City of Columbia
Adopted Budget

FY 2003
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CERTIFICATION

The undersigned herby certify that the attached document is a true copy of the annual budget of the City of Columbia, Missouri for the Fiscal Year beginning on October 1, 2002 and ending on September 30, 2003, as finally adopted by the City Council on September 16, 2002.

IN WITNESS WHEREOF, I have executed this certification on this ____ day of _____, 2002.

_____
City Manager

IN WITNESS WHEREOF, I have executed this certification and affixed the corporate seal of the City on this ____ day of _____, 2002.

_____
Penny St. Romaine, City Clerk

FY 2003 Budget Amendments
As of 09/16/02

Council Reserve Items for Consideration		**$75,000**
ADA Podium for Council Chambers	2,000	
NRT Program (Inspector, 9 months) (50%)	18,750	split between CDBG/Council Reserve
Increase Social Services Contract	6,500	Increase contract for Teen to Teen Interact
ARC Scholarships	20,000	
AEDs in Public Buildings - GF Portion	12,612	
AEDs in Public Buildings - Rec. Services Portion	8,200	subsidy from GF would have to increase
Total Allocated	**68,062**	
Balance	**$6,938**	
Other Funds - AED Costs for 1-Year Option		
Water Fund	6,225	
Electric Fund	4,548	
Recreation Services Fund	8,200	
Recreation Services Subsidy Increase	(8,200)	
Public Transportation Fund	570	
Sewer Fund	3,360	
Solid Waste Fund	3,350	
Fleet Operations Fund	1,030	
Utility Customer Services Fund	2,105	
Total Other Funds Cost	**21,188**	
Total Cost to Implement 1-Year Option	**$42,000**	
Recreation Services Fund - Other Issues		
Reduce Child's Swim Pass from $2.25 to $2.00	($7,515)	
Reduce Youth 20 Pass from $34 to $30	($3,100)	
Net Impact	**($10,615)**	
Reduce Golf Course Improvement Fee by $1	($53,500)	
Increase Activity Fee for Operations by $1	$53,500	
Decrease Principal & Interest Payments to DLF for Irrigation at Lake of the Woods	($25,200)	This will cause the length of the loan to increase by 10 months
Net Impact	**($25,200)**	
Administrative Issues:		
Health Department:		
HIV Prevention Contract Amendment	46,000	Revenues
HIV Prevention Contract Amendment	46,000	Expenses
Net Impact on General Fund	**$0**	
Community Services - Diversity Breakfast		
Revenues:		
Increased Revenues Projected for Celebration	6,525	
Transfer from Contributions Fd of Previous Year Fund Bal.	8,900	
Total Revenue Changes	**$15,425**	
Expenses:		
Increase Printing	75	
Increase Publishing and Advertising	350	
Increase Miscellaneous Contractual Services	15,000	
	$15,425	
Net Impact on General Fund	**$0**	
Personnel Postion Changes		
1.00 FTE Building Inspector (9 months)	1.00	Public Works - Protective Inspection
1.00 FTE Police Officer (3 months)	1.00	Police
1.00 FTE Systems Analyst	1.00	Police
1.00 FTE Police Sergeant	(1.00)	Police (Conversion to Civilian Sys. Anal.)
	2.00	

FY 2003 Budget Amendments
As of 09/16/02

CDBG Contingency Funds		**$108,000**
Boone House	65,000	
NRT Program (Inspector, 9 months) (50%)	18,750	
Subtotal	**83,750**	
Balance Left		**$24,250**

CIP Projects To Be Shown in 2004 as Unfunded	
#6. Texas Avenue Sidewalks	48,000
#9. Business Loop Sidewalk (Candlelight Lodge Area)	48,000
#25. Rollins Traffic Calming (page 467)	75,000
#33. Martin Luther King Memorial Restoration	79,200
#44. Providence Road/Stewart Road Underpass	228,000
#59. Traffic Islands - Stadium & Old 63	95,000
#60. Traffic Islands - Stadium & Broadway	84,000
Bethel Tennis Courts (Four Court Tennis Complex)	120,000

CIP - Administrative Issues

S&S #4. Sidewalk Replacement & Reconstruction shows $75,000 CDBG in FY 2003. Change funding source to PYA CDBG.

Water #20. Paint Shepard Tower In/Out Sides shows $310,000 in Future Bonds. This needs to be moved to FY 2004.

S&S #39 Blackfoot Road shows $941,000 Unfunded in FY 2002. This needs to be moved out to FY 2004.

Allocation of CIP Funding Source: Gen Fd/PI		**$187,110**
#5. Annual Sidewalks Maintenance	25,000	
#8 Oakland Grvl Rd Sdwlks - Blue Rdg Rd to S. of Oakland Park (Parks Tax Bill)	14,500	
#14. Downtown Special Projects	95,000	
#14a. Downtown Sidewalks Improvements	50,000	
Contingency	2,610	
Total Allocated	**187,110**	
Balance Left		**$0**

Allocation of CIP Funding Source: PYA 1/4 96 STax		**$91,285**
#8 Oakland Grvl Rd Sdwlks - Blue Rdg Rd to S. of Oakland Park	26,000	
Jefferson Commons Ped Crossing	10,000	
#10. Annual Sidewalks	55,285	
Total Allocated	**91,285**	
Balance Left		**$0**

Allocation of CIP Funding Source: PYA 1/4 96 STax (Landscaping) **$52,500**

	2003	2004	05-07
#16. Annual Landscaping	17,500	17,500	17,500

Balance Left = $0

Allocation of CIP Funding Source: PYA Ann Traf Saf		**$66,000**
#17. Annual Traffic Safety and Traffic Calming	66,000	
Total Allocated	**66,000**	
Balance Left		**$0**

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BUDGET MESSAGE

July 31, 2002

Honorable Mayor and City Council
City of Columbia, Missouri

Pursuant to Columbia's City Charter, I am pleased to submit the 2002-2003 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.

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 first 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.

Each year the City Manager reviews the financial condition of the City and forecasts for the upcoming year to determine guidelines for the budget process. These guidelines are established to ensure that all elements such as personnel, capital equipment, etc. are addressed. Each year departments prepare their budgets using these guidelines and submit supplemental requests for consideration during the budget process. Difficult decisions must be made to prioritize these requests and allocate the resources available. Budgetary controls are in place to allow us to monitor both revenues and expenditures throughout the year. It was obvious at the beginning of this budget process that less funds would be available for supplemental requests than in previous years. Departments have spent many hours reviewing and analyzing their needs in order to prioritize and limit their requests. It was still not possible to fund approximately $1.5 million in department requests.

OVERVIEW

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

Because Columbia is a full-service city, this budget may be larger than many cities of comparative size and will have more specific accounts for all operations. 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.

This has been a more difficult budget year due to the sluggish growth in the economy. We have responded to the declining growth in resources through prudent fiscal planning, tight budgetary controls, and City management's review and evaluation of spending decisions. We have maintained or increased our existing service levels through responsible revenue estimates and making tough budget decisions. Our city departments do a good job of monitoring their budgets and returning unspent funds each year, which are necessary to provide resources in future years.

Most fees shown remain stable with the exception of an increase in water rates of 3% and slight fee increases in recreation service activities. It is important to note the City will continue to provide quality services to the citizens with no proposed increases in the property tax rate, sales tax rate or other tax rates.

This budget reflects the priorities that were established in the City Manager's Annual Report on Programs and Priorities and reviewed with Council at their annual retreat. These priorities are:

- 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 and cost effective manner
- Provide sufficient community resources to carry out programs and priorities

In order to meet these priorities, we have included funds for master planning of major areas such as sanitary sewer; continue support of the Neighborhood Response Team (NRT) to strengthen our central city; provide staff resources to continue with annexation activities for the orderly growth of our city; provide funding for a capital plan for construction of infrastructure and operating funds for maintenance of infrastructure on a timely basis; increase the number of sworn police officers to keep up with the growth in the city population and restructure of departments (health and electric) and services to continue to deliver services and programs in a timely and cost effective manner; and fund a citizen survey to determine the services and programs citizens view as most important.

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 48.09% followed by Sales Tax 14.72% and smaller percentages from other sources. This budget includes scheduled fee increases for the Water Utility (3%) and various Recreation Service programs. The FY 2003 scheduled fee increase for Solid Waste Operations is planned to be postponed until FY 2004. Staff periodically reviews user fees to determine continued competitive rate structures.

Overall revenues are down 0.35%, primarily due to a decrease in Grants (received for one time capital projects such as federal grants for buses), transfers, Lease/Bond proceeds, and interest earnings.

The proposed growth rate for Sales Tax Revenues is about 2.75%. While the actual growth rate of Sales Taxes for FY 2002 continues to hold steady just above 3%, continued economic uncertainty requires modest growth estimates for future receipts. PILOT from the Water & Light Department to the General Fund is projected to increase 3.23%. This projection is based upon the increase in water rates and the increasing number of customers. Property taxes are expected to grow at 4.79%. This revenue projection is based upon a 5% growth in assessed values.

Overall Gross Receipts Taxes are projected to decrease slightly at 0.35%. Most of the General Fund portion of the Gross Receipts Tax are projected to remain stable. A decrease has been projected for the Gross Receipts Tax on local telephone services due to the uncertainty in receipts from local providers including mobile phones.

Overall transfers are down 9.87%. This is primarily due to the decreased number of operating transfers required into the Capital Improvement Fund. These amounts vary widely each year depending upon the funding sources used for projects. No transfer is projected from Special Road District Tax funds, which are being accumulated for road projects planned for later years in the Capital Improvement Plan. Interest earnings continue to decline with rates remaining low and the elimination of certain balances that have been set aside for debt service reserves and capital projects. Capital Contributions and Grants are lower due to the previous year's receipt of grant proceeds in the Public Transportation Fund for the purchase of new buses and funds received for a major road project. Grants of this nature are not expected each year.

Expenditures for Total Budget

The overall expenditures shown for all funds total $221,753,612; as compared to the amended FY 2002 amount of $220,923,328 an increase of 0.4%. The major portion of this budget includes the continued operations of the City's enterprise funds which provide essential services such as basic utilities and public transportation. A smaller, but still significant, portion of this budget provides for the general government operations of public safety, health, maintenance of streets and sidewalks, recreation, and other basic services.

The overall operating budget is $155,793,450, up 6.1% from amended FY 2002. This overall increase is due primarily to the increase in purchase power cost in the Electric Utility. The increase in the operating budget for Governmental Funds is 4.8%, compared to the increase in Enterprise and Internal Service Funds which increased 7.0% and 5.5% respectively.

Non-operating expenditures remained fairly constant, increasing only 1.8% overall. This category includes all transfers and subsidies. The City continues to provide subsidies to the Public Transportation Fund ($1,600,000) and Regional Airport Fund ($569,235) from Transportation Sales Tax proceeds. General Funds are used to subsidize Recreation Services ($1,500,000), and support our Cultural Affairs ($239,000) and Volunteer Services ($128,000).

Capital outlays (equipment, etc.) are shown at $3,811,764 as compared to $5,257,033 for amended FY 2002. General Government capital outlays are down about $300,000. The largest decrease occurred in Enterprise Funds, where the replacement of several large pieces of equipment were scheduled and budgeted to be replaced in FY 2002, specifically in the Solid Waste Utility and Electric Utility, and not required this fiscal year.

This is the second year for the four year replacement policy for personal computers. The City continues to utilize the "business class computers" where feasible. These computers cost less than $1,000 each. This budget includes the replacement of 155 computers in accordance with this four year replacement policy for a cost of over $208,826. We feel this program will be more cost effective with less calls for support personnel. Other computer related equipment is included for a total of $709,314.

Capital Improvement Projects - All Funds

The City prepares a five year capital plan to address the capital needs of current and future years. Capital Improvement Projects (CIP) for all funds decreased from $20,557,018 in FY 2002 to $14,416,340 a decrease of 29.9%. The amended FY 2002 CIP included over $4,000,000 in Solid Waste Projects for work at the landfill that included the Materials Recovery Facility. Water Utility projects are also budgeted at a lower amount in FY 2003 primarily due to the major expansion at the Water Treatment Plant budgeted in the previous year. General Government Capital Improvement Program is down 8.5% with small decreases across most areas. This plan includes additional funding for the public building expansion and renovation projects.

We have included a list of projects which Council has expressed an interest in funding and these projects are currently shown as unfunded. Council will need to discuss this list during a budget work sessions and include the Council's approved projects in the adopted budget. The budget as submitted includes $382,323 of funds to be allocated by the Council for these unfunded projects.

Many projects are budgeted for in one year and can take several years to complete. The City will continue work on projects such as the Green Meadows and South Hampton connectors to AC, Vandiver Connection to Mexico Gravel Road, the Public Health Building, South Water Reservoir, and the Upper Grindstone Outfall during FY 2003. During the year the City researches and applies for capital grants and other funding which may change the timing of certain projects. Further details of the CIP will be discussed later in this message.

PERSONNEL

Our full service city has 1,127.60 permanent positions with total personnel services being a major budget item, particularly in the General Fund where it is 66.95% of the budget. Overall personnel costs increased 4.9%, which is within our 5% guideline. New employees make up approximately 1.17% of this increase. This increase is less than in past years which has been our practice to hold the growth in new personnel to about the growth rate of the City's population. New census figures indicate actual annual growth of 2.2%.

New Positions Proposed

A total of 14.25 FTE's were added in this proposed budget, which is less than the growth rate of our city.

This budget adds a net of 6.5 permanent positions in the General Fund. These include:

- 3 Police Officers (2 Traffic and 1 Patrol)
- 1 ASA II in Municipal Court
- 1 Public Health Planner
- 0.50 ASA II in Health Department
- 1 Maintenance Mechanic in Park Services
- 1 Accounting Assistant in Finance
- Elimination of 1 Grants Coordinator

The increase in the number of sworn officers is equal to the city's growth rate. Funds for temporary positions were added to the Street Division in Public Works and Human Rights Commission in Community Services.

In all other funds a net of 7.75 positions are being added. These positions include:

- 1 Administrative Secretary in Convention and Tourism
- 1 Substation Technician Supervisor in Electric Utility
- 1 Energy Management Specialist in Electric Utility
- 1 Public Works Supervisor in the Materials Resource Recovery Facility
- 1 Equipment Operator III in the Materials Resource Recovery Facility
- 1 Material Handler in the Materials Resource Recovery Facility
- 1 Program Assistant in Recycling
- 1 Customer Service Representative in Utility Customer Services
- 0.50 Printer's Aide in the Print Shop
- Elimination of 0.75 Recreation Leader.

Personnel Pay/Benefit Package

The goals established in determining the pay and benefit package were:

- Develop a pay package with pay increases that are affordable and community acceptable.
- Overall personnel cost would increase no more than 5% including new employees.
- Set rates to keep the Health insurance plan fiscally sound.
- Ensure pay increases cover the cost of Health insurance increases (no reduction in take home pay).
- Address the Labor groups and unrepresented employees request to implement the LAGERS L-6 pension enhancement made possible by the decreasing City cost of LAGERS.
- Address the growing disparity in pension contributions between the various groups due to the continued decrease in the LAGERS pension cost to the City and increasing costs to the City in the Police and Firefighters pensions.
- Fair as possible for all City employees.

This budget also includes a **5% increase in the Health insurance rates** paid by the City. The City pays the full cost of health and dental insurance for employees. Employees who purchase family coverage will have a 5% increase in their costs. We are proposing an **increase in the copay for prescription drugs** from $4/$8/$14 to $5/$10/$20 depending on the type of drug. This is still below the average of other plans we have surveyed but important to our lower paid employees.

This budget includes a **1% COLA or $0.135 per hour increase**, whichever is higher. This is the first time we have implemented a COLA with a minimum cents per hour, though we have used this approach in conjunction with merit increases in the past. No merit is proposed for this year. With the small amount of funds available for actual pay increases, using a COLA instead of a merit ensured all employees receive the benefit of the pay increase for the entire year regardless of review dates. For the first time, this budget also includes a **one-time payment of $300 for all permanent employees**. This pay package structure best minimized the effect of the health insurance increases, especially for our lower paid employees.

Due to a unique set of circumstances over the past two years the City's contribution rate for the LAGERS pension plan has decreased significantly for the same level of benefits. This is a State sponsored pension plan that covers all permanent employees except for sworn police officers and firefighters. For this reason, the various labor groups and a large number of the unrepresented employees have requested the City implement the recently available L-6 enhancement. This enhancement eliminates the benefit reduction at age 65 under the current plan. This budget includes the **L-6 enhancement for the LAGERS pension plan**. The new City LAGERS contribution rate with the enhancement would be lower than the rate the City paid in FY 2001. This budget also includes the

City picking up 1.5% Police and 1% Firefighter employee contributions to their pension plan. It was necessary to **reduce the City's 401(a) match** from 3% to 2% for all employees. It is easier for the City to adjust the 401(a) match, which is more flexible, and can be adjusted each year. It is more difficult to change the other defined benefit pension plans the City has such as LAGERS, Police and Firefighters pension plans.

HIGHLIGHTS - GENERAL FUND

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

Although the budget growth shown is lower than the previous year, there is continued emphasis on public safety related operations and public health. Specifically, the budget places a high priority on public safety by providing the community with well-equipped employees and increasing funding for these departments by a growth rate above the growth in most other General Fund Departments. This budget remains responsive to community needs by continuing support for NRT activities to strengthen the central city, supporting priority public health issues; providing funding for social service programs; addressing citizen requests for enhanced traffic enforcement by adding two traffic officers, and providing for citizen input through a citizen survey. We continue to provide a quality environment for the youth of our community through educational programs such as the CARE program for economically, socially and academically disadvantaged youth; the Police youth academy and summer camp; fire prevention programs in the community and schools; WIC programs to provide nutritional education and supplemental food vouchers; health education programs including the recently established oral hygiene program; as well as providing a variety of recreational opportunities. This budget also includes the continued maintenance of public right-of-way and green spaces including trails and parks; maintenance of streets, bike, and pedestrian infrastructure; and responses to homeland security issues.

Key elements of the proposed FY 2003 General Fund budget are:

Revenues - General Fund

Major General Fund sources of funding include Sales Tax 29.37% (about 91% of our 1% General Sales Tax); payment in lieu of tax (PILOT) from electric and water 13.84%; Property Tax 8.56%; Gross Receipts 5.62%; grants and others. Property Tax Revenue to the General Fund is increasing 4.79% and the property tax rate paid will remain constant at $0.41 per $100 assessed value. The revenue increase is based on a 5% increase in assessed valuation. It should be noted the $0.41 General Fund levy is still $.0391 below the maximum the Council is authorized to levy for city operations. A major concern for management is the continued low 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 $51,953,833 which is a 2.68% increase over estimated FY 2002. General Fund budgeted revenues include a transfer of $2,595,029 from the projected unused fund balance of FY 2002. This is $432,026 or 19.97% more than was available in FY 2002 but in line with previous years' transfers which have ranged from $1.0 million to $2.4 million over the past ten years. This use of "carry forward" funds still maintains our 16% fund balance shown in our policy resolution.

- Resources are projected at $49,358,804 which is $925,880 more or a 1.9% increase from estimated FY 2002.

This does not include "carry forward" funds.

- Sales Tax Revenue is projected at a growth rate of 2.75% to generate $408,500 over estimated FY 2002. The projected rate of increase in Sales Tax is continues to be lower than in previous years.

- Total Gross Receipts Tax is projected to decline slightly by 0.51% under estimated FY 2002. This budget projects stable revenue for electric, natural gas and CATV. A slight decrease has been projected for the Gross Receipts Tax on local telephone services due to the unstable nature of the receipt from local providers including mobile phones.

- Other local taxes are projected to decrease 2.65% or $100,000 due to projected reduction in Cigarette Tax and Motor Vehicle Tax receipts.

- PILOT is projected to increase 3.23% which includes the effect of growth in customers plus the 3% rate increase proposed in the Water Utility.

Expenditures - General Fund

C Expenditures are projected at $51,953,833, up 3.4% from the amended FY 2002 budget.

C Capital additions are $1,227,126, down $299,334 from the amended FY 2002 budget. This decrease is primarily due to the police fleet replacement schedule that required less vehicles to be replaced in FY 2003, one less dump truck was replaced in the Street Division, and several vehicles that were replaced for engineers and inspectors in FY 2002 did not need to be replaced in FY 2003. The Police Department shows an increase in equipment supplies, such as mobile vision cameras and Mobile Data Terminals, to offset the reduced number of vehicles. Other departments remained at about the same level of capital additions.

C 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 the Council Reserve in the Council adopted budget. A large increase is reflected in City General Nonprogrammed funding. This fund is planned for payment to the Boone County Fire Protection District estimated at $150,000, matching funds for grants that may be available during the year, and other grant activities.

C Funds for social assistance programs and art activities show a 2.0% increase over FY 2002.

C Subsidies to other funds have not changed from the FY 2002 amounts.

- **Police Department -** Overall budget increased 3.7% for FY 2003. Total supplemental requests included are $803,320. This includes the addition of three police officers, two to be assigned to traffic and one to be assigned to patrol. These officers were budgeted for nine months since it would not be possible to have them hired at the beginning of the fiscal year. Fleet replacement includes six patrol vehicles, ten detective vehicles, five crime prevention vehicles, and one detective van. This budget shows a significant equipment replacement schedule which includes 55 handguns and accessories, 50 bullet proof vests, 16 light bars for cars, 8 mobile vision cameras and 5 large mobile radios. This year 48 computers will be replaced per the 4 year replacement policy.

C **Fire Department** - Overall budget is increased by 3.6%. Supplemental request totaling $90,740 for the Fire Department include refurbishing a ladder truck, replacing a 1992 SUV for a Division Chief and various other

equipment. Two computers will be replaced per the replacement policy with Business Class computers as well as one laptop computer. Our actuaries calculated a large increase in the City's contribution rate for firefighters' pension. This rate increase is due in part to the large number of retirements that have occurred since the pension enhancement was adopted this past year.

- **Municipal Court** - One ASA II is proposed to be added to Traffic Violations to assist in the processing of parking tickets and reduce the lines for individuals waiting to pay tickets. Funds were also added for increased security measures. The increase in police and other enforcement activities made it necessary to once again increase staffing.

- **JCIC and Emergency Management** - Supplementals totaling $69,915 have been proposed for computer equipment, software, and a new generator and other items for the EOC.

- **Health Department** - One Public Health Planner and 0.5 FTE ASA II are proposed to be added. The Health Department is proposing to eliminate primary care services and shift resources to focus on priority public health issues in the community such as family planning, communicable disease control, and chronic disease prevention (diabetes, heart disease). Additional administrative support time will be allocated to Medicaid billing for services such as WIC and immunizations. Sixteen computers will be replaced this year per the four year computer replacement policy. One Animal Control truck will also be replaced. Plans call for moving the Health Department to the vacated Nowell's store as soon as renovation work is complete, which is anticipated in FY 2004. Therefore, this budget does not address any costs related to occupying the new offices.

- **Parks and Recreation General Fund** - Budget shows a 3.34% increase over the amended FY 2002 budget. One new Maintenance Mechanic is proposed for FY 2003. This is consistent with the Parks Sales Tax plan developed at the time of the ballot issue. Other supplemental requests totaling $293,410 includes adding $30,000 in contractual services for horticulture and forestry; replacing two vans, three trucks of various sizes, a cushman utility vehicle, and riding mower. Also included are one additional truck with utility bed and one additional small mower.

- **Public Works General Fund -** Increase in the total budget is shown at 0.97%. However, operating expenditures are increasing 2.8%. The FY 2003 requests include a street sweeper, one tandem dump truck and three vehicles. Capital equipment is decreasing because FY 2002 included replacing a street sweeper, two tandem dump trucks, and six vehicles. This budget continues to include $50,000 which was added to the Street Department budget for landscaping and maintenance of planters and right-of-way in FY 2002.

- **Planning** - Increase in budget shown at 2.78% over the amended FY 2002 budget and includes continued funding of $25,000 for NRT activities and $30,000 for the employee home ownership program.
- Other increases in the General Fund include adding approximately $20,000 to the **Human Resource's budget** to implement an employee ID system for all City employees, and $6,000 has been added to the **Council's budget** to replace a microfiche reader/printer.

- City general non-departmental expenditures are increasing $230,145. Increases in Miscellaneous Nonprogrammed expenses include funds for payment to the Boone County Fire Protection District, amounts set aside for grant matching, and other grant activities. Transfers and subsidies have stayed fairly constant

and includes a transfer in the amount of $700,000 to the Capital Projects Fund for the Public Building Expansion and Renovation project.

HIGHLIGHTS - ENTERPRISE FUNDS

Combined budgets for all enterprise fund operations show projected revenues for FY 2003 at $112,951,270 and expenses at $109,395,034 for a net income of $3,556,236. This income is for capital items and Capital Improvement Projects. Four of the City's ten enterprise funds have a net loss projected for FY 2003, Water Utility, Recreation Services, Public Transportation and Solid Waste. Sufficient fund equity exist in these funds to still allow for financially sound operations. Future rate increases are anticipated for the Water and Solid Waste Utilities.

- **Electric Utility** projected revenues are $68,620,124 with expenses of $65,230,119 for a net income of $3,390,005. This is down from the net income budgeted for FY 2002. Operating expenses are projected to increase 7.7% or $3,734,370. An increase in the cost of purchased power of $3,316,640 is the primary reason for the increase. No rate increase is being proposed for FY 2003. A total of $1,241,085 is shown as supplemental expenditures which include the replacement of equipment and major maintenance and upgrading of a variety of facilities including the power plant. Two new positions are included in this fund, a Substation Technician Supervisor and an Energy Management Specialist II. Also included is a restructuring of engineering to make three "teams" headed by a supervising engineer and to restructure the substation technician operation to have three two person teams.

- **Water Utility** projected revenues are $11,012,366 and expenses of $11,479,759 for a net loss of $467,393. A 3% rate increase is included for this year and may be necessary in future years to fund system expansion and operating costs. Net income adjusted for depreciation expense is $1,042,907 for FY 2003 compared to $773,840 for estimated FY 2002. Supplemental requests approved for this budget total $409,715. This is primarily for the replacement of existing equipment and major maintenance on a variety of facilities. No new personnel are planned for the Water Utility.

- **Railroad Utility** projected revenues are $675,365 with expenses of $622,771 for a net income of $52,594. 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. 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. The capital improvement plan includes funding for a new rail terminal facility. There is an adequate fund balance without additional transfer into this fund.

- **Public Transportation (Transit)** has projected revenues of $2,870,200 and expenses of $3,000,062 for a net loss of $129,862. This loss is a planned use of fund equity and allows for the operating subsidy from Transportation Sales Tax Funds of $1,600,000 to remain the same amount as FY 2002. Few projects are planned in the CIP due to the funding cycle of federal grants. In FY 2003, the City does not expect to receive any major federal capital grants.

- **Airport** has projected revenues of $1,198,370 without the Federal Capital Grant, and expenses of $1,331,594 for a net loss of $133,224. This includes the subsidy from Transportation Sales Taxes of $569,235 and the projected receipts from the newly proposed Passenger Facility Charge of $70,720. The Airport will also be receiving an federal Grant for projects proposed in the CIP of $914,000 for cargo aprons, taxiway, and an environmental assessment. This fund still has a good working capital position.

- **Sanitary Sewer Utility** has projected revenues of $8,297,800 and expenses of $7,837,650 for net income of $460,150. Supplemental requests proposed totaled $393,809 and include replacement of several pieces of equipment including a road tractor, pump for Clear Creek Station, and single axle dump truck. Funds have been added to Temporary Positions for improved mowing, weed control, and wetland maintenance. The capital improvement plan includes funding for a facility plan update. Planning for a future Revenue Bond Issue needs to be considered.

- **Parking Utility** has projected revenues in the amount of $2,021,829 and expenses of $1,756,740 for a net income of $265,089. The rate increase and new meters that were implemented with the FY 2002 budget have improved the financial position of this enterprise. Staff continues to work with the downtown business district to ensure the parking needs of downtown are met. Supplementals totaling $81,976 includes funds for the continued upgrade of parking meters from mechanical to electronic.

- **Solid Waste Operations (Refuse)** has projected revenues of $9,969,457 and expenses of $10,841,252 for a net loss of $871,795. However cash flows continue to remain positive. This budget recommends postponing the FY 2003 planned rate increase of $0.45 that will be needed to continue 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. Funds are provided for the first phase of operations of the resource recovery structure. This included the conversion of temporary positions to permanent positions of one Public Works Supervisor, one Equipment Operator III, and one Materials Handler. Staff will monitor the amount of recyclable material processed to determine whether expansion of operations is feasible. A current temporary position used to coordinate the large volunteer activities will be converted into a permanent position. Other supplemental requests include replacing two rear loader trucks, a heating and air conditioning unit at the landfill operations center, and replacing a sludge roll off container as well as other equipment.

- **Storm Water Utility** has projected revenues of $1,170,000 and expenses of $964,674, for net income of $205,326. No new personnel are included in this year's budget proposal; however funds were added to temporary labor account. 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 $6,201,759, expenses of $6,330,413, and a net loss of $128,654. Revenues include operating subsidies from the General Fund and Parks Sales Tax. The

$1,500,000 subsidy from the General Fund has been the same amount for the past several years. The $525,300 subsidy from Parks Sales Tax to support operations and to purchase capital equipment was increased by 3%. In order to keep the General Fund subsidy constant, staff has proposed a combination of cuts and revenue increases. Some programs with low attendance will be eliminated, swimming at Stephens Lake will be converted to a "swim at your own risk" area, and temporary labor has been cut. Fees will be increased in Aquatics for lessons and admissions will be increased at certain facilities so that all pool admission prices are uniform. Other increases are proposed to activity fees for certain sports, day camp, shelter rental and golf passes. The debt and operating activities for the Recreation Center are also included for the entire FY 2003 budget year. Debt payments will be made from a transfer in of the 1999 One-Quarter Cent Capital Sales Tax receipts.

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 2003 of $18,522,657 and expenses at $19,967,994 for a net loss of $1,445,337. The majority of this loss is due to a planned use of accumulated retained earnings rather than increasing service fees to operating department, where it is not necessary this year.

- **Utility Customer Service Division** (UCS) of the Finance Department. 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. Supplemental requests include the addition on one Customer Service Representative with a decrease in temporary positions. This will allow for better trained employees to meet the increasing demand of our utility customers.

- **Information Services (Data Processing)** has supplemental requests of $352,225 include funds for the upgrade of AS/400 on a three year lease/buy option. Also included are funds to convert the City from Corel Office Suite software to Microsoft Office software. This is considered beneficial to allow City staff to more effectively exchange information with outside agencies and citizens. A high priority for the I.S. Department continues to be to work with the E-Government Coordinator to ensure 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.

- **Public Communications Fund** budget includes the newly created E-Government Office. Staff will be tracking the activities of this office during FY 2003 to better develop an internal service fee to recoup the cost of this operation. This Internal Service Fund also provides printing, copying and mail services to all city departments. Supplemental requests include the addition of a 0.5 FTE Printer's Aide.

- **Fleet Operations Fund (Vehicle Maintenance)** - Labor rates charged to departments were increased for FY 2003 and may need to be increased again in FY 2004. Staff will continue to review billing structures and operations to eliminate the loss in this fund in future years.

- **Employee Benefit Fund** - A 5% rate increase in the health insurance rates is recommended this year in addition to an increase in the copay for prescription drugs from the current structure of $4/$8/$14 to $5/$10/$20. Contractual administrative fees have continued to increased substantially. Staff will be reviewing options for ways to reduce these fees.

- **Self-Insurance Reserve Fund** - Funding from city departments was increased by 5% for FY 2003 and can be anticipated to increase in future years. It is anticipated that the debt in this fund will be retired during FY 2002. 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** - Rates to user departments remained stable.

HIGHLIGHTS - OTHER FUNDS

- **Office of Volunteer Services** has a budget of $144,426. It was established in FY 1997 to expand volunteer services and to develop a formal City Trust Fund. The City Check Off program, "Share the Light", was successfully implemented in FY 2002 to collect donation to enhance 6 specific functions through the utility billing system. This allowed citizens to contribute to City of Columbia projects through their utility bill on a one-time or monthly basis. As of July, 2002, over $10,000 has been raised for the six areas of city programming (Community Beautification, Crime Prevention, Fire Prevention, Public Art, Youth Dental, and Youth Recreation Scholarships). The Youth Dental funds have been used to purchase 650 oral hygiene kits which will be used to educate preschool age children and their parents on proper oral hygiene. The Crime Prevention funds will be used by the Police department to reimburse expenses for the Citizens on Patrol Program (C.O.P.) reimburse salaries for the Youth Academy and Summer Camp programs which create an opportunity to interact with local middle school, junior high school, and high school students. Fire Prevention and Education funds will be used to purchase 300 smoke detectors to continue the Columbia Fire Department's Smoke Alarm Program. Other significant programs that have been initiated utilizing services of many community volunteers. Continued emphasis will be placed on the City Trust and the new 501(c)3 that has been authorized by the Council. In the past fiscal year, the City Trust has received $50,000 for parks beautification and the 501(c)3 has received $62,500 for the Recreation Center.

- **Office of Cultural Affairs** budget for FY 2003 has a total increase of 2.1%. Funding for the arts agencies include a 2% increase. This office will continue to administer the "1% Percent for the Arts" projects for the new Public Health facility and Stephens Lake Park development, organize the growing Columbia Festival of the Arts, as well as many other activities during the year.

- **Convention and Tourism** budget increased a total of 31.5% for FY 2003. This increase is due primarily to the budgeting of the Tourism Development Funds. These programs are the Festival & Event program, which is entering its third year and the Attraction Development program. Final approval is expected by Council of the guidelines for the Attraction Development program which will allow for allocation of these funds. An Administrative Secretary position will be added.

- 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.

HIGHLIGHTS - DEBT SERVICE

The City has a history of using prudent financing methods to fund its capital needs. 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 will retire the remaining General Obligation Debt of $700,000 in FY 2003. With voter approval, the City has the constitutional authority to issue up to approximately $210 million in general obligation bonds. The Debt Service Summary page in the budget document provides a detailed list of all outstanding debt, which includes $95,990,000 in Revenue Bonds ; $16,820,000 in Special Obligation Bonds; and $21,345,000 in Certificates of Participation (COPs).

The current financing plan for Public Building Expansion projects calls for the second phase of COPs to be issued in FY 2004. These COPs can be issued with Council approval. This is a similar financing approach that has been used by other governmental agencies (such as City of Fulton and Boone County) to finance public buildings.

The second phase of Water & Electric Utility Revenue Bonds was issued in FY 2002. Staff is evaluating the need for Revenue bonds in the Water & Electric Utility and the Sanitary Sewer Utility. Both of these issues may be ready to be placed on a ballot issue during FY 2003.

HIGHLIGHTS - CAPITAL IMPROVEMENT PLAN (CIP)

The Capital Improvement section of this budget shows summaries of those projects funded this fiscal year, proposed funding for projects FY 2003, as well as those projects projected for future funding and construction (5-year plan). Our continued emphasis is on maintaining the facilities and infrastructure we have, upgrade in our older neighborhoods, and construct new infrastructure needed for a growing community.

The General Government CIP Plan appropriates $5,309,217 in new funds for improvements. This is down slightly from $5,854,520 in FY 2002. The total amount available, including prior year appropriations, is $6,142,551 for FY 2003. During the Council Retreat projects were reviewed to be included in the CIP.

We have included a list of projects which Council has expressed an interest and are shown as unfunded . There is $187,110 in new funds and other prior year funds for a total of $382,323 to be allocated to these projects. Council will need to discuss this list during a budget work sessions and include approved projects in the adopted budget.

Public Building Expansion/Renovation

A major project discussed at the Retreat was city office space and renovation. Because of the crowded office conditions, increased amount of rental space, and the need for major renovation, this project should be considered a high priority project. Space studies have been completed. Preliminary plans have been developed by an architect and recommended by a citizen committee. The cost would be prorated from various funds based upon

the space needs for their operation.

This budget includes a transfer of $700,000 in general funds and $155,000 from previously issued COPs for public building expansion and renovation projects. In previous budgets funds have been appropriated in the Water and Light utility for additional office space in the amount of $1,250,000, as well as $445,000 in general fund and COPs proceeds . A total of $2,680,000 would be available toward this project. As previously discussed with Council, these funds, along with the future sale of COPs, would finance the total project cost. The $700,000 from the General Fund would be used to pay off these COPs over a twenty year period. The office space plan was developed to meet the space needs for twenty years. Total estimated costs for both the space expansion and renovation of existing buildings is $16 million.

Enterprise Fund CIP appropriates $9,192,123 in new funds for improvements. This is down from $14,844,498 in FY 2002. Enterprise capital projects are $5,652,375 lower than the FY 2002 appropriation. This is due mainly to the major construction projects at the landfill totaling approximately $4,000,000 and the decrease in Water Utility projects for the major expansion at the Water Treatment Plant and transmission system projects budgeted for FY 2002. The total amount available, including prior year appropriations, is $17,529,978 for FY 2003.

New funding for major projects for next year include:

General Government Projects

Streets & Sidewalks Projects:

- Blue Ridge Road; Garth to 763 - $829,000
- Business Loop 70 Sidewalks: Garth to Creasy Springs - $240,000
- East Broadway; US 63 to Old 63 - $125,000
- Heather Lane; Broadway to Ash - $137,000
- Donnelly Avenue Improvements - $109,000
- Sidewalk Improvements - $93,000

Parks & Recreation Projects:

- Stephens Lake Park - $670,300
- Antimi Ballfield Complex Expansion - $225,000
- Greenbelt/Openspace - $100,000

Fire Projects:

- Replace 1988 pumper apparatus - $500,000
- Repair Training Academy Drill Tower - $90,000

Other General Government Projects:

- Public Building Expansion - $1,300,000
- Replace roof Police/JCIC - $106,100

Enterprise Fund Projects

Electric Projects:

- Grindstone Substation Expansion - $2,200,000
- New Electric SCADA- $1,000,000
- Increase amount for underground utilities from $500,000 to $800,000

Water Projects:

- 12"Main Oakland Gravel Road; NE Booster Station to Grace Ellen - $527,000
- Former Water District #2 Upgrades - $355,000

Sewer Projects:

- Facility Plan Update - $500,000
- Sewer System Expansion - $500,000
- Sewer Maintenance Rehabilitation - $500,000

Storm Water Projects:

- Rollins at Rothwell - $176,000
- Merideth Branch Detention Basin - $175,000

Railroad Projects:

- Rail Terminal - $236,000
- Extend Broad Building Spur - $278,100

Many projects are budgeted for in one year and can take several years to complete. The City will continue work on projects such as:

- Green Meadows and South Hampton Connectors to AC
- Vandiver Connection to Mexico Gravel Rd
- Scott Blvd: Bellview Drive to Brookview Terrace
- Private Common Sewers Collectors
- Upper Hinkson Creek Sewer Outfall Relief
- Upper Grindstone Sewer Outfall

ADDITIONAL COUNCIL CONSIDERATIONS

General Fund Council Reserve

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.

- Additional funding to increase the area for NRT activities of $37,500 (Additional Building Inspector for 9 months)

- Automated External Defibrillators (AED) in City Facilities total cost of $42,000 with a phase in of 1 year

($42,000), 2 years ($21,000), or 3 years ($14,000).

- Any other issues that may come up during Council worksessions and public hearings.

Capital Improvement Funding Issues

- Included in the CIP is a page listing projects for Council's consideration. The total amount of projects to be considered is $729,000 and resources available for these projects (including the $187,110 from the General Fund) is $382,323. Specific issues shown on this list are those that Council has expressed interest in funding or increased funding for include: increasing the amount of funds available for landscaping, increasing funds for sidewalk maintenance, and funding to support downtown special projects identified by the Special Business District.

- Increase development charges for capital improvement funding from $0.061 to $0.10 per square foot of building. This would generate approximately $125,000.

NEW / INCREASED INITIATIVES BUDGETED

- Homeland Security Defense: It is important that our city continue to evaluate the security of our community and all vital city services. We have upgraded the security access system for Police/JCIC/Water and Light facility to ensure a greater protection for employees, visitors and city inventory. The City has a well-equipped Emergency Operations Center that is ready to go in the event of a significant disaster. Situational exercises involving all our departments and other agencies have been ongoing and will continue each year to make our community well prepared in the event of a disaster

- The city received a bioterrorism grant, included in the Health Department budget, which provides funding for a bioterrorism regional planner and an epidemiology specialist. In FY 2003 this program will be fully operational. This will enhance regional bioterrorism preparedness. We anticipate receiving a Department of Justice grant to be administered through the State Emergency Management Administration (SEMA), that will provide nearly all of the FBI required equipment for the city to re-activate our Explosives (Bomb) Disposal Unit. This has been a combined effort of our Police and Fire Departments. We are also reviewing the possibility of locating a backup communications and dispatch center for 911 and Water and Electric operations.

- During the fall of 2002, we plan to unveil a new look for the City's Web Site along with enhancements including better navigation, architecture and functionality. Staff has been working with a web consultant and the Council appointed Internet Citizens Advisory Group to ensure that the new look accomplishes the goals established for the site.

- Staff has been working with a consultant to develop the means for allowing customers to review their accounts and pay bills and fees online. We anticipate that this capacity will be possible during FY 2003, possibly starting with Parks and Recreation.

- The City is anticipating that a contract will be finalized in the very near future with Prost Builders/Show Me

Transportation d/b/a Show Me Warehouse for construction and operation of a rail transload and terminal facility on City owned property located on Brown Station Road north of Route B. The terminal will provide a facility where commodities and materials can be unloaded off rail cars and delivered, or be received and be loaded onto rail cars outbound. The facility will be available to serve all of central Missouri, and should generate additional traffic and revenue for the Columbia Terminal.

- In response to Council requests, this budget increases the amount of funding for underground utility lines from $500,000 to $800,000.

FUTURE ISSUES

- **Homeland Security Defense**: The City will continue to coordinate effectively with City, County, State, Federal, and other agencies to address homeland security issues and pursue all funding opportunities available.

- **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 placed on the August 6, 2002 ballot a plan for voter initiated annexation. A financial plan has been presented to address those areas to be annexed and would not need to be considered for budget purposes until FY 2004 because the effective date of any voter approved annexation would be no earlier than October 1, 2003. No significant impact on future budgets due to annexation is anticipated.

- **Public Building Expansion**: Implement the plan, including financing, to address the crowded office conditions and needed renovation of older public buildings.

- **Electric**: Within the next six to twelve months, the City will be receiving and evaluating proposals for a large power supply purchase to replace an existing contract for an 80 Megawatt purchase from Ameren Energy Marketing that will terminate on May 31, 2004. The new contract is proposed to be for the period 2004-2010. This contract will represent about 27% of the City power supply resources in 2004.

- **Water**: Council has received reports and is considering an eight year program to increase the water system production and distribution system to meet the needs of our growing community. The work includes expansion of the water treatment plan, addition to the water transmission pipeline system, new wells, improvements to the N.E. Booster districts and additional water distribution mains are under consideration including a traditional revenue bond issue and a lease finance program available through the Missouri Public Utility Alliance.

- **Wastewater (Sanitary Sewer):** Utilize the results of the master plan to develop the plans for the upgrade and possible expansion of the twenty year old treatment facility and expansion of the distribution system. Develop financing options including the timing and amount of a revenue bond ballot issue.

- **Solid Waste Recycling:** The rate increase of $0.45, originally planned for FY 2003, has been postponed until FY 2004. During FY 2003, we will be monitoring the amount of recyclable materials processed and the fiscal impact of operations at the new resource recovery facility to determine the feasibility of implementing material sorting operations.

- **Storm Water Management:** Our plan calls for meeting EPA requirements to receive a storm water phase II permit. A storm water citizens committee is working to develop a local ordinance to meet EPA requirements for post-construction activities.

- **Police:** FY 2003 will be the last year for the DOVE grant which funds two officers and the School Resource Officer grant which currently funds three officers. The annual amount received from these two grants is $190,000. We will need to identify other funding for FY 2004.

- **Future Transportation Issues**: Address the financing of our comprehensive transportation plan for both construction and maintenance. This would encompass all modes of transportation including roadways, pedways/sidewalks, public transportation, rail, and airport. A review should include addressing the newly revised street maintenance tax bill policy and proposed construction/maintenance policy for sidewalks. The I-70 alternatives can have a significant impact on our community and will need to be continually monitored. Staff will continue to pursue capital grants for all modes of transportation including the Wabash Station improvements.

- **Review of Tax Base:** Important for our budget is the lower rate of growth for Sales Tax and Gross Receipts Tax, 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. Voters in several cities and counties in Missouri have approved this type of tax.

- **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, parks/recreation, and other types of projects and programs.

CONCLUSION

Columbia has the potential resources to continue to be an award winning city. Our resources not only include taxes and user fees, but also grants, donations, and volunteer services. Our property tax is relatively low, our utilities (water, electric, solid waste, sewer) are competitive. The City's sales tax rate remains the same and payment in lieu of tax from our Water & Light Department is increasing with new customers. We are pursuing more grants and our donations have increased along with increasing participation in our Share the Light Utility checkoff program. Volunteer hours continue to increase each year. I am pleased that this budget, as presented, continues 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 implement our highest priorities and programs to continue to operate as 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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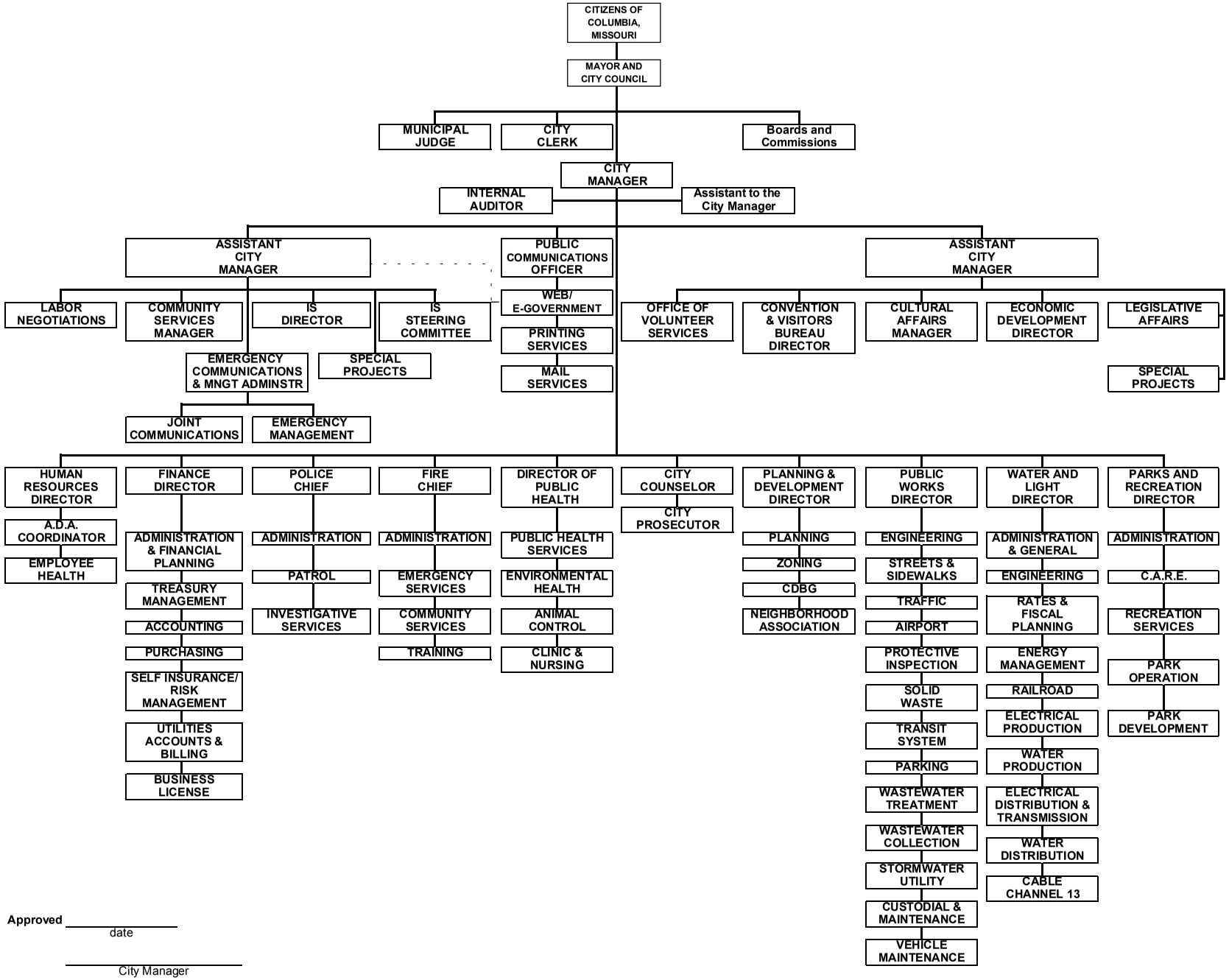
FUNCTIONAL ORGANIZATIONAL CHART - CITY OF COLUMBIA, MISSOURI



Approved _____
date

_____
City Manager

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 55.87 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	15
Baseball/Softball Fields	23
Community Rec Center	Fall, 2002 - 1
Number of Pools (Private & Public)	13
Golf Courses (Municipal)	2
Golf Courses (College)	1
Golf Courses (Private)	5
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
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	697
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:	16,451
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	23,000

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) 335.2
Unimproved (miles) 49

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

Sewers (miles) 434

Fire Protection: (874-7391)

Number of Stations 8
Number of employees 128
Number of vehicles 31
Number of hydrants 3,900

Police Protection: (874-7506)

Number of stations 1
Number of sub-stations 4
Number of employees 169
Number of vehicles 82

Parking: (Public Works 874-7751)

Unmetered Off-Street
Public Parking 1,408
Parking Meter-Street 1,441
Parking Lot Meters 490
Garage Attendant Parking 883

Airport: (Public Works 442-9770)

Airport Facilities 1
Airlines: Transworld 1

City Employees (FTE for FY 2003): 1,129.60

Local Economy:

The cost of living for the City of Columbia is generally 5%-6% below the national average. Due to current conditions, Columbia is between 98% and 99%. 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 2002 was 1.7%.

Top (5) Employers in Columbia:

University of Missouri 14,970
University Hospital & Clinics 5,507
Columbia Public Schools 2,400
Boone Hospital 2,034
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 22 inches per year.
Warmest month and average (August - 79 degrees)
Coolest month and average (December - 20 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 2002, volunteers contributed more than 40,500 hours at a value of more than $652,577.

City of Columbia population:

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
2002 88,291

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

Additional Information: How to find us!

Columbia Website Address: www.gocolumbiamo.com

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
1983		171,002,190	27,548,570	12,674,920	211,225,680
1984		176,734,020	28,509,350	14,253,470	219,496,840
1985		183,518,085	31,161,108	17,440,221	232,119,414
1986		321,150,532	36,209,445	0	357,359,977
1987	1,338,551	334,817,817	37,783,190	0	372,601,007
1988	1,715,408	357,247,628	48,645,944	0	405,893,572
1989	1,990,592	339,117,887	48,953,208	0	418,071,095
1990	1,812,921	383,390,609	61,141,940	0	444,532,549
1991	1,887,977	411,766,611	83,468,559	0	495,235,170
1992	1,938,774	423,932,131	82,670,584	0	508,541,489
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	688,923,971	176,474,738	0	870,153,771
2000	5,518,830	714,842,106	190,394,191	0	910,755,127
2001	5,072,034	739,345,179	204,214,788	0	948,632,001
2002	6,486,794	805,530,799	211,324,296	0	1,020,341,889
2003	6,486,698	855,773,974	192,509,191		1,054,769,536

Property Tax Rates
(Per $100 Assessed Value)

	General Fund	G.O. Bond Fund	Total Fund
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
2003	0.41	0.00	0.41

FY 2003 BUDGET CALENDAR

	1st & 2nd Qtr	April 2002	May 2002	June 2002	July 2002	August 2002	Sept. 2002	Oct. 2002
Ten Year Financial Trend Data Prepared By Finance Dept.	♦♦♦♦♦							
Departments Compile Comparative Data		♦♦♦♦						
Financial Forecasts Prepared		♦♦♦♦						
Budget Information Delivered To Departments		♦♦	♦♦					
Departments Prepare & Submit Budget Requests		♦♦	♦♦♦♦					
Council Retreat Held to Set Guidelines			♦♦	♦♦♦♦				
City Manager Meets With Depts. & Reviews Requests				♦♦	♦♦♦♦			
Performance Measurements Updated By Departments				♦♦♦♦				
City Manager's Annual Budget Document Prepared & Delivered					♦♦♦♦			
Public Hearings/Department Work sessions Held						♦♦♦♦♦♦	♦♦	
City Council Adopts The Budget							♦♦♦♦	
Appropriation Files Set Up for New Fiscal Year							♦♦	
Annual Adopted Budget Document Prepared							♦♦	♦♦♦♦

Discussion of the Budget Process

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 compiles ten years of financial trend data. And prepares the Ten Year Trend Manual, which 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 forecasts 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, guidelines are established by the City Manager and provided to the various City departments along with budget instructions. 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. Departments present major topics to the Council for their input. Council also gets an opportunity 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.

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.

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:

- **Budget Message** - Includes the Amendments to the City Manager's Budget Message, City Manager's Budget Message and the Ordinance Adopting the Budget.
- **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.
- **Expenditure Summaries** - Includes Overall Budget Summary, Graphs, and various types of expenditure summaries
- **Revenue Summaries -** Includes Overall Revenue Summary and other types of revenue summaries.
- **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.
- **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.
- **Capital Projects** - Five year Capital Improvement Program for the City.
- **Debt Service** - Information on all outstanding debt and debt service requirements.
- **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 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.

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 2002 Budget revenue and expenditure numbers appearing in this document include Appropriations, Transfers, and additional Revenues approved by the City Council from October 1, 2001 thru May 1, 2002.

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 2001, Budgeted FY 2002, 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.
- 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.gocolumbiamo.com
- 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 2000. 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 $5,000 or more. Items which cost less than $5,000 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 non-capitalized fixed assets by establishing and maintaining adequate control procedures at the departmental level.

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.

- 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 requirement.

CITY MANAGER'S ANNUAL REPORT ON PROGRAMS AND PRIORITIES

(Obtained from the City Manager's Annual State of the City Address May 2002)

ANNUAL STATE OF THE CITY ADDRESS
OPENING REMARKS

Our Columbia City Charter provides that the City Manager present an annual report of "Programs and Priorities" for our city, sometimes referred to as the State of the City. This report is one of the City Manager's most important tasks taking into account input from the City Council, staff and public. It is just as important to develop and implement a strategy to meet those goals approved by the City Council. This report is being carried live today on our City Channel 13 and will be rebroadcast several times. A written version will also be available on the City's web page and at the Columbia Regional Library. The Mayor and City Council have been provided with a copy; it will be discussed at the upcoming City Council Retreat and used as a guideline in preparing the City Manager's Budget.

My highest priority continues to be maintaining and enhancing City services, programs and projects that help make our city one of the top places to live, work and raise a family. Columbia continues to have high national rankings and is truly considered an outstanding place to live. Comments made by residents who appear before the City Council at public hearings and communications received from our residents testify to the excellent quality of life of our city. To remain strong will require the continued effort of our open City Government that encourages and provides an opportunity for all our residents to be involved in the development and operation of their city. I want to thank our professional City staff and residents who have served our city, particularly those who have volunteered to serve as Mayor, City Councilpersons, serve on Boards and Commissions and task forces.

We Columbians have many things to be thankful for. We are a city of diversity. We continue to have a strong local economy with one of the lowest unemployment rates in the country. We are a regional center for employment, education, shopping, social services, entertainment, recreation, cultural and a number of major events. Family events such as the Show-Me State games, the largest state games in the country, high school tournaments, major sporting events, and Memorial Day Weekend bring thousands of visitors and guests to our city. We have great educational and medical facilities. Many retirees remain in Columbia and many come from other communities relocating to our city and we welcome them for all they bring to our community.

Columbia is a "full-service" city with a budget of about $230,000,000 and approximately 1,110 full time/permanent employees. In addition to typical local government services, Columbia provides utilities such as power, water, wastewater, storm water management, and solid waste. Columbia also provides a total transportation system including an airport, bus system, short line railroad, and vehicle and pedestrian facilities with emphasis for accommodating all people.

Columbia's population continues to grow at an annual rate of about 2%. Our present geographic boundary of about 55 square miles has allowed for substantial residential, commercial and industrial development up to now. No major geographic area has been added to our city since 1969 when 19.2 square miles were added; however, the Council has placed on the August 6th ballot a proposal to bring an additional 8.7 square miles into our city to accommodate additional growth. This is an important issue to provide for orderly growth and prosperity in our community.

Subdivision development continues to occur throughout the County, making it difficult to provide infrastructure and services in a cost effective and environmentally sound manner. Public funds used for development or reconstruction, along with services provided throughout the County, is primarily generated in the City of Columbia. The most cost effective way to develop a community is from the inside outward. Working with the County Commission, we must assure equitable financial arrangements for all County residents, both in the City and those that reside outside City jurisdiction.

Financing our City Government primarily comes from sales tax, payment in lieu of tax from our Water & Light Department (PILOT), gross receipts tax, property tax, user fees, and other lesser sources. Our major revenue sources are considered elastic in nature in that sales tax is affected by the economy and PILOT and gross receipts tax by weather conditions. Our total property tax rate set at 41 cents per $100 assessed value is more predictable. Six months into our fiscal year, our rate of increase in sales tax is lower than in recent years, but higher than budgeted, which is good news; however, our PILOT and gross receipts revenue, weather related, are much lower due to our warmer winter weather and our wet spring conditions. Overall, our budget remains on target.
Columbia has heavily relied on sales tax since 1970. Then it was felt sales tax would be an equitable revenue resource since Columbia was providing regional services. There have been increasing demands for the use of sales tax by other government agencies for new purposes. For example, in the August 6th election, the State transportation

issue includes a sales tax provision and the County Commission is also proposing a new law enforcement sales tax issue. Looking to the future, our city may want to carefully review its revenue sources to determine whether the financing structure of our city in 1970 is still valid today. It is noteworthy that the City continues to receive the distinguished Budget Presentation Award and the Certification of Achievement for Excellence in Financial Reporting, awards we are happy to have received for a number of years.

Other major City resources are our volunteers, our innovative City trust funds and utility check-off programs. Our Volunteer Coordinator office shows over 41,000 volunteer hours and over the last several years, almost $600,000 in donations to the City Trust and $7,900 in utility check-off, all to enhance our quality of life.

Our city is developing and implementing many projects, programs and policies that will continue to make our city a great place to live. We have challenges to address with some of the most immediate being Homeland Security, expansion of our geographic area for future Columbia development, affordable housing, stormwater regulations and management, transportation and utility expansion, social services and others. We must continue to include priorities that stress programs and projects that serve all sectors of our community without regard to social, physical or economic status.

The City Council will soon begin to prioritize programs and projects they feel should be included in next year's budget and the City staff and Manager will bring a proposed budget to the Council in August. The budget will be adopted by the City Council following public hearings and will be a document that helps implement programs and priorities of our city.

Prior to discussing in more detail, our annual programs and priorities, I want to thank our City staff and City Council for the information they have provided and their assistance toward preparing this annual report on programs and priorities.

Six of the 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 SUFFICIENT COMMUNITY RESOURCES TO CARRY OUT PROGRAMS AND PRIORITIES.

1) PROVIDE FOR COMPREHENSIVE PLANNING/IMPLEMENTATION

- Develop community acceptable Stormwater Management Standards and Regulations meeting EPA requirements.
- Finalize and adopt the city's updated parks, recreation and open space master plan.
- Adopt airport master plan revisions.
- Finalize and adopt revised transportation master plan and standards.
- Finalize and adopt downtown beautification plan.
- Update city's master plan for wastewater collection and treatment.
- Finalize plan for water expansion program.
- Update plans for future roadway corridors and policies for reserving right-of-way.
- Complete a master plan for undergrounding utilities.

2) MAINTAIN AND STRENGTHEN OUR CENTRAL CITY

- Continue Downtown Improvement Plan, working with Special Business District, to include sidewalks, trees, benches, signage, street lights, and other amenities.
- Partner with other adjacent property owners for improvements to the avenue of the columns (8th street) corridor.
- Continue promoting downtown attractions for our residents, tourists, and visitors. Examples include cultural activities (Missouri Theater), educational museum facilities (Boone Home, health adventure center), flat branch park expansion, etc.
- Develop a financial plan for additional parking opportunities north of Broadway.
- Renovate historic Wabash station (bus transfer point).
- Implement enhancement projects to the entrance to our central business district (Providence/Broadway).
- Work with Federal Agency to secure location for new federal building in the downtown area.
- Work toward preserving old federal building for public purposes such as, museum, art, education.
- Strengthen and preserve neighborhoods in and around the central city area while providing opportunities for affordable housing.

3) PLAN FOR ORDERLY GROWTH OF OUR CITY

- Plan for and extend city boundaries.
- Promote the expansion of our city limits through voter approved annexation on the August 6 ballot
- Continue Voluntary Annexation Policy.
- Promote development from inside outward reducing infrastructure cost for development and cost to provide services.
- Encourage development of vacant lots and tracts, particularly in areas already served by infrastructure.
- Discourage subdivision development outside of an urban service boundary surrounding cities in Boone County.
- Assure that subdivisions developed outside the city pay an equitable share of total development cost.
- Continue to assure that development occurring outside the city limits is connected to city utilities and meet city development standards.

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

- Plan for the construction of major road/pedestrian projects in and around Columbia.
- Widening and improvements of roadway/ pedestrian facilities.
- Highway WW (East Broadway) from Old 63 past new US 63.
- Southampton North to AC, and Green Meadows South to AC.
- Blue Ridge and Garth Avenue reconstruction.
- Widening of 763 in north Columbia.
- I-70/63 interchange.
- Relief for Stadium/I-70 interchange.
- Assist in planning I-70 alternatives.
- Preserve rights-of-way for future roadway corridors.
- Adopt the master plans for expanding and renovating city downtown office space, including the Daniel Boone, Howard, Gentry, and Police/JCIC Building.
- Complete planning and financing for needed expansion of our water system and determine timing for a revenue bond ballot issue (user fee).
- Complete planning and financing for needed expansion of our wastewater utility and determine timing for a revenue bond issue (user fee).
- Determine best alternative for securing needed future electrical power supply.
- Complete construction of new recycling, storage and maintenance facilities at the sanitary landfill site.
- Renovate Nowell's building to provide for new public health facility.
- Promote and program new Columbia Recreation Center.
- Construct major stormwater detention facility in Merideth Branch Drainage.

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

- Review and implement the police department strategic planning, community policing and staffing analysis.
- Enhance the city's web page to include transactions for utility customers and other e-government functions.
- Continue to provide financial resources to help meet basic social service needs of our city.

6) PROVIDE FOR COMMUNITY RESOURCES

- Consider ballot issue date for a water revenue bond issue and wastewater revenue bond issue.
- Continue to encourage the location, retention and expansion of businesses which provide financial resources for our city and are compatible with community standards.
- Work with the REDI corporation, convention and visitors bureau, chamber of commerce and the university to support diverse economic development for our city.
- Continue to promote "share the light" utility billing checkoff program for utility customers to contribute to six programs (parks & recreation scholarships, youth dental care, the arts, fire prevention programs, crime prevention programs, and beautification).
- Encourage donations through Columbia City trust funds to enhance the quality of life of our city.
- Promote and expand volunteer service programs.
- Continue to pursue grants with special emphasis on homeland security.

PROGRAMS AND PRIORITIES
MAJOR CITY ACCOMPLISHMENTS DURING PREVIOUS YEAR

PLANNING AND DEVELOPMENT

- Added one square mile within the city limits under our voluntary annexation program.
- Completed ward redistricting following 2000 census.

HEALTH DEPARTMENT

- Utilize new federal funding to decrease barriers to Health services for non-English speaking Latinos in Boone County.
- Retained architectural services for the new Health Department facility at the old Nowell's Supermarket.

POLICE DEPARTMENT

- Completed building renovation for Police Department.
- Added 7 Officers for addressing staffing needs.
- Hired a consultant to assist in completing a Strategic Plan, Community Enhancement Program and Staffing Study.

HUMAN RESOURCES

- Completed review of classification and pay plans and implemented approved revisions for our employees.

FIRE DEPARTMENT

- Completed construction of Fire Station #8 located in southeast Columbia.
- Conducted three (3) successful Basic Recruit Schools and trained 28 new Columbia fire fighters. This is the highest number of new hires in one year in the history of the Columbia Fire Department.
- Executed agreement with the University for Fire Marshal services
- Obtained SEMA grant of equipment for use in weapons of mass destruction incidents

JCIC

- Completed integration of Medical Priority Dispatching with the Computer Aided Dispatching (CAD) system, allowing for pre-arrival instructions on all medical calls.

EMERGENCY MANAGEMENT

- Established a permanent city/county Emergency Operation Center on the lower level of the Armory Sports complex.
- Completion and printing of the revision an updated/revised City/County Emergency Operation Plan.
- Initiated a comprehensive and perpetual city/county emergency exercise program.

PARKS AND RECREATION

- Officially named "Stephens Lake Park" and completed site master plan and implementation plan for Phase I improvements.
- Completed and dedicated Flat Branch Park Phase I located at the corner of Fourth and Cherry Streets.
- Completed and dedicated Phase IV of the Bear Creek Trail which extends from Highway 763 to Oakland Park.
- Completed Phase II of the Hinkson Creek Trail connecting Capen Park to the University's Hinkson Field Recreation Area.
- Acquired a new 9.4 acre neighborhood park located west of the Hamlet Subdivision at the end of Manhasset Drive.
- Completed construction of a joint project with the Columbia Public School District for an eight court tennis court complex at Cosmo-Bethel Park/Gentry Middle School/Rock Bridge High School

ECONOMIC DEVELOPMENT

- Assisted with expansions at Collins & Aikman (formerly Textron) and Otscon.
- Assisted with recruiting Gates Rubber, Industrial Textiles and the National Newspapers Association Headquarters

OFFICE OF COMMUNITY SERVICES

- Allocated and administered $783,100 in city social service funding and $75,000 in Emergency Shelter Grant funding while providing technical assistance to funded social service agencies.
- Implemented a Community Study Circles Program entitled, "Let's Talk, Columbia!" Dialogues on Diversity. Twenty study circles have been conducted involving 127 citizens.
- The Columbia Values Diversity Celebration drew a record crowd of 1,100 citizens in a celebration of Dr. Martin Luther King Jr.'s birthday. A mural celebrating diversity in our community was created for the event by students from the CARE Arts Gallery and the Columbia Public Schools.

CULTURAL AFFAIRS

- Completed successful artist-in-residence for the Fire Station No. 8 Percent for Art project. City-produced video documenting the program is being used statewide by the Missouri Arts Council as an example of excellent arts education programming.
- Secured funding from the Missouri Arts Council through their Community Arts Program. OCA's grant was ranked first out of 43 applications statewide.

PUBLIC COMMUNICATIONS

- Made several enhancements to the web page including links to major departments on the main page, updated site navigation to reduce search time, revised format for announcements and City information. Changed domain name to www.GoColumbiaMo.com Added E-Government Coordinator and retained web consultant to redesign site architecture and graphic look. These enhancements improve the quality and efficiency of customer services.

PUBLIC WORKS

- Completed construction of Sunflower Street.
- Completed construction of two downtown sidewalk projects to eliminate physical barriers to provide access for handicapped.
- Contracted for the pedestrian bridge over Business Loop 70 through a state enhancement grant.
- Committee formed to address EPA Phase II storm water regulations

STREETS

- Implemented program for maintenance of landscaped areas in public ROW.
- Installed Flourescent Yellow Green signs in school zones.

PROTECTIVE INSPECTION

- Divisional staffing duties, processes and procedures have been reorganized to enhance code enforcement measures.

PARKING

- Parking Utility converted and installed over 500 electronic parking meters.
- Working to establish a usable inventory and revenue database of every parking meter.

TRANSIT

- Replacement of bus fleet including two new paratransit vans.
- Installed trash containers and route maps at all current bench locations.
- Began City Council Meeting Shuttle program for paratransit clients.

AIRPORT

- Completed construction of donated airport sign.
- Met all upgraded security requirements following 9-11
- Completed FAA-funded project to rehabilitate main runway and parallel taxiway*
- Completed FAA-funded project to complete south commercial parking apron Phase II and connecting taxiway**
- Completed annual FAA certification inspection with no discrepancies for the eighth consecutive year

SEWERS

- Completed construction of the American Legion Sewer.
- Completed construction of Cow Branch pump station and outfall

- $500,000 sanitary sewer rehabilitation project is nearing completion. This project will correct structurally unstable sanitary sewer lines in the older parts of town.
- Ten sewer districts will provide sewers to unsewered areas and eliminate private commons collectors.
- Executed one additional extra-territorial service agreement with the Boone County Regional Sewer District (Walnut Brook).

SOLID WASTE

- Construction of Subtitle D Cell #3 at the sanitary landfill
- Construction of Landfill Operation Center and equipment storage buildings
- Construction of Material Recovery Facility (MRF) and began operations in the building
- Expanded apartment commingled recycling program

STORM WATER

- State grant awarded in the amount of $242,000 to fund one-half the cost of contour topographic planimetric maps for Columbia and surrounding area for Storm Water Master Plan and Basin Study
- Design work on Merideth Branch detention facility has commenced.

FLEET

- Completed approximately 6,000 repairs to City vehicles and equipment while maintaining the labor rate at 40% below commercial rate.

FINANCE

- Provided financing for Sanitary Sewer Projects through the State Revolving Loan Fund and second phase of Water and Light Revenue Bonds.
- Developed financing plan for public building expansion project that appropriately allocates costs to each of the business enterprises operated by the City.
- Implemented budget billing for utility customers. Updated fees and charges for administrative costs.

CONVENTION AND VISITORS BUREAU

- Completed first African American Visitor Guide.
- Secured grant for the construction of a "gateway" shelter for the MKT trail entrance off of the Katy Trail.

VOLUNTEER SERVICES

- Volunteers contributed 41,365 hours of service to the City of Columbia valued at almost $664,000.
- Established the City of Columbia New Century Fund, Inc. - a 501c3 organization that can receive gifts on behalf of the city. $62,500 in funds from foundations has been given to the Fund for the Community Recreation Center.
- Share the Light, allowing City of Columbia utility customers to donate to a number of city program, has raised $7,860. Share the Light supports public art, community beautification, youth recreation scholarships, youth dental care, fire prevention & education and crime prevention programs.

WATER & LIGHT

- Completed supply main to wells 13 & 14 and placed wells in service.
- Completed Shelter Insurance distributed generation project.
- Completed and dedicated Columbia Energy Center by Ameren Energy Generating.
- Acquired second locomotive.
- Acquired property for rail terminal.

INTERNAL AUDITOR

- Completed reviews/special projects that provided information to assist management and/or external auditors in a variety of ways.

INFORMATION SERVICES

- Completed physical security audit of I.S. dept. and made necessary hardware and procedural changes
- Moved CVB/REDI to fiber network connection
- Implemented budget billing
- Completed city-wide software audit

OTHER ACCOMPLISHMENTS

- Adopted guidelines for approving Transportation District Projects; executed intergovernmental cooperation agreement with Centerstate TDD.
- Complete City Hall expansion proposal
- Worked with SBD to prepare downtown beautification plan

PLANNING AND DEVELOPMENT DEPARTMENT

Priorities:

- Continue to work with MoDOT on the Tier II Environmental Impact Study for widening existing I-70 or building a northern bypass.
- Expand neighborhood revitalization and affordable housing activities with an emphasis on incentives to promote new private investment.
- Integrate any new storm water management regulations into zoning and subdivision review and approval procedures.
- Revise major street right-of-way and pavement standards and develop an access management policy, including amendments to ordinances.
- Update the Sidewalk Master Plan working with the Bicycle and Pedestrian and Commission.
- Enhance GIS and web-based mapping applications using satellite images, county tax parcel maps, and new digital aerial photos.
- Prepare a Broadway Corridor Pedestrian and Bicycle Study in order to determine the feasibility of making improvements for such use.
- Complete preparation of an Urban Conservation Overlay District for the East Campus Neighborhood
- Begin implementation of the Business Loop 70 Revitalization Plan focusing on sidewalk and landscaping improvements.

Accomplishments:

- Prepared maps and “plan of intent” for (5) annexation study areas being considered for voter approved annexation for the August election.
- Added one square mile within the city limits under our voluntary annexation program.
- Established a city employee home ownership assistance program.
- Provided staff support for ward redistricting following 2000 census.

HEALTH DEPARTMENT

Priorities:

- Complete renovation and move into new Health Department facility.
- Strengthen the infrastructure and capacity of public health to respond to bioterrorism and other emerging health threats.
- Restructure health programs to achieve a reduction in communicable and chronic disease rates, injuries and disability, and to promote healthy behaviors in the population.
- Implement a comprehensive West Nile Virus prevention and control program.
- Lead efforts to update community health assessment and prioritize health needs.
- Continue active coordination and partnerships with health and social service providers to improve health outcomes and quality of life.

Accomplishments:

- Utilized new federal funding to decrease barriers to health services for non-English speaking Latinos in Boone County.
- Retained architectural services for the new Health Department facility at the old Nowell’s Supermarket.
- Improved partnership between the City and County for public health and animal control services and assured an equitable funding arrangement for program costs.
- Implemented a revised nuisance ordinance.
- Successfully completed the first year of a long range plan to reduce childhood obesity and teen pregnancy and to increase childhood immunization rates and use of dental sealants.
- Utilized funding from the Share the Light program to conduct dental health education for preschool aged children.

POLICE DEPARTMENT

Priorities:

- Complete Strategic Planning and Staffing Study by Consultant; begin implementation.
- Enhance the Traffic Unit by requesting 2 additional Officers in the FY03 budget.
- Continue to address Staffing needs through FY03 budget request.

Accomplishments:

- Completed building renovation for police office space.
- Added 7 Officers for addressing staffing needs.
- Hired a consultant to assist in completing a strategic plan, Community Enhancement Program and staffing study.
- Obtained Mobile Response Unit through a Federal Grant. (mobile command post type vehicle)
- Obtained Chrysler P.T. Cruiser through private donation.

HUMAN RESOURCES

Priorities:

- Develop and implement plan for systematic maintenance of the classification and pay plans.
- Continue development of city-wide training program: update supervisor training curriculum; update diversity training program.
- Review self-insured health/dental plan to determine if revisions needed.
- Develop additional recruitment strategies, including increased use of Internet job posting, use of alternative media for advertising, and increased participation in appropriate job and college fairs.
- Revise the performance appraisal process and evaluation instruments, and provide appropriate training to employees.
- Develop and implement a comprehensive employee benefit education program.
- Review and recommend revisions to Chapter 19 and Administrative Rules.
- Develop information packet for employer assisted housing program.

Accomplishments:

- Completed review of classification and pay plans and implemented approved revisions.
- Reviewed, revised and documented Employee Health and Wellness programs.
- Implemented use of new pharmacy benefit manager in employee health plan, which has resulted in savings to the Employee Benefit Fund.
- Supported recruiting and hiring for projected 180 full-time positions compared to175 in 2001, 135 in 2000 and 128 in 1999.
- Developed and implemented new computer-based clerical applicant testing program.
- Revised new employee orientation program.
- Developed and implemented radio advertising plan for seasonal Parks and Recreation positions and for recruitment of targeted permanent positions.

FIRE DEPARTMENT

Priorities:

- Continue implementing the five-year improvement plan approved by voters.
- Pursue location for new Fire Station site in northwest Columbia.
- Terrorism and Weapons of Mass Destruction (WMD) training and equipment.
- Acquiring Federal FIRE Act Grant Funding for a variety of needs.

Accomplishments:

- Completed construction of Fire Station #8 located in southeast Columbia.
- Conducted three (3) successful Basic Recruit Schools and trained 28 new Columbia fire fighters. This is the highest number of new hires in one year in the history of the Columbia Fire Department.
- Executed agreement with the University for Fire Marshal services.
- New Apparatus funded by 1999 Sales tax extension - New engine for station eight. Replacement engine and ladder truck.
- Fire Act Grant Award - awarded monies for water/ice rescue equipment.
- SEMA grant of equipment for use in weapons of mass destruction incidents.
- Provided training to Columbia Police and University Police on Hazardous Materials operations.

JOINT COMMUNICATIONS

Priorities:

- Plan for a fixed location of a backup communication center.
- Enhance, improve and remain current with the Medical Priority Dispatching system.
- Continue to enhance our GIS mapping programs in compliance with wireless 911 legislative compliance requirements.
- Improve and ensure interoperability with other current users of the mapping software.
- Continue to strive to become a storm ready community and remain a state of the art communication center.

Accomplishments:

- Completed integration of Medical Priority Dispatching with the Computer Aided Dispatching (CAD) system, allowing for pre-arrival instructions on all medical calls.
- Implementation of a GIS mapping project as a stand alone system in the communication center.
- Established a continuity protocol in event of a need to relocate the communication center.
- Developed manual systems to dispatch public safety units in the event of a CAD failure.
- Remained compliant with 911 wireless legislative requirements.

Emergency Management

Priorities:

- Supply emergency generator power to the Emergency Operations Center (EOC) at the Armory Sports Complex.
- Maintain a perpetual exercise and training program, including annual updates of the Emergency Operation Plan.
- Continue to integrate City/County organizations in preparation for an area wide disaster.
- Develop a community based emergency training, education and information program.
- Develop a business education and training model for the local business community.

Accomplishments:

- The establishment of permanent city/county Emergency Operation Center on the lower level of the Armory Sports complex.
- Completion and printing of the revision an updated/revised City/County Emergency Operation Plan.
- The initiation of a comprehensive and perpetual city/county emergency exercise program.
- Completed Orientations and training programs with many of the city/county departments outlining their roles in a disaster situation.

PARKS AND RECREATION DEPARTMENT

Priorities:

- Complete the update of the 1994 Park and Recreation Comprehensive Master Plan.
- Complete construction of the Recreation Center and open facility for public use in 2002.
- Begin improvements to Stephens Lake Park based on approved master plan.
- Complete site master plan for the development of the Russell property.
- Continue environmental assessment and fund raising efforts for the development of Flatbranch Park Phase II located between Locust and Elm Streets.
- Support enhancements to entrances to our central city and complete landscape improvements located at the corner of Providence/Broadway.
- Complete development of Smithton and Dublin Neighborhood Parks. Initiate construction of improvements to Indian Hills, Valley View, and High Pointe Neighborhood Parks.
- Complete installation of a playground adjacent to large shelter in the Twin Lakes Recreation Area and initiate feasibility study regarding the addition of water features and possible conversion of the lake facility to a chlorinated water facility.
- Acquire neighborhood park sites in the Smiley Lane/Providence Road (extended) and the Vawter School Road/Rte TT neighborhoods.
- Complete replacement of Bridge #6 on City's MKT Trail. Complete installation of new bridge by spring 2003.
- Begin restoration of Lake of the Woods Golf Course fairways.
- Complete renovation of L.A. Nickell Golf Course cart storage area.

- Complete design work and initiate construction of renovations to the restroom/concession building at the Rainbow Softball Center.
- Initiate detailed planning for the construction of two new softball fields at the Antimi ballfield complex.

Accomplishments:

- Officially named "Stephens Lake Park" and completed site master plan and implementation plan for Phase I improvements.
- Completed and dedicated Flat Branch Park Phase I located at the corner of Fourth and Cherry Streets.
- Completed and dedicated Phase IV of the Bear Creek Trail which extends from Highway 763 to Oakland Park.
- Completed Phase II of the Hinkson Creek Trail connecting Capen Park to the University's Hinkson Field Recreation Area.
- Acquired a new 9.4 acre neighborhood park located west of the Hamlet Subdivision at the end of Manhasset Drive.
- Completed construction of the joint project with the Columbia Public School District to develop an eight court tennis court complex at Cosmo-Bethel Park/Gentry Middle School/Rock Bridge High School.
- Hired Director for the new Recreation Center.
- Worked collaboratively with the University of Missouri to establish a new computer technology center at the community recreation building (4th and Wilkes)
- Completed installation of new fairway irrigation system at Lake of the Woods Golf Course.
- Construction of two new football/lacrosse fields at Cosmo Park approximately 80% complete. Completion expected by mid-summer 2002.
- Received final report with detailed recommendations for renovation of the Martin L. King Memorial.
- Construction of the new Dexheimer Shelter in Cosmo Park.
- Initiated asphalt resurfacing projects on parking lots in Oakland, Kiwanis, Cosmo- Bethel Parks, and the Columbia Cosmopolitan Recreation Area.
- Updated and reprinted the Park and Recreation Guide which is the Department's primary promotional brochure.
- For 20th consecutive summer provided a meaningful work and educational experience for at-risk youth through the CARE program. One hundred thirty-seven trainees completed the summer 2001 Care program. Expanded the Care Gallery component to include eight trainees.
- Coordinated numerous community events such as Easter Festival, Mudstock, Heritage Festival, Tons of Trucks, and the Tiger Halloween Event attended by thousands of Columbians. Assisted with Earth Day, Festival of the Arts, Fourth of July, First Night, and other community events.
- Continued to upgrade the parks and recreation web site.

ECONOMIC DEVELOPMENT

Priorities:

- Secure approvals of REDI Master Plan update.
- Develop life sciences marketing materials, including CD and distribute to key executives through a multi channel, regional campaign.
- Continue marketing efforts to attract quality employers to Columbia/Boone County.
- Complete and heavily market results of 2002 Labor Availability Analysis
- Continue efforts with University/Community groups to develop a Technology Transfer Incubator.

Accomplishments:

- Assisted with expansions at Collins & Aikman (formerly Textron) and Otscon.
- Assisted with recruiting Gates Rubber, Industrial Textiles and the National Newspapers Association Headquarters.
- Completed draft of REDI Master Plan update - review is beginning by Chamber, County, University and City.
- Worked with BooneWorks to establish new Manufacturing Training and Construction Training programs to qualified applicants.
- Developed Pedaling Columbia CD/video for general marketing.
- Developed CD targeted to graduating college students and delivered.

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 and the "Let's Talk, Columbia!" Dialogues on Diversity Study Circle Program.
- Annual planning for the Columbia Values Diversity Celebration.

Accomplishments:

- Allocated and administered $783,100 in city social service funding and $75,000 in Emergency Shelter Grant funding while providing technical assistance to funded social service agencies.
- Implemented a Community Study Circles Program entitled, "Let's Talk, Columbia!" Dialogues on Diversity. Twenty study circles have been conducted involving 127 citizens.
- The Columbia Values Diversity Celebration drew a record crowd of 1,100 citizens in a celebration of Dr. Martin Luther King Jr.'s birthday. A mural celebrating diversity in our community was created for the event by students from the CARE Arts Gallery and the Columbia Public Schools.
- Evaluated city funded social services with emphasis on outcomes-based performance measurement.
- Revised the human rights complaint investigation process and and investigated complaints in a timely and effective manner.

OFFICE OF CULTURAL AFFAIRS

Priorities:

- Successfully complete the Percent for Art project at the Community Recreation Center (installation expected in fall of 2002) and begin implementation of the project at the Health Department.
- Continue to address other city-owned public art issues including restoration of the *Martin Luther King, Jr. Memorial*.
- 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 Fire Station No. 8 Percent for Art project. City-produced video documenting the program is being used statewide by the Missouri Arts Council as an example of excellent arts education programming.
- Secured funding from the Missouri Arts Council through their Community Arts Program. OCA's grant was ranked first out of 43 applications statewide.
- Received national award for the Columbia Festival of the Arts 2001 Commemorative Poster.
- One of only six Missouri organizations and the only one outside of St. Louis and Kansas City to participate in a nationwide campaign to promote arts education.
- Served as one of nine host organizations statewide for the Missouri Arts Council's strategic planning process.

PUBLIC COMMUNICATIONS

Priorities:

- Promote the City's web page as an information source that will allow interaction with users, online forms and online transactions.
- Publish an Annual Report during Fiscal Year 2003.
- Using outside assistance, conduct a communications "audit" to insure consistent, timely, accurate and effective communication with residents.
- 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 several enhancements to the web page including links to major departments on the main page, updated site navigation to reduce search time, revised format for announcements and City information. Changed domain name to www.GoColumbiaMo.com Added E-Government Coordinator and retained

web consultant to redesign site architecture and graphic look. These enhancements improve the quality and efficiency of customer services.

- g Produced 12 monthly *City Source* newsletters that are mailed with City utility bills. Most editions are six pages.
- g Produced 12 monthly employee newsletters that contain information about benefits and City programs.
- g Prepared and distributed 141 press releases and media advisories to the press in FY 2001.

PUBLIC WORKS DEPARTMENT

Administration and Engineering (Public Works)

Priorities:

- g Develop and refine policies for public input into various Public Works projects.
- g Continue implementation of streets and sidewalks improvement plans with special emphasis on those shown for the ballot issues.
- g Provide administrative support for public building projects.
- g Increase responses to neighborhood traffic problems with traffic calming programs.
- g Provide engineering design and construction services for streets, sidewalks, wastewater and storm water projects.

Accomplishments:

- g Completed construction of Sunflower Street.
- g Completed construction of two downtown sidewalk projects to eliminate physical barriers to provide access for handicapped.
- g Continued the implementation of the public participation and education requirements o f the EPA Phase II Storm Water Regulations.
- g Initiated writing of EPA Phase II permit application.
- g Contracted for the pedestrian bridge over Business Loop 70 through a state enhancement grant
- g Bid Pedestrian bridge over I-70 through state enhancement grant.
- g Completed the Hinkson Creek Trail Phase II Project.
- g Completed construction of Fire Station No. 8.
- g Completed Armory and Police Station renovations.
- g Completed Scott Boulevard street improvement project.
- g Committee formed to address EPA Phase II storm water regulations.

Streets and Sidewalks (Public Works)

Priorities:

- g Continue aggressive street maintenance and sidewalk repair program.
- g Provide pavement marking at least twice a year for a majority of the marked areas.

Accomplishments:

- g Implemented program for maintenance of landscaped areas in public ROW
- g Installed Flourescent Yellow Green signs in school zones.
- g Resurfaced or repaired over 275 street segments.
- g Repaired approximately 400 utility service cuts.
- g Painted pavement markings, a majority of which were repainted twice (1.2 million feet).
- g Brought a utility service cut contract on line to help reduce the backlog with a goal of repairing service cuts within 2 to 3 weeks of being notified.
- g Completed painting of approximately 60 enhanced crosswalks.

Protective Inspection (Public Works)

Priorities:

- g Develop web site and printed information targeting the general population informing them of available services and how to contact these services. Specifically, describing the building permitting and inspection processes, rental housing licensing and inspection procedures, property maintenance information and guidelines and zoning regulations applicable to single family lots.
- g Start digital inspection data entry for rental housing inspections.
- g Eliminate buildings that are either unsafe, dangerous of unfit for human occupancy.

Accomplishments:

- g Divisional staffing duties, processes and procedures have been reorganized to enhance code enforcement

measures.

- Since October 1, 2002, the Division has reviewed 180 commercial applications and plans for building permits.
- The Division initiated a rental housing compliance audit, by comparing digital rental records against archived documents, building permits, ownership records utility accounts and street surveys. The audit is 50% completed and the Division has found approximately 2000 rental units that were not registered in the rental housing licensing program. A total audit will be completed by October 1, 2002. This is the first audit and comprehensive survey of the rental hosing program since the adoption of the Rental Unit Conservation Law.

Parking Utility (Public Works)

Priorities:

- Continue transition to electronic parking meters.
- Continue working with SBD on parking related issues, including enforcement issues
- Relocate parking enforcement officers from the Wabash station to the Howard building when area vacated by Health Department.
- Continue working with University of Missouri Parking & Transportation to lease them what could potentially be 100 spaces in the Sixth & Cherry garage.
- Continue coordinating efforts with Engineering to increase landscaping in parking lots.
- Continue working with SBD on increasing hood and bag rates to reflect new meter rates.
- Continuing efforts to re-label Parking Plaza stalls using vinyl signs that are useless to vandals when torn off. This effort should be completed by the middle of May.

Accomplishments:

- Parking Utility converted and installed over 500 electronic parking meters. Working to establish a usable inventory and revenue database of every parking meter.
- Parking Utility revised Parking Operations Manual.
- Established an Accessible Parking Policy which enables the equitable treatment of accessibility requests.
- Ongoing maintenance of the parking facilities; lighting, painting stairwells, resurfacing surface lots, and resealing concrete surfaces.
- Completed the stall painting and lot maintenance plan for FY 2002 & FY 2003.
- Completed revision and update of the Parking Enforcement Manual.
- Parking Enforcement continues to enforce parking regulations in metered areas. Regular parking enforcement in structures is being emphasized and closely monitored.

Transit (Public Works)

Priorities:

- Complete initial planning and secure grant funding for renovation of Wabash station.
- Continue installation of benches and shelters on fixed bus routes.
- Continue marketing of bus passes.
- Increase effectiveness and efficiency of paratransit scheduling.
- Installation of the exhaust system at the Grissum Bldg bus barn.

Accomplishments

- Replacement of bus fleet including two new paratransit vans.
- Implemented internal controls resulting in a 50% reduction in sick leave.
- Reduction of overtime.
- Awarded contract to Columbia Curb and Gutter for the installation of passenger amenities.
- Installed trash containers and route maps at all current bench locations.
- Upgraded paratransit scheduling software.
- Began City Council Meeting Shuttle program for paratransit clients.
- Purchased and began installing the Brake Right System (brake saver system) for bus fleet.
- Initiated aggressive marketing program with other City Departments to sell and advertise bus passes, tickets, and information.
- Submitted the Columbia Transit Reorganization Plan.
- Upgrading the vehicle exhaust system at the bus storage facility at the Grissum building.

Airport (Public Works)

Priorities:

- Expand commercial passenger service
- Pursue new aviation tenants such as Missouri National Guard aviation units and priority cargo services
- Begin collection of Passenger Facility Charges
- Increase public awareness of economic impact of the airport
- Enhance appearance of the main terminal
- Implement recommendations of Master Plan Update
- Establish lease for Southern Boone County Fire Protection District station

Accomplishments:

- Completed construction of donated airport sign
- Met all upgraded security requirements following 9-11
- Completed FAA-funded project to rehabilitate main runway and parallel taxiway*
- Completed FAA-funded project to upgrade north runway safety area*
- Completed FAA-funded project to replace lighting control cable and related equipment
- Completed FAA-funded project to build a backup generator building for the Automated Flight Service Station*
- Completed FAA-funded project to complete south commercial parking apron Phase II and connecting taxiway**
- Joint land-use committee forwarded recommended airport approach zoning overlays to Boone County and Ashland for implementation
- Replaced approximately 3,000 feet of west property line farm fence
- Completed annual FAA certification inspection with no discrepancies for the eighth consecutive year

* Asterisked projects are complete except for punchlist items and closeout of contract and grant paperwork and final payments.
** As of May 13, taxiway lights and sign, seeding and mulching, and marking remain to be completed. Concrete surfaces will be available for use during Memorial Day airshow and, weather permitting, above items will also be complete by then.

<u>Sewer Utility (Public Works)</u>

Priorities:

- Update City Master Plan for the Columbia Regional Wastewater Treatment Facility expansion and the long range development of trunk and interceptor lines to include lower Gans Creek drainage basin and the Midway area pending successful annexation.
- Complete major trunk and interceptor projects including the Upper Hinkson Creek Outfall Relief Sewer, Grindstone Creek Outfall Sewer and H-21 Relief Sewer (Hominy Branch Sewer).
- Continue to rehabilitate the older sanitary sewer lines and manholes in the sanitary sewer collection system.
- Continue establishment of sewer districts to unsewered areas and replacement of private common collectors
- Develop time frame for the next wastewater ballot issue which is planned for about every five years.
- Complete 80-acre point sewer projects including the B-20 (Settlers Ridge) sewer and H-21 Extension & H-21D Trunk (Evergreen Acres) sewer.
- Continue implementation of wastewater policy with pre-annexation agreements and agreements with the Boone County Regional Sewer District.
- Finish locating City manholes with GPS (global position) units, complete the electronic sewer map and continue with GIS development.

Accomplishments

- Completed construction of the American Legion Sewer.
- Completed construction of Cow Branch pump station and outfall
- Upper Hinkson Creek Outfall Relief Sewer Project is under construction.
- H-21 Outfall Extension & H-21D Trunk Sewer Project is under construction.
- Held public hearing for the B-20 Sewer (Settlers Ridge) and acquiring right-of-way.
- Held public hearing for the H-17 Outfall Extension & H-17N Trunk Sewer (Grindstone Sewer) and acquiring right-of-way this summer.
- Developing electronic sewer map for GIS purposes. Sewer utility personnel have located approximately half of the City's sanitary sewer manholes with global position unit (GPS).

- $500,000 sanitary sewer rehabilitation project is nearing completion. This project will correct structurally unstable sanitary sewer lines in the older parts of town.
- Ten sewer districts will provide sewers to unsewered areas and eliminate private commons collectors.
- Executed one additional extra-territorial service agreement with the Boone County Regional Sewer District (Walnut Brook).

Solid Waste (Public Works)

Priorities:

- Develop contractual arrangements with other municipalities and private organizations to maximize flow of recyclables through the MRF and material to the landfill.
- Develop programs to increase customer recycling and the amount of recyclables collected by city operations
- Review and make necessary modifications to the number of bags provided and distribution methods
- Expand methane gas collection system and continue evaluation of utilization opportunities for the gas
- Develop markets for sale of compost
- Installation of water main to the landfill

Accomplishments:

- Construction of Subtitle D Cell #3 at the sanitary landfill
- Construction of Landfill Operation Center and equipment storage buildings
- Construction of Material Recovery Facility (MRF) and began operations in the building
- Provided extensive staff support for the container deposit/ recycling and litter reduction committee
- Obtained MDNR approval for a landfill vertical expansion. Increased the life by approximately 7 years and postponed the need to have Cell #3 completed by about one and one half years
- Constructed a force main to connect the landfill to sanitary sewer service
- Rebid processing of recyclables to reduce cost
- Expanded apartment commingled recycling program

Storm Water Utility (Public Works)

Priorities:

- Complete permit application for EPA Phase II Storm Water Requirement Regulations by no later than March 2003
- Construct new detention facility in the Merideth Branch drainage area
- Work with the mayor and county appointed storm water task force to develop a storm water ordinance to address the post-construction practices required by the EPA
- Continue implementation of storm water projects shown in the Storm Water Master Plan and/or initiated through the City Council
- Through ordinance amendments and existing plan review processes, reduce or eliminate house flooding in new subdivisions
- Continue to resolve smaller storm water problems.

Accomplishments:

- State grant awarded in the amount of $242,000 to fund one-half the cost of contour topographic planimetric maps for Columbia and surrounding area for Storm Water Master Plan and Basin Study
- Design work on Merideth Branch detention facility has commenced
- Bicknell/Walnut storm drainage project is under contract
- Park Hill Addition drainage improvements were completed. This work was in conjunction with the Daniel Boone Regional Library renovation project
- Completed four storm water projects

Fleet Operations (Public Works)

Priorities:

- Develop Land Use Master Plan for the Public Works operational facility area
- Construct new fueling facility to comply with federal regulations
- Develop plan for satellite operational facility in south Columbia
- Develop Storm Water management master plan for the Grissum Building area

Accomplishments:

- Developed and successfully implemented a maintenance plan to integrate a new generation of

electronically controlled diesel powered vehicles
- g Completed approximately 6,000 repairs to City vehicles and equipment while maintaining the labor rate at 40% below commercial rate
- g Provided over 600,000 gallons of fuel (diesel and unleaded gas) in support of City operations
- g Recouped over $24,000 in fuel tax rebate from the State of Missouri

FINANCE DEPARTMENT

Priorities:

- g Continue to prepare for the implementation of GASB 34 which will include a review of accounting policies and procedures. Work closely with KPMG to assure FY 2002 financial statement meets the new criteria.
- g Provide web based and telephone initiated transactions with the use of credit cards.
- g Implement City-wide use of procurement card system.
- g Issue Revenue Bonds for Water & Light as well as Certificates of Participation to finance public building expansion projects. Restructure Self Insurance portfolio to address cash flow needs of the fund.
- g Plan and prepare for processing online payments for utility bills, Parks and Recreation programs, and procurement card transactions.
- g Review use of internet as it relates to Purchasing. Determine prudent uses in bidding and purchasing City supplies, and recommend any necessary ordinance and/or charter changes.
- g Work with Law and Public Works Departments to review Purchasing's role in the public improvement process.
- g Submit proposed revisions to the City Code related to the licensing of armed guards, security guards, taxis and limousines, and temporary business licenses.
- g Continue to work with City departments and administration to identify and implement security measures aimed at protecting City property and staff.
- g Review Police and Fire pension ordinance to simplify administration and ensure compliance with current practice.

Accomplishments:

- g Provided financing for Sanitary Sewer Projects through the State Revolving Loan Fund and second phase of Water and Light Revenue Bonds.
- g Developed financing plan for public building expansion project that appropriately allocates costs to each of the business enterprises operated by the City.
- g Assisted in the voter approved annexation project by developing revenue estimates required by the plan of intent.
- g Implemented budget billing for utility customers. Updated fees and charges for administrative costs.
- g Created a utility billing front-end entry program to streamline procedures and provide better service to our customers for processing new ons, offs and transfers.
- g Developed friendly utility late payment notice.
- g Implemented major policy and procedure changes to allow financial statements to be presented in compliance with new GASB 34 requirements.

CONVENTION AND VISITOR'S BUREAU

Priorities:

- g Implement image/branding campaign.
- g Implement on-line hotel availability capability.
- g Completion of MKT Shelter.
- g Complete Cultural and Historic District assessment.
- g Implement recommendations from Sports Commission assessment pending Council review and comment.

Accomplishments:

- g Completed first African American Visitor Guide.
- g Secured grant for the construction of a "gateway" shelter for the MKT trail entrance off of the Katy Trail.
- g Sponsored the development of a website and driving tour itinerary promoting the Lewis & Clark bicentennial in central Missouri
- g Completed Attraction Development Guidelines.
- g Developed an on-line Request for Proposals for meeting and convention planners.
- g Implemented direct hotel reservation line at Lake of the Woods Tourism Information Center.
- g Initiated study on Columbia's need for a Sports Commission.

VOLUNTEER SERVICES:

Priorities:

- Promote Share the Light program, the New Century Fund, Inc. and awareness for private donations within the City of Columbia.
- Implement Youth In Action this summer. This is a youth volunteer program aimed at kids 12 to 15 years old. Youth will be able to participate in a number of volunteer activities
- Complete Adopt-A-Spot Beautification projects along Route B and Brown Station Road. When complete, this area of the City will include seven landscaping beds maintained by volunteers. There are currently 45 adopted beds throughout Columbia

Accomplishments:

- Volunteers contributed 41,365 hours of service to the City of Columbia valued at almost $664,000.
- Established the City of Columbia New Century Fund, Inc. - a 501c3 organization that can receive gifts on behalf of the city. $62,500 in funds from foundations has been given to the Fund for the Community Recreation Center.
- Share the Light, allowing City of Columbia utility customers to donate to a number of city program, has raised $7,860. Share the Light supports public art, community beautification, youth recreation scholarships, youth dental care, fire prevention & education and crime prevention programs
- Park Patrol expanded to serve Columbia's newer trails: the Hinkson and Bear Creek. There are over 50 active Park Patrol volunteers who serve as trail ambassadors.
- Completed Sixth Annual Cleanup Columbia on April 13 event with nearly 900 volunteers picking up litter throughout the community.

WATER AND LIGHT DEPARTMENT

Priorities:

Water

- Complete 2 million gallon reservoir at South Pump Station.
- Bring recommendations to Council for water production bond issue.

Electric Distribution

- Complete conversion from overhead to underground lines on 5th Street.
- Complete addition to Rebel Hills Substation and Grindstone Substation.
- Construct distribution feeders in association with the two substation additions.
- Paint downtown street light standards and begin implementation of new fixtures.

Electric Production

- Issue RFP and evaluate bids for power supply, 2004-2010.
- Install new controls on the combustion gas turbine.
- Rehab cooling towers.

Colt Railroad

- Proceed with public/private partnership on rail terminal.

Accomplishments:

Water

- Began painting inside of the Walnut St. Elevated Storage tank.
- Completed supply main to wells 13 & 14 and placed wells in service.

Electric

- Completed Shelter Insurance distributed generation project.
- Completed and dedicated Columbia Energy Center by Ameren Energy Generating.
- Upgraded underground circuit through Woodrail replacing old cable that was deteriorating and causing outages in the area and to provide a second substation feed to the Wastewater Treatment Plant and the McBaine Water Plant.
- Cleaned out power plant ash ponds, 70,000 cubic yards.

Railroad

- Acquired second locomotive.
- Acquired property for rail terminal.

INTERNAL AUDITOR

Priorities:

- Perform special projects/reviews as requested (such as cost\benefit analyses and other performance-oriented reviews).
- Continue reviews of management policies and procedures, systems of control and computerized accounting systems.
- Follow-up on previous reviews.

Accomplishments:

- Completed reviews/special projects that provided information to assist management and/or external auditors in a variety of ways (such as hotel revenue, procurement card payment processing, investments, budgetary control, payroll distributions, other payroll issues, compliance with agreements, expenditures, petty cash, auto allowances, use of City vehicles, JCIC cost recovery and gift acceptance and acknowledgment procedures).
- Performed follow-up reviews of previous findings.

