	**$655,000**	**$1,441,000**
	PYA GF/PI	$135,000	$135,000	$0	$0	$0
	PYA LUT	$435,000	$435,000	$0	$0	$0
	Subtotal	**$570,000**	**$570,000**	**$0**	**$0**	**$0**
	Unfunded	**$546,500**	**$0**	**$0**	**$262,000**	**$284,500**
	Total	**$6,846,500**	**$3,223,000**	**$981,000**	**$917,000**	**$1,725,500**
Other General Government	Gen Fd/PI	$2,412,319	$646,278	$429,041	$350,000	$987,000
	Pub Bldg Bond Proc	$5,818,830	$0	$318,830	$5,500,000	$0
	County Contrib	$1,870,000	$0	$1,870,000	$0	$0
	Contrib from Utilities	$120,450	$0	$0	$0	$120,450
	Col. Trust Donations	$35,000	$0	$35,000	$0	$0
	CDBG	$772,250	$522,250	$250,000	$0	$0
	CAP FB	$155,000	$155,000	$0	$0	$0
	Transp S Tax	$155,000	$0	$0	$0	$155,000
	Gen Fd Transfer	$696,170	$0	$696,170	$0	$0
	Rental Income	$50,000	$0	$50,000	$0	$0
	Subtotal	**$12,085,019**	**$1,323,528**	**$3,649,041**	**$5,850,000**	**$1,262,450**
	PYA/CDBG	$206,156	$206,156	$0	$0	$0
	PYA LUT	$582,000	$582,000	$0	$0	$0
	Subtotal	**$788,156**	**$788,156**	**$0**	**$0**	**$0**
	Unfunded	**$1,287,000**	**$0**	**$0**	**$112,000**	**$1,175,000**
	Total	**$14,160,175**	**$2,111,684**	**$3,649,041**	**$5,962,000**	**$2,437,450**

PROJECTS	Funding Source	Total	Current Budget FY01	Adopted Budget FY02	Requested Budget FY03	Priority Needs FY04-06
Streets & Sidewalks						
1. Sidewalk Construction						
Paris Road to Old 63 at	Transp S Tax	$22,000		$22,000		
Business Loop 70 - C00127	Total	$22,000	$0	$22,000	$0	$0
2. Roadway Corridor	PYA 82/86 Bonds	$361,866	$61,866	$300,000		
Preservation	Unfunded	$1,500,000			$500,000	$1,000,000
C00010	AII	$388,000	$388,000			
	Transp S Tax	$250,000			$250,000	
	Total	$2,499,866	$449,866	$300,000	$750,000	$1,000,000
3. Broadway Sidewalks;						
McBaine to West Blvd	PYA 1/4 96 ST	$83,000	$83,000			
C00068	Total	$83,000	$83,000	$0	$0	$0
4. Sidewalk Replacement	PYA/CDBG	$95,000	$77,000	$18,000		
& Reconstruction	CDBG	$75,000		$75,000		
C00102	Unfunded	$300,000			$75,000	$225,000
	Total	$470,000	$77,000	$93,000	$75,000	$225,000
5. Annual Sidewalk	PYA GF/PI	$50,000		$50,000	$0	$0
Maintenance C00148	Total	$50,000	$0	$50,000	$0	$0
8. Annual Street Program	PYA 1/4 96 ST	$251,283		$251,283		
C40158	PYA Co rd tax	$48,717		$48,717		
	Co rd tax reb	$211,000	$211,000			
	Transp S Tax	$2,076,000	$304,000		$250,000	$1,522,000
	Total	$2,587,000	$515,000	$300,000	$250,000	$1,522,000
9. Traffic Safety &	PYA Ann Traf Saf	$151,900		$60,000	$60,000	$31,900
Traffic Calming	Transp S Tax	$240,000	$60,000			$180,000
C40159	Total	$391,900	$60,000	$60,000	$60,000	$211,900
10. Annual	PYA 1/4 96 ST	$125,850		$50,000	$50,000	$25,850
Landscaping	PYA 82/86 Bonds	$50,000	$50,000			
C40163	Transp S Tax	$125,000	$25,000		$25,000	$75,000
	Total	$300,850	$75,000	$50,000	$75,000	$100,850
11. Annual Sidewalks	PYA 1/4 96 ST	$66,130		$25,000	$25,000	$16,130
C40162	Transp S Tax	$125,000	$25,000		$25,000	$75,000
	Total	$191,130	$25,000	$25,000	$50,000	$91,130
12. Bluff Creek Drive	Dev charge	$1,100,000			$1,100,000	
Bridge	Total	$1,100,000	$0	$0	$1,100,000	$0
16. Blue Ridge Road;	Tax Bill	$48,000			$48,000	$0
Garth to Route 763	STP	$781,000			$781,000	
C00094	PYA Co rd tax	$80,000	$80,000			
	Total	$909,000	$80,000	$0	$829,000	$0
17. Third Avenue;	PYA/CDBG	$235,960	$235,960			
Garth to Providence	Tax Bill	$24,040	$24,040			
C00086	Total	$260,000	$260,000	$0	$0	$0
18. Brown School Road;	Unfunded	$4,617,360				$4,617,360
Hwy 763 to US 63	Total	$4,617,360	$0	$0	$0	$4,617,360
19. Rollins Road;	PYA Tax Bill	$11,800	$11,800			
Colonial Gardens to	PYA Co rd tax	$525,100	$525,100			
Rothwell Heights	Tax Bill	$18,200		$18,200		
C80114	Dev Contrib	$15,000		$15,000		
	Co rd tax reb	$93,400		$93,400		
	Total	$663,500	$536,900	$126,600	$0	$0
20. Northwest Loop; Creasy	Unfunded	$2,457,400				$2,457,400
Springs to Brown School	Total	$2,457,400	$0	$0	$0	$2,457,400
21. Brown School Road;	Unfunded	$856,500				$856,500
Northwest Loop to Hwy 763	Total	$856,500	$0	$0	$0	$856,500
22. Reconstruct Curbs &	Unfunded	$130,000				$130,000
Gutters; Wilson St from	Total	$130,000	$0	$0	$0	$130,000
College to William						

PROJECTS	Funding Source	Total	Current Budget FY01	Adopted Budget FY02	Requested Budget FY03	Priority Needs FY04-06
23. Route AC; Enhancements	PYA 1/4 96 ST	$684,344	$684,344			
to new MODOT project	Prior Year App	$396,004	$396,004			
C00045	Tax Bill	$18,000	$18,000			
	STP Enh	$253,000	$253,000			
	Total	$1,351,348	$1,351,348	$0	$0	$0
26. State Projects	PYA GF/PI	$500,000	$500,000			
C40160	PYA 1/4 96 ST	$100,000	$100,000			
	Total	$600,000	$600,000	$0	$0	$0
28b. Brown Station Road;	Tax Bill	$33,000				$33,000
Starke Ave to Rutledge	Co rd tax reb	$477,000				$477,000
	Prior Year App	$35,000				$35,000
	Total	$545,000	$0	$0	$0	$545,000
28c. Brown Station Road:	Tax Bill	$39,000				$39,000
Rutledge to Waco	AII	$300,000				$300,000
	Bond Bal	$533,000				$533,000
	Total	$872,000	$0	$0	$0	$872,000
29. Lemone Industrial Blvd;	Dev Contrib	$800,000			$800,000	
N to Stadium Blvd	Co rd tax reb	$2,906,000		$400,000	$2,506,000	
(Two Bridges) - C00128	Total	$3,706,000	$0	$400,000	$3,306,000	$0
30. Rock Quarry Road;	AII	$627,000				$627,000
Nifong to new Route AC	Tax Bill	$28,000				$28,000
C00069	Total	$655,000	$0	$0	$0	$655,000
33. Roger I. Wilson Drive;	PYA 1/4 96 ST	$297,000	$297,000	$0		
Realign & north section	PYA 1/4 96 ST	$23,000		$23,000		
C00070	Dev Contrib	$339,000	$339,000			
	Total	$659,000	$636,000	$23,000	$0	$0
35. Forum Boulevard;	PYA 1/4 96 ST	$700,000	$565,000	$135,000		
S to Old Plank Road	Co rd tax reb	$119,000	$99,000	$20,000		
C00071	PYA Tax Bill	$11,000	$11,000			
	Total	$830,000	$675,000	$155,000	$0	$0
36. Green Meadows Road to	PYA Tax bill	$47,500		$47,500		
Southampton Connector	PYA AII	$191,000		$191,000		
C00103	PYA STP	$1,500,000		$1,500,000		
	Tax Bill	$47,500			$47,500	
	AII	$191,000			$191,000	
	STP	$800,000			$800,000	
	Co rd tax reb	$700,000			$700,000	
	Total	$3,477,000	$0	$1,738,500	$1,738,500	$0
39. Route 163 (Providence)	STP Enh	$360,000	$360,000			
ped bridge over I-70	PYA 1/4 96 ST	$90,000	$90,000			
C00090	Total	$450,000	$450,000	$0	$0	$0
41. East Broadway; US 63	PYA 1/4 96 ST	$200,000	$200,000			
to Old 63 C00072	Total	$200,000	$200,000	$0	$0	$0
42. Providence Road; Vandiver	Unfunded	$4,894,560				$4,894,560
to Brown School	Total	$4,894,560	$0	$0	$0	$4,894,560
43. Route B ped bridge over	STP Enh	$139,000	$139,000			
Business Loop 70	PYA 1/4 96 ST	$44,000	$44,000			
C00089	Total	$183,000	$183,000	$0	$0	$0
44. Smiley Lane; Northwest	Unfunded	$1,045,500				$1,045,500
Loop to Providence	Total	$1,045,500	$0	$0	$0	$1,045,500
45. Mexico Gravel Road;	Unfunded	$1,378,080				$1,378,080
US 63 to Vandiver	Total	$1,378,080	$0	$0	$0	$1,378,080
46. Bicycle Master	PYA GF/PI	$1,000	$1,000			
Plan Implementation C40114	Total	$1,000	$1,000	$0	$0	$0
47. St. Charles Road; Keene	Unfunded	$3,373,920				$3,373,920
to Grace Lane	Total	$3,373,920	$0	$0	$0	$3,373,920
48. Smith Drive;	PYA Tax Bill	$41,000	$41,000			
Windermere W 1320'	PYA 1/4 96 ST	$280,000	$280,000			
C00050	Total	$321,000	$321,000	$0	$0	$0

PROJECTS	Funding Source	Total	Current Budget FY01	Adopted Budget FY02	Requested Budget FY03	Priority Needs FY04-06
49. Garth Avenue; Thurman to	Tax Bill	$10,000		$10,000		
Bear Creek and Bridge	Transp S Tax	$196,000		$196,000		
over Bear Creek- C00129	MODOT	$322,000		$322,000		
	Total	$528,000	$0	$528,000	$0	$0
50. Downtown	PYA GF/PI	$40,000	$20,000		$20,000	
Improvements	Unfunded	$60,000				$60,000
C40074	Total	$100,000	$20,000	$0	$20,000	$60,000
51. I-70 Drive SW at West	PYA 1/4 96 ST	$180,000	$180,000			
Boulevard C00073	Total	$180,000	$180,000	$0	$0	$0
52. Garth Avenue; Bear Creek	Transp S Tax	$337,100	$337,100			
to Blue Ridge	Co rd tax reb	$514,500	$514,500			
C00041	PYA 1/4 96 ST	$76,500	$76,500			
	Total	$928,100	$928,100	$0	$0	$0
53. Barnwood Drive; I-70 Drive	Dev charge	$336,000				$336,000
NW to Abbeywood	Total	$336,000	$0	$0	$0	$336,000
54. Blackfoot Road;	Dev Contrib	$394,000		$394,000		
Route E N 3500' - C00130	Co rd tax reb	$745,000		$745,000		
	Total	$1,139,000	$0	$1,139,000	$0	$0
57. Scott Blvd (Route TT);	Transp S Tax	$979,000			$47,000	$932,000
Chapel Hill Road to Rollins	Tax Bill	$58,000				$58,000
Road	PYA 1/4 96 ST	$186,000		$186,000		
C00149	County grant	$1,107,000				$1,107,000
	Total	$2,330,000	$0	$186,000	$47,000	$2,097,000
60. Sixth Street;	CDBG	$230,000	$230,000			
Wilkes to Hickman	PYA/CDBG	$30,000	$30,000			
C00092	Total	$260,000	$260,000	$0	$0	$0
61. Scott Blvd (Route TT);	Tax Bill	$28,000				$28,000
Gillespie Bridge Rd to	STP	$269,000				$269,000
Chapel Hill Road	PYA 1/4 96 ST	$49,000		$49,000		
C00149	County grant	$266,000			$61,200	$204,800
	Total	$612,000	$0	$49,000	$61,200	$501,800
63. Scott Boulevard;	PYA 1/4 96 ST	$362,393	$362,393			
Bellview Drive to	PYA Co rd tax	$600,000	$600,000			
Brookview Terrace	PYA Bo Co Grant	$300,000	$300,000			
C40155	Total	$1,262,393	$1,262,393	$0	$0	$0
64. Chapel Hill Road; Scott to	Unfunded	$1,829,520				$1,829,520
Old Gillespie Bridge	Total	$1,829,520	$0	$0	$0	$1,829,520
65. East Boulevard; East	Unfunded	$1,092,960				$1,092,960
B.L. 70 to Conley	Total	$1,092,960	$0	$0	$0	$1,092,960
66. Silvey Street; West Worley	Unfunded	$528,000				$528,000
to I-70 Drive SW	Total	$528,000	$0	$0	$0	$528,000
67. Vandiver Dr; Phase I	Co rd tax reb	$3,409,000	$3,409,000			
C00076	County Grant	$1,168,000	$1,168,000			
	MODOT	$0	$0			
	Dev Contrib	$1,319,000	$1,319,000			
	Total	$5,896,000	$5,896,000	$0	$0	$0
70. Vandiver Dr; Intersection	Co rd tax reb	$2,126,000			$2,126,000	
Ramps E to Mexico Gr Rd	Transp S Tax	$208,000			$208,000	
	Total	$2,334,000	$0	$0	$2,334,000	$0
71. Mexico Gravel Rd.	Tax Bill	$55,000				$55,000
Vandiver to Rt. PP	Co rd tax reb	$945,000				$945,000
	AII	$180,000				$180,000
	Total	$1,180,000	$0	$0	$0	$1,180,000

PROJECTS	Funding Source	Total	Current Budget FY01	Adopted Budget FY02	Requested Budget FY03	Priority Needs FY04-06
72. Scott Blvd. - Brookview Terr to Gillespie Br Rd C00149	Co rd tax reb	$471,000				$471,000
	Transp S Tax	$365,000				$365,000
	PYA 1/4 96 ST	$135,000		$135,000		
	County Grant	$714,000				$714,000
	Total	$1,685,000	$0	$135,000	$0	$1,550,000
73. Waco Rd. Extension - Br Station Rd to Oakland Gr Rd	Tax Bill	$84,000				$84,000
	Dev charge	$809,000				$809,000
	Co rd tax reb	$349,000				$349,000
	Dev Contrib	$600,000				$600,000
	AII	$386,000				$386,000
	Total	$2,228,000	$0	$0	$0	$2,228,000
74. Business Loop 70 Improvements/ Enhancements C00108	PYA 1/4 96 ST	$100,000	$22,000	$78,000		
	Total	$100,000	$22,000	$78,000	$0	$0
75. Park DeVille Sidewalks C00146	CDBG	$84,000		$84,000		
	Total	$84,000	$0	$84,000	$0	$0
76. Donnelly Street Improvements C00147	CDBG	$209,000		$125,000	$84,000	
	Total	$209,000	$0	$125,000	$84,000	$0
Streets & Sidewalks Summary	CDBG	$514,000	$230,000	$284,000	$0	$0
	STP Enh	$752,000	$752,000	$0	$0	$0
	Tax Bill	$490,740	$42,040	$28,200	$95,500	$325,000
	Co rd tax reb	$13,065,900	$4,233,500	$1,258,400	$5,332,000	$2,242,000
	Dev charge	$2,245,000	$0	$0	$1,100,000	$1,145,000
	Dev Contrib	$3,467,000	$1,658,000	$409,000	$800,000	$600,000
	AII	$2,072,000	$388,000	$0	$191,000	$1,493,000
	Bond Bal	$533,000	$0	$0	$0	$533,000
	MODOT	$322,000	$0	$322,000	$0	$0
	STP	$1,850,000	$0	$0	$1,581,000	$269,000
	Transp S Tax	$4,923,100	$751,100	$218,000	$805,000	$3,149,000
	County Grant	$3,255,000	$1,168,000	$0	$61,200	$2,025,800
	Subtotal	**$33,489,740**	**$9,222,640**	**$2,519,600**	**$9,965,700**	**$11,781,800**
	Prior Year App	$431,004	$396,004	$0	$0	$35,000
	PYA STP	$1,500,000	$0	$1,500,000	$0	$0
	PYA AII	$191,000	$0	$191,000	$0	$0
	PYA Ann Traf Saf	$151,900	$0	$60,000	$60,000	$31,900
	PYA 1/4 96 ST	$4,033,500	$2,984,237	$932,283	$75,000	$41,980
	PYA/CDBG	$360,960	$342,960	$18,000	$0	$0
	PYA 82/86 Bonds	$411,866	$111,866	$300,000	$0	$0
	PYA GF/PI	$591,000	$521,000	$50,000	$20,000	$0
	PYA Tax Bill	$111,300	$63,800	$47,500	$0	$0
	PYA Bo Co Grant	$300,000	$300,000	$0	$0	$0
	PYA Co rd tax	$1,253,817	$1,205,100	$48,717	$0	$0
	Subtotal	**$9,336,347**	**$5,924,967**	**$3,147,500**	**$155,000**	**$108,880**
	Unfunded	**$24,063,800**	**$0**	**$0**	**$575,000**	**$23,488,800**
	Total	**$66,889,887**	**$15,147,607**	**$5,667,100**	**$10,695,700**	**$35,379,480**

Note: Developer Contributions in out years are not firm commitments.

