City of Columbia
Adopted Budget

FY 2004
Table of Contents

	Page
BUDGET MESSAGE	
City Manager/City Clerk Budget Certification	i
Addendums to Budget Message	ii
Budget Message	v
GENERAL INFORMATION	
Organizational Chart	1
Demographic Statistics	2
Assessed Values of Taxable Property	4
Budget Calendar/Budget Process	5
Types of Funds Budgeted	7
How to Use this Budget Document	9
Notes and Comments	10
Fiscal and Budget Policies	11
City Manager's Annual Report on Programs and Priorities	14
EXPENDITURE SUMMARIES	
Overall Budget Summary: Appropriations by Category of All Funds	21
Expenditure Graphs - By Fund Type	24
Expenditure Summary By Fund Type	26
Expenditure By Department Funding Source	28
Expenditure By Department And Category	30
General Government Expenditures By Function	37
Enterprise Fund Expenses By Fund	38
Internal Service Fund Expenses By Fund	39
REVENUE SUMMARIES	
Overall Revenue Summary	41
Revenues By Category and Funding Source	44
General Government Revenues	45
General Fund Revenues	46
Enterprise Fund Revenues	50
Internal Service Fund Revenues	52
FUND STATEMENTS	
Summary - Operating Statements for All Service Funds	55
Individual Fund Statements	58
Summary of Total Revenues and Total Expenses By Fund	102
OPERATING BUDGETS	
General Fund Summary	105
City General - Non Departmental Expenditures	109
Administrative	
City Council	113
City Clerk and Elections	119
City Manager	127
Finance Department	133
General Fund Operations	139
Utility Customer Services Fund	147
Self-Insurance Reserve Fund	149
Human Resources	151
Law Department	157

OPERATING BUDGETS (cont.)

Public Safety

Municipal Court . . . 165
Police Department . . . 173
Fire Department . . . 183
Emergency Communications & Management . . . 193

Health and Environment

Health Department . . . 201
Planning and Development . . . 215
General Fund Operations . . . 221
Community Development Block Grant . . . 225
Department of Economic Development . . . 227
Community Services . . . 233

Parks and Recreation Department

Parks and Recreation . . . 245
General Fund Operations . . . 251
Recreation Services Fund . . . 261

Public Works Department

Public Works Department . . . 267
General Fund Operations . . . 272
Public Transportation Fund . . . 287
Regional Airport Fund . . . 295
Sanitary Sewer Utility Fund . . . 306
Parking Facilities Fund . . . 317
Solid Waste Utility Fund . . . 323
Storm Water Utility Fund . . . 337
Custodial and Maintenance Services Fund . . . 345
Fleet Operations Fund . . . 351

Water and Electric Department

Railroad Fund . . . 357
Water and Electric Utility Fund . . . 365
Water Utility . . . 371
Electric Utility . . . 381

Other Funds

Cultural Affairs Fund . . . 391
Convention and Tourism Fund . . . 397
Employee Benefit Fund . . . 405
Information Services Fund . . . 411
Public Communications Fund . . . 417
Contributions Fund . . . 427
Other Special Revenues . . . 435
99 Quarter Cent Sales Tax . . . 439
Parks Sales Tax . . . 440
Transportation Sales Tax Fund . . . 441
Public Improvement Fund . . . 442
Special Road District Tax Fund . . . 443

CAPITAL PROJECTS

Capital Projects - Summary . . . 445
Funding Source Descriptions . . . 446
Capital Projects - General Government . . . 449
Capital Projects - Enterprise Funds . . . 471

DEBT SERVICE

Debt Service - Summary 487
Summary of Outstanding Debt 488
General Obligation Bonds 489
Water and Electric Revenue Bonds 490
Sanitary Sewer Bonds 492
Refuse System Bonds 494
Parking System Bonds 495
Certificates of Participation 496

APPENDIX

Community Development Block Grant 499
Personnel Summary Information 501
Glossary 505

(THIS PAGE INTENTIONALLY LEFT BLANK)

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, 2003 and ending on September 30, 2004, as finally adopted by the City Council on September 15, 2003.

IN WITNESS WHEREOF, I have executed this certification on this ____ day of _____, 2003.

_____
City Manager

IN WITNESS WHEREOF, I have executed this certification and affixed the corporate seal of the City on this ____ day of _____, 2003.

_____
Penny St. Romaine, City Clerk

FY 2004 Budget Amendments
Adopted 09/15/03

Council Reserve Items for Consideration		**$75,000**
Historic Preservation Request	$3,000	
Increase Social Services Funding for Teen-to-teen Interact	$3,000	
Water Fountain at Bear Creek Trail	$2,500	
Total Allocated	**$8,500**	
Balance	**$66,500**	

Administrative Issues:	
Public Tranportation:	
Add'l Revenues for Increased University Contract	$265,500
Add'l Expenses for Increased University Contract	$249,238
Net Impact to Public Transportation Fund	**$16,262**

CIP Changes:	**Funding Source**	
GG#12 Replace Severe Weather Sirens (pg 464)	CDBG	($50,000)
SS#8 Downtown Sidewalks (Pg 454)	CDBG	$50,000
P&R Landscaping for Route AC	Gen Fd/PI	$30,000
GG#9 Contingency	Gen Fd/PI	($30,000)
PR#27 Smith-Manhasset Neighborhood Park	FAL	$35,000
-move from planning funds to 2004		
-show remaining $92,000 amount as unfunded in 2005		
PR#18 LA Nickel Golf Course Irrigation (pg 458)	FAL	$7,500
-move from 06-08 to 2004	DLF	$600,000
		$607,500
PR#52 LA Nickel Golf Course Fairway Renovation/Imprvmt	DLF	$100,000
-move from 06-08 to 2004		

BUDGET MESSAGE

July 31, 2003

Honorable Mayor and City Council
City of Columbia, Missouri

In accordance with our city charter, I am pleased to submit the 2003-2004 City Manager's budget and budget message. The budget is 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

Role of the City Manager and City Council

The City Manager prepares a balanced budget that must be submitted at least 60 days prior to the beginning of the budget year which begins October 1. Each year the City Manager reviews the financial condition of the City and makes 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. A Council Retreat is held and provides an opportunity for the City Manager to present preliminary budget guidelines to the Council for their review as well as to discuss priorities for the coming budget year. Each department prepares their budget using these guidelines and submits supplemental requests for consideration during the budget process. All requests are reviewed and decisions are made to allocate resources for balancing the priorities and needs of the city.

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. Amendments are presented by the Council and the goal is to adopt the budget at the September 15th Council meeting.

Opportunities for Citizen Input

The Council has set aside several opportunities for citizens to provide input on this budget prior to its' adoption. Public hearings will be held at 7:00 p.m. in the Council Chambers in the Daniel Boone Building at 7th and Broadway on August 18th, September 2nd, and September 15th. Citizens are encouraged to provide input at the first two public hearings so the Council has time to review and consider the input prior to the night of adoption on September 15th. Copies of the budget are available on the city's website at www.gocolumbiamo.com as well as at the public library.

OVERVIEW

Comments About Columbia

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.

Programs and Priorities

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. Input is also received from various other sources including City Council, city commissions, departments, employee groups, organizations, and a citizen survey.

BUDGET HIGHLIGHTS

The FY 2004 budget of $236,178,554 is a 3.3% increase over amended FY 2003. Care was taken to limit increases in light of the current economic environment. This budget maintains or increases the services provided by our City. Emphasis was placed on high priority issues addressed in the citizen survey while maintaining balance between various city functions. Funds are included to provide increased or new initiative in the following areas:

Public Safety:

- Additional Sergeant is included for supervision of the Traffic Division
- Additional Juvenile Detective is included to enhance our Youth Services Unit.
- Capital improvement funds allocated for fire station expansion and renovation as well as replacement of a pumper apparatus
- Upgrade computer systems in Municipal Court and Police
- Replacement of nine emergency warning sirens
- Added personnel to administer Health Bioterroism Grant funds to improve emergency response
- Creation of a Park Ranger position to assist with traffic control, rule compliance, and facility security

Street Maintenance:

- Additional Street repair crew.
- Additional $200,000 for contractual street maintenance.
- Addition of small-sized street sweeper and operator with emphasis for sweeping bike lanes.
- Increased paint striping with the addition of a crew and equipment.

Traffic Flow & Pedestrian Safety

- Full staffing of a Traffic unit in the Police Department
- Additional radar trailer to assist with requests from citizens to monitor speeds in various areas.
- Additional permanent part-time position to assist Traffic Engineer.
- Additional crosswalk countdown timers & pedestrian crosswalk flags for pedestrian safety.

Buildings and Infrastructure:

- Transportation Plans includes $7.9 million in new funding for street, bike, and pedestrian facilities
- Includes funds for fire station expansion and renovation
- New Health Facility – to be opened during FY 2004
- Includes $1.6 million in new funding for Stephen's Lake Park, Antimi ballfields, Flatbranch Park, and other park improvements.
- Public Buildings – continue the $700,000 funding for the consolidation and renovation of city downtown offices.

Environmental:

- Conversion to B-20 Biodiesel – to improve air quality, reduce dependence on foreign oil, and equipment maintenance costs.
- Addition of two hybrid cars to our fleet as part of a pilot project to evaluate the energy efficiencies of these types of vehicles.
- Expansion of Materials Recovery Facility operations.
- Continue to develop and implement community acceptable stormwater regulations and improvements.

Downtown Initiatives:

- Prepaid Parking Meter Card pilot project – to provide convenience for downtown patrons
- Increased cleaning of parking facilities.
- Funding for downtown sidewalk and beautification efforts.

Neighborhoods:

- Continue funding for Neighborhood Response Team and expansion of the geographic areas covered.
- Work with community to complete an affordable housing needs study.
- Provides funding to stabilize neighborhoods through rehabilitation and home ownership programs.
- Continue to invest in infrastructure improvements in older residential areas.

Social Service:

- Provides over $800,000 in funding for social service contracts (2.5% increase)
- Continues the C.A.R.E. program with funding of approximately $347,000
- Continues the funding level for scholarships at the ARC and other recreation service programs
- Continues sponsorship of the Summer Food Program for low income children.
- Provides administrative services for the Emergency Shelter Grant which provides emergency shelter services to individuals in need.

Expanded Customer Services:

- Increase the ability of citizens to conduct business via the internet.
- Expand rail customer services with New Rail Terminal Facility

FINANCIAL IMPACT OF BUDGET ON RESIDENTS/CUSTOMERS

Taxes: No increase in Sales Taxes rates, Property Taxes rates, or Gross Receipt Tax rates

Utility Rate Changes:

- No increase in Electric rates
- No increase in Storm Water rates
- 4.5% increase in Water rates (approx. $.63/month for an average residential customer)
- 4.5% increase in Sewer rates (approx. $.69/month for an average residential customer)
- 3.9% increase in Refuse Collection rates (approx. $.42/month for an average residential customer)
- **Total impact on averaged residential customer will be approx. $1.74/month**

Fees and User Charges: No increase in License or Permit fees, Health fees, Planning and Zoning fees, Parking fees, or Parks & Recreation fees.

Other Fee Adjustments:

- Water Connection Fees would increase from $365 to $500.
- Sewer Connection Fees would increase from $300 to $400.
- Solid Waste whitegoods pickup fee from $5 to $10.
- Establish a fee structure at the Landfill/Material Recovery Facility to recover costs of processing recyclables received from businesses and other agencies, whitegoods, and the sale of compost.
- Restructure various aquatics fees and other recreation fees.

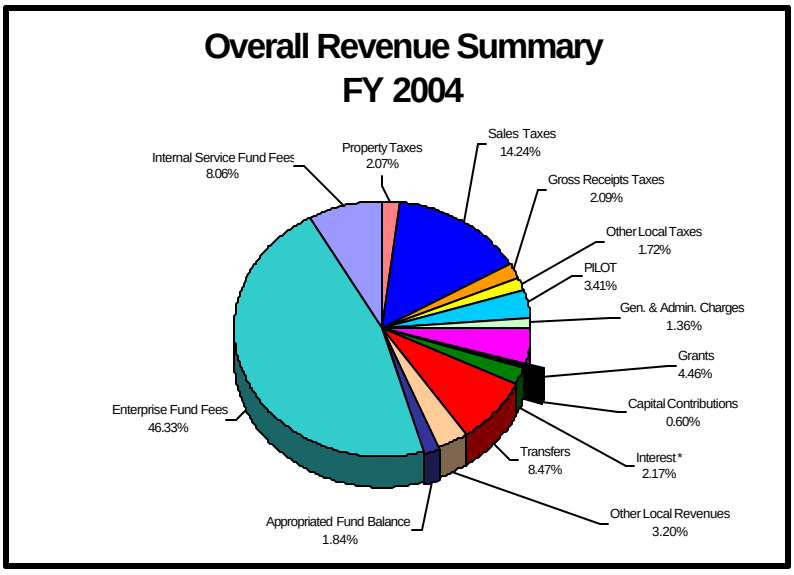
Service Changes:

- Provide continuous access to Parks and Recreation information through on-line internet processing
- Provide continuous access to utility information

This budget continues to maintain or increase existing services provided to our citizens.

REVENUE HIGHLIGHTS

Total Revenues of $224,814,345 are 5.01% above Estimated FY 2003 revenues with the largest increases in grants for capital projects and appropriated fund balance. Major revenue sources for the total budget are generated from Enterprise Operations fees (electric, water, solid waste, wastewater, etc.), which are approximately 46.33% followed by Sales Tax 14.24% and smaller percentages from other sources (see graph).



- **Sales Tax Revenue** growth is projected at approximately 2.25%. The projected rate of increase in Sales Tax continues to be lower than in previous years. While the actual growth rate of Sales Taxes for FY 2003 varies from 2.4% to 3% level, recent receipts have indicated continued economic uncertainty which requires modest growth estimates for future revenues.

- **PILOT** from the Water & Light Department to the General Fund is projected to increase 3.36%. This projection is based upon the increase in water rates and usage, including an increase in the number of customers.

- **Property taxes** are expected to grow at 4.73%. The proposed property tax rate is shown at $0.41 per $100 assessed value. The revenue increase is based on a 5% increase in assessed valuation which includes new construction. The $0.41 General Fund levy is $.0391 below the maximum the Council is authorized to levy for city operations.

- **Gross Receipts Taxes** are projected to remain stable with overall growth at 0.26%. 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.

- **Transfers** between funds have increased 12.48%. This is primarily due to the increase in transfers to the Capital Improvement Fund. These amounts vary widely each year depending upon the funding sources used for projects.

- **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.

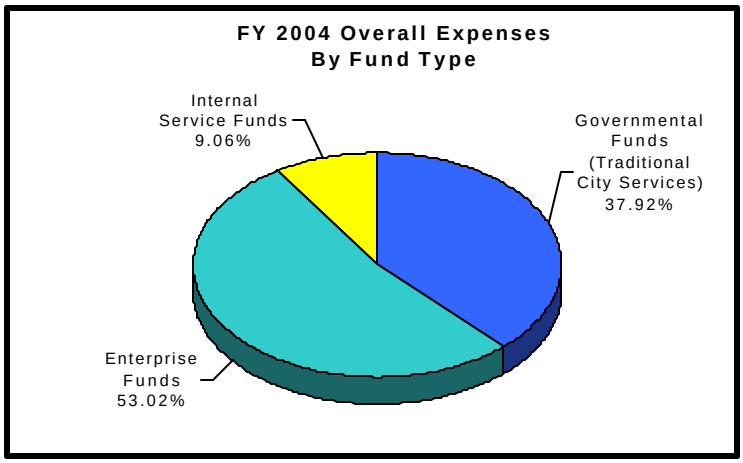
- **Capital Contributions** are lower due to the Federal Aviation Administration's one time funding of a major capital project (cargo apron and taxiway) in FY 2003.

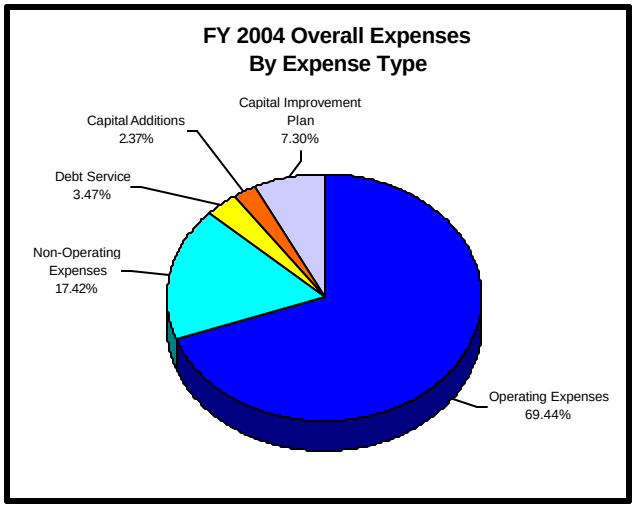
- **Utility Fee** increases are proposed for the Water Utility (4.5%), Sanitary Sewer Utility (4.5%) and Solid Waste (3.9%).

Staff is continuing to monitor closely economic indicators such as sales tax receipt, employment data and housing sales. Many levels of government have been forced to reduce programs or cut back services 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.

EXPENDITURE HIGHLIGHTS

The overall expenditures shown for all funds total $236,178,554; as compared to the amended FY 2003 amount of $228,642,706 an increase of 3.3%. 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.





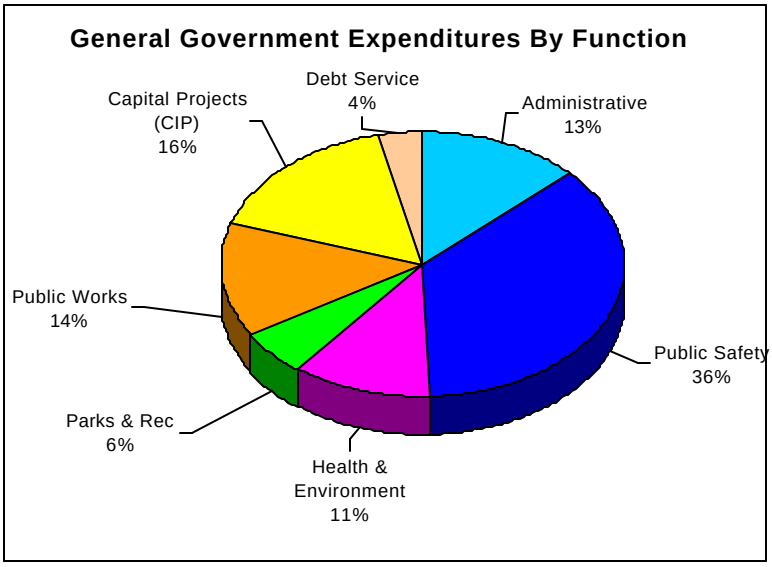
- The overall operating budget is $164,005,146, up 4.1% from amended FY 2003.
- Operating budget increase for Enterprise Funds is 4.1%. Power supply costs are projected to increase 6.1%, due to changes in our supply contracts.
- Operating budget increase for Internal Service Funds is 3.5%.
- Non-operating expenditures have increased 6.4% overall. This category includes all transfers and subsidies. The City continues to provide subsidies for transit operations ($1,600,000) and airport operations ($583,465) from Transportation Sales Tax proceeds. Recreation Services receives a subsidy from the General Fund ($1,520,000) as well as from Parks Sales Tax proceeds ($541,000). General Funds are also used to support our Cultural Affairs ($265,975), and Volunteer Services ($147,200). The General Fund is also transferring an additional $220,000 to the Capital Projects Fund over the FY 2003 amount.
- Capital Improvement Plan projects of $17,233,122 are down 7.2% from the amended FY 2003 budget. This decrease is due primarily to a reduction in Water and Electric appropriations.
- Debt expenditures are down 9.8% due to the retirement of General Obligation Bonds.
- Total Personnel costs increased 3.7% which includes the addition of permanent and temporary positions as well cost of the pay package.
- Intragovernmental Charges (charges for services provided to other city departments) have decreased 3.7%. This is due to a change in the methodology for setting fees in the internal service funds. When calculating fees charged by the internal service fund, an adjustment has been made for the average income or loss of these funds averaged over 4 years. This should systematically reduce any excess fund balance in areas that have operated with net income for the past several years.
- Capital outlays (for vehicles, equipment, etc.) are shown at $5,590,929 which is an increase of 16.3%. An increase in carry forward funds in the General Fund were used to fund an increased level of equipment replacement.

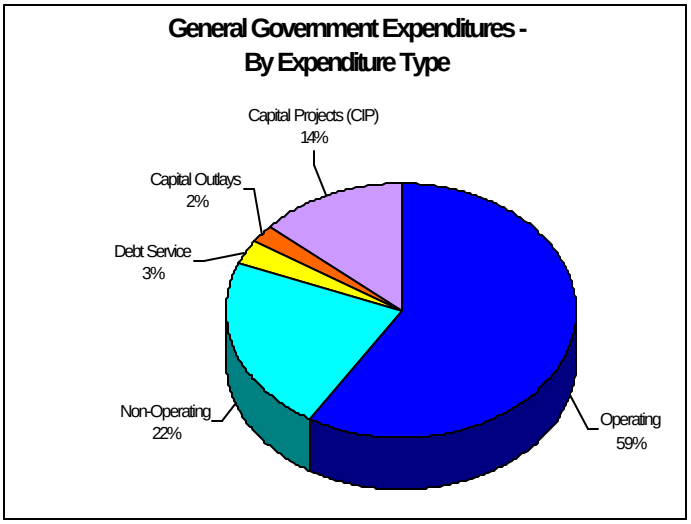
Departments have spent many hours reviewing and analyzing their needs in order to prioritize and limit their requests. It was still not possible to fund approximately **$2.7 million** in department requests.

General Government Expenditures

General government departments are those which provide traditional city government services to the citizens which are primarily supported by tax revenues. When comparing the FY 2004 expenditures by function, this budget maintains the balance between various city functions. As shown in the graph to the right, a major emphasis continues to be placed on public safety. A greater amount is being programmed for capital projects this year. The percentages allocated by function have remained fairly constant over the past five years.

Early forecasts indicated that the amount of funds available in the General Fund to carry forward into the FY 2004 budget would be greater than in previous years. Care was taken to avoid adding ongoing annual expenditure with these funds. Rather, one time capital items have been increased over previous years' levels to utilize these carry forward funds.





- The increase in the operating budget for General Governmental Funds is 4.5%.
- Subsidies and transfers to other funds have increased 6.6% from the FY 2003 amounts.
- General Government capital outlays (replacement of vehicles and equipment) are up approximately $618,000 using the larger carry forward amount to purchase one-time capital items.
- General Government Capital Improvement Plan projects have increased $6,825,925, mostly in street projects.
- Debt Service has decreased 20.6% due to the retirement of the General Obligation bonds during FY 2003.

- As required by Council policy resolution, the General Fund balance is projected at 16%.
- Contingency Funds of $100,000 in the General Fund and $149,000 in the Capital Project Fund are included.
- A Council Reserve of $75,000 is included. The Council may want to specify uses for all or part of the Council Reserve in the Council adopted budget.
- This budget continues to set aside funds for payment to the Boone County Fire Protection District, matching funds for grants that may be available during the year, and other grant activities.
- Funds for social assistance programs and art activities show a 2.5% increase over FY 2003.

PERSONNEL HIGHLIGHTS

Our full service city has proposed 1,141.50 permanent positions with total personnel services being a major budget item, particularly in the General Fund where it is 65.89% of the budget. Overall personnel costs increased 3.7%; however, general government personnel costs increased 4.6% which is within our 4-5% revised guideline. New employees make up approximately 1.2% of the overall increase, which is less than the growth rate of our city (1.4%).

New Positions Proposed

A total of 11.90 FTE's were added and includes the following positions:

- 1 Police Sergeant (Traffic)
- 1 Juvenile Detective
- 1 Public Information Specialist in Health Department which will be funded with Bioterrorism Grant
- 0.40 Social Worker in Health Department for utility assistance which will be funded through charges to utilities
- 1 Park Ranger in Parks Services
- 1 Maintenance Mechanic in Park Services
- 0.5 Engineering Aide IV in the Traffic Division of Public Works
- 3 Equipment Operators to increase efforts in street repairs, sweeping and paint striping
- 1 Railroad Operator
- 0.25 Recreation Leader at the Amory
- (2) 0.75 Bus Drivers
- 1 Customer Service Representative in Utility Customer Services to reduce the use of Temporary Help
- Reduction of .75 Administrative Assistant I due to planned outsourcing of utility bill printing, stuffing and mailing

Due to the expiration of a federal grant, the City picked up the cost of three School Resource Officers that had been partially funded through the COPS grant. This totaled $115,000. Funds for temporary positions were added to the Prosecutor's Office, Treasury Management, Fire Building Maintenance, Health Department for the Bioterrorism Grant and Public Works for street repair and paint striping.

Personnel Pay/Benefit Package

- 2% COLA
- 2% merit, or $0.27/hour whichever is higher
- $200 one-time lump sum payment
- 7.5% increase in the Health insurance rates paid by the City and employees

Because of the structure of the FY 2003 pay package, which did not include merit increases and only included a one time lump sum payment, the typical increase of around 1% for this cost of implementing the previous years pay package was much less this year. This allowed for a slightly higher amount to be incorporated into the FY 2004 pay package and still stay under the 4-5% overall guideline. The FY 2004 pay package structure, which includes a one time lump sum payment, will best minimize the effect of the health insurance increases, especially for our lower paid employees.

Numerous requests were received through our meet and confer process and from unrepresented employees. All of these requests were considered for inclusion in the personnel package. Both pay and retirement benefits were high priorities of these groups. Last year substantial emphasis was placed on retirement issues with lesser amounts allocated toward pay increases. In order to keep our salaries competitive, this year's pay and benefit package emphasizes enhancements to pay rather than retirement.

The proposed health insurance increase will not cover the full amount of increased cost to the Employee Benefit Fund. At council's request, the Employee Benefits Committee has been meeting to investigate ways to reduce costs. The City is in the process of bidding out third party administration of claims, which may result in lower administrative costs. The City pays the full cost of health and dental insurance for employees. Employees who purchase family coverage will have a 7.5% increase in their costs. The increase in costs to an employee who purchases family coverage equals approximately 15 cents an hour. We are pleased that the proposed pay increases will be able to offset these increases.

DEPARTMENTAL HIGHLIGHTS (WITHOUT CIP PROJECTS)

Each year one of the goals in preparing a proposed budget is to maintain balance between the various functions/services the city provides. Over the past five years the percentage changes in the various department budgets may vary. This proposed budget, while emphasizing areas identified in our citizen survey, still maintains the overall balance. The following chart shows that over a five year period the average growth rates reflect the City's priorities.

	2000 Increase	2001 Increase	2002 Increase	2003 Increase	2004 Increase	5 Year Avg. Inc.
PUBLIC SAFETY:						
Police	10.4%	7.8%	8.9%	5.0%	5.0%	7.4%
Fire	5.3%	5.3%	10.2%	5.2%	1.7%	5.5%
Municipal Court	2.0%	3.7%	9.7%	9.2%	6.4%	6.2%
Emer. Mgmt & Communications	12.5%	-6.1%	-2.0%	2.9%	2.0%	1.8%
Total Public Safety	**8.5%**	**5.3%**	**8.4%**	**5.0%**	**3.5%**	**6.1%**
HEALTH AND ENVIRONMENT:						
Health	-6.3%	5.1%	12.2%	8.2%	5.9%	5.0%
Planning	9.3%	10.5%	22.0%	11.8%	-1.6%	10.4%
Economic Development	10.0%	3.3%	-4.5%	5.5%	-1.8%	2.5%
Community Services	3.8%	1.8%	2.5%	4.9%	1.1%	2.8%
Total Health and Environment	**-1.8%**	**5.0%**	**10.6%**	**8.0%**	**3.6%**	**5.1%**
PARKS & RECREATION DEPARTMENT:						
Parks & Recreation - General Fund	1.7%	2.3%	11.4%	3.9%	3.8%	4.6%
Recreation Services Fund	4.1%	5.3%	32.0%	15.5%	0.3%	11.4%
Total Excluding CIP Projects	**3.1%**	**4.0%**	**23.4%**	**11.1%**	**1.6%**	**8.6%**
Recreation Services CIP Projects	23.6%	231.7%	-88.1%	204.1%	-96.6%	54.9%
Total Parks & Rec. Dept.	**3.7%**	**11.6%**	**12.3%**	**13.2%**	**-1.2%**	**7.9%**
PUBLIC WORKS DEPARTMENT:						
Public Works - General Fund Oper.	3.4%	0.3%	9.0%	1.5%	17.7%	6.4%
Public Transportation Fund	-1.4%	6.8%	0.9%	7.5%	2.6%	3.3%
Airport Fund	2.0%	9.0%	-2.0%	4.9%	3.6%	3.5%
Sanitary Sewer Utility Fund	4.8%	6.1%	4.7%	12.3%	-2.1%	5.2%
Parking Utility Fund	20.8%	3.2%	-0.3%	-0.6%	-1.4%	4.3%
Solid Waste Utility Fund	11.8%	-1.7%	4.9%	-0.1%	6.2%	4.2%
Storm Water Utility Fund	5.8%	9.2%	4.8%	13.3%	13.6%	9.3%
Custodial / Maintenance Fund	-1.1%	1.8%	6.6%	4.6%	25.0%	7.4%
Fleet Operations Fund	8.1%	-0.9%	2.4%	0.2%	4.8%	2.9%
Total Public Works Dept. Excluding CIP Projects	**6.8%**	**2.1%**	**4.5%**	**4.3%**	**5.9%**	**4.7%**
Enterprise Fund CIP Projects	-27.7%	17.1%	25.7%	-71.4%	-2.9%	-11.8%
Total Public Works Dept.	**-0.9%**	**4.5%**	**8.3%**	**-11.6%**	**5.3%**	**1.1%**
ADMINISTRATIVE DEPARTMENTS:						
Total Administrative	**-2.1%**	**1.9%**	**2.9%**	**4.2%**	**1.3%**	**1.6%**
City General	**-43.1%**	**2.7%**	**28.4%**	**3.3%**	**12.0%**	**0.7%**
OTHER DEPARTMENTS:						
Total Other Funds	**3.8%**	**8.0%**	**6.4%**	**2.4%**	**7.7%**	**5.7%**

Detailed below are individual departments and explanations of significant changes.

PUBLIC SAFETY DEPARTMENTS:					
	Budget FY 2003	Projected FY 2004	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
Police	$13,613,049	$14,290,195	$677,146	5.0%	7.4%
Fire	$9,978,764	$10,143,487	$164,723	1.7%	5.5%
Municipal Court	$561,845	$597,656	$35,811	6.4%	6.2%
Emer. Mgmt & Communications	$2,144,493	$2,187,829	$43,336	2.0%	1.8%
Total Public Safety	**$26,298,151**	**$27,219,167**	**$921,016**	**3.5%**	**6.1%**

Police Department

- Overall budget increased 5.0% for FY 2004.
- Personnel added include a traffic sergeant to assist with traffic enforcement and a Juvenile Detective Officer to enhance the Youth Services Unit.
- Replacement of two radar trailers and one additional radar trailer for use in areas where traffic problems occur.
- Purchase of software interface to allow single entry input for arrest information into the records system and the fingerprint systems.
- Continue the significant equipment replacement schedule initiated last year. This years' list includes light bars, mobile vision cameras, barrier cages, mobile data terminals, and large and small mobile radios for the patrol cars.
- A significant issue in this budget was the loss of funding for three School Resource Officers as this grant expired. The City will now have to fund this $115,000 cost out of its' general funds.

Fire Department

- Overall budget is increased by 1.7 %
- Replacement of a 1992 SUV, replacement of Scott Air Paks, Hazmat suits, digital cameras for fire investigators, and additional equipment for our Technical and Rescue Teams.
- Major capital expenditures are budgeted in the Capital Improvement Plan in the amount of $1,097,000 for the replacement of a pumper apparatus and expansion/renovation of fire stations.

Municipal Court

- Funds have been provided for the upgrade of the court system's software.

JCIC and Emergency Management

- Funding for computer equipment, software, and a radio tower maintenance program.
- The Capital Improvement Plan includes the replacement of nine severe weather sirens.

HEALTH AND ENVIRONMENT:					
	Budget FY 2003	Projected FY 2004	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
Health	$4,111,831	$4,356,066	$244,235	5.9%	5.0%
Planning	$978,982	$963,499	($15,483)	-1.6%	10.4%
Economic Development	$321,750	$315,799	($5,951)	-1.8%	2.5%
Community Services	$1,151,082	$1,164,049	$12,967	1.1%	2.8%
Total Health and Environment	**$6,563,645**	**$6,799,413**	**$235,768**	**3.6%**	**5.1%**

Health Department

- Health Department will move to the new health facility during FY 2004. This budget includes costs for a part of the year at the current location and the rest of the year at the new building.
- Social Worker position has been increased to 1.00 FTE to handle the increased workload with the Utility Assistance Program. One half of the cost of this position will now be funded by the utilities that it assists with instead of utilizing general funds.
- Increase mosquito control efforts by adding a temporary licensed pesticide applicator and used truck.
- $90,000 in Bioterrorism Grant funds will be used to hire a Public Information Specialist, hire additional temporary help, and purchase supplies to continue improvements in public health emergency response capacity.

Planning

- Decrease is due to reduction in capital outlays. A vehicle was purchased in FY 2003.

Economic Development

- Decrease is due to staff turnover.

Community Services

- Includes a 2.5% increase in Social Service contractual agreements.

PARKS & RECREATION DEPARTMENT:					
	Budget FY 2003	Projected FY 2004	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
Parks & Recreation - General Fund	$3,549,915	$3,686,422	$136,507	3.8%	4.6%
Recreation Services Fund	$6,581,854	$6,603,663	$21,809	0.3%	11.4%
Total Excluding CIP Projects	**$10,131,769**	**$10,290,085**	**$158,316**	**1.6%**	**8.6%**

Parks and Recreation General Fund

- Overall budget shows a 3.8% increase over the amended FY 2003 budget.
- One new Maintenance Mechanic is proposed for FY 2004. This is consistent with the Parks Sales Tax plan developed at the time of the ballot issue.
- A Park Ranger position is included. This position will assist with enforcement of park rules and regulations, visitor assistance, traffic control, and facility security.

Recreation Services Fund

- Total budget excluding CIP Projects increased 0.3% over the amended FY 2003 budget.
- $1,520,000 subsidy from the General Fund, which includes $20,000 for ARC (Activities & Recreation Center) scholarships, will remain at the same level as last year.
- $541,000 subsidy from Parks Sales Tax to support operations and to purchase capital equipment which was increased by 2.9%.
- No fee increases are proposed; however minor changes are being proposed to restructure and add some fees.
- This budget reflects a full year of operations at the ARC.
- A 0.75 FTE position will be increased to a 1.00 FTE Recreation Leader to assist with the community recreation activities at the Armory.
- During FY 2004, changes will be made to the city's website to allow on-line transactions for parks and recreation activities.

PUBLIC WORKS DEPARTMENT:					
	Budget FY 2003	Projected FY 2004	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
Public Works - General Fund Oper.	$6,927,075	$8,155,082	$1,228,007	17.7%	6.4%
Public Transportation Fund	$3,280,562	$3,365,981	$85,419	2.6%	3.3%
Airport Fund	$1,797,094	$1,861,683	$64,589	3.6%	3.5%
Sanitary Sewer Utility Fund	$10,045,087	$9,836,608	($208,479)	-2.1%	5.2%
Parking Utility Fund	$1,771,704	$1,746,270	($25,434)	-1.4%	4.3%
Solid Waste Utility Fund	$11,238,352	$11,938,167	$699,815	6.2%	4.2%
Storm Water Utility Fund	$1,061,941	$1,206,282	$144,341	13.6%	9.3%
Custodial / Maintenance Fund	$916,077	$1,145,416	$229,339	25.0%	7.4%
Fleet Operations Fund	$3,417,854	$3,583,258	$165,404	4.8%	2.9%
Total Public Works Dept. Excluding CIP Projects	**$40,455,746**	**$42,838,747**	**$2,383,001**	**5.9%**	**4.7%**

Public Works General Fund

- Increase in the total budget is shown at in excess of 17 %. Substantial funds have been added for street maintenance in response to the concerns expressed in the citizen's survey.
- One time carry forward funds were utilized to replace equipment at a much higher level than previous years.
- Personnel and funding has been provided for an additional street repair, and increased street paint striping and sign efforts.
- Additional pedestrian countdown timers and pedestrian crossing flag systems.
- A temporary Engineering Aide position has been converted to a permanent part-time position to assist the Traffic Engineer with citizen requests for traffic studies.
- Parking Enforcement will replace a vehicle with a hybrid car as part of a pilot project to evaluate the efficiencies of these types of vehicles. A hybrid car was purchased for the Protective Inspection Division during FY 2003.

Public Transportation (Transit)

- Expenses excluding CIP projects have increased 2.6%.
- Subsidy from Transportation Sales Tax Funds of $1,600,000 is to remain the same amount as FY 2003.
- Two temporary bus driver positions have been converted to two 0.75 FTE (permanent part-time) bus driver positions in an effort to stabilize the workforce.

Airport

- Expenses excluding CIP projects have increased 3.6%.
- The subsidy from Transportation Sales Taxes will be increased to $583,465.
- This fund still has a good working capital position.
- Trans States Airlines Inc. (AmericanConenction) has announced a reduction in passenger services in Columbia. Staff will monitor the financial impact on operations.

Sanitary Sewer

- Expenses excluding CIP projects have decreased 2.1% due to a variation in the amount of major maintenance required for FY 2004.
- A 4.5% rate increase is proposed for this fund which is approximately $0.69 per month for an average residential customer.
- Council is planning a $18,500,000 ballot issue on the November, 2003 budget. These funds would be used to fund sewer projects beginning in FY 2005.
- Increase in sewer connection fees is $300 to $400.
- Our rates and connection fees remain competitive when compared to other similar cities.

Parking Utility

- Expenses excluding CIP projects have decreased 1.4% due to a large number of parking meters being replaced in FY 2003.
- Operating Expenses have increased 0.6%.
- The rate increase and new meters that were implemented with the FY 2003 budget have improved the financial position of this enterprise.
- Additional temporary help to enhance cleanup of parking facilities on the weekends.
- Implement a pilot project downtown which includes the installation of 320 parking meter card readers on the existing parking meters which will allow users to purchase and use "pre-paid" parking cards instead of inserting coins at the parking meters. This project will be coordinated with the Special Business District.
- Consideration will need to be given for adding parking north of Broadway, possibly by adding one level onto the existing Parking Plaza.

Solid Waste Operations (Refuse)

- Expenses excluding CIP projects have increased 6.2% due to increased recycling efforts.
- Includes the $0.42 rate increase that was originally planned for FY 2003. This rate increase is 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.
- Our rates remain competitive when compared to other similar cities.
- Grants have been received to provide another sorting line and glass crusher at the MRF in 2004. The pilot project of sorting materials will be expanded to include all materials in an effort to eliminate the transportation of recyclables to St. Louis. There will be emphasis on expanding the recycling opportunities through contracts to process recyclables collected by others and a business plan for marketing compost will be developed.

Storm Water

- Expenses excluding CIP projects have increased 13.6% which includes funds for implementation of EPA Phase II contracts, educations efforts, and permit submissions.
- The City will continue toward finalizing new storm water regulations to meet EPA requirements and be community acceptable.
- Includes funding for over $550,000 in storm water capital improvement projects.

Custodial & Building Maintenance Funds

- Rates charged to user departments were reduced using the average net income for this fund over the past four years.
- Includes $183,200 for deferred maintenance to the City's downtown office buildings which caused an overall increase of 25%. Sufficient balances of working capital in this fund are on hand to fund this request.

Fleet Operations Fund (Vehicle Maintenance)

- Labor rates charged to departments were increased for FY 2004 but still remain will below rates charged at commercial garages.
- Switch from our current diesel mix to B-20 Biodiesel. This is a move to improve air quality, reduce reliance on foreign oil, and lower the wear and tear on parts.

ADMINISTRATIVE DEPARTMENTS:					
	Budget FY 2003	Projected FY 2004	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
City Council	$184,427	$200,266	$15,839	8.6%	4.2%
City Clerk	$195,835	$199,770	$3,935	2.0%	6.3%
City Manager	$738,145	$749,384	$11,239	1.5%	3.8%
Finance	$2,697,984	$2,731,178	$33,194	1.2%	-0.1%
Human Resources	$693,418	$678,645	($14,773)	-2.1%	2.7%
Law	$747,758	$764,414	$16,656	2.2%	4.1%
Total Administrative	**$5,257,567**	**$5,323,657**	**$66,090**	**1.3%**	**1.6%**
General City (Nondepartmental)	$3,994,796	$4,475,003	$480,207	12.0%	0.7%

City Council:

- Membership in the Mid Missouri Regional Planning Commission was included in the City Council's budget for FY 2004. Their budget shows a decrease of 5.1% before this amount was included.

City Clerk:

- No significant changes.

City Manager:

- No significant changes.

Finance:

- Temporary help funds were added in the Treasury Management division for additional help with the cashiering function.

Human Resources:

- Decrease is due to a one-time purchase of Employee ID equipment and supplies in 2003.

Law Department:

- Temporary help funds were added in the Prosecutor Division.

General City (Nondepartmental)

- Total expenditures are increasing $480,207 or 12.0% which includes amount set aside for payment to the Boone County Fire Protection District, grant matching, and other grant activities.
- Transfers and subsidies have increased and include transfers from the General Fund to the Capital Fund for Public Building Expansion and Renovation project in the amount of $700,000, land acquisition for a satellite salt storage facility and downtown projects.

WATER AND ELECTRIC DEPARTMENT:					
Water & Electric Department	**Budget FY 2003**	**Projected FY 2004**	**Increase/ (Decrease)**	**Percent Change**	**5 Year Avg. Inc.**
Water Utility Fund	$11,764,259	$12,215,817	$451,558	3.8%	4.1%
Electric Utility Fund	$68,485,232	$70,773,993	$2,288,761	3.3%	4.4%
TI. Water & Electric Dept. Excluding CIP Projects	**$80,249,491**	**$82,989,810**	**$2,740,319**	**3.4%**	**4.4%**
Railroad Fund Excluding CIP Projects	**$622,771**	**$727,833**	**$105,062**	**16.9%**	**8.7%**

Water Utility

- Expenses excluding CIP projects have increased 3.8%.
- 4.5% rate increase is included for this year which is approximately $.63 per month for the average residential customer.
- Our rates and connection fees remain competitive when compared to other similar cities.
- Replace existing equipment and major maintenance on a variety of facilities.
- No new personnel are planned for the Water Utility.
- $8.6 million of projects in the FY 2004 capital improvement plan are contingent upon passage of the November, 2003 ballot issue. The total ballot issue amount is $28.3 million.
- Increase in water connection fees from $365 to $500.
- Customers who install and use backflow devices will now contract with a certified inspector at their own expense.

Electric Utility

- Expenses excluding CIP projects have increased 3.3%.
- Purchased power is increasing $2,017,160. In FY 2003 the increase in the cost of purchased power was due to the change in our contract with Sikeston. The increase in FY 2004 is due to the increase in our Ameren contract for 80 megawatts. Our current contract with Ameren will expire on May 31, 2004. Therefore, the increase shown for FY 2004 reflects only four months under the new Ameren contract. We anticipate a 16% increase in the cost of purchased power for FY 2005 as that year will include a full year under the new contract.
- No rate increase is being proposed for FY 2004; however, we anticipate a rate increase will be needed in FY 2005 to cover the significant increase in purchased power.
- The Energy Management Division will be replacing a vehicle with a hybrid vehicle as part of the City's Pilot Project to evaluate the efficiencies of these types of vehicles.
- No new positions have been included.

Railroad Utility

- Expenses excluding CIP projects have increased 16.9% due to the additional operational costs of the new rail terminal facility.
- The new rail terminal is currently under construction and is planned to open in early FY 2004.
- An additional Railroad Operator and software have been budgeted. This additional position will be hired when there is sufficient traffic to warrant the need.

OTHER DEPARTMENTS:					
	Budget FY 2003	Projected FY 2004	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
Cultural Affairs Fund	$362,575	$362,978	$403	0.1%	2.1%
Convention & Tourism Fund	$1,568,530	$1,422,274	($146,256)	-9.3%	19.1%
Employee Benefit Fund	$7,843,072	$8,053,865	$210,793	2.7%	9.3%
Self Insurance Reserve Fund	$2,644,832	$2,834,164	$189,332	7.2%	5.1%
Information Services Fund	$3,453,555	$3,589,492	$135,937	3.9%	2.6%
Public Communications Fund	$849,465	$896,558	$47,093	5.5%	5.3%
Utility Customer Services Fund	$1,335,150	$1,300,490	($34,660)	-2.6%	-1.6%
Contributions Fund	$174,676	$167,331	($7,345)	-4.2%	10.7%
Total Other Funds	**$18,057,179**	**$18,459,821**	**$402,642**	**2.2%**	**5.7%**

Cultural Affairs

- Funding for the arts agencies includes a 2.5% increase.
- Anticipated cuts in state funding required this budget to hold the line in almost all areas of the budget.
- This office will continue to administer the "1% Percent for the Arts" projects.

Convention and Tourism

- This budget decreased a 9.3% for FY 2004 due primarily to the budgeting of the Tourism Development Funds in FY 2003. These programs are for the Festival & Event program, which is entering its third year of the Attraction Development program.
- Funds were added for a new Exhibit Booth and replacement of 2 printers.
- A focus in FY 2004 will continue to be on graphic web development and more creative advertisements

Employee Benefit Fund

- A 7.5% rate increase in the health insurance rates is recommended this year, however fund balance will still have to be used to meet the projected obligations of this fund.
- The Employee Benefit Committee continues to work to develop ways to reduce costs in this fund.
- Third Party Administration contract is in the process of being bid to reduce these fees.
- Future rate increases can be anticipated if cost containment does not offset the rising costs of claims and prescriptions.

Self-Insurance Reserve Fund

- Funding from city departments was increased by 5% for FY 2004 and can be anticipated to increase in future years. Debt in this fund was retired during FY 2003.
- Paid claim experience continues to be good.
- Excess insurance costs are once again anticipated to increase in excess of 25% in FY 2004.
- Final funding is provided to allow the purchase of software that will allow staff to better track claims data.

Information Services (Data Processing)

- Upgrade of Wintegrate software, used in our public safety operations, replacement of servers, and network upgrades
- Provides funding for the first year of a multi-year project to convert all City buildings from point-to-point fiber to a fiber ring, which is more efficient.
- Provides funding for the first year of a multi-year project to upgrade the telephone system to IP telephony technology which will enable a single cable solution for data and telephones.
- Will continue 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

- Purchase of a small to medium-sized folding and stuffing machine to handle the department folding and stuffing needs not being outsourced.

Utility Customer Service Division (UCS) of the Finance Department.

- This budget includes the outsourcing of the printing, stuffing, and mailing of our utility bills which will allow for more efficient use of city resources and will result in the elimination of a 0.75 FTE position.
- In an effort to better respond to customer inquiries after hours, we are proposing to contract with a service to handle these calls. This is a pilot project in lieu of adding additional staff.
- Converting one temporary position to a permanent customer service representative.
- During FY 2004, changes will be made to the city's website to allow users to view utility information on-line.

Office of Volunteer Services (Contributions Fund)

- Provides funding for the administration of numerous volunteer opportunities the city provides such as Park Patrol, TreeKeepers, Cleanup Columbia and Adopt a Spot.
- Recently this office created "Youth in Action" , a summer volunteer program for kids ages 12 to 15
- Provides staff support of the City Trust Fund and the 501(c)3 , New Century Fund which has been responsible for distributing significant funds to projects such as the ARC and the Martin Luther King Jr. Memorial restoration project. Share the Light, a utility checkoff program which allows utility customers to donate to a number of city programs, is also administered through this office.

CAPITAL IMPROVEMENT PLAN (CIP) HIGHLIGHTS

The Capital Improvement section of this budget shows summaries of those projects funded this fiscal year, proposed funding for projects FY 2004, 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, upgrades in our older neighborhoods, and construction of new infrastructure needed for a growing community.

Capital Improvement Projects (CIP) for **all funds** decreased from $18,563,831 in FY 2003 to $17,233,122 which is a decrease of 7.2%. Enterprise Capital Project funding has decreased $8,156,634 or 62.2%. The Water and Electric Utilities account for most of this decrease. The same level of projects are anticipated for the Electric Utility; however, funding will come from amounts budgeted in previous years.

The Council completed a series of four work sessions to discuss a program for funding priority water, sanitary sewer, city office, and transportation needs as well as discussions for the purchase of additional park lands. Council established priority projects for both the Water and Sanitary Sewer utilities with a proposed November, 2003 ballot issue. Water projects in the amount of $8,660,000 are planned and are contingent upon passage of this ballot issue. The Capital Improvement Plan will be amended if the ballot issue is approved by the voters. Sanitary Sewer projects will also be on the November ballot. Projects funded by this ballot are shown in FY 2005 and beyond.

Staff is preparing a list of transportation priority projects for Council review. Council will review these priorities and discuss a financing plan which may include the alternative of extending the one quarter cent Transportation Sales Tax which expires in December, 2005.

Because of the crowded office conditions, increased amount of rental space, and the need for major renovation, the public building and expansion/renovation project is considered to be 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 continues the transfer of $700,000 in general funds 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 $3,380,000 would be available toward this project. Total estimated cost in 2002 for both the space expansion and renovation of existing buildings is $16 million.

The General Government CIP Plan appropriates $12,286,575 in **new** funds for improvements. This is a significant increase from the $5,460,650 in FY 2003. This increase is primarily in the areas of Streets and Sidewalks and includes $4.6 million for the expansion of East Broadway from Old 63 to US 63. This plan also funds the final stage of the Stephens' Park development. Funds are being transferred from the General Fund to purchase a satellite location for salt storage. During the Council Retreat projects were reviewed prior to inclusion in the Capital Improvement Plan.

Major General Government Capital Projects Funded in FY 2004	
Streets and Sidewalks	
East Broadway - US 63 to Old 63	Brown School Rd @ Hwy 763-Sidewalks/Land Acquisition
Green Meadows Road Providence to Nifong	Bus. Loop Sdwlk-North Side Creasy Springs to Garth
Garth Avenue: Thurman to Bear Creek & Bridge over Bear Creek	Downtown and Central City Sidewalk Improvements
Blue Ridge Road: Garth to Hwy 763	Broadway Sdwk - McBaine to West Boulevard
Roger I Wilson Drive/Oakland Intersection	
Parks and Recreation	
Stephens Park Development - continued development	Gillespie Bridge Road Neighborhood Park Development
Antimi Ballfield Complex Expansion	Paquin Park Renovation
MLK Memorial Restoration	Nifong Park Restroom & Buildings
Flat Branch Park Phase II	Greenbelt/OpenSpace/Trail Acquisition/Development
Fire	
Replace 1500 GPM Pumper Apparatus	Remodel Fire Station 2
Additions to Fire Station 1	
Other General Government Projects	
City Office Space - Expansions & Renovations	Replace Severe Weather Sirens
Purchase land for Salt Storage Building at Satellite location	Downtown Special Projects

Major Enterprise Fund Capital Projects Funded in FY 2004	
Electric	
Underground Power Lines Maintenance & Conversion	Replace Coal Bunkers at Power Plant
Fiber Optics Cable Expansion	Transmission Line Maintenance
Replace Power Plant Maintenance Building	
Water	
Downtown Upgrade 4" Main (on November Ballot Issue)	New Water SCADA (on November Ballot Issue)
WTP Addition 8 million gallon (on November Ballot Issue)	Deep Wells (#8) Rehabilitate for ASR (on November Ballot)
NE Pressure Zone (On November Ballot Issue)	
Railroad	
COLT Railroad Corridor Project (near Rogers Street)	
Sewer	
Sewer Maintenance and Manhole Rehab	South UMC Campus Relief Sewer
Trunk Sewers - per Council policy	Replacement of existing old sewer lines
Storm Water	
Maupin -Edgewood area	Ludwick Boulevard area

DEBT SERVICE HIGHLIGHTS

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 in FY 2003. With voter approval, the City has the constitutional authority to issue in excess of $233 million in general obligation bonds. The Debt Service Summary page in the budget document provides a detailed list of all outstanding debt, which includes $88,305,000 in Revenue Bonds; $16,070,000 in Special Obligation Bonds; and $18,605,000 in Certificates of Participation (COPs).

The City is in the process of receiving public input on the financing of Public Building Expansion project. The current financing plan for Public Building Expansion Renovation 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.

Staff has evaluated the need for Revenue bonds in the Water & Electric Utility and the Sanitary Sewer Utility. Both of these issues will be placed on the November 2003 ballot.

ADDITIONAL COUNCIL CONSIDERATIONS

Each year between the time when the City Manager submits the proposed budget to council and the council adopts the budget, the administration identifies items that require amendments or changes to this document. This can include such things as, additional grants, revenue estimate changes, or other items. Council is provided with a listing of additional considerations proposed by the administration prior to the final budget work session.