INFORMATION SERVICES

Priorities:

- Install HTE Contact Management System and Parks & Rec software for online scheduling and online transactions.
- Create GIS master address database in conjunction with Boone County
- Migrate to Microsoft Office Suite
- Complete I.S. Strategic Plan
- Continue migration to Windows 2000 as the standard desktop Operating System
- Implement online computer software training for City employees
- Install new Web Server
- Assist in implementing new Web Site
- Continue PC/peripheral inventory (to be made available to all departments)

Accomplishments:

- Started year 1 of computer replacement plan
- Completed network upgrade to 100MB
- Installed GB network backbone switch
- Converted W&L meter reading system HTE interfaces from ITRON to MV-RS
- Created "New On" Service Start web application for UAB
- Doubled number of online reports in Cold Storage web application
- Upgraded all Netware Server Operating Systems to Netware 5.1
- Completed phase 3 wiring in Police Building remodel project
- Completed physical security audit of I.S. department and made necessary hardware and procedural changes
- Moved CVB/REDI to fiber network connection
- Implemented budget billing
- Implemented Elevator Compliance Application
- Completed city-wide software audit

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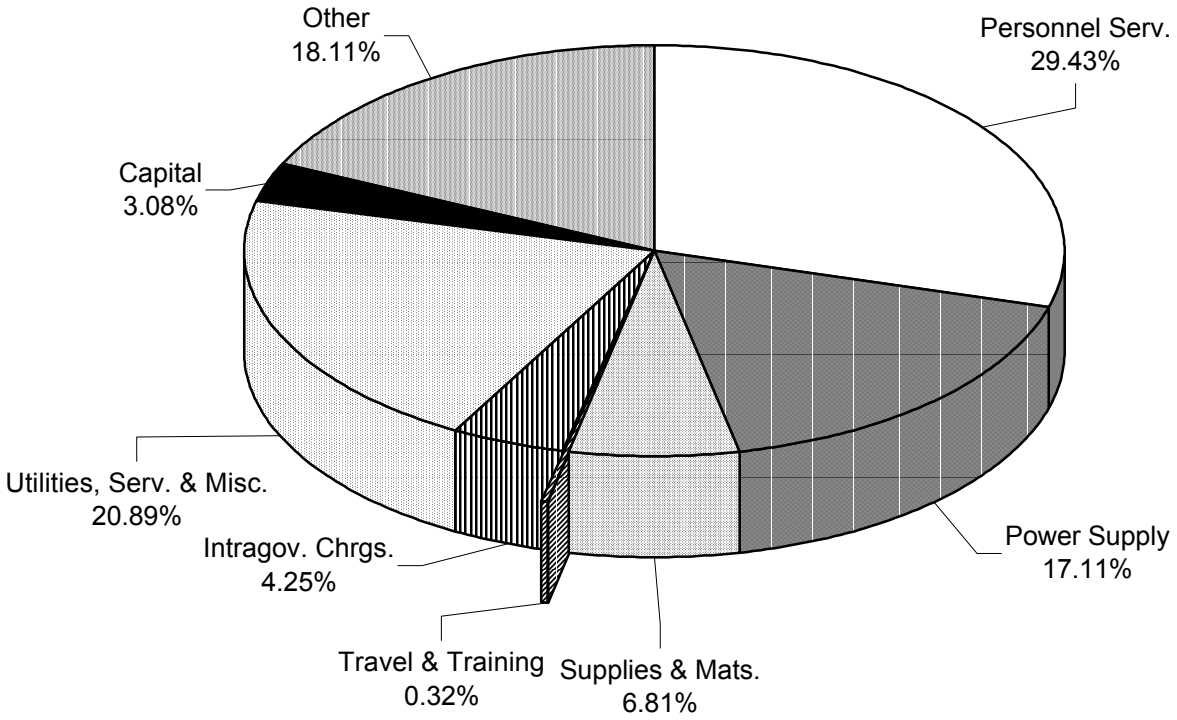
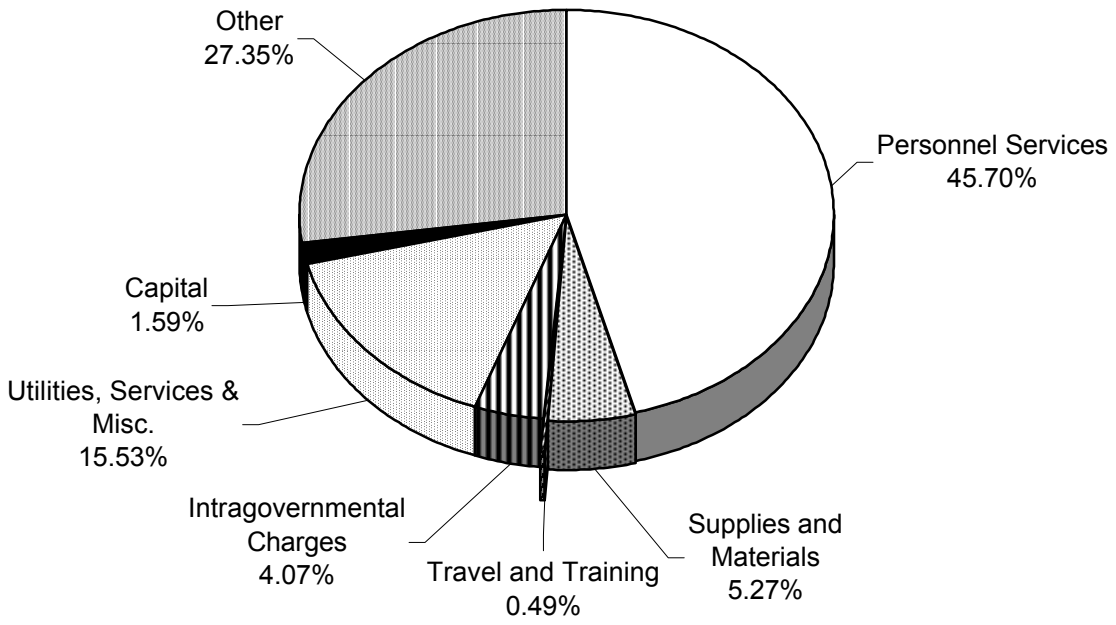
Overall Budget Summary
FY 2003



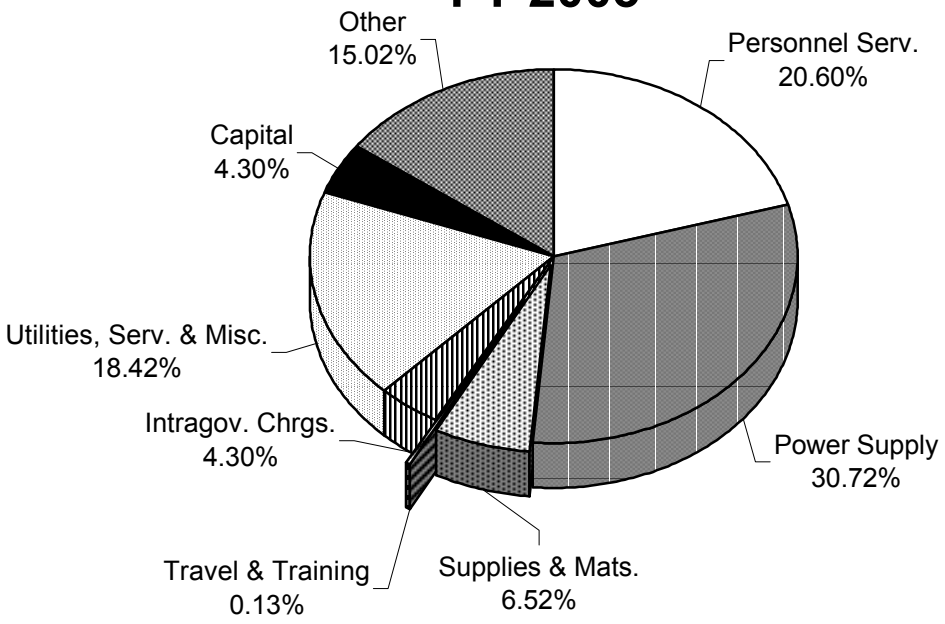
Overall Budget Summary

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Budget FY 2002
Personnel Services	$ 57,891,149	$ 62,276,234	$ 61,716,213	$ 65,353,656	4.9%
Power Supply	35,741,072	34,686,760	34,676,760	38,003,400	9.6%
Supplies and Materials	12,001,026	14,721,768	13,930,633	15,134,601	2.8%
Travel and Training	407,525	708,802	628,027	711,461	0.4%
Intragovernmental Charges	9,036,050	9,175,253	9,164,140	9,436,578	2.8%
Utilities,Services & Misc.	55,524,143	49,888,542	49,463,131	46,394,757	-7.0%
Capital	21,649,019	8,610,415	8,021,843	6,831,709	-20.7%
Other	37,320,434	40,855,554	41,806,341	40,225,989	-1.5%
Total Appropriations	**229,570,418**	**220,923,328**	**219,407,088**	**222,092,151**	**0.5%**
Summary :					
Operating Expenses	137,170,794	146,852,373	144,438,081	155,894,568	6.2%
Non-Operating Expenses	35,875,112	37,925,292	38,496,961	38,653,101	1.9%
Debt Service	9,612,250	10,331,612	10,757,567	9,135,378	-11.6%
Capital Additions	12,371,403	5,257,033	5,157,461	3,811,764	-27.5%
TI Excluding Cap Impr. Plan	**195,029,559**	**200,366,310**	**198,850,070**	**207,494,811**	**3.6%**
Capital Improvement Plan	34,540,859	20,557,018	20,557,018	14,597,340	-29.0%
Total Appropriations	$ **229,570,418**	$ **220,923,328**	$ **219,407,088**	$ **222,092,151**	**0.5%**

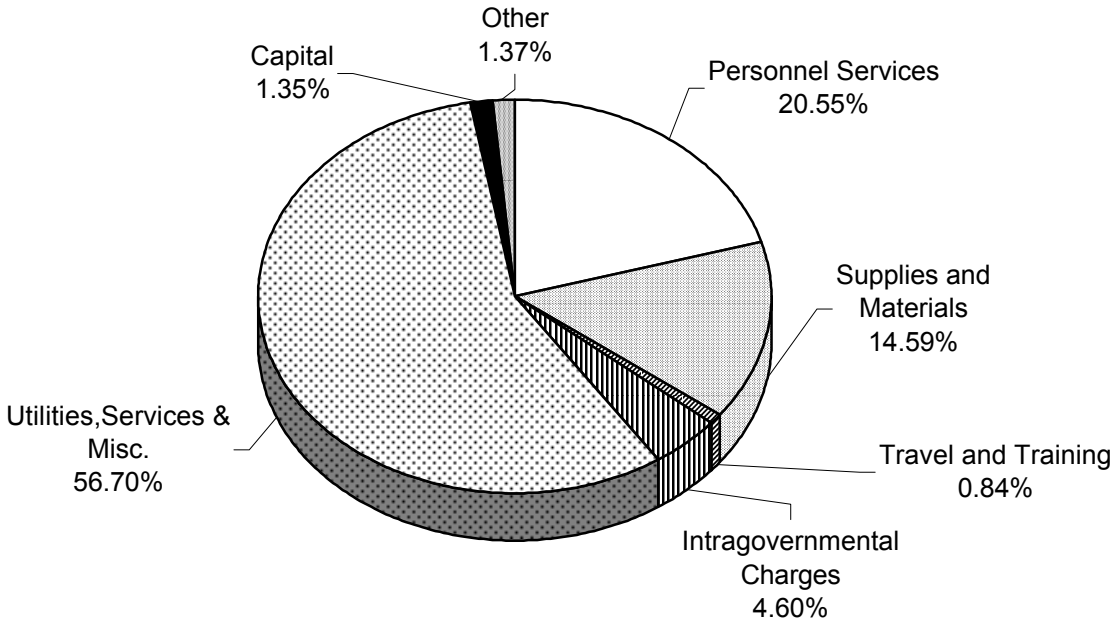
Expenditures - Gov. Fund Type
FY 2003



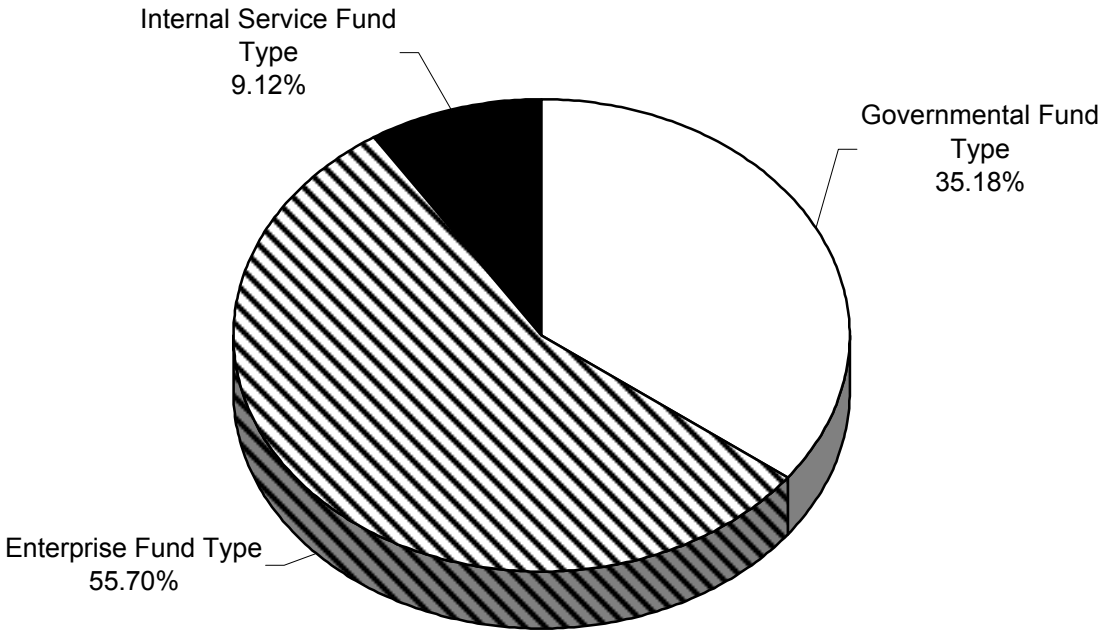
Expenditures - Enterprise Fund Type
FY 2003



Expenditures - Internal Service Funds FY 2003



Overall Expenditures by Fund Type FY 2003



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Financial Summary - Expenditures By Fund Type

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Budget FY 2002
Governmental Fund Type					
Personnel Services	$ 31,320,705	$ 34,115,915	$ 33,908,002	$ 35,709,884	4.7%
Supplies and Materials	3,291,848	4,085,432	3,738,642	4,121,206	0.9%
Travel and Training	246,679	368,944	328,074	379,113	2.8%
Intragovernmental Charges	2,967,585	3,141,747	3,135,027	3,183,734	1.3%
Utilities, Services & Misc.	16,328,929	11,007,454	10,594,688	12,135,217	10.2%
Capital	10,128,075	2,317,455	2,487,759	1,242,126	-46.4%
Other	19,259,772	22,863,091	22,863,091	21,370,304	-6.5%
Total Appropriations	**83,543,593**	**77,900,038**	**77,055,283**	**78,141,584**	**0.3%**
Summary					
Operating	43,266,874	47,782,172	46,969,113	50,122,037	4.9%
Non Operating	15,230,210	18,550,764	18,550,764	17,910,971	-3.4%
Debt Service	3,916,623	4,316,127	4,316,127	3,461,233	-19.8%
Capital Additions	8,467,175	1,538,455	1,506,759	1,242,126	-19.3%
Capital Improvement Plan	12,662,711	5,712,520	5,712,520	5,405,217	-5.4%
Total Appropriations	**83,543,593**	**77,900,038**	**77,055,283**	**78,141,584**	**0.3%**
Enterprise Fund Type					
Personnel Services	22,854,441	24,186,803	23,857,867	25,482,559	5.4%
Power Supply	35,741,072	34,686,760	34,676,760	38,003,400	9.6%
Supplies and Materials	5,961,998	7,837,429	7,420,489	8,060,170	2.8%
Travel and Training	90,858	155,896	139,218	162,326	4.1%
Intragovernmental Charges	4,947,851	5,121,145	5,124,012	5,321,879	3.9%
Utilities, Services & Misc.	28,911,265	28,086,196	28,457,692	22,781,248	-18.9%
Capital	11,333,010	5,960,828	5,201,329	5,315,780	-10.8%
Other	16,785,918	16,535,939	17,848,395	18,578,273	12.4%
Total Appropriations	**126,626,413**	**122,570,996**	**122,725,762**	**123,705,635**	**0.9%**
Summary					
Operating	75,972,411	80,406,563	79,271,005	86,078,814	7.1%
Non Operating	20,208,278	19,043,811	19,675,007	20,464,718	7.5%
Debt Service	4,860,611	4,889,678	5,617,305	5,674,145	16.0%
Capital Additions	3,716,356	3,386,446	3,317,947	2,295,835	-32.2%
Capital Improvement Plan	21,868,757	14,844,498	14,844,498	9,192,123	-38.1%
Total Appropriations	**126,626,413**	**122,570,996**	**122,725,762**	**123,705,635**	**0.9%**
Internal Service Fund Type					
Personnel Services	3,716,003	3,973,516	3,950,344	4,161,213	4.7%
Supplies and Materials	2,747,180	2,798,907	2,771,502	2,953,225	5.5%
Travel and Training	69,988	183,962	160,735	170,022	-7.6%
Intragovernmental Charges	1,120,614	912,361	905,101	930,965	2.0%
Utilities,Services & Misc.	10,283,949	10,794,892	10,410,751	11,478,292	6.3%
Capital	187,934	332,132	332,755	273,803	-17.6%
Other	1,274,744	1,456,524	1,094,855	277,412	-81.0%
Total Appropriations	**19,400,412**	**20,452,294**	**19,626,043**	**20,244,932**	**-1.0%**
Summary					
Operating	17,931,509	18,663,638	18,197,963	19,693,717	5.5%
Non Operating	436,624	330,717	271,190	277,412	-16.1%
Debt Service	835,016	1,125,807	824,135	0	-100.0%
Capital Additions	187,872	332,132	332,755	273,803	-17.6%
Capital Improvement Plan	9,391	0	0	0	0.0%
Total Appropriations	**19,400,412**	**20,452,294**	**19,626,043**	**20,244,932**	**-1.0%**
Total All Funds	$ **229,570,418**	$ **220,923,328**	$ **219,407,088**	$ **222,092,151**	**0.5%**

Financial Summary - Expenditures By Department Funding Source

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
CITY GENERAL (GF)	$ 2,799,699	$ 3,804,513	$ 3,815,414	$ 4,007,408
CITY COUNCIL (GF)	123,388	176,611	160,170	184,427
CITY CLERK (GF)	173,477	191,835	186,634	195,835
CITY MANAGER (GF)	643,987	750,133	684,980	738,145
FINANCE				
General Fund Operations (GF)	2,362,113	2,594,237	2,553,791	2,697,984
Utility Customer Services Fund (ISF)	1,016,980	1,297,615	1,288,327	1,337,255
Self Insurance Reserve Fund (ISF)	2,843,315	3,449,320	2,799,653	2,644,832
HUMAN RESOURCES (GF)	575,465	655,379	635,272	693,418
LAW DEPARTMENT (GF)	649,382	710,758	708,954	747,758
MUNICIPAL COURT (GF)	449,051	514,616	514,557	561,845
POLICE DEPARTMENT (GF)	12,003,622	13,046,323	12,996,500	13,523,225
FIRE DEPARTMENT (GF)	8,422,891	9,501,496	9,333,452	9,840,149
JCIC - EMERENCY MANAGEMENT (GF)	1,850,975	2,096,047	1,994,799	2,144,493
HEALTH DEPARTMENT (GF)	3,257,703	3,901,718	3,747,515	4,103,941
PLANNING				
General Fund Operations (GF)	474,359	629,262	594,019	646,818
CDBG Fund (SRF)	1,863,377	276,177	265,793	327,164
ECONOMIC DEVELOPMENT (GF)	285,952	308,896	308,720	321,750
COMMUNITY SERVICES (GF)	1,198,430	1,127,421	1,123,062	1,149,822
PARKS & RECREATION				
General Fund Operations (GF)	3,359,796	3,435,128	3,408,899	3,549,915
Recreation Services Fund (EF)	6,875,947	5,813,927	5,323,388	6,668,509
PUBLIC WORKS				
General Fund Operations (GF)	5,971,475	6,823,623	6,697,770	6,927,075
Public Transportation Fund(EF)	7,513,274	3,287,687	3,329,446	3,281,132
Regional Airport Fund(EF)	3,609,486	1,772,798	1,732,762	2,862,694
Sanitary Sewer Utility Fund (EF)	12,307,135	10,841,929	11,164,267	11,514,690
Parking Facilities Fund (EF)	1,772,995	1,836,105	1,831,541	1,844,082
Solid Waste Utility Fund (EF)	11,639,528	15,875,796	15,844,295	11,507,502
Storm Water Utility Fund (EF)	1,458,178	2,435,060	2,468,839	1,758,074
Custodial & Building Maint. Fund (ISF)	682,180	876,175	864,473	916,077
Fleet Operations Fund (ISF)	3,400,682	3,416,040	3,385,423	3,412,384
WATER & ELECTRIC				
Railroad Utility Fund (EF)	940,059	626,124	650,713	1,187,771
Water	14,004,035	15,112,740	15,393,790	12,917,629
Electric Utility Fund (EF)	$ 66,505,776	$ 64,968,830	$ 64,986,721	$ 70,163,552

Financial Summary - Expenditures By Department Funding Source (Continued)

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
CONTRIBUTIONS FUND (TF)	$ 158,129	$ 168,486	$ 157,443	$ 171,676
PUBLIC COMMUNICATIONS FUND (ISF)	660,412	825,475	807,752	826,727
INFORMATION SERVICES FUND (ISF)	3,083,535	3,367,839	3,270,860	3,306,555
CULTURAL AFFAIRS FUND (SRF)	347,978	348,602	344,063	355,805
CONVENTION & TOURISM FUND (SRF)	1,107,096	1,197,027	1,181,726	1,574,630
EMPLOYEE BENEFIT FUND (ISF)	7,713,308	7,219,830	7,209,555	7,801,102
99 QUARTER CENT SALES TAX FD (SRF)	1,159,660	3,289,323	3,289,323	3,696,600
TRANSPORTATION SALES TAX FD (SRF)	7,289,310	6,912,889	6,912,889	7,257,235
PARKS SALES TAX FUND (SRF)	8,685,091	3,418,250	3,418,250	3,104,699
PUBLIC IMPROVEMENT FUND (SRF)	840,291	631,041	631,041	646,817
SPECIAL ROAD DISTRICT TAX FD (SRF)	911,562	1,361,600	1,361,600	106,500
CAPITAL PROJECTS FUND (CIP)	12,662,711	5,712,520	5,712,520	5,405,217
DEBT SERVICE FUNDS (DSF)	3,916,623	4,316,127	4,316,127	3,461,233
TOTAL	**$ 229,570,418**	**$ 220,923,328**	**$ 219,407,088**	**$ 222,092,151**
TOTAL BY FUNDING SOURCE & FUND TYPE:				
General Fund (GF)	$ 44,601,765	$ 50,267,996	$ 49,464,508	$ 52,034,008
Special Revenue Funds (SRF)	22,204,365	17,434,909	17,404,685	17,069,450
Debt Service Fund (DSF)	3,916,623	4,316,127	4,316,127	3,461,233
Trust Funds (TF)	158,129	168,486	157,443	171,676
Capital Projects Fund(CIP)	12,662,711	5,712,520	5,712,520	5,405,217
TOTAL GOVERNMENTAL FUNDS	**83,543,593**	**77,900,038**	**77,055,283**	**78,141,584**
TOTAL ENTERPRISE FUNDS (EF)	126,626,413	122,570,996	122,725,762	123,705,635
TOTAL INTERNAL SERVICE FUNDS (ISF)	19,400,412	20,452,294	19,626,043	20,244,932
TOTAL FOR ALL FUNDS	**$ 229,570,418**	**$ 220,923,328**	**$ 219,407,088**	**$ 222,092,151**

Financial Summary - Expenditures By Department and Category

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
CITY GENERAL (NON-DEPARTMENTAL):				
Operating Expenses	$ 739,199	$ 935,013	$ 945,914	$ 1,122,805
Non-Operating Expenses	2,060,500	2,869,500	2,869,500	2,884,603
Debt Service	0	0	0	0
Capital Additions	0	0	0	0
Capital Projects	0	0	0	0
Total Expenses	**2,799,699**	**3,804,513**	**3,815,414**	**4,007,408**
CITY COUNCIL:				
Operating Expenses	123,388	176,611	160,170	178,427
Non-Operating Expenses	0	0	0	0
Debt Service	0	0	0	0
Capital Additions	0	0	0	6,000
Capital Projects	0	0	0	0
Total Expenses	**123,388**	**176,611**	**160,170**	**184,427**
CITY CLERK:				
Operating Expenses	173,477	191,835	186,634	195,835
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	**173,477**	**191,835**	**186,634**	**195,835**
CITY MANAGER:				
Operating Expenses	643,987	750,133	684,980	738,145
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	**643,987**	**750,133**	**684,980**	**738,145**
FINANCE DEPARTMENT:				
General Fund Operations:				
Operating Expenses	2,357,024	2,594,237	2,553,791	2,697,984
Non-Operating Expenses	0	0	0	0
Debt Service	0	0	0	0
Capital Additions	5,089	0	0	0
Capital Projects	0	0	0	0
Total Expenses	**2,362,113**	**2,594,237**	**2,553,791**	**2,697,984**
Utility Customer Services Fund:				
Operating Expenses	1,009,353	1,193,332	1,186,677	1,331,305
Non-Operating Expenses	3,811	3,783	1,150	5,950
Debt Service	0	0	0	0
Capital Additions	3,816	100,500	100,500	0
Capital Projects	0	0	0	0
Total Expenses	**1,016,980**	**1,297,615**	**1,288,327**	**1,337,255**
Self Insurance Reserve Fund:				
Operating Expenses	1,977,991	2,498,681	2,149,653	2,644,832
Non-Operating Expenses	41,259	639	0	0
Debt Service	824,065	950,000	650,000	0
Capital Additions	0	0	0	0
Capital Projects	0	0	0	0
Total Expenses	$ **2,843,315**	$ **3,449,320**	$ **2,799,653**	$ **2,644,832**

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
HUMAN RESOURCES:	$	$	$	$
Operating Expenses	575,465	655,379	635,272	686,618
Non-Operating Expenses	0	0	0	0
Debt Service	0	0	0	0
Capital Additions	0	0	0	6,800
Capital Projects	0	0	0	0
Total Expenses	**575,465**	**655,379**	**635,272**	**693,418**
LAW DEPARTMENT:				
Operating Expenses	647,294	710,758	708,954	747,758
Non-Operating Expenses	0	0	0	0
Debt Service	0	0	0	0
Capital Additions	2,088	0	0	0
Capital Projects	0	0	0	0
Total Expenses	**649,382**	**710,758**	**708,954**	**747,758**
MUNICIPAL COURT:				
Operating Expenses	449,051	509,516	509,857	561,845
Non-Operating Expenses	0	0	0	0
Debt Service	0	0	0	0
Capital Additions	0	5,100	4,700	0
Capital Projects	0	0	0	0
Total Expenses	**449,051**	**514,616**	**514,557**	**561,845**
POLICE DEPARTMENT:				
Operating Expenses	11,299,069	12,434,612	12,396,637	13,083,051
Non-Operating Expenses	0	0	0	0
Debt Service	0	0	0	0
Capital Additions	704,553	611,711	599,863	440,174
Capital Projects	0	0	0	0
Total Expenses	**12,003,622**	**13,046,323**	**12,996,500**	**13,523,225**
FIRE DEPARTMENT:				
Operating Expenses	8,368,022	9,433,678	9,266,052	9,775,149
Non-Operating Expenses	0	0	0	0
Debt Service	0	0	0	0
Capital Additions	54,869	67,818	67,400	65,000
Capital Projects	0	0	0	0
Total Expenses	**8,422,891**	**9,501,496**	**9,333,452**	**9,840,149**
JOINT COMMUNICATIONS/EMERG. MGMT:				
Operating Expenses	1,792,091	2,039,707	1,938,459	2,102,281
Non-Operating Expenses	0	0	0	0
Debt Service	0	0	0	0
Capital Additions	58,884	56,340	56,340	42,212
Capital Projects	0	0	0	0
Total Expenses	**1,850,975**	**2,096,047**	**1,994,799**	**2,144,493**
HEALTH DEPARTMENT:				
Operating Expenses	3,252,540	3,901,718	3,747,515	4,089,941
Non-Operating Expenses	0	0	0	0
Debt Service	0	0	0	0
Capital Additions	5,163	0	0	14,000
Capital Projects	0	0	0	0
Total Expenses	$ **3,257,703**	$ **3,901,718**	$ **3,747,515**	$ **4,103,941**

Financial Summary - Expenditures By Department and Category (Continued)

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
PLANNING DEPARTMENT:				
General Fund Operations:				
Operating Expenses	$ 474,359	$ 629,262	$ 594,019	$ 637,818
Non-Operating Expenses	0	0	0	0
Debt Service	0	0	0	0
Capital Additions	0	0	0	9,000
Capital Projects	0	0	0	0
Total Expenses	**474,359**	**629,262**	**594,019**	**646,818**
CDBG Fund:				
Operating Expenses	657,629	276,177	265,793	293,414
Non-Operating Expenses	1,205,748	0	0	18,750
Debt Service	0	0	0	0
Capital Additions	0	0	0	15,000
Capital Projects	0	0	0	0
Total Expenses	**1,863,377**	**276,177**	**265,793**	**327,164**
ECONOMIC DEVELOPMENT:				
Operating Expenses	285,952	308,896	308,720	321,750
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	**285,952**	**308,896**	**308,720**	**321,750**
COMMUNITY SERVICES:				
Operating Expenses	1,198,430	1,127,421	1,123,062	1,149,822
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	**1,198,430**	**1,127,421**	**1,123,062**	**1,149,822**
PARKS & RECREATION DEPARTMENT:				
General Fund Operations:				
Operating Expenses	2,874,116	3,151,832	3,125,699	3,294,165
Non-Operating Expenses	0	0	0	0
Debt Service	0	0	0	0
Capital Additions	485,680	283,296	283,200	255,750
Capital Projects	0	0	0	0
Total Expenses	**3,359,796**	**3,435,128**	**3,408,899**	**3,549,915**
Recreation Services Fund:				
Operating Expenses	4,024,306	4,857,343	4,383,151	5,735,697
Non-Operating Expenses	304,642	256,786	240,441	503,441
Debt Service	214,014	471,168	471,166	320,021
Capital Additions	117,816	86,630	86,630	24,350
Capital Projects	2,215,169	142,000	142,000	85,000
Total Expenses	**6,875,947**	**5,813,927**	**5,323,388**	**6,668,509**
PUBLIC WORKS DEPARTMENT:				
General Fund Operations:				
Operating Expenses	5,823,991	6,321,428	6,214,509	6,538,885
Non-Operating Expenses	0	0	0	0
Debt Service	0	0	0	0
Capital Additions	147,484	502,195	483,261	388,190
Capital Projects	0	0	0	0
Total Expenses	$ **5,971,475**	$ **6,823,623**	$ **6,697,770**	$ **6,927,075**

Financial Summary - Expenditures By Department and Category (Continued)

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Public Transportation Fund:				
Operating Expenses	$ 2,672,070	$ 2,803,645	$ 2,631,130	$ 2,856,132
Non-Operating Expenses	1,175,178	246,770	461,044	425,000
Debt Service	0	0	0	0
Capital Additions	497,838	1,934	1,934	0
Capital Projects	3,168,188	235,338	235,338	0
Total Expenses	**7,513,274**	**3,287,687**	**3,329,446**	**3,281,132**
Regional Airport Fund:				
Operating Expenses	1,126,672	1,272,786	1,205,899	1,308,866
Non-Operating Expenses	433,840	431,012	434,960	430,000
Debt Service	18,557	0	26,300	22,728
Capital Additions	8,211	9,000	5,603	35,500
Capital Projects	2,022,206	60,000	60,000	1,065,600
Total Expenses	**3,609,486**	**1,772,798**	**1,732,762**	**2,862,694**
Sanitary Sewer Utility Fund:				
Operating Expenses	4,626,936	5,512,711	5,441,449	5,973,683
Non-Operating Expenses	2,269,728	2,236,409	2,435,598	2,454,000
Debt Service	1,003,502	864,337	1,069,619	1,179,707
Capital Additions	166,817	332,900	322,029	302,300
Capital Projects	4,240,152	1,895,572	1,895,572	1,605,000
Total Expenses	**12,307,135**	**10,841,929**	**11,164,267**	**11,514,690**
Parking Facilities Fund:				
Operating Expenses	611,500	678,177	679,081	678,942
Non-Operating Expenses	630,497	628,768	623,300	623,300
Debt Service	497,740	476,160	476,160	458,462
Capital Additions	8,365	0	0	11,000
Capital Projects	24,893	53,000	53,000	72,378
Total Expenses	**1,772,995**	**1,836,105**	**1,831,541**	**1,844,082**
Solid Waste Utility Fund:				
Operating Expenses	7,973,904	8,790,468	8,636,011	9,026,774
Non-Operating Expenses	1,532,597	1,347,725	1,379,430	1,419,600
Debt Service	226,209	215,203	355,439	398,228
Capital Additions	959,075	897,400	848,415	397,100
Capital Projects	947,743	4,625,000	4,625,000	265,800
Total Expenses	**11,639,528**	**15,875,796**	**15,844,295**	**11,507,502**
Storm Water Utility Fund:				
Operating Expenses	683,222	739,924	709,539	809,674
Non-Operating Expenses	188,735	184,604	248,768	250,000
Debt Service	0	0	0	0
Capital Additions	5,923	13,032	13,032	0
Capital Projects	580,298	1,497,500	1,497,500	698,400
Total Expenses	**1,458,178**	**2,435,060**	**2,468,839**	**1,758,074**
Custodial & Bldg. Maintenance Fund:				
Operating Expenses	654,783	869,898	859,227	910,877
Non-Operating Expenses	6,534	6,112	5,148	5,200
Debt Service	225	165	98	0
Capital Additions	20,638	0	0	0
Capital Projects	0	0	0	0
Total Expenses	$ **682,180**	$ **876,175**	$ **864,473**	$ **916,077**

Financial Summary - Expenditures By Department and Category (Continued)

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Fleet Operations Fund:				
Operating Expenses	$ 3,318,954	$ 3,339,629	$ 3,314,358	$ 3,381,384
Non-Operating Expenses	27,329	25,870	21,824	22,000
Debt Service	0	35,541	35,541	0
Capital Additions	45,008	15,000	13,700	9,000
Capital Projects	9,391	0	0	0
Total Expenses	**3,400,682**	**3,416,040**	**3,385,423**	**3,412,384**
WATER & ELECTRIC DEPARTMENT:				
Railroad Fund:				
Operating Expenses	364,888	385,986	391,176	424,918
Non-Operating Expenses	157,521	163,821	183,220	191,625
Debt Service	2,398	6,817	6,817	6,228
Capital Additions	135,963	0	0	0
Capital Projects	279,289	69,500	69,500	565,000
Total Expenses	**940,059**	**626,124**	**650,713**	**1,187,771**
Water Utility Fund:				
Operating Expenses	6,031,249	6,835,979	6,853,155	6,995,666
Non-Operating Expenses	3,065,913	3,009,316	3,062,736	3,206,184
Debt Service	1,118,045	1,035,307	1,245,761	1,284,134
Capital Additions	360,468	230,550	230,550	284,500
Capital Projects	3,428,360	4,001,588	4,001,588	1,147,145
Total Expenses	**14,004,035**	**15,112,740**	**15,393,790**	**12,917,629**
Electric Utility Fund:				
Operating Expenses	47,857,664	48,529,544	48,340,414	52,268,462
Non-Operating Expenses	10,449,627	10,538,600	10,605,510	10,961,568
Debt Service	1,780,146	1,820,686	1,966,043	2,004,637
Capital Additions	1,455,880	1,815,000	1,809,754	1,241,085
Capital Projects	4,962,459	2,265,000	2,265,000	3,687,800
Total Expenses	**66,505,776**	**64,968,830**	**64,986,721**	**70,163,552**
CULTURAL AFFAIRS FUND:				
Operating Expenses	347,978	348,602	344,063	355,805
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	**347,978**	**348,602**	**344,063**	**355,805**
CONVENTION & TOURISM FUND:				
Operating Expenses	979,147	1,089,101	1,073,800	1,352,207
Non-Operating Expenses	124,584	95,931	95,931	222,423
Debt Service	0	0	0	0
Capital Additions	3,365	11,995	11,995	0
Capital Projects	0	0	0	0
Total Expenses	**1,107,096**	**1,197,027**	**1,181,726**	**1,574,630**
EMPLOYEE BENEFIT FUND:				
Operating Expenses	7,713,308	7,219,830	7,209,555	7,801,102
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	$ **7,713,308**	$ **7,219,830**	$ **7,209,555**	$ **7,801,102**

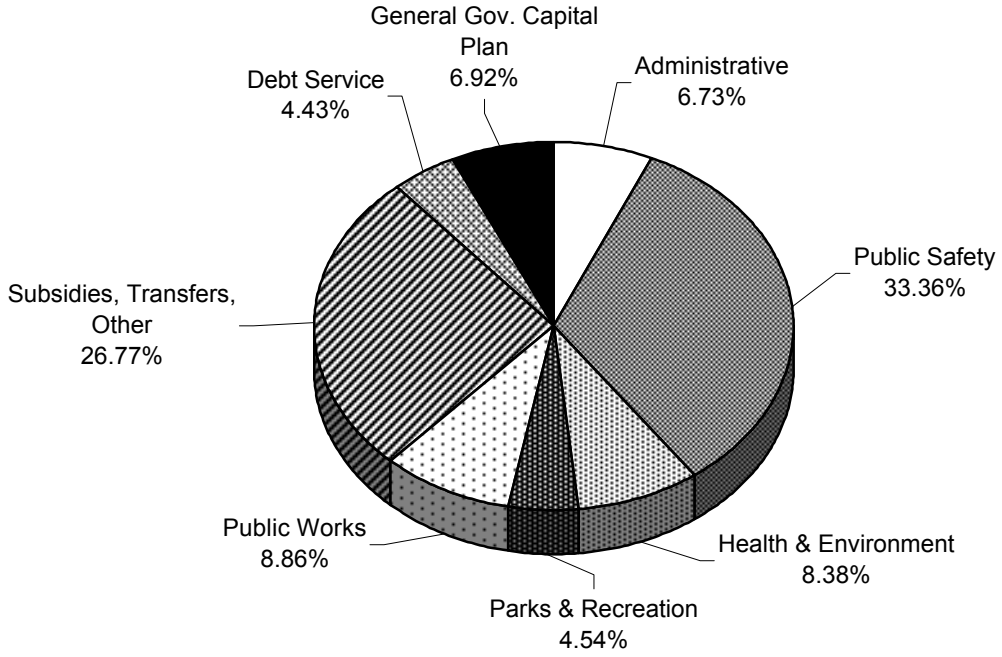
Financial Summary - Expenditures By Department and Category (Continued)

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
INFORMATION SERVICES FUND:				
Operating Expenses	$ 2,613,707	$ 2,761,086	$ 2,708,183	$ 2,842,752
Non-Operating Expenses	342,734	251,420	207,000	207,000
Debt Service	10,726	140,101	138,496	0
Capital Additions	116,368	215,232	217,181	256,803
Capital Projects	0	0	0	0
Total Expenses	**3,083,535**	**3,367,839**	**3,270,860**	**3,306,555**
PUBLIC COMMUNICATIONS FUND:				
Operating Expenses	643,413	781,182	770,310	781,465
Non-Operating Expenses	14,957	42,893	36,068	37,262
Debt Service	0	0	0	0
Capital Additions	2,042	1,400	1,374	8,000
Capital Projects	0	0	0	0
Total Expenses	**660,412**	**825,475**	**807,752**	**826,727**
CONTRIBUTIONS FUND:				
Operating Expenses	129,829	155,162	144,119	162,776
Non-Operating Expenses	28,300	13,324	13,324	8,900
Debt Service	0	0	0	0
Capital Additions	0	0	0	0
Capital Projects	0	0	0	0
Total Expenses	**158,129**	**168,486**	**157,443**	**171,676**
99 QUARTER CENT SALES TAX FUND:				
Operating Expenses	0	0	0	0
Non-Operating Expenses	1,159,660	3,289,323	3,289,323	3,696,600
Debt Service	0	0	0	0
Capital Additions	0	0	0	0
Capital Projects	0	0	0	0
Total Expenses	**1,159,660**	**3,289,323**	**3,289,323**	**3,696,600**
PARKS SALES TAX FUND:				
Operating Expenses	13,556	0	0	849
Non-Operating Expenses	1,671,535	3,418,250	3,418,250	3,103,850
Debt Service	0	0	0	0
Capital Additions	7,000,000	0	0	0
Capital Projects	0	0	0	0
Total Expenses	**8,685,091**	**3,418,250**	**3,418,250**	**3,104,699**
TRANSPORTATION SALES TAX FUND:				
Operating Expenses	0	0	0	0
Non-Operating Expenses	7,289,310	6,912,889	6,912,889	7,257,235
Debt Service	0	0	0	0
Capital Additions	0	0	0	0
Capital Projects	0	0	0	0
Total Expenses	**7,289,310**	**6,912,889**	**6,912,889**	**7,257,235**
PUBLIC IMPROVEMENT FUND:				
Operating Expenses	61,280	41,094	41,094	34,707
Non-Operating Expenses	779,011	589,947	589,947	612,110
Debt Service	0	0	0	0
Capital Additions	0	0	0	0
Capital Projects	0	0	0	0
Total Expenses	$ **840,291**	$ **631,041**	$ **631,041**	$ **646,817**

Financial Summary - Expenditures By Department and Category (Continued)

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
SPECIAL ROAD DISTRICT TAX FUND:				
Operating Expenses	$ 0	$ 0	$ 0	$ 0
Non-Operating Expenses	911,562	1,361,600	1,361,600	106,500
Debt Service	0	0	0	0
Capital Additions	0	0	0	0
Capital Projects	0	0	0	0
Total Expenses	**911,562**	**1,361,600**	**1,361,600**	**106,500**
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	12,662,711	5,712,520	5,712,520	5,405,217
Total Expenses	**12,662,711**	**5,712,520**	**5,712,520**	**5,405,217**
DEBT SERVICE FUND:				
Operating Expenses	0	0	0	0
Non-Operating Expenses	0	0	0	0
Debt Service	3,916,623	4,316,127	4,316,127	3,461,233
Capital Additions	0	0	0	0
Capital Projects	0	0	0	0
Total Expenses	**3,916,623**	**4,316,127**	**4,316,127**	**3,461,233**
TOTAL FOR ALL FUNDS:				
OPERATING EXPENSES	**137,170,794**	**146,852,373**	**144,438,081**	**155,894,568**
NON-OPERATING EXPENSES	**35,875,112**	**37,925,292**	**38,496,961**	**38,653,101**
DEBT SERVICE	**9,612,250**	**10,331,612**	**10,757,567**	**9,135,378**
CAPITAL ADDITIONS	**12,371,403**	**5,257,033**	**5,157,461**	**3,811,764**
CAPITAL PROJECTS	**34,540,859**	**20,557,018**	**20,557,018**	**14,597,340**
TOTAL EXPENSES	**$ 229,570,418**	**$ 220,923,328**	**$ 219,407,088**	**$ 222,092,151**

General Government Expenditures By Function FY 2003

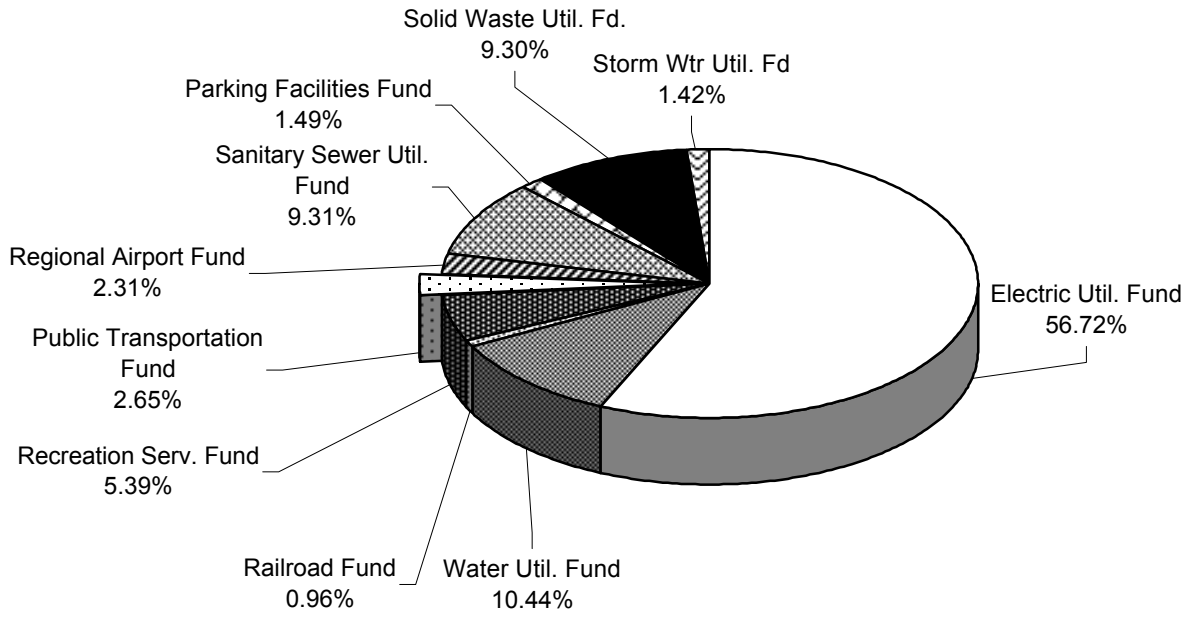


General Government Expenditures By Function

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Budget FY 2002
Administrative	$ 4,527,812	$ 5,078,953	$ 4,929,801	$ 5,257,567	3.5%
Public Safety	22,726,539	25,158,482	24,839,308	26,069,712	3.6%
Health & Environment	7,079,821	6,243,474	6,039,109	6,549,495	4.9%
Parks & Recreation	3,359,796	3,435,128	3,408,899	3,549,915	3.3%
Public Works	5,971,475	6,823,623	6,697,770	6,927,075	1.5%
Subsidies/Transfers & Other*	23,298,816	21,131,731	21,111,749	20,921,370	-1.0%
Debt Service	3,916,623	4,316,127	4,316,127	3,461,233	-19.8%
General Gov. Capital Plan	12,662,711	5,712,520	5,712,520	5,405,217	-5.4%
Total Appropriations	$ **83,543,593**	$ **77,900,038**	$ **77,055,283**	$ **78,141,584**	**0.3%**

* 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.

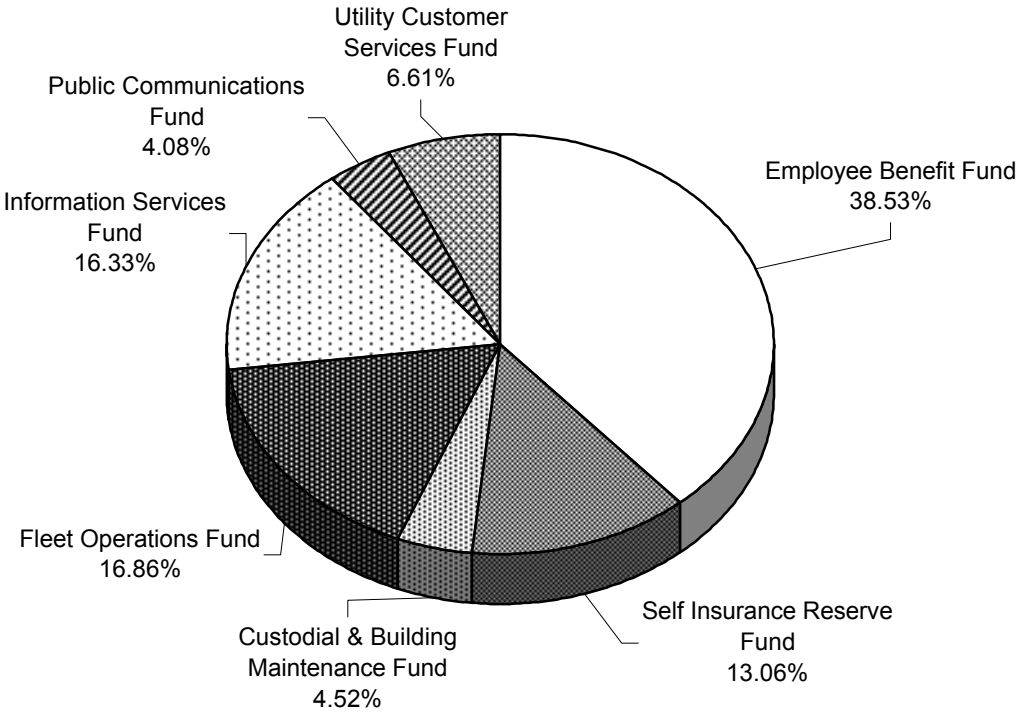
Enterprise Fund Expenses By Fund
FY 2003



Enterprise Fund Expenses By Fund

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Budget FY 2002
Electric Utility Fund	$ 66,505,776	$ 64,968,830	$ 64,986,721	$ 70,163,552	8.0%
Water Utility Fund	14,004,035	15,112,740	15,393,790	12,917,629	-14.5%
Railroad Fund	940,059	626,124	650,713	1,187,771	89.7%
Recreation Services Fund	6,875,947	5,813,927	5,323,388	6,668,509	14.7%
Public Transportation Fund	7,513,274	3,287,687	3,329,446	3,281,132	-0.2%
Regional Airport Fund	3,609,486	1,772,798	1,732,762	2,862,694	61.5%
Sanitary Sewer Utility Fund	12,307,135	10,841,929	11,164,267	11,514,690	6.2%
Parking Facilities Fund	1,772,995	1,836,105	1,831,541	1,844,082	0.4%
Solid Waste Utility Fund	11,639,528	15,875,796	15,844,295	11,507,502	-27.5%
Storm Water Utility Fund	1,458,178	2,435,060	2,468,839	1,758,074	-27.8%
Total	**$ 126,626,413**	**$ 122,570,996**	**$ 122,725,762**	**$ 123,705,635**	**0.9%**

Internal Service Fund Expenses By Fund
FY 2003



Internal Service Fund Expenses By Fund

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Budget FY 2002
Employee Benefit Fund	$ 7,713,308	$ 7,219,830	$ 7,209,555	$ 7,801,102	8.1%
Self Insurance Reserve Fd	2,843,315	3,449,320	2,799,653	2,644,832	-23.3%
Custodial & Bldg Maint. Fd	682,180	876,175	864,473	916,077	4.6%
Fleet Operations Fund	3,400,682	3,416,040	3,385,423	3,412,384	-0.1%
Information Services Fund	3,083,535	3,367,839	3,270,860	3,306,555	-1.8%
Public Communications Fd	660,412	825,475	807,752	826,727	0.2%
Utility Customer Serv. Fd	1,016,980	1,297,615	1,288,327	1,337,255	3.1%
Total	**$ 19,400,412**	**$ 20,452,294**	**$ 19,626,043**	**$ 20,244,932**	**-1.0%**

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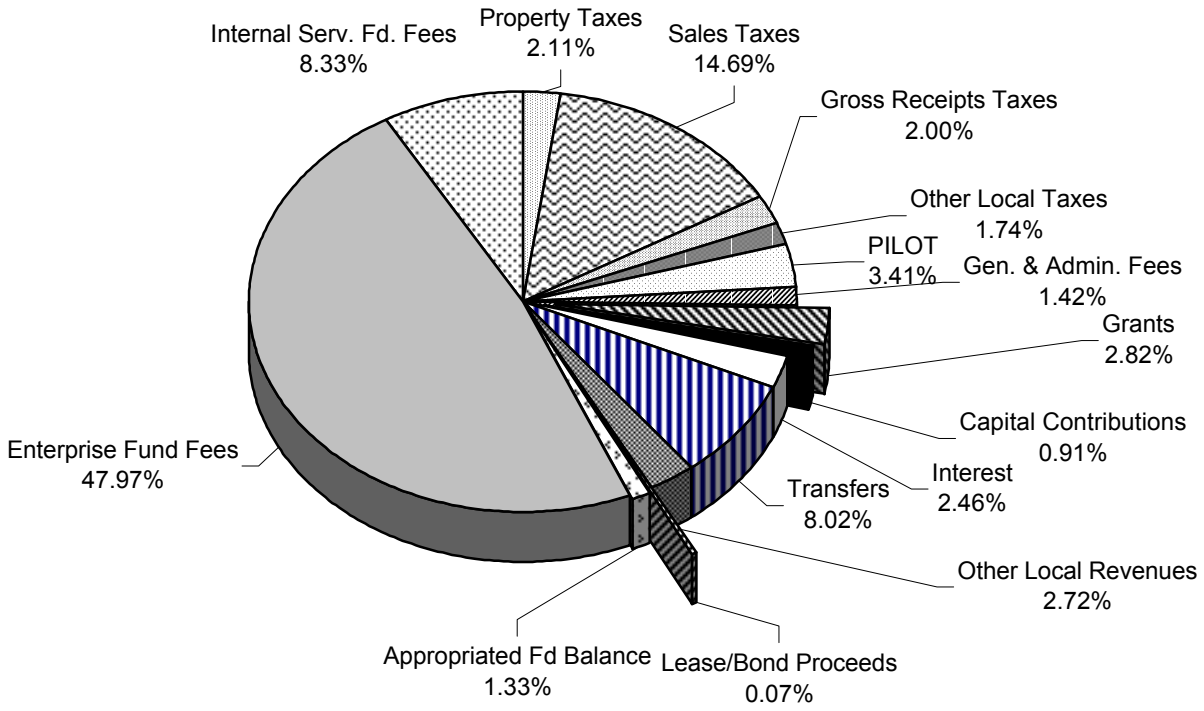
Overall Revenue Summary
FY 2003



All Funds Revenue By Category

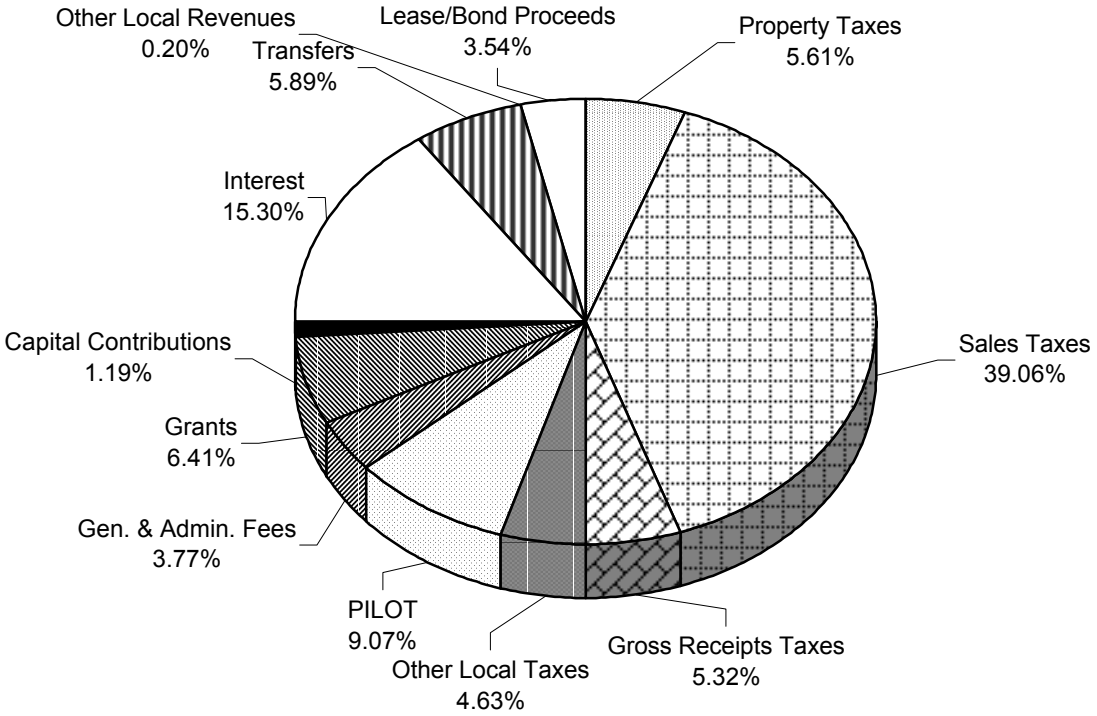
	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Estimated FY 2002
Property Taxes	$ 4,000,139	$ 4,170,040	$ 4,243,955	$ 4,447,335	4.79%
Sales Taxes	27,544,682	30,244,541	30,120,541	30,954,900	2.77%
Gross Receipts Taxes	4,686,398	4,599,920	4,233,600	4,218,600	-0.35%
Other Local Taxes	3,523,095	3,499,000	3,770,000	3,670,000	-2.65%
PILOT	7,044,918	7,310,000	6,965,000	7,190,000	3.23%
Gen. & Admin. Charges	2,896,359	2,862,384	2,862,384	2,985,738	4.31%
Grants	5,322,021	7,387,272	7,596,232	5,949,064	-21.68%
Capital Contributions	6,257,417	1,551,520	2,879,470	1,914,000	-33.53%
Interest *	18,793,362	6,802,443	6,210,432	5,177,600	-16.63%
Transfers	15,958,957	18,462,468	18,481,532	16,893,660	-8.59%
Other Local Revenues	8,305,191	5,546,321	6,280,769	5,725,311	-8.84%
Lease/Bond Proceeds	13,518,660	612,000	612,000	155,000	-74.67%
Appropriated Fund Balance	1,052,503	2,213,003	2,213,003	2,806,129	26.80%
Enterprise Fund Fees	94,412,321	98,820,930	97,314,631	101,098,832	3.89%
Internal Service Fund Fees	16,203,975	16,833,463	17,206,105	17,551,891	2.01%
Total	**$ 229,519,998**	**$ 210,915,305**	**$ 210,989,654**	**$ 210,738,060**	**-0.12%**

* Interest earnings are shown on a GAAP basis which requires an adjustment for unrealized gains and losses. Without this adjustment, interest earning for FY 2001 would have been $15,008,772. There is no way to accurately predict the amount of this adjustment for FY 2002 and FY 2003; therefore, no adjustment is reflected in those years.

Financial Summary - FY 2003 Revenue Summary By Category and Funding Source

	General Government	Enterprise	Internal Service	FY 2003 Total
TAXES:				
Property Taxes	$ 4,447,335	$ 0	$ 0	$ 4,447,335
Sales Tax	30,954,900	0	0	30,954,900
Gross Receipts Taxes	4,218,600	0	0	4,218,600
Other Local Taxes	3,670,000	0	0	3,670,000
TOTAL TAXES	**43,290,835**	**0**	**0**	**43,290,835**
INTRAGOVERNMENTAL REVENUES:				
PILOT	7,190,000	0	0	7,190,000
Gen. & Admin. Fees	2,985,738	0	0	2,985,738
TOTAL INTRAGOVERNMENTAL REV.	**10,175,738**	**0**	**0**	**10,175,738**
INTERGOVERNMENTAL REVENUES (Grant Revenue)	**5,080,767**	**868,297**	**0**	**5,949,064**
CAPITAL CONTRIBUTIONS	**0**	**1,914,000**	**0**	**1,914,000**
INVESTMENT REVENUE	**945,600**	**3,354,000**	**878,000**	**5,177,600**
OPERATING TRANSFERS	**12,121,093**	**4,772,567**	**0**	**16,893,660**
OTHER LOCAL REVENUE:	**4,671,386**	**838,925**	**215,000**	**5,725,311**
LEASE/BOND PROCEEDS	**155,000**	**0**	**0**	**155,000**
APPROPRIATED FUND BALANCE	**2,806,129**	**0**	**0**	**2,806,129**
ENTERPRISE FUND FEES:				
Railroad Utility Fees	0	615,365	0	615,365
Water Utility Fees	0	10,550,366	0	10,550,366
Electric Utility Fees	0	65,965,053	0	65,965,053
Recreation Fees	0	3,816,924	0	3,816,924
Public Transportation Fees	0	425,200	0	425,200
Airport Utility Fees	0	588,135	0	588,135
Sanitary Sewer Fees	0	6,854,800	0	6,854,800
Parking Fees	0	1,624,829	0	1,624,829
Solid Waste Utility Fees	0	9,608,160	0	9,608,160
Storm Water Utility Fees	0	1,050,000	0	1,050,000
TOTAL ENTERPRISE FUND FEES	**0**	**101,098,832**	**0**	**101,098,832**
INTERNAL SERVICE FEES:				
Locator Fees	0	122,234	0	122,234
Health Insurance Fees	0	0	6,571,984	6,571,984
Self Insurance Fees	0	0	1,700,000	1,700,000
Custodial & Bldg Maintenance Fees	0	0	841,097	841,097
Fleet Maintenance Fees	0	0	3,385,000	3,385,000
Information Services Fees	0	0	3,004,756	3,004,756
Print Shop & Mailroom Fees	0	0	737,490	737,490
Utility Customer Services Billing Fees	0	0	1,189,330	1,189,330
TOTAL INTERNAL SERVICE FUND FEES	**0**	**122,234**	**17,429,657**	**17,551,891**
TOTAL REVENUES AND OTHER SOURCES	**$ 79,246,548**	**$ 112,968,855**	**$ 18,522,657**	**$ 210,738,060**

General Government Revenues
FY 2003



General Government Revenues

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Estimated FY 2002
Property Taxes	$ 4,000,139	$ 4,170,040	$ 4,243,955	$ 4,447,335	4.79%
Sales Taxes	27,544,682	30,244,541	30,120,541	30,954,900	2.77%
Gross Receipts Taxes	4,686,398	4,599,920	4,233,600	4,218,600	-0.35%
Other Local Taxes	3,523,095	3,499,000	3,770,000	3,670,000	-2.65%
PILOT	7,044,918	7,310,000	6,965,000	7,190,000	3.23%
Gen. & Admin. Charges	2,896,359	2,862,384	2,862,384	2,985,738	4.31%
Grants	4,313,838	6,553,637	6,558,351	5,080,767	-22.53%
Interest	5,390,308	1,377,600	1,215,559	945,600	-22.21%
Transfers	12,019,186	13,782,264	13,801,328	12,121,093	-12.17%
Other Local Revenues	5,897,833	4,541,373	5,045,014	4,671,386	-7.41%
Lease/Bond Proceeds	13,518,660	612,000	612,000	155,000	-74.67%
Appropriated Fund Balance	1,052,503	2,213,003	2,213,003	2,806,129	26.80%
Total	$ **91,887,919**	$ **81,765,762**	$ **81,640,735**	$ **79,246,548**	**-2.93%**

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 2002 to FY 2003.

- **Property Tax**: The growth in Property Taxes is shown to be 4.79% over Estimated FY 2002. The growth of assessed valuation of real property is projected to be 5%.

- **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 received 95.9% of 1% of gross retail receipts and 4.1% goes to the Public Improvement Fund. FY 2003 General Fund Sales Tax is shown to increase 2.75% over Estimated FY 2002. 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.

- **Other Local Taxes**: The 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.
  - 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 2002 is projected for this revenue.
  - The City's portion of the Motor Vehicle Sales Tax is 1 ½ cents per $1.00 vehicle cost. The City also receives a part of the license plate fee which is approximately $12.50. A 10% decrease for FY 2003 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 3.23% over Estimated FY 2002 based upon recent growth trends, and then taking into consideration the 3% rate increased proposed in the Water Utility.

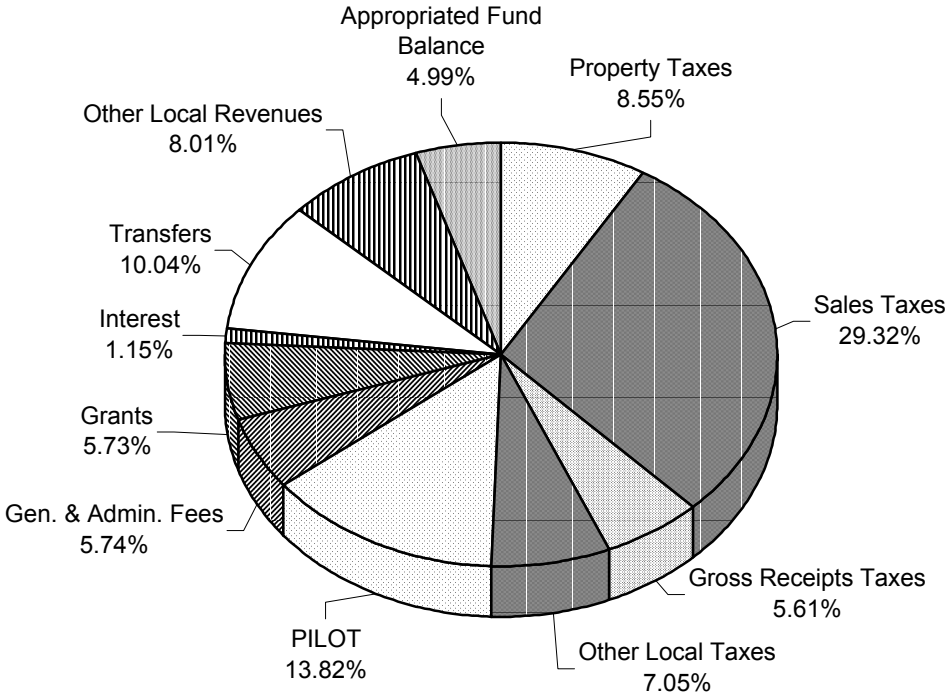
- **General and Administrative Fees**: (G&A) The City charges proportionately for all services performed by General Fund departments for enterprise, internal services, and other City funds. The charges are computed on the basis of an estimated allocation of time the various City departments contribute for servicing these funds. Beginning in FY 2001, we 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. G&A Fees are projecting a 4.31% increase over Estimated 2002.

- **Grants**: Grants are shown to increase by 2.32% from Estimated FY 2002.

- **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 2001 would have been $15,008,772. There is no way to accurately predict the amount of this adjustment for FY 2002 and FY 2003; 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 2003.

General Fund Revenues
FY 2003



General Fund Revenues

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Estimated FY 2002
Property Taxes	$ 3,007,517	$ 4,170,040	$ 4,243,955	$ 4,447,335	4.79%
Sales Taxes	14,443,129	14,672,000	14,848,000	15,256,500	2.75%
Gross Receipts Taxes	3,404,290	3,249,920	2,933,600	2,918,600	-0.51%
Other Local Taxes	3,523,095	3,499,000	3,770,000	3,670,000	-2.65%
PILOT	7,044,918	7,310,000	6,965,000	7,190,000	3.23%
Gen. & Admin. Fees	2,896,359	2,862,384	2,862,384	2,985,738	4.31%
Grants	2,570,875	2,900,367	2,912,981	2,980,517	2.32%
Interest	1,387,897	650,000	600,000	600,000	0.00%
Transfers	5,494,989	5,028,776	5,038,340	5,222,943	3.66%
Other Local Revenues	3,840,093	3,720,123	4,258,664	4,167,346	-2.14%
Appropriated Fund Balance	1,052,503	2,163,003	2,163,003	2,595,029	19.97%
Total	$ **48,665,665**	$ **50,225,613**	$ **50,595,927**	$ **52,034,008**	**2.84%**

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
TAXES:				
PROPERTY TAXES:				
Property Taxes - Real Estate	$ 2,280,387	$ 3,228,375	$ 3,278,755	$ 3,442,700
Property Taxes - Personal Property	622,117	861,500	833,500	875,175
Property Taxes - Other	105,013	80,165	131,700	129,460
Total Property Taxes	**3,007,517**	**4,170,040**	**4,243,955**	**4,447,335**
SALES TAX	**14,443,129**	**14,672,000**	**14,848,000**	**15,256,500**
GROSS RECEIPTS TAX:				
Gross Receipts Tax - Telephone	714,360	601,800	800,000	775,000
Gross Receipts Tax - Natural Gas	2,279,876	2,250,000	1,730,000	1,730,000
Gross Receipts Tax - Electric	367,321	354,960	360,000	370,000
Gross Receipts Tax - CATV	42,733	43,160	43,600	43,600
Total Gross Receipts Tax	**3,404,290**	**3,249,920**	**2,933,600**	**2,918,600**
OTHER LOCAL TAXES:				
Cigarette Tax	653,913	654,000	610,000	610,000
Gasoline Tax	1,973,776	2,020,000	2,160,000	2,160,000
Motor Vehicle Tax	895,406	825,000	1,000,000	900,000
Total Other Local Taxes	**3,523,095**	**3,499,000**	**3,770,000**	**3,670,000**
TOTAL TAXES	**24,378,031**	**25,590,960**	**25,795,555**	**26,292,435**
INTRAGOVERNMENTAL REVENUES:				
PILOT:				
PILOT - Electric	5,449,097	5,665,000	5,375,000	5,525,000
PILOT - Water	1,595,821	1,645,000	1,590,000	1,665,000
Total PILOT	**7,044,918**	**7,310,000**	**6,965,000**	**7,190,000**
General & Administrative Revenue	2,896,359	2,862,384	2,862,384	2,985,738
TOTAL INTRAGOV. REVENUES	**9,941,277**	**10,172,384**	**9,827,384**	**10,175,738**
INTERGOVERNMENTAL REVENUES:				
Federal / State Revenues	1,318,804	1,530,478	1,523,589	1,501,856
County Revenues	1,252,071	1,369,889	1,389,392	1,478,661
TOTAL INTERGOV. REVENUES	**2,570,875**	**2,900,367**	**2,912,981**	**2,980,517**
INTEREST & INVESTMENT REVENUE:				
Investment Earnings & Interest	737,243	650,000	600,000	600,000
Other Investment Income	650,654	0	0	0
TOTAL INVESTMENT INCOME	**1,387,897**	**650,000**	**600,000**	**600,000**
OPERATING TRANSFERS:				
Parks Sales Tax	557,464	200,000	200,000	240,000
Transportation Sales Tax	4,324,210	4,432,315	4,432,315	4,554,200
Public Improvement Fund	230,000	230,000	230,000	230,000
Special Road District Tax	87,062	103,200	103,200	106,500
Special Business District	7,500	7,500	7,500	7,500
Capital Projects Fund	182,975	0	0	0
Contributions Fund	15,800	3,000	12,564	8,900
CDBG Fund	41,361	0	0	18,750
REDI	48,617	52,761	52,761	57,093
TOTAL OPERATING TRANSFERS	$ **5,494,989**	$ **5,028,776**	$ **5,038,340**	$ **5,222,943**

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
OTHER LOCAL REVENUE:				
LICENSES & PERMITS:				
Business License	$ 494,608	$ 501,000	$ 501,000	$ 516,030
Liquor License	110,292	105,000	105,000	108,150
Animal License	16,935	27,297	27,297	27,297
TOTAL LICENSES AND PERMITS	**621,835**	**633,297**	**633,297**	**651,477**
FINES:				
Corporation Court Fines	780,277	726,500	856,500	856,500
Uniform Ticket Fines	167,086	160,000	190,000	195,700
Meter Fines	221,380	200,000	400,000	400,000
Alarm Violations	32,600	24,400	20,000	20,200
TOTAL FINES	**1,201,343**	**1,110,900**	**1,466,500**	**1,472,400**
FEES:				
Construction Fees	715,746	671,845	724,630	734,370
Street Maintenance Fees	337,968	250,000	275,000	250,000
Animal Control Fees	17,340	16,200	17,000	17,000
Health Fees	267,983	291,600	283,000	288,000
Other Fees	257,205	245,005	287,786	301,005
TOTAL FEES	**1,596,242**	**1,474,650**	**1,587,416**	**1,590,375**
MISCELLANEOUS REVENUES	**420,673**	**501,276**	**571,451**	**453,094**
TOTAL OTHER LOCAL REVENUE	**3,840,093**	**3,720,123**	**4,258,664**	**4,167,346**
APPROPRIATED FUND BALANCE	**1,052,503**	**2,163,003**	**2,163,003**	**2,595,029**
TOTAL REV. AND OTHER SOURCES	$ **48,665,665**	$ **50,225,613**	$ **50,595,927**	$ **52,034,008**

ENTERPRISE FUND REVENUES:

The City of Columbia has ten enterprise funds that generate a total of $112,968,855 in revenues, and $109,441,613 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 2002 to FY 2003.

- **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 2003.

- **Sale of Water**: There are approximately 35,000 customers that receive water from the City. A 3% rate increase is proposed to address the operation expenses that were not covered by previous rate increase.

- **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 reflects a full year of operation for FY 2003. Recreation Services Fund Revenues for FY 2003 are projected at a 21.05% increase over Estimated FY 2002.

- **Sewer Charges**: There are approximately 34,000 sewer utility customers. No rate increase is proposed for FY 2003.

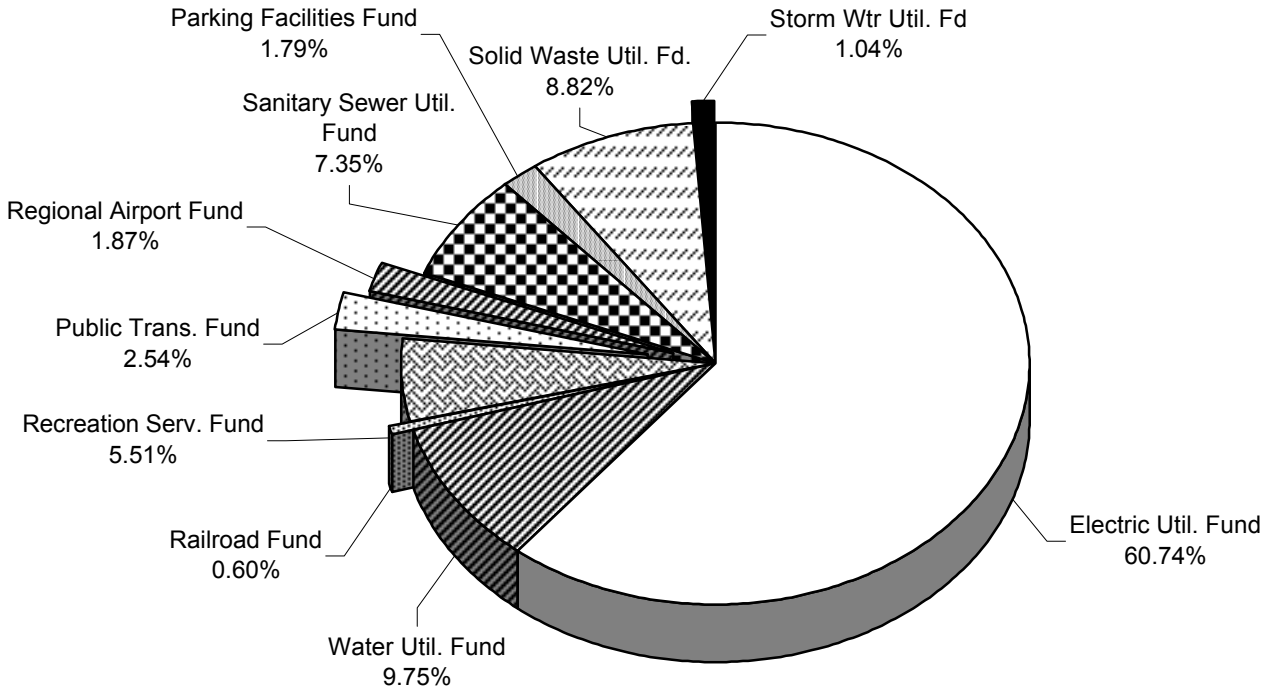
- **Parking Fees**: Parking fees are charged to users of the City's garages, surface lots, and metered parking. A fee increase was implemented in FY 2002. No fee increase is proposed for FY 2003.

- **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. A $0.45 rate increase was planned for FY 2003, but management has decided to delay the increase until FY 2004.

FY 2003 revenues are forecasted to exceed FY 2002 Estimated Revenues by $1,982,703, or 1.79%.

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 2003



Enterprise Fund Revenues By Fund

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Estimated FY 2002
Electric Utility Fund	$ 67,652,869	$ 67,834,336	$ 67,144,146	$ 68,620,124	2.20%
Water Utility Fund	10,801,482	11,313,089	10,495,492	11,012,366	4.92%
Railroad Fund	585,069	451,000	654,559	675,365	3.18%
Recreation Services Fund	4,705,164	5,614,966	5,137,745	6,219,344	21.05%
Public Transportation Fund	6,041,057	3,316,855	4,254,683	2,870,200	-32.54%
Regional Airport Fund	2,187,366	1,165,129	1,636,829	2,112,370	29.05%
Sanitary Sewer Utility Fund	9,731,188	8,625,500	8,349,500	8,297,800	-0.62%
Parking Facilities Utility Func	1,872,147	1,880,890	2,030,328	2,021,829	-0.42%
Solid Waste Utility Fund	10,200,272	9,757,915	10,147,870	9,969,457	-1.76%
Storm Water Utility Fund	1,416,532	1,240,000	1,135,000	1,170,000	3.08%
Total	**$ 115,193,146**	**$ 111,199,680**	**$ 110,986,152**	**$ 112,968,855**	**1.79%**

INTERNAL SERVICE FUND REVENUES:

The City of Columbia has seven internal service funds that generate a total of $18,522,657 in revenues and $19,971,129 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 for FY 2003 and the prescription drug co-pay amounts will be increased from $4/$8/$14 to $5/$10/$20.

- **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.

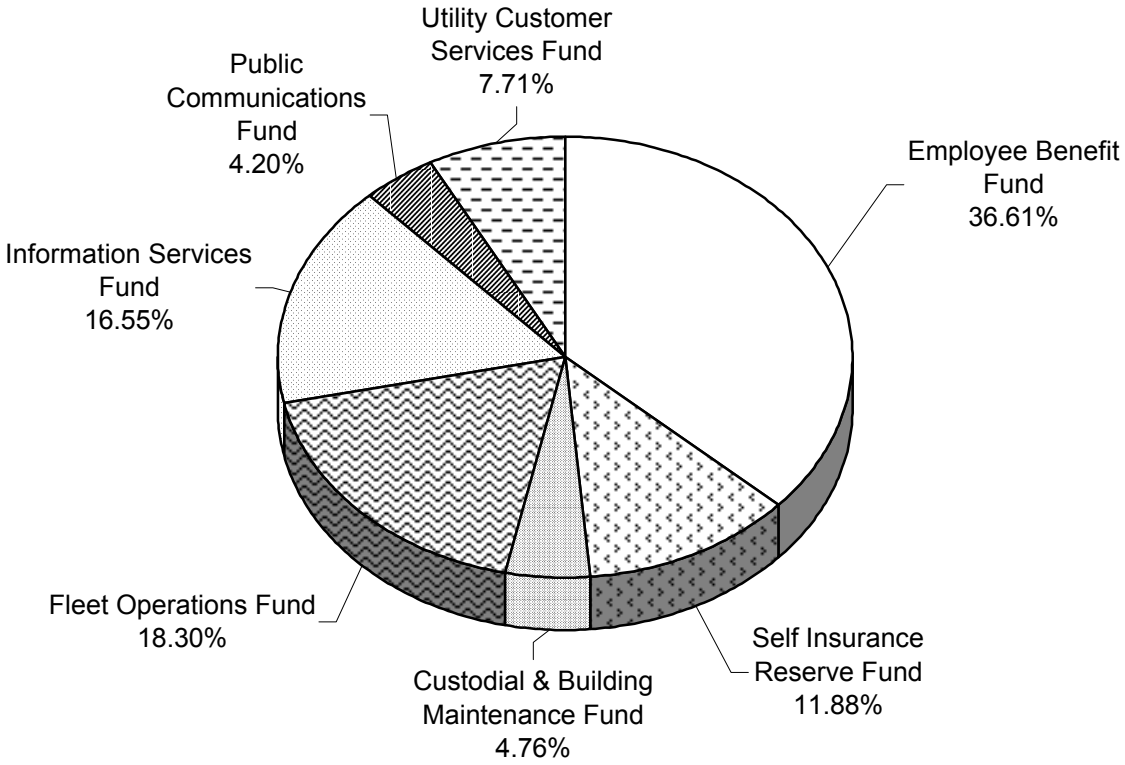
- **Fleet Operations Revenue**: The Fleet Operations Fund provides equipment maintenance and repair operation for Public Works and other user departments. Departments are charged a shop labor rate. The rate is proposed to increase from $38 to $40 ($2 increase) for FY 2003.

- **Information Services Fees**: Fees are assessed based upon each department's usage of the AS 400 and the number of computer workstations for all departments. The FY 2003 fees charges reflect a 3.5% increase over Estimated FY 2002.

- **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 charge 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 2003



Internal Service Revenues By Fund

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Estimated FY 2002
Employee Benefit	$ 7,383,578	$ 6,399,472	$ 6,693,714	$ 6,781,984	1.32%
Self Insurance	5,677,252	2,339,375	2,294,375	2,200,000	-4.11%
Custodial & Bldg Maint.	894,147	876,788	880,232	881,097	0.10%
Fleet Maintenance	3,137,899	3,368,400	3,236,321	3,390,000	4.75%
Information Services	3,078,018	2,969,693	2,934,946	3,064,756	4.42%
Public Communications	956,335	806,700	810,744	777,490	-4.10%
Utility Customer Services	1,311,704	1,189,435	1,512,435	1,427,330	-5.63%
Total	**$ 22,438,933**	**$ 17,949,863**	**$ 18,362,767**	**$ 18,522,657**	**0.87%**

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Summary - FY 2003 Operating Statements For All Funds

	Estimated Beginning Balance	Revenues	Expenses *	Net Income/ (Loss)		Estimated Ending Balance
Governmental Funds:						
General Fund **	$10,909,018	$49,438,979	$52,034,008	($2,595,029)	^	$8,313,989
99 Quarter Cent Sales Tax	$2,100,562	$3,740,000	$3,696,600	$43,400		$2,143,962
Transportation Sales Tax Fund	$1,204,547	$7,660,000	$7,257,235	$402,765		$1,607,312
Parks Sales Tax Fund	$54,621	$3,735,000	$3,104,699	$630,301		$684,922
Public Improvement Fund	$2,976,001	$988,400	$646,817	$341,583		$3,317,584
Special Road District Tax Fund	$1,605,408	$1,218,000	$106,500	$1,111,500		$2,716,908
Cultural Affairs Fund	$75,582	$329,990	$355,805	($25,815)	^	$49,767
Convention & Tourism Fund	$928,729	$1,353,100	$1,574,630	($221,530)	^	$707,199
Debt Service Funds (Combined)	$2,500,676	$2,761,833	$3,461,233	($699,400)	^	$1,801,276
Capital Projects Fund	$27,824,453	$5,069,117	$5,405,217	($336,100)	^	$27,488,353
Contributions Fund	$337,197	$146,000	$162,776	($16,776)	^	$320,421
Total Govt. Funds****	**$50,516,794**	**$76,440,419**	**$77,805,520**	**($1,365,101)**		**$49,151,693**
Enterprise Funds:						
Railroad Fund	$554,043	$675,365	$622,771	$52,594		$606,637
Water & Electric Funds (Combined) ***	$106,387,004	$79,632,490	$76,720,651	$2,911,839		$109,298,843
Recreation Services Fund	$3,857,492	$6,219,344	$6,358,939	($139,595)	+	$3,717,897
Public Transportation Fund	$4,118,069	$2,870,200	$3,000,632	($130,432)	^	$3,987,637
Airport Fund	$2,536,966	$2,112,370	$1,331,594	$780,776		$3,317,742
Sanitary Sewer Utility Fund	$31,924,743	$8,297,800	$7,841,010	$456,790		$32,381,533
Parking Utility Fund	$8,377,696	$2,021,829	$1,756,740	$265,089		$8,642,785
Solid Waste Utility Fund	$5,829,723	$9,969,457	$10,844,602	($875,145)	+	$4,954,578
Storm Water Utility Fund	$6,025,864	$1,170,000	$964,674	$205,326		$6,231,190
Total Enterprise Funds	**$169,611,600**	**$112,968,855**	**$109,441,613**	**$3,527,242**		**$173,138,842**
Internal Service Funds:						
Employee Benefit Fund	$3,076,466	$6,781,984	$7,801,102	($1,019,118)	+	$2,057,348
Self Insurance Reserve Fund	$7,507,870	$2,200,000	$2,644,832	($444,832)	^	$7,063,038
Custodial / Maintenance Fund	$438,364	$881,097	$916,077	($34,980)	^	$403,384
Fleet Operations Fund	($54,517)	$3,390,000	$3,403,384	($13,384)	+	($67,901)
Information Services Fund	$949,052	$3,064,756	$3,049,752	$15,004		$964,056
Public Communications Fund	$918,842	$777,490	$818,727	($41,237)	^	$877,605
Utility Customer Services Fund	$1,037,540	$1,427,330	$1,337,255	$90,075		$1,127,615
Total Internal Service Funds	**$13,873,617**	**$18,522,657**	**$19,971,129**	**($1,448,472)**		**$12,425,145**
Total All Funds	**$234,002,011**	**$207,931,931**	**$207,218,262**	**$713,669**		**$234,715,680**

^ 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	$11,012,366	$11,485,984	($473,618)
Electric Utility Fund	$68,620,124	$65,234,667	$3,385,457

****Does not include CDBG Revenues or Expenses

General Fund Summary

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
REVENUES:				
Taxes	$ 24,378,031	$ 25,590,960	$ 25,795,555	$ 26,292,435
Other Local Revenue	3,419,420	3,218,847	3,687,213	3,714,252
Intragovernmental Revenue	9,941,277	10,172,384	9,827,384	10,175,738
Grant Revenue	2,570,875	2,900,367	2,912,981	2,980,517
Interest and Investment Revenue	1,387,897	650,000	600,000	600,000
Miscellaneous Revenue	420,673	501,276	571,451	453,094
Total Revenues	**42,118,173**	**43,033,834**	**43,394,584**	**44,216,036**
EXPENDITURES:				
Personnel Services	30,570,088	33,261,135	33,063,589	34,818,706
Supplies & Materials	2,820,555	3,961,134	3,621,111	3,997,233
Travel & Training	238,760	347,236	312,877	356,505
Intragovernmental Charges	2,794,223	2,980,963	2,974,143	3,013,541
Utilities, Services & Other Misc.*	4,653,829	5,321,568	5,128,524	5,736,294
Capital Additions	1,463,810	1,526,460	1,494,764	1,227,126
Total Expenditures	**42,541,265**	**47,398,496**	**46,595,008**	**49,149,405**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**(423,092)**	**(4,364,662)**	**(3,200,424)**	**(4,933,369)**
OTHER FINANCING SOURCES (USES):				
Operating Transfers From Other Fds.	5,494,989	5,028,776	5,038,340	5,222,943
Operating Transfers To Other Funds	(2,060,500)	(2,869,500)	(2,869,500)	(2,884,603)
Total Otr. Financing Sources (Uses)	**3,434,489**	**2,159,276**	**2,168,840**	**2,338,340**
EXCESS (DEFICIENCY) OF REVENUES & OTHER FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES	**3,011,397**	**(2,205,386)**	**(1,031,584)**	**(2,595,029)** ^
Fund Balance - Beginning of Year	9,592,424	10,145,669	11,940,602	10,909,018
Adj. for Unrealized Gains & Reserves for Encumbrances	(663,219)	0	0	0
FUND BALANCE, END OF YEAR	$ **11,940,602**	$ **7,940,283**	$ **10,909,018**	$ **8,313,989**

* Includes contingency of $100,000 and Council Reserve of $6,938.

^ 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%
1994	32,382,118	6,818,962	21%
1995	34,831,771	7,151,470	21%
1996	36,233,997	9,985,694	28%
1997	38,578,207	10,898,938	28%
1998	38,570,715	9,864,802	26%
1999	40,270,078	9,712,113	24%
2000	41,975,779	9,592,424	23%
2001	44,601,765	11,940,602	27%
2002	49,464,508	10,909,018	22%
2003	$ 52,034,008	$ 8,313,989	16%

* Fund Balance Does NOT include Unrealized Gains

99 Quarter Cent Sales Tax Fund

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
REVENUES:				
Sales Taxes	$ 2,777,845	$ 3,750,000	$ 3,600,000	$ 3,700,000
Investment Revenue	131,700	50,000	40,000	40,000
Total Revenues	**2,909,545**	**3,800,000**	**3,640,000**	**3,740,000**
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	**2,909,545**	**3,800,000**	**3,640,000**	**3,740,000**
OTHER FINANCING SOURCES (USES):				
Operating Transfers To Other Funds	(1,159,660)	(3,289,323)	(3,289,323)	(3,696,600)
Total Otr. Financing Sources (Uses)	**(1,159,660)**	**(3,289,323)**	**(3,289,323)**	**(3,696,600)**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**1,749,885**	**510,677**	**350,677**	**43,400**
Fund Balance, Beg. of Year	0	2,535,000	1,749,885	2,100,562
FUND BALANCE END OF YEAR	$ **1,749,885**	$ **3,045,677**	$ **2,100,562**	$ **2,143,962**

Parks Sales Tax Fund

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
REVENUES:				
Sales Taxes	$ 1,514,644	$ 3,750,000	$ 3,600,000	$ 3,700,000
Lease/Bond Proceeds	7,000,000	0	0	0
Investment Revenue	13,318	15,000	30,000	35,000
Total Revenues	**8,527,962**	**3,765,000**	**3,630,000**	**3,735,000**
EXPENDITURES:				
Personnel Services	0	0	0	0
Supplies & Materials	0	0	0	0
Travel & Training	0	0	0	0
Intragovernmental Charges	0	0	0	849
Utilities, Services & Misc.	13,556	0	0	0
Capital	7,000,000	0	0	0
Total Expenditures	**7,013,556**	**0**	**0**	**849**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**1,514,406**	**3,765,000**	**3,630,000**	**3,734,151**
OTHER FINANCING SOURCES (USES):				
Operating Transfers To Other Funds	(1,671,535)	(3,418,250)	(3,418,250)	(3,103,850)
Total Otr. Financing Sources (Uses)	**(1,671,535)**	**(3,418,250)**	**(3,418,250)**	**(3,103,850)**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**(157,129)**	**346,750**	**211,750**	**630,301**
Fund Balance, Beg. of Year	0	3,765	(157,129)	54,621
FUND BALANCE END OF YEAR	$ **(157,129)**	$ **350,515**	$ **54,621**	$ **684,922**

Transportation Sales Tax Fund

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
REVENUES:				
Sales Taxes	$ 7,302,019	$ 7,441,500	$ 7,441,500	$ 7,650,000
Investment Revenue	4,411	9,000	10,000	10,000
Total Revenues	**7,306,430**	**7,450,500**	**7,451,500**	**7,660,000**
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	**7,306,430**	**7,450,500**	**7,451,500**	**7,660,000**
OTHER FINANCING SOURCES (USES):				
Operating Transfers To Other Funds	(7,289,310)	(6,912,889)	(6,912,889)	(7,257,235)
Total Otr. Financing Sources (Uses)	**(7,289,310)**	**(6,912,889)**	**(6,912,889)**	**(7,257,235)**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**17,120**	**537,611**	**538,611**	**402,765**
Fund Balance, Beg. of Year	900,839	628,506	665,936	1,204,547
Equity Transfers	(252,023)	0	0	0
FUND BALANCE END OF YEAR	$ **665,936**	$ **1,166,117**	$ **1,204,547**	$ **1,607,312**

Public Improvement Fund

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
REVENUES:				
Property Tax	$	$	$	$
Sales Tax	616,009	631,041	631,041	648,400
Development Fees	194,040	200,000	200,000	200,000
Investment Revenue	273,999	150,000	140,000	140,000
Total Revenues	**1,084,048**	**981,041**	**971,041**	**988,400**
EXPENDITURES:				
Personnel Services	0	0	0	0
Supplies & Materials	0	0	0	0
Travel & Training	0	0	0	0
Intragovernmental Charges	59,267	41,094	41,094	34,707
Utilities, Services & Misc.	2,013	0	0	0
Capital	0	0	0	0
Total Expenditures	**61,280**	**41,094**	**41,094**	**34,707**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**1,022,768**	**939,947**	**929,947**	**953,693**
OTHER FINANCING SOURCES (USES):				
Operating Transfers To Other Funds	(779,011)	(589,947)	(589,947)	(612,110)
Operating Transfers From Other Funds	439	0	0	0
Total Otr. Financing Sources (Uses)	**(778,572)**	**(589,947)**	**(589,947)**	**(612,110)**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**244,196**	**350,000**	**340,000**	**341,583**
Fund Balance, Beg. of Year	2,391,805	2,680,527	2,636,001	2,976,001
Equity Transers				
FUND BALANCE END OF YEAR	$ **2,636,001**	$ **3,030,527**	$ **2,976,001**	$ **3,317,584**

Cultural Affairs Fund

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
REVENUES:				
Festival and Other Event Revenue	$ 32,670	$ 27,750	$ 27,750	$ 28,300
Grant Revenue	45,111	49,800	41,900	39,250
Investment Revenue	10,257	3,600	4,000	3,600
Other Miscellaneous Revenues	19,378	19,100	19,200	19,840
Total Revenues	**107,416**	**100,250**	**92,850**	**90,990**
EXPENDITURES:				
Personnel Services	123,868	141,824	141,824	146,766
Supplies & Materials	21,586	25,303	25,378	24,950
Travel & Training	1,077	4,958	4,350	4,958
Intragovernmental Charges	37,550	36,710	36,710	37,313
Utilities Services & Other Misc.	163,897	139,807	135,801	141,818
Capital Additions	0	0	0	0
Total Expenditures	**347,978**	**348,602**	**344,063**	**355,805**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**(240,562)**	**(248,352)**	**(251,213)**	**(264,815)**
OTHER FINANCING SOURCES (USES):				
Operating Transfers From Other Fds.	270,800	239,000	248,500	239,000
Total Otr. Financing Sources (Uses)	**270,800**	**239,000**	**248,500**	**239,000**
EXCESS (DEFICIENCY) OF REVENUES & OTHER FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES	**30,238**	**(9,352)**	**(2,713)**	**(25,815)** ^
Fund Balance Beg. of Year	48,057	47,264	78,295	75,582
FUND BALANCE END OF YEAR	$ **78,295**	$ **37,912**	$ **75,582**	$ **49,767**

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

Special Road District Tax Fund

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
REVENUES:				
County Revenues	$ 1,047,239	$ 1,200,000	$ 1,200,000	$ 1,200,000
Investment Revenue	128,831	36,000	18,000	18,000
Total Revenues	**1,176,070**	**1,236,000**	**1,218,000**	**1,218,000**
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	**1,176,070**	**1,236,000**	**1,218,000**	**1,218,000**
OTHER FINANCING SOURCES (USES):				
Operating Transfers To Other Funds	(911,562)	(1,361,600)	(1,361,600)	(106,500)
Total Otr. Financing Sources (Uses)	**(911,562)**	**(1,361,600)**	**(1,361,600)**	**(106,500)**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**264,508**	**(125,600)**	**(143,600)**	**1,111,500**
Fund Balance, Beg. of Year	1,484,500	1,687,000	1,749,008	1,605,408
FUND BALANCE END OF YEAR	$ **1,749,008**	$ **1,561,400**	$ **1,605,408**	$ **2,716,908**

Convention and Tourism Fund

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
REVENUES:				
Hotel/Motel Tax	$ 1,282,108	$ 1,350,000	$ 1,300,000	$ 1,300,000
Grant Revenue	76,500	28,830	28,830	0
Investment Revenue	72,073	27,000	27,000	40,000
Sale of Land	148,092	0	0	0
Other Miscellaneous Revenues	8,806	17,200	17,200	13,100
Total Revenues	**1,587,579**	**1,423,030**	**1,373,030**	**1,353,100**
EXPENDITURES:				
Personnel Services	312,917	369,063	364,912	403,241
Supplies & Materials	55,155	65,895	67,553	63,200
Travel & Training	4,649	9,200	6,145	10,100
Intragovernmental Charges	53,654	57,819	57,919	57,483
Utilities, Services & Other Misc.	552,772	587,124	577,271	818,183
Capital Additions	3,365	11,995	11,995	0
Interest & Lease Payment	75,784	75,931	75,931	222,423
Total Expenditures	**1,058,296**	**1,177,027**	**1,161,726**	**1,574,630**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**529,283**	**246,003**	**211,304**	**(221,530)**
OTHER FINANCING SOURCES (USES):				
Operating Transfers To Other Funds	(48,800)	(20,000)	(20,000)	0
Total Otr. Financing Sources (Uses)	**(48,800)**	**(20,000)**	**(20,000)**	**0**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**480,483**	**226,003**	**191,304**	**(221,530)** ^
Fund Balance, Beg. of Year	256,942	481,891	737,425	928,729
Equity Transfers	0	0	0	0
FUND BALANCE, END OF YEAR*	$ **737,425**	$ **707,894**	$ **928,729**	$ **707,199**
* Amount of Restricted Tourism Funds	$ 319,874	$ 0	$ 313,063	$ 588,063

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

Debt Service Funds (combined)

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
REVENUES:				
Property Taxes	$ 992,622	$ 0	$ 0	$ 0
Lease/Bond Proceeds	53,605	0	0	0
Investment Revenue	551,084	425,000	328,559	41,000
Total Revenues	**1,597,311**	**425,000**	**328,559**	**41,000**
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.	78,858	3,800	3,800	1,900
Capital	0	0	0	0
Other	3,305,265	4,312,327	4,312,327	3,459,333
Total Expenditures	**3,384,123**	**4,316,127**	**4,316,127**	**3,461,233**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**(1,786,812)**	**(3,891,127)**	**(3,987,568)**	**(3,420,233)**
OTHER FINANCING SOURCES (USES):				
Operating Transfer From Other Funds	1,324,800	2,771,877	2,771,877	2,720,833
Operating Transfer To Other Funds	(532,500)	0	0	0
Total Other Financing Sources (Uses):	**792,300**	**2,771,877**	**2,771,877**	**2,720,833**
EXCESS (DEFICIENCY) OF REVENUES & OTHER FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES	**(994,512)**	**(1,119,250)**	**(1,215,691)**	**(699,400)** ^
Fund Balance as Restated	6,490,267	4,721,002	3,716,367	2,500,676
Equity Transfer to Other Funds	(1,779,388)	0	0	0
FUND BALANCE END OF PERIOD	$ **3,716,367**	**3,601,752**	$ **2,500,676**	$ **1,801,276**

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

Capital Projects Fund

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
REVENUES:				
Sales Taxes	$ 891,036	$ 0	$ 0	$ 0
Grant Revenues	574,113	2,374,640	2,374,640	861,000
Investment Revenue	2,782,916	0	0	0
Miscellaneous Revenue	1,488,666	522,200	522,200	242,800
Total Revenues	**5,736,731**	**2,896,840**	**2,896,840**	**1,103,800**
EXPENDITURES:				
Personnel Services	14,209	0	0	0
Supplies & Materials	369,232	0	0	0
Travel & Training	0	0	0	0
Intragovernmental Charges	4,530	0	0	0
Utilities, Services & Misc.	10,422,043	4,933,520	4,731,520	5,405,217
Capital	1,660,900	779,000	981,000	0
Interest	8,383	0	0	0
Total Expenditures	**12,479,297**	**5,712,520**	**5,712,520**	**5,405,217**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**(6,742,566)**	**(2,815,680)**	**(2,815,680)**	**(4,301,417)**
OTHER FINANCING SOURCES (USES):				
Operating Transfers From Other Fds.	4,796,158	5,614,611	5,614,611	3,810,317
Operating Transfers To Other Funds	(183,414)	0	0	0
Lease/Bond Proceeds	6,465,055	612,000	612,000	155,000
Total Otr. Financing Sources/ (Uses)	**11,077,799**	**6,226,611**	**6,226,611**	**3,965,317**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**4,335,233**	**3,410,931**	**3,410,931**	**(336,100)** ^
Fund Balance, Beg. of Year	19,552,172	24,871,038	24,413,522	27,824,453
Equity Transfers From Other Funds	538,388	0	0	0
Equity Transfers To Other Funds	(12,271)	0	0	0
FUND BALANCE END OF YEAR	$ **24,413,522**	$ **28,281,969**	$ **27,824,453**	$ **27,488,353**

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

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Contributions Fund

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
REVENUES:				
Grant Revenue	$ 0	$ 0	$ 0	$ 0
Investment Revenue	33,822	12,000	18,000	18,000
Other Miscellaneous Revenues	166,088	35,000	0	0
Total Revenues	**199,910**	**47,000**	**18,000**	**18,000**
EXPENDITURES:				
Personnel Services	86,364	91,044	91,094	97,401
Supplies & Materials	19,916	27,600	20,300	29,770
Travel & Training	1,139	3,550	2,702	3,550
Intragovernmental Charges	14,821	18,389	18,389	17,400
Utilities, Services & Other Misc.	7,589	14,579	11,634	14,655
Capital Additions	0	0	0	0
Total Expenditures	**129,829**	**155,162**	**144,119**	**162,776**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**70,081**	**(108,162)**	**(126,119)**	**(144,776)**
OTHER FINANCING SOURCES (USES):				
Operating Transfers From Other Fds.	132,000	128,000	128,000	128,000
Operating Transfers To Other Funds	(28,300)	(13,324)	(13,324)	(8,900)
Total Otr. Financing Sources (Uses)	**103,700**	**114,676**	**114,676**	**119,100**
EXCESS (DEFICIENCY) OF REVENUES & OTHER FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES	**173,781**	**6,514**	**(11,443)**	**(25,676)** ^
Fund Balance, Beg. of Year As Restated	176,859	181,817	348,640	337,197
Equity Transfer	(2,000)	0	0	0
FUND BALANCE, END OF YEAR	$ **348,640**	$ **188,331**	$ **337,197**	$ **311,521**

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

Railroad Fund

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
OPERATING REVENUES:				
Switching Fees	$ 386,306	$ 362,750	$ 455,805	$ 595,865
User Charges	64,369	38,250	24,750	19,500
Total Operating Revenues	**450,675**	**401,000**	**480,555**	**615,365**
OPERATING EXPENSES:				
Personnel Services	157,604	167,991	167,951	170,679
Supplies & Materials	40,129	47,100	48,430	56,455
Travel & Training	851	1,060	1,060	1,100
Intragovernmental Charges	19,783	25,929	25,929	36,830
Utilities, Services & Other Misc.	146,521	143,906	147,806	159,854
Total Operating Expenses	**364,888**	**385,986**	**391,176**	**424,918**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**85,787**	**15,014**	**89,379**	**190,447**
Depreciation	(157,521)	(163,821)	(182,500)	(191,625)
OPERATING INCOME	**(71,734)**	**(148,807)**	**(93,121)**	**(1,178)**
NON-OPERATING REVENUES:				
Investment Revenue	22,407	0	10,000	10,000
Misc. Non-Operating Revenue	7	0	114,004	0
Total Non-Operating Revenues	**22,414**	**0**	**124,004**	**10,000**
NON-OPERATING EXPENSES:				
Loss on Disposal of Fixed Assets	0	0	720	0
Interest Expense	2,398	6,817	6,817	6,228
Total Non-Operating Expenses	**2,398**	**6,817**	**7,537**	**6,228**
OPERATING TRANSFERS FROM OTHER FUNDS	50,000	50,000	50,000	50,000
Capital Contribution	61,980	0	0	0
NET INCOME (LOSS)	**60,262**	**(105,624)**	**73,346**	**52,594**
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**60,262**	**(105,624)**	**73,346**	**52,594**
Retained Earnings, Beg. of Year As Restated	420,435	406,069	480,697	554,043
RETAINED EARNINGS END OF YEAR	$ **480,697**	$ **300,445**	$ **554,043**	$ **606,637**