PROJECTS	Funding Source	Total	Current Budget FY01	Adopted Budget FY02	Requested Budget FY03	Priority Needs FY04-06
Parks & Recreation						
1. Twin Lakes Rec Area	RSR	$45,000		$45,000		
C46062	Unfunded	$570,000				$570,000
	FAL	$15,000		$15,000		
	Total	$630,000	$0	$60,000	$0	$570,000
2. Garth Nature Area	Unfunded	$180,000				$180,000
Improvements	FAL	$90,000				$90,000
	Total	$270,000	$0	$0	$0	$270,000
3. Nifong Park	1/4 99 S Tax	$146,000				$146,000
Barn and Buildings	FAL	$55,000				$55,000
	Total	$201,000	$0	$0	$0	$201,000
4. Park Management	1/4 99 S Tax	$19,000	$19,000			
Center Renovation	Unfunded	$210,000			$60,000	$150,000
C00062	Total	$229,000	$19,000	$0	$60,000	$150,000
5. Cosmo-Bethel Park	1/4 99 S Tax	$140,000	$140,000			
Improvements/School Tennis						
C00109	Total	$140,000	$140,000		$0	$0
6. Cosmo Rec Area-Phase II	Unfunded	$40,000				$40,000
Hard-surface Trail	FAL	$10,000				$10,000
	Total	$50,000	$0	$0	$0	$50,000
7. Smithton Neighborhood	1/4 99 S Tax	$86,000		$50,000	$36,000	
Park Development	FAL	$35,000		$20,000	$15,000	
C00131	Total	$121,000	$0	$70,000	$51,000	$0
8. Fairview Park	1/4 99 S Tax	$75,000				$75,000
Improvements	FAL	$45,000				$45,000
	Total	$120,000	$0	$0	$0	$120,000
9. Park Acquisition	PYA 1/4 99 ST	$554,000	$185,000	$185,000	$184,000	$0
Neighborhood Parks	Total	$554,000	$185,000	$185,000	$184,000	$0
C40145						
10. Mill Creek Neighborhood	1/4 99 S Tax	$92,000				$92,000
Park Development	FAL	$35,000				$35,000
	Total	$127,000	$0	$0	$0	$127,000
11. Cosmo Rec Area	RSR	$40,000			$40,000	
Roads & Parking	CDBG	$40,000			$40,000	
C46030	Unfunded	$180,000				$180,000
	Park Sales Tax	$70,000		$70,000		
	FAL	$43,000		$10,000		$33,000
	Total	$373,000	$0	$80,000	$80,000	$213,000
12. MKT Parkway Improvements	1/4 99 S Tax	$200,000		$100,000	$100,000	
& bridge repair C00034	Total	$200,000	$0	$100,000	$100,000	$0
13. Oakland Park	1/4 99 S Tax	$66,000	$50,000		$16,000	
Parking Lot C00110	Total	$66,000	$50,000	$0	$16,000	$0
14. Rainbow Softball	RSR	$65,000	$65,000			
Center Improvement	FAL	$26,000	$26,000			
C46057	Total	$91,000	$91,000	$0	$0	$0
15. South Community	Unfunded	$5,000,000				$5,000,000
Park Acquisition	Total	$5,000,000	$0	$0	$0	$5,000,000
16. Multi-Purpose Community	1/4 99 S Tax	$10,500,000	$10,500,000			
Center	Donation	$581,000	$581,000			
	Total	$11,081,000	$11,081,000			
17. Golf Course	GCIF	$130,000	$130,000			
Fairway Irrigation	DLF	$590,000	$590,000			
C46059	Unfunded	$600,000				$600,000
	FAL	$12,500	$5,000			$7,500
	Total	$1,332,500	$725,000		$0	$607,500
18. Skate Park	Unfund/Donat/Grant	$55,000			$55,000	
Lighting	FAL	$7,000			$7,000	
	Total	$62,000	$0	$0	$62,000	$0

PROJECTS	Funding Source	Total	Current Budget FY01	Adopted Budget FY02	Requested Budget FY03	Priority Needs FY04-06
19. Rock Quarry Park	Unfunded	$120,000				$120,000
Development	FAL	$12,000				$12,000
	Total	$132,000	$0	$0	$0	$132,000
20. Douglass Park	CDBG	$65,000	$65,000			
Athletic Field Lighting	Total	$65,000	$65,000	$0	$0	$0
C00111						
21. Greenbelt/Openspace/	1/4 99 S Tax	$425,000		$125,000	$100,000	$200,000
Trails - C40113	Total	$425,000	$0	$125,000	$100,000	$200,000
22 Antimi Ballfield	1/4 99 S Tax	$250,000			$175,000	$75,000
Complex Expansion C46020	FAL	$80,000			$50,000	$30,000
	Total	$330,000	$0	$0	$225,000	$105,000
23 Skate Park/Roller Hockey	Unfund/Donat/Grant	$40,000			$40,000	
Boards	FAL	$5,000			$5,000	
	Total	$45,000	$0	$0	$45,000	$0
24. Gillespie Bridge Road	1/4 99 S Tax	$89,000				$89,000
Neighborhood Park	FAL	$25,000				$25,000
Development	Total	$114,000	$0	$0	$0	$114,000
25. Field Neighborhood Park	Unfunded	$125,000				$125,000
Acquisition	Total	$125,000	$0	$0	$0	$125,000
26. Valleyview	1/4 99 S Tax	$33,000		$33,000		
Neighborhood Park	FAL	$18,000		$18,000		
Improvements - C00132	Total	$51,000	$0	$51,000	$0	$0
27. Golf Course	GCIF	$200,000			$100,000	$100,000
Improvements C46056	Total	$200,000	$0	$0	$100,000	$100,000
28. City/School Park	CDBG	$45,000	$15,000	$15,000	$15,000	
Improvement C00112	Total	$45,000	$15,000	$15,000	$15,000	$0
29. Indian Hills Park	CDBG	$150,000	$25,000	$75,000	$50,000	
Improvements	Total	$150,000	$25,000	$75,000	$50,000	$0
C00113						
30. Russell Property Master	1/4 99 S Tax	$32,025	$32,025			
Planning/Development	Unfunded	$400,000				$400,000
C00114	Total	$432,025	$32,025	$0	$0	$400,000
31. Bear Creek Boardwalk	Unfunded	$75,000				$75,000
Reconstruction	FAL	$17,000				$17,000
	Total	$92,000	$0	$0	$0	$92,000
32. Lake of the Woods	1/4 99 S Tax	$100,000	$100,000			
Pool Renovation	Total	$100,000	$100,000	$0	$0	$0
C46060						
33. Martin Luther King	Unfunded	$90,000			$90,000	
Memorial Restoration	Total	$90,000	$0	$0	$90,000	$0
C00067						
34. Annual P&R Major	1/4 99 S Tax	$245,500	$40,500	$25,000	$60,000	$120,000
Maintenance/Programs	Total	$245,500	$40,500	$25,000	$60,000	$120,000
C00056						
35. Cosmo-Bethel	Unfunded	$135,000				$135,000
Shelter/Parking	FAL	$55,000				$55,000
	Total	$190,000	$0	$0	$0	$190,000
36. High Point Park	1/4 99 S Tax	$50,000			$50,000	
Improvement	FAL	$25,000			$25,000	
	Total	$75,000	$0	$0	$75,000	$0
37. Bear Creek Greenbelt	PYA 1/4 99 ST	$250,000	$250,000			
Pedestrian/Bicycle Trail	PYA 1/4 96 ST	$58,959	$58,959			
Phase IV C00012	PYA STP Enh	$313,781	$313,781			
	Total	$622,740	$622,740	$0	$0	$0
38. Bear Creek Greenbelt	Unfunded	$450,000				$450,000
Pedestrian/Bicycle Trail						
Blackfoot Rd. Extension	Total	$450,000	$0	$0	$0	$450,000

PROJECTS	Funding Source	Total	Current Budget FY01	Adopted Budget FY02	Requested Budget FY03	Priority Needs FY04-06
39. American Legion Park	CAP FB	$150,000	$150,000			
Renovation C43134	Unfund/Donat/Grant	$325,000			$325,000	
	FAL	$80,000			$80,000	
	Total	$555,000	$150,000	$0	$405,000	$0
40. Cosmo-Bethel Park	Unfunded	$35,000			$35,000	
Playground Renovation	FAL	$10,000			$10,000	
	Total	$45,000	$0	$0	$45,000	$0
41. L. A. Nickell Cart/Equipment	RSR	$27,000		$27,000		
Storage Building Renovation	FAL	$10,000		$10,000		
C46063	Total	$37,000	$0	$37,000	$0	$0
42. Paquin Park	CDBG	$60,000				$60,000
Renovation	Total	$60,000	$0	$0	$0	$60,000
43. Hinkson Creek Greenbelt	STP Enh	$435,000			$435,000	
Ped/Bike Trail Phase III	1/4 99 S Tax	$145,000			$145,000	
	Total	$580,000	$0	$0	$580,000	$0
44. Providence Road/Stewart	STP Enh	$182,640		$182,640		
Underpass	PYA 1/4 99 ST	$45,660		$45,660		
C00118	Total	$228,300	$0	$228,300	$0	$0
45. Flat Branch Park Phase II	Donation	$50,000		$50,000		
C00133	Park Sales Tax	$217,500			$217,500	
	Unfund/Donat/Grant	$217,500			$217,500	
	Total	$485,000	$0	$50,000	$435,000	$0
46. Renovation of Fairview	Unfunded	$35,000			$35,000	
Tennis Courts	Total	$35,000	$0	$0	$35,000	$0
47. Cosmo-Bethel Trail	Unfund/Donat/Grant	$95,000			$95,000	
Improvement	FAL	$25,000			$25,000	
	Total	$120,000	$0	$0	$120,000	$0
48. Sewer Plant II Nature Area	Unfunded	$65,000				$65,000
Improvement	FAL	$28,000				$28,000
	Total	$93,000	$0	$0	$0	93,000
49. Stephens Lake Park	Park Sales Tax	$2,500,000	$275,000	$950,000	$1,275,000	
Development - C00095	Total	$2,500,000	$275,000	$950,000	$1,275,000	$0
50. Kiwanis Park Parking Lot	Park Sales Tax	$20,000		$20,000		
Paving - C00134	Total	$20,000	$0	$20,000	$0	$0
51. Cosmo-Bethel Parking Lot	1/4 99 S Tax	$35,000		$35,000		
Paving - C00135	FAL	$15,000		$15,000		
	Total	$50,000	$0	$50,000	$0	$0
52. Cosmo Soccer - Field 4	Unfunded	$70,000			$70,000	
Sidewalk and Bleachers	FAL	$30,000			$30,000	
	Total	$100,000	$0	$0	$100,000	$0
Parks & Recreation Summary	FAL	$808,500	$31,000	$88,000	$247,000	$442,500
	STP Enh	$617,640	$0	$182,640	$435,000	$0
	RSR	$177,000	$65,000	$72,000	$40,000	$0
	CDBG	$360,000	$105,000	$90,000	$105,000	$60,000
	DLF	$590,000	$590,000	$0	$0	$0
	GCIF	$330,000	$130,000	$0	$100,000	$100,000
	1/4 99 S Tax	$12,728,525	$10,881,525	$368,000	$682,000	$797,000
	Park Sales Tax	$2,807,500	$275,000	$1,040,000	$1,492,500	$0
	Donation	$631,000	$581,000	$50,000	$0	$0
	CAP FB	$150,000	$150,000	$0	$0	$0
	Subtotal	**$19,200,165**	**$12,808,525**	**$1,890,640**	**$3,101,500**	**$1,399,500**
	Unfund/Donat/Grant	$732,500	$0	$0	$732,500	$0
	PYA STP Enh	$313,781	$313,781	$0	$0	$0
	PYA 1/4 99 ST	$849,660	$435,000	$230,660	$184,000	$0
	PYA 1/4 96 ST	$58,959	$58,959	$0	$0	$0
	Subtotal	**$1,954,900**	**$807,740**	**$230,660**	**$916,500**	**$0**
	Unfunded	**$8,380,000**	**$0**	**$0**	**$290,000**	**$8,090,000**
	Total	**$29,535,065**	**$13,616,265**	**$2,121,300**	**$4,308,000**	**$9,489,500**

PROJECTS	Funding Source	Total	Current Budget FY01	Adopted Budget FY02	Requested Budget FY03	Priority Needs FY04-06
Fire						
1. Additions to Fire Station	1/4 99 S Tax	$443,000				$443,000
#1 (hose tower/bay)	Total	$443,000	$0	$0	$0	$443,000
2. Replace 1975 85' ladder	1/4 99 S Tax	$643,000	$643,000			
apparatus	Total	$643,000	$643,000	$0	$0	$0
C00115						
3. Replace 1980 1250 GPM	PYA LUT	$435,000	$435,000			
Pumper	Total	$435,000	$435,000	$0	$0	$0
C00032						
4. Replace 1983 1250 - C00136	1/4 99 S Tax	$482,000		$482,000		
GPM pumper apparatus	Total	$482,000	$0	$482,000	$0	$0
5. Replace 1988 1500	1/4 99 S Tax	$500,000			$500,000	
GPM pumper apparatus	Total	$500,000	$0	$0	$500,000	$0
6. Replace 1988 1250	1/4 99 S Tax	$499,000				$499,000
GPM pumper apparatus	Total	$499,000	$0	$0	$0	$499,000
7. Replace 1988 1500	1/4 99 S Tax	$499,000				$499,000
GPM pumper apparatus	Total	$499,000	$0	$0	$0	$499,000
8. Replace 1991 rescue	1/4 99 S Tax	$297,000		$297,000		
squad - C00137	Total	$297,000	$0	$297,000	$0	$0
9. Replace HVAC Systems	Gen Fd/PI	$60,000		$60,000		
at Stations 4 & 6 - C00138	Total	$60,000	$0	$60,000	$0	$0
10. Remodel Fire Station #2	1/4 99 S Tax	$155,000			$155,000	
1212 W. Worley	Total	$155,000	$0	$0	$155,000	$0
11. Emergency Generators	PYA GF/PI	$60,000	$60,000			
for six fire stations	CDBG	$0				
C00080	Unfunded	$0				
	Total	$60,000	$60,000	$0	$0	$0
12. Retrofit Station Exhaust	PYA GF/PI	$75,000	$75,000			
System, 3 stations,	Gen Fd/PI	$75,000		$75,000		
17 units	Total	$150,000	$75,000	$75,000	$0	$0
C00081						
13. Fire Station sites	1/4 99 S Tax	$272,000	$272,000			
C40173	Total	$272,000	$272,000	$0	$0	$0
14. Additional Fire Station in	1/4 99 S Tax	$1,244,000	$1,244,000			
Southeast	Total	$1,244,000	$1,244,000	$0	$0	$0
C00083						
15. Apparatus for New Fire	1/4 99 S Tax	$466,000	$466,000			
Station in SE (no TI)	Total	$466,000	$466,000	$0	$0	$0
C00116						
16. Repair Training	Unfunded	$90,000			$90,000	
Academy Drill Tower	Total	$90,000	$0	$0	$90,000	$0
17. Robotic Teaching	Unfunded	$9,000			$9,000	
Device	Total	$9,000	$0	$0	$9,000	$0
18. Thermal Imaging	Unfunded	$140,000			$98,000	$42,000
Cameras 12@ $16,000	Total	$140,000	$0	$0	$98,000	$42,000
19. Roof Replacement at	CAP FB	$28,000	$28,000			
Station # 7	Total	$28,000	$28,000	$0	$0	$0
C00117						
20. Training Academy	Unfunded	$15,000			$15,000	
storage facility	Total	$15,000	$0	$0	$15,000	$0
21. Mobile Classroom	Unfunded	$50,000			$50,000	
	Total	$50,000	$0	$0	$50,000	$0
22. Mobile Data Terminals	Unfunded	$142,500				$142,500
	Total	$142,500	$0	$0	$0	$142,500
23. Structural Repairs at	Unfunded	$100,000				$100,000
Station #7	Total	$100,000	$0	$0	$0	$100,000
24. Stat.# 5 Improvement:-C00139	Gen Fd/PI	$67,000		$67,000		
Replace HVAC, add emer	Total	$67,000	$0	$67,000	$0	$0
generator & exhaust removal						