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.

- This budget does not include funding for increased paratransit activities that may occur as a result of providing service to clients of the Central Missouri Area Agency on Aging since they no longer have a contract with OATS. This could require an additional subsidy of over $100,000.
- CIP – Provide funding for Landscaping of Route AC. Total cost would be in excess of $50,000 which could be phased in over a three year period. CIP contingency funds could be allocated for this purpose.
- CIP - The level of funding for downtown sidewalks is $50,000 less than initially planned because CDBG funding in that amount was not recommended by the CDBG commission. CIP contingency funds could be allocated for this purpose or reallocation of CDBG funding could occur.
- Provide lifeguards for swimming at Stephen's Lake (approximately $40,000).
- The total amount of Capital Contingency available is $149,000 and a minimum balance of $100,000 should be kept.
- Any other issues that may come up during Council work sessions and public hearings.

FUTURE ISSUES

- **Passage of November Water Ballot Issue –** needed to fund expansion of the water treatment plant, addition to the water transmission pipeline system, new wells, improvement to the north east booster districts and additional water distribution mains.

- **Passage of November Sewer Ballot Issue** – needed to fund expansion of the collection system and rehabilitation of older sewer lines. These projects would begin in FY 2005. Complete an update of the Sanitary Sewer Master Plan in accordance with EPA requirements.

- **Additional City Office Space Requirements and Building Renovations in the downtown area** – the process would include public hearings to evaluate the best way to finance this project.

- **Prioritizing Future Transportation Projects –** consider extension of the one quarter cent transportation sale tax as a possible funding source or identify other funding sources. It is suggested that a ballot issue be considered in 2004, possibly in April.

- **Extension of Parks Sales Tax** – Additional funding for implementing the Park Master Plan. The one-eighth cent of the current one quarter cent sales tax will expire in April, 2006.

- **Future Fire Stations** – consider future fire stations and method for financing construction and operational costs.

- **Additional Parking Space** – consideration of adding parking space north of Broadway, possibly adding one level to the existing Parking Plaza.

- **Electric**: Due to the increased cost of the new power supply contract that will begin in May, 2004, we anticipate a need to raise electric rates in FY 2005.

- **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. Other projects jointly funded and being planned include East Broadway, Brown School Road, and others. 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 continues to be a great place to live, work and play, and raise a family. Columbia has potential resources that make it 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 continue to pursue more grants, and participation in our Share the Light Utility checkoff program is increasing. More emphasis is being placed on obtaining donations to the City Trust and New Century Fund. Volunteer hours continue to increase each year. I am pleased that this budget, as presented, continues to reflect our expectations for a highly ranked quality of life.

Our city continues to be 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, it meets our 16% General Fund guideline, and it 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.

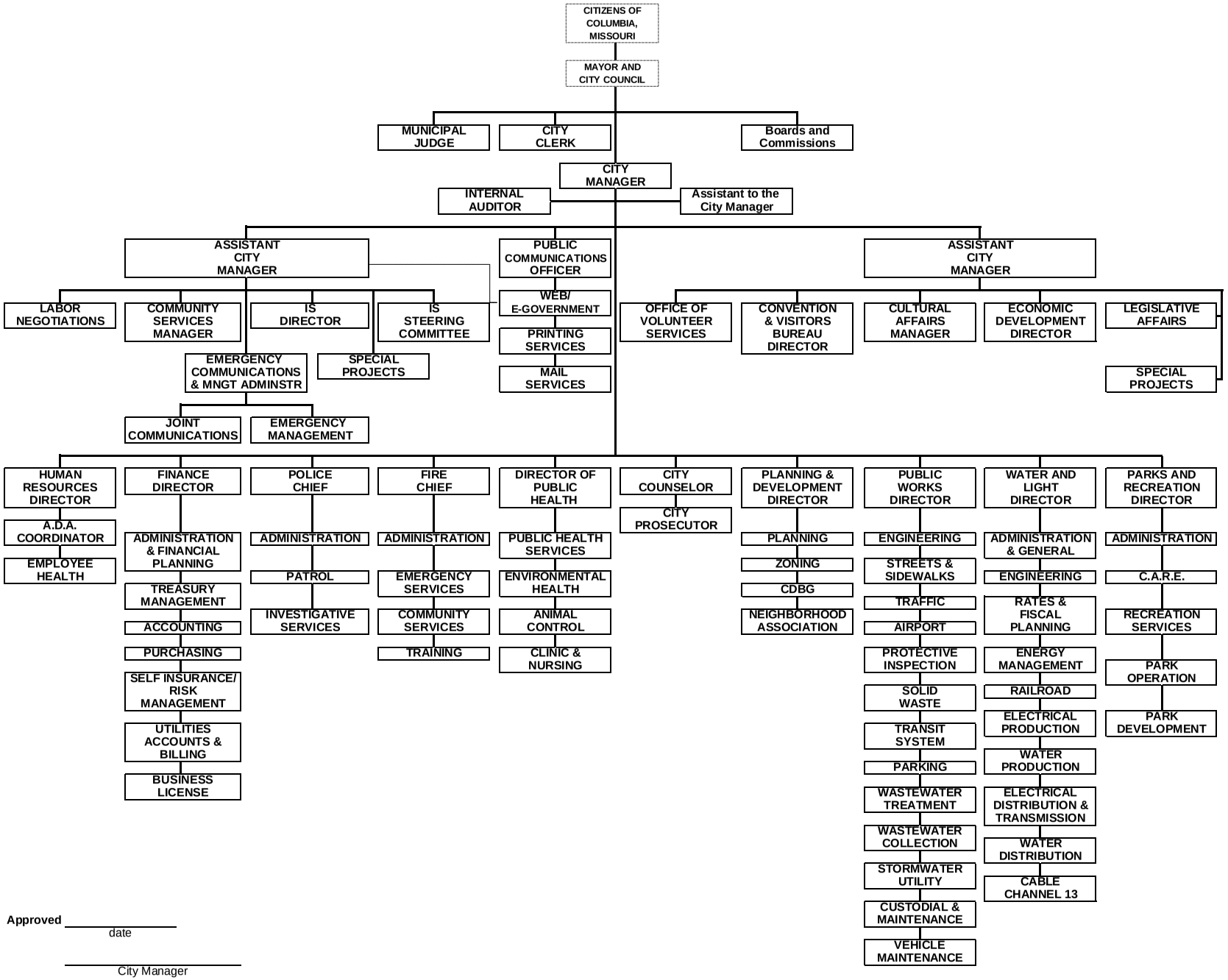
During the City Council review process, City staff and I will be happy to provide additional supporting information to assist the Council in finalizing the budget process.

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

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 (ARC)	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 2,084)	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)
Performing Arts Companies	13
Museums/Art Galleries	29
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	1,143
Hotels/Motels	27
Hotel/Motel Rooms	2,773
Churches	116
Restaurants	372
Shopping Centers	15
Shopping Malls	1

Communications:

Newspaper (daily)	2
Newspaper (weekly & biweekly)	4
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:	16,243
Elementary Schools	20
Middle Schools	3
Junior High Schools	3
Senior High Schools	4
Vocational Schools	1
Non-Public Schools	10
Stephens College Enrollment	800
Columbia College Enrollment (day, evening & ext)	8,000
Univ. Of Missouri-Columbia Enrollment	26,000

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).....330.13
Unimproved (miles).....51

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

Sewers (miles).....459

Fire Protection: (874-7391)

Number of Stations..... 8
Number of employees 128
Number of vehicles.....32
Number of hydrants..... 4,023

Police Protection: (874-7506)

Number of stations 1
Number of sub-stations 5
Number of employees.....175
Number of vehicles.....90

Parking: (Public Works 874-7751)

Unmetered Off-Street
Public Parking 1,477
Parking Meter-Street 1,705
Parking Lot Meters 490
Garage Attendant Parking.....813

Airport: (Public Works 442-9770)

Airport Facilities 1
Airlines: Transworld 1

City Employees (FTE for FY 2004): 1,141.50

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 about 97%. Columbia has an average household income per capita of $33,729. According to the Bureau of Labor Statistics (BLS) the unemployment rate for the City of Columbia for the month of May 2003 was 1.9%.

Top (5) Employers in Columbia:

University of Missouri 14,750
University Hospital & Clinics.....4,150
Columbia Public Schools 2,250
Boone Hospital.....2,100
City of Columbia.....1,129

Sales Tax:

Sales tax in Columbia is 7.35% which has been in effect since Jan. 2003. The tax amount includes the following:

State Sales Tax.....4.225%
County General Revenue 0.500%
County Road Tax 0.500%
Boone County Law Enforcement Tax.....0.125%
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 (July – 78.4 degrees)
Coolest month and average (January – 29.3 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 2003, volunteers contributed more than 40,000 hours at a value of more than $661,600.

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
2003 89,174

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

Additional Information: How to find us!

Columbia Website Address: <u>www.gocolumbiamo.com</u>

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
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	6,486,398	854,784,262	206,788,704	0	1,068,059,364
2004	6,885,253	891,077,865	218,729,559	0	1,116,692,677

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
2004	0.41	0.00	0.41

FY 2004 BUDGET CALENDAR

	1st & 2nd Qtr	April 2003	May 2003	June 2003	July 2003	August 2003	Sept. 2003	Oct. 2003
Ten Year Financial Trend Data Prepared By Finance Dept.	♦♦♦♦♦							
Intragovermental Charges	♦♦♦	♦♦						
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. At this time the finance department begins looking at past year trends and current projections to begin forecasting for the upcoming budget year.

Ten Year Trend Manual - includes financial information on general government funds, enterprise funds, internal service funds, and special revenue funds. This information is generally completed by January of each year. This information is used during the forecasting process to assess the revenue trends and determine what percentage growth estimates will be prudent for the upcoming fiscal year.

Computer Inventory Process – During the month of January budget staff works in conjunction with the Information Services department, to inventory on a yearly basis, the number of computer items in each departments possession. This inventory provides input to the IS Steering committee to assist with making decisions on minimum standards for computers/printers/monitors for the upcoming budget year.

Equipment Replacement Process - The budget staff provides reports to the various departments that own rolling stock to determine which pieces need to be replaced. The need is based on year purchased, mileage, usage etc. Then departments prioritize those item needed on a supplemental request.

Optimistic and Conservative Forecasting - Budget staff reviews historical information in conjunction with the latest current year financial statement to prepare a set of forecasts. These 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. This generally takes place beginning in March-April and carries on until the budget is adopted.

Intragovernmental Fee Process – During the months of January – April much time is spent working with those departments that charge out their functions to the other city departments. Budget staff prepares the fee assessment based on the various components of the work performed. The department's budget is then split out to provide a breakdown of costs for each component and then assessed to the various department based on usage time, work time, quantity of items, etc.

Capital Improvement Program Process - During the month of April capital projects and improvements are also discussed among the various departments. The planning department begins the process and sets up the meetings to begin facilitating what funding sources are available for the selected projects. This process needs to take place prior to the council retreat, as council then determines what are their priorities based on citizen input.

Budget Instruction Process - 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 to educate department budget staff on any changes in the budget process. Actual inputting of data concludes in mid-May for all the departments.

Council Retreat - 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.

Budget Amendment Process - 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 upcoming 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.

Adopted Budget Process - 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 Transit.

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 and materials recovery facility.

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 (which were paid off in 2002) 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 and web communications.

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 Accounting – Governmental Funds use the modified 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.

Basis of Budgeting - 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. Proprietary Funds are budgeted on a full accrual basis except for capital expenditures, which must be included in total appropriations.

Budget Amendments – There are two means of amending the adopted budget, a transfer of funds and an increase in appropriations. A transfer of funds occurs when the City Manger, upon the recommendation of a department head, transfers any unencumbered appropriation from one classification of expenditure to another within the department. These transfers must be reported to the council at the next scheduled meeting. An increase in appropriation occurs when the City Manager, upon the recommendation of a department head, prepares an ordinance to be adopted by the City Council. Ordinances are required to be read at two council meetings and provide for an opportunity for public comment. Increases to appropriations must identify the necessary funding source from which the appropriation will come.

The Comprehensive Annual Financial Report (CAFR) states the status of the City's finances in accordance with revised GASB standards. In most instances the Budget and the CAFR are prepared under similar guidelines with the exception of the accounting for capital expenditures.

In all funds, (Enterprise, Internal and General Governmental Funds) when goods and services are not received by year end, the amount already set outside to purchase those items are encumbered and rolled over to the next year.

The FY 2004 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 2004 Budget revenue and expenditure numbers appearing in this document include Appropriations, Transfers, and additional Revenues approved by the City Council from October 1, 2002 thru June 1, 2003.

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 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 2002, Budgeted FY 2003, and Estimated FY 2004 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 REPORTS ON PROGRAMS AND PRIORITIES
A State of the City@ Raymond A. Beck, P.E., City Manager May 22, 2003

Pursuant to our Columbia City Charter, as City Manager, I=m presenting my annual report of APrograms and Priorities@ sometimes referred to as the State of the City. This report is being carried live today on our City Channel 13 and will be rebroadcast several times. A copy will also be available on the City=s web page and at the Columbia Regional Library. The Mayor and City Council have been provided a copy and the report will be discussed at the upcoming Council retreat later this month. I want to thank members of the press for being here today and I will be glad to answer questions following the presentation.

In addition to presenting my Programs and Priorities, I will be commenting on our State of the City, our strategies, Citizen Survey, and accomplishments. Our City remains strong and I believe it can grow stronger yet. By working together in partnerships, we can make Columbia the best it can be.

Columbia has a hard working volunteer Mayor and City Council, appointed Boards, Commissions and Task Forces all working together with a dedicated, highly trained professional staff to achieve the goals our City residents' desire as approved by Council. As City Manager, my highest priority continues to be helping lead our city in meeting those goals and fulfilling our commitment to our residents. In short, we are all working together to continue making Columbia one of the best cities in our nation to live, work, retire, raise a family, and conduct business.

Columbia is a Afull service@ City providing a comprehensive package of services our residents' desire, with an annual budget of about $222,000,000 and 1,110 permanent full time employees. In addition to the more typical local government services, Columbia provides utilities such as water, electric, wastewater, solid waste, and stormwater management. Columbia also provides a total transportation system including an airport, bus system, short line railroad, vehicle, and pedestrian facilities whose objective is to meet the needs of all the residents.

Columbia=s population, currently about 87,000, continues to grow at an annual rate between 1 to 2 percent. Our present geographic area is over 55 square miles. Last year, voters turned down an annexation plan to add an additional 8.7 square miles; however, approximately 3/4 square mile was voluntarily annexed through 18 applications approved by the Council.

Our City remains fiscally sound as evidenced by our excellent bond rating and the low interest rates charged to our City. During a recent bond sale, our rate was the lowest experienced by our financial advisor. Our major revenue sources include sales tax, payment in lieu of tax from our utilities, gross receipts tax, property tax, user fees, and other lesser sources. Several major resources can be substantially affected by our economy, weather conditions and the ever increasing use of the internet which avoids payment of local sales tax even though delivery of these purchases utilize our streets and services. The City of Columbia continues to receive the ADistinguished Budget Presentation Award@ and the ACertificate of Achievement Award for Excellence in Financial Reporting@ through the Government Finance Officers Association.

Columbia relies heavily on sales tax rather than property taxes to finance its projects and services. Since our City provides services to a regional area, it is felt sales tax is an equitable revenue source receiving sales tax from a regional area. The rate of increase of sales tax revenues has decreased while there have been increasing demands from other government agencies for new use of that tax. The County Commission recently proposed a new law enforcement sales tax, which was approved by the voters. However, voters did not approve a recent MoDOT transportation ballot issue that included a sales tax. The recently completed Citizen Survey shows continued residents= support for the use of sales tax for capital improvement projects and Parks and Recreation programs.

Other City resources include donations of time and funds through the Share the Light Program, our innovative City Trust, a Utility Check-Off Program, the New Century Fund and the many volunteers who support our City. This past year, our Volunteer Services office logged nearly 40,000 volunteer hours valued at over $660,000, and donations of almost $348,000 to the City which all enhanced the quality of our life. An increased emphasis on grants has shown some early success and continues to be a staff priority. We want to again thank those individuals, agencies, congressmen and legislators for the support they have given our city.

Columbia continues to have a relatively strong local economy with a very low unemployment rate. We are a regional center for employment, education, health care, shopping, social services, entertainment, recreation, cultural and a number of major events. Some major events include the Show Me State Games, the largest state games in the country; Memorial Day Weekend which brings thousands of visitors and guests to our City and its airport for a free air show and parade; high school tournaments; major University sporting events; and, this week the Mid-Missouri Mavericks play the first professional baseball game in the history of our City. Our City=s economic base has received a boost with the expansion of CARFAX, Inc. and the start-up of Gates Rubber.

Attached to this report I am presenting today is a more detailed listing of accomplishments, and programs and priorities for each department.

The City Council will be reviewing the detailed Programs and Priorities report, making adjustments as they feel appropriate as we work toward preparing our 2004 annual budget. I want to thank the City Council, staff and all those who have provided information used in preparing this annual report.

SEVEN MOST IMPORTANT STRATEGIES

1. PROVIDE FOR COMPREHENSIVE PLANNING/IMPLEMENTATION.
2. MAINTAIN AND STRENGTHEN OUR CENTRAL CITY.
3. PLAN FOR ORDERLY GROWTH OF OUR CITY.
4. CONTINUE TO PROVIDE AND MAINTAIN INFRASTRUCTURE ON A TIMELY BASIS.
5. CONTINUE TO DELIVER SERVICES AND PROGRAMS IN A TIMELY COST EFFECTIVE MANNER
6. PROVIDE SUFFICIENT COMMUNITY RESOURCES TO CARRY OUT PROGRAMS AND PRIORITIES.
7. PROACTIVE TWO-WAY COMMUNICATION WITH OUR RESIDENTS AND COMMUNITY PARTNERS.

Major Accomplishments (Not listed in priority order)

- Completed a Comprehensive Strategic Plan for Police Department
- 5-year Regional Economic Development Master Plan approved by City, County, Chamber and University
- Developed a Public Safety and Utility Action Plan for Risk Levels related to Homeland Security
- Adopted Downtown Beautification/Improvement Plan
- Completed 2002 Parks and Recreation Master Plan Update
- Completed draft of updated Airport Master Plan
- Adopted new building and maintenance codes
- Assisted Gates Rubber Company locating in Columbia
- Completed update of Fire Station Location Study (FLAME)
- Council adopted Metro Greenbelt/Trail Plan
- Completed Vandiver - US 63 Interchange
- Completed pedestrian bridges over I-70 and Business Loop 70
- Prepared and submitted NPDES Permit Application For EPA Phase II Storm Water Requirement on Schedule
- Unveiled new Web Site design, with state-of-the-art navigation and architecture
- Completed development of Dublin Neighborhood Park and completed major improvements in Indian Hills neighborhood park including an 18-hole disc golf course
- Completed Citizen Survey
- Adopted Urban Conservation Overlay District of the East Campus Area and a Special Area Plan for Rock Quarry Road
- Reorganized and created the Community Services Unit, Youth Services Unit, and Traffic Unit
- Added 3 officers to the Police Department, including 2 additional traffic officers and 1 patrol officer
- Completed separate right turn lane at southwest corner of Broadway/Providence
- 2002 Completed Street Projects: Smith Drive, Spruce Drive, Third Avenue and Keene Street - St. Charles Intersection.

- Completed 2 million gallon ground level reservoir addition at the South Pump Station
- Adopted a Rental Housing Rehabilitation Program
- Completed innovative Aquifer and Storage Reservoir well
- Acquired two 2,000 Kw generators for installation at McBaine for backup use for the Water Plant and Well field and peaking capacity for the electric system
- Entered into an agreement for construction of a rail terminal
- Completed construction of the Activity & Recreation Center (ARC)
- Relocated community recreation programs to the Armory Sports Center in downtown Columbia for additional space
- Initiated construction of Phase I improvements at Stephens Lake Park
- Acquired new neighborhood park sites in Auburn Hills and Grasslands Subdivisions
- Completed construction of 2 new football/lacrosse fields in Cosmo Park
- Completed expansion of sanitary landfill and constructed recycling, storage and maintenance facilities
- 2002 Stormwater Utility Projects - Parkside Drive, Oak View Drive, Hamlet Subdivision, Lloyd Drive, Bray-Bradshaw Phase II, Bray Court, St. Christopher Street, Defoe Drive, Again Street Property Purchase
- 2002 Sewer Utility Contract Projects Complete - American Legion Sewer Extension, Mexico Gravel Road 80 Acre Point - east, and Annual CIP Sewer Line Rehabilitation Project (approx 15,000 lineal ft)
- Implemented $4.50 Passenger Facility Charge (PFC) to help fund airport improvements
- Public Communications produced Homeland Security Community Bulletin for Office of Emergency Management and 12 monthly City Source newsletters that are mailed with City utility bills
- Created a comprehensive local Amber Alert program and severe weather alert program
- Upgrades made to the CVB website including: on-Line Hotel Availability Program - allows visitors to check hotel availability and access information on special offers
- Installed Parks and Rec software that handles reservations, scheduling and programming
- In 2002, volunteers contributed 39,952 hours of service to the City of Columbia valued at over $660,800, based on the national value of $16.54 per hour of volunteer service
- Approximately $53,000 has been raised for the Martin Luther King, Jr. Memorial Restoration Project and nearly $12,700 donated to Share the Light program
- Received 3/4 million dollars of Weapons of Mass Destruction grant funding for first responders
- Increased security around Water and Light facilities including lockdown of all gates at power plant and water plant
- City implemented a photo ID system for majority of city employees
- Completed Information Services Strategic Plan
- Allocated $805,300 in City Social Service funding and $75,000 in Emergency Shelter Grant funding
- Coordinated annual Columbia Values Diversity Celebration featuring Rev. Bernice King
- Improved the public health response capacity for bioterrorism and disaster response by:
    - Securing regional bioterrorism planning grant.
    - Recruiting over 200 volunteers to assist with the health and medical response during disasters.
    - Providing smallpox vaccinations to 300 public health and hospital workers in mid-Missouri.

- Completed installation of Percent for Art project at the ARC - the largest art project to date.

2003 COLUMBIA CITIZEN SURVEY
RESULTS SUMMARY

In April of 2003, we conducted a statistically valid survey of our residents to assess citizen satisfaction with the delivery of major services and to help determine priorities.

Some of the major findings included:

- Rated in the top 25% of 30 consultant selected, comparable cities in:
    1) Parks and Recreation;
    2) The effectiveness of City communications;
    3) Overall quality of customer service provided by the city.

- Ranked in the top 25% of the 30 Cities in residents: perceptions of:
    1) The overall image of our City;
    2) The overall quality of life in our City;
    3) Overall quality of City services provided.

- Satisfaction with the number of walking and biking trails was higher in Columbia than in any of the other 30 cities.

- Two-thirds of households report using our blue bag recycling service with a satisfaction rate of over 90%.

- Fire
    - 88% satisfied with the quality of fire protection with only 1% dissatisfied and 11% neutral.
    - Fire Department scored highly on all fire service questions.

- Police
    - 78% satisfied with overall quality of police protection, only 7% dissatisfied and 15% neutral.
    - 68% satisfied with how quickly our police respond to emergencies with 10% dissatisfied and 22% neutral.
    - Overall police satisfaction ratings were affected by satisfaction with enforcement of local traffic laws; 53% satisfied, 21% dissatisfied and 26% neutral.
    - Against the 30 cities, the Columbia Police Department rated about average or better in all areas except traffic law enforcement.

- Economic Development
    - Over half of the respondents felt the City's efforts to promote economic development should be much or somewhat greater over the next five years, 25% remain the same; only 3% reduced.
    - Almost 2/3 supported the use of incentives to attract new or expand existing business; 14% were not supportive.

- Health
    - 68% satisfied with the quality of public health services, 7% dissatisfied and 26% neutral.
    - Over 90% felt guarding against food poisoning, preventing the spread of infectious diseases and limiting exposure to environmental risks were very or somewhat important.

- Only 8% of respondents had either attended a City Council meeting or contacted a Council member.

- Only two areas of city services scored below the 30 cities average satisfaction level:
    1) Flow of traffic/congestion management scored the lowest of all major categories of City services surveyed; 34% were satisfied, 36% dissatisfied and 30% neutral. The consultant suggested a general relationship between this category and traffic law enforcement.

    2) Street maintenance also scored below the 30 city average with 48% satisfied, 24%

dissatisfied and 29% neutral. Lower satisfaction with Snow Removal was a factor.

- When asked what services should receive the most emphasis over the next two years, respondents suggested:

Area	Respondents Suggesting
Flow of traffic/congestions management	69%
Maintenance of City Streets	61%
Quality of Public Safety	30%
Quality of Public Health	28%
Storm water Management	25%
Enforcement of City codes and ordinances	19%
City communications	16%
Parks and Rec	15%
Quality of Customer Service	10%

- The consultant pointed out that respondents were not suggesting that existing services and efforts should be cut back, but that additional efforts should be considered for these areas.

- In summary, the survey showed that Columbia residents like their city and the way its being governed and managed. Only 10% indicated dissatisfaction with City leadership which, according to the consultant, is very favorable. Residents feel safe. They would like increased emphasis on traffic enforcement and congestion management.

Major Programs and Priorities (not listed in any priority order)

- Increase resources for traffic management and street maintenance program
- Renovation of the City/County Sanford-Kimpton Health Facility
- Expansion and rehabilitation of municipal office space in downtown Columbia
- Prepare for a revenue bond issue ballot for the expansion of the City=s water plant and system
- Prepare for a revenue bond issue ballot for wastewater improvements
- Finalize purchase agreement for additional power for electric utility with consideration for purchase of some green power
- Develop finance plan for future transportation projects. Consider extending present 1/4 percent capital improvement sales tax and other sources.
- City/State Roadway projects: (projects in bold are funded)
    - **East Broadway from Old 63 to US 63**
    - **US 63/I-70 Interchange Improvements**
    - Stadium Blvd from US 63 to I-70 (Lake of the Woods)
    - 763 widening northward to US 63
    - Scott Blvd (State/County/City project)
    - I-70 Interchange Improvements between Stadium and Perche Creek and Connecting Roadways
    - US 63 Gans Road Interchange and Connecting Roadways
    - Work with MoDOT on I-70 alternatives

- City street projects in development: (projects in bold are funded)
    - **Green Meadows Road extension (Providence to Route AC)**
    - **Garth Avenue extension northward (Thurman to Blueridge Road - 2 projects)**
    - **Rollins Road (Colonial Gardens to Rothwell Heights)**
    - **Blue Ridge Road (Garth to 763)**
    - **Forum Blvd, continued south to Old Plank Road**
    - **Roger Wilson Drive (partially funded)**
    - **South Hampton, extend north to AC**
    - Brown School Road connection from US 763 to US 63,
    - Lemone Blvd. extension northward to Stadium Blvd. extended
    - Chapel Hill Road, Scott Boulevard to Gillespie Bridge Road
    - Mexico Gravel Road - Vandiver Interchange to Route PP

- Continue to recruit quality businesses/industry and work with other partners toward office and technology park
- Emergency Preparedness/Homeland Security
- Council adoption of updated street, sidewalk and pedway standards
- Implement EPA Storm Water Phase II Permit Requirements
- Purchase property for future fire stations
- Complete the rail terminal project which will handle containers for mid-Missouri
- Renovation and expansion of Historical Wabash Station
- Renovation of the Blind Boone House
- Restore and upgrade the MLK Jr. Memorial
- Continue budgeting $800,000 plus for city social service funding
- Continue development of the Stephens Lake Park
- Initiate construction of two new softball fields at Antimi Youth Baseball Complex
- Develop finance plan for future Park/Recreation purposes. Consider extension of present 1/8 percent parks sales tax for that purpose.
- Continue to promote volunteer opportunities within the city and gifts to our City, trust fund and AShare the Light@ Program
- Continue to pursue grant funding
- Update and adopt master plan for wastewater collection and treatment
- Promote development of city from inside outward to reduce infrastructure costs and cost of providing

services

- Continue joint planning of the urban fringe area
- Complete master plan for undergrounding utilities
- Business Loop 70 Improvements
- Construct a stormwater detention basin in Meredith Branch drainage area
- Continue to promote/update City=s web page and e-government services by implementing on-line utility billing option, on-line registration for Parks/Rec programs, online building permits and other interactive applications
- Continue implementation of West Nile Virus prevention and control program
- Complete and implement Convention and Visitor=s Bureau Master Plan Revision
- Market composted material from landfill site
- Assure competitive wages and benefits for City employees

Expenditure Summaries

City of Columbia

Columbia, Missouri

OVERALL EXPENDITURES:

- **Personnel Services**: includes the addition of 11.90 FTE employees as well as a personnel package for existing employees of 2% merit, 2% COLA, $200 one-time lump sum payment, 7.5% increase in Health insurance rates paid by the City and employees. The 4.0% increase in this category falls within the 4-5% guideline.

- **Power Supply**: includes the cost the power plant must pay to purchase power. The 6.0% increase for FY 2004 reflects a change in some of our contracts for purchased power. The new contract will begin in June of 2004, so the FY 2004 budget reflects only four months with the new contract. We anticipate a 16% increase in the cost of purchased power for FY 2005 as that year will include a full year under the new contract.

- **Supplies and Materials**: No major changes.

- **Travel and Training**: FY 2004 shows a 0% increase which reflects a decision to hold these costs at last year's level.

- **Intragovernmental Charges**: These are charges for services between city departments. FY 2004 shows a decrease of 3.6%. In several internal service fund departments, the charges were lowered so that a planned use of fund balance occurred and the resulting ending fund balance was at a level allowed by our internal service fund policy.

- **Utilities, Services & Miscellaneous**: FY 2004 shows an increase of 12.2%. The largest portion of this increase is for contractual work that will be done on capital projects. New funding for capital projects has increased substantially for FY 2004 and the largest increase has occurred in streets projects. Another significant increase is in the Streets Division for contractual maintenance on streets.

- **Capital**: This category accounts for all items over $5,000 and includes vehicles, equipment, buildings, etc. FY 2004 shows a decrease of 35.2%. Most of this decrease is due to a lower amount of new funding for capital improvement projects in the Water, Electric, and Railroad Funds.

- **Other**: This category accounts for non-operating types of expenses including subsidies, transfers, interest payments, and depreciation. FY 2004 shows an increase of 3.4%. Most of this increase is due to increased amounts of transfers from the 1999 Quarter Cent Sales Tax Fund, the Transportation Sales Tax Fund, and the Special Road District Fund into the Capital Projects Fund to fund the capital improvement plan.

- **Operating Expenses**: include those expenses which are directly related to the fund's primary service activity. FY 2004 shows a 4.3% increase. Part of this increase is due to the implementation of the personnel package listed above. The departments with significant changes in operating expenses include: the Police Department with the addition of two positions, the Health Department with the expansion of the Bioterrorism Grant, and Public Works General Fund operations with the increased emphasis on street maintenance and traffic flow, the Parks and Recreation General Fund operations with the addition of two positions, the Public Transportation Fund with the expansion of bus services to be provided to the University, and the Electric Fund with the increased cost of purchased power.

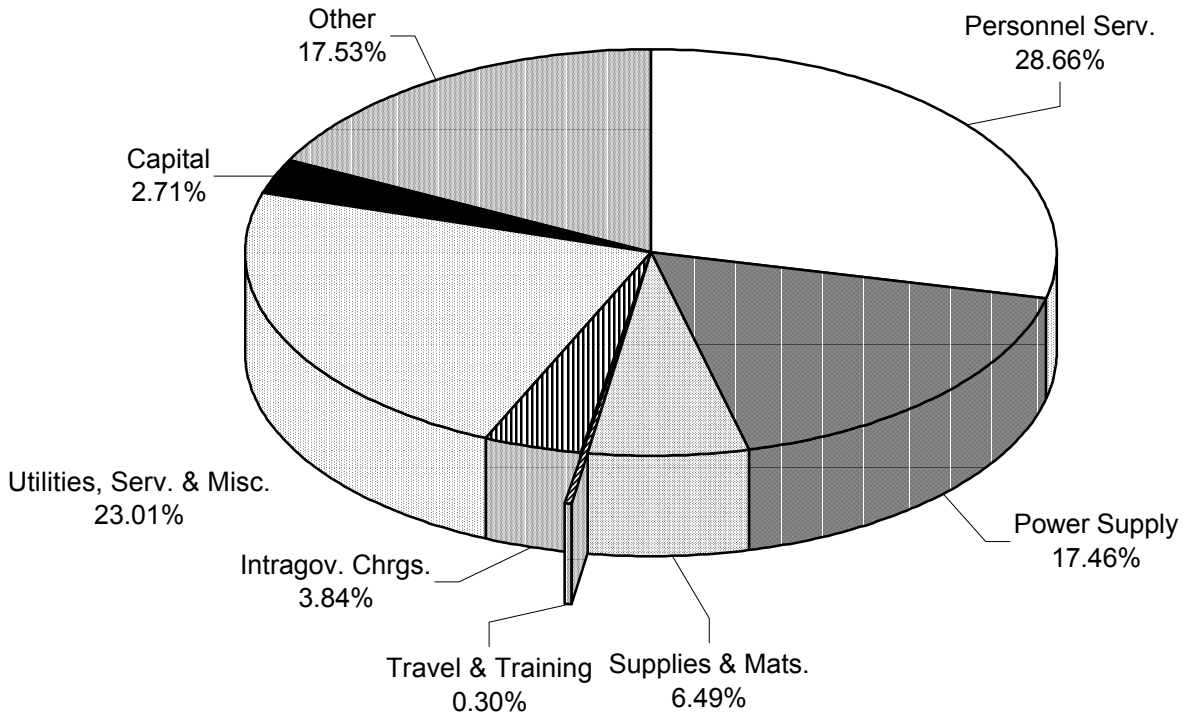
- **Non-Operating Expenses**: include those expenses incurred that are not directly related to the fund's primary service activities such as interest expense, depreciation, subsidies, and transfers. FY 2004 shows a 6.4% increase. Most of this increase is due to higher amounts of transfers from the 1999 Quarter Cent Sales Tax Fund, Transportation Sales Tax Fund, and the Special Road District Fund into the Capital Projects Fund to fund the capital improvement plan.

- **Debt Service**: includes those expenses incurred in the payment of long-term debt. FY 2004 shows a 9.8% decrease. This is primarily due to the retirement of the General Obligation bonds in FY 2003.

- **Capital Additions**: includes those expenses for item that cost over $5,000 each and include the replacement of fleet vehicles and other equipment. FY 2004 shows a 16.3% increase. Most of this increase is in the General Fund where an increase in carry forward funds were used to fund an increased level of equipment replacement. Also, there is increased funding for major improvements at several City facilities.

- **Capital Improvement Plan**: FY 2004 shows a 3.2% decrease. While the new funding for capital improvements in the General Government increased, the new funding in Water and Electric funds decreased significantly. There will be a bond issue in November, 2003 which will fund some water improvements.

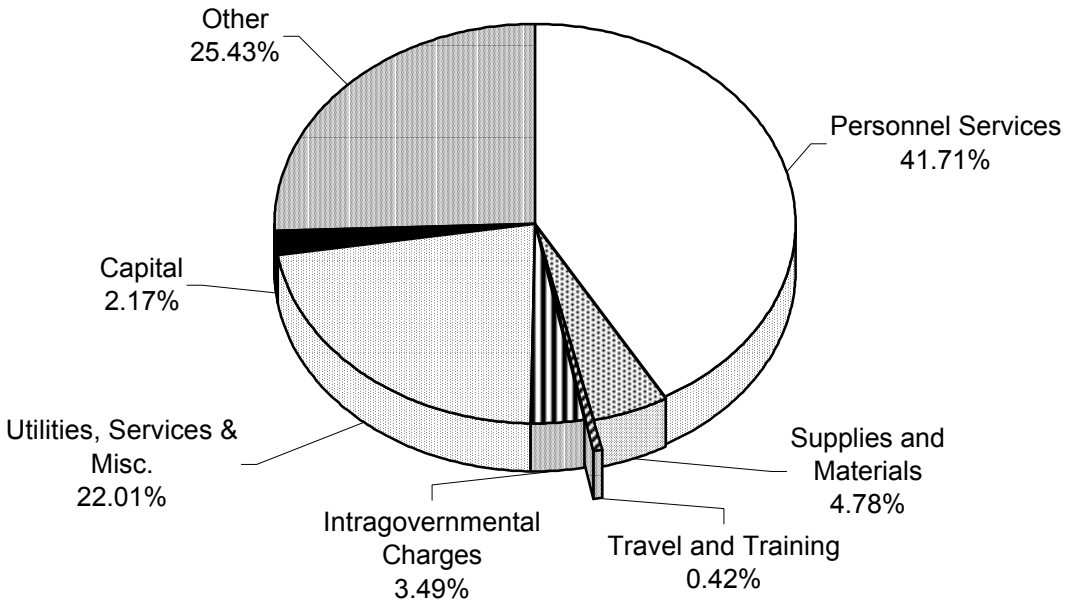
Overall Budget Summary
FY 2004



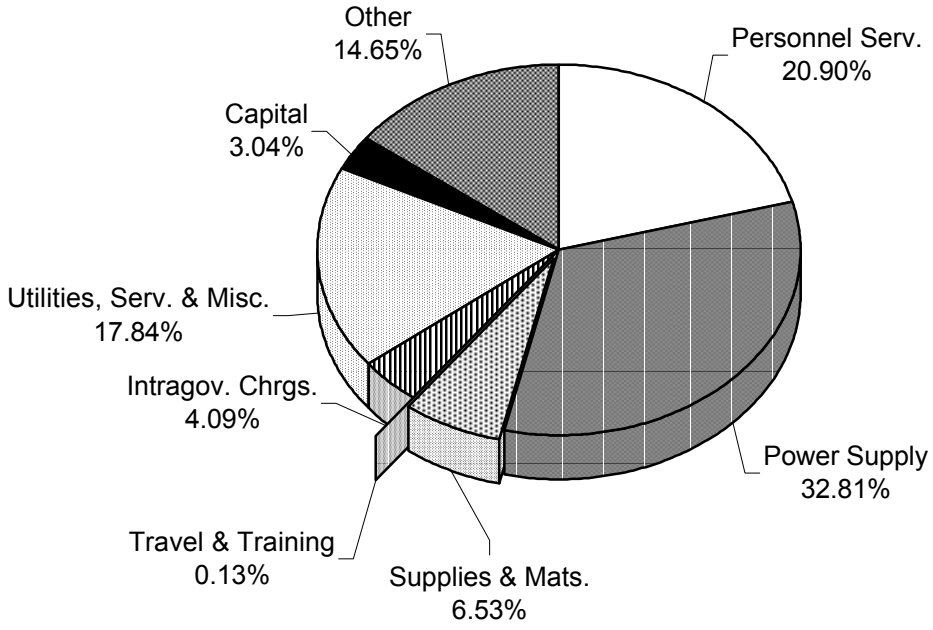
Overall Budget Summary

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
Personnel Services	$ 60,886,146	$ 65,371,114	$ 64,460,799	$ 67,973,269	4.0%
Power Supply	35,121,193	39,003,400	38,985,948	41,401,200	6.1%
Supplies and Materials	13,542,539	15,324,442	14,746,172	15,395,103	0.5%
Travel and Training	430,131	714,643	608,446	714,640	(0.0%)
Intragovernmental Charges	9,161,304	9,438,578	9,424,485	9,100,456	(3.6%)
Utilities,Services & Misc.	53,287,179	48,652,116	48,931,059	54,564,109	12.2%
Capital	13,692,296	9,934,449	10,301,938	6,433,976	(35.2%)
Other	41,351,685	40,203,964	39,655,521	41,587,539	3.4%
Total Appropriations	**227,472,473**	**228,642,706**	**227,114,368**	**237,170,292**	**3.7%**
Summary :					
Operating Expenses	143,398,430	157,503,917	155,134,476	164,254,384	4.3%
Non-Operating Expenses	39,401,662	38,675,839	38,421,580	41,145,087	6.4%
Debt Service	8,511,859	9,090,615	8,826,687	8,204,270	(9.8%)
Capital Additions	5,984,550	4,808,504	4,666,893	5,590,929	16.3%
TI Excluding Cap Impr. Plan	**197,296,501**	**210,078,875**	**207,049,636**	**219,194,670**	**4.3%**
Capital Improvement Plan	30,175,972	18,563,831	20,064,732	17,975,622	(3.2%)
Total Appropriations	$ **227,472,473**	$ **228,642,706**	$ **227,114,368**	$ **237,170,292**	**3.7%**

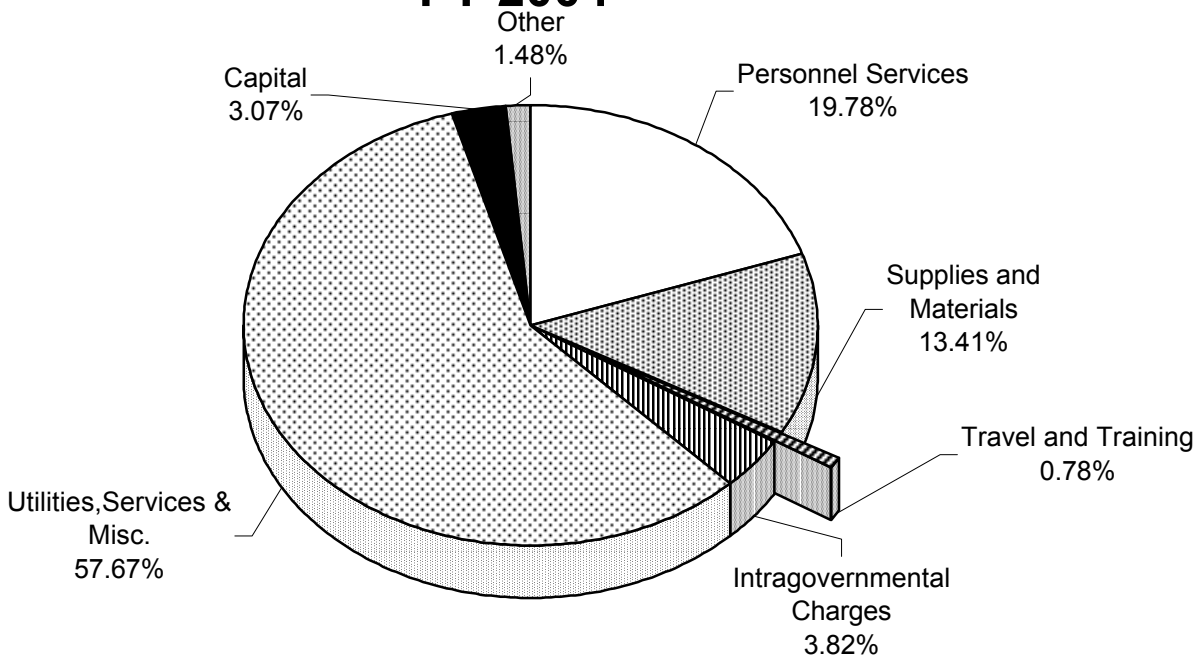
Expenditures - Gov. Fund Type
FY 2004



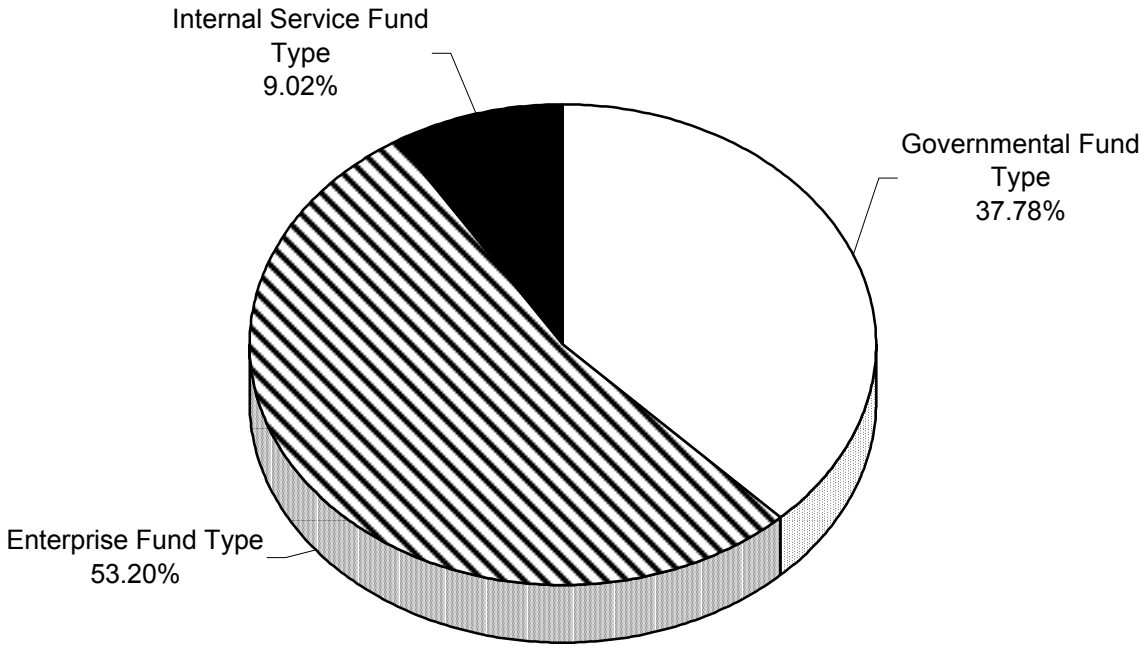
Expenditures - Enterprise Fund Type
FY 2004



Expenditures - Internal Service Funds FY 2004



Overall Expenditures by Fund Type FY 2004



Financial Summary - Highlights / Significant Changes

Governmental Fund Type

Intragovernmental Charges (1.9%) Decrease: These are charges for services between departments. Annually, adjustments are made to the amount to be recovered for these services in order to maintain fund balance at a level allowed by the City's Internal Service Fund policy. For FY 2004, several internal service fund departments will be recovering a lower amount for their services in order to reduce their fund balance.

Utilities, Services, and Miscellaneous 61.6% Increase: Most of this increase is due to increased new funding of streets projects in the Capital Projects Fund. There was an increase in contractual street maintenance.

Capital and Capital Additions 46.7% Increase: An increase in the availability of carry forward funds in the General Fund was used to fund a one-time increased level of equipment replacement.

Other 6.6% Increase and Non Operating Expenses 11.9% Increase: This is primarily due to increases in transfers to the Capital Projects Fund.

Debt Service (20.6%) Decrease: this is due to the retirement of the General Obligation bonds during FY 2003.

Capital Improvement Plan 125.8% Increase: increased new funding for streets capital projects.

Enterprise Fund Type

Power Supply 11.9% Increase: A new contract for a portion of our purchased power will go into effect in May of 2004 which is significantly higher than the city's current contract. There will be an even larger impact in the FY 2005 budget when the contract will be in force for a full year.

Intragovernmental Charges (3.1%) Decrease: These are charges for services between departments. Annually, adjustments are made to the amount to be recovered for these services in order to maintain fund balance at a level allowed by the City's Internal Service Fund policy. For FY 2004, several internal service fund departments will be recovering a lower amount for their services in order to reduce their fund balance.

Utilities, Services & Misc (9.9%) Decrease: primarily due to a lower amount of new funding for contract work for capital projects in the Airport, Parking, Solid Waste, Storm Water, Water, and Electric funds.

Capital (53.2) Decrease: primarily due to a lower amount of new funding for capital projects in the Railroad, Water, and Electric funds.

Capital Improvement Plan (56.9%) Decrease: FY 2004 includes a lower amount of new funding for capital projects in the Aiport, Parking, Solid Waste, Storm Water, Water, Electric, and Railroad funds.

Internal Service Fund Type

Supplies and Materials (4.0%) Decrease: primarily in the Utility Customer Services Fund. Beginning in FY 2004 the City will outsource the printing, folding, stuffing, and mailing of utility bills. Therefore, funds have been moved from this category to the Utility Services and Miscellaneous category.

Intragovernmental Charges (12.3) Decrease: These are charges for services between departments. Annually, adjustments are made to the amount to be recovered for these services in order to maintain fund balance at a level allowed by the City's Internal Service Fund policy. For FY 2004, several internal service fund departments will be recovering a lower amount for their services in order to reduce their fund balance.

Utility Services and Miscellaneous 7.6% Increase: primarily in the Utility Customer Services Fund. As noted above, the City will be outsourcing the handling of utility bills which is now reflected in this category.

Capital and Capital Additions 56.9% Increase: increased funding for major improvements at several City facilities.