Railroad Fund

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 60,262	$ (105,624)	$ 73,346	$ 52,594
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	157,521	163,821	182,500	191,625
TOTAL RESOURCES PROVIDED BY OPERATIONS	**217,783**	**58,197**	**255,846**	**244,219**
OTHER SOURCES:				
Municipal Contributions	145,929	0	0	0
Bond and Note Proceeds	0	0	0	0
Loan from Electric Utility	136,000	0	134,000	515,000
Total Other Sources	**281,929**	**0**	**134,000**	**515,000**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	419,094	69,500	453,500	565,000
Increase (Dec) in Restricted Assets	49,973	0	0	0
Reductions in Loans Payable	14,229	10,766	12,464	61,919
Total Uses	**483,296**	**80,266**	**465,964**	**626,919**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**16,416**	**(22,069)**	**(76,118)**	**132,300**
Working Capital Beginning of Year	208,139	(119,822)	224,555	148,437
WORKING CAPITAL END OF YEAR	**$ 224,555**	**$ (141,891)**	**$ 148,437**	**$ 280,737**

Water and Electric Fund (Combined)

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
OPERATING REVENUES:				
Fees and Service Charges	$ 72,367,292	$ 75,754,957	$ 74,662,158	$ 76,637,653
Total Operating Revenues	**72,367,292**	**75,754,957**	**74,662,158**	**76,637,653**
OPERATING EXPENSES:				
Personnel Services	9,917,231	10,407,160	10,378,071	10,840,390
Power Supply	35,741,072	34,686,760	34,676,760	38,003,400
Supplies & Materials	2,027,397	2,632,288	2,660,262	2,711,815
Travel & Training	58,257	98,030	85,430	100,552
Intragovernmental Charges	2,266,764	2,316,396	2,318,503	2,356,785
Utilities, Services & Other Misc.	3,878,192	5,224,889	5,074,543	5,251,186
Total Operating Expenses	**53,888,913**	**55,365,523**	**55,193,569**	**59,264,128**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**18,478,379**	**20,389,434**	**19,468,589**	**17,373,525**
P.I.L.O.T.	(7,044,918)	(7,232,000)	(7,188,651)	(7,365,090)
Depreciation	(6,186,871)	(6,113,616)	(6,249,500)	(6,560,200)
OPERATING INCOME	**5,246,590**	**7,043,818**	**6,030,438**	**3,448,235**
NON-OPERATING REVENUES:				
Revenue From Other Gov't Units	21,676	0	0	0
Investment Revenue	4,925,090	2,625,000	2,229,000	2,229,000
Misc. Non-Operating Revenue	795,610	741,000	722,012	738,575
Total Non-Operating Revenues	**5,742,376**	**3,366,000**	**2,951,012**	**2,967,575**
NON-OPERATING EXPENSES:				
Bond Interest	2,898,191	2,855,993	3,211,804	3,288,771
Bank & Paying Agent Fees	121,264	109,050	122,050	124,000
Loss on Disposal Assets	72,928	0	12,920	0
Other Miscellaneous Expense	0	0	0	0
Amortization	39,559	43,250	45,125	48,462
Total Non-Operating Expenses	**3,131,942**	**3,008,293**	**3,391,899**	**3,461,233**
OPERATING TRANSFERS:				
Operating Transfers From Other Funds	0	26,468	26,468	27,262
Operating Transfers To Other Funds	(50,000)	(50,000)	(50,000)	(70,000)
Total Operating Transfers	**(50,000)**	**(23,532)**	**(23,532)**	**(42,738)**
Capital Contribution	344,683	0	0	0
NET INCOME (LOSS)	**8,151,707**	**7,377,993**	**5,566,019**	**2,911,839**
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**8,151,707**	**7,377,993**	**5,566,019**	**2,911,839**
Retained Earnings, Beg. of Year	92,669,278	97,812,502	100,820,985	106,387,004
RETAINED EARNINGS END OF YEAR	$ **100,820,985**	$ **105,190,495**	$ **106,387,004**	$ **109,298,843**

Water and Electric Fund (Combined)

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 8,151,707	$ 7,377,993	$ 5,566,019	$ 2,911,839
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	6,186,871	6,113,616	6,249,500	6,560,200
TOTAL RESOURCES PROVIDED BY OPERATIONS	**14,338,578**	**13,491,609**	**11,815,519**	**9,472,039**
OTHER SOURCES:				
Municipal Contributions	6,222	0	0	0
Bond & Note Proceeds	0	16,490,000	16,490,000	0
Repayment of Loan - Railroad	14,229	10,766	12,464	61,919
Total Other Sources	**20,451**	**16,500,766**	**16,502,464**	**61,919**
FINANCIAL RESOURCES WERE USED FOR:				
Bond Retirement/Lease Reductions	2,993,183	3,035,000	3,035,000	3,410,000
Acquisition of Fixed Assets	10,140,463	15,217,338	15,212,092	13,834,530
Increase (Dec) in Restricted Assets	(2,938,417)	6,062,537	6,062,537	(6,465,145)
Increase (Dec) in Other Assets	1,030,559	299,887	543,850	299,563
Loan to Railroad	136,000	0	134,000	515,000
Total Uses	**11,361,788**	**24,614,762**	**24,987,479**	**11,593,948**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**2,997,241**	**5,377,613**	**3,330,504**	**(2,059,990)**
Working Capital Beginning of Year	24,466,204	24,820,992	27,463,445	30,793,949
WORKING CAPITAL END OF YEAR	**$ 27,463,445**	**$ 30,198,605**	**$ 30,793,949**	**$ 28,733,959**

Water Fund

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
OPERATING REVENUES:				
Fees and Service Charges	$ 9,896,224	$ 10,727,089	$ 10,031,480	$ 10,550,366
Total Operating Revenues	**9,896,224**	**10,727,089**	**10,031,480**	**10,550,366**
OPERATING EXPENSES:				
Personnel Services	3,019,450	3,060,267	3,057,720	3,186,646
Supplies & Materials	873,434	1,102,779	1,100,224	1,067,620
Travel & Training	14,977	17,070	17,070	18,295
Intragovernmental Charges	871,383	940,203	940,203	893,197
Utilities, Services & Other Misc.	1,252,005	1,715,660	1,737,938	1,829,908
Total Operating Expenses	**6,031,249**	**6,835,979**	**6,853,155**	**6,995,666**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**3,864,975**	**3,891,110**	**3,178,325**	**3,554,700**
P.I.L.O.T.	(1,595,821)	(1,582,000)	(1,598,839)	(1,656,710)
Depreciation	(1,431,897)	(1,408,766)	(1,440,000)	(1,510,300)
OPERATING INCOME	**837,257**	**900,344**	**139,486**	**387,690**
NON-OPERATING REVENUES:				
Revenue From Other Gov't Units	0	0	0	0
Investment Revenue	505,045	480,000	357,000	357,000
Misc. Non-Operating Revenue	122,867	106,000	107,012	105,000
Total Non-Operating Revenues	**627,912**	**586,000**	**464,012**	**462,000**
NON-OPERATING EXPENSES:				
Bond Interest	1,118,045	1,035,307	1,245,761	1,284,134
Bank & Paying Agent Fees	878	1,050	1,050	1,000
Loss on Disposal Assets	22,811	0	6,047	0
Other Miscellaneous Expenses	0	0	0	0
Amortization	14,506	17,500	16,800	18,174
Total Non-Operating Expenses	**1,156,240**	**1,053,857**	**1,269,658**	**1,303,308**
OPERATING TRANSFERS:				
Operating Transfers From Other Funds	0	0	0	0
Operating Transfers To Other Funds	0	0	0	(20,000)
Total Operating Transfers	**0**	**0**	**0**	**(20,000)**
Capital Contribution	277,346	0	0	0
NET INCOME (LOSS)	$ **586,275**	$ **432,487**	$ **(666,160)**	$ **(473,618)**

Electric Fund

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
OPERATING REVENUES:				
Fees and Service Charges	$ 62,471,068	$ 64,907,868	$ 64,510,678	$ 65,965,053
Locator Service Fees	0	120,000	120,000	122,234
Total Operating Revenues	**62,471,068**	**65,027,868**	**64,630,678**	**66,087,287**
OPERATING EXPENSES:				
Personnel Services	6,897,781	7,346,893	7,320,351	7,653,744
Power Supply	35,741,072	34,686,760	34,676,760	38,003,400
Supplies & Materials	1,153,963	1,529,509	1,560,038	1,644,195
Travel & Training	43,280	80,960	68,360	82,257
Intragovernmental Charges	1,395,381	1,376,193	1,378,300	1,463,588
Utilities, Services & Other Misc.	2,626,187	3,509,229	3,336,605	3,421,278
Total Operating Expenses	**47,857,664**	**48,529,544**	**48,340,414**	**52,268,462**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**14,613,404**	**16,498,324**	**16,290,264**	**13,818,825**
P.I.L.O.T.	(5,449,097)	(5,650,000)	(5,589,812)	(5,708,380)
Depreciation	(4,754,974)	(4,704,850)	(4,809,500)	(5,049,900)
OPERATING INCOME	**4,409,333**	**6,143,474**	**5,890,952**	**3,060,545**
NON-OPERATING REVENUES:				
Revenue From Other Govt Units	21,676	0	0	0
Investment Revenue	4,420,045	2,145,000	1,872,000	1,872,000
Misc. Non-Operating Revenue	672,743	635,000	615,000	633,575
Total Non-Operating Revenues	**5,114,464**	**2,780,000**	**2,487,000**	**2,505,575**
NON-OPERATING EXPENSES:				
Bond Interest	1,780,146	1,820,686	1,966,043	2,004,637
Bank & Paying Agent Fees	120,386	108,000	121,000	123,000
Loss on Disposal Assets	50,117	0	6,873	0
Other Miscellaneous Expenses	0	0	0	0
Amortization	25,053	25,750	28,325	30,288
Total Non-Operating Expenses	**1,975,702**	**1,954,436**	**2,122,241**	**2,157,925**
OPERATING TRANSFERS:				
Operating Transfers From Other Funds	0	26,468	26,468	27,262
Operating Transfers To Other Funds	(50,000)	(50,000)	(50,000)	(50,000)
Total Operating Transfers	**(50,000)**	**(23,532)**	**(23,532)**	**(22,738)**
Capital Contribution	67,337	0	0	0
NET INCOME (LOSS)	$ **7,565,432**	$ **6,945,506**	$ **6,232,179**	$ **3,385,457**

Recreation Services Fund

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
OPERATING REVENUES:				
Activity Fees	$ 1,406,105	$ 2,158,631	$ 1,539,138	$ 2,691,529
User Fees	129,788	138,260	131,143	135,000
Golf Improvement User Fee	154,905	160,000	154,523	107,100
Youth Capital User Fee	0	7,731	0	30,710
Rentals	242,957	313,910	272,716	316,275
Sales	338,998	448,350	365,645	536,310
Total Operating Revenues	**2,272,753**	**3,226,882**	**2,463,165**	**3,816,924**
OPERATING EXPENSES:				
Personnel Services	2,384,740	2,766,733	2,503,435	3,279,145
Supplies & Materials	619,843	918,300	831,273	1,048,627
Travel & Training	5,264	13,262	10,440	14,131
Intragovernmental Charges	266,718	339,386	339,386	395,511
Utilities, Services & Other Misc.	747,741	819,662	698,617	998,283
Total Operating Expenses	**4,024,306**	**4,857,343**	**4,383,151**	**5,735,697**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**(1,751,553)**	**(1,630,461)**	**(1,919,986)**	**(1,918,773)**
Depreciation	(240,225)	(236,286)	(213,000)	(476,000)
OPERATING INCOME	**(1,991,778)**	**(1,866,747)**	**(2,132,986)**	**(2,394,773)**
NON-OPERATING REVENUES:				
Investment Revenue	814,173	75,000	385,844	60,000
Rev. from other governmental units	0	0	5,000	0
Misc. Non-Operating Revenue	7,217	35,348	6,000	8,350
Total Non-Operating Revenues	**821,390**	**110,348**	**396,844**	**68,350**
NON-OPERATING EXPENSES:				
Bank & Paying Agent Fees	23,864	17,500	20,000	20,000
Interest Expense	214,014	471,168	471,166	320,021
Amortization	7,441	0	7,441	7,441
Loss on Disposal Assets	33,112	3,000	0	0
Total Non-Operating Expenses	**278,431**	**491,668**	**498,607**	**347,462**
OPERATING TRANSFERS FROM OTHER FUNDS	1,563,771	2,277,736	2,277,736	2,334,070
Capital Contribution	47,250	0	0	0
NET INCOME (LOSS)	**162,202**	**29,669**	**42,987**	**(339,815)**
Amortization of Contributions	226,028	155,858	200,220	200,220
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**388,230**	**185,527**	**243,207**	**(139,595)** +
Retained Earnings, Beg. of Year As Restated	3,226,055	3,226,174	3,614,285	3,857,492
Equity Transfer	0	0	0	0
RETAINED EARNINGS END OF YEAR	$ **3,614,285**	$ **3,411,701**	$ **3,857,492**	$ **3,717,897**

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

Recreation Services Fund

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 162,202	$ 29,669	$ 42,987	$ (339,815)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	240,225	236,286	213,000	476,000
TOTAL RESOURCES PROVIDED BY OPERATIONS	**402,427**	**265,955**	**255,987**	**136,185**
OTHER SOURCES:				
Municipal Contributions	1,244,500	2,034,790	1,938,130	1,942,350
Bond Proceeds/Loan from Designated Loan Fund	8,743,110	0	590,000	0
99 Quarter Cent Sales Tax/Park Sales Tax	0	0	70,000	210,000
Total Other Sources	**9,987,610**	**2,034,790**	**2,598,130**	**2,152,350**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	2,315,873	280,290	1,079,630	389,350
Reduction of LT Debt	17,576	1,983,081	1,983,081	2,035,753
Increase (Dec) in Restricted Assets (User/Improvement Fees)	8,485,887	150,000	(1,179,099)	109,028
Increase (Dec) in Other Assets	141,371	0	(7,441)	(7,441)
Total Uses	**10,960,707**	**2,413,371**	**1,876,171**	**2,526,690**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**(570,670)**	**(112,626)**	**977,946**	**(238,155)**
Working Capital Beginning of Year	(536,290)	(276,735)	(1,106,960)	(129,014)
WORKING CAPITAL END OF YEAR	$ **(1,106,960)**	$ **(389,361)**	$ **(129,014)**	$ **(367,169)**

Public Transportation Fund

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
OPERATING REVENUES:				
Fares	$ 151,225	$ 143,100	$ 150,760	$ 145,000
School Passes	15,175	12,900	12,200	12,900
Special	1,473	1,300	1,300	1,300
Paratransit	28,731	30,000	30,000	30,000
University Shuttle	251,668	236,000	236,000	236,000
Other Misc. Operating Revenues	0	0	0	0
Total Operating Revenues	**448,272**	**423,300**	**430,260**	**425,200**
OPERATING EXPENSES:				
Personnel Services	1,585,557	1,627,611	1,577,326	1,663,270
Supplies & Materials	413,132	513,301	450,632	510,744
Travel & Training	3,493	6,005	6,005	6,075
Intragovernmental Charges	408,385	321,111	321,111	315,444
Utilities Services & Other Misc.	261,503	335,617	276,056	360,599
Total Operating Expenses	**2,672,070**	**2,803,645**	**2,631,130**	**2,856,132**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**(2,223,798)**	**(2,380,345)**	**(2,200,870)**	**(2,430,932)**
Depreciation	(384,958)	(246,670)	(436,862)	(425,000)
OPERATING INCOME	**(2,608,756)**	**(2,627,015)**	**(2,637,732)**	**(2,855,932)**
NON-OPERATING REVENUES:				
Revenue From Other Gov't Units	809,709	784,335	867,778	800,000
Investment Revenue	77,909	45,000	49,987	45,000
Misc. Non-Operating Revenue	12,582	2,700	16,022	0
Total Non-Operating Revenues	**900,200**	**832,035**	**933,787**	**845,000**
NON-OPERATING EXPENSES:				
Loss on Disposal Assets	790,220	100	24,182	0
Total Non-Operating Expenses	**790,220**	**100**	**24,182**	**0**
OPERATING TRANSFERS FROM OTHER FUNDS	1,600,000	1,600,000	1,600,000	1,600,000
Capital Contribution	3,092,585	461,520	1,290,636	0
NET INCOME (LOSS)	**2,193,809**	**266,440**	**1,162,509**	**(410,932)**
Amortization of Contributions	254,037	246,670	288,329	280,500
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**2,447,846**	**513,110**	**1,450,838**	**(130,432)** ^
Retained Earnings Beg. of Year As Restated	219,385	294,679	2,667,231	4,118,069
RETAINED EARNINGS END OF YEAR	$ 2,667,231	$ 807,789	$ 4,118,069	$ 3,987,637

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

Public Transportation Fund

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 2,193,809	$ 266,440	$ 1,162,509	$ (410,932)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	384,958	246,670	436,862	425,000
TOTAL RESOURCES PROVIDED BY OPERATIONS	**2,578,767**	**513,110**	**1,599,371**	**14,068**
OTHER SOURCES:				
Municipal Contributions	115,380	194,295	0	0
Total Other Sources	**115,380**	**194,295**	**0**	**0**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	2,875,806	289,653	1,772,518	0
Inc (Dec) in Other Assets	(11,126)	0	0	0
Increase (Dec) in Restricted Assets	(520,992)	0	(209,938)	0
Total Uses	**2,343,688**	**289,653**	**1,562,580**	**0**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**350,459**	**417,752**	**36,791**	**14,068**
Working Capital Beginning of Year As Restated	428,075	1,589,984	778,534	815,325
WORKING CAPITAL END OF YEAR	$ **778,534**	$ **2,007,736**	$ **815,325**	$ **829,393**

Regional Airport Fund

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
OPERATING REVENUES:				
Commissions	$ 169,634	$ 134,200	$ 138,104	$ 138,518
Rentals	171,223	167,041	184,246	220,109
Landing Fees	146,873	137,188	116,854	137,188
Law Enforcement Fees	27,252	20,700	15,312	21,600
Passenger Facility Charge	0	0	0	70,720
Total Operating Revenues	**514,982**	**459,129**	**454,516**	**588,135**
OPERATING EXPENSES:				
Personnel Services	760,228	775,031	763,396	801,762
Supplies & Materials	96,176	151,863	137,468	144,821
Travel & Training	4,566	7,273	7,273	7,348
Intragovernmental Charges	114,299	139,067	139,067	138,492
Utilities, Services & Other Misc.	151,403	199,552	158,695	216,443
Total Operating Expenses	**1,126,672**	**1,272,786**	**1,205,899**	**1,308,866**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**(611,690)**	**(813,657)**	**(751,383)**	**(720,731)**
Depreciation	(432,195)	(431,012)	(434,960)	(430,000)
OPERATING INCOME	**(1,043,885)**	**(1,244,669)**	**(1,186,343)**	**(1,150,731)**
NON-OPERATING REVENUES:				
Revenue From Other Gov't Units	0	0	0	0
Investment Revenue	120,723	60,000	40,000	40,000
Misc. Non-Operating Revenue	5,628	2,000	0	1,000
Total Non-Operating Revenues	**126,351**	**62,000**	**40,000**	**41,000**
NON-OPERATING EXPENSES:				
Interest Expense	18,557	0	26,300	22,728
Loss on Disposal of Fixed Asset	1,645	0	0	0
Total Non-Operating Expenses	**20,202**	**0**	**26,300**	**22,728**
OPERATING TRANSFERS:				
Operating Transfers From Other Fds.	554,000	554,000	554,000	569,235
Operating Transfers To Other Funds	0	0	0	0
Total Operating Transfers	**554,000**	**554,000**	**554,000**	**569,235**
Capital Contribution	992,033	90,000	588,313	914,000
NET INCOME (LOSS)	**608,297**	**(538,669)**	**(30,330)**	**350,776**
Amortization of Contributions	432,195	431,012	434,960	430,000
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**1,040,492**	**(107,657)**	**404,630**	**780,776**
Retained Earnings, Beg. of Year As Restated	1,091,844	1,023,182	2,132,336	2,536,966
RETAINED EARNINGS END OF YEAR	$ 2,132,336	$ 915,525	$ 2,536,966	$ 3,317,742

Regional Airport Fund

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 608,297	$ (538,669)	$ (30,330)	$ 350,776
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	432,195	431,012	434,960	430,000
TOTAL RESOURCES PROVIDED BY OPERATIONS	**1,040,492**	**(107,657)**	**404,630**	**780,776**
OTHER SOURCES:				
Municipal Contributions	137,643	0	0	151,600
(TST)	0	614,000	0	0
Total Other Sources	**137,643**	**0**	**0**	**151,600**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	2,028,773	159,000	65,603	1,101,100
Increase (Dec) in Restricted Assets	(703,539)	0	176,888	0
Total Uses	**1,325,234**	**159,000**	**242,491**	**1,101,100**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**(147,099)**	**(266,657)**	**162,139**	**(168,724)**
Working Capital Beginning of Year As Restated	713,506	1,217,512	566,407	728,546
WORKING CAPITAL END OF YEAR	$ **566,407**	$ **950,855**	$ **728,546**	$ **559,822**

Sanitary Sewer Utility Fund

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
OPERATING REVENUES:				
Sewer Charges	$ 5,651,321	$ 5,875,000	$ 5,820,000	$ 5,875,000
M.U. Sewer Charges	477,792	450,000	501,000	502,000
Sharecropping	2,754	4,000	6,200	5,000
BCRSD Wholesale Revenue	126,178	125,000	126,000	126,000
Sewer Connection Fees	271,350	275,000	275,000	275,000
Other Misc. Operating Revenues	95,626	71,000	71,300	71,800
Total Operating Revenues	**6,625,021**	**6,800,000**	**6,799,500**	**6,854,800**
OPERATING EXPENSES:				
Personnel Services	2,489,867	2,736,089	2,712,666	2,842,391
Supplies & Materials	583,173	717,469	683,723	763,221
Travel & Training	7,076	9,110	8,480	9,940
Intragovernmental Charges	750,168	818,599	818,699	871,020
Utilities, Services & Other Misc.	796,652	1,231,444	1,217,881	1,487,111
Total Operating Expenses	**4,626,936**	**5,512,711**	**5,441,449**	**5,973,683**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**1,998,085**	**1,287,289**	**1,358,051**	**881,117**
Depreciation	(2,223,419)	(2,207,409)	(2,365,836)	(2,387,000)
OPERATING INCOME	**(225,334)**	**(920,120)**	**(1,007,785)**	**(1,505,883)**
NON-OPERATING REVENUES:				
Investment Revenue	1,253,798	750,000	500,000	375,000
Grant Revenue	0	0	0	0
Misc. Non-Operating Revenue	191,589	75,500	50,000	48,000
Total Non-Operating Revenues	**1,445,387**	**825,500**	**550,000**	**423,000**
NON-OPERATING EXPENSES:				
Interest Expense	1,003,502	864,337	1,069,619	1,179,707
Bank & Paying Agent Fees	27,547	29,000	43,000	45,000
Misc. Non-Operating Expenses	0	0	0	0
Loss on Disposal Assets	8,381	0	0	0
Amortization	10,381	0	26,762	22,000
Total Non-Operating Expenses	**1,049,811**	**893,337**	**1,139,381**	**1,246,707**
OPERATING TRANSFERS FROM OTHER FUNDS	**0**	**0**	**0**	**20,000**
Capital Contribution	1,660,780	1,000,000	1,000,000	1,000,000
NET INCOME (LOSS)	**1,831,022**	**12,043**	**(597,166)**	**(1,309,590)**
Amortization of Contributions	1,649,584	1,745,855	1,750,719	1,766,380
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**3,480,606**	**1,757,898**	**1,153,553**	**456,790**
Retained Earnings, Beg. of Year As Restated	27,323,084	28,560,080	30,771,190	31,924,743
Equity Transfer	(32,500)	0	0	0
RETAINED EARNINGS END OF YEAR	$ 30,771,190	$ 30,317,978	$ 31,924,743	$ 32,381,533

Sanitary Sewer Utility Fund

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 1,831,022	$ 12,043	$ (597,166)	$ (1,309,590)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	2,223,419	2,207,409	2,365,836	2,387,000
TOTAL RESOURCES PROVIDED BY OPERATIONS	**4,054,441**	**2,219,452**	**1,768,670**	**1,077,410**
OTHER SOURCES:				
Municipal Contributions	8,300	0	0	0
Federal Contributions	(144,491)	0	0	0
Bond Proceeds	2,473,813	3,900,000	2,685,000	775,000
Total Other Sources	**2,337,622**	**3,900,000**	**2,685,000**	**775,000**
FINANCIAL RESOURCES WERE USED FOR:				
Bond Retirement/Lease Reductions	705,000	705,000	705,000	830,000
Acquisition of Fixed Assets	6,059,369	5,702,898	4,902,601	2,682,300
Increase (Dec) in Restricted Assets	(558,741)	750,000	(540,000)	0
Increase (Decrease) in Other Assets	55,121	50,500	50,500	(20,000)
Equity Transfer	32,500	0	0	0
Total Uses	**6,293,249**	**7,208,398**	**5,118,101**	**3,492,300**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**98,814**	**(1,088,946)**	**(664,431)**	**(1,639,890)**
Working Capital Beginning of Year As Restated	3,172,510	2,644,529	3,271,324	2,606,893
WORKING CAPITAL END OF YEAR	$ **3,271,324**	$ **1,555,583**	$ **2,606,893**	$ **967,003**

Parking Facilities Fund

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
OPERATING REVENUES:				
Meters	$ 540,839	$ 669,136	$ 747,500	$ 750,000
Garages	450,837	500,084	570,883	569,455
Reserved Lot Fees	196,472	227,777	288,447	284,247
Loading Zone Fees	2,600	2,600	2,600	2,600
Police & Fire Lot Maintenance	18,119	22,450	22,514	18,527
Total Operating Revenues	**1,208,867**	**1,422,047**	**1,631,944**	**1,624,829**
OPERATING EXPENSES:				
Personnel Services	302,988	302,025	302,060	309,401
Supplies & Materials	119,495	129,867	130,279	120,443
Travel & Training	0	300	300	300
Intragovernmental Charges	83,352	112,602	112,602	109,322
Utilities, Services & Other Misc.	105,665	133,383	133,840	139,476
Total Operating Expenses	**611,500**	**678,177**	**679,081**	**678,942**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**597,367**	**743,870**	**952,863**	**945,887**
Depreciation	(611,006)	(611,854)	(605,000)	(605,000)
OPERATING INCOME	**(13,639)**	**132,016**	**347,863**	**340,887**
NON-OPERATING REVENUES:				
Investment Revenue	491,275	286,843	226,000	225,000
Misc. Non-Operating Revenue	5	0	384	0
Total Non-Operating Revenues	**491,280**	**286,843**	**226,384**	**225,000**
NON-OPERATING EXPENSES:				
Interest Expense	497,740	476,160	476,160	458,462
Bank & Paying Agent Fees	2,236	1,900	1,500	1,500
Amortization	16,794	15,014	16,800	16,800
Loss on Disposal of Fixed Assets	461	0	0	0
Debt Payment	0	0	0	0
Total Non-Operating Expenses	**517,231**	**493,074**	**494,460**	**476,762**
OPERATING TRANSFERS FROM OTHER FUNDS	**172,000**	**172,000**	**172,000**	**172,000**
Capital Contribution	0	0	0	0
NET INCOME (LOSS)	**132,410**	**97,785**	**251,787**	**261,125**
Amortization of Contributions	3,964	3,964	3,964	3,964
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**136,374**	**101,749**	**255,751**	**265,089**
Retained Earnings, Beg. of Year As Restated	7,985,571	7,808,372	8,121,945	8,377,696
RETAINED EARNINGS END OF YEAR	$ **8,121,945**	$ **7,910,121**	$ **8,377,696**	$ **8,642,785**

Parking Facilities Fund

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 132,410	$ 97,785	$ 251,787	$ 261,125
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	611,006	611,854	605,000	605,000
TOTAL RESOURCES PROVIDED BY OPERATIONS	**743,416**	**709,639**	**856,787**	**866,125**
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	355,696	355,000	355,000	365,000
Acquisition of Fixed Assets	32,797	57,000	53,000	83,378
Increase (Dec) in Restricted Assets	(38,406)	0	0	0
Increase (Dec) In Other Assets	(16,794)	(16,793)	(16,793)	(16,793)
Total Uses	**333,293**	**395,207**	**391,207**	**431,585**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**410,123**	**314,432**	**465,580**	**434,540**
Working Capital Beginning of Year As Restated	2,005,300	2,091,936	2,415,423	2,881,003
WORKING CAPITAL END OF YEAR	$ **2,415,423**	$ **2,406,368**	$ **2,881,003**	$ **3,315,543**

Solid Waste Utility Fund

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
OPERATING REVENUES:				
Commercial Charges	$ 1,579,112	$ 1,560,000	$ 1,560,000	$ 1,589,000
Residential Charges	4,054,699	4,162,082	4,341,426	4,382,000
Roll-Off Service Charges	1,338,500	1,300,000	1,325,000	1,325,000
Landfill Fees	1,925,546	1,857,000	1,857,000	1,800,000
Larvaciding Fees	23,453	23,453	11,727	0
University Fees	329,438	330,000	329,000	328,000
Recycling	36,888	75,500	23,000	133,780
Other Misc. Operating Revenues	88,222	45,580	50,380	50,380
Total Operating Revenues	**9,375,858**	**9,353,615**	**9,497,533**	**9,608,160**
OPERATING EXPENSES:				
Personnel Services	3,225,922	3,424,802	3,471,645	3,683,273
Supplies & Materials	1,783,372	2,589,894	2,398,282	2,561,532
Travel & Training	9,396	19,091	18,465	19,630
Intragovernmental Charges	952,009	938,964	939,624	981,380
Utilities, Services & Other Misc.	2,003,205	1,817,717	1,807,995	1,780,959
Total Operating Expenses	**7,973,904**	**8,790,468**	**8,636,011**	**9,026,774**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**1,401,954**	**563,147**	**861,522**	**581,386**
Depreciation	(1,375,474)	(1,339,948)	(1,341,036)	(1,406,100)
OPERATING INCOME	**26,480**	**(776,801)**	**(479,514)**	**(824,714)**
NON-OPERATING REVENUES:				
Revenue From Other Gov't Units	176,798	49,300	165,103	68,297
Investment Revenue	492,648	250,000	375,000	250,000
Misc. Non-Operating Revenue	107,980	105,000	110,234	43,000
Total Non-Operating Revenues	**777,426**	**404,300**	**650,337**	**361,297**
NON-OPERATING EXPENSES:				
Interest Expense	226,209	215,203	355,439	398,228
Bank & Paying Agent Fees	285	5,000	1,074	5,000
Loss on Disposal Assets	154,060	0	29,820	0
Amortization	2,778	2,777	7,500	8,500
Total Non-Operating Expenses	**383,332**	**222,980**	**393,833**	**411,728**
OPERATING TRANSFERS TO OTHER FUNDS	0	0	0	0
Capital Contribution	46,988	0	0	0
NET INCOME (LOSS)	**467,562**	**(595,481)**	**(223,010)**	**(875,145)**
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**467,562**	**(595,481)**	**(223,010)**	**(875,145)** +
Retained Earnings, Beg. of Year As Restated	5,585,171	5,175,176	6,052,733	5,829,723
RETAINED EARNINGS END OF YEAR	$ **6,052,733**	$ **4,579,695**	$ **5,829,723**	$ **4,954,578**

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

Solid Waste Utility Fund

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 467,562	$ (595,481)	$ (223,010)	$ (875,145)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	1,375,474	1,339,948	1,341,036	1,406,100
TOTAL RESOURCES PROVIDED BY OPERATIONS	**1,843,036**	**744,467**	**1,118,026**	**530,955**
OTHER SOURCES:				
Increase in Obligations under GASB 18 Requirement	569,336	60,000	130,000	130,000
Bond & Note Proceeds	0	2,300,000	4,640,000	0
Municipal Contributions	500	0	0	0
Total Other Sources	**569,836**	**2,360,000**	**4,770,000**	**130,000**
FINANCIAL RESOURCES WERE USED FOR:				
Bond Retirement/Lease Reduction	186,674	190,000	190,000	375,000
Acquisition of Fixed Assets	1,752,755	3,945,248	5,473,415	662,900
Increase (Dec) in Restricted Assets	1,501,811	0	(130,000)	(130,000)
Increase (Dec) in Other Assets	(2,777)	(2,777)	94,487	(8,461)
Total Uses	**3,438,463**	**4,132,471**	**5,627,902**	**899,439**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**(1,025,591)**	**(1,028,004)**	**260,124**	**(238,484)**
Working Capital Beginning of Year As Restated	2,394,925	1,637,937	1,369,334	1,629,458
WORKING CAPITAL END OF YEAR	$ **1,369,334**	$ **609,933**	$ **1,629,458**	$ **1,390,974**

Storm Water Utility Fund

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
OPERATING REVENUES:				
User Charges	$ 1,148,601	$ 1,100,000	$ 1,015,000	$ 1,050,000
Total Operating Revenues	**1,148,601**	**1,100,000**	**1,015,000**	**1,050,000**
OPERATING EXPENSES:				
Personnel Services	410,818	415,361	417,317	462,248
Supplies & Materials	52,485	137,347	80,140	142,512
Travel & Training	1,200	1,765	1,765	3,250
Intragovernmental Charges	86,373	109,091	109,091	117,095
Utilities, Services & Other Misc.	132,346	76,360	101,226	84,569
Total Operating Expenses	**683,222**	**739,924**	**709,539**	**809,674**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**465,379**	**360,076**	**305,461**	**240,326**
Depreciation	(186,685)	(184,604)	(248,768)	(250,000)
OPERATING INCOME	**278,694**	**175,472**	**56,693**	**(9,674)**
NON-OPERATING REVENUES:				
Investment Revenue	253,559	140,000	120,000	120,000
Misc. Non-Operating Revenue	5,872	0	0	0
Total Non-Operating Revenues	**259,431**	**140,000**	**120,000**	**120,000**
NON-OPERATING EXPENSES:				
Loss On Disposal Assets	2,050	0	0	0
Total Non-Operating Expenses	**2,050**	**0**	**0**	**0**
OPERATING TRANSFERS FROM OTHER FUNDS	**0**	**0**	**0**	**0**
Capital Contribution	8,500	0	0	0
NET INCOME (LOSS)	**544,575**	**315,472**	**176,693**	**110,326**
Amortization of Contributions	71,248	61,748	94,532	95,000
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**615,823**	**377,220**	**271,225**	**205,326**
Retained Earnings, Beg. of Year As Restated	5,138,816	5,499,182	5,754,639	6,025,864
Equity Transfer				
RETAINED EARNINGS END OF YEAR	$ **5,754,639**	$ **5,876,402**	$ **6,025,864**	$ **6,231,190**

Storm Water Utility Fund

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 544,575	$ 315,472	$ 176,693	$ 110,326
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	186,685	184,604	248,768	250,000
TOTAL RESOURCES PROVIDED BY OPERATIONS	**731,260**	**500,076**	**425,461**	**360,326**
OTHER SOURCES:				
Municipal Contributions	45,739	0	0	0
Total Other Sources	**45,739**	**0**	**0**	**0**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	584,171	1,495,000	1,510,532	698,400
Increase/(Decrease) in Restricted Assets	(206,745)	0	(805,441)	0
Equity Transfer	0	0	0	0
Total Uses	**377,426**	**1,495,000**	**705,091**	**698,400**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**399,573**	**(994,924)**	**(279,630)**	**(338,074)**
Working Capital Beginning of Year As Restated	1,069,141	1,121,936	1,468,714	1,189,084
WORKING CAPITAL END OF YEAR	$ **1,468,714**	$ **127,012**	$ **1,189,084**	$ **851,010**

Employee Benefit Fund

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
OPERATING REVENUES:				
Fees & Services Charges	$ 5,682,494	$ 6,094,472	$ 6,463,714	$ 6,571,984
Misc. Operating Revenue	1,209,986	10,000	10,000	10,000
Total Operating Revenues	**6,892,480**	**6,104,472**	**6,473,714**	**6,581,984**
OPERATING EXPENSES:				
Personnel Services	276,907	262,724	260,357	275,420
Supplies & Materials	27,143	56,142	45,112	56,324
Travel & Training	1,389	5,210	5,210	7,772
Intragovernmental Charges	44,282	47,920	47,920	46,728
Utilities, Services & Other Misc.	7,363,587	6,847,834	6,850,956	7,414,858
Total Operating Expenses	**7,713,308**	**7,219,830**	**7,209,555**	**7,801,102**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**(820,828)**	**(1,115,358)**	**(735,841)**	**(1,219,118)**
Depreciation	0	0	0	0
OPERATING INCOME	**(820,828)**	**(1,115,358)**	**(735,841)**	**(1,219,118)**
NON-OPERATING REVENUES:				
Investment Revenue	491,098	295,000	220,000	200,000
Total Non-Operating Revenues	**491,098**	**295,000**	**220,000**	**200,000**
OPERATING TRANSFERS TO OTHER FUNDS	0	0	0	0
NET INCOME (LOSS)	**(329,730)**	**(820,358)**	**(515,841)**	**(1,019,118)**
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**(329,730)**	**(820,358)**	**(515,841)**	**(1,019,118)** +
Retained Earnings, Beg. of Year As Restated	3,922,037	2,982,147	3,592,307	3,076,466
Equity Transfer	0	0	0	0
RETAINED EARNINGS END OF YEAR	$ **3,592,307**	$ **2,161,789**	$ **3,076,466**	$ **2,057,348**

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

Self Insurance Reserve Fund

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
OPERATING REVENUES:				
User Charges	$ 1,575,000	$ 1,614,375	$ 1,614,375	$ 1,700,000
Total Operating Revenues	**1,575,000**	**1,614,375**	**1,614,375**	**1,700,000**
OPERATING EXPENSES:				
Personnel Services	95,229	104,863	100,863	107,711
Supplies & Materials	5,523	7,309	7,681	4,625
Travel & Training	4,675	6,750	6,750	6,850
Intragovernmental Charges	39,822	38,299	38,299	35,561
Utilities, Services & Other Misc.	1,832,742	2,341,460	1,996,060	2,490,085
Total Operating Expenses	**1,977,991**	**2,498,681**	**2,149,653**	**2,644,832**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**(402,991)**	**(884,306)**	**(535,278)**	**(944,832)**
Depreciation	(639)	(639)	0	0
OPERATING INCOME	**(403,630)**	**(884,945)**	**(535,278)**	**(944,832)**
NON-OPERATING REVENUES:				
Investment Revenue	4,102,252	725,000	680,000	500,000
Total Non-Operating Revenues	**4,102,252**	**725,000**	**680,000**	**500,000**
NON-OPERATING EXPENSES:				
Interest Expense	0	0	0	0
Amortization	40,620	0	0	0
Bond Interest	824,065	950,000	650,000	0
Total Non-Operating Expenses	**864,685**	**950,000**	**650,000**	**0**
OPERATING TRANSFERS TO OTHER FUNDS	0	0	0	0
NET INCOME (LOSS)	**2,833,937**	**(1,109,945)**	**(505,278)**	**(444,832)**
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**2,833,937**	**(1,109,945)**	**(505,278)**	**(444,832)** ^
Retained Earnings, Beg. of Year	5,179,211	4,113,569	8,013,148	7,507,870
RETAINED EARNINGS END OF YEAR	$ **8,013,148**	$ **3,003,624**	$ **7,507,870**	$ **7,063,038**

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

Custodial and Building Maintenance Fund

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
OPERATING REVENUES:				
Custodial User Charges	$ 255,285	$ 258,101	$ 258,101	$ 256,243
Bldg. Maint. User Charges	560,967	580,687	580,687	584,854
Total Operating Revenues	**816,252**	**838,788**	**838,788**	**841,097**
OPERATING EXPENSES:				
Personnel Services	338,821	402,204	394,076	425,346
Supplies & Materials	79,628	100,948	109,598	108,677
Travel & Training	0	900	700	900
Intragovernmental Charges	43,648	58,641	59,041	55,250
Utilities, Services & Other Misc.	192,686	307,205	295,812	320,704
Total Operating Expenses	**654,783**	**869,898**	**859,227**	**910,877**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**161,469**	**(31,110)**	**(20,439)**	**(69,780)**
Depreciation	(6,334)	(6,112)	(5,148)	(5,200)
OPERATING INCOME	**155,135**	**(37,222)**	**(25,587)**	**(74,980)**
NON-OPERATING REVENUES:				
Investment Revenue	77,246	38,000	41,174	40,000
Misc. Non-Operating Revenue	649	0	270	0
Total Non-Operating Revenues	**77,895**	**38,000**	**41,444**	**40,000**
NON-OPERATING EXPENSES:				
Loss on Disposal of Fixed Assets	200	0	0	0
Interest Expense	225	165	98	0
Total Non-Operating Expenses	**425**	**165**	**98**	**0**
NET INCOME (LOSS)	**232,605**	**613**	**15,759**	**(34,980)**
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**232,605**	**613**	**15,759**	**(34,980)** ^
Retained Earnings, Beg. of Year	190,000	231,788	422,605	438,364
Equity Transfer	0	0	0	0
RETAINED EARNINGS END OF YEAR	$ **422,605**	$ **232,401**	$ **438,364**	$ **403,384**

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

Custodial and Building Maintenance Fund

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 232,605	$ 613	$ 15,759	$ (34,980)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	6,334	6,112	5,148	5,200
TOTAL RESOURCES PROVIDED BY OPERATIONS	**238,939**	**6,725**	**20,907**	**(29,780)**
OTHER SOURCES:				
Mun Contribution	0	0	0	0
	0	**0**	**0**	**0**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	20,438	0	0	0
Equity Transfer	0	0	0	0
Total Uses	**20,438**	**0**	**0**	**0**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**218,501**	**6,725**	**20,907**	**(29,780)**
Working Capital Beginning of Year	492,566	530,609	711,067	731,974
WORKING CAPITAL END OF YEAR	$ **711,067**	$ **537,334**	$ **731,974**	$ **702,194**

Fleet Operations Fund

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
OPERATING REVENUES:				
User Charges	$ 3,126,508	$ 3,360,000	$ 3,225,000	$ 3,385,000
Total Operating Revenues	**3,126,508**	**3,360,000**	**3,225,000**	**3,385,000**
OPERATING EXPENSES:				
Personnel Services	1,026,538	1,104,417	1,100,528	1,143,812
Supplies & Materials	1,967,720	1,881,901	1,877,395	1,883,448
Travel & Training	4,871	5,593	5,490	5,873
Intragovernmental Charges	271,798	293,548	285,748	293,120
Utilities, Services & Other Misc.	48,027	54,170	45,197	55,131
Total Operating Expenses	**3,318,954**	**3,339,629**	**3,314,358**	**3,381,384**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**(192,446)**	**20,371**	**(89,358)**	**3,616**
Depreciation	(27,329)	(25,870)	(21,354)	(22,000)
OPERATING INCOME	**(219,775)**	**(5,499)**	**(110,712)**	**(18,384)**
NON-OPERATING REVENUES:				
Revenue From Other Gov. Units	0	0	0	0
Investment Revenue	(991)	5,000	5,000	0
Misc. Non-Operating Revenue	9,764	3,400	5,800	5,000
Total Non-Operating Revenues	**8,773**	**8,400**	**10,800**	**5,000**
NON-OPERATING EXPENSES:				
Loss of Disposal Assets	0	0	470	0
Interest Expense	0	1,700	1,700	0
Debt Service Principal	0	33,841	33,841	0
Total Non-Operating Expenses	**0**	**35,541**	**36,011**	**0**
Capital Contributions	2,618	0	521	0
NET INCOME (LOSS)	**(208,384)**	**(32,640)**	**(135,402)**	**(13,384)**
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**(208,384)**	**(32,640)**	**(135,402)**	**(13,384)** +
Retained Earnings, Beg. of Year	289,269	379,150	80,885	(54,517)
RETAINED EARNINGS END OF YEAR	$ **80,885**	$ **346,510**	$ **(54,517)**	$ **(67,901)**

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

Fleet Operations Fund

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ (208,384)	$ (32,640)	$ (135,402)	$ (13,384)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	27,329	25,870	21,354	22,000
Loss on Disposal of Fixed Assets	0	0	0	0
TOTAL RESOURCES PROVIDED BY OPERATIONS	**(181,055)**	**(6,770)**	**(114,048)**	**8,616**
OTHER SOURCES:				
Municipal Contributions	471	0	0	0
Increase/Decrease in Other Liabilities	0	33,841	33,841	0
Total Other Sources	**471**	**33,841**	**33,841**	**0**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	54,399	15,000	13,700	9,000
Repayment of Loan	0	33,841	33,841	0
Total Uses	**54,399**	**48,841**	**47,541**	**9,000**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**(234,983)**	**(21,770)**	**(127,748)**	**(384)**
Working Capital Beginning of Year	333,494	361,492	98,511	(29,237)
WORKING CAPITAL END OF YEAR	**$ 98,511**	**$ 339,722**	**$ (29,237)**	**$ (29,621)**

Information Services Fund

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
OPERATING REVENUES:				
User Charges	$ 2,944,383	$ 2,899,693	$ 2,899,693	$ 3,004,756
Total Operating Revenues	**2,944,383**	**2,899,693**	**2,899,693**	**3,004,756**
OPERATING EXPENSES:				
Personnel Services	1,306,845	1,384,940	1,387,807	1,448,231
Supplies & Materials	172,267	217,440	200,736	275,379
Travel & Training	55,842	139,694	120,260	124,327
Intragovernmental Charges	374,089	129,586	129,586	130,097
Utilities, Services & Other Misc.	704,664	889,426	869,794	864,718
Total Operating Expenses	**2,613,707**	**2,761,086**	**2,708,183**	**2,842,752**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**330,676**	**138,607**	**191,510**	**162,004**
Depreciation	(342,734)	(251,420)	(207,000)	(207,000)
OPERATING INCOME	**(12,058)**	**(112,813)**	**(15,490)**	**(44,996)**
NON-OPERATING REVENUES:				
Investment Revenue	133,420	70,000	34,224	60,000
Misc. Non-Operating Revenue	215	0	1,029	0
Total Non-Operating Revenues	**133,635**	**70,000**	**35,253**	**60,000**
NON-OPERATING EXPENSES:				
Interest Expense	10,726	3,500	1,895	0
Amortization	0	0	0	0
Loss On Disposal Assets	0	0	0	0
Capital Lease Payment	0	136,601	136,601	0
Total Non-Operating Expenses	**10,726**	**140,101**	**138,496**	**0**
OPERATING TRANSFERS FROM OTHER FUNDS	**0**	**0**	**0**	**0**
NET INCOME (LOSS)	**110,851**	**(182,914)**	**(118,733)**	**15,004**
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**110,851**	**(182,914)**	**(118,733)**	**15,004**
Retained Earnings, Beg. of Year	956,934	584,577	1,067,785	949,052
RETAINED EARNINGS END OF YEAR	**$ 1,067,785**	**$ 401,663**	**$ 949,052**	**$ 964,056**

Information Services Fund

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 110,851	$ (182,914)	$ (118,733)	$ 15,004
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	342,734	251,420	207,000	207,000
TOTAL RESOURCES PROVIDED BY OPERATIONS	**453,585**	**68,506**	**88,267**	**222,004**
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	59	0	0	0
Reduction of Long Term Notes Payable/ Lease Reductions	136,601	0	0	0
Acquisition of Fixed Assets	116,368	186,677	217,181	256,803
Total Uses	**253,028**	**186,677**	**217,181**	**256,803**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**200,557**	**(118,171)**	**(128,914)**	**(34,799)**
Working Capital Beginning of Year	795,502	438,159	996,059	867,145
WORKING CAPITAL END OF YEAR	$ **996,059**	$ **319,988**	$ **867,145**	$ **832,346**

Public Communications Fund

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
OPERATING REVENUES:				
User Charges	$ 867,291	$ 771,700	$ 770,100	$ 737,490
Total Operating Revenues	**867,291**	**771,700**	**770,100**	**737,490**
OPERATING EXPENSES:				
Personnel Services	274,299	292,608	284,953	315,527
Supplies & Materials	258,813	260,125	257,008	270,741
Travel & Training	639	1,750	1,750	3,750
Intragovernmental Charges	55,179	48,598	48,598	55,068
Utilities, Services & Other Misc.	54,483	178,101	178,001	136,379
Total Operating Expenses	**643,413**	**781,182**	**770,310**	**781,465**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**223,878**	**(9,482)**	**(210)**	**(43,975)**
Depreciation	(14,957)	(16,425)	(9,600)	(10,000)
OPERATING INCOME	**208,921**	**(25,907)**	**(9,810)**	**(53,975)**
NON-OPERATING REVENUES:				
Investment Revenue	87,394	35,000	40,644	40,000
Misc. Non-Operating Revenue	1,650	0	0	0
Total Non-Operating Revenues	**89,044**	**35,000**	**40,644**	**40,000**
NON-OPERATING EXPENSES:				
Loss On Disposal Assets	0	0	0	0
Total Non-Operating Expenses	**0**	**0**	**0**	**0**
OPERATING TRANSFERS FROM OTHER FUNDS	**0**	**0**	**0**	**0**
OPERATING TRANSFERS TO OTHER FUNDS	**0**	**(26,468)**	**(26,468)**	**(27,262)**
NET INCOME (LOSS)	**297,965**	**(17,375)**	**4,366**	**(41,237)**
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**297,965**	**(17,375)**	**4,366**	**(41,237)** ^
Retained Earnings, Beg. of Year	616,511	731,047	914,476	918,842
RETAINED EARNINGS END OF YEAR	$ **914,476**	$ **713,672**	$ **918,842**	$ **877,605**

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

Public Communications Fund

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 297,965	$ (17,375)	$ 4,366	$ (41,237)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	14,957	16,425	9,600	10,000
Loss on Disposal of Fixed Assets	0	0	0	0
TOTAL RESOURCES PROVIDED BY OPERATIONS	**312,922**	**(950)**	**13,966**	**(31,237)**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	2,042	1,400	1,374	8,000
Total Uses	**2,042**	**1,400**	**1,374**	**8,000**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**310,880**	**(2,350)**	**12,592**	**(39,237)**
Working Capital Beginning of Year	521,300	650,736	832,180	844,772
WORKING CAPITAL END OF YEAR	$ **832,180**	$ **648,386**	$ **844,772**	$ **805,535**

Utility Customer Services Fund

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
OPERATING REVENUES:				
User Charges	$ 1,192,047	$ 1,134,435	$ 1,274,435	$ 1,189,330
Total Operating Revenues	**1,192,047**	**1,134,435**	**1,274,435**	**1,189,330**
OPERATING EXPENSES:				
Personnel Services	397,364	421,760	421,760	445,166
Supplies & Materials	236,086	275,042	273,972	354,031
Travel & Training	2,572	24,065	20,575	20,550
Intragovernmental Charges	291,796	295,769	295,909	315,141
Utilities, Services & Other Misc.	81,535	176,696	174,461	196,417
Total Operating Expenses	**1,009,353**	**1,193,332**	**1,186,677**	**1,331,305**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**182,694**	**(58,897)**	**87,758**	**(141,975)**
Depreciation	(3,811)	(3,783)	(1,150)	(5,950)
OPERATING INCOME	**178,883**	**(62,680)**	**86,608**	**(147,925)**
NON-OPERATING REVENUES:				
Investment Revenue	61,053	25,000	38,000	38,000
Misc. Non-Operating Revenues	58,604	30,000	200,000	200,000
Total Non-Operating Revenues	**119,657**	**55,000**	**238,000**	**238,000**
NON-OPERATING EXPENSES:				
Loss on Disposal of Assets	0	0	0	0
Total Non-Operating Expenses	**0**	**0**	**0**	**0**
NET INCOME (LOSS)	**298,540**	**(7,680)**	**324,608**	**90,075**
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**298,540**	**(7,680)**	**324,608**	**90,075**
Retained Earnings, Beg. of Year As Restated	414,392	512,773	712,932	1,037,540
RETAINED EARNINGS END OF YEAR	**$ 712,932**	**$ 505,093**	**$ 1,037,540**	**$ 1,127,615**

Utility Customer Services Fund

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 298,540	$ (7,680)	$ 324,608	$ 90,075
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	3,811	3,783	1,150	5,950
TOTAL RESOURCES PROVIDED BY OPERATIONS	**302,351**	**(3,897)**	**325,758**	**96,025**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	3,816	108,289	100,500	0
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	**3,816**	**108,289**	**100,500**	**0**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**298,535**	**(112,186)**	**225,258**	**96,025**
Working Capital Beginning of Year As Restated	369,124	433,480	667,659	892,917
WORKING CAPITAL END OF YEAR	$ **667,659**	$ **321,294**	$ **892,917**	$ **988,942**

Summary of Total Revenues by Fund

Fund	Revenues:	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
110	General Fund	$ 48,665,665	$ 50,225,613	$ 50,595,927	$ 52,034,008
219	99 Quarter Cent Sales Tax Fund	2,909,545	3,800,000	3,640,000	3,740,000
220	Parks Sales Tax Fund	8,527,962	3,765,000	3,630,000	3,735,000
221	Transportation Sales Tax Fund	7,306,430	7,450,500	7,451,500	7,660,000
222	Public Improvement Fund	1,084,487	981,041	971,041	988,400
226	Cultural Affairs Fund	378,216	339,250	341,350	329,990
227	Special Road District Tax Fund	1,176,070	1,236,000	1,218,000	1,218,000
229	Convention & Tourism Fund	1,587,579	1,423,030	1,373,030	1,353,100
3xx	Debt Service Funds (combined)	2,922,111	3,196,877	3,100,436	2,761,833
440	Capital Projects Fund	16,997,944	9,173,451	9,173,451	5,280,217
753	Contributions Fund	331,910	175,000	146,000	146,000
	Total Govt. Funds	**91,887,919**	**81,765,762**	**81,640,735**	**79,246,548**
Fund	**Enterprise Funds:**				
503	Railroad Fund	585,069	451,000	654,559	675,365
550	Water Utility Fund	10,801,482	11,313,089	10,495,492	11,012,366
551	Electric Utility Fund	67,652,869	67,834,336	67,144,146	68,620,124
552	Recreation Services Fund	4,705,164	5,614,966	5,137,745	6,219,344
553	Public Transportation Fund	6,041,057	3,316,855	4,254,683	2,870,200
554	Airport Fund	2,187,366	1,165,129	1,636,829	2,112,370
555	Sanitary Sewer Utility Fund	9,731,188	8,625,500	8,349,500	8,297,800
556	Parking Utility Fund	1,872,147	1,880,890	2,030,328	2,021,829
557	Solid Waste Utility Fund	10,200,272	9,757,915	10,147,870	9,969,457
558	Storm Water Utility Fund	1,416,532	1,240,000	1,135,000	1,170,000
	Total Enterprise Funds	**115,193,146**	**111,199,680**	**110,986,152**	**112,968,855**
Fund	**Internal Service Funds:**				
659	Employee Benefit Fund	7,383,578	6,399,472	6,693,714	6,781,984
669	Self Insurance Reserve Fund	5,677,252	2,339,375	2,294,375	2,200,000
671	Custodial / Maintenance Fund	894,147	876,788	880,232	881,097
672	Fleet Operations Fund	3,137,899	3,368,400	3,236,321	3,390,000
674	Information Services Fund	3,078,018	2,969,693	2,934,946	3,064,756
675	Public Communications Fund	956,335	806,700	810,744	777,490
676	Utility Customer Services Fund	1,311,704	1,189,435	1,512,435	1,427,330
	Total Internal Service Funds	**22,438,933**	**17,949,863**	**18,362,767**	**18,522,657**
	TOTAL CITY REVENUES	**$ 229,519,998**	**$ 210,915,305**	**$ 210,989,654**	**$ 210,738,060**

Summary of Total Expenditures by Fund

Fund	Expenditures / Expenses: *	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
110	General Fund	$ 44,601,765	$ 50,267,996	$ 49,464,508	$ 52,034,008
219	99 Quarter Cent Sales Tax Fund	1,159,660	3,289,323	3,289,323	3,696,600
220	Parks Sales Tax Fund	8,685,091	3,418,250	3,418,250	3,104,699
221	Transportation Sales Tax Fund	7,289,310	6,912,889	6,912,889	7,257,235
222	Public Improvement Fund	840,291	631,041	631,041	646,817
226	Cultural Affairs Fund	347,978	348,602	344,063	355,805
227	Special Road District Tax Fund	911,562	1,361,600	1,361,600	106,500
229	Convention & Tourism Fund	1,107,096	1,197,027	1,181,726	1,574,630
266	CDBG	1,863,377	276,177	265,793	327,164
3xx	Debt Service Funds (combined)	3,916,623	4,316,127	4,316,127	3,461,233
440	Capital Projects Fund	12,662,711	5,712,520	5,712,520	5,405,217
753	Contributions Fund	158,129	168,486	157,443	171,676
	Total Govt. Funds	**83,543,593**	**77,900,038**	**77,055,283**	**78,141,584**
Fund	**Enterprise Funds:**				
503	Railroad Fund	940,059	626,124	650,713	1,187,771
550	Water Utility Fund	14,004,035	15,112,740	15,393,790	12,917,629
551	Electric Utility Fund	66,505,776	64,968,830	64,986,721	70,163,552
552	Recreation Services Fund	6,875,947	5,813,927	5,323,388	6,668,509
553	Public Transportation Fund	7,513,274	3,287,687	3,329,446	3,281,132
554	Airport Fund	3,609,486	1,772,798	1,732,762	2,862,694
555	Sanitary Sewer Utility Fund	12,307,135	10,841,929	11,164,267	11,514,690
556	Parking Utility Fund	1,772,995	1,836,105	1,831,541	1,844,082
557	Solid Waste Utility Fund	11,639,528	15,875,796	15,844,295	11,507,502
558	Storm Water Utility Fund	1,458,178	2,435,060	2,468,839	1,758,074
	Total Enterprise Funds	**126,626,413**	**122,570,996**	**122,725,762**	**123,705,635**
Fund	**Internal Service Funds:**				
659	Employee Benefit Fund	7,713,308	7,219,830	7,209,555	7,801,102
669	Self Insurance Reserve Fund	2,843,315	3,449,320	2,799,653	2,644,832
671	Custodial / Maintenance Fund	682,180	876,175	864,473	916,077
672	Fleet Operations Fund	3,400,682	3,416,040	3,385,423	3,412,384
674	Information Services Fund	3,083,535	3,367,839	3,270,860	3,306,555
675	Public Communications Fund	660,412	825,475	807,752	826,727
676	Utility Customer Services Fund	1,016,980	1,297,615	1,288,327	1,337,255
	Total Internal Service Funds	**19,400,412**	**20,452,294**	**19,626,043**	**20,244,932**
	TOTAL CITY EXPENDITURES	$ **229,570,418**	$ **220,923,328**	$ **219,407,088**	$ **222,092,151**

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

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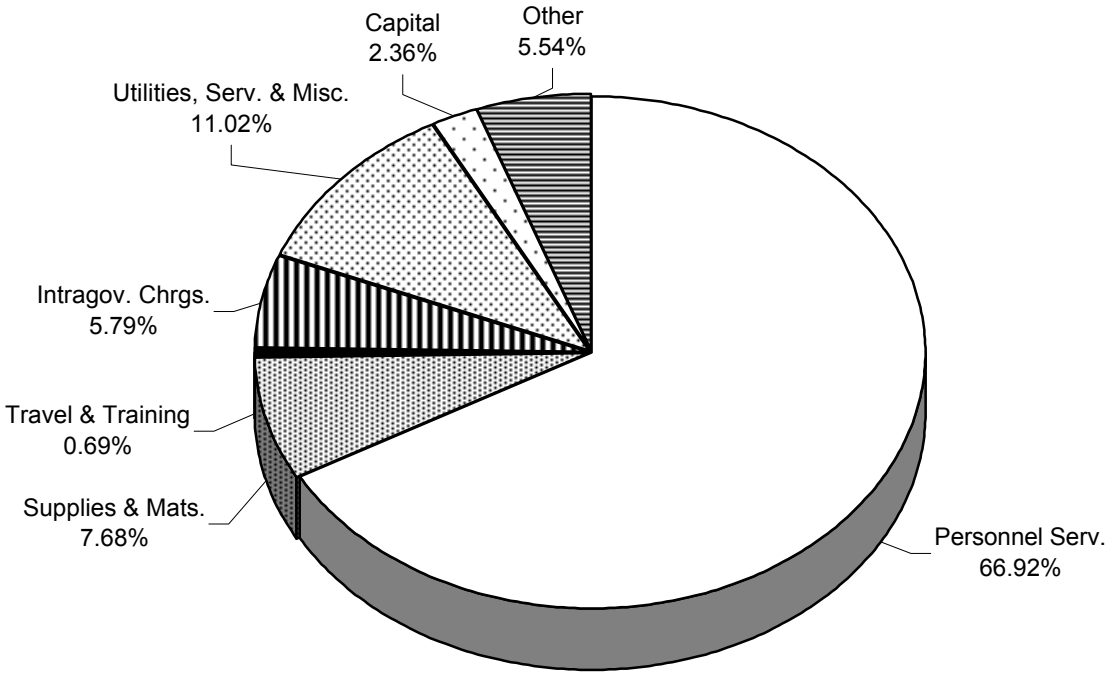
General Fund Summary

City of Columbia

Columbia, Missouri

General Fund Summary
FY 2003



APPROPRIATIONS

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Budget FY 2002
Personnel Services	$ 30,570,088	$ 33,261,135	$ 33,063,589	$ 34,818,706	4.7%
Supplies & Materials	2,820,555	3,961,134	3,621,111	3,997,233	0.9%
Travel & Training	238,760	347,236	312,877	356,505	2.7%
Intragovernmental Charges	2,794,223	2,980,963	2,974,143	3,013,541	1.1%
Utilities, Services & Misc.	4,653,829	5,321,568	5,128,524	5,736,294	7.8%
Capital	1,463,810	1,526,460	1,494,764	1,227,126	-19.6%
Other	2,060,500	2,869,500	2,869,500	2,884,603	0.5%
Total	**44,601,765**	**50,267,996**	**49,464,508**	**52,034,008**	**3.5%**
Summary					
Operating Expenses	41,077,455	45,872,036	45,100,244	47,922,279	4.5%
Non-Operating Expenses	2,060,500	2,869,500	2,869,500	2,884,603	0.5%
Debt Service	0	0	0	0	
Capital Additions	1,463,810	1,526,460	1,494,764	1,227,126	-19.6%
Capital Projects	0	0	0	0	
Total Expenses	$ **44,601,765**	$ **50,267,996**	$ **49,464,508**	$ **52,034,008**	**3.5%**

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 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
General City (Nondepartmental)	$ 2,799,699	$ 3,804,513	$ 3,815,414	$ 4,007,408
City Council	123,388	176,611	160,170	184,427
City Clerk	173,477	191,835	186,634	195,835
City Manager	643,987	750,133	684,980	738,145
Finance	2,362,113	2,594,237	2,553,791	2,697,984
Human Resources	575,465	655,379	635,272	693,418
Law	649,382	710,758	708,954	747,758
Municipal Court	449,051	514,616	514,557	561,845
Police	12,003,622	13,046,323	12,996,500	13,523,225
Fire	8,422,891	9,501,496	9,333,452	9,840,149
Emergency Mgmt & Communications	1,850,975	2,096,047	1,994,799	2,144,493
Health	3,257,703	3,901,718	3,747,515	4,103,941
Planning	474,359	629,262	594,019	646,818
Economic Development	285,952	308,896	308,720	321,750
Community Services	1,198,430	1,127,421	1,123,062	1,149,822
Parks & Recreation	3,359,796	3,435,128	3,408,899	3,549,915
Public Works	5,971,475	6,823,623	6,697,770	6,927,075
TOTAL DEPARTMENTAL	**$ 44,601,765**	**$ 50,267,996**	**$ 49,464,508**	**$ 52,034,008**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
City Clerk	2.00	2.00	2.00	2.00
City Manager	6.60	7.60	7.60	6.60
Finance	33.25	33.25	33.25	34.25
Human Resources	8.00	8.00	8.00	8.00
Law	8.00	8.00	8.00	8.00
Municipal Court	6.75	6.90	6.90	7.90
Police	162.00	169.00	169.00	173.00
Fire	120.00	128.00	128.00	128.00
Emergency Mgmt & Communications	29.75	29.75	29.75	29.75
Health	49.10	51.35	53.85	55.35
Planning	7.20	6.98	6.98	7.20
Economic Development	4.00	4.00	4.00	4.00
Community Services	2.20	2.20	2.20	2.20
Parks & Recreation	37.75	37.75	37.75	38.50
Public Works	78.73	77.73	77.73	78.73
Total Personnel	**555.33**	**572.51**	**575.01**	**583.48**
Permanent Full-Time	544.73	563.26	566.26	574.23
Permanent Part-Time	10.60	9.25	8.75	9.25
Total Permanent	**555.33**	**572.51**	**575.01**	**583.48**

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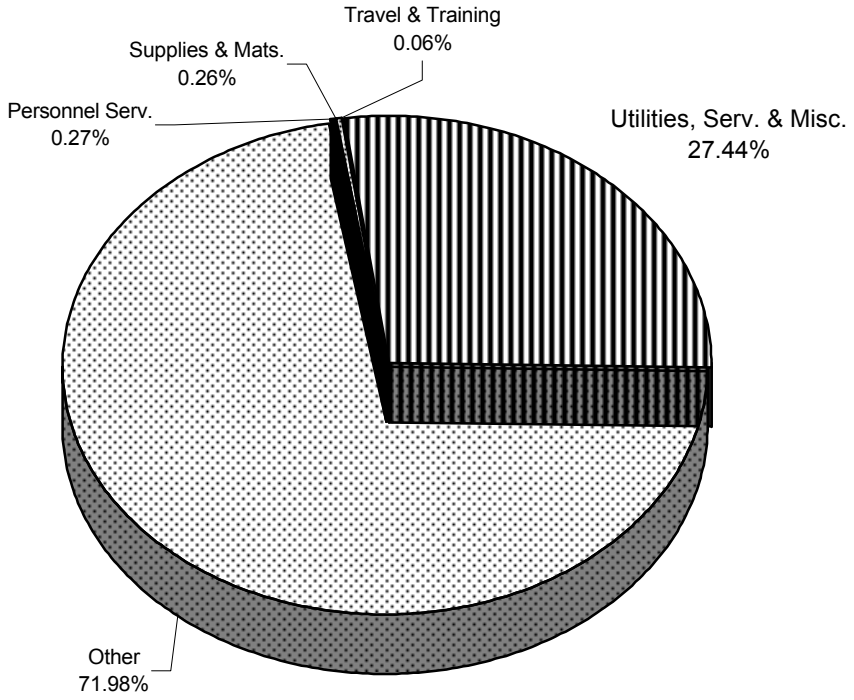
City General - Non Departmental Expenditures

City of Columbia

Columbia, Missouri

City General
FY 2003



APPROPRIATIONS

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Budget FY 2002
Personnel Services	$ -4,272	$ 96,200	$ 90,000	$ 10,755	-88.8%
Supplies & Materials	0	0	0	10,407	
Travel & Training	0	0	0	2,205	
Intragovernmental Charges	17,444	0	0	0	
Utilities, Services & Misc.	726,027	838,813	855,914	1,099,438	31.1%
Capital	0	0	0	0	
Other	2,060,500	2,869,500	2,869,500	2,884,603	0.5%
Total	**2,799,699**	**3,804,513**	**3,815,414**	**4,007,408**	**5.3%**
Summary					
Operating Expenses	739,199	935,013	945,914	1,122,805	20.1%
Non-Operating Expenses	2,060,500	2,869,500	2,869,500	2,884,603	0.5%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **2,799,699**	$ **3,804,513**	$ **3,815,414**	$ **4,007,408**	**5.3%**

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 most funds have remained the same as FY 2002. The Recreation Services subsidy has been increased by $28,200 to fund scholarships for the Activities and Recreation Center and to put defibrillators (AEDs) at the L.A. Nickel Golf Course, the Lake of the Woods Golf Course, and the Parkade Center. The following amounts have been set aside for specific purposes: Council Reserve of $6,938, Contingency of $100,000, Grant Reserveof $50,000, and $36,000 for grant writing activities. The Council can allocate the $6,938 Council Reserve and still maintain a 16% fund balance. This budget also reflects the purchase of defibrillators for the following public buildings : Daniel Boone Building, Farm and Home Building, Gentry, Howard, Police/JCIC/W&L, and the Grissum Building.

SUBSIDIES, TRANSFERS, AND OTHER (DETAIL)

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
SUBSIDIES:				
Recreation Services	$ 1,500,000	$ 1,500,000	$ 1,500,000	$ 1,528,200
Cultural Affairs	239,000	239,000	239,000	239,000
Contributions Trust Fund	132,000	128,000	128,000	128,000
Total Subsidies	**1,871,000**	**1,867,000**	**1,867,000**	**1,895,200**
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	0	0	0	0
COPS Public Bldg/Fire DSF	0	116,830	116,830	99,903
Capital Projects Fund	0	696,170	696,170	700,000
Total Subsidies & Transfers	**2,060,500**	**2,869,500**	**2,869,500**	**2,884,603**
OTHER:				
Street Lighting	671,531	665,000	685,000	690,000
Miscellaneous Nonprogrammed	67,668	167,164	160,914	325,867
Council Reserve	0	2,849	0	6,938
Contingency	0	100,000	100,000	100,000
Total	$ **2,799,699**	$ **3,804,513**	$ **3,815,414**	$ **4,007,408**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
There are no personnel assigned to this budget.				

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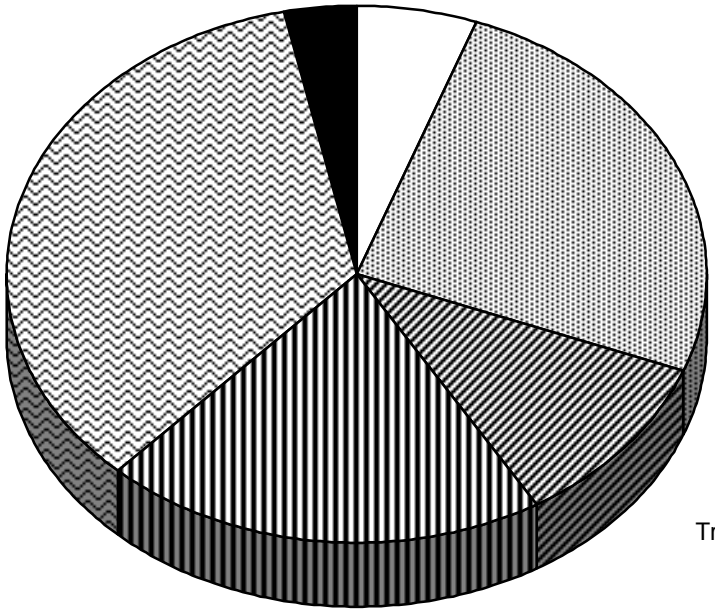
City Council

City of Columbia

Columbia, Missouri

City Council
FY 2003



APPROPRIATIONS

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Budget FY 2002
Personnel Services	$ 4,329	$ 9,879	$ 7,599	$ 10,045	1.7%
Supplies & Materials	32,309	46,318	43,537	46,651	0.7%
Travel & Training	12,926	19,482	19,482	19,870	2.0%
Intragovernmental Charges	37,774	37,569	37,569	37,448	-0.3%
Utilities, Services & Misc.	36,050	63,363	51,983	64,413	1.7%
Capital	0	0	0	6,000	
Other	0	0	0	0	
Total	**123,388**	**176,611**	**160,170**	**184,427**	**4.4%**
Summary					
Operating Expenses	123,388	176,611	160,170	178,427	1.0%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	6,000	
Capital Projects	0	0	0	0	
Total Expenses	$ **123,388**	$ **176,611**	$ **160,170**	$ **184,427**	**4.4%**

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 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 4,329	$ 9,879	$ 7,599	$ 10,045
Supplies and Materials	27,506	28,086	28,910	32,127
Travel and Training	9,212	12,849	12,849	13,105
Intragovernmental Charges	37,744	37,539	37,539	37,347
Utilities, Services, & Misc.	32,895	43,465	42,491	44,511
Capital	0	0	0	6,000
Other	0	0	0	0
Total	**$ 111,686**	**$ 131,818**	**$ 129,388**	**$ 143,135**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 0	$ 0	$ 0	$ 0
Supplies and Materials	4,803	18,232	14,627	14,524
Travel and Training	3,714	6,633	6,633	6,765
Intragovernmental Charges	30	30	30	101
Utilities, Services, & Misc.	3,155	19,898	9,492	19,902
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 11,702**	**$ 44,793**	**$ 30,782**	**$ 41,292**

ACTIVITY LEVEL EXPENDITURES

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Board of Adjustment	$ 937	$ 5,512	$ 3,012	$ 5,532
Airport Advisory Board	719	536	536	546
Sister Cities	1,049	10,000	2,000	10,000
Planning and Zoning	417	1,904	1,904	1,910
Parks and Recreation Commission	3,629	4,179	4,289	4,255
Bike Commission	-177	1,062	1,046	1,054
Other Boards	85	7,143	3,538	7,181
Historic Preservation	1,819	4,575	4,575	4,676
Mayor's Council on Physical Fitness	2,772	3,090	3,090	3,142
Commissions - General	0	2,895	2,895	2,895
Disabilities	422	0	0	0
Recreational Programs	0	3,867	3,867	0
Council Delivery	30	30	30	101
Total	**$ 11,702**	**$ 44,793**	**$ 30,782**	**$ 41,292**

AUTHORIZED PERSONNEL

Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003

There are no personnel assigned to this budget.

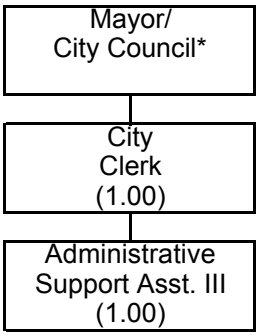
City Clerk
and Elections

City of Columbia

Columbia, Missouri

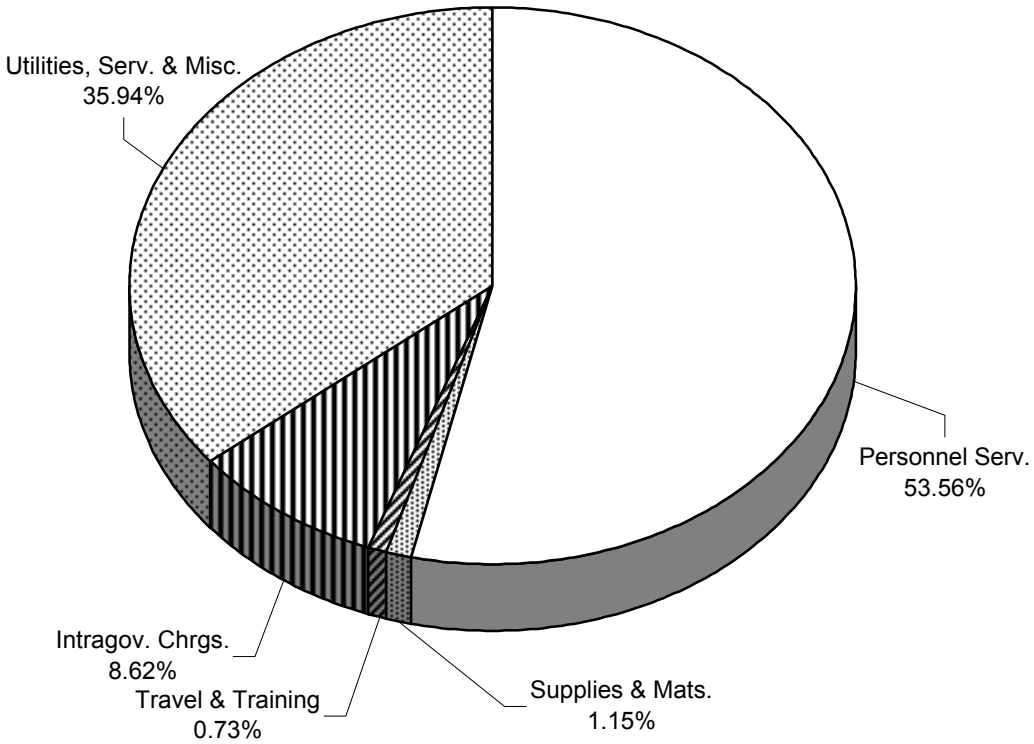
City of Columbia - City Clerk

2.00 FTE Positions



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

City Clerk and Elections
FY 2003



APPROPRIATIONS

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Budget FY 2002
Personnel Services	$ 93,540	$ 101,541	$ 101,770	$ 104,888	3.3%
Supplies & Materials	784	2,250	1,850	2,258	0.4%
Travel & Training	142	1,425	725	1,425	0.0%
Intragovernmental Charges	15,528	16,898	16,898	16,881	-0.1%
Utilities, Services & Misc.	63,483	69,721	65,391	70,383	0.9%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**173,477**	**191,835**	**186,634**	**195,835**	**2.1%**
Summary					
Operating Expenses	173,477	191,835	186,634	195,835	2.1%
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	$ **173,477**	$ **191,835**	$ **186,634**	$ **195,835**	**2.1%**

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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 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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 2001	Budget FY 2002	Estimated FY 2003
Council Meetings	27	26	26
Proclamations	73	70	70
Board of Adjustment Applications Processed	53	45	45

COMPARATIVE DATA

	Columbia, MO	Independence, MO	St. Joseph, MO	St. Charles, MO	Hazelwood, MO
Population	**88,291**	**115,554**	**75,470**	**61,527**	**26,730**
Number of Employees	2	7	2.5	3	4
Employees Per 1,000 Population	0.023	0.061	0.033	0.049	0.150
Number of Ordinances and Resolutions/Year	689	410	553	532	117

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 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 93,540	$ 101,541	$ 101,770	$ 104,888
Supplies and Materials	784	2,250	1,850	2,258
Travel and Training	142	1,425	725	1,425
Intragovernmental Charges	15,528	16,898	16,898	16,881
Utilities, Services, & Misc.	1,300	6,636	2,306	6,636
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 111,294**	**$ 128,750**	**$ 123,549**	**$ 132,088**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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.	62,183	63,085	63,085	63,747
Capital	0	0	0	0
Other	0	0	0	0
Total	$ **62,183**	$ **63,085**	$ **63,085**	$ **63,747**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003

There are no personnel assigned to this budget.

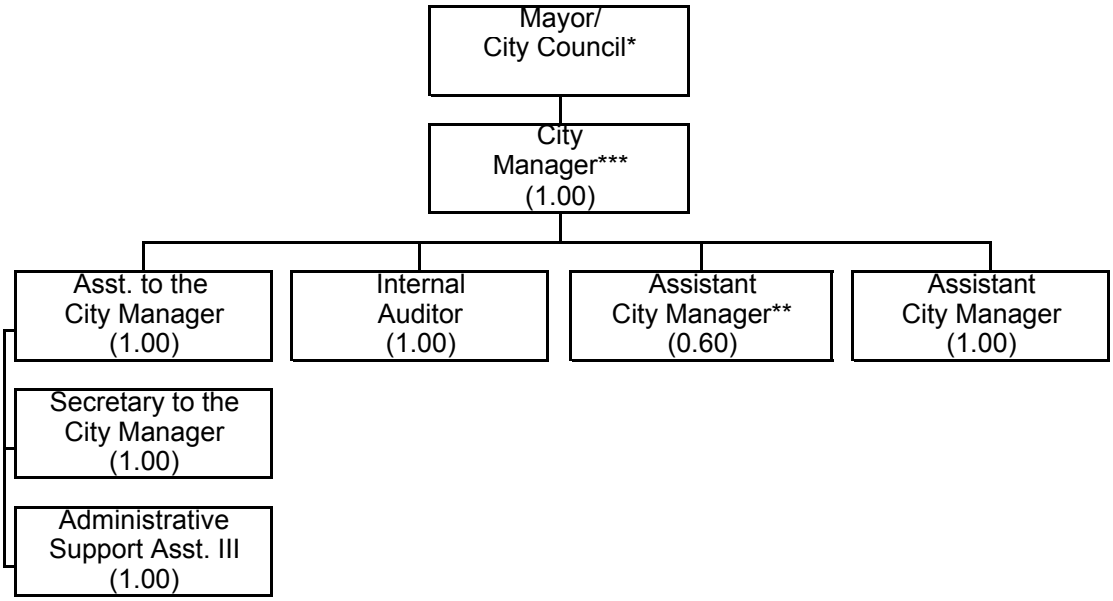
City Manager

City of Columbia

Columbia, Missouri

City of Columbia - City Manager

6.60 FTE Positions

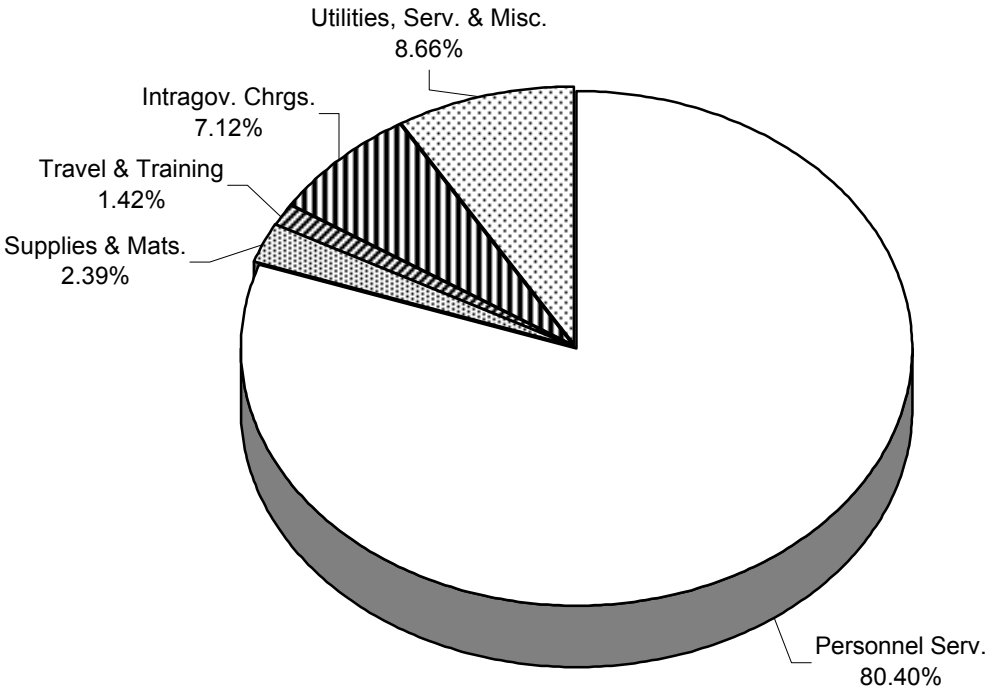


* Positions not included in City Manager's FTE count.

** 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
FY 2003



APPROPRIATIONS

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Budget FY 2002
Personnel Services	$ 547,288	$ 603,617	$ 576,516	$ 593,481	-1.7%
Supplies & Materials	10,369	17,638	12,500	17,677	0.2%
Travel & Training	8,994	9,975	9,200	10,475	5.0%
Intragovernmental Charges	50,670	54,964	54,964	52,573	-4.4%
Utilities, Services & Misc.	26,666	63,939	31,800	63,939	0.0%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**643,987**	**750,133**	**684,980**	**738,145**	**-1.6%**
Summary					
Operating Expenses	643,987	750,133	684,980	738,145	-1.6%
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	**$ 643,987**	**$ 750,133**	**$ 684,980**	**$ 738,145**	**-1.6%**

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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 deletion of a 1.00 FTE Grants Coordinator position. The money used to fund this position will be reflected as contractual services money in the City General budget to be used for grant activities. FY 2003 includes funding for a citizen survey to be conducted.

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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	1.00	1.00	0.00
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**	**7.60**	**7.60**	**6.60**
Permanent Full-Time	6.60	7.60	7.60	6.60
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**6.60**	**7.60**	**7.60**	**6.60**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2001	Budget FY 2002	Estimated FY 2003
Council Issues Processed: Resolutions/Staff Report	278	290	300
Ordinances/Staff Report	411	420	450
Agenda Reports	117	120	130
City Manager Press Conferences	26	25	25

COMPARATIVE DATA

	Columbia, MO	Springfield, MO	Ames, IA	Indepen-dence, MO	Boulder, CO	Lawrence, KS
Population	**88,291**	**154,612**	**51,746**	**115,554**	**96,566**	**81,700**
Number of Employees	8	5	15	13	13	6
Employees Per 1,000 Population	0.086	0.032	0.290	0.113	0.135	0.073
Total Annual Budget (Including Capital Improvements)*	174,900,322	194,983,000	107,841,314	180,903,597	198,796,000	101,012,406

* 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.

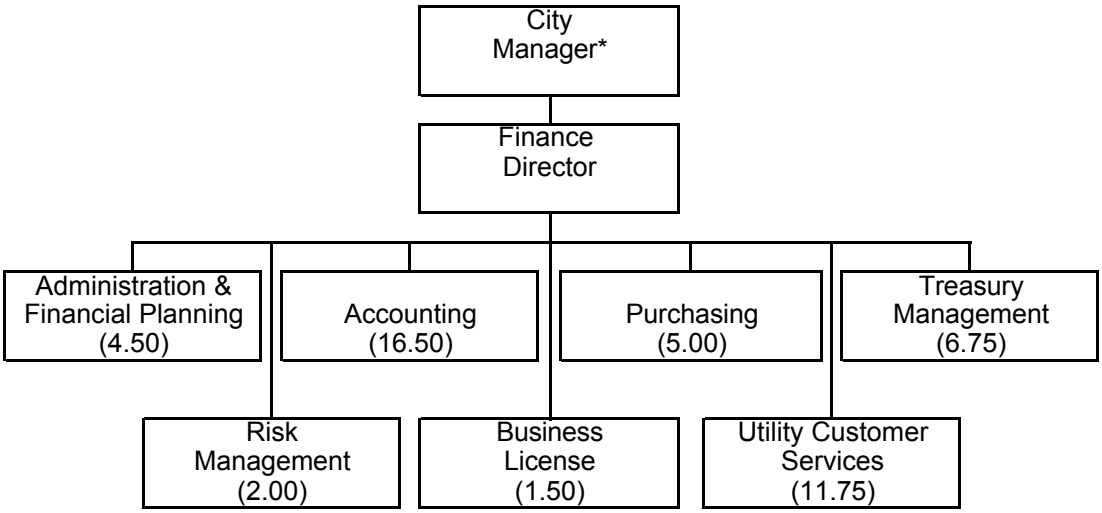
Finance Department

City of Columbia

Columbia, Missouri

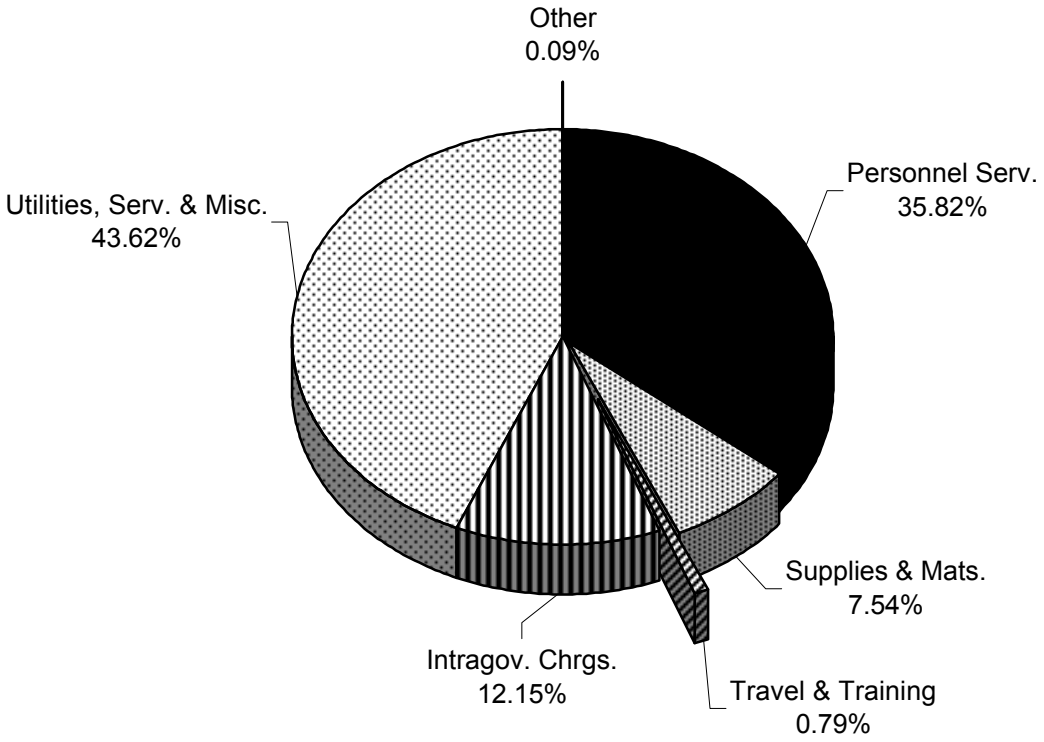
City of Columbia - Finance Department

48.00 FTE Positions



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

Finance Department - Summary
FY 2003



APPROPRIATIONS

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Budget FY 2002
Personnel Services	$ 2,179,358	$ 2,301,225	$ 2,268,011	$ 2,392,543	4.0%
Supplies & Materials	344,264	421,600	418,234	503,667	19.5%
Travel & Training	19,546	56,012	51,597	52,597	-6.1%
Intragovernmental Charges	738,773	771,304	771,444	811,465	5.2%
Utilities, Services & Misc.	2,062,427	2,736,109	2,380,835	2,913,849	6.5%
Capital	8,905	100,500	100,500	0	-100.0%
Other	869,135	954,422	651,150	5,950	-99.4%
Total	**6,222,408**	**7,341,172**	**6,641,771**	**6,680,071**	**-9.0%**
Summary					
Operating Expenses	5,344,368	6,286,250	5,890,121	6,674,121	6.2%
Non-Operating Expenses	45,070	4,422	1,150	5,950	34.6%
Debt Service	824,065	950,000	650,000	0	-100.0%
Capital Additions	8,905	100,500	100,500	0	-100.0%
Capital Projects	0	0	0	0	
Total Expenses	$ **6,222,408**	$ **7,341,172**	$ **6,641,771**	$ **6,680,071**	**-9.0%**

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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 2003 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. The pay-off of the Self Insurance Special Obligation Bond caused a significant decrease in overall departmental expenditures.

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
General Fund Operations	33.25	33.25	33.25	34.25
Utility Customer Services Fund	10.75	10.75	10.75	11.75
Self-Insurance Reserve Fund	2.00	2.00	2.00	2.00
Total Personnel	**46.00**	**46.00**	**46.00**	**48.00**
Permanent Full-Time	44.00	44.00	44.00	46.00
Permanent Part-Time	2.00	2.00	2.00	2.00
Total Permanent	**46.00**	**46.00**	**46.00**	**48.00**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2001	Budget FY 2002	Estimated FY 2003
No. of Accts. Payable Checks Written	25,973	26,559	27,158
No. of Formal and Informal Bids	428	475	450
No. of Annual Supply and Service Contracts	215	210	220
New Business License Applications Processed	1,000	1,050	1,100
No. of Other Licenses and Permits Processed	2,300	3,400	3,850
Portfolio Size	$219 Million	$230 Million	$240 Million
Total Portfolio Return	0.07	0.07	0.07
Amount Utility Accounts Written Off	$265,357	$230,660	$287,935
Percent Uncollected	0.32	0.32	0.32
New Utility Account Services	20,000	20,000	20,000
Number of Claims Processed:			
Property & Liability	70	70	70
Worker's Compensation	169	200	200

COMPARATIVE DATA

	Columbia, MO	Springfield, MO	Utilities of Springfield, MO	Denton, TX	Ames, IA	Gainesville, FL
Population	**88,291**	**154,612**	**153,809**	**82,148**	**51,746**	**97,356**
Number of Employees	41.50	53.00	197.00	89.75	38.75	35.00
Employees Per 1,000 Population	0.470	0.343	1.281	1.093	0.749	0.360
No. of Acctg. Entities Managed	54	34	2	23	65	51
No. of Purchase Orders Issued/Year	4,000	18,000	10,000	11,000	3,500	3,000
Dollar Value of Purchase Orders Issued/Year	40 Million	30 Million	80-120 Mill.	35 Million	20-23 Million	32-35 Million
No. of Business Licenses Issued	4,439	12,122	---	416**	---	5,577
No. of Liquor Licenses Issued	394	363	---	140***	121	---
Investment Portfolio (Book Value)	$209 Million	$108 Million	$216 Million	$173 Million	$68 Million	$312 Million
Self Insure All Other Ins. Coverages	Yes	Yes	Yes	Yes	Partially*	Yes
No. of Utility Accounts	45,500	0	102,000	39,000	20,500	80,945
No, of Utitliy Staff Employees	9		37	19	6	20

* Self Insured for Workers' Compensation only
**license food establishments only
***license beer and wine only

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 2003 will be on the continued implementation of GASB Statement #34 and increasing the City's internet capabilities through on-line transaction processing. 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

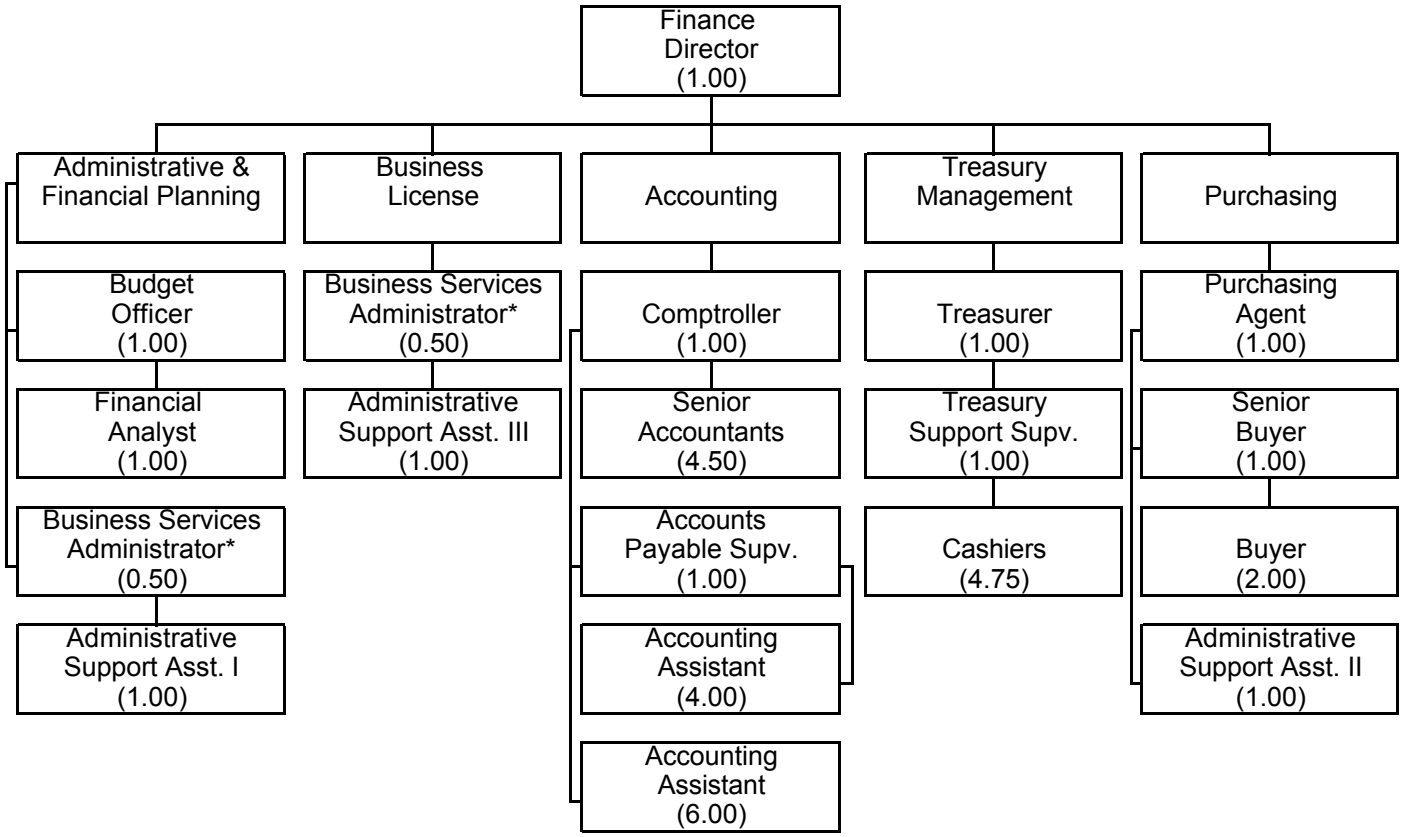
	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 1,686,765	$ 1,774,602	$ 1,745,388	$ 1,839,666
Supplies & Materials	102,655	139,249	136,581	145,011
Travel & Training	12,299	25,197	24,272	25,197
Intragovernmental Charges	407,155	437,236	437,236	460,763
Utilities, Services & Misc.	148,150	217,953	210,314	227,347
Capital	5,089	0	0	0
Other	0	0	0	0
Total	**2,362,113**	**2,594,237**	**2,553,791**	**2,697,984**
Summary				
Operating Expenses	2,357,024	2,594,237	2,553,791	2,697,984
Non-Operating Expenses	0	0	0	0
Debt Service	0	0	0	0
Capital Additions	5,089	0	0	0
Capital Projects	0	0	0	0
Total Expenses	**$ 2,362,113**	**$ 2,594,237**	**$ 2,553,791**	**$ 2,697,984**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Administration & Financial Planning	4.50	4.50	4.50	4.50
Accounting	15.50	15.50	15.50	16.50
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**	**34.25**
Permanent Full-Time	32.00	32.00	32.00	33.00
Permanent Part-Time	1.25	1.25	1.25	1.25
Total Permanent	**33.25**	**33.25**	**33.25**	**34.25**

City of Columbia - Finance Department General Fund

34.25 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. Special emphasis will be on the monitoring of revenues to determine the effect of recent budget cuts at the State and University. Implementation of GASB Statement #34 will continue in FY 2003.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 313,287	$ 341,514	$ 338,068	$ 352,005
Supplies and Materials	19,097	37,785	33,128	37,033
Travel and Training	1,380	5,170	5,170	5,170
Intragovernmental Charges	78,358	78,243	78,243	78,395
Utilities, Services, & Misc.	53,461	93,848	92,912	104,439
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 465,583**	**$ 556,560**	**$ 547,521**	**$ 577,042**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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 2003 the Accounting Division will focus on preparing a financial report for the City in accordance with the new accounting pronouncement, GASB #34. This Accounting Statement dramatically changes the annual financial report for municipal governments. Staff will work with Information Services, E-Gov. Coordinator and various city departments to properly implement web-based transaction processing.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 773,559	$ 811,242	$ 792,772	$ 843,509
Supplies and Materials	38,083	39,815	44,500	56,584
Travel and Training	4,826	6,100	6,010	6,100
Intragovernmental Charges	160,926	177,889	177,889	192,973
Utilities, Services, & Misc.	34,913	43,100	37,342	41,100
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 1,012,307**	**$ 1,078,146**	**$ 1,058,513**	**$ 1,140,266**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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	9.00	9.00	10.00
1202 - Accounting Assistant	2.00	0.00	0.00	0.00
Total Personnel	**15.50**	**15.50**	**15.50**	**16.50**
Permanent Full-Time	15.00	15.00	15.00	16.00
Permanent Part-Time	0.50	0.50	0.50	0.50
Total Permanent	**15.50**	**15.50**	**15.50**	**16.50**

* 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 benefit from nearly constant technology improvements. Efforts will continue in streamlining and expanding information processing and reporting. In the customer service area, flexibility with payment options has received ongoing attention. Security concerns were addressed in the past year through additional security cameras and upgrades to recording equipment.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 287,361	$ 300,296	$ 294,045	$ 307,786
Supplies and Materials	16,779	26,946	26,946	14,484
Travel and Training	1,899	5,500	4,825	5,500
Intragovernmental Charges	88,013	90,358	90,358	98,993
Utilities, Services, & Misc.	47,466	56,460	55,700	56,800
Capital	5,089	0	0	0
Other	0	0	0	0
Total	**$ 446,607**	**$ 479,560**	**$ 471,874**	**$ 483,563**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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 2003 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 200 annual contracts, process an estimated 4,000 purchase orders, 1,500 change orders, 260 formal bids and 190 informal bids at a value of approximately $40 million. With the pilot project phase of the Procurement Card system scheduled to be completed in late FY 2002, continued emphasis will be placed on rolling out this system to all City departments and making this system the preferred method for small dollar purchases. The use of E-Government solutions for improving the efficiency of how the City does business will continue to be developed, including an on-line vendor registration process and electronic bid notification system.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 241,227	$ 247,098	$ 246,051	$ 257,805
Supplies and Materials	18,046	19,378	18,900	19,744
Travel and Training	3,834	6,950	6,790	6,950
Intragovernmental Charges	59,353	69,443	69,443	64,662
Utilities, Services, & Misc.	10,729	19,045	19,010	19,658
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 333,189**	**$ 361,914**	**$ 360,194**	**$ 368,819**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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	1.00	1.00	1.00
1001 - Admin. Support Assistant I*	1.00	0.00	0.00	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 including business and alcoholic beverage licenses, armed guard and security guard licenses, private detective licenses, taxi and limousine licenses, chauffeurs/taxi drivers permits, solicitors permits, animal licenses, and various other permits and licenses. Additional duties include the enforcement of the provisions of the Code of Ordinances which pertain to these licenses and permits, as well as administering the collection of cigarette 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 2003 will be to continue extensive monitoring and enforcement of all provisions of the City Code of Ordinances pertaining to business and alcoholic beverage licenses, hotel/motel license taxes, cigarette taxes and all other licenses and permits required by City ordinance. Additional planning emphasis will be placed on revising the existing licensing ordinances to provide a more efficient and effective licensing process.