PROJECTS	Funding Source	Total	Current Budget FY01	Adopted Budget FY02	Requested Budget FY03	Priority Needs FY04-06
Fire Summary	Gen Fd/PI	$202,000	$0	$202,000	$0	$0
	1/4 99 S Tax	$5,500,000	$2,625,000	$779,000	$655,000	$1,441,000
	CAP FB	$28,000	$28,000	$0	$0	$0
	CDBG	$0	$0	$0	$0	$0
	Subtotal	**$5,730,000**	**$2,653,000**	**$981,000**	**$655,000**	**$1,441,000**
	PYA GF/PI	$135,000	$135,000	$0	$0	$0
	PYA 1/4 96 ST	$0	$0	$0	$0	$0
	PYA LUT	$435,000	$435,000	$0	$0	$0
	Subtotal	**$570,000**	**$570,000**	**$0**	**$0**	**$0**
	Unfunded	**$546,500**	**$0**	**$0**	**$262,000**	**$284,500**
	Total	**$6,846,500**	**$3,223,000**	**$981,000**	**$917,000**	**$1,725,500**

PROJECTS	Funding Source	Total	Current Budget FY01	Adopted Budget FY02	Requested Budget FY03	Priority Needs FY04-06
Other General Government						
1. Public Health Clinic *	PYA/CDBG	$206,156	$206,156			
C40151	CDBG	$772,250	$522,250	$250,000		
	County Contrib	$1,870,000		$1,870,000		
	Pub Bldg Bond Proc **	$112,000		$112,000		
	PYA LUT	$582,000	$582,000			
	Total	$3,542,406	$1,310,406	$2,232,000	$0	$0
2. Engineering	Gen Fd/PI	$1,380,000	$230,000	$230,000	$230,000	$690,000
Transfer	Total	$1,380,000	$230,000	$230,000	$230,000	$690,000
3. Gen. & Admin. Fees	Gen Fd/PI	$277,361	$59,267	$41,094		$177,000
	Total	$277,361	$59,267	$41,094	$0	$177,000
4. Public Safety Radio	Unfunded	$1,000,000			$0	$1,000,000
Upgrade	Total	$1,000,000	$0	$0	$0	$1,000,000
7. City Office Space	Gen Fd/PI	$75,000	$75,000			
C00099	PYA Ent Rev ***	$1,250,000				
	Gen Fd Transfer	$293,170		$293,170		
	Pub Bldg Bond Proc **	$5,706,830		$206,830	$5,500,000	
	Total	$6,075,000	$75,000	$500,000	$5,500,000	$0
8. Acquire rest of City Hall	Rental Income	$50,000		$50,000		
block - C00079	Gen Fd Transfer	$195,000		$195,000		
	Total	$245,000	$0	$245,000	$0	$0
10. Satellite Operations Location	Transp S Tax	$155,000				$155,000
in southwest Columbia	Contrib from Utilities	$120,450				$120,450
C00077	Total	$275,450	$0	$0	$0	$275,450
11. Salt storage building	Unfunded	$175,000				$175,000
at Satellite location	Total	$175,000	$0	$0	$0	$175,000
12. Contingency	Gen Fd/PI	$400,000	$100,000	$100,000	$100,000	$100,000
C40138	Total	$400,000	$100,000	$100,000	$100,000	$100,000
13. Preliminary project studies	Gen Fd/PI	$80,000	$20,000	$20,000	$20,000	$20,000
(appraisals, surveys)	Total	$80,000	$20,000	$20,000	$20,000	$20,000
C40140						
14. Public Buildings: Major	Gen Fd/PI	$151,958	$114,011	$37,947		
Maintenance/Renovations	Gen Fd Transfer	$183,000		$183,000		
C00021	Total	$334,958	$114,011	$220,947	$0	$0
18. Replace (3) Severe	Gen Fd/PI	$48,000	$48,000			
Weather Sirens	Unfunded	$112,000		$0	$112,000	
(Request County Funding)	Total	$160,000	$48,000	$0	$112,000	$0
C00078						
19. Transfer of Capital	CAP FB	$155,000	$155,000			
Balance to GF for Safety						
Capital Equipment	Total	$155,000	$155,000	$0	$0	$0
20. Downtown- Special Projects	Gen Fd Transfer	$25,000	$0	$25,000	$0	$0
C000140	Col. Trust Donations	$35,000	$0	$35,000	$0	$0
	Total	$60,000	$0	$60,000	$0	$0

* The City and County split the cost (50/50) of the 30,000 sq. ft. used for the Health facility. Total Project costs include the total cost of acquisition, renovation and relocation costs of the Health Department. Does not include renovation of the 20,000 sq. ft not utilized by the Health Department.

** Public Building Bonds are to be repaid with property tax proceeds that previously were levied for GO debt payments, and in FY 2002 and beyond will be levied in the General Fund.

*** $1,250,000 shown in Electric Project #14, new W & L Administrative Building.

PROJECTS	Funding Source	Total	Current Budget FY01	Adopted Budget FY02	Requested Budget FY03	Priority Needs FY04-06
Other General Government Summary	Gen Fd/PI	$2,412,319	$646,278	$429,041	$350,000	$987,000
	Pub Bldg Bond Proc	$5,818,830	$0	$318,830	$5,500,000	$0
	County Contrib	$1,870,000	$0	$1,870,000	$0	$0
	Contrib from Utilities	$120,450	$0	$0	$0	$120,450
	Col. Trust Donations	$35,000	$0	$35,000	$0	$0
	CDBG	$772,250	$522,250	$250,000	$0	$0
	CAP FB	$155,000	$155,000	$0	$0	$0
	Transp S Tax	$155,000	$0	$0	$0	$155,000
	Gen Fd Transfer	$696,170	$0	$696,170	$0	$0
	Rental Income	$50,000	$0	$50,000	$0	$0
	Subtotal	**$12,085,019**	**$1,323,528**	**$3,649,041**	**$5,850,000**	**$1,262,450**
	PYA/CDBG	$206,156	$206,156	$0	$0	$0
	PYA LUT	$582,000	$582,000	$0	$0	$0
	Subtotal	**$788,156**	**$788,156**	**$0**	**$0**	**$0**
	Unfunded	**$1,287,000**	**$0**	**$0**	**$112,000**	**$1,175,000**
	Total	**$14,160,175**	**$2,111,684**	**$3,649,041**	**$5,962,000**	**$2,437,450**

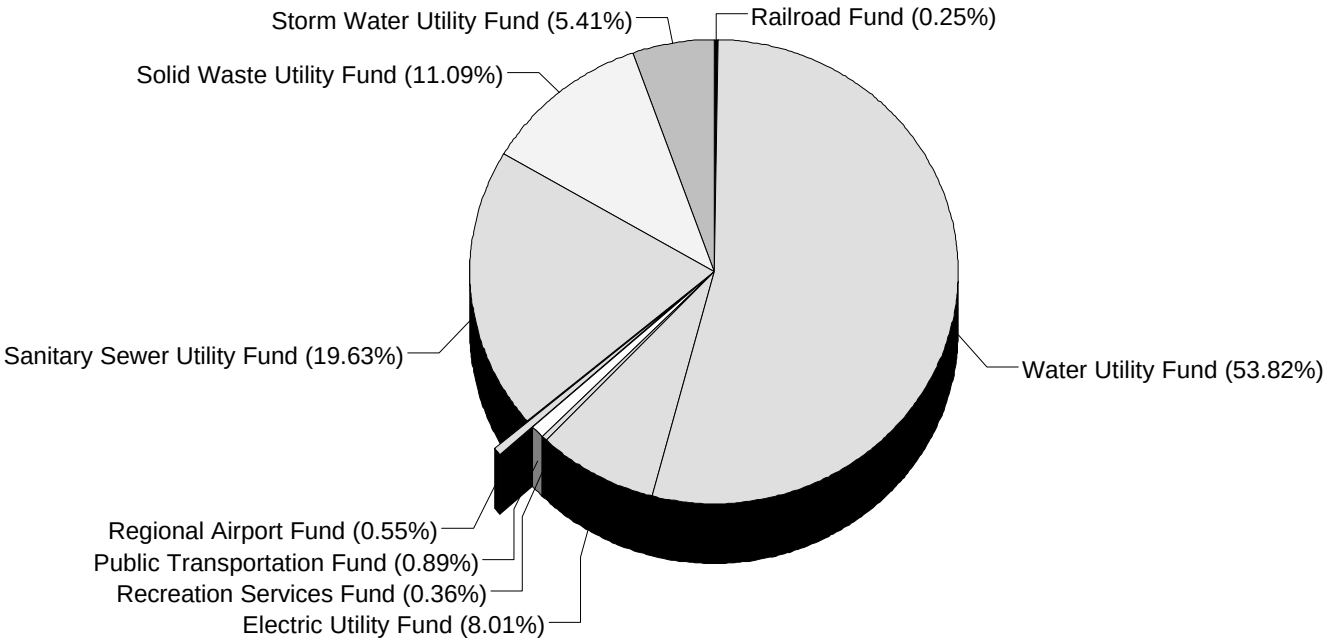
Capital Projects -

Enterprise Funds

City of Columbia

Columbia, Missouri

Enterprise Fund Capital Projects



ENTERPRISE FUNDS CAPITAL PROJECT EXPENSES

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Budget FY 2001
Capital Project Expenditures					
Railroad Fund	$ 454,290	$ 129,000	$ 243,000	$ 69,500	-46.1%
Water Utility Fund	2,570,168	3,600,550	3,600,550	14,686,382	307.9%
Electric Utility Fund	4,315,272	9,218,700	9,218,700	2,185,000	-76.3%
Recreation Services Fund	598,779	10,785,000	10,785,000	97,000	-99.1%
Public Transportation Fund	66,659	2,647,696	2,647,696	242,869	-90.8%
Regional Airport Fund	371,468	747,643	747,643	150,000	-79.9%
Sanitary Sewer Utility Fund	4,492,830	4,018,606	4,018,606	5,355,500	33.3%
Parking Facilities Fund	46,608	0	0	53,000	
Solid Waste Utility Fund	137,423	2,125,500	2,125,500	3,025,000	42.3%
Storm Water Utility Fund	1,213,906	394,400	394,400	1,475,000	274.0%
Fleet Operations Fund	0	0	0	0	
Total	**14,267,403**	**33,667,095**	**33,781,095**	**27,339,251**	**-18.8%**
LESS:					
Items Reflected in Gen. Gov. CIP					
Recreation Services Fund	598,779	10,785,000	10,785,000	97,000	-99.1%
Total Enterprise Fund CIP	**13,668,624**	**22,882,095**	**22,996,095**	**27,242,251**	**19.1%**

Enterprise Fund Summary

	Funding Source	Total	Current Budget FY01	Adopted Budget FY02	Requested Budget FY03	Priority Needs FY04-06
Funding Source Summary	Ent Rev	$45,851,310	$5,754,828	$6,739,382	$7,254,720	$26,102,380
	State Hwy	$350,000	$350,000	$0	$0	$0
	2001 Bonds	$4,655,000	$1,600,000	$2,800,000	$255,000	$0
	1998 Bonds	$8,384,500	$8,125,500	$0	$259,000	$0
	EU Loan	$150,000	$0	$0	$0	$150,000
	97 Ballot	$7,525,000	$2,540,800	$3,900,000	$585,000	$499,200
	CDBG	$0	$0	$0	$0	$0
	Transp STax	$1,421,000	$957,228	$108,574	$60,000	$295,198
	DLF	$385,000	$385,000	$0	$0	$0
	Future Bd	$20,787,000	$0	$13,410,000	$3,127,000	$4,250,000
	Sale of Assets	$114,000	$114,000	$0	$0	$0
	FAA Gr	$9,180,543	$1,405,139	$90,000	$4,030,992	$3,654,412
	FTA	$6,229,862	$3,282,341	$546,455	$1,982,868	$418,198
	Subtotal	**$105,033,215**	**$24,514,836**	**$27,594,411**	**$17,554,580**	**$35,369,388**
	PYA GF/PI	$88,040	$0	$88,040	$0	$0
	PYA 97 Ballot	$12,624,800	$2,874,800	$3,850,000	$4,125,000	$1,775,000
	PYA Ent Rev	$4,378,600	$340,900	$3,479,200	$468,500	$90,000
	Subtotal	**$17,091,440**	$3,215,700	$7,417,240	$4,593,500	$1,865,000
	Unfunded	**$5,080,235**	**$67,235**	**$0**	**$2,199,605**	**$2,813,395**
	Total	**$127,204,890**	**$27,797,771**	**$35,011,651**	**$24,347,685**	**$40,047,783**