Financial Summary - Expenditures By Fund Type

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
Governmental Fund Type					
Personnel Services	$ 33,463,068	$ 35,715,142	$ 35,155,070	$ 37,370,693	4.6%
Supplies and Materials	4,061,110	4,258,523	4,125,019	4,280,854	0.5%
Travel and Training	276,913	379,845	329,814	378,560	(0.3%)
Intragovernmental Charges	3,124,989	3,185,734	3,173,982	3,124,606	(1.9%)
Utilities, Services & Misc.	9,774,949	12,198,840	12,632,963	19,716,100	61.6%
Capital	2,533,172	1,322,276	1,252,079	1,940,363	46.7%
Other	22,845,367	21,370,304	21,168,979	22,783,791	6.6%
Total Appropriations	**76,079,568**	**78,430,664**	**77,837,906**	**89,594,967**	**14.2%**
Summary					
Operating	46,539,022	50,275,534	49,337,596	52,541,738	4.5%
Non Operating	19,063,242	17,910,971	17,709,646	20,034,098	11.9%
Debt Service	3,065,882	3,461,233	3,459,833	2,749,693	(20.6%)
Capital Additions	1,667,318	1,322,276	1,252,079	1,940,363	46.7%
Capital Improvement Plan	5,744,104	5,460,650	6,078,752	12,329,075	125.8%
Total Appropriations	**76,079,568**	**78,430,664**	**77,837,906**	**89,594,967**	**14.2%**
Enterprise Fund Type					
Personnel Services	23,560,001	25,487,559	25,241,705	26,368,355	3.5%
Power Supply	35,121,193	39,003,400	38,985,948	41,401,200	6.1%
Supplies and Materials	6,682,327	8,077,154	7,625,982	8,245,119	2.1%
Travel and Training	81,602	158,191	151,725	169,600	7.2%
Intragovernmental Charges	5,124,987	5,321,879	5,323,938	5,159,265	(3.1%)
Utilities, Services & Misc.	32,248,881	24,976,774	25,070,339	22,504,784	(9.9%)
Capital	11,007,711	8,193,570	8,638,406	3,836,645	(53.2%)
Other	17,632,713	18,533,510	18,211,432	18,487,114	(0.3%)
Total Appropriations	**131,459,415**	**129,752,037**	**129,249,475**	**126,172,082**	**(2.8%)**
Summary					
Operating	77,958,295	87,487,131	86,456,956	91,283,005	4.3%
Non Operating	19,818,655	20,464,718	20,439,234	20,794,355	1.6%
Debt Service	5,091,009	5,629,382	5,363,944	5,454,577	(3.1%)
Capital Additions	4,165,819	3,067,625	3,003,361	2,993,598	(2.4%)
Capital Improvement Plan	24,425,637	13,103,181	13,985,980	5,646,547	(56.9%)
Total Approprations	**131,459,415**	**129,752,037**	**129,249,475**	**126,172,082**	**(2.8%)**
Internal Service Fund Type					
Personnel Services	3,863,077	4,168,413	4,064,024	4,234,221	1.6%
Supplies and Materials	2,799,102	2,988,765	2,995,171	2,869,130	(4.0%)
Travel and Training	71,616	176,607	126,907	166,480	(5.7%)
Intragovernmental Charges	911,328	930,965	926,565	816,585	(12.3%)
Utilities,Services & Misc.	11,263,349	11,476,502	11,227,757	12,343,225	7.6%
Capital	151,413	418,603	411,453	656,968	56.9%
Other	873,605	300,150	275,110	316,634	5.5%
Total Appropriations	**19,933,490**	**20,460,005**	**20,026,987**	**21,403,243**	**4.6%**
Summary					
Operating	18,901,113	19,741,252	19,339,924	20,429,641	3.5%
Non Operating	519,765	300,150	272,700	316,634	5.5%
Debt Service	354,968	0	2,910	0	0.0%
Capital Additions	151,413	418,603	411,453	656,968	56.9%
Capital Improvement Plan	6,231	0	0	0	0.0%
Total Appropriations	**19,933,490**	**20,460,005**	**20,026,987**	**21,403,243**	**4.6%**
Total All Funds	$ **227,472,473**	$ **228,642,706**	$ **227,114,368**	$ **237,170,292**	**3.7%**

Financial Summary - Expenditures By Department Funding Source

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
CITY GENERAL (GF)	$ 3,759,536	$ 3,994,796	$ 4,081,541	$ 4,466,503	11.8%
CITY COUNCIL (GF)	127,853	184,427	170,051	203,266	10.2%
CITY CLERK (GF)	179,507	195,835	188,767	199,770	2.0%
CITY MANAGER (GF)	669,716	738,145	700,324	749,384	1.5%
FINANCE					
General Fund Operations (GF)	2,472,127	2,697,984	2,643,219	2,731,178	1.2%
Utility Customer Services Fund (ISF)	1,128,280	1,335,150	1,240,877	1,300,490	(2.6%)
Self Insurance Reserve Fund (ISF)	2,952,250	2,644,832	2,618,682	2,834,164	7.2%
HUMAN RESOURCES (GF)	589,588	693,418	673,572	678,645	(2.1%)
LAW DEPARTMENT (GF)	681,444	747,758	741,112	764,414	2.2%
MUNICIPAL COURT (GF)	517,863	561,845	546,950	597,656	6.4%
POLICE DEPARTMENT (GF)	13,046,196	13,613,049	13,536,086	14,290,195	5.0%
FIRE DEPARTMENT (GF)	9,207,194	9,978,764	9,717,809	10,143,487	1.7%
JCIC - EMERGENCY MGMT (GF)	1,860,933	2,144,493	2,034,617	2,187,829	2.0%
HEALTH DEPARTMENT (GF)	3,544,576	4,111,831	4,006,970	4,356,066	5.9%
PLANNING					
General Fund Operations (GF)	554,004	646,818	589,767	629,138	(2.7%)
CDBG Fund (SRF)	1,137,454	332,164	322,159	334,361	0.7%
ECONOMIC DEVELOPMENT (GF)	310,546	321,750	299,077	315,799	(1.8%)
COMMUNITY SERVICES (GF)	1,125,160	1,151,082	1,149,277	1,167,049	1.4%
PARKS & RECREATION					
General Fund Operations (GF)	3,303,209	3,549,915	3,417,983	3,688,922	3.9%
Recreation Services Fund (EF)	11,976,252	6,876,854	6,626,034	7,313,663	6.4%
PUBLIC WORKS					
General Fund Operations (GF)	6,677,316	6,927,075	6,938,815	8,155,082	17.7%
Public Transportation Fund (EF)	3,053,533	3,368,602	3,219,044	3,863,219	14.7%
Regional Airport Fund (EF)	2,850,789	1,948,694	1,898,454	2,001,683	2.7%
Sanitary Sewer Utility Fund (EF)	10,344,735	11,651,087	12,316,180	11,631,608	(0.2%)
Parking Facilities Fund (EF)	1,874,332	1,844,082	1,843,678	1,778,770	(3.5%)
Solid Waste Utility Fund (EF)	15,115,584	11,512,152	11,418,956	12,033,167	4.5%
Storm Water Utility Fund (EF)	1,214,024	1,818,342	1,695,182	1,759,282	(3.2%)
Custodial & Building Maint. Fund (ISF)	759,088	916,077	824,722	1,145,416	25.0%
Fleet Operations Fund (ISF)	3,435,108	3,417,854	3,583,711	3,583,258	4.8%
WATER & ELECTRIC					
Railroad Utility Fund (EF)	749,254	1,301,771	1,306,718	940,333	(27.8%)
Water Utility Fund (EF)	15,652,076	14,932,421	14,946,646	12,266,364	(17.9%)
Electric Utility Fund (EF)	$ 68,628,836	$ 74,498,032	$ 73,978,583	$ 72,583,993	(2.6%)

Financial Summary - Expenditures By Department Funding Source (Continued)

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
CONTRIBUTIONS FD (TF)	$ 208,926	$ 174,676	$ 167,781	$ 167,331	(4.2%)
PUBLIC COMM. FUND (ISF)	685,512	849,465	800,379	896,558	5.5%
INFORMATION SERV. FD (ISF)	2,888,878	3,453,555	3,328,645	3,589,492	3.9%
CULTURAL AFFAIRS FD (SRF)	330,490	362,575	346,226	362,978	0.1%
CONV. & TOURISM FUND (SRF)	1,083,626	1,568,530	1,215,367	1,422,274	(9.3%)
EMPLOYEE BENEFIT FD (ISF)	8,084,374	7,843,072	7,629,971	8,053,865	2.7%
99 QTR CNT SALES TX FD (SRF)	3,657,323	3,696,600	3,696,600	4,661,628	26.1%
TRANSP. SALES TAX FD (SRF)	6,804,315	7,257,235	7,257,235	7,401,520	2.0%
PARKS SALES TAX FD (SRF)	3,418,250	3,104,699	3,104,699	3,185,766	2.6%
PUBLIC IMPROV. FD (SRF)	640,830	646,817	646,817	610,150	(5.7%)
SPECIAL ROAD DIST. TX FD (SRF)	1,361,600	106,500	106,500	1,045,808	882.0%
CAPITAL PROJECTS FUND (CIP)	5,744,104	5,460,650	6,078,752	12,329,075	125.8%
DEBT SERVICE FUNDS (DSF)	3,065,882	3,461,233	3,459,833	2,749,693	(20.6%)
TOTAL	$ **227,472,473**	$ **228,642,706**	$ **227,114,368**	$ **237,170,292**	**3.7%**
TOTAL BY FUNDING SOURCE & FUND TYPE:					
General Fund (GF)	$ 48,626,768	$ 52,258,985	$ 51,435,937	$ 55,324,383	5.9%
Special Revenue Funds (SRF)	18,433,888	17,075,120	16,695,603	19,024,485	11.4%
Debt Service Fund (DSF)	3,065,882	3,461,233	3,459,833	2,749,693	(20.6%)
Trust Funds (TF)	208,926	174,676	167,781	167,331	(4.2%)
Capital Projects Fund (CIP)	5,744,104	5,460,650	6,078,752	12,329,075	125.8%
TOTAL GOVERNMENTAL FUNDS	**76,079,568**	**78,430,664**	**77,837,906**	**89,594,967**	**14.2%**
TL ENTERPRISE FUNDS (EF)	131,459,415	129,752,037	129,249,475	126,172,082	(2.8%)
TL INTERNAL SERVICE FDS (ISF)	19,933,490	20,460,005	20,026,987	21,403,243	4.6%
TOTAL FOR ALL FUNDS	$ **227,472,473**	$ **228,642,706**	$ **227,114,368**	$ **237,170,292**	**3.7%**

Financial Summary - Expenditures By Department and Category

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
CITY GENERAL (NON-DEPARTMENTAL):					
Operating Expenses	$ 836,969	$ 1,110,193	$ 1,196,938	$ 1,323,925	19.3%
Non-Operating Expenses	2,869,500	2,884,603	2,884,603	3,142,578	8.9%
Debt Service	0	0	0	0	
Capital Additions	53,067	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**3,759,536**	**3,994,796**	**4,081,541**	**4,466,503**	**11.8%**
CITY COUNCIL:					
Operating Expenses	127,853	182,938	170,051	203,266	11.1%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	1,489	0	0	(100.0%)
Capital Projects	0	0	0	0	
Total Expenses	**127,853**	**184,427**	**170,051**	**203,266**	**10.2%**
CITY CLERK:					
Operating Expenses	179,507	195,835	188,767	199,770	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	**179,507**	**195,835**	**188,767**	**199,770**	**2.0%**
CITY MANAGER:					
Operating Expenses	669,716	738,145	700,324	749,384	1.5%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**669,716**	**738,145**	**700,324**	**749,384**	**1.5%**
FINANCE DEPARTMENT:					
General Fund Operations:					
Operating Expenses	2,472,127	2,697,984	2,643,219	2,731,178	1.2%
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	**2,472,127**	**2,697,984**	**2,643,219**	**2,731,178**	**1.2%**
Utility Customer Services Fund:					
Operating Expenses	1,118,597	1,329,200	1,236,877	1,272,056	(4.3%)
Non-Operating Expenses	2,183	5,950	4,000	28,434	377.9%
Debt Service	0	0	0	0	
Capital Additions	7,500	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**1,128,280**	**1,335,150**	**1,240,877**	**1,300,490**	**(2.6%)**
Self Insurance Reserve Fund:					
Operating Expenses	2,329,992	2,644,832	2,618,682	2,834,164	7.2%
Non-Operating Expenses	270,869	0	0	0	
Debt Service	351,389	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **2,952,250**	$ **2,644,832**	$ **2,618,682**	$ **2,834,164**	**7.2%**

Financial Summary - Expenditures By Department and Category (Continued)

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
HUMAN RESOURCES:	$	$	$	$	
Operating Expenses	589,588	686,618	666,772	678,645	(1.2%)
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	6,800	6,800	0	(100.0%)
Capital Projects	0	0	0	0	
Total Expenses	**589,588**	**693,418**	**673,572**	**678,645**	**(2.1%)**
LAW DEPARTMENT:					
Operating Expenses	681,444	747,758	741,112	764,414	2.2%
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	**681,444**	**747,758**	**741,112**	**764,414**	**2.2%**
MUNICIPAL COURT:					
Operating Expenses	512,193	561,845	546,950	562,656	0.1%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	5,670	0	0	35,000	
Capital Projects	0	0	0	0	
Total Expenses	**517,863**	**561,845**	**546,950**	**597,656**	**6.4%**
POLICE DEPARTMENT:					
Operating Expenses	12,407,872	13,152,654	13,113,845	13,673,276	4.0%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	638,324	460,395	422,241	616,919	34.0%
Capital Projects	0	0	0	0	
Total Expenses	**13,046,196**	**13,613,049**	**13,536,086**	**14,290,195**	**5.0%**
FIRE DEPARTMENT:					
Operating Expenses	9,147,189	9,854,877	9,593,922	10,107,487	2.6%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	60,005	123,887	123,887	36,000	(70.9%)
Capital Projects	0	0	0	0	
Total Expenses	**9,207,194**	**9,978,764**	**9,717,809**	**10,143,487**	**1.7%**
JOINT COMMUNICATIONS/EMERG. MGMT:					
Operating Expenses	1,834,633	2,102,281	1,992,405	2,165,829	3.0%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	26,300	42,212	42,212	22,000	(47.9%)
Capital Projects	0	0	0	0	
Total Expenses	**1,860,933**	**2,144,493**	**2,034,617**	**2,187,829**	**2.0%**
HEALTH DEPARTMENT:					
Operating Expenses	3,527,973	4,089,340	3,984,479	4,354,566	6.5%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	16,603	22,491	22,491	1,500	(93.3%)
Capital Projects	0	0	0	0	
Total Expenses	$ **3,544,576**	$ **4,111,831**	$ **4,006,970**	$ **4,356,066**	**5.9%**

Financial Summary - Expenditures By Department and Category (Continued)

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
PLANNING DEPARTMENT:					
General Fund Operations:					
Operating Expenses	$ 554,004	$ 637,818	$ 580,767	$ 629,138	(1.4%)
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	9,000	9,000	0	(100.0%)
Capital Projects	0	0	0	0	
Total Expenses	**554,004**	**646,818**	**589,767**	**629,138**	**(2.7%)**
CDBG Fund:					
Operating Expenses	901,412	298,414	288,906	314,167	5.3%
Non-Operating Expenses	236,042	18,750	18,750	20,194	7.7%
Debt Service	0	0	0	0	
Capital Additions	0	15,000	14,503	0	(100.0%)
Capital Projects	0	0	0	0	
Total Expenses	**1,137,454**	**332,164**	**322,159**	**334,361**	**0.7%**
ECONOMIC DEVELOPMENT:					
Operating Expenses	310,546	321,750	299,077	315,799	(1.8%)
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	**310,546**	**321,750**	**299,077**	**315,799**	**(1.8%)**
COMMUNITY SERVICES:					
Operating Expenses	1,125,160	1,151,082	1,149,277	1,167,049	1.4%
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	**1,125,160**	**1,151,082**	**1,149,277**	**1,167,049**	**1.4%**
PARKS & RECREATION DEPARTMENT:					
General Fund Operations:					
Operating Expenses	3,002,099	3,297,103	3,190,206	3,457,022	4.9%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	301,110	252,812	227,777	231,900	(8.3%)
Capital Projects	0	0	0	0	
Total Expenses	**3,303,209**	**3,549,915**	**3,417,983**	**3,688,922**	**3.9%**
Recreation Services Fund:					
Operating Expenses	4,012,459	5,732,542	5,470,387	5,831,944	1.7%
Non-Operating Expenses	242,004	503,441	515,397	514,441	2.2%
Debt Service	188,944	320,021	319,450	234,270	(26.8%)
Capital Additions	40,108	25,850	25,800	23,008	(11.0%)
Capital Projects	7,492,737	295,000	295,000	710,000	140.7%
Total Expenses	**11,976,252**	**6,876,854**	**6,626,034**	**7,313,663**	**6.4%**
PUBLIC WORKS DEPARTMENT:					
General Fund Operations:					
Operating Expenses	6,118,072	6,538,885	6,555,647	7,158,038	9.5%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	559,244	388,190	383,168	997,044	156.8%
Capital Projects	0	0	0	0	
Total Expenses	$ **6,677,316**	$ **6,927,075**	$ **6,938,815**	$ **8,155,082**	**17.7%**

Financial Summary - Expenditures By Department and Category (Continued)

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
Public Transportation Fund:					
Operating Expenses	$ 2,471,361	$ 2,855,562	$ 2,701,004	$ 3,169,219	11.0%
Non-Operating Expenses	465,175	425,000	430,000	435,000	2.4%
Debt Service	66	0	0	0	
Capital Additions	0	0	0	11,000	
Capital Projects	116,931	88,040	88,040	248,000	181.7%
Total Expenses	**3,053,533**	**3,368,602**	**3,219,044**	**3,863,219**	**14.7%**
Regional Airport Fund:					
Operating Expenses	1,152,644	1,308,866	1,228,872	1,334,805	2.0%
Non-Operating Expenses	434,322	430,000	485,000	484,000	12.6%
Debt Service	14,128	22,728	10,782	7,378	(67.5%)
Capital Additions	83,684	35,500	22,200	35,500	0.0%
Capital Projects	1,166,011	151,600	151,600	140,000	(7.7%)
Total Expenses	**2,850,789**	**1,948,694**	**1,898,454**	**2,001,683**	**2.7%**
Sanitary Sewer Utility Fund:					
Operating Expenses	5,098,788	6,109,080	5,978,897	5,961,861	(2.4%)
Non-Operating Expenses	2,460,618	2,454,000	2,478,500	2,488,500	1.4%
Debt Service	1,118,206	1,179,707	926,786	1,038,747	(11.9%)
Capital Additions	364,160	302,300	281,197	347,500	15.0%
Capital Projects	1,302,963	1,606,000	2,650,800	1,795,000	11.8%
Total Expenses	**10,344,735**	**11,651,087**	**12,316,180**	**11,631,608**	**(0.2%)**
Parking Facilities Fund:					
Operating Expenses	738,795	678,942	679,038	683,085	0.6%
Non-Operating Expenses	626,131	623,300	623,300	623,300	0.0%
Debt Service	479,883	458,462	458,462	439,885	(4.1%)
Capital Additions	0	11,000	10,500	0	(100.0%)
Capital Projects	29,523	72,378	72,378	32,500	(55.1%)
Total Expenses	**1,874,332**	**1,844,082**	**1,843,678**	**1,778,770**	**(3.5%)**
Solid Waste Utility Fund:					
Operating Expenses	8,572,860	9,023,424	8,957,820	9,494,081	5.2%
Non-Operating Expenses	1,404,419	1,419,600	1,258,460	1,258,500	(11.3%)
Debt Service	343,590	398,228	398,228	381,726	(4.1%)
Capital Additions	995,286	397,100	395,648	803,860	102.4%
Capital Projects	3,799,429	273,800	408,800	95,000	(65.3%)
Total Expenses	**15,115,584**	**11,512,152**	**11,418,956**	**12,033,167**	**4.5%**
Storm Water Utility Fund:					
Operating Expenses	734,425	811,941	678,782	916,052	12.8%
Non-Operating Expenses	249,981	250,000	260,000	260,000	4.0%
Debt Service	0	0	0	0	
Capital Additions	11,048	0	0	30,230	
Capital Projects	218,570	756,401	756,400	553,000	(26.9%)
Total Expenses	**1,214,024**	**1,818,342**	**1,695,182**	**1,759,282**	**(3.2%)**
Custodial & Bldg. Maintenance Fund:					
Operating Expenses	753,843	910,877	819,522	957,016	5.1%
Non-Operating Expenses	5,148	5,200	5,200	5,200	0.0%
Debt Service	97	0	0	0	
Capital Additions	0	0	0	183,200	
Capital Projects	0	0	0	0	
Total Expenses	$ **759,088**	$ **916,077**	$ **824,722**	$ **1,145,416**	**25.0%**

Financial Summary - Expenditures By Department and Category (Continued)

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
Fleet Operations Fund:					
Operating Expenses	$ 3,397,107	$ 3,382,729	$ 3,553,586	$ 3,504,258	3.6%
Non-Operating Expenses	24,570	22,000	23,500	23,000	4.5%
Debt Service	0	0	0	0	
Capital Additions	7,200	13,125	6,625	56,000	326.7%
Capital Projects	6,231	0	0	0	
Total Expenses	**3,435,108**	**3,417,854**	**3,583,711**	**3,583,258**	**4.8%**
WATER & ELECTRIC DEPARTMENT:					
Railroad Fund:					
Operating Expenses	336,053	424,918	429,865	504,216	18.7%
Non-Operating Expenses	186,793	191,625	191,625	197,374	3.0%
Debt Service	6,816	6,228	6,228	11,243	80.5%
Capital Additions	0	0	0	15,000	
Capital Projects	219,592	679,000	679,000	212,500	(68.7%)
Total Expenses	**749,254**	**1,301,771**	**1,306,718**	**940,333**	**(27.8%)**
Water Utility Fund:					
Operating Expenses	6,585,516	6,941,441	6,979,452	7,438,678	7.2%
Non-Operating Expenses	3,221,297	3,206,184	3,206,184	3,273,481	2.1%
Debt Service	1,257,478	1,284,134	1,284,134	1,322,658	3.0%
Capital Additions	194,049	332,500	300,714	181,000	(45.6%)
Capital Projects	4,393,736	3,168,162	3,176,162	50,547	(98.4%)
Total Expenses	**15,652,076**	**14,932,421**	**14,946,646**	**12,266,364**	**(17.9%)**
Electric Utility Fund:					
Operating Expenses	48,255,394	53,600,415	53,352,839	55,949,064	4.4%
Non-Operating Expenses	10,527,915	10,961,568	10,990,768	11,259,759	2.7%
Debt Service	1,681,898	1,959,874	1,959,874	2,018,670	3.0%
Capital Additions	2,477,484	1,963,375	1,967,302	1,546,500	(21.2%)
Capital Projects	5,686,145	6,012,800	5,707,800	1,810,000	(69.9%)
Total Expenses	**68,628,836**	**74,498,032**	**73,978,583**	**72,583,993**	**(2.6%)**
CULTURAL AFFAIRS FUND:					
Operating Expenses	330,490	362,575	346,226	362,978	0.1%
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	**330,490**	**362,575**	**346,226**	**362,978**	**0.1%**
CONVENTION & TOURISM FUND:					
Operating Expenses	1,017,790	1,346,107	1,194,269	1,419,429	5.4%
Non-Operating Expenses	58,841	222,423	21,098	2,845	(98.7%)
Debt Service	0	0	0	0	
Capital Additions	6,995	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**1,083,626**	**1,568,530**	**1,215,367**	**1,422,274**	**(9.3%)**
EMPLOYEE BENEFIT FUND:					
Operating Expenses	8,084,374	7,843,072	7,629,971	8,053,865	2.7%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**$ 8,084,374**	**$ 7,843,072**	**$ 7,629,971**	**$ 8,053,865**	**2.7%**

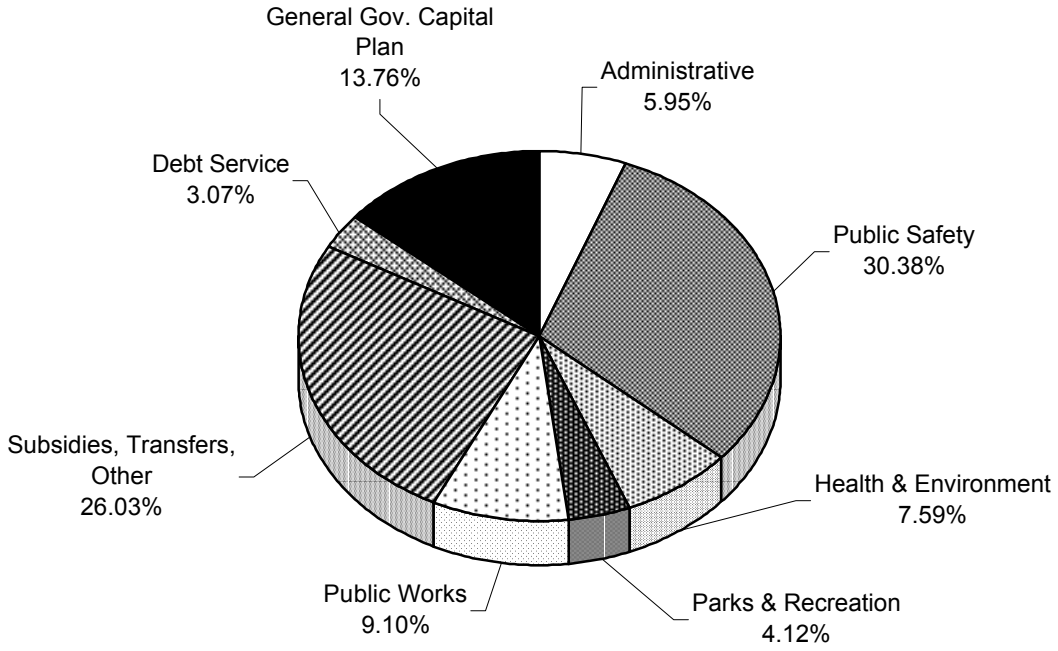
Financial Summary - Expenditures By Department and Category (Continued)

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
INFORMATION SERVICES FUND:					
Operating Expenses	$ 2,569,077	$ 2,849,077	$ 2,748,907	$ 3,036,724	6.6%
Non-Operating Expenses	180,980	207,000	180,000	180,000	(13.0%)
Debt Service	3,482	0	2,910	0	
Capital Additions	135,339	397,478	396,828	372,768	(6.2%)
Capital Projects	0	0	0	0	
Total Expenses	**2,888,878**	**3,453,555**	**3,328,645**	**3,589,492**	**3.9%**
PUBLIC COMMUNICATIONS FUND:					
Operating Expenses	648,123	781,465	732,379	771,558	(1.3%)
Non-Operating Expenses	36,015	60,000	60,000	80,000	33.3%
Debt Service	0	0	0	0	
Capital Additions	1,374	8,000	8,000	45,000	462.5%
Capital Projects	0	0	0	0	
Total Expenses	**685,512**	**849,465**	**800,379**	**896,558**	**5.5%**
CONTRIBUTIONS FUND:					
Operating Expenses	141,502	165,776	158,881	167,331	0.9%
Non-Operating Expenses	67,424	8,900	8,900	0	(100.0%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**208,926**	**174,676**	**167,781**	**167,331**	**(4.2%)**
99 QUARTER CENT SALES TAX FUND:					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	3,657,323	3,696,600	3,696,600	4,661,628	26.1%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**3,657,323**	**3,696,600**	**3,696,600**	**4,661,628**	**26.1%**
PARKS SALES TAX FUND:					
Operating Expenses	0	849	849	816	(3.9%)
Non-Operating Expenses	3,418,250	3,103,850	3,103,850	3,184,950	2.6%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**3,418,250**	**3,104,699**	**3,104,699**	**3,185,766**	**2.6%**
TRANSPORTATION SALES TAX FUND:					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	6,804,315	7,257,235	7,257,235	7,401,520	2.0%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**6,804,315**	**7,257,235**	**7,257,235**	**7,401,520**	**2.0%**
PUBLIC IMPROVEMENT FUND:					
Operating Expenses	50,883	34,707	34,707	35,575	2.5%
Non-Operating Expenses	589,947	612,110	612,110	574,575	(6.1%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **640,830**	$ **646,817**	$ **646,817**	$ **610,150**	**(5.7%)**

Financial Summary - Expenditures By Department and Category (Continued)

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
SPECIAL ROAD DISTRICT TAX FUND:					
Operating Expenses	$ 0	$ 0	$ 0	$ 0	
Non-Operating Expenses	1,361,600	106,500	106,500	1,045,808	882.0%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**1,361,600**	**106,500**	**106,500**	**1,045,808**	**882.0%**
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	5,744,104	5,460,650	6,078,752	12,329,075	125.8%
Total Expenses	**5,744,104**	**5,460,650**	**6,078,752**	**12,329,075**	**125.8%**
DEBT SERVICE FUND:					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	0	0	0	0	
Debt Service	3,065,882	3,461,233	3,459,833	2,749,693	(20.6%)
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**3,065,882**	**3,461,233**	**3,459,833**	**2,749,693**	**(20.6%)**
TOTAL FOR ALL FUNDS:					
OPERATING EXPENSES	**143,398,430**	**157,503,917**	**155,134,476**	**164,254,384**	**4.3%**
NON-OPERATING EXPENSES	**39,401,662**	**38,675,839**	**38,421,580**	**41,145,087**	**6.4%**
DEBT SERVICE	**8,511,859**	**9,090,615**	**8,826,687**	**8,204,270**	**(9.8%)**
CAPITAL ADDITIONS	**5,984,550**	**4,808,504**	**4,666,893**	**5,590,929**	**16.3%**
CAPITAL PROJECTS	**30,175,972**	**18,563,831**	**20,064,732**	**17,975,622**	**(3.2%)**
TOTAL EXPENSES	$ **227,472,473**	$ **228,642,706**	$ **227,114,368**	$ **237,170,292**	**3.7%**

General Government Expenditures By Function
FY 2004



General Government Expenditures By Function

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
Administrative	$ 4,720,235	$ 5,257,567	$ 5,117,045	$ 5,326,657	1.3%
Public Safety	24,632,186	26,298,151	25,835,462	27,219,167	3.5%
Health & Environment	6,671,740	6,563,645	6,367,250	6,802,413	3.6%
Parks & Recreation	3,303,209	3,549,915	3,417,983	3,688,922	3.9%
Public Works	6,677,316	6,927,075	6,938,815	8,155,082	17.7%
Subsidies/Transfers & Other	21,264,896	20,912,428	20,622,766	23,323,958	11.5%
Debt Service	3,065,882	3,461,233	3,459,833	2,749,693	(20.6%)
General Gov. Capital Plan	5,744,104	5,460,650	6,078,752	12,329,075	125.8%
Total Appropriations	**$ 76,079,568**	**$ 78,430,664**	**$ 77,837,906**	**$ 89,594,967**	**14.2%**

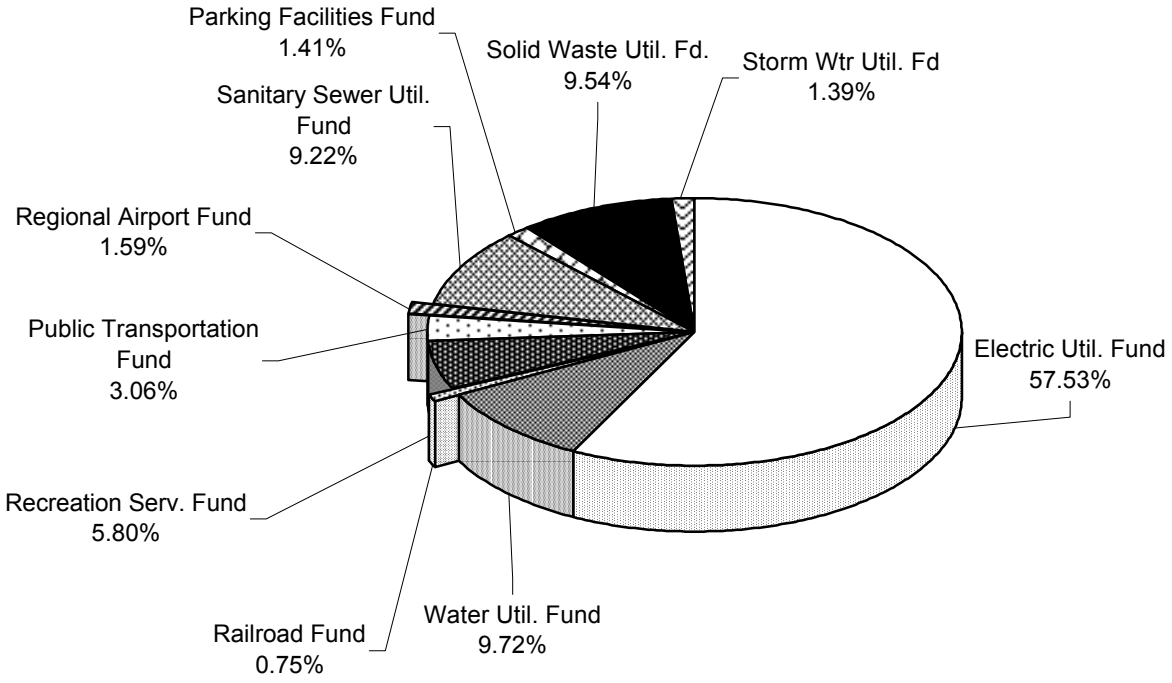
- **Public Works**: substantial funds have been added for street maintenance in response to the concerns expressed in the citizen's survey.

- **Subsidies/Transfers & Other: include: City General, Cultural Affairs Fund, Convention & Tourism Fund,** Transportation Sales Tax Fund, 99 Quarter Cent Sales Tax Fund, Parks Sales Tax Fund, Public Improvement Fund, Special Road District Tax Fund, and Contributions Fund, 99 1/4 Cent Sales Tax Fund, Transportation Sales Tax Fund, and the Special Road District Tax Fund. The FY 2004 transfers include a significant increase in transfers into the Capital Projects Fund for projects being funded for FY 2004.

- **Debt Service**: has decreased to the retirement of the General Obligation Bonds.

- **General Government Capital Plan**: substantial increase in streets projects.

Enterprise Fund Expenses By Fund
FY 2004



Enterprise Fund Expenses By Fund

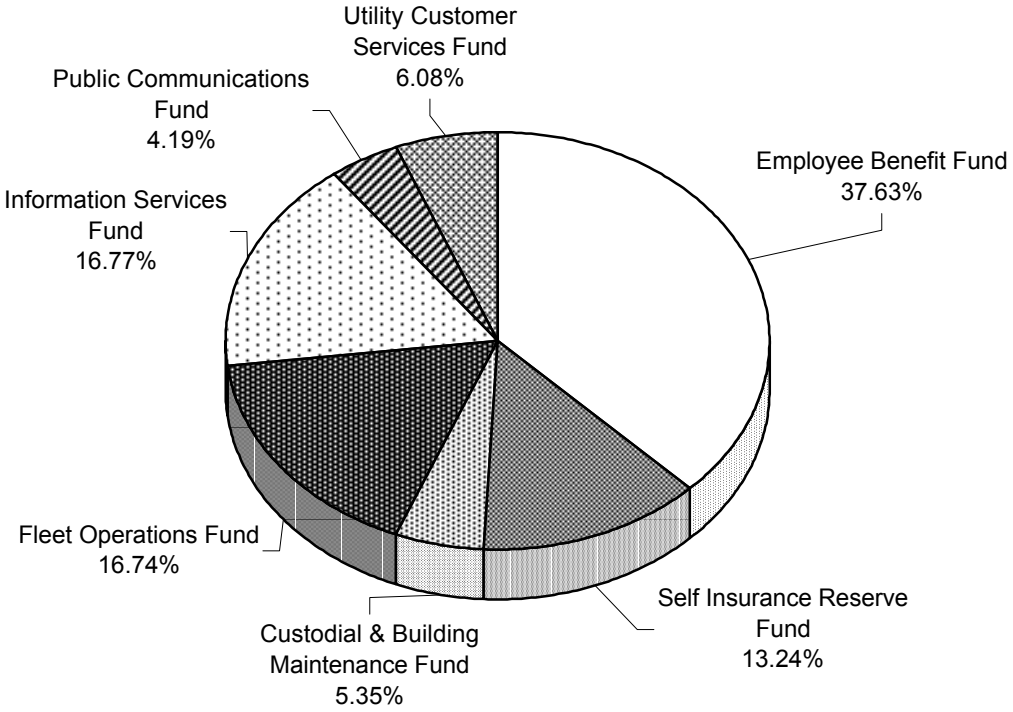
	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
Electric Utility Fund	$ 68,628,836	$ 74,498,032	$ 73,978,583	$ 72,583,993	(2.6%)
Water Utility Fund	15,652,076	14,932,421	14,946,646	12,266,364	(17.9%)
Railroad Fund	749,254	1,301,771	1,306,718	940,333	(27.8%)
Recreation Services Fund	11,976,252	6,876,854	6,626,034	7,313,663	6.4%
Public Transportation Fund	3,053,533	3,368,602	3,219,044	3,863,219	14.7%
Regional Airport Fund	2,850,789	1,948,694	1,898,454	2,001,683	2.7%
Sanitary Sewer Utility Fund	10,344,735	11,651,087	12,316,180	11,631,608	(0.2%)
Parking Facilities Fund	1,874,332	1,844,082	1,843,678	1,778,770	(3.5%)
Solid Waste Utility Fund	15,115,584	11,512,152	11,418,956	12,033,167	4.5%
Storm Water Utility Fund	1,214,024	1,818,342	1,695,182	1,759,282	(3.2%)
Total	$ **131,459,415**	$ **129,752,037**	$ **129,249,475**	$ **126,172,082**	**(2.8%)**

- **Electric Utility Fund**, **Water Utility Fund**, **Railroad Fund**, **Parking Fund**, **and Storm Water Fund**: decreases are due to a lower level of new funding for capital project for FY 2004 as was appropriated in FY 2003.

- **Recreation Services Fund**: increase due to budgeting for a full year of operation at the Activities and Recreation Center (ARC) as well as increases in capital projects including the irrigation of LA Nickell Golf Course.

- **Solid Waste Utility Fund**: increase due to expanding recycling opportunities through contracts to process recyclables collected by others.

Internal Service Fund Expenses By Fund
FY 2004



Internal Service Fund Expenses By Fund

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
Employee Benefit Fund	$ 8,084,374	$ 7,843,072	$ 7,629,971	$ 8,053,865	2.7%
Self Insurance Reserve Fd	2,952,250	2,644,832	2,618,682	2,834,164	7.2%
Custodial & Bldg Maint. Fd	759,088	916,077	824,722	1,145,416	25.0%
Fleet Operations Fund	3,435,108	3,417,854	3,583,711	3,583,258	4.8%
Information Services Fund	2,888,878	3,453,555	3,328,645	3,589,492	3.9%
Public Communications Fd	685,512	849,465	800,379	896,558	5.5%
Utility Customer Serv. Fd	1,128,280	1,335,150	1,240,877	1,300,490	(2.6%)
Total	**$ 19,933,490**	**$ 20,460,005**	**$ 20,026,987**	**$ 21,403,243**	**4.6%**

Self Insurance Reserve Fd: increase due to a 5% increase in insurance premium costs.

Custodial & Bldg Maint Fd: includes $183,200 for deferred maintenance to the City's downtown office buildings.

Fleet Operations Fund: the increase reflects a decision to switch from our current diesel mix to B-20 Biodiesel in an effort to improve air quality, reduce reliance on foreign oil, and lower the wear and tear on parts.

Public Communications Fund: the increase includes funds budgeted to purchase a small to medium-sized folding and stuffing machine to handle the department needs that have not been outsourced.

Utility Customer Services Fund: the decrease reflects the decision to outsource the printing, stuffing, and mailing of utility bills.

(THIS PAGE INTENTIONALLY LEFT BLANK)

Overall Revenue Summaries

City of Columbia

Columbia, Missouri

OVERALL REVENUES:

- **Property Taxes**: The growth in Property Taxes is show to be 4.73% over Estimated FY 2003. The growth of assessed valuation of real property is projected to be 5%, which is the same as in 2003. The General Fund rate will remain at $0.41 per $100 assessed value as it has since 2002. There is no G.O. Bond levy.

- **Sales Taxes**: The growth in Sales Taxes is projected at approximately 2.25%. The projected rate of increase continues to be lower than in previous years. While the actual growth rate of Sales Taxes for FY 2003 varies from 2.4% to 3% level, recent receipts have indicated continued economic uncertainty which requires modest growth estimates for future revenues.

- **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 3.36% over Estimated FY 2003 based upon recent growth trends, and then taking into consideration the 4.5% rate increase proposed in the Water Utility.

- **General and Administrative Fees**: (G&A) The City charges proportionately for all services performed by General Fund departments for enterprise, internal services, and other City funds. The charges are computed on the basis of an estimated allocation of time the various City departments contribute for servicing these funds. Beginning in FY 2001, we 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 2.24% increase over Estimated FY 2003.

- **Grants**: The increase of 49.7% includes a significant Missouri Department of Transportation grant that has been obtained for a major street project in the Capital Projects Fund.

- **Capital Contributions**: The decrease of 45.8% reflects the lower amount of new capital grant funds in Water, Electric, Sewer, Airport, and Public Transportation.

- **Interest**: Interest earnings are shown on a GAAP basis which requires an adjustment for unrealized gains and losses. Without this adjustment, interest earning for FY 2002 would have been $15,008,772. There is no way to acurately predict the amount of this adjustment for FY 2003 and FY 2004; therefore, no adjustment is reflected in those years.

- **Transfers**: These include both subsidies and transfers between funds. FY 2004 reflects a 12.5% increase. This is primarily due to a larger number of transfers going into the Capital Projects Fund to fund an significantly larger amount in general government capital projects.

- **Other Local Revenues**: include Licenses and Permits, Fines, Governmental Fees and Charges, and Miscellaneous Revenues such as Auction Revenues the City receives when it sells its' old vehicles and equipment and purchases new items. For FY 2004, Other Local Revenues are showing an increase of 15.7% increase. This increase is primarily in miscellaneous revenues in the Capital Projects Fund such as Developer Contributions for streets projects and an increase in the Auction Revenues anticipated with the additional one-time replacement of fleet vehicles in the General Fund.

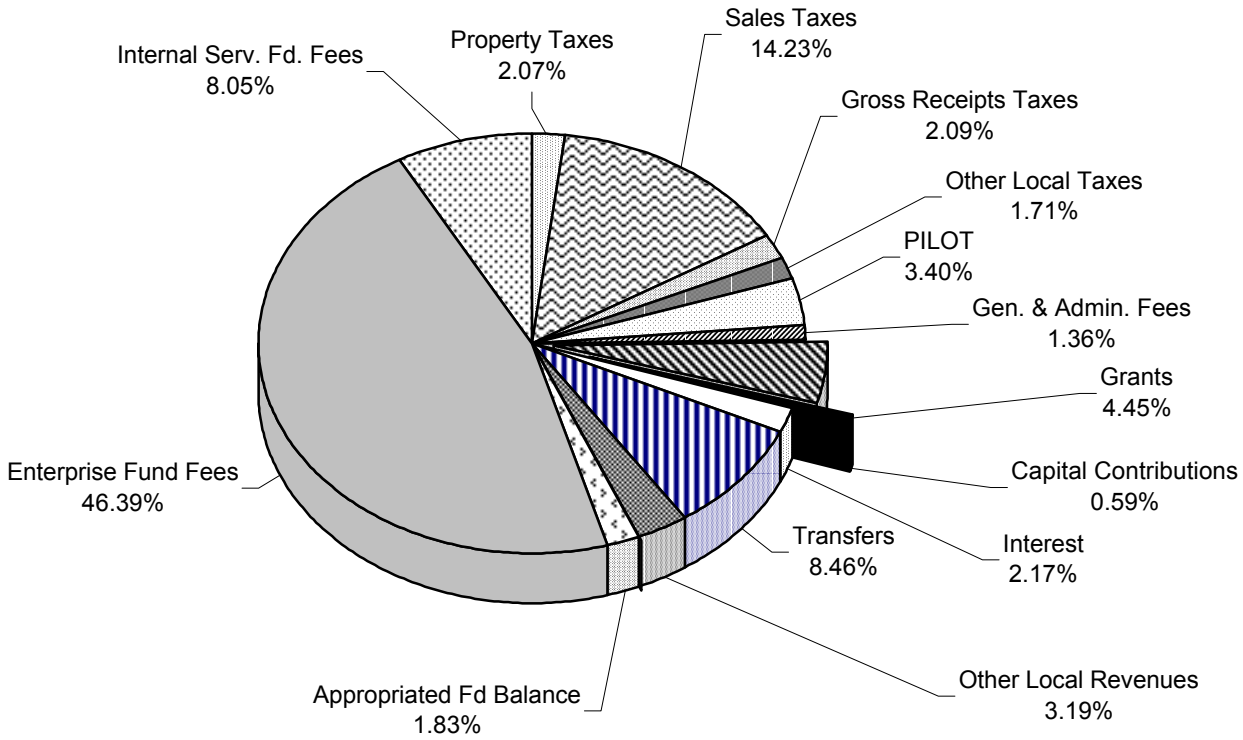
- **Lease/Bond Proceeds**: This account reflected an amount in the Capital Projects Fund that is not needed for FY 2004.

- **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 2004.

- **Enterprise Fund Fees**: These are fees charged to users for utility and other types of services. The 3.5% increase for FY 2004 reflects a growing number of customers as well as utility rate increases in Water, Solid Waste, and Sewer.

- **Internal Service Fund Fees**: These are fees charged for providing services to other city departments. The 1.3% decrease reflects a decision to recover a lower amount from city departments in an effort to reduce the ending fund balance in several of these funds to a level allowed by our internal service fund policy.

Overall Revenue Summary
FY 2004



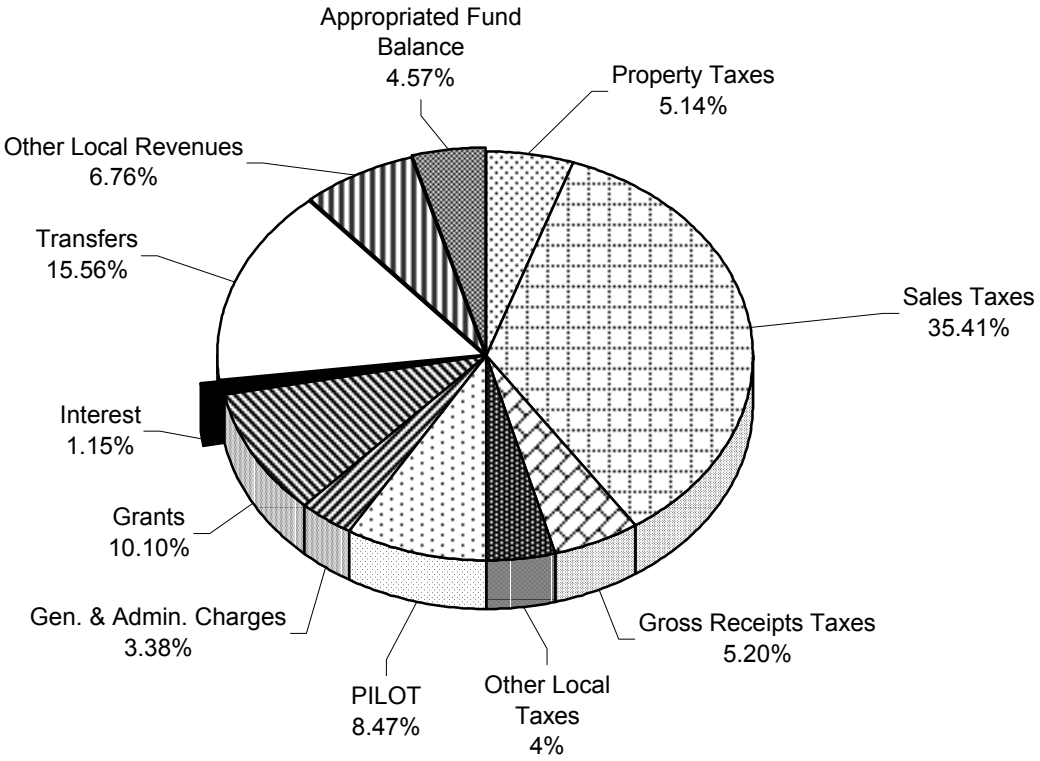
All Funds Revenue By Category

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Estimated FY 2003
Property Taxes	$ 4,279,309	$ 4,447,335	$ 4,438,898	$ 4,648,847	4.7%
Sales Taxes	30,725,843	30,954,900	31,321,500	32,021,610	2.2%
Gross Receipts Taxes	4,484,547	4,218,600	4,693,350	4,705,515	0.3%
Other Local Taxes	3,940,930	3,670,000	3,844,000	3,859,750	0.4%
PILOT	7,180,013	7,190,000	7,413,000	7,661,790	3.4%
Gen. & Admin. Charges	2,862,384	2,985,738	2,985,738	3,052,749	2.2%
Grants	7,072,715	6,152,536	6,690,232	10,016,647	49.7%
Capital Contributions	6,390,938	1,914,000	2,470,597	1,338,400	(45.8%)
Interest	12,595,518	5,177,600	4,913,879	4,882,500	(0.6%)
Transfers	19,957,024	16,890,325	16,925,642	19,037,706	12.5%
Other Local Revenues	8,061,866	5,791,404	6,212,423	7,189,845	15.7%
Lease/Bond Proceeds	0	155,000	155,000	0	(100.0%)
Appropriated Fund Balance	2,163,003	2,806,129	2,806,129	4,128,866	47.1%
Enterprise Fund Fees	96,030,049	101,098,832	100,869,394	104,418,090	3.5%
Internal Service Fund Fees	17,135,458	17,551,891	18,355,394	18,117,530	(1.3%)
Total	**$ 222,879,597**	**$ 211,004,290**	**$ 214,095,176**	**$ 225,079,845**	**5.1%**

Financial Summary - FY 2004 Revenue Summary By Category and Funding Source

	General Government	Enterprise	Internal Service	FY 2004 Total
TAXES:				
Property Taxes	$ 4,648,847	$ 0	$ 0	$ 4,648,847
Sales Tax	32,021,610	0	0	32,021,610
Gross Receipts Taxes	4,705,515	0	0	4,705,515
Other Local Taxes	3,859,750	0	0	3,859,750
TOTAL TAXES	**45,235,722**	**0**	**0**	**45,235,722**
INTRAGOVERNMENTAL REVENUES:				
PILOT	7,661,790	0	0	7,661,790
Gen. & Admin. Fees	3,052,749	0	0	3,052,749
TOTAL INTRAGOVERNMENTAL REV.	**10,714,539**	**0**	**0**	**10,714,539**
INTERGOVERNMENTAL REVENUES (Grant Revenue)	**9,133,029**	**883,618**	**0**	**10,016,647**
CAPITAL CONTRIBUTIONS	**0**	**1,338,400**	**0**	**1,338,400**
INVESTMENT REVENUE	**1,037,500**	**3,080,000**	**765,000**	**4,882,500**
OPERATING TRANSFERS	**14,075,981**	**4,961,725**	**0**	**19,037,706**
OTHER LOCAL REVENUE:	**6,116,894**	**844,251**	**228,700**	**7,189,845**
LEASE/BOND PROCEEDS	**0**	**0**	**0**	**0**
APPROPRIATED FUND BALANCE	**4,128,866**	**0**	**0**	**4,128,866**
ENTERPRISE FUND FEES:				
Railroad Utility Fees	0	670,775	0	670,775
Water Utility Fees	0	10,864,000	0	10,864,000
Electric Utility Fees	0	67,530,000	0	67,530,000
Recreation Fees	0	3,914,709	0	3,914,709
Public Transportation Fees	0	692,000	0	692,000
Airport Utility Fees	0	583,062	0	583,062
Sanitary Sewer Fees	0	7,277,203	0	7,277,203
Parking Fees	0	1,675,767	0	1,675,767
Solid Waste Utility Fees	0	10,120,574	0	10,120,574
Storm Water Utility Fees	0	1,090,000	0	1,090,000
TOTAL ENTERPRISE FUND FEES	**0**	**104,418,090**	**0**	**104,418,090**
INTERNAL SERVICE FEES:				
Locator Fees	0	126,830	0	126,830
Health Insurance Fees	0	0	7,119,506	7,119,506
Self Insurance Fees	0	0	1,759,500	1,759,500
Custodial & Bldg Maintenance Fees	0	0	676,944	676,944
Fleet Maintenance Fees	0	0	3,709,700	3,709,700
Information Services Fees	0	0	2,943,755	2,943,755
Print Shop & Mailroom Fees	0	0	767,187	767,187
Utility Customer Services Billing Fees	0	0	1,014,108	1,014,108
TOTAL INTERNAL SERVICE FUND FEES	**0**	**126,830**	**17,990,700**	**18,117,530**
TOTAL REVENUES AND OTHER SOURCES	**$ 90,442,531**	**$ 115,652,914**	**$ 18,984,400**	**$ 225,079,845**

General Government Revenues
FY 2004



General Government Revenues

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Estimated FY 2003
Property Taxes	$ 4,279,309	$ 4,447,335	$ 4,438,898	$ 4,648,847	4.7%
Sales Taxes	30,725,843	30,954,900	31,321,500	32,021,610	2.2%
Gross Receipts Taxes	4,484,547	4,218,600	4,693,350	4,705,515	0.3%
Other Local Taxes	3,940,930	3,670,000	3,844,000	3,859,750	0.4%
PILOT	7,180,013	7,190,000	7,413,000	7,661,790	3.4%
Gen. & Admin. Charges	2,862,384	2,985,738	2,985,738	3,052,749	2.2%
Grants	5,751,959	5,284,239	5,325,228	9,133,029	71.5%
Interest	3,173,383	945,600	1,097,600	1,037,500	(5.5%)
Transfers	13,074,343	12,092,320	12,092,320	14,075,981	16.4%
Other Local Revenues	4,899,721	4,737,479	5,119,077	6,116,894	19.5%
Lease/Bond Proceeds	0	155,000	155,000	0	(100.0%)
Appropriated Fund Balance	2,163,003	2,806,129	2,806,129	4,128,866	47.1%
Total	$ **82,535,435**	$ **79,487,340**	$ **81,291,840**	$ **90,442,531**	**11.3%**

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, Miscellaneous Revenues, 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 2003 to FY 2004.

- **Property Taxes**: The growth in Property Taxes is show to be 4.73% over Estimated FY 2003. The growth of assessed valuation of real property is projected to be 5%, which is the same as in 2003. The General Fund rate will remain at $0.41 per $100 assessed value as it has since 2002. There is no G.O. Bond levy.

- **Sales Taxes**: A 1% general sales tax is levied on all persons selling tangible personal property or rendering taxable services on a retail basis within the City limits. The City's General Fund receives 95.9% of the 1% gross receipts received from the State, and the General Fund percentage has remained the same since FY 2001. The other 4.1% of the 1% received goes to the Public Improvement Fund. The FY 2004 General Fund Sales Tax is shown to increase 2.25% over Estimated FY 2003. The actual growth rate from FY 2001 to FY 2002 was 3.48%. 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**: These include the gasoline tax, cigarette tax, and motor vehicle taxes.
  - Gasoline Tax provides for the construction and maintenance of highways. The rate is 17 cents per gallon. The FY 2004 amount is projected to remain the same as the Estimated FY 2003 amount of $2,250,000. This estimate is in line with the Actual FY 2002 amount of $2,257,462.
  - Cigarette Tax of 10 cents per package is collected on each package by the wholesaler. The FY 2004 amount is projected at a 1% growth over Estimated FY 2003. However, this is still lower than the Actual FY 2002 amount. Since FY 2001, we have observed a decline in the amount of cigarette tax revenues received; therefore, our projections for next year remain conservative.
  - Motor Vehicle Tax includes 1 1/2 cents per $1.00 vehicle cost and $12.50 of the license plate fee. The FY 2004 amount projects a 1% growth over Estimated FY 2003 which is based on current trends. This amount is lower than the FY 2002 actual amount but more in line with the FY 2001 amount. FY 2002 was an unusual year when a lot of low financing options resulted in a greater number of vehicle purchased that year.

- **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 3.36% over Estimated FY 2003 based upon recent growth trends, and then taking into consideration the 4.5% rate increase proposed in the Water Utility.