BUDGET DETAIL

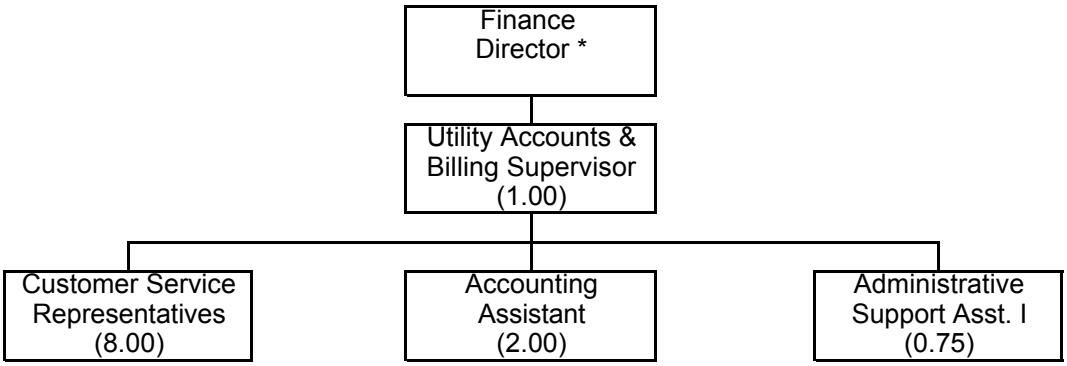
	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 71,331	$ 74,452	$ 74,452	$ 78,561
Supplies and Materials	10,650	15,325	13,107	17,166
Travel and Training	360	1,477	1,477	1,477
Intragovernmental Charges	20,505	21,303	21,303	25,740
Utilities, Services, & Misc.	1,581	5,500	5,350	5,350
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 104,427**	**$ 118,057**	**$ 115,689**	**$ 128,294**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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

11.75 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 available to the public for the last year. We have been promoting Budget Billing and Auto Pay.

- A new policy and procedure handbook has been established for UCS
- Task specific Procedure manuals are being developed to ensure consistency and accuracy of information for customers
- A user friendly "front end" to HTE has been developed to help handle student rush
- This "front end" will be added to the internet to expedite processing of orders from the internet
- Reports are being developed to quantify the errors in the daily exception process
- Reports are being developed to quantify the nature of the calls to UCS. These reports will be used to develop FAQ's for the internet and brochures. They will also be used for internal quality control UCS continues to work with the Utility Process Improvement Group to identify interdepartmental opportunities to cut cost and improve service to the customers. Reports are being developed to track late fees.
- We will be working toward a consistent, effective shut-off process with Water and Light.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 397,364	$ 421,760	$ 421,760	$ 445,166
Supplies & Materials	236,086	275,042	273,972	354,031
Travel & Training	2,572	24,065	20,575	20,550
Intragovernmental Charges	291,796	295,769	295,909	315,141
Utilities, Services & Misc.	81,535	176,696	174,461	196,417
Capital	3,816	100,500	100,500	0
Other	3,811	3,783	1,150	5,950
Total	**1,016,980**	**1,297,615**	**1,288,327**	**1,337,255**
Summary				
Operating Expenses	1,009,353	1,193,332	1,186,677	1,331,305
Non-Operating Expenses	3,811	3,783	1,150	5,950
Debt Service	0	0	0	0
Capital Additions	3,816	100,500	100,500	0
Capital Projects	0	0	0	0
Total Expenses	**$ 1,016,980**	**$ 1,297,615**	**$ 1,288,327**	**$ 1,337,255**

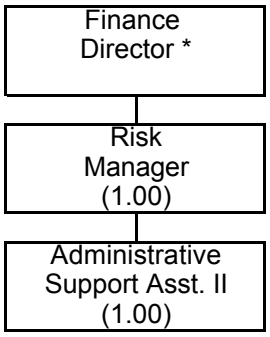
AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
1214 - Utility Accts & Billing Supv	1.00	1.00	1.00	1.00
1212 - Customer Representative	7.00	7.00	7.00	8.00
1203 - Accounting Assistant*	1.00	2.00	2.00	2.00
1202 - Accounting Assistant	1.00	0.00	0.00	0.00
1001 - ASA I	0.75	0.75	0.75	0.75
Total Personnel	**10.75**	**10.75**	**10.75**	**11.75**
Permanent Full-Time	10.00	10.00	10.00	11.00
Permanent Part-Time	0.75	0.75	0.75	0.75
Total Permanent	**10.75**	**10.75**	**10.75**	**11.75**

* 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. Special Obligation Bonds were retired in FY 2002 significantly reducing overall expenditures.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 95,229	$ 104,863	$ 100,863	$ 107,711
Supplies & Materials	5,523	7,309	7,681	4,625
Travel & Training	4,675	6,750	6,750	6,850
Intragovernmental Charges	39,822	38,299	38,299	35,561
Utilities, Services & Misc.	1,832,742	2,341,460	1,996,060	2,490,085
Capital	0	0	0	0
Other	865,324	950,639	650,000	0
Total	**2,843,315**	**3,449,320**	**2,799,653**	**2,644,832**
Summary				
Operating Expenses	1,977,991	2,498,681	2,149,653	2,644,832
Non-Operating Expenses	41,259	639	0	0
Debt Service	824,065	950,000	650,000	0
Capital Additions	0	0	0	0
Capital Projects	0	0	0	0
Total Expenses	**$ 2,843,315**	**$ 3,449,320**	**$ 2,799,653**	**$ 2,644,832**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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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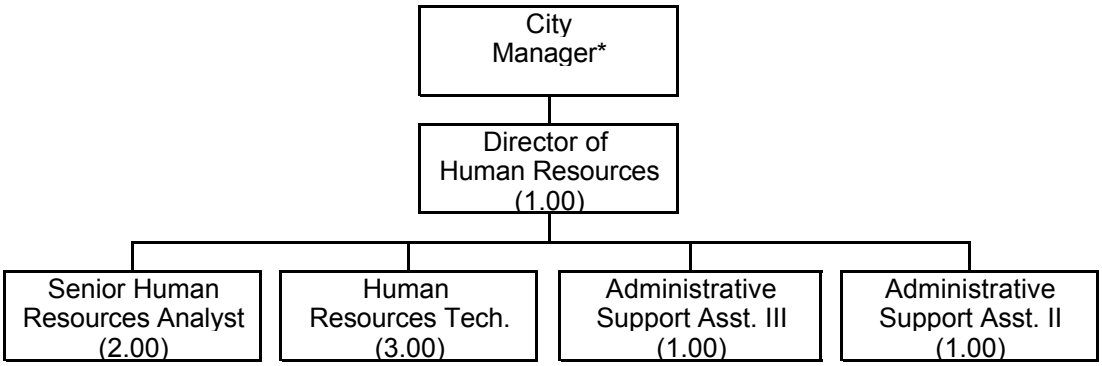
Human Resources

City of Columbia

Columbia, Missouri

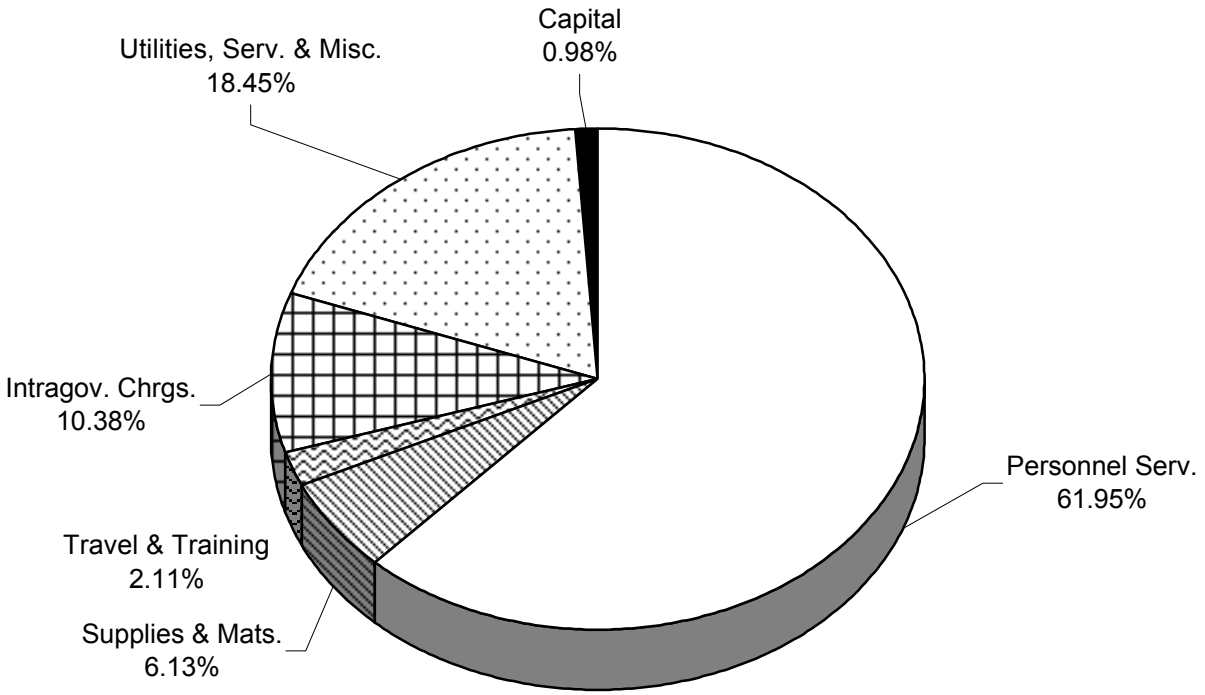
City of Columbia - Human Resources

8.00 FTE Positions



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

Human Resources Department
FY 2003



APPROPRIATIONS

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Budget FY 2002
Personnel Services	$ 393,700	$ 409,368	$ 412,517	$ 429,569	4.9%
Supplies & Materials	21,577	36,025	30,270	42,474	17.9%
Travel & Training	4,237	14,345	14,046	14,630	2.0%
Intragovernmental Charges	61,012	75,834	75,834	71,987	-5.1%
Utilities, Services & Misc.	94,939	119,807	102,605	127,958	6.8%
Capital	0	0	0	6,800	
Other	0	0	0	0	
Total	**575,465**	**655,379**	**635,272**	**693,418**	**5.8%**
Summary					
Operating Expenses	575,465	655,379	635,272	686,618	4.8%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	6,800	
Capital Projects	0	0	0	0	
Total Expenses	$ **575,465**	$ **655,379**	$ **635,272**	$ **693,418**	**5.8%**

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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 low 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 2003, and will address issues of plan cost, plan design, administrative services and network design. Emphasis in FY 2002 focused on implementation of approved revisions to the job classification plan, and implementation of a new pharmacy benefit management program in the employee health plan. 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 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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 2001	Budget FY 2002	Estimated FY 2003
Applications Processed	2,655	3,250	3,500
Permanent Position Selection Processes	135	175	175
Permanent Position Selection Process Activity (Interviews and Tests)	1,355	1,400	1,500
Affirmative Action Job Announcements Mailed	4,128	6,500	6,500
Job Vacancy Ads Placed	480	350	500
Employee Mailings	3,052	3,000	3,000
Benefit Changes Processed	376	600	600
Personnel Requisitions Processed	3,259	3,500	3,500
Performance Evaluations Processed	1,260	1,400	1,500
Employee Meetings/Training	214	250	250
Bargaining Unit Activity	13	25	20
Employee Health Contacts	5,868	5,000	6,000

COMPARATIVE DATA

	Columbia, MO	Springfield, MO	Norman, OK	Ames, IA
Population	**88,291**	**154,612**	**97,608**	**51,746**
Number of Employees	8.00	16.00	9.00	5.00
Employees Per 1,000 Population	0.09	0.10	0.09	0.10
Number of Permanent City Employees	1,111.00	1,471.00	742.00	475.00
HR Staff Ratios Per City Employee	0.72	1.09	1.21	1.05
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

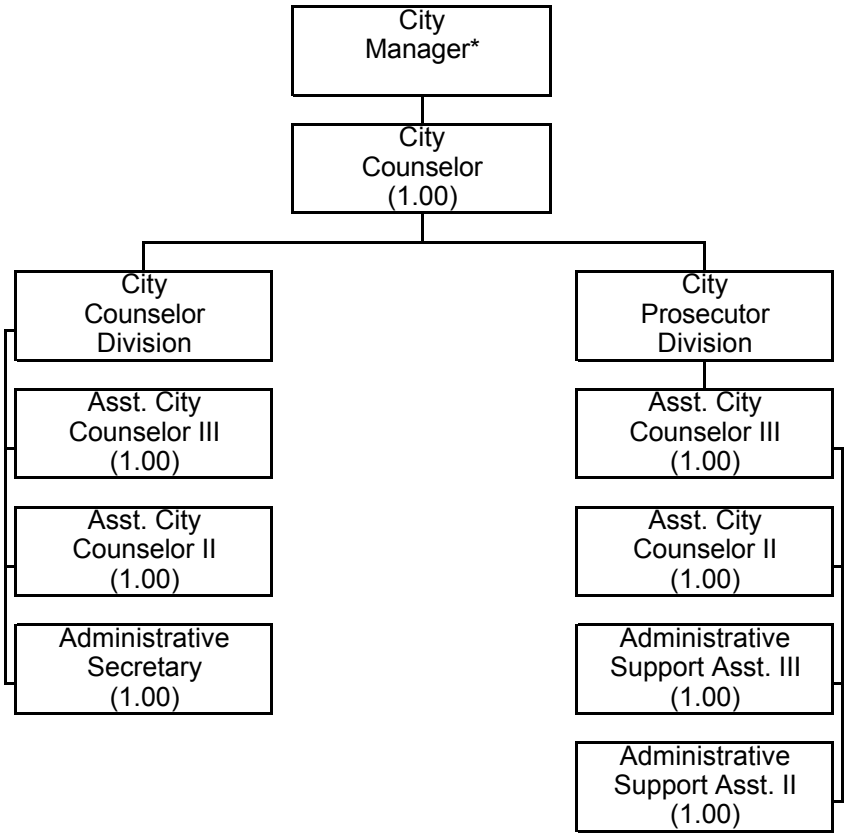
Law Department

City of Columbia

Columbia, Missouri

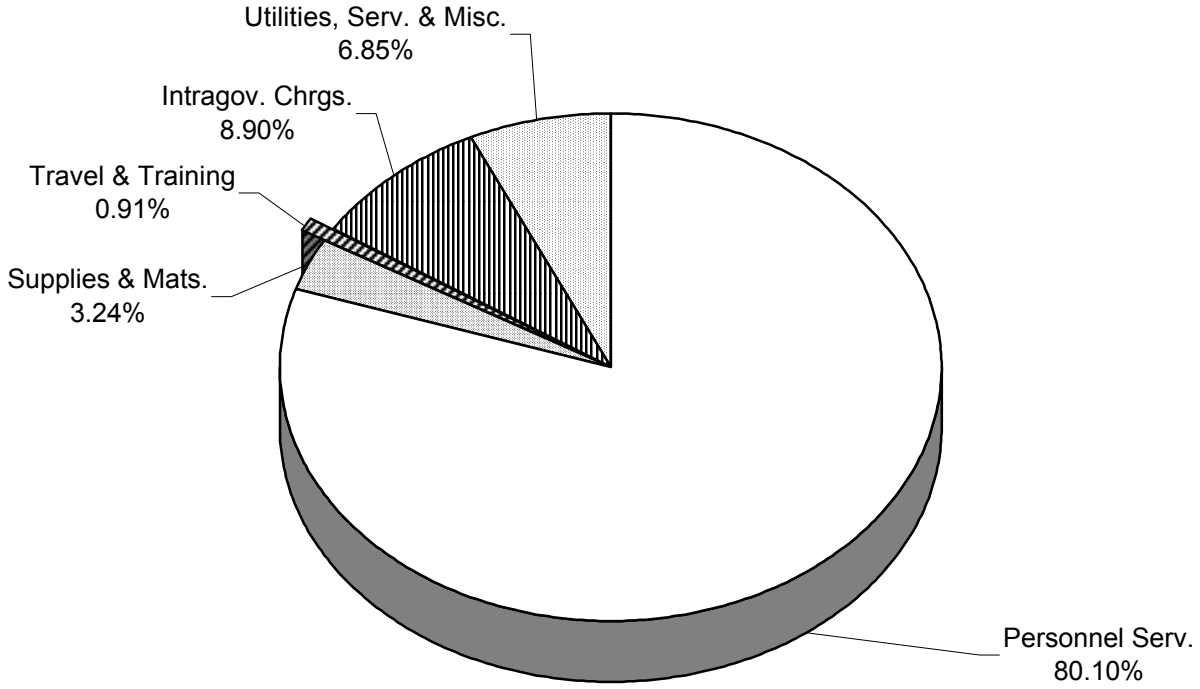
City of Columbia - Law Department

8.00 FTE Positions



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

Law Department
FY 2003



APPROPRIATIONS

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Budget FY 2002
Personnel Services	$ 553,471	$ 571,544	$ 572,350	$ 598,962	4.8%
Supplies & Materials	18,149	22,539	21,659	24,224	7.5%
Travel & Training	2,899	6,686	6,566	6,780	1.4%
Intragovernmental Charges	55,288	58,078	58,078	66,558	14.6%
Utilities, Services & Misc.	17,487	51,911	50,301	51,234	-1.3%
Capital	2,088	0	0	0	
Other	0	0	0	0	
Total	**649,382**	**710,758**	**708,954**	**747,758**	**5.2%**
Summary					
Operating Expenses	647,294	710,758	708,954	747,758	5.2%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	2,088	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **649,382**	$ **710,758**	$ **708,954**	$ **747,758**	**5.2%**

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LAW DEPARTMENT - SUMMARY

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 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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 2001	Budget FY 2002	Estimated FY 2003
City Counselor:			
Ordinances Drafted	444	445	450
Resolutions Drafted	266	270	275
In-House Circuit Court Cases Pending	12	12	12
City Prosecutor:			
Municipal Court Files Received	14,805	15,000	15,500
Municipal Court First Trial Settings	2,055	2,100	2,150
Phone Calls	10,300	10,500	10,700

LAW DEPARTMENT - SUMMARY

COMPARATIVE DATA

	Columbia, MO	Springfield, MO	Indepen-dence, MO	St. Charles, MO	Lee's Summit, MO
Population	**88,291**	**154,612**	**115,554**	**61,527**	**72,114**
No. of City Attorneys	5	13	4.5	2.5	4
City Attorneys Per 1,000 Pop.	0.057	0.084	0.039	0.041	0.055

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 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 339,538	$ 344,904	$ 345,766	$ 363,863
Supplies and Materials	12,260	15,744	14,864	17,329
Travel and Training	1,708	3,841	3,721	3,880
Intragovernmental Charges	29,168	28,705	28,705	36,876
Utilities, Services, & Misc.	14,790	42,321	41,035	41,831
Capital	2,088	0	0	0
Other	0	0	0	0
Total	**$ 399,552**	**$ 435,515**	**$ 434,091**	**$ 463,779**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 213,933	$ 226,640	$ 226,584	$ 235,099
Supplies and Materials	5,889	6,795	6,795	6,895
Travel and Training	1,191	2,845	2,845	2,900
Intragovernmental Charges	26,120	29,373	29,373	29,682
Utilities, Services, & Misc.	2,697	9,590	9,266	9,403
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 249,830**	**$ 275,243**	**$ 274,863**	**$ 283,979**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
3303 - Assistant City Counselor III	0.00	1.00	1.00	1.00
3302 - Assistant City Counselor II*	2.00	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	**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.

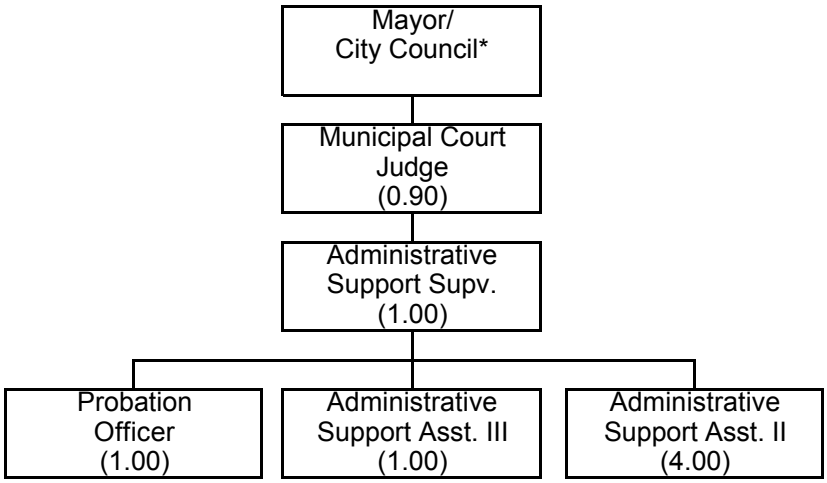
Municipal Court

City of Columbia

Columbia, Missouri

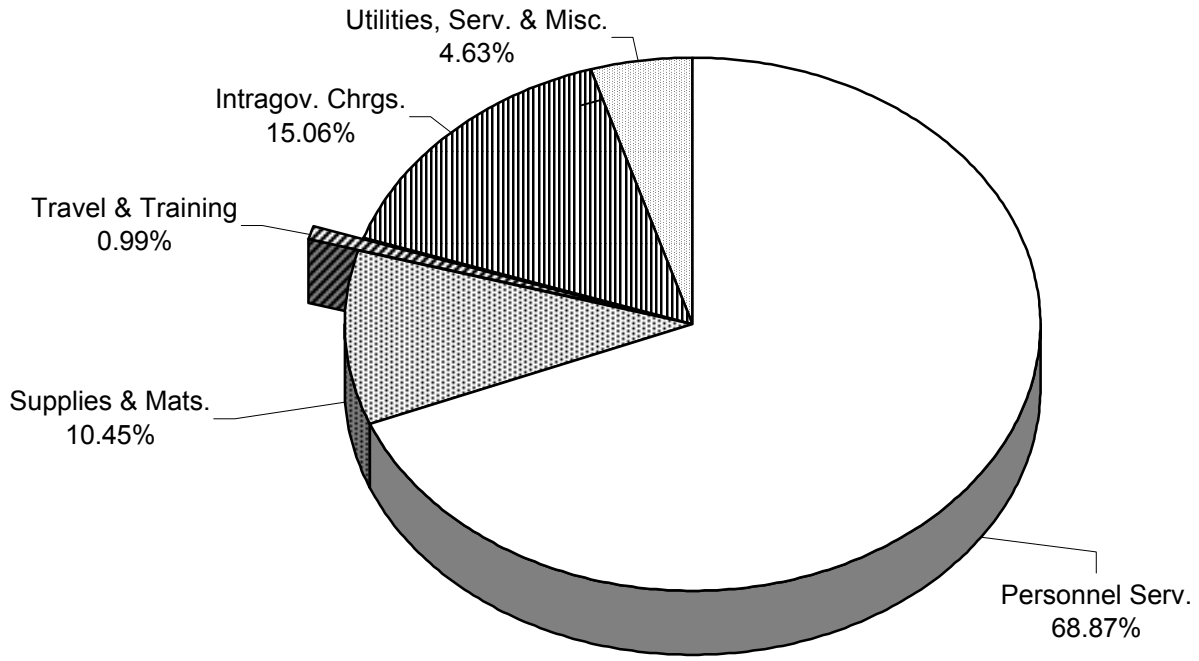
City of Columbia - Municipal Court

7.90 FTE Positions



* Positions not included in Municipal Court's FTE count.

Municipal Court
FY 2003



APPROPRIATIONS

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Budget FY 2002
Personnel Services	$ 308,527	$ 347,244	$ 347,378	$ 386,928	11.4%
Supplies & Materials	47,842	53,730	53,915	58,704	9.3%
Travel & Training	2,354	5,464	5,464	5,568	1.9%
Intragovernmental Charges	71,817	79,660	79,660	84,628	6.2%
Utilities, Services & Misc.	18,511	23,418	23,440	26,017	11.1%
Capital	0	5,100	4,700	0	-100.0%
Other	0	0	0	0	
Total	**449,051**	**514,616**	**514,557**	**561,845**	**9.2%**
Summary					
Operating Expenses	449,051	509,516	509,857	561,845	10.3%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	5,100	4,700	0	-100.0%
Capital Projects	0	0	0	0	
Total Expenses	$ **449,051**	$ **514,616**	$ **514,557**	$ **561,845**	**9.2%**

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MUNICIPAL COURT - SUMMARY

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

The budget for FY2003 includes funds for an alarm system to be installed in the court room to further enhance security efforts in the court. The budget also includes funds for an additional 1.0 FTE in the Violations Bureau. The primary responsibility of this employee will be the collection of parking tickets issued.

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
General Court Operations	3.75	3.90	3.90	3.90
Traffic Violations Bureau	3.00	3.00	3.00	4.00
Total Personnel	**6.75**	**6.90**	**6.90**	**7.90**
Permanent Full-Time	6.00	6.00	6.00	7.00
Permanent Part-Time	0.75	0.90	0.90	0.90
Total Permanent	**6.75**	**6.90**	**6.90**	**7.90**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2001	Budget FY 2002	Estimated FY 2003
Traffic:			
Cases Filed	9,349	10,000	10,000
Cases Disposed	9,235	9,500	9,500
Ordinance:			
Cases Filed	3,297	3,000	3,200
Cases Disposed	3,197	2,500	2,800
Parking Tickets	72,033	50,000	70,000

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	**88,291**	**46,414**	**72,114**
Number of Employees	6.90	9.00	9.00
Employees Per 1,000 Population	0.078	0.194	0.125
Cases Filed-1999 (Includes Traffic & Ordinances)	12,646	27,621	17,074
Parking Tickets	72,033	21,329	*
Cash Bonds Posted	$247,756	$250,787	No Info
Surety Bonds Posted	$273,466	$1,406,784	No Info

* 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

FY 2003 includes funds for an alarm system to be installed in the court room to further enhance security efforts in the court.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 205,088	$ 233,937	$ 234,035	$ 242,638
Supplies and Materials	40,787	45,857	53,142	55,949
Travel and Training	2,354	5,464	5,464	5,568
Intragovernmental Charges	56,708	64,169	64,169	76,615
Utilities, Services, & Misc.	18,511	23,418	23,440	25,357
Capital	0	5,100	4,700	0
Other	0	0	0	0
Total	**$ 323,448**	**$ 377,945**	**$ 384,950**	**$ 406,127**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
3412 - Probation Officer	1.00	1.00	1.00	1.00
3401 - Municipal Judge	0.75	0.90	0.90	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**	**3.90**	**3.90**	**3.90**
Permanent Full-Time	3.00	3.00	3.00	3.00
Permanent Part-Time	0.75	0.90	0.90	0.90
Total Permanent	**3.75**	**3.90**	**3.90**	**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

FY 2003 budget includes funds for an additional 1.0 FTE in the Violations Bureau. The primary responsibility of this employee will be the collection of parking tickets issued.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 103,439	$ 113,307	$ 113,343	$ 144,290
Supplies and Materials	7,055	7,873	773	2,755
Travel and Training	0	0	0	0
Intragovernmental Charges	15,109	15,491	15,491	8,013
Utilities, Services, & Misc.	0	0	0	660
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 125,603**	**$ 136,671**	**$ 129,607**	**$ 155,718**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
1002 - Admin. Support Assistant II	3.00	3.00	3.00	4.00
Total Personnel	**3.00**	**3.00**	**3.00**	**4.00**
Permanent Full-Time	3.00	3.00	3.00	4.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**3.00**	**3.00**	**3.00**	**4.00**

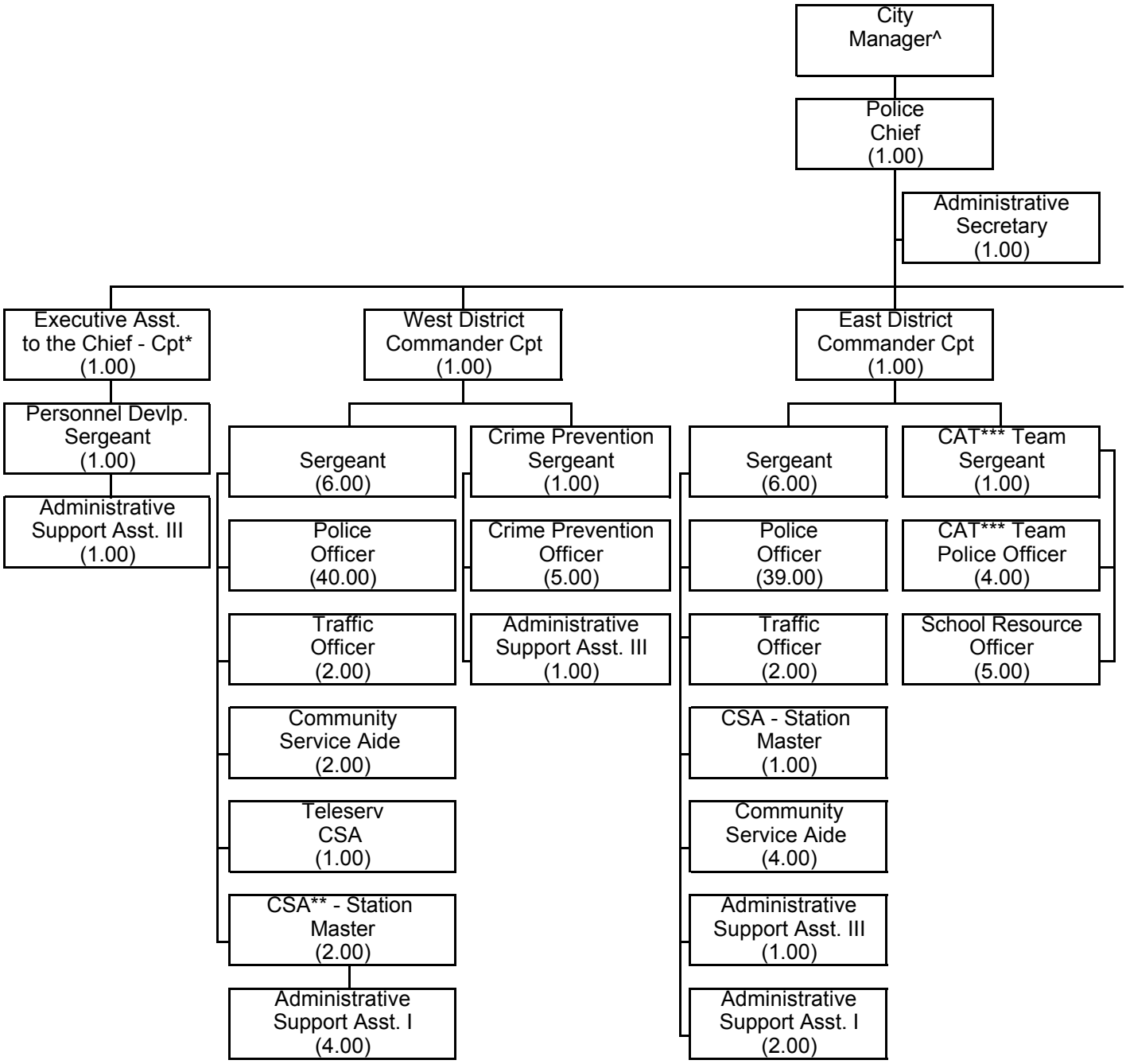
Police Department

City of Columbia

Columbia, Missouri

City of Columbia - Police Department

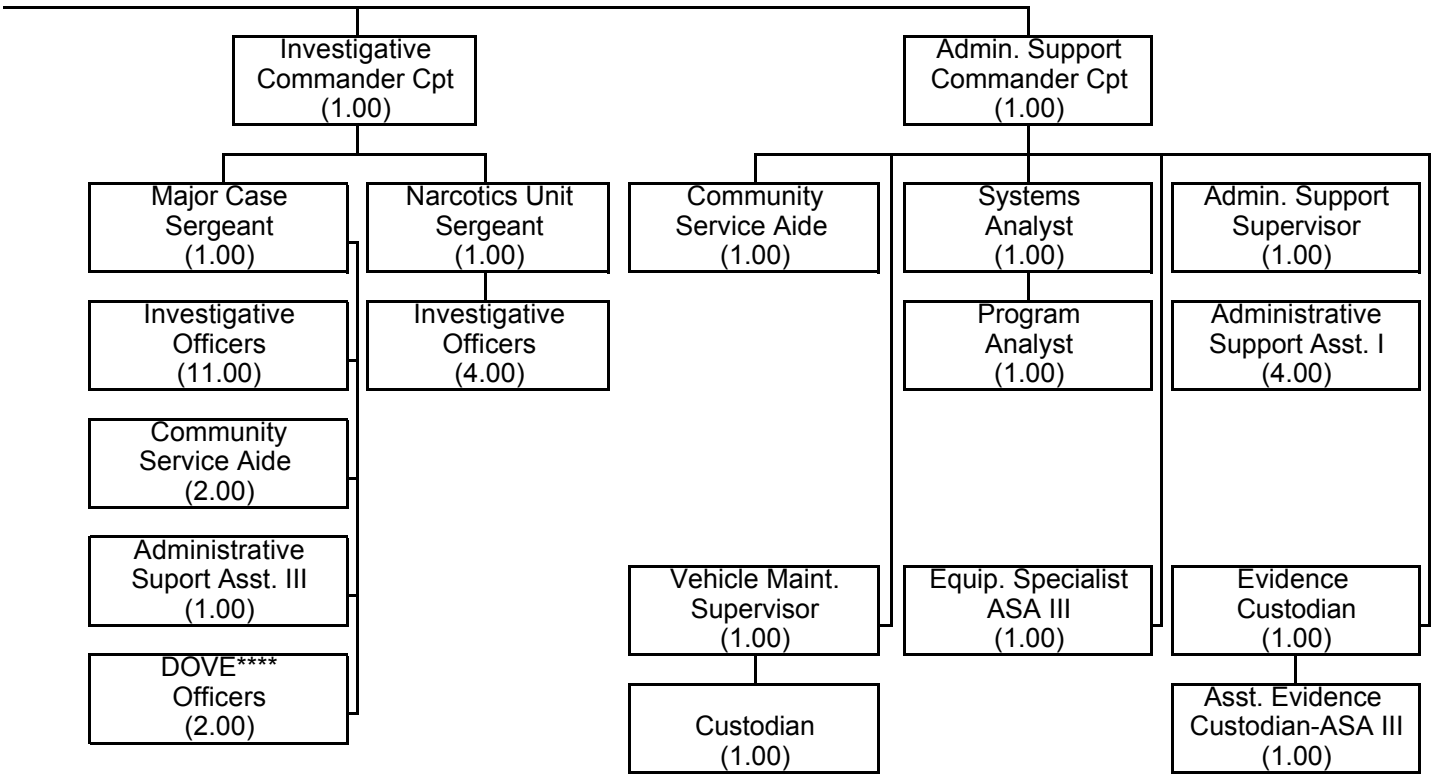
173.00 FTE Positions



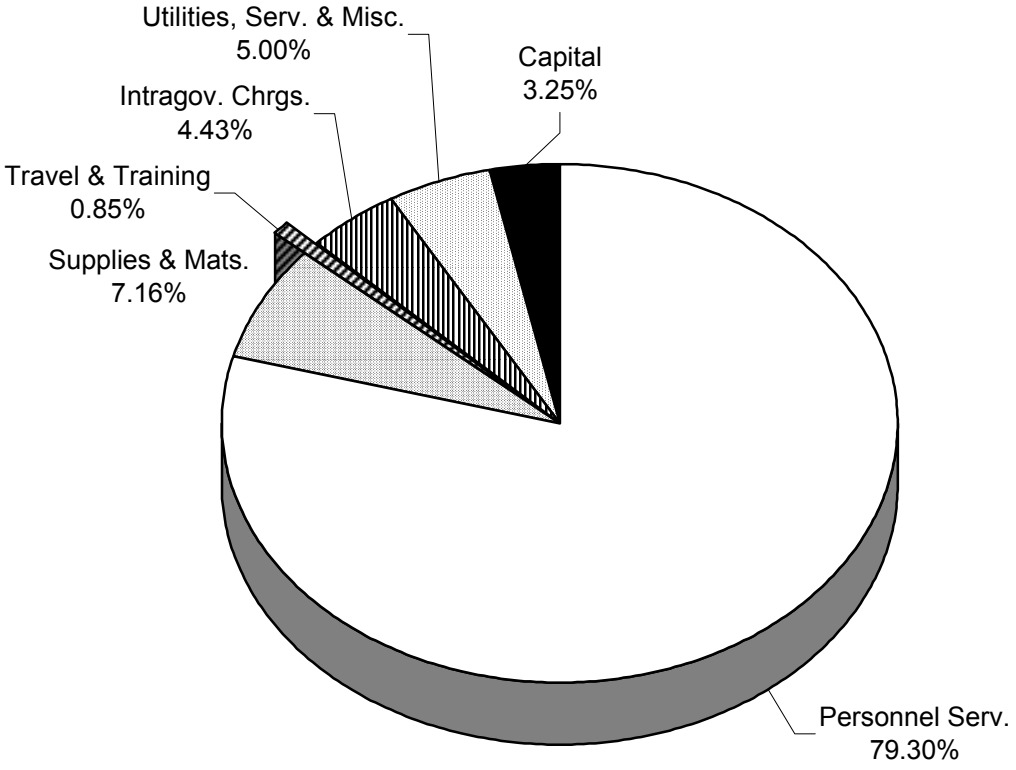
^ Position not included in Police Department's FTE Count.
* Cpt - Captain
** CSA - Community Service Aide
*** CAT - Community Action Team
**** DOVE - Domestic Violence

City of Columbia - Police Department

173.00 FTE Positions



Police Department
FY 2003



APPROPRIATIONS

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Budget FY 2002
Personnel Services	$ 9,455,986	$ 10,258,624	$ 10,271,022	$ 10,723,615	4.5%
Supplies & Materials	642,147	873,039	832,095	968,653	11.0%
Travel & Training	105,439	113,343	114,702	115,055	1.5%
Intragovernmental Charges	554,808	573,868	575,627	599,089	4.4%
Utilities, Services & Misc.	540,689	615,738	603,191	676,639	9.9%
Capital	704,553	611,711	599,863	440,174	-28.0%
Other	0	0	0	0	
Total	**12,003,622**	**13,046,323**	**12,996,500**	**13,523,225**	**3.7%**
Summary					
Operating Expenses	11,299,069	12,434,612	12,396,637	13,083,051	5.2%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	704,553	611,711	599,863	440,174	-28.0%
Capital Projects	0	0	0	0	
Total Expenses	$ **12,003,622**	$ **13,046,323**	$ **12,996,500**	$ **13,523,225**	**3.7%**

POLICE DEPARTMENT - SUMMARY

DEPARTMENT DESCRIPTION

The Police Department serves as the primary law enforcement agency for the City. Its mission is to reduce crime and improve public safety by enforcing the law, solving problems, and encouraging citizen responsibility for community safety and quality of life.

DEPARTMENT OBJECTIVES

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

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

During the last fiscal year, we have completed the building renovation and started a three phase consultant project. This project includes a strategic plan, community policing evaluation and staffing study.

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Administration	3.00	3.00	3.00	3.00
Operations	143.00	150.00	150.00	154.00
Services	16.00	16.00	16.00	16.00
Total Personnel	**162.00**	**169.00**	**169.00**	**173.00**
Permanent Full-Time	162.00	169.00	169.00	173.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**162.00**	**169.00**	**169.00**	**173.00**
Sworn Officer Positions	129.00	136.00	136.00	139.00
Civilian Positions	33.00	33.00	33.00	34.00
Total Positions	**162.00**	**169.00**	**169.00**	**173.00**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2001	Budget FY 2002	Estimated FY 2003
Operations/Crime Prevention:			
Adult Program Hours/Contacts	1,567/17,485	1,600/20,000	1,600/20,000
Youth-Program Hours/Contacts	2,785/63,332	2,800/65,000	2,800/65,000
Media Contact Hours	65	75	75
Volunteer Hours	3,124	3,500	3,500
Operations - Patrol:			
Calls for Service	57,030	62,500	60,000
Traffic Accidents Investigated	2,560	2,800	2,700
Moving Violations Issued	9,936	10,500	10,000
Warning Tickets Issued	5,666	7,000	6,000
D.W.I Arrests	388	500	500
Total Arrest Charges	13,310	12,000	14,000
Incident Cases Issued	16,560	16,000	17,000
Part I Crimes Reported	5,077	5,000	5,500

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2001	Budget FY 2002	Estimated FY 2003
Records Bureau:			
Arrest Reports Processed	9,096	9,000	9,500
Incident Reports Processed	23,346	23,000	24,000
Traffic Summons Processed	9,936	10,500	10,500
Accident Reports Processed	3,464	3,750	3,750

COMPARATIVE DATA
SWORN OFFICERS PER THOUSAND POPULATION

	Columbia, MO	Boulder, CO	Independence, MO	Norman OK	Springfield, MO	National Figures (2)
Population	**88,291**	**96,566**	**115,554**	**97,608**	**154,612**	**---**
Number of Officers	136	161	195	117	302	---
Officers Per 1,000 Population	1.54	1.67	1.69	1.20	1.95	2.50
Operating Budget Per Capita	$123.13	$166.22	$130.24	$117.86	$110.59	---
Crime Index (1)	3,607	3,571	7,983	3,599	13,351	4,485

	Columbia, MO	National Figures (2)
Clearance Rates: National 1998 %/CPD%		
Murder	111	63
Rape	58	47
Robbery	40	26
Assault	74	57
Burglary	36	13
Larceny	28	18
Auto Theft	23	14
* 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 2000 Uniform Crime Report. Figures for Columbia are actual 2000.

(2) From the 2000 Uniform Crime Report, published by the U.S. Department of Justice.

COMPARATIVE DATA
FULL TIME EMPLOYEES PER THOUSAND POPULATION

	Columbia, MO	Boulder, CO	Independence, MO	Norman OK	Springfield, MO	National Figures (2)
Population	**88,291**	**96,566**	**115,554**	**97,608**	**154,612**	**---**
Number of Employees	169	249	277	167	369	---
Employees Per 1,000 Population	1.91	2.58	2.40	1.71	2.39	3.40
Operating Budget Per Capita	$123.13	$166.22	$130.24	$117.86	$116.67	---
Crime Index (1)	3,607	3,571	7,983	3,599	13,351	4,485

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, staff inspections and Internal Affairs.

HIGHLIGHTS / SIGNIFICANT CHANGES

FY 2003 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 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 267,478	$ 267,810	$ 271,837	$ 282,321
Supplies and Materials	22,547	19,040	19,503	19,347
Travel and Training	3,118	3,805	3,855	3,893
Intragovernmental Charges	23,202	37,142	37,141	41,202
Utilities, Services, & Misc.	5,802	13,621	13,991	14,002
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 322,147**	**$ 341,418**	**$ 346,327**	**$ 360,765**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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**

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 specially 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 2001 were 57,030, down from 60,959 in 2000. Also during 2001, there were 5,077 FBI Uniform Crime Report Part 1 crimes reported which is up from 3,607 in 2000. Columbia Police Department clearance rate for 2001 was 32 percent, down one percent from 2000, and compares to a national clearance rate of 20.5 % for 2000. (Latest year national data available.)

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 8,426,700	$ 9,184,239	$ 9,196,666	$ 9,607,305
Supplies and Materials	575,622	808,603	771,832	905,824
Travel and Training	68,291	70,699	71,813	71,423
Intragovernmental Charges	455,282	455,460	457,220	468,589
Utilities, Services, & Misc.	281,242	330,939	320,609	364,483
Capital	698,793	609,211	597,380	440,174
Other	0	0	0	0
Total	**$ 10,505,930**	**$ 11,459,151**	**$ 11,415,520**	**$ 11,857,798**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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 *	105.00	112.00	112.00	116.00
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	**143.00**	**150.00**	**150.00**	**154.00**
Permanent Full-Time	143.00	150.00	150.00	154.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**143.00**	**150.00**	**150.00**	**154.00**
* 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 storage and control, computer operations, equipment supply and maintenance, vehicles and building.

HIGHLIGHTS / SIGNIFICANT CHANGES

All three phases of the building renovation have been completed. All police operations with the exception of the Investigative Unit are housed within police headquarters at 600 East Walnut Street. The Investigative Unit rents office space at 609 East Walnut St.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 761,808	$ 806,575	$ 802,519	$ 833,989
Supplies and Materials	43,978	45,396	40,760	43,482
Travel and Training	34,030	38,839	39,034	39,739
Intragovernmental Charges	76,324	81,266	81,266	89,298
Utilities, Services, & Misc.	253,645	271,178	268,591	298,154
Capital	5,760	2,500	2,483	0
Other	0	0	0	0
Total	**$ 1,175,545**	**$ 1,245,754**	**$ 1,234,653**	**$ 1,304,662**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
7922 - Systems Analyst	0.00	0.00	0.00	1.00
7911 - Programmer/Analyst	1.00	1.00	1.00	1.00
3411 - Bailiff/Process Server	1.00	0.00	0.00	0.00
3014 - Evidence Custodian	1.00	1.00	1.00	1.00
3011 - Community Service Aide	0.00	1.00	1.00	1.00
3004 - Police Captain	1.00	1.00	1.00	1.00
3002 - Police Sergeant	2.00	2.00	2.00	1.00
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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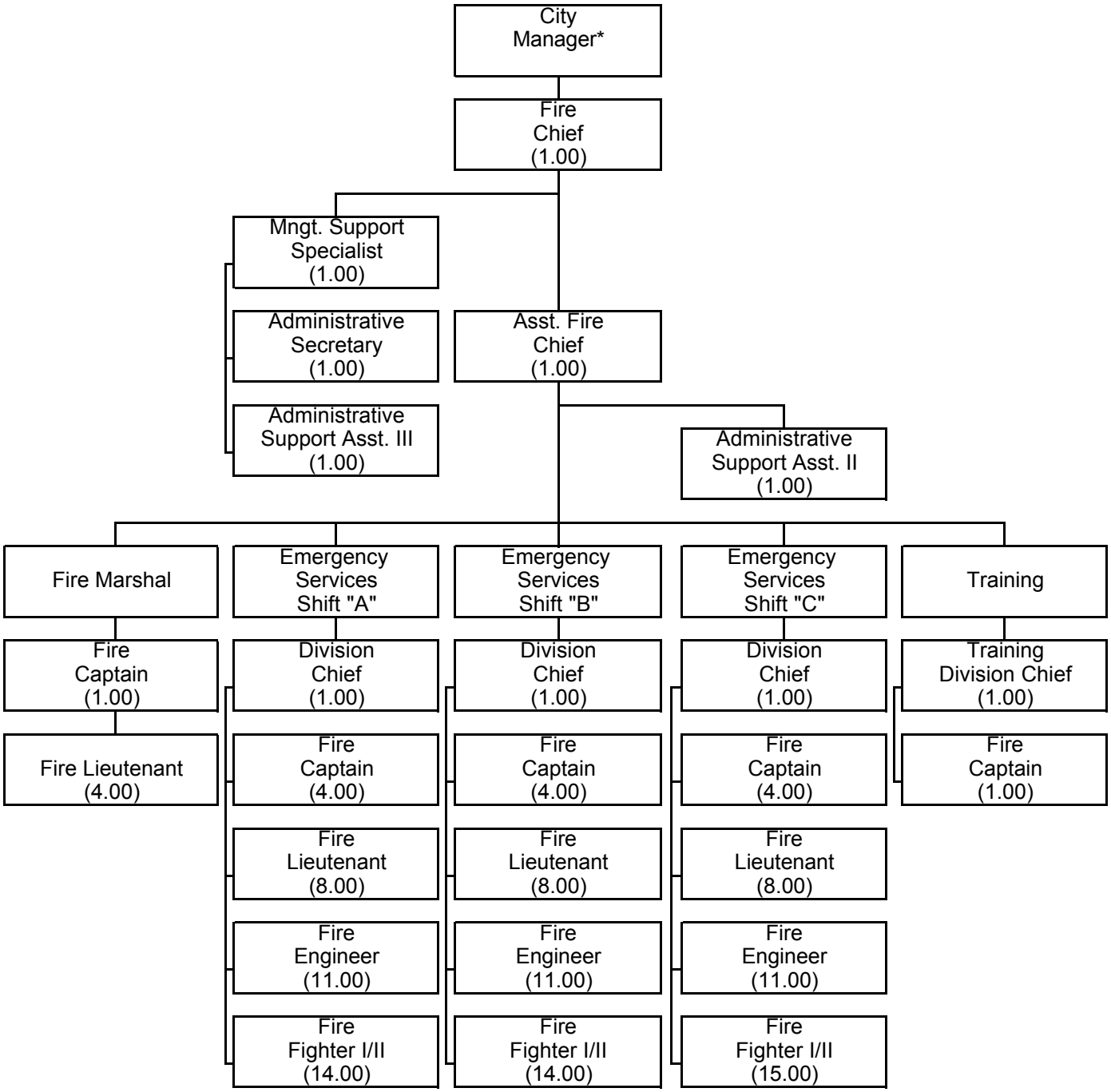
Fire Department

City of Columbia

Columbia, Missouri

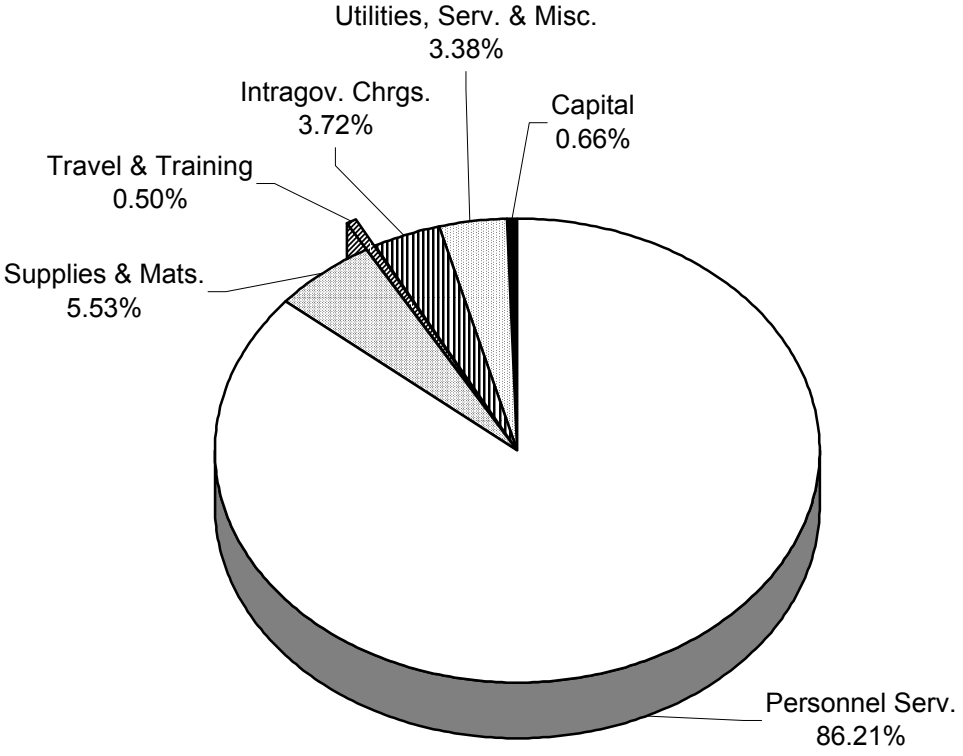
City of Columbia - Fire Department

128.00 FTE Positions



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

Fire Department
FY 2003



APPROPRIATIONS

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Budget FY 2002
Personnel Services	$ 7,377,688	$ 8,083,300	$ 7,959,770	$ 8,483,454	5.0%
Supplies & Materials	371,149	607,978	594,816	544,258	-10.5%
Travel & Training	37,322	49,575	37,700	48,867	-1.4%
Intragovernmental Charges	321,521	379,432	371,189	365,879	-3.6%
Utilities, Services & Misc.	260,342	313,393	302,577	332,691	6.2%
Capital	54,869	67,818	67,400	65,000	-4.2%
Other	0	0	0	0	
Total	**8,422,891**	**9,501,496**	**9,333,452**	**9,840,149**	**3.6%**
Summary					
Operating Expenses	8,368,022	9,433,678	9,266,052	9,775,149	3.6%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	54,869	67,818	67,400	65,000	-4.2%
Capital Projects	0	0	0	0	
Total Expenses	$ **8,422,891**	$ **9,501,496**	$ **9,333,452**	$ **9,840,149**	**3.6%**

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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.

Fire Station #8, in the southeast part of the city, opened in December 2001, equipped with a new pumper. Our apparatus color scheme changed to white over red as vehicles are replaced or experience major body repairs. Using grants for equipment from the State Emergency Management Agency (SEMA) we have established a Weapons of Mass Destruction (WMD) component in our Hazardous Materials Unit.

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Administration	5.00	5.00	5.00	5.00
Emergency Services	107.00	115.00	115.00	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	**120.00**	**128.00**	**128.00**	**128.00**
Permanent Full-Time	120.00	128.00	128.00	128.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**120.00**	**128.00**	**128.00**	**128.00**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2001	Budget FY 2002	Estimated FY 2003
Emergency Services:			
Summary of Incidents:			
Fire Calls (All Types)	535	575	575
Rescue Calls	3,822	4,200	4,000
Hazardous Calls	577	800	700
Service Calls	117	115	115
Good Intent Calls	463	600	600
False Alarms	731	800	760
Other (returned en route, etc.)	301	400	350
Total All Incidents	6,546	7,490	7,100
Estimated Response Time (Per Emerg. Incident) in Minutes	4.75	4.75	4.75
Estimated Dollar Loss	$4,600,000	$2,500,000	$3,000,000

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS - Continued

	Actual FY 2001	Budget FY 2002	Estimated FY 2003
Fire Marshals Division:			
Investigations	252	200	275
Inspections & Permits	2,124	2,500	2,500
Code Review/Research/Consultation	1,000	1,000	1,000
Public Education Presentations	1,112	900	1,200
Service Division:			
Total Contact Hours:			
SORT Team Training	3,600	4,800	4,800
Emergency Medical Services (12/100)*	1,200	2,400	1,800
Code Enforcement (3/100)*	200	800	800
Other Operations Training (5/100)*	1,200	1,000	1,200
Firefighter Competency Tr./Drill (12/100)*	3,000	2,400	3,200
Other Local Training	1,000	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	**88,291**	**75,470**	**83,497**	**86,713**	**94,612**
Number of Employees	128	133	116	115	126
Employees Per 1,000 Population	1.45	1.76	1.39	1.33	1.33
Area in Square Miles	55.20	65	50	57	55
Operating Budget Per Capita	$107.45	$112.07	$105.12	$105.88	$78.84
Total Incidents Per 1,000 Pop.	74.13	116.76	88.96	68.93	62.21

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, with the additional challenge/emphasis on citizen protection against terrorism and Weapons of Mass Destruction (WMD).

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. The challenges of homeland security have presented federal and state grant funding opportunities which Fire Administration is actively pursuing. There are certain personnel reorganization needs which remain to be addressed in future years.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 371,313	$ 352,250	$ 366,303	$ 370,234
Supplies and Materials	11,941	12,123	14,534	9,944
Travel and Training	7,400	8,705	7,400	7,996
Intragovernmental Charges	27,719	27,912	27,900	24,562
Utilities, Services, & Misc.	22,224	30,671	33,153	43,854
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 440,597**	**$ 431,661**	**$ 449,290**	**$ 456,590**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
4203 - Management Support Specialist	1.00	1.00	1.00	1.00
3110 - Assistant Fire Chief	1.00	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	**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**

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

We continue to augment 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, even more changes in land mass, population, and road net have taken place. Therefore, an update of the station location plan is now underway.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 6,444,599	$ 7,142,803	$ 6,986,930	$ 7,481,048
Supplies and Materials	299,335	510,555	503,035	448,139
Travel and Training	9,364	12,419	9,400	12,419
Intragovernmental Charges	253,770	301,870	293,870	292,854
Utilities, Services, & Misc.	183,803	221,170	213,578	228,776
Capital	33,065	40,300	40,446	65,000
Other	0	0	0	0
Total	**$ 7,223,936**	**$ 8,229,117**	**$ 8,047,259**	**$ 8,528,236**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
3106 - Fire Division Chief	3.00	3.00	3.00	3.00
3105 - Fire Captain	9.00	12.00	12.00	12.00
3104 - Fire Lieutenant	21.00	24.00	24.00	24.00
3103 - Fire Engineer	30.00	33.00	33.00	33.00
3102/3101 Fire Fighter II/I	44.00	43.00	43.00	43.00
Total Personnel	**107.00**	**115.00**	**115.00**	**115.00**
Permanent Full-Time	107.00	115.00	115.00	115.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**107.00**	**115.00**	**115.00**	**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

With the addition of Weapons of Mass Destruction (WMD) needs, 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 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 167,852	$ 191,397	$ 203,198	$ 201,383
Supplies and Materials	16,666	28,581	23,422	31,281
Travel and Training	10,169	15,690	10,200	15,690
Intragovernmental Charges	13,425	16,057	15,826	14,520
Utilities, Services, & Misc.	24,153	27,482	23,258	28,026
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 232,265**	**$ 279,207**	**$ 275,904**	**$ 290,900**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
3106 - Fire Division Chief	1.00	1.00	1.00	1.00
3105 - Fire Captain	0.00	1.00	1.00	1.00
3104 - Fire Lieutenant*	1.00	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**

*In FY 2002 the Fire Lieutenant position in the Training Division 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 concert with the Codes Commission, the Division has reviewed the new International Fire Code and recommended 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, the University shares equally in the time, cost, and assignments of an assistant fire marshal. Columbia's citizens are showing their support for fire prevention through Share the Light and New Century Fund campaign contributions.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 393,924	$ 396,850	$ 403,339	$ 430,789
Supplies and Materials	43,207	56,719	53,825	54,894
Travel and Training	10,389	12,761	10,700	12,762
Intragovernmental Charges	26,607	33,593	33,593	33,943
Utilities, Services, & Misc.	30,162	34,070	32,588	32,035
Capital	21,804	27,518	26,954	0
Other	0	0	0	0
Total	**$ 526,093**	**$ 561,511**	**$ 560,999**	**$ 564,423**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
3105 - Fire Captain	0.00	1.00	1.00	1.00
3104 - Fire Lieutenant*	5.00	4.00	4.00	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 Fire Lieutenant position in the Fire Marshal's Division was upgraded.

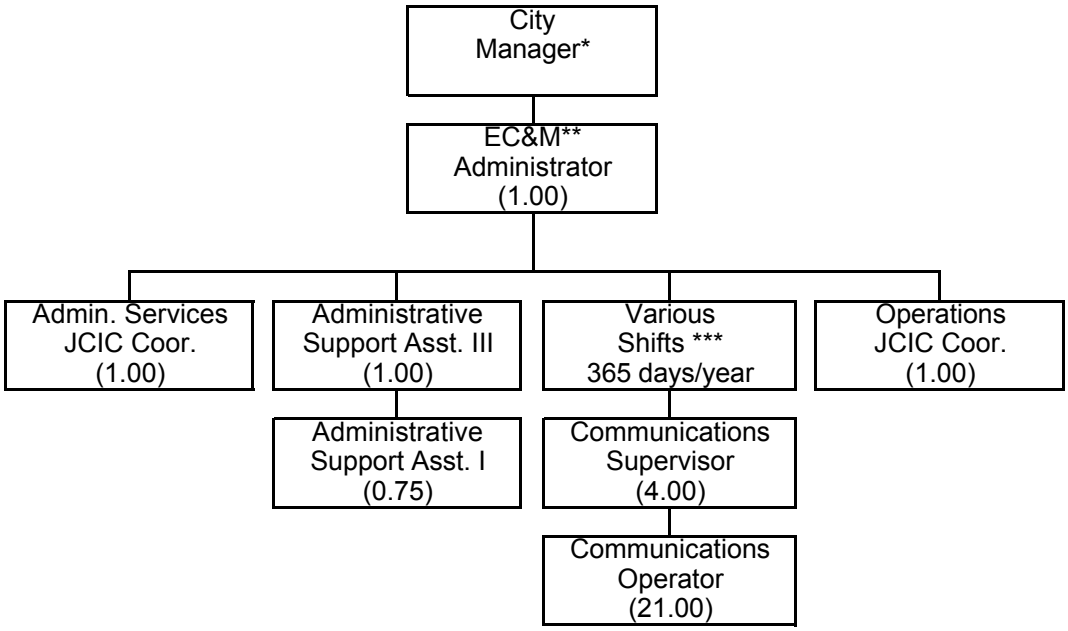
Emergency Communications and Management

City of Columbia

Columbia, Missouri

City of Columbia - Emergency Communications & Management

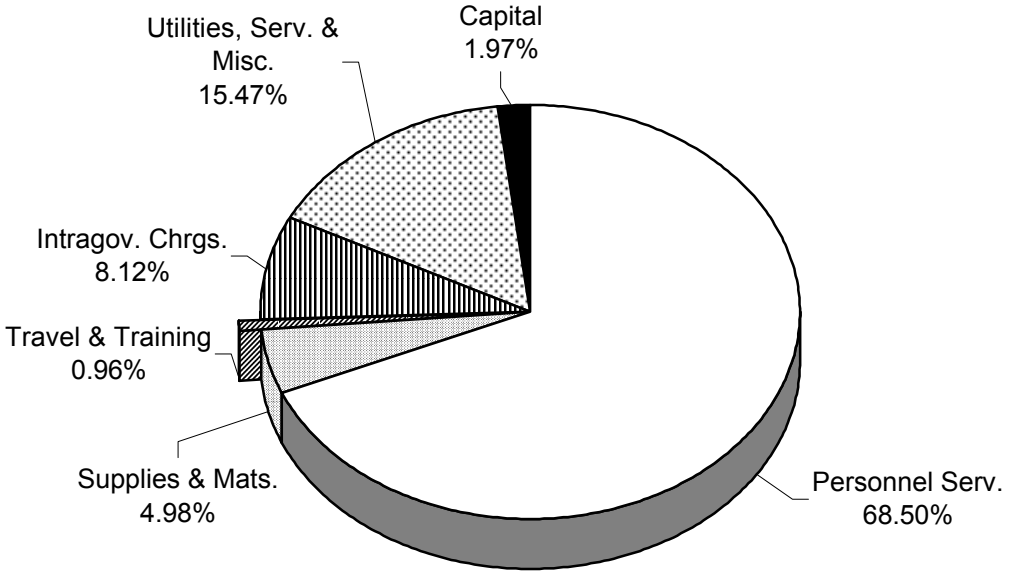
29.75 FTE Positions



* 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 FY 2003



APPROPRIATIONS

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Budget FY 2002
Personnel Services	$ 1,277,786	$ 1,392,133	$ 1,382,324	$ 1,469,081	5.5%
Supplies & Materials	55,764	101,542	70,742	106,760	5.1%
Travel & Training	12,382	23,250	16,250	20,500	-11.8%
Intragovernmental Charges	208,389	191,206	191,242	174,199	-8.9%
Utilities, Services & Misc.	237,770	331,576	277,901	331,741	0.0%
Capital	58,884	56,340	56,340	42,212	-25.1%
Other	0	0	0	0	
Total	**1,850,975**	**2,096,047**	**1,994,799**	**2,144,493**	**2.3%**
Summary					
Operating Expenses	1,792,091	2,039,707	1,938,459	2,102,281	3.1%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	58,884	56,340	56,340	42,212	-25.1%
Capital Projects	0	0	0	0	
Total Expenses	$ **1,850,975**	$ **2,096,047**	$ **1,994,799**	$ **2,144,493**	**2.3%**

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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, public utility and Government needs for the citizens and community safety and well being.

DEPARTMENT OBJECTIVES

Our Mission is to provide accurate, courteous and professional communications to 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 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Joint Communications	28.05	28.40	28.40	28.40
Emergency Management	1.70	1.35	1.35	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 2001	Budget FY 2002	Estimated FY 2003
Total 911 Calls	65,373	72,500	74,675
Total MULES Inquiries	1,303,643	1,800,000	1,818,000
Total Radio Transmissions "Mainlaw"	970,045	1,200,000	1,260,000
Total Radio Transmissions Services	286,586	365,000	368,650
Total Radio Transmissions "BCSD 2"	121,254	165,000	166,650
Total Radio Transmissions "CFD"	121,052	150,000	151,500
Total Radio Transmissions "BCFPD"	79,217	100,000	101,000
Total Radio Transmissions "Ambulance"	77,660	97,000	97,970
Turnover Percentage			
Community Outreach/Public Contact	35	50	50
Hours of CEU's/Training	1,200	1,200	1,200

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

COMPARATIVE DATA

	Columbia, MO*	Dubuque, IA	Janesville WI	Topeka, KS	Ft. Wayne, IN	Peoria, IL
Population of Service Area	**138,163**	**100,000**	**151,196**	**160,000**	**200,000**	**112,000**
Number of Full Time Employees	29.75	9	41	50	52	40
Optimum Staffing	5/7/00	37,290	6/8/02	8/9/02	5/10/02	7/9/02
Annual 9-1-1 Calls	65,373	17,514	38,169	102,211	101,774	79,261
Incoming 9-1-1 Phone Lines	42	8	11	14	6	10
Law Enforcement Service Calls	191,817	61,566	264,654	177,000	161,618	210,979
Fire Service Calls	11,785	4,052	11,505	10,100	15,364	13,994
Emergency Medical Service Calls	13,889	4,052	11,505	9,000	6,240	10,879

*Service area population is Boone County which includes Columbia.

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, three 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, and Consolidated Water Districts, etc.

DEPARTMENT OBJECTIVES

We continue to establish a definitive set of operating policies. Enhance our statistical and reporting methods.
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. Continue site visits to remain aware of new programs and innovations in the communications field being used successfully within other communities. Continue to enhance our fledgling GIS mapping programs in compliance with wireless 911 legislative compliance requirements. Improve and ensure interoperability with other current users of the mapping software. Plan for a fixed location of a backup communication center. Continue to strive to be a storm ready community and remain a state of the art communication center. Enhance, improve and remain current with the Medical Priority Dispatching system.

HIGHLIGHTS / SIGNIFICANT CHANGES

Completed integration of Medical Priority Dispatching with the Computer Aided Dispatching (CAD) system, allowing for pre-arrival instructions on all medical calls. Implementation of a GIS mapping project as a stand alone system in the communication center. Established a continuity protocol in event of a need to relocate the communication center. Developed manual systems to dispatch public safety units in the event of a CAD failure. Remained compliant with 911 wireless legislative requirements.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 1,210,641	$ 1,316,169	$ 1,306,326	$ 1,390,101
Supplies and Materials	48,622	76,852	54,992	81,660
Travel and Training	10,734	19,500	13,000	17,000
Intragovernmental Charges	208,250	190,790	190,826	173,822
Utilities, Services, and Misc.	212,183	280,726	242,726	281,891
Capital	44,111	52,590	52,590	22,212
Other	0	0	0	0
Total	**$ 1,734,541**	**$ 1,936,627**	**$ 1,860,460**	**$ 1,966,686**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
7019 - Emergency Comm & Mngt. Admin.	0.50	0.50	0.50	0.50
7015 - JCIC Coordinator	1.00	1.45	1.45	1.45
7007 - Communications Supervisor	4.00	4.00	4.00	4.00
7001/7003/7005 Comm. Operators	21.00	20.90	20.90	20.90
1003 - Admin. Support Assistant III	0.80	0.80	0.80	0.80
1001 - Admin. Support Assistant I	0.75	0.75	0.75	0.75
Total Personnel	**28.05**	**28.40**	**28.40**	**28.40**
Permanent Full-Time	27.30	27.65	27.65	27.65
Permanent Part-Time	0.75	0.75	0.75	0.75
Total Permanent	**28.05**	**28.40**	**28.40**	**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, agencies and jurisdictions involved when a true disaster occurs. A disaster is defined by the Federal Emergency Management Administration 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. We will continue to implement an outdoor warning siren monitoring and replacement program. We will continue to participate in Weapons of Mass Destruction grant programs. We will apply for CDBG funding to replace outdoor warning sirens in qualifying areas. We will supply emergency generator power to the Emergency Operations Center (EOC) at the Armory Sports Complex. We will continue to update and upgrade the equipment, supplies and facilities at the EOC. Maintain a perpetual exercise and training program, including annual updates of the Emergency Operation Plan. Continue to integrate City/County organizations in preparation for an area wide disaster. Develop a community based training, education and information program. Develop a business education and training model for the local business community.

HIGHLIGHTS / SIGNIFICANT CHANGES

Completion and printing of the revision of the 1993 City/County Emergency Operation Plan. The initiation of a comprehensive and perpetual city/county exercise program. The establishment of permanent city/county Emergency Operation Center on the lower level of the Armory Sports complex. Completed Orientations and training programs with many of the city/county departments outlining their roles in a disaster situation. Completed city council request for a report on tornado safe shelters in manufactured home parks.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 67,145	$ 75,964	$ 75,998	$ 78,980
Supplies and Materials	7,142	24,690	15,750	25,100
Travel and Training	1,648	3,750	3,250	3,500
Intragovernmental Charges	139	416	416	377
Utilities, Services, & Misc.	25,587	50,850	35,175	49,850
Capital	14,773	3,750	3,750	20,000
Other	0	0	0	0
Total	**$ 116,434**	**$ 159,420**	**$ 134,339**	**$ 177,807**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
7019 - Emergency Comm & Mngt. Admin.	0.50	0.50	0.50	0.50
7015 - JCIC Coordinator	1.00	0.55	0.55	0.55
7001/7003/7005 Comm. Operators	0.00	0.10	0.10	0.10
1003 - Admin. Support Asst III	0.20	0.20	0.20	0.20
Total Personnel	**1.70**	**1.35**	**1.35**	**1.35**
Permanent Full-Time	1.70	1.35	1.35	1.35
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**1.70**	**1.35**	**1.35**	**1.35**

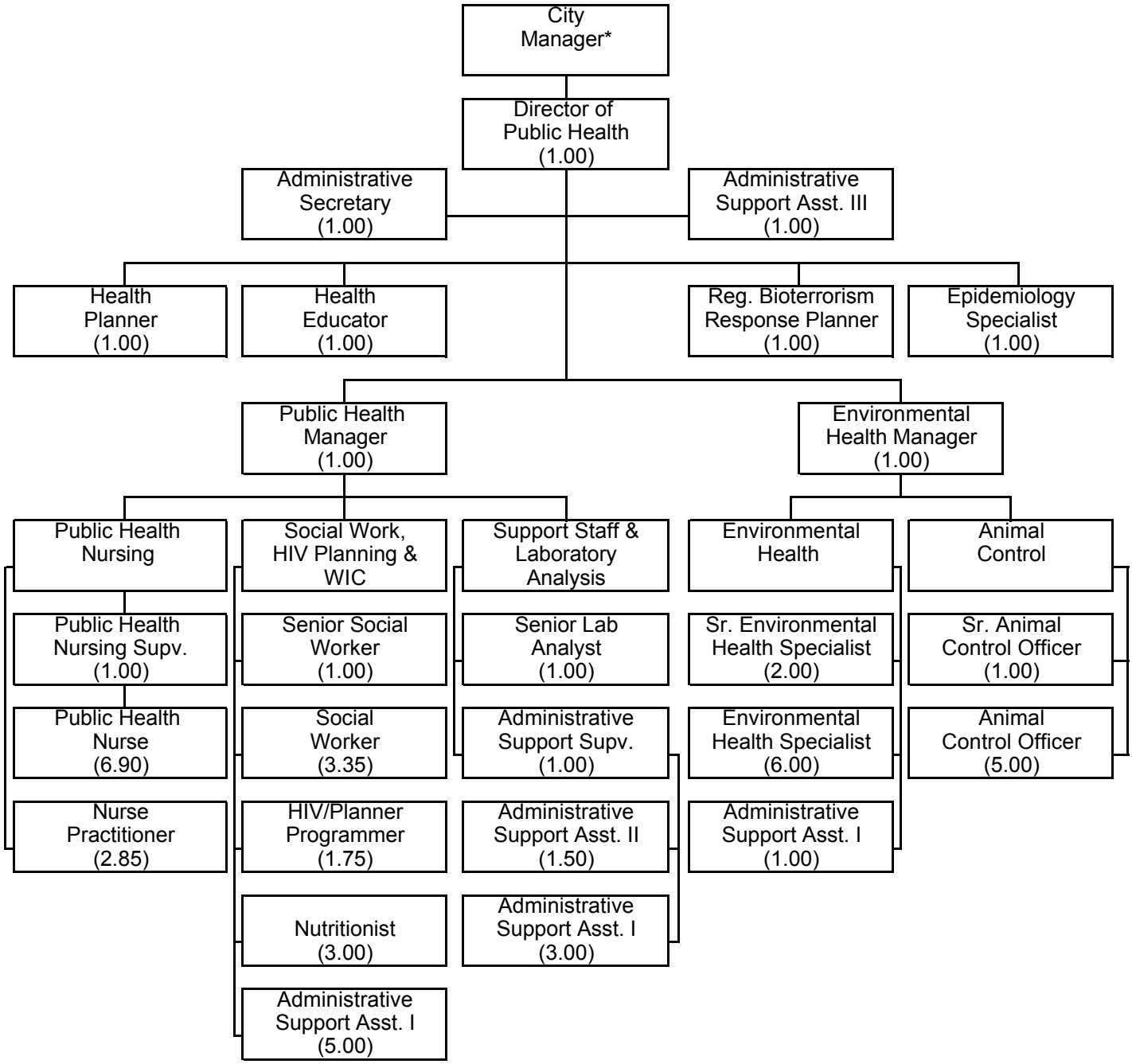
Health Department

City of Columbia

Columbia, Missouri

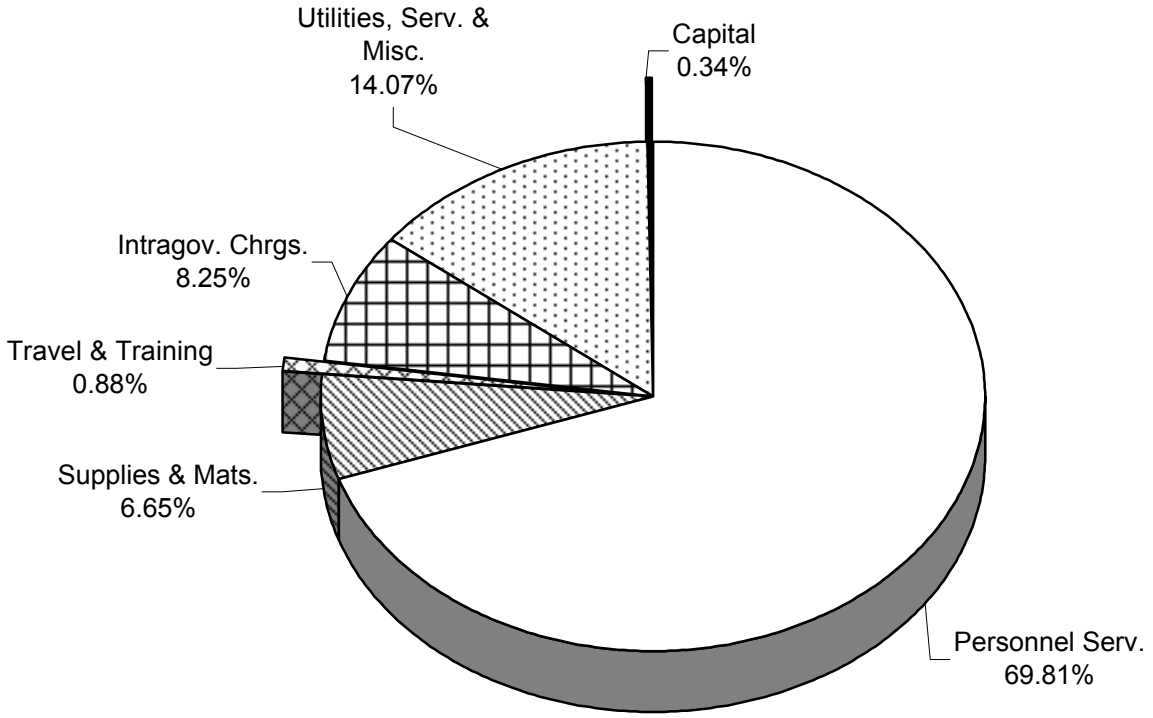
City of Columbia - Health Department

55.35 FTE Positions



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

Health Department
FY 2003



APPROPRIATIONS

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Budget FY 2002
Personnel Services	$ 2,340,339	$ 2,642,814	$ 2,623,939	$ 2,865,055	8.4%
Supplies & Materials	177,879	335,862	276,222	272,987	-18.7%
Travel & Training	15,856	27,569	23,443	36,045	30.7%
Intragovernmental Charges	275,468	313,861	313,249	338,399	7.8%
Utilities, Services & Misc.	442,998	581,612	510,662	577,455	-0.7%
Capital	5,163	0	0	14,000	
Other	0	0	0	0	
Total	**3,257,703**	**3,901,718**	**3,747,515**	**4,103,941**	**5.2%**
Summary					
Operating Expenses	3,252,540	3,901,718	3,747,515	4,089,941	4.8%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	5,163	0	0	14,000	
Capital Projects	0	0	0	0	
Total Expenses	$ **3,257,703**	$ **3,901,718**	$ **3,747,515**	$ **4,103,941**	**5.2%**

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HEALTH DEPARTMENT - SUMMARY

DEPARTMENT DESCRIPTION

The mission of the Columbia/Boone County Health Department is to make life better by preventing disease, injury and disability, and protecting and promoting the health of the community.

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 and public health services for citizens of Columbia and Boone County. Provides childhood and adult immunization services, as well as investigation and follow up of reportable communicable diseases (including but not limited to Tuberculosis, vaccine preventable diseases, food borne illnesses, sexually transmitted diseases and communicable diseases in day cares and schools). Serves as lead agency for regional HIV testing, counseling and outreach education to 33 counties in central Missouri; conducts family planning services, sexually transmitted disease screening, surveillance and treatment clinics, pregnancy testing and referrals, utility and medication assistance 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 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 focus of the department for FY 2003 will include: strengthening the public health infrastructure; enhancing emergency preparedness and bioterrorism response; assuring that people live in a healthy and safe environment; preventing communicable and chronic diseases and injuries; increasing access to health resources; and, assuring that residents have the information and skills needed to adopt healthy lifestyles. A major priority this year will be the renovation of the new health facility. Increasing the use of technology to identify and prioritize health needs will be a major challenge for the Health Department. Primary Care services are being eliminated and funding is being shifted to meet unmet, priority public health needs in the community.

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Administration	3.05	3.05	5.05	6.05
Animal Control	6.12	6.12	6.12	6.12
Environmental Health	10.13	10.88	10.88	10.88
Clinic and Nursing	21.80	23.30	23.80	25.30
Women, Infants, and Children (WIC)	8.00	8.00	8.00	7.00
Total Personnel	**49.10**	**51.35**	**53.85**	**55.35**
Permanent Full-Time	42.00	45.00	48.00	49.00
Permanent Part-Time	7.10	6.35	5.85	6.35
Total Permanent	**49.10**	**51.35**	**53.85**	**55.35**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2001	Budget FY 2002	Estimated FY 2003
Administration:			
Certificates of Live Birth	3,293	3,400	3,300
Death Certificates	1,625	1,700	1,700
Fetal Deaths	9	20	10
Certificates of Birth (Computer Generated)	5,761	5,200	5,300
Certificates of Death (Computer Generated)	871	800	825
Personal Health Services:			
Pregnancy Tests	1,800	1,006	1,500
Immunizations	16,000	12,014	15,000
WIC Visits	21,500	21,500	21,500
Family Planning Clinic Visits	700	558	650
Tuberculosis Tests	5,100	4,871	5,000
STD Visits	1,200	1,185	1,250
Utility Assistance Interviews	750	694	700
Home Nursing Visits	950	1,432	1,500
Blood Pressure Screenings	4,700	4,152	4,200
HIV Visits	2,500	2,332	2,500
Environmental Health Services:			
Restaurant Inspections	2,020	2,200	2,200
New Construction Inspections/Plan Reviews	785	1,200	1,200
Itinerant Food Inspections	157	270	175
Weed Inspections	3,992	3,300	4,000
Other Nuisance Inspections	4,082	3,000	4,000
Hotel/Motel Inspections	54	60	54
Swimming Pool Inspections	901	850	900
Smoking Complaint Investigations	4	10	10
Continuing Education (Hours)	878	650	875
Food Handlers Training (Hours)	270	270	270
Liquid Waste	52	60	52
Solid Waste	4	45	5
County Sewage	1,386	870	1,200
Animal Control:			
Bite Investigations	359	290	350
Dogs/Cats Impounded	1,288	1,000	1,200
No. of Complaints (Barking, Yard Damage, Into Trash, Running Loose, Vicious Animals)	4,027	3,200	4,000
Dead Animal Pick-Up	286	260	280
No. of Summons Issued	474	360	450

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)	**138,163**	**72,825**	**245,199**	**87,718**	**70,067**	**202,061**
Population (City)	**88,291**	**40,429**	**154,612**	**75,470**	**36,056**	**--**
No. of RNs	8	13	13	10	8	16
RNs Per 1,000 County Pop.	0.06	0.18	0.05	0.11	0.11	0.08
No. of Annual Immunizations Per 1,000 Pop.	89	54	54	119	67	136
No. of STD visits/1,000 Pop.	8.74	6.12	21.77	10	9	11
No. of WIC Visits / 1,000 Pop.	159.00	294.00	261	264	439	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	**138,163**	**255,297**	**81,700**	**297,114**	**115,554**	**154,612**
City Only:						
Number of Employees	10.38	19.00	4	23.6	6.0	22
Employees Per 1,000 Pop.	0.075	0.074	0.049	0.080	0.052	0.142
No. of Dollars Spent Per Capita	$4.54	$5.19	$1.90	$5.57	$2.57	$5.32
No. of Food Service Facilities	691	1,271	554	1,297	653	1,486

*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	**138,163**	**255,297**	**81,700**	**297,114**	**115,554**	**154,612**
Number of AC Officers	6.12	17.00	3	5	10.5	6
Employees Per 1,000 Pop.	0.044	0.067	0.037	0.017	0.091	0.039
No. of Dollars Spent Per Capita	$2.47	$4.82	$4.35	$2.33**	$4.03	$2.16
No. of Bite Cases/1,000 Pop.	2.55	2.06	0.734	0.50	1.43	1.40

* Does not include incorporated areas
** Estimate

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Health - Administration

110-3010

DESCRIPTION

This division is responsible for all public health operations including planning, organizing, directing, budgeting, 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. Department priorities for FY 2003 will include the renovation of the new Health Facility and improving the department's core infrastructure and capacity to respond to bioterrorism and other emerging health threats impacting our community. Grant funding from the Missouri Department of Health and Senior Services for "Public Health Preparedness and Response for Bioterrorism" will result in to new positions: a Regional Bioterrorism Response Planner and a Regional Epidemiology Specialist.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 170,607	$ 231,598	$ 211,623	$ 377,519
Supplies and Materials	17,143	97,875	54,454	35,384
Travel and Training	1,348	3,380	3,380	2,416
Intragovernmental Charges	85,044	94,798	94,798	101,444
Utilities, Services, & Misc.	9,089	13,655	11,705	13,957
Capital	3,365	0	0	0
Other	0	0	0	0
Total	**$ 286,596**	**$ 441,306**	**$ 375,960**	**$ 530,720**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
7700 - Dir. of Pub Health/Adm Serv	1.00	1.00	1.00	1.00
7306 - Health Planner	0.00	0.00	0.00	1.00
7305 - Epidemiology Specialist	0.00	0.00	1.00	1.00
7304 - Regional Bioterrorism Response Planner	0.00	0.00	1.00	1.00
7303 - Health Educator	1.00	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	**3.05**	**3.05**	**5.05**	**6.05**
Permanent Full-Time	3.05	3.05	5.05	6.05
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**3.05**	**3.05**	**5.05**	**6.05**

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 2003 budget reflects 4.0 FTE officers in City Animal Control and 2 County Animal Control officers. The 2 FTE county officers are funded by the Boone County Commission through an annual 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 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 225,943	$ 248,216	$ 249,708	$ 257,796
Supplies and Materials	13,332	19,483	18,684	20,766
Travel and Training	535	1,618	1,618	1,618
Intragovernmental Charges	10,026	11,156	11,156	12,370
Utilities, Services, & Misc.	75,715	79,603	80,430	82,108
Capital	0	0	0	14,000
Other	0	0	0	0
Total	**$ 325,551**	**$ 360,076**	**$ 361,596**	**$ 388,658**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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 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 .50 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 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 493,633	$ 536,863	$ 536,361	$ 549,622
Supplies and Materials	16,559	20,292	20,182	26,033
Travel and Training	7,236	7,904	6,468	7,780
Intragovernmental Charges	53,729	65,048	65,048	62,470
Utilities, Services, & Misc.	53,871	83,226	79,226	85,568
Capital	0	0	0	0
Other	0	0	0	0
Total	$ **625,028**	$ **713,333**	$ **707,285**	$ **731,473**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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	6.00	6.00	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	1.00	1.00	1.00
Total Personnel	**10.13**	**10.88**	**10.88**	**10.88**
Permanent Full-Time	8.88	10.88	10.88	10.88
Permanent Part-Time	1.25	0.00	0.00	0.00
Total Permanent	**10.13**	**10.88**	**10.88**	**10.88**

DESCRIPTION

Responsible for providing personal and public health services for citizens of Columbia and Boone County. This division provides the following services: family planning and well woman's clinics; sexually transmitted disease clinics; coordination and provision fo regional HIV testing and counseling services, HIV outreach and educational programming, and assistance to 33 central Missouri county health agencies; childhood and adult immunizations including including school based 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 and families with children children with unmet needs; 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 include assisting eligible individuals in applying for medicaid programs for prenatal women and children; coordination of utility, medication and dental assistance programs, and referral to other medical/service providers; community focused health education and outreach services.

HIGHLIGHTS / SIGNIFICANT CHANGES

Demand for adult immunization services is increasing. Childhood immunization services are focused primarily on mandatory immunizations for school and day care attendance. Service areas experiencing continued growth are: immunizations, HIV testing and counseling, TB control, communicable disease surveillance and sexually transmitted disease clinics. The department continues to focus on minority health issues with assistance from a federal minority health grant to improve services to Spanish speaking individuals. Maternal Child Health Services will continue to focus on improving rates of immunizations for children under two years of age, reducing teen pregnancy, and reducing the incidence of obesity in children. This year marks the second year of sponsoring a Summer Food Program funded by the USDA and the Missouri Department of Health and Senior Services for low income children who qualify for free and reduced cost lunches during the school year. This program will feed an estimated 120 children each day.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 1,190,268	$ 1,299,333	$ 1,299,443	$ 1,410,634
Supplies and Materials	120,059	175,599	161,619	167,968
Travel and Training	4,934	9,670	8,824	18,500
Intragovernmental Charges	107,656	124,072	123,460	131,857
Utilities, Services, & Misc.	299,170	391,617	330,574	382,276
Capital	1,798	0	0	0
Other	0	0	0	0
Total	**$ 1,723,885**	**$ 2,000,291**	**$ 1,923,920**	**$ 2,111,235**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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	6.90	6.90	6.90	6.90
7502 - Employee Hlth/Wellness Nurse	0.00	0.00	0.00	0.00
7403 - Nutritionist	0.00	0.00	0.00	1.00
7402 - Occupational Hlth Specialist	0.00	0.00	0.00	0.00
7350 - HIV Planner/Programmer	0.80	1.75	1.75	1.75
7302 - Sr. Social Worker	1.00	1.00	1.00	1.00
7301 - Social Worker	3.30	3.35	3.35	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	1.50
1001 - Admin. Support Assistant I	2.00	2.50	3.00	3.00
Total Personnel	**21.80**	**23.30**	**23.80**	**25.30**
Permanent Full-Time	15.95	16.95	17.95	18.95
Permanent Part-Time	5.85	6.35	5.85	6.35
Total Permanent	**21.80**	**23.30**	**23.80**	**25.30**

Health - Women, Infants & Children

110-3410 to 110-3499

DESCRIPTION

The WIC program provides nutrition education and vouchers for supplemental food to prenatal, breast-feeding, 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 26 years.

HIGHLIGHTS / SIGNIFICANT CHANGES

The WIC program continues to identify ways to increase staff efficiency, improve customer service, and increase participation of eligible women and children in the WIC program. Working with the Missouri Department of Health and Senior Services, the WIC program continues to advance the use of technology to streamline the certification and voucher processes. The program continues to provide services at the downtown Howard Building location as well as at city and county satellite locations: Blind Boone Center, El Centro de Educacion y Salud and in Hallsville. The Columbia Farmer's Market/WIC collaboration continues to provide fresh fruits and vegetables to WIC participants. This agency was able to increase the number of participants served this year by 4% and will continue to work towards meeting the expanding needs of the community.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 259,888	$ 326,804	$ 326,804	$ 269,484
Supplies and Materials	10,786	22,613	21,283	22,836
Travel and Training	1,803	4,997	3,153	5,731
Intragovernmental Charges	19,013	18,787	18,787	30,258
Utilities, Services, & Misc.	5,153	13,511	8,727	13,546
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 296,643**	**$ 386,712**	**$ 378,754**	**$ 341,855**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
7450 - W.I.C. Program Manager	0.00	0.00	0.00	0.00
7403 - Nutritionist	3.00	3.00	3.00	2.00
7401 - Nutrition Educator	0.00	0.00	0.00	0.00
1002 - Admin. Support Assistant II	0.00	0.00	0.00	0.00
1001 - Admin. Support Assistant I	5.00	5.00	5.00	5.00
Total Personnel	**8.00**	**8.00**	**8.00**	**7.00**
Permanent Full-Time	8.00	8.00	8.00	7.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**8.00**	**8.00**	**8.00**	**7.00**

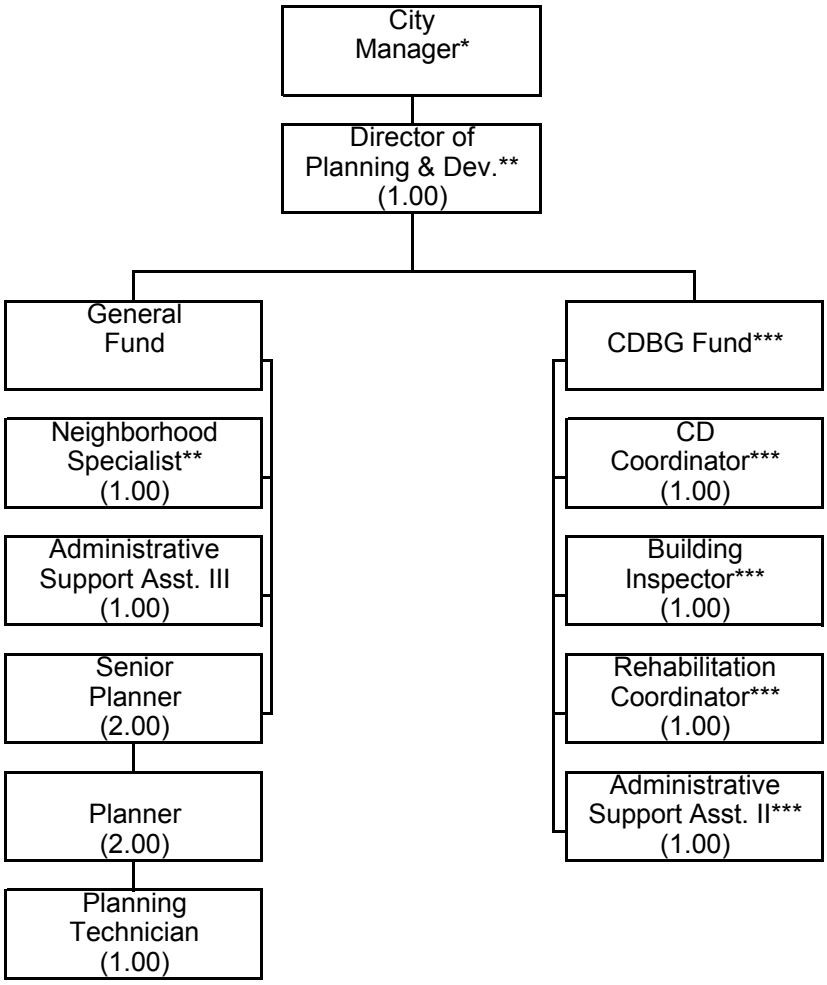
Planning and Development

City of Columbia

Columbia, Missouri

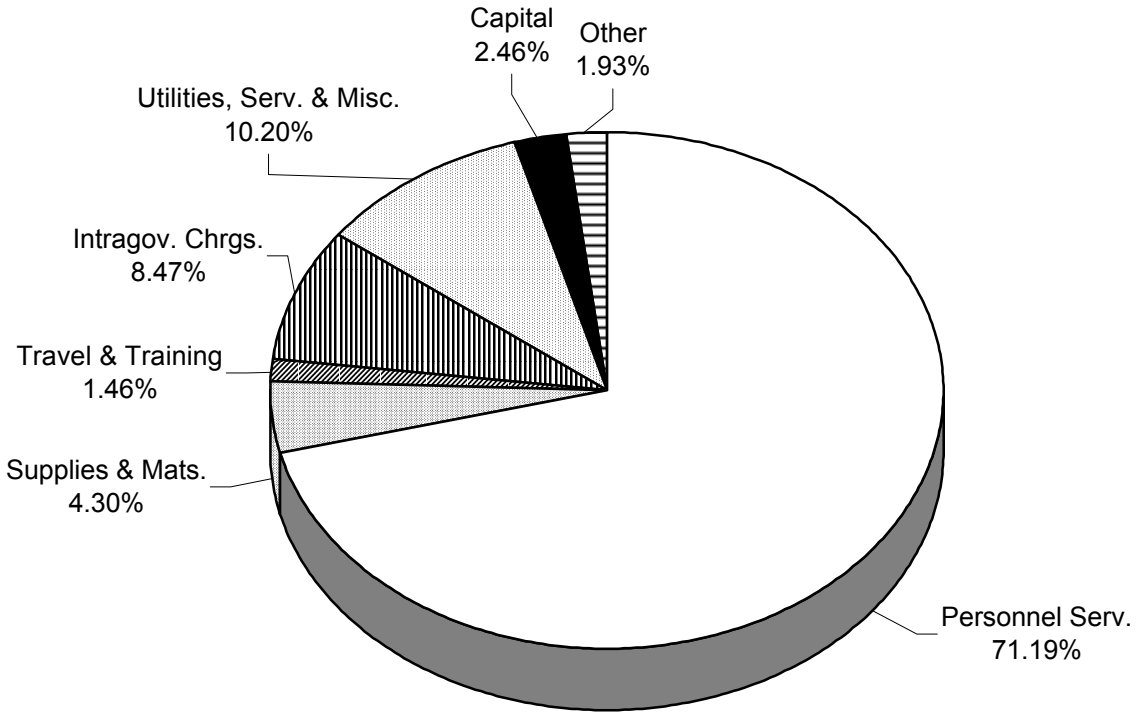
City of Columbia - Planning Department

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
FY 2003



APPROPRIATIONS

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Budget FY 2002
Personnel Services	$ 586,645	$ 669,922	$ 663,516	$ 693,355	3.5%
Supplies & Materials	27,532	58,983	38,983	41,903	-29.0%
Travel & Training	2,540	15,200	7,200	14,200	-6.6%
Intragovernmental Charges	63,614	71,491	71,491	82,468	15.4%
Utilities, Services & Misc.	451,657	89,843	78,622	99,306	10.5%
Capital	0	0	0	24,000	
Other	1,205,748	0	0	18,750	
Total	**2,337,736**	**905,439**	**859,812**	**973,982**	**7.6%**
Summary					
Operating Expenses	1,131,988	905,439	859,812	931,232	2.8%
Non-Operating Expenses	1,205,748	0	0	18,750	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	24,000	
Capital Projects	0	0	0	0	
Total Expenses	$ **2,337,736**	$ **905,439**	$ **859,812**	$ **973,982**	**7.6%**

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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 responsibilities and services in an effective and efficient manner.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

Emphasis in the coming year will be on following up on annexation activities if approved by the voters, implementing neighborhood development and affordable housing activities, working with MoDOT on evaluating the impact of alternatives for widening I-70, beginning implementation of the Business Loop 70 Revitalization Plan, completing the Sidewalk Master Plan, the Broadway Corridor Pedestrian and Bikeway Study and revising major street right-of-way and design standards. Work will continue on updating/revising development regulations including integrating storm water management regulations into zoning and subdivision procedures and updating GIS applications using digital aerial photos. The Community Development Division will place emphasis on implementing appropriate incentives to promote new private investment, improving the housing rehabilitation program operating efficiency, and helping implement Youthbuild if approved by HUD.

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
General Fund Operations	7.20	6.98	6.98	7.20
Community Development	3.80	5.02	5.02	4.80
Total Personnel	**11.00**	**12.00**	**12.00**	**12.00**
Permanent Full-Time	11.00	12.00	12.00	12.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**11.00**	**12.00**	**12.00**	**12.00**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2001	Budget FY 2002	Estimated FY 2003
No. of Rezoning Cases	32	35	35
No. of Subdivision Plats	58	60	60
No. of Housing Rehabs	12	15	15
No. of Voluntary Annexations	10	10	10
CDBG Grant Amount	$1,078,000	$1,062,000	$1,062,000
No. Agency Applications Monitored & Processed	8	7	7
No. of DP Assistance Grants	30	30	30
No. of Neighborhood Meetings	18	35	35
No. of HUD Reports	10	10	10

COMPARATIVE DATA

	Columbia, MO	Springfield, MO	St. Joseph, MO	Ames, IA	Lawrence, KS	Iowa City, IA
Population	**88,291**	**154,612**	**75,470**	**51,746**	**81,700**	**63,464**
Number of Employees	12.0	27.0	14.0	9.0	17.5	18.5
Employees Per 1,000 Population	0.136	0.175	0.186	0.174	0.214	0.292

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 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 373,386	$ 417,073	$ 416,933	$ 449,585
Supplies & Materials	22,128	53,483	34,683	35,850
Travel & Training	1,486	11,200	5,200	10,200
Intragovernmental Charges	60,074	64,719	64,719	60,027
Utilities, Services & Misc.	17,285	82,787	72,484	82,156
Capital	0	0	0	9,000
Other	0	0	0	0
Total	**474,359**	**629,262**	**594,019**	**646,818**
Summary				
Operating Expenses	474,359	629,262	594,019	637,818
Non-Operating Expenses	0	0	0	0
Debt Service	0	0	0	0
Capital Additions	0	0	0	9,000
Capital Projects	0	0	0	0
Total Expenses	**$ 474,359**	**$ 629,262**	**$ 594,019**	**$ 646,818**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Planning	6.90	6.68	6.68	6.90
Economic Planning	0.30	0.30	0.30	0.30
Total Personnel	**7.20**	**6.98**	**6.98**	**7.20**
Permanent Full-Time	7.20	6.98	6.98	7.20
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**7.20**	**6.98**	**6.98**	**7.20**

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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.
program.

HIGHLIGHTS / SIGNIFICANT CHANGES

Considerable effort will be directed toward working with MoDOT on evaluating I-70 alternatives, finalizing the special area plan for the Rock Quarry/Grindstone area, and implementing Business Loop 70 Revitalization Plan. Additional work will focus on the Sidewalk Master Plan, integrating storm water management regulations into zoning and subdivision procedures, preparing the Broadway Bicycle/Pedestrian Corridor Study, enhancing GIS and web-based mapping using new aerial photos and other data, and assisting with the preparation of grant applications and the capital improvement program.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 347,065	$ 386,873	$ 387,348	$ 418,796
Supplies and Materials	22,128	52,723	33,923	35,090
Travel and Training	1,386	10,500	4,500	9,500
Intragovernmental Charges	60,074	64,719	64,719	60,001
Utilities, Services, & Misc.	17,285	52,787	42,484	52,156
Capital	0	0	0	9,000
Other	0	0	0	0
Total	**$ 447,938**	**$ 567,602**	**$ 532,974**	**$ 584,543**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
4105 - Dir. of Planning & Dev.	0.60	0.40	0.40	0.40
4104 - Neighborhood Specialist	0.50	0.50	0.50	0.50
4103 - Senior Planner	2.00	1.78	1.78	2.00
4101 - Planner	1.80	2.00	2.00	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	**6.90**	**6.68**	**6.68**	**6.90**
Permanent Full-Time	6.90	6.68	6.68	6.90
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**6.90**	**6.68**	**6.68**	**6.90**

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 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 26,321	$ 30,200	$ 29,585	$ 30,789
Supplies and Materials	0	760	760	760
Travel and Training	100	700	700	700
Intragovernmental Charges	0	0	0	26
Utilities, Services, & Misc.	0	30,000	30,000	30,000
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 26,421**	**$ 61,660**	**$ 61,045**	**$ 62,275**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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 assists the Community Development Commission in reviewing CDBG funding requests, the Loan and Grant Committee in evaluating housing rehabilitation applications from low/moderate income homeowners, and the Mid-Missouri Counties' Human Development Corporation, Columbia Community Development Corporation, other community agencies and private developers in building new affordable housing.