Enterprise Fund Summary

PROJECTS	Funding Source	Total	Current Budget FY01	Adopted Budget FY02	Requested Budget FY03	Priority Needs FY04-06
Electric Utility Summary	Ent Rev	$28,407,600	$2,968,700	$2,185,000	$2,737,800	$20,516,100
	State Hwy	$350,000	$350,000	$0	$0	$0
	1998 Bonds	$5,900,000	$5,900,000	$0	$0	$0
	Subtotal	$34,657,600	$9,218,700	$2,185,000	$2,737,800	$20,516,100
	PYA Ent Rev	$3,754,200	$0	$3,479,200	$185,000	$90,000
	PYA 97 Ballot	$6,000,000	$0	$3,000,000	$3,000,000	$0
	Total	**$44,411,800**	**$9,218,700**	**$8,664,200**	**$5,922,800**	**$20,606,100**
Water	Ent Rev	$8,208,010	$1,059,228	$1,276,382	$1,490,620	$4,381,780
	1998 Bonds	$2,484,500	$2,225,500	$0	$259,000	$0
	Future Bd	$20,787,000	$0	$13,410,000	$3,127,000	$4,250,000
		$31,479,510	$3,284,728	$14,686,382	$4,876,620	$8,631,780
	PYA Bonds	$661,000	$0	$661,000	$0	$0
	Total	**$32,140,510**	**$3,284,728**	**$15,347,382**	**$4,876,620**	**$8,631,780**
Railroad Summary	Ent Rev	$917,200	$129,000	$69,500	$203,500	$515,200
	EU Loan	$150,000	$0	$0	$0	$150,000
	Sale of Assets	$114,000	$114,000	$0	$0	$0
	CDBG	$0	$0	$0	$0	$0
	Subtotal	**$1,181,200**	**$243,000**	**$69,500**	**$203,500**	**$665,200**
	Unfunded	**$266,000**	**$0**	**$0**	**$266,000**	**$0**
	Total	**$1,447,200**	**$243,000**	**$69,500**	**$469,500**	**$665,200**
Sewer Summary	Ent Rev	$4,213,900	$1,452,900	$1,455,500	$1,305,500	$0
	97 Ballot	$7,525,000	$2,540,800	$3,900,000	$585,000	$499,200
	Army Corps	$0	$0	$0	$0	$0
	Subtotal	**$11,738,900**	**$3,993,700**	**$5,355,500**	**$1,890,500**	**$499,200**
	PYA 97 Ballot	$6,624,800	$2,874,800	$850,000	$1,125,000	$1,775,000
	Total	**$18,363,700**	**$6,868,500**	**$6,205,500**	**$3,015,500**	**$2,274,200**
Stormwater Summary	Ent Rev	$3,431,600	$70,000	$1,475,000	$1,422,300	$464,300
	Subtotal	**$3,431,600**	**$70,000**	**$1,475,000**	**$1,422,300**	**$464,300**
	PYA Ent Rev	$399,400	$115,900	$0	$283,500	$0
	Total	**$3,831,000**	**$185,900**	**$1,475,000**	**$1,705,800**	**$464,300**
Solid Waste	Ent Rev	$600,000	$75,000	$225,000	$75,000	$225,000
	2001 Bonds	$4,655,000	$1,600,000	$2,800,000	$255,000	$0
	Total	**$5,255,000**	**$1,675,000**	**$3,025,000**	**$330,000**	**$225,000**
Parking	Ent Rev	$73,000	$0	$53,000	$20,000	$0
	Unfunded	**$1,000,000**	**$0**	**$0**	**$1,000,000**	**$0**
	Total	**$1,073,000**	**$0**	**$53,000**	**$1,020,000**	**$0**
Transportation Summary	PYA GF/PI	$88,040	**$0**	**$88,040**	**$0**	**$0**
	Transp STax	$869,159	$820,585	$48,574	$0	$0
	FTA	$6,229,862	$3,282,341	$546,455	$1,982,868	$418,198
	Subtotal	**$7,099,021**	**$4,102,926**	**$683,069**	**$1,982,868**	**$418,198**
	Unfunded	**$600,266**	**$0**	**$0**	**$495,717**	**$104,549**
	Total	**$7,787,327**	**$4,102,926**	**$683,069**	**$2,478,585**	**$522,747**
Airport Summary	Transp STax	$551,841	$136,643	$60,000	$60,000	$295,198
	DLF	$385,000	$385,000	$0	$0	$0
	Gen Fd/PI	$0	$0	$0	$0	$0
	FAA Gr	$9,180,543	$1,405,139	$90,000	$4,030,992	$3,654,412
	Subtotal	**$10,117,384**	**$1,926,782**	**$150,000**	**$4,090,992**	**$3,949,610**
	PYA Ent Rev	$225,000	$225,000	$0	$0	$0
	Unfunded	**$3,213,969**	**$67,235**	**$0**	**$437,888**	**$2,708,846**
	Total	**$13,556,353**	**$2,219,017**	**$150,000**	**$4,528,880**	**$6,658,456**

PROJECTS	Funding Source	Total	Current Budget FY01	Adopted Budget FY02	Requested Budget FY03	Priority Needs FY04-06
Electric						
1. Distribution Transformers (#21)	Ent Rev	$5,519,900	$958,800	$400,000	$999,600	$3,161,500
	PYA Ent Rev	$579,200	$0	$579,200	$0	$0
	Total	$6,099,100	$958,800	$979,200	$999,600	$3,161,500
2. Distribution System Expansion (#22)	Ent Rev	$12,141,200	$0	$0	$0	$12,141,200
	PYA 97 Ballot	$6,000,000	$0	$3,000,000	$3,000,000	$0
	1998 Bonds	$3,700,000	$3,700,000	$0	$0	$0
	Total	$21,841,200	$3,700,000	$3,000,000	$3,000,000	$12,141,200
3. Underground Pwr lines Maint/Conversion (#27)	Ent Rev	$2,500,000	$500,000	$0	$500,000	$1,500,000
	PYA Ent Rev	$500,000	$0	$500,000	$0	$0
	Total	$3,000,000	$500,000	$500,000	$500,000	$1,500,000
4. Load Management System (#49)	Ent Rev	$153,000	$153,000	$0	$0	$0
	PYA Ent Rev	$250,000	$0	$75,000	$85,000	$90,000
	Total	$403,000	$153,000	$75,000	$85,000	$90,000
5. Street Light Additions (#52)	Ent Rev	$1,031,600	$265,200	$0	$185,000	$581,400
	PYA Ent Rev	$375,000	$0	$275,000	$100,000	$0
	Total	$1,406,600	$265,200	$275,000	$285,000	$581,400
6. New Electric Connections (#53)	Ent Rev	$4,722,600	$887,400	$0	$928,200	$2,907,000
	PYA Ent Rev	$800,000	$0	$800,000	$0	$0
	Total	$5,522,600	$887,400	$800,000	$928,200	$2,907,000
7. Conversion of 2.4 Kv lines (#54)	Ent Rev	$300,000	$75,000	$75,000	$75,000	$75,000
	Total	$300,000	$75,000	$75,000	$75,000	$75,000
8. Add Capacity at Rebel Hills Substn (#79)	1998 Bonds	$2,200,000	$2,200,000	$0	$0	$0
	Total	$2,200,000	$2,200,000	$0	$0	$0
9. Fiber Optics Cable (#82)	Ent Rev	$420,000	$60,000	$160,000	$50,000	$150,000
	Total	$420,000	$60,000	$160,000	$50,000	$150,000
10. Route AC, relocate 69 KV lines (#94)	State Hwy	$350,000	$350,000	$0	$0	$0
	Total	$350,000	$350,000	$0	$0	$0
11. Ameren Energy Center (#95)	Ent Rev	$69,300	$69,300	$0	$0	$0
	Total	$69,300	$69,300	$0	$0	$0
12. Underground Feeder to McBaine (#96)	Ent Rev	$1,300,000	$0	$1,300,000	$0	$0
	Total	$1,300,000	$0	$1,300,000	$0	$0
13. Power Plant Office/ Maintenance Bldg (#97)	Ent Rev	$250,000	$0	$250,000	$0	$0
	Total	$250,000	$0	$250,000	$0	$0
14. New W & L Building for Administrative offices (#92)	PYA Ent Rev	$1,250,000	$0	$1,250,000	$0	$0
	Total	$1,250,000	$0	$1,250,000	$0	$0
Electric Utility Summary	Ent Rev	$28,407,600	$2,968,700	$2,185,000	$2,737,800	$20,516,100
	PYA Ent Rev	$3,754,200	$0	$3,479,200	$185,000	$90,000
	State Hwy	$350,000	$350,000	$0	$0	$0
	PYA 97 Ballot	$6,000,000	$0	$3,000,000	$3,000,000	$0
	1998 Bonds	$5,900,000	$5,900,000	$0	$0	$0
	Total	**$44,411,800**	**$9,218,700**	**$8,664,200**	**$5,922,800**	**$20,606,100**

PROJECTS	Funding Source	Total	Current Budget FY01	Adopted Budget FY02	Requested Budget FY03	Priority Needs FY04-06
Water						
1. Close Water Main	1998 Bonds	$523,000	$523,000	$0	$0	$0
Loops (#10)	PYA Bonds	$540,000	$0	$540,000	$0	$0
	Ent Rev	$2,343,000	$0	$0	$560,000	$1,783,000
	Total	$3,406,000	$523,000	$540,000	$560,000	$1,783,000
2. Fire Hydrants (#16)	Ent Rev	$338,960	$51,500	$53,560	$55,620	$178,280
	Total	$338,960	$51,500	$53,560	$55,620	$178,280
3. New Service Connections	Ent Rev	$3,631,500	$0	$660,000	$693,000	$2,278,500
(#19)	1998 Bonds	$634,000	$634,000	$0	$0	$0
	Total	$4,265,500	$634,000	$660,000	$693,000	$2,278,500
4. Deep Wells, Rehab	1998 Bonds	$197,500	$197,500	$0	$0	$0
Wells 7,10 (#68)	Total	$197,500	$197,500	$0	$0	$0
5. Prathersville District	Ent Rev	$130,000	$0	$130,000	$0	$0
Water Main Upgrade	1998 Bonds	$125,000	$125,000	$0	$0	$0
(#71)	Total	$255,000	$125,000	$130,000	$0	$0
6. Main: 8" University Ave,	1998 Bonds	$259,000	$0	$0	$259,000	$0
College to Ninth (#74)	Total	$259,000	$0	$0	$259,000	$0
7. Main: 12" Oakland Gravel	Future Bd	$527,000	$0	$0	$527,000	$0
Road, NE Booster Station						
to Grace Ellen (#78)	Total	$527,000	$0	$0	$527,000	$0
8. 8" Main-Holly Ave	PYA Bonds	$121,000	$0	$121,000	$0	$0
(#79)	Total	$121,000	$0	$121,000	$0	$0
9. 12" Main Grindstone	1998 Bonds	$264,000	$264,000	$0	$0	$0
(#86)	Total	$264,000	$264,000	$0	$0	$0
10. 12" Main Sunflower,	1998 Bonds	$143,000	$143,000	$0	$0	$0
Mayberry Dr to Rte E (#87)	Total	$143,000	$143,000	$0	$0	$0
11. Oakland Gravel Rd, 16"	Ent Rev	$182,000	$0	$0	$182,000	$0
main, Starke Ave to						
Gregory Hts 4000' (#97)	Total	$182,000	$0	$0	$182,000	$0
12. Scott Blvd, 12" main	Ent Rev	$285,000	$60,178	$224,822		$0
Nifong Ave to Thornbrook						
6000' (#98)	Total	$285,000	$60,178	$224,822	$0	$0
13. Sinclair, 12" main (#99)	Ent Rev	$142,000	$0	$0	$0	$142,000
Nifong to Southampton	Total	$142,000	$0	$0	$0	$142,000
14. Water Treatment Plant:	Ent Rev	$200,000	$200,000	$0	$0	$0
Replace Lime Slaker (#102)	Total	$200,000	$200,000	$0	$0	$0
15. Paint Filter Backwash	Ent Rev	$150,000	$150,000	$0	$0	$0
Tower (#105)	Total	$150,000	$150,000	$0	$0	$0
16. Maintenance Bldg	Ent Rev	$75,000	$75,000	$0	$0	$0
at McBaine (#106)	Total	$75,000	$75,000	$0	$0	$0
17. Two Million Gallon	Future Bd	$2,100,000	$0	$2,100,000	$0	$0
South Reservoir (#107)	Ent Rev	$279,550	$279,550	$0	$0	$0
	Total	$2,379,550	$279,550	$2,100,000	$0	$0
18. Drill wells #15 & 16	Future Bd	$1,000,000	$0	$1,000,000	$0	$0
(#108)	Total	$1,000,000	$0	$1,000,000	$0	$0
19. WTP Addition (8m gal.)	Future Bd	$8,400,000	$0	$8,400,000	$0	$0
(#109)	Total	$8,400,000	$0	$8,400,000	$0	$0
20. NE Booster Station	Future Bd	$1,600,000	$0	$1,600,000	$0	$0
(#110)	Total	$1,600,000	$0	$1,600,000	$0	$0
21. Well Supply Main	Future Bd	$1,400,000	$0	$0	$1,400,000	$0
(6600' of 30") (#111)	Total	$1,400,000	$0	$0	$1,400,000	$0
22. Paint inside of Walnut	Ent Rev	$150,000	$150,000	$0	$0	$0
Tower (#112)	Total	$150,000	$150,000	$0	$0	$0
23. Paint Shepard Tower	Future Bd	$310,000	$0	$310,000	$0	$0
In/Out sides (#113)	Total	$310,000	$0	$310,000	$0	$0
24. Prathersville Standpipe	Ent Rev	$93,000	$93,000	$0	$0	$0
In/Out sides (#115)	Total	$93,000	$93,000	$0	$0	$0
25. Prathersville Waterball	Ent Rev	$13,000	$0	$13,000	$0	$0
Inside (#116)	Total	$13,000	$0	$13,000	$0	$0

PROJECTS	Funding Source	Total	Current Budget FY01	Adopted Budget FY02	Requested Budget FY03	Priority Needs FY04-06
26. Rpl. 4000' of 8" (#117)	Ent Rev	$75,000	$0	$75,000	$0	$0
Main on Wagon Trail Rd	Total	$75,000	$0	$75,000	$0	$0
27. New Water Distribution	Future Bd	$950,000	$0	$0	$950,000	$0
Building (#118)	Total	$950,000	$0	$0	$950,000	$0
28. I-70 Crossing(s)	Ent Rev	$120,000	$0	$120,000	$0	$0
(#119)	Future Bd	$500,000	$0	$0	$250,000	$250,000
	Total	$620,000	$0	$120,000	$250,000	$250,000
29. Bond contingency	1998 Bonds	$339,000	$339,000	$0	$0	$0
(#09)	Total	$339,000	$339,000	$0	$0	$0
30. 36" transmission line	Future Bd	$4,000,000		$0	$0	$4,000,000
from McBaine	Total	$4,000,000	$0	$0	$0	$4,000,000
(#120)						
Water Utility Summary	Ent Rev	$8,208,010	$1,059,228	$1,276,382	$1,490,620	$4,381,780
	1998 Bonds	$2,484,500	$2,225,500	$0	$259,000	$0
	Future Bd	$20,787,000	$0	$13,410,000	$3,127,000	$4,250,000
		$31,479,510	$3,284,728	$14,686,382	$4,876,620	$8,631,780
	PYA Bonds	$661,000	$0	$661,000	$0	$0
	Total	**$32,140,510**	**$3,284,728**	**$15,347,382**	**$4,876,620**	**$8,631,780**

PROJECTS	Funding Source	Total	Current Budget FY01	Adopted Budget FY02	Requested Budget FY03	Priority Needs FY04-06
Railroad						
1. Capital Maintenance	Ent Rev	$272,200	$41,000	$49,500	$43,500	$138,200
(#45)	Total	$272,200	$41,000	$49,500	$43,500	$138,200
2. Replace Caps on	Ent Rev	$20,000	$20,000		$0	$0
Bridge 676 (#49)	Total	$20,000	$20,000	$0	$0	$0
3. Track Rehabilitation	Ent Rev	$288,000	$68,000	$0	$55,000	$165,000
Project (#12)	Total	$288,000	$68,000	$0	$55,000	$165,000
4. Browns Station	Ent Rev	$27,000	$0	$0	$0	$27,000
Retaining Wall (#15)	Total	$27,000	$0	$0	$0	$27,000
5. Rail Terminal	Sale of Assets	$114,000	$114,000	$0	$0	$0
(#46)	Total	$114,000	$114,000	$0	$0	$0
6. Fay St Crossing (#31)	Ent Rev	$35,000	$0	$0	$35,000	$0
	Total	$35,000	$0	$0	$35,000	$0
7. O'Rear Road	Ent Rev	$25,000	$0	$0	$0	$25,000
Crossing (#23)	Total	$25,000	$0	$0	$0	$25,000
8. Wilkes Blvd.	Ent Rev	$35,000	$0	$0	$0	$35,000
Crossing (#33)	Total	$35,000	$0	$0	$0	$35,000
9. N Davis Road	Ent Rev	$20,000	$0	$0	$20,000	$0
Crossing (#20)	Total	$20,000	$0	$0	$20,000	$0
10. Union Church Rd	Ent Rev	$20,000		$20,000	$0	$0
Crossing (#21)	Total	$20,000	$0	$20,000	$0	$0
11. N Browns Station Drive	Ent Rev	$25,000	$0	$0	$0	$25,000
Crossing (#24)	Total	$25,000	$0	$0	$0	$25,000
12. Elm St Crossing	Ent Rev	$20,000	$0	$0	$0	$20,000
(#32)	Total	$20,000	$0	$0	$0	$20,000
13. Wright Drive	Ent Rev	$20,000	$0	$0	$20,000	$0
Crossing (#34)	Total	$20,000	$0	$0	$20,000	$0
14. Columbia Switch	EU Loan	$150,000	$0	$0	$0	$150,000
Yard (#26)	Total	$150,000	$0	$0	$0	$150,000
15. Brown Station Drive	Ent Rev	$20,000	$0	$0	$0	$20,000
South Crossing (#35)	Total	$20,000	$0	$0	$0	$20,000
16. Rehab Downtown	Ent Rev	$30,000	$0	$0	$0	$30,000
Pass (#40)	Total	$30,000	$0	$0	$0	$30,000
17. Replace ETI Turnout	Ent Rev	$30,000	$0	$0	$30,000	$0
(#41)	Total	$30,000	$0	$0	$30,000	$0
18. Replace Central Rail	Ent Rev	$30,000	$0	$0	$0	$30,000
Terminal Turnout (#42)	Total	$30,000	$0	$0	$0	$30,000
19. COLT Railroad	Unfunded	$266,000	$0	$0	$266,000	$0
Corridor Project (#44)	Total	$266,000	$0	$0	$266,000	$0
Railroad Summary	Ent Rev	$917,200	$129,000	$69,500	$203,500	$515,200
	EU Loan	$150,000	$0	$0	$0	$150,000
	Unfunded	$266,000	$0	$0	$266,000	$0
	Sale of Assets	$114,000	$114,000	$0	$0	$0
	CDBG	$0	$0	$0	$0	$0
	Total	**$1,447,200**	**$243,000**	**$69,500**	**$469,500**	**$665,200**