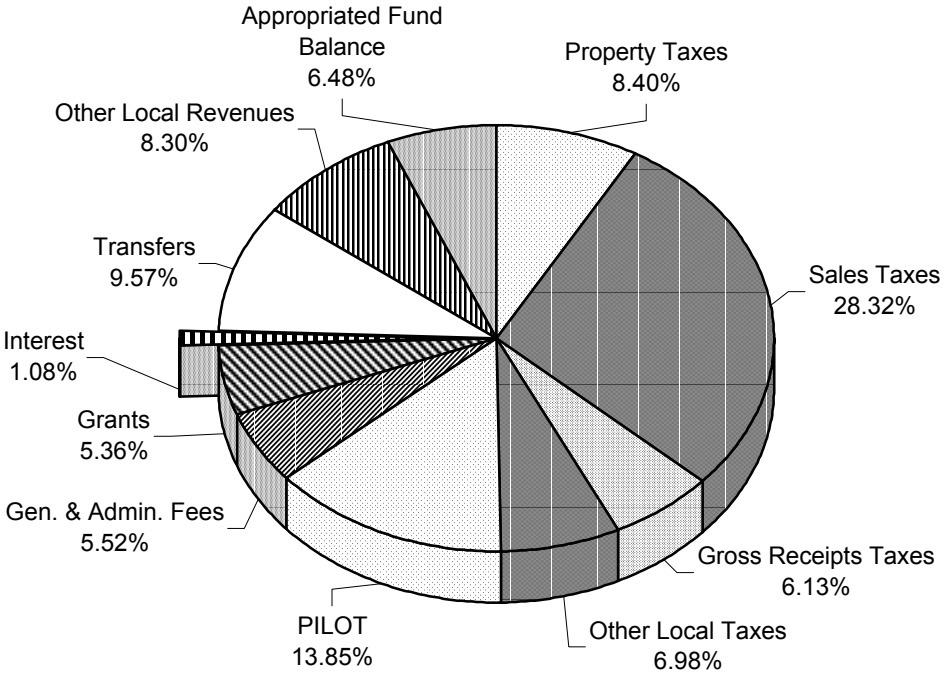
- **General and Administrative Fees**: (G&A) The City charges proportionately for all services performed by General Fund departments for enterprise, internal services, and other City funds. The charges are computed on the basis of an estimated allocation of time the various City departments contribute for servicing these funds. Beginning in FY 2001, we 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 2.24% increase over Estimated FY 2003.

- **Grants:** Grants are shown to decrease by 8.09% from Estimated FY 2003 due to several significant Police grants ending during FY 2003 and anticipated cuts in Health Department grant revenue from the State. The City will now fund the School Resource Officer positions from its' general revenues.

- **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 2002 would have been $938,925. There is no way to accurately predict the amount of this adjustment for FY 2003 and FY 2004; 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 2004.

General Fund Revenues
FY 2004



General Fund Revenues

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Estimated FY 2003
Property Taxes	$ 4,263,326	$ 4,447,335	$ 4,438,898	$ 4,648,847	4.7%
Sales Taxes	14,946,467	15,256,500	15,325,000	15,670,000	2.3%
Gross Receipts Taxes	3,169,609	2,918,600	3,363,600	3,389,515	0.8%
Other Local Taxes	3,940,930	3,670,000	3,844,000	3,859,750	0.4%
PILOT	7,180,013	7,190,000	7,413,000	7,661,790	3.4%
Gen. & Admin. Fees	2,862,384	2,985,738	2,985,738	3,052,749	2.2%
Grants	2,710,326	3,180,989	3,226,228	2,965,329	(8.1%)
Interest	846,240	600,000	600,000	600,000	0.0%
Transfers	5,037,599	5,185,670	5,185,670	5,297,110	2.1%
Other Local Revenues	4,473,720	4,233,439	4,471,121	4,591,599	2.7%
Appropriated Fund Balance	2,163,003	2,595,029	2,595,029	3,587,694	38.3%
Total	$ **51,593,617**	$ **52,263,300**	$ **53,448,284**	$ **55,324,383**	**3.5%**

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Estimated FY 2003
TAXES:					
PROPERTY TAXES:					
Real Estate	$ 3,278,755	$ 3,442,700	$ 3,487,343	$ 3,661,710	5.0%
Personal Property	848,396	875,175	820,000	849,750	3.6%
Other	136,175	129,460	131,555	137,387	4.4%
Total Property Taxes	**4,263,326**	**4,447,335**	**4,438,898**	**4,648,847**	**4.7%**
SALES TAX	**14,946,467**	**15,256,500**	**15,325,000**	**15,670,000**	**2.3%**
GROSS RECEIPTS TAX:					
Telephone	974,014	775,000	975,000	950,000	(2.6%)
Natural Gas	1,786,770	1,730,000	1,975,000	1,975,000	0.0%
Electric	365,665	370,000	370,000	373,700	1.0%
CATV	43,160	43,600	43,600	90,815	108.3%
Total Gross Receipts Tax	**3,169,609**	**2,918,600**	**3,363,600**	**3,389,515**	**0.8%**
OTHER LOCAL TAXES:					
Cigarette Tax	633,852	610,000	619,000	625,000	1.0%
Gasoline Tax	2,257,462	2,160,000	2,250,000	2,250,000	0.0%
Motor Vehicle Tax	1,049,616	900,000	975,000	984,750	1.0%
Total Other Local Taxes	**3,940,930**	**3,670,000**	**3,844,000**	**3,859,750**	**0.4%**
TOTAL TAXES	**26,320,332**	**26,292,435**	**26,971,498**	**27,568,112**	**2.2%**
INTRAGOVERNMENTAL REVENUES:					
PILOT:					
PILOT - Electric	5,456,813	5,525,000	5,653,000	5,822,590	3.0%
PILOT - Water	1,723,200	1,665,000	1,760,000	1,839,200	4.5%
Total PILOT	**7,180,013**	**7,190,000**	**7,413,000**	**7,661,790**	**3.4%**
Gen. & Admin. Revenue	2,862,384	2,985,738	2,985,738	3,052,749	2.2%
TOTAL INTRAGOV. REV.	**10,042,397**	**10,175,738**	**10,398,738**	**10,714,539**	**3.0%**
INTERGOVERNMENTAL REVENUES:					
Federal / State Revenues	1,414,791	1,702,328	1,673,275	1,350,532	(19.3%)
County Revenues	1,295,535	1,478,661	1,552,953	1,614,797	4.0%
TOTAL INTERGOV. REV.	**2,710,326**	**3,180,989**	**3,226,228**	**2,965,329**	**(8.1%)**
INTEREST & INVESTMENT REVENUE:					
Investment Earnings & Interest	846,240	600,000	600,000	600,000	0.0%
Other Investment Income	0	0	0	0	
TOTAL INV. INCOME	**846,240**	**600,000**	**600,000**	**600,000**	**0.0%**
OPERATING TRANSFERS:					
Parks Sales Tax	200,000	240,000	240,000	246,000	2.5%
Transportation Sales Tax	4,432,315	4,554,200	4,554,200	4,668,055	2.5%
Public Improvement Fund	230,000	230,000	230,000	230,000	0.0%
Special Road District Tax	103,200	106,500	106,500	109,908	3.2%
Special Business District	7,500	7,500	7,500	7,500	0.0%
Capital Projects Fund	37,728	0	0	0	
Contributions Fund	17,424	28,720	28,720	0	(100.0%)
CDBG Fund	0	18,750	18,750	19,350	3.2%
Electric Fund	9,432	0	0	0	
Utility Customer Services Fund	0	0	0	16,297	
TOTAL OPER. TRANSF.	**$ 5,037,599**	**$ 5,185,670**	**$ 5,185,670**	**$ 5,297,110**	**2.1%**

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Estimated FY 2003
OTHER LOCAL REVENUE:					
LICENSES & PERMITS:					
Business License	$ 501,639	$ 516,030	$ 510,000	$ 512,000	0.4%
Liquor License	108,094	108,150	110,000	111,000	0.9%
Animal License	23,760	27,297	27,000	28,000	3.7%
TOTAL LIC. & PERMITS	**633,493**	**651,477**	**647,000**	**651,000**	**0.6%**
FINES:					
Corporation Court Fines	864,215	856,500	1,021,000	1,024,000	0.3%
Uniform Ticket Fines	192,399	195,700	175,000	175,000	0.0%
Meter Fines	409,478	400,000	340,000	340,000	0.0%
Alarm Violations	23,100	20,200	20,400	20,200	(1.0%)
TOTAL FINES	**1,489,192**	**1,472,400**	**1,556,400**	**1,559,200**	**0.2%**
FEES:					
Construction Fees	759,495	721,370	877,838	748,173	(14.8%)
Street Maintenance Fees	291,165	250,000	260,000	380,000	46.2%
Animal Control Fees	17,072	17,000	13,320	13,320	0.0%
Health Fees	292,786	288,000	287,134	283,500	(1.3%)
Other Fees	282,039	314,005	319,917	314,100	(1.8%)
TOTAL FEES	**1,642,557**	**1,590,375**	**1,758,209**	**1,739,093**	**(1.1%)**
MISC. REVENUES *	**708,478**	**519,187**	**509,512**	**642,306**	26.1%
TOTAL OTR LOCAL REV.	**4,473,720**	**4,233,439**	**4,471,121**	**4,591,599**	**2.7%**
APPROP. FD BAL.	**2,163,003**	**2,595,029**	**2,595,029**	**3,587,694**	**38.3%**
TL REV. & OTR SOURCES	$ **51,593,617**	$ **52,263,300**	$ **53,448,284**	$ **55,324,383**	**3.5%**
* Includes funds received from REDI Corporation previously shown as Oper. Transfer	54,591	57,093	57,000	57,000	0.0%

ENTERPRISE FUND REVENUES:

The City of Columbia has ten enterprise funds that generate a total of $115,652,914 in revenues and $117,531,937 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 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 2003 to FY 2004.

- **Electric Fund**: The sale of electricity is a major revenue source for this fund. There are approximately 37,500 customers that receive electricity from the city's power plant. The growth rate in new customers is 2.6% per year. The major sources of electric revenue are as follows: Residential Sales (36%), Commercial and Industrial Sales (54%), and Sales to Public Authorities (10%). There is no rate change proposed for FY 2004. A rate increase will be needed in FY 2005 to cover the significant increase in costs for purchased power.

- **Water Fund**: The sale of water is the major revenue source for this fund. There are approximately 36,000 customers that receive water from the City. The growth rate in new customers is 3.2% per year. A 4.5% rate increase is proposed to address the operation expenses that were not covered by previous rate increases.

- **Railroad Fund:** Rail traffic is expected to grow significantly as the new rail terminal, currently under construction, is placed into service. Another increase in revenues includes the use of CDBG funds for a corridor project.

- **Recreation Services Fund**: This fund provides various recreational services for which participants are charged fees. These fees are expected to recover a portion of the cost of providing the activity. The remaining revenue comes in the form of subsidies and transfers from the General Fund and the Parks Sales Tax Fund. There are no significant fee increases proposed for FY 2004. Revenues for the Activities and Recreation Center (ARC) reflect a full year of operation for FY 2004.

- **Public Transportation Fund**: Revenues have been increased due to the City being awarded the contract for the University to provide all of its' bus service needs including daytime shuttle services, handicapped accessible services similar to what the City provides for Paratransit service, and extended evening services on fixed routes. However, the total fund revenues show a decrease of 11.1% This is due to a large FTA capital grant that was obtained for capital improvement projects in FY 2003. FTA grants are substantially lower for FY 2004 and the amount of capital improvement projects are lower as well.

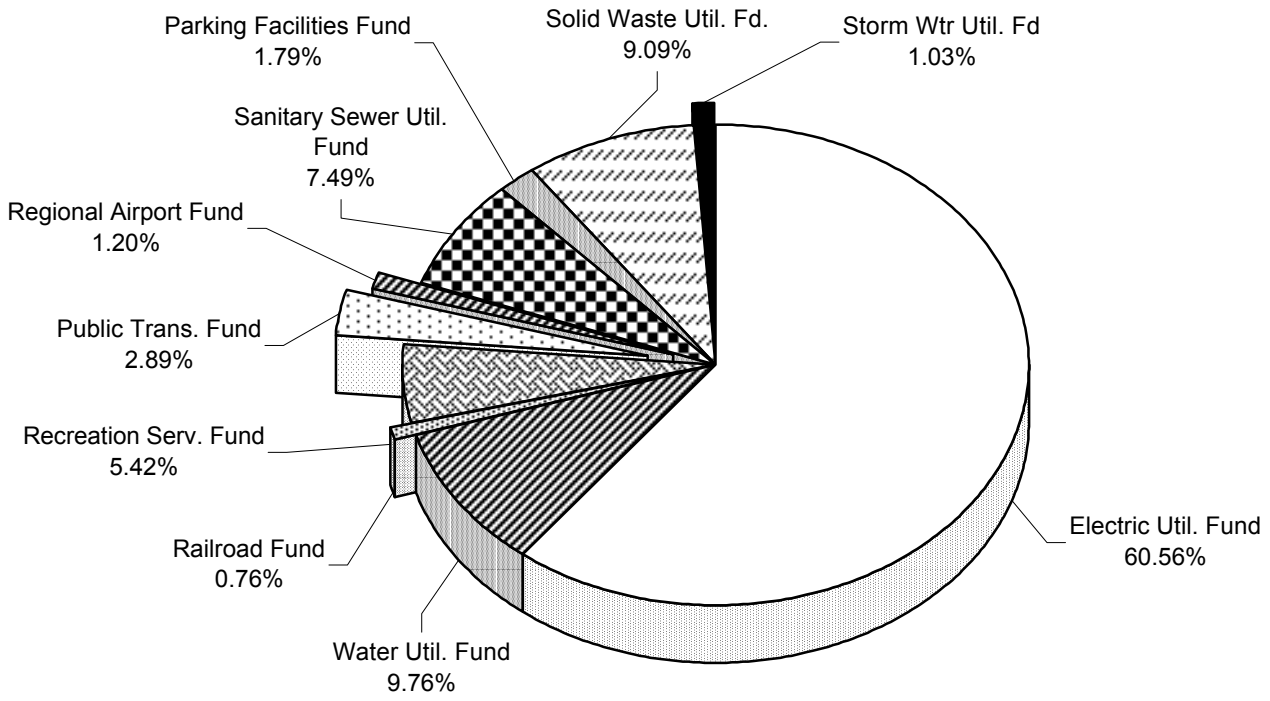
- **Sanitary Sewer Fund**: Sewer charges are the major revenue source for this fund. There are approximately 35,000 sewer utility customers. A 4.5% rate increase is proposed for FY 2004.

- **Parking Fund**: 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 2004.

- **Solid Waste Utility Fund**: There are over 35,000 Solid Waste utility accounts served by the City. The average residential rate per month is $10,75. 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 $0.42 rate increase, which was planned for FY 2003, will be implemented in FY 2004.

- **Storm Water Fund**: Storm water fees paid by utility customers as well as development charges are the major revenue sources for this fund. FY 2004 revenues reflect a 8.5% decrease in total revenues from Estimated FY 2003. Most of this decrease is in the revenue from development charges. In FY 2003, several large developments, including Famous Barr and Stoney Creek Inn occurred. We are not anticipating developments of this size to occur in FY 2004.

Enterprise Fund Revenues By Fund
FY 2004



Enterprise Fund Revenues By Fund

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Estimated FY 2003
Electric Utility Fund	$ 68,733,807	$ 68,642,862	$ 68,384,530	$ 70,043,830	2.4%
Water Utility Fund	12,570,221	11,012,366	11,022,060	11,287,000	2.4%
Railroad Fund	645,835	675,365	479,500	880,775	83.7%
Recreation Services Fund	7,529,119	6,222,044	5,912,674	6,268,169	6.0%
Public Transportation Fund	3,239,423	2,870,200	3,757,641	3,340,400	(11.1%)
Regional Airport Fund	2,528,302	2,112,370	1,855,950	1,385,527	(25.3%)
Sanitary Sewer Utility Fund	9,598,146	8,297,800	8,543,280	8,667,703	1.5%
Parking Facilities Utility Func	2,172,337	2,021,829	2,069,579	2,072,767	0.2%
Solid Waste Utility Fund	10,392,360	9,969,457	10,289,708	10,512,192	2.2%
Storm Water Utility Fund	1,424,339	1,170,000	1,305,000	1,194,551	(8.5%)
Total	$ **118,833,889**	$ **112,994,293**	$ **113,619,922**	$ **115,652,914**	**1.8%**

INTERNAL SERVICE FUND REVENUES:

The City of Columbia has seven internal service funds that generate a total of $18,984,400 in revenues and $20,746,275 in expenses (not including capital addition and capital project amounts). This year several of the fees charged by these departments have been adjusted to reflect an adjustment for net income added over the past four years. In these funds, there will be a planned use of fund balance to reduce the ending fund balance down to a level allowed by our internal service fund policy. These seven funds include: Employee Benefit Fund, Self Insurance Fund, Custodial and Building Maintenance Fund, Fleet Maintenance Fund, Information Services Fund, Public Communications Fund, and the Utility Customer Services Fund.

Below are revenue highlights for these funds.

- **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 consists of physicals, drug testing, Hepatitis B shots, etc.), employee recognition and post employment health benefits are included in this fund. There is a 7.5% health insurance rate increase reflected for FY 2004.

- **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. The 5.3% increase in FY 2004 revenues over Estimated FY 2003 is due to the increased amount collected from the other departments to pay for the ever increasing premiums paid by this fund.

- **Custodial and Building Maintenance Services Fund**: This fund provides janitorial and building maintenance services to the other city departments. FY 2004 revenues reflect a 19.0% decrease. This fund was one that had accumulated a large fund balance over the past few years. As mentioned above, we reduced the amount to be recovered resulting in a planned use of fund balance and an ending fund balance that would be at a level allowed by our internal service fund policy.

- **Fleet Maintenance Fund**: This fund provides equipment maintenance and repair operation for Public Works and other user departments. Departments are charged a shop labor rate. This rate is proposed to increase from $40 to $42 for FY 2004. This fund also provides a fueling station for many of the departments. Beginning in FY 2004 the City will be converting to a B-20 biodisel mix and the increased cost will be recovered through higher prices charged to the user departments. A 2.7% increase in total revenues is projected.

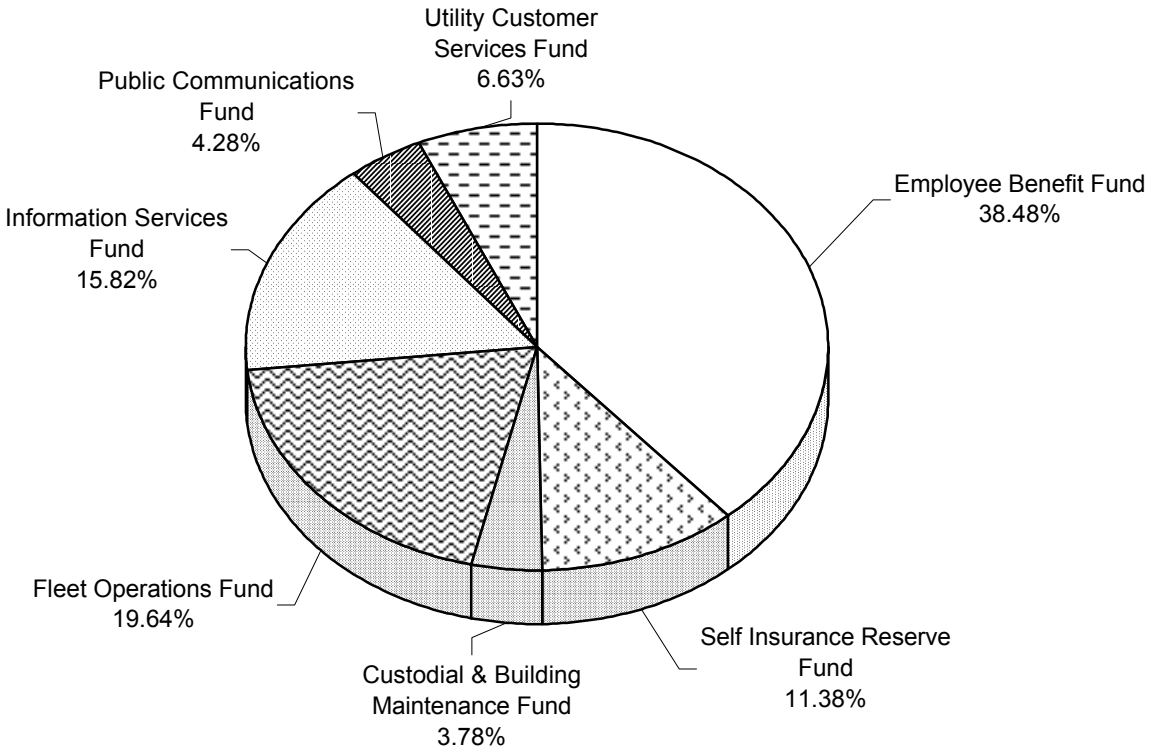
- **Information Services Fund**: This fund provides computer services to the other city departments including the support and administration of the AS/400 midrange computer, a Wide Area Network (WAN), Local Area Networks (LAN), telecommunications (PBX), personal computers, and workstations. Fees are assessed based upon each department's usage of the AS 400 and the number of computer workstations for all departments. The revenues for FY 2004 reflects a 2.8% decrease due to the reduction of the amount to be recovered from user departments. This was done in an effort to reduce the ending fund balance to a level allowed by the internal service fund policy.

- **Public Communications Fund**: This fund provides public communications, web communications/ electronic government, printing services, and mail services. FY 2004 revenues reflect a 1.9% decrease due to the reduction of the amount to be recovered from user departments. This was done in an effort to reduce the ending fund balance to a level allowed by the internal service fund policy.

- **Utility Customer Services Fund**: This fund charges various City departments for billing the following types of utilities: waster, electric, sanitary sewer, solid waste, and storm water. FY 2004 revenues reflect a 11.0% decrease due to the reduction of the amount to be recovered from user departments. This was done in an effort to reduce the ending fund balance to a level allowed by the internal service fund policy.

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

Internal Service Fund Revenues By Fund
FY 2004



Internal Service Revenues By Fund

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Estimated FY 2003
Employee Benefit	$ 7,677,137	$ 6,781,984	$ 7,283,122	$ 7,304,506	0.3%
Self Insurance	4,039,785	2,200,000	2,050,000	2,159,500	5.3%
Custodial & Bldg Maint.	909,000	881,097	885,271	716,944	(19.0%)
Fleet Maintenance	3,382,868	3,390,000	3,631,844	3,728,400	2.7%
Information Services	3,017,176	3,064,756	3,090,391	3,003,755	(2.8%)
Public Communications	877,030	777,490	828,006	812,187	(1.9%)
Utility Customer Services	1,607,277	1,427,330	1,414,780	1,259,108	(11.0%)
Total	**$ 21,510,273**	**$ 18,522,657**	**$ 19,183,414**	**$ 18,984,400**	**(1.0%)**

(THIS PAGE INTENTIONALLY LEFT BLANK)

Fund Statements

City of Columbia

Columbia, Missouri

Summary - FY 2004 Operating Statements For All Funds

	Estimated Beginning Balance	Revenues	Expenses *	Net Income/ (Loss)		Estimated Ending Balance
Governmental Funds:						
General Fund **	$12,442,167	$51,736,689	$55,324,383	($3,587,694)	^	$8,854,473
99 Quarter Cent Sales Tax	$2,122,369	$3,951,000	$4,661,628	($710,628)	^	$1,411,741
Transportation Sales Tax Fund	$2,397,694	$7,915,000	$7,401,520	$513,480		$2,911,174
Parks Sales Tax Fund	$970,174	$3,936,000	$3,185,766	$750,234		$1,720,408
Public Improvement Fund	$3,698,418	$1,154,610	$610,150	$544,460		$4,242,878
Special Road District Tax Fund	$2,674,287	$1,240,000	$1,045,808	$194,192		$2,868,479
Cultural Affairs Fund	$77,231	$344,375	$362,978	($18,603)	^	$58,628
Convention & Tourism Fund	$923,021	$1,373,895	$1,422,274	($48,379)	^	$874,642
Debt Service Funds (Combined)	$3,049,568	$2,830,693	$2,749,693	$81,000		$3,130,568
Capital Projects Fund	$25,721,172	$11,666,203	$12,329,075	($662,872)	^	$25,058,300
Contributions Fund	$374,559	$165,200	$167,331	($2,131)	^	$372,428
Total Govt. Funds****	**$54,450,660**	**$86,313,665**	**$89,260,606**	**($2,946,941)**		**$51,503,719**
Enterprise Funds:						
Railroad Fund	$400,480	$880,775	$712,833	$167,942		$568,422
Water & Electric Funds (Combined) ***	$111,753,967	$81,330,830	$81,262,310	$68,520		$111,822,487
Recreation Services Fund	$5,987,506	$6,268,169	$6,580,655	($312,486)	~	$5,675,020
Public Transportation Fund	$3,552,332	$3,340,400	$3,604,219	($263,819)	~	$3,288,513
Airport Fund	$3,160,485	$1,385,527	$1,826,183	($440,656)	~	$2,719,829
Sanitary Sewer Utility Fund	$30,614,390	$8,667,703	$9,489,108	($821,405)	~	$29,792,985
Parking Utility Fund	$8,731,705	$2,072,767	$1,746,270	$326,497		$9,058,202
Solid Waste Utility Fund	$5,500,745	$10,512,192	$11,134,307	($622,115)	~	$4,878,630
Storm Water Utility Fund	$6,547,964	$1,194,551	$1,176,052	$18,499		$6,566,463
Total Enterprise Funds	**$176,249,574**	**$115,652,914**	**$117,531,937**	**($1,879,023)**		**$174,370,551**
Internal Service Funds:						
Employee Benefit Fund	$2,838,221	$7,304,506	$8,053,865	($749,359)	+	$2,088,862
Self Insurance Reserve Fund	$8,528,873	$2,159,500	$2,834,164	($674,664)	^	$7,854,209
Custodial / Maintenance Fund	$628,118	$716,944	$962,216	($245,272)	^	$382,846
Fleet Operations Fund	$62,307	$3,728,400	$3,527,258	$201,142		$263,449
Information Services Fund	$1,293,836	$3,003,755	$3,216,724	($212,969)	^	$1,080,867
Public Communications Fund	$1,122,342	$812,187	$851,558	($39,371)	^	$1,082,971
Utility Customer Services Fund	$1,358,392	$1,259,108	$1,300,490	($41,382)	^	$1,317,010
Total Internal Service Funds	**$15,832,089**	**$18,984,400**	**$20,746,275**	**($1,761,875)**		**$14,070,214**
Total All Funds	**$246,532,323**	**$220,950,979**	**$227,538,818**	**($6,587,839)**		**$239,944,484**

^ Planned use of fund balance in accordance with budget strategies and guidelines.
~ Net income is negative; however, Total Resources Provided By Operations is positive.
+ 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	$11,287,000	$12,034,817	($747,817)	~
Electric Utility Fund	$70,043,830	$69,227,493	$816,337	

****Does not include CDBG Revenues or Expenses

Summary - FY 2004 Operating Statements For All Funds

	Operating Income Before Depreciation	Net Transfers & Subsidies	Net Non-Oper. Rev & Expenses	Oper. Income Before Depr. w/Net Trnsfrs & Net Non-Oper	Total Resources Provided By Operations
Governmental Funds:					
General Fund **	($5,742,226)	$2,154,532	$0	($3,587,694)	($3,587,694)
99 Quarter Cent Sales Tax	$3,951,000	($4,661,628)	$0	($710,628)	($710,628)
Transportation Sales Tax Fund	$7,915,000	($7,401,520)	$0	$513,480	$513,480
Parks Sales Tax Fund	$3,935,184	($3,184,950)	$0	$750,234	$750,234
Public Improvement Fund	$1,119,035	($574,575)	$0	$544,460	$544,460
Special Road District Tax Fund	$1,240,000	($1,045,808)	$0	$194,192	$194,192
Cultural Affairs Fund	($284,578)	$265,975	$0	($18,603)	($18,603)
Convention & Tourism Fund	($48,379)	$0	$0	($48,379)	($48,379)
Debt Service Funds (Combined)	($2,668,693)	$2,749,693	$0	$81,000	$81,000
Capital Projects Fund	($6,278,875)	$5,616,003	$0	($662,872)	($662,872)
Contributions Fund	($149,331)	$147,200	$0	($2,131)	($2,131)
Total Govt. Funds****	**$2,988,137**	**($5,935,078)**	**$0**	**($2,946,941)**	**($2,946,941)**
Enterprise Funds:					
Railroad Fund	$166,559	$200,000	($1,243)	$365,316	$365,316
Water & Electric Funds (Combined) ***	$15,133,088	$20,000	($8,327,562)	$6,825,526	$6,825,526
Recreation Services Fund	($1,917,235)	$2,286,260	($200,511)	$168,514	$168,514
Public Transportation Fund	($2,477,219)	$1,600,000	$850,000	($27,219)	$171,181
Airport Fund	($751,743)	$633,465	$21,622	($96,656)	$43,344
Sanitary Sewer Utility Fund	$1,315,342	$0	($728,247)	$587,095	$1,587,095
Parking Utility Fund	$992,682	$172,000	($233,185)	$931,497	$931,497
Solid Waste Utility Fund	$626,493	$0	$1,392	$627,885	$627,885
Storm Water Utility Fund	$173,948	$0	$104,551	$278,499	$278,499
Total Enterprise Funds	**$13,261,915**	**$4,911,725**	**($8,513,183)**	**$9,660,457**	**$10,998,857**
Internal Service Funds:					
Employee Benefit Fund	($924,359)	$0	$175,000	($749,359)	($749,359)
Self Insurance Reserve Fund	($1,074,664)	$0	$400,000	($674,664)	($674,664)
Custodial / Maintenance Fund	($280,072)	$0	$40,000	($240,072)	($240,072)
Fleet Operations Fund	$205,442	$0	$18,700	$224,142	$224,142
Information Services Fund	($92,969)	$0	$60,000	($32,969)	($32,969)
Public Communications Fund	($4,371)	($70,000)	$45,000	($29,371)	($29,371)
Utility Customer Services Fund	($257,948)	($24,434)	$245,000	($37,382)	($37,382)
Total Internal Service Funds	**($2,428,941)**	**($94,434)**	**$983,700**	**($1,539,675)**	**($1,539,675)**
Total All Funds	**$13,821,111**	**($1,117,787)**	**($7,529,483)**	**$5,173,841**	**$6,512,241**

* 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	$3,425,322	$0	($2,617,530)	$3,425,322	807,792
Electric Utility Fund	$11,707,766	$20,000	($5,710,032)	$11,727,766	6,017,734

****Does not include CDBG Revenues or Expenses

General Fund Summary

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004
REVENUES:				
Taxes	$ 26,320,332	$ 26,292,435	$ 26,971,498	$ 27,568,112
Other Local Revenue	3,765,242	3,714,252	3,961,609	3,949,293
Intragovernmental Revenue	10,042,397	10,175,738	10,398,738	10,714,539
Grant Revenue	2,710,326	3,180,989	3,226,228	2,965,329
Interest and Investment Revenue	846,240	600,000	600,000	600,000
Miscellaneous Revenue	708,478	519,187	509,512	642,306
Total Revenues	**44,393,015**	**44,482,601**	**45,667,585**	**46,439,579**
EXPENDITURES:				
Personnel Services	32,594,159	34,823,964	34,287,287	36,454,449
Supplies & Materials	3,654,559	4,131,660	4,012,246	4,159,434
Travel & Training	264,446	357,237	315,089	357,310
Intragovernmental Charges	2,964,245	3,015,541	3,003,789	2,942,247
Utilities, Services & Other Misc.*	4,619,536	5,738,704	5,695,347	6,328,002
Capital Additions	1,660,323	1,307,276	1,237,576	1,940,363
Total Expenditures	**45,757,268**	**49,374,382**	**48,551,334**	**52,181,805**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**(1,364,253)**	**(4,891,781)**	**(2,883,749)**	**(5,742,226)**
OTHER FINANCING SOURCES (USES):				
Operating Transfers From Other Fds.	5,037,599	5,185,670	5,185,670	5,297,110
Operating Transfers To Other Funds	(2,869,500)	(2,884,603)	(2,884,603)	(3,142,578)
Total Otr. Financing Sources (Uses)	**2,168,099**	**2,301,067**	**2,301,067**	**2,154,532**
EXCESS (DEFICIENCY) OF REVENUES & OTHER FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES	**803,846**	**(2,590,714)**	**(582,682)**	**(3,587,694)** ^
Fund Balance - Beginning of Year	11,940,602	10,909,018	13,024,849	12,442,167
Adj. for Unrealized Gains & Reserves for Encumbrances	280,401	0	0	0
FUND BALANCE, END OF YEAR	$ **13,024,849**	$ **8,318,304**	$ **12,442,167**	$ **8,854,473**

* Includes contingency of $100,000 and Council Reserve of $66,500

^ 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
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	48,626,769	13,024,849	27%
2003	51,435,937	12,442,167	24%
2004	$ 55,324,383	$ 8,854,473	16%

* Fund Balance Does NOT include Unrealized Gains or Encumbrances

99 Quarter Cent Sales Tax Fund

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004
REVENUES:				
Sales Taxes	$ 3,782,338	$ 3,700,000	$ 3,825,000	$ 3,911,000
Investment Revenue	59,069	40,000	60,000	40,000
Total Revenues	**3,841,407**	**3,740,000**	**3,885,000**	**3,951,000**
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	**3,841,407**	**3,740,000**	**3,885,000**	**3,951,000**
OTHER FINANCING SOURCES (USES):				
Operating Transfers To Other Funds	(3,657,323)	(3,696,600)	(3,696,600)	(4,661,628)
Total Otr. Financing Sources (Uses)	**(3,657,323)**	**(3,696,600)**	**(3,696,600)**	**(4,661,628)**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**184,084**	**43,400**	**188,400**	**(710,628)** ^
Fund Balance, Beg. of Year	1,749,885	1,793,285	1,933,969	2,122,369
FUND BALANCE END OF YEAR	$ **1,933,969**	$ **1,836,685**	$ **2,122,369**	$ **1,411,741**

^ Planned use of fund balance, budgeted as appropriated fund balance.

Parks Sales Tax Fund

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004
REVENUES:				
Sales Taxes	$ 3,792,589	$ 3,700,000	$ 3,825,000	$ 3,911,000
Lease/Bond Proceeds	0	0	0	0
Investment Revenue	22,663	35,000	10,000	25,000
Total Revenues	**3,815,252**	**3,735,000**	**3,835,000**	**3,936,000**
EXPENDITURES:				
Personnel Services	0	0	0	0
Supplies & Materials	0	0	0	0
Travel & Training	0	0	0	0
Intragovernmental Charges	0	849	849	816
Utilities, Services & Misc.	0	0	0	0
Capital	0	0	0	0
Total Expenditures	**0**	**849**	**849**	**816**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**3,815,252**	**3,734,151**	**3,834,151**	**3,935,184**
OTHER FINANCING SOURCES (USES):				
Operating Transfers To Other Funds	(3,418,250)	(3,103,850)	(3,103,850)	(3,184,950)
Total Otr. Financing Sources (Uses)	**(3,418,250)**	**(3,103,850)**	**(3,103,850)**	**(3,184,950)**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**397,002**	**630,301**	**730,301**	**750,234**
Fund Balance, Beg. of Year	(157,129)	473,172	239,873	970,174
FUND BALANCE END OF YEAR	$ **239,873**	$ **1,103,473**	$ **970,174**	$ **1,720,408**

Transportation Sales Tax Fund

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004
REVENUES:				
Sales Taxes	$ 7,564,716	$ 7,650,000	$ 7,692,500	$ 7,865,000
Investment Revenue	44,790	10,000	60,000	50,000
Total Revenues	**7,609,506**	**7,660,000**	**7,752,500**	**7,915,000**
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	**7,609,506**	**7,660,000**	**7,752,500**	**7,915,000**
OTHER FINANCING SOURCES (USES):				
Operating Transfers From Other Funds	539,876	0	0	0
Operating Transfers To Other Funds	(6,912,889)	(7,257,235)	(7,257,235)	(7,401,520)
Total Otr. Financing Sources (Uses)	**(6,373,013)**	**(7,257,235)**	**(7,257,235)**	**(7,401,520)**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**1,236,493**	**402,765**	**495,265**	**513,480**
Fund Balance, Beg. of Year	665,936	1,068,701	1,902,429	2,397,694
Equity Transfers	0	0	0	0
FUND BALANCE END OF YEAR	$ **1,902,429**	$ **1,471,466**	$ **2,397,694**	$ **2,911,174**

Public Improvement Fund

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004
REVENUES:				
Property Tax	$	$	$	$
Sales Tax	639,733	648,400	654,000	664,610
Development Fees	197,784	200,000	350,000	350,000
Investment Revenue	183,599	140,000	140,000	140,000
Total Revenues	**1,021,116**	**988,400**	**1,144,000**	**1,154,610**
EXPENDITURES:				
Personnel Services	0	0	0	0
Supplies & Materials	0	0	0	0
Travel & Training	0	0	0	0
Intragovernmental Charges	41,094	34,707	34,707	35,575
Utilities, Services & Misc.	9,789	0	0	0
Capital	0	0	0	0
Total Expenditures	**50,883**	**34,707**	**34,707**	**35,575**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**970,233**	**953,693**	**1,109,293**	**1,119,035**
OTHER FINANCING SOURCES (USES):				
Operating Transfers To Other Funds	(589,947)	(612,110)	(612,110)	(574,575)
Operating Transfers From Other Funds	184,948	0	0	0
Total Otr. Financing Sources (Uses)	**(404,999)**	**(612,110)**	**(612,110)**	**(574,575)**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**565,234**	**341,583**	**497,183**	**544,460**
Fund Balance, Beg. of Year	2,636,001	2,977,584	3,201,235	3,698,418
Equity Transers				
FUND BALANCE END OF YEAR	**$ 3,201,235**	**$ 3,319,167**	**$ 3,698,418**	**$ 4,242,878**

Cultural Affairs Fund

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004
REVENUES:				
Festival and Other Event Revenue	$ 27,162	$ 27,300	$ 26,450	$ 26,400
Grant Revenue	41,900	39,250	33,300	30,500
Investment Revenue	6,259	3,600	3,600	3,500
Other Miscellaneous Revenues	19,425	20,840	21,556	18,000
Total Revenues	**94,746**	**90,990**	**84,906**	**78,400**
EXPENDITURES:				
Personnel Services	134,818	146,766	145,059	151,423
Supplies & Materials	24,135	24,840	23,300	24,450
Travel & Training	2,524	4,958	1,300	4,700
Intragovernmental Charges	36,710	37,313	37,313	36,655
Utilities Services & Other Misc.	132,303	148,698	139,254	145,750
Capital Additions	0	0	0	0
Total Expenditures	**330,490**	**362,575**	**346,226**	**362,978**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**(235,744)**	**(271,585)**	**(261,320)**	**(284,578)**
OTHER FINANCING SOURCES (USES):				
Operating Transfers From Other Fds.	248,500	247,500	247,500	265,975
Total Otr. Financing Sources (Uses)	**248,500**	**247,500**	**247,500**	**265,975**
EXCESS (DEFICIENCY) OF REVENUES & OTHER FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES	**12,756**	**(24,085)**	**(13,820)**	**(18,603)** ^
Fund Balance Beg. of Year	78,295	52,480	91,051	77,231
FUND BALANCE END OF YEAR	$ **91,051**	$ **28,395**	$ **77,231**	$ **58,628**

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

Special Road District Tax Fund

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004
REVENUES:				
County Revenues	$ 1,111,632	$ 1,200,000	$ 1,200,000	$ 1,200,000
Investment Revenue	21,747	18,000	60,000	40,000
Total Revenues	**1,133,379**	**1,218,000**	**1,260,000**	**1,240,000**
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	**1,133,379**	**1,218,000**	**1,260,000**	**1,240,000**
OTHER FINANCING SOURCES (USES):				
Operating Transfers To Other Funds	(1,361,600)	(106,500)	(106,500)	(1,045,808)
Total Otr. Financing Sources (Uses)	**(1,361,600)**	**(106,500)**	**(106,500)**	**(1,045,808)**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**(228,221)**	**1,111,500**	**1,153,500**	**194,192**
Fund Balance, Beg. of Year	1,749,008	2,860,508	1,520,787	2,674,287
FUND BALANCE END OF YEAR	$ **1,520,787**	$ **3,972,008**	$ **2,674,287**	$ **2,868,479**

Convention and Tourism Fund

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004
REVENUES:				
Hotel/Motel Tax	$ 1,314,938	$ 1,300,000	$ 1,329,750	$ 1,316,000
Grant Revenue	26,173	0	1,700	0
Investment Revenue	58,108	40,000	40,000	40,000
Restructure of Financing	(301,440)	0	0	0
Other Miscellaneous Revenues	8,211	13,100	7,150	17,895
Total Revenues	**1,105,990**	**1,353,100**	**1,378,600**	**1,373,895**
EXPENDITURES:				
Personnel Services	370,773	403,241	381,226	408,809
Supplies & Materials	63,109	63,200	55,175	64,770
Travel & Training	3,746	10,100	9,875	9,500
Intragovernmental Charges	56,419	57,483	57,483	56,275
Utilities, Services & Other Misc.	523,743	812,083	690,510	880,075
Capital Additions	6,995	0	0	0
Interest & Lease Payment	24,342	222,423	6,298	2,845
Total Expenditures	**1,049,127**	**1,568,530**	**1,200,567**	**1,422,274**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**56,863**	**(215,430)**	**178,033**	**(48,379)**
OTHER FINANCING SOURCES (USES):				
Operating Transfers To Other Funds	(34,500)	0	(14,800)	0
Total Otr. Financing Sources (Uses)	**(34,500)**	**0**	**(14,800)**	**0**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**22,363**	**(215,430)**	**163,233**	**(48,379)** ^
Fund Balance, Beg. of Year	737,425	515,895	759,788	923,021
Equity Transfers	0	0	0	0
FUND BALANCE, END OF YEAR*	$ **759,788**	$ **300,465**	$ **923,021**	$ **874,642**
* Amount of Restricted Tourism Funds	$ 534,019	$ 0	$ 313,063	$ 588,063

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

Debt Service Funds (combined)

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004
REVENUES:				
Property Taxes	$ 15,983	$ 0	$ 0	$ 0
Lease/Bond Proceeds	0	0	0	0
Investment Revenue	244,223	41,000	106,000	81,000
Total Revenues	**260,206**	**41,000**	**106,000**	**81,000**
EXPENDITURES:				
Personnel Services	0	0	0	0
Supplies & Materials	0	0	0	0
Travel & Training	0	0	0	0
Intragovernmental Charges	0	0	0	0
Utilities, Services & Misc.	3,555	1,900	500	0
Capital	0	0	0	0
Other	3,062,327	3,459,333	3,459,333	2,749,693
Total Expenditures	**3,065,882**	**3,461,233**	**3,459,833**	**2,749,693**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**(2,805,676)**	**(3,420,233)**	**(3,353,833)**	**(2,668,693)**
OTHER FINANCING SOURCES (USES):				
Operating Transfer From Other Funds	2,771,877	2,720,833	2,720,833	2,749,693
Operating Transfer To Other Funds	0	0	0	0
Total Other Financing Sources (Uses):	**2,771,877**	**2,720,833**	**2,720,833**	**2,749,693**
EXCESS (DEFICIENCY) OF REVENUES & OTHER FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES	**(33,799)**	**(699,400)**	**(633,000)**	**81,000**
Fund Balance as Restated	3,716,367	2,500,676	3,682,568	3,049,568
Equity Transfer to Other Funds	0	0	0	0
FUND BALANCE END OF PERIOD	$ 3,682,568	$ 1,801,276	$ 3,049,568	$ 3,130,568

Capital Projects Fund

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004
REVENUES:				
Sales Taxes	$ 0	$ 0	$ 0	$ 0
Grant Revenues	1,861,928	861,000	861,000	4,937,200
Investment Revenue	1,662,400	0	0	0
Miscellaneous Revenue	378,596	242,800	242,800	1,113,000
Total Revenues	**3,902,924**	**1,103,800**	**1,103,800**	**6,050,200**
EXPENDITURES:				
Personnel Services	14,337	0	0	0
Supplies & Materials	295,832	0	0	0
Travel & Training	2,245	0	0	0
Intragovernmental Charges	1,360	0	0	0
Utilities, Services & Misc.	3,844,678	5,460,650	6,078,752	12,329,075
Capital	865,854	0	0	0
Interest	39,000	0	0	0
Total Expenditures	**5,063,306**	**5,460,650**	**6,078,752**	**12,329,075**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**(1,160,382)**	**(4,356,850)**	**(4,974,952)**	**(6,278,875)**
OTHER FINANCING SOURCES (USES):				
Operating Transfers From Other Fds.	4,158,465	3,810,317	3,810,317	5,616,003
Operating Transfers To Other Funds	(680,798)	0	0	0
Lease/Bond Proceeds	0	155,000	155,000	0
Total Otr. Financing Sources/ (Uses)	**3,477,667**	**3,965,317**	**3,965,317**	**5,616,003**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**2,317,285**	**(391,533)**	**(1,009,635)**	**(662,872)** ^
Fund Balance, Beg. of Year	24,413,522	24,077,422	26,730,807	25,721,172
Equity Transfers From Other Funds	0	0	0	0
Equity Transfers To Other Funds	0	0	0	0
FUND BALANCE END OF YEAR	$ **26,730,807**	$ **23,685,889**	$ **25,721,172**	$ **25,058,300**

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

(THIS PAGE INTENTIONALLY LEFT BLANK)

Contributions Fund

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004
REVENUES:				
Grant Revenue	$ 0	$ 3,000	$ 3,000	$ 0
Investment Revenue	24,285	18,000	18,000	18,000
Other Miscellaneous Revenues	96,263	0	0	0
Total Revenues	**120,548**	**21,000**	**21,000**	**18,000**
EXPENDITURES:				
Personnel Services	91,983	97,401	97,401	101,347
Supplies & Materials	19,409	32,770	29,630	27,600
Travel & Training	2,538	3,550	2,950	3,550
Intragovernmental Charges	18,389	17,400	17,400	19,914
Utilities, Services & Other Misc.	9,183	14,655	11,500	14,920
Capital Additions	0	0	0	0
Total Expenditures	**141,502**	**165,776**	**158,881**	**167,331**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**(20,954)**	**(144,776)**	**(137,881)**	**(149,331)**
OTHER FINANCING SOURCES (USES):				
Operating Transfers From Other Fds.	133,078	128,000	128,000	147,200
Operating Transfers To Other Funds	(67,424)	(8,900)	(8,900)	0
Total Otr. Financing Sources (Uses)	**65,654**	**119,100**	**119,100**	**147,200**
EXCESS (DEFICIENCY) OF REVENUES & OTHER FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES	**44,700**	**(25,676)**	**(18,781)**	**(2,131)** ^
Fund Balance, Beg. of Year As Restated	348,640	337,197	393,340	374,559
Equity Transfer	0	0	0	0
FUND BALANCE, END OF YEAR	$ 393,340	$ 311,521	$ 374,559	$ 372,428

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

Railroad Fund

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004
OPERATING REVENUES:				
Switching Fees	$ 365,907	$ 595,865	$ 400,000	$ 654,775
User Charges	23,590	19,500	19,500	16,000
Total Operating Revenues	**389,497**	**615,365**	**419,500**	**670,775**
OPERATING EXPENSES:				
Personnel Services	158,539	170,679	170,517	216,825
Supplies & Materials	45,215	56,455	56,534	63,947
Travel & Training	900	1,100	1,100	3,100
Intragovernmental Charges	25,929	36,830	36,830	36,467
Utilities, Services & Other Misc.	105,470	159,854	164,884	183,877
Total Operating Expenses	**336,053**	**424,918**	**429,865**	**504,216**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**53,444**	**190,447**	**(10,365)**	**166,559**
Depreciation	(186,072)	(191,625)	(191,625)	(197,374)
OPERATING INCOME	**(132,628)**	**(1,178)**	**(201,990)**	**(30,815)**
NON-OPERATING REVENUES:				
Investment Revenue	17,825	10,000	10,000	10,000
Misc. Non-Operating Revenue	114,004	0	0	0
Total Non-Operating Revenues	**131,829**	**10,000**	**10,000**	**10,000**
NON-OPERATING EXPENSES:				
Loss on Disposal of Fixed Assets	721	0	0	0
Interest Expense	6,816	6,228	6,228	11,243
Total Non-Operating Expenses	**7,537**	**6,228**	**6,228**	**11,243**
OPERATING TRANSFERS FROM OTHER FUNDS	50,000	50,000	50,000	200,000
Capital Contribution	74,509	0	0	0
NET INCOME (LOSS)	**116,173**	**52,594**	**(148,218)**	**167,942**
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**116,173**	**52,594**	**(148,218)**	**167,942**
Retained Earnings, Beg. of Year	432,525	554,043	548,698	400,480
RETAINED EARNINGS END OF YEAR	$ **548,698**	$ **606,637**	$ **400,480**	$ **568,422**

Railroad Fund

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 116,173	$ 52,594	$ (148,218)	$ 167,942
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	186,072	191,625	191,625	197,374
TOTAL RESOURCES PROVIDED BY OPERATIONS	**302,245**	**244,219**	**43,407**	**365,316**
OTHER SOURCES:				
Bond and Note Proceeds	0	0	0	0
Loan from Electric Utility	0	515,000	515,000	0
Total Other Sources	**0**	**515,000**	**515,000**	**0**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	219,460	679,000	679,000	227,500
Increase (Dec) in Restricted Assets	(48,636)	0	0	0
Reductions in Loans Payable	10,766	61,919	37,000	61,966
Total Uses	**181,590**	**740,919**	**716,000**	**289,466**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**120,655**	**18,300**	**(157,593)**	**75,850**
Working Capital Beginning of Year	224,555	148,437	345,210	187,617
WORKING CAPITAL END OF YEAR	$ **345,210**	$ **166,737**	$ **187,617**	$ **263,467**

Water and Electric Fund (Combined)

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004
OPERATING REVENUES:				
Fees and Service Charges	$ 73,119,302	$ 76,637,653	$ 76,564,600	$ 78,520,830
Total Operating Revenues	**73,119,302**	**76,637,653**	**76,564,600**	**78,520,830**
OPERATING EXPENSES:				
Personnel Services	10,378,718	10,840,390	10,846,295	11,441,649
Power Supply	35,121,193	39,003,400	38,985,948	41,401,200
Supplies & Materials	2,440,429	2,741,657	2,767,257	2,728,552
Travel & Training	52,540	98,027	102,267	106,209
Intragovernmental Charges	2,318,502	2,356,785	2,357,985	2,221,645
Utilities, Services & Other Misc.	4,529,528	5,501,597	5,272,539	5,488,487
Total Operating Expenses	**54,840,910**	**60,541,856**	**60,332,291**	**63,387,742**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**18,278,392**	**16,095,797**	**16,232,309**	**15,133,088**
P.I.L.O.T.	(7,180,013)	(7,365,090)	(7,365,090)	(7,549,218)
Depreciation	(6,314,210)	(6,560,200)	(6,560,200)	(6,757,006)
OPERATING INCOME	**4,784,169**	**2,170,507**	**2,307,019**	**826,864**
NON-OPERATING REVENUES:				
Revenue From Other Gov't Units	0	0	0	0
Investment Revenue	3,873,089	2,229,000	1,982,000	1,985,000
Misc. Non-Operating Revenue	1,308,470	738,575	780,973	755,000
Total Non-Operating Revenues	**5,181,559**	**2,967,575**	**2,762,973**	**2,740,000**
NON-OPERATING EXPENSES:				
Bond Interest	2,939,376	3,244,008	3,244,008	3,341,328
Bank & Paying Agent Fees	119,411	124,000	124,000	127,100
Loss on Disposal Assets	31,100	0	29,200	0
Other Miscellaneous Expense	0	0	0	0
Amortization	45,046	48,462	48,462	49,916
Total Non-Operating Expenses	**3,134,933**	**3,416,470**	**3,445,670**	**3,518,344**
OPERATING TRANSFERS:				
Operating Transfers From Other Funds	26,468	50,000	79,017	70,000
Operating Transfers To Other Funds	(59,432)	(70,000)	(70,000)	(50,000)
Total Operating Transfers	**(32,964)**	**(20,000)**	**9,017**	**20,000**
Capital Contribution	2,976,699	0	0	0
NET INCOME (LOSS)	**9,774,530**	**1,701,612**	**1,633,339**	**68,520**
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**9,774,530**	**1,701,612**	**1,633,339**	**68,520**
Retained Earnings, Beg. of Year	100,346,098	106,387,004	110,120,628	111,753,967
RETAINED EARNINGS END OF YEAR	$ **110,120,628**	$ **108,088,616**	$ **111,753,967**	$ **111,822,487**

Water and Electric Fund (Combined)

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 9,774,530	$ 1,701,612	$ 1,633,339	$ 68,520
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	6,314,210	6,560,200	6,560,200	6,757,006
TOTAL RESOURCES PROVIDED BY OPERATIONS	**16,088,740**	**8,261,812**	**8,193,539**	**6,825,526**
OTHER SOURCES:				
Bond & Note Proceeds	16,490,000	0	8,950,000	8,660,000
Repayment of Loan - Railroad	10,766	61,919	37,000	61,966
Total Other Sources	**16,500,766**	**61,919**	**8,987,000**	**8,721,966**
FINANCIAL RESOURCES WERE USED FOR:				
Bond Retirement/Lease Reductions	3,290,052	3,410,000	18,910,000	3,685,000
Acquisition of Fixed Assets	14,449,438	15,422,692	15,394,833	21,708,300
Increase (Dec) in Restricted Assets	13,769,333	(6,465,145)	(7,338,500)	(2,746,285)
Increase (Dec) in Other Assets	1,462,921	299,563	(7,530,180)	(78,034)
Loan to Railroad	0	515,000	515,000	0
Total Uses	**32,971,744**	**13,182,110**	**19,951,153**	**22,568,981**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**(382,238)**	**(4,858,379)**	**(2,770,614)**	**(7,021,489)**
Working Capital Beginning of Year	27,463,445	30,793,949	27,081,207	24,310,593
WORKING CAPITAL END OF YEAR	**$ 27,081,207**	**$ 25,935,570**	**$ 24,310,593**	**$ 17,289,104**