HIGHLIGHTS / SIGNIFICANT CHANGES

Considerable effort in FY 2003 will be directed toward revitalizing inner-city neighborhoods through targeted code enforcement and providing city and other services to needy households which will generate additional housing rehabilitation and construction activities. Continued emphasis will be placed on improving low/moderate income neighborhoods by upgrading public facilities, demolishing dilapidated buildings, building replacement housing, providing homeownership assistance, and rehabilitating owner-occupied homes.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 213,259	$ 252,849	$ 246,583	$ 243,770
Supplies & Materials	5,404	5,500	4,300	6,053
Travel & Training	1,054	4,000	2,000	4,000
Intragovernmental Charges	3,540	6,772	6,772	22,441
Utilities, Services & Misc.	434,372	7,056	6,138	17,150
Capital	0	0	0	15,000
Other	1,205,748	0	0	18,750
Total	**1,863,377**	**276,177**	**265,793**	**327,164**
Summary				
Operating Expenses	657,629	276,177	265,793	293,414
Non-Operating Expenses	1,205,748	0	0	18,750
Debt Service	0	0	0	0
Capital Additions	0	0	0	15,000
Capital Projects	0	0	0	0
Total Expenses	**$ 1,863,377**	**$ 276,177**	**$ 265,793**	**$ 327,164**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
4105 - Dir. of Planning & Dev.	0.10	0.30	0.30	0.30
4104 - Neighborhood Specialist	0.50	0.50	0.50	0.50
4103 - Senior Planner	0.20	0.22	0.22	0.00
3975 - Community Development Coord.	1.00	1.00	1.00	1.00
3950 - Rehabilitation Coordinator	1.00	1.00	1.00	1.00
3202 - Building Inspector	0.00	1.00	1.00	1.00
1002 - Admin Support Assistant II	1.00	1.00	1.00	1.00
Total Personnel	**3.80**	**5.02**	**5.02**	**4.80**
Permanent Full-Time	3.80	5.02	5.02	4.80
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**3.80**	**5.02**	**5.02**	**4.80**

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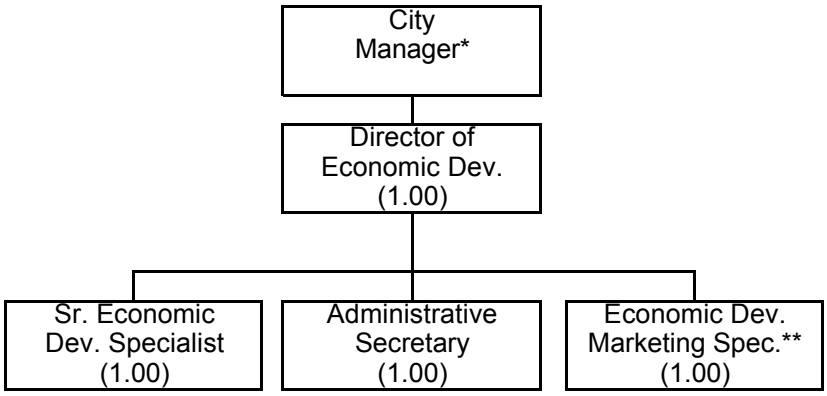
Department of Economic Development

City of Columbia

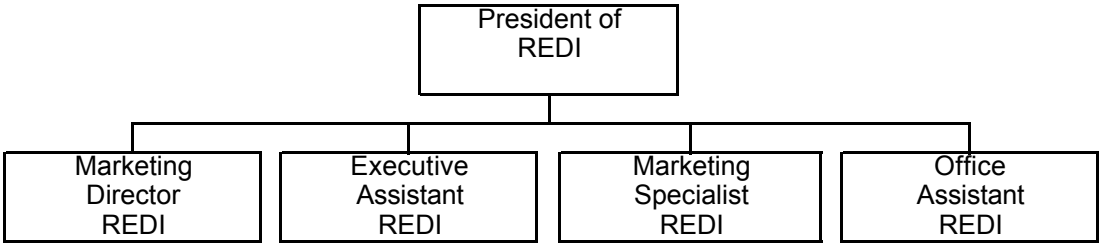
Columbia, Missouri

City of Columbia - Economic Development

4.00 FTE Positions

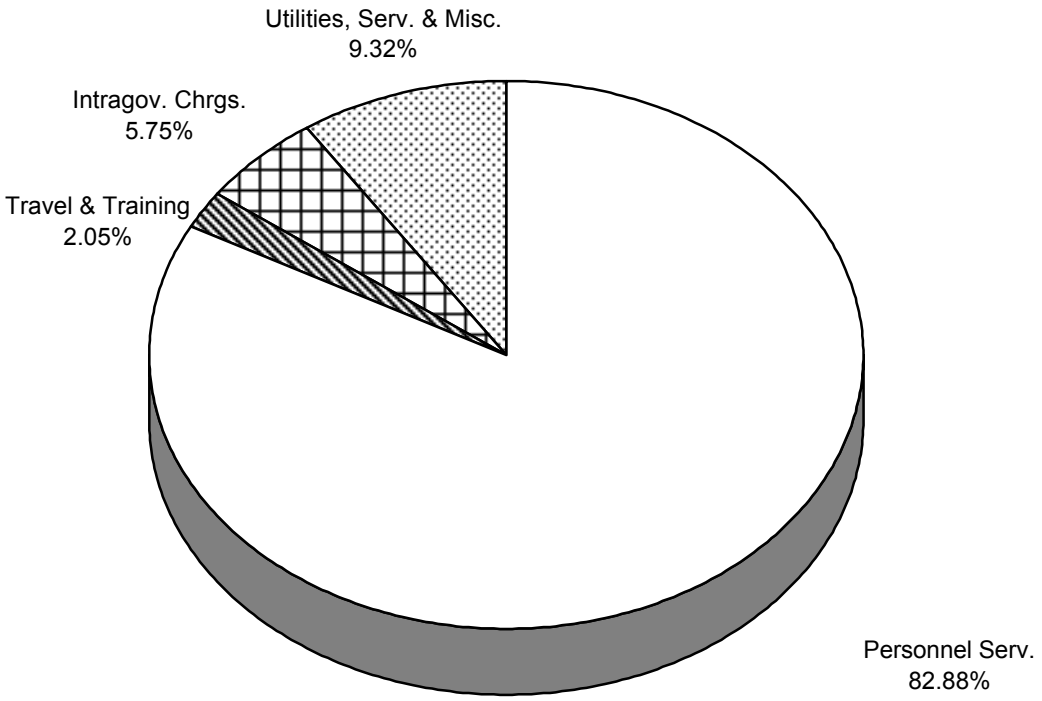


These positions serve additionally for REDI
(Regional Economic Development Incorporated)



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

Department of Economic Development FY 2003



APPROPRIATIONS

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Budget FY 2002
Personnel Services	$ 235,252	$ 251,187	$ 251,011	$ 266,661	6.2%
Supplies & Materials	0	0	0	0	
Travel & Training	4,424	6,400	6,400	6,593	3.0%
Intragovernmental Charges	16,276	21,309	21,309	18,496	-13.2%
Utilities, Services & Misc.	30,000	30,000	30,000	30,000	0.0%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**285,952**	**308,896**	**308,720**	**321,750**	**4.2%**
Summary					
Operating Expenses	285,952	308,896	308,720	321,750	4.2%
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	**$ 285,952**	**$ 308,896**	**$ 308,720**	**$ 321,750**	**4.2%**

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DEPARTMENT OF ECONOMIC DEVELOPMENT

110-4210

DEPARTMENT DESCRIPTION

This Department provides the necessary support to encourage and facilitate the growth of the economic base in Columbia. This task includes working with the various local and state development agencies, as well as the local educational institutions in an effort to recruit new investments, assist new business start-ups, and retain existing business. This Department staffs Regional Economic Development, Inc., which provides other operating funds.

DEPARTMENT OBJECTIVES

The staff's goal is to promote positive economic growth while maintaining Columbia's exceptional quality of life. The staff completed the 2002-2006 Economic Development Master Plan in 2002. The Plan promotes specific activities designed to improve the area's business climate and promote Columbia as a business destination. Promotional and marketing activities include personal contacts, direct mail campaigns, web marketing campaigns, and trade shows in addition to producing current, relevant reports on the economic indicators of the community. The department continues its public relations program designed to promote Columbia's strong business climate and exceptional quality of life through placement of positive articles in regional and national media.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

Staff began implementation of the new Economic Development Master Plan. Promotional and marketing levels continue to expand through REDI Corporation funding. Workforce Development issues continue to be a focus of this Department. REDI continues to reimburse the City's General Fund for the cost of public relations personnel.

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
8900 - Director of Economic Dev.	1.00	1.00	1.00	1.00
4402 - Economic Dev. Marketing Spec	1.00	1.00	1.00	1.00
4401 - Sr. Economic Dev. Specialist	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**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2001	Budget FY 2002	Estimated FY 2003
Expenditure Summary:			
Personnel Expenditures	$235,252	$251,187	$266,661
Other Expenditures	$50,700	$57,709	$55,089
Total Expenditures	$285,952	$308,896	$321,750

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS - Continued

	Actual FY 2001	Budget FY 2002	Estimated FY 2003
Lead Generation:			
Community Presentations	15/500	15/612	15/650
Presentation Materials Sent	200	4,300	4500
Targeted Marketing Efforts	6/2,800	9/1532	10/2000
Inquiries Received	1,929	358	400
Business Attraction/Retention/Expansion Contacts	264	1,770	1800
Job Fairs	3/1,900	1/358	1/400
Trade Shows/Marketing Events	7	10	10
Web Site Hits	100	2,920	3,000
Community Committee Meetings	96	96	100

Performance Measurements Explanations:

Community Presentations - Presentations given by dept. staff/People attended in the Columbia/Boone County area.
Presentation Materials Sent - Retail, Office, Manuf. or Study Results Material delivered to clients; electronically/mail.
Targeted Marketing Efforts - Contacts made either electronically or via mail designed tor a specific audience.
Inquiries Received - All unsolicited contacts to Dept.; in person, via the Internet, telephone, e-mail or postal service.
Business Attraction/Retention/Expansion Contacts - Contacts made to businesses for the purpose of attracting new business, retaining strong relations with existing business or assisting business with expansion plans.
Job Fairs - Attendees at job fairs coordinated or assisted by the Department/Estimates of job seekers attending.
Trade Shows/Marketing Events - Shows attended and events hosted or co-hosted by the Department.
Web Site Hits - Number of times the site visited. Requests from the site are counted under "Inquiries Received."
Community Committee Meetings - Meetings attended by Department staff to promote Economic Development initiatives. This includes, but is not limited to: BooneWorks, Mid-Missouri Regional Planning Council; Missouri Economic Development Council; the Mid-MO Manufacturer's Training Council; the Adult Business Education Committee of the Career Center; and the Chamber of Commerce's Manufacturing Council and School-to- Work Initiative.

COMPARATIVE DATA

	Columbia, MO	Lincoln, NE	Lawrence, KS	St. Joseph, MO	Springfield, MO	Joplin, MO
MSA:						
MSA population (1)	135,454	250,291	99,000	105,194	325,721	45,500
Number of Employees	4.5	8.0	3.0	6.0	2.5	2.5
Employees Per 1,000 Population	0.033	0.032	0.030	0.057	0.008	0.055
City Only:						
City Population (1)	88,291	230,093	81,700	75,470	154,612	46,414
Number of Employees	3.0	1.0	N/A	N/A	2.5	2.0
Annual Expenditures(2) (3)	$235,674	$1,038,600	$90,150	$125,000	$96,060	$145,000
City's Per Capita Investment	$1.740	$4.522	$1.08	$1.093	$0.332	$3.111
Total Community:						
Total Investment(4) (5)	$398,674	$1,875,600	$344,450	$729,498	$516,060	$310,000
Total Per Capita Investment	$3.160	$8.396	$4.467	$6.493	$1.590	$6.477

1) Columbia number is 2003 projection; Columbia MSA is 2000 Census. All other data is as reported by communities for 2001/2002 budget year. St. Joseph contracts with the Chamber for all E.D. functions, with both City and County supporting these functions at $135,000 each.

2) Dollars represent FY02 budget year

3) City of Columbia's investment is expressed as a net investment.

4) Investment for Columbia Community includes net City of Columbia Dept. of Economic Development and REDI

5) Springfield total investment includes a $600,000 revolving loan fund; St. Joe includes $204,000 for Comm. Dev.

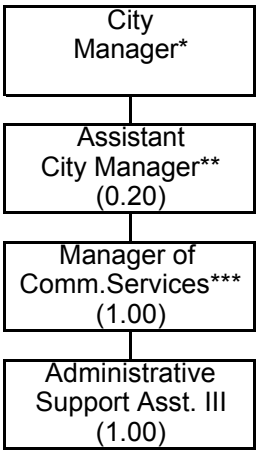
Community Services

City of Columbia

Columbia, Missouri

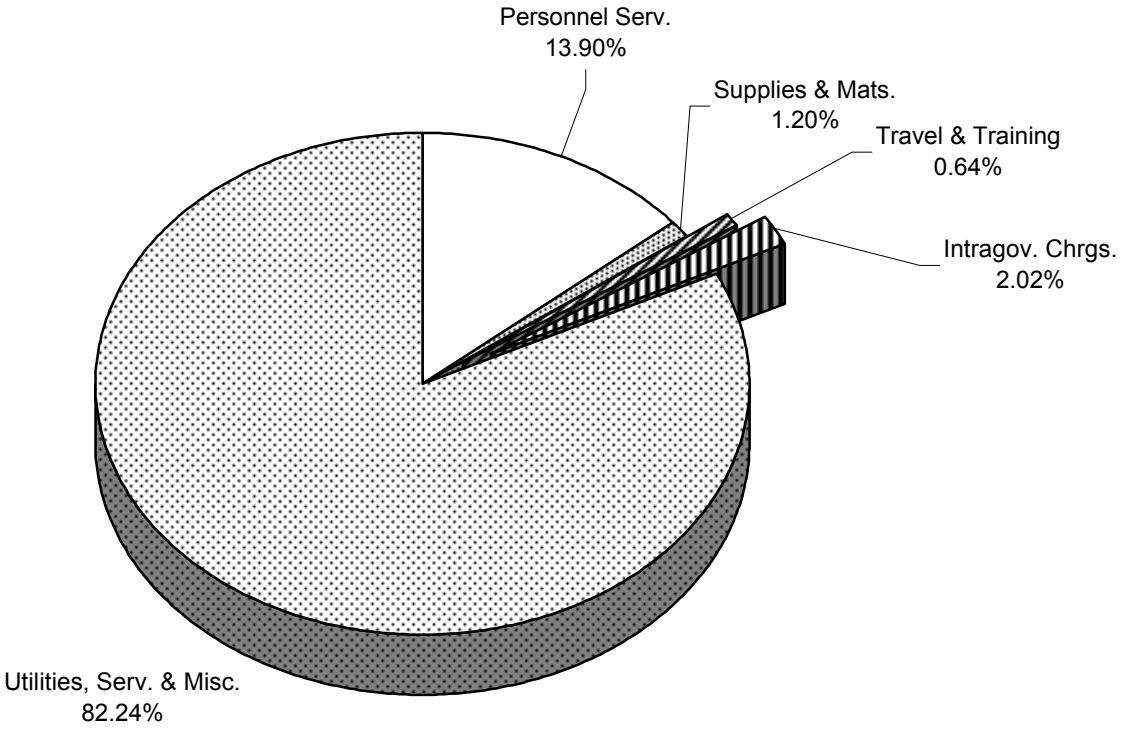
City of Columbia - Community Services

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
FY 2003



APPROPRIATIONS

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Budget FY 2002
Personnel Services	$ 140,771	$ 157,048	$ 156,403	$ 159,777	1.7%
Supplies & Materials	7,095	11,096	10,759	13,817	24.5%
Travel & Training	3,897	7,260	5,617	7,315	0.8%
Intragovernmental Charges	24,896	21,736	21,736	23,243	6.9%
Utilities, Services & Misc.	1,021,771	930,281	928,547	945,670	1.7%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**1,198,430**	**1,127,421**	**1,123,062**	**1,149,822**	**2.0%**
Summary					
Operating Expenses	1,198,430	1,127,421	1,123,062	1,149,822	2.0%
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	$ **1,198,430**	$ **1,127,421**	$ **1,123,062**	$ **1,149,822**	**2.0%**

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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.
- During FY 2002, 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 2003.
- The Commission on Human Rights will continue to expand its community outreach and education efforts through the implementation of a Community Study Circles Program focusing on diversity called "LET'S TALK, COLUMBIA!". 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 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2001	Budget FY 2002	Estimated FY 2003
Boone County Community Services Advisory Commission			
Commission Meetings	14	14	14
Social Service Proposals Reviewed and Summarized	47	46	48
Social Service Contracts Prepared and Administered	40	41	43
Homemaker/Personal Care Vendor Contrs. Prepared & Admin.	7	7	7
Child Care Vendor Contracts Prepared and Administered	6	5	5
Social Service Programs Evaluated	7	7	7
Commission on Human Rights			
Commission Meetings	11	12	12
Human Rights Enhancement Contracts Prepared & Admin.	9	8	8
Partners In Education-Multicultural Committee Meetings	9	9	9
Partners In Education-Quiet Heroes Programs	2	0	2
Community Study Circles Action Team Meetings	12	13	12
Study Circle Sponsor Action Teams Recruited	1	1	1
Sponsor Study Circles Conducted	2	6	8
Community-Wide Study Circles Conducted	0	1	2
Total Study Circle Participants	20	100	180
Human Rights Complaint Inquiries	112	150	150
Human Rights Complaints Investigated	6	24	24
Substance Abuse Advisory Commission			
Commission Meetings	11	10	10
Columbia Values Diversity Celebration			
Planning Meetings	7	7	7
Annual Celebration	1	1	1
Celebration Attendance-# of people registered	1,060	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	0
DPS Agency Sub-Contract Prepared and Administered	1	1	0
Community Study Circle Grants Submitted	0	2	2
Community Study Circle Grants Received	0	2	2
Community Collaboration Meetings			
Health Report Card Steering Committee Meetings	8	10	0
Boone Early Childhood Partners Meetings	2	8	10
Columbia/Boone County Basic Needs Coalition Meetings	12	12	12
MU Service/Learning Advisory Board	2	2	2
Health and Human Service Needs Assessment Meetings	0	8	12
Boone County Related Agencies Association Meetings	10	10	10
Columbia Interfaith Council Meetings	10	10	10
Boone Works Transportation Committee Meetings	12	12	12

SOCIAL ASSISTANCE COMPARATIVE DATA

	Columbia, MO	Ames, IA	Boulder, CO	Indepen-dence, MO	St. Joseph, MO
Population	**88,291**	**51,746**	**96,566**	**115,554**	**75,470**
Number of Employees	2.0	3.0	1.5	2.0	1.0
Employees Per 1,000 Population	0.023	0.058	0.016	0.017	0.013
City Social Service Funding: (1)					
Total Agency/Program Funding	$783,100	$755,260	$2,125,028	$162,150	$505,000
Per Capita	$8.87	$14.60	$22.01	$1.40	$6.69
United Way Funding: (2)					
Total Agency Allocations	$1,787,570	$579,343	$1,113,672	$2,230,777	$2,401,401
Per Capita	$20.25	$11.20	$11.53	$19.31	$31.82
City Population Below Poverty: (3)					
Families: Number/Percent	1,658 / 9.4%	638 / 7.6%	1,084 / 6.4%	1,971 / 6.4%	1,686 / 9.1%
Individuals: Number/Percent	14,670/19.2%	8,507/20.4%	15,095/17.4%	9,689/8.6%	9,022/13.0%
County Population Below Poverty: (3)	Boone Co.	Story Co.	Boulder Co.	Jackson Co.	Buchanan Co.
Families: Number/Percent	2,391 / 7.6%	933 / 5.5%	3,190 / 4.6%	15,078 / 9.0%	1,888 / 8.5%
Individuals: Number/Percent	18,366/14.5%	9,921/14.1%	26,818/9.5%	76,808/11.9%	9,978/12.2%

1) For Fiscal Year 2002
2) For Calendar Year 2002
3) Source: U.S. Bureau of Census, Census 2000-Table DP-3

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. Agency allocations does not reflect agency designations which are not given out.
- **Boulder, CO** City funding comes from a 0.15% sales tax and General Fund. Fifteen percent of CDBG funds also contribute to the city's funding of social services. City funds are allocated through the Department of Housing and Human Services which has four divisions: Housing and Community Development; Senior Services; 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 divisions is $1,062,255 and $2,280,164 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 and a recent merger with the Cass County United Way. The Bi-County United Way of Cass and Jackson Counties allocated $860,000 to Jackson County, $70,450 to Cass County and $390,400 to the Kansas City Metro fund for services provided in Jackson and Cass Counties.
- **St. Joseph, MO** City funding comes from CDBG funds (19.8% 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	**88,291**	**51,746**	**96,566**	**115,554**	**75,470**
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 / .5 FTE	0 / 0 FTE	1 / .1 FTE	N/A
Employees-Staff/1,000 Population	0.009	0.016	0.009	0.007	N/A
Human Rights Funding	$29,085	1,500	$150,386	$0.00	N/A
Human Rights Funding Per Capita	$0.33	$0.03	$1.56	$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 $109,451. The Commission also receives $40,935 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.
- During FY 2002, 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 2003.
- The Commission on Human Rights will continue to expand its community outreach and education efforts through the implementation of a Community Study Circles Program focusing on diversity called "LET'S TALK, COLUMBIA!". 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 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 140,771	$ 157,048	$ 156,403	$ 159,777
Supplies and Materials	7,095	11,096	10,759	13,817
Travel and Training	3,897	7,260	5,617	7,315
Intragovernmental Charges	24,896	21,736	21,736	23,243
Utilities, Services, & Misc.	67,849	72,181	70,447	65,370
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 244,508**	**$ 269,321**	**$ 264,962**	**$ 269,522**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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 2002, 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 2003. 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 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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.	93,429	75,000	75,000	75,000
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 93,429**	**$ 75,000**	**$ 75,000**	**$ 75,000**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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 $798,800 in social assistance funding for FY 2003. This funding represents a 2.0% increase in social assistance funding over FY 2002. An amount of $6,500 was added during Council Worksessions to fully fund the Teen-To-Teen Interact program. Thus, the final adopted amount is 2.83% above FY 2002. This increasereflects a commitment on bto be responsive to the needs of the most at-risk populations in our community. For FY2003, the Boone County Community Services Advisory Commission has recommended funding assistance for 29organizations providing a total of 41 different program services. In addition, vendor contract funding for child careservices 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 fundingpriorities are to first meet the most basic needs of our community with high consideration also given to programsthat address the needs of at-risk populations, particularly children, youth, families and the elderly. The local impact ofwelfare reform will continue to be monitored by the commission in an effort to meet the most critical needs in ourcommunity while allocating city resources in the most effective and efficient manner.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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.	860,493	783,100	783,100	805,300
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 860,493**	**$ 783,100**	**$ 783,100**	**$ 805,300**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
There are no personnel assigned to this budget.				

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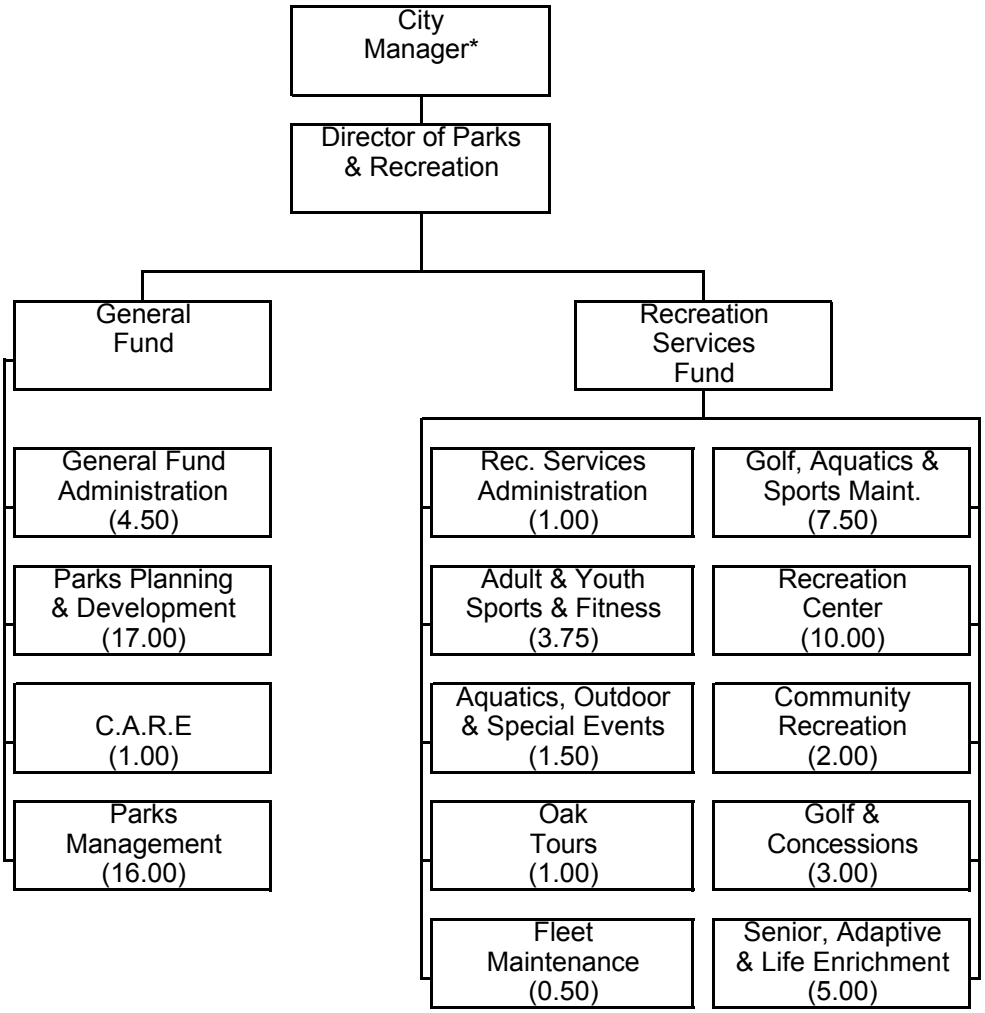
Parks and Recreation

City of Columbia

Columbia, Missouri

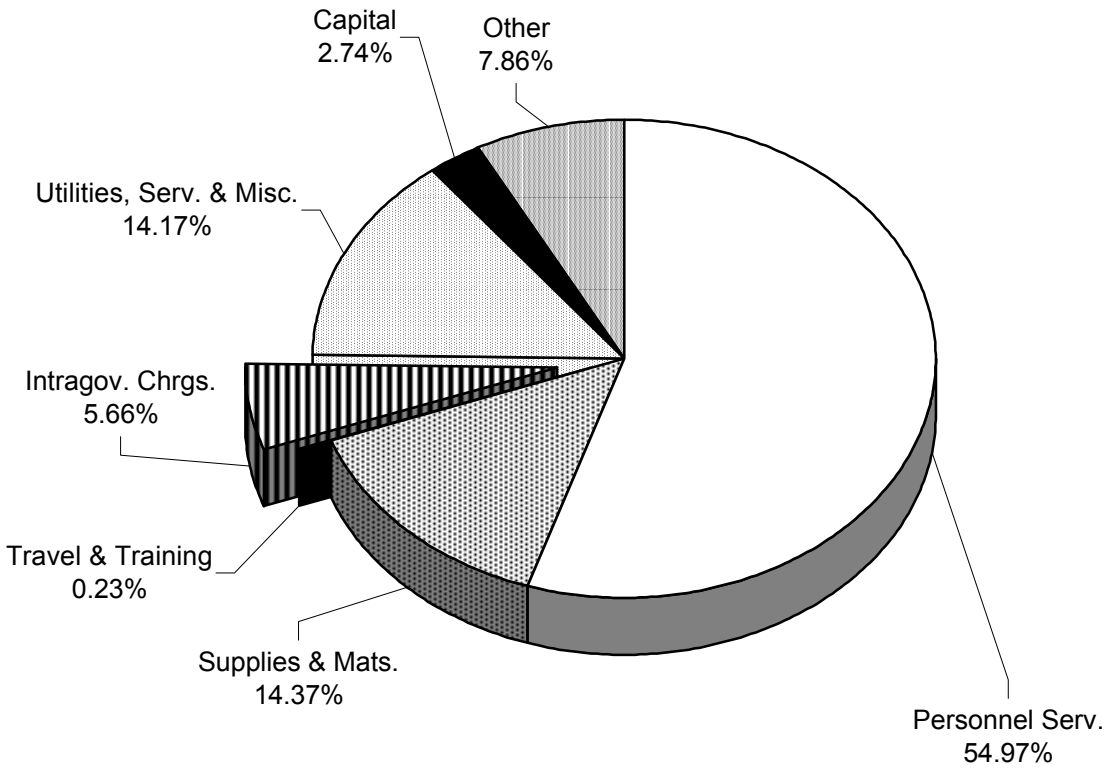
City of Columbia - Parks and Recreation Department

73.75 FTE Positions



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

Parks & Recreation Dept - Summary
FY 2003



APPROPRIATIONS

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Budget FY 2002
Personnel Services	$ 4,406,855	$ 4,987,992	$ 4,707,964	$ 5,617,526	12.6%
Supplies & Materials	1,063,627	1,332,106	1,239,223	1,467,953	10.2%
Travel & Training	12,294	23,032	18,125	23,541	2.2%
Intragovernmental Charges	438,092	519,312	519,312	578,312	11.4%
Utilities, Services & Misc.	3,249,699	1,309,233	1,186,226	1,447,530	10.6%
Capital	603,496	369,926	369,830	280,100	-24.3%
Other	461,680	707,454	691,607	803,462	13.6%
Total	**10,235,743**	**9,249,055**	**8,732,287**	**10,218,424**	**10.5%**
Summary					
Operating Expenses	6,898,422	8,009,175	7,508,850	9,029,862	12.7%
Non-Operating Expenses	304,642	256,786	240,441	503,441	96.1%
Debt Service	214,014	471,168	471,166	320,021	-32.1%
Capital Additions	603,496	369,926	369,830	280,100	-24.3%
Capital Projects	2,215,169	142,000	142,000	85,000	-40.1%
Total Expenses	$ **10,235,743**	$ **9,249,055**	$ **8,732,287**	$ **10,218,424**	**10.5%**

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PARKS AND RECREATION DEPARTMENT - SUMMARY

DEPARTMENT DESCRIPTION

The Columbia Parks and Recreation Department oversees approximately 2,100 acres of park land and maintains 53 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

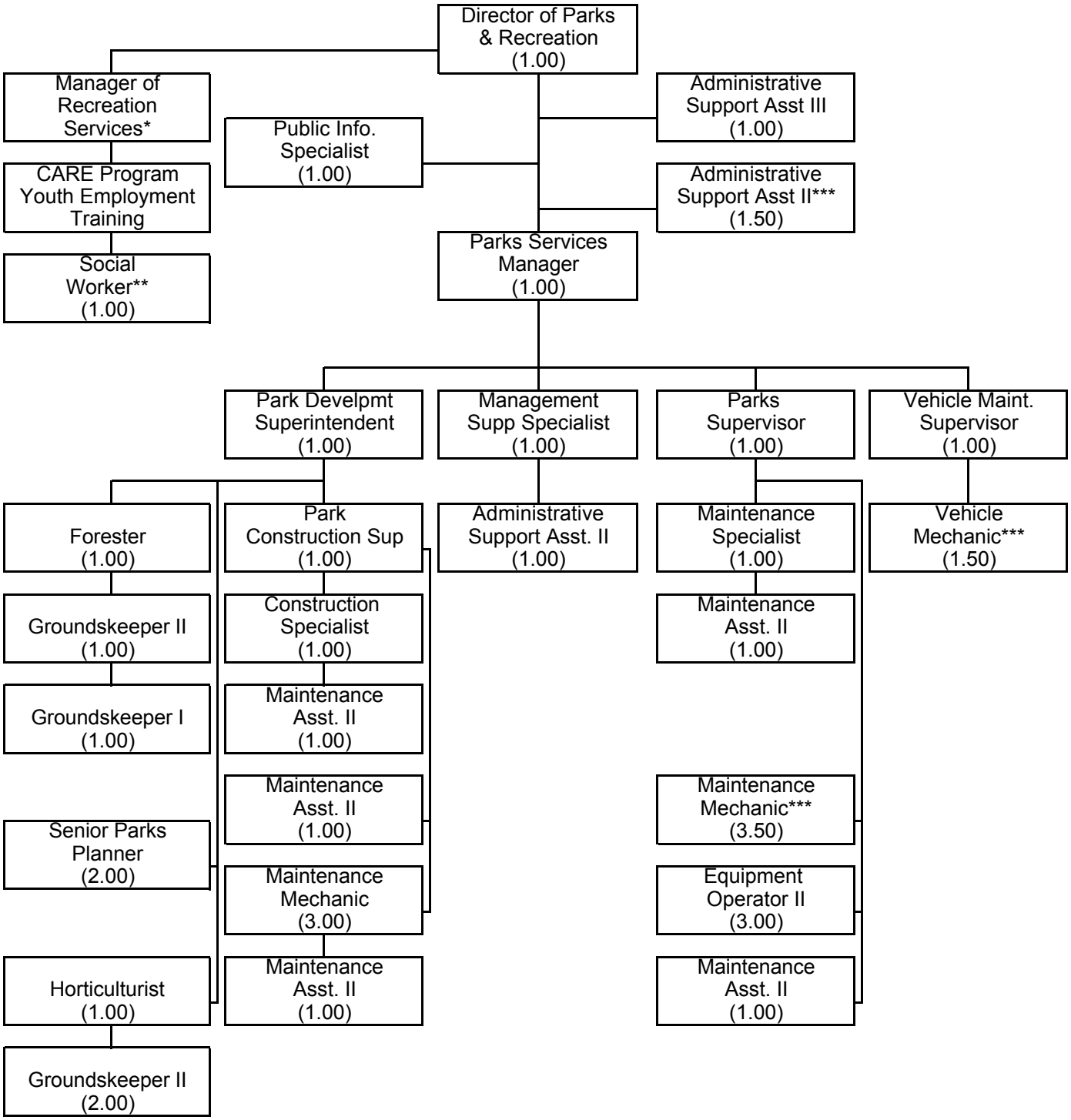
The General Fund component of this budget contains Department Administration, a portion of the Park Services Division's two principle programs, Park Management and Operations and Park Planning and Development, and the C.A.R.E. Program. The Recreation Services Fund includes funding for all recreation 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 opening and operation of the new Activity & Recreation Center(ARC). This funding anticipates an opening of the center during the late fall of 2002.

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
General Fund Operations	37.75	37.75	37.75	38.50
Recreation Services Fund	28.50	35.75	35.75	35.25
Total Personnel	**66.25**	**73.50**	**73.50**	**73.75**
Permanent Full-Time	64.00	72.00	72.00	73.00
Permanent Part-Time	2.25	1.50	1.50	0.75
Total Permanent	**66.25**	**73.50**	**73.50**	**73.75**

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

38.50 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

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. One new park maintenance position has been included in FY 2003 per the guidelines developed for the use of Park Sales Tax funding.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 2,022,115	$ 2,221,259	$ 2,204,529	$ 2,338,381
Supplies & Materials	403,382	413,806	407,950	419,326
Travel & Training	6,275	9,770	7,685	9,410
Intragovernmental Charges	171,374	179,926	179,926	182,801
Utilities, Services & Misc.	270,970	327,071	325,609	344,247
Capital	485,680	283,296	283,200	255,750
Other	0	0	0	0
Total	**3,359,796**	**3,435,128**	**3,408,899**	**3,549,915**
Summary				
Operating Expenses	2,874,116	3,151,832	3,125,699	3,294,165
Non-Operating Expenses	0	0	0	0
Debt Service	0	0	0	0
Capital Additions	485,680	283,296	283,200	255,750
Capital Projects	0	0	0	0
Total Expenses	**$ 3,359,796**	**$ 3,435,128**	**$ 3,408,899**	**$ 3,549,915**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Administration	4.75	4.75	4.75	4.50
Parks Planning & Development	17.00	17.00	17.00	17.00
C.A.R.E.	1.00	1.00	1.00	1.00
Parks Management	15.00	15.00	15.00	16.00
Total Personnel	**37.75**	**37.75**	**37.75**	**38.50**
Permanent Full-Time	37.00	37.75	37.75	38.50
Permanent Part-Time	0.75	0.00	0.00	0.00
Total Permanent	**37.75**	**37.75**	**37.75**	**38.50**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

Park Management & Operations:	Actual FY 2001	Budget FY 2002	Estimated FY 2003
No. of Hours Spent Mowing Parks	7,308	7,400	7,660
No. of Hours Spent Mowing Athletic/Golf:	6,715	6,750	6,750
No. of Athletic Fields Maintained	45	45	45
Pounds of Trash Collected	361,000	375,000	375,000
Pounds of Construction Debris	1,724,680	400,000	400,000
No. of Shelter Reservations During Year	1,389	1,400	1,450

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS - Continued

	Actual FY 2001	Budget FY 2002	Estimated FY 2003
Park Planning & Development:			
No. of Projects Budgeted	16	15	13
No. of Projects Completed	7	14	20
No. of Trees Planted	391	350	350
*No. of Trees Maintained	1,841	2,000	2,050
Memorial/Heritage Trees Maintained	366	391	420
Right of Way Trees Maintained	738	788	840
Downtown Trees Maintained	423	430	435
Forestry Volunteer Hrs (TreeKeepers, Scouts, Schools....)	612	650	650
No. of Hazardous and Dead Tree Removals	**612	375	375
No. of Landscape Areas Maintained	49	53	55
Total Sq. Feet of Landscape Beds Maintained	311,550	330,000	335,000

*Trees that require regular maintenance such as weekly watering, fertilization, monthly spraying, & mulching. Does not include trees that are maintained and planted in the tree nursery.
**Grant was obtained to allow numerous dead tree removals at Oakland, Twin Lakes and MKT Trail.

COMPARATIVE DATA

	Columbia, MO	Springfield IL	Ft. Collins CO	Lawrence KS	Waterloo IA	Woodlands TX
Population	**88,291**	**113,683**	**121,025**	**81,700**	**70,122**	**56,762**
Number of Employees	41	60.0	69	44	35	29
Employees Per 1,000 Population	0.46	0.53	0.57	0.54	0.50	0.51
Park Planning & Development:						
Capital Improvement Budget (3 Year Average)	$1,888,000	$750,000	$3,500,000	$3,500,000	$300,000	$2,000,000
% Capital Improvement Projects Completed w/Force Acct Labor	85%	25%	10%	8%	50%	45%
No. of Permanent Staff Assigned to Capital Projects	11.0	0	6	0	0	8
No. of Landscape and Forestry Employees	6	1	1	13	7	5

	Columbia, MO	Springfield IL	Ft. Collins CO	Dubuque IA	St. Joseph, MO	**Lawrence KS
Population	**88,291**	**113,683**	**121,025**	**58,840**	**75,470**	**81,700**
Number of Employees	41	60.0	69	30	46	51
Employees Per 1,000 Population	**0.46**	**0.53**	**0.57**	**0.51**	**0.61**	**0.62**
Parks Management & Operations:						
Total Park Acres	2,094	1,682	630	833	1,500	3,206
Number of Maintenance Employees	24.0	48.0	41	25	15	31
Park Acres Per Staff	87.25	35.04	15.37	34.00	100.00	103.42
Premiere Facilities:						
Pools	5	3	3	2	3	1
Golf Courses (18 Hole)	2	Separate	2	0	1	1
*Athletic Fields	24	10	10	7	15	19
Rec/Nature Centers	(1 planned)	4	1	0	2	6
Total Facilities	31	17	16	9	21	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 1.50 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 service to all other Divisions within the Department. One of the two Administrative Assistant II positions will be placed at the Activity & Recreation Center and will be charged 50% to the Center and 50% to Administration as the position will continue to perform several functions which are non-center related.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 249,307	$ 254,568	$ 253,545	$ 260,978
Supplies and Materials	15,976	17,597	17,350	17,605
Travel and Training	2,869	3,705	2,529	3,400
Intragovernmental Charges	58,360	59,845	59,845	61,637
Utilities, Services, & Misc.	53,060	41,668	41,025	42,300
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 379,572**	**$ 377,383**	**$ 374,294**	**$ 385,920**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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	1.50
Total Personnel	**4.75**	**4.75**	**4.75**	**4.50**
Permanent Full-Time	4.00	4.75	4.75	4.50
Permanent Part-Time	0.75	0.00	0.00	0.00
Total Permanent	**4.75**	**4.75**	**4.75**	**4.50**

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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.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 787,282	$ 892,121	$ 888,895	$ 934,310
Supplies and Materials	79,248	80,092	75,530	76,498
Travel and Training	756	3,057	2,849	3,025
Intragovernmental Charges	38,424	39,723	39,723	40,190
Utilities, Services, & Misc.	22,299	40,061	36,668	60,325
Capital	2,040	0	0	0
Other	0	0	0	0
Total	**$ 930,049**	**$ 1,055,054**	**$ 1,043,665**	**$ 1,114,348**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
8710 - Parks Development Superintendent	1.00	1.00	1.00	1.00
8700 - Senior Parks Planner	2.00	2.00	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	3.00	3.00	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	**17.00**	**17.00**	**17.00**	**17.00**
Permanent Full-Time	17.00	17.00	17.00	17.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**17.00**	**17.00**	**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 including the fourth year of the operation of the CARE Gallery Program.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 270,577	$ 303,249	$ 292,910	$ 307,518
Supplies and Materials	8,149	7,474	7,474	7,582
Travel and Training	0	0	0	0
Intragovernmental Charges	2,954	3,012	3,012	2,981
Utilities, Services, & Misc.	24,367	26,419	26,419	26,766
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 306,047**	**$ 340,154**	**$ 329,815**	**$ 344,847**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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**

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

FY 2003 includes the addition of one full-time park maintenance position per guidelines developed for the use of Parks Sales Tax. Some supplemental funding is budgeted to replace rolling stock equipment as per the City's replacement schedule.

BUDGET DETAIL

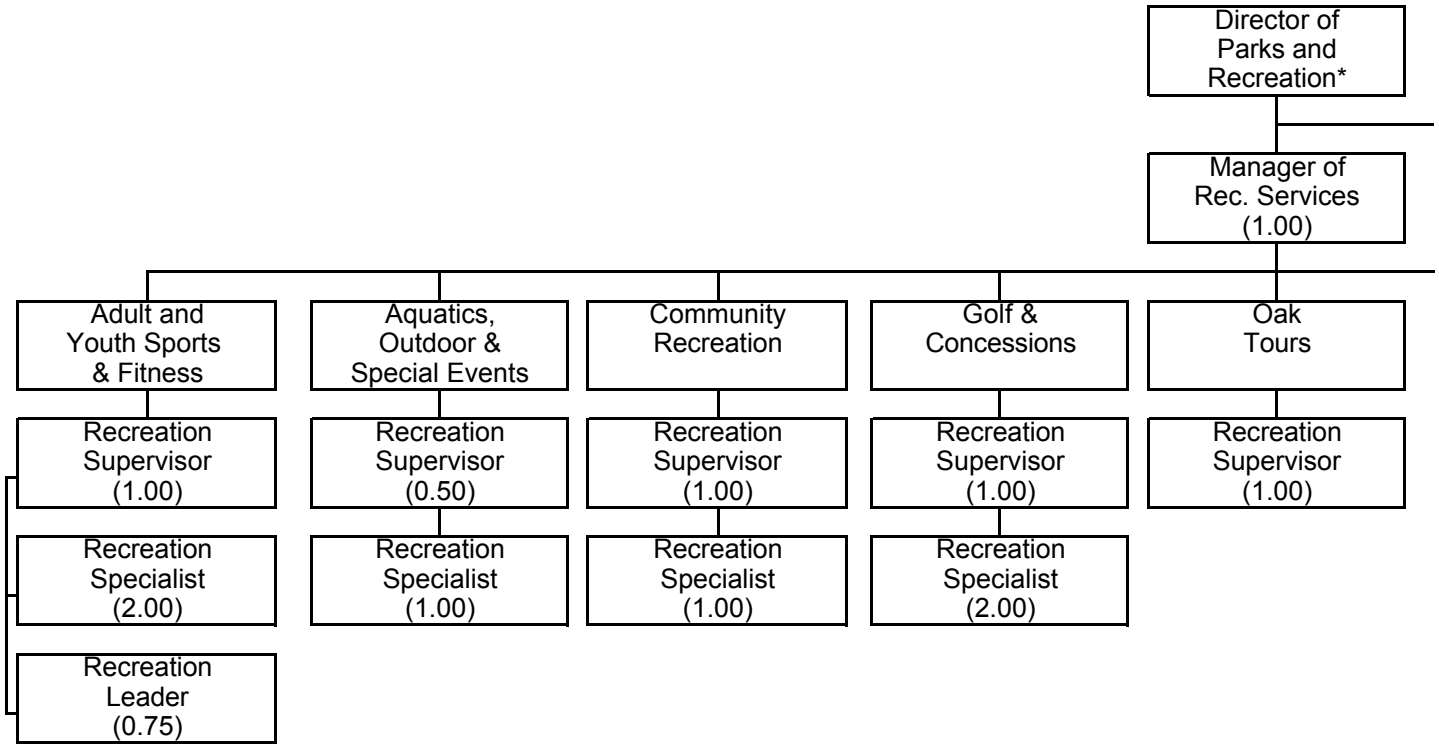
	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 714,949	$ 771,321	$ 769,179	$ 835,575
Supplies and Materials	300,009	308,643	307,596	317,641
Travel and Training	2,650	3,008	2,307	2,985
Intragovernmental Charges	71,636	77,346	77,346	77,993
Utilities, Services, & Misc.	171,244	218,923	221,497	214,856
Capital	483,640	283,296	283,200	255,750
Other	0	0	0	0
Total	**$ 1,744,128**	**$ 1,662,537**	**$ 1,661,125**	**$ 1,704,800**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
8750 - Park Services Manager	1.00	1.00	1.00	1.00
4203 - Management Support Specialist	1.00	1.00	1.00	1.00
2415 - Parks Supervisor	1.00	1.00	1.00	1.00
2404 - Maintenance Mechanic	2.50	2.50	2.50	3.50
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	**15.00**	**15.00**	**15.00**	**16.00**
Permanent Full-Time	15.00	15.00	15.00	16.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**15.00**	**15.00**	**15.00**	**16.00**

City of Columbia - Recreation Services Fund

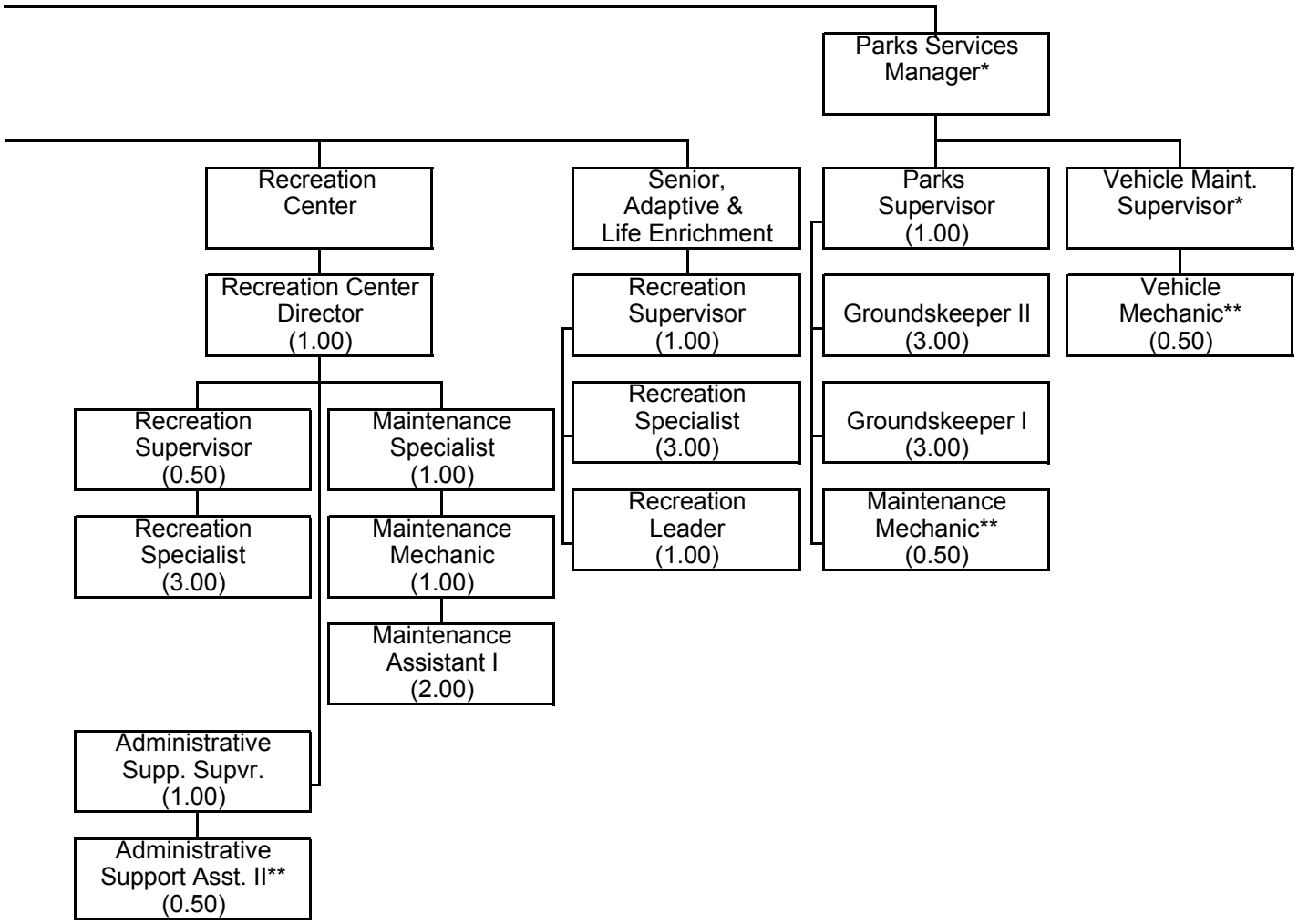
35.25 FTE Positions



* 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

35.25 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, Special Events; Community Recreation; Golf/Concessions; Senior Programming, Adaptive and Life Enrichment; Oak Tours; and the Activity and Recreation Center (ARC).

HIGHLIGHTS / SIGNIFICANT CHANGES

The operating budget has been based on maintaining existing services as well as opening the new Activity & Recreation Center (ARC). Some monies are budgeted to replace capital equipment as per the City's replacement schedule. Funds have been budgeted for the opening of the Activity & Recreation Center (ARC) during the late fall of 2002. Due to budget constraints, the recreation portion of this budget reflects some program elimination/adjustments.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 2,384,740	$ 2,766,733	$ 2,503,435	$ 3,279,145
Supplies & Materials	660,245	918,300	831,273	1,048,627
Travel & Training	6,019	13,262	10,440	14,131
Intragovernmental Charges	266,718	339,386	339,386	395,511
Utilities, Services & Misc.	2,978,729	982,162	860,617	1,103,283
Capital	117,816	86,630	86,630	24,350
Other	461,680	707,454	691,607	803,462
Total	**6,875,947**	**5,813,927**	**5,323,388**	**6,668,509**
Summary				
Operating Expenses	4,024,306	4,857,343	4,383,151	5,735,697
Non-Operating Expenses	304,642	256,786	240,441	503,441
Debt Service	214,014	471,168	471,166	320,021
Capital Additions	117,816	86,630	86,630	24,350
Capital Projects	2,215,169	142,000	142,000	85,000
Total Expenses	**$ 6,875,947**	**$ 5,813,927**	**$ 5,323,388**	**$ 6,668,509**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Parks and Maintenance	8.00	8.00	8.00	8.00
Recreation	19.50	19.00	19.00	17.25
Recreation Center	1.00	8.75	8.75	10.00
Total Personnel	**28.50**	**35.75**	**35.75**	**35.25**
Permanent Full-Time	27.00	34.25	34.25	34.50
Permanent Part-Time	1.50	1.50	1.50	0.75
Total Permanent	**28.50**	**35.75**	**35.75**	**35.25**

PERFORMANCE MEASUREMENT / SERVICE INDICATORS

	Actual FY 2001	Budget FY 2002	Estimated FY 2003
Sports (Youth & Adult):			
Annual Estimated Participants	136,959	132,000	136,000
Cost Per Participant	$4.14	$4.30	$4.30
Revenue Per Participant	$1.97	$2.15	$2.15
Percent of Program Subsidy	52.00%	50.00%	50.00%
Aquatics/Outdoor/Travel:			
Annual Estimated Participants	129,044	152,000	130,000
Cost Per Participant	$7.31	$6.75	$7.00
Revenue Per Participant	$3.53	$3.00	$3.50
Percent of Program Subsidy	52.00%	55.00%	50.00%
Golf:			
No. of Participants	72,258	81,000	72,000
Cost Per Participant	$15.97	$16.00	$16.35
Revenue Per Participant	$17.04	$16.00	$16.35
Senior Adults/Adaptive/Life Enrichment:			
No. of Participants	164,818	135,000	163,000
Cost Per Participants	$2.54	$2.50	$2.55
Revenue Per Participant	$0.36	$0.40	$0.45
Percent of Program Subsidy	86.00%	84.00%	82.00%
Oak Tours:			
No. of Participants	17,748	15,000	16,000
Cost Per Participant	$17.36	$15.00	$14.50
Revenue Per Participant	$11.84	$15.00	$14.50
Percent of Program Subsidy	32.00%	0.00%	0.00%
Community Recreation:			
Annual Estimated Participants	70,581	72,000	72,000
Cost Per Participant	$3.70	$3.25	$3.25
Revenue Per Participant	$0.06	$0.25	$0.25
Percent of Program Subsidy	98.00%	92.00%	92.00%

COMPARATIVE DATA

	Columbia, MO	Boulder, CO	Champaign, IL	Iowa City, IA	Springfield, MO	Topeka KS
Population	**88,291**	**96,566**	**68,868**	**63,464**	**154,612**	**124,825**
Number of Employees	27.25	61.00	34.00	22.00	24.00	49.00
Employees Per 1,000 Population	0.309	0.632	0.494	0.347	0.155	0.393

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 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 483,355	$ 513,824	$ 513,607	$ 509,269
Supplies & Materials	218,472	288,198	278,201	319,396
Travel & Training	879	1,573	1,175	1,173
Intragovernmental Charges	12,067	12,499	12,499	34,037
Utilities, Services & Misc.	261,227	259,512	240,334	266,142
Capital	71,957	43,500	43,500	14,450
Other	0	0	0	0
Total	**1,047,957**	**1,119,106**	**1,089,316**	**1,144,467**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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**

DESCRIPTION

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

HIGHLIGHTS / SIGNIFICANT CHANGES

The proposed operating budget for recreation reflects the transfer of certain programs and services to the Activity and Recreation Center (ARC) as well as some program eliminations /adjustments due to budget constraints. The Aquatics supervisor will be split 50/50 between this area and the Activity Recreation Center (ARC). An existing Recreation Specialist position has been moved to the ARC to assist with recreation programs. The budget includes the conversion of Stephens Lake to an unguarded swimming facility, the elimination of the family travel program, and the elimination of a (.75) three quarter time FTE recreation leader position.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 1,901,385	$ 1,850,104	$ 1,871,740	$ 1,840,836
Supplies & Materials	401,371	562,527	529,079	583,648
Travel & Training	4,385	6,939	6,615	5,558
Intragovernmental Charges	254,651	325,887	325,887	317,543
Utilities, Services & Misc.	543,490	463,250	456,858	496,141
Capital	45,859	43,130	43,130	9,900
Other	266,201	256,429	233,141	228,101
Total	**3,417,342**	**3,508,266**	**3,466,450**	**3,481,727**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
8600 - Recreation Services Manager	1.00	1.00	1.00	1.00
8530 - Recreation Supervisor	6.00	5.75	5.75	5.50
8520 - Recreation Specialist	10.00	9.75	9.75	9.00
8510 - Recreation Leader	2.50	2.50	2.50	1.75
Total Personnel	**19.50**	**19.00**	**19.00**	**17.25**
Permanent Full-Time	18.00	17.50	17.50	16.50
Permanent Part-Time	1.50	1.50	1.50	0.75
Total Permanent	**19.50**	**19.00**	**19.00**	**17.25**

Recreation Services - Recreation Center

Fund 552-5610 thru 552-5699

DESCRIPTION

The Recreation Services Fund, Activity & Recreation Center (ARC) portion, includes expenses and revenues associated with the maintenance and operation of the Center's programs and activities. The programming sections in this area include: Center Administration; Sports; Fitness; Aquatics (ARC only); Recreation; and Maintenance.

HIGHLIGHTS / SIGNIFICANT CHANGES

The operating budget has been based upon the opening of the Center during the late fall of 2002.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 0	$ 402,805	$ 118,088	$ 929,040
Supplies & Materials	0	67,575	23,993	145,583
Travel & Training	0	4,750	2,650	7,400
Intragovernmental Charges	0	1,000	1,000	43,931
Utilities, Services & Misc.	0	117,400	21,425	256,000
Capital	0	0	0	0
Other	195,479	451,025	458,466	575,361
Total	**195,479**	**1,044,555**	**625,622**	**1,957,315**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
8610 - Recreation Center Director	1.00	1.00	1.00	1.00
8530 - Recreation Supervisor	0.00	0.25	0.25	0.50
8520 - Recreation Specialist	0.00	2.25	2.25	3.00
2404 - Maintenance Mechanic	0.00	1.00	1.00	1.00
2403 - Maintenance Specialist	0.00	1.00	1.00	1.00
2401 - Maintenance Assistant I	0.00	2.00	2.00	2.00
1004 - Admin Support Supervisor	0.00	1.00	1.00	1.00
1002 - Admin Support Assistant II	0.00	0.25	0.25	0.50
Total Personnel	**1.00**	**8.75**	**8.75**	**10.00**
Permanent Full-Time	1.00	8.75	8.75	10.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**1.00**	**8.75**	**8.75**	**10.00**

RECREATION SERVICES - CAPITAL PROJECTS

Fund 552

MAJOR PROJECTS

Under the direction of the Park Services Division, improvements to the concession building at the Rainbow Softball Center and the conversion of the Lake of the Woods Golf Course fairways to a zoysia grass base are the two Park and Recreation capital projects recommended for funding from the Recreation Services Fund this year.

FISCAL IMPACT

The Recreation Center, funded in previous years, is anticipated to be operational in FY 2003. The additional operating cost of $912,760 is reflected in the Recreation Center Division budget.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 0	$ 0	$ 0	$ 0
Supplies and Materials	40,402	0	0	0
Travel and Training	755	0	0	0
Intragovernmental Charges	0	0	0	0
Utilities, Services, & Misc.	2,174,012	142,000	142,000	85,000
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 2,215,169**	**$ 142,000**	**$ 142,000**	**$ 85,000**

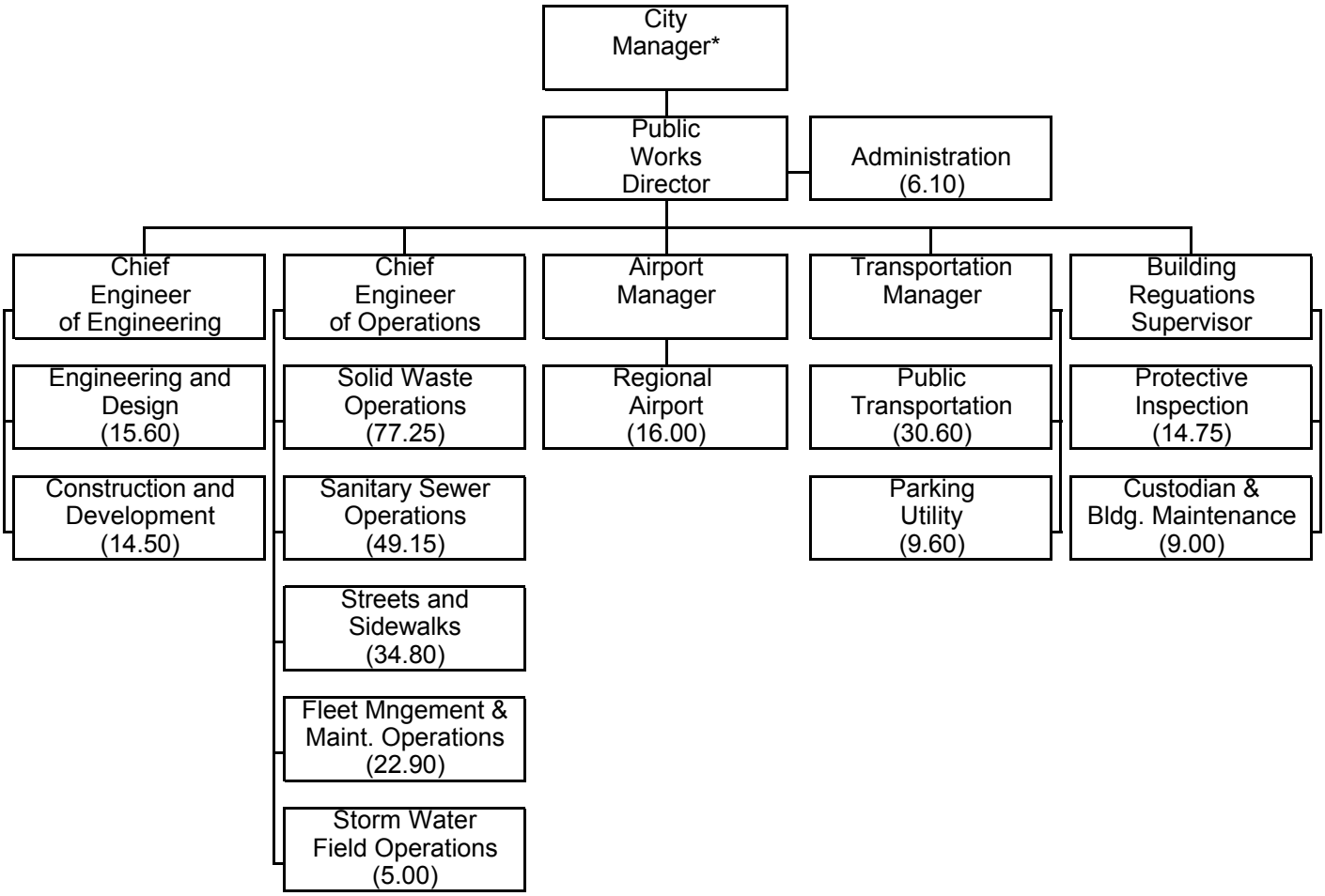
Public Works Department

City of Columbia

Columbia, Missouri

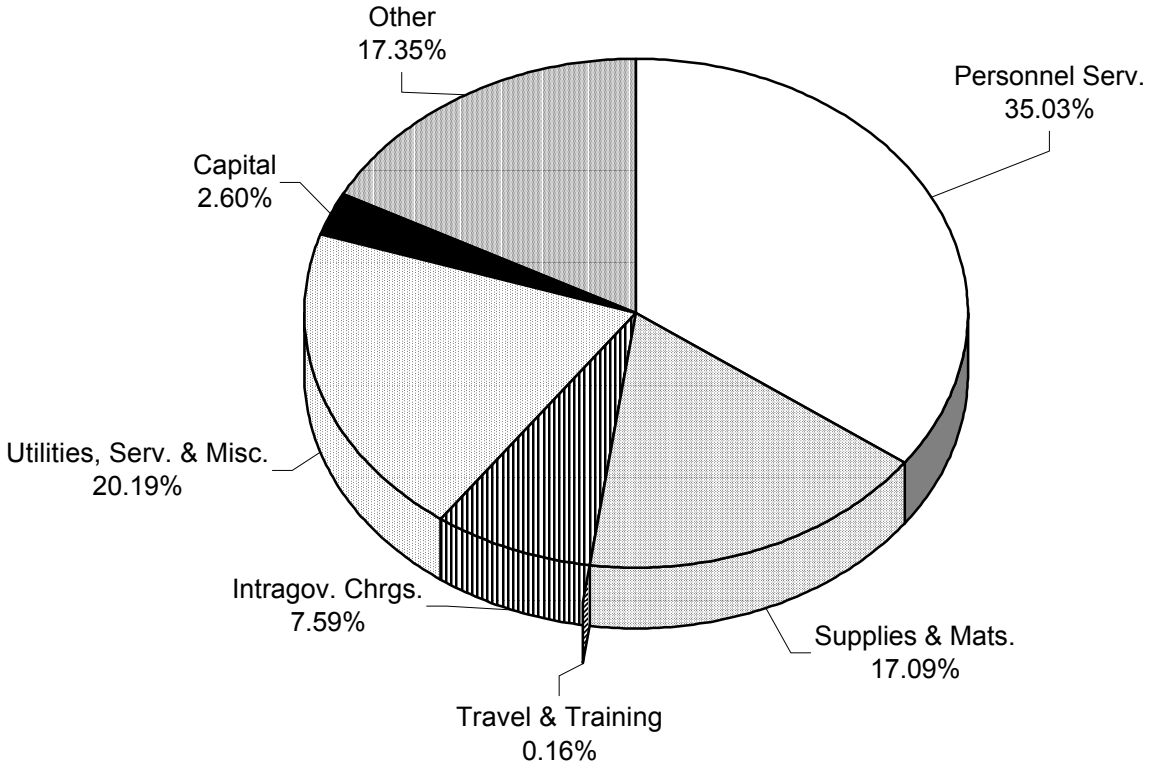
City of Columbia - Public Works Department

305.25 FTE Positions



* Position not included in Public Work's FTE count.

Public Works Department - Summary
FY 2003



APPROPRIATIONS

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Budget FY 2002
Personnel Services	$ 14,067,523	$ 14,711,242	$ 14,683,154	$ 15,420,306	4.8%
Supplies & Materials	6,188,610	7,469,169	6,961,049	7,523,574	0.7%
Travel & Training	38,430	66,332	64,603	69,686	5.1%
Intragovernmental Charges	3,154,761	3,266,290	3,259,890	3,341,693	2.3%
Utilities, Services & Misc.	11,967,880	13,218,043	13,188,963	8,888,636	-32.8%
Capital	5,910,839	1,771,461	1,687,974	1,143,090	-35.5%
Other	7,026,890	6,662,676	7,473,183	7,636,725	14.6%
Total	**48,354,933**	**47,165,213**	**47,318,816**	**44,023,710**	**-6.7%**
Summary					
Operating Expenses	27,492,032	30,328,666	29,691,203	31,485,217	3.8%
Non-Operating Expenses	6,264,438	5,107,270	5,610,072	5,629,100	10.2%
Debt Service	1,746,233	1,591,406	1,963,157	2,059,125	29.4%
Capital Additions	1,859,359	1,771,461	1,687,974	1,143,090	-35.5%
Capital Projects	10,992,871	8,366,410	8,366,410	3,707,178	-55.7%
Total Expenses	$ **48,354,933**	$ **47,165,213**	$ **47,318,816**	$ **44,023,710**	**-6.7%**

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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. Several pedestrian orientated sidewalk projects are programmed in the Business Loop 70, Texas Avenue and Oakland Gravel Road areas. Other highlights of the coming year are to be the continued implementation of the fully funded 5 year street CIP, the sewer ballot issue projects and the storm water utility CIP, a sanitary sewer facility update, and initial implementation of the landfill 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.

DIVISION EXPENSES

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
General Fund Operations	$ 5,971,475	$ 6,823,623	$ 6,697,770	$ 6,927,075
Public Transportation Fund	7,513,274	3,287,687	3,329,446	3,281,132
Regional Airport Fund	3,609,486	1,772,798	1,732,762	2,862,694
Sanitary Sewer Utility Fund	12,307,135	10,841,929	11,164,267	11,514,690
Parking Facilities Fund	1,772,995	1,836,105	1,831,541	1,844,082
Solid Waste Utility Fund	11,639,528	15,875,796	15,844,295	11,507,502
Storm Water Utility Fund	1,458,178	2,435,060	2,468,839	1,758,074
Custodial & Maintenance Serv. Fund	682,180	876,175	864,473	916,077
Fleet Operations Fund	3,400,682	3,416,040	3,385,423	3,412,384
Total Expense	**$ 48,354,933**	**$ 47,165,213**	**$ 47,318,816**	**$ 44,023,710**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
General Fund Operations	78.73	77.73	77.73	78.73
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	54.24	56.24	56.24	56.24
Parking Facilities Fund	5.60	5.60	5.60	5.60
Solid Waste Utility Fund	73.25	73.25	73.25	77.25
Storm Water Utility Fund	8.93	8.93	8.93	8.93
Custodial & Maintenance Serv. Fund	8.00	9.00	9.00	9.00
Fleet Operations Fund	22.90	22.90	22.90	22.90
Total Personnel	**298.25**	**300.25**	**300.25**	**305.25**
Permanent Full-Time	293.00	295.00	295.00	300.00
Permanent Part-Time	5.25	5.25	5.25	5.25
Total Permanent	**298.25**	**300.25**	**300.25**	**305.25**

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 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 3,763,417	$ 3,923,702	$ 3,944,140	$ 4,088,803
Supplies & Materials	907,326	1,246,579	1,093,532	1,288,176
Travel & Training	7,828	16,295	16,125	16,370
Intragovernmental Charges	444,729	474,667	474,907	460,570
Utilities, Services & Misc.	700,691	660,185	685,805	684,966
Capital	147,484	502,195	483,261	388,190
Other	0	0	0	0
Total	**5,971,475**	**6,823,623**	**6,697,770**	**6,927,075**
Summary				
Operating Expenses	5,823,991	6,321,428	6,214,509	6,538,885
Non-Operating Expenses	0	0	0	0
Debt Service	0	0	0	0
Capital Additions	147,484	502,195	483,261	388,190
Capital Projects	0	0	0	0
Total Expenses	$ **5,971,475**	$ **6,823,623**	$ **6,697,770**	$ **6,927,075**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Administration & Engineering	25.18	25.18	25.18	25.18
Streets & Sidewalks	34.80	34.80	34.80	34.80
Protective Inspection	14.75	13.75	13.75	14.75
Parking Enforcement	4.00	4.00	4.00	4.00
Total Personnel	**78.73**	**77.73**	**77.73**	**78.73**
Permanent Full-Time	78.73	77.73	77.73	78.73
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**78.73**	**77.73**	**77.73**	**78.73**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2001	Budget FY 2002	Estimated FY 2003
Engineering: (1)			
Miles of Streets Constructed/Inspected in New Developments	8.67	7.00	7.00
Miles of Sanitary Sewers Constructed/Inspected in New Developments	9.92	10.00	10.00
Miles of Sanitary Sewers Constructed/Inspection for BCRSD	5.19	6.00	6.00
Miles of Streets Constructed/Rebuilt by City Contract (survey, design, contract admin., inspected)	0.96	1.80	1.80
Miles of Sanitary Sewers Constructed/Rebuilt by City Contract (survey, design, contract admin., inspected)	3.58	6.00	6.00
Miles of Storm Sewer Constructed/Rebuilt by City Contract (Survey, design, contract admin, inspected)	0.17	0.50	0.50
Miles of Sidewalk Constructed/Rebuilt by City Contract (survey, design, contract admin., inspected)	1.18	1.50	1.50
No. of Site Plans, Construction Plans, & Plats Reviewed	1,159	700	700
No. of Excavation Permits Issued	908	1000	1000
No. of Flood Plain Development Permits Reviewed	47	50	50
Streets:			
Street Segments Resurfaced/Repaired	358	400	450
Service/Maintenance Cuts Repaired	282	275	300
Tons of Asphalt Used (2)	4,500	10,500	8,500
Snow Removal Hours	4,229	5,040	5,000
Tons of Salt & Cinders Used	5,046	3,000	3,000
Street Sweeping Miles/Tons	13,829/1,140	13,500/950	13,500/950
Special Projects for Other Depts/Division Hours	5,180	6,000	5,000
Traffic (Control Operations):			
Signs Installed	150	350	350
Signs Replaced	1,894	1,750	1,750
Signing Hours	5,231	4,650	4,650
Striping (Miles of painting)			
Contracted striping	90	100	100
In-house striping	310	300	300
Other Painting (gallons of paint)	550	800	800
Signal Maintenance/Installation Hours	1,241	1,800	1,800
Traffic Studies Hours	1,010	1,500	1,500
Parking Enforcement:			
Parking Tickets:			
Expired Meter Tickets	37,780	32,500	62,580
Uniform Tickets	11,071	11,000	15,100
Warnings Issued	2,310	140	200
Overtime Enforcement:			
Ticket Issued	2,404	3,500	2,200
Vehicles Chalked	29,799	58,000	30,000
SCOFFLAW Enforcement: Tows or Boots	128	150	150
Protective Inspection:			
No. of Permits Issued (Bldg., Elect., Plumb., Sign, ROW)	5,504	6,000	5,700
No. of Rental Inspections	3,203	5,500	4,750
No. of Building Inspections	23,977	22,000	24,456
Code Enforcement & Dilapidated Bldgs.	185	150	300
No. of Neighborhood Response Team inspections	553	500	600
No. of Violations Referred for Prosecution	52	25	50

(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	**88,291**	**154,612**	**81,700**	**97,608**	**186,796**	**96,566**
Number of Employees	36	50	12	X	35	15
Employees Per 1,000 Population	0.41	0.32	0.15	X	0.19	0.16
Operating Budget	$2,734,034	$3,217,284	$719,707	X	$1,767,908	$4,102,209
Capital Improvement Budget:				X		
Streets/Sidewalks	$5,667,100	$12,805,500	$4,330,700	X	$4,000,000	$10,904,500
Sanitary Sewers	$6,205,500	$14,312,900	$15,911,000	X	X	$5,100,000
Storm Water	$1,475,000	$3,678,300	$5,708,000	X	$2,000,000	$2,000,000

X - Did not respond

NOTES:

Springfield, MO:
1) Street, Sanitary Sewer, and Storm Sewer inspections are done by separate divisions.
2) Land disturbance and landscaping are reviewed and inspected by a separate division.
3) Seven administrative people in an administrative division (included with budget figures) with the Director of Public Works.
4) Updated 2002.

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 2002.

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 2002.

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 2002.

COMPARATIVE DATA - STREET DIVISION

	Columbia, MO	Springfield, MO	Indepen-dence, MO	St. Charles, MO	Joplin, MO (2)	Ames, IA
Street Division:						
Population	**88,291**	**154,612**	**115,554**	**61,527**	**46,414**	**51,746**
Number of Employees	30.80	80.00	45.00	32.00	26.00	18.00
Employees Per 1,000 Population	0.35	0.52	0.39	0.52	0.56	0.35
No. of Seasonal Employees	8	24	0	4	13	4
Miles of Street (Centerline)	384	790	580.00	320	768	200
Employees per Centerline Mile	0.08	0.10	0.08	0.10	0.03	0.09
Traffic Division:						
No. of Signalized Intersections	35	136 (1)	45.00	40	40	60
Number of Employees	4	24	8.00	5	4	5
No. of Seasonal Employees	1	0	0	0	1	3
Feet of Striping Maintenance	1,200,000	3,168,000	1,170,048	500,000	--	350,000
Employees/100,000 ft of striping	0.33	0.76	0.68	1.00	--	1.43
Sign Inventory	20,000	49,000	28,000	--	10,000	9,000
Employees/1,000 signs	0.20	0.49	0.29	--	0.40	0.56

(1) Springfield has 239 signals - they only maintain 135 +19 flashers, MoDOT maintains the rest
(2) Joplin's centerline miles are as follows: 600 mi streets, 150 mi unpaved alleys, 18mi gravel roads.

COMPARATIVE DATA - PARKING ENFORCEMENT

	Columbia, MO	Jefferson City, MO	Boulder, CO	Iowa City, IA	Lincoln, NE (1)	* Rochester MN
Parking Enforcement:						
Population	**88,291**	**40,429**	**96,566**	**63,464**	**230,093**	**87,522**
Number of Employees	4	3	11	7	5	3
Employees Per 1,000 Population	0.045	0.074	0.114	0.110	0.022	0.034
No. of Parking Spaces	3,555	2,488	3,445	3,243	22,400	4,501
No. of Parking Spaces per Employee	889	829	313	463	4,480	1,500

(1) Lincoln, NE- annexed most of the county, which increased the employees (70) and parking spaces to enforce
* Norman, OK did not respond, replaced with Rochester MN for comparative data.

COMPARATIVE DATA - PROTECTIVE INSPECTION

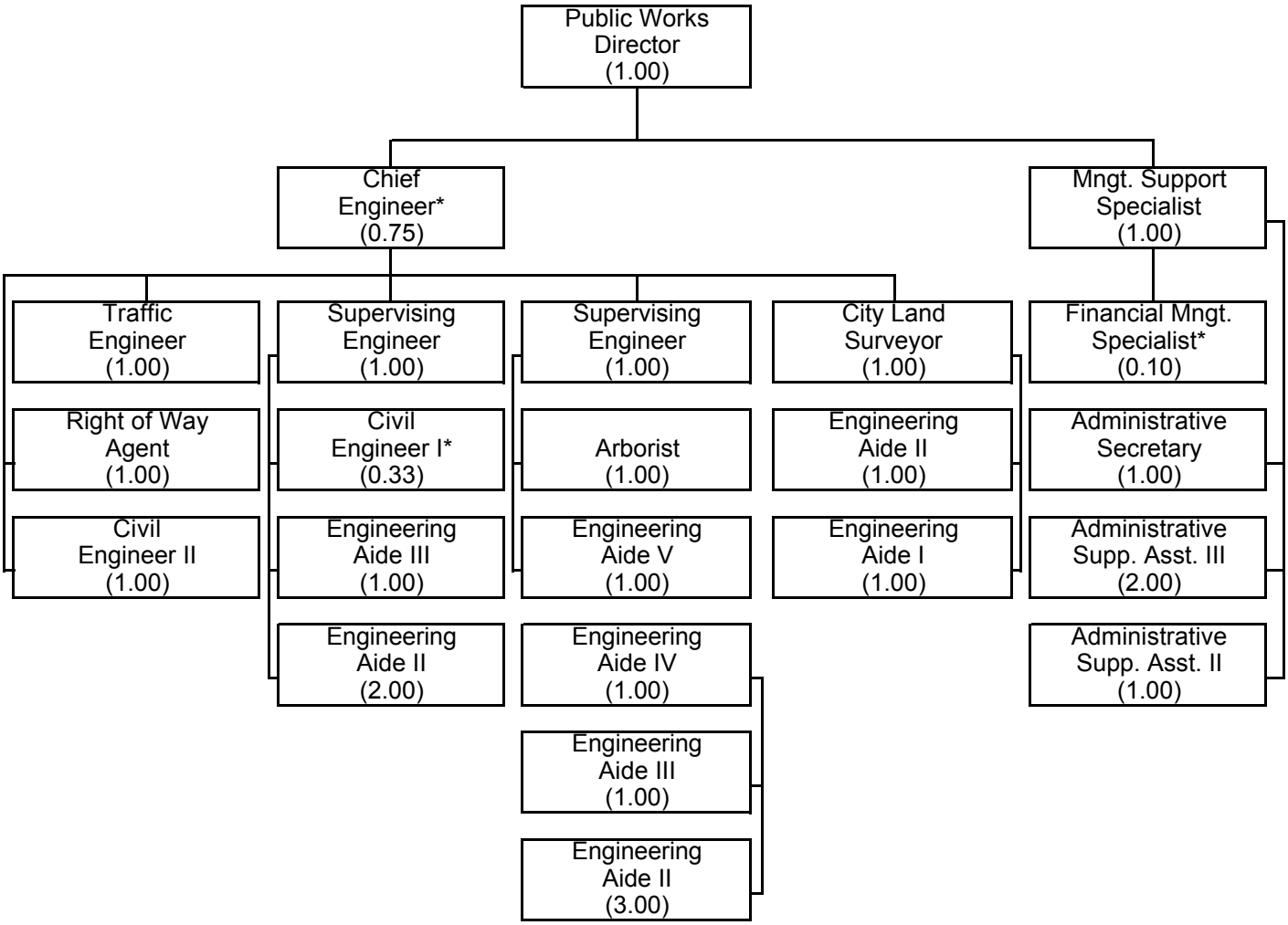
	Columbia, MO	Springfield, MO	Ames, IA	St. Joseph, MO	Champaign, IL
Protective Inspection:					
Population	**88,291**	**154,612**	**51,746**	**75,470**	**68,868**
Number of Employees	14	26	10	9	10
Employees Per 1,000 Population	0.159	0.170	0.193	0.110	0.145
No. of Building Inspections	23,977	19,275	13,131	0*	7,653

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.

* St. Joseph has not totaled their inspections for FY01

City of Columbia - Public Works Administration & Engineering

25.18 FTE Positions



* Positions are budgeted in various Public Works divisions and/or funds

DESCRIPTION

The Administration section provides management of all divisions and functions of the Department including Engineering, Protective Inspection, Streets, Traffic, Transit, Regional Airport, Sanitary Sewer, Parking, Solid Waste, Custodial and Maintenance Services, Fleet Operations, Public Improvements, and Right-of-Way acquisition. The Engineering Division provides survey, design, contract administration and inspection of various public improvement projects, reviews 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 financed by the 1/4% sales tax funds will be under construction and finalized during FY 2003. Continued emphasis will be placed on sidewalk construction, including removing sidewalk barriers in the downtown area. Additionally, a pedestrian bridge over Interstate 70 at Providence Road will be completed early this fiscal year joining the recently completed bridge over Business Loop 70 along Paris Road. A sidewalk along the north side of Business Loop 70 from Creasy Springs Road to Garth Avenue will be constructed this year as a state discretionary enhancement project. Construction of major roadways on new alignment, e.g. Rollins Road connecting Colonial Gardens with Rothwell Heights, and Forum Boulevard south to Old Plank Road will be constructed, as well as the reconstruction of Blue Ridge Road west of State Route 763 and the Garth Avenue Bridge over Bear Creek which includes reconstruction of Garth Avenue south of Bear Creek to Thurman Avenue. The Upper Hinkson Creek Outfall Relief Sewer will be completed early in FY 2003 and the Upper Grindstone Creek Outfall Sewer, extending to Lake of the Woods will be under construction during the majority of FY 2003. Storm drainage projects are ongoing including the final few projects included in the $5.3 million voter-approved package of the early 1990s, as well as numerous additional projects including the construction of the regional detention facility on the Merideth Branch.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 1,381,563	$ 1,501,685	$ 1,492,453	$ 1,550,875
Supplies and Materials	57,318	81,606	80,880	87,429
Travel and Training	5,923	7,730	7,730	7,805
Intragovernmental Charges	162,299	162,134	162,134	164,866
Utilities, Services, & Misc.	46,610	75,714	75,850	76,540
Capital	26,381	61,900	50,495	18,000
Other	0	0	0	0
Total	**$ 1,680,094**	**$ 1,890,769**	**$ 1,869,542**	**$ 1,905,515**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
5901 - Director of Public Works	1.00	1.00	1.00	1.00
5105 - Supervising Engineer	0.00	2.00	2.00	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	1.00	1.00	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	1.00	1.00	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	**25.18**	**25.18**	**25.18**	**25.18**
Permanent Full-Time	25.18	25.18	25.18	25.18
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**25.18**	**25.18**	**25.18**	**25.18**

*In FY 2002 two positions were upgraded.

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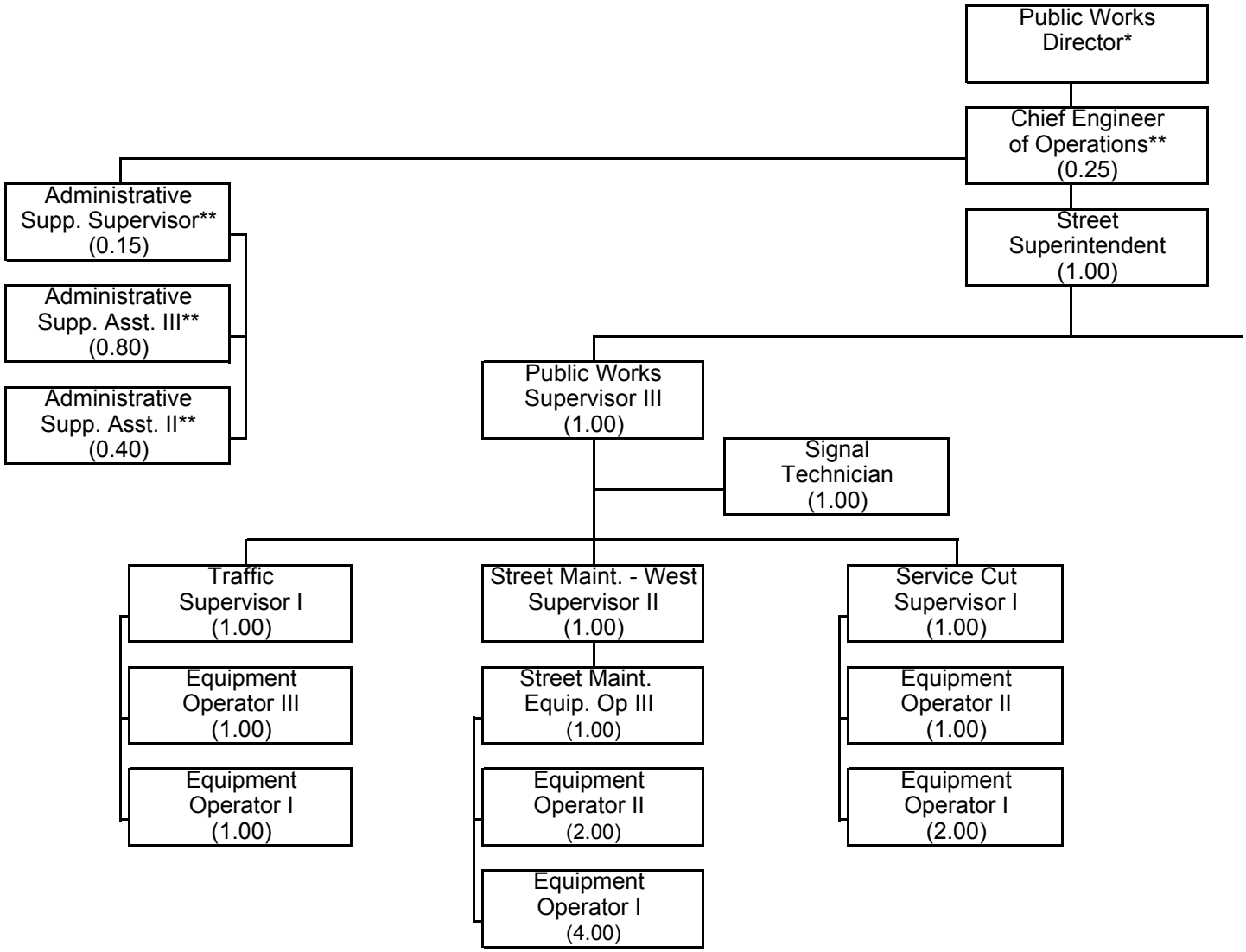
City of Columbia - Public Works Streets Department

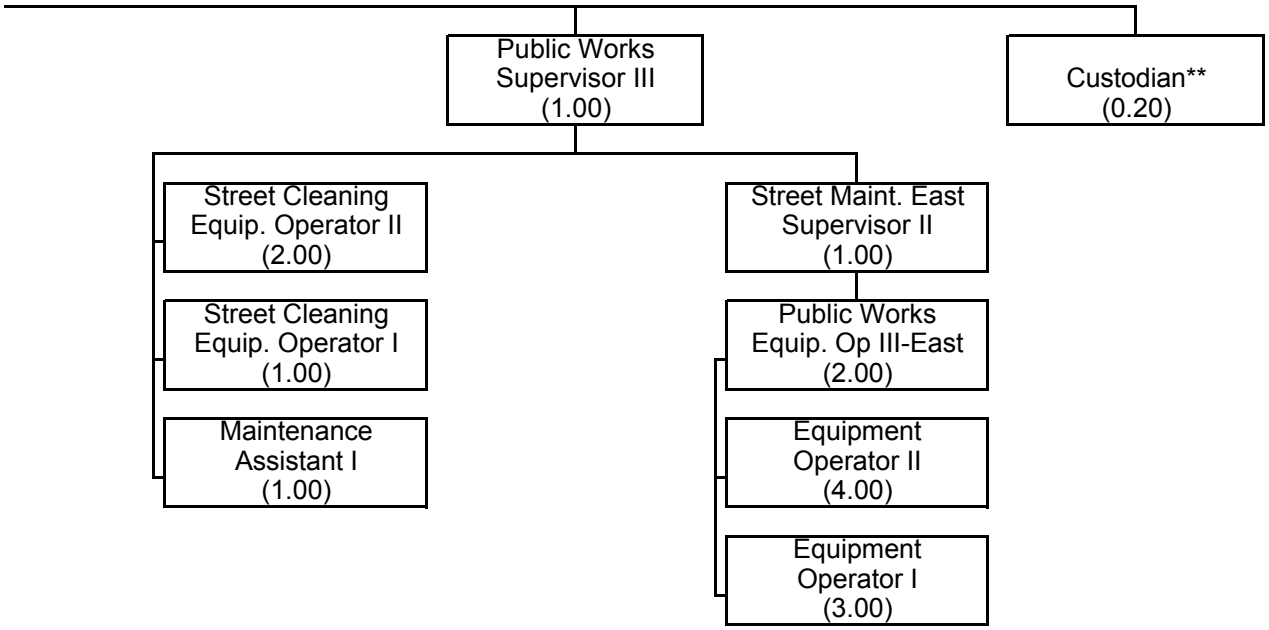
34.80 FTE Positions



* 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 49.0 miles of unimproved streets and 335.2 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 20,000 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. There is $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.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 1,607,842	$ 1,610,017	$ 1,647,601	$ 1,669,268
Supplies and Materials	818,282	1,105,401	968,129	1,151,769
Travel and Training	150	4,253	4,083	4,253
Intragovernmental Charges	151,355	159,923	160,163	152,678
Utilities, Services, & Misc.	623,338	520,011	554,144	535,877
Capital	92,267	380,295	377,171	358,190
Other	0	0	0	0
Total	**$ 3,293,234**	**$ 3,779,900**	**$ 3,711,291**	**$ 3,872,035**

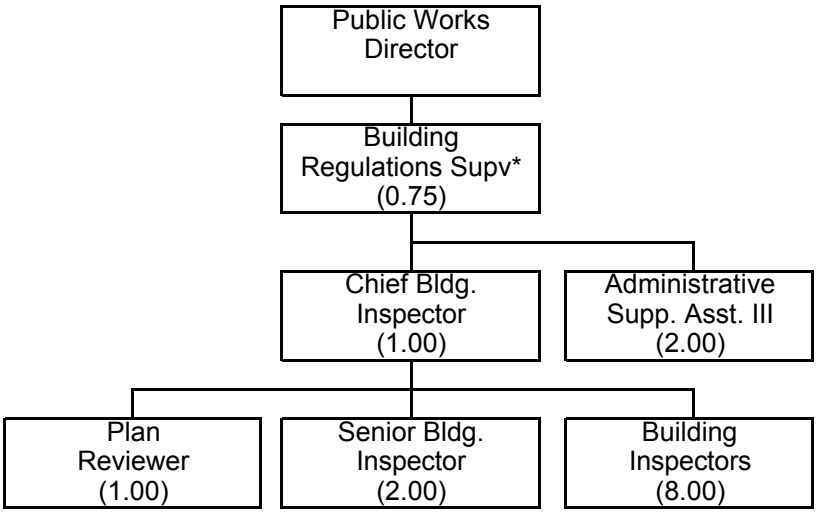
AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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	4.00	4.00	4.00
2300 - Equipment Operator II*	11.00	10.00	10.00	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

14.75 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, property maintenance 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 Code Commission, trades licensing boards and appeal boards such as the Zoning Board of Adjustment and licensing boards. Staff is a member of and participates in Neighborhood Response Team planning and inspections. The division provides construction management services on selected City owned building capitol improvement projects.

HIGHLIGHTS / SIGNIFICANT CHANGES

Inspection services will continue at current levels for new construction, building additions and building alterations. Inspection levels for rental housing and code enforcement are expected to substantially increase. The increase in rental housing is due to many properties that have not been inspected during the past six years via the COC three year extension which will come due in FY03. Code enforcement, Property Maintenance, Zoning, Signs, etc., inspections are and will continue to increase due to a change in staffing assignment. With the beginning of the current fiscal an inspector that was previously assigned to new construction will be dedicated to code enforcement inspections. This has and will continue to improve the Division's code enforcement activities both quantitatively and qualitatively. All agencies, Water & Light Dept, Fire Dept., etc., that have plan review authority have been trained and are using the HTE system for plan review tracking. This has enhanced communications between the various agencies, and the Division's ability to inform building permit applicants of their construction plan status - City wide. We are developing the use of PALM pilot's as an inspection tool. We are using rental housing inspections as the test bed for this new process. In doing so we can reduce the amount of inspector office time, by creating a correction notice in the field. In addition to increasing the Division's inspection efficiency, and in response to a request from the Columbia Apartment Association, they have asked if the Division can deliver a correction notice in the field after the inspection has been completed. This Division provided technical support for the Police/JCIC renovation and is working with the City Manager's Office to restore the Blind Boone residence.

BUDGET DETAIL

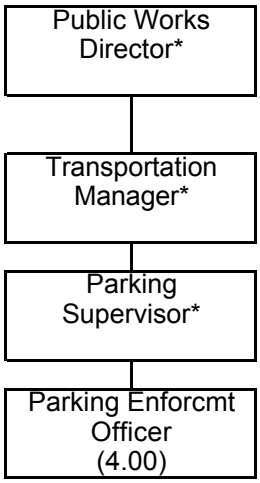
	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 641,350	$ 673,289	$ 666,891	$ 731,825
Supplies and Materials	28,375	55,823	40,474	45,079
Travel and Training	1,755	4,012	4,012	4,012
Intragovernmental Charges	128,423	149,878	149,878	135,979
Utilities, Services, & Misc.	28,276	62,858	54,209	70,910
Capital	28,836	60,000	55,595	0
Other	0	0	0	0
Total	**$ 857,015**	**$ 1,005,860**	**$ 971,059**	**$ 987,805**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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	7.00	7.00	8.00
1003 - Admin. Support Assistant III	2.00	2.00	2.00	2.00
Total Personnel	**14.75**	**13.75**	**13.75**	**14.75**
Permanent Full-Time	14.75	13.75	13.75	14.75
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**14.75**	**13.75**	**13.75**	**14.75**

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. Special emphasis will be ensuring that the public is aware that the hours of operation for all parking meters, garages and lots is 8:00 am to 6:00 pm and parking is enforced those hours Monday through Saturday.

BUDGET DETAIL

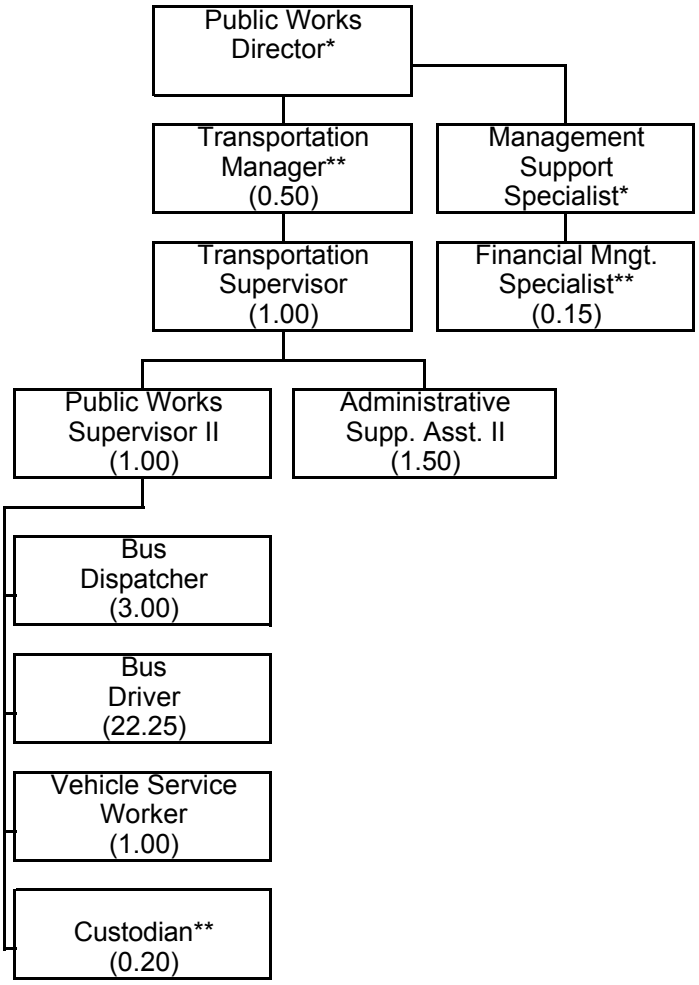
	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 132,662	$ 138,711	$ 137,195	$ 136,835
Supplies and Materials	3,351	3,749	4,049	3,899
Travel and Training	0	300	300	300
Intragovernmental Charges	2,652	2,732	2,732	7,047
Utilities, Services, & Misc.	2,467	1,602	1,602	1,639
Capital	0	0	0	12,000
Other	0	0	0	0
Total	**$ 141,132**	**$ 147,094**	**$ 145,878**	**$ 161,720**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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 cost, 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 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 1,585,557	$ 1,627,611	$ 1,577,326	$ 1,663,270
Supplies & Materials	413,132	513,301	450,632	510,744
Travel & Training	3,493	6,005	6,005	6,075
Intragovernmental Charges	408,385	321,111	321,111	315,444
Utilities, Services & Misc.	1,067,083	571,055	535,576	360,599
Capital	3,650,666	1,934	1,934	0
Other	384,958	246,670	436,862	425,000
Total	**7,513,274**	**3,287,687**	**3,329,446**	**3,281,132**
Summary				
Operating Expenses	2,672,070	2,803,645	2,631,130	2,856,132
Non-Operating Expenses	1,175,178	246,770	461,044	425,000
Debt Service	0	0	0	0
Capital Additions	497,838	1,934	1,934	0
Capital Projects	3,168,188	235,338	235,338	0
Total Expenses	**$ 7,513,274**	**$ 3,287,687**	**$ 3,329,446**	**$ 3,281,132**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Columbia Transit	18.26	18.26	18.26	21.51
Paratransit System	9.73	9.73	9.73	8.48
University Shuttle	2.61	2.61	2.61	0.61
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**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2001	Budget FY 2002	Estimated University FY 2002	Estimated Fixed Route FY 2002	Estimated FY 2003
Fixed Routes:					
Unlinked Passenger Trips	1,023,211	770,000	540,000	490,000	1,030,000
Total Actual Vehicle Miles (1)	437,700	518,445	45,540	392,460	438,000
Total Actual Vehicle Hours (2)	41,465	41,790	7,755	34,000	41,755
Total Actual Revenue Miles (3)	424,748	514,165	42,990	381,848	424,748
Total Actual Vehicle Revenue Hours (4)	39,168	41,000	7,392	31,776	39,168
Total Actual Scheduled Revenue Miles (5)	424,748	403,220	42,900	381,848	424,748
Number of Road calls	43	130	10	20	30
Fuel Consumptions (in Gallons)	81,530	101,287	10,100	75,900	86,000
Wheelchair Loadings	2,940	2,500	N/A	3,100	3,100
Lift Failures	5	15	N/A	0	0
Missed Routes	18	15	N/A	12	12
Average Cost/Revenue Mile	$2.38	$3.85	N/A	$2.38	$2.38
Average Cost Per Passenger	$2.08	$2.50	N/A	$2.06	$2.06
ParaTransit:					
Unlinked Passenger Trips	29,940	31,475	N/A	N/A	30,000
Total Actual Vehicle Miles	149,662	166,807	N/A	N/A	151,000
Total Vehicle Hours	14,352	15,500	N/A	N/A	15,500
Total Actual Revenue Miles	143,000	145,000	N/A	N/A	145,000
Number of Road Calls	11	18	N/A	N/A	12
Fuel Consumption	30,302	25,500	N/A	N/A	30,200
Average Cost/Revenue Mile	$3.65	$3.40	N/A	N/A	$3.76
Average Cost Per Passenger	$18.25	$18.00	N/A	N/A	$18.21

(1) The miles that vehicles travel while in revenue service, plus deadhead miles (Grissum bldg. to route starting point).
(2) The hours that vehicles travel while in revenue service, plus deadhead hours (Grissum bldg. to route starting point).
(3) The miles that vehicles travel while in revenue service, excluding deadhead miles.
(4) The hours that vehicles travel while in revenue service, excluding deadhead hours.
(5) The vehicle revenue miles computed from the scheduled service.

COMPARATIVE DATA

	Columbia, MO	St. Joseph, MO	Iowa City, IA	Springfield, MO	Fayetteville, AR	Ames, IA
Population	**88,291**	**75,470**	**63,464**	**154,612**	**59,208**	**51,746**
Number of Employees*	31	53	39	51	24	42
Employees Per 1,000 Population	0.351	0.702	0.615	0.330	0.405	0.812
Regular Route Fare	$0.50	$0.50	$0.75	$0.75	FREE	$0.75**
Trips Per Employee	33,973	7,759	34,962	29,804	49,677	82,273
Annual Ridership:						
Regular Route	1,023,211	411,244	1,314,791	1,500,000	1,184,574	3,440,456
Demand Responsive	29,940	N/A	48,734	20,000	7,673	15,000
Operating Cost Per Passenger:						
Regular Route	$2.08	$6.79	$2.19	$3.37	$0.71	$0.94
Demand Responsive	$18.25	N/A	$11.96	N/A	$27.96	$19.62

* 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 has recently displayed a slight tendency toward increasing. System efficiency continues to improve with added emphasis on customer service and policy enforcement, further enhancing Columbia Transit's pulse/timed transfer system, optimizing travel throughout the city. An estimated ridership of 490,000 will be served in FY 2003.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 1,025,794	$ 996,049	$ 983,563	$ 1,137,786
Supplies and Materials	296,757	358,233	338,459	351,342
Travel and Training	3,493	4,255	4,255	4,325
Intragovernmental Charges	386,805	288,031	288,031	278,627
Utilities, Services, & Misc.	993,267	272,239	243,638	290,060
Capital	497,838	1,934	1,934	0
Other	384,958	246,670	436,862	425,000
Total	**$ 3,588,912**	**$ 2,167,411**	**$ 2,296,742**	**$ 2,487,140**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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	2.30	2.30	2.30	2.30
2502 - Bus Driver	13.25	13.25	13.25	16.50
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	**18.26**	**18.26**	**18.26**	**21.51**
Permanent Full-Time	16.01	16.01	16.01	20.01
Permanent Part-Time	2.25	2.25	2.25	1.50
Total Permanent	**18.26**	**18.26**	**18.26**	**21.51**

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. Columbia Transit estimates ridership will grow to in excess of 30,000 trips provided in FY 2003.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 425,974	$ 442,780	$ 442,526	$ 405,931
Supplies and Materials	74,913	73,139	65,669	75,835
Travel and Training	0	1,500	1,500	1,500
Intragovernmental Charges	13,669	23,219	23,219	28,681
Utilities, Services, & Misc.	31,672	36,955	36,600	42,620
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 546,228**	**$ 577,593**	**$ 569,514**	**$ 554,567**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
2505 - Transportation Supervisor	0.25	0.25	0.25	0.25
2504 - Bus Dispatcher	0.60	0.60	0.60	0.60
2502 - Bus Driver	7.00	7.00	7.00	5.75
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	**9.73**	**9.73**	**9.73**	**8.48**
Permanent Full-Time	9.23	9.23	9.23	7.23
Permanent Part-Time	0.50	0.50	0.50	1.25
Total Permanent	**9.73**	**9.73**	**9.73**	**8.48**

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 has been extended for the FY 2003 school year. During the FY 2003 school year, an estimated 7,500 hours of services will be provided, with an estimated ridership of over 500,000 students. Columbia Transit is working with the University to meet its changing transit needs.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 133,789	$ 188,782	$ 151,237	$ 119,553
Supplies and Materials	41,462	81,929	46,504	83,567
Travel and Training	0	250	250	250
Intragovernmental Charges	7,911	9,861	9,861	8,136
Utilities, Services, & Misc.	26,784	26,523	20,000	27,919
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 209,946**	**$ 307,345**	**$ 227,852**	**$ 239,425**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
2505 - Transportation Supervisor	0.13	0.13	0.13	0.13
2504 - Bus Dispatcher	0.10	0.10	0.10	0.10
2502 - Bus Driver	2.00	2.00	2.00	0.00
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
	2.61	**2.61**	**2.61**	**0.61**
Permanent Full-Time	2.61	2.61	2.61	0.61
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**2.61**	**2.61**	**2.61**	**0.61**

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. There is no new funding for FY 2003. Future year projects should include replacing two additional Paratransit vehicles, constructing additional bus shelters/benches and slabs, refurbishing and expanding the Wabash Station, and upgrading the exhaust system at the Grissum Bldg.