PROJECTS	Funding Source	Total	Current Budget FY01	Adopted Budget FY02	Requested Budget FY03	Priority Needs FY04-06
Sewer						
1. Sewer Main	97 Ballot	$1,499,200	$0	$500,000	$500,000	$499,200
Rehab	PYA 97 Ballot	$624,800	$624,800		$0	$0
C43100	Total	$2,124,000	$624,800	$500,000	$500,000	$499,200
2. 80-acre Point	PYA 97 Ballot	$3,550,000	$1,200,000	$550,000	$850,000	$950,000
Trunks and	97 Ballot	$0	$0			
Revolving Fund	Total	$3,550,000	$1,200,000	$550,000	$850,000	$950,000
C43111						
3. Private Common	PYA 97 Ballot	$1,750,000	$350,000	$300,000	$275,000	$825,000
Collectors	97 Ballot	$0	$0			
C43112	Total	$1,750,000	$350,000	$300,000	$275,000	$825,000
4. Upper Grindstone	97 Ballot	$3,400,000		$3,400,000		
Outfall, LOW - C43141	Total	$3,400,000	$0	$3,400,000	$0	$0
5. Capacity Analysis	Ent Rev	$150,000		$150,000		
and System Mapping	Total	$150,000	$0	$150,000	$0	$0
C43145						
6. Centrifuge	Ent Rev	$2,611,000		$1,305,500	$1,305,500	
Replacement at WWTP	Total	$2,611,000	$0	$1,305,500	$1,305,500	$0
C43144						
9. Expansion of On-site	Ent Rev	$225,000	$225,000			
Sewer Treatment	Total	$225,000	$225,000	$0	$0	$0
System at Airport						
C43136						
10. Cow Branch	97 Ballot	$1,540,800	$1,540,800			
Outfall	PYA 97 Ballot	$700,000	$700,000			
C43123	Total	$2,240,800	$2,240,800	$0	$0	$0
11. H-21 Enlargement	Ent Rev	$650,000	$650,000			
C43137	Total	$650,000	$650,000	$0	$0	$0
14. H-21-B Interceptor	97 Ballot	$85,000			$85,000	
	Total	$85,000	$0	$0	$85,000	$0
19. Upper Hinkson	Ent Rev	$577,900	$577,900			
Outfall Relief	97 Ballot	$1,000,000	$1,000,000			
C43127	Total	$1,577,900	$1,577,900	$0	$0	$0
Sewer Summary	Ent Rev	$4,213,900	$1,452,900	$1,455,500	$1,305,500	$0
	97 Ballot	$7,525,000	$2,540,800	$3,900,000	$585,000	$499,200
	Army Corps	$0	$0	$0	$0	$0
		$11,738,900	$3,993,700	$5,355,500	$1,890,500	$499,200
	PYA 97 Ballot	$6,624,800	$2,874,800	$850,000	$1,125,000	$1,775,000
	Total	**$18,363,700**	**$6,868,500**	**$6,205,500**	**$3,015,500**	**$2,274,200**

PROJECTS	Funding Source	Total	Current Budget FY01	Adopted Budget FY02	Requested Budget FY03	Priority Needs FY04-06
Stormwater						
1. Hardin-Mikel- C49037	Ent Rev	$229,200		$229,200		
Donnelly-Phase II	Total	$229,200	$0	$229,200	$0	$0
2. Crestridge Drive	PYA Ent Rev	$60,700	$60,700			
Culvert	Total	$60,700	$60,700	$0	$0	$0
C49023						
3. Walnut-Garth	Ent Rev	$221,100		$221,100		
C49030	Total	$221,100	$0	$221,100	$0	$0
4. Rangeline -	Ent Rev	$108,400			$108,400	
Smith	Total	$108,400	$0	$0	$108,400	$0
5. Quail Drive	Ent Rev	$297,800			$297,800	
	Total	$297,800	$0	$0	$297,800	$0
6. Concordia Drive at	Ent Rev	$90,000			$90,000	
Walter Court	Total	$90,000	$0	$0	$90,000	$0
7. Rollins at Rothwell	PYA Ent Rev	$176,000			$176,000	
	Total	$176,000	$0	$0	$176,000	$0
8. Defoe Drive	PYA Ent Rev	$107,500			$107,500	
C49020	Total	$107,500	$0	$0	$107,500	$0
9. Annual Projects	Ent Rev	$830,000	$70,000	$190,000	$190,000	$380,000
C49017	Total	$830,000	$70,000	$190,000	$190,000	$380,000
10. Paris - Ann	Ent Rev	$51,000		$51,000		
C49038	Total	$51,000	$0	$51,000	$0	$0
11. Lawrence Place	Ent Rev	$84,300				$84,300
	Total	$84,300	$0	$0	$0	$84,300
12. Concordia	Ent Rev	$84,100			$84,100	
	Total	$84,100	$0	$0	$84,100	$0
13. Bicknell-Ash	Ent Rev	$410,900		$410,900		
Walnut-Hirth - C49035	Total	$410,900	$0	$410,900	$0	$0
14. Middlebush - C49039	Ent Rev	$42,200		$42,200		
	Total	$42,200	$0	$42,200	$0	$0
15. 3510 Woodside-	Ent Rev	$83,000			$83,000	
Nazarene Church	Total	$83,000	$0	$0	$83,000	$0
C49031						
16. West Boulevard &	PYA Ent Rev	$55,200	$55,200			
Mary Jean	Total	$55,200	$55,200	$0	$0	$0
C49026						
17. Rutledge-Weymeyer	Ent Rev	$180,600		$180,600		
C49040	Total	$180,600	$0	$180,600	$0	$0
18. Maupin-Edgewood	Ent Rev	$188,000			$188,000	
	Total	$188,000	$0	$0	$188,000	$0
19. Mill Creek Drainage	Ent Rev	$156,000			$156,000	
Basin Phase II	Total	$156,000	$0	$0	$156,000	$0
20. Repl 2 Culverts under	Ent Rev	$150,000		$150,000		
Rock Quarrry Rd S of	Total	$150,000	$0	$150,000	$0	$0
Nifong Blvd - C49041						
21. 505 Mary Street	Ent Rev	$50,000			$50,000	
	Total	$50,000	$0	$0	$50,000	$0
22. Merideth Branch	Ent Rev	$175,000			$175,000	
Detention Basin	Total	$175,000	$0	$0	$175,000	$0
Stormwater Summary	Ent Rev	$3,431,600	$70,000	$1,475,000	$1,422,300	$464,300
	PYA Ent Rev	$399,400	$115,900	$0	$283,500	$0
	Total	**$3,831,000**	**$185,900**	**$1,475,000**	**$1,705,800**	**$464,300**

PROJECTS	Funding Source	Total	Current Budget FY01	Adopted Budget FY02	Requested Budget FY03	Priority Needs FY04-06
Solid Waste						
1. Waste Handling Systems C48021	Ent Rev Total	$450,000 $450,000	$75,000 $75,000	$75,000 $75,000	$75,000 $75,000	$225,000 $225,000
2. Landfill Cell #3; Design, Construction & Construction Mgmt C48027	2001 Bonds Total	$2,500,000 $2,500,000	$0	$2,500,000 $2,500,000	$0	$0
3. Landfill Administration & Maintenance Facility C48028	2001 Bonds Total	$300,000 $300,000	$0	$300,000 $300,000	$0	$0
4. Methane Gas Extraction Wells C48031	Ent Rev Total	$150,000 $150,000	$0	$150,000 $150,000	$0	$0
5. System to Recover Energy from Landfill Methane Gas	2001 Bonds Total	$255,000 $255,000	$0	$0	$255,000 $255,000	$0
6. Material Recovery Facility C48029	2001 Bonds Total	$1,600,000 $1,600,000	$1,600,000 $1,600,000	$0	$0	$0
Solid Waste Summary	Ent Rev 2001 Bonds **Total**	$600,000 $4,655,000 **$5,255,000**	$75,000 $1,600,000 **$1,675,000**	$225,000 $2,800,000 **$3,025,000**	$75,000 $255,000 **$330,000**	$225,000 $0 **$225,000**

(3) Landfill Administration & Maintenance Facility: $50,000 for Design & Preliminary Site Work and $250,000 for Construction
(6) Material Recovery Facility: $1,200,000 for Building and $400,000 for Sorting Equipment

PROJECTS	Funding Source	Total	Current Budget FY01	Adopted Budget FY02	Requested Budget FY03	Priority Needs FY04-06
Parking						
1. Parking Utility; Restoration of cinder block walls in 6th & Walnut Ramp stairwell.	Ent Rev	$20,000			$20,000	$0
	Total	$20,000	$0	$0	$20,000	$0
2. 5th & Cherry Lot & Armory Surfacing and Landscaping - C45036	Ent Rev	$39,000		$39,000		
	Total	$39,000	$0	$39,000	$0	$0
3. Parking Utility; Install Fencing at 8th & Cherry upper floor areas to prevent vandals access to other buildings. - C45037	Ent Rev	$14,000	$0	$14,000		$0
	Total	$14,000	$0	$14,000	$0	$0
4. Parking spaces north of Broadway	Unfunded	$1,000,000			$1,000,000	
	Total	$1,000,000	$0	$0	$1,000,000	$0
Parking Summary	Ent Rev	$73,000	$0	$53,000	$20,000	$0
	Unfunded	**$1,000,000**	$0	$0	$1,000,000	$0
	Total	**$1,073,000**	**$0**	**$53,000**	**$1,020,000**	**$0**

PROJECTS	Funding Source	Total	Current Budget FY01	Adopted Budget FY02	Requested Budget FY03	Priority Needs FY04-06
Transportation						
1. CT System; Construction	Transp STax	$2,400	$2,400			
of Restrooms at Grissum	Unfunded	$0				
Bus Parking Facility	FTA	$9,600	$9,600			
C47007	Total	$12,000	$12,000	$0	$0	$0
2. CT System; Replace	Transp STax	$41,980	$20,680	$21,300		
(2) paratransit vehicles	Unfunded	$21,939				$21,939
C47004	FTA	$255,680	$82,720	$85,202		$87,758
	Total	$319,599	$103,400	$106,502	$0	$109,697
3. CT System; Purchase	Transp STax	$75,600	$75,600			
and install (10) bus	Unfunded	$162,814			$80,204	$82,610
shelters, (2) benches,	FTA	$953,656	$302,400		$320,816	$330,440
(40) concrete pads	Total	$1,192,070	$378,000	$0	$401,020	$413,050
C47004						
4. CT System; Exhaust	Transp STax	$14,000	$14,000			
System at Grissum Bus	Unfunded	$0				
Parking Facility	FTA	$56,000	$56,000			
C47005	Total	$70,000	$70,000	$0	$0	$0
5. CT System; Wabash	Transp STax	$16,000	$16,000		$0	$0
Architectural Fees	FTA	$64,000	$64,000			
C47003	Total	$80,000	$80,000	$0	$0	$0
6. CT System; Wabash	Unfunded	$415,513			$415,513	
Construction Fees	PYA GF/PI	$88,040		$88,040		
C47003	FTA	$2,014,212		$352,160	$1,662,052	
	Total	$2,517,765	$0	$440,200	$2,077,565	$0
6a. CT System; Wabash	Transp STax	$10,000		$10,000		
Environmental Study	FTA	$40,000		$40,000		
C47003	Total	$50,000	$0	$50,000	$0	$0
7. CT System; Replace (7)	Transp STax	$373,303	$373,303			
40' Heavy Duty Low Floor	FTA	$1,493,212	$1,493,212			
Transit Buses	Total	$1,866,515	$1,866,515	$0	$0	$0
C47001						
8. CT System; Replace (8)	Transp STax	$286,166	$286,166			
30' Heavy Duty Low Floor	FTA	$1,144,666	$1,144,666			
Transit Buses	Total	$1,430,832	$1,430,832	$0	$0	$0
C47002						
9. CT System; Multi-Modal	Transp STax	$20,000	$20,000			
Redesign of Wabash	FTA	$80,000	$80,000			
Station & parking lot	Total	$100,000	$100,000	$0	$0	$0
C47003						
10. CT System; (2) Spare	Transp STax	$12,810	$12,436	$374		
Bus Engines and (2)	Unfunded	$0				
Transmissions	FTA	$51,236	$49,743	$1,493		
C47006	Total	$64,046	$62,179	$1,867	$0	$0
12. CT System; (26) Self	Transp STax	$16,900		$16,900		
Lubricating Systems	FTA	$67,600		$67,600		
C47013	Total	$84,500	$0	$84,500	$0	$0
Transportation Summary	PYA GF/PI	$88,040	$0	$88,040	$0	$0
	Transp STax	$869,159	$820,585	$48,574	$0	$0
	FTA	$6,229,862	$3,282,341	$546,455	$1,982,868	$418,198
	Subtotal	**$7,187,061**	**$4,102,926**	**$683,069**	**$1,982,868**	**$418,198**
	Unfunded	**$600,266**	**$0**	**$0**	**$495,717**	**$104,549**
	Total	**$7,787,327**	**$4,102,926**	**$683,069**	**$2,478,585**	**$522,747**

PROJECTS	Funding Source	Total	Current Budget FY01	Adopted Budget FY02	Requested Budget FY03	Priority Needs FY04-06
Airport						
1. General Improvement	Transp STax	$275,000	$25,000	$50,000	$50,000	$150,000
C44008	Gen Fd/PI	$0				
	Total	$275,000	$25,000	$50,000	$50,000	$150,000
2. Taxiway Extension	Transp STax	$4,820				$4,820
C44056	FAA Gr	$43,380				$43,380
	Total	$48,200	$0	$0	$0	$48,200
3. Parking Expansion	Unfunded	$151,925				$151,925
	Total	$151,925	$0	$0	$0	$151,925
4. Terminal Building	Transp STax	$10,000			$10,000	
Renovation Study	FAA Gr	$90,000			$90,000	
(Preliminary)	Total	$100,000	$0	$0	$100,000	$0
5. Parking Lot for	Transp STax	$55,208				$55,208
FBO Hangar	Total	$55,208	$0	$0	$0	$55,208
6. Environmental	Transp STax	$10,000		$10,000		
Assessment	FAA Gr	$90,000		$90,000		
C44070	Total	$100,000	$0	$100,000	$0	$0
7. ARFF Relocation	Unfunded	$23,278				$23,278
	FAA Gr	$209,502				$209,502
	Total	$232,780	$0	$0	$0	$232,780
8. Rental Car	Unfunded	$18,643				$18,643
Area Overlay	Total	$18,643	$0	$0	$0	$18,643
9. Land Acquisition	Transp STax	$22,740	$22,740			
C44063	PYA Ent Rev	$225,000	$225,000			
	DLF	$385,000	$385,000			
	Total	$632,740	$632,740	$0	$0	$0
10. Hangar Apron,	Transp STax	$85,170				$85,170
Taxiway, Access Road	FAA Gr	$766,530				$766,530
to Runway 13-31	Total	$851,700	$0	$0	$0	$851,700
11. Terminal Renovation	Unfunded	$15,000				$15,000
Preliminary Design	Transp STax	$7,303	$7,303			
C44066	FAA Gr	$200,724	$65,724			$135,000
	Total	$223,027	$73,027	$0	$0	$150,000
12. Passenger Terminal	Unfunded	$2,500,000				$2,500,000
Upgrade	FAA Gr	$2,500,000				$2,500,000
	Total	$5,000,000	$0	$0	$0	$5,000,000
13. Apron Extension 450 ft.	Unfunded	$67,235	$67,235			
South of Post Office	FAA Gr	$605,115	$605,115			
Apron (Phase II)	Total	$672,350	$672,350	$0	$0	$0
15. Upgrade of	Unfunded	$437,888			$437,888	
Crosswind Runway	FAA Gr	$3,940,992			$3,940,992	
	Total	$4,378,880	$0	$0	$4,378,880	$0
16. Cargo Apron	Transp STax	$81,600	$81,600			
w / Taxiway C44067	FAA Gr	$734,300	$734,300			
	Total	$815,900	$815,900	$0	$0	$0
Airport Summary	Transp STax	$551,841	$136,643	$60,000	$60,000	$295,198
	DLF	$385,000	$385,000	$0	$0	$0
	Gen Fd/PI	$0	$0	$0	$0	$0
	FAA Gr	$9,180,543	$1,405,139	$90,000	$4,030,992	$3,654,412
	Subtotal	**$10,117,384**	**$1,926,782**	**$150,000**	**$4,090,992**	**$3,949,610**
	PYA Ent Rev	$225,000	$225,000	$0	$0	$0
	Unfunded	**$3,213,969**	**$67,235**	**$0**	**$437,888**	**$2,708,846**
	Total	**$13,556,353**	**$2,219,017**	**$150,000**	**$4,528,880**	**$6,658,456**

DEBT SERVICE - SUMMARY

GENERAL INFORMATION

The City is authorized to issue General Obligation Bonds payable from ad valorem taxes to finance capital improvements. General Obligation Bonds are supported by a pledge of the City's full faith and credit. The applicable Missouri statutes are listed below. The computation of legal debt margin is also shown below.