Water Fund

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004
OPERATING REVENUES:				
Fees and Service Charges	$ 10,280,211	$ 10,550,366	$ 10,558,366	$ 10,864,000
Total Operating Revenues	**10,280,211**	**10,550,366**	**10,558,366**	**10,864,000**
OPERATING EXPENSES:				
Personnel Services	3,119,400	3,186,646	3,186,646	3,643,434
Supplies & Materials	994,104	1,062,620	1,074,206	1,080,003
Travel & Training	14,578	17,070	18,295	18,227
Intragovernmental Charges	940,202	893,197	893,197	811,802
Utilities, Services & Other Misc.	1,517,232	1,781,908	1,807,108	1,885,212
Total Operating Expenses	**6,585,516**	**6,941,441**	**6,979,452**	**7,438,678**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**3,694,695**	**3,608,925**	**3,578,914**	**3,425,322**
P.I.L.O.T.	(1,723,200)	(1,656,710)	(1,656,710)	(1,698,128)
Depreciation	(1,458,046)	(1,510,300)	(1,510,300)	(1,555,609)
OPERATING INCOME	**513,449**	**441,915**	**411,904**	**171,585**
NON-OPERATING REVENUES:				
Revenue From Other Gov't Units	0	0	0	0
Investment Revenue	491,998	357,000	322,000	325,000
Misc. Non-Operating Revenue	138,487	105,000	112,677	98,000
Total Non-Operating Revenues	**630,485**	**462,000**	**434,677**	**423,000**
NON-OPERATING EXPENSES:				
Bond Interest	1,257,478	1,284,134	1,284,134	1,322,658
Bank & Paying Agent Fees	1,057	1,000	1,000	1,025
Loss on Disposal Assets	22,227	0	0	0
Other Miscellaneous Expenses	0	0	0	0
Amortization	16,767	18,174	18,174	18,719
Total Non-Operating Expenses	**1,297,529**	**1,303,308**	**1,303,308**	**1,342,402**
OPERATING TRANSFERS:				
Operating Transfers From Other Funds	0	0	29,017	0
Operating Transfers To Other Funds	0	(20,000)	(20,000)	0
Total Operating Transfers	**0**	**(20,000)**	**9,017**	**0**
Capital Contribution	1,659,525	0	0	0
NET INCOME (LOSS)	$ **1,505,930**	$ **(419,393)**	$ **(447,710)**	$ **(747,817)**

Electric Fund

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004
OPERATING REVENUES:				
Fees and Service Charges	$ 62,719,091	$ 65,965,053	$ 65,884,000	$ 67,530,000
Locator Service Fees	120,000	122,234	122,234	126,830
Total Operating Revenues	**62,839,091**	**66,087,287**	**66,006,234**	**67,656,830**
OPERATING EXPENSES:				
Personnel Services	7,259,318	7,653,744	7,659,649	7,798,215
Power Supply	35,121,193	39,003,400	38,985,948	41,401,200
Supplies & Materials	1,446,325	1,679,037	1,693,051	1,648,549
Travel & Training	37,962	80,957	83,972	87,982
Intragovernmental Charges	1,378,300	1,463,588	1,464,788	1,409,843
Utilities, Services & Other Misc.	3,012,296	3,719,689	3,465,431	3,603,275
Total Operating Expenses	**48,255,394**	**53,600,415**	**53,352,839**	**55,949,064**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**14,583,697**	**12,486,872**	**12,653,395**	**11,707,766**
P.I.L.O.T.	(5,456,813)	(5,708,380)	(5,708,380)	(5,851,090)
Depreciation	(4,856,164)	(5,049,900)	(5,049,900)	(5,201,397)
OPERATING INCOME	**4,270,720**	**1,728,592**	**1,895,115**	**655,279**
NON-OPERATING REVENUES:				
Revenue From Other Govt Units	0	0	0	0
Investment Revenue	3,381,091	1,872,000	1,660,000	1,660,000
Misc. Non-Operating Revenue	1,169,983	633,575	668,296	657,000
Total Non-Operating Revenues	**4,551,074**	**2,505,575**	**2,328,296**	**2,317,000**
NON-OPERATING EXPENSES:				
Bond Interest	1,681,898	1,959,874	1,959,874	2,018,670
Bank & Paying Agent Fees	118,354	123,000	123,000	126,075
Loss on Disposal Assets	8,873	0	29,200	0
Other Miscellaneous Expenses	0	0	0	0
Amortization	28,279	30,288	30,288	31,197
Total Non-Operating Expenses	**1,837,404**	**2,113,162**	**2,142,362**	**2,175,942**
OPERATING TRANSFERS:				
Operating Transfers From Other Funds	26,468	50,000	50,000	70,000
Operating Transfers To Other Funds	(59,432)	(50,000)	(50,000)	(50,000)
Total Operating Transfers	**(32,964)**	**0**	**0**	**20,000**
Capital Contribution	1,317,174	0	0	0
NET INCOME (LOSS)	$ **8,268,600**	$ **2,121,005**	$ **2,081,049**	$ **816,337**

Recreation Services Fund

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004
OPERATING REVENUES:				
Activity Fees	$ 1,509,640	$ 2,691,529	$ 2,540,023	$ 2,842,885
User Fees	129,808	135,000	126,524	150,509
Golf Improvement User Fee	158,183	107,100	107,100	112,000
Youth Capital User Fee	994	30,710	5,400	0
Rentals	279,014	316,275	287,942	322,415
Sales	381,347	536,310	446,307	486,900
Total Operating Revenues	**2,458,986**	**3,816,924**	**3,513,296**	**3,914,709**
OPERATING EXPENSES:				
Personnel Services	2,384,626	3,279,145	3,140,023	3,397,219
Supplies & Materials	601,962	1,039,627	953,374	993,918
Travel & Training	6,181	13,676	10,969	13,783
Intragovernmental Charges	339,386	395,511	395,511	403,765
Utilities, Services & Other Misc.	680,304	1,004,583	970,510	1,023,259
Total Operating Expenses	**4,012,459**	**5,732,542**	**5,470,387**	**5,831,944**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**(1,553,473)**	**(1,915,618)**	**(1,957,091)**	**(1,917,235)**
Depreciation	(216,413)	(476,000)	(481,000)	(481,000)
OPERATING INCOME	**(1,769,886)**	**(2,391,618)**	**(2,438,091)**	**(2,398,235)**
NON-OPERATING REVENUES:				
Investment Revenue	443,407	60,000	45,142	60,000
Rev. from other governmental units	10,000	0	0	0
Misc. Non-Operating Revenue	5,117	8,350	11,166	7,200
Total Non-Operating Revenues	**458,524**	**68,350**	**56,308**	**67,200**
NON-OPERATING EXPENSES:				
Bank & Paying Agent Fees	18,149	20,000	26,000	26,000
Interest Expense	188,944	320,021	319,450	234,270
Amortization	7,442	7,441	7,441	7,441
Loss on Disposal Assets	0	0	956	0
Total Non-Operating Expenses	**214,535**	**347,462**	**353,847**	**267,711**
OPERATING TRANSFERS FROM OTHER FUNDS	4,437,526	2,336,770	2,343,070	2,286,260
Capital Contribution	174,083	0	0	0
NET INCOME (LOSS)	**3,085,712**	**(333,960)**	**(392,560)**	**(312,486)**
Amortization of Contributions	0	200,220	0	0
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**3,085,712**	**(133,740)**	**(392,560)**	**(312,486)** +
Retained Earnings, Beg. of Year	3,294,354	3,857,492	6,380,066	5,987,506
Equity Transfer	0	0	0	0
RETAINED EARNINGS END OF YEAR	$ **6,380,066**	$ **3,723,752**	$ **5,987,506**	$ **5,675,020**

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

Recreation Services Fund

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 3,085,712	$ (333,960)	$ (392,560)	$ (312,486)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	216,413	476,000	481,000	481,000
TOTAL RESOURCES PROVIDED BY OPERATIONS	**3,302,125**	**142,040**	**88,440**	**168,514**
OTHER SOURCES:				
Municipal Contributions	0	1,942,350	1,943,800	2,088,008
Bond Proceeds/Loan from Designated Loan Fund	0	0	0	700,000
99 Quarter Cent Sales Tax/Park Sales Tax	0	210,000	210,000	200,000
Total Other Sources	**0**	**2,152,350**	**2,153,800**	**2,988,008**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	7,532,846	389,350	558,800	978,008
Reduction of LT Debt	1,922,980	2,035,753	2,035,753	2,188,273
Increase (Dec) in Restricted Assets (User/Improvement Fees)	(7,913,203)	109,028	21,742	120,227
Increase (Dec) in Other Assets	(7,441)	(7,441)	(7,441)	(7,441)
Total Uses	**1,535,182**	**2,526,690**	**2,608,854**	**3,279,067**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**1,766,943**	**(232,300)**	**(366,614)**	**(122,545)**
Working Capital Beginning of Year	(1,106,960)	(129,014)	659,983	293,369
WORKING CAPITAL END OF YEAR	$ **659,983**	$ **(361,314)**	$ **293,369**	$ **170,824**

Public Transportation Fund

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004
OPERATING REVENUES:				
Fares	$ 162,719	$ 145,000	$ 157,000	$ 157,500
School Passes	13,945	12,900	9,105	3,500
Special	1,564	1,300	2,000	1,500
Paratransit	28,974	30,000	24,000	24,000
University Shuttle	243,202	236,000	237,000	505,500
Other Misc. Operating Revenues	0	0	0	0
Total Operating Revenues	**450,404**	**425,200**	**429,105**	**692,000**
OPERATING EXPENSES:				
Personnel Services	1,577,215	1,663,270	1,645,424	1,886,221
Supplies & Materials	364,206	510,244	435,963	570,716
Travel & Training	2,000	6,005	5,179	6,075
Intragovernmental Charges	319,679	315,444	315,444	330,834
Utilities Services & Other Misc.	208,261	360,599	298,994	375,373
Total Operating Expenses	**2,471,361**	**2,855,562**	**2,701,004**	**3,169,219**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**(2,020,957)**	**(2,430,362)**	**(2,271,899)**	**(2,477,219)**
Depreciation	(436,631)	(425,000)	(430,000)	(435,000)
OPERATING INCOME	**(2,457,588)**	**(2,855,362)**	**(2,701,899)**	**(2,912,219)**
NON-OPERATING REVENUES:				
Revenue From Other Gov't Units	937,884	800,000	1,132,605	800,000
Investment Revenue	76,713	45,000	45,000	50,000
Misc. Non-Operating Revenue	21,635	0	147	0
Total Non-Operating Revenues	**1,036,232**	**845,000**	**1,177,752**	**850,000**
NON-OPERATING EXPENSES:				
Interest Expense	66	0	0	0
Loss on Disposal Assets	28,544	0	0	0
Total Non-Operating Expenses	**28,610**	**0**	**0**	**0**
OPERATING TRANSFERS FROM OTHER FUNDS	1,629,617	1,600,000	1,600,000	1,600,000
Capital Contribution	123,170	0	550,784	198,400
NET INCOME (LOSS)	**302,821**	**(410,362)**	**626,637**	**(263,819)**
Amortization of Contributions	0	280,500	0	0
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**302,821**	**(129,862)**	**626,637**	**(263,819)** ^
Retained Earnings Beg. of Year	2,622,874	4,118,069	2,925,695	3,552,332
RETAINED EARNINGS END OF YEAR	$ **2,925,695**	$ **3,988,207**	$ **3,552,332**	$ **3,288,513**

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

Public Transportation Fund

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 302,821	$ (410,362)	$ 626,637	$ (263,819)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	436,631	425,000	430,000	435,000
TOTAL RESOURCES PROVIDED BY OPERATIONS	**739,452**	**14,638**	**1,056,637**	**171,181**
OTHER SOURCES:				
Municipal Contributions	0	0	0	0
Total Other Sources	**0**	**0**	**0**	**0**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	163,030	0	766,524	259,000
Inc (Dec) in Other Assets	(11,906)	0	0	0
Increase (Dec) in Restricted Assets	0	0	0	0
Total Uses	**151,124**	**0**	**766,524**	**259,000**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**588,328**	**14,638**	**290,113**	**(87,819)**
Working Capital Beginning of Year	778,534	815,325	1,366,862	1,656,975
WORKING CAPITAL END OF YEAR	$ **1,366,862**	$ **829,963**	$ **1,656,975**	$ **1,569,156**

Regional Airport Fund

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004
OPERATING REVENUES:				
Commissions	$ 140,047	$ 138,518	$ 136,398	$ 135,524
Rentals	192,303	220,109	223,014	224,454
Landing Fees	115,747	137,188	131,640	131,664
Law Enforcement Fees	18,934	21,600	18,850	20,700
Passenger Facility Charge	0	70,720	8,000	70,720
Total Operating Revenues	**467,031**	**588,135**	**517,902**	**583,062**
OPERATING EXPENSES:				
Personnel Services	781,626	801,762	792,779	822,077
Supplies & Materials	98,430	144,821	120,643	147,249
Travel & Training	3,669	7,348	7,071	7,348
Intragovernmental Charges	139,067	138,492	136,242	142,193
Utilities, Services & Other Misc.	129,852	216,443	172,137	215,938
Total Operating Expenses	**1,152,644**	**1,308,866**	**1,228,872**	**1,334,805**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**(685,613)**	**(720,731)**	**(710,970)**	**(751,743)**
Depreciation	(434,322)	(430,000)	(485,000)	(484,000)
OPERATING INCOME	**(1,119,935)**	**(1,150,731)**	**(1,195,970)**	**(1,235,743)**
NON-OPERATING REVENUES:				
Revenue From Other Gov't Units	0	0	0	0
Investment Revenue	59,653	40,000	24,000	25,000
Misc. Non-Operating Revenue	4,295	1,000	0	4,000
Total Non-Operating Revenues	**63,948**	**41,000**	**24,000**	**29,000**
NON-OPERATING EXPENSES:				
Interest Expense	14,128	22,728	10,782	7,378
Loss on Disposal of Fixed Asset	0	0	0	0
Total Non-Operating Expenses	**14,128**	**22,728**	**10,782**	**7,378**
OPERATING TRANSFERS:				
Operating Transfers From Other Fds.	554,000	569,235	569,235	633,465
Operating Transfers To Other Funds	0	0	0	0
Total Operating Transfers	**554,000**	**569,235**	**569,235**	**633,465**
Capital Contribution	1,443,323	914,000	744,813	140,000
NET INCOME (LOSS)	**927,208**	**350,776**	**131,296**	**(440,656)**
Amortization of Contributions	0	430,000	0	0
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**927,208**	**780,776**	**131,296**	**(440,656)** ^
Retained Earnings, Beg. of Year	2,101,981	2,536,966	3,029,189	3,160,485
RETAINED EARNINGS END OF YEAR	$ **3,029,189**	$ **3,317,742**	$ **3,160,485**	$ **2,719,829**

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

Regional Airport Fund

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 927,208	$ 350,776	$ 131,296	$ (440,656)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	434,322	430,000	485,000	484,000
TOTAL RESOURCES PROVIDED BY OPERATIONS	**1,361,530**	**780,776**	**616,296**	**43,344**
OTHER SOURCES:				
Municipal Contributions	0	151,600	0	0
Total Other Sources	**0**	**151,600**	**0**	**0**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	1,249,696	1,101,100	1,022,703	175,500
Increase (Dec) in Restricted Assets	322,037	0	55,230	58,007
Total Uses	**1,571,733**	**1,101,100**	**1,077,933**	**233,507**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**(210,203)**	**(168,724)**	**(461,637)**	**(190,163)**
Working Capital Beginning of Year	566,407	728,546	356,204	(105,433)
WORKING CAPITAL END OF YEAR	$ **356,204**	$ **559,822**	$ **(105,433)**	$ **(295,596)**

Sanitary Sewer Utility Fund

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004
OPERATING REVENUES:				
Sewer Charges	$ 5,826,456	$ 5,875,000	$ 5,830,000	$ 6,114,553
M.U. Sewer Charges	507,065	502,000	510,000	532,450
Sharecropping	6,199	5,000	6,150	5,000
BCRSD Wholesale Revenue	115,099	126,000	130,000	133,000
Sewer Connection Fees	302,050	275,000	360,000	420,000
Other Misc. Operating Revenues	125,828	71,800	72,130	72,200
Total Operating Revenues	**6,882,697**	**6,854,800**	**6,908,280**	**7,277,203**
OPERATING EXPENSES:				
Personnel Services	2,690,716	2,842,391	2,784,569	2,921,446
Supplies & Materials	633,410	760,596	721,551	700,298
Travel & Training	5,643	9,205	7,426	9,905
Intragovernmental Charges	818,649	871,020	870,929	852,441
Utilities, Services & Other Misc.	950,370	1,625,868	1,594,422	1,477,771
Total Operating Expenses	**5,098,788**	**6,109,080**	**5,978,897**	**5,961,861**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**1,783,909**	**745,720**	**929,383**	**1,315,342**
Depreciation	(2,373,974)	(2,387,000)	(2,411,500)	(2,408,500)
OPERATING INCOME	**(590,065)**	**(1,641,280)**	**(1,482,117)**	**(1,093,158)**
NON-OPERATING REVENUES:				
Investment Revenue	1,074,747	375,000	400,000	375,000
Grant Revenue	153,870	0	0	0
Misc. Non-Operating Revenue	62,882	48,000	40,000	15,500
Total Non-Operating Revenues	**1,291,499**	**423,000**	**440,000**	**390,500**
NON-OPERATING EXPENSES:				
Interest Expense	1,118,206	1,179,707	926,786	1,038,747
Bank & Paying Agent Fees	38,892	45,000	45,000	58,000
Misc. Non-Operating Expenses	0	0	0	0
Loss on Disposal Assets	23,294	0	0	0
Amortization	24,458	22,000	22,000	22,000
Total Non-Operating Expenses	**1,204,850**	**1,246,707**	**993,786**	**1,118,747**
OPERATING TRANSFERS:				
Operating Transfers From Other Funds	0	20,000	20,000	0
Operating Transfers To Other Funds	(27,400)	0	0	0
Total Operating Transfers	**(27,400)**	**20,000**	**20,000**	**0**
Capital Contribution	1,423,950	1,000,000	1,175,000	1,000,000
NET INCOME (LOSS)	**893,134**	**(1,444,987)**	**(840,903)**	**(821,405)**
Amortization of Contributions	0	1,766,380	0	0
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**893,134**	**321,393**	**(840,903)**	**(821,405)** ^
Retained Earnings, Beg. of Year	30,562,159	31,924,743	31,455,293	30,614,390
Equity Transfer	0	0	0	0
RETAINED EARNINGS END OF YEAR	$ **31,455,293**	$ **32,246,136**	$ **30,614,390**	$ **29,792,985**

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

Sanitary Sewer Utility Fund

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 893,134	$ (1,444,987)	$ (840,903)	$ (821,405)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	2,373,974	2,387,000	2,411,500	2,408,500
TOTAL RESOURCES PROVIDED BY OPERATIONS	**3,267,108**	**942,013**	**1,570,597**	**1,587,095**
OTHER SOURCES:				
Municipal Contributions	0	0	0	0
Federal Contributions	0	0	0	0
Bond Proceeds	12,669,431	775,000	4,450,000	1,410,000
Total Other Sources	**12,669,431**	**775,000**	**4,450,000**	**1,410,000**
FINANCIAL RESOURCES WERE USED FOR:				
Bond Retirement/Lease Reductions	9,295,000	830,000	830,000	1,040,000
Acquisition of Fixed Assets	3,067,780	2,682,300	6,011,197	2,142,500
Increase (Dec) in Restricted Assets	4,232,170	0	0	0
Increase (Decrease) in Other Assets	195,041	(20,000)	(30,000)	(30,000)
Equity Transfer	0	0	0	0
Total Uses	**16,789,991**	**3,492,300**	**6,811,197**	**3,152,500**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**(853,452)**	**(1,775,287)**	**(790,600)**	**(155,405)**
Working Capital Beginning of Year	3,271,324	2,606,893	2,417,872	1,627,272
WORKING CAPITAL END OF YEAR	**$ 2,417,872**	**$ 831,606**	**$ 1,627,272**	**$ 1,471,867**

Parking Facilities Fund

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004
OPERATING REVENUES:				
Meters	$ 815,681	$ 750,000	$ 822,150	$ 822,000
Garages	586,521	569,455	559,963	553,769
Reserved Lot Fees	266,951	284,247	270,000	279,854
Loading Zone Fees	2,600	2,600	2,600	2,600
Police & Fire Lot Maintenance	22,529	18,527	17,773	17,544
Total Operating Revenues	**1,694,282**	**1,624,829**	**1,672,486**	**1,675,767**
OPERATING EXPENSES:				
Personnel Services	303,248	309,401	309,332	345,923
Supplies & Materials	204,421	120,443	120,311	85,241
Travel & Training	0	300	300	300
Intragovernmental Charges	115,282	109,322	110,397	110,394
Utilities, Services & Other Misc.	115,844	139,476	138,698	141,227
Total Operating Expenses	**738,795**	**678,942**	**679,038**	**683,085**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**955,487**	**945,887**	**993,448**	**992,682**
Depreciation	(604,857)	(605,000)	(605,000)	(605,000)
OPERATING INCOME	**350,630**	**340,887**	**388,448**	**387,682**
NON-OPERATING REVENUES:				
Investment Revenue	305,483	225,000	225,000	225,000
Misc. Non-Operating Revenue	572	0	93	0
Total Non-Operating Revenues	**306,055**	**225,000**	**225,093**	**225,000**
NON-OPERATING EXPENSES:				
Interest Expense	479,883	458,462	458,462	439,885
Bank & Paying Agent Fees	974	1,500	1,500	1,500
Amortization	16,794	16,800	16,800	16,800
Loss on Disposal of Fixed Assets	0	0	0	0
Debt Payment	0	0	0	0
Total Non-Operating Expenses	**497,651**	**476,762**	**476,762**	**458,185**
OPERATING TRANSFERS:				
Operating Transfers From Other Funds	172,000	172,000	172,000	172,000
Operating Transfers To Other Funds	(3,506)	0	0	0
Total Operating Transfers	**168,494**	**172,000**	**172,000**	**172,000**
Capital Contribution	0	0	0	0
NET INCOME (LOSS)	**327,528**	**261,125**	**308,779**	**326,497**
Amortization of Contributions	0	3,964	0	0
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**327,528**	**265,089**	**308,779**	**326,497**
Retained Earnings, Beg. of Year	8,095,398	8,387,034	8,422,926	8,731,705
RETAINED EARNINGS END OF YEAR	$ **8,422,926**	$ **8,652,123**	$ **8,731,705**	$ **9,058,202**

Parking Facilities Fund

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 327,528	$ 261,125	$ 308,779	$ 326,497
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	604,857	605,000	605,000	605,000
TOTAL RESOURCES PROVIDED BY OPERATIONS	**932,385**	**866,125**	**913,779**	**931,497**
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	357,161	365,000	365,000	390,000
Acquisition of Fixed Assets	29,523	83,378	82,878	32,500
Increase (Dec) in Restricted Assets	12,907	0	0	0
Increase (Dec) In Other Assets	(16,793)	(16,793)	(16,793)	(16,793)
Total Uses	**382,798**	**431,585**	**431,085**	**405,707**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**549,587**	**434,540**	**482,694**	**525,790**
Working Capital Beginning of Year	2,415,423	2,881,003	2,965,010	3,447,704
WORKING CAPITAL END OF YEAR	$ **2,965,010**	$ **3,315,543**	$ **3,447,704**	$ **3,973,494**

Solid Waste Utility Fund

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004
OPERATING REVENUES:				
Commercial Charges	$ 1,601,667	$ 1,589,000	$ 1,640,172	$ 1,680,000
Residential Charges	4,459,149	4,382,000	4,475,594	4,707,320
Roll-Off Service Charges	1,211,897	1,325,000	1,325,000	1,325,000
Landfill Fees	1,905,711	1,800,000	1,800,000	1,830,560
Larvaciding Fees	5,863	0	0	0
University Fees	301,160	328,000	340,000	340,000
Recycling	24,688	133,780	137,000	167,710
Other Misc. Operating Revenues	76,853	50,380	53,693	69,984
Total Operating Revenues	**9,586,988**	**9,608,160**	**9,771,459**	**10,120,574**
OPERATING EXPENSES:				
Personnel Services	3,431,959	3,688,273	3,664,497	3,887,726
Supplies & Materials	2,054,842	2,558,532	2,364,059	2,800,583
Travel & Training	10,544	19,280	16,848	19,630
Intragovernmental Charges	939,402	981,380	983,505	942,065
Utilities, Services & Other Misc.	2,136,113	1,775,959	1,928,911	1,844,077
Total Operating Expenses	**8,572,860**	**9,023,424**	**8,957,820**	**9,494,081**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**1,014,128**	**584,736**	**813,639**	**626,493**
Depreciation	(1,366,210)	(1,406,100)	(1,250,000)	(1,250,000)
OPERATING INCOME	**(352,082)**	**(821,364)**	**(436,361)**	**(623,507)**
NON-OPERATING REVENUES:				
Revenue From Other Gov't Units	219,002	68,297	232,399	83,618
Investment Revenue	498,060	250,000	250,000	250,000
Misc. Non-Operating Revenue	88,310	43,000	35,850	58,000
Total Non-Operating Revenues	**805,372**	**361,297**	**518,249**	**391,618**
NON-OPERATING EXPENSES:				
Interest Expense	343,590	398,228	398,228	381,726
Bank & Paying Agent Fees	875	5,000	0	0
Loss on Disposal Assets	29,820	0	0	0
Amortization	7,514	8,500	8,460	8,500
Total Non-Operating Expenses	**381,799**	**411,728**	**406,688**	**390,226**
OPERATING TRANSFERS TO OTHER FUNDS	0	0	0	0
Capital Contribution	0	0	0	0
NET INCOME (LOSS)	**71,491**	**(871,795)**	**(324,800)**	**(622,115)**
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**71,491**	**(871,795)**	**(324,800)**	**(622,115)** +
Retained Earnings, Beg. of Year	5,754,054	5,829,723	5,825,545	5,500,745
RETAINED EARNINGS END OF YEAR	$ **5,825,545**	$ **4,957,928**	$ **5,500,745**	$ **4,878,630**

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

Solid Waste Utility Fund

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 71,491	$ (871,795)	$ (324,800)	$ (622,115)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	1,366,210	1,406,100	1,250,000	1,250,000
TOTAL RESOURCES PROVIDED BY OPERATIONS	**1,437,701**	**534,305**	**925,200**	**627,885**
OTHER SOURCES:				
Increase in Obligations under GASB 18 Requirement	608,236	130,000	150,000	150,000
Bond & Note Proceeds	4,656,575	0	0	0
Municipal Contributions	0	0	0	0
Total Other Sources	**5,264,811**	**130,000**	**150,000**	**150,000**
FINANCIAL RESOURCES WERE USED FOR:				
Bond Retirement/Lease Reduction	375,000	375,000	375,000	385,000
Acquisition of Fixed Assets	4,810,558	662,900	804,448	898,860
Increase (Dec) in Restricted Assets	1,430,303	(130,000)	(150,000)	(150,000)
Increase (Dec) in Other Assets	100,946	(8,461)	(8,461)	(8,461)
Total Uses	**6,716,807**	**899,439**	**1,020,987**	**1,125,399**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**(14,295)**	**(235,134)**	**54,213**	**(347,514)**
Working Capital Beginning of Year	1,369,334	1,629,458	1,355,039	1,409,252
WORKING CAPITAL END OF YEAR	$ **1,355,039**	$ **1,394,324**	$ **1,409,252**	$ **1,061,738**

Storm Water Utility Fund

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004
OPERATING REVENUES:				
User Charges	$ 1,100,862	$ 1,050,000	$ 1,195,000	$ 1,090,000
Total Operating Revenues	**1,100,862**	**1,050,000**	**1,195,000**	**1,090,000**
OPERATING EXPENSES:				
Personnel Services	407,901	462,248	458,269	480,269
Supplies & Materials	84,745	144,779	81,290	154,615
Travel & Training	125	3,250	565	3,250
Intragovernmental Charges	109,091	117,095	117,095	119,461
Utilities, Services & Other Misc.	132,563	84,569	21,563	158,457
Total Operating Expenses	**734,425**	**811,941**	**678,782**	**916,052**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**366,437**	**238,059**	**516,218**	**173,948**
Depreciation	(249,981)	(250,000)	(260,000)	(260,000)
OPERATING INCOME	**116,456**	**(11,941)**	**256,218**	**(86,052)**
NON-OPERATING REVENUES:				
Investment Revenue	155,322	120,000	110,000	100,000
Misc. Non-Operating Revenue	(3,031)	0	0	4,551
Total Non-Operating Revenues	**152,291**	**120,000**	**110,000**	**104,551**
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**
Capital Contribution	171,186	0	0	0
NET INCOME (LOSS)	**439,933**	**108,059**	**366,218**	**18,499**
Amortization of Contributions	0	95,000	0	0
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**439,933**	**203,059**	**366,218**	**18,499**
Retained Earnings, Beg. of Year	5,741,813	6,025,864	6,181,746	6,547,964
RETAINED EARNINGS END OF YEAR	$ **6,181,746**	$ **6,228,923**	$ **6,547,964**	$ **6,566,463**

Storm Water Utility Fund

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 439,933	$ 108,059	$ 366,218	$ 18,499
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	249,981	250,000	260,000	260,000
TOTAL RESOURCES PROVIDED BY OPERATIONS	**689,914**	**358,059**	**626,218**	**278,499**
OTHER SOURCES:				
Municipal Contributions	(1)	0	0	0
Total Other Sources	**(1)**	**0**	**0**	**0**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	340,958	698,400	756,400	583,230
Increase/(Decrease) in Restricted Assets	1,004,946	0	0	0
Equity Transfer	0	0	0	0
Total Uses	**1,345,904**	**698,400**	**756,400**	**583,230**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**(655,991)**	**(340,341)**	**(130,182)**	**(304,731)**
Working Capital Beginning of Year	1,468,714	1,189,084	812,723	682,541
WORKING CAPITAL END OF YEAR	$ **812,723**	$ **848,743**	$ **682,541**	$ **377,810**

Employee Benefit Fund

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004
OPERATING REVENUES:				
Fees & Services Charges	$ 6,148,300	$ 6,571,984	$ 7,087,832	$ 7,119,506
Misc. Operating Revenue	1,274,417	10,000	10,290	10,000
Total Operating Revenues	**7,422,717**	**6,581,984**	**7,098,122**	**7,129,506**
OPERATING EXPENSES:				
Personnel Services	233,261	275,420	268,147	282,904
Supplies & Materials	34,732	91,324	54,646	56,975
Travel & Training	1,926	14,742	5,000	7,772
Intragovernmental Charges	47,920	46,728	46,728	43,569
Utilities, Services & Other Misc.	7,766,535	7,414,858	7,255,450	7,662,645
Total Operating Expenses	**8,084,374**	**7,843,072**	**7,629,971**	**8,053,865**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**(661,657)**	**(1,261,088)**	**(531,849)**	**(924,359)**
Depreciation	0	0	0	0
OPERATING INCOME	**(661,657)**	**(1,261,088)**	**(531,849)**	**(924,359)**
NON-OPERATING REVENUES:				
Investment Revenue	254,420	200,000	185,000	175,000
Total Non-Operating Revenues	**254,420**	**200,000**	**185,000**	**175,000**
OPERATING TRANSFERS TO OTHER FUNDS	0	0	0	0
NET INCOME (LOSS)	**(407,237)**	**(1,061,088)**	**(346,849)**	**(749,359)**
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**(407,237)**	**(1,061,088)**	**(346,849)**	**(749,359)** +
Retained Earnings, Beg. of Year As Restated	3,592,307	3,076,466	3,185,070	2,838,221
RETAINED EARNINGS END OF YEAR	$ **3,185,070**	$ **2,015,378**	$ **2,838,221**	$ **2,088,862**

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

Self Insurance Reserve Fund

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004
OPERATING REVENUES:				
User Charges	$ 1,620,436	$ 1,700,000	$ 1,700,000	$ 1,759,500
Total Operating Revenues	**1,620,436**	**1,700,000**	**1,700,000**	**1,759,500**
OPERATING EXPENSES:				
Personnel Services	97,612	107,711	104,661	110,388
Supplies & Materials	5,312	4,625	4,525	3,975
Travel & Training	4,646	6,850	5,850	6,382
Intragovernmental Charges	38,299	35,561	35,561	28,434
Utilities, Services & Other Misc.	2,184,123	2,490,085	2,468,085	2,684,985
Total Operating Expenses	**2,329,992**	**2,644,832**	**2,618,682**	**2,834,164**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**(709,556)**	**(944,832)**	**(918,682)**	**(1,074,664)**
Depreciation	0	0	0	0
OPERATING INCOME	**(709,556)**	**(944,832)**	**(918,682)**	**(1,074,664)**
NON-OPERATING REVENUES:				
Investment Revenue	2,419,349	500,000	350,000	400,000
Total Non-Operating Revenues	**2,419,349**	**500,000**	**350,000**	**400,000**
NON-OPERATING EXPENSES:				
Interest Expense	0	0	0	0
Amortization	270,869	0	0	0
Bond Interest	351,389	0	0	0
Total Non-Operating Expenses	**622,258**	**0**	**0**	**0**
OPERATING TRANSFERS TO OTHER FUNDS	0	0	0	0
NET INCOME (LOSS)	**1,087,535**	**(444,832)**	**(568,682)**	**(674,664)**
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**1,087,535**	**(444,832)**	**(568,682)**	**(674,664)** ^
Retained Earnings, Beg. of Year	8,010,020	7,507,870	9,097,555	8,528,873
RETAINED EARNINGS END OF YEAR	$ **9,097,555**	$ **7,063,038**	$ **8,528,873**	$ **7,854,209**

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

Custodial and Building Maintenance Fund

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004
OPERATING REVENUES:				
Custodial User Charges	$ 258,101	$ 256,243	$ 256,243	$ 208,690
Bldg. Maint. User Charges	584,529	584,854	588,854	468,254
Total Operating Revenues	**842,630**	**841,097**	**845,097**	**676,944**
OPERATING EXPENSES:				
Personnel Services	380,367	425,346	399,016	441,504
Supplies & Materials	87,909	108,677	95,518	116,751
Travel & Training	557	900	500	900
Intragovernmental Charges	58,641	55,250	55,250	60,714
Utilities, Services & Other Misc.	226,369	320,704	269,238	337,147
Total Operating Expenses	**753,843**	**910,877**	**819,522**	**957,016**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**88,787**	**(69,780)**	**25,575**	**(280,072)**
Depreciation	(5,148)	(5,200)	(5,200)	(5,200)
OPERATING INCOME	**83,639**	**(74,980)**	**20,375**	**(285,272)**
NON-OPERATING REVENUES:				
Investment Revenue	52,925	40,000	40,000	40,000
Misc. Non-Operating Revenue	375	0	174	0
Total Non-Operating Revenues	**53,300**	**40,000**	**40,174**	**40,000**
NON-OPERATING EXPENSES:				
Loss on Disposal of Fixed Assets	0	0	0	0
Interest Expense	97	0	0	0
Total Non-Operating Expenses	**97**	**0**	**0**	**0**
OPERATING TRANSFERS FROM OTHER FUNDS	**13,070**	**0**	**0**	**0**
NET INCOME (LOSS)	**149,912**	**(34,980)**	**60,549**	**(245,272)**
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**149,912**	**(34,980)**	**60,549**	**(245,272)** ^
Retained Earnings, Beg. of Year	417,657	438,364	567,569	628,118
Equity Transfer	0	0	0	0
RETAINED EARNINGS END OF YEAR	$ **567,569**	$ **403,384**	$ **628,118**	$ **382,846**

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

Custodial and Building Maintenance Fund

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 149,912	$ (34,980)	$ 60,549	$ (245,272)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	5,148	5,200	5,200	5,200
TOTAL RESOURCES PROVIDED BY OPERATIONS	**155,060**	**(29,780)**	**65,749**	**(240,072)**
OTHER SOURCES:				
Municipal Contribution	0	0	0	0
	0	**0**	**0**	**0**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	(1)	0	0	183,200
Equity Transfer	0	0	0	0
Total Uses	**(1)**	**0**	**0**	**183,200**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**155,061**	**(29,780)**	**65,749**	**(423,272)**
Working Capital Beginning of Year	711,067	731,974	866,128	931,877
WORKING CAPITAL END OF YEAR	$ **866,128**	$ **702,194**	$ **931,877**	$ **508,605**

Fleet Operations Fund

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004
OPERATING REVENUES:				
User Charges	$ 3,373,731	$ 3,385,000	$ 3,617,570	$ 3,709,700
Total Operating Revenues	**3,373,731**	**3,385,000**	**3,617,570**	**3,709,700**
OPERATING EXPENSES:				
Personnel Services	1,085,282	1,143,812	1,128,891	1,176,255
Supplies & Materials	1,972,264	1,885,073	2,079,844	1,986,283
Travel & Training	5,430	5,593	5,700	5,873
Intragovernmental Charges	292,755	293,120	288,720	279,140
Utilities, Services & Other Misc.	41,376	55,131	50,431	56,707
Total Operating Expenses	**3,397,107**	**3,382,729**	**3,553,586**	**3,504,258**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**(23,376)**	**2,271**	**63,984**	**205,442**
Depreciation	(21,750)	(22,000)	(23,000)	(23,000)
OPERATING INCOME	**(45,126)**	**(19,729)**	**40,984**	**182,442**
NON-OPERATING REVENUES:				
Revenue From Other Gov. Units	0	0	0	0
Investment Revenue	(7,488)	0	0	0
Misc. Non-Operating Revenue	12,607	5,000	14,274	18,700
Total Non-Operating Revenues	**5,119**	**5,000**	**14,274**	**18,700**
NON-OPERATING EXPENSES:				
Loss of Disposal Assets	2,820	0	500	0
Interest Expense	0	0	0	0
Debt Service Principal	0	0	0	0
Total Non-Operating Expenses	**2,820**	**0**	**500**	**0**
Capital Contributions	4,018	0	0	0
NET INCOME (LOSS)	**(38,809)**	**(14,729)**	**54,758**	**201,142**
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**(38,809)**	**(14,729)**	**54,758**	**201,142**
Retained Earnings, Beg. of Year	46,358	(54,517)	7,549	62,307
RETAINED EARNINGS END OF YEAR	$ **7,549**	$ **(69,246)**	$ **62,307**	$ **263,449**

Fleet Operations Fund

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ (38,809)	$ (14,729)	$ 54,758	$ 201,142
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	21,750	22,000	23,000	23,000
Loss on Disposal of Fixed Assets	0	0	0	0
TOTAL RESOURCES PROVIDED BY OPERATIONS	**(17,059)**	**7,271**	**77,758**	**224,142**
OTHER SOURCES:				
Municipal Contributions	0	0	0	0
Increase/Decrease in Other Liabilities	0	0	0	0
Total Other Sources	**0**	**0**	**0**	**0**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	18,151	13,125	6,625	56,000
Repayment of Loan	0	0	0	0
Total Uses	**18,151**	**13,125**	**6,625**	**56,000**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**(35,210)**	**(5,854)**	**71,133**	**168,142**
Working Capital Beginning of Year	98,511	(29,237)	63,301	134,434
WORKING CAPITAL END OF YEAR	$ **63,301**	$ **(35,091)**	$ **134,434**	$ **302,576**

Information Services Fund

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004
OPERATING REVENUES:				
User Charges	$ 2,931,451	$ 3,004,756	$ 3,030,391	$ 2,943,755
Total Operating Revenues	**2,931,451**	**3,004,756**	**3,030,391**	**2,943,755**
OPERATING EXPENSES:				
Personnel Services	1,390,695	1,448,231	1,443,826	1,493,562
Supplies & Materials	188,869	281,704	243,080	391,192
Travel & Training	56,351	124,327	86,727	124,253
Intragovernmental Charges	129,186	130,097	130,097	115,503
Utilities, Services & Other Misc.	803,976	864,718	845,177	912,214
Total Operating Expenses	**2,569,077**	**2,849,077**	**2,748,907**	**3,036,724**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**362,374**	**155,679**	**281,484**	**(92,969)**
Depreciation	(180,980)	(207,000)	(180,000)	(180,000)
OPERATING INCOME	**181,394**	**(51,321)**	**101,484**	**(272,969)**
NON-OPERATING REVENUES:				
Investment Revenue	83,286	60,000	60,000	60,000
Misc. Non-Operating Revenue	2,439	0	0	0
Total Non-Operating Revenues	**85,725**	**60,000**	**60,000**	**60,000**
NON-OPERATING EXPENSES:				
Interest Expense	3,482	0	2,910	0
Amortization	0	0	0	0
Loss On Disposal Assets	0	0	0	0
Capital Lease Payment	0	0	0	0
Total Non-Operating Expenses	**3,482**	**0**	**2,910**	**0**
OPERATING TRANSFERS FROM OTHER FUNDS	**0**	**0**	**0**	**0**
NET INCOME (LOSS)	**263,637**	**8,679**	**158,574**	**(212,969)**
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**263,637**	**8,679**	**158,574**	**(212,969)** ^
Retained Earnings, Beg. of Year	871,625	949,052	1,135,262	1,293,836
RETAINED EARNINGS END OF YEAR	$ **1,135,262**	$ **957,731**	$ **1,293,836**	$ **1,080,867**

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

Information Services Fund

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 263,637	$ 8,679	$ 158,574	$ (212,969)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	180,980	207,000	180,000	180,000
TOTAL RESOURCES PROVIDED BY OPERATIONS	**444,617**	**215,679**	**338,574**	**(32,969)**
OTHER SOURCES:				
Municipal Contributions	0	0	0	0
Financing Proceeds	0	147,000	147,000	0
Total Other Sources	**0**	**147,000**	**147,000**	**0**
FINANCIAL RESOURCES WERE USED FOR:				
Increase (Dec) in Other Assets	0	0	0	0
Reduction of Long Term Notes Payable/ Lease Reductions	0	0	0	147,000
Acquisition of Fixed Assets	135,339	397,478	396,828	372,768
Total Uses	**135,339**	**397,478**	**396,828**	**519,768**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**309,278**	**(34,799)**	**88,746**	**(552,737)**
Working Capital Beginning of Year	996,059	867,145	1,305,337	1,394,083
WORKING CAPITAL END OF YEAR	$ **1,305,337**	$ **832,346**	$ **1,394,083**	$ **841,346**

Public Communications Fund

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004
OPERATING REVENUES:				
User Charges	$ 816,879	$ 737,490	$ 782,490	$ 767,187
Total Operating Revenues	**816,879**	**737,490**	**782,490**	**767,187**
OPERATING EXPENSES:				
Personnel Services	265,138	315,527	277,389	283,768
Supplies & Materials	257,698	272,531	262,485	279,849
Travel & Training	667	3,750	2,950	3,750
Intragovernmental Charges	48,598	55,068	55,068	54,224
Utilities, Services & Other Misc.	76,022	134,589	134,487	149,967
Total Operating Expenses	**648,123**	**781,465**	**732,379**	**771,558**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**168,756**	**(43,975)**	**50,111**	**(4,371)**
Depreciation	(9,547)	(10,000)	(10,000)	(10,000)
OPERATING INCOME	**159,209**	**(53,975)**	**40,111**	**(14,371)**
NON-OPERATING REVENUES:				
Investment Revenue	60,151	40,000	45,137	45,000
Misc. Non-Operating Revenue	0	0	379	0
Total Non-Operating Revenues	**60,151**	**40,000**	**45,516**	**45,000**
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	**(26,468)**	**(50,000)**	**(50,000)**	**(70,000)**
NET INCOME (LOSS)	**192,892**	**(63,975)**	**35,627**	**(39,371)**
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**192,892**	**(63,975)**	**35,627**	**(39,371)** ^
Retained Earnings, Beg. of Year	893,823	918,842	1,086,715	1,122,342
RETAINED EARNINGS END OF YEAR	$ **1,086,715**	$ **854,867**	$ **1,122,342**	$ **1,082,971**

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

Public Communications Fund

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 192,892	$ (63,975)	$ 35,627	$ (39,371)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	9,547	10,000	10,000	10,000
Loss on Disposal of Fixed Assets	0	0	0	0
TOTAL RESOURCES PROVIDED BY OPERATIONS	**202,439**	**(53,975)**	**45,627**	**(29,371)**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	1,377	8,000	8,000	45,000
Total Uses	**1,377**	**8,000**	**8,000**	**45,000**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**201,062**	**(61,975)**	**37,627**	**(74,371)**
Working Capital Beginning of Year	832,180	844,772	1,033,242	1,070,869
WORKING CAPITAL END OF YEAR	$ **1,033,242**	$ **782,797**	$ **1,070,869**	$ **996,498**

Utility Customer Services Fund

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004
OPERATING REVENUES:				
User Charges	$ 1,282,031	$ 1,189,330	$ 1,169,780	$ 1,014,108
Total Operating Revenues	**1,282,031**	**1,189,330**	**1,169,780**	**1,014,108**
OPERATING EXPENSES:				
Personnel Services	410,722	452,366	442,094	445,840
Supplies & Materials	252,318	344,831	255,073	34,105
Travel & Training	2,039	20,445	20,180	17,550
Intragovernmental Charges	295,929	315,141	315,141	235,001
Utilities, Services & Other Misc.	157,589	196,417	204,389	539,560
Total Operating Expenses	**1,118,597**	**1,329,200**	**1,236,877**	**1,272,056**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**163,434**	**(139,870)**	**(67,097)**	**(257,948)**
Depreciation	(2,183)	(5,950)	(4,000)	(4,000)
OPERATING INCOME	**161,251**	**(145,820)**	**(71,097)**	**(261,948)**
NON-OPERATING REVENUES:				
Investment Revenue	55,193	38,000	45,000	45,000
Misc. Non-Operating Revenues	270,053	200,000	200,000	200,000
Total Non-Operating Revenues	**325,246**	**238,000**	**245,000**	**245,000**
NON-OPERATING EXPENSES:				
Loss on Disposal of Assets	0	0	0	0
Total Non-Operating Expenses	**0**	**0**	**0**	**0**
OPERATING TRANSFERS TO OTHER FUNDS	**0**	**0**	**0**	**(24,434)**
NET INCOME (LOSS)	**486,497**	**92,180**	**173,903**	**(41,382)**
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**486,497**	**92,180**	**173,903**	**(41,382)** ^
Retained Earnings, Beg. of Year	697,992	1,037,540	1,184,489	1,358,392
RETAINED EARNINGS END OF YEAR	$ **1,184,489**	$ **1,129,720**	$ **1,358,392**	$ **1,317,010**

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

Utility Customer Services Fund

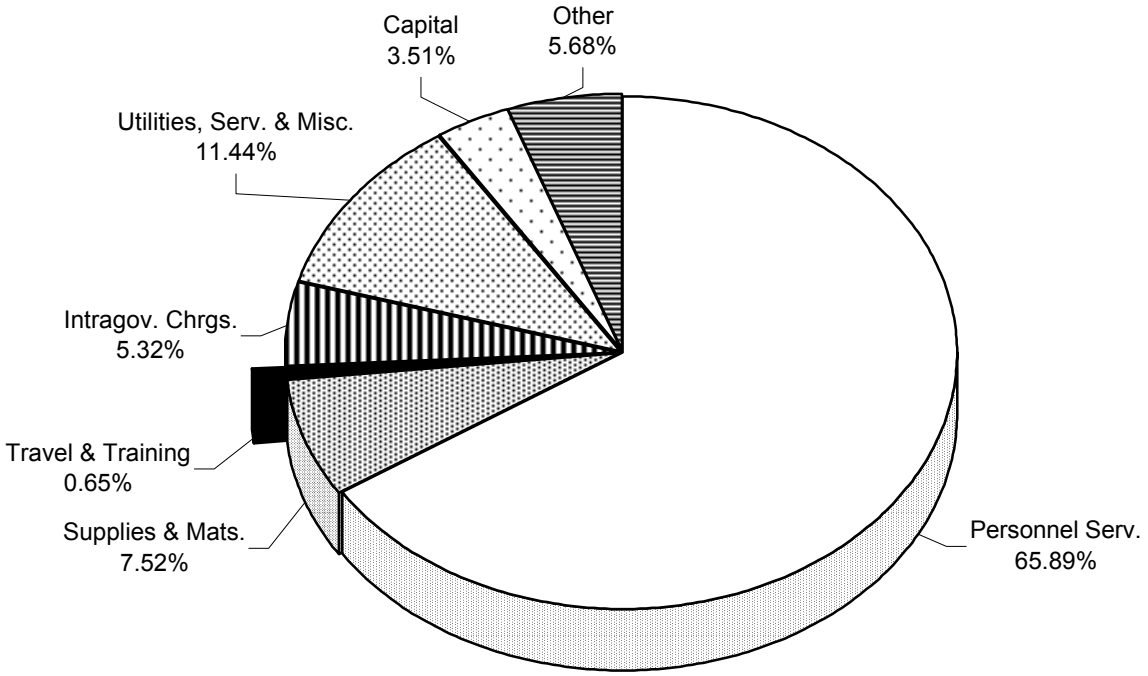
	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 486,497	$ 92,180	$ 173,903	$ (41,382)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	2,183	5,950	4,000	4,000
TOTAL RESOURCES PROVIDED BY OPERATIONS	**488,680**	**98,130**	**177,903**	**(37,382)**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	7,500	0	0	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	**7,500**	**0**	**0**	**0**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**481,180**	**98,130**	**177,903**	**(37,382)**
Working Capital Beginning of Year	667,659	892,917	1,148,839	1,326,742
WORKING CAPITAL END OF YEAR	$ **1,148,839**	$ **991,047**	$ **1,326,742**	$ **1,289,360**

General Fund Summary

City of Columbia

Columbia, Missouri

General Fund Summary
FY 2004



APPROPRIATIONS

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
Personnel Services	$ 32,594,159	$ 34,823,964	$ 34,287,287	$ 36,454,449	4.7%
Supplies & Materials	3,654,559	4,131,660	4,012,246	4,159,434	0.7%
Travel & Training	264,446	357,237	315,089	357,310	0.0%
Intragovernmental Charges	2,964,245	3,015,541	3,003,789	2,942,247	(2.4%)
Utilities, Services & Misc.	4,619,536	5,738,704	5,695,347	6,328,002	10.3%
Capital	1,660,323	1,307,276	1,237,576	1,940,363	48.4%
Other	2,869,500	2,884,603	2,884,603	3,142,578	8.9%
Total	**48,626,768**	**52,258,985**	**51,435,937**	**55,324,383**	**5.9%**
Summary					
Operating Expenses	44,096,945	48,067,106	47,313,758	50,241,442	4.5%
Non-Operating Expenses	2,869,500	2,884,603	2,884,603	3,142,578	8.9%
Debt Service	0	0	0	0	
Capital Additions	1,660,323	1,307,276	1,237,576	1,940,363	48.4%
Capital Projects	0	0	0	0	
Total Expenses	$ **48,626,768**	$ **52,258,985**	$ **51,435,937**	$ **55,324,383**	**5.9%**

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 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
General City (Nondepartmental)	$ 3,759,536	$ 3,994,796	$ 4,081,541	$ 4,466,503	11.8%
City Council	127,853	184,427	170,051	203,266	10.2%
City Clerk	179,507	195,835	188,767	199,770	2.0%
City Manager	669,716	738,145	700,324	749,384	1.5%
Finance	2,472,127	2,697,984	2,643,219	2,731,178	1.2%
Human Resources	589,588	693,418	673,572	678,645	(2.1%)
Law	681,444	747,758	741,112	764,414	2.2%
Municipal Court	517,863	561,845	546,950	597,656	6.4%
Police	13,046,196	13,613,049	13,536,086	14,290,195	5.0%
Fire	9,207,194	9,978,764	9,717,809	10,143,487	1.7%
Emergency Mgmt & Com.	1,860,933	2,144,493	2,034,617	2,187,829	2.0%
Health	3,544,576	4,111,831	4,006,970	4,356,066	5.9%
Planning	554,004	646,818	589,767	629,138	(2.7%)
Economic Development	310,546	321,750	299,077	315,799	(1.8%)
Community Services	1,125,160	1,151,082	1,149,277	1,167,049	1.4%
Parks & Recreation	3,303,209	3,549,915	3,417,983	3,688,922	3.9%
Public Works	6,677,316	6,927,075	6,938,815	8,155,082	17.7%
TOTAL DEPTMNTL	**$ 48,626,768**	**$ 52,258,985**	**$ 51,435,937**	**$ 55,324,383**	**5.9%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
City Clerk	2.00	2.00	2.00	2.00	
City Manager	7.60	6.60	6.60	6.60	
Finance	33.25	34.25	34.25	34.25	
Human Resources	8.00	8.00	8.00	8.00	
Law	8.00	8.00	8.00	8.00	
Municipal Court	6.90	7.90	7.90	7.90	
Police	169.00	173.00	173.00	175.00	2.00
Fire	128.00	128.00	128.00	128.00	
Emer, Mgmt & Communications	29.75	29.75	29.75	29.75	
Health	53.85	55.35	55.35	56.75	1.40
Planning	6.98	7.20	7.20	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	38.50	38.50	40.50	2.00
Public Works	77.73	78.73	78.73	82.23	3.50
Total Personnel	**575.01**	**583.48**	**583.48**	**592.38**	**8.90**
Permanent Full-Time	566.26	574.23	574.23	583.23	9.00
Permanent Part-Time	8.75	9.25	9.25	9.15	(0.10)
Total Permanent	**575.01**	**583.48**	**583.48**	**592.38**	**8.90**

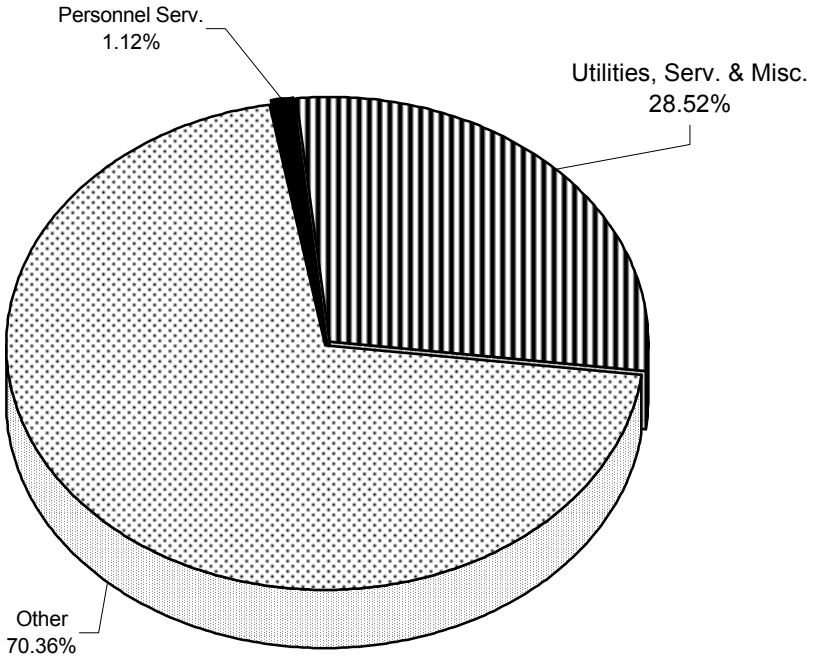
(THIS PAGE INTENTIONALLY LEFT BLANK)

City General - Non Departmental Expenditures

City of Columbia

Columbia, Missouri

City General
FY 2004



APPROPRIATIONS

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
Personnel Services	$ 63,914	$ 10,755	$ 50,000	$ 50,000	364.9%
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services & Misc.	773,055	1,099,438	1,146,938	1,273,925	15.9%
Capital	53,067	0	0	0	
Other	2,869,500	2,884,603	2,884,603	3,142,578	8.9%
Total	**3,759,536**	**3,994,796**	**4,081,541**	**4,466,503**	**11.8%**
Summary					
Operating Expenses	836,969	1,110,193	1,196,938	1,323,925	19.3%
Non-Operating Expenses	2,869,500	2,884,603	2,884,603	3,142,578	8.9%
Debt Service	0	0	0	0	
Capital Additions	53,067	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **3,759,536**	$ **3,994,796**	$ **4,081,541**	$ **4,466,503**	**11.8%**

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

The Recreation Services subsidy has been decreased from FY 2003 by $8,200 which is the amount that was spent purchase defibrillators (AEDs) at the L.A. Nickel Golf Course, the Lake of the Woods Golf Course, and the Parkade Center. The subsidies for Cultural Affairs and the Contributions Fund have been increased. The following amounts have been set aside for specific purposes: Council Reserve of $66,500, Contingency of $100,000, Grant Reserve of $50,000, and $36,000 for grant writing activities. The Council can allocate the $66,500 Council Reserve and still maintain a 16% fund balance.