FISCAL IMPACT

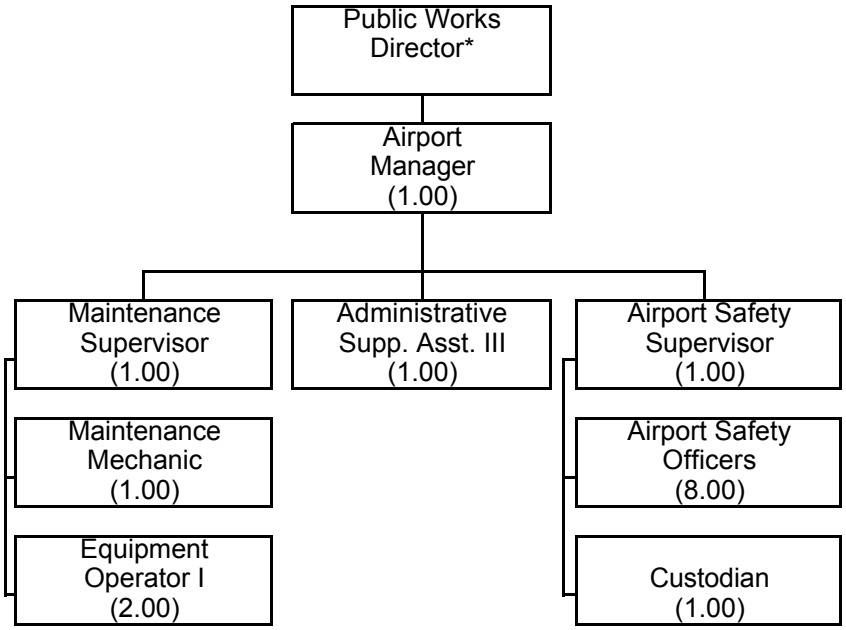
Columbia Transit attempts to maintain a prudent replacement schedule to ensure a fleet that does not require extensive resources to maintain. The replacement of vehicles is greatly influenced by the availability of federal funds as well as local dollars.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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.	15,360	235,338	235,338	0
Capital	3,152,828	0	0	0
Other	0	0	0	0
Total	**$ 3,168,188**	**$ 235,338**	**$ 235,338**	**$ 0**

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 Federal Aviation Administration and Transportation Security Administration 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 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 760,228	$ 775,031	$ 763,396	$ 801,762
Supplies & Materials	96,235	151,863	137,468	144,821
Travel & Training	4,566	7,273	7,273	7,348
Intragovernmental Charges	114,299	139,067	139,067	138,492
Utilities, Services & Misc.	1,568,589	259,552	218,695	1,282,043
Capital	614,817	9,000	5,603	35,500
Other	450,752	431,012	461,260	452,728
Total	**3,609,486**	**1,772,798**	**1,732,762**	**2,862,694**
Summary				
Operating Expenses	1,126,672	1,272,786	1,205,899	1,308,866
Non-Operating Expenses	433,840	431,012	434,960	430,000
Debt Service	18,557	0	26,300	22,728
Capital Additions	8,211	9,000	5,603	35,500
Capital Projects	2,022,206	60,000	60,000	1,065,600
Total Expenses	**$ 3,609,486**	**$ 1,772,798**	**$ 1,732,762**	**$ 2,862,694**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2001	Budget FY 2002	Estimated FY 2003
Airport Public Safety:			
No. of Annual Airfield Operations	34,204	45,000	45,000
No. of Based Aircraft	64	65	65
Annual No. of Enplaned Passengers	23,010	36,000	25,000
Annual No. of Deplaned Passengers	22,820	36,000	25,000
Airport Maintenance:			
Sq. Yards of Pavement Surface	454,500	464,950	464,950
Hours of Snow Removal Activities	125	800	800
Tons of Sand/Chemical Deicing Utilized	165	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	6	23	5	9	7
Employees Per 1,000 Population	0.049	0.046	0.230	0.016	0.056	0.016
No. of Annual Enplanements	23,010	11,052	56,353	14,477	16,355	30,867
No. of Carriers	1	1	2	1	1	2
Annual Ground Rent Rate	0.08/sq ft	0.10/sq ft	0.16/sq ft	0.10/sq ft	0.375/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 was updated during FY 2000, 2001 and 2002. This plan was last updated in September, 1989. The updated plan was approved by the FAA in June 2002. The events of September 11, 2001 severely impacted all aspects of the air transportation industry, disrupting commercial, corporate and general aviation activities. Airport activities (passenger enplanements and tower activity levels) were reduced and have just started to attain levels prior to September 2001. During this period, however, concessionaires providing automated teller machine and restaurant services terminated their contracts with the City and the two concessions are being advertised for bids. Airport Administration will continue to work closely with MODOT and with the FAA on all aspects of state and 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. A major funding milestone occurred with FAA approval for the City to collect a $4.50 passenger facility charge from each enplaning passenger. The authority begins on November 1, 2002 and extends for ten years. It is anticipated to generate approximately $100,000 per year which will be credited against past and future airport capital projects. Another notable milestone attained this year was replacement of the Airport's sign on Airport Drive at Route H. Funded by a grant from the Heinkel Foundation, the new sign was dedicated in May 2002, significantly enhancing the public's first impression of the Airport and of the City.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 111,365	$ 112,784	$ 112,750	$ 109,787
Supplies and Materials	5,210	7,421	6,029	7,598
Travel and Training	2,999	4,115	4,115	4,190
Intragovernmental Charges	99,511	121,029	121,029	119,100
Utilities, Services, & Misc.	26,915	36,604	35,122	42,512
Capital	0	0	0	0
Other	450,752	431,012	461,260	452,728
Total	$ **696,752**	$ **712,965**	$ **740,305**	$ **735,915**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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 and backup generator building, maintenance buildings, 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 have been completed during 2001and 2002 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. Construction was completed on Phase II of the south commercial aircraft apron and new Taxiway D (connecting the commercial apron to the main taxiway) using FAA grant funds. Continuing emphasis has been placed on vehicle and equipment maintenance.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 173,279	$ 177,894	$ 174,466	$ 188,014
Supplies and Materials	34,997	59,259	47,343	57,403
Travel and Training	0	510	510	510
Intragovernmental Charges	8,144	9,027	9,027	6,923
Utilities, Services, & Misc.	42,951	51,734	42,903	54,974
Capital	8,211	9,000	5,603	30,000
Other	0	0	0	0
Total	**$ 267,582**	**$ 307,424**	**$ 279,852**	**$ 337,824**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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. A high priority for the future is to accomplish an environmental assessment and to begin a preliminary terminal upgrade study, major recommendations of the recently completed airport master plan update.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 44,856	$ 46,800	$ 44,656	$ 48,371
Supplies and Materials	31,392	38,890	37,654	39,643
Travel and Training	0	0	0	0
Intragovernmental Charges	578	591	591	2,527
Utilities, Services, & Misc.	69,394	97,871	62,759	102,356
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 146,220**	**$ 184,152**	**$ 145,660**	**$ 192,897**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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 and Transportation Security Administration 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 and TSA 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 and TSA 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 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 425,591	$ 432,805	$ 425,201	$ 449,575
Supplies and Materials	10,882	22,027	29,642	17,971
Travel and Training	1,567	2,648	2,648	2,648
Intragovernmental Charges	6,066	8,420	8,420	9,942
Utilities, Services, & Misc.	5,105	4,925	9,981	8,018
Capital	0	0	0	5,500
Other	0	0	0	0
Total	**$ 449,211**	**$ 470,825**	**$ 475,892**	**$ 493,654**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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

During FY 2002, FAA funding was available through the Airport Improvement Program enabling the Airport to obtain a replacement snow plow/spreader truck, replacing an aging and unreliable vehicle. 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 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 5,137	$ 4,748	$ 6,323	$ 6,015
Supplies and Materials	13,695	24,266	16,800	22,206
Travel and Training	0	0	0	0
Intragovernmental Charges	0	0	0	0
Utilities, Services, & Misc.	8,683	8,418	7,930	8,583
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 27,515**	**$ 37,432**	**$ 31,053**	**$ 36,804**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
There are no personnel assigned to this division.				

Airport - Capital Projects

554-6288

MAJOR PROJECTS

The 2003 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. A third project, to complete a commercial/cargo apron, is in this year's plan, but will likely be deferred until proposals, leases, and other commercial arrangements become final.

FISCAL IMPACT

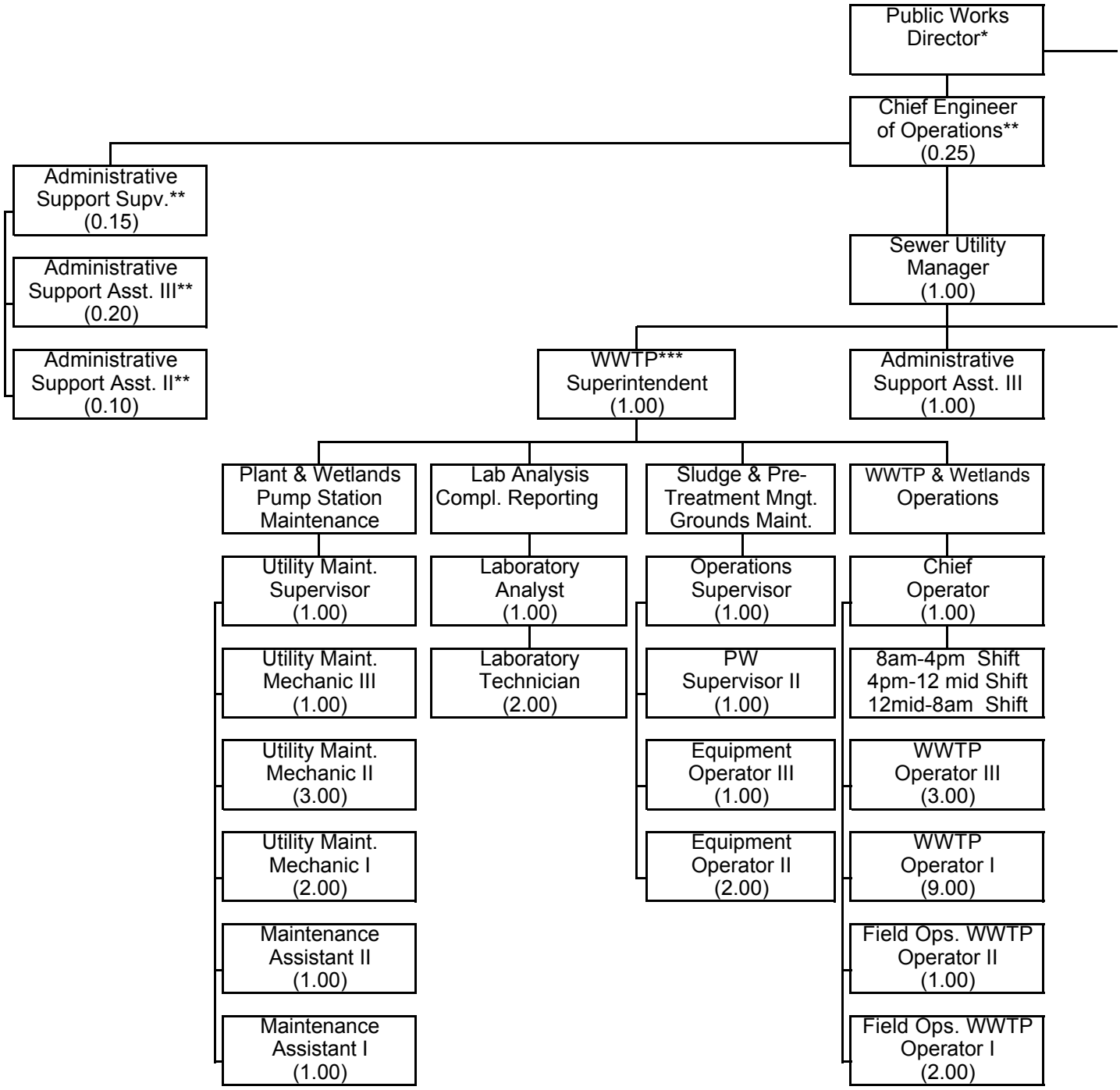
All projects will qualify for Federal funding under the Airport Improvement Program at levels up to 90%. Several airport capital projects have been recently completed, all funded under FY 2000, 2001 and 2002 FAA grants. They include three safety-related projects (Lighting Control Cable, North Safety Area Upgrade, and Runway 2-20 Rehabilitation), Phase II Air Carrier South Apron With Taxiway Connector, reimbursement for a portion of the cost of the former Centre Pointe property purchased in November 2000, and purchase of a replacement snow plow/spreader truck.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 0	$ 0	$ 0	$ 0
Supplies and Materials	59	0	0	0
Travel and Training	0	0	0	0
Intragovernmental Charges	0	0	0	0
Utilities, Services, and Misc.	1,415,541	60,000	60,000	1,065,600
Capital	606,606	0	0	0
Other	0	0	0	0
Total	**$ 2,022,206**	**$ 60,000**	**$ 60,000**	**$ 1,065,600**

City of Columbia - Public Works Sewer Utility

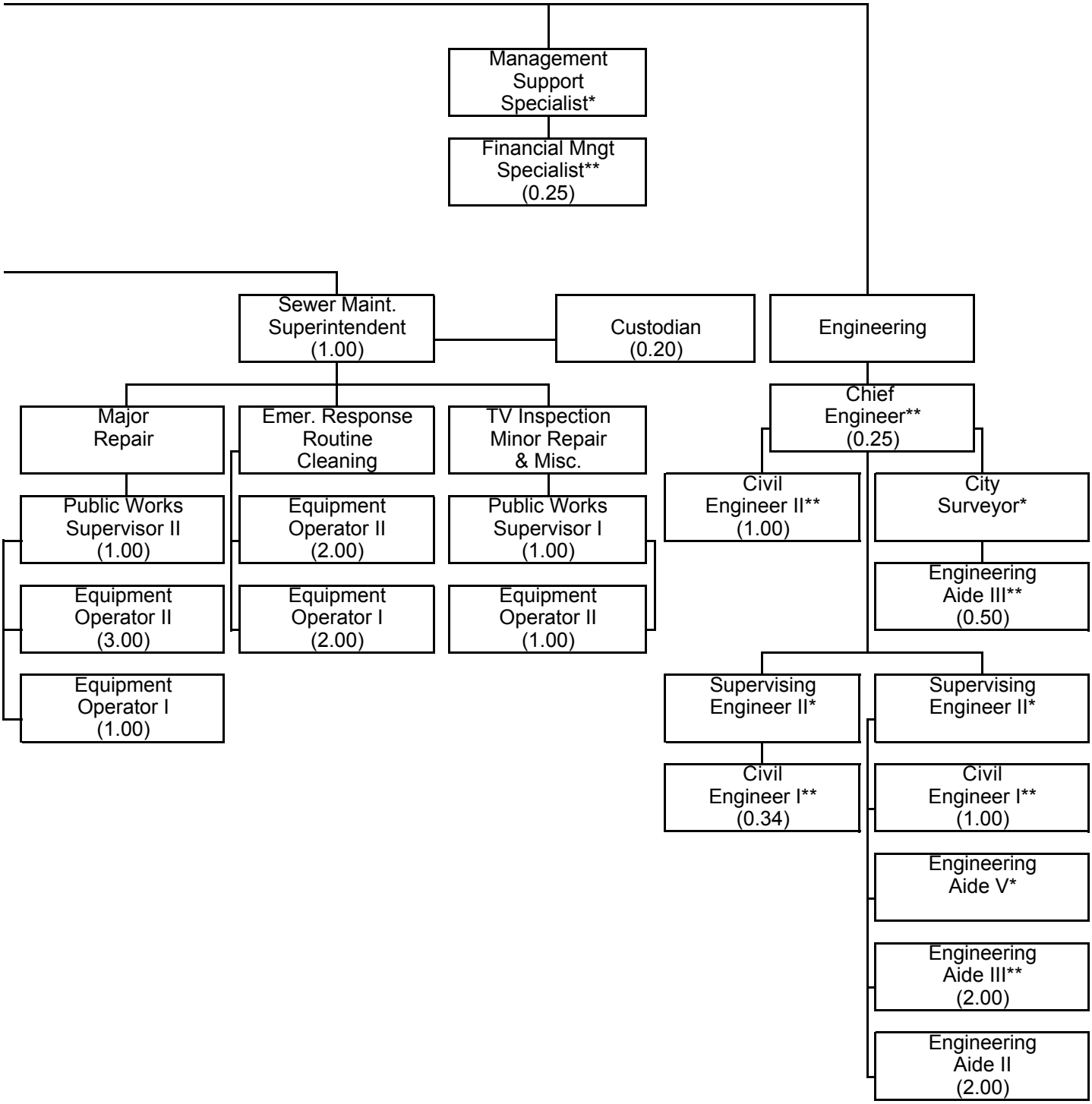
56.24 FTE Positions



* 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 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 2,490,863	$ 2,736,089	$ 2,712,666	$ 2,842,391
Supplies & Materials	583,682	717,469	683,723	763,221
Travel & Training	7,076	9,110	8,480	9,940
Intragovernmental Charges	750,168	818,599	818,699	871,020
Utilities, Services & Misc.	5,064,354	3,156,016	3,156,453	3,137,111
Capital	173,690	332,900	322,029	302,300
Other	3,237,302	3,071,746	3,462,217	3,588,707
Total	**12,307,135**	**10,841,929**	**11,164,267**	**11,514,690**
Summary				
Operating Expenses	4,626,936	5,512,711	5,441,449	5,973,683
Non-Operating Expenses	2,269,728	2,236,409	2,435,598	2,454,000
Debt Service	1,003,502	864,337	1,069,619	1,179,707
Capital Additions	166,817	332,900	322,029	302,300
Capital Projects	4,240,152	1,895,572	1,895,572	1,605,000
Total Expenses	$ **12,307,135**	$ **10,841,929**	$ **11,164,267**	$ **11,514,690**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Administration	4.65	4.65	4.65	4.65
Engineering	7.09	7.09	7.09	7.09
Treatment Plant/Field O & M	30.00	32.00	32.00	32.00
Line Maintenance	12.50	12.50	12.50	12.50
Total Personnel	**54.24**	**56.24**	**56.24**	**56.24**
Permanent Full-Time	54.24	56.24	56.24	56.24
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**54.24**	**56.24**	**56.24**	**56.24**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2001	Budget FY 2002	Estimated FY 2003
Collection System - Total Length	434	459	450
Sewer Line Cleaned	790,456	725,000	800,000
Cleaning Cost	$0.17/ft	$0.19/ft	$0.18/ft
Sewer Line Televised	86,305	75,000	75,000
Televising Cost	$0.70/ft	$0.75/ft	$0.75/ft
Sewer Line Replaced	3,948	5,000 ft	5,000
Replacement Cost In Street	$64/ft	$74/ft	$74/ft
Replacement Cost Off Street	$49/ft	$60/ft	$60/ft
Public Sewer Stoppages	23	30	28
Cost Per Response (All Calls)	$40.00	$42.00	$42.00
Wastewater Treatment Plant Average Daily Flow (Million Gallons Per Day)			
Fiscal Year	15.9	16.5	16.5
O&M Plant & Wetlands Cost Per 1,000 Gallons	$0.327	$0.365	$0.375
Sludge Injected for a Fiscal Year			
Million Gallons	6.0	14.0*	9.0
Dry Tons	1,316	2,800	1,800
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 *	**88,291**	**97,608**	**94,821**	**81,700**	**81,873**	**96,566**
Number of Employees	56.24	45.00	35.00	33.00	97.00	55.74
Employees Per 1,000 Population	0.637	0.461	0.369	0.404	1.185	0.577
No. of Utility Accounts	34,167	28,300	24,100	28,900	27,788	26,861
Employees Per 1,000 Utility Accts	1.65	1.59	1.49	1.14	3.49	2.08
Total Utility Budget (Less Depreciation & Capital Items)	$5,150,848	$6,398,743	$4,880,187	$4,382,671	$6,580,630	$7,214,000

* 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 fourth construction wetland unit was completed in October 2001 which increased the wastewater treatment capacity to 20.6 million gallons per day. The average daily flow for FY 2003 is expected to be about 16 million gallons per day. Although there is capacity for growth, the department began the process of hiring a consultant to update the sewer utility's master plan. The master plan update will include the expansion of the Columbia Regional Wastewater Treatment Plant and a complete collection system evaluation. This master plan update will provide the sewer utility with an electronic map of the collection system which will allow staff to model the collection system and evaluate the impact of future proposed developments and determine when gravity sewer improvements are necessary. The Cow Branch Pump Station and Force Main and trunk sewer project was completed in the spring of 2002. This pump station will provide sanitary sewer service for the northern part of Columbia along Rt 763. Construction of the Upper Hinkson Creek Outfall Relief Sewer project began in May 2002 and is scheduled to be complete by April 2003. This project will provide additional sanitary sewer capacity for the Upper Hinkson Creek watershed and eliminate the Hinkson Creek Pump Station that is located on the Columbia Country Club Golf Course. The H-17 Outfall Extension & H-17N Sewer project to serve the Lake of the Woods area is currently under design and it is anticipated that easement acquisition will take place in the fall of 2002. Construction of the H-17 Outfall Extension & H-17N Sewer project should begin in the spring of 2003. Development in the Hominy Branch watershed will require that a parallel sewer be constructed around Moon Valley Lake. This sewer is anticipated to be constructed in the summer of 2003. 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 2003.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 270,905	$ 277,380	$ 277,555	$ 297,310
Supplies and Materials	12,898	22,030	20,484	25,452
Travel and Training	903	1,490	1,530	2,190
Intragovernmental Charges	665,038	644,921	644,921	613,950
Utilities, Services, & Misc.	101,733	81,095	95,095	97,522
Capital	17,409	30,500	28,350	0
Other	2,415,041	2,255,974	2,581,267	2,701,707
Total	**$ 3,483,927**	**$ 3,313,390**	**$ 3,649,202**	**$ 3,738,131**

PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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

Work continues on various sewer districts throughout the City to eliminate on-site septic tanks and lagoons. It is expected that Sewer District 144 along Mexico Gravel Road will be completed this year along with one or two others. The Upper Hinkson Creek Outfall Relief Sewer, which will eliminate three shallow creek crossings and an airlift pump station on the Columbia Country Club golf course will be completed early in FY 2003. It is anticipated the Grindstone Creek Outfall Relief Sewer extending from near the Hollywood Theaters to the Lake of the Woods area will be completed late in calendar year 2003. The H-21 Parallel Sewer to proved additional capacity through the Moon Valley area should be under contract in FY 2003 with completion late that calendar year. The ongoing sanitary sewer rehabilitation program will continue with rehabilitation of existing sewer by "no dig" methods. Other similar 80-acre point sewers will be worked on as necessary.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 333,843	$ 411,329	$ 413,067	$ 440,661
Supplies and Materials	11,966	12,495	12,556	25,903
Travel and Training	1,940	2,310	2,310	2,355
Intragovernmental Charges	11,683	12,634	12,634	25,028
Utilities, Services, & Misc.	8,910	21,475	21,484	22,691
Capital	16,627	12,500	12,500	0
Other	21,526	24,226	13,680	16,000
Total	**$ 406,495**	**$ 496,969**	**$ 488,231**	**$ 532,638**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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	2.50	2.50	2.50	2.50
5002 - Engineering Aide II	2.00	2.00	2.00	2.00
Total Personnel	**7.09**	**7.09**	**7.09**	**7.09**
Permanent Full-Time	7.09	7.09	7.09	7.09
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**7.09**	**7.09**	**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 eighteen 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

Major mechanical components of the original Plant are beginning to exceed their 20 year life. A significant equipment replacement schedule has been prepared in order to allow budgeting the costs and scheduling the work over a period of years. The significant equipment replacement schedule continues to be the guideline for these efforts. Engineering work was completed in FY 2002 to evaluate the capacity needs of the waste activated sludge centrifuges. Installation of new centrifuges in a new building will be initiated in FY 2003. The evaluation, equipment procurement, building construction, and equipment installation were phased over a two year period in the capital program. For FY 2002 one FTE was added to the maintenance section to cover operation and maintenance of the growing number of wastewater pumping stations around the Columbia area. During FY 2003, one pump station is expected to be removed from service in the Columbia Country Club area, but a new one is expected to go on line to serve a portion of Thornbrook Subdivision. As the City continues to expand outward, the number of pumping stations is expected to increase.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 1,323,378	$ 1,465,637	$ 1,451,268	$ 1,500,484
Supplies and Materials	438,097	567,518	539,433	598,696
Travel and Training	2,946	3,460	3,230	3,510
Intragovernmental Charges	46,225	70,548	70,548	144,710
Utilities, Services, & Misc.	671,710	1,112,614	1,091,302	1,344,271
Capital	27,404	141,083	132,362	242,300
Other	216,321	220,085	200,528	204,000
Total	**$ 2,726,081**	**$ 3,580,945**	**$ 3,488,671**	**$ 4,037,971**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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	1.00	2.00	2.00	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	2.00	2.00	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	**30.00**	**32.00**	**32.00**	**32.00**
Permanent Full-Time	30.00	32.00	32.00	32.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**30.00**	**32.00**	**32.00**	**32.00**

Sanitary Sewer - Line Maintenance

555-6330

DESCRIPTION

The Sewer Maintenance Section is responsible for the maintenance of approximately 450 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 using yearly maintenance contracts utilizing trenchless technology methods. Approximately 29,000 feet of pipe has been rehabilitated since the contract program began in 1998 following the passage of 1997 Sewer Bond issue. The rehab work will continue into FY 2003.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 561,741	$ 581,743	$ 570,776	$ 603,936
Supplies and Materials	120,212	115,426	111,250	113,170
Travel and Training	1,287	1,850	1,410	1,885
Intragovernmental Charges	27,222	90,496	90,596	87,332
Utilities, Services, & Misc.	50,227	45,260	53,000	67,627
Capital	105,377	148,817	148,817	60,000
Other	584,414	571,461	666,742	667,000
Total	**$ 1,450,480**	**$ 1,555,053**	**$ 1,642,591**	**$ 1,600,950**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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 2003.

FISCAL IMPACT

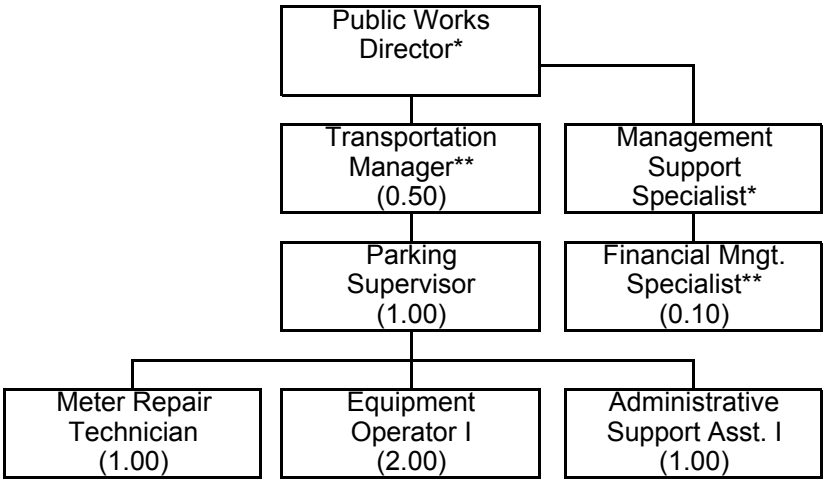
To pay back the revenue bonds, three rate increases of 3% each have been implemented. The third 3% rate increase became effective in June 2001.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 996	$ 0	$ 0	$ 0
Supplies and Materials	509	0	0	0
Travel and Training	0	0	0	0
Intragovernmental Charges	0	0	0	0
Utilities, Services, & Misc.	4,231,774	1,895,572	1,895,572	1,605,000
Capital	6,873	0	0	0
Other	0	0	0	0
Total	**$ 4,240,152**	**$ 1,895,572**	**$ 1,895,572**	**$ 1,605,000**

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, 15 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 buildingsand 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 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 302,988	$ 302,025	$ 302,060	$ 309,401
Supplies & Materials	119,495	129,867	130,279	120,443
Travel & Training	0	300	300	300
Intragovernmental Charges	83,352	112,602	112,602	109,322
Utilities, Services & Misc.	133,255	188,283	188,340	213,354
Capital	8,365	0	0	11,000
Other	1,125,540	1,103,028	1,097,960	1,080,262
Total	**1,772,995**	**1,836,105**	**1,831,541**	**1,844,082**
Summary				
Operating Expenses	611,500	678,177	679,081	678,942
Non-Operating Expenses	630,497	628,768	623,300	623,300
Debt Service	497,740	476,160	476,160	458,462
Capital Additions	8,365	0	0	11,000
Capital Projects	24,893	53,000	53,000	72,378
Total Expenses	**$ 1,772,995**	**$ 1,836,105**	**$ 1,831,541**	**$ 1,844,082**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Parking Facilities	5.60	5.60	5.60	5.60
Total Personnel	**5.60**	**5.60**	**5.60**	**5.60**
Permanent Full-Time	4.60	4.60	4.60	4.60
Permanent Part-Time	1.00	1.00	1.00	1.00
Total Permanent	**5.60**	**5.60**	**5.60**	**5.60**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2001	Budget FY 2002	Estimated FY 2003
Parking Inventory:			
On-Street Meters	1,441	1,444	1,510
Surface Lots:			
Off-Street Meters	490	490	490
Permit Spaces	525	498	557
Parking Structures:			
Public Parking Spaces	323	325	375
Permit Spaces	883	866	833
Parking Permits Issued:			
Surface Lots	565	660	660
Parking Structures	836	970	940
Revenue Collected:			
On-Street Meters	$399,598	$410,000	$576,380
Off-Street Meters	$106,667	$59,000	$94,000
Meter Covers	$34,092	$30,000	$30,000
Parking Structures Metered Revenues:			
Plaza	$51,120	$57,000	$54,013
6th/Cherry	$9,544	$12,000	$11,000
8th/Cherry	$23,679	$18,000	$25,500
10th/Cherry	$15,220	$15,500	$20,900
Parking Structures Permit Revenues:			
Plaza	$124,313	$120,000	$152,000
6th/Cherry	$134,510	$110,000	$151,230
8th/Cherry	$76,012	$72,000	$81,000
10th/Cherry	$54,659	$42,000	$58,000
Meter Maintenance & Repair:			
Complaints Checked	5,600	4,800	4,600
Meters Requiring Work	2,102	2,000	1,900
Meters Replaced	550	450	400
Hours Worked	460	450	446

COMPARATIVE DATA

	Columbia, MO	Jefferson City, MO	Boulder, CO	Iowa City, IA	Lincoln, NE	Rochester MN*
Population	**88,291**	**40,429**	**96,566**	**63,464**	**230,093**	**87,522**
Number of Employees	**5.6**	**4.0**	**11.0**	**9.0**	**70.0**	**1.0** **
Employees Per 1,000 Population	0.063	0.099	0.114	0.142	0.304	0.011
No. of Parking Spaces:	3,555	2,488	3,445	3,672	22,400 (1)	4,501
On-Street	1,447	885	1,376	852	3,900	1,158
Off-Street	2,091	1,603	2,069	2,820	12,900	3,343
No. of Parking Structures	4	2	5	4	6	5

(1) Lincoln, NE- annexed almost the entire county, which increased the number of employees and parking spaces.
*Rochester, MN was added this year, there was no response from Norman, OK. so it was removed from survey.
**Rochester, MN contracts day to day management of ramps and pay lots.

Parking Facilities

556-6410

DESCRIPTION

The Parking Utility operates, maintains and administers four parking facilities, 15 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 district, the Parking Utility works to ensure that the present and future parking needs in downtown Columbia are met. An expansion of the 5th & Cherry parking lot, along with the landscaping were completed in FY 2002. Between FY 2000 & FY 2002, 1100 electronic parking meters were installed in selected downtown areas. The expectation is to continue to upgrade the remaining mechanical meters to electronic through FY 2003. A security camera system for one garage, was approved in FY 2000 and installed during FY 2001 as a pilot project. The testing of the system continues and results have been favorable. Parking meters rates were increased in FY 2002.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 302,988	$ 302,025	$ 302,060	$ 309,401
Supplies and Materials	119,495	129,867	130,279	120,443
Travel and Training	0	300	300	300
Intragovernmental Charges	83,352	112,602	112,602	109,322
Utilities, Services, & Misc.	108,362	135,283	135,340	140,976
Capital	8,365	0	0	11,000
Other	1,125,540	1,103,028	1,097,960	1,080,262
Total	**$ 1,748,102**	**$ 1,783,105**	**$ 1,778,541**	**$ 1,771,704**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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	4.60	4.60	4.60	4.60
Permanent Part-Time	1.00	1.00	1.00	1.00
Total Permanent	**5.60**	**5.60**	**5.60**	**5.60**

Parking - Capital Projects

556-6488

MAJOR PROJECTS

Major projects planned for FY 2003 include the renovation of the stairwell at the southwest corner of the 6th & Walnut parking Ramp and the beginning a landscaping project at the northern end of 10th & Locust parking lot.
Some expansion of the metered areas is being considered to better serve the downtown business district.

FISCAL IMPACT

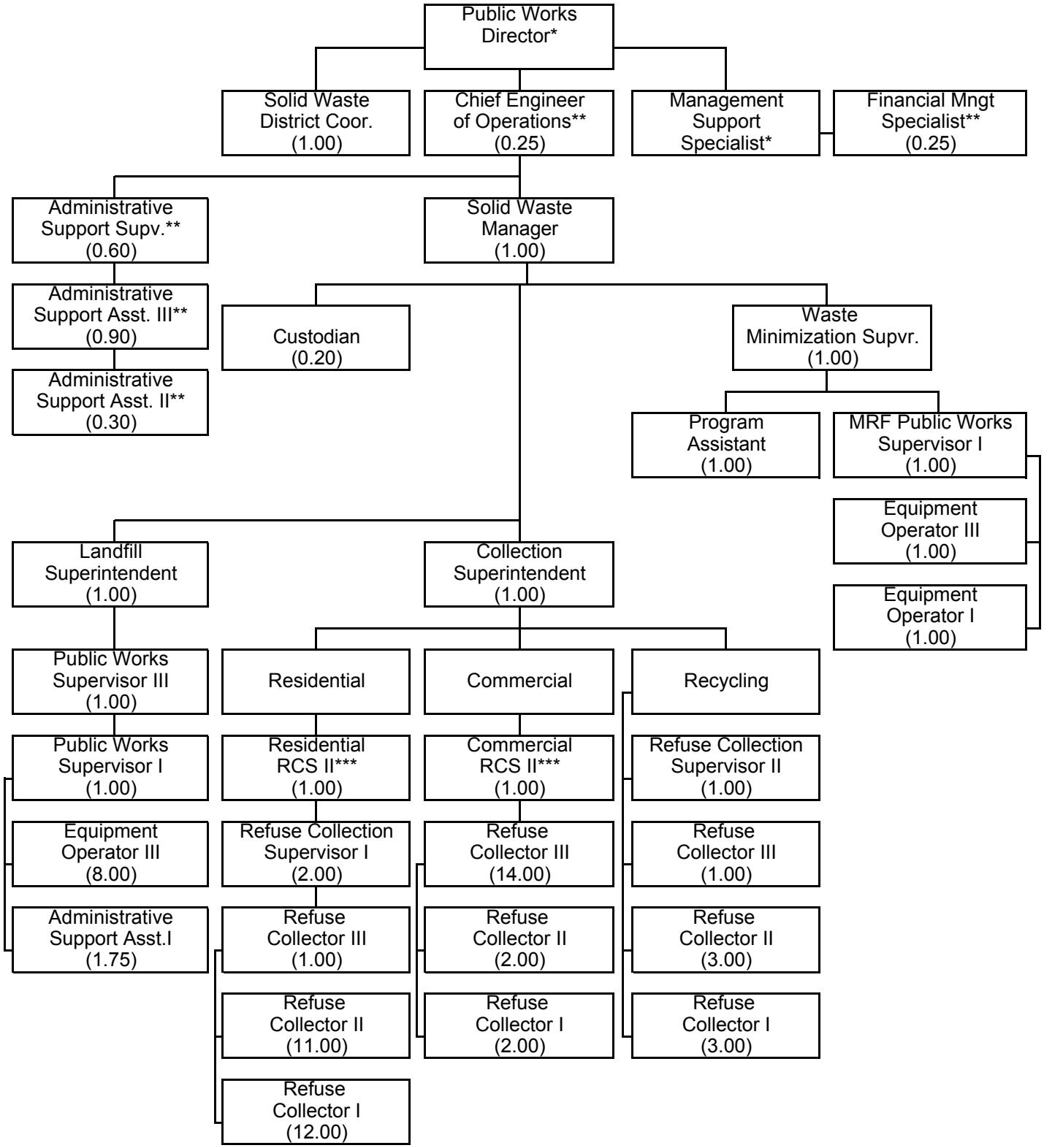
None

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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.	24,893	53,000	53,000	72,378
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 24,893**	**$ 53,000**	**$ 53,000**	**$ 72,378**

City of Columbia - Public Works Solid Waste

77.25 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 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 3,337,140	$ 3,424,802	$ 3,471,645	$ 3,683,273
Supplies & Materials	1,961,622	2,589,894	2,398,282	2,561,532
Travel & Training	9,396	19,091	18,465	19,630
Intragovernmental Charges	952,009	938,964	939,624	981,380
Utilities, Services & Misc.	2,609,834	6,447,717	6,463,889	2,051,759
Capital	1,165,066	897,400	848,415	397,100
Other	1,604,461	1,557,928	1,703,975	1,812,828
Total	**11,639,528**	**15,875,796**	**15,844,295**	**11,507,502**
Summary				
Operating Expenses	7,973,904	8,790,468	8,636,011	9,026,774
Non-Operating Expenses	1,532,597	1,347,725	1,379,430	1,419,600
Debt Service	226,209	215,203	355,439	398,228
Capital Additions	959,075	897,400	848,415	397,100
Capital Projects	947,743	4,625,000	4,625,000	265,800
Total Expenses	$ **11,639,528**	$ **15,875,796**	$ **15,844,295**	$ **11,507,502**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Administration	5.50	5.50	5.50	5.50
Commercial	17.90	18.90	18.90	16.40
Residential	26.00	26.00	26.00	27.00
Landfill	12.75	12.75	12.75	12.75
Larvaciding	0.50	0.50	0.50	0.00
University	3.60	2.60	2.60	2.60
Recycling	7.00	7.00	7.00	13.00
Total Personnel	**73.25**	**73.25**	**73.25**	**77.25**
Permanent Full-Time	72.50	72.50	72.50	76.50
Permanent Part-Time	0.75	0.75	0.75	0.75
Total Permanent	**73.25**	**73.25**	**73.25**	**77.25**

COMPARATIVE DATA

	Columbia, MO	Norman, OK	Olathe, KS	Lawrence, KS	Fort Smith, AR	Pine Bluff, AR
Population	**88,291**	**97,608**	**94,821**	**81,700**	**81,873**	**56,187**
Number of Employees	73.25	76.00	44.00	86.00	84.00	DID
Employees Per 1,000 Population	0.830	0.779	0.464	1.053	1.026	
Number of Part Time Employees	10	10	0	0	0	NOT
No. of Utility Accounts	34,163	28,000	28,700	23,122	18,000	
Avg. Residential Rate/Month	$10.75 (1)	$8.00	$12.20	$10.92	$10.23	RESPOND
Disposal Tipping Fee/Ton	$32.50	$13.83	$32.00	$19.15	$28.85	
	*	*	*	*	$36.90	

(1) Rate change took effect 10/1/02
*-These cities do not have an out of county disposal fee/ton

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2001	Budget FY 2002	Estimated FY 2003
Tons of Waste Collected:			
Residential	24,738	25,000	25,300
Commercial/Roll-Off	54,628	52,000	52,600
University	7,669	7,100	7,800
From Outside Hauler	69,769	78,500	65,500
Total Tons of Material Deposited at Landfill	156,803	162,600	151,200
Tons of Recyclables Collected Curbside	2,853	2,850	3,100
Tons of Recyclables Collected at Drop Offs	1,933	2,050	2,100
Tons of Yard Waste taken to Compost Facility	9,230	5,200	5,300
Number of Residential Units	32,379	33,400	33,700
Quantity of Black Trash Bags Delivered/Sold	2,021,950	2,200,875	2,050,000
Quantity of Blue Recycling Bags Delivered/Sold	1,374,606	1,450,000	1,450,000
Quantity of Clear Compost Bags Delivered/Sold	325,985	335,000	335,000
No. White Goods Collected Through Special Collection	2,841	2,900	3,000
State Landfill Fees Collected and Forwarded to State	$295,041	$315,444	$299,376
Educational and Informational Presentations	131	130	135
Residential Hazardous Waste Collected/Disposed (lbs per calendar year)	133,346	175,000	135,000
No. of Vehicles Serviced at Hazardous Waste Facility(per calendar year)	2,937	2,800	3,000
Trash Out Early Violations	61	40	50

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

A $1.5 million design-build project at the landfill site has been underway the second half of FY 2002 to construct a Landfill Operation Center, Material Recovery Facility, and an Equipment Storage Facility. Landfill Cell 3 is also set to be completed by late summer, 2002. The processing contract for recyclables was rebid and since March, 2002, materials are delivered to Civic Recycling (Columbia), Resource Management (Earth City, Missouri), and Kingdom Projects, Inc. (Fulton, Missouri.) Columbia's beverage container deposit ordinance was repealed April 2, 2002, and since that time, quantities of recyclables collected has seen a noticeable increase, with curbside collection being over 300 tons per month for the first time in the program's history. Significant utility work for the Landfill and the Material Recovery Facility will be completed this construction season that will include extending an 8" water main and construction of a sewer line and pumping station to handle leachate and domestic waste water.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 295,022	$ 342,484	$ 334,540	$ 338,951
Supplies and Materials	13,562	29,873	28,662	32,747
Travel and Training	3,291	6,150	6,074	6,420
Intragovernmental Charges	751,542	715,249	715,709	705,098
Utilities, Services, & Misc.	217,754	96,776	113,395	92,493
Capital	2,363	25,250	20,323	0
Other	231,219	220,766	364,173	409,228
Total	**$ 1,514,753**	**$ 1,436,548**	**$ 1,582,876**	**$ 1,584,937**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 846,916	$ 911,021	$ 872,198	$ 833,331
Supplies and Materials	458,849	636,674	567,554	622,545
Travel and Training	611	2,021	2,021	2,021
Intragovernmental Charges	69,418	72,949	72,949	80,346
Utilities, Services, & Misc.	287,654	320,833	321,896	336,003
Capital	388,907	191,150	153,225	18,000
Other	207,561	195,058	213,000	213,000
Total	**$ 2,259,916**	**$ 2,329,706**	**$ 2,202,843**	**$ 2,105,246**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
2214 - Refuse Collector III	13.90	13.90	13.90	13.40
2213 - Refuse Collector II	1.00	1.00	1.00	1.00
2212 - Refuse Collector I	1.00	2.00	2.00	1.00
2204 - Refuse Collection Supv. II	1.00	1.00	1.00	1.00
2203 - Refuse Collection Supv. I	1.00	1.00	1.00	0.00
Total Personnel	**17.90**	**18.90**	**18.90**	**16.40**
Permanent Full-Time	17.90	18.90	18.90	16.40
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**17.90**	**18.90**	**18.90**	**16.40**

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

Residential route efficiencies and the style of truck best suited for each material collected will be the focus this year. White goods will continue to be collected by appointment, with an emphasis on covering the cost of this collection program. Yard waste collection methods will be analyzed to make recommendations to improve efficiency.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 863,789	$ 977,943	$ 842,915	$ 1,057,903
Supplies and Materials	463,749	739,083	692,242	677,673
Travel and Training	829	1,450	1,450	1,450
Intragovernmental Charges	78,805	96,871	96,871	133,903
Utilities, Services, & Misc.	186,701	187,803	213,803	213,297
Capital	0	157,000	155,900	303,100
Other	129,301	129,301	128,626	130,000
Total	**$ 1,723,174**	**$ 2,289,451**	**$ 2,131,807**	**$ 2,517,326**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
2214 - Refuse Collector III	1.00	1.00	1.00	1.00
2213 - Refuse Collector II	13.00	13.00	13.00	11.00
2212 - Refuse Collector I	10.00	10.00	10.00	12.00
2204 - Refuse Collection Supv. II	2.00	2.00	2.00	1.00
2203 - Refuse Collection Supv. I	0.00	0.00	0.00	2.00
Total Personnel	**26.00**	**26.00**	**26.00**	**27.00**
Permanent Full-Time	26.00	26.00	26.00	27.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**26.00**	**26.00**	**26.00**	**27.00**

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 2001 was 156,803. Fiscal year 2002 tonnage is expected to be slightly less than the previous year due to the transporting of waste by a private hauler to their landfill in Macon, MO. The landfill's vertical modification was approved by the Missouri Department of Natural Resources. Construction of Cell No. 3 is progressing on schedule for completion before the end of fiscal year 2002. The new Landfill Operations Center and Equipment Storage Facility construction are scheduled to be completed by the end of fiscal year 2002. Planning for Phase 3 expansion of the Landfill Gas Recovery system in ongoing.

The expansion of the composting facility was completed on schedule. The compost operation received a large influx of compostable material (>8000 tons) from an industrial client that is being incorporated over time with the ongoing annual waste stream of 5000 tons of yardwaste, sawdust, drywall, and cellulose casings. Finished compost has been successfully sold by bid to commercial users. Plans for the marketing of the compost end products to additional sectors are ongoing.

A force main sewer and 8" water line to serve the landfill property is under construction and scheduled to be completed in the 2002 construction season.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 689,620	$ 688,207	$ 737,983	$ 709,158
Supplies and Materials	497,413	621,513	568,309	628,097
Travel and Training	2,258	2,600	2,100	2,904
Intragovernmental Charges	24,306	24,714	24,914	25,574
Utilities, Services, & Misc.	1,132,799	843,990	842,168	824,118
Capital	530,350	503,350	498,317	41,000
Other	987,956	968,724	955,576	960,000
Total	**$ 3,864,702**	**$ 3,653,098**	**$ 3,629,367**	**$ 3,190,851**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
2307 - Public Works Supervisor III	1.00	1.00	1.00	1.00
2305 - Public Works Supervisor I	0.00	0.00	0.00	1.00
2303 - Equipment Operator III	9.00	9.00	9.00	8.00
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 responsibilities has been transferred to the Health Department

HIGHLIGHTS / SIGNIFICANT CHANGES

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 21,099	$ 24,904	$ 10,194	$ 0
Supplies and Materials	497	4,390	18	0
Travel and Training	0	50	0	0
Intragovernmental Charges	0	0	0	0
Utilities, Services, & Misc.	0	1,040	0	0
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 21,596**	**$ 30,384**	**$ 10,212**	**$ 0**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
2214 - Refuse Collector III	0.50	0.50	0.50	0.00
Total Personnel	**0.50**	**0.50**	**0.50**	**0.00**
Permanent Full-Time	0.50	0.50	0.50	0.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**0.50**	**0.50**	**0.50**	**0.00**

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 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 95,932	$ 102,622	$ 111,075	$ 105,792
Supplies and Materials	23,373	65,759	39,877	39,816
Travel and Training	0	0	0	0
Intragovernmental Charges	5,815	5,020	5,020	6,627
Utilities, Services, & Misc.	26,298	38,860	36,860	38,549
Capital	0	0	0	0
Other	15,315	15,517	14,600	14,600
Total	**$ 166,733**	**$ 227,778**	**$ 207,432**	**$ 205,384**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
2214 - Refuse Collector III	0.60	0.60	0.60	0.60
2213 - Refuse Collector II	1.00	1.00	1.00	1.00
2212 - Refuse Collector I	2.00	1.00	1.00	1.00
Total Personnel	**3.60**	**2.60**	**2.60**	**2.60**
Permanent Full-Time	3.60	2.60	2.60	2.60
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**3.60**	**2.60**	**2.60**	**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, 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 waste reduction projects.

HIGHLIGHTS / SIGNIFICANT CHANGES

- The Material Recovery Facility will be open by late summer, 2002. Grant funding has been attained for baling, screening, and sorting equipment. Over the road transportation of recyclables to outside processors will be minimized and eliminated when quantities and economics justify processing in-house. Materials are currently being delivered to Civic Recycling (Columbia), Resource Management (Earth City), and Kingdom Projects, Inc. (Fulton.)
- The apartment recycling containers continue to be rotated among 21 apartment complexes for at least a twenty-four hour period on a designated recycling day then moved to the next location. Plans are to add two additional containers to this program, offering a weekly on-site recycling opportunity to six additional complexes.
- Commingled recycling continues to increase weekly curbside set-out rates and tonnages. Last year total tons collected from curbside and drop-off was 4,785, up from 4,682 the prior year. Fiscal year 2002 finds record amounts being collected from curbside customers, over 300 tons per month beginning in April (FY 2001 averaged 237 tons per month).
- Collection of commercial cardboard began during FY02. Pilot programs for commercial beverage container collection are being planned and evaluated.
- The household hazardous waste collection serviced 2937 cars in 2001, and collected 133,346 pounds of material.
- The Volunteer Program continues to see increased interest in the Adopt-A-Spot Litter Control program, with 77 active groups.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 413,544	$ 377,621	$ 562,740	$ 638,138
Supplies and Materials	325,929	492,602	501,620	560,654
Travel and Training	2,407	6,820	6,820	6,835
Intragovernmental Charges	22,123	24,161	24,161	29,832
Utilities, Services, & Misc.	306,344	333,415	310,767	281,499
Capital	37,455	20,650	20,650	35,000
Other	33,109	28,562	28,000	86,000
Total	**$ 1,140,911**	**$ 1,283,831**	**$ 1,454,758**	**$ 1,637,958**

Solid Waste - Recycling Personnel

557-6570 to 557-6579

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
4533 - Waste Minimization Supervisor	1.00	1.00	1.00	1.00
4615 - Program Assistant	0.00	0.00	0.00	1.00
2305 - Public Works Supervisor I	0.00	0.00	0.00	1.00
2303 - Equipment Operator III	0.00	0.00	0.00	1.00
2301 - Equipment Operator I	0.00	0.00	0.00	1.00
2214 - Refuse Collector III	1.00	1.00	1.00	1.00
2213 - Refuse Collector II	1.00	1.00	1.00	3.00
2212 - Refuse Collector I	4.00	4.00	4.00	3.00
2204 - Refuse Collection Supv. II	0.00	0.00	0.00	1.00
Total Personnel	**7.00**	**7.00**	**7.00**	**13.00**
Permanent Full-Time	7.00	7.00	7.00	13.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**7.00**	**7.00**	**7.00**	**13.00**

Solid Waste - Capital Projects

557-6588-881

MAJOR PROJECTS

Completion of Phase 3 gas recovery system with the installation of additional extraction wells.

Increase capital funding for waste handling systems by $20,000 for commercial recycling equipment.

FISCAL IMPACT

The Materials Recovery Facility, funded in FY 2002, will be operational in FY 2003 and will require an additional operating cost of $466,000. This amount is reflected in the Recycling Division budget.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 111,218	$ 0	$ 0	$ 0
Supplies and Materials	178,250	0	0	0
Travel and Training	0	0	0	0
Intragovernmental Charges	0	0	0	0
Utilities, Services, & Misc.	452,284	4,625,000	4,625,000	265,800
Capital	205,991	0	0	0
Other	0	0	0	0
Total	$ **947,743**	$ **4,625,000**	$ **4,625,000**	$ **265,800**

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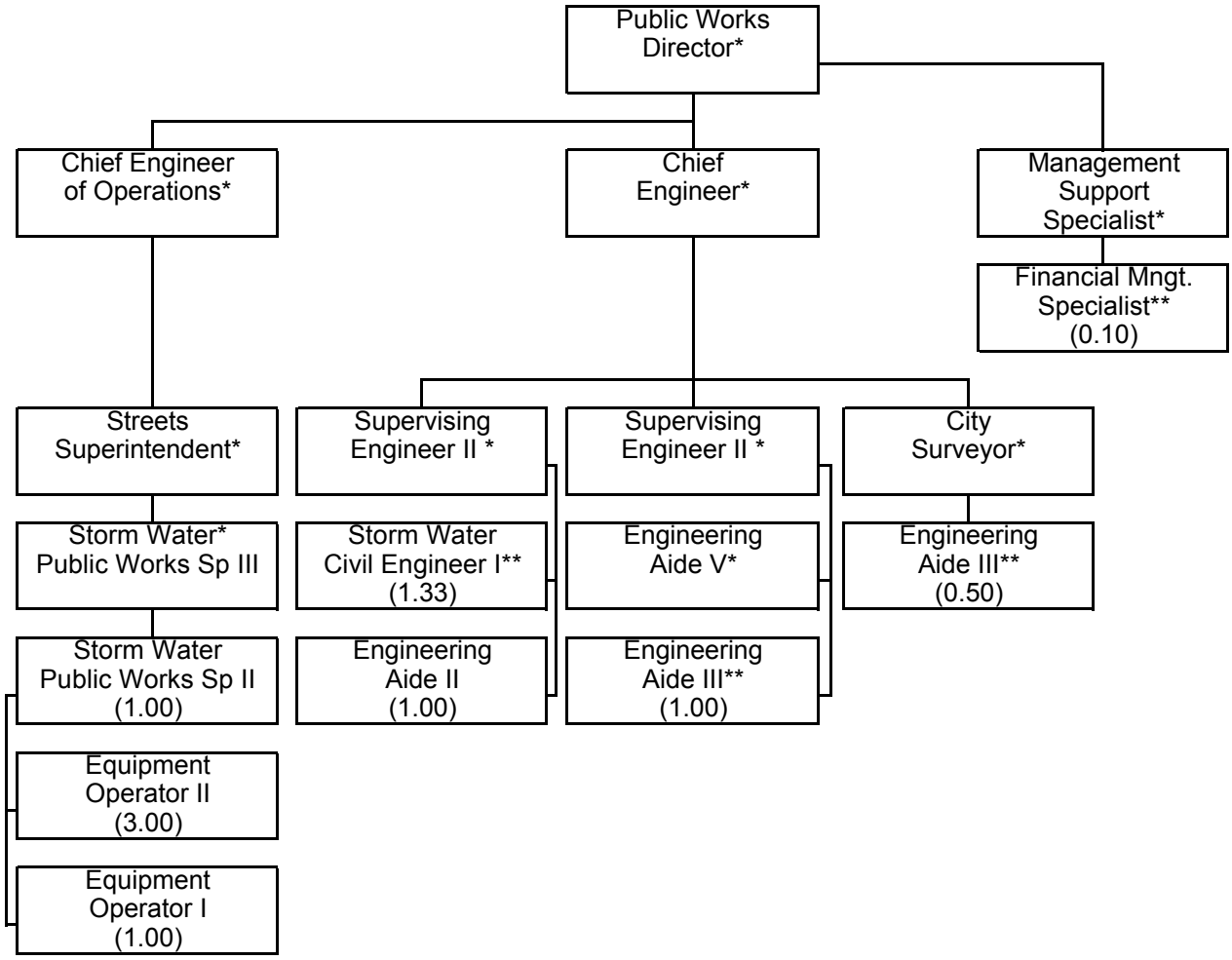
City of Columbia - Public Works Storm Water Utility

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 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 461,971	$ 415,361	$ 417,317	$ 462,248
Supplies & Materials	59,770	137,347	80,140	142,512
Travel & Training	1,200	1,765	1,765	3,250
Intragovernmental Charges	86,373	109,091	109,091	117,095
Utilities, Services & Misc.	577,136	1,573,860	1,598,726	782,969
Capital	85,043	13,032	13,032	0
Other	186,685	184,604	248,768	250,000
Total	**1,458,178**	**2,435,060**	**2,468,839**	**1,758,074**
Summary				
Operating Expenses	683,222	739,924	709,539	809,674
Non-Operating Expenses	188,735	184,604	248,768	250,000
Debt Service	0	0	0	0
Capital Additions	5,923	13,032	13,032	0
Capital Projects	580,298	1,497,500	1,497,500	698,400
Total Expenses	$ **1,458,178**	$ **2,435,060**	$ **2,468,839**	$ **1,758,074**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2001	Budget FY 2002	Estimated FY 2003
No. of Programmed Projects from Engineering Division	15	15	6
No. of Feet of Drainage Improvement	1,000	1,000	500
No. of Unscheduled Projects Completed	10	10	10
No. of Problem Investigations	160	145	195
No. of Inlets Rebuilt/Repaired	100	100	100

COMPARATIVE DATA

	Columbia, MO	Springfield, MO	Indepen-dence, MO	Joplin, MO	Ames, IA
Population	**88,291**	**154,612**	**115,554**	**46,414**	**51,746**
Number of Employees	5	5	13	1	2
Employees Per 1,000 Population	0.057	0.032	Not	0.022	0.039
Drainage Area Served (sq. mi.)	55	80	78	20	17
Budget (thousands)	730	600 (2)	902	— (1)	367

(1) No Separate Figures. Included in Street Budget
(2) Recently formed division - Proposed 2003 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 and construction of storm water capital improvement projects will continue this year. One of the regional storm water detention basins listed in the Burns and McDonnell master plan on Merideth Branch will be designed and constructed this fiscal year. Projects will be selected and designed in order to maximize the usage of available state storm water grant monies on a 50% share basis. Ongoing contracts with the University of Missouri will allow the City to meet expected MDNR and EPA goals and time tables with respect to public education and outreach and public participation programs of the EPA Phase II Storm Water Regulations. Tom Schueler of the Center for Watershed Protection has developed a draft storm water ordinance to be used by the Mayor's Storm Water Committee as a framework from which to develop a local ordinance in order to meet the EPA requirements for post-construction activities. The City will be preparing and submitting an EPA Storm Water Phase II permit and should receive that permit during FY 2003.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 184,994	$ 207,288	$ 207,161	$ 223,789
Supplies and Materials	3,072	13,993	9,525	15,552
Travel and Training	700	700	700	2,185
Intragovernmental Charges	74,852	95,487	95,487	97,707
Utilities, Services, & Misc.	64,052	15,796	16,312	17,113
Capital	0	13,032	13,032	0
Other	0	0	0	0
Total	**$ 327,670**	**$ 346,296**	**$ 342,217**	**$ 356,346**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 225,824	$ 208,073	$ 210,156	$ 238,459
Supplies and Materials	49,413	123,354	70,615	126,960
Travel and Training	500	1,065	1,065	1,065
Intragovernmental Charges	11,521	13,604	13,604	19,388
Utilities, Services, & Misc.	70,344	60,564	84,914	67,456
Capital	5,923	0	0	0
Other	186,685	184,604	248,768	250,000
Total	**$ 550,210**	**$ 591,264**	**$ 629,122**	**$ 703,328**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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; Defoe Drainage and on regional detention facility in the Merideth Branch drainage area north of Gillespie Bridge Road.

FISCAL IMPACT

None

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 51,153	$ 0	$ 0	$ 0
Supplies and Materials	7,285	0	0	0
Travel and Training	0	0	0	0
Intragovernmental Charges	0	0	0	0
Utilities, Services, & Misc.	442,740	1,497,500	1,497,500	698,400
Capital	79,120	0	0	0
Other	0	0	0	0
Total	**$ 580,298**	**$ 1,497,500**	**$ 1,497,500**	**$ 698,400**

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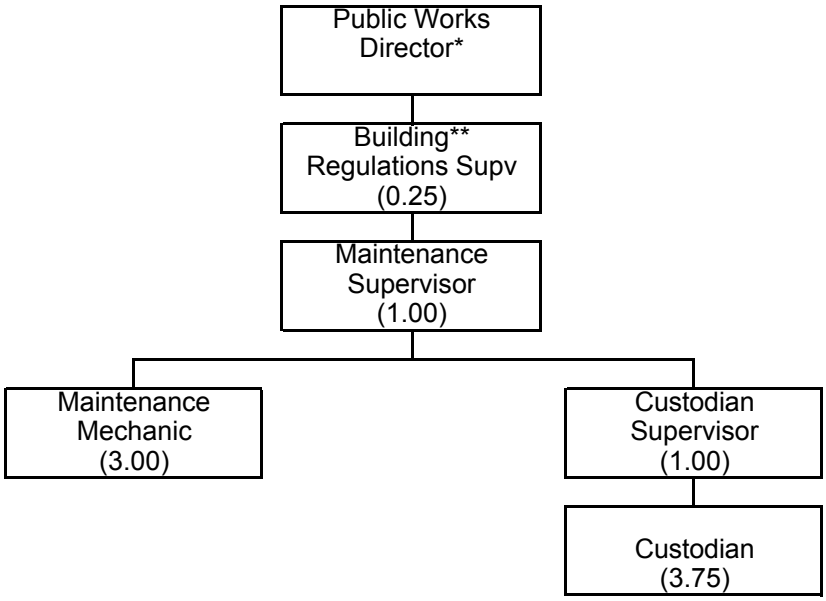
City of Columbia - Public Works Custodial & Building Maint.

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.

HIGHLIGHTS / SIGNIFICANT CHANGES

To provide for functional, safe, healthful and clean facilities at the best cost and to preserve the facilities. Preventive maintenance and good housekeeping affects not only the life and maintenance costs of a facility, but also the morale and productivity of the occupants and users and the perceptions of the public.

APPROPRIATIONS

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 338,821	$ 402,204	$ 394,076	$ 425,346
Supplies & Materials	79,628	100,948	109,598	108,677
Travel & Training	0	900	700	900
Intragovernmental Charges	43,648	58,641	59,041	55,250
Utilities, Services & Misc.	192,886	307,205	295,812	320,704
Capital	20,638	0	0	0
Other	6,559	6,277	5,246	5,200
Total	**682,180**	**876,175**	**864,473**	**916,077**
Summary				
Operating Expenses	654,783	869,898	859,227	910,877
Non-Operating Expenses	6,534	6,112	5,148	5,200
Debt Service	225	165	98	0
Capital Additions	20,638	0	0	0
Capital Projects	0	0	0	0
Total Expenses	$ **682,180**	$ **876,175**	$ **864,473**	$ **916,077**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Building Maintenance	3.20	4.20	4.20	4.20
Custodial Services	4.80	4.80	4.80	4.80
Total Personnel	**8.00**	**9.00**	**9.00**	**9.00**
Permanent Full-Time	7.25	8.25	8.25	8.25
Permanent Part-Time	0.75	0.75	0.75	0.75
Total Permanent	**8.00**	**9.00**	**9.00**	**9.00**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2001	Budget FY 2002	Estimated FY 2003
Custodial:			
Cost/Square Foot	3.41	4.06	3.55
No. Square Feet/Hours Worked	1,654	2,362	1,660
Maintenance:			
Cost/Square Foot	1	2.48	2.25
No. Square Feet/Hours Worked	12,500	10,500	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.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 173,537	$ 212,470	$ 209,461	$ 228,544
Supplies and Materials	55,478	74,948	83,997	78,459
Travel and Training	0	900	700	900
Intragovernmental Charges	22,461	29,184	29,584	27,964
Utilities, Services, & Misc.	184,689	296,153	287,337	309,633
Capital	18,763	0	0	0
Other	6,559	6,277	5,246	5,200
Total	**$ 461,487**	**$ 619,932**	**$ 616,325**	**$ 650,700**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
3205 - Bldg. Regulations Supervisor	0.25	0.25	0.25	0.25
2404 - Maintenance Mechanic	2.00	3.00	3.00	3.00
2400 - Maintenance Supervisor	0.95	0.95	0.95	0.95
Total Personnel	**3.20**	**4.20**	**4.20**	**4.20**
Permanent Full-Time	3.20	4.20	4.20	4.20
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**3.20**	**4.20**	**4.20**	**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

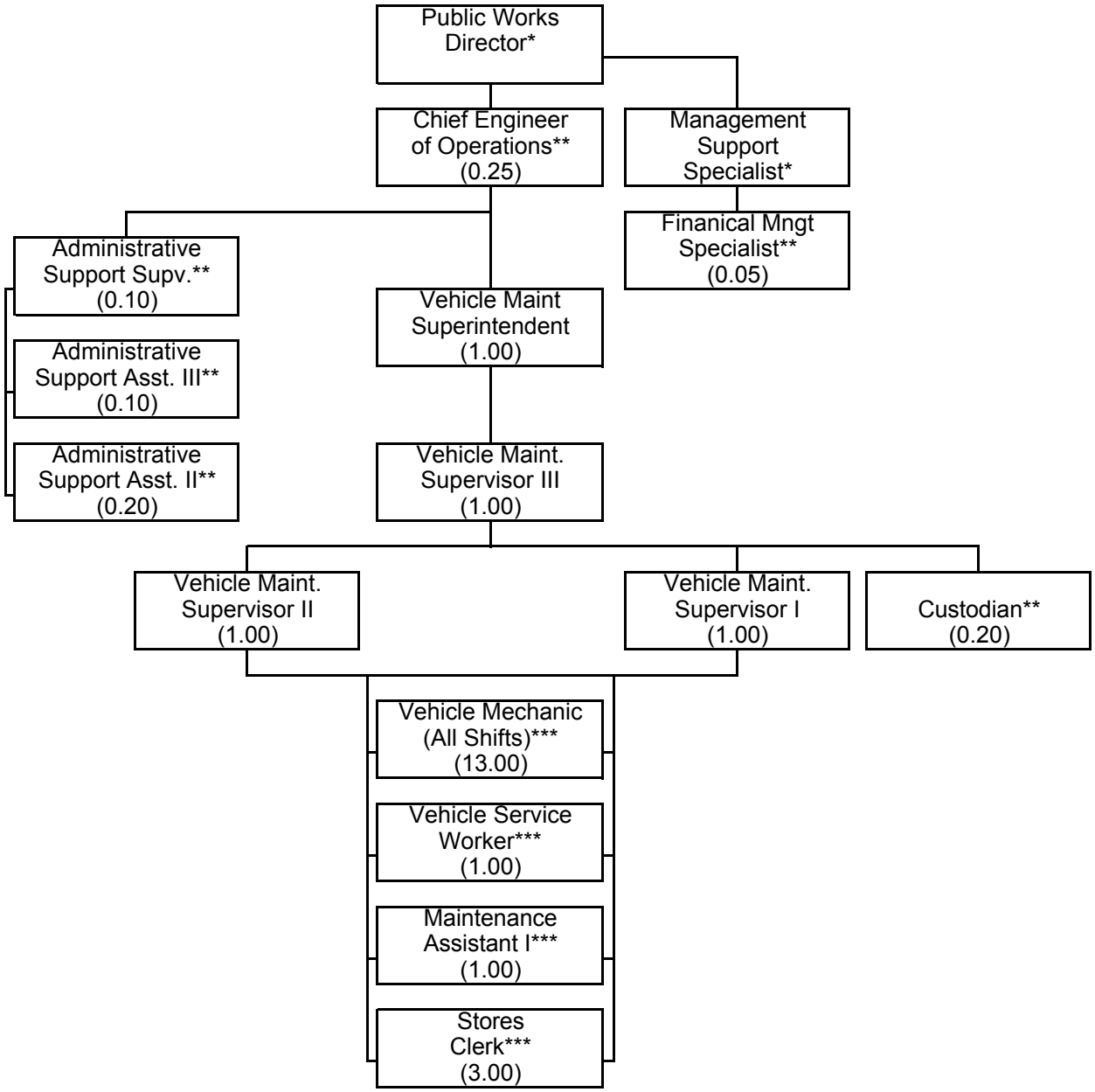
	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 165,284	$ 189,734	$ 184,615	$ 196,802
Supplies and Materials	24,150	26,000	25,601	30,218
Travel and Training	0	0	0	0
Intragovernmental Charges	21,187	29,457	29,457	27,286
Utilities, Services, & Misc.	8,197	11,052	8,475	11,071
Capital	1,875	0	0	0
Other	0	0	0	0
Total	**$ 220,693**	**$ 256,243**	**$ 248,148**	**$ 265,377**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
2400 - Maintenance Supervisor	0.05	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	**4.80**	**4.80**	**4.80**	**4.80**
Permanent Full-Time	4.05	4.05	4.05	4.05
Permanent Part-Time	0.75	0.75	0.75	0.75
Total Permanent	**4.80**	**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

The Fleet Operations Division will continue to pursue training opportunities to support the City's fleet of more electronically controlled systems and components. 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. With the introduction of Biodiesel fuel (currently 2% soy oil) into the the fleet fueling system, the division will evaluate the Biodiesel fuel impact on the fleet with a view of expanded use throughout FY 2003.

APPROPRIATIONS

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 1,026,538	$ 1,104,417	$ 1,100,528	$ 1,143,812
Supplies & Materials	1,967,720	1,881,901	1,877,395	1,883,448
Travel & Training	4,871	5,593	5,490	5,873
Intragovernmental Charges	271,798	293,548	285,748	293,120
Utilities, Services & Misc.	54,052	54,170	45,667	55,131
Capital	45,070	15,000	13,700	9,000
Other	30,633	61,411	56,895	22,000
Total	**3,400,682**	**3,416,040**	**3,385,423**	**3,412,384**
Summary				
Operating Expenses	3,318,954	3,339,629	3,314,358	3,381,384
Non-Operating Expenses	27,329	25,870	21,824	22,000
Debt Service	0	35,541	35,541	0
Capital Additions	45,008	15,000	13,700	9,000
Capital Projects	9,391	0	0	0
Total Expenses	**$ 3,400,682**	**$ 3,416,040**	**$ 3,385,423**	**$ 3,412,384**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
6100 - Stores Clerk	2.00	3.00	3.00	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	0.20	0.20	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 2001	Budget FY 2002	Estimated FY 2003
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	18	20
Street	35	35	35
Fire Department	38	42	48
Sewer	18	18	18
Solid Waste	100	110	142
Transit	210	198	110
Outside Work (OWA's)	$151,426	$150,000	$175,000
Backlog (Number of items waiting for repair per day)	49	44	56
Gasoline Sold (Gallons)	280,000	280,000	280,000
Diesel Sold (Gallons)	395,000	405,000	425,000

COMPARATIVE DATA

	Columbia, MO(1)	Cape Girardeau, MO	St. Joseph, MO	University City, MO	Ames, IA	Lawrence, KS
Population	**88,291**	**36,056**	**75,470**	**38,177**	**51,746**	**81,700**
Number of Employees	12.0 (1)	12.0	8.0	9.0	9.0	14.0
Employees Per 1,000 Population	0.136	0.333	0.106	0.236	0.174	0.171
No. of Vehicles/Equip. Maintained	559(1)	375	260(3,8)	163	271(5,8)	577
Shop Labor Rate	$38.00	$17.75(2)	N/A (4)	Mechanic's Wage (2)	$42.00+(6)	$50.00 (7)
Parts Inventory Value	$290000(1)	$125000	$160000	$40000	$40000	$146000

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

Designated Loan fund balance will be paid off in FY 2002.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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.	6,025	0	0	0
Capital	62	0	0	0
Other	3,304	0	0	0
Total	$ **9,391**	$ **0**	$ **0**	$ **0**

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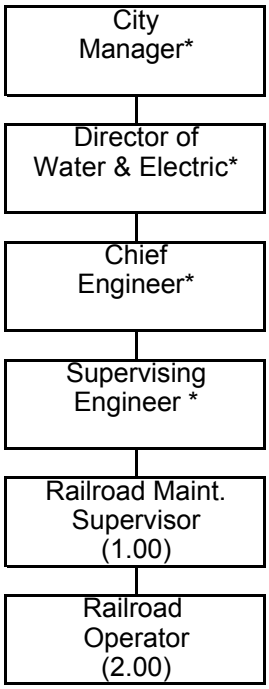
Railroad Fund

City of Columbia

Columbia, Missouri

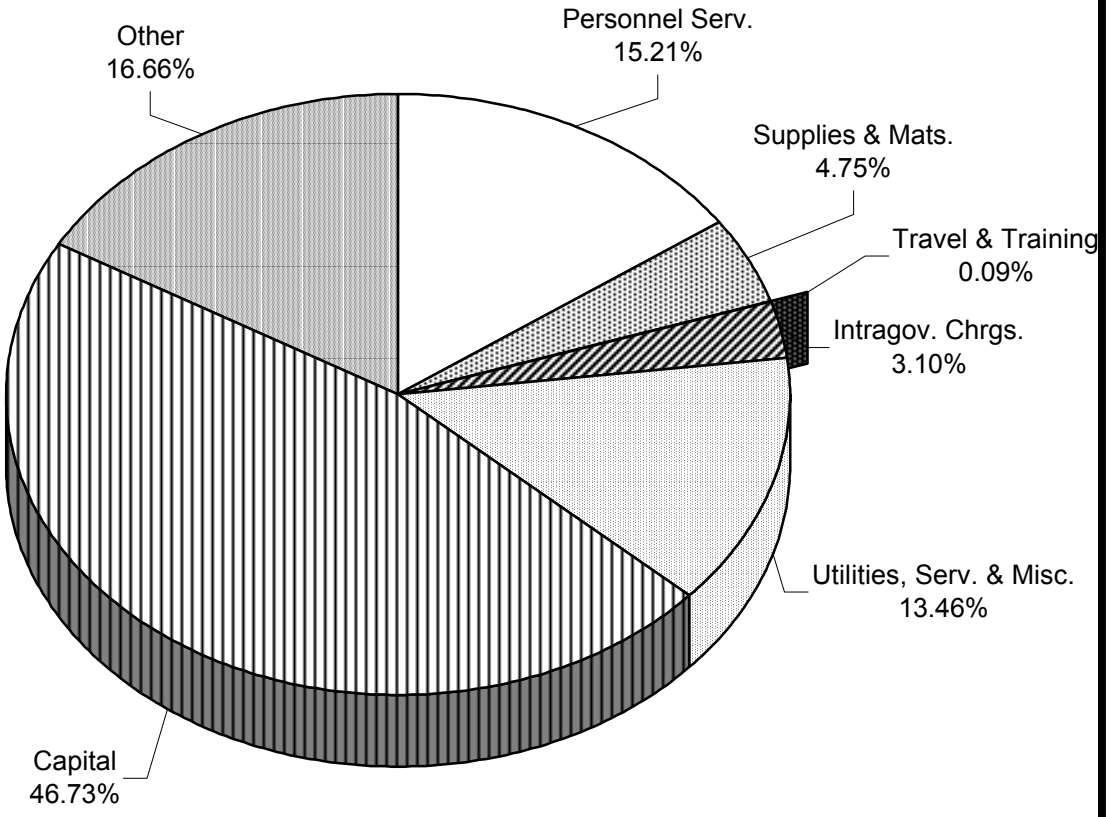
City of Columbia - Water & Electric Railroad

3.00 FTE Positions



* Postions not included in Railroad's FTE count

Railroad Fund
FY 2003



APPROPRIATIONS

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Budget FY 2002
Personnel Services	$ 164,434	$ 177,991	$ 177,951	$ 180,679	1.5%
Supplies & Materials	40,129	47,100	48,430	56,455	19.9%
Travel & Training	851	1,060	1,060	1,100	3.8%
Intragovernmental Charges	19,783	25,929	25,929	36,830	42.0%
Utilities, Services & Misc.	156,664	143,906	148,526	159,854	11.1%
Capital	398,279	59,500	59,500	555,000	832.8%
Other	159,919	170,638	189,317	197,853	15.9%
Total	**940,059**	**626,124**	**650,713**	**1,187,771**	**89.7%**
Summary					
Operating Expenses	364,888	385,986	391,176	424,918	10.1%
Non-Operating Expenses	157,521	163,821	183,220	191,625	17.0%
Debt Service	2,398	6,817	6,817	6,228	-8.6%
Capital Additions	135,963	0	0	0	
Capital Projects	279,289	69,500	69,500	565,000	712.9%
Total Expenses	$ **940,059**	$ **626,124**	$ **650,713**	$ **1,187,771**	**89.7%**

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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

Rail traffic expected to grow significantly as new rail terminal is placed into service. Spur and siding tracks will be constructed to support new rail terminal.

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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 2001	Budget FY 2002	Estimated FY 2003
Carloads	1,536	1,600	2,120
No. of Customers	9	8	9
No. of Commodities Carried	10	7	10
Revenue Tons	123,629	132,275	172,517
Revenue Ton - Miles	2,276,244	2,459,774	3,022,706
Gross Tons	227,324	239,216	316,176
Gross Ton - Miles	4,178,279	4,437,315	5,512,458
Miles of Main Track	21.43	21.34	21.34
Miles of Secondary Track	2.86	2.63	3.38
No. of Locomotives	2	2	2
No. of Employees	3	3	3
No. of Public Highway - Rail Crossings	38	38	39
No. of Private Crossings	23	23	23
No. of Public Crossings with Active Devices	12	12	12
No. of Highway - Rail Crossing Accidents	1	0	0

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 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 157,604	$ 167,991	$ 167,951	$ 170,679
Supplies and Materials	40,129	47,100	48,430	56,455
Travel and Training	851	1,060	1,060	1,100
Intragovernmental Charges	19,783	25,929	25,929	36,830
Utilities, Services, & Misc.	146,521	143,906	148,526	159,854
Capital	135,963	0	0	0
Other	159,919	170,638	189,317	197,853
Total	**$ 660,770**	**$ 556,624**	**$ 581,213**	**$ 622,771**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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

These projects require a loan from the Electric Utility. The operational impact will not occur until FY 2004 when the project will be completed.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 6,830	$ 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.	10,143	0	0	0
Capital	262,316	59,500	59,500	555,000
Other	0	0	0	0
Total	**$ 279,289**	**$ 69,500**	**$ 69,500**	**$ 565,000**

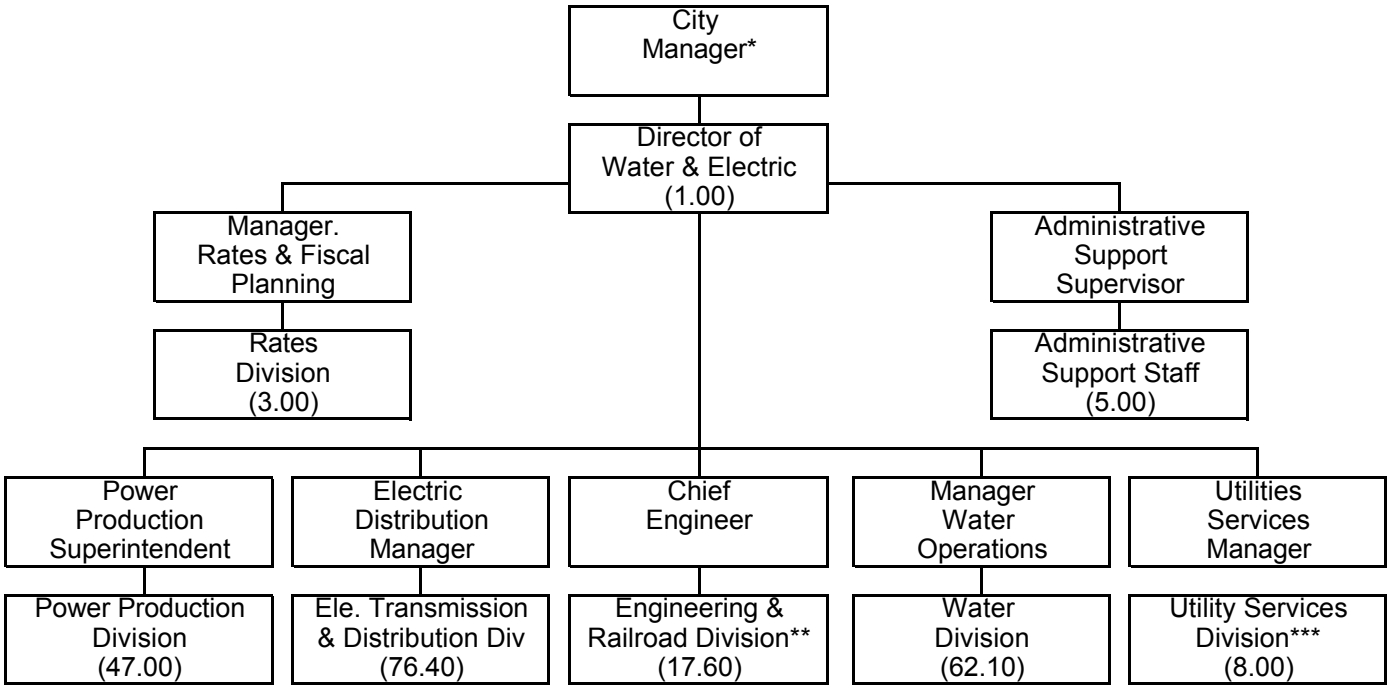
Water & Electric Utility Fund

City of Columbia

Columbia, Missouri

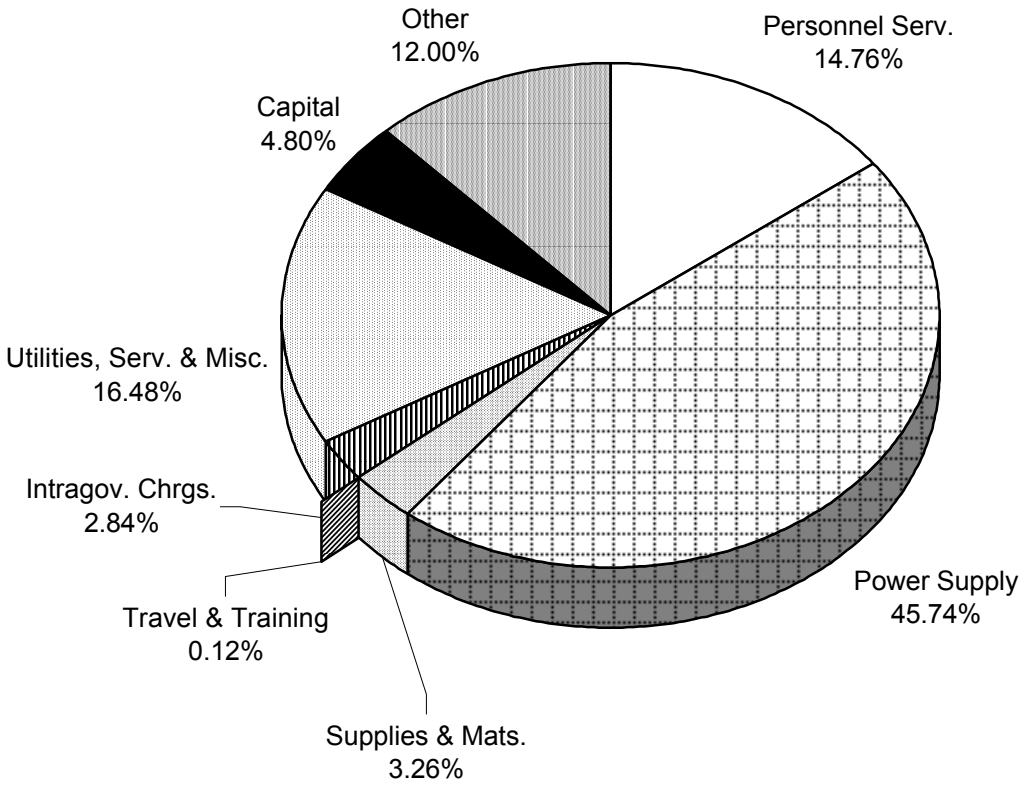
City of Columbia - Water and Electric Department

220.10 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 & Power Production FTE's are budgeted in Transmission and Distribution (3.0 FTE's)

Water & Electric Utility Fund - Summary
FY 2003



APPROPRIATIONS

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Budget FY 2002
Personnel Services	$ 11,366,520	$ 11,961,160	$ 11,932,071	$ 12,260,390	2.5%
Power Supply	35,741,072	34,686,760	34,676,760	38,003,400	9.6%
Supplies & Materials	2,027,688	2,632,288	2,660,262	2,711,815	3.0%
Travel & Training	58,257	98,030	85,430	100,552	2.6%
Intragovernmental Charges	2,266,764	2,316,396	2,318,503	2,356,785	1.7%
Utilities, Services & Misc.	14,755,621	14,763,645	15,286,870	13,690,276	-7.3%
Capital	5,119,268	4,560,432	3,864,186	3,990,530	-12.5%
Other	9,174,621	9,062,859	9,556,429	9,967,433	10.0%
Total	**80,509,811**	**80,081,570**	**80,380,511**	**83,081,181**	**3.7%**
Summary					
Operating Expenses	53,888,913	55,365,523	55,193,569	59,264,128	7.0%
Non-Operating Expenses	13,515,540	13,547,916	13,668,246	14,167,752	4.6%
Debt Service	2,898,191	2,855,993	3,211,804	3,288,771	15.2%
Capital Additions	1,816,348	2,045,550	2,040,304	1,525,585	-25.4%
Capital Projects	8,390,819	6,266,588	6,266,588	4,834,945	-22.8%
Total Expenses	$ **80,509,811**	$ **80,081,570**	$ **80,380,511**	$ **83,081,181**	**3.7%**

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WATER & ELECTRIC UTILITY FUND - SUMMARY

Fund 550, Fund 551

DEPARTMENT DESCRIPTION

The Water and Electric 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 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Water Utility	70.40	71.30	71.30	71.30
Electric Utility	143.70	146.80	146.80	148.80
Total Personnel	**214.10**	**218.10**	**218.10**	**220.10**
Permanent Full-Time	212.00	216.00	216.00	218.00
Permanent Part-Time	2.10	2.10	2.10	2.10
Total Permanent	**214.10**	**218.10**	**218.10**	**220.10**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2001	Budget FY 2002	Estimated FY 2003
Water:			
Fire hydrants installed	79	78	79
Services/meters installed	960	1,170	1,200
Total mains built (feet)	66,288	104,500	79,500
Developer built mains (feet)	53,520	80,300	56,300
Electric:			
New Distribution Transformers Installed	365	424	400
Electric Meters Installed	935	1,550	985
Overhead Lines Installed (Miles)	2.44	3.90	3.99
Underground Lines Installed (Miles)	23.29	13.60	13.95

* 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	**88,292**	**156,939**	**250,000**	**86,945**	**150,713**	**12,400**
Water:						
Number of Employees	71.30	93.00	98.00	66.71	133.00	22.00
Employees Per 1,000 Population	0.808	0.593	0.392	0.767	0.882	1.774
Number of Customers	35,362	70,485	45,491	23,592	50,403	4,874
Population Per Customer	2.50	2.23	5.50	3.69	2.99	2.54
Customers Per Employee	496	758	464	354	379	222
Miles of Water Mains	579.20	1,071.00	684.00	401.00	596.80	101
Customers/Mile of Water Main	61.05	65.81	66.51	58.83	84.46	48.26
Miles of Water Main/Employee	8	12	7	6	4	5
Population of Service Area	**88,292**	**197,170**	**116,000**	**82,976**	**132,152**	**12,400**
Electric:						
Number of Employees	146.80	293.00	207.00	136.75	571.00	44.00
Employees per 1,000 Population	1.663	1.486	1.784	1.648	4.321	3.548
Number of Customers	36,797	92,220	52,640	35,705	68,654	5,859
Population per Customer	2.40	2.14	2.20	2.32	1.92	2.12
Customers per Employee	251	315	254	261	120	133
Circuit Miles of Distribution Lines	630.08	1,790.00	693.00	575.00	915.71	113.00
Customers/Mile of Line	58.40	51.52	75.96	62.10	74.97	51.85
Miles of Line Per Employee	4	6	3	4	2	3

* figures are from two years ago because city did not respond to survey this year
** last year's population figures were high estimates, this year's are actual

DESCRIPTION

The Water Utility is responsible for the supply of safe drinking water and fire protection service to the City, and 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. The 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

A three percent rate increase is proposed to address operation expenses that were not covered by previous rate increases. Those increases were to cover debt-service from the last bond issue. The proposed increase is to help cover cash requirements for normal operations.

BUDGET DETAIL

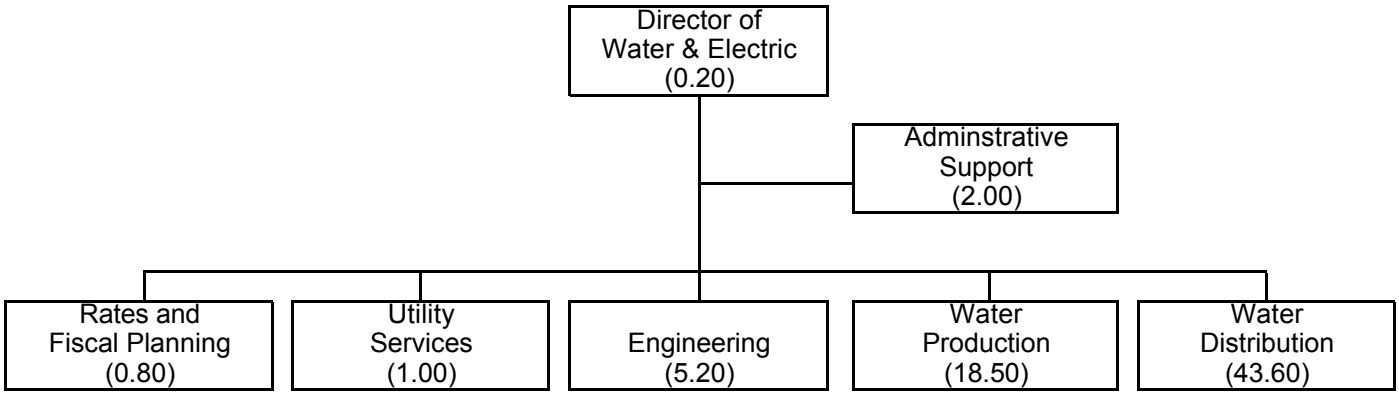
	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 3,518,752	$ 3,580,267	$ 3,577,720	$ 3,656,646
Supplies & Materials	873,725	1,102,779	1,100,224	1,067,620
Travel & Training	14,977	17,070	17,070	18,295
Intragovernmental Charges	871,383	940,203	940,203	893,197
Utilities, Services & Misc.	4,917,770	5,496,416	5,541,580	3,937,618
Capital	1,242,980	1,514,432	1,514,432	511,645
Other	2,564,448	2,461,573	2,702,561	2,832,608
Total	**14,004,035**	**15,112,740**	**15,393,790**	**12,917,629**
Summary				
Operating Expenses	6,031,249	6,835,979	6,853,155	6,995,666
Non-Operating Expenses	3,065,913	3,009,316	3,062,736	3,206,184
Debt Service	1,118,045	1,035,307	1,245,761	1,284,134
Capital Additions	360,468	230,550	230,550	284,500
Capital Projects	3,428,360	4,001,588	4,001,588	1,147,145
Total Expenses	$ **14,004,035**	$ **15,112,740**	$ **15,393,790**	$ **12,917,629**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Administration and General	9.20	9.20	9.20	9.20
Production	18.50	18.50	18.50	18.50
Distribution	42.70	43.60	43.60	43.60
Total Personnel	**70.40**	**71.30**	**71.30**	**71.30**
Permanent Full-Time	70.40	71.30	71.30	71.30
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**70.40**	**71.30**	**71.30**	**71.30**

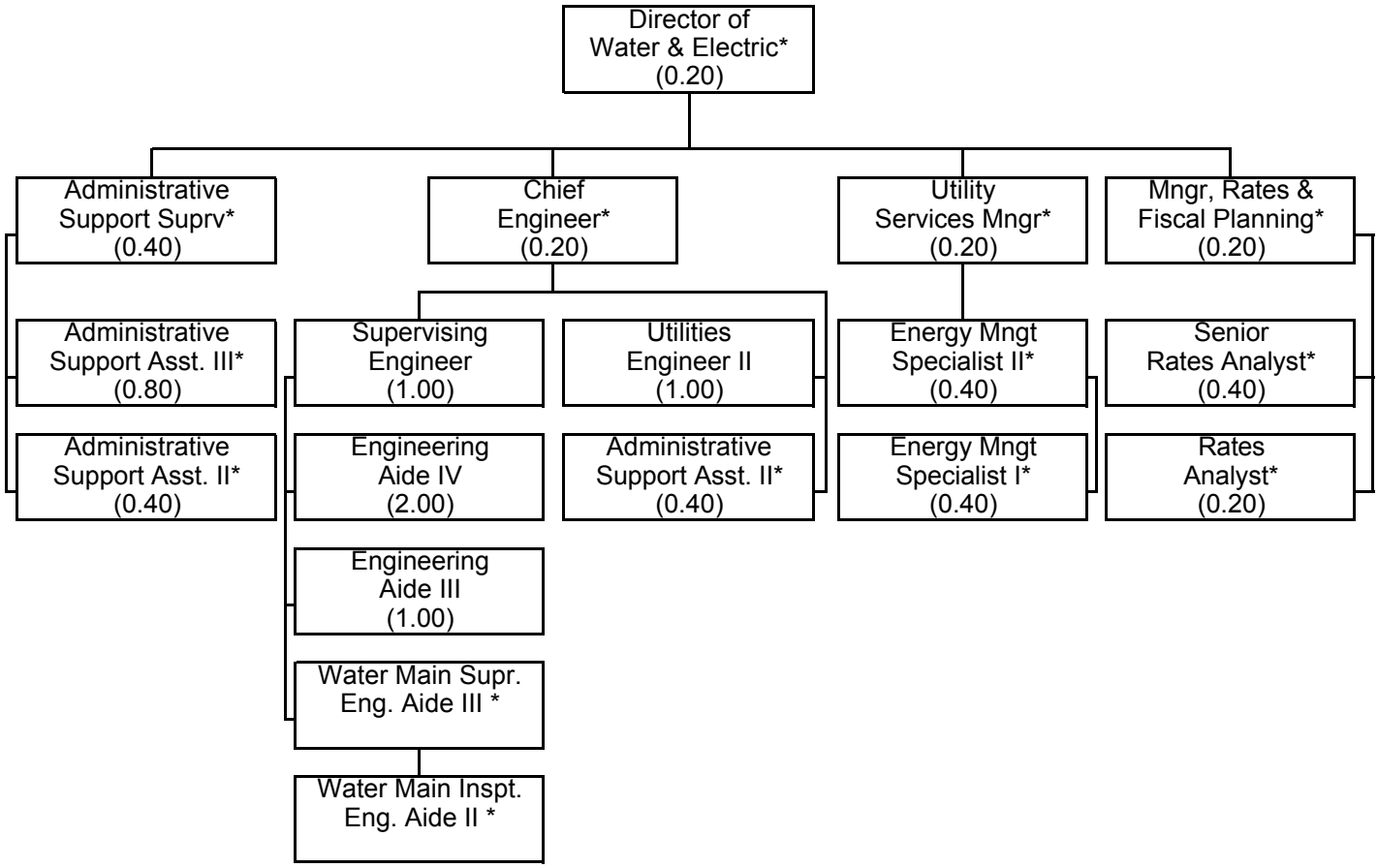
City of Columbia - Water and Electric (Water Summary)

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

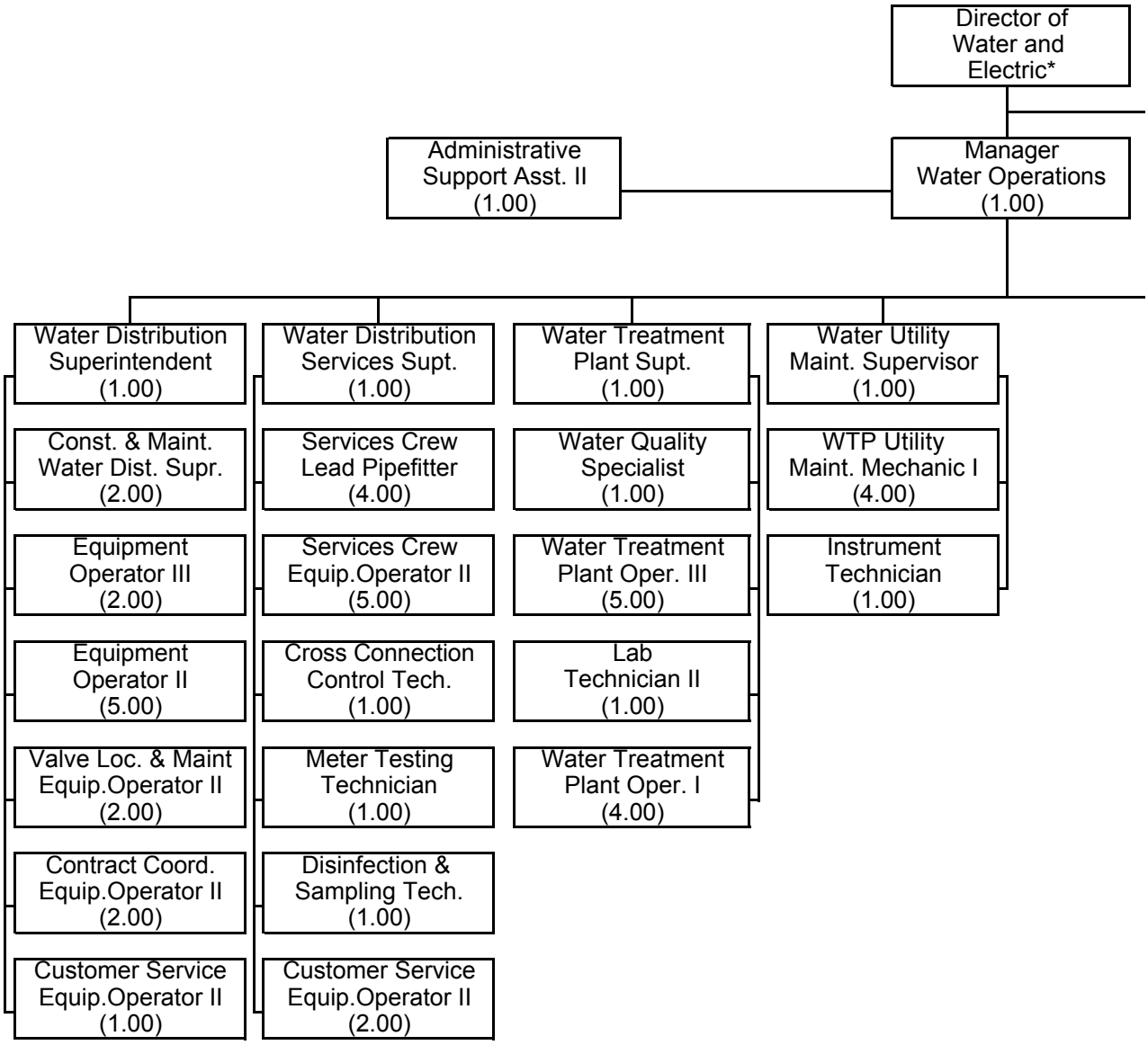
	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 563,779	$ 580,986	$ 580,577	$ 555,216
Supplies and Materials	12,661	43,355	44,905	27,544
Travel and Training	2,368	3,272	3,272	2,906
Intragovernmental Charges	814,805	814,519	814,519	764,244
Utilities, Services, & Misc.	1,676,460	1,709,611	1,734,143	1,770,350
Capital	2,500	0	0	30,000
Other	2,564,448	2,461,573	2,702,561	2,812,608
Total	**$ 5,637,021**	**$ 5,613,316**	**$ 5,879,977**	**$ 5,962,868**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
5112 - Utility Engineer II	2.00	2.00	2.00	1.00
5105 - Supervising Engineer	0.00	0.00	0.00	1.00
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	0.40	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	0.80	0.80	0.80	0.80
Total Personnel	**9.20**	**9.20**	**9.20**	**9.20**
Permanent Full-Time	9.20	9.20	9.20	9.20
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**9.20**	**9.20**	**9.20**	**9.20**

City of Columbia - Water Production & Distribution

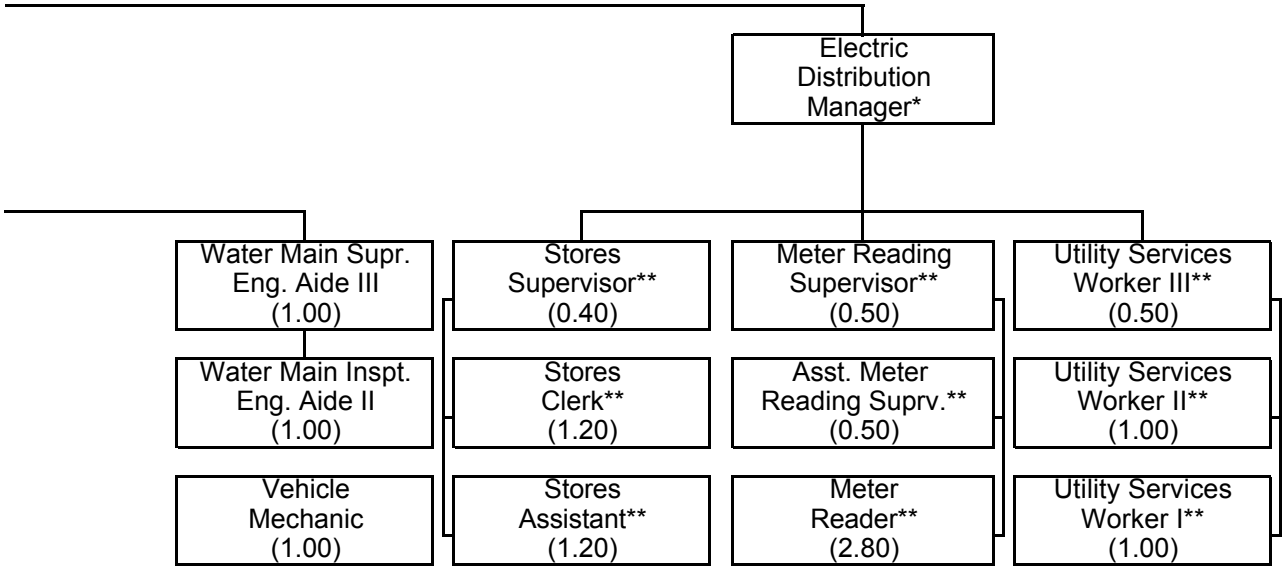
62.10 FTE Positions



* 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 2003.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 1,019,514	$ 934,117	$ 931,364	$ 1,020,490
Supplies and Materials	545,254	539,514	536,064	556,634
Travel and Training	8,393	6,541	6,541	7,431
Intragovernmental Charges	17,247	17,953	17,953	17,332
Utilities, Services, & Misc.	825,528	1,171,026	1,171,911	1,177,855
Capital	27,806	68,000	68,000	74,500
Other	0	0	0	20,000
Total	**$ 2,443,742**	**$ 2,737,151**	**$ 2,731,833**	**$ 2,874,242**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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 Pump 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 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 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 1,436,157	$ 1,545,164	$ 1,545,779	$ 1,610,940
Supplies and Materials	315,519	519,910	519,255	483,442
Travel and Training	4,216	7,257	7,257	7,958
Intragovernmental Charges	39,331	107,731	107,731	111,621
Utilities, Services, & Misc.	369,527	418,073	437,820	539,413
Capital	330,162	162,550	162,550	180,000
Other	0	0	0	0
Total	**$ 2,494,912**	**$ 2,760,685**	**$ 2,780,392**	**$ 2,933,374**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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	0.50	0.50	0.50	0.50
2882 - Utility Service Worker II	0.50	1.00	1.00	1.00
2881 - Utility Service Worker I	1.00	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	2.80	2.80	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	**42.70**	**43.60**	**43.60**	**43.60**
Permanent Full-Time	42.70	43.60	43.60	43.60
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**42.70**	**43.60**	**43.60**	**43.60**

Water - Capital Projects

550-881

MAJOR PROJECTS

Projects to expand the pumping, treatment, transmission, and storage of water are outlined in the Capital Improvement Program (CIP).