The City is authorized to issue Revenue Bonds to finance capital improvements to its various utility operations such as the electric system, water system, sewer system and parking and airport facilities. These types of Revenue Bonds require a majority vote of the qualified electorate voting on the specific proposition. All Revenue Bonds issued by the City are payable out of the revenues derived from the operation of the facility that is financed from the proceeds of such bonds.

The City is authorized to issue Special Obligation Bonds. These bonds are special obligations of the City. The payment of the principal of and interest on the Bonds is subject to an annual appropriation by the City. The City is not required or obligated to make any such annual appropriation, and the decision whether or not to appropriate such funds will be solely within the discretion of the then current City Council.

The City's stable financial condition as well as sound debt administration practices allow it to continue to enjoy favorable bond ratings of its General Obligation Bonds, Special Obligation Bonds, and Revenue Bonds. The City has consistently held a General Obligation Rating of AA and Revenue Bond rating of A1.

MISSOURI STATUTES

Section 95.115 & 95.120 of the 1978 Missouri Revised Statutes permits any county or city, by vote of two-thirds of qualified electors voting thereon, to incur additional indebtedness for city purposes not to exceed 5 percent of the taxable tangible property therein, as shown by the last assessment. Section 95.125 and 95.130 of the 1978 Missouri Revised Statutes provides that any city may become indebted not exceeding in the aggregate an additional 10 percent for the purpose of acquiring right-of-ways, constructing, extending and improving streets and avenues and/or sanitary or storm sewer system and an additional 10 percent for purchasing or construction of waterworks, electric or other light plants provided the total general obligation indebtedness of the city does not exceed 20 percent of the assessed valuation.

APPROPRIATIONS

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002	% Change From Budget FY 2001
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services & Misc.	3,909	0	0	3,800	
Capital	0	0	0	0	
Other	2,953,635	3,170,340	3,930,265	4,312,327	36.0%
Total	**2,957,544**	**3,170,340**	**3,930,265**	**4,316,127**	**36.1%**
Summary					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	0	0	0	0	
Debt Service	2,957,544	3,170,340	3,930,265	4,316,127	36.1%
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**$ 2,957,544**	**$ 3,170,340**	**$ 3,930,265**	**$ 4,316,127**	**36.1%**

DEBT SERVICE - SUMMARY

COMPUTATION OF LEGAL DEBT MARGIN

Assessed Value FY 2001*				$ 1,008,378,046
Constitutional Debt Limit**	(20% Assessed Value)			201,675,609
Total Bonded Debt			142,663,500	
Less:				
Revenue Bonds		81,665,000		
Special Obligation Bonds		34,955,000		
			116,620,000	
Total Amount of Debt Applicable to Debt Limit				26,043,500
Legal Debt Margin				$ 175,632,109

* All tangible property
** Section 95.115 of the 1978 Missouri Revised Statutes

SUMMARY OF OUTSTANDING DEBT
As of 09/30/2001

	Original Issue	Interest Rate	Maturity Date	Amount Outstanding
GENERAL OBLIGATION BONDS:				
92 G.O. Refunding Bonds (8/1/92)	16,670,000	2.75% - 9.00%	10/01/06	$ **2,125,000**
REVENUE BONDS:				
‘85 Water & Elec Series B Bonds (12/12/85)	15,500,000	set weekly	12/01/15	15,500,000
‘92 Water & Electric (7/1/92)	34,140,000	2.75% - 5.70%	10/01/12	16,625,000
‘98 Water & Electric (3/1/98)	28,295,000	3.75% - 6.00%	10/01/22	28,185,000
‘79 San. Sewer Revenue Bonds (8/1/79)	3,500,000	5.00% - 7.00%	10/01/04	1,280,000
‘92 San. Sewer Revenue Bonds (6/1/92)	8,515,000	4.00% - 6.25%	10/01/17	8,480,000
‘92 San. Sewer SeriesB (6/1/92)	870,000	4.25% - 6.55%	01/01/13	670,000
‘92 San. Sewer Refunding (8/1/92)	795,000	5.6%	10/01/02	280,000
'99 San. Sewer Bonds Series A (6/1/99)	3,730,000	3.625% - 5.25%	01/01/20	3,730,000
'99 San. Sewer Bonds Series B (12/1/99)	1,420,000	4.125%-5.75%	07/01/20	1,420,000
'00 San. Sewer Bonds Series B (11/11/00)	2,445,000	4.35% - 5.625%	07/01/21	2,445,000
‘95 Parking Revenue Bonds (9/5/95)	3,400,000	3.80% - 6.00%	10/01/20	3,050,000
Total Revenue Bonds				**81,665,000**
SPECIAL OBLIGATION BONDS:				
'86 Self-Ins. Special Oblig. (7/1/86)	25,000,000	variable	10/01/08	25,000,000
‘96 Refuse Special Oblig. Bonds (8/1/96)	4,995,000	3.75% - 5.50%	02/01/16	4,125,000
‘96 Parking Special Oblig. Bonds (8/1/96)	7,120,000	3.75% - 5.50%	02/01/16	5,830,000
Total Special Obligation Bonds				**34,955,000**
CERTIFICATES OF PARTICIPATION:				
'01 Recreation Center COPS (05/01/01)	10,433,500	4% - 5.215%	01/01/06	10,433,500
'01 Stephens Lake Property COPS (01/01/01	7,000,000	5.975%	01/01/08	7,000,000
'01 Fire Station & Pub. Bldg.	6,485,000	4% - 5.125%	02/01/21	6,485,000
Total Certificates of Participation				**23,918,500**
TOTAL:				$ **142,663,500**

GENERAL OBLIGATION BONDS

GENERAL INFORMATION

General obligation bonds are supported by a pledge of the City's full faith and credit. These bonds, which are recorded in the General Long-Term Debt Account Group, were issued to finance various capital projects. In August of 1992, the City issued $16,670,000 in General Obligation Bonds for the purpose of refunding all of the City's General Obligation Street and Bridge Bond Series 1986, General Obligation Street and Bridge Bond Series 1983, and General Obligation Fire Protection Bond Series 1982, each of which were subject to redemption prior to maturity. Total outstanding on the refunded bonds was $16,280,000. Interest payments on the new bonds are due on April 1 and October 1. Principal payments are due on October 1 each year. The final payment is due on October 1, 2003. Interest rates on this issue range from 2.75% to 9%.

NET GENERAL BONDED DEBT RATIO

The ratio of net general bonded debt to assessed valuations of property for tax purposes and the amount of bonded debt per capita are useful to management, citizens, and investors as indicators of the City's financial status. These ratios at the close of fiscal year 1998 are projected as follows:

Type of Debt	Amount	Ratio of Debt to Assessed Value	Per Capita Debt Total
Net General Bonded Debt	$ 2,125,000	0.21%	28

DEBT SERVICE REQUIREMENTS
1992 General Obligation Refunding Bonds

Year	Original Requirements	Interest Requirements	Total Requirements
2002	$ 1,425,000	$ 115,450	$ 1,540,450
2003	700,000	38,500	738,500
2004	0	0	0
2005	0	0	0
2006	0	0	0
Total	**$ 2,125,000**	**$ 153,950**	**$ 2,278,950**

WATER AND ELECTRIC REVENUE BONDS

GENERAL INFORMATION

12/12/85 Water and Electric Series B Bonds (Interest rates: determined weekly)
Original Issue - $15,500,000
Balance As of 09/30/2001 - $15,500,000
Maturity Date - 12/01/15

In December of 1985, the City issued $15,500,000 of Water and Electric System Revenue Bonds, Series B. The bonds are to be paid by the net revenues of the system and are secured by a first lien on those revenues. The bonds were issued to provide funding for capital improvement projects of the system's power generating facility. The effective interest rate for FY00 was 5.55% which resulted in interest payments of approximately $618,471

07/01/92 Water and Electric Series A Revenue Bonds (Interest rates: 2.75% - 5.70%)
Original Issue - $34,140,000
Balance As of 09/30/2001 - $16,625,000
Maturity Date - 10/01/12 original 10/1/05 due to refinancing

In August of 1992, the City issued $34,140,000 of Water and Electric System Revenue Bonds. The bonds are to be paid by the net revenues of the system and are secured by a first lien on the revenues. $23,140,000 of the bonds were issued to refund $19,265,000 of the outstanding 1985 Water and Electric Refunding Bonds, and $11,000,000 were issued to provide funding for improvements and additions to the CIty's water works facility.

03/01/98 Water and Electric Refunding and Improvement Bonds (Interest rates: 3.75% - 6.00%)
Original Issue - $28,295,000
Balance As of 09/30/2001 - $28,185,000
Maturity Date - 10/01/22

In March of 1998 the City issued $28,295,000 in Water and Electric Refunding and Improvement revenue bonds. The bonds are to be paid by the net revenues of the system and are secured by a first lien on the revenues. A portion of these bonds were used to defease $5,215,000 of the 1992 bond issue. The remaining bond proceeds were issued to provide funding for improvements to the water and electric distribution system.

WATER AND ELECTRIC REVENUE BONDS

DEBT SERVICE REQUIREMENTS

Fiscal Year	Principal Requirements	Interest Requirements	Total Requirements
2002	3,035,000	2,271,311	5,306,311
2003	3,205,000	2,105,085	5,310,085
2004	3,375,000	1,926,518	5,301,518
2005	3,555,000	1,734,945	5,289,945
2006	3,760,000	1,529,108	5,289,108
2007	1,550,000	1,375,920	2,925,920
2008	1,645,000	1,280,070	2,925,070
2009	1,710,000	1,179,420	2,889,420
2010	1,790,000	1,086,950	2,876,950
2011	1,875,000	1,001,718	2,876,718
2012	1,970,000	910,375	2,880,375
2013	2,065,000	812,503	2,877,503
2014	1,205,000	732,388	1,937,388
2015	1,270,000	671,433	1,941,433
2016	16,830,000 *	606,750	17,436,750
2017	1,400,000	538,500	1,938,500
2018	1,475,000	466,625	1,941,625
2019	1,550,000	391,000	1,941,000
2020	1,630,000	311,500	1,941,500
2021	1,715,000	227,875	1,942,875
2022	1,800,000	140,000	1,940,000
2023	1,900,000	47,500	1,947,500
Total	$ **60,310,000**	$ **21,347,494**	$ **81,657,494**

*** 85 Series B Payoff**

SANITARY SEWER REVENUE BONDS

GENERAL INFORMATION

08/01/79 Sanitary Sewerage System Revenue Bonds (Interest rates: 5.00% - 7.00%)
Original Issue - $3,500,000
Balance As of 09/30/2001 - $1,280,000
Maturity Date - 10/01/04

In August of 1979, the City issued $3,500,000 of Sewerage System Revenue Bonds. These bonds are secured solely by the net revenues of the system. Bond ordinance requirements provide for the restricting of operating revenues after current operating expenses have been met. The bonds were issued for the purpose of extending and improving the sewerage system, including outfall sewers and wastewater treatment facilities.

06/01/92 Sanitary Sewerage System Revenue Bonds (Interest rates: 4.00% - 6.25%)
Original Issue - $8,515,000
Balance As of 09/30/2001 - $8,480,000
Maturity Date - 10/01/17

The City issued $8,515,000 of Sewerage System Revenue Bonds in June of 1992. These Bonds are to be paid by the net revenues of the system, and are secured by a first lien on the revenues of the system. These bonds were issued for extending and improving the system.

06/01/92 Sanitary Sewerage System Series B (Interest rates: 4.25% - 6.55%)
Original Issue - $870,000
Balance As of 09/30/2001 - $670,000
Maturity Date - 01/01/13

The City issued $3,730,000 of Sewerage System Series A Revenue Bonds in June of 1999. These Bonds are to be paid by the net revenues of the system, and are secured by a first lien on the revenues of the system. These bonds were issued for extending and improving the sewerage system.

08/01/92 Sanitary Sewerage System Refunding (Interest rate: 5.6%)
Original Issue - $795,000
Balance As of 09/30/2001 - $280,000
Maturity Date - 10/01/02

The City issued $795,000 of Sewerage System Revenue Bonds in August of 1992. These Bonds are to be paid by the net revenues of the system, and are secured by a first lien on the revenues of the system. These bonds were issued to refund the 1982 Sewerage System Revenue Bonds.

06/01/99 Sanitary Sewerage System Series A (Interest rate: 3.625% - 5.25%)
Original Issue - $3,730,000
Balance As of 09/30/2001 - $3,730,000
Maturity Date - 01/01/20

In 1999 the City participated in the State Revolving Loan Program to issue $3,730,000 in Bonds. Voters approved the issuance of these Bonds in November of 1997.

12/01/99 Sanitary Sewerage System Series B (Interest rate: 4.125%-5.75%)
Original Issue - $1,420,000
Balance As of 09/30/2001 - $1,420,000
Maturity Date - 07/01/20

In 1999 the City participated in the State Revolving Loan Program to issue $1,420,000 in Bonds. Voters approved the issuance of these Bonds in November of 1997.

11/01/00 Sanitary Sewerage System Series B (Interest rate: 4.35% - 5.625%)
Original Issue - $2,445,000
Balance As of 09/30/2001 - $2,445,000
Maturity Date - 07/01/21

In 2000, the City particiapted in the State Revolving Loan Program to issue $2,445,000 in bonds. Voters approved the issuance of the Bonds in November of 1997.

SANITARY SEWER REVENUE BONDS

DEBT SERVICE REQUIREMENTS
Sewer Revenue Bonds

Year	Original Requirements	Interest Requirements	Total Requirements
2002	$ 675,000	$ 1,018,426	$ 1,693,426
2003	705,000	983,887	1,688,887
2004	730,000	947,518	1,677,518
2005	770,000	908,956	1,678,956
2006	805,000	868,829	1,673,829
2007	825,000	826,704	1,651,704
2008	855,000	781,063	1,636,063
2009	900,000	732,722	1,632,722
2010	935,000	680,918	1,615,918
2011	980,000	626,387	1,606,387
2012	1,025,000	568,012	1,593,012
2013	1,070,000	506,768	1,576,768
2014	1,120,000	442,941	1,562,941
2015	1,095,000	377,184	1,472,184
2016	1,140,000	310,766	1,450,766
2017	1,200,000	241,352	1,441,352
2018	1,255,000	168,910	1,423,910
2019	1,310,000	93,099	1,403,099
2020	445,000	42,750	487,750
2021	465,000	18,763	483,763
Total	$ **18,305,000**	$ **11,145,955**	$ **29,450,955**

REFUSE SYSTEM BONDS

GENERAL INFORMATION

08/01/96 Special Obligation and Refunding Bonds - Refuse (Interest rates: 3.75% - 5.50%)
Original Issue - $4,995,000
Balance As of 09/30/2001 - $4,125,000
Maturity Date - 02/01/16

In August of 1996, the City issued $4,955,000 of Special Obligation and Refunding Refuse Bonds to finance Title D Landfill cost for a sanitary landfill and costs of facilities for refuse equipment and refunded $730,000 of 1986 Revenue Bonds. The Bonds are to be paid by the net revenues of the system and are secured by a first lien on the revenues of the system.