SUBSIDIES, TRANSFERS, AND OTHER (DETAIL)

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
SUBSIDIES:					
Recreation Services	$ 1,500,000	$ 1,528,200	$ 1,528,200	$ 1,520,000	(0.5%)
Cultural Affairs	239,000	239,000	239,000	265,975	11.3%
Contributions Trust Fund	128,000	128,000	128,000	147,200	15.0%
Total Subsidies	**1,867,000**	**1,895,200**	**1,895,200**	**1,933,175**	**2.0%**
TRANSFERS:					
Parking Facilities Utility	172,000	172,000	172,000	172,000	0.0%
Special Business District	17,500	17,500	17,500	17,500	0.0%
COPS Public Bldg/Fire DSF	116,830	99,903	99,903	99,903	0.0%
Capital Projects Fund	696,170	700,000	700,000	920,000	31.4%
TI Subsidies & Transfers	**2,869,500**	**2,884,603**	**2,884,603**	**3,142,578**	**8.9%**
OTHER:					
Street Lighting	710,955	690,000	720,000	738,425	7.0%
Miscellaneous Nonprogrammed	179,081	313,255	370,000	427,500	36.5%
Council Reserve	0	6,938	6,938	66,500	858.5%
Contingency	0	100,000	100,000	100,000	0.0%
Total	$ **3,759,536**	$ **3,994,796**	$ **4,081,541**	$ **4,475,003**	**12.0%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes

There are no personnel assigned to this budget.

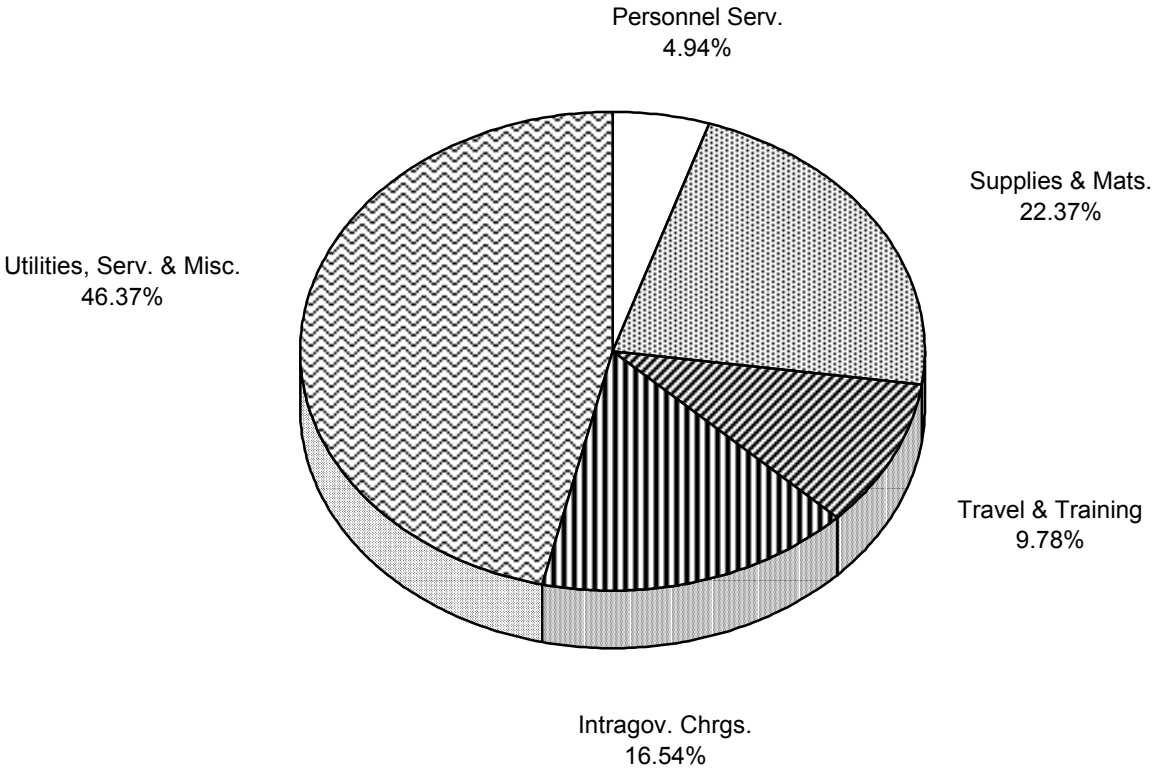
(THIS PAGE INTENTIONALLY LEFT BLANK)

City Council

City of Columbia

Columbia, Missouri

City Council
FY 2004



APPROPRIATIONS

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
Personnel Services	$ 5,016	$ 10,045	$ 5,862	$ 10,049	0.0%
Supplies & Materials	35,301	49,162	45,141	45,478	(7.5%)
Travel & Training	10,595	19,870	19,870	19,870	0.0%
Intragovernmental Charges	37,569	39,448	38,249	33,620	(14.8%)
Utilities, Services & Misc.	39,372	64,413	60,929	94,249	46.3%
Capital	0	1,489	0	0	(100.0%)
Other	0	0	0	0	
Total	**127,853**	**184,427**	**170,051**	**203,266**	**10.2%**
Summary					
Operating Expenses	127,853	182,938	170,051	203,266	11.1%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	1,489	0	0	(100.0%)
Capital Projects	0	0	0	0	
Total Expenses	$ **127,853**	$ **184,427**	$ **170,051**	$ **203,266**	**10.2%**

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 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004
There are no personnel assigned to this budget, however, there are 7 volunteer staff members - 1 Mayor and 6 Council members.				

(THIS PAGE INTENTIONALLY LEFT BLANK)

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.
Additional funds have been budgeted for fiscal year 2004 for the City's membership in the Mid-Missouri Regional Planning Commission (MMRPC). Membership in the MMRPC allows the city to be eligible for obtaining Economic Development Administration grants.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 5,016	$ 10,045	$ 5,862	$ 10,049	0.0%
Supplies and Materials	26,223	34,638	34,521	31,073	(10.3%)
Travel and Training	7,834	13,105	13,105	13,105	0.0%
Intragovernmental Charges	37,539	39,347	38,148	31,670	(19.5%)
Utilities, Services, & Misc.	35,853	44,511	48,406	70,955	59.4%
Capital	0	1,489	0	0	(100.0%)
Other	0	0	0	0	
Total	$ **112,465**	$ **143,135**	$ **140,042**	$ **156,852**	**9.6%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies and Materials	9,078	14,524	10,620	14,405	(0.8%)
Travel and Training	2,761	6,765	6,765	6,765	0.0%
Intragovernmental Charges	30	101	101	1,950	1830.7%
Utilities, Services, & Misc.	3,519	19,902	12,523	23,294	17.0%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **15,388**	$ **41,292**	$ **30,009**	$ **46,414**	**12.4%**

ACTIVITY LEVEL EXPENDITURES

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Board of Adjustment	$ 663	$ 5,532	$ 3,032	$ 5,555	0.4%
Airport Advisory Board	630	546	546	559	2.4%
Sister Cities	0	10,000	5,000	8,800	(12.0%)
Planning and Zoning	0	1,910	1,910	1,950	2.1%
Parks and Recreation Commission	3,174	4,255	4,095	4,264	0.2%
Bike Commission	92	1,054	1,054	1,082	2.7%
Other Boards	200	7,181	3,576	9,075	26.4%
Historic Preservation	2,261	4,676	4,597	7,695	64.6%
Mayor's Council on Physical Fitness	5,838	3,142	3,203	3,211	2.2%
Commissions - General	0	2,895	2,895	2,967	2.5%
Disabilities	2,500	0	0	1,200	
Recreational Programs	0	0	0	0	
Council Delivery	30	101	101	56	(44.6%)
Total	$ **15,388**	$ **41,292**	$ **30,009**	$ **46,414**	**12.4%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes

There are no personnel assigned to this budget.

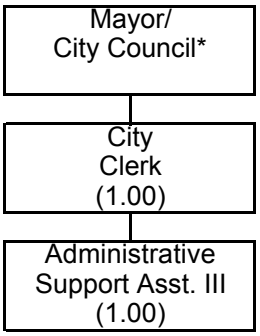
City Clerk
and Elections

City of Columbia

Columbia, Missouri

City of Columbia - City Clerk

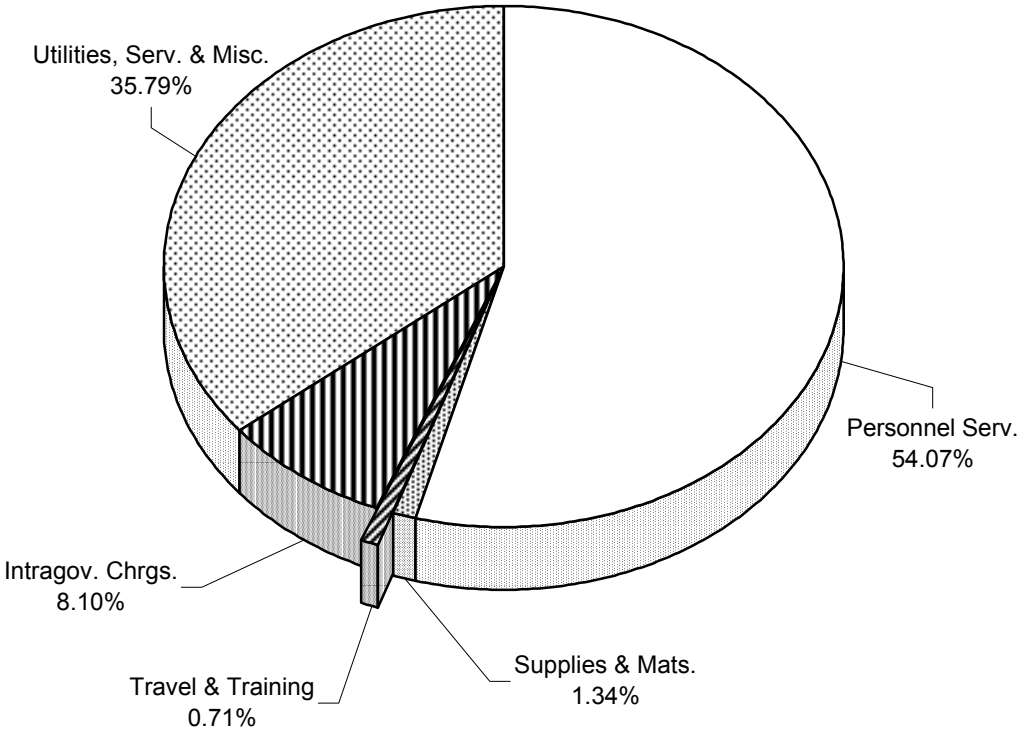
2.00 FTE Positions



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

City Clerk and Elections

FY 2004



APPROPRIATIONS

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
Personnel Services	$ 100,436	$ 104,888	$ 104,925	$ 108,009	3.0%
Supplies & Materials	940	2,258	1,158	2,668	18.2%
Travel & Training	169	1,425	600	1,425	0.0%
Intragovernmental Charges	16,898	16,881	16,881	16,172	(4.2%)
Utilities, Services & Misc.	61,064	70,383	65,203	71,496	1.6%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**179,507**	**195,835**	**188,767**	**199,770**	**2.0%**
Summary					
Operating Expenses	179,507	195,835	188,767	199,770	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	$ **179,507**	$ **195,835**	$ **188,767**	$ **199,770**	**2.0%**

(THIS PAGE INTENTIONALLY LEFT BLANK)

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 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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 2002	Budget FY 2003	Estimated FY 2004
Council Meetings	27	26	26
Proclamations	60	70	65
Board of Adjustment Applications Processed	45	45	45

COMPARATIVE DATA

	Columbia, MO	Independence, MO	St. Joseph, MO	St. Charles, MO	Hazelwood, MO
Population	**89,174**	**113,587**	**74,583**	**62,234**	**31,789**
Number of Employees	2	7	2.5	3	4
Employees Per 1,000 Population	0.022	0.062	0.034	0.048	0.126
Number of Ordinances and Resolutions/Year	659	406	533	507	114

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 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 100,436	$ 104,888	$ 104,925	$ 108,009	3.0%
Supplies and Materials	940	2,258	1,158	2,668	18.2%
Travel and Training	169	1,425	600	1,425	0.0%
Intragovernmental Charges	16,898	16,881	16,881	16,172	(4.2%)
Utilities, Services, & Misc.	953	6,636	1,456	6,156	(7.2%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **119,396**	$ **132,088**	$ **125,020**	$ **134,430**	**1.8%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
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.	60,111	63,747	63,747	65,340	2.5%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **60,111**	$ **63,747**	$ **63,747**	$ **65,340**	**2.5%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
There are no personnel assigned to this budget.					

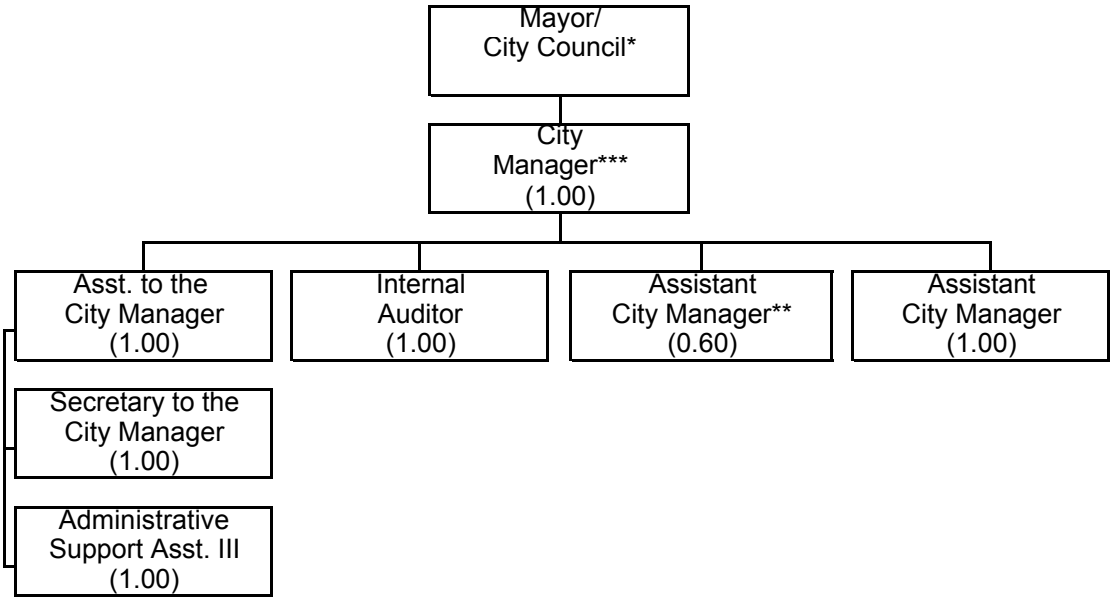
City Manager

City of Columbia

Columbia, Missouri

City of Columbia - City Manager

6.60 FTE Positions

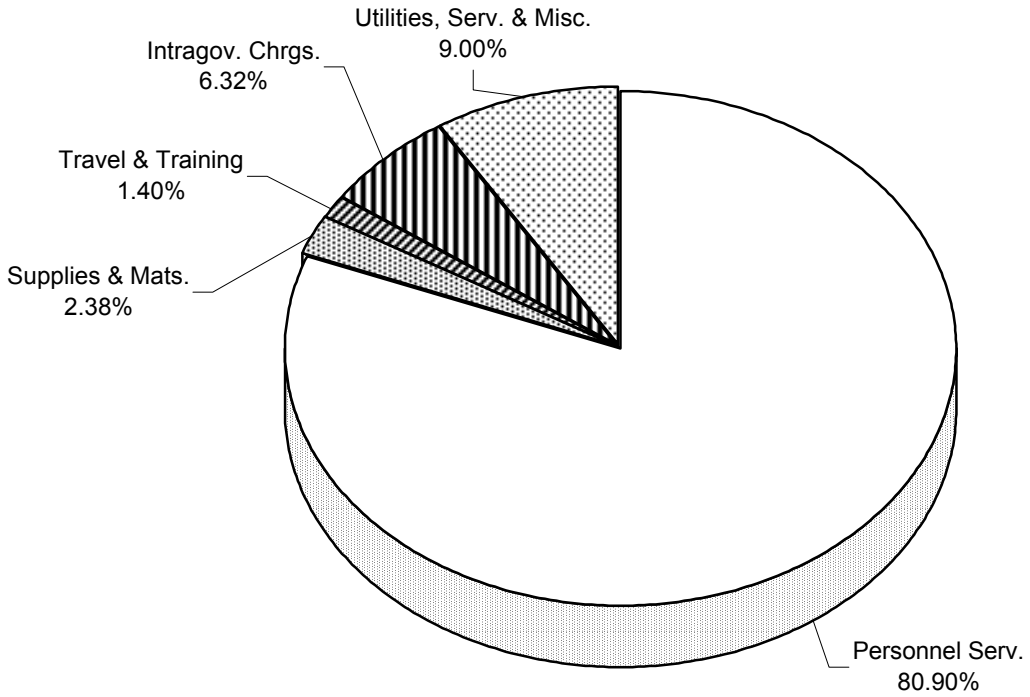


* Positions not included in City Manager's FTE count.

** 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 2004



APPROPRIATIONS

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
Personnel Services	$ 572,023	$ 593,481	$ 582,907	$ 606,277	2.2%
Supplies & Materials	7,379	17,677	11,144	17,860	1.0%
Travel & Training	7,665	10,475	10,000	10,475	0.0%
Intragovernmental Charges	53,964	52,573	51,573	47,333	(10.0%)
Utilities, Services & Misc.	28,685	63,939	44,700	67,439	5.5%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**669,716**	**738,145**	**700,324**	**749,384**	**1.5%**
Summary					
Operating Expenses	669,716	738,145	700,324	749,384	1.5%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **669,716**	$ **738,145**	$ **700,324**	$ **749,384**	**1.5%**

(THIS PAGE INTENTIONALLY LEFT BLANK)

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, and 5-year capital improvements plan, preparation of Council agendas and special staff reports, and program coordination and development. The City Manager is directly responsible to the City Council for the proper administration of all the City affairs as well as implementation of policies and programs adopted by the Council. The City Manager attends all Council meetings and Council work sessions. 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.

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 to assist the City Council in setting policy for the needs of the citizens; (4) Provide timely responses to Council and citizens inquiries; (5) Prepare and monitor annual operating and capital budget and keep the Council advised of the financial conditions of the city; (6) Implement policies authorized by the City Council; and (7) Exercise direction over all municipal day-to-day operations of the city.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

There are no significant changes in this year's budget.

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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	1.00	0.00	0.00	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	**7.60**	**6.60**	**6.60**	**6.60**	
Permanent Full-Time	7.60	6.60	6.60	6.60	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**7.60**	**6.60**	**6.60**	**6.60**	

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2002	Budget FY 2003	Estimated FY 2004
Council Issues Processed: Resolutions/Staff Report	235	250	275
Ordinances/Staff Report	424	430	450
Agenda Reports	118	120	125
City Manager Press Conferences	26	26	26

COMPARATIVE DATA

	Columbia, MO	Springfield, MO	Ames, IA	Indepen-dence, MO	Boulder, CO	Lawrence, KS
Population	**89,174**	**155,168**	**51,870**	**113,587**	**97,502**	**85,405**
Number of Employees	7	5	12	10	10	6
Employees Per 1,000 Population	0.078	0.032	0.231	0.088	0.103	0.070
Total Annual Budget (Including Capital Improvements)*	222,092,151	201,024,000	119,714,733	193,899,878	198,668,000	107,740,591

* 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. FY 2003 adopted total budget for Columbia 's Annual Budget number.

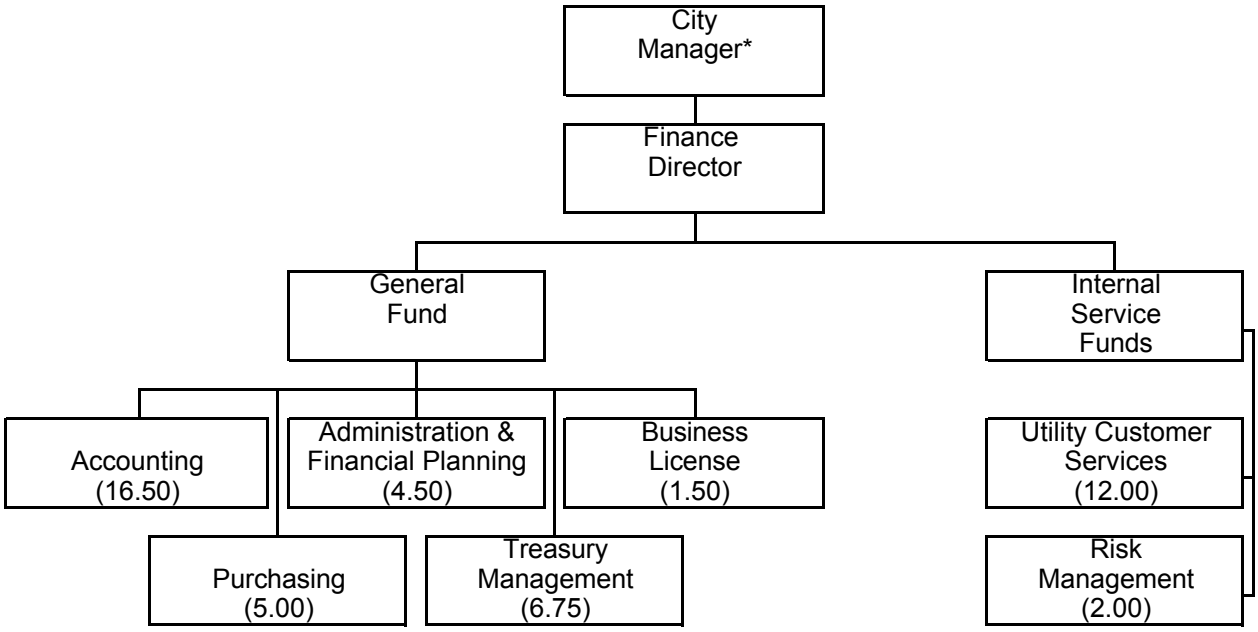
Finance Department

City of Columbia

Columbia, Missouri

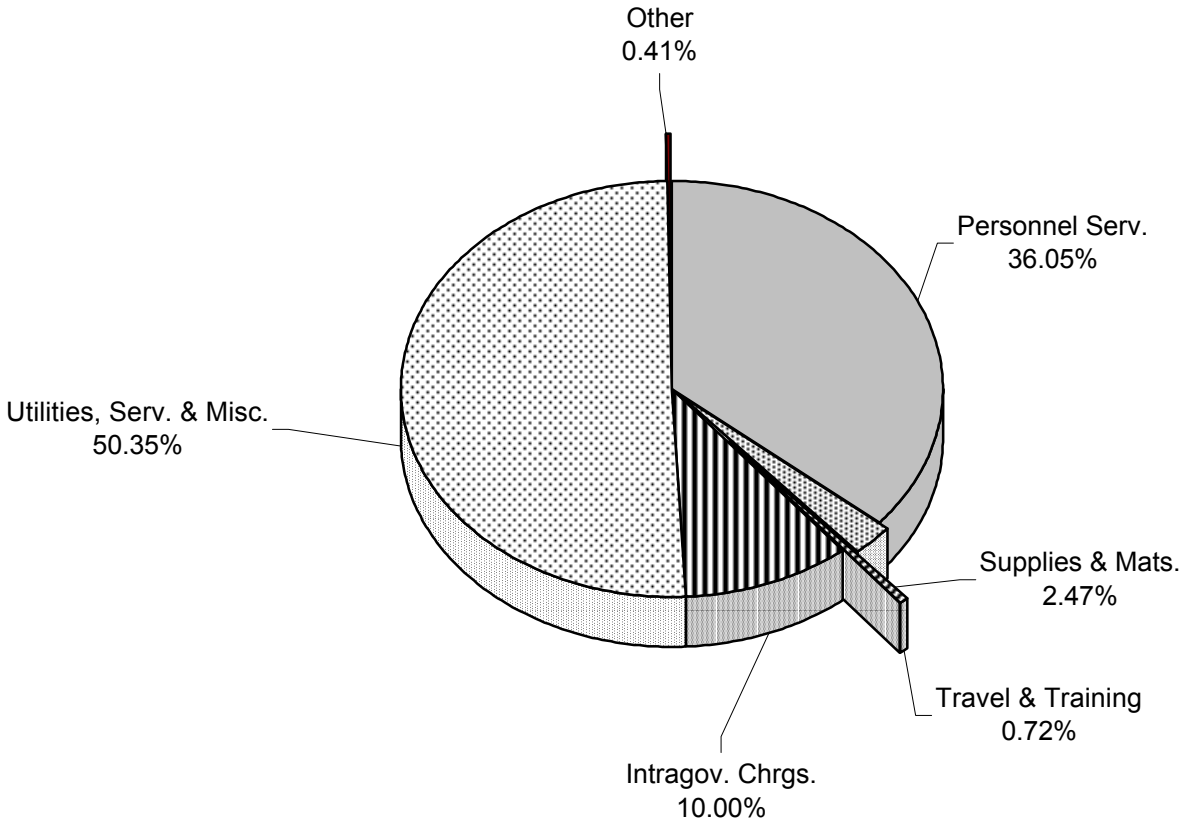
City of Columbia - Finance Department

48.25 FTE Positions



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

Finance Department - Summary
FY 2004



APPROPRIATIONS

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
Personnel Services	$ 2,255,255	$ 2,399,743	$ 2,362,590	$ 2,475,005	3.1%
Supplies & Materials	372,883	494,467	394,964	169,499	(65.7%)
Travel & Training	24,325	52,492	48,140	49,129	(6.4%)
Intragovernmental Charges	771,464	811,465	811,465	686,878	(15.4%)
Utilities, Services & Misc.	2,496,789	2,913,849	2,881,619	3,456,887	18.6%
Capital	7,500	0	0	0	
Other	624,441	5,950	4,000	28,434	377.9%
Total	**6,552,657**	**6,677,966**	**6,502,778**	**6,865,832**	**2.8%**
Summary					
Operating Expenses	5,920,716	6,672,016	6,498,778	6,837,398	2.5%
Non-Operating Expenses	273,052	5,950	4,000	28,434	377.9%
Debt Service	351,389	0	0	0	
Capital Additions	7,500	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **6,552,657**	$ **6,677,966**	$ **6,502,778**	$ **6,865,832**	**2.8%**

(THIS PAGE INTENTIONALLY LEFT BLANK)

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 the City through the 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 2004 the Finance Department will continue to monitor and evaluate the City's financial condition and internal controls. A major review of policies and procedures will be conducted with the implementation of an accounting model required by the Governmental Accounting Standards Board (GASB) Statement #34.

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
General Fund Operations	33.25	34.25	34.25	34.25	
Utility Customer Services Fund	10.75	11.75	11.75	12.00	0.25
Self-Insurance Reserve Fund	2.00	2.00	2.00	2.00	
Total Personnel	**46.00**	**48.00**	**48.00**	**48.25**	**0.25**
Permanent Full-Time	44.00	46.00	46.00	47.00	1.00
Permanent Part-Time	2.00	2.00	2.00	1.25	(0.75)
Total Permanent	**46.00**	**48.00**	**48.00**	**48.25**	**0.25**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2002	Budget FY 2003	Estimated FY 2004
No. of Accts. Payable Checks Written	26,559	27,158	27,151
No. of Formal and Informal Bids	470	475	480
No. of Annual Supply and Service Contracts	253	260	265
New Business License Applications Processed	1,010	1,060	1,110
No. of Other Licenses and Permits Processed	3,456	3,500	3,550
Portfolio Size	$230 Million	$240 Million	$220 Million
Total Portfolio Return	0.07	0.07	0.06
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	60	70	70
Worker's Compensation	197	200	200

COMPARATIVE DATA

	Columbia, MO	Springfield, MO	Utilities of Springfield, MO	Denton, TX	Ames, IA	Gainesville, FL
Population	**89,174**	**155,168**	**158,134**	**85,739**	**51,870**	**96,327**
Number of Employees	41.50	53.00	197.00	89.75	38.75	35.00
Employees Per 1,000 Population	0.465	0.342	1.246	1.047	0.747	0.363
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	4,492	14,486	---	421*	---	5,800
No. of Liquor Licenses Issued	398	369	---	144**	140	---
Investment Portfolio (Book Value)	$209 Million	$105 Million	$220 Million	$153 Million	$66 Million	$330 Million
Self Insure All Other Ins. Coverages	Yes	Yes	Yes	Yes	Yes	Yes
No. of Utility Accounts	45,500	No	102,000	39,000	20,500	80,945
No, of Utitliy Staff Employees	9	Resonse	37	19	6	20

*food establishments only
**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 2004 will be on increasing the City's internet capabilities through on-line transaction processing. On-line processing of payments for Recreation activities should be in operation by year end 2003. Finance staff is currently involved in vendor selection for other on-line processing capabilities. Utility billing transactions are targeted to be implemented late in FY 2004. 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

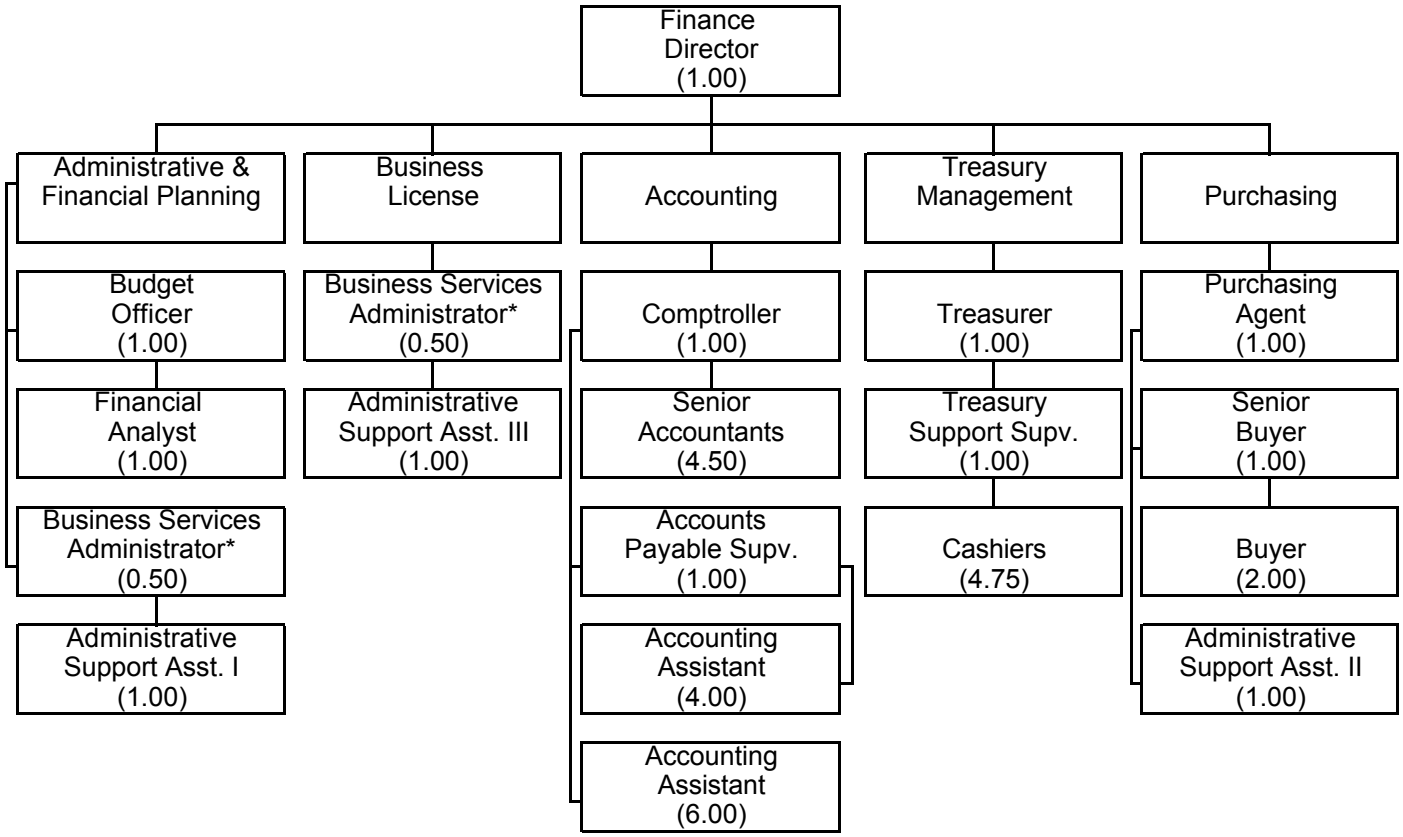
	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 1,746,921	$ 1,839,666	$ 1,815,835	$ 1,918,777	4.3%
Supplies & Materials	115,253	145,011	135,366	131,419	(9.4%)
Travel & Training	17,640	25,197	22,110	25,197	0.0%
Intragovernmental Charges	437,236	460,763	460,763	423,443	(8.1%)
Utilities, Services & Misc.	155,077	227,347	209,145	232,342	2.2%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**2,472,127**	**2,697,984**	**2,643,219**	**2,731,178**	**1.2%**
Summary					
Operating Expenses	2,472,127	2,697,984	2,643,219	2,731,178	1.2%
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	**$ 2,472,127**	**$ 2,697,984**	**$ 2,643,219**	**$ 2,731,178**	**1.2%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
Administration & Financial Planning	4.50	4.50	4.50	4.50	
Accounting	15.50	16.50	16.50	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**	**34.25**	**34.25**	**34.25**	
Permanent Full-Time	32.00	33.00	33.00	33.00	
Permanent Part-Time	1.25	1.25	1.25	1.25	
Total Permanent	**33.25**	**34.25**	**34.25**	**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.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 326,718	$ 352,005	$ 351,630	$ 361,806	2.8%
Supplies and Materials	19,421	37,033	36,988	35,535	(4.0%)
Travel and Training	2,138	5,170	2,133	5,170	0.0%
Intragovernmental Charges	78,243	78,395	78,395	67,229	(14.2%)
Utilities, Services, & Misc.	70,640	104,439	104,439	108,939	4.3%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **497,160**	$ **577,042**	$ **573,585**	$ **578,679**	**0.3%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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

In FY 2003 the Accounting Division prepared our first financial report for the City in accordance with the new accounting pronouncement, GASB #34. During FY 2004 we will refine and improve this process. Accounting staff will continue to work with Information Services, E-Gov. Coordinator and various city departments to implement web-based transaction processing.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 807,192	$ 843,509	$ 817,314	$ 879,725	4.3%
Supplies and Materials	41,784	56,584	48,050	49,064	(13.3%)
Travel and Training	4,584	6,100	6,050	6,100	0.0%
Intragovernmental Charges	177,889	192,973	192,973	181,319	(6.0%)
Utilities, Services, & Misc.	20,424	41,100	25,626	40,141	(2.3%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 1,051,873**	**$ 1,140,266**	**$ 1,090,013**	**$ 1,156,349**	**1.4%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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	9.00	10.00	10.00	10.00	
Total Personnel	**15.50**	**16.50**	**16.50**	**16.50**	
Permanent Full-Time	15.00	16.00	16.00	16.00	
Permanent Part-Time	0.50	0.50	0.50	0.50	
Total Permanent	**15.50**	**16.50**	**16.50**	**16.50**	

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

The Self Insurance Program funding mechanism underwent major restructuring using securities profits to eliminate the debt linked to the program. Internal and external advancements in technology have continually provided opportunities to increase operational efficiencies. Implementation of a "positive pay" system provides enhanced fraud prevention within our check issuance programs. The use of the RecTrac software program in the Parks Department and its coordination with the cash receipting system has increased customer convenience for payments. Enhanced communication with our customers will also receive more attention in the next fiscal year. Increased funds have been added for temporary help to assist in the increase number of on-line payments from 3rd party services. This payment often requires additional staff time to determine proper application of payment.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 296,120	$ 307,786	$ 311,393	$ 331,654	7.8%
Supplies and Materials	22,157	14,484	14,350	11,900	(17.8%)
Travel and Training	2,183	5,500	5,500	5,500	0.0%
Intragovernmental Charges	90,358	98,993	98,993	87,507	(11.6%)
Utilities, Services, & Misc.	48,388	56,800	56,800	56,800	0.0%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **459,206**	$ **483,563**	$ **487,036**	$ **493,361**	**2.0%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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 2004 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 250 annual contracts, process an estimated 3,900 purchase orders, 1,500 change orders, 290 formal bids and 180 informal bids at a value of approximately $39 million. Implementation of the Procurement Card system has been completed, and users have been trained on the policies and procedures. This system will become the preferred method for processing small dollar purchases and will largely replace the field purchase orders currently in use. FY 2004 will see the commencement of an on-line registration process for vendors to receive notices of bids electronically, thus significantly reducing the cost of preparing, duplicating and mailing bids. Purchasing's intranet web site will continue to receive updates aimed at improved communication and easier access to Purchasing related items for users.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 245,905	$ 257,805	$ 256,155	$ 263,482	2.2%
Supplies and Materials	19,751	19,744	18,959	20,760	5.1%
Travel and Training	7,258	6,950	6,950	6,950	0.0%
Intragovernmental Charges	69,443	64,662	64,662	62,853	(2.8%)
Utilities, Services, & Misc.	14,161	19,658	16,930	21,112	7.4%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **356,518**	$ **368,819**	$ **363,656**	$ **375,157**	**1.7%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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	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**	

Finance - Business License

110-1050

DESCRIPTION

The Business License Division is responsible for processing and issuing licenses and permits which include 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 2004 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

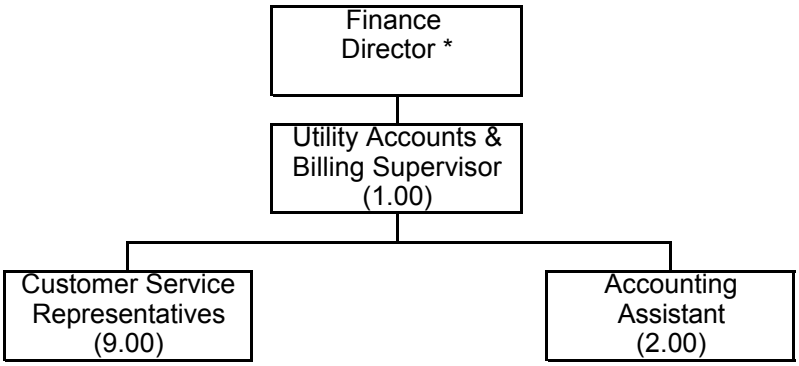
	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 70,986	$ 78,561	$ 79,343	$ 82,110	4.5%
Supplies and Materials	12,140	17,166	17,019	14,160	(17.5%)
Travel and Training	1,477	1,477	1,477	1,477	0.0%
Intragovernmental Charges	21,303	25,740	25,740	24,535	(4.7%)
Utilities, Services, & Misc.	1,464	5,350	5,350	5,350	0.0%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **107,370**	$ **128,294**	$ **128,929**	$ **127,632**	**(0.5%)**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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

12.00 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

- Working with legal department to present to council ordinances that would define consumer fraud and consequences
- Purchased contact management to analyze call volume and identify anyone who has touched a utility account
- Developed a utility application for service. This application will be on file for each account.
- Contracted with AAA Mailing to outsource folding, stuffing and mailing of utility bills. This service helps reduce the need for equipment replacement and maintenance, process back-up and allows mailings to go out one day earlier
- Schedule of training for HTE, Microsoft Word and Excel, and Customer Service Skills
- Continue quarterly Utility Process Improvement Meetings
- Changes to internal policies for new service to reduce opportunity for customer fraud
- Establish new electronic records management system
- Replaced temp employee with a full-time employee to provide more complete coverage and enhance customer service
- Install and test Symposium Phone System

BUDGET DETAIL

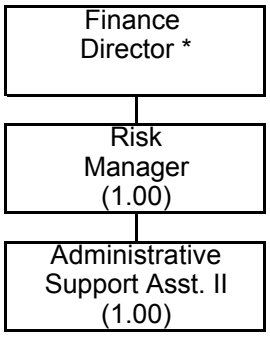
	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 410,722	$ 452,366	$ 442,094	$ 445,840	(1.4%)
Supplies & Materials	252,318	344,831	255,073	34,105	(90.1%)
Travel & Training	2,039	20,445	20,180	17,550	(14.2%)
Intragovernmental Charges	295,929	315,141	315,141	235,001	(25.4%)
Utilities, Services & Misc.	157,589	196,417	204,389	539,560	174.7%
Capital	7,500	0	0	0	
Other	2,183	5,950	4,000	28,434	377.9%
Total	**1,128,280**	**1,335,150**	**1,240,877**	**1,300,490**	**(2.6%)**
Summary					
Operating Expenses	1,118,597	1,329,200	1,236,877	1,272,056	(4.3%)
Non-Operating Expenses	2,183	5,950	4,000	28,434	377.9%
Debt Service	0	0	0	0	
Capital Additions	7,500	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**$ 1,128,280**	**$ 1,335,150**	**$ 1,240,877**	**$ 1,300,490**	**(2.6%)**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
1214 - Utility Accts & Billing Supv	1.00	1.00	1.00	1.00	
1212 - Customer Representative	7.00	8.00	8.00	9.00	1.00
1203 - Accounting Assistant	2.00	2.00	2.00	2.00	
1001 - ASA I	0.75	0.75	0.75	0.00	(0.75)
Total Personnel	**10.75**	**11.75**	**11.75**	**12.00**	**0.25**
Permanent Full-Time	10.00	11.00	11.00	12.00	1.00
Permanent Part-Time	0.75	0.75	0.75	0.00	(0.75)
Total Permanent	**10.75**	**11.75**	**11.75**	**12.00**	**0.25**

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 continues to emphasize loss prevention and claims administration in an effort to minimize the frequency and severity of claims. The Risk Manager, with the City's Executive Safety Committee, identify employee safety training needs, work to improve City wide safety programs and strengthen claim policies and procedures. Employee Safety training during FY03 included Drug Awareness, Fire Safety and Defensive Driving training, with over 800 employees participating. City insurance coverages are continuously reviewed to provide the best protection at the most economical cost.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 97,612	$ 107,711	$ 104,661	$ 110,388	2.5%
Supplies & Materials	5,312	4,625	4,525	3,975	(14.1%)
Travel & Training	4,646	6,850	5,850	6,382	(6.8%)
Intragovernmental Charges	38,299	35,561	35,561	28,434	(20.0%)
Utilities, Services & Misc.	2,184,123	2,490,085	2,468,085	2,684,985	7.8%
Capital	0	0	0	0	
Other	622,258	0	0	0	
Total	**2,952,250**	**2,644,832**	**2,618,682**	**2,834,164**	**7.2%**
Summary					
Operating Expenses	2,329,992	2,644,832	2,618,682	2,834,164	7.2%
Non-Operating Expenses	270,869	0	0	0	
Debt Service	351,389	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**$ 2,952,250**	**$ 2,644,832**	**$ 2,618,682**	**$ 2,834,164**	**7.2%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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**	

(THIS PAGE INTENTIONALLY LEFT BLANK)

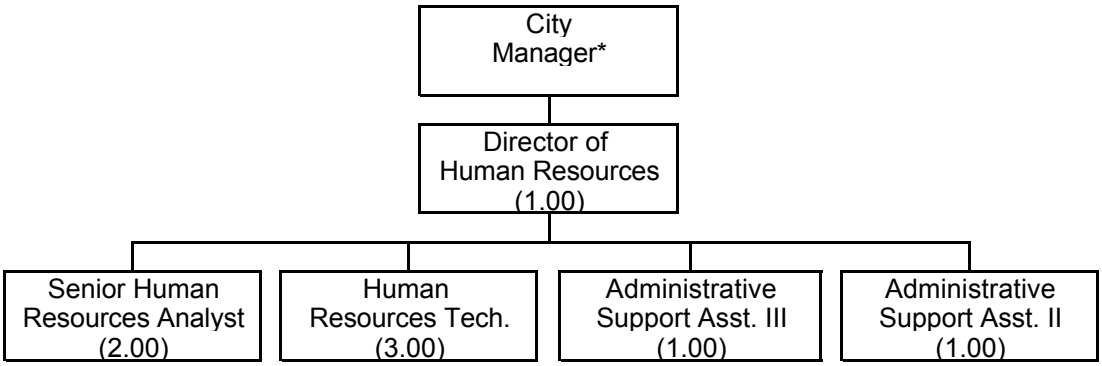
Human Resources

City of Columbia

Columbia, Missouri

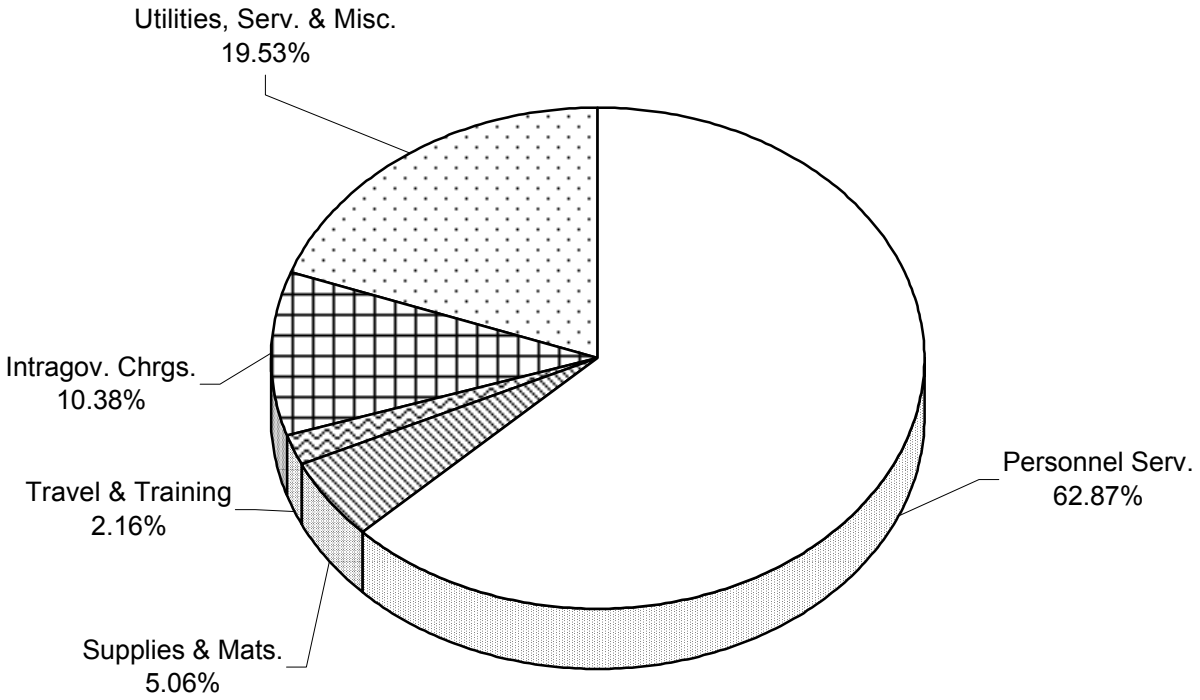
City of Columbia - Human Resources

8.00 FTE Positions



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

Human Resources Department
FY 2004



APPROPRIATIONS

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
Personnel Services	$ 412,384	$ 429,569	$ 419,602	$ 426,684	(0.7%)
Supplies & Materials	22,983	42,474	36,361	34,330	(19.2%)
Travel & Training	6,897	14,630	12,000	14,630	0.0%
Intragovernmental Charges	75,834	71,987	71,987	70,464	(2.1%)
Utilities, Services & Misc.	71,490	127,958	126,822	132,537	3.6%
Capital	0	6,800	6,800	0	(100.0%)
Other	0	0	0	0	
Total	**589,588**	**693,418**	**673,572**	**678,645**	**(2.1%)**
Summary					
Operating Expenses	589,588	686,618	666,772	678,645	(1.2%)
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	6,800	6,800	0	(100.0%)
Capital Projects	0	0	0	0	
Total Expenses	$ **589,588**	$ **693,418**	$ **673,572**	$ **678,645**	**(2.1%)**

(THIS PAGE INTENTIONALLY LEFT BLANK)

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 FY 2004, addressing issues of plan cost, plan design, administrative services and network design. Emphasis in FY 2003 focused data collection on benefit and health care programs, HIPAA compliance and administrative rule revisions. An employee ID badge system was implemented city-wide during FY 2003. The Employee Health and Wellness Unit was incorporated into the Department in FY 2000, and program emphasis is on safety, screening and 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 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
4604 - Dir. of Human Resources	1.00	1.00	1.00	1.00	
4603 - Sr 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 2002	Budget FY 2003	Estimated FY 2004
Applications Processed	3,050	3,500	3,500
Permanent Position Selection Processes	106	175	175
Permanent Position Selection Process Activity (Interviews and Tests)	1,355	1,500	1,500
Affirmative Action Job Announcements Mailed	4,128	6,500	5,000
Job Vacancy Ads Placed	480	500	500
Employee Mailings	3,052	3,000	3,500
Benefit Changes Processed	376	600	550
Personnel Requisitions Processed	3,259	3,500	3,500
Performance Evaluations Processed	1,260	1,500	1,500
Employee Meetings/Training	214	250	250
Bargaining Unit Activity	13	20	20
Employee Health Contacts	5,868	6,000	6,200