FISCAL IMPACT

This includes the major capital improvements that are outlined in the CIP. The remaining portion of the $16,125,000 in bonds, approved by voters in 1997, were sold in FY 2002. Remaining projects, outlined during the election, are underway or in the planning stages. New projects, outlined in the CIP, will require a bond issue or another funding source. Rate changes will be necessary when new funding is in place.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 499,302	$ 520,000	$ 520,000	$ 470,000
Supplies and Materials	291	0	0	0
Travel and Training	0	0	0	0
Intragovernmental Charges	0	0	0	0
Utilities, Services, & Misc.	2,046,255	2,197,706	2,197,706	450,000
Capital	882,512	1,283,882	1,283,882	227,145
Other	0	0	0	0
Total	**$ 3,428,360**	**$ 4,001,588**	**$ 4,001,588**	**$ 1,147,145**

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 two new positions. One position is in Utilities Services to assist in installation and maintenance of the Load Management System. Currently, there are over 12,000 load management switches installed with one full-time employee overseeing the program. The second position is an electric substation technician position. With nine electric substations and the fiber optic system, additional staff is needed to properly maintain these systems.

BUDGET DETAIL

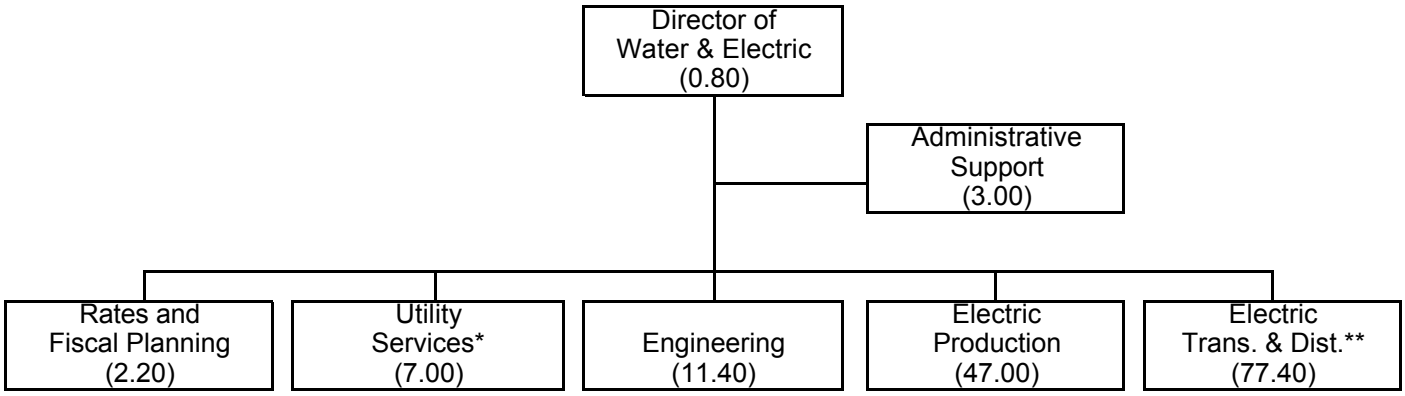
	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 7,847,768	$ 8,380,893	$ 8,354,351	$ 8,603,744
Power Supply	35,741,072	34,686,760	34,676,760	38,003,400
Supplies & Materials	1,153,963	1,529,509	1,560,038	1,644,195
Travel & Training	43,280	80,960	68,360	82,257
Intragovernmental Charges	1,395,381	1,376,193	1,378,300	1,463,588
Utilities, Services & Misc.	9,837,851	9,267,229	9,745,290	9,752,658
Capital	3,876,288	3,046,000	2,349,754	3,478,885
Other	6,610,173	6,601,286	6,853,868	7,134,825
Total	**66,505,776**	**64,968,830**	**64,986,721**	**70,163,552**
Summary				
Operating Expenses	47,857,664	48,529,544	48,340,414	52,268,462
Non-Operating Expenses	10,449,627	10,538,600	10,605,510	10,961,568
Debt Service	1,780,146	1,820,686	1,966,043	2,004,637
Capital Additions	1,455,880	1,815,000	1,809,754	1,241,085
Capital Projects	4,962,459	2,265,000	2,265,000	3,687,800
Total Expenses	$ **66,505,776**	$ **64,968,830**	$ **64,986,721**	$ **70,163,552**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Administration and General	18.90	21.40	21.40	22.40
Production	46.50	46.00	46.00	46.00
Transmission and Distribution	78.30	79.40	79.40	80.40
Total Personnel	**143.70**	**146.80**	**146.80**	**148.80**
Permanent Full-Time	141.60	144.70	144.70	146.70
Permanent Part-Time	2.10	2.10	2.10	2.10
Total Permanent	**143.70**	**146.80**	**146.80**	**148.80**

City of Columbia - Water and Electric (Electric Summary)

148.80 FTE Positions

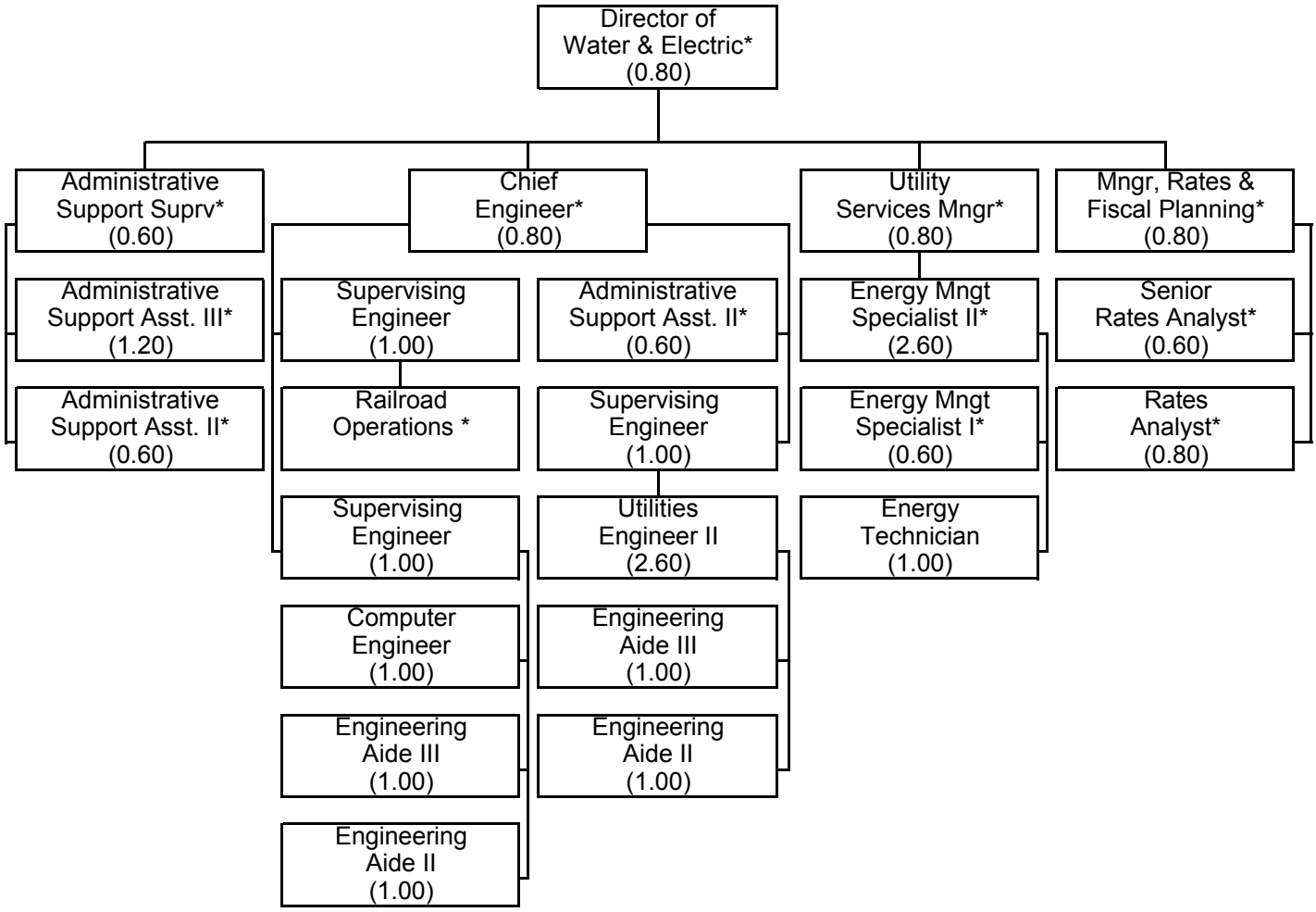


* A portion of Utility Services' FTE's are budgeted in Transmission and Distribution (3.5 FTE's)

** Trans. & Dist. - Transmission and Disribution

City of Columbia - Electric Administration & General

22.40 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 also includes the engineering section which is responsible for extensions, planning and layouts for construction crews, review of subdivision plans, and field review of all contract work. This group also 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. Also included in Administration is the Utility Services Division that is responsible for conservation and demand management programs, and marketing in general, including operation of CABLE Channel 13.

HIGHLIGHTS / SIGNIFICANT CHANGES

This budget includes one new position in Utility Services to assist in installation and maintenance of the Load Management System. With over 12,000 load management switches installed, the system significantly reduces summer peak load. The position is needed to maintain acceptable service levels.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 1,202,211	$ 1,408,590	$ 1,410,038	$ 1,343,498
Power Supply	0	0	0	0
Supplies and Materials	158,599	255,052	250,602	242,798
Travel and Training	24,273	44,140	31,540	38,930
Intragovernmental Charges	1,299,330	1,277,300	1,279,407	1,361,160
Utilities, Services, & Misc.	6,163,081	6,518,755	6,545,625	6,603,682
Capital	14,475	17,000	42,878	54,460
Other	6,610,173	6,556,523	6,809,105	7,090,062
Total	**$ 15,472,142**	**$ 16,077,360**	**$ 16,369,195**	**$ 16,734,590**

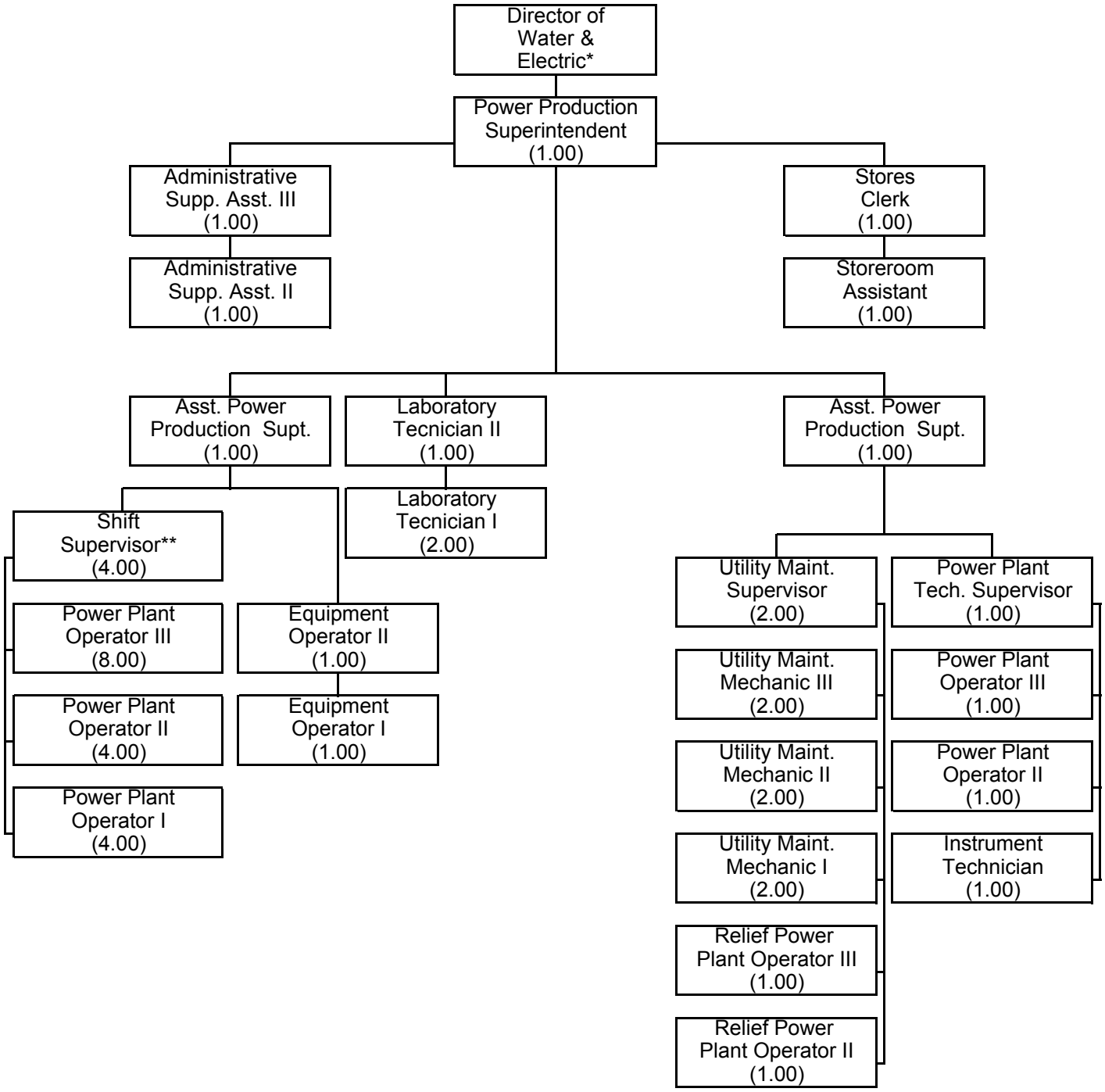
AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
5112 - Utility Engineer II	4.60	5.60	5.60	2.60
5112 - Computer Engineer	1.00	1.00	1.00	1.00
5105 - Supervising Engineer	0.00	0.00	0.00	3.00
5104 - Chief Engineer	0.80	0.80	0.80	0.80
5003 - Engineering Aide III	0.00	2.00	2.00	2.00
5002 - Engineering Aide II	2.00	2.00	2.00	2.00
5001 - Engineering Aide I*	1.00	0.00	0.00	0.00
4521 - Energy Technician	0.50	1.00	1.00	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	2.60
4511 - Energy Management Spec. I	0.60	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	1.20	1.20	1.20	1.20
Total Personnel	**18.90**	**21.40**	**21.40**	**22.40**
Permanent Full-Time	18.30	20.80	20.80	21.80
Permanent Part-Time	0.60	0.60	0.60	0.60
Total Permanent	**18.90**	**21.40**	**21.40**	**22.40**

*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-hours 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

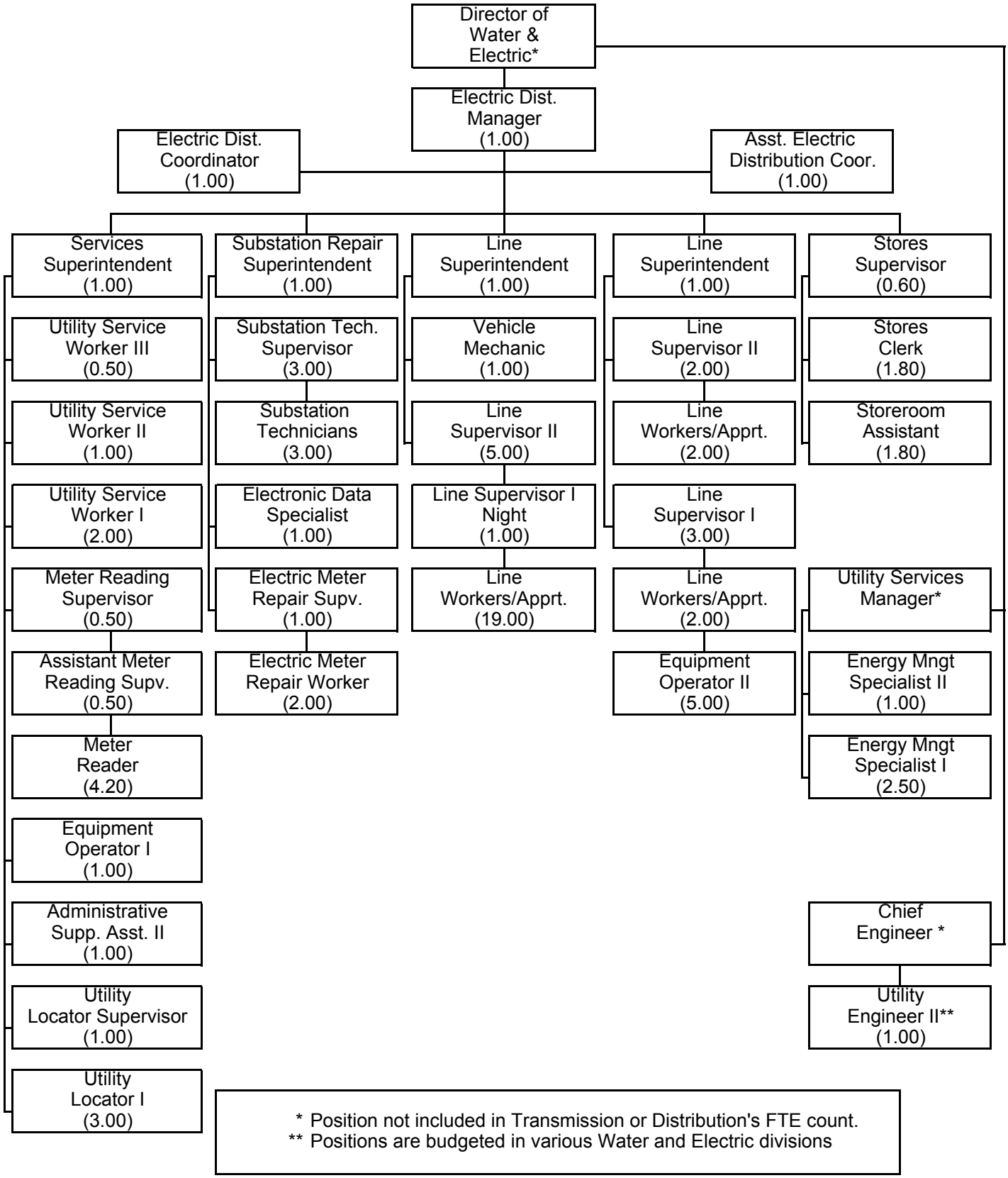
	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 2,411,399	$ 2,408,110	$ 2,409,081	$ 2,627,096
Power Supply	35,741,072	34,686,760	34,676,760	38,003,400
Supplies and Materials	445,453	569,530	573,620	631,171
Travel and Training	10,870	6,900	6,900	8,157
Intragovernmental Charges	23,282	27,758	27,758	27,812
Utilities, Services, & Misc.	584,457	861,330	772,329	801,596
Capital	1,084,531	1,159,000	1,132,500	612,500
Other	0	44,763	44,763	44,763
Total	**$ 40,301,064**	**$ 39,764,151**	**$ 39,643,711**	**$ 42,756,495**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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	0.00	0.00	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
2633/2638/2639 - 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**	**46.00**	**46.00**	**46.00**
Permanent Full-Time	46.50	46.00	46.00	46.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**46.50**	**46.00**	**46.00**	**46.00**

City of Columbia - Electric Transmission & Distribution

80.40 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-ons 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

FY 2003 includes the addition of one electric substation supervisor position. This position is needed to maintain acceptable service levels after continued expansion of the electric substations and the fiber optic system.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 3,284,171	$ 3,530,193	$ 3,501,232	$ 3,683,150
Power Supply	0	0	0	0
Supplies and Materials	549,911	704,927	735,816	770,226
Travel and Training	8,137	29,920	29,920	35,170
Intragovernmental Charges	72,769	71,135	71,135	74,616
Utilities, Services, & Misc.	1,498,249	1,887,144	1,736,336	1,847,380
Capital	356,874	639,000	634,376	574,125
Other	0	0	0	0
Total	$ **5,770,111**	$ **6,862,319**	$ **6,708,815**	$ **6,984,667**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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	2.50	2.50	2.50	2.50
2883 - Utility Service Worker III	0.50	0.50	0.50	0.50
2882 - Utility Service Worker II	0.50	1.00	1.00	1.00
2881 - Utility Service Worker I	2.00	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	4.20	4.20	4.20
2860 - Electronic Data Specialist	1.00	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 Supervisor	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	3.00
2333/2334 Substation Technician/App S.T.	4.00	4.00	4.00	3.00
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	**78.30**	**79.40**	**79.40**	**80.40**
Permanent Full-Time	76.80	77.90	77.90	78.90
Permanent Part-Time	1.50	1.50	1.50	1.50
Total Permanent	**78.30**	**79.40**	**79.40**	**80.40**

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 remaining portion of the $23,125,000 in bonds, approved by voters in 1997, were sold in FY 2002. Remaining projects, outlined in that bond issue, are underway or in the planning stages. A new bond issue will not be necessary in FY 2003.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 949,987	$ 1,034,000	$ 1,034,000	$ 950,000
Power Supply	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.	1,592,064	0	691,000	500,000
Capital	2,420,408	1,231,000	540,000	2,237,800
Other	0	0	0	0
Total	$ **4,962,459**	$ **2,265,000**	$ **2,265,000**	$ **3,687,800**

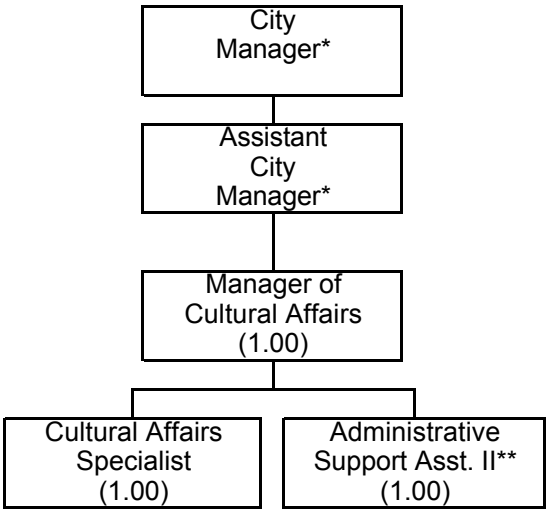
Cultural
Affairs Fund

City of Columbia

Columbia, Missouri

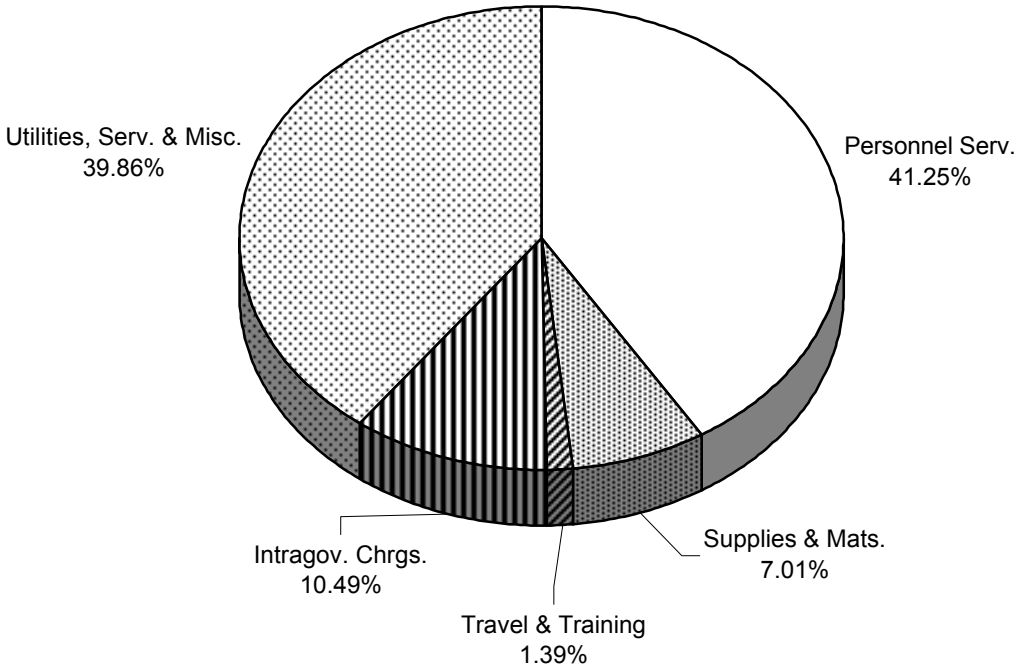
City of Columbia - Cultural Affairs

3.00 FTE Positions



* Positions not included in Cultural Affairs's FTE count.
** 40% of this position is funded by MACAA

Cultural Affairs Fund
FY 2003



APPROPRIATIONS

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Budget FY 2002
Personnel Services	$ 123,868	$ 141,824	141,824	146,766	3.5%
Supplies & Materials	21,586	25,303	25,378	24,950	-1.4%
Travel & Training	1,077	4,958	4,350	4,958	0.0%
Intragovernmental Charges	37,550	36,710	36,710	37,313	1.6%
Utilities, Services & Misc.	163,897	139,807	135,801	141,818	1.4%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**347,978**	**348,602**	**344,063**	**355,805**	**2.1%**
Summary					
Operating Expenses	347,978	348,602	344,063	355,805	2.1%
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	$ **347,978**	$ **348,602**	**344,063**	**355,805**	**2.1%**

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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. The 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

- The OCA's Community Arts Program grant from the Missouri Arts Council ranked first out of 43 applications in the 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 organizations.
- 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 Percent for Art project at the Community Recreation Center will be installed and dedicated.
- Percent for Art projects at the City/County Health Department and Stephens Lake Park will get underway.
- An Arts Education grant from the Missouri Arts Council will enhance the City/County Health Department Percent for Art project by involving the artist in a residency experience with area schools. The program will also expand the OCA's Partners in Education Program with the district-wide art department.
- Greater participation in the CARE Gallery will take place, including assistance with coordinating the summer sessions and securing funding.
- A grant from the National Endowment for the Arts will be implemented in support of the CARE Gallery. This is the first time the OCA has received a grant from the NEA since a 1994-1996 project was funded.
- 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.
- Ongoing 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 $153,122.
- 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. Growth in the newsletter mailing list is expected as well.
- Continued 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.

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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 2001	Budget FY 2002	Estimated FY 2003
Programs:			
Columbia Festival of the Arts	1	1	1
Funding of Local Arts Agencies: $1,000+/under $500	16/7	24/8	25/10
Percent for Art Projects	2	2	3
Public Art Programming	5	5	5
Programs not listed above	N/A	N/A	N/A
Services:			
Artists' Registry	50	75	100
Arts Administrators Roundtable	N/A	12	12
Arts Express Newsletter	18,000*	19,000*	24,000*
Creative Artist Resource Directory	N/A	100	100
C.A.R.E. Gallery (collaboration with Parks and Recreation)	N/A	10	15
Cultural Tourism Collaborative	6	6	6
Gallery Crawl (collaboration with Downtown Business Associations)	2	3	2
Local Economic Impact of the Arts Study	34	N/A	N/A
Marketing Initiatives	6+	20+	25+
Partners in Education Programming	4	10	15
Workshops & Technical Assistance	200	250	300

*Numbers adjusted to show full year of newsletter; previously used numbers were just for one month.

COMPARATIVE DATA

	Columbia, MO*	Lincoln, NE**	Boulder CO*	Salina, KS*	St. Joseph, MO**
Population	**88,291**	**230,093**	**96,566**	**46,593**	**75,470**
Population: Service Area	**84,537**	**200,000**	**287,000**	**150,000**	**287,000**
Number of Full-Time Employees	2	1	1	5	3
Number of Part-Time Employees	1	5	1	7	2
Employees Per 1,000 Population	0.023	0.004	0.010	0.107	0.040
Art Center	no	no	yes	yes	no
Festival(s)/Budget(s)	1/$40,000	1/$35,000	no	1/$376,000	1/$300,000
Funding to Local Arts Agencies &	yes	yes***	yes	yes	yes+
Amount Awarded in Last FY	$73,750	$65,000	$206,000	$63,000	$187,000
Funding from Tourism and/or CVB	yes	yes	yes	yes	yes
Online Artists' Registry	yes	yes	yes	no	no
Percent for Art/Public Art Program	yes++	yes=	yes	yes++	no
Total Budget	$347,912	$245,000	$500,000	$873,500	$550,000

* 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
= Funded by private donations

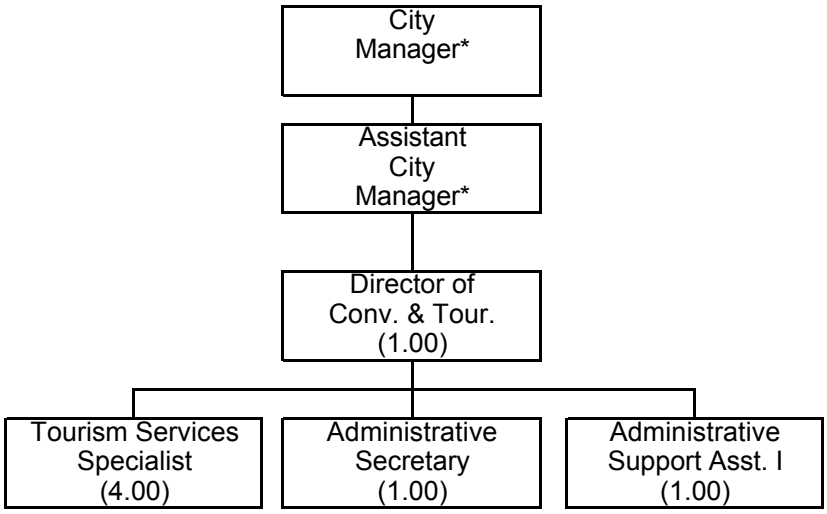
Convention and Tourism Fund

City of Columbia

Columbia, Missouri

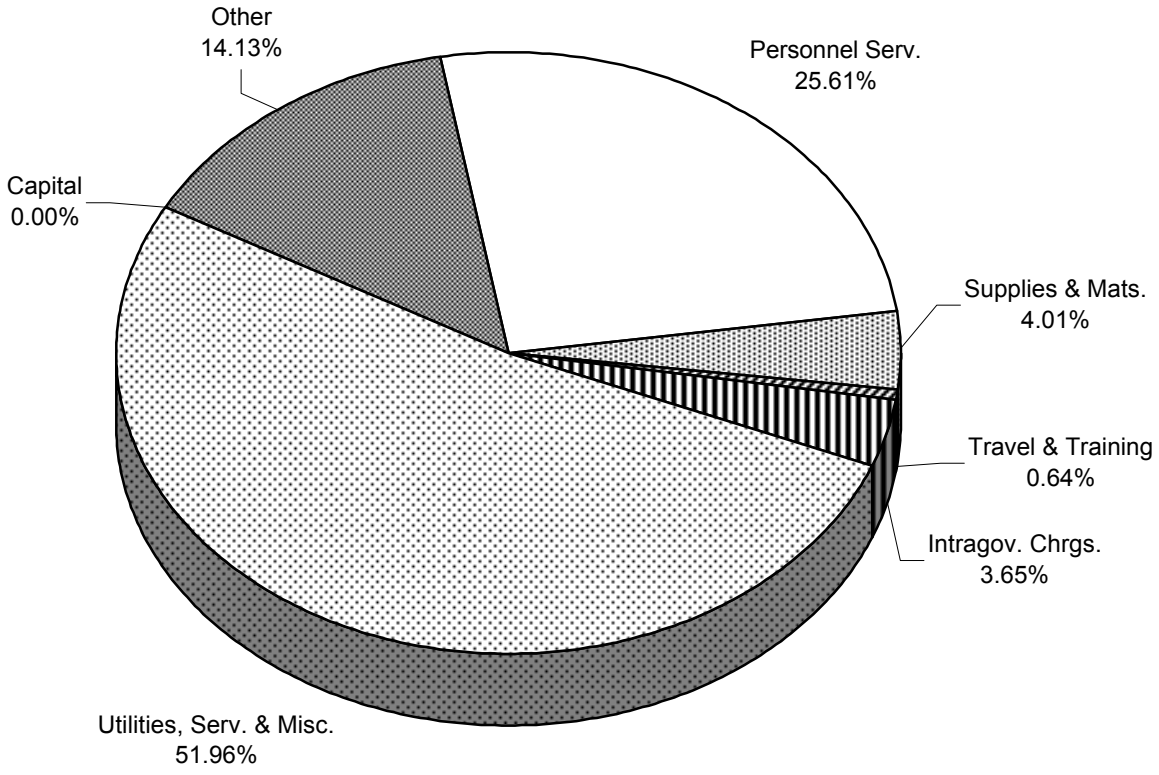
City of Columbia - Convention and Tourism

7.00 FTE Positions



* Positions not included in Convention & Tourism's FTE count.

Convention & Tourism Fund
FY 2003



APPROPRIATIONS

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Budget FY 2002
Personnel Services	$ 312,917	$ 369,063	$ 364,912	$ 403,241	9.3%
Supplies & Materials	55,155	65,895	67,553	63,200	-4.1%
Travel & Training	4,649	9,200	6,145	10,100	9.8%
Intragovernmental Charges	53,654	57,819	57,919	57,483	-0.6%
Utilities, Services & Misc.	552,772	587,124	577,271	818,183	39.4%
Capital	3,365	11,995	11,995	0	-100.0%
Other	124,584	95,931	95,931	222,423	131.9%
Total	**1,107,096**	**1,197,027**	**1,181,726**	**1,574,630**	**31.5%**
Summary					
Operating Expenses	979,147	1,089,101	1,073,800	1,352,207	24.2%
Non-Operating Expenses	124,584	95,931	95,931	222,423	131.9%
Debt Service	0	0	0	0	
Capital Additions	3,365	11,995	11,995	0	-100.0%
Capital Projects	0	0	0	0	
Total Expenses	$ **1,107,096**	$ **1,197,027**	$ **1,181,726**	$ **1,574,630**	**31.5%**

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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 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

The Tourism Development Fund is entering its third year of festival and event funding. We have seen marked growth in many of the funded events. The Downtown Twilight Festival now draws several thousand people each Thursday in June and September, many from out of town. The Heritage Festival saw substantial growth in spite of the fact that last year's event occurred just two weeks following the tragedies of September 11. Art in the Park entered into a very successful collaboration with the Missouri Theater to bring Arlo Guthrie to Columbia for a concert at the event and an evening concert at the Missouri theater. Estimates of Art in the Park attendance exceeded 30,000.

In July, 2002, the CVB will submit to the City Council a set of guidelines for the Tourism Development Fund Attraction Development Program. This program will provide funding for capital projects which have substantial potential to generate additional overnight stays and increase leisure tourism.

Additional efforts in convention sales and leisure advertising contributed to the relative stability of Columbia's tourism industry in the wake of September 11. While many cities around the state were reducing tourism budgets and laying-off staff, Columbia saw comparatively minor revenue losses and, in fact, saw increases in revenues in several of the months following 9-11.

In FY 2003, the CVB will begin its first branding and advertising campaign since 1986. The campaign was made possible by the additional funding provided by the FY 2000 increase in the lodging tax. Although the CVB has substantially increased radio, print and television advertising during the last two years, the FY 03 campaign will develop an image for the city's tourism promotion and unify the look and approach of our advertising.

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Operations	6.00	6.00	6.00	7.00
Tourism	0.00	0.00	0.00	0.00
Total Personnel	**6.00**	**6.00**	**6.00**	**7.00**
Permanent Full-Time	6.00	6.00	6.00	7.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**6.00**	**6.00**	**6.00**	**7.00**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2001	Budget FY 2002	Estimated FY 2003
Convention Services:			
No. of Meetings Serviced	110	110	115
No. of Convention Welcomes & Promotions	14	15	15
Visitor Services:			
No. of Inquiries	13,778	13,800	15,000
No. of Visitors to Information Center*	5,800	4,500	4,500
Records Section:			
Sales Leads Generated	27	60	75
Definite Bookings	20	45	50
Economic Impact	$2,855,843	$3,800,000	$4,200,000
Group Tours:			
No. of Group Tours Serviced	57	30	30
No. Leads Generated	136	145	140
No. of Proposals/Itineraries	177	150	150
Media/PR		30	30
Press Generation	3	3	4

* For FY 2002 and 2003 the number of anticpated visitors is reduced due to the addition of the Heart of Missouri Visitor Center and the Lake of the Woods Visitor Center. However, numbers are expected to increase due to an aggressive radio and print campaign.

COMPARATIVE DATA

	Columbia, MO	Springfield, MO	St. Joseph, MO	Jefferson City, MO	Lake Ozarks, MO
Population	**88,291**	**154,612**	**75,470**	**40,429**	**1,519**
Number of Employees	6	13.5	9.0	5.0	12
Employees Per 1,000 Population	0.068	0.087	0.119	0.124	7.900
Advertising Budget	$365,000	$983,113	$238,200	$97,050	$1,750,000
Number of Rooms	2,650	5,615	1,200	1,385	7,500

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 emphasis of the Convention and Visitors Bureau in FY 2003 will be on building a destination image through the development of an advertising and promotional campaign that includes the creation of a "brand" for the city. A brand" positions a destination in a unique way that communicates the distinct advantages or differences between our destination and our competitors. The campaign will include a greater concentration on leisure travel promotion. With rising postage costs in mind, the CVB will also place a greater emphasis on driving traffic to our website rather than to a fulfillment number. The website will be expanded to include more information on Columbia and more real-time" information on events and activities as well as special packages or "getaways."
The state budget crisis has impacted the convention and meetings market. The CVB will be placing more emphasis on soliciting non-government, non-education related business due to budget constraints in both of those segments.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 312,917	$ 369,063	$ 364,912	$ 403,241
Supplies and Materials	55,155	65,895	67,553	63,200
Travel and Training	4,649	9,200	6,145	10,100
Intragovernmental Charges	53,654	57,819	57,919	57,483
Utilities, Services, & Misc.	390,322	448,124	443,271	493,183
Capital	3,365	11,995	11,995	0
Other	75,784	95,931	95,931	222,423
Total	**$ 895,846**	**$ 1,058,027**	**$ 1,047,726**	**$ 1,249,630**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
8950 - Director	1.00	1.00	1.00	1.00
4300 - Tourism Services Specialist	4.00	4.00	4.00	4.00
1101 - Administrative Secretary	0.00	0.00	0.00	1.00
1002 - Admin. Support Assistant II	1.00	1.00	1.00	1.00
Total Personnel	**6.00**	**6.00**	**6.00**	**7.00**
Permanent Full-Time	6.00	6.00	6.00	7.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**6.00**	**6.00**	**6.00**	**7.00**

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

The Festival and Event program of the Tourism Development Fund is entering the third year of applications. The Convention and Visitors Bureau has received 19 applications for funding for FY 2003. The fund has provided enhancements to many area festivals and has enabled the development of several first-time events. Festivals and events often expose visitors to a destination for the first time and create a positive image in the mind of the visitor which often leads to future visits for other leisure activities.

The second program of the Tourism Development Fund is the Attraction Development Program. The draft of the Attraction Development Program guidelines was presented to the City Council at the 2002 Council Retreat. The program provides funding for capital projects that have substantial potential to generate overnight visitation. The program will be implemented and applications will be received pending final approval of guidelines by the Council.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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.	162,450	139,000	134,000	325,000
Capital	0	0	0	0
Other	48,800	0	0	0
Total	**$ 211,250**	**$ 139,000**	**$ 134,000**	**$ 325,000**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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**

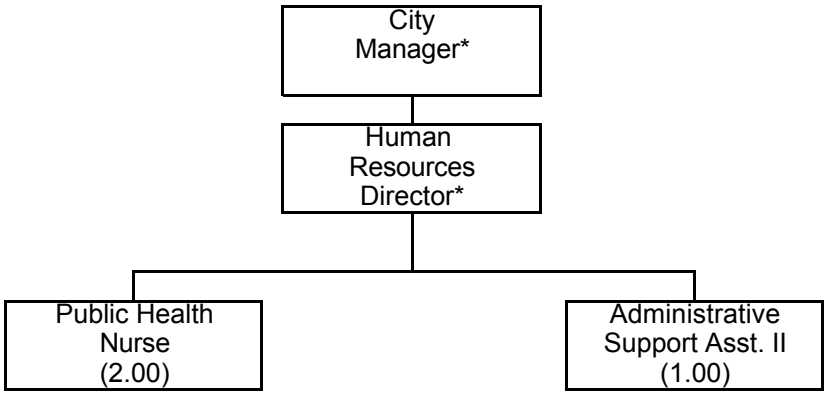
Employee Benefit Fund

City of Columbia

Columbia, Missouri

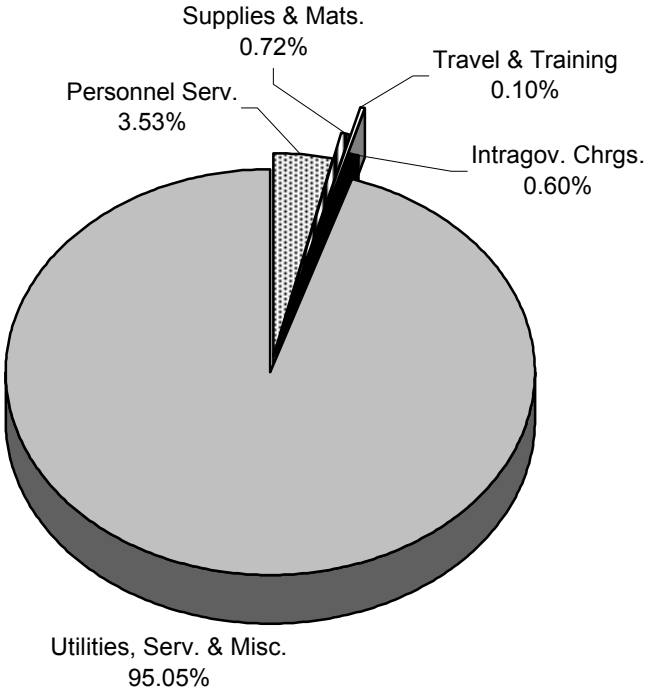
City of Columbia - Employee Benefit Fund

3.00 FTE Positions



* Positions not included in the Employee Benefit Fund's FTE count.

Employee Benefit Fund
FY 2003



APPROPRIATIONS

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Budget FY 2002
Personnel Services	$ 276,907	$ 262,724	$ 260,357	$ 275,420	4.8%
Supplies & Materials	27,143	56,142	45,112	56,324	0.3%
Travel & Training	1,389	5,210	5,210	7,772	49.2%
Intragovernmental Charges	44,282	47,920	47,920	46,728	-2.5%
Utilities, Services & Misc.	7,363,587	6,847,834	6,850,956	7,414,858	8.3%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**7,713,308**	**7,219,830**	**7,209,555**	**7,801,102**	**8.1%**
Summary					
Operating Expenses	7,713,308	7,219,830	7,209,555	7,801,102	8.1%
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	**$ 7,713,308**	**$ 7,219,830**	**$ 7,209,555**	**$ 7,801,102**	**8.1%**

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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 five 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 2003, 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 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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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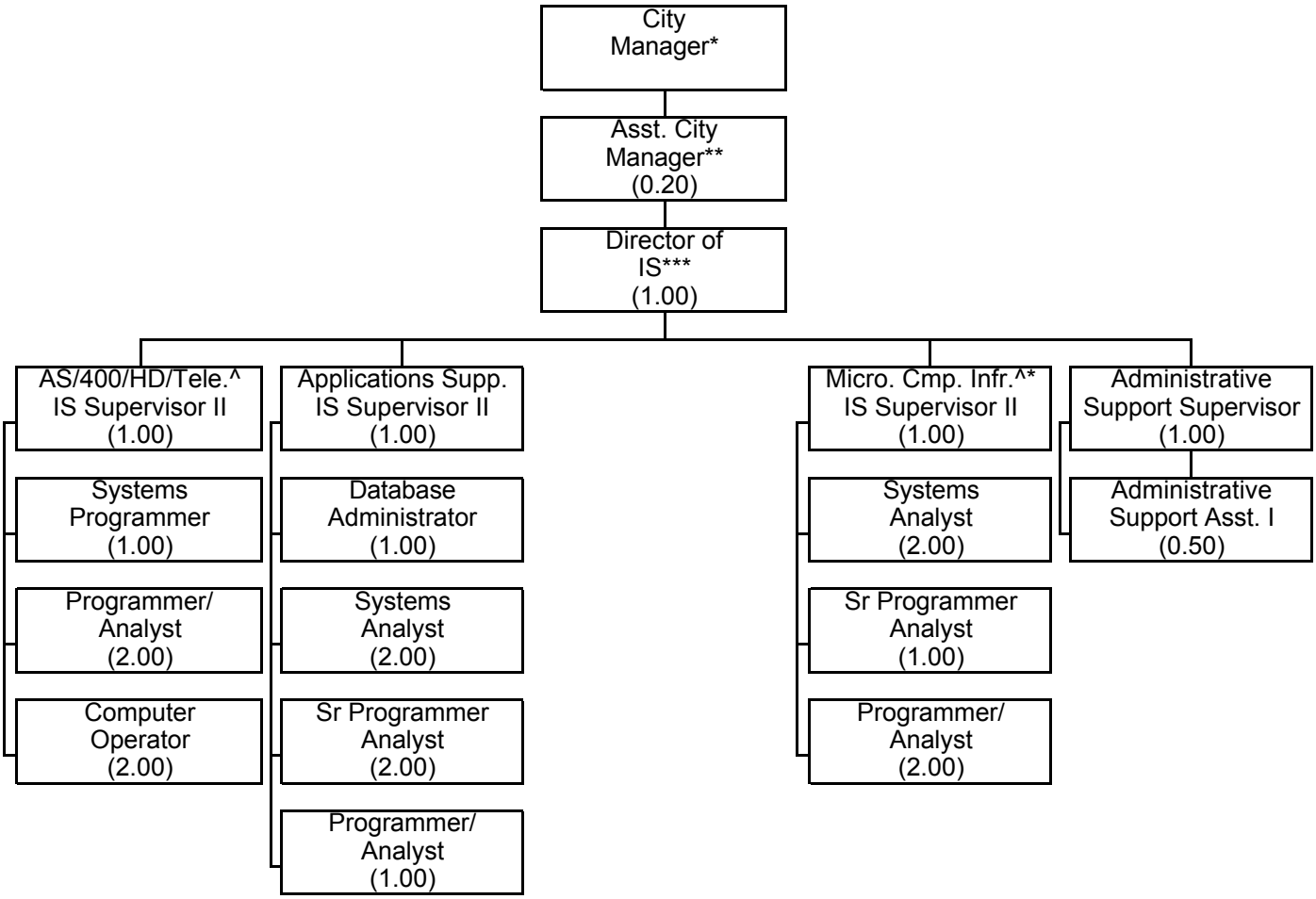
Information Services Fund

City of Columbia

Columbia, Missouri

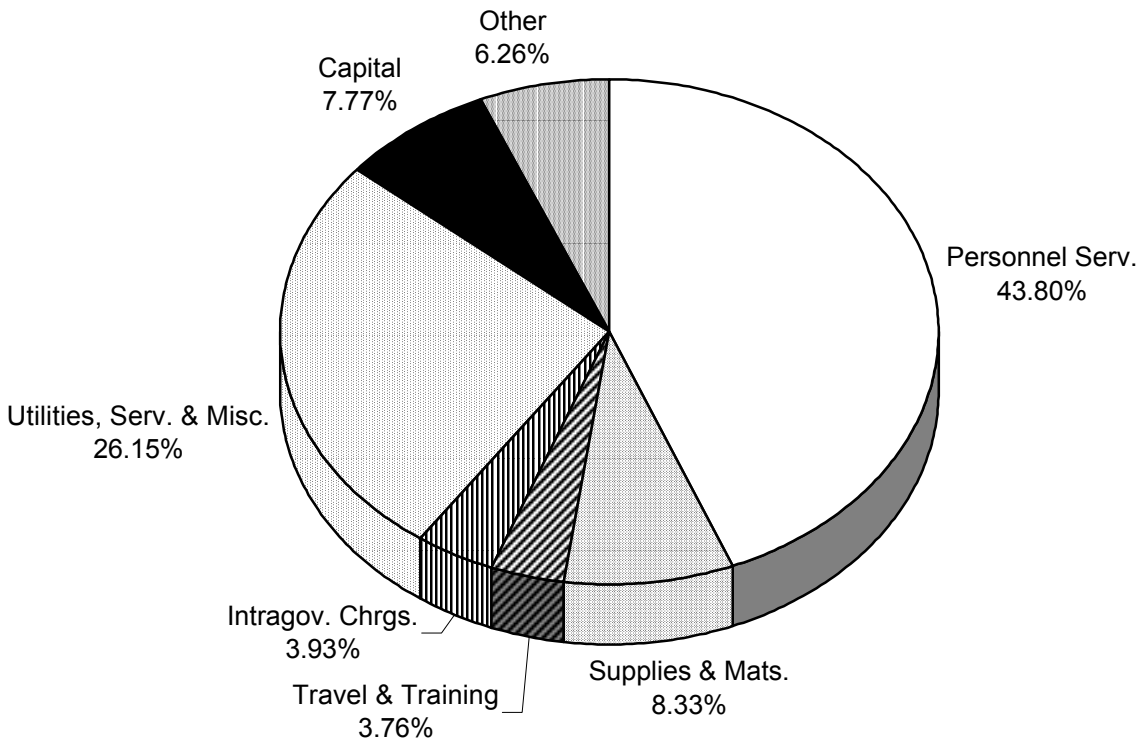
City of Columbia - Information Services

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
FY 2003



APPROPRIATIONS

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Budget FY 2002
Personnel Services	$ 1,306,845	$ 1,384,940	$ 1,387,807	$ 1,448,231	4.6%
Supplies & Materials	172,267	217,440	200,736	275,379	26.6%
Travel & Training	55,842	139,694	120,260	124,327	-11.0%
Intragovernmental Charges	374,089	129,586	129,586	130,097	0.4%
Utilities, Services & Misc.	704,664	889,426	869,794	864,718	-2.8%
Capital	116,368	215,232	217,181	256,803	19.3%
Other	353,460	391,521	345,496	207,000	-47.1%
Total	**3,083,535**	**3,367,839**	**3,270,860**	**3,306,555**	**-1.8%**
Summary					
Operating Expenses	2,613,707	2,761,086	2,708,183	2,842,752	3.0%
Non-Operating Expenses	342,734	251,420	207,000	207,000	-17.7%
Debt Service	10,726	140,101	138,496	0	-100.0%
Capital Additions	116,368	215,232	217,181	256,803	19.3%
Capital Projects	0	0	0	0	
Total Expenses	$ **3,083,535**	$ **3,367,839**	$ **3,270,860**	$ **3,306,555**	**-1.8%**

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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 completed the "New On" Service Start web application which has significantly increased the efficiency of the Utility Billing Dept. by simplifying the account creation process and reducing potential errors. Firestations 3 & 8 as well as the Convention and Visitors Bureau were connected by fiber to the City's network. A gigabit backbone switch was installed increasing the efficiency and expandibility of the City's network. The HTE system was upgraded to version 6.

The Information Services Department priorities(E-Gov Services & upgrading infrastructure) include continuing with the implementation of the computer replacement plan, continuing the migration to Windows 2000/XP and the conversion from Corel Office to MS Office suite. The Information Services department will develop more web enabled applications to reduce the complexity of City operations and continue enhancing the usefulness of the City's web-site. These enhancements will include viewing billing history, on-line payments and on-line forms. Other priorities include development of a strategic plan which will also address disaster recovery and business continuity.

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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	3.00	2.00	3.00
7925 - Information Services Supervisor I*	1.00	0.00	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	0.00	1.00	0.00
1004 - Administrative Support Supervisor	0.00	1.00	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 2001	Budget FY 2002	Estimated FY 2003
No. of Production Programs	14,000	17,200	19,050
No. of Support Requests:			
a. Applications	200	1,600	1,681
b. HELP Desk Calls	5,000	5,157	5,200
No. of Hardware Supported			
a. Micro Computer	541	615	650
No. of Users Supported			
a. AS/400	565	629	640
b. Micro Computer	670	760	800
No. of Application Systems Supported			
a. AS/400	41	45	47
b. Micro Comptuer	83	116	209

COMPARATIVE DATA

	Columbia, MO	Ames, IA	New Port Richey, FL	Stockton, CA	LaPorte, TX
Population	**88,291**	**51,746**	**16,439**	**248,646**	**36,000**
Number of Employees	21	10	3	45	4
Employees Per 1,000 Population	0.238	0.193	0.182	0.181	0.111
Capital Budget	$250,004	$63,903	$97,700	$3,374,528	$38,000
Budget - Operating	$2,769,280	$1,000,836	$94,420	$5,047,707	$246,877
Budget Dollar Per Employee	$131,870	$100,084	$31,473	$112,171	$61,719
Mainframe/AS/400 Applications	47	15	17	20	14
Micro Computer Networks/Servers	30	12	17	20	12
Micro Computers	615	350	100	1,200	223
Utility Accounts	46,205	20,500	21,006	77,000	19,000

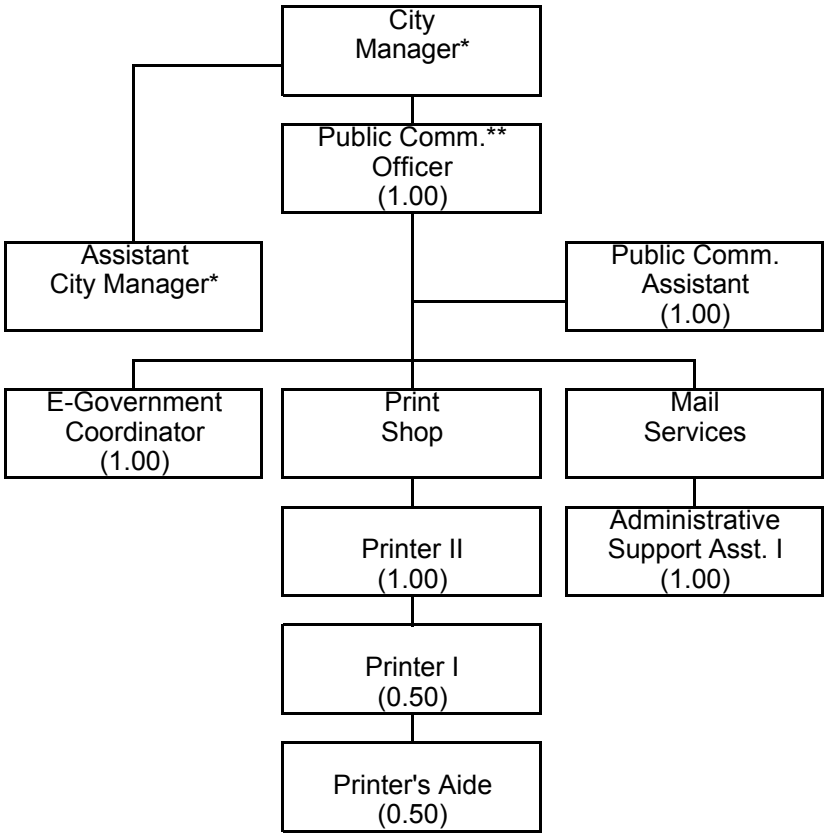
Public
Communications Fund

City of Columbia

Columbia, Missouri

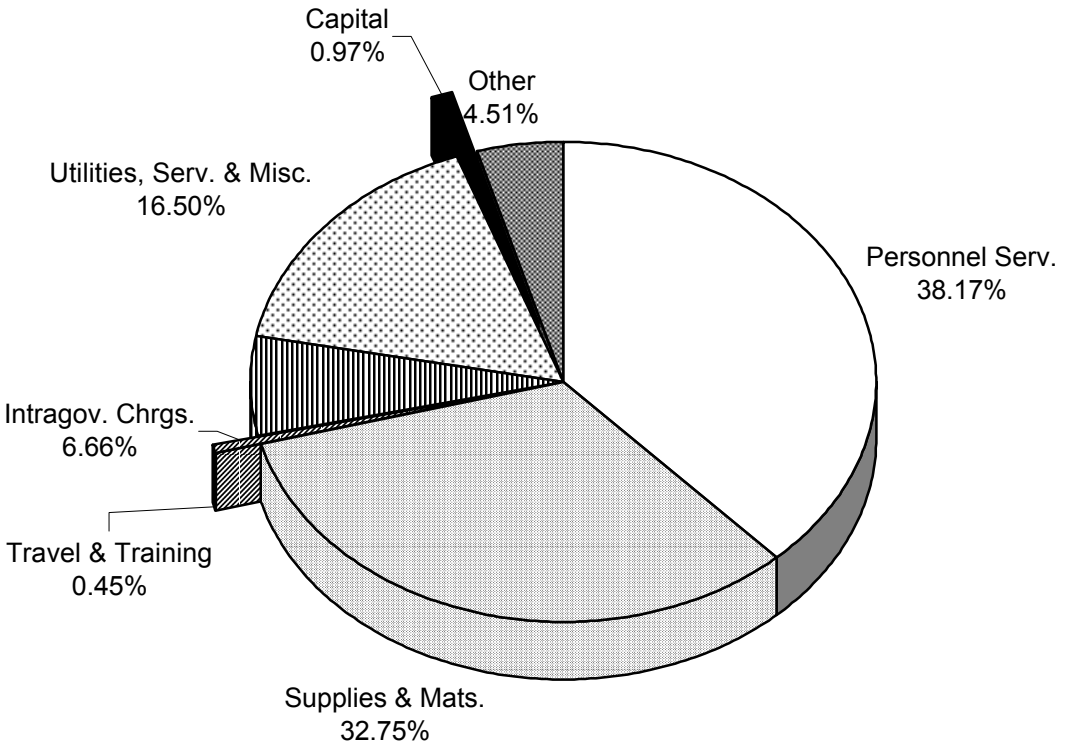
City of Columbia - Public Communications

6.00 FTE Positions



* Position not included in Public Communication's FTE count.
** Comm - Communications

Public Communications Fund
FY 2003



APPROPRIATIONS

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Budget FY 2002
Personnel Services	$ 274,299	$ 292,608	$ 284,953	$ 315,527	7.8%
Supplies & Materials	258,813	260,125	257,008	270,741	4.1%
Travel & Training	639	1,750	1,750	3,750	114.3%
Intragovernmental Charges	55,179	48,598	48,598	55,068	13.3%
Utilities, Services & Misc.	54,483	178,101	178,001	136,379	-23.4%
Capital	2,042	1,400	1,374	8,000	471.4%
Other	14,957	42,893	36,068	37,262	-13.1%
Total	**660,412**	**825,475**	**807,752**	**826,727**	**0.2%**
Summary					
Operating Expenses	643,413	781,182	770,310	781,465	0.0%
Non-Operating Expenses	14,957	42,893	36,068	37,262	-13.1%
Debt Service	0	0	0	0	
Capital Additions	2,042	1,400	1,374	8,000	471.4%
Capital Projects	0	0	0	0	
Total Expenses	$ **660,412**	$ **825,475**	$ **807,752**	$ **826,727**	**0.2%**

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PUBLIC COMMUNICATIONS FUND - SUMMARY

Fund 675

DEPARTMENT DESCRIPTION

The Public Communications Office has four primary areas of responsibility: public communications, web communications/electronic government, 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 Web Communications/Electronic Government function is responsible for all facets of the web site including design and maintenance. 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. Web Communications/Electronic Government was added to begin utilizing web technology to better communicate with the public and to enhance efficiency through online transactions.

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Public Communications Office	2.00	2.00	2.00	2.00
E-Government	0.00	1.00	1.00	1.00
Print Shop	1.50	1.00	1.00	1.50
Mail Room	1.00	1.50	1.50	1.50
Total Personnel	**4.50**	**5.50**	**5.50**	**6.00**
Permanent Full-Time	4.00	5.00	5.00	5.00
Permanent Part-Time	0.50	0.50	0.50	1.00
Total Permanent	**4.50**	**5.50**	**5.50**	**6.00**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2001	Budget FY 2002	Estimated FY 2003
Public Communications Office:			
Monthly Newsletters	12	12	12
Press Releases/Advisories	141	190	200
Community Line Accesses	10,179	11,000	11,000
Print Shop:			
No. of Photocopy Jobs	1,400	1,350	1,400
No. Photocopy Impressions	1,400,000	1,335,337	1,336,000
Desk Top Publishing	325	350	350
Mail Room:			
Outbound Mail Pieces	438,686	450,412	460,000
Outbound Packages	700	710	700

COMPARATIVE DATA

	Columbia, MO	Springfield, MO	Indepen-dence, MO	Ames, IA	Kirkwood, MO
Population	**88,291**	**154,612**	**115,554**	**51,746**	**27,870**
Public Communications Office:					
No. of Employees	2	12	8	4	1
No. of Press Releases	141	171	N/A	52	48
No. of Speaking Engagements	10	12	N/A	6	2
Print Shop:					
No. of Employees	1.50	2	1	1	N/A
No. of Photocopy Impressions	1,335,337	8,000,000	3,200,000	1,228,909	N/A
Mail Services:					
Number of Employees	1	1	1	1	N/A
Outbound Mail	450,412	384,000	980,000	210,323	N/A
No. of Packages Handled	710	N/A	N/A	700	N/A

N/A - Not Available

Public Communications - Public Communications Office

675-0910 to 675-0914

DESCRIPTION

To facilitate better two-way communications between Columbia citizens and City government. This is accomplished through prudent use of communication tools and channels including the Internet.

HIGHLIGHTS / SIGNIFICANT CHANGES

The City's web site was further developed to enhance communications and the City is moving toward providing the convenience of conducting transactions online.

Community Line continues to be a viable information channel for citizens seeking basic information. 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.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 188,921	$ 200,820	$ 194,109	$ 160,549
Supplies and Materials	48,480	43,379	42,972	41,536
Travel and Training	639	1,500	1,500	1,500
Intragovernmental Charges	35,757	31,889	31,889	37,027
Utilities, Services, & Misc.	21,574	142,574	142,474	74,497
Capital	2,042	0	0	8,000
Other	0	26,468	26,468	27,262
Total	**$ 297,413**	**$ 446,630**	**$ 439,412**	**$ 350,371**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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	0.00	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**

Public Communications - E-Government

675-0915

DESCRIPTION

E-Government Services is responsible for all facets of web communications and e-government. This includes strategic planning, training, monitoring, maintenance, and budgeting. The E-Government Coordinator serves as liaison for the Internet Citizens Advisory Group and the Staff committee.

HIGHLIGHTS / SIGNIFICANT CHANGES

The E-Gov Coordinator position was established in FY 2002. During FY 2002, the city hired a consultant to redesign the City's web site, including the graphic presentation, navigation and architecture to improve user friendliness and efficiency. The existing site was updated to improve navigation. This included deleting outdated pages, installing more intuitive links and standardizing more page formats. Initiated a preliminary format and data set to better monitor site usage. With the new E-Gov Coordinator, information on the main page is frequently updated, making the site more current. Services link was reorganized by service categories. Goal is to move toward online transactions that will allow customers to access their accounts and make on-line payments.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 0	$ 0	$ 0	$ 51,114
Supplies and Materials	0	0	0	2,300
Travel and Training	0	0	0	2,000
Intragovernmental Charges	0	0	0	0
Utilities, Services, & Misc.	0	0	0	23,900
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 0**	**$ 0**	**$ 0**	**$ 79,314**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
9941 - E-Government Coordinator	0.00	1.00	1.00	1.00
Total Personnel	**0.00**	**1.00**	**1.00**	**1.00**
Permanent Full-Time	0.00	1.00	1.00	1.00
Permanent Part-Time	0.00	0.00	0.00	0.00
Total Permanent	**0.00**	**1.00**	**1.00**	**1.00**

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 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 55,171	$ 41,640	$ 40,314	$ 55,732
Supplies and Materials	21,080	27,940	25,230	25,945
Travel and Training	0	250	250	250
Intragovernmental Charges	19,360	16,523	16,523	16,193
Utilities, Services, & Misc.	28,793	29,011	29,011	31,411
Capital	0	0	0	0
Other	14,957	16,425	9,600	10,000
Total	**$ 139,361**	**$ 131,789**	**$ 120,928**	**$ 139,531**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
7810 - Printer I	0.50	0.25	0.25	0.25
7809 - Printer II	1.00	0.75	0.75	0.75
1001 - Admin. Support Assistant I	0.00	0.00	0.00	0.50
Total Personnel	**1.50**	**1.00**	**1.00**	**1.50**
Permanent Full-Time	1.00	0.75	0.75	0.75
Permanent Part-Time	0.50	0.25	0.25	0.75
Total Permanent	**1.50**	**1.00**	**1.00**	**1.50**

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." Mail Services staff made adjustments to enhance security of unattended mail.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 30,207	$ 50,148	$ 50,530	$ 48,132
Supplies and Materials	189,253	188,806	188,806	200,960
Travel and Training	0	0	0	0
Intragovernmental Charges	62	186	186	1,848
Utilities, Services, & Misc.	4,116	6,516	6,516	6,571
Capital	0	1,400	1,374	0
Other	0	0	0	0
Total	**$ 223,638**	**$ 247,056**	**$ 247,412**	**$ 257,511**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
1001 - Admin. Support Assistant I	1.00	1.00	1.00	1.00
7810 - Printer I	0.00	0.25	0.25	0.25
7809 - Printer II	0.00	0.25	0.25	0.25
Total Personnel	**1.00**	**1.50**	**1.50**	**1.50**
Permanent Full-Time	1.00	1.25	1.25	1.25
Permanent Part-Time	0.00	0.25	0.25	0.25
Total Permanent	**1.00**	**1.50**	**1.50**	**1.50**

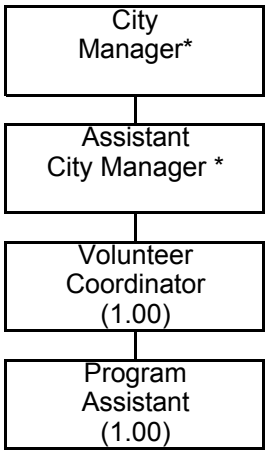
Contributions Fund

City of Columbia

Columbia, Missouri

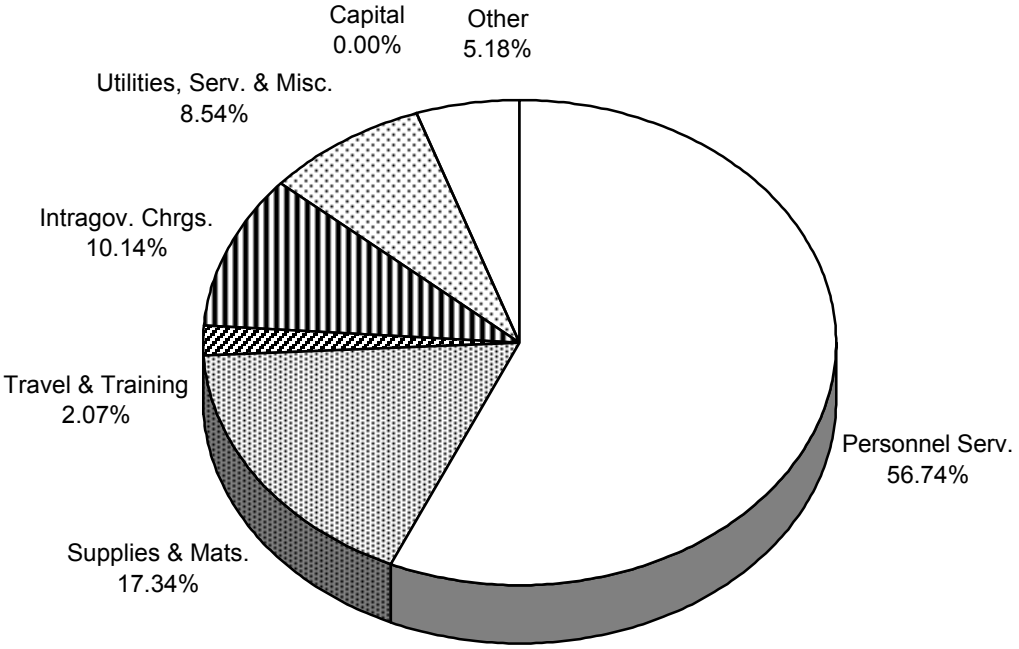
City of Columbia - Contributions Fund

2.00 FTE Positions



* Positions not included in Contribution's FTE count.

Contributions Fund
FY 2003



APPROPRIATIONS

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Budget FY 2002
Personnel Services	$ 86,364	$ 91,044	$ 91,094	$ 97,401	7.0%
Supplies & Materials	19,916	27,600	20,300	29,770	7.9%
Travel & Training	1,139	3,550	2,702	3,550	0.0%
Intragovernmental Charges	14,821	18,389	18,389	17,400	-5.4%
Utilities, Services & Misc.	7,589	14,579	11,634	14,655	0.5%
Capital	0	0	0	0	
Other	28,300	13,324	13,324	8,900	-33.2%
Total	**158,129**	**168,486**	**157,443**	**171,676**	**1.9%**
Summary					
Operating Expenses	129,829	155,162	144,119	162,776	4.9%
Non-Operating Expenses	28,300	13,324	13,324	8,900	-33.2%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **158,129**	$ **168,486**	$ **157,443**	$ **171,676**	**1.9%**

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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 2002, over 40,500 volunteer hours were reported at a value of over $652,577 not including hours contributed by boards and commissions. Highlights during 2002 include the graduation of a fifth TreeKeepers program, the continuation of the Park Patrol (a community policing program for Columbia's trails), a volunteer recognition in the spring, and the sixth city-wide "Cleanup Columbia" including sponsorship by local media and businesses. The Adopt a Spot beautification program added several new projects during the year particularly along Route B in northeast Columbia. This year, the office also started a summer youth volunteer program called Youth In Action aimed at youth ages 12-15. Goals for the next year include finding new ways to recognize to volunteers, recruit new volunteers, and promote volunteer opportunities. The Columbia Trust continued to publish a newsletter twice per year, started the New Century Fund (a 501c3 non-profit organization), and continued the Share the Light utility checkoff program.

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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 2002, over 40,500 volunteer hours were reported at a value of over $652,577 not including hours contributed by boards and commissions. Highlights during 2002 include the graduation of a fifth TreeKeepers program, the continuation of the Park Patrol (a community policing program on Columbia's trails), a volunteer recognitionin the spring, and the sixth 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 especially in NE Columbia. The Office also created "Youth In Action," a summer volunteer program for kids ages 12 to 15. Goals for next year 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 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 86,364	$ 91,044	$ 91,094	$ 97,401
Supplies and Materials	14,817	20,500	14,775	22,670
Travel and Training	1,139	1,550	950	1,550
Intragovernmental Charges	14,821	18,389	18,389	17,400
Utilities, Services, & Misc.	4,043	5,329	4,234	5,405
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 121,184**	**$ 136,812**	**$ 129,442**	**$ 144,426**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
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 2002, the utility checkoff was continued, 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. Over $10,000 will be raised by the end of FY 2002 with funds being appropriated to the health department for a youth dental care program and the Columbia Police Department for crime prevention programs. The Columbia Trust newsletter continued being published twice per year with copies going to donors, community leaders and estate planners. The City of Columbia New Century Fund, Inc. organized its first board in FY 2002 and has distributed $62,500 in grants for the Columbia Recreation Center. The New Century Fund will continue to be used in other ways to add to city funds in FY 2003.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 0	0	$ 0	$ 0
Supplies and Materials	0	0	0	0
Travel and Training	0	2,000	1,452	0
Intragovernmental Charges	0	0	0	0
Utilities, Services, & Misc.	0	0	0	0
Capital	0	0	0	0
Other	0	0	0	0
Total	**$ 0**	**$ 2,000**	**$ 1,452**	**$ 0**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003

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 2002, the utility checkoff was continued, 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. Over $10,000 will be raised by the end of FY2002 with funds being appropriated to the health department for a youth dental care program and the Columbia Police Department for crime prevention programs. The Columbia Trust newsletter continued being published twice per year with copies going to donors, community leaders and estate planners. The City of Columbia New Century Fund, Inc. organized its first board in FY02 and has distributed $62,500 in grants for the Columbia Recreation Center. The New Century Fund will continue to be used in other ways to add to city funds in FY 2003.

BUDGET DETAIL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 0	0	$ 0	$ 0
Supplies and Materials	5,099	7,100	5,525	7,100
Travel and Training	0	0	300	2,000
Intragovernmental Charges	0	0	0	0
Utilities, Services, & Misc.	3,546	9,250	7,400	9,250
Capital	0	0	0	0
Other	28,300	13,324	13,324	8,900
Total	**$ 36,945**	**$ 29,674**	**$ 26,549**	**$ 27,250**

AUTHORIZED PERSONNEL

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003

There are no personnel assigned to this budget.

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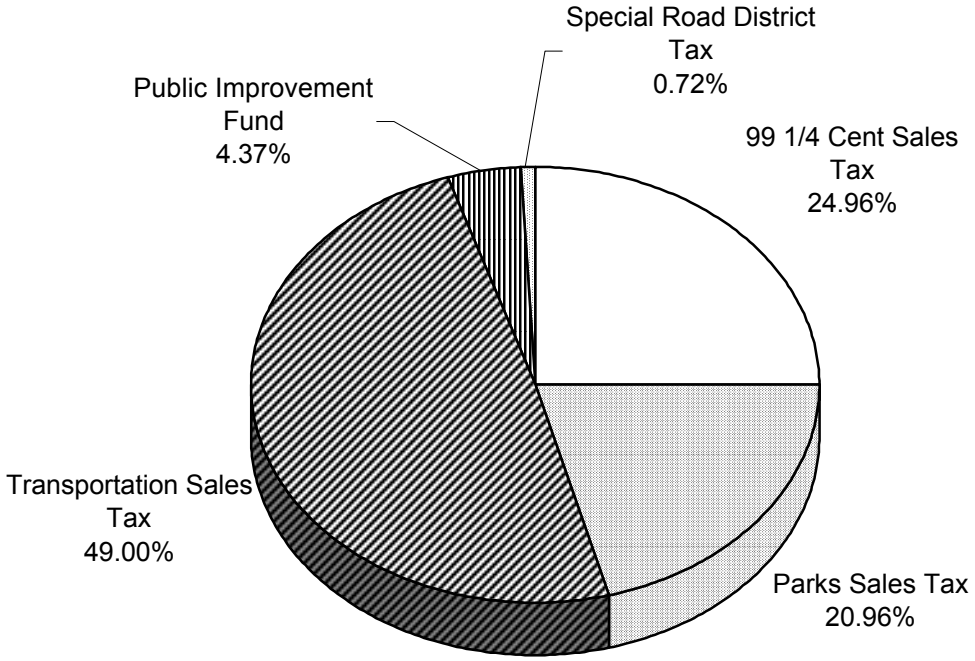
Other Special Revenue Funds

City of Columbia

Columbia, Missouri

Other Special Revenue Funds
FY 2003



APPROPRIATIONS

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Budget FY 2002
99 1/4 Cent Sales Tax	$ 1,159,660	$ 3,289,323	$ 3,289,323	$ 3,696,600	12.4%
Parks Sales Tax	8,685,091	3,418,250	3,418,250	3,104,699	-9.2%
Transportation Sales Tax	7,289,310	6,912,889	6,912,889	7,257,235	5.0%
Public Improvement Fund	840,291	631,041	631,041	646,817	2.5%
Special Road District Tax	911,562	1,361,600	1,361,600	106,500	-92.2%
Total	**18,885,914**	**15,613,103**	**15,613,103**	**14,811,851**	**-5.1%**

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 was 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. Park Sales Tax subsidies to the General Fund and the Recreation Services Fund were also increased in FY 2003. The other special revenue funds are used for standard transfers for capital and operating transportation uses.

APPROPRIATIONS

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Budget FY 2002
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	59,267	41,094	41,094	35,556	-13.5%
Utilities, Services & Misc.	15,569	0	0	0	
Capital	7,000,000	0	0	0	
Other	11,811,078	15,572,009	15,572,009	14,776,295	-5.1%
Total	**18,885,914**	**15,613,103**	**15,613,103**	**14,811,851**	**-5.1%**
Summary					
Operating Expenses	74,836	41,094	41,094	35,556	-13.5%
Non-Operating Expenses	11,811,078	15,572,009	15,572,009	14,776,295	-5.1%
Debt Service	0	0	0	0	
Capital Additions	7,000,000	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**$ 18,885,914**	**$ 15,613,103**	**$ 15,613,103**	**$ 14,811,851**	**-5.1%**

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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 2003
99 1/4 Cent Sales Tax Receipts	$	3,700,000
Investment Revenue		40,000
Total Resources		**3,740,000**

EXPENDITURES

99 1/4 Cent Sales Tax Transfer - CIP		521,000
COPS Public Building/Fire DSF		952,680
COPS Recreation Center		2,222,920
Total Expenditures		**3,696,600**
Revenues Over Expenditures	$	**43,400**

APPROPRIATIONS

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Budget FY 2002
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	1,159,660	3,289,323	3,289,323	3,696,600	12.4%
Total	**1,159,660**	**3,289,323**	**3,289,323**	**3,696,600**	**12.4%**
Summary					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	1,159,660	3,289,323	3,289,323	3,696,600	12.4%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **1,159,660**	$ **3,289,323**	$ **3,289,323**	$ **3,696,600**	**12.4%**

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 willbe used for the first five years for the purchase and development of the Stephens Lake property, to purchase additionaland replacement equipment, and other maintenance costs associated with existing and new parks.

RESOURCES

	Adopted FY 2003
FY 2003 Parks Sales Taxes Receipts	$ 3,700,000
Investment Revenue	35,000
Total Resources	**3,735,000**

EXPENDITURES

General Fund	240,000
Lease Debt Service	1,668,250
Capital Projects	670,300
Recreation Services Fund	525,300
General & Administrative Fee	849
Total Expenditures	**3,104,699**
Revenues Over Expenditures	$ **630,301**

APPROPRIATIONS

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Budget FY 2002
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	0	0	0	849	
Utilities, Services & Misc.	13,556	0	0	0	
Capital	7,000,000	0	0	0	
Other	1,671,535	3,418,250	3,418,250	3,103,850	-9.2%
Total	**8,685,091**	**3,418,250**	**3,418,250**	**3,104,699**	**-9.2%**
Summary					
Operating Expenses	13,556	0	0	849	
Non-Operating Expenses	1,671,535	3,418,250	3,418,250	3,103,850	-9.2%
Debt Service	0	0	0	0	
Capital Additions	7,000,000	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **8,685,091**	$ **3,418,250**	$ **3,418,250**	$ **3,104,699**	**-9.2%**

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 2003
FY 2003 Transportation Sales Taxes Receipts	$ 7,650,000
Investment Revenue	10,000
Total Resources	**7,660,000**

EXPENDITURES

Bus Subsidy	1,600,000
Airport Subsidy	569,235
Street and Sidewalk Related	4,554,200
CIP	533,800
Total Expenditures	**7,257,235**
Revenues Over Expenditures	$ **402,765**

APPROPRIATIONS

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Budget FY 2002
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	7,289,310	6,912,889	6,912,889	7,257,235	5.0%
Total	**7,289,310**	**6,912,889**	**6,912,889**	**7,257,235**	**5.0%**
Summary					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	7,289,310	6,912,889	6,912,889	7,257,235	5.0%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **7,289,310**	$ **6,912,889**	$ **6,912,889**	$ **7,257,235**	**5.0%**

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 allocated for a wide range of public improvements to the City which includes general government projects in the Capital Improvement Plan.

RESOURCES

		Adopted FY 2003
FY 2003 Sales Taxes Receipts	$	648,400
Development Fees		200,000
Investment Revenue		140,000
Total Resources		**988,400**

EXPENDITURES

General and Administrative Fees		34,707
Capital Projects		382,110
Engineering Transfer		230,000
Total Expenditures		**646,817**
Revenues Over Expenditures	$	**341,583**

APPROPRIATIONS

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Budget FY 2002
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	59,267	41,094	41,094	34,707	-15.5%
Utilities, Services & Misc.	2,013	0	0	0	
Capital	0	0	0	0	
Other	779,011	589,947	589,947	612,110	3.8%
Total	**840,291**	**631,041**	**631,041**	**646,817**	**2.5%**
Summary					
Operating Expenses	61,280	41,094	41,094	34,707	-15.5%
Non-Operating Expenses	779,011	589,947	589,947	612,110	3.8%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **840,291**	$ **631,041**	$ **631,041**	$ **646,817**	**2.5%**

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 2003
County Revenues	$ 1,200,000
Investment Revenue	18,000
Total Resources	**1,218,000**
EXPENDITURES	
Capital Projects Transfer	0
General Fund Transfer	106,500
Total Expenditures	**106,500**
Revenues Over Expenditures	$ **1,111,500**

APPROPRIATIONS

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Budget FY 2002
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	911,562	1,361,600	1,361,600	106,500	-92.2%
Total	**911,562**	**1,361,600**	**1,361,600**	**106,500**	**-92.2%**
Summary					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	911,562	1,361,600	1,361,600	106,500	-92.2%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **911,562**	$ **1,361,600**	$ **1,361,600**	$ **106,500**	**-92.2%**

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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 , STP Grants and 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 $670,300 to start the development of the Stephens Lake Property
- Funding for the Public Building Expansion Project with a $700,000 transfer of General Funds as per the financing plan.
- Major road projects include Blue Ridge Road;Garth to Route 763 , Heather Lane and East Broadway
- Major expansion of the Grindstone Substation and new Electric SCADA sytstem in the Electric Utility
- Funding the Rail Terminal project in the Railroad Fund
- Major Cargo Apron and Taxiway construction at the Airport

BUDGET CONSIDERATIONS

Major funding sources for the City's Capital Plan continues to be Capital and Parks Sales tax as well as Grant funds. The City continues to review rates in our enterprise funds to ensure funding is available for capital projects as well operations. Rate increases are proposed for FY 2003 in the Water Utility. A rate increase can be expected in FY 2004 in Solid Waste.

OPERATING IMPACT

The FY 2003 operating budget has the increased cost of a full year of operations of the Recreation Center which is scheduled to open in FY 2003. The renovation of the Health Department Facility and relocation of the department is not anticipated in FY 2003. The completion of the Materials Recovery Facility (MRF) at the landfill, has required $501,000 to be added to the operating budget of Solid Waste.

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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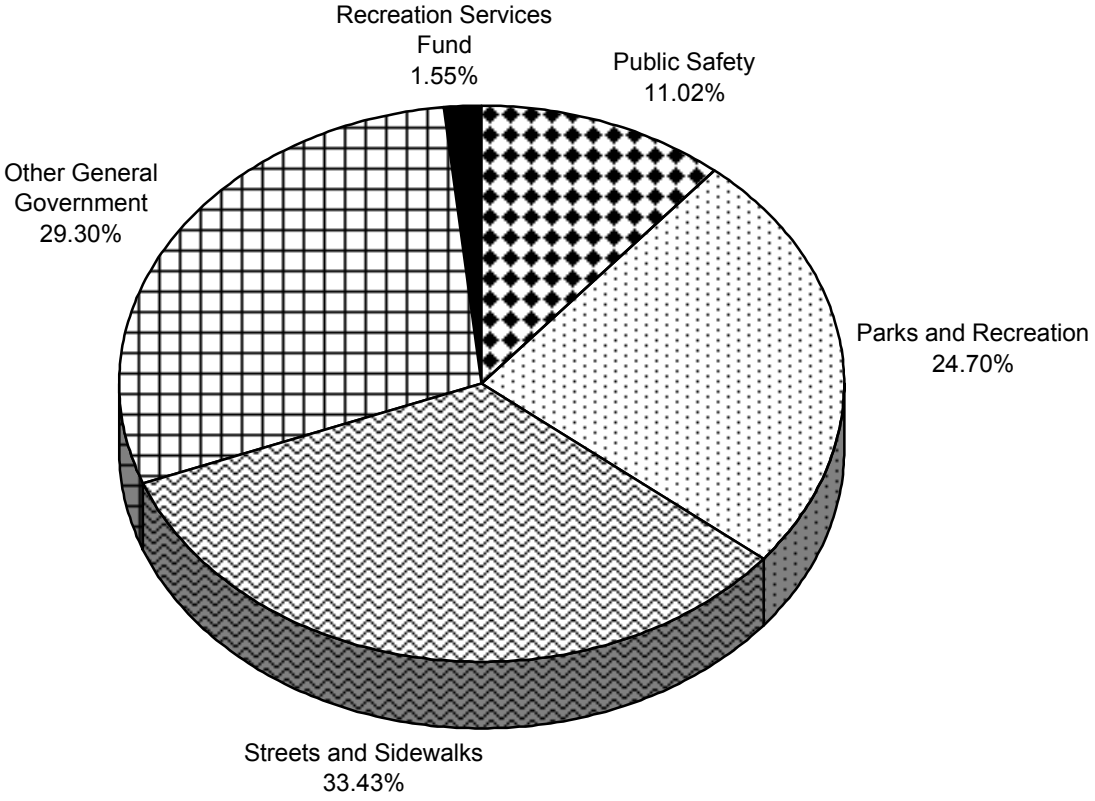
Capital Projects - General Government

City of Columbia

Columbia, Missouri

General Government Capital Projects
FY 2003



GENERAL GOVERNMENT CAPITAL PROJECT EXPENDITURES

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Budget FY 2002
Capital Project Expenditures					
Public Safety	$ 1,896,869	$ 981,000	$ 981,000	$ 605,000	-38.3%
Parks and Recreation	1,703,532	1,501,780	1,501,780	1,356,300	-9.7%
Streets and Sidewalks	7,194,436	1,999,993	1,999,993	1,835,500	-8.2%
Other General Government	1,867,874	1,229,747	1,229,747	1,608,417	30.8%
Total	**12,662,711**	**5,712,520**	**5,712,520**	**5,405,217**	**-5.4%**
Gen. Gov. CIP Budgeted in Otr. Fds:					
Recreation Services Fund	2,215,169	142,000	142,000	85,000	-40.1%
Total Current Year Appr.	**$ 14,877,880**	**$ 5,854,520**	**$ 5,854,520**	**$ 5,490,217**	**-6.2%**
Prior Year Appropriations		3,378,160	3,378,160	1,083,119	
Total General Gov. CIP		**9,232,680**	**9,232,680**	**6,573,336**	

CAPITAL PROJECTS - GENERAL GOVERNMENT - SUMMARY

PURPOSE

This budget adopts the FY 2003 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 2003
General Governement Capital:	
FY 2003 Sales Tax Allocation (1%)	$ 632,317
1999 CIP Sales Tax (1/4%) - Bonds Proceeds	1,021,000
Transportation Sales Tax (½%) - Operating Transfer	382,200
Parks Sales Tax (1/4%)	670,300
Capital Fund Balance	211,100
Grant - Parks and Recreation	15,000
Community Development Block Grant - Operating Transfer	390,000
Development Contribution - Miscellaneous Revenue	15,000
Tax Bills - Miscellaneous Revenue	242,300
General Fund Transfer	700,000
Public Building Bond Proceeds	155,000
Grants: Federal Hwy Admin. Surface Transp. Program (STP) & Enhancement Program (STP Enh)	846,000
	5,280,217
Resources in Other Funds:	
Force Account Labor (FAL)	125,000
Recreational Services Fund	85,000
TOTAL AVAILABLE RESOURCES	$ **5,490,217**

EXPENDITURES

	Adopted FY 2003
Parks and Recreation	$ 1,441,300
Public Safety	605,000
Streets and Sidewalks	1,835,500
Other General Government:	1,608,417
TOTAL BUDGETED EXPENDITURES	$ **5,490,217**

APPROPRIATIONS

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
Personnel Services	$ 14,209	$ 0	$ 0	$ 0
Supplies & Materials	369,232	0	0	0
Travel & Training	0	0	0	0
Intragovernmental Charges	4,530	0	0	0
Utilities, Services & Misc.	10,422,043	4,933,520	4,731,520	5,405,217
Capital	1,660,900	779,000	981,000	0
Other	191,797	0	0	0
Total	**12,662,711**	**5,712,520**	**5,712,520**	**5,405,217**
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	12,662,711	5,712,520	5,712,520	5,405,217
Total Expenses	$ **12,662,711**	$ **5,712,520**	$ **5,712,520**	$ **5,405,217**

FY 2003 FUNDING SOURCES

Capital Projects Detail Budget	Adopted FY 2003	Prior Year Appr.	Current Year Appr.	Gen Fd/ PI	1/4% 99 S Tax	FAL	RSR FD
FIRE DEPARTMENT							
5. Replace 1988 1500 GPM Pumper	500,000		500,000		500,000		
15. Repair Training Academy Drill Tower	90,000		90,000				
16. Training Academy Storage Facility	15,000		15,000				
TOTAL FIRE	605,000	0	605,000	0	500,000	0	0
PARKS & RECREATION							
5. Cosmo Rec Area Roads & Parking	45,000		45,000		35,000	10,000	
7. Smithton Neighborhood Park Dev.	51,000		51,000		36,000	15,000	
9. Park Aquisition Neighborhood Parks	184,000	184,000	0				
12. MKT Parkway Impr. & Bridge Repair	110,000		110,000		100,000	10,000	
14. Rainbow Softball Center Improvements	35,000		35,000			10,000	25,000
21. Greenbelt/Opensapce/Trails	100,000		100,000		100,000		
22. Antimi Ballfield Complex Expansion	225,000		225,000		175,000	50,000	
29. Indian Hills Park Improvement	25,000		25,000				
34. Annual P& R Major Maint/Programs	25,000		25,000		25,000		
37. High Point Park Improvement	75,000		75,000		50,000	25,000	
48. Sewer Plant II Nature Area Improvement	30,000	10,000	20,000			5,000	
49. Stephens Lake Park Development	670,300		670,300				
52. LOW Golf Course Fairway Ren. & Imprv	60,000		60,000				60,000
TOTAL PARKS	1,635,300	194,000	1,441,300	0	521,000	125,000	85,000
STREETS & SIDEWALKS							
2. BLoop 70 Sdwlks: N Creasy Sprg-Garth	240,000	45,000	195,000				
4. Sidewalk Rpl. & Reconstruction	93,000	93,000	0				
5. Annual Sidewalk Maintenance C00148	25,000		25,000	25,000			
8. Oakland Gravel Rd Sidewalks- Blueridge	40,500	26,000	14,500				
10. Annual Sidewalks - C40162	55,285	55,285	0				
14. Downtown Sidwalk Improvements C40074	100,000		100,000	50,000			
14a. Jefferson Commons Ped Crossing	10,000	10,000	0				
14b. Garth/Business Loop Ped. Imprvmnts	23,000		23,000				
14c. First Ward Sidewalks	50,000		50,000				
15. Annual Street Program	256,334	6,334	250,000				
16. Annual Landscaping C40163	17,500	17,500	0				
17. Annual Traffic Safety & Calming	66,000	66,000	0				
26. East Broadway: US 63 to Old 63 C40159	125,000	125,000	0				
28. Blue Ridge Road: Garth to Route 763	829,000		829,000				
51. Donnelly Avenue Improvements	109,000		109,000				
52. Ballenger Ln @ Aztec: Sight Dist. Imprv.	60,000		60,000				
53. Heather Lane Broadway to Ash	137,000		137,000				
61. Hardin Street Reconstruction	28,000		28,000				
62. Hope Street Reconstruction	15,000		15,000				
TOTAL STREETS & SIDEWALKS	2,279,619	444,119	1,835,500	75,000	0	0	0
OTHER GENERAL GOVERNMENT							
2. Engineering Transfer	230,000		230,000	230,000			
3. G & A Fees	34,707		34,707	34,707			
5. City Office Space	1,300,000	445,000	855,000				
9. Contingency	102,610		102,610	102,610			
10. Pre-lim Project Studies	20,000		20,000	20,000			
11. Public Bldgs Major Maint/Renovations	75,000		75,000	75,000			
12. Replace Severe Weather Sirens	90,000		90,000				
13. Replacement - Police/JCIC built-up roof	106,100		106,100				
14. Downtown Special Projects C00140	95,000		95,000	95,000			
TOTAL OTHER GENERAL GOVT	2,053,417	445,000	1,608,417	557,317	0	0	0
TOTAL GENERAL GOVERNMENT CIP	6,573,336	1,083,119	5,490,217	632,317	1,021,000	125,000	85,000

FY 2003 FUNDING SOURCES

Parks Sales Tax	Transp. Sales Tax	General Fund Transfer	Dev Contr	CAP FB	STP Enh	STP	CDBG	Grant	Tax Bill	Public Bldg Bond Proceeds
				90,000						
				15,000						
0	0	0	0	105,000	0	0	0	0	0	0
							25,000			
								15,000		
670,300										
670,300	0	0	0	0	0	0	25,000	15,000	0	0
					65,000				130,000	
									14,500	
							50,000			
							23,000			
							50,000			
	250,000									
						781,000			48,000	
							109,000			
	45,000		15,000							
	87,200								49,800	
							28,000			
							15,000			
0	382,200	0	15,000	0	65,000	781,000	275,000	0	242,300	0
		700,000								155,000
							90,000			
				106,100						
0	0	700,000	0	106,100	0	0	90,000	0	0	155,000
670,300	382,200	700,000	15,000	211,100	65,000	781,000	390,000	15,000	242,300	155,000

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General Government Summary

	Funding Source	Total	Current Budget FY02	Adopted Budget FY03	Requested Budget FY04	Priority Needs FY05-07
Funding Source Summary	CDBG	$1,604,000	$779,000	$390,000	$115,000	$320,000
	FAL	$1,108,500	$119,000	$125,000	$178,000	$686,500
	Gen Fd/PI	$2,887,858	$754,041	$646,817	$425,000	$1,062,000
	Transp S Tax	$4,196,200	$585,000	$382,200	$505,000	$2,724,000
	Park Sales Tax	$2,315,000	$1,040,000	$670,300	$604,700	$0
	Donation	$50,000	$50,000	$0	$0	$0
	Pub Bldg Bond Proc	$14,521,000	$112,000	$155,000	$390,000	$13,864,000
	Rental Income	$50,000	$50,000	$0	$0	$0
	Gen Fd Transfer	$1,158,000	$458,000	$700,000	$0	$0
	CAP FB	$211,100	$0	$211,100	$0	$0
	Col. Trust Donations	$35,000	$35,000	$0	$0	$0
	Tax Bill	$772,940	$75,540	$227,800	$143,500	$326,100
	RSR	$282,000	$137,000	$85,000	$0	$60,000
	DLF	$590,000	$590,000	$0	$0	$0
	STPEnh	$564,000	$499,000	$65,000	$0	$0
	Dev charge	$2,866,000	$0	$0	$1,700,000	$1,166,000
	Dev Contrib	$2,163,000	$748,000	$15,000	$800,000	$600,000
	AII	$1,906,100	$388,000	$0	$0	$1,518,100
	Bond Bal	$533,000	$0	$0	$0	$533,000
	MODOT	$367,400	$322,400	$0	$45,000	$0
	STP	$2,064,100	$298,600	$781,000	$715,500	$269,000
	Co rd tax reb	$9,049,000	$1,475,000	$0	$5,332,000	$2,242,000
	County Grant	$2,087,000	$0	$0	$61,200	$2,025,800
	County Contrib	$1,870,000	$1,870,000	$0	$0	$0
	Contrib from Utilities	$120,450	$0	$0	$0	$120,450
	GCIF	$330,000	$130,000	$0	$0	$200,000
	Rec Trail Grant	$93,000	$93,000	$0	$0	$0
	Grant	$50,000	$0	$15,000	$0	$35,000
	1/4 99 S Tax	$4,911,000	$1,197,000	$1,021,000	$2,066,000	$627,000
	Subtotal	**$58,755,648**	**$11,805,581**	**$5,490,217**	**$13,080,900**	**$28,378,950**
	PYA Ann Traf Saf	$66,000	$0	$66,000	$0	$0
	PYA Transp S Tax	$359,100	$359,100	$0	$0	$0
	PYA AII	$355,300	$355,300	$0	$0	$0
	PYA Stp	$1,611,200	$1,611,200	$0	$0	$0
	PYA GF/PI	$695,800	$685,000	$0	$10,800	$0
	PYA/CDBG	$435,960	$342,960	$93,000	$0	$0
	PYA Tax Bill	$88,500	$88,500	$0	$0	$0
	PYA Co rd tax	$1,116,000	$1,116,000	$0	$0	$0
	PYA 1/4 99 ST	$1,895,000	$1,701,000	$194,000	$0	$0
	PYA 1/4 96 ST	$2,566,619	$2,246,500	$285,119	$17,500	$17,500
	PYA Park S Tax	$10,800	$0	$0	$10,800	$0
	PYA 82/86 Bonds	$386,866	$386,866	$0	$0	$0
	PYA Bo Co Grnt	$0	$0	$0	$0	$0
	PYA PB Bond Proc	$206,830	$0	$206,830	$0	$0
	PYA Gen Fd Transfer	$238,170	$0	$238,170	$0	$0
	Prior Year App	$35,000	$0	$0	$0	$35,000
	Subtotal	**$10,067,145**	**$8,892,426**	**$1,083,119**	**$39,100**	**$52,500**
	Unfund/Donat/Grant	$1,795,000	$0	$0	$735,000	$1,060,000
	Unfunded	$47,763,500	$0	$0	$7,981,200	$39,782,300
	Subtotal	**$49,558,500**	**$0**	**$0**	**$8,716,200**	**$40,842,300**
	Total	**$118,381,293**	**$20,698,007**	**$6,573,336**	**$21,836,200**	**$69,273,750**

PROJECTS	Funding Source	Total	Current Budget FY02	Adopted Budget FY03	Requested Budget FY04	Priority Needs FY05-07
Streets & Sidewalks	CDBG	$914,000	$439,000	$275,000	$50,000	$150,000
	STPEnh	$564,000	$499,000	$65,000	$0	$0
	Tax Bill	$772,940	$75,540	$227,800	$143,500	$326,100
	Co rd tax reb	$9,049,000	$1,475,000	$0	$5,332,000	$2,242,000
	Gen Fd/PI	$89,500	$0	$89,500	$0	$0
	Dev charge	$2,866,000	$0	$0	$1,700,000	$1,166,000
	Dev Contrib	$2,163,000	$748,000	$15,000	$800,000	$600,000
	AII	$1,906,100	$388,000	$0	$0	$1,518,100
	Bond Bal	$533,000	$0	$0	$0	$533,000
	MODOT	$367,400	$322,400	$0	$45,000	$0
	STP	$2,064,100	$298,600	$781,000	$715,500	$269,000
	Transp S Tax	$4,041,200	$585,000	$382,200	$505,000	$2,569,000
	County Grant	$2,087,000	$0	$0	$61,200	$2,025,800
	Subtotal	**$27,417,240**	**$4,830,540**	**$1,835,500**	**$9,352,200**	**$11,399,000**
	Prior Year App	$35,000	$0	$0	$0	$35,000
	PYA STP	$1,611,200	$1,611,200	$0	$0	$0
	PYA AII	$355,300	$355,300	$0	$0	$0
	PYA Ann Traf Saf	$66,000	$0	$66,000	$0	$0
	PYA Transp S Tax	$359,100	$359,100	$0	$0	$0
	PYA 1/4 96 ST	$2,566,619	$2,246,500	$285,119	$17,500	$17,500
	PYA/CDBG	$435,960	$342,960	$93,000	$0	$0
	PYA 82/86 Bonds	$386,866	$386,866	$0	$0	$0
	PYA GF/PI	$550,000	$550,000	$0	$0	$0
	PYA Tax Bill	$88,500	$88,500	$0	$0	$0
	PYA Co rd tax	$1,116,000	$1,116,000	$0	$0	$0
	Subtotal	**$7,570,545**	**$7,056,426**	**$444,119**	**$17,500**	**$52,500**
	Unfunded	**$35,062,800**	**$0**	**$0**	**$6,315,500**	**$28,747,300**
	Total	**$70,050,585**	**$11,886,966**	**$2,279,619**	**$15,685,200**	**$40,198,800**

Parks & Recreation Summary	FAL	$1,108,500	$119,000	$125,000	$178,000	$686,500
	RSR	$282,000	$137,000	$85,000	$0	$60,000
	CDBG	$350,000	$90,000	$25,000	$65,000	$170,000
	DLF	$590,000	$590,000	$0	$0	$0
	GCIF	$330,000	$130,000	$0	$0	$200,000
	1/4 99 S Tax	$2,036,000	$418,000	$521,000	$470,000	$627,000
	Park Sales Tax	$2,315,000	$1,040,000	$670,300	$604,700	$0
	Donation	$50,000	$50,000	$0	$0	$0
	Rec Trail Grant	$93,000	$93,000	$0	$0	$0
	Grant	$50,000	$0	$15,000	$0	$35,000
	Subtotal	**$7,204,500**	**$2,667,000**	**$1,441,300**	**$1,317,700**	**$1,778,500**
	PYA GF/PI	$10,800	$0	$0	$10,800	$0
	PYA Park S Tax	$10,800	$0	$0	$10,800	$0
	PYA 1/4 99 ST	$379,000	$185,000	$194,000	$0	$0
	Subtotal	**$400,600**	**$185,000**	**$194,000**	**$21,600**	**$0**
	Unfund/Donat/Grant	$1,795,000	$0	$0	$735,000	$1,060,000
	Unfunded	$10,733,200	$0	$0	$1,173,200	$9,560,000
	Subtotal	**$12,528,200**	**$0**	**$0**	**$1,908,200**	**$10,620,000**
	Total	**$20,133,300**	**$2,852,000**	**$1,635,300**	**$3,247,500**	**$12,398,500**