DEBT SERVICE REQUIREMENTS
Special Obligation and Refunding Refuse Bonds

Year	Original Requirements	Interest Requirements	Total Requirements
2002	$ 190,000	$ 215,203	$ 405,203
2003	200,000	205,743	405,743
2004	205,000	195,718	400,718
2005	220,000	184,983	404,983
2006	230,000	173,393	403,393
2007	240,000	161,113	401,113
2008	255,000	147,991	402,991
2009	265,000	133,949	398,949
2010	280,000	119,238	399,238
2011	295,000	103,783	398,783
2012	315,000	87,234	402,234
2013	330,000	69,575	399,575
2014	350,000	50,875	400,875
2015	365,000	31,213	396,213
2016	385,000	10,588	395,588
Total	$ **4,125,000**	$ **1,890,599**	$ **6,015,599**

PARKING SYSTEM BONDS & LEASE

GENERAL INFORMATION

09/15/95 Parking System Revenue Bonds (Interest rates: 3.80% - 6.00%)
Original Issue - $3,400,000
Balance As of 09/30/2001 - $3,050,000
Maturity Date - 10/01/20

In September of 1995, the City issued $3,400,000 of Parking System Revenue Bonds to finance a portion of the costs of (i) the construction of a parking structure at Tenth and Cherry Streets, (ii) the reconstruction of the garage at Eighth and Cherry Streets, and (iii) the construction of a parking structure at Sixth and Locust Streets. The Bonds are payable solely from the net income of the City's Parking System.

08/01/96 Parking System Special Obligation Bonds (Interest rates: 3.75% - 5.50%)
Original Issue - $7,120,000
Balance As of 09/30/2001 - $5,830,000
Maturity Date - 02/01/16

In August, 1996, the City issued $7,120,000 of Special Obligation Bonds to finance the construction and reconstruction of downtown parking facilities and refund $2,521,500 in 1986 lease payments. Bond proceeds were used to fund construction of two new parking structures along Cherry street and reconstruct one parking structure at 8th and Cherry.

DEBT SERVICE REQUIREMENTS
Parking Revenue, Special Obligation Bonds, and Capital Lease

Year	Original Requirements	Interest Requirements	Total Requirements
2002	$ 355,000	$ 526,726	$ 839,675
2003	365,000	458,462	823,462
2004	390,000	439,885	829,885
2005	405,000	419,904	824,904
2006	425,000	398,630	823,630
2007	450,000	375,847	825,847
2008	475,000	351,385	826,385
2009	505,000	324,948	829,948
2010	530,000	296,846	826,846
2011	560,000	267,176	827,176
2012	590,000	235,506	825,506
2013	620,000	201,845	821,845
2014	655,000	166,181	821,181
2015	695,000	128,332	823,332
2016	555,000	93,563	648,563
2017	0	78,300	78,300
2018	0	78,300	78,300
2019	0	78,300	78,300
2020	0	78,300	78,300
2021	1,305,000	39,150	1,344,150
Total	$ **8,880,000**	$ **5,037,586**	$ **13,875,535**

CERTIFICATES OF PARTICIPATION - Recreation Center

GENERAL INFORMATION

Certificates of Participation
05/01/2001 (Recreation Center) (Interest Rates: 4% - 5.215%)

Original Issue - $10,433,500
Balance As of 09/30/2001 - $10,433,500
Maturity Date - 01/01/06

The City issued these Certificates of Participation to construct the new Recreation Center located on the property owned by the City at Ash Street and Clinkscales. The facility will include indoor swimming, gyms, fitness center and meeting rooms. This projects was approved by the voters extension of the one-quarter cent Capital Improvement Sales Tax in November of 1999. This sales tax extension was effective January 1, 2001 and will run through December 31, 2005.

DEBT SERVICE REQUIREMENTS

Year	Original Requirements	Interest Requirements	Total Requirements
2002	$ 1,851,500	451,026	2,302,526
2003	1,918,000	$ 304,920	$ 2,222,920
2004	2,065,000	225,260	2,290,260
2005	2,215,500	139,650	2,355,150
2006	2,383,500	47,670	2,431,170
Total	$ **10,433,500**	$ **1,168,526**	$ **11,602,026**

CERTIFICATES OF PARTICIPATION - Stephens Lake

GENERAL INFORMATION

Certificates of Participation
'01/01/2001 (Stephens Lake Property) (Interest Rate: 5.975%)

Original Issue - $7,000,000
Balance As of 09/30/2001 - $7,000,000
Maturity Date - 01/01/08

The City issued these Certificates of Participation to purchase an approximately 111 acres property commonly known as Stephens Lake Property. Payments due under this agreement will be made from a Local Parks Sales Tax that was authorized by the voters at an election held on November 7, 2000. Authorization is for sales tax in the amount of one-quarter of one percent (for five years), and one-eighth of one percent thereafter, on retail sales made in the City. Collections of the sales tax commenced April 1, 2001.

DEBT SERVICE REQUIREMENTS
Stephens Lake Property

Year	Original Requirements	Interest Requirements	Total Requirements
2002	0	418,250	418,250
2003	0	418,250	418,250
2004	0	418,250	418,250
2005	0	418,250	418,250
2006	7,000,000	209,125	7,209,125
Total	$ **7,000,000**	$ **1,882,125**	$ **8,882,125**

CERTIFICATES OF PARTICIPATION - Fire Station & Public Building Expansion

GENERAL INFORMATION

Certificates of Participation
05/01/2001 (Fire Station & Public Building Expansion) (Interest Rates: 4% - 5.125%)

Original Issue - $6,485,000
Balance As of 09/30/2001 - $6,485,000
Maturity Date - 02/01/21

The City issued these Certificates of Participation to construct the new Fire Station #8 and provide funds for the purchase and renovation of the Nowell's property as well as other public building expansion needs. The Fire Station project was approved by the voters extension of the one-quarter cent Capital Improvement Sales Tax in November of 1999. This sales tax extension was effective January 1, 2001 and will run through December 31, 2005. General Funds will be used to pay for the other public building expansion portion of this issue.

DEBT SERVICE REQUIREMENTS
Fire Station and Public Building Expansion

Year	Original Requirements	Interest Requirements	Total Requirements
2002	793,500	310,127	$1,103,627
2003	822,000	230,583	1,052,583
2004	885,000	196,443	1,081,443
2005	949,500	159,753	1,109,253
2006	1,021,500	120,333	1,141,833
2007	100,000	97,903	197,903
2008	105,000	93,737	198,737
2009	110,000	89,234	199,234
2010	115,000	84,381	199,381
2011	120,000	79,165	199,165
2012	125,000	73,590	198,590
2013	130,000	67,660	197,660
2014	135,000	61,365	196,365
2015	140,000	54,625	194,625
2016	150,000	47,375	197,375
2017	155,000	39,750	194,750
2018	160,000	31,775	191,775
2019	170,000	23,319	193,319
2020	180,000	14,350	194,350
2021	190,000	4,869	194,869
Total	$ **6,556,500**	$ **1,880,334**	$ **8,436,834**

SELF INSURANCE - SPECIAL OBLIGATION INSURANCE RESERVE BONDS

SELF INSURANCE - SPECIAL OBLIGATION INSURANCE RESERVE BONDS

In July of 1988, the City entered into a program for Self-Insurance to cover workers compensation claims and property and casualty losses. The City issued and sold two series of bonds to establish reserves to provide for the Self-Insurance program, Liquidity Reserve, and Catastrophic Loss Reserve. Series 1988A Special Obligation Insurance Reserve Bonds were issued in the amount of $25,000,000. Series B have been retired.

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COMMUNITY DEVELOPMENT BLOCK GRANT

PURPOSE

This fund accounts for and disburses funds received by the City from the Department 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 in the CDBG area 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 2002.

In 1991 the City Council adopted the following guidelines for the expenditure of the annual allocation of Community Development Block Grant funds: 20-25% for Housing Programs, 60-65% for Neighborhood Improvements (includes Planning and Administration) and 10-15% for Community Facilities.

RESOURCES

		Adopted FY 2002
Entitlement Amount Estimate	$	1,080,000
Total Resources	$	**1,080,000**

EXPENDITURES

	Staff and Agency Requests	Community Development Commission Proposal	City Manager Recommended	Council Adopted
Housing Programs:				
Housing Rehabilitation	$ 125,000	125,000	$ 125,000	125,000
Home Ownership Assistance	75,000	50,000	50,000	50,000
Emergency Home Repair	35,000	25,000	35,000	35,000
Code Violation Abatement	25,000	15,000	25,000	25,000
Subtotal (Council Policy 20-25%)	**260,000**	**215,000**	**235,000**	**235,000**
	12.5%	19.9%	21.8%	21.8%
Neighborhood Improvements:				
Neighborhood Response Team	25,000	25,000	25,000	25,000
Sidewalk Improvements	75,000	75,000	75,000	75,000
Donnelly Avenue	234,000	162,000	209,000	125,000
Park DeVille Sidewalks	0	0	0	84,000
Hope Place Reconstruction	121,000	0	0	0
Hardin Drive Reconstruction	223,000	0	0	0
Mikel Street Reconstruction	172,000	0	0	0
Indian Hills Park Improvements	75,000	75,000	75,000	75,000
Cosmo Park Improvements	70,000	0	0	0
City/School Park Improvements	15,000	15,000	15,000	15,000
Fire Station #5 Improvements	67,000	67,000	0	0
Planning	40,000	40,000	40,000	40,000
Administration	80,000	80,000	80,000	80,000
Subtotal (Council Policy 60-65%)	**1,197,000**	**539,000**	**519,000**	**519,000**
	57.8%	49.9%	48.1%	48.1%
Community Facilities:				
Health Department	250,000	250,000	250,000	250,000
Show-Me Central Habitat for Humanity	120,000	40,000	40,000	40,000
Services for Independent Living	25,695	25,695	25,695	25,695
Consumer Credit Counseling Service	8,000	4,305	4,305	4,305
Consumer Credit Counseling Service	12,000	6,000	6,000	6,000
E'TRAD	100,000	0	0	0
Club Z	100,000	0	0	0
Subtotal (Council Policy 10-15%)	**615,695**	**326,000**	**326,000**	**326,000**
	29.71%	30.19%	30.19%	30.19%
Total	$ **2,072,695**	$ **1,080,000**	$ **1,080,000**	$ **1,080,000**

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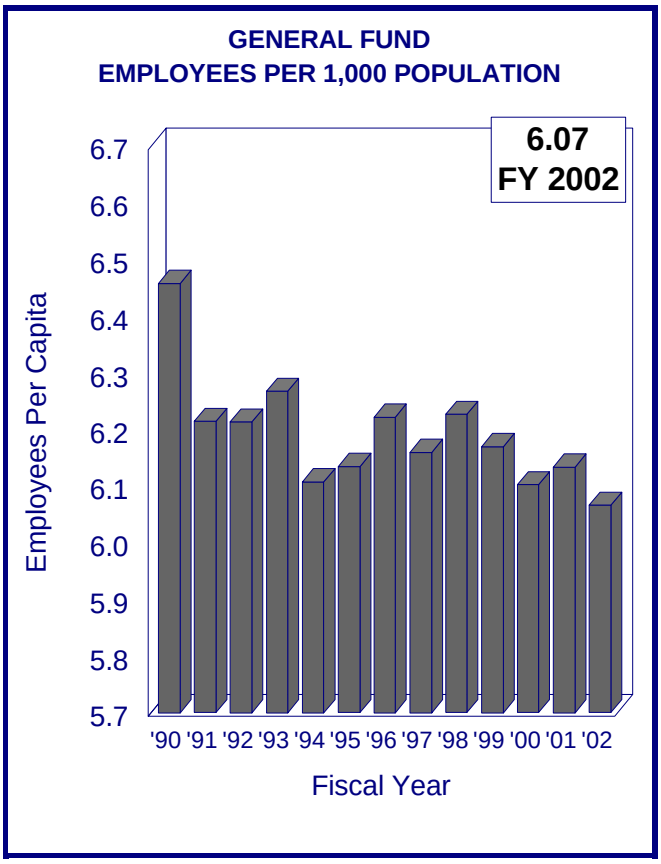
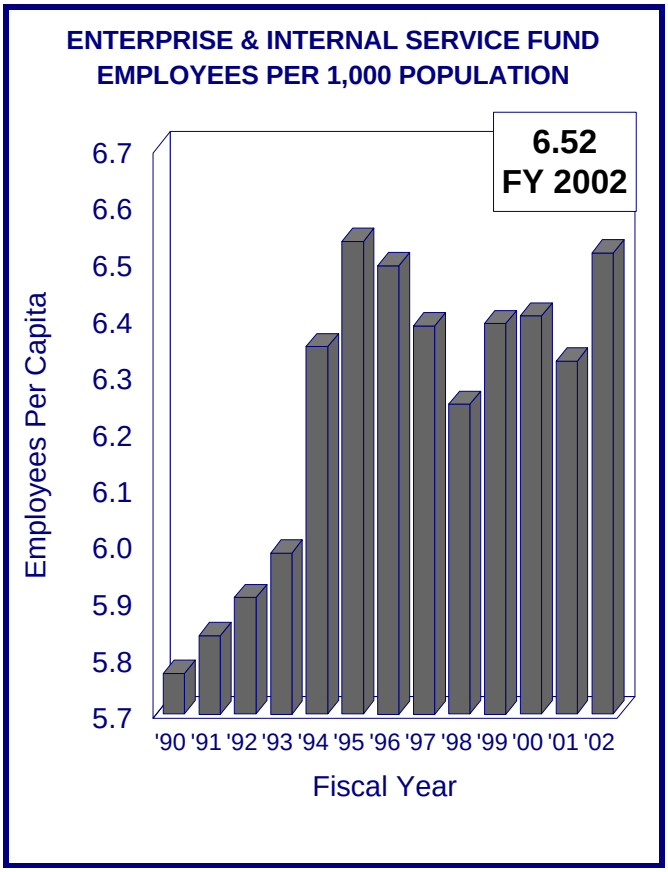
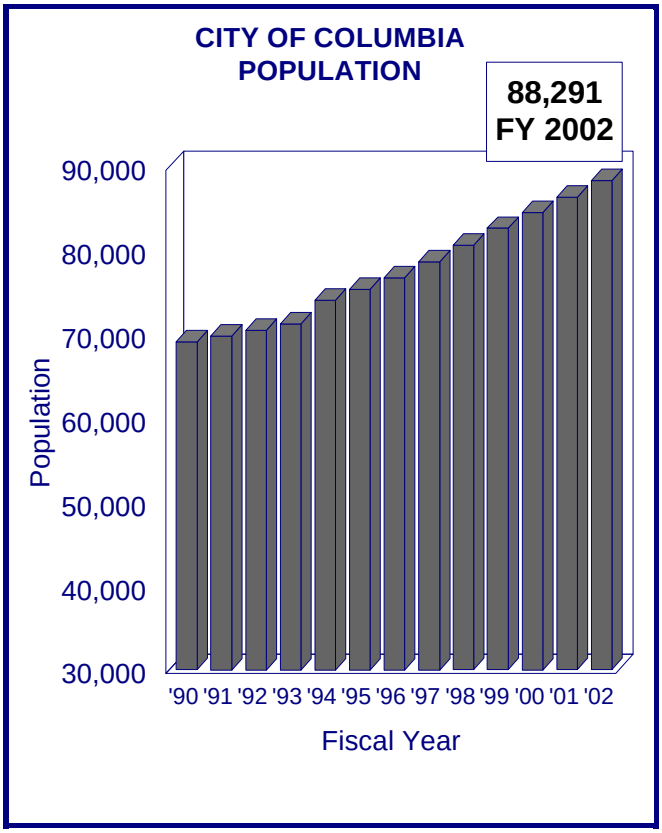
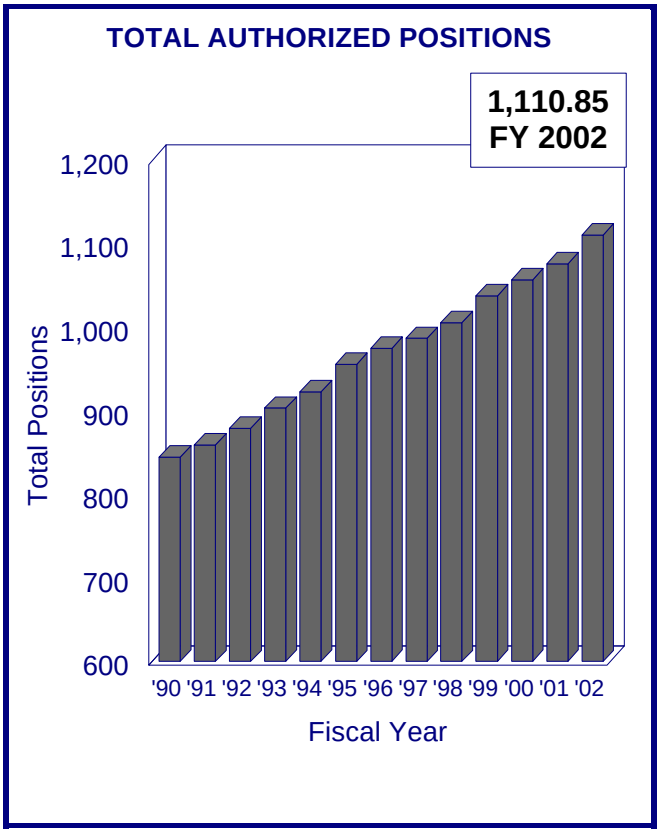
PERSONNEL SUMMARY INFORMATION