COMPARATIVE DATA

	Columbia, MO	Springfield, MO	Norman, OK	Ames, IA
Population	**89,174**	**155,168**	**101,295**	**51,870**
Number of Employees	8.00	18.00	10.00	5.00
Employees Per 1,000 Population	0.09	0.12	0.10	0.10
Number of Permanent City Employees	1,129.60	1,489.00	743.00	534.00
HR Staff Ratios Per City Employee	0.71	1.21	1.35	0.94
HR Staff Ratio Per City Employee:				
Nat'l Data - all employers	1.00			
Nat'l Data - education & government	1.00			

Source: Bureau of National Affairs

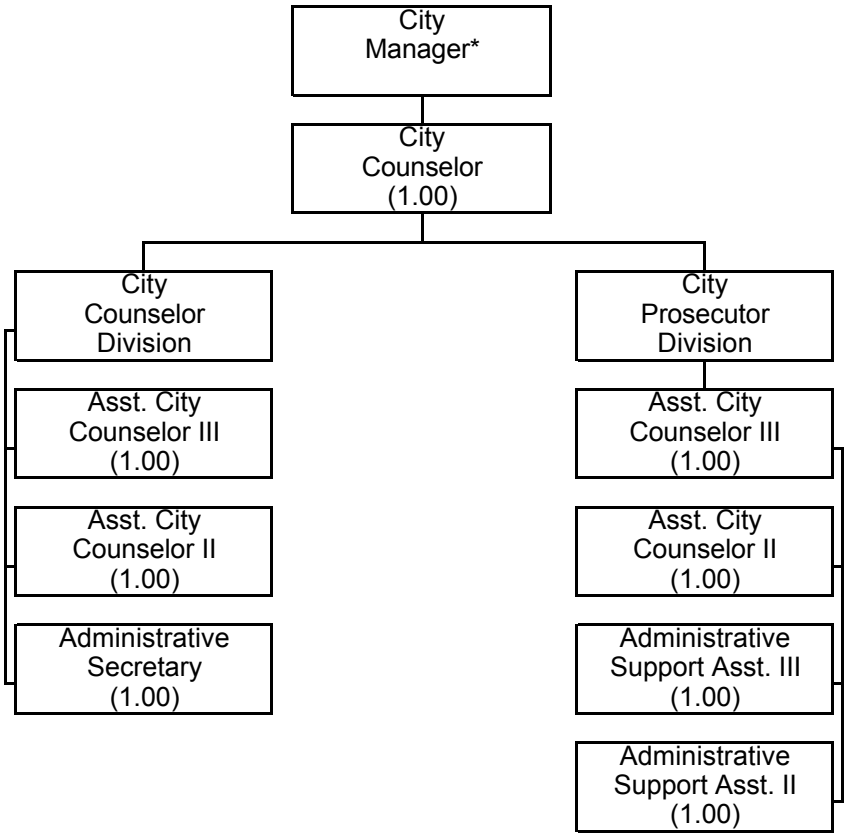
Law Department

City of Columbia

Columbia, Missouri

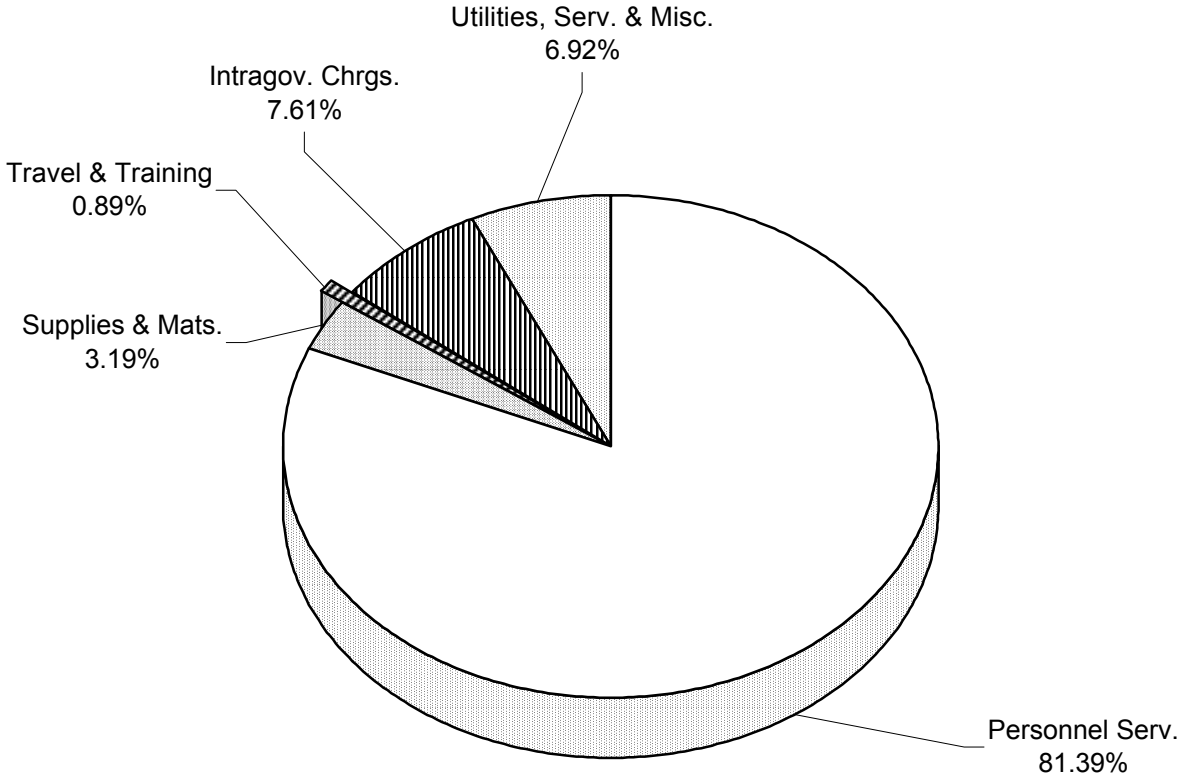
City of Columbia - Law Department

8.00 FTE Positions



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

Law Department
FY 2004



APPROPRIATIONS

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
Personnel Services	$ 580,457	$ 598,962	$ 593,622	$ 622,178	3.9%
Supplies & Materials	20,484	25,874	25,632	24,389	(5.7%)
Travel & Training	2,785	6,780	6,780	6,780	0.0%
Intragovernmental Charges	58,078	66,558	66,558	58,180	(12.6%)
Utilities, Services & Misc.	19,640	49,584	48,520	52,887	6.7%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**681,444**	**747,758**	**741,112**	**764,414**	**2.2%**
Summary					
Operating Expenses	681,444	747,758	741,112	764,414	2.2%
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	$ **681,444**	$ **747,758**	$ **741,112**	$ **764,414**	**2.2%**

(THIS PAGE INTENTIONALLY LEFT BLANK)

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 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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 2002	Budget FY 2003	Estimated FY 2004
City Counselor:			
Ordinances Drafted	412	425	435
Resolutions Drafted	259	260	270
In-House Circuit Court Cases Pending	16	12	12
City Prosecutor:			
Municipal Court Files Received	15,729	15,500	16,000
Municipal Court First Trial Settings	2,246	2,500	2,500
Phone Calls	9,963	10,000	10,000

LAW DEPARTMENT - SUMMARY

COMPARATIVE DATA

	Columbia, MO	Springfield, MO	Indepen-dence, MO	St. Charles, MO	Lee's Summit, MO
Population	**89,174**	**155,168**	**113,587**	**62,234**	**81,795**
No. of City Attorneys	5.25	13	4.5	2.5	4
City Attorneys Per 1,000 Pop.	0.059	0.084	0.040	0.040	0.049

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 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 349,699	$ 363,863	$ 358,523	$ 358,724	(1.4%)
Supplies and Materials	14,427	17,329	17,115	16,986	(2.0%)
Travel and Training	1,423	3,880	3,880	3,880	0.0%
Intragovernmental Charges	28,705	36,876	36,876	32,281	(12.5%)
Utilities, Services, & Misc.	17,247	41,831	41,674	42,716	2.1%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 411,501**	**$ 463,779**	**$ 458,068**	**$ 454,587**	**(2.0%)**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 230,758	$ 235,099	$ 235,099	$ 263,454	12.1%
Supplies and Materials	6,057	8,545	8,517	7,403	(13.4%)
Travel and Training	1,362	2,900	2,900	2,900	0.0%
Intragovernmental Charges	29,373	29,682	29,682	25,899	(12.7%)
Utilities, Services, & Misc.	2,393	7,753	6,846	10,171	31.2%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 269,943**	**$ 283,979**	**$ 283,044**	**$ 309,827**	**9.1%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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.

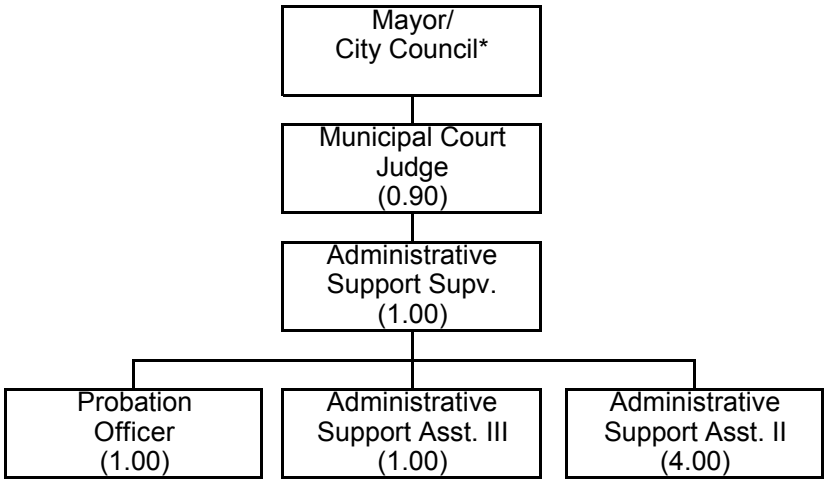
Municipal Court

City of Columbia

Columbia, Missouri

City of Columbia - Municipal Court

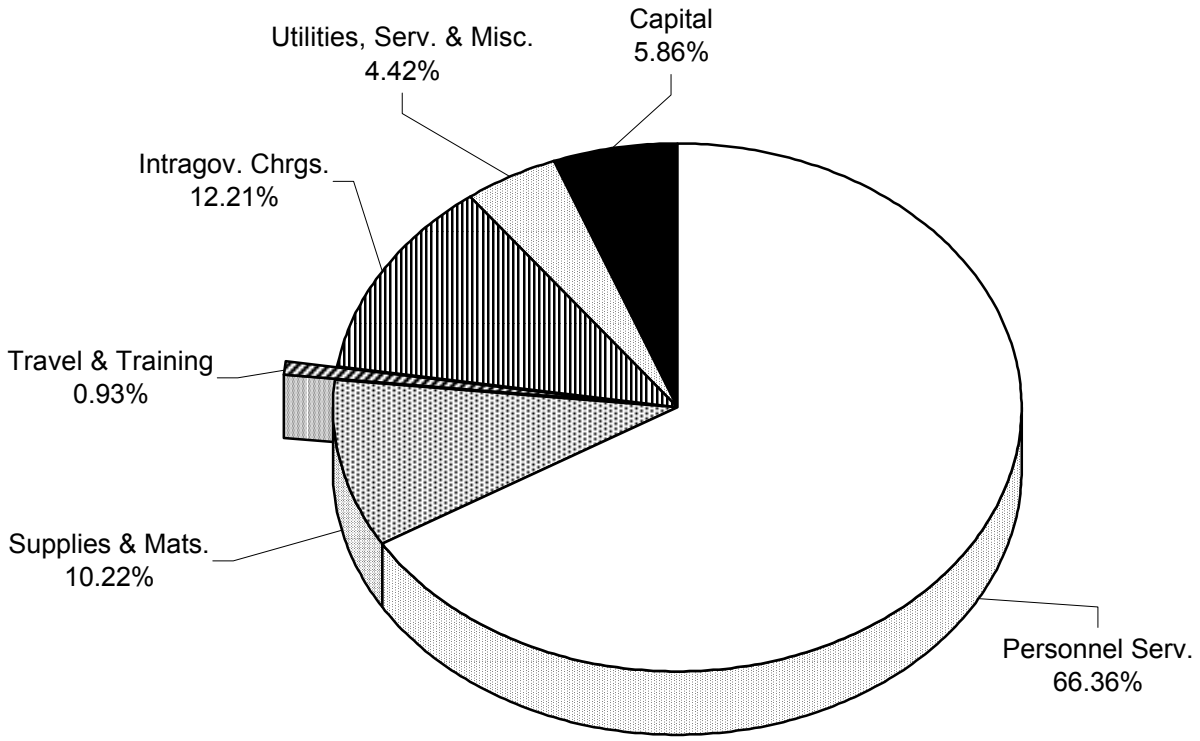
7.90 FTE Positions



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

Municipal Court

FY 2004



APPROPRIATIONS

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
Personnel Services	$ 350,746	$ 386,928	$ 372,473	$ 396,603	2.5%
Supplies & Materials	60,213	58,704	57,904	61,096	4.1%
Travel & Training	2,037	5,568	5,568	5,568	0.0%
Intragovernmental Charges	79,660	84,628	84,628	72,945	(13.8%)
Utilities, Services & Misc.	19,537	26,017	26,377	26,444	1.6%
Capital	5,670	0	0	35,000	
Other	0	0	0	0	
Total	**517,863**	**561,845**	**546,950**	**597,656**	**6.4%**
Summary					
Operating Expenses	512,193	561,845	546,950	562,656	0.1%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	5,670	0	0	35,000	
Capital Projects	0	0	0	0	
Total Expenses	$ **517,863**	$ **561,845**	$ **546,950**	$ **597,656**	**6.4%**

(THIS PAGE INTENTIONALLY LEFT BLANK)

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

No significant changes in FY 2004.

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
General Court Operations	3.90	3.90	3.90	3.90	
Traffic Violations Bureau	3.00	4.00	4.00	4.00	
Total Personnel	**6.90**	**7.90**	**7.90**	**7.90**	
Permanent Full-Time	6.00	7.00	7.00	7.00	
Permanent Part-Time	0.90	0.90	0.90	0.90	
Total Permanent	**6.90**	**7.90**	**7.90**	**7.90**	

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2002	Budget FY 2003	Estimated FY 2004
Traffic:			
Cases Filed	10,000	10,000	11,000
Cases Disposed	9,500	9,500	9,500
Ordinance:			
Cases Filed	3,000	3,200	3,200
Cases Disposed	2,500	2,800	2,800
Parking Tickets	50,000	70,000	70,000

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

COMPARATIVE DATA

	Columbia, MO	Joplin, MO	Lee's Summit MO
Population	**89,174**	**47,018**	**81,795**
Number of Employees	6.90	9.00	9.00
Employees Per 1,000 Population	0.077	0.191	0.110
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

Budget includes funds for upgrade of the court computer sytem to a Windows based program.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 234,134	$ 242,638	$ 242,721	$ 251,855	3.8%
Supplies and Materials	59,829	55,949	55,899	60,288	7.8%
Travel and Training	2,037	5,568	5,568	5,568	0.0%
Intragovernmental Charges	64,169	76,615	76,615	58,382	(23.8%)
Utilities, Services, & Misc.	19,537	25,357	25,717	25,769	1.6%
Capital	5,670	0	0	35,000	
Other	0	0	0	0	
Total	**$ 385,376**	**$ 406,127**	**$ 406,520**	**$ 436,862**	**7.6%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
3412 - Probation Officer	1.00	1.00	1.00	1.00	
3401 - Municipal Judge	0.90	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	**3.90**	**3.90**	**3.90**	**3.90**	
Permanent Full-Time	3.00	3.00	3.00	3.00	
Permanent Part-Time	0.90	0.90	0.90	0.90	
Total Permanent	**3.90**	**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

No significant changes for FY 2004.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 116,612	$ 144,290	$ 129,752	$ 144,748	0.3%
Supplies and Materials	384	2,755	2,005	808	(70.7%)
Travel and Training	0	0	0	0	
Intragovernmental Charges	15,491	8,013	8,013	14,563	81.7%
Utilities, Services, & Misc.	0	660	660	675	2.3%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 132,487**	**$ 155,718**	**$ 140,430**	**$ 160,794**	**3.3%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
1002 - Admin. Support Assistant II	3.00	4.00	4.00	4.00	
Total Personnel	**3.00**	**4.00**	**4.00**	**4.00**	
Permanent Full-Time	3.00	4.00	4.00	4.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**3.00**	**4.00**	**4.00**	**4.00**	

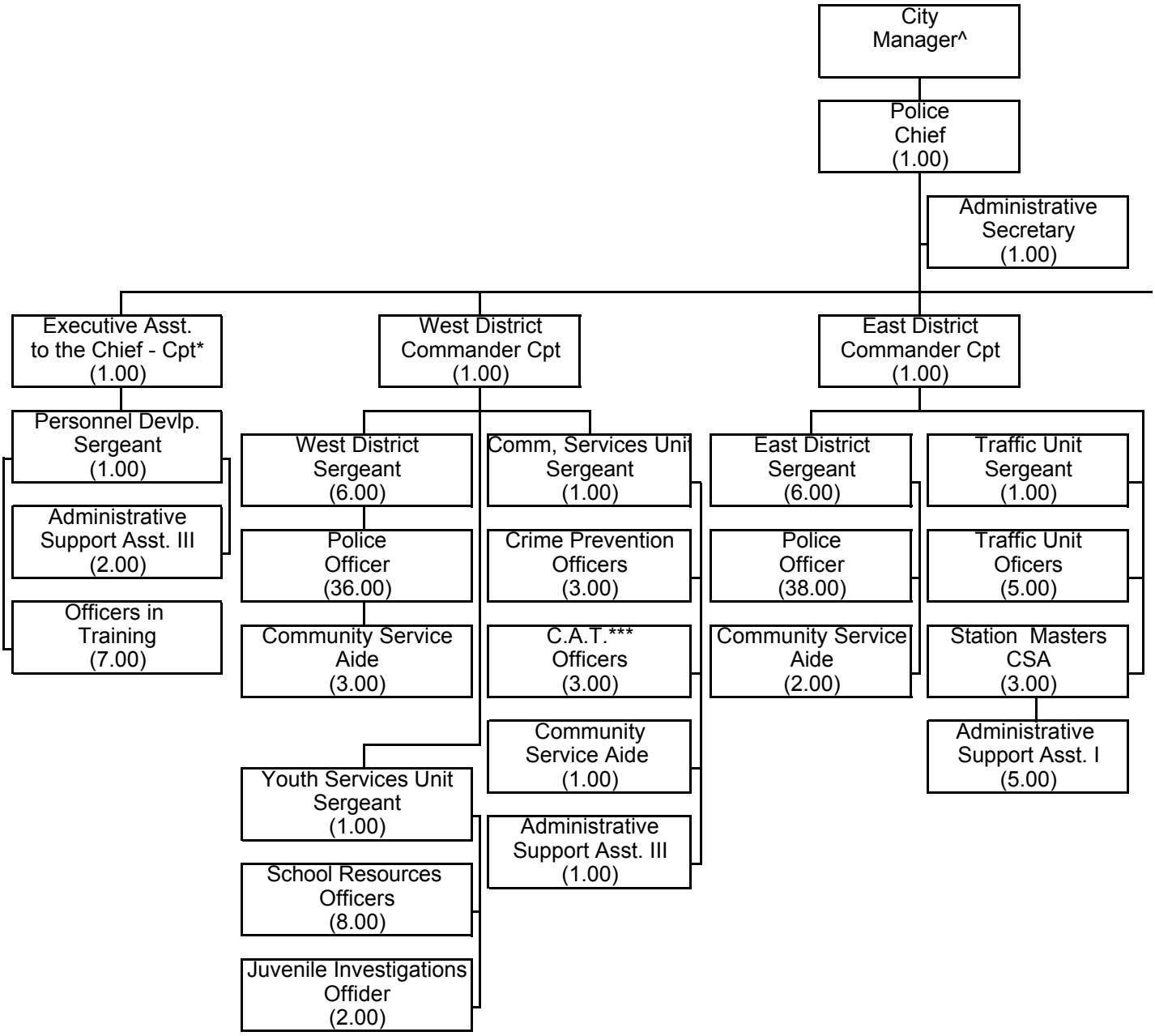
Police Department

City of Columbia

Columbia, Missouri

City of Columbia - Police Department

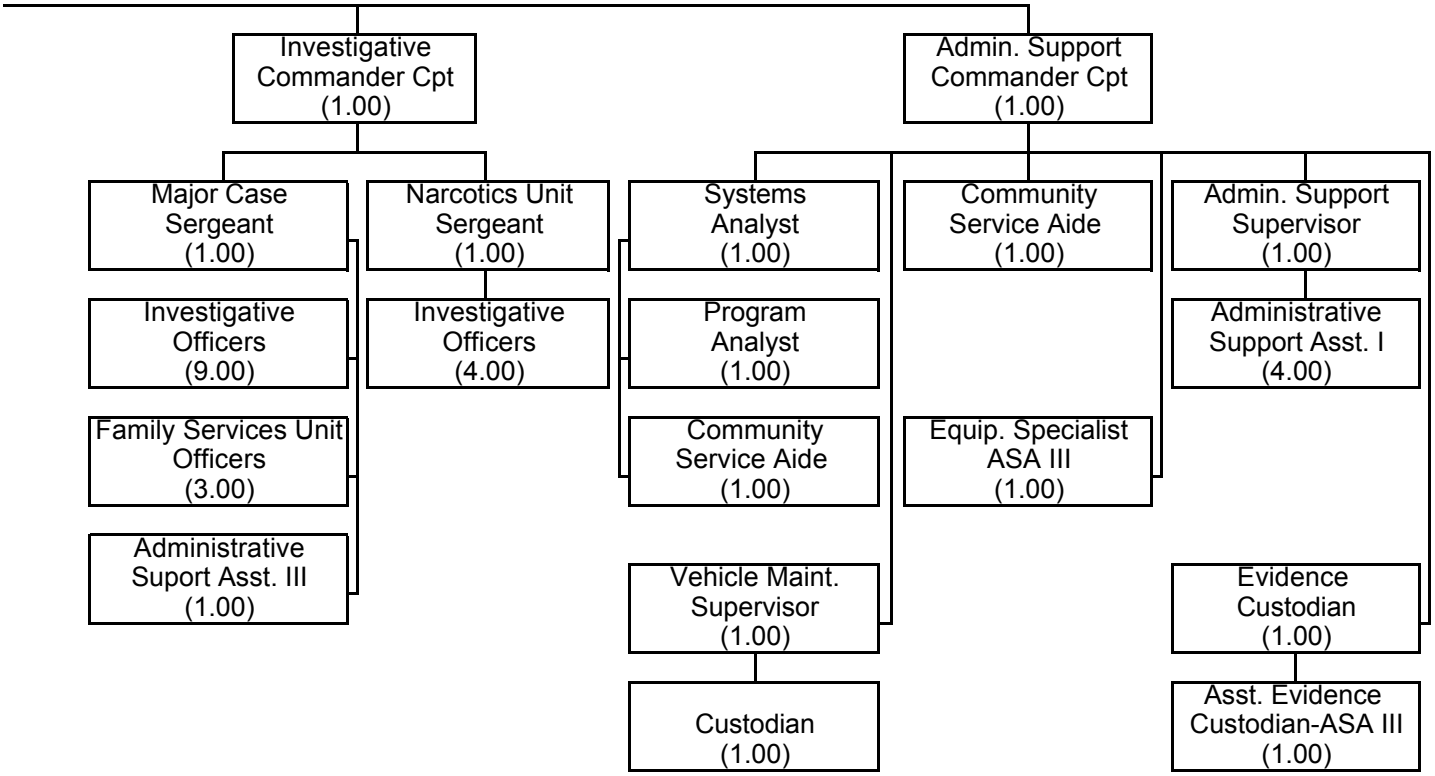
175.00 FTE Positions



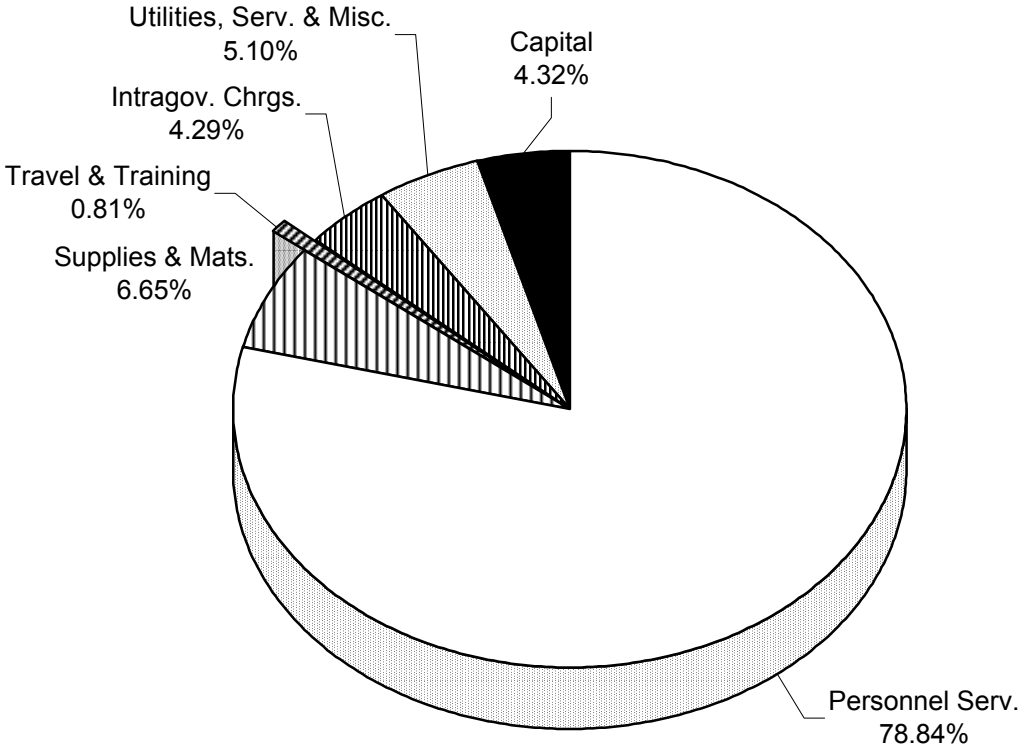
^ Position not included in Police Department's FTE Count.
* Cpt - Captain
** CSA - Community Service Aide
*** CAT - Community Action Team

City of Columbia - Police Department

175.00 FTE Positions



Police Department
FY 2004



APPROPRIATIONS

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
Personnel Services	$ 10,189,446	$ 10,728,415	$ 10,703,007	$ 11,266,251	5.0%
Supplies & Materials	856,846	1,024,936	1,021,028	950,405	(7.3%)
Travel & Training	113,812	115,055	105,220	115,055	0.0%
Intragovernmental Charges	575,838	599,089	599,186	613,397	2.4%
Utilities, Services & Misc.	671,930	685,159	685,404	728,168	6.3%
Capital	638,324	460,395	422,241	616,919	34.0%
Other	0	0	0	0	
Total	**13,046,196**	**13,613,049**	**13,536,086**	**14,290,195**	**5.0%**
Summary					
Operating Expenses	12,407,872	13,152,654	13,113,845	13,673,276	4.0%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	638,324	460,395	422,241	616,919	34.0%
Capital Projects	0	0	0	0	
Total Expenses	$ **13,046,196**	$ **13,613,049**	$ **13,536,086**	$ **14,290,195**	**5.0%**

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 Community Policing within the community by building partnerships and solving problems.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

During the FY 2003, the Police Department completed a three phase consultant project. This project included a strategic plan, community policing evaluation and a staffing study. We also implemented several strategies from that plan which included the reorganization of the Family Services Unit, the Community Services Unit, and the Youth Services Unit. The Traffic Unit has been established based on the staffing study results.

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
Administration	3.00	3.00	3.00	4.00	1.00
Operations	150.00	154.00	154.00	155.00	1.00
Services	16.00	16.00	16.00	16.00	
Total Personnel	**169.00**	**173.00**	**173.00**	**175.00**	**2.00**
Permanent Full-Time	169.00	173.00	173.00	175.00	2.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**169.00**	**173.00**	**173.00**	**175.00**	**2.00**
Sworn Officer Positions	136.00	139.00	139.00	141.00	2.00
Civilian Positions	33.00	34.00	34.00	34.00	
Total Positions	**169.00**	**173.00**	**173.00**	**175.00**	**2.00**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2002	Budget FY 2003	Estimated FY 2004
Operations/Crime Prevention:			
Adult Program Hours/Contacts	1,236/16,470	1,600/20,000	1500/18,000
Youth-Program Hours/Contacts	3,080/102,784	2,800/65,000	3200/100,000
Media Contact Hours	52	75	60
Volunteer Hours	4,496	3,500	5,000
Operations - Patrol:			
Calls for Service	58,402	60,000	60,000
Traffic Accidents Investigated	2,584	2,700	2,600
Moving Violations Issued	10,151	10,000	11,000
Warning Tickets Issued	6,379	6,000	7,000
D.W.I Arrests	445	500	500
Total Arrest Charges	13,748	14,000	14,500
Incident Cases Issued	16,461	17,000	17,000
Part I Crimes Reported	3897*	5,500	4,500

* 2001 Latest available statistics

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2002	Budget FY 2003	Estimated FY 2004
Records Bureau:			
Arrest Reports Processed	9,474	9,500	10,000
Incident Reports Processed	22,569	24,000	24,000
Traffic Summons Processed	10,151	10,500	11,000
Accident Reports Processed	3,496	3,750	3,500

COMPARATIVE DATA
SWORN OFFICERS PER THOUSAND POPULATION

	Columbia, MO	Boulder, CO	Independence, MO	Norman OK	Springfield, MO	National Figures (2)
Population	**89,174**	**97,502**	**113,587**	**101,295**	**155,168**	**---**
Number of Officers	141	176	198	123	310	---
Officers Per 1,000 Population	1.58	1.81	1.74	1.21	2.00	2.50
Operating Budget Per Capita	$131.23	$233.96	$153.30	$129.05	$122.46	---
Crime Index (1)	3,897	4,140	8,889	3,425	14,141	4,165

	Columbia, MO	National Figures (2)
Percentage Clearance Rates: National 2001		
Murder	75%	62%
Rape	113%	44%
Robbery	48%	25%
Assault	73%	56%
Burglary	29%	13%
Larceny	27%	18%
Auto Theft	29%	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 2001 Uniform Crime Report. Figures for Columbia are actual 2002.

(2) From the 2001 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	**89,174**	**97,502**	**113,587**	**101,295**	**155,168**	**---**
Number of Employees	175	277	280	170	369	---
Employees Per 1,000 Population	1.96	2.84	2.47	1.68	2.38	3.40
Operating Budget Per Capita	$131.23	$233.96	$153.30	$129.05	$122.46	---
Crime Index (1)	3,897	4,140	8,889	3,425	14,141	4,165

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 2004 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 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 279,637	$ 313,261	$ 315,263	$ 327,592	4.6%
Supplies and Materials	22,001	19,347	20,150	20,782	7.4%
Travel and Training	3,485	3,893	3,700	3,893	0.0%
Intragovernmental Charges	37,142	41,202	41,299	31,772	(22.9%)
Utilities, Services, & Misc.	48,269	14,002	21,579	15,239	8.8%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 390,534**	**$ 391,705**	**$ 401,991**	**$ 399,278**	**1.9%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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	
1003 - Admin. Support Assitant III	0.00	0.00	0.00	1.00	1.00
Total Personnel	**3.00**	**3.00**	**3.00**	**4.00**	**1.00**
Permanent Full-Time	3.00	3.00	3.00	4.00	1.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**3.00**	**3.00**	**3.00**	**4.00**	**1.00**

Police - Operations

110-2120 to 110-2129

DESCRIPTION

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

HIGHLIGHTS / SIGNIFICANT CHANGES

Calls for service in 2002 were 58,402, up from 57,030 in 2001. Also during 2002, there were 3,897 FBI Uniform Crime Report Part 1 crimes reported , which is up from 3,607 in 2001. Columbia Police Department clearance rate for 2002 was 35 percent, up three percent from 2001, and compares to a national clearance rate of 20% for 2001. (Latest year national data available.)

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 9,112,584	$ 9,594,417	$ 9,567,663	$ 10,073,488	5.0%
Supplies and Materials	789,985	962,107	956,699	872,287	(9.3%)
Travel and Training	73,180	71,423	62,567	71,423	0.0%
Intragovernmental Charges	457,430	468,589	468,589	500,921	6.9%
Utilities, Services, & Misc.	358,647	364,483	362,839	399,707	9.7%
Capital	638,324	460,395	422,241	586,919	27.5%
Other	0	0	0	0	
Total	**$ 11,430,150**	**$ 11,921,414**	**$ 11,840,598**	**$ 12,504,745**	**4.9%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
3011 - Community Service Aide	11.00	11.00	11.00	10.00	(1.00)
3004 - Police Captain	3.00	3.00	3.00	3.00	
3002 - Police Sergeant	16.00	16.00	16.00	17.00	1.00
3001 - Police Officer *	112.00	116.00	116.00	117.00	1.00
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	**150.00**	**154.00**	**154.00**	**155.00**	**1.00**
Permanent Full-Time	150.00	154.00	154.00	155.00	1.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**150.00**	**154.00**	**154.00**	**155.00**	**1.00**
* 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 Outsic 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 police operations, with the exception of the Investigative Unit are housed within police department headquarters at 600 East Walnut Street. The Investigative Unit rents office space at 609 East Walnut Street.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 797,225	$ 820,737	$ 820,081	$ 865,171	5.4%
Supplies and Materials	44,860	43,482	44,179	57,336	31.9%
Travel and Training	37,147	39,739	38,953	39,739	0.0%
Intragovernmental Charges	81,266	89,298	89,298	80,704	(9.6%)
Utilities, Services, & Misc.	265,014	306,674	300,986	313,222	2.1%
Capital	0	0	0	30,000	
Other	0	0	0	0	
Total	**$ 1,225,512**	**$ 1,299,930**	**$ 1,293,497**	**$ 1,386,172**	**6.6%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
7922 - Systems Analyst	0.00	1.00	1.00	1.00	
7911 - Programmer/Analyst	1.00	1.00	1.00	1.00	
3014 - Evidence Custodian	1.00	1.00	1.00	1.00	
3011 - Community Service Aide	1.00	1.00	1.00	2.00	1.00
3004 - Police Captain	1.00	1.00	1.00	1.00	
3002 - Police Sergeant	2.00	1.00	1.00	1.00	
2112 - Vehicle Service Coordinator	1.00	1.00	1.00	1.00	
2001 - Custodian	1.00	1.00	1.00	1.00	
1400 - Administrative Technician	0.00	0.00	0.00	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	1.00	(2.00)
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**	

(THIS PAGE INTENTIONALLY LEFT BLANK)

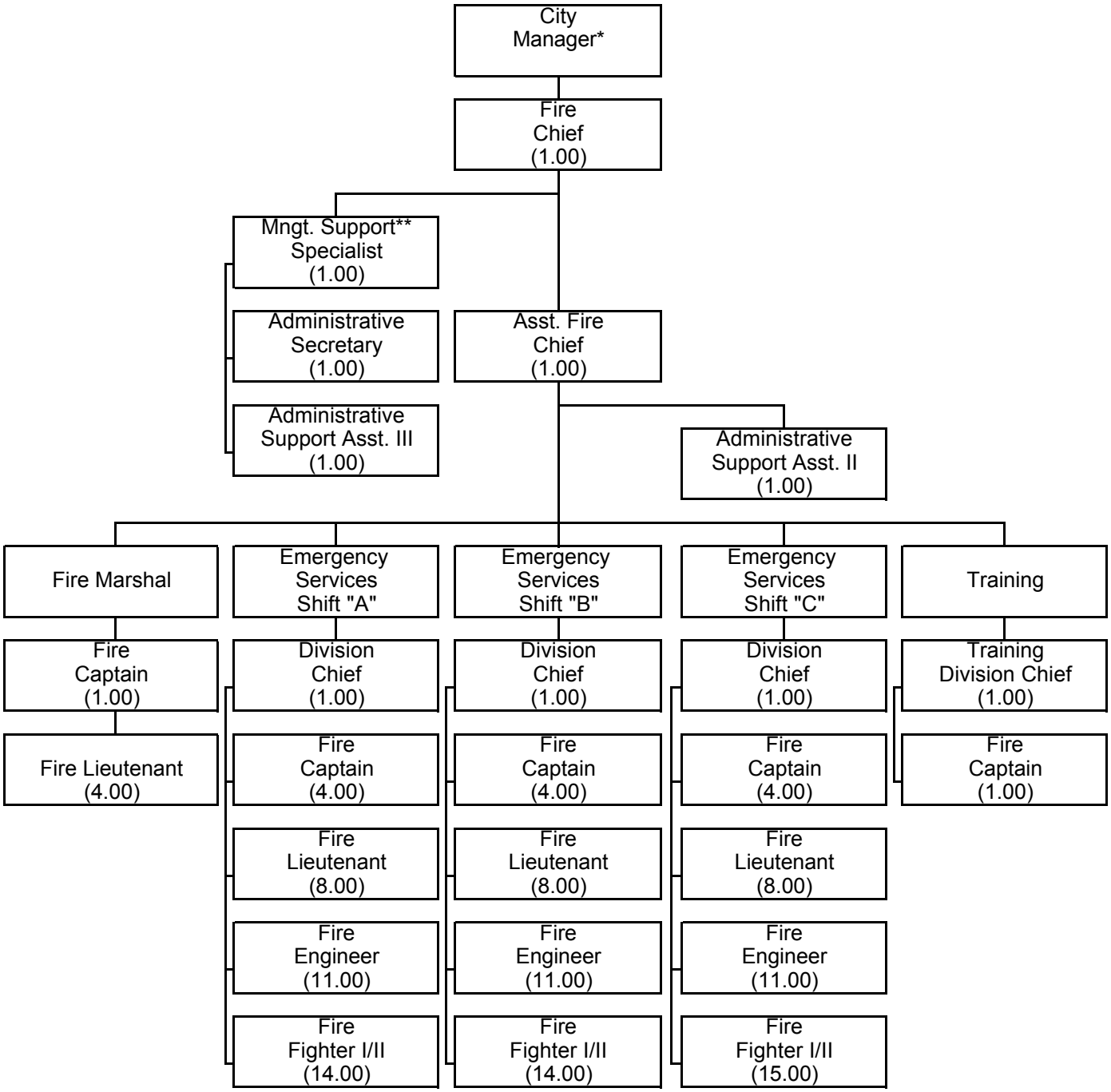
Fire Department

City of Columbia

Columbia, Missouri

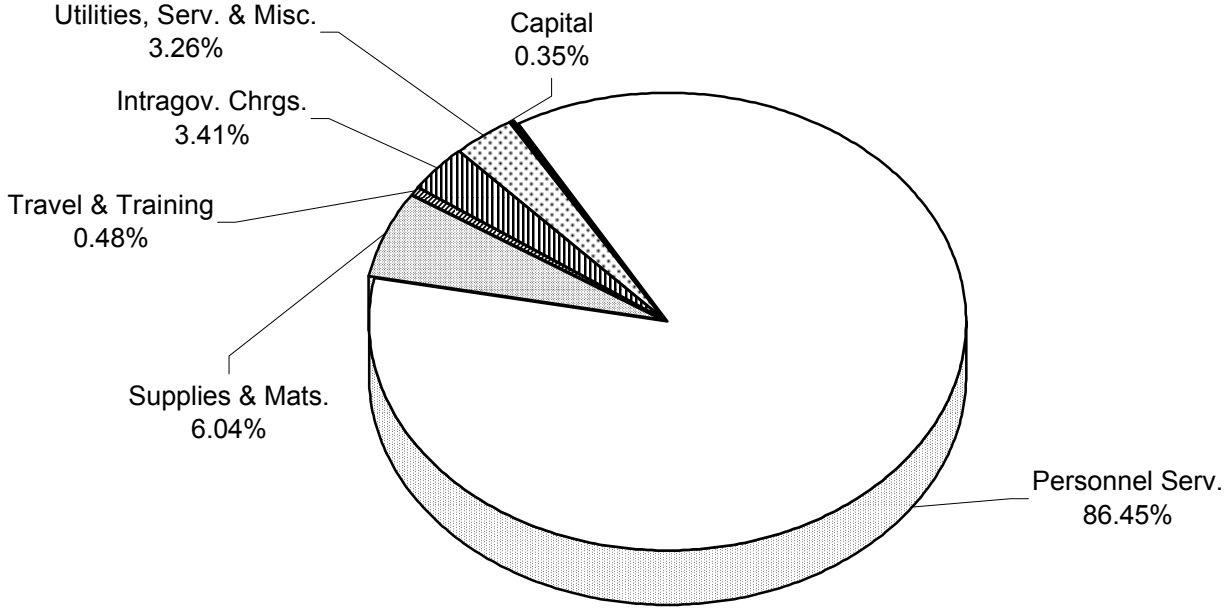
City of Columbia - Fire Department

128.00 FTE Positions



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

Fire Department
FY 2004



APPROPRIATIONS

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
Personnel Services	$ 7,867,089	$ 8,483,454	$ 8,221,099	$ 8,768,892	3.4%
Supplies & Materials	583,000	623,986	614,108	612,783	(1.8%)
Travel & Training	35,656	48,867	43,882	48,867	0.0%
Intragovernmental Charges	363,149	365,879	355,536	345,870	(5.5%)
Utilities, Services & Misc.	298,295	332,691	359,297	331,075	(0.5%)
Capital	60,005	123,887	123,887	36,000	(70.9%)
Other	0	0	0	0	
Total	**9,207,194**	**9,978,764**	**9,717,809**	**10,143,487**	**1.7%**
Summary					
Operating Expenses	9,147,189	9,854,877	9,593,922	10,107,487	2.6%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	60,005	123,887	123,887	36,000	(70.9%)
Capital Projects	0	0	0	0	
Total Expenses	$ **9,207,194**	$ **9,978,764**	$ **9,717,809**	$ **10,143,487**	**1.7%**

(THIS PAGE INTENTIONALLY LEFT BLANK)

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 our customers. 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.

DEPARTMENT OBJECTIVES

(1) Deliver emergency services within acceptable time/distance criteria, (2) Reach our customers 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

Most significantly, there were NO FIRE RELATED DEATHS in Columbia in the past year. The goal of continuing high quality service to the customers of the Fire Department 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.

Our focus on security has broadened with the establishment of the Columbia/Boone County Homeland Security group. With grants from the State Emergency Management Agency (SEMA), we have added bomb squad and other equipment to the Weapons of Mass Destruction (WMD) component of our Hazardous Materials unit. Two Columbia Fire personnel were selected by FEMA to evaluate national FIRE Act grant applications.

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
Administration	5.00	5.00	5.00	5.00	
Emergency Services	115.00	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	**128.00**	**128.00**	**128.00**	**128.00**	
Permanent Full-Time	128.00	128.00	128.00	128.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**128.00**	**128.00**	**128.00**	**128.00**	

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

Emergency Services:	Actual FY 2002	Budget FY 2003	Estimated FY 2004
Summary of Incidents:			
Fire Calls (All Types)	512	575	530
Rescue Calls	3,978	4,000	4,000
Hazardous Calls	503	700	600
Service Calls	113	115	120
Good Intent Calls	532	600	600
False Alarms	774	760	800
Other (returned en route, etc.)	209	350	250
Total All Incidents	6,621	7,100	6,900
Est. Response Time (Per Emerg. Incident) in Minutes	4.75	4.75	4.75
Estimated Dollar Loss	2,554,000	3,000,000	3,000,000

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS - Continued

	Actual FY 2002	Budget FY 2003	Estimated FY 2004
Fire Marshals Division:			
Investigations	184	275	250
Inspections & Permits	2,064	2,500	2,200
Code Review/Research/Consultation	715	1,000	1,000
Public Education Presentations	421	1,200	1,000
Service Division:			
Total Contact Hours:			
SORT Team Training	2,700	4,800	2,700
Emergency Medical Services (12/100)*	2,070	1,800	2,000
Code Enforcement (3/100)*	690	800	800
Other Operations Training (5/100)*	920	1,200	1,000
Firefighter Competency Tr./Drill (12/100)*	3,910	3,200	4,000
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	**89,174**	**74,583**	**81,267**	**86,441**	**96,970**
Number of Employees	128	133	116	115	124
Employees Per 1,000 Population	1.44	1.78	1.43	1.33	1.28
Area in Square Miles	55.20	65	50	57	61
Operating Budget Per Capita	$107.45	$118.73	$105.12	$105.88	$74.82
Total Incidents Per 1,000 Pop.	74.13	113.10	88.96	68.93	62.99

Fire Administration

110-2310

DESCRIPTION

This Division of the Fire Department is responsible for the efficient organization and performance 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 customer protection against terrorism and Weapons of Mass Destruction (WMD).

HIGHLIGHTS / SIGNIFICANT CHANGES

The Administration budget reflects decisions to improve the organization in such areas as fiscal control, supply, and communications. Toward this end an extensive self-assessment process, patterned after a nationally recognized accreditation program, has begun. Earlier this year, an updated version of the Fire Station Location Study (FLAME) was presented to the City Council. As has been stated in previous years, personnel reorganization needs will have to be addressed.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 365,681	$ 370,234	$ 373,678	$ 381,180	3.0%
Supplies and Materials	19,458	9,944	10,332	13,336	34.1%
Travel and Training	5,867	9,496	7,996	7,996	(15.8%)
Intragovernmental Charges	27,800	24,562	24,450	22,695	(7.6%)
Utilities, Services, & Misc.	30,881	43,854	47,604	32,361	(26.2%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 449,687**	**$ 458,090**	**$ 464,060**	**$ 457,568**	**(0.1%)**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
4203 - Mgmt 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 Response Team (SORT) equipment for rescue and hazardous materials incidents, including bomb squad equipment to be shared with the Police Department. Safety and upkeep issues continue to be addressed at the physical facilities wherever possible.

The public expects quick resolution to fire and/or EMS emergencies. Quicker response expectations dictate station location, apparatus condition and flexibility, and sufficient personnel to safely manage these emergency situations. Hence, land acquisitions budgeted for future fire stations are planned in accordance with the updated station location plan. As part of the quarter-cent sales tax replacement program, new Engine 5 was placed in service, while a new Engine 7 and new Rescue Squad will soon join the fleet.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 6,881,210	$ 7,481,048	$ 7,244,660	$ 7,729,065	3.3%
Supplies and Materials	495,750	526,347	535,778	503,818	(4.3%)
Travel and Training	11,501	16,419	14,483	12,419	(24.4%)
Intragovernmental Charges	285,930	292,854	282,854	277,588	(5.2%)
Utilities, Services, & Misc.	213,578	228,776	253,285	238,637	4.3%
Capital	33,752	123,887	123,887	0	(100.0%)
Other	0	0	0	0	
Total	**$ 7,921,721**	**$ 8,669,331**	**$ 8,454,947**	**$ 8,761,527**	**1.1%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
3106 - Fire Division Chief	3.00	3.00	3.00	3.00	
3105 - Fire Captain	12.00	12.00	12.00	12.00	
3104 - Fire Lieutenant	24.00	24.00	24.00	24.00	
3103 - Fire Engineer	33.00	33.00	33.00	33.00	
3102/3101 Fire Fighter II/I	43.00	43.00	43.00	43.00	
Total Personnel	**115.00**	**115.00**	**115.00**	**115.00**	
Permanent Full-Time	115.00	115.00	115.00	115.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**115.00**	**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 continuing 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. Capital improvements accomplished on the drill tower and training grounds ensure the continued viability of the Training Academy.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 206,040	$ 201,383	$ 185,430	$ 211,444	5.0%
Supplies and Materials	23,941	31,281	23,269	35,556	13.7%
Travel and Training	12,835	11,690	12,558	15,690	34.2%
Intragovernmental Charges	15,826	14,520	14,289	13,465	(7.3%)
Utilities, Services, & Misc.	25,719	28,026	28,497	27,580	(1.6%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 284,361**	**$ 286,900**	**$ 264,043**	**$ 303,735**	**5.9%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
3106 - Fire Division Chief	1.00	1.00	1.00	1.00	
3105 - Fire Captain	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**	

DESCRIPTION

This Division is responsible for coordinating the Department's efforts to improve the safety and well being of our customers 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, with the child safety seat and bike helmet programs being especially well received. In concert with the Codes Commission, the Division has worked to help the public make the transition to the newly adopted International Fire Code.

The Division attempts to influence and redirect public opinion and practices regarding fire safety, using new and existing local resources. Fire Marshals join with Police Officers to check on local establishments. With the Health Department, we have begun training Community Emergency Response Teams (CERT), which is a FEMA program for teaching citizen volunteers to support first responders during disasters. Jointly with the University, we share 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 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 414,158	$ 430,789	$ 417,331	$ 447,203	3.8%
Supplies and Materials	43,851	56,414	44,729	60,073	6.5%
Travel and Training	5,453	11,262	8,845	12,762	13.3%
Intragovernmental Charges	33,593	33,943	33,943	32,122	(5.4%)
Utilities, Services, & Misc.	28,117	32,035	29,911	32,497	1.4%
Capital	26,253	0	0	36,000	
Other	0	0	0	0	
Total	$ **551,425**	$ **564,443**	$ **534,759**	$ **620,657**	**10.0%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
3105 - Fire Captain	1.00	1.00	1.00	1.00	
3104 - Fire Lieutenant	4.00	4.00	4.00	4.00	
1002 - Administrative Support Asst.	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**	

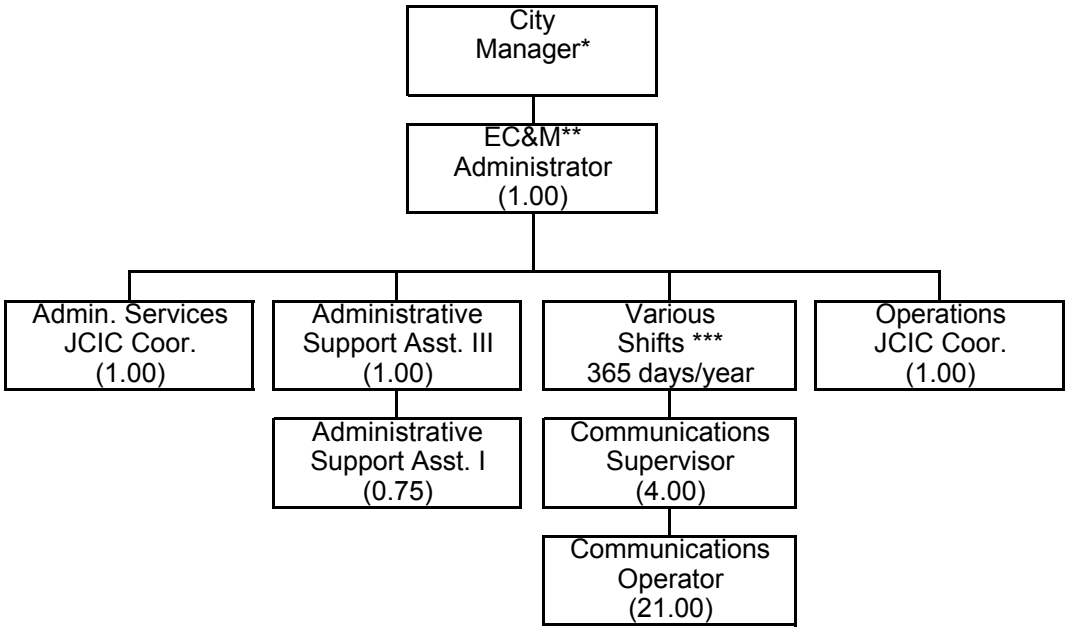
Emergency Communications and Management

City of Columbia

Columbia, Missouri

City of Columbia - Emergency Communications & Management

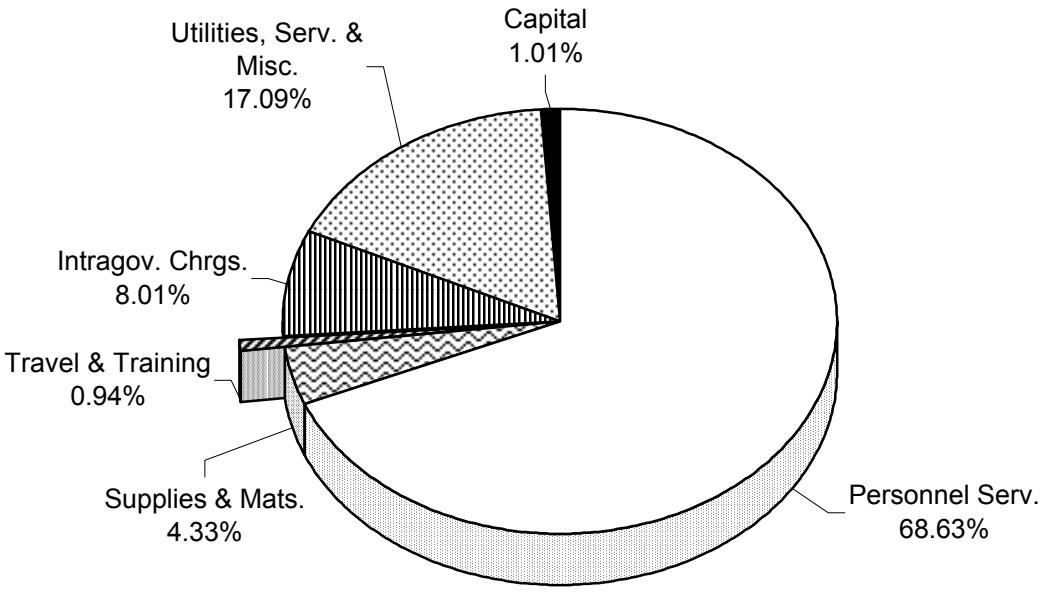
29.75 FTE Positions



* 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 2004



APPROPRIATIONS

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
Personnel Services	$ 1,318,028	$ 1,469,081	$ 1,394,637	$ 1,501,516	2.2%
Supplies & Materials	65,401	106,760	90,991	94,650	(11.3%)
Travel & Training	16,612	20,500	20,500	20,500	0.0%
Intragovernmental Charges	191,126	174,199	174,499	175,335	0.7%
Utilities, Services & Misc.	243,466	331,741	311,778	373,828	12.7%
Capital	26,300	42,212	42,212	22,000	(47.9%)
Other	0	0	0	0	
Total	**1,860,933**	**2,144,493**	**2,034,617**	**2,187,829**	**2.0%**
Summary					
Operating Expenses	1,834,633	2,102,281	1,992,405	2,165,829	3.0%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	26,300	42,212	42,212	22,000	(47.9%)
Capital Projects	0	0	0	0	
Total Expenses	$ **1,860,933**	$ **2,144,493**	$ **2,034,617**	$ **2,187,829**	**2.0%**

(THIS PAGE INTENTIONALLY LEFT BLANK)

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, remain on the cutting edge of technology and provide 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 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
Joint Communications	28.40	28.40	28.40	28.45	0.05
Emergency Management	1.35	1.35	1.35	1.30	(0.05)
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 2002	Budget FY 2003	Estimated FY 2004
Total 911 Calls	72,500	74,675	59,547*
Total MULES Inquiries	1,800,000	1,818,000	1,338,651*
Total Radio Transmissions "Mainlaw"	1,200,000	1,260,000	1,130,952
Total Radio Transmissions Services	365,000	368,650	346,812
Total Radio Transmissions "BCSD 2"	165,000	166,650	147,863
Total Radio Transmissions "CFD"	150,000	151,500	148,825
Total Radio Transmissions "BCFPD"	100,000	101,000	93,783
Total Radio Transmissions "Ambulance"	97,000	97,970	88,127
Turnover Percentage			
Community Outreach/Public Contact	50	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.
*estimated due to incomplete data

COMPARATIVE DATA

	Columbia, MO*	Dubuque, IA	Janesville WI	Topeka, KS	Ft. Wayne, IN	Peoria, IL
Population of Service Area	**143,798**	**100,000**	**158,000**	**163,272**	**200,000**	**113,000**
Number of Full Time Employees	29.75	9	41	50	58	39
Optimum Staffing	5/7	2/3	5/8	9/10	7/9	6/7
Annual 9-1-1 Calls	59,547**	18,236	40,000	106,775	100,375	104,178
Incoming 9-1-1 Phone Lines	42	8	10	14	6	10
Law Enforcement Service Calls	199,534	61,566	198,906	178,311	177,320	218,216
Fire Service Calls	11,890	4,052	12,427	10,241	15,175	14,880
Emergency Medical Service Calls	13,732	4,052	12,427	8,992	6,317	11,430

*Service area population is Boone County which includes Columbia and student population
** estimated due to incomplete data

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 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 1,239,332	$ 1,390,101	$ 1,316,038	$ 1,422,028	2.3%
Supplies and Materials	55,318	81,660	71,751	71,800	(12.1%)
Travel and Training	15,314	17,000	17,000	17,000	0.0%
Intragovernmental Charges	190,710	173,822	174,122	173,376	(0.3%)
Utilities, Services, and Misc.	214,302	281,891	277,428	333,478	18.3%
Capital	26,300	22,212	22,212	10,000	(55.0%)
Other	0	0	0	0	
Total	**$ 1,741,276**	**$ 1,966,686**	**$ 1,878,551**	**$ 2,027,682**	**3.1%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
7019 - Emergency Comm & Mngt. Admin.	0.50	0.50	0.50	0.50	
7015 - JCIC Coordinator	1.45	1.45	1.45	1.45	
7007 - Communications Supervisor	4.00	4.00	4.00	4.00	
7001/7003/7005 Comm. Operators	20.90	20.90	20.90	20.95	0.05
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	**28.40**	**28.40**	**28.40**	**28.45**	**0.05**
Permanent Full-Time	27.65	27.65	27.65	27.70	0.05
Permanent Part-Time	0.75	0.75	0.75	0.75	
Total Permanent	**28.40**	**28.40**	**28.40**	**28.45**	**0.05**

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.

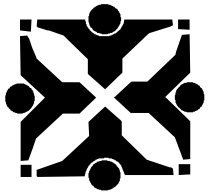
BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 78,696	$ 78,980	$ 78,599	$ 79,488	0.6%
Supplies and Materials	10,083	25,100	19,240	22,850	(9.0%)
Travel and Training	1,298	3,500	3,500	3,500	0.0%
Intragovernmental Charges	416	377	377	1,959	419.6%
Utilities, Services, & Misc.	29,164	49,850	34,350	40,350	(19.1%)
Capital	0	20,000	20,000	12,000	(40.0%)
Other	0	0	0	0	
Total	**$ 119,657**	**$ 177,807**	**$ 156,066**	**$ 160,147**	**(9.9%)**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
7019 - Emergency Comm & Mngt. Admin.	0.50	0.50	0.50	0.50	
7015 - JCIC Coordinator	0.55	0.55	0.55	0.55	
7001/7003/7005 Comm. Operators	0.10	0.10	0.10	0.05	(0.05)
1003 - Admin. Support Asst III	0.20	0.20	0.20	0.20	
Total Personnel	**1.35**	**1.35**	**1.35**	**1.30**	**(0.05)**
Permanent Full-Time	1.35	1.35	1.35	1.30	(0.05)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**1.35**	**1.35**	**1.35**	**1.30**	**(0.05)**

Health Department

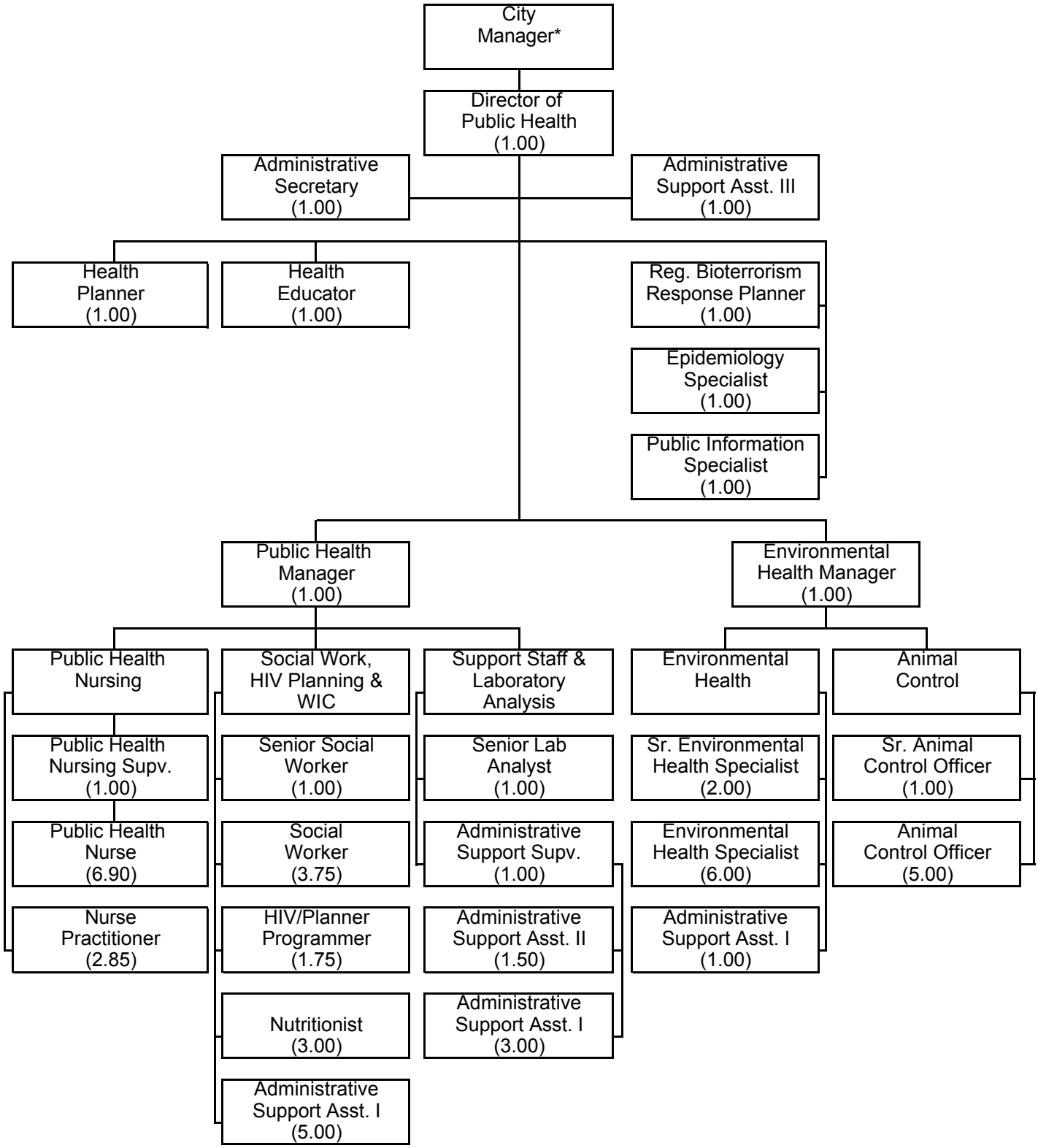


City of Columbia

Columbia, Missouri

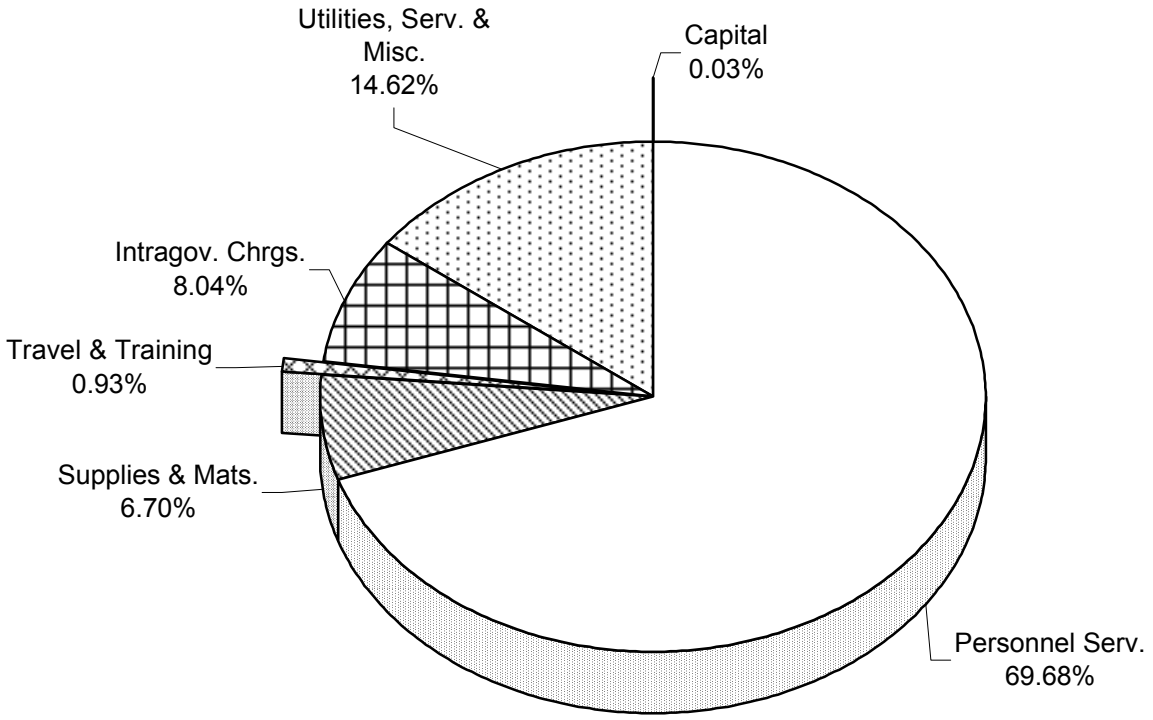
City of Columbia - Health Department

56.75 FTE Positions



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

Health Department
FY 2004



APPROPRIATIONS

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
Personnel Services	$ 2,538,860	$ 2,865,055	$ 2,804,177	$ 3,035,090	5.9%
Supplies & Materials	225,913	272,459	252,555	291,740	7.1%
Travel & Training	22,994	40,497	35,360	40,495	(0.0%)
Intragovernmental Charges	313,249	338,399	338,399	350,189	3.5%
Utilities, Services & Misc.	426,957	572,930	553,988	637,052	11.2%
Capital	16,603	22,491	22,491	1,500	(93.3%)
Other	0	0	0	0	
Total	**3,544,576**	**4,111,831**	**4,006,970**	**4,356,066**	**5.9%**
Summary					
Operating Expenses	3,527,973	4,089,340	3,984,479	4,354,566	6.5%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	16,603	22,491	22,491	1,500	(93.3%)
Capital Projects	0	0	0	0	
Total Expenses	$ **3,544,576**	$ **4,111,831**	$ **4,006,970**	$ **4,356,066**	**5.9%**

(THIS PAGE INTENTIONALLY LEFT BLANK)

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 2004 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. In FY 2004, the Health Department will collaborate with the Center for Disease Control and the Missouri Department of Health & Senior Services by participating in a demonstration project to provide Hepatitis A and B vaccinations to high risk adults. A major priority this year will be the completion of the new health facility. Additional funding for Bioterrorism Preparedness will result in a Public Information Specialist being hired and additional temporary nursing hours to assist with Stage II smallpox vaccinations. The Health Department will continue to improve and expand prevention efforts for West Nile virus. Health communications regarding new, emerging diseases will continue to be a priority. The Health Department will begin the process of seeking accreditation.

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
Administration	5.05	6.05	6.05	7.05	1.00
Animal Control	6.12	6.12	6.12	6.12	
Environmental Health	10.88	10.88	10.88	10.88	
Clinic and Nursing	23.80	25.30	25.30	25.70	0.40
Women, Infants, and Children (WIC)	8.00	7.00	7.00	7.00	
Total Personnel	**53.85**	**55.35**	**55.35**	**56.75**	**1.40**
Permanent Full-Time	48.00	49.00	49.00	51.00	2.00
Permanent Part-Time	5.85	6.35	6.35	5.75	(0.60)
Total Permanent	**53.85**	**55.35**	**55.35**	**56.75**	**1.40**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2002	Budget FY 2003	Estimated FY 2004
Administration:			
Certificates of Live Birth	3,264	3,300	3,250
Death Certificates	1,584	1,700	1,600
Fetal Deaths	15	10	12
Certificates of Birth (Computer Generated)	5,924	5,300	5,850
Certificates of Death (Computer Generated)	900	825	850
Personal Health Services:			
Pregnancy Tests	1,006	1,500	1,200
Immunizations	12,014	15,000	15,500
WIC Visits	21,500	21,500	23,000
Family Planning Clinic Visits	558	650	350
Tuberculosis Tests	4,871	5,000	4,500
STD Visits	1,185	1,250	1,500
Utility Assistance Interviews	694	700	800
Home Nursing Visits	1,432	1,500	1,000
Blood Pressure Screenings	4,152	4,200	3,500
HIV Visits	2,332	2,500	2,750
Environmental Health Services:			
Restaurant Inspections	2,116	2,200	2,200
New Construction Inspections/Plan Reviews	578	600	600
Itinerant Food Inspections	80	175	80
Weed Inspections	4,075	4,000	4,100
Other Nuisance Inspections	7,667	7,500	7,500
Hotel/Motel Inspections	58	54	58
Swimming Pool Inspections	832	900	840
Smoking Complaint Investigations	16	10	10
Continuing Education (Hours)	664	875	700
Food Handlers Training (Hours)	270	270	270
Liquid Waste	63	52	65
Solid Waste	25	5	25
County Sewage	1,451	1,200	1,200
Animal Control:			
Bite Investigations	253	350	260
Dogs/Cats Impounded	1,158	1,200	1,200
No. of Complaints (Barking, Yard Damage, Into Trash, Running Loose, Vicious Animals)	3,786	4,000	3,800
Dead Animal Pick-Up	423	280	375
No. of Summons Issued	350	450	350

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)	**143,798**	**74,415**	**251,642**	**86,903**	**71,054**	**207,364**
Population (City)	**89,174**	**41,036**	**155,168**	**74,583**	**35,630**	**--**
No. of RNs	8	13	13	10	13	18
RNs Per 1,000 County Pop.	0.06	0.17	0.05	0.12	0.18	0.09
No. of Annual Immunizations Per 1,000 Pop.	89	54	54	119	49	122
No. of STD visits/1,000 Pop.	8.74	6.12	21.77	10	4	9
No. of WIC Visits / 1,000 Pop.	159	292	261.00	264	96	N/A

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	**143,798**	**263,172**	**85,405**	**316,863**	**113,587**	**155,168**
City Only:						
Number of Employees	10.88	19.00	4.00	25.80	16.50	22.00
Employees Per 1,000 Pop.	0.076	0.072	0.047	0.081	0.145	0.142
No. of Dollars Spent Per Capita	5.19	5.19	2.13	7.79	10.06	5.89
No. of Food Service Facilities	755.00	1,271.00	628.00	1,297.00	653.00	1,549.00

*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	**143,798**	**263,172**	**85,405**	**Information**	**113,587**	**155,168**
Number of AC Officers	6.12	10.00	3.00	**Not**	10.50	6.00
Employees Per 1,000 Pop.	0.043	0.038	0.035	**available**	0.092	0.039
No. of Dollars Spent Per Capita	2.76	5.16	4.28	**for**	4.71	1.56
No. of Bite Cases/1,000 Pop.	1.80	2.27	0.94	**FY2002**	1.57	2.37

*City Only

(THIS PAGE INTENTIONALLY LEFT BLANK)

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 2004 will include the completion 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. Additional funding from the Missouri Department of Health and Senior Services for "Public Health Preparedness and Response for Bioterrorism" will result in a new position: Pubic Information Specialist. The FY 2004 budget includes a partial year of increased operating costs for the new facility.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 206,792	$ 380,050	$ 370,829	$ 466,594	22.8%
Supplies and Materials	31,292	35,847	27,783	53,392	48.9%
Travel and Training	2,328	6,868	6,804	6,866	(0.0%)
Intragovernmental Charges	94,798	101,444	101,444	109,981	8.4%
Utilities, Services, & Misc.	12,738	16,932	16,900	54,805	223.7%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 347,948**	**$ 541,141**	**$ 523,760**	**$ 691,638**	**27.8%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
7700 - Dir. of Pub Health/Adm Serv	1.00	1.00	1.00	1.00	
7306 - Health Planner	0.00	1.00	1.00	1.00	
7305 - Epidemiology Specialist	1.00	1.00	1.00	1.00	
7304 - Reg. Bioterrorism Resp. Planner	1.00	1.00	1.00	1.00	
7303 - Health Educator	1.00	1.00	1.00	1.00	
4802 - Public Information Specialist	0.00	0.00	0.00	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	**5.05**	**6.05**	**6.05**	**7.05**	**1.00**
Permanent Full-Time	5.05	6.05	6.05	7.05	1.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**5.05**	**6.05**	**6.05**	**7.05**	**1.00**

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 2004 budget reflects 4.0 FTE officers in City Animal Control and 2.0 FTE County Animal Control officers. The 2.0 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. Animal Control currently is staffed from 7:00 a.m. to 9:00 p.m., seven days per week.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 242,303	$ 257,796	$ 248,198	$ 262,180	1.7%
Supplies and Materials	15,412	19,775	19,988	22,983	16.2%
Travel and Training	780	1,618	1,000	1,618	0.0%
Intragovernmental Charges	11,156	12,370	12,370	11,530	(6.8%)
Utilities, Services, & Misc.	80,187	82,108	81,289	83,764	2.0%
Capital	16,603	14,991	14,991	0	(100.0%)
Other	0	0	0	0	
Total	**$ 366,441**	**$ 388,658**	**$ 377,836**	**$ 382,075**	**(1.7%)**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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, and coordination of mosquito control activities. Additionally, this division enforces the City's anti-smoking ordinance. The Health Department performs inspections of licensed day care homes and centers under contract with the State Department of Health.

HIGHLIGHTS / SIGNIFICANT CHANGES

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

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 503,935	$ 549,622	$ 539,066	$ 568,355	3.4%
Supplies and Materials	16,662	26,033	24,569	23,174	(11.0%)
Travel and Training	6,957	7,780	7,656	7,780	0.0%
Intragovernmental Charges	65,048	62,470	62,470	68,312	9.4%
Utilities, Services, & Misc.	51,079	78,068	85,368	86,734	11.1%
Capital	0	7,500	7,500	1,500	(80.0%)
Other	0	0	0	0	
Total	$ **643,681**	$ **731,473**	$ **726,629**	$ **755,855**	**3.3%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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.	6.00	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	1.00	1.00	1.00	1.00	
Total Personnel	**10.88**	**10.88**	**10.88**	**10.88**	
Permanent Full-Time	10.88	10.88	10.88	10.88	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**10.88**	**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 of 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 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 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 continues to increase. 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 third 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. The Health Department is also prepared to expand the smallpox vaccination program, upon permission of state/federal agencies, to first responders and health care providers.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 1,274,116	$ 1,408,103	$ 1,377,384	$ 1,459,718	3.7%
Supplies and Materials	142,669	167,968	159,300	175,557	4.5%
Travel and Training	10,257	18,500	15,000	18,500	0.0%
Intragovernmental Charges	123,460	131,857	131,857	127,468	(3.3%)
Utilities, Services, & Misc.	275,876	382,276	358,361	398,505	4.2%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 1,826,378**	**$ 2,108,704**	**$ 2,041,902**	**$ 2,179,748**	**3.4%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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	1.00	1.00	1.00	
7402 - Occupational Hlth Specialist	0.00	0.00	0.00	0.00	
7350 - HIV Planner/Programmer	1.75	1.75	1.75	1.75	
7302 - Sr. Social Worker	1.00	1.00	1.00	1.00	
7301 - Social Worker	3.35	3.35	3.35	3.75	0.40
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	1.50	1.50	1.50	
1001 - Admin. Support Assistant I	3.00	3.00	3.00	3.00	
Total Personnel	**23.80**	**25.30**	**25.30**	**25.70**	**0.40**
Permanent Full-Time	17.95	18.95	18.95	19.95	1.00
Permanent Part-Time	5.85	6.35	6.35	5.75	(0.60)
Total Permanent	**23.80**	**25.30**	**25.30**	**25.70**	**0.40**

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 continues to increase the number of participants served this year and will continue to work towards meeting the expanding needs of the community. New programs to increase breastfeeding rates have been implemented.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 311,714	$ 269,484	$ 268,700	$ 278,243	3.3%
Supplies and Materials	19,878	22,836	20,915	16,634	(27.2%)
Travel and Training	2,672	5,731	4,900	5,731	0.0%
Intragovernmental Charges	18,787	30,258	30,258	32,898	8.7%
Utilities, Services, & Misc.	7,077	13,546	12,070	13,244	(2.2%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **360,128**	$ **341,855**	$ **336,843**	$ **346,750**	**1.4%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
7450 - W.I.C. Program Manager	0.00	0.00	0.00	0.00	
7403 - Nutritionist	3.00	2.00	2.00	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**	**7.00**	**7.00**	**7.00**	
Permanent Full-Time	8.00	7.00	7.00	7.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**8.00**	**7.00**	**7.00**	**7.00**	

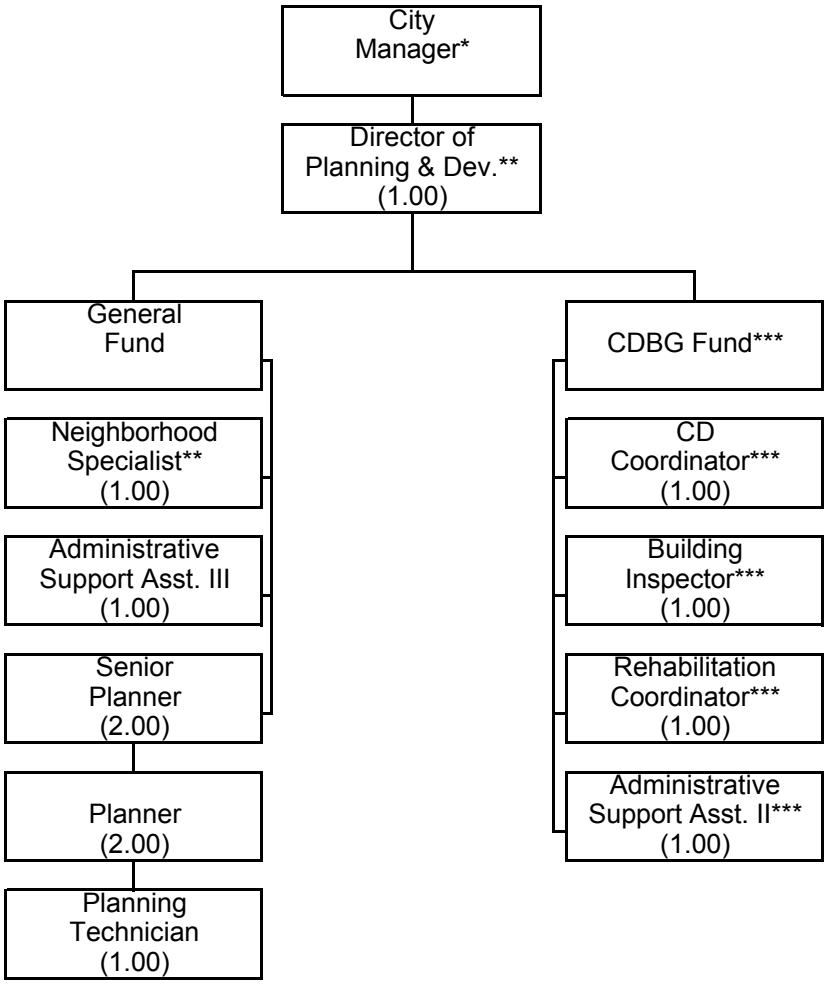
Planning and Development

City of Columbia

Columbia, Missouri

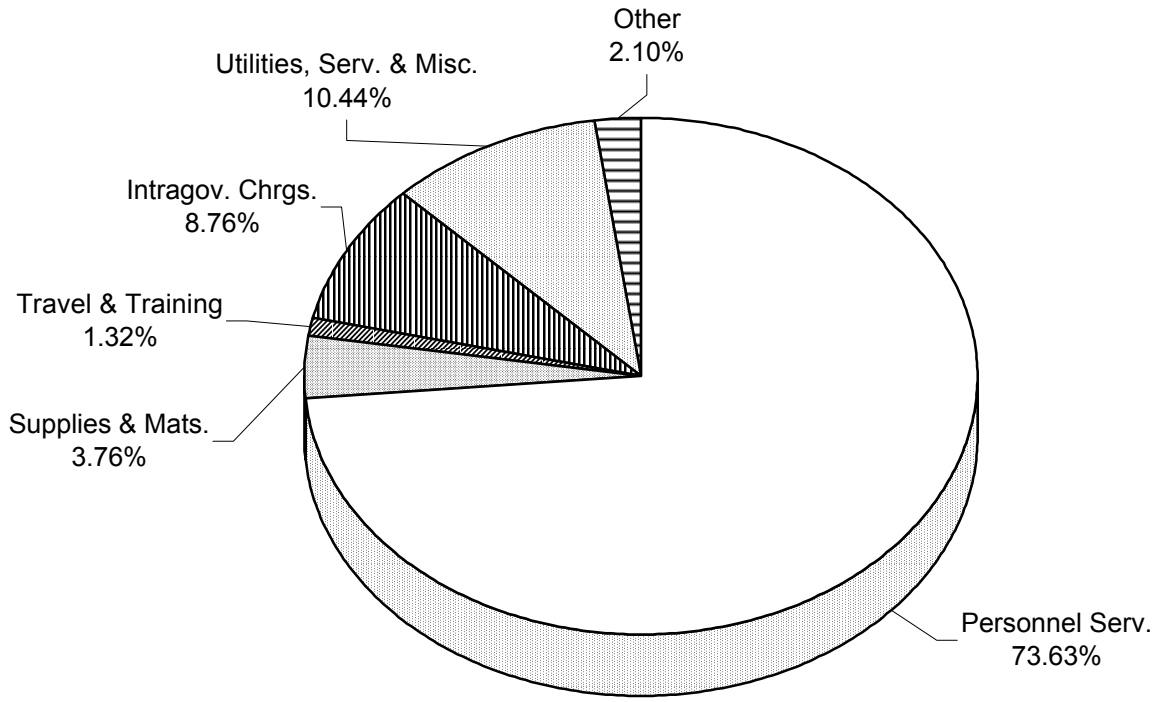
City of Columbia - Planning Department

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 2004



APPROPRIATIONS

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
Personnel Services	$ 669,663	$ 693,355	$ 679,172	$ 709,429	2.3%
Supplies & Materials	40,317	41,903	29,728	36,200	(13.6%)
Travel & Training	7,992	14,200	3,800	12,700	(10.6%)
Intragovernmental Charges	71,651	82,468	82,455	84,420	2.4%
Utilities, Services & Misc.	665,793	104,306	74,518	100,556	(3.6%)
Capital	0	24,000	23,503	0	(100.0%)
Other	236,042	18,750	18,750	20,194	7.7%
Total	**1,691,458**	**978,982**	**911,926**	**963,499**	**(1.6%)**
Summary					
Operating Expenses	1,455,416	936,232	869,673	943,305	0.8%
Non-Operating Expenses	236,042	18,750	18,750	20,194	7.7%
Debt Service	0	0	0	0	
Capital Additions	0	24,000	23,503	0	(100.0%)
Capital Projects	0	0	0	0	
Total Expenses	$ **1,691,458**	$ **978,982**	$ **911,926**	$ **963,499**	**(1.6%)**

(THIS PAGE INTENTIONALLY LEFT BLANK)

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, duties and assignments in an effective and efficient manner.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

Emphasis in the coming year will be on working with MoDOT to minimize the adverse impact of widening I-70, planning connecting roadways to a potential new interchange on I-70 west of Stadium, completing a housing market analysis, implementing the Business Loop 70 Revitalization Plan, updating the Sidewalk Master Plan, and assisting with adoption of new street standards and an access management policy. Work will continue on updating development regulations including integrating storm water management requirements into zoning and subdivision regulations, revising planned district regulations and procedures, and updating GIS applications using digital aerial photos.
The Community Development Division will work on developing a new five year Consolidated Plan, continuing NRT redevelopment and housing activities, and improving the housing rehabilitation program.

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
General Fund Operations	6.98	7.20	7.20	7.20	
Community Development	5.02	4.80	4.80	4.80	
Total Personnel	**12.00**	**12.00**	**12.00**	**12.00**	
Permanent Full-Time	12.00	12.00	12.00	12.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**12.00**	**12.00**	**12.00**	**12.00**	

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2002	Budget FY 2003	Estimated FY 2004
No. of Rezoning Cases	38	38	38
No. of Subdivision Plats	56	60	60
No. of Housing Rehabs	15	15	17
No. of Voluntary Annexations	14	15	15
CDBG Grant Amount	$1,062,000	$1,037,000	$1,037,000
No. Agency Applications Monitored & Processed	10	11	11
No. of DP Assistance Grants	32	30	30
No. of Neighborhood Meetings	35	35.0	35
No. of HUD Reports	10	10	11

COMPARATIVE DATA

	Columbia, MO	Springfield, MO	St. Joseph, MO	Ames, IA	Lawrence, KS	Iowa City, IA
Population	**89,174**	**155,168**	**74,583**	**51,870**	**85,405**	**62,996**
Number of Employees	12.0	27.0	9.0	14.0	17.5	18.5
Employees Per 1,000 Population	0.135	0.174	0.121	0.270	0.205	0.294

DESCRIPTION

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

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 412,665	$ 449,585	$ 435,075	$ 454,764	1.2%
Supplies & Materials	36,251	35,850	25,060	31,600	(11.9%)
Travel & Training	6,578	10,200	3,200	9,200	(9.8%)
Intragovernmental Charges	64,879	60,027	60,014	51,296	(14.5%)
Utilities, Services & Misc.	33,631	82,156	57,418	82,278	0.1%
Capital	0	9,000	9,000	0	(100.0%)
Other	0	0	0	0	
Total	**554,004**	**646,818**	**589,767**	**629,138**	**(2.7%)**
Summary					
Operating Expenses	554,004	637,818	580,767	629,138	(1.4%)
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	9,000	9,000	0	(100.0%)
Capital Projects	0	0	0	0	
Total Expenses	**$ 554,004**	**$ 646,818**	**$ 589,767**	**$ 629,138**	**(2.7%)**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
Planning	6.68	6.90	6.90	6.90	
Economic Planning	0.30	0.30	0.30	0.30	
Total Personnel	**6.98**	**7.20**	**7.20**	**7.20**	
Permanent Full-Time	6.98	7.20	7.20	7.20	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**6.98**	**7.20**	**7.20**	**7.20**	

(THIS PAGE INTENTIONALLY LEFT BLANK)

Planning & Development - Planning

110-4010

DESCRIPTION

The Planning Division is organized into Current Planning and Long-Range Planning. Current Planning is mainly 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 mainly responsible for future land use, transportation, and other comprehensive planning elements, gathering and analyzing population, employment and other data, preparing grant applications, developing GIS applications and assisting with preparing the capital improvement program.

HIGHLIGHTS / SIGNIFICANT CHANGES

Considerable effort will be directed toward working with MoDOT on minimizing the impact of widening I-70, finalizing the street standards and access management policy, and implementing Business Loop 70 Revitalization Plan. Additional work will focus on updating the Sidewalk Master Plan, integrating storm water management requirements into zoning and subdivision regulations, revising planned district regulations and procedures, 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 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 384,598	$ 418,796	$ 404,237	$ 423,017	1.0%
Supplies and Materials	36,186	35,090	25,060	30,950	(11.8%)
Travel and Training	6,578	9,500	3,200	8,500	(10.5%)
Intragovernmental Charges	64,879	60,001	60,001	51,268	(14.6%)
Utilities, Services, & Misc.	23,631	52,156	47,418	52,278	0.2%
Capital	0	9,000	9,000	0	(100.0%)
Other	0	0	0	0	
Total	$ **515,872**	$ **584,543**	$ **548,916**	$ **566,013**	**(3.2%)**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
4105 - Dir. of Planning & Dev.	0.40	0.40	0.40	0.40	
4104 - Neighborhood Specialist	0.50	0.50	0.50	0.50	
4103 - Senior Planner	1.78	2.00	2.00	2.00	
4101 - Planner	2.00	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	**6.68**	**6.90**	**6.90**	**6.90**	
Permanent Full-Time	6.68	6.90	6.90	6.90	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**6.68**	**6.90**	**6.90**	**6.90**	

Planning & Development - Economic Planning

110-4020

DESCRIPTION

This element 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 works with the Mid-Missouri Regional Planning Commission.

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 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 28,067	$ 30,789	$ 30,838	$ 31,747	3.1%
Supplies and Materials	65	760	0	650	(14.5%)
Travel and Training	0	700	0	700	0.0%
Intragovernmental Charges	0	26	13	28	7.7%
Utilities, Services, & Misc.	10,000	30,000	10,000	30,000	0.0%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 38,132**	**$ 62,275**	**$ 40,851**	**$ 63,125**	**1.4%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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, Enterlight Ministries, Habitat for Humanity and other community agencies and private developers in rehabilitating and building new affordable housing.

HIGHLIGHTS / SIGNIFICANT CHANGES

Considerable effort in the coming year will be directed toward preparation of the new five year Consolidated Plan. Efforts will continue on 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 the rehabilitation of owner-occupied homes.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 256,998	$ 243,770	$ 244,097	$ 254,665	4.5%
Supplies & Materials	4,066	6,053	4,668	4,600	(24.0%)
Travel & Training	1,414	4,000	600	3,500	(12.5%)
Intragovernmental Charges	6,772	22,441	22,441	33,124	47.6%
Utilities, Services & Misc.	632,162	22,150	17,100	18,278	(17.5%)
Capital	0	15,000	14,503	0	(100.0%)
Other	236,042	18,750	18,750	20,194	7.7%
Total	**1,137,454**	**332,164**	**322,159**	**334,361**	**0.7%**
Summary					
Operating Expenses	901,412	298,414	288,906	314,167	5.3%
Non-Operating Expenses	236,042	18,750	18,750	20,194	7.7%
Debt Service	0	0	0	0	
Capital Additions	0	15,000	14,503	0	(100.0%)
Capital Projects	0	0	0	0	
Total Expenses	**$ 1,137,454**	**$ 332,164**	**$ 322,159**	**$ 334,361**	**0.7%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
4105 - Dir. of Planning & Dev.	0.30	0.30	0.30	0.30	
4104 - Neighborhood Specialist	0.50	0.50	0.50	0.50	
4103 - Senior Planner	0.22	0.00	0.00	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	1.00	1.00	1.00	1.00	
1002 - Admin Support Assistant II	1.00	1.00	1.00	1.00	
Total Personnel	**5.02**	**4.80**	**4.80**	**4.80**	
Permanent Full-Time	5.02	4.80	4.80	4.80	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**5.02**	**4.80**	**4.80**	**4.80**	

(THIS PAGE INTENTIONALLY LEFT BLANK)

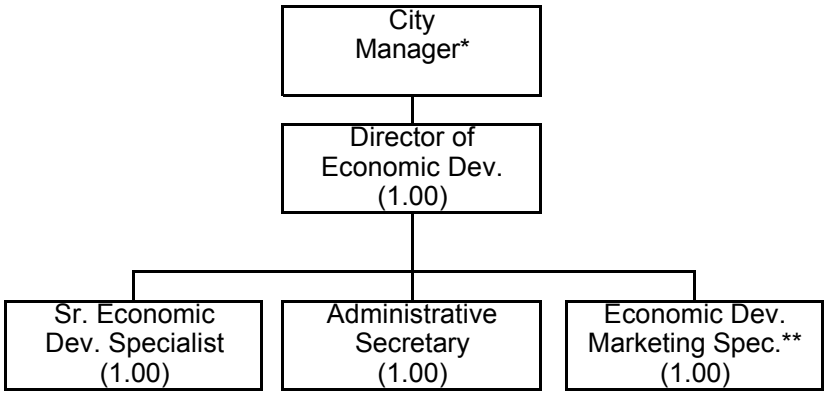
Department of Economic Development

City of Columbia

Columbia, Missouri

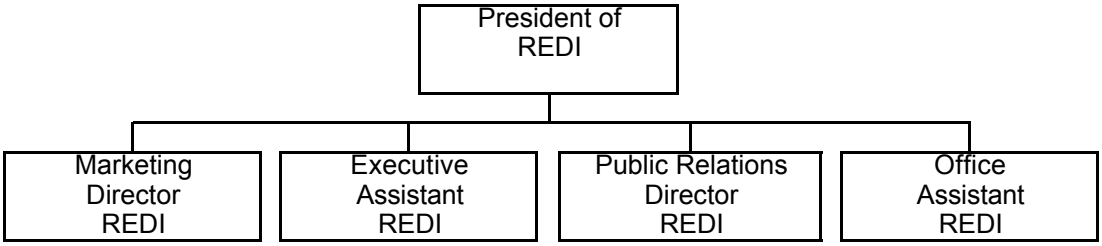
City of Columbia - Economic Development

4.00 FTE Positions



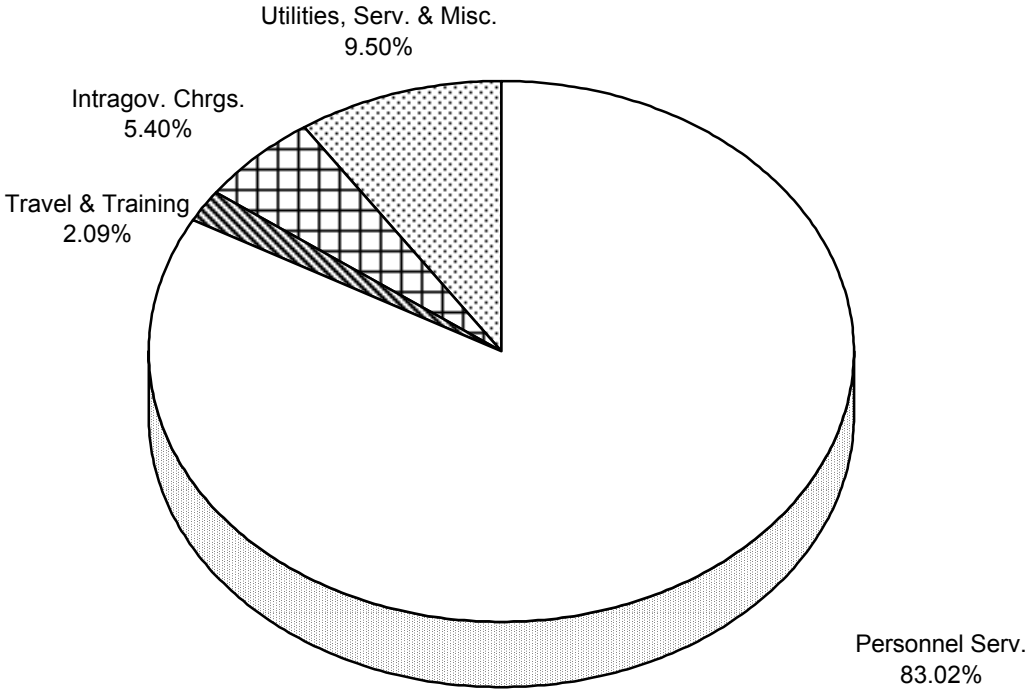
These positions serve additionally for REDI

(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 2004



APPROPRIATIONS

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
Personnel Services	$ 254,446	$ 266,661	$ 243,988	$ 262,164	(1.7%)
Supplies & Materials	0	0	0	0	
Travel & Training	6,291	6,593	6,593	6,593	0.0%
Intragovernmental Charges	19,809	18,496	18,496	17,042	(7.9%)
Utilities, Services & Misc.	30,000	30,000	30,000	30,000	0.0%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**310,546**	**321,750**	**299,077**	**315,799**	**(1.8%)**
Summary					
Operating Expenses	310,546	321,750	299,077	315,799	(1.8%)
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	$ **310,546**	$ **321,750**	$ **299,077**	$ **315,799**	**(1.8%)**

(THIS PAGE INTENTIONALLY LEFT BLANK)

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. The Department has a new Director of Economic Development and Senior Economic Development Specialist.

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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 2002	Budget FY 2003	Estimated FY 2004
Expenditure Summary:			
Personnel Expenditures	$254,446	$266,661	$262,164
Other Expenditures	$56,100	$55,089	$53,635
Total Expenditures	$310,546	$321,750	$315,799

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS - Continued

	Actual FY 2002	Budget FY 2003	Estimated FY 2004
Lead Generation:			
Community Presentations	16/1,085	15/650	10/500
Presentation Materials Sent	10,664	4,500	6,500
Targeted Marketing Efforts	8/1,006	10/2,000	10/2,000
Inquiries Received	713	400	500
Business Attraction/Retention/Expansion Contacts	2,183	1,800	1,800
Job Fairs	2/2,649	1/400	1/500
Trade Shows/Marketing Events	11	10	10
Web Site Hits	20,682	3,000	15,000
Community Committee Meetings	97	100	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 for 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	259,126	101,662	105,194	154,612	46,414
Number of Employees	4.5	10.0	3.0	6.0	3.0	2.0
Employees Per 1,000 Population	0.033	0.039	0.030	0.057	0.019	0.043
City Only:						
City Population (1)	89,174	237,429	85,405	74,583	155,168	47,018
Number of Employees	3.0	2.0	N/A	N/A	3.0	2.0
Annual Expenditures(2) (3)	$253,896	$867,491	$92,820	$135,000	$150,937	$150,000
City's Per Capita Investment	$1.874	$3.348	$0.91	$1.283	$0.976	$3.232
Total Community:						
Total Investment(4) (5)	$407,896	$1,900,000	$352,460	$774,000	$750,937	$320,000
Total Per Capita Investment	$3.011	$7.332	$3.467	$7.358	$4.857	$6.894

1) Columbia number is 2004 projection; Columbia MSA is 2000 Census. All other data is as reported by communities for 2003/2004 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 FY03 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. Joseph includes $204,000 for Comm. Dev.

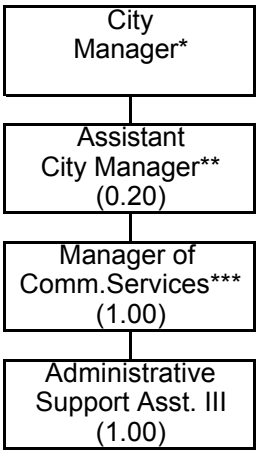
Community Services

City of Columbia

Columbia, Missouri

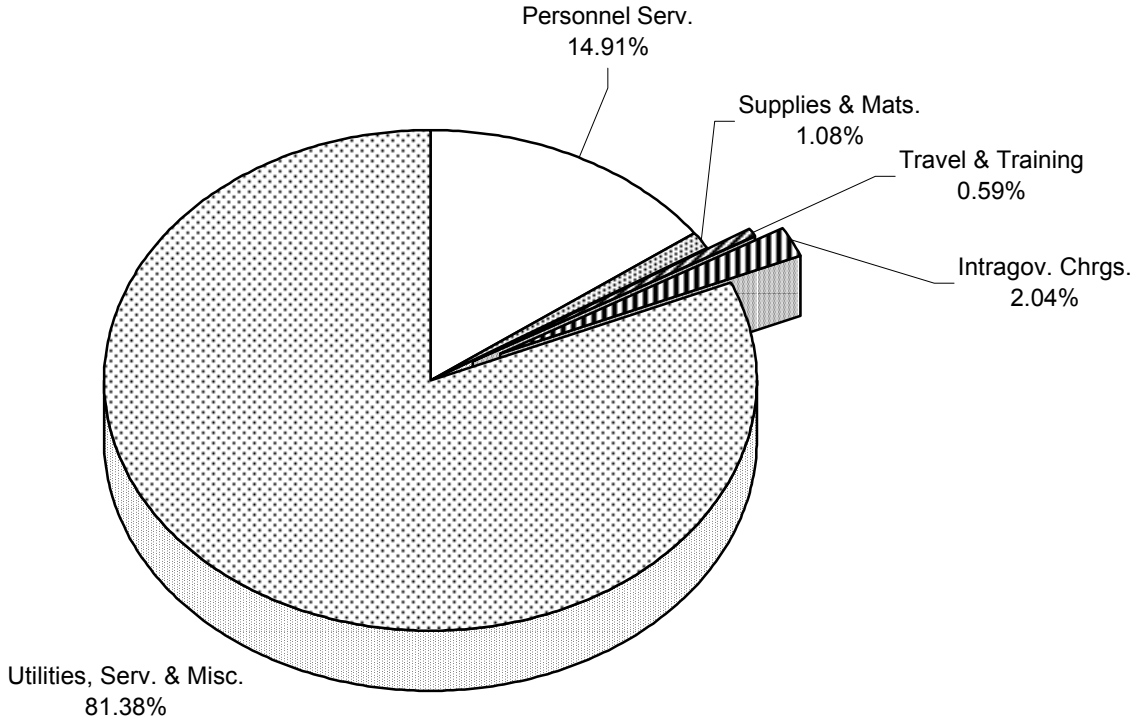
City of Columbia - Community Services

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 2004



APPROPRIATIONS

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
Personnel Services	$ 156,915	$ 164,387	$ 166,329	$ 174,037	5.9%
Supplies & Materials	7,950	12,577	12,565	12,575	(0.0%)
Travel & Training	3,799	5,800	3,019	6,875	18.5%
Intragovernmental Charges	21,736	23,243	23,243	23,801	2.4%
Utilities, Services & Misc.	934,760	945,075	944,121	949,761	0.5%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**1,125,160**	**1,151,082**	**1,149,277**	**1,167,049**	**1.4%**
Summary					
Operating Expenses	1,125,160	1,151,082	1,149,277	1,167,049	1.4%
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	$ **1,125,160**	$ **1,151,082**	$ **1,149,277**	$ **1,167,049**	**1.4%**

(THIS PAGE INTENTIONALLY LEFT BLANK)

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 2003, 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 2004.

The Commission on Human Rights will continue its community outreach and education efforts by conducting two annual "community rounds" of its Community Study Circles Program focusing on diversity called "LET'S TALK, COLUMBIA!" In addition, the commission is helping to sponsor student study circles at Hickman High School and is working with other community organizations and businesses to plan and implement additional study circles.

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. In addition, the commission has developed and will maintain a web page of links to resources on substance abuse related topics for youth, parents, educators, policy makers and the general public.

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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 2002	Budget FY 2003	Estimated FY 2004
Boone County Community Services Advisory Commission			
Commission Meetings	14	14	14
Social Service Proposals Reviewed and Summarized	46	46	48
Social Service Contracts Prepared and Administered	41	40	40
Homemaker/Personal Care Vendor Contrs. Prepared & Admin.	7	7	7
Child Care Vendor Contracts Prepared and Administered	5	5	5
Social Service Programs Evaluated	7	8	8
Human Rights Commission			
Commission Meetings	12	12	12
Human Rights Enhancement Contracts Prepared & Admin.	8	8	8
Partners In Education-Multicultural Committee Meetings	9	9	9
Partners In Education-Quiet Heroes Programs	0	2	2
Community Study Circles Action Team Meetings	13	12	12
Study Circle Sponsor Action Teams Recruited	1	1	1
Sponsor Study Circles Conducted	6	4	8
Community-Wide Study Circles Conducted	1	2	2
Total Study Circle Participants	100	105	160
Human Rights Complaint Inquiries	156	204	240
Human Rights Complaints Filed	17	24	24
Substance Abuse Advisory Commission			
Commission Meetings	10	10	10
Substance Abuse Web Links Page Developed & Maintained	0	1	1
Columbia Values Diversity Celebration			
Celebration Planning Meetings	7	8	8
Annual Celebration	1	1	1
Celebration Attendance: Number of People Registered	1060	1120	1120
Number of Community Sponsors Supporting the Celebration	55	68	65
Grant Submission and Administration			
Emergency Shelter Grant (ESG) Submitted	1	1	1
ESG Agency Sub-Contracts Prepared and Administered	3	3	3
Community Study Circle Grants Submitted	2	0	1
Community Study Circle Grants Received	2	0	1
Community Collaboration Meetings			
Boone Early Childhood Partners Meetings	8	10	10
Columbia/Boone County Basic Needs Coalition Meetings	12	12	12
MU Service/Learning Advisory Board	2	1	1
Boone County Related Agencies Association Meetings	10	10	10

SOCIAL ASSISTANCE COMPARATIVE DATA

	Columbia, MO	Ames, IA	Boulder, CO	Indepen-dence, MO	St. Joseph, MO
Population	**89,174**	**51,870**	**97,502**	**113,587**	**74,583**
Number of Employees	1.2	0.3	1.25	2.0	1.0
Employees Per 1,000 Population	0.013	0.006	0.013	0.018	0.013
City Social Service Funding: (1)					
Total Agency/Program Funding	$805,300	$778,862	$2,347,166	$155,700	$485,000
Per Capita	$9.03	$15.02	$24.07	$1.37	$6.50
United Way Funding: (2)					
Total Agency Allocations	$1,917,300	$650,749	$1,010,000	$2,230,777	$2,404,976
Per Capita	$21.50	$12.55	$10.36	$19.64	$32.25
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 2003
2) For Calendar Year 