PROJECTS	Funding Source	Total	Current Budget FY02	Adopted Budget FY03	Requested Budget FY04	Priority Needs FY05-07
Fire	Gen Fd/PI	$202,000	$202,000	$0	$0	$0
	1/4 99 S Tax	$2,875,000	$779,000	$500,000	$1,596,000	$0
	CAP FB	$105,000	$0	$105,000	$0	$0
	CDBG	$0	$0	$0	$0	$0
	Subtotal	**$3,182,000**	**$981,000**	**$605,000**	**$1,596,000**	**$0**
	PYA GF/PI	$135,000	$135,000	$0	$0	$0
	PYA 1/4 99 ST	$1,516,000	$1,516,000	$0	$0	$0
	Subtotal	**$1,651,000**	**$1,651,000**	**$0**	**$0**	**$0**
	Unfunded	**$242,500**	**$0**	**$0**	**$242,500**	**$0**
	Total	**$5,075,500**	**$2,632,000**	**$605,000**	**$1,838,500**	**$0**
Other General Government	Gen Fd/PI	$2,596,358	$552,041	$557,317	$425,000	$1,062,000
	Pub Bldg Bond Proc **	$14,521,000	$112,000	$155,000	$390,000	$13,864,000
	County Contrib	$1,870,000	$1,870,000	$0	$0	$0
	Contrib from Utilities	$120,450	$0	$0	$0	$120,450
	CDBG	$340,000	$250,000	$90,000	$0	$0
	CAP FB	$106,100	$0	$106,100	$0	$0
	Col. Trust Donations	$35,000	$35,000	$0	$0	$0
	Transp S Tax	$155,000	$0	$0	$0	$155,000
	Gen Fd Transfer	$1,158,000	$458,000	$700,000	$0	$0
	Rental Income	$50,000	$50,000	$0	$0	$0
	Subtotal	**$20,951,908**	**$3,327,041**	**$1,608,417**	**$815,000**	**$15,201,450**
	PYA Gen Fd Transfer	$238,170	$0	$238,170	$0	$0
	PYA PB Bond Proc	$206,830	$0	$206,830	$0	$0
	Subtotal	**$445,000**	**$0**	**$445,000**	**$0**	**$0**
	Unfunded	**$1,725,000**	**$0**	**$0**	**$250,000**	**$1,475,000**
	Total	**$23,121,908**	**$3,327,041**	**$2,053,417**	**$1,065,000**	**$16,676,450**

PROJECTS	Funding Source	Total	Current Budget FY02	Adopted Budget FY03	Requested Budget FY04	Priority Needs FY05-07
Streets & Sidewalks						
Sidewalks						
1. Sidewalk Construction						
Paris Road to Old 63 at	PYA Transp S Tax	$22,000	$22,000			
Business Loop 70 - C00127	Total	$22,000	$22,000	$0	$0	$0
2. Business Loop 70	PYA 1/4 96 ST	$78,000	$33,000	$45,000		
Sidewalks; north side,	STPEnh	$65,000		$65,000		
Creasy Springs to Garth	Tax Bill	$130,000		$130,000		
C00108	Total	$273,000	$33,000	$240,000	$0	$0
3. Broadway Sidewalks;	Tax Bill	$41,500	$41,500			
McBaine to West Blvd, north	PYA 1/4 96 ST	$83,000	$83,000			
side C00068	Total	$124,500	$124,500	$0	$0	$0
4. Sidewalk Replacement	PYA/CDBG	$170,000	$77,000	$93,000		
& Reconstruction	CDBG	$0				
C00102	Unfunded	$300,000			$75,000	$225,000
	Total	$470,000	$77,000	$93,000	$75,000	$225,000
5. Annual Sidewalk	Unfunded	$200,000			$50,000	$150,000
Maintenance C00148	PYA GF/PI	$50,000	$50,000			
	Gen Fd/PI	$25,000		$25,000		
	Total	$275,000	$50,000	$25,000	$50,000	$150,000
6. Texas Avenue Sidewalks;	Tax Bill	$48,000			$48,000	
north side, Garth to	Unfunded	$48,000			$48,000	
Providence	Total	$96,000	$0	$0	$96,000	$0
8. Oakland Gravel Rd Sidewalks	Gen Fd/PI	$14,500		$14,500		
Blue Ridge Rd to the South	PYA 1/4 96 ST	$26,000		$26,000		
of Oakland Park C00157	Total	$40,500	$0	$40,500	$0	$0
9. Business Loop 70	Tax Bill	$48,000			$48,000	
Sidewalks; Candlelight	Unfunded	$48,000			$48,000	
Lodge to Cosmo Park	Total	$96,000	$0	$0	$96,000	$0
10. Annual Sidewalks	PYA 1/4 96 ST	$55,285		$55,285		
C40162	Unfunded	$100,000			$25,000	$75,000
	Transp S Tax	$25,000	$25,000		$0	
	Total	$125,000	$25,000	$0	$25,000	$75,000
11. Park DeVille Sidewalks	CDBG	$84,000	$84,000			
C00146	Total	$84,000	$84,000	$0	$0	$0
12. Route 163 (Providence)	STPEnh	$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
13. Route B ped bridge over	STPEnh	$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
14. Downtown Sidewalks	CDBG	$250,000		$50,000	$50,000	$150,000
Improvements	Gen Fd/PI	$50,000		$50,000		
C40074	Unfunded	$200,000			$50,000	$150,000
	Total	$500,000	$0	$100,000	$100,000	$300,000
14a. Jefferson Commons Ped	PYA 1/4 96 ST	$10,000		$10,000		
Crossing C00158	Total	$10,000	$0	$10,000	$0	$0
14b. Garth/Business Loop	CDBG	$23,000		$23,000		
Pedestrian Imprv. C00159	Total	$23,000	$0	$23,000	$0	$0
14c. First Ward	CDBG	$50,000		$50,000		
Sidewalks C00160	Total	$50,000	$0	$50,000	$0	$0
Streets						
15. Annual Street Program	PYA 1/4 96 ST	$6,334		$6,334		
C40158	PYA Co rd tax	$0				
	Co rd tax reb	$211,000	$211,000			
	Transp S Tax	$2,076,000	$304,000	$250,000	$250,000	$1,272,000
	Total	$2,293,334	$515,000	$256,334	$250,000	$1,272,000
16. Annual	Unfunded	$165,000			$32,500	$132,500
Landscaping	PYA 1/4 96 ST	$102,500	$50,000	$17,500	$17,500	$17,500
C40163	PYA 82/86 Bonds	$25,000	$25,000			
	Total	$292,500	$75,000	$17,500	$50,000	$150,000

PROJECTS	Funding Source	Total	Current Budget FY02	Adopted Budget FY03	Requested Budget FY04	Priority Needs FY05-07
17. Annual Traffic Safety	Unfunded	$150,000				$150,000
and Traffic Calming	PYA Ann Traf Saf	$66,000		$66,000		
C40159	Transp S Tax	$60,000	$60,000			
	Total	$126,000	$60,000	$66,000	$0	$0
18. 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
19b. 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
	Unfunded	$104,000				$104,000
	Total	$649,000	$0	$0	$0	$649,000
19c. Brown Station Road:	Tax Bill	$39,000				$39,000
Rutledge to Waco	AII	$300,000				$300,000
	Bond Bal	$533,000				$533,000
	Unfunded	$166,000				$166,000
	Total	$1,038,000	$0	$0	$0	$1,038,000
20. Lemone Industrial Blvd; N to	Dev Contrib	$800,000			$800,000	
Stadium Blvd & Stadium Ext.	Co rd tax reb	$2,906,000	$400,000		$2,506,000	
(Two Bridges) - C00128	Unfunded	$2,294,000			$2,294,000	
	Total	$6,000,000	$400,000	$0	$5,600,000	$0
21. Rock Quarry Road;	AII	$652,100				$652,100
Nifong to new Route AC	Tax Bill	$29,100				$29,100
C00049	Unfunded	$26,000				$26,000
	Total	$707,200	$0	$0	$0	$707,200
22. Roger I. Wilson Drive;	PYA 1/4 96 ST	$320,000	$320,000	$0		
Realign & north section	Dev Contrib	$339,000	$339,000			
C00070	Total	$659,000	$659,000	$0	$0	$0
23. Forum Boulevard;	PYA 1/4 96 ST	$700,000	$700,000			
S to Old Plank Road	Co rd tax reb	$119,000	$119,000			
C00071	PYA Tax Bill	$11,000	$11,000			
	Total	$830,000	$830,000	$0	$0	$0
24a. Green Meadows Road;	PYA Tax bill	$47,500	$47,500			
State Route 163 to Nifong	PYA STP	$1,611,200	$1,611,200			
	PYA AII	$355,300	$355,300			
	Total	$2,014,000	$2,014,000	$0	$0	$0
24b. Southampton; Nifong	Tax Bill	$47,500			$47,500	
south to existing pavement	STP	$715,500			$715,500	
@ State Farm	Co rd tax reb	$700,000			$700,000	
	Unfunded	$517,000			$517,000	
	Total	$1,980,000	$0	$0	$1,980,000	$0
25. Rollins Road;	PYA Tax Bill	$30,000	$30,000			
Colonial Gardens to	PYA Co rd tax	$618,500	$618,500			
Rothwell Heights	Dev Contrib	$15,000	$15,000			
C80114	Unfunded	$75,000			$75,000	
	Total	$738,500	$663,500	$0	$75,000	$0
26. East Broadway; US 63	PYA 1/4 96 ST	$325,000	$200,000	$125,000		
to Old 63 C00072	Total	$325,000	$200,000	$125,000	$0	$0
27. Providence Road; Vandiver	Unfunded	$5,560,000				$5,560,000
to Brown School	Total	$5,560,000	$0	$0	$0	$5,560,000
28. 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	$829,000	$0	$0
29. Smiley Lane; Northwest	Unfunded	$1,180,000				$1,180,000
Loop to Providence	Total	$1,180,000	$0	$0	$0	$1,180,000
30. Mexico Gravel Road;	Unfunded	$1,900,000				$1,900,000
US 63 to Vandiver	Total	$1,900,000	$0	$0	$0	$1,900,000
31. Brown School Road;	Unfunded	$600,000			$600,000	
@ Hwy 763 intersection	Total	$600,000	$0	$0	$600,000	$0
32. St. Charles Road; Keene	Unfunded	$3,960,000				$3,960,000
to Grace Lane	Total	$3,960,000	$0	$0	$0	$3,960,000

PROJECTS	Funding Source	Total	Current Budget FY02	Adopted Budget FY03	Requested Budget FY04	Priority Needs FY05-07
33. Garth Avenue; Thurman to Bear Creek and Bridge over Bear Creek- C00129	Tax Bill	$10,000	$10,000			
	Transp S Tax	$196,000	$196,000			
	MODOT	$322,400	$322,400			
	STP	$298,600	$298,600			
	Total	$827,000	$827,000	$0	$0	$0
34. Northwest Loop; Creasy Springs to Brown School	Unfunded	$2,900,000				$2,900,000
	Total	$2,900,000	$0	$0	$0	$2,900,000
35. Brown School Road; Northwest Loop to Hwy 763	Unfunded	$2,177,000				$2,177,000
	Total	$2,177,000	$0	$0	$0	$2,177,000
36. I-70 Drive SW at West Boulevard C00073	PYA 1/4 96 ST	$180,000	$180,000			
	Total	$180,000	$180,000	$0	$0	$0
37. Garth Avenue; Bear Creek to Blue Ridge C00041	PYA Transp S Tax	$337,100	$337,100			
	PYA Co rd tax	$417,500	$417,500			
	PYA 1/4 96 ST	$76,500	$76,500			
	Total	$831,100	$831,100	$0	$0	$0
38. Barnwood Drive; I-70 Drive NW to Abbeywood	Dev charge	$357,000				$357,000
	Total	$357,000	$0	$0	$0	$357,000
39. Blackfoot Road; Route E north 3500' C00130	Dev Contrib	$394,000	$394,000			
	Co rd tax reb	$745,000	$745,000			
	Unfunded	$941,000			$941,000	
	Total	$2,080,000	$1,139,000	$0	$941,000	$0
40. Scott Blvd (Route TT); Chapel Hill Road to Rollins Road C00149	Transp S Tax	$979,000			$47,000	$932,000
	Tax Bill	$58,000				$58,000
	PYA 1/4 96 ST	$186,000	$186,000			
	County grant	$1,107,000				$1,107,000
	Total	$2,330,000	$186,000	$0	$47,000	$2,097,000
41. Scott Blvd (Route TT); Gillespie Bridge Rd to Chapel Hill Road C00149	Tax Bill	$28,000				$28,000
	STP	$269,000				$269,000
	PYA 1/4 96 ST	$49,000	$49,000			
	County grant	$266,000			$61,200	$204,800
	Total	$612,000	$49,000	$0	$61,200	$501,800
42. Chapel Hill Road; Scott to Old Gillespie Bridge	Unfunded	$2,279,000				$2,279,000
	Total	$2,279,000	$0	$0	$0	$2,279,000
43. East Boulevard; East B.L. 70 to Conley	Unfunded	$2,975,000				$2,975,000
	Total	$2,975,000	$0	$0	$0	$2,975,000
44. Silvey Street; West Worley to I-70 Drive SW	Unfunded	$830,000				$830,000
	Total	$830,000	$0	$0	$0	$830,000
45. Vandiver Dr; Intersection Ramps E to Mexico Gr Rd	Co rd tax reb	$2,126,000			$2,126,000	
	Transp S Tax	$208,000			$208,000	
	Unfunded	$566,000			$566,000	
	Total	$2,900,000	$0	$0	$2,900,000	$0
46. Mexico Gravel Road Vandiver to Rt. PP	Tax Bill	$55,000				$55,000
	Co rd tax reb	$945,000				$945,000
	AII	$180,000				$180,000
	Unfunded	$755,000				$755,000
	Total	$1,935,000	$0	$0	$0	$1,935,000
47. 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	$135,000	$0	$0	$1,550,000
48. 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
	Unfunded	$156,000				$156,000
	Total	$2,384,000	$0	$0	$0	$2,384,000
49. Roadway Corridor Preservation C00010	PYA 82/86 Bonds	$361,866	$361,866			
	Unfunded	$1,500,000			$500,000	$1,000,000
	AII	$388,000	$388,000			
	Total	$2,249,866	$749,866	$0	$500,000	$1,000,000
50. Bluff Creek Drive Bridge	Dev charge	$1,700,000			$1,700,000	
	Total	$1,700,000	$0	$0	$1,700,000	$0

PROJECTS	Funding Source	Total	Current Budget FY02	Adopted Budget FY03	Requested Budget FY04	Priority Needs FY05-07
51. Donnelly Avenue	CDBG	$234,000	$125,000	$109,000		
Improvements C00147	Total	$234,000	$125,000	$109,000	$0	$0
52. Ballenger Lane	Transp S Tax	$45,000		$45,000		
@ Aztec - Sight Distance	Dev Contrib	$15,000		$15,000		
Improvements	MODOT	$45,000			$45,000	
C00121	Total	$105,000	$0	$60,000	$45,000	$0
53. Heather Lane	Transp S Tax	$87,200		$87,200		
Broadway to Ash	Tax Bill	$49,800		$49,800		
C00119	Total	$137,000	$0	$137,000	$0	$0
54. 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
55. 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
56. Grace Lane, terminus to	Unfunded	$316,800				$316,800
Richland Road	Total	$316,800	$0	$0	$0	$316,800
57. Gillespie Bridge Road;	Unfunded	$1,450,000				$1,450,000
replace Perche Creek bridge	Total	$1,450,000	$0	$0	$0	$1,450,000
58. Reconstruct Curbs &	Unfunded	$130,000				$130,000
Gutters; Wilson St, from		$0				
College to William	Total	$130,000	$0	$0	$0	$130,000
59. Traffic Islands - Stadium	Unfunded	$95,000			$95,000	
& Old 63	Total	$95,000	$0	$0	$95,000	$0
60. Traffic Islands - Stadium	Unfunded	$84,000			$84,000	
& Broadway	Total	$84,000	$0	$0	$84,000	$0
61. Hardin Street	CDBG	$28,000		$28,000		
Reconstruction	Unfunded	$204,000			$204,000	
C00161	Total	$232,000	$0	$28,000	$204,000	$0
62. Hope Street	CDBG	$15,000		$15,000		
Reconstruction	Unfunded	$111,000			$111,000	
C00162	Total	$126,000	$0	$15,000	$111,000	$0
	CDBG	$914,000	$439,000	$275,000	$50,000	$150,000
Streets & Sidewalks	STPEnh	$564,000	$499,000	$65,000	$0	$0
Summary	Tax Bill	$772,940	$75,540	$227,800	$143,500	$326,100
	Co rd tax reb	$9,049,000	$1,475,000	$0	$5,332,000	$2,242,000
	Gen Fd/PI	$89,500	$0	$89,500	$0	$0
	Dev charge	$2,866,000	$0	$0	$1,700,000	$1,166,000
	Dev Contrib	$2,163,000	$748,000	$15,000	$800,000	$600,000
	AII	$1,906,100	$388,000	$0	$0	$1,518,100
	Bond Bal	$533,000	$0	$0	$0	$533,000
	MODOT	$367,400	$322,400	$0	$45,000	$0
	STP	$2,064,100	$298,600	$781,000	$715,500	$269,000
	Transp S Tax	$4,041,200	$585,000	$382,200	$505,000	$2,569,000
	County Grant	$2,087,000	$0	$0	$61,200	$2,025,800
	Subtotal	**$27,417,240**	**$4,830,540**	**$1,835,500**	**$9,352,200**	**$11,399,000**
	Prior Year App	$35,000	$0	$0	$0	$35,000
	PYA STP	$1,611,200	$1,611,200	$0	$0	$0
	PYA AII	$355,300	$355,300	$0	$0	$0
	PYA Ann Traf Saf	$66,000	$0	$66,000	$0	$0
	PYA Transp S Tax	$359,100	$359,100	$0	$0	$0
	PYA 1/4 96 ST	$2,566,619	$2,246,500	$285,119	$17,500	$17,500
	PYA/CDBG	$435,960	$342,960	$93,000	$0	$0
	PYA 82/86 Bonds	$386,866	$386,866	$0	$0	$0
	PYA GF/PI	$550,000	$550,000	$0	$0	$0
	PYA Tax Bill	$88,500	$88,500	$0	$0	$0
	PYA Co rd tax	$1,116,000	$1,116,000	$0	$0	$0
	Subtotal	**$7,570,545**	**$7,056,426**	**$444,119**	**$17,500**	**$52,500**
	Unfunded	**$35,062,800**	**$0**	**$0**	**$6,315,500**	**$28,747,300**
	Total	**$70,050,585**	**$11,886,966**	**$2,279,619**	**$15,685,200**	**$40,198,800**

Note: Developer Contributions in out years are not firm commitments.

PROJECTS	Funding Source	Total	Current Budget FY02	Adopted Budget FY03	Requested Budget FY04	Priority Needs FY05-07
Parks & Recreation						
1. Twin Lakes Rec Area	RSR	$45,000	$45,000			
C46062	Unfunded	$965,000			$35,000	$930,000
	FAL	$45,000	$15,000		$10,000	$20,000
	Total	$1,055,000	$60,000	$0	$45,000	$950,000
2. Twin Lakes Rec Area	Unfunded	$200,000				$200,000
Roadway and Parking	FAL	$0				
	Total	$200,000	$0	$0	$0	$200,000
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	$201,000	$0
4. Park Management	1/4 99 S Tax	$0				
Center Renovation	Unfunded	$210,000			$60,000	$150,000
C00062	Total	$210,000	$0	$0	$60,000	$150,000
5. Cosmo Rec Area	1/4 99 S Tax	$35,000		$35,000		
Roads & Parking	Unfunded	$410,000		$0	$125,000	$285,000
C46030	Park Sales Tax	$70,000	$70,000			
	FAL	$89,000	$10,000	$10,000	$15,000	$54,000
	Total	$604,000	$80,000	$45,000	$140,000	$339,000
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	$70,000	$51,000	$0	$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	$369,000	$185,000	$184,000		$0
Neighborhood Parks C40145	Total	$369,000	$185,000	$184,000	$0	$0
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 - Rapp	Unfunded	$450,000				$450,000
Tennis Court Renovation	FAL	$20,000				$20,000
	Total	$470,000	$0	$0	$0	$470,000
12. MKT Parkway Improvements	1/4 99 S Tax	$200,000	$100,000	$100,000		
& bridge repair C00034	Rec Trail Grant	$93,000	$93,000			
	FAL	$10,000		$10,000		
	Total	$303,000	$193,000	$110,000	$0	$0
13. Oakland Park	1/4 99 S Tax	$50,000	$50,000			
Parking Lot C00110	Unfunded	$16,000			$16,000	
	Total	$66,000	$50,000	$0	$16,000	$0
14. Rainbow Softball	RSR	$150,000	$65,000	$25,000		$60,000
Center Improvement	Unfunded	$120,000				$120,000
C46057	FAL	$96,000	$26,000	$10,000		$60,000
	Total	$366,000	$91,000	$35,000	$0	$240,000
15. South Regional	Unfunded	$5,000,000				$5,000,000
Park Acquisition	Total	$5,000,000	$0	$0	$0	$5,000,000
16. Garth Nature Area	Unfunded	$180,000				$180,000
Improvements	FAL	$90,000				$90,000
	Total	$270,000	$0	$0	$0	$270,000
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	$0	$607,500
18. Skate Park	Unfund/Donat/Grant	$60,000				$60,000
Lighting	FAL	$7,000				$7,000
	Total	$67,000	$0	$0	$0	$67,000

PROJECTS	Funding Source	Total	Current Budget FY02	Adopted Budget FY03	Requested Budget FY04	Priority Needs FY05-07
19. Rock Quarry Park	Unfunded	$140,000				$140,000
Development	FAL	$18,000				$18,000
	Total	$158,000	$0	$0	$0	$158,000
20. Douglass Park Baseball	CDBG	$60,000				$60,000
Field Improvements	FAL	$10,000				$10,000
	Total	$70,000	$0	$0	$0	$70,000
21. Greenbelt/Openspace/	1/4 99 S Tax	$425,000	$125,000	$100,000	$100,000	$100,000
Trails - C40113	Total	$425,000	$125,000	$100,000	$100,000	$100,000
22. Antimi Ballfield Complex	1/4 99 S Tax	$450,000		$175,000	$75,000	$200,000
Expansion C46020	FAL	$120,000		$50,000	$30,000	$40,000
	Total	$570,000	$0	$225,000	$105,000	$240,000
23. Skate Park/Roller Hockey	Unfund/Donat/Grant	$45,000			$45,000	
Boards	FAL	$8,000			$8,000	
	Total	$53,000	$0	$0	$53,000	$0
24. Gillespie Bridge Road	1/4 99 S Tax	$89,000			$89,000	
Neighborhood Park	FAL	$35,000			$35,000	
Development	Total	$124,000	$0	$0	$124,000	$0
25. Field Neighborhood Park	Unfunded	$140,000				$140,000
Acquisition	Total	$140,000	$0	$0	$0	$140,000
26. Valleyview	1/4 99 S Tax	$33,000	$33,000			
Neighborhood Park	FAL	$18,000	$18,000			
Improvements - C00132	Total	$51,000	$51,000	$0	$0	$0
27. Outdoor Ice Skating	Unfunded	$450,000			$450,000	
Facility	FAL	$15,000			$15,000	
	Total	$465,000	$0	$0	$465,000	$0
28. City/School Park	CDBG	$30,000	$15,000		$15,000	
Improvement C00112	Total	$30,000	$15,000	$0	$15,000	$0
29. Indian Hills Park	CDBG	$200,000	$75,000	$25,000	$50,000	$50,000
Improvements C00113	Total	$200,000	$75,000	$25,000	$50,000	$50,000
30. Russell Property Master	1/4 99 S Tax	$0				
Planning/Development	Unfunded	$450,000				$450,000
C00114	Total	$450,000	$0	$0	$0	$450,000
31. Bear Creek Boardwalk	Unfunded	$85,000				$85,000
Reconstruction	FAL	$20,000				$20,000
	Total	$105,000	$0	$0	$0	$105,000
32. Martin Luther King	Unfunded	$15,000			$15,000	
Memorial Tank Removal	Total	$15,000	$0	$0	$15,000	$0
33. Martin Luther King	Unfunded	$79,200		$0	$79,200	
Memorial Restoration	PYA GF/PI	$10,800	$0	$0	$10,800	$0
C00067	Total	$90,000	$0	$0	$90,000	$0
34. Annual P&R Major Maint./	1/4 99 S Tax	$170,000	$25,000	$25,000	$60,000	$60,000
Programs C00056	Total	$170,000	$25,000	$25,000	$60,000	$60,000
35. Cosmo-Bethel	Unfunded	$140,000				$140,000
Shelter renovation	FAL	$60,000				$60,000
	Total	$200,000	$0	$0	$0	$200,000
36. Cosmo-Bethel - new	1/4 99 S Tax	$100,000				$100,000
shelter	FAL	$30,000				$30,000
	Total	$130,000	$0	$0	$0	$130,000
37. High Point Park	1/4 99 S Tax	$50,000		$50,000		
Improvement	FAL	$25,000		$25,000		
C00163	Total	$75,000	$0	$75,000	$0	$0
38. Bear Creek Greenbelt	Unfunded	$450,000				$450,000
Pedestrian/Bicycle Trail		$0				
Blackfoot Rd. Extension	Total	$450,000	$0	$0	$0	$450,000
39. American Legion Park	Unfund/Donat/Grant	$325,000				$325,000
Renovation C43134	FAL	$80,000				$80,000
	Total	$405,000	$0	$0	$0	$405,000
40. Cosmo-Bethel Park	Unfunded	$75,000			$45,000	$30,000
Playground Renovation	FAL	$20,000			$10,000	$10,000
	Total	$95,000	$0	$0	$55,000	$40,000
41. L. A. Nickell Cart &	RSR	$27,000	$27,000			
Equipment Storage Building	FAL	$10,000	$10,000			
Renovation C46063	Total	$37,000	$37,000	$0	$0	$0
42. Paquin Park	CDBG	$60,000				$60,000
Renovation	Total	$60,000	$0	$0	$0	$60,000

PROJECTS	Funding Source	Total	Current Budget FY02	Adopted Budget FY03	Requested Budget FY04	Priority Needs FY05-07
43. Hinkson Creek Greenbelt	Unfund/Donat/Grant	$580,000				$580,000
Ped/Bike Trail Phase III	Total	$580,000	$0	$0	$0	$580,000
44. Providence Road/Stewart	Unfunded	$228,000			$228,000	
Road Underpass C00118	Total	$228,000	$0	$0	$228,000	$0
45. Flat Branch Park Phase II	Donation	$50,000	$50,000			
C00133	Unfund/Donat/Grant	$690,000			$690,000	
	Total	$740,000	$50,000	$0	$690,000	$0
46. Renovation of Fairview	Unfunded	$100,000				$100,000
Park Tennis Courts	Total	$100,000	$0	$0	$0	$100,000
47. Cosmo-Bethel Trail	Unfund/Donat/Grant	$95,000				$95,000
Improvement	FAL	$25,000				$25,000
	Total	$120,000	$0	$0	$0	$120,000
48. Sewer Plant II Nature Area	PYA 1/4 99 ST	$10,000		$10,000		
Improvement	Grant	$50,000		$15,000		$35,000
C00164	FAL	$20,000		$5,000		$15,000
	Total	$80,000	$0	$30,000	$0	$50,000
49. Stephens Lake Park	Park Sales Tax	$2,225,000	$950,000	$670,300	$604,700	
Development - C00095	PYA Park S Tax	$275,000	$275,000			
	Total	$2,500,000	$1,225,000	$670,300	$604,700	$0
50. Kiwanis Park Parking Lot	Park Sales Tax	$20,000	$20,000			
Paving - C00134	Total	$20,000	$20,000	$0	$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	$50,000	$0	$0	$0
52. LOW Golf Course	RSR	$60,000		$60,000		
Fairway Renovation &	GCIF	$100,000				$100,000
Course Imprv. C46064	Total	$160,000	$0	$60,000	$0	$100,000
53. LAN Golf Course Fairway	GCIF	$100,000				$100,000
Renovation/Improvement	Total	$100,000	$0	$0	$0	$100,000
54. Cosmo Soccer Field	Unfunded	$70,000				70,000
Improvements	FAL	$30,000				30,000
	Total	$100,000	$0	$0	$0	$100,000
55. Bethel Tennis Courts (Four	Unfunded	$120,000			$120,000	
Court Tennis Complex)	Total	$120,000	$0	$0	$120,000	$0
	FAL	$1,108,500	$119,000	$125,000	$178,000	$686,500
	RSR	$282,000	$137,000	$85,000	$0	$60,000
	CDBG	$350,000	$90,000	$25,000	$65,000	$170,000
Parks & Recreation	DLF	$590,000	$590,000	$0	$0	$0
Summary	GCIF	$330,000	$130,000	$0	$0	$200,000
	1/4 99 S Tax	$2,036,000	$418,000	$521,000	$470,000	$627,000
	Park Sales Tax	$2,315,000	$1,040,000	$670,300	$604,700	$0
	Donation	$50,000	$50,000	$0	$0	$0
	Rec Trail Grant	$93,000	$93,000	$0	$0	$0
	Grant	$50,000	$0	$15,000	$0	$35,000
	Subtotal	**$7,204,500**	**$2,667,000**	**$1,441,300**	**$1,317,700**	**$1,778,500**
	PYA GF/PI	$10,800	$0	$0	$10,800	$0
	PYA Park S Tax	$10,800	$0	$0	$10,800	$0
	PYA 1/4 99 ST	$379,000	$185,000	$194,000	$0	$0
	Subtotal	**$400,600**	**$185,000**	**$194,000**	**$21,600**	**$0**
	Unfund/Donat/Grant	$1,795,000	$0	$0	$735,000	$1,060,000
	Unfunded	$10,733,200	$0	$0	$1,173,200	$9,560,000
	Subtotal	**$12,528,200**	**$0**	**$0**	**$1,908,200**	**$10,620,000**
	Total	**$20,133,300**	**$2,852,000**	**$1,635,300**	**$3,247,500**	**$12,398,500**

PROJECTS	Funding Source	Total	Current Budget FY02	Adopted Budget FY03	Requested Budget FY04	Priority Needs FY05-07
Fire						
1. Additions to Fire Station	1/4 99 S Tax	$443,000			$443,000	
#1 (hose tower/bay)	Total	$443,000	$0	$0	$443,000	$0
4. Replace 1983 1250 - C00136	1/4 99 S Tax	$482,000	$482,000			
GPM pumper apparatus	Total	$482,000	$482,000	$0	$0	
5. Replace 1988 1500 GPM	1/4 99 S Tax	$500,000		$500,000		
pumper apparatus C00165	Total	$500,000	$0	$500,000	$0	$0
6. Replace 1988 1250	1/4 99 S Tax	$499,000			$499,000	
GPM pumper apparatus	Total	$499,000	$0	$0	$499,000	$0
7. Replace 1988 1500	1/4 99 S Tax	$499,000			$499,000	
GPM pumper apparatus	Total	$499,000	$0	$0	$499,000	$0
8. Replace 1991 rescue	1/4 99 S Tax	$297,000	$297,000			
squad - C00137	Total	$297,000	$297,000	$0	$0	$0
9. Replace HVAC Systems	Gen Fd/PI	$60,000	$60,000			
at Stations 4 & 6 - C00138	Total	$60,000	$60,000	$0	$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 C00081	Total	$150,000	$150,000	$0	$0	$0
13. Fire Station sites	PYA 1/4 99 ST	$272,000	$272,000			
C40173	Total	$272,000	$272,000	$0	$0	$0
14. Fire Station in	PYA 1/4 99 ST	$1,244,000	$1,244,000			
Southeast C00083	Total	$1,244,000	$1,244,000	$0	$0	$0
15. Repair Training Academy	Cap FB	$90,000		$90,000		
Drill Tower C00166	Total	$90,000	$0	$90,000	$0	$0
16. Training Academy	Cap FB	$15,000		$15,000		
storage facility C00167	Total	$15,000	$0	$15,000	$0	$0
17. Mobile Data Terminals	Unfunded	$142,500			$142,500	
	Total	$142,500	$0	$0	$142,500	$0
18. Structural Repairs at	Unfunded	$100,000			$100,000	
Station #7	Total	$100,000	$0	$0	$100,000	$0
19. Stat.# 5 Improvement: Rpl.	Gen Fd/PI	$67,000	$67,000			
HVAC, add emer generator		$0				
& exhaust removal C00139	Total	$67,000	$67,000	$0	$0	$0
	Gen Fd/PI	$202,000	$202,000	$0	$0	$0
Fire Summary	1/4 99 S Tax	$2,875,000	$779,000	$500,000	$1,596,000	$0
	CAP FB	$105,000	$0	$105,000	$0	$0
	CDBG	$0	$0	$0	$0	$0
	Subtotal	**$3,182,000**	**$981,000**	**$605,000**	**$1,596,000**	**$0**
	PYA GF/PI	$135,000	$135,000	$0	$0	$0
	PYA 1/4 99 ST	$1,516,000	$1,516,000	$0	$0	$0
	Subtotal	**$1,651,000**	**$1,651,000**	**$0**	**$0**	**$0**
	Unfunded	**$242,500**	**$0**	**$0**	**$242,500**	**$0**
	Total	**$5,075,500**	**$2,632,000**	**$605,000**	**$1,838,500**	**$0**

PROJECTS	Funding Source	Total	Current Budget FY02	Adopted Budget FY03	Requested Budget FY04	Priority Needs FY05-07
Other General Government						
1. Public Health Clinic *	CDBG	$250,000	$250,000			
C40151	County Contrib	$1,870,000	$1,870,000			
	Pub Bldg Bond Proc **	$112,000	$112,000			
	Total	$2,232,000	$2,232,000	$0	$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	$252,801	$41,094	$34,707		$177,000
	Total	$252,801	$41,094	$34,707	$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
5. City Office Space;	Gen Fd/PI	$75,000	$75,000			
Building Expansion and	PYA Ent Rev ***	$0				
Renovations	Gen Fd Transfer	$755,000	$55,000	$700,000		
C00099	PYA Gen Fd Transfer	$238,170		$238,170		
	PYA PB Bond Proc	$206,830		$206,830		
	Pub Bldg Bond Proc **	$14,409,000		$155,000	$390,000	$13,864,000
	Total	$15,684,000	$130,000	$1,300,000	$390,000	$13,864,000
6. Acquire rest of City Hall	Rental Income	$50,000	$50,000			
block - C00079 ****	Gen Fd Transfer	$195,000	$195,000			
	Total	$245,000	$245,000	$0	$0	$0
7. Satellite Operations	Transp S Tax	$155,000				$155,000
location in southwest	Contrib from Utilities	$120,450				$120,450
Columbia C00077	Total	$275,450	$0	$0	$0	$275,450
8. Salt storage building	Unfunded	$175,000				$175,000
at Satellite location	Total	$175,000	$0	$0	$0	$175,000
9. Contingency	Gen Fd/PI	$402,610	$100,000	$102,610	$100,000	$100,000
C40138	Total	$402,610	$100,000	$102,610	$100,000	$100,000
10. Preliminary project	Gen Fd/PI	$80,000	$20,000	$20,000	$20,000	$20,000
studies (appraisals,		$0				
surveys) C40140	Total	$80,000	$20,000	$20,000	$20,000	$20,000
11. Public Buildings: Major	Gen Fd/PI	$262,947	$37,947	$75,000	$75,000	$75,000
Maintenance/	Gen Fd Transfer	$183,000	$183,000			
Renovations C00021	Total	$445,947	$220,947	$75,000	$75,000	$75,000
12. Replace Severe	Gen Fd/PI	$48,000	$48,000			
Weather Sirens	CDBG	$90,000		$90,000		
C00078	Unfunded	$150,000			$150,000	
	Total	$288,000	$48,000	$90,000	$150,000	$0
13. Replacement of Police/	Cap FB	$106,100		$106,100		
JCIC built-up roof C00168	Total	$106,100	$0	$106,100	$0	$0
14. Downtown - Special	Gen Fd Transfer	$25,000	$25,000		$0	$0
Projects C00140	Col. Trust Donations	$35,000	$35,000		$0	$0
	Gen Fd/PI	$95,000		$95,000		
	Unfunded	$400,000			$100,000	$300,000
	Total	$555,000	$60,000	$95,000	$100,000	$300,000

* 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 #15, new W & L Administrative Building, which brings total project cost to $16,934,000.

**** Need to determine whether to acquire; if so, appraise & program funding.

PROJECTS	Funding Source	Total	Current Budget FY02	Adopted Budget FY03	Requested Budget FY04	Priority Needs FY05-07
Other General Government Summary	Gen Fd/PI	$2,596,358	$552,041	$557,317	$425,000	$1,062,000
	Pub Bldg Bond Proc	$14,521,000	$112,000	$155,000	$390,000	$13,864,000
	County Contrib	$1,870,000	$1,870,000	$0	$0	$0
	Contrib from Utilities	$120,450	$0	$0	$0	$120,450
	CDBG	$340,000	$250,000	$90,000	$0	$0
	CAP FB	$106,100	$0	$106,100	$0	$0
	Col. Trust Donations	$35,000	$35,000	$0	$0	$0
	Transp S Tax	$155,000	$0	$0	$0	$155,000
	Gen Fd Transfer	$1,158,000	$458,000	$700,000	$0	$0
	Rental Income	$50,000	$50,000	$0	$0	$0
	Subtotal	**$20,951,908**	**$3,327,041**	**$1,608,417**	**$815,000**	**$15,201,450**
	PYA Gen Fd Transfer	$238,170	$0	$238,170	$0	$0
	PYA PB Bond Proc	$206,830	$0	$206,830	$0	$0
	Subtotal	**$445,000**	**$0**	**$445,000**	**$0**	**$0**
	Unfunded	**$1,725,000**	**$0**	**$0**	**$250,000**	**$1,475,000**
	Total	**$23,121,908**	**$3,327,041**	**$2,053,417**	**$1,065,000**	**$16,676,450**

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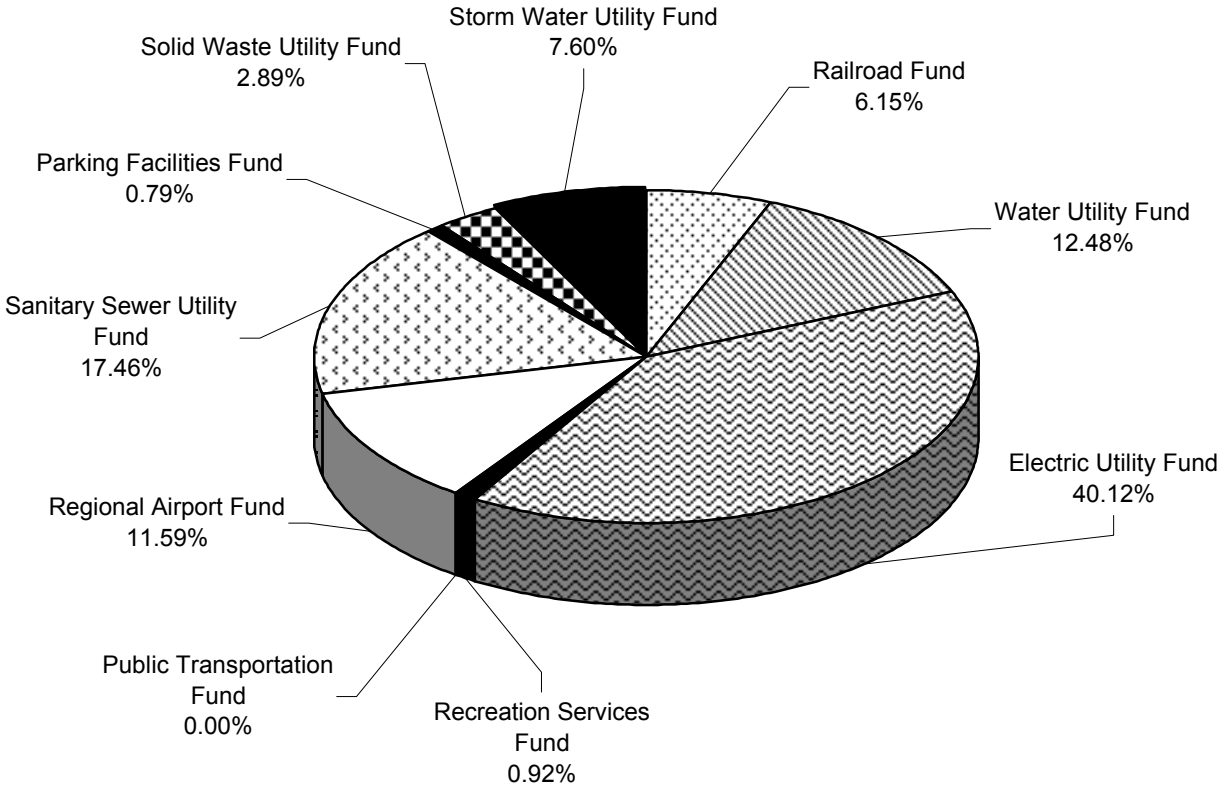
Capital Projects - Enterprise Funds

City of Columbia

Columbia, Missouri

Enterprise Fund Capital Projects
FY 2003



ENTERPRISE FUNDS CAPITAL PROJECT EXPENSES

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Budget FY 2002
Capital Project Expenditures					
Railroad Fund	$ 279,289	$ 69,500	$ 69,500	$ 565,000	712.9%
Water Utility Fund	3,428,360	4,001,588	4,001,588	1,147,145	-71.3%
Electric Utility Fund	4,962,459	2,265,000	2,265,000	3,687,800	62.8%
Recreation Services Fund	2,215,169	142,000	142,000	85,000	-40.1%
Public Transportation Fund	3,168,188	235,338	235,338	0	-100.0%
Regional Airport Fund	2,022,206	60,000	60,000	1,065,600	1676.0%
Sanitary Sewer Utility Fund	4,240,152	1,895,572	1,895,572	1,605,000	-15.3%
Parking Facilities Fund	24,893	53,000	53,000	72,378	36.6%
Solid Waste Utility Fund	947,743	4,625,000	4,625,000	265,800	-94.3%
Storm Water Utility Fund	580,298	1,497,500	1,497,500	698,400	-53.4%
Fleet Operations Fund	9,391	0	0	0	
Total	**21,878,148**	**14,844,498**	**14,844,498**	**9,192,123**	**-38.1%**
LESS:					
Items Reflected in Gen. Gov. CIP					
Recreation Services Fund	2,215,169	142,000	142,000	85,000	-40.1%
Total Enterprise Fund CIP	**19,662,979**	**14,702,498**	**14,702,498**	**9,107,123**	**-38.1%**

PROJECTS	Funding Source	Total	Current Budget FY02	Adopted Budget FY03	Requested Budget FY04	Priority Needs FY05-07

Enterprise Fund Summary

Funding Source Summary	Ent Rev	$52,036,317	$9,216,688	$6,914,378	$10,849,029	$25,056,222
	2001 Bonds	$255,000	$255,000	$0	$0	$0
	1998 Bonds	$612,145	$0	$612,145	$0	$0
	EU Loan	$1,182,500	$270,000	$515,000	$133,900	$263,600
	97 Ballot	$4,035,000	$3,950,000	$0	$85,000	$0
	Transp STax	$547,172	$50,374	$151,600	$50,000	$295,198
	Sale of Assets	$114,000	$114,000	$0	$0	$0
	FAA Gr	$8,854,104	$0	$914,000	$4,285,692	$3,654,412
	FTA	$3,501,336	$1,290,636	$0	$2,120,300	$90,400
	Subtotal	**$71,137,574**	**$15,146,698**	**$9,107,123**	**$17,523,921**	**$29,359,832**
	Future Bd	$48,970,000	$0	$0	$11,950,000	$37,020,000
	PYA Bonds	$2,839,023	$661,000	$1,626,855	$551,168	$0
	PYA Transp S Tax	$244,236	$244,236	$0	$0	$0
	PYA 97 Ballot	$11,924,000	$5,424,000	$5,175,000	$775,000	$550,000
	PYA Ent Rev	$5,553,578	$3,944,600	$1,311,000	$297,978	$0
	Subtotal	**$69,530,837**	**$10,273,836**	**$8,112,855**	**$13,574,146**	**$37,570,000**
	Unfunded	**$10,090,834**	**$0**	**$0**	**$1,234,388**	**$8,856,446**
	Total	**$150,759,245**	**$25,420,534**	**$17,219,978**	**$32,332,455**	**$75,786,278**

PROJECTS	Funding Source	Total	Current Budget FY02	Adopted Budget FY03	Requested Budget FY04	Priority Needs FY05-07
Enterprise Fund Summary						
Electric Utility Summary	Ent Rev	$28,729,822	$2,265,000	$3,687,800	$5,602,400	$17,174,622
	Subtotal	**$28,729,822**	**$2,265,000**	**$3,687,800**	**$5,602,400**	**$17,174,622**
	PYA Ent Rev	$4,354,200	$3,479,200	$785,000	$90,000	$0
	PYA 97 Ballot	$7,400,000	$3,000,000	$4,400,000	$0	$0
	Total	**$40,484,022**	**$8,744,200**	**$8,872,800**	**$5,692,400**	**$17,174,622**
Water Summary	Ent Rev	$7,389,717	$3,766,588	$535,000	$1,330,629	$1,757,500
	1998 Bonds	$612,145	$0	$612,145	$0	$0
	Subtotal	**$8,001,862**	**$3,766,588**	**$1,147,145**	**$1,330,629**	**$1,757,500**
	PYA Ent Rev	$682,978	$0	$526,000	$156,978	$0
	Future Bd	$28,220,000	$0	$0	$9,450,000	$18,770,000
	PYA Bonds	$2,839,023	$661,000	$1,626,855	$551,168	$0
	Total	**$39,743,863**	**$4,427,588**	**$3,300,000**	**$11,488,775**	**$20,527,500**
Railroad Summary	Ent Rev	$1,567,900	$69,500	$50,000	$330,700	$1,117,700
	EU Loan	$1,182,500	$270,000	$515,000	$133,900	$263,600
	Sale of Assets	$114,000	$114,000	$0	$0	$0
	Subtotal	**$2,864,400**	**$453,500**	**$565,000**	**$464,600**	**$1,381,300**
	Unfunded	**$275,000**	**$0**	**$0**	**$150,000**	**$125,000**
	Total	**$3,139,400**	**$453,500**	**$565,000**	**$614,600**	**$1,506,300**
Sewer Summary	Ent Rev	$9,341,000	$2,330,500	$1,605,000	$1,805,500	$3,600,000
	97 Ballot	$4,035,000	$3,950,000	$0	$85,000	$0
	Subtotal	**$13,376,000**	**$6,280,500**	**$1,605,000**	**$1,890,500**	**$3,600,000**
	Future Bd	$20,750,000	$0	$0	$2,500,000	$18,250,000
	Unfunded	$6,000,000	$0	$0	$0	$6,000,000
	PYA 97 Ballot	$4,524,000	$2,424,000	$775,000	$775,000	$550,000
	Total	**$44,650,000**	**$8,704,500**	**$2,380,000**	**$5,165,500**	**$28,400,000**
Stormwater Summary	Ent Rev	$3,554,500	$710,100	$698,400	$1,316,600	$829,400
	Subtotal	**$3,554,500**	**$710,100**	**$698,400**	**$1,316,600**	**$829,400**
	PYA Ent Rev	$516,400	$465,400	$0	$51,000	$0
	Total	**$4,070,900**	**$1,175,500**	**$698,400**	**$1,367,600**	**$829,400**
Solid Waste	Ent Rev	$1,325,800	$75,000	$265,800	$460,000	$525,000
	2001 Bonds	$255,000	$255,000	$0	$0	$0
	Total	**$1,580,800**	**$330,000**	**$265,800**	**$460,000**	**$525,000**
Parking	Ent Rev	$127,578	$0	$72,378	$3,200	$52,000
	Unfunded	**$0**	**$0**	**$0**	**$0**	**$0**
	Total	**$127,578**	**$0**	**$72,378**	**$3,200**	**$52,000**
Transportation Summary	Transp STax	$374	$374	$0	$0	$0
	FTA	$3,501,336	$1,290,636	$0	$2,120,300	$90,400
	Subtotal	**$3,501,710**	**$1,291,010**	**$0**	**$2,120,300**	**$90,400**
	PYA Transp S Tax	$244,236	$244,236	$0	$0	$0
	Unfunded	**$630,800**	**$0**	**$0**	**$608,200**	**$22,600**
	Total	**$3,745,946**	**$1,535,246**	**$0**	**$2,120,300**	**$90,400**
Airport Summary	Transp STax	$546,798	$50,000	$151,600	$50,000	$295,198
	FAA Gr	$8,854,104	$0	$914,000	$4,285,692	$3,654,412
	Subtotal	**$9,400,902**	**$50,000**	**$1,065,600**	**$4,335,692**	**$3,949,610**
	PYA Ent Rev	$0	$0	$0	$0	$0
	Unfunded	**$3,185,034**	**$0**	**$0**	**$476,188**	**$2,708,846**
	Total	**$12,585,936**	**$50,000**	**$1,065,600**	**$4,811,880**	**$6,658,456**

PROJECTS	Funding Source	Total	Current Budget FY02	Adopted Budget FY03	Requested Budget FY04	Priority Needs FY05-07
Electric						
1. Distribution	Ent Rev	$5,441,500	$400,000	$799,600	$1,030,000	$3,211,900
Transformers (#21)	PYA Ent Rev	$779,200	$579,200	$200,000	$0	$0
& Capacitors	Total	$6,220,700	$979,200	$999,600	$1,030,000	$3,211,900
2. Distribution System	Ent Rev	$9,363,922	$0	$0	$2,255,000	$7,108,922
Expansion (#22)	PYA 97 Ballot	$5,200,000	$3,000,000	$2,200,000		$0
	Total	$14,563,922	$3,000,000	$2,200,000	$2,255,000	$7,108,922
3. Underground Pwr lines	Ent Rev	$4,000,000	$0	$800,000	$800,000	$2,400,000
Maint/Conversion (#27)	PYA Ent Rev	$500,000	$500,000		$0	$0
	Total	$4,500,000	$500,000	$800,000	$800,000	$2,400,000
4. Load Management	Ent Rev	$0	$0	$0	$0	$0
System (#49)	PYA Ent Rev	$250,000	$75,000	$85,000	$90,000	
	Total	$250,000	$75,000	$85,000	$90,000	$0
5. Street Light	Ent Rev	$860,200		$85,000	$193,800	$581,400
Additions (#52)	PYA Ent Rev	$475,000	$275,000	$200,000		$0
	Total	$1,335,200	$275,000	$285,000	$193,800	$581,400
6. New Electric	Ent Rev	$4,549,200		$628,200	$948,600	$2,972,400
Connections (#53)	PYA Ent Rev	$1,100,000	$800,000	$300,000	$0	$0
	Total	$5,649,200	$800,000	$928,200	$948,600	$2,972,400
7. Conversion of 2.4 Kv	Ent Rev	$225,000	$75,000	$75,000	$75,000	
lines (#54)	Total	$225,000	$75,000	$75,000	$75,000	$0
8. Transmission	Ent Rev	$1,250,000		$250,000	$250,000	$750,000
maintenance (#101)	Total	$1,250,000	$0	$250,000	$250,000	$750,000
9. Fiber Optics Cable	Ent Rev	$410,000	$160,000	$50,000	$50,000	$150,000
(#82)	Total	$410,000	$160,000	$50,000	$50,000	$150,000
10. Grindstone Substn	PYA 97 Ballot	$2,200,000		$2,200,000	$0	$0
Expansion (#99)	Total	$2,200,000	$0	$2,200,000	$0	$0
11. Big Bear Blvd. R/L	Ent Rev	$80,000	$80,000	$0	$0	$0
13.8 kv lines (#98)	Total	$80,000	$80,000	$0	$0	$0
12. Underground Feeder	Ent Rev	$1,300,000	$1,300,000		$0	$0
to McBaine (#96)	Total	$1,300,000	$1,300,000	$0	$0	$0
13. Power Plant Office/	Ent Rev	$250,000	$250,000		$0	$0
Maintenance Bldg (#97)	Total	$250,000	$250,000	$0	$0	$0
14. New Electric SCADA	Ent Rev	$1,000,000		$1,000,000		
(#102)	Total	$1,000,000	$0	$1,000,000	$0	$0
15. New W & L Building for	PYA Ent Rev	$1,250,000	$1,250,000		$0	$0
Administrative offices		$0				
(#92)	Total	$1,250,000	$1,250,000	$0	$0	$0
	Ent Rev	$28,729,822	$2,265,000	$3,687,800	$5,602,400	$17,174,622
	Sub Total	$28,729,822	$2,265,000	$3,687,800	$5,602,400	$17,174,622
Electric Utility						
Summary	PYA Ent Rev	$4,354,200	$3,479,200	$785,000	$90,000	$0
	PYA 97 Ballot	$7,400,000	$3,000,000	$4,400,000	$0	$0
	Total	**$40,484,022**	**$8,744,200**	**$8,872,800**	**$5,692,400**	**$17,174,622**

PROJECTS	Funding Source	Total	Current Budget FY02	Adopted Budget FY03	Requested Budget FY04	Priority Needs FY05-07
Water						
1. Water Main	Future Bd	$1,500,000	$0	$0	$0	$1,500,000
Replacements	PYA Bonds	$1,421,000	$510,000	$504,000	$407,000	$0
(#10)	Ent Rev	$262,000	$0	$0	$112,300	$149,700
	Total	$3,183,000	$510,000	$504,000	$519,300	$1,649,700
2. Fire Hydrants (#16)	Ent Rev	$781,385	$53,560		$175,275	$552,550
Additions/Replacements	PYA Ent Rev	$171,000		$171,000		
	Total	$952,385	$53,560	$171,000	$175,275	$552,550
3. New Service Connections	Ent Rev	$2,112,282	$660,000		$580,332	$871,950
(#19)	Future Bd	$1,500,000		$0	$0	$1,500,000
	PYA Bonds	$837,168		$693,000	$144,168	
	Total	$4,449,450	$660,000	$693,000	$724,500	$2,371,950
4. Downtown, upgrade	Future Bd	$510,000		$0	$240,000	$270,000
4" mains (#55)	Total	$510,000	$0	$0	$240,000	$270,000
5. Rehab 1 deep well	Future Bd	$250,000		$0	$250,000	$0
(#68)	Total	$250,000	$0	$0	$250,000	$0
6. Former PWD #1	Ent Rev	$130,000	$130,000		$0	$0
Water Main Upgrade	PYA Bonds	$200,000		$200,000	$0	$0
(#71)	Total	$330,000	$130,000	$200,000	$0	$0
7. Main: 8" University Ave,	1998 Bonds	$85,145	$0	$85,145		$0
College to Ninth (#74)	PYA Bonds	$173,855		$173,855		
	Total	$259,000	$0	$259,000	$0	$0
8. Main: 12" Oakland Gravel	Ent Rev	$0	$0	$0		$0
Road, NE Booster Station	1998 Bonds	$527,000		$527,000		
to Grace Ellen (#78)	Total	$527,000	$0	$527,000	$0	$0
9. 8" Main-Holly Ave	PYA Bonds	$121,000	$121,000		$0	$0
(#79)	Total	$121,000	$121,000	$0	$0	$0
10. 12" Main Sunflower,	PYA Bonds	$30,000	$30,000	$0	$0	$0
Mayberry Dr to Rte E (#87)	Total	$30,000	$30,000	$0	$0	$0
11. Former PWD #2	Ent Rev	$243,022	$88,000	$0	$155,022	$0
Upgrades (#92)	PYA Ent Rev	$511,978		$355,000	$156,978	
	Total	$755,000	$88,000	$355,000	$312,000	$0
12. Oakland Gravel Rd, 16"	Ent Rev	$285,000	$0	$285,000		$0
main, Starke Ave to		$0				
Gregory Hts 4000' (#97)	Total	$285,000	$0	$285,000	$0	$0
13. Scott Blvd, 12" main	Ent Rev	$224,822	$224,822			$0
Nifong Ave to Thornbrook		$0				
6000' (#98)	Total	$224,822	$224,822	$0	$0	$0
14. Maintenance Bldg	Ent Rev	$28,000	$28,000	$0	$0	$0
at McBaine (#106)	Total	$28,000	$28,000	$0	$0	$0
15. Two Million Gallon	Ent Rev	$2,100,000	$2,100,000	$0	$0	$0
South Reservoir (#107)	Total	$2,100,000	$2,100,000	$0	$0	$0
16. Drill wells #15 & 16	Future Bd	$750,000	$0	$0	$750,000	$0
(#108)	Total	$750,000	$0	$0	$750,000	$0
17. WTP Addition (8m gal.)	Future Bd	$7,300,000		$0	$7,300,000	$0
(#109)	Ent Rev	$84,706	$84,706			
	Total	$7,384,706	$84,706	$0	$7,300,000	$0
18. NE Pressure Zonw	Future Bd	$6,500,000	$0		$0	$6,500,000
(#110)	Total	$6,500,000	$0	$0	$0	$6,500,000
19. Well Supply Main	Future Bd	$1,400,000	$0	$0		$1,400,000
(6600' of 30") (#111)	Total	$1,400,000	$0	$0	$0	$1,400,000
20. Paint Shepard Tower	Future Bd	$310,000	$0		$310,000	$0
In/Out sides (#113)	Total	$310,000	$0	$0	$310,000	$0
21. New Water Distribution	Future Bd	$1,000,000	$0	$0		$1,000,000
Building (#118)	Total	$1,000,000	$0	$0	$0	$1,000,000
22. Highway Crossings	Ent Rev	$620,000	$120,000	$250,000	$250,000	$0
(#119)	Total	$620,000	$120,000	$250,000	$250,000	$0
23. 36" transmission line	Future Bd	$6,000,000				$6,000,000
from McBaine (#120)	Total	$6,000,000	$0	$0	$0	$6,000,000

PROJECTS	Funding Source	Total	Current Budget FY02	Adopted Budget FY03	Requested Budget FY04	Priority Needs FY05-07
24. Heather Ln/Broadway 12" Ash to Braemore (#121)	Ent Rev	$95,500	$95,500		$0	$0
	Total	$95,500	$95,500	$0	$0	$0
25. Secondary Levee at McBaine (#122)	Ent Rev	$182,000	$182,000			
	Total	$182,000	$182,000	$0	$0	$0
26. Close Loops (#123)	Ent Rev	$241,000		$0	$57,700	$183,300
	PYA Bonds	$56,000		$56,000		
	Total	$297,000	$0	$56,000	$57,700	$183,300
27. New Water SCADA (#124)	Future Bd	$1,200,000		$0	$600,000	$600,000
	Total	$1,200,000	$0	$0	$600,000	$600,000
Water Utility Summary	Ent Rev	$7,389,717	$3,766,588	$535,000	$1,330,629	$1,757,500
	Future Bd	$28,220,000	$0	$0	$9,450,000	$18,770,000
	SubTotal	**$35,609,717**	**$3,766,588**	**$535,000**	**$10,780,629**	**$20,527,500**
	PYA Ent Rev	$682,978	$0	$526,000	$156,978	$0
	1998 Bonds	$612,145	$0	$612,145	$0	$0
	PYA Bonds	$2,839,023	$661,000	$1,626,855	$551,168	$0
	Total	**$39,743,863**	**$4,427,588**	**$3,300,000**	**$11,488,775**	**$20,527,500**

PROJECTS	Funding Source	Total	Current Budget FY02	Adopted Budget FY03	Requested Budget FY04	Priority Needs FY05-07
Railroad						
1. Capital Maintenance	Ent Rev	$271,800	$49,500	$50,000	$41,200	$131,100
(#45)	Total	$271,800	$49,500	$50,000	$41,200	$131,100
2. Tie Program (#12)	Ent Rev	$431,000			$103,000	$328,000
	Total	$431,000	$0	$0	$103,000	$328,000
3. Surfacing Program	Ent Rev	$295,300		$0	$70,600	$224,700
(#13)	Total	$295,300	$0	$0	$70,600	$224,700
4. Rail Replacement	Ent Rev	$215,400			$51,500	$163,900
Program (#14)	Total	$215,400	$0	$0	$51,500	$163,900
5. Browns Station	Ent Rev	$31,300	$0	$0	$0	$31,300
Retaining Wall (#15)	Total	$31,300	$0	$0	$0	$31,300
6. Fay St Crossing (#31)	Ent Rev	$37,100	$0	$0		$37,100
	Total	$37,100	$0	$0	$0	$37,100
7. O'Rear Road	Ent Rev	$30,000	$0	$0	$0	$30,000
Crossing (#23)	Total	$30,000	$0	$0	$0	$30,000
8. Wilkes Blvd.	Ent Rev	$37,100	$0	$0	$0	$37,100
Crossing (#33)	Total	$37,100	$0	$0	$0	$37,100
9. N Davis Road	Ent Rev	$21,600	$0	$0	$21,600	$0
Crossing (#20)	Total	$21,600	$0	$0	$21,600	$0
10. Union Church Rd	Ent Rev	$20,000	$20,000		$0	$0
Crossing (#21)	Total	$20,000	$20,000	$0	$0	$0
11. N Browns Station Drive	Ent Rev	$29,900	$0	$0	$0	$29,900
Crossing (#24)	Total	$29,900	$0	$0	$0	$29,900
12. Elm St Crossing	Ent Rev	$21,900	$0	$0	$0	$21,900
(#32)	Total	$21,900	$0	$0	$0	$21,900
13. Wright Drive	Ent Rev	$21,900	$0	$0		$21,900
Crossing (#34)	Total	$21,900	$0	$0	$0	$21,900
14. Heuchan Siding	EU Loan	$200,000	$0	$0	$0	$200,000
(#26)	Total	$200,000	$0	$0	$0	$200,000
15. Brown Station Drive	Ent Rev	$29,900	$0	$0	$0	$29,900
South Crossing (#35)	Total	$29,900	$0	$0	$0	$29,900
16. Rehab Downtown	Ent Rev	$30,900	$0	$0	$0	$30,900
Pass (#40)	Total	$30,900	$0	$0	$0	$30,900
17. Replace ETI Turnout	Ent Rev	$31,800	$0	$0	$31,800	$0
(#41)	Total	$31,800	$0	$0	$31,800	$0
18. Remove Central Rail	Ent Rev	$11,000	$0	$0	$11,000	
Terminal Spur (#42)	Total	$11,000	$0	$0	$11,000	$0
19. COLT Railroad	Unfunded	$275,000	$0	$0	$150,000	$125,000
Corridor Project (#44)	Total	$275,000	$0	$0	$150,000	$125,000
20. Rail Terminal	Sale of Assets	$114,000	$114,000			
(#46)	EU Loan	$640,800	$270,000	$236,900	$133,900	
	Total	$754,800	$384,000	$236,900	$133,900	$0
21. Extend Broad Bldg.	EU Loan	$341,700	$0	$278,100		$63,600
Spur (#50)	Total	$341,700	$0	$278,100	$0	$63,600
	Ent Rev	$1,567,900	$69,500	$50,000	$330,700	$1,117,700
Railroad	EU Loan	$1,182,500	$270,000	$515,000	$133,900	$263,600
Summary	Unfunded	$275,000	$0	$0	$150,000	$125,000
	Sale of Assets	$114,000	$114,000	$0	$0	$0
	Total	**$3,139,400**	**$453,500**	**$565,000**	**$614,600**	**$1,506,300**

PROJECTS	Funding Source	Total	Current Budget FY02	Adopted Budget FY03	Requested Budget FY04	Priority Needs FY05-07
Sewer						
1. Sewer Main	Ent Rev	$2,200,000		$500,000	$500,000	$1,200,000
Rehab	PYA 97 Ballot	$2,124,000	$2,124,000			
C43100	Unfunded	$2,000,000				$2,000,000
	Total	$6,324,000	$2,124,000	$500,000	$500,000	$3,200,000
2. 80-acre Point Trunks	Ent Rev	$2,400,000				$2,400,000
Revolving Fund	PYA 97 Ballot	$1,000,000		$500,000	$500,000	
C43111	Unfunded	$4,000,000				$4,000,000
	97 Ballot	$550,000	$550,000			
	Total	$7,950,000	$550,000	$500,000	$500,000	$6,400,000
3. Private Common	PYA 97 Ballot	$1,400,000	$300,000	$275,000	$275,000	$550,000
Collectors	97 Ballot	$0				
C43112	Total	$1,400,000	$300,000	$275,000	$275,000	$550,000
4. Expansion of On-site	Ent Rev	$225,000	$225,000			
Sewer Treatment		$0				
System at Airport		$0				
C43136	Total	$225,000	$225,000	$0	$0	$0
5. H-21 Enlargement	Ent Rev	$750,000	$650,000	$100,000		
C43137	Total	$750,000	$650,000	$100,000	$0	$0
6. H-21-B Interceptor	97 Ballot	$85,000			$85,000	
	Total	$85,000	$0	$0	$85,000	$0
7. Upper Grindstone	97 Ballot	$3,400,000	$3,400,000			
Outfall, LOW - C43141	Total	$3,400,000	$3,400,000	$0	$0	$0
8. Capacity Analysis &	Ent Rev	$300,000	$150,000	$150,000		
System Mapping-C43145	Total	$300,000	$150,000	$150,000	$0	$0
9. Centrifuge	Ent Rev	$2,611,000	$1,305,500		$1,305,500	
Replacement at WWTP	Total	$2,611,000	$1,305,500	$0	$1,305,500	$0
10. County House Branch	Ent Rev	$135,000		$135,000		
(S.W Outfall) Enlargement		$0				
Phase 1 C43154	Total	$135,000	$0	$135,000	$0	$0
11. Cow Branch Outfall Ext.	Ent Rev	$120,000		$120,000		
JJC Pump Station		$0				
Interceptor C43155	Total	$120,000	$0	$120,000	$0	$0
12. Hinkson Creek Stream	Ent Rev	$100,000		$100,000		
Bank Stabilization C43156	Total	$100,000	$0	$100,000	$0	$0
13. Facility Plan	Ent Rev	$500,000		$500,000		
Update C43157	Total	$500,000	$0	$500,000	$0	$0
14. Henderson Branch	Future Bd	$1,600,000				$1,600,000
Outfall (Midway)	Total	$1,600,000	$0	$0	$0	$1,600,000
15. Clear Creek Pump	Future Bd	$3,000,000				$3,000,000
Station & Force Main		$0				
Upgrade	Total	$3,000,000	$0	$0	$0	$3,000,000
16. Mill Creek Outfall	Future Bd	$2,500,000				$2,500,000
Relief Sewer	Total	$2,500,000	$0	$0	$0	$2,500,000
17. Upper Hinkson Creek	Future Bd	$2,200,000				2,200,000
Outfall Relief (Mexico		$0				
Gravel Road pump		$0				
station elimination)	Total	$2,200,000	$0	$0	$0	$2,200,000
18. City Wide Manhole	Future Bd	$2,000,000				$2,000,000
Rehabilitation	Total	$2,000,000	$0	$0	$0	$2,000,000
19. Flat Branch Outfall	Future Bd	$4,000,000				$4,000,000
Relief/Replacement	Total	$4,000,000	$0	$0	$0	$4,000,000
20. H-13 Relief Sewer	Future Bd	$2,500,000			$2,500,000	
	Total	$2,500,000	$0	$0	$2,500,000	$0
21. Upper Hinkson Creek	Future Bd	$1,750,000				$1,750,000
Outfall Extension	Total	$1,750,000	$0	$0	$0	$1,750,000
22. County House Branch	Future Bd	$1,200,000				$1,200,000
(Southwest Outfall)		$0				
Enlargement - Phase 2	Total	$1,200,000	$0	$0	$0	$1,200,000
Sewer	Ent Rev	$9,341,000	$2,330,500	$1,605,000	$1,805,500	$3,600,000
Summary	97 Ballot	$4,035,000	$3,950,000	$0	$85,000	$0
	Sub Total	**$13,376,000**	**$6,280,500**	**$1,605,000**	**$1,890,500**	**$3,600,000**
	Future Bd	$20,750,000	$0	$0	$2,500,000	$18,250,000
	Unfunded	$6,000,000	$0	$0	$0	$6,000,000
	PYA 97 Ballot	$4,524,000	$2,424,000	$775,000	$775,000	$550,000
	Total	**$44,650,000**	**$8,704,500**	**$2,380,000**	**$5,165,500**	**$28,400,000**

PROJECTS	Funding Source	Total	Current Budget FY02	Adopted Budget FY03	Requested Budget FY04	Priority Needs FY05-07
Stormwater						
1. Hardin-Mikel-Donnelly	Ent Rev	$229,200	$229,200			
Phase II - C49037	Total	$229,200	$229,200	$0	$0	$0
2. Harmony Branch	Ent Rev	$20,000		$20,000		
Detention Basin C49049	Total	$20,000	$0	$20,000	$0	$0
3. UMC Contract - Public	Ent Rev	$52,000		$52,000		
Educ & Outreach C49044	Total	$52,000	$0	$52,000	$0	$0
4. Range Line Street	Ent Rev	$111,700			$111,700	
Smith Street	Total	$111,700	$0	$0	$111,700	$0
5. Quail Drive	Ent Rev	$306,700			$306,700	
	Total	$306,700	$0	$0	$306,700	$0
6. Concordia Drive at	Ent Rev	$92,700			$92,700	
Walter Court	Total	$92,700	$0	$0	$92,700	$0
7. Rollins at Rothwell	Ent Rev	$176,000		$176,000		
C49047	Total	$176,000	$0	$176,000	$0	$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	PYA Ent Rev	$51,000			$51,000	
C49038	Total	$51,000	$0	$0	$51,000	$0
11. Lawrence Place	Ent Rev	$86,000				$86,000
	Total	$86,000	$0	$0	$0	$86,000
12. Brandon Road	Ent Rev	$42,000			$42,000	
Culvert	Total	$42,000	$0	$0	$42,000	$0
13. Bicknell-Ash	Ent Rev	$410,900	$410,900			
Walnut-Hirth - C49035	Total	$410,900	$410,900	$0	$0	$0
14. Middlebush - C49039	Ent Rev	$43,500			$43,500	
	Total	$43,500	$0	$0	$43,500	$0
15. 3510 Woodside-	PYA Ent Rev	$76,800	$76,800			
Nazarene Church	Ent Rev	$10,400		$10,400		
C49031	Total	$87,200	$76,800	$10,400	$0	$0
16. West Boulevard &	PYA Ent Rev	$135,200	$135,200			
Mary Jean C49026	Total	$135,200	$135,200	$0	$0	$0
17. Rutledge-Weymeyer	Ent Rev	$186,000			$186,000	
C49040	Total	$186,000	$0	$0	$186,000	$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	PYA Ent Rev	$150,000	$150,000			
Rock Quarrry Rd S of	Ent Rev	$15,000		$15,000		
Nifong Blvd - C49041	Total	$165,000	$150,000	$15,000	$0	$0
21. 505 Mary Street	Ent Rev	$60,000		$60,000		
C49048	Total	$60,000	$0	$60,000	$0	$0
22. Merideth Branch	Ent Rev	$175,000		$175,000		
Detention Basin C49042	Total	$175,000	$0	$175,000	$0	$0
23. Richmond Avenue	Ent Rev	$363,400				$363,400
Box Culvert	Total	$363,400	$0	$0	$0	$363,400
24. Defoe Drive	PYA Ent Rev	$103,400	$103,400			
C49020	Total	$103,400	$103,400	$0	$0	$0
Stormwater	Ent Rev	$3,554,500	$710,100	$698,400	$1,316,600	$829,400
Summary	**Sub Total**	**$3,554,500**	**$710,100**	**$698,400**	**$1,316,600**	**$829,400**
	PYA Ent Rev	$516,400	$465,400	$0	$51,000	$0
	Total	**$4,070,900**	**$1,175,500**	**$698,400**	**$1,367,600**	**$829,400**

PROJECTS	Funding Source	Total	Current Budget FY02	Adopted Budget FY03	Requested Budget FY04	Priority Needs FY05-07
Solid Waste						
1. Waste Handling	Ent Rev	$490,000	$75,000	$95,000	$95,000	$225,000
Systems C48021	Total	$490,000	$75,000	$95,000	$95,000	$225,000
3. Fueling Station	Ent Rev	$120,000			$120,000	
for Landfill	Total	$120,000	$0	$0	$120,000	$0
4. Methane Gas	Ent Rev	$470,800		$170,800	$0	$300,000
Extraction Wells C48031	Total	$470,800	$0	$170,800	$0	$300,000
5. System to Recover	2001 Bonds	$255,000	$255,000			
Energy from Landfill	Ent Rev	$245,000			$245,000	
Methane Gas	Total	$500,000	$255,000	$0	$245,000	$0
Solid Waste	Ent Rev	$1,325,800	$75,000	$265,800	$460,000	$525,000
Summary	2001 Bonds	$255,000	$255,000	$0	$0	$0
	Total	**$1,580,800**	**$330,000**	**$265,800**	**$460,000**	**$525,000**

PROJECTS	Funding Source	Total	Current Budget FY02	Adopted Budget FY03	Requested Budget FY04	Priority Needs FY05-07
Parking						
1. Repair Walls in 6th & Walnut	Ent Rev	$20,000		$20,000		$0
Ramp Stairwell C45038	Total	$20,000	$0	$20,000	$0	$0
2. Landscaping Miller Lot	Ent Rev	$22,178		$22,178		$0
Tenth & Locust C45039	Total	$22,178	$0	$22,178	$0	$0
3. Repair Storm Drains	Ent Rev	$14,000		$14,000		
City Ramp C45040	Total	$14,000	$0	$14,000	$0	$0
4. Re-roof Plaza Garage	Ent Rev	$52,000	$0			$52,000
Canopy	Total	$52,000	$0	$0	$0	$52,000
5. Resurface Tenth	Ent Rev	$3,200			$3,200	
& Elm Lot	Total	$3,200	$0	$0	$3,200	$0
6. Repairs to Plaza Garage	Ent Rev	$10,000		$10,000		
Elevators C45041	Total	$10,000	$0	$10,000	$0	$0
7. Seal City Ramp	Ent Rev	$6,200		$6,200		
	Total	$6,200	$0	$6,200	$0	$0
Parking Summary	Ent Rev	$127,578	$0	$72,378	$3,200	$52,000
	Unfunded	**$0**	$0	$0	$0	$0
	Total	**$127,578**	**$0**	**$72,378**	**$3,200**	**$52,000**

PROJECTS	Funding Source	Total	Current Budget FY02	Adopted Budget FY03	Requested Budget FY04	Priority Needs FY05-07
Transportation						
1.Replace (2) Paratransit	PYA Transp S Tax	$21,300	$21,300			
Vehicles	Unfunded	$44,600			$22,000	$22,600
C47014	FTA	$263,400	$85,200		$87,800	$90,400
	Total	$329,300	$106,500	$0	$109,800	$113,000
2. Purchase and Install	PYA Transp S Tax	$147,600	$147,600			
(10) Bus Shelters, (20)	Unfunded	$82,600			$82,600	
Benches, (40) Concrete	FTA	$920,800	$590,400		$330,400	
Pads C47004	Total	$1,151,000	$738,000	$0	$413,000	$0
3. Wabash Station	PYA Transp S Tax	$46,000	$46,000			
Renovation Project	Unfunded	$503,600			$503,600	
C47003	FTA	$2,198,300	$496,200		$1,702,100	
	Total	$2,747,900	$542,200	$0	$2,205,700	$0
4. (2) Spare Bus Engines	PYA Transp S Tax	$12,436	$12,436			
& (2) Transmissions	Transp STax	$374	$374			
C47006	FTA	$51,236	$51,236			
	Total	$64,046	$64,046	$0	$0	$0
5. (26) Self Lubricating	PYA Transp S Tax	$16,900	$16,900		$0	$0
Systems	FTA	$67,600	$67,600			
C47013	Total	$84,500	$84,500	$0	$0	$0
	Transp STax	$374	$374	$0	$0	$0
Transportation	FTA	$3,501,336	$1,290,636	$0	$2,120,300	$90,400
Summary	**Subtotal**	**$3,501,710**	**$1,291,010**	**$0**	**$2,120,300**	**$90,400**
	PYA Transp S Tax	$244,236	$244,236	$0	$0	$0
	Unfunded	**$630,800**	**$0**	**$0**	**$608,200**	**$22,600**
	Total	**$4,376,746**	**$1,535,246**	**$0**	**$2,728,500**	**$113,000**

PROJECTS	Funding Source	Total	Current Budget FY02	Adopted Budget FY03	Requested Budget FY04	Priority Needs FY05-07
Airport						
1. General Improvement	Transp STax	$300,000	$50,000	$50,000	$50,000	$150,000
C44008	Gen Fd/PI	$0				
	Total	$300,000	$50,000	$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) C44066	Total	$100,000	$0	$100,000	$0	$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. Replacement ARFF	Unfunded	$38,300			$38,300	
Vehicle	FAA Gr	$344,700			$344,700	
	Total	$383,000	$0	$0	$383,000	$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	$0				
C44066	FAA Gr	$135,000				$135,000
	Total	$150,000	$0	$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. 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
14. Cargo Apron	Transp STax	$81,600		$81,600		
w / Taxiway C44067	FAA Gr	$734,000		$734,000		
	Total	$815,600	$0	$815,600	$0	$0
Airport	Transp STax	$546,798	$50,000	$151,600	$50,000	$295,198
Summary	FAA Gr	$8,854,104	$0	$914,000	$4,285,692	$3,654,412
	Subtotal	**$9,400,902**	**$50,000**	**$1,065,600**	**$4,335,692**	**$3,949,610**
	PYA Ent Rev	$0	$0	$0	$0	$0
	Unfunded	**$3,185,034**	**$0**	**$0**	**$476,188**	**$2,708,846**
	Total	**$12,585,936**	**$50,000**	**$1,065,600**	**$4,811,880**	**$6,658,456**

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 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003	% Change From Budget FY 2002
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.	78,858	3,800	3,800	1,900	-50.0%
Capital	0	0	0	0	
Other	3,837,765	4,312,327	4,312,327	3,459,333	-19.8%
Total	**3,916,623**	**4,316,127**	**4,316,127**	**3,461,233**	**-19.8%**
Summary					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	0	0	0	0	
Debt Service	3,916,623	4,316,127	4,316,127	3,461,233	-19.8%
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**$ 3,916,623**	**$ 4,316,127**	**$ 4,316,127**	**$ 3,461,233**	**-19.8%**

COMPUTATION OF LEGAL DEBT MARGIN

Assessed Value FY 2002*				$ 1,054,769,563
Constitutional Debt Limit**	(20% Assessed Value)			210,953,913
Total Bonded Debt			134,855,000	
Less:				
Revenue Bonds		95,990,000		
Special Obligation Bonds		16,820,000		
			112,810,000	
Total Amount of Debt Applicable to Debt Limit				22,045,000
Legal Debt Margin				$ 188,908,913

* All tangible property
** Section 95.115 of the 1978 Missouri Revised Statutes

SUMMARY OF OUTSTANDING DEBT
As of 09/30/2002

	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	$ **700,000**
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	13,645,000
'98 Water & Electric (3/1/98)	28,295,000	3.75% - 6.00%	10/01/22	28,130,000
'02 Water & Elec Imprvmnt Bond (02/01/02)	16,490,000	3.00% - 6.00%	10/01/26	16,490,000
'79 San. Sewer Revenue Bonds (8/1/79)	3,500,000	5.00% - 7.00%	10/01/04	815,000
'92 San. Sewer Revenue Bonds (6/1/92)	8,515,000	4.00% - 6.25%	10/01/17	8,470,000
'92 San. Sewer SeriesB (6/1/92)	870,000	4.25% - 6.55%	01/01/13	600,000
'92 San. Sewer Refunding (8/1/92)	795,000	5.6%	10/01/02	100,000
'99 San. Sewer Bonds Series A (6/1/99)	3,730,000	3.625% - 5.25%	01/01/20	3,405,000
'99 San. Sewer Bonds Series B (12/1/99)	1,420,000	4.125%-6.00%	07/01/20	1,300,000
'00 San. Sewer Bonds Series B (11/11/00)	2,445,000	4.35% - 5.625%	07/01/21	2,340,000
'95 Parking Revenue Bonds (9/5/95)	3,400,000	3.80% - 6.00%	10/01/20	2,965,000
'01 San. Sewer Bonds Series A (05/01/02)	2,230,000	3.00% - 5.375%	01/01/23	2,230,000
Total Revenue Bonds				**95,990,000**
SPECIAL OBLIGATION BONDS:				
'01 Refuse Special Oblig. Bonds (11/13/01)	4,640,000	3.65% - 4.80%	02/01/21	4,640,000
'96 Refuse Special Oblig. Bonds (8/1/96)	4,955,000	3.75% - 5.50%	02/01/16	3,935,000
'96 Parking Special Oblig. Bonds (8/1/96)	7,120,000	3.75% - 5.50%	02/01/16	5,560,000
'01Sewer Special Oblig. Bonds (11/13/01)	2,685,000	3.65% - 4.80%	02/01/21	2,685,000
Total Special Obligation Bonds				**16,820,000**
CERTIFICATES OF PARTICIPATION:				
'01 Recreation Center COPS (05/01/01)	10,500,000	4% - 5.215%	02/01/06	8,648,500
'01 Stephens Lake Property COPS (01/01/01)	7,000,000	5.975%	01/01/07	7,000,000
'01 Fire Station & Pub. Bldg.	6,490,000	4% - 5.125%	02/01/21	5,696,500
Total Certificates of Participation				**21,345,000**
TOTAL:				$ **134,855,000**

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	$ 700,000	0.07%	8

DEBT SERVICE REQUIREMENTS
1992 General Obligation Refunding Bonds

Year	Original Requirements	Interest Requirements	Total Requirements
2003	700,000	38,500	738,500
2004	0	0	0
2005	0	0	0
2006	0	0	0
Total	$ **700,000**	$ **38,500**	$ **738,500**

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 09/30/2002 - $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 FY 01 was 3.296% which resulted in interest payments of approximately $505,004.

07/01/92 Water and Electric Series A Revenue Bonds (Interest rates: 2.75% - 5.70%)
Original Issue - $34,140,000
Balance As of 09/30/2002 - $13,645,000
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 09/30/2002 - $28,130,000
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.

03/01/98 Water and Electric Refunding and Improvement Bonds (Interest rates: 3.00% - 6.00%)
Original Issue - $16,490,000
Balance As of 09/30/2002 - $16,490,000
Maturity Date - 10/1/2026

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.

DEBT SERVICE REQUIREMENTS

Fiscal Year	Principal Requirements	Interest Requirements	Total Requirements
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	$ **57,275,000**	$ **19,076,183**	$ **76,351,183**

*** 85 Series B Payoff**

GENERAL INFORMATION

08/01/79 Sanitary Sewerage System Revenue Bonds (Interest rates: 5.00% - 7.00%)
Original Issue - $3,500,000
Balance As of 09/30/2002 - $815,000
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 09/30/2002 - $8,470,000
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 09/30/2002 - $600,000
Maturity Date - 01/01/13

In June 1992, the City participated in the State Revolving Loan program to issue $870,000 in Bonds.

08/01/92 Sanitary Sewerage System Refunding (Interest rate: 5.6%)
Original Issue - $795,000
Balance As of 09/30/2002 - $100,000
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 09/30/2002 - $3,405,000
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%-6.00%)
Original Issue - $1,420,000
Balance As of 09/30/2002 - $1,300,000
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 09/30/2002 - $2,340,000
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 BONDS

GENERAL INFORMATION

05/01/02 Sanitary Sewerage System Series A (Interest rates: 3.00% - 5.375%)
Original Issue - $2,230,000
Balance As of 09/30/2002 - $2,230,000
Maturity Date - 1/1/2023

In 2002, the City participated in the State Revolving Loan Program to issue $2,230,000 in bonds. Voters approved the issuance of these bonds in November of 1997

11/13/01 Sanitary Sewerage System Special Obligation Bonds (Interest rates: 3.65% - 4.80%)
Original Issue - $2,685,000
Balance - $2,685,000
Maturity Date - 2/1/2021

In November 2001, the City issued $2,685,000 of Special Obligation Bonds in finance improvements to the sanitary sewer system of the City.

DEBT SERVICE REQUIREMENTS
Sewer Revenue Bonds

Year	Original Requirements	Interest Requirements	Total Requirements
2003	$ 830,000	$ 1,179,707	$ 2,009,707
2004	970,000	1,120,999	2,090,999
2005	1,010,000	1,074,345	2,084,345
2006	1,035,000	1,025,119	2,060,119
2007	1,070,000	971,887	2,041,887
2008	1,110,000	915,692	2,025,692
2009	1,155,000	855,916	2,010,916
2010	1,200,000	792,896	1,992,896
2011	1,260,000	726,672	1,986,672
2012	1,305,000	655,803	1,960,803
2013	1,365,000	581,467	1,946,467
2014	1,345,000	505,216	1,850,216
2015	1,405,000	426,638	1,831,638
2016	1,470,000	344,166	1,814,166
2017	1,530,000	257,992	1,787,992
2018	1,605,000	168,407	1,773,407
2019	750,000	103,392	853,392
2020	780,000	64,318	844,318
2021	485,000	29,670	514,670
2022	130,000	10,000	140,000
2023	135,000	3,375	138,375
Total	$ **21,945,000**	$ **11,813,677**	$ **33,758,677**

REFUSE SYSTEM BONDS

GENERAL INFORMATION

08/01/96 Special Obligation and Refunding Bonds - Refuse (Interest rates: 3.75% - 5.50%)
Original Issue - $4,955,000
Balance As of 09/30/2002 - $3,935,000
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.

11/13/01 Solid Waste Special Obligation Bond - Refuse (Interest rates: 3.65% - 4.80%)
Original Issue - $4,640,000
Balance As of 09/30/2002 - $4,640,000
Maturity Date - 2/1/2021

In November 2001, the City issued $4,640,000 of Special Obligation Bonds to finance improvements to the Solid Waste Facilities of the City.

DEBT SERVICE REQUIREMENTS
Special Obligation and Refunding Refuse Bonds

Year	Original Requirements	Interest Requirements	Total Requirements
2003	$ 375,000	$ 398,228	$ 773,228
2004	385,000	381,726	766,726
2005	405,000	364,329	769,329
2006	420,000	345,848	765,848
2007	435,000	326,397	761,397
2008	455,000	305,869	760,869
2009	475,000	284,139	759,139
2010	495,000	261,406	756,406
2011	520,000	237,534	757,534
2012	550,000	211,954	761,954
2013	570,000	184,615	754,615
2014	600,000	155,560	755,560
2015	630,000	124,693	754,693
2016	660,000	92,051	752,051
2017	290,000	68,605	358,605
2018	305,000	54,844	359,844
2019	320,000	40,233	360,233
2020	335,000	24,756	359,756
2021	350,000	8,400	358,400
Total	**$ 8,575,000**	**$ 3,871,187**	**$ 12,446,187**

PARKING SYSTEM BONDS

GENERAL INFORMATION

09/15/95 Parking System Revenue Bonds (Interest rates: 3.80% - 6.00%)
Original Issue - $3,400,000
Balance As of 09/30/2002 - $2,965,000
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 09/30/2002 - $5,560,000
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
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	$ **8,525,000**	$ **4,510,860**	$ **13,035,860**

CERTIFICATES OF PARTICIPATION - Recreation Center

GENERAL INFORMATION

Certificates of Participation
05/01/2001 (Recreation Center) (Interest Rates: 4% - 5.215%)

Original Issue - $10,500,000
Balance As of 09/30/2002 - $8,648,500
Maturity Date - 2/1/2006

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
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	2,450,000	47,670	2,497,670
Total	$ **8,648,500**	$ **717,500**	$ **9,366,000**

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 09/30/2002 - $7,000,000
Maturity Date - 1/1/2007

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
2003	0	418,250	418,250
2004	0	418,250	418,250
2005	0	418,250	418,250
2006	0	418,250	418,250
2007	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 - $6,490,000
Balance As of 09/30/2002 - $5,696,500
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
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	955,000	120,333	1,075,333
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	$ **5,696,500**	$ **1,570,210**	$ **7,266,710**

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

PURPOSE

This fund accounts for and disburses funds received by the City from the Dept. of Housing and Urban Development's Community Development Block Grant Program. These funds are to be used to provide facilities and assistance to low and moderate income citizens 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 2003.

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 2003
Entitlement Amount Estimate	$	1,062,000
Contingency Funds		83,750
Total Resources	$	1,145,750

EXPENDITURES

		Staff and Agency Requests	Community Development Commission Proposal	Council Adopted
Housing Programs:				
Housing Rehabilitation	$	25,000	25,000	25,000
Emergency Home Repair		75,000	75,000	75,000
Code Deficiency Abatement		25,000	25,000	25,000
Home Ownership Assistance		25,000	25,000	25,000
Council on Aging - Home Repair		40,000	40,000	40,000
Boone Co. Group Homes - Home Repair		56,150	40,000	40,000
Serv. Indep. Living-Home Accessibility		39,000	25,000	25,000
Subtotal (Council Policy 20-25%)		**285,150**	**255,000**	**255,000**
		16.3%	24.0%	22.3%
Neighborhood Improvements:				
Planning		45,000	45,000	45,000
Administration		85,000	85000	85000
NRT Demolition		30,000	30,000	30,000
Habitat - Housing Infrastructure		120,000	77,000	62,000
Fay Street/COLT RR		0	0	15,000
Downtown Sidewalks ADA		50,000	50,000	50,000
Garth/Business Loop Pedestrian Improvement		0	0	23,000
1st Ward Sidewalks		0	0	50,000
NRT Code Enforcement		25,000	25,000	43,750
Emergency Warning Sirens		240,000	90,000	90,000
Indian Hills Park Improvements		25,000	25,000	25,000
Donnelly Avenue Reconstruction		109,000	109,000	109,000
Hardin Street Reconstruction		232,000	28,000	28,000
Hope Street Reconstruction		126,000	0	15,000
Grace Covenant-Trail, Lighting & Fence		30,000	10,000	0
Ridgeway Neigh. Assn. - Alley Improv.		20,000	0	0
Subtotal (Council Policy 60-65%)		**1,137,000**	**574,000**	**670,750**
		64.9%	54.0%	58.5%
Community Facilities:				
Consumer Credit - Housing Counseling		8,000	8,000	8,000
Blind Boone Home		0	0	65,000
E'TRAD - Homeless Support		70,000	0	0
The Intersection - Youth Center		50,000	50,000	0
Rainbow House - Abused Children Center		100,000	100,000	75,000
Fun City - Child Care		60,000	50,000	50,000
Enterlight Ministries - Housing Counseling		42,255	25,000	22,000
Subtotal (Council Policy 10-15%)		**330,255**	**233,000**	**220,000**
		18.8%	21.9%	20.7%
Total	**$**	**1,752,405**	**$ 1,062,000**	**$ 1,145,750**

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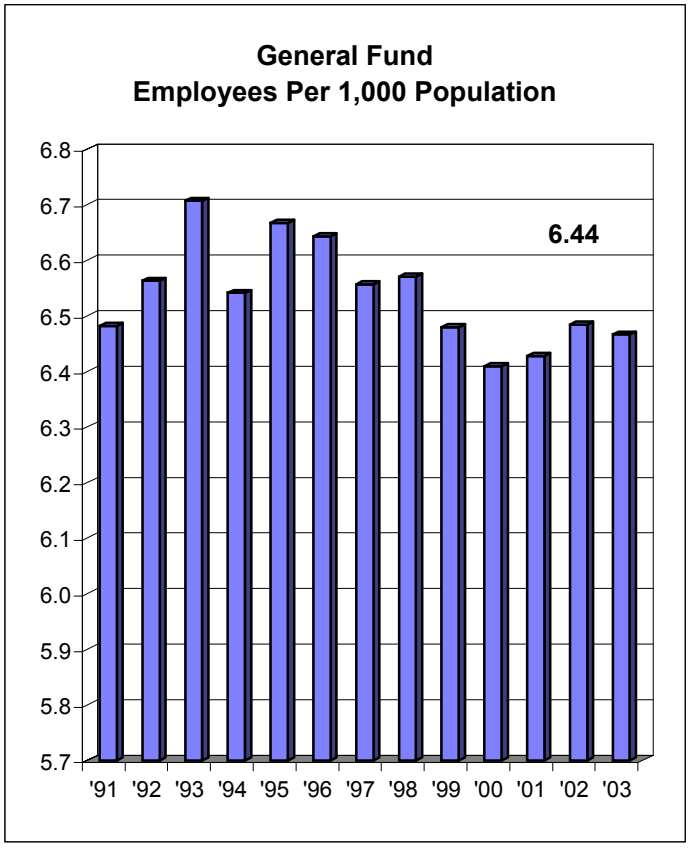
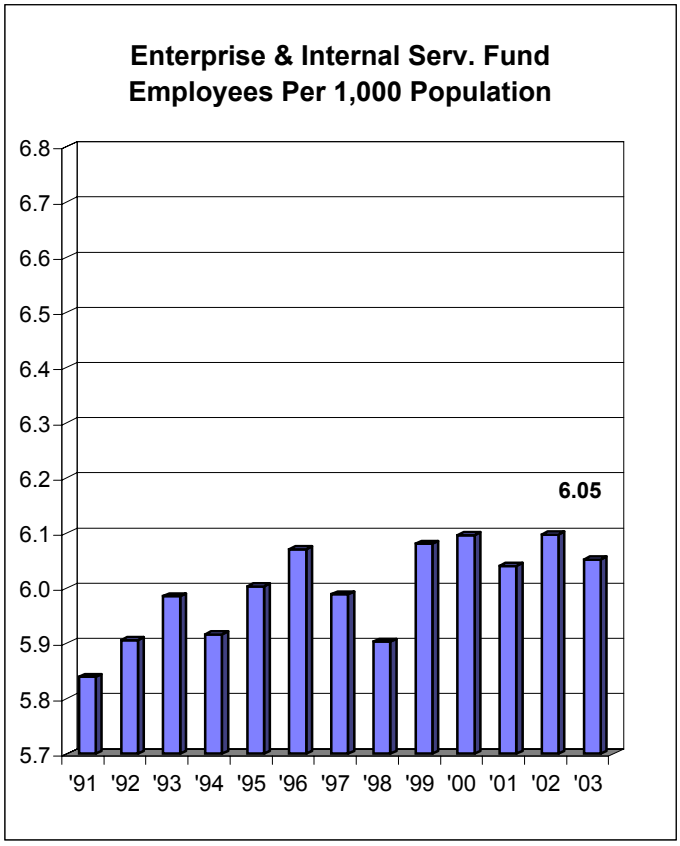
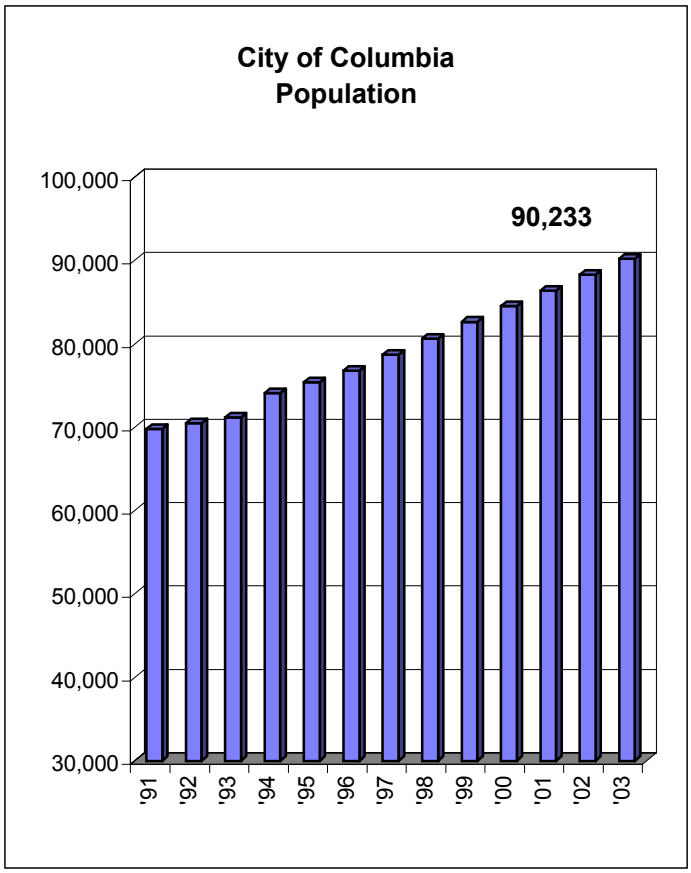
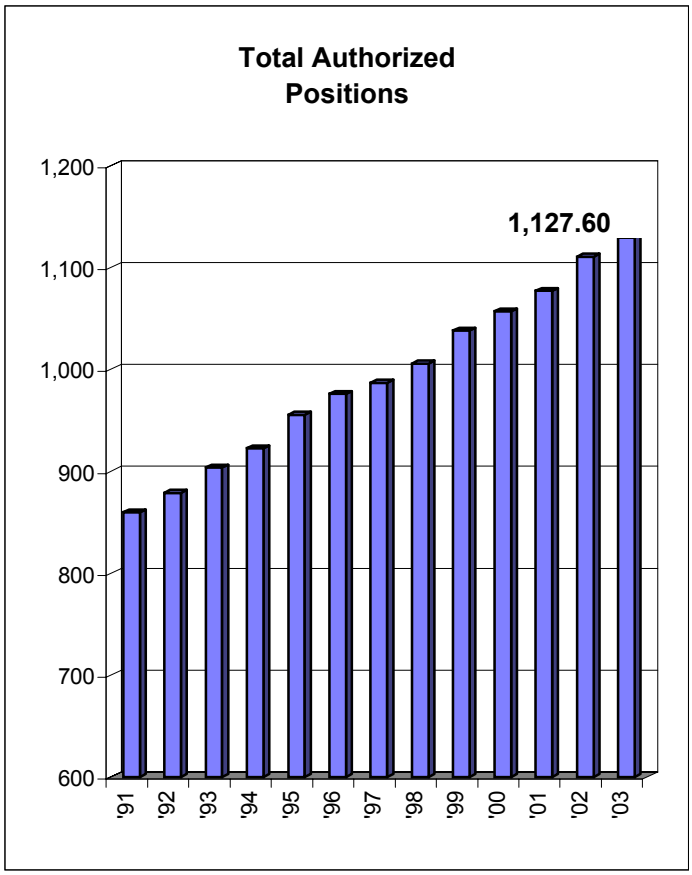
PERSONNEL SUMMARY INFORMATION









* During the past 10 years it has been the City's practice to maintain a growth rate in total authorized positions that is simliar to the growth rate in the City's population.

Additional Positions
Adopted FY 2003

	Number Of Positions	Position Added
General Fund:		
Police - Operations	2.00	Traffic Police Officers
Police - Operations	2.00	Patrol Police Officers
Police - Admin. Services	1.00	Systems Analyst
Police - Admin. Services	(1.00)	Police Sgt.
City Manager	(1.00)	Grants Coordinator
Municipal Court	1.00	ASA II - Parking Ticket Processing
Finance - Accounting	1.00	Accounting Assistant (On-Line Transactions)
Health - Administration	1.00	Public Health Planner
Health - Clinic & Nursing	0.50	ASA II - Health
Parks & Rec - Parks Maint.	1.00	Maintenance Mechanic
Public Works - Protective Inspection	1.00	Building Inspector
	8.50	**NET GENERAL FUND POSITIONS ADDED**
Other Funds:		
Electric - Admin & General	1.00	Energy Management Spec. II
Electric - Transmission & Distrib.	1.00	Substation Technician Supv.
Finance - Utility Customer Services	1.00	Customer Service Representative
Convention & Tourism Fund	1.00	Administrative Secretary
Public Communications	0.50	ASA I / Printer's Aide
Recreation Services	(0.75)	Recreation Leader
Solid Waste - Recycling	1.00	Program Assistant
Solid Waste - Materials Rec. Fac.	1.00	Public Works Supverisor I
Solid Waste - Materials Rec. Fac.	1.00	Equipment Operator III
Solid Waste - Materials Rec. Fac.	1.00	Material Handler (Equipment Operator I)
	7.75	**NET OTHER FUND POSITIONS ADDED**
	16.25	**TOTAL NUMBER OF POSITIONS ADDED FOR FY 2003**

PERSONNEL POSITION SUMMARY

	Actual FY 2001	Budget FY 2002	Estimated FY 2002	Adopted FY 2003
TOTAL PERSONNEL				
PERMANENT FULL-TIME POSITIONS:				
City Clerk and Elections	2.00	2.00	2.00	2.00
City Manager	6.60	7.60	7.60	6.60
Finance Department	44.00	44.00	44.00	46.00
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	7.00
Police Department	162.00	169.00	169.00	173.00
Fire Department	120.00	128.00	128.00	128.00
Health Department	42.00	45.00	48.00	49.00
Joint Communications/Emerg Mgt.	29.00	29.00	29.00	29.00
Planning and Development	11.00	12.00	12.00	12.00
Economic Development	4.00	4.00	4.00	4.00
Community Services	2.20	2.20	2.20	2.20
Parks & Recreation	64.00	72.00	72.00	73.00
Public Works Department	293.00	295.00	295.00	300.00
Railroad Fund	3.00	3.00	3.00	3.00
Water & Electric Utility Fund	212.00	216.00	216.00	218.00
Cultural Affairs Fund	3.00	3.00	3.00	3.00
Convention & Tourism Fund	6.00	6.00	6.00	7.00
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	4.00	5.00	5.00	5.00
Contributions Fund	2.00	2.00	2.00	2.00
Total Full-Time Permanent	**1,056.00**	**1,091.00**	**1,094.00**	**1,110.00**
PERMANENT PART-TIME POSITIONS:				
Finance Department	2.00	2.00	2.00	2.00
Municipal Court	0.75	0.90	0.90	0.90
Health Department	7.10	6.35	5.85	6.35
Joint Communications	0.75	0.75	0.75	0.75
Parks & Recreation	2.25	1.50	1.50	0.75
Public Works	5.25	5.25	5.25	5.25
Water and Electric Utility Fund	2.10	2.10	2.10	2.10
Information Services Fund	0.50	0.50	0.50	0.50
Public Communications Fund	0.50	0.50	0.50	1.00
Total Permanent Part-Time Positions	**21.20**	**19.85**	**19.35**	**19.60**
TOTAL PERSONNEL	**1,077.20**	**1,110.85**	**1,113.35**	**1,129.60**
Summary By Fund Type:				
General Fund Positions	555.33	572.51	575.01	583.48
Enterprise Fund Positions	434.22	447.47	447.47	452.97
Internal Service Fund Positions	72.85	74.85	74.85	76.35
Special Revenue Fund Positions	12.80	14.02	14.02	14.80
Trust Fund Positions	2.00	2.00	2.00	2.00
TOTAL PERSONNEL	**1,077.20**	**1,110.85**	**1,113.35**	**1,129.60**

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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 $5,000 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.

GLOSSARY

Governmental/Trust Funds - Includes the General Fund, Expendable Trust Funds, Non-Expendable Trust Funds, Special Revenue Funds, and Capital Project Fund.

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.

GLOSSARY

Revenues - Money generated through taxes, charges, licenses and other sources to fund City operations.

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.