Additional Positions
Adopted FY 2002

	Number Of Positions	Position Added
General Fund:		
Fire - Emergency Services	3.00	(3) 1.00 FTE Fire Captains
Fire - Emergency Services	3.00	(3) 1.00 FTE Fire Lieutenants
Fire - Emergency Services	2.00	(2) 1.00 FTE Fire Engineers
Fire - Emergency Services	1.00	Increase (1) 1.00 FTE Fire Engineer from a Fire Fighter
Fire - Emergency Services	(1.00)	Decrease (1) 1.00 FTE Fire Fighter to a Fire Engineer
Police - Operations	6.00	(6) 1.00 FTE Police Officers
Police - Major Crimes	1.00	(1) 1.00 FTE Police Officer (Detective)
Police - Support Bureau	(1.00)	Decrease (1) 1.00 FTE Baliff/Process Server
Police - Support Bureau	1.00	Increase (1) 1.00 FTE Community Service Aide
Municipal Court - Operations	0.15	Increase (.15) FTE Municipal Judge
Health - Environmental Health	0.50	Increase (.50) FTE Environmental Health Specialist
Health - Environmental Health	0.25	Increase (.25) FTE Administrative Support Asst. I
Health - Clinic and Nursing	1.00	(1) 1.00 FTE Social Worker
Health - Clinic and Nursing	0.50	(1) 0.50 FTE ASA I
PW - Protective Inspection	(1.00)	Decrease (1) 1.00 FTE Building Inspector
Planning	(0.20)	Decrease (1) .20 FTE Director of Planning
Planning	(0.02)	Decrease (1) .02 FTE Senior Planner
City Manager	1.00	Increase (1) 1.00 FTE Grants Coordinator
	17.18	**NET GENERAL FUND POSITIONS ADDED**
Other Funds:		
Rec Services - Recreation Center	0.25	(1) .25 FTE Administrative Support Assistant II
Rec Services - Recreation Center	1.00	(1) 1.00 FTE Administrative Support Supervisor
Rec Services - Recreation Center	1.00	(1) 1.00 FTE Recreation Specialist - FItness
Rec Services - Recreation Center	1.00	(1) 1.00 FTE Recreation Specialist - Aquatics
Rec Services - Recreation Center	1.00	(1) 1.00 FTE Maintenance Specialist
Rec Services - Recreation Center	1.00	(1) 1.00 FTE Maintenance Mechanic
Rec Services - Recreation Center	2.00	(2) 2.00 FTE Maintenance Assistant I
Water - Distribution	0.50	(1) .50 FTE Utility Service Worker II
Electric - Distribution	0.50	(1) .50 FTE Utility Service Worker II
Water - Meter Reading	0.40	(1) .40 FTE Meter Reader
Electric - Meter Reading	0.60	(1) .60 FTE Meter Reader
Electric - Engineering	1.00	(1) 1.00 FTE Engineering Aide III
Electric - Engineering	1.00	(1) 1.00 FTE Utility Engineer
Sewer Utility - Field Operations	1.00	(1) 1.00 FTE WWTPO I
Sewer Utility - WWTO Maintenance	1.00	(1) 1.00 FTE Utility Maintenance Mechanic I
Bldg & Custodial - Public Buildings	1.00	(1) 1.00 FTE Maintenance Mechanic
Public Communications	1.00	(1) 1.00 FTE E-Government Coordinator
CDBG	1.00	Increase (1) 1.00 FTE Building Inspector
CDBG	0.20	Increase (1) .20 FTE Director of Planning
CDBG	0.02	Increase (1) .02 FTE Senior Planner
	16.47	**NET OTHER FUND POSITIONS ADDED**
	33.65	**TOTAL NUMBER OF POSITIONS ADDED FOR FY 2001**

PERSONNEL POSITION SUMMARY

	Actual FY 2000	Budget FY 2001	Estimated FY 2001	Adopted FY 2002
TOTAL PERSONNEL				
PERMANENT FULL-TIME POSITIONS:				
City Clerk and Elections	2.00	2.00	2.00	2.00
City Manager	6.60	6.60	6.60	7.60
Finance Department	44.00	44.00	44.00	44.00
Human Resources	8.00	8.00	8.00	8.00
Law Department	8.00	8.00	8.00	8.00
Municipal Court	6.00	6.00	6.00	6.00
Police Department	160.00	162.00	162.00	169.00
Fire Department	115.00	120.00	120.00	128.00
Health Department	40.00	41.00	42.00	45.00
Joint Communications/Emerg Mgt.	29.00	29.00	29.00	29.00
Planning and Development	9.00	10.00	11.00	12.00
Economic Development	4.00	4.00	4.00	4.00
Community Services	2.20	2.20	2.20	2.20
Parks & Recreation	60.00	61.00	64.00	72.00
Public Works Department	291.00	291.00	293.00	295.00
Railroad Fund	3.00	3.00	3.00	3.00
Water & Electric Utility Fund	210.00	212.00	212.00	216.00
Cultural Affairs Fund	3.00	3.00	3.00	3.00
Convention & Tourism Fund	5.00	6.00	6.00	6.00
Employee Benefit Fund	3.00	3.00	3.00	3.00
Information Services Fund	21.20	21.20	21.20	21.20
Public Communications Fund	5.00	4.00	4.00	5.00
Contributions Fund	2.00	2.00	2.00	2.00
Total Full-Time Permanent	**1,037.00**	**1,049.00**	**1,056.00**	**1,091.00**
PERMANENT PART-TIME POSITIONS:				
Finance Department	1.25	2.00	2.00	2.00
Municipal Court	0.75	0.75	0.75	0.90
Health Department	7.10	7.10	7.10	6.35
Joint Communications	0.75	0.75	0.75	0.75
Parks & Recreation	2.25	2.25	2.25	1.50
Public Works	4.25	5.25	5.25	5.25
Water and Electric Utility Fund	2.21	2.10	2.10	2.10
Information Services Fund	0.50	0.50	0.50	0.50
Public Communications Fund	1.09	0.50	0.50	0.50
Total Permanent Part-Time Positions	**20.15**	**21.20**	**21.20**	**19.85**
TOTAL PERSONNEL	**1,057.15**	**1,070.20**	**1,077.20**	**1,110.85**
Summary By Fund Type:				
General Fund Positions	541.83	550.33	555.33	572.51
Enterprise Fund Positions	429.33	433.22	434.22	447.47
Internal Service Fund Positions	73.69	72.85	72.85	74.85
Special Revenue Fund Positions	10.30	11.80	12.80	14.02
Trust Fund Positions	2.00	2.00	2.00	2.00
TOTAL PERSONNEL	**1,057.15**	**1,070.20**	**1,077.20**	**1,110.85**

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GLOSSARY

Accrual Basis of Accounting - Internal Service Fund and Enterprise Fund revenues and expenses are recognized on the accrual basis. Under this method of accounting, revenues are recognized in the accounting period in which they are earned, and expenses are recognized in the period incurred.

Account Number - A system of numbering or otherwise designating accounts, entries, invoices, vouchers, etc., in such a manner that the symbol used quickly reveals certain required information.

Adopted Budget - Refers to the budget amount as originally approved by the City Council at the beginning of the fiscal year.

Anticipated Expenditures and Revenues - The expenditures or revenues that are expected by the close of the budget year.

Appropriation - The legal authorizations made by the City Council to the departments, offices and agencies of the City which approves their budgets and allows them to make expenditures and incur obligations for specific purposes within the amounts approved.

Assessed Valuation - This is the value of property set for tax purposes. The assessed value is set by the County Assessor, who is charged with determining the taxable value of property according to a formula set by the State of Missouri.

Budget - The financial plan for the operation of the City for the year.

Budgetary Control - The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

Capital - An asset item with a value of $1,000 or more and is expected to have an estimated life of greater than one year.

Capital Projects Fund - Capital Projects Funds are established to account for financial resources to be used for the acquisition or construction of major capital facilities or improvements.

Debt Service Fund - The debt service funds are used to account for the accumulation of resources and payment of general long-term debt principal and interest.

Deficit - An excess of the liabilities of a fund over its assets. Also, the excess of expenditures over revenues during the budget year.

Department - The Department is the primary unit in City operations. Each is managed by a department head. Departments are generally composed of divisions which share a common purpose or which perform similar duties.

Depreciation - The decrease in value of physical assets due to use and the passage of time. In accounting for depreciation, the cost of a fixed asset is prorated over the estimated service life of such an asset, and each year is charged with a portion of such cost. Through this process, the entire cost of the asset is ultimately charged off as an expense.

GLOSSARY

Encumbrance - Commitment for unperformed contracts for goods or services. An amount of money committed and set aside, but not yet expended, for the purpose of a specific good or service.

Enterprise Funds - These funds are used to account for resources committed to self-supporting activities of governmental units that render services to the general public on a user-charged basis. Budgeted enterprise funds include: Water Utility, Electric Utility, Sanitary Sewer Utility, Regional Airport, Public Transportation, Solid Waste Collection, Parking Facilities, Recreation Services, Railroad, and Storm Water Utility.

Expendable Trust Fund - A trust fund whose principal and earnings may be expended. The only expendable trust fund that is budgeted is the Contributions Fund.

Expenditure - An actual obligation incurred for goods or services received whether or not yet paid by City check or by interfund transfer for internal City bills.

Fiscal Year - The period used for the accounting year. The City of Columbia has a fiscal year of October 1 through the following September 30.

Fund - A fund is a self balancing set of accounts designed to track specific revenues and the uses of those revenues.

Fund Balance - An accumulated excess of revenues over expenditures. An amount left over after expenditures are subtracted from resources is added to a beginning fund balance each year. Each fund begins and ends each year with a positive or negative fund balance. The exception to this is Enterprise Funds and Internal Service Funds which are accounted for in the same manner as private businesses and record retained earnings as opposed to fund balance.

Fund Type - In governmental accounting, all funds are classified into seven generic fund types: General, Special Revenues, Debt Service, Capital Projects, Enterprise, Internal Service, and Trust and Agency.

GAAP - Generally Accepted Accounting Principals

General Fund - The fund used to account for all City activities not required to be accounted for elsewhere. The General Fund of a governmental unit is made up of the resources available for the purpose of carrying on the unit's operating activities. The General Fund includes the following departments: City Council, City Clerk and Elections, City Manager, Municipal Court, Human Resources, Law, Planning, Economic Development, Finance, Fire, Police, Health, Joint Communications, Emergency Management, Community Services, Divisions of Public Works (Administration and Engineering, Streets, Traffic, and Protective Inspection), and Divisions of Parks and Recreation (Administration, C.A.R.E. Program, and Parks).

General Obligation Bonds - Bonds backed by the full faith and credit of the City.

Governmental/Trust Funds - Includes the General Fund, Expendable Trust Funds, Non-Expendable Trust Funds, Special Revenue Funds, and Capital Project Fund.

GLOSSARY

Legal Debt Margin - The amount of additional debt the City may legally issue. It is currently 20% of the assessed value less general obligation debt currently outstanding.

Intergovernmental Revenues - Revenues from other governments in the form of grants, entitlement, shared revenues or payments in lieu of taxes.

Internal Service Funds - These funds are used to finance, administer, and account for the financing of goods and services provided by one department to other departments of the City on a cost reimbursement basis. Budgeted internal service funds are Fleet Operations, Custodial and Maintenance Services, Finance Utility Customer Service, Information Services, Public Communications, Employee Benefit Fund, and Self-Insurance Reserve Fund.

Modified Accrual Basis - General Fund, Special Revenue, Debt Service, Capital Projects, and Expendable Trust Funds are recognized on the modified accrual basis of accounting. Under this method, revenues are recognized in the accounting period in which they become both available and measurable. Expenditures are recognized in the accounting period in which the fund liability is incurred. This basis measures resources available to the City.

Net Income - The excess of revenues over expenses. Net income is calculated for Internal Service Funds and Enterprise Funds. Net income is not calculated for a governmental fund.

Non-Expendable Trust Funds - A trust fund whose principal must be preserved intact. Revenues earned on the principal may be expended.

Non-Operating Expenses - Expenses incurred by Enterprise and Internal Service Funds that are not directly related to the fund's primary service activities. Examples of non-operating expenses include Interest Expense, Loss on Disposal of Fixed Assets, and Miscellaneous Expenses.

Non-Operating Revenues - Enterprise and Internal Service Fund revenues that are not directly related to the fund's primary service activities. Examples of non-operating revenues include Interest Revenue, Gain on Disposal of Fixed Assets, and Miscellaneous Revenue.

Operating Budget - The annual budget and process which provide a financial plan for the operation of government and the provision of services for the year. Excluded from the operating budget are capital projects which are determined by a separate, but interrelated process.

Property Tax - This refers to the property tax placed on property. The tax income is determined by multiplying the tax rate by each $100 of assessed valuation.

Proposed Budget - The recommended City budget submitted by the City Manager to the City Council in late July each year.

Revenue Bonds - Bonds whose principal and interest are payable exclusively from earnings of an enterprise fund. In addition, these bonds may contain a mortgage on the enterprise fund’s property.

Revenues - Money generated through taxes, charges, licenses and other sources to fund City operations.

GLOSSARY

Special Obligation Bonds - Special obligations of the City. The payment of the principal of and the interest on the Bonds is subject to an annual appropriation by the City. The City is not required or obligated to make any such annual appropriation.

Special Revenue Funds - These funds are used to account for specific revenues that are legally restricted to expenditure for particular purposes. Budgeted special revenue funds include: Convention and Tourism Fund, Transportation Sales Tax Fund, Community Development Block Grant Fund, Cultural Affairs Fund, Parks Sales Tax, 991/4 Cent Tax and Special District Tax Fund, and Public Improvement Fund.

Subsidy - Legally authorized subsidy from a fund receiving revenue to the fund through which the resources are to be expended.

Transfer - Legally authorized transfers from a fund receiving revenue to the fund through which the resources are to be expended.

Trust Funds - These funds are used to account for assets held by the government in a trustee capacity. Trust Funds are composed of two main types, Non-Expendable and Expendable. The only Budgeted Trust Fund is the Contributions Fund.

User Charges or Fees - The payment of a charge or fee for direct receipt of a service by the party benefitting from the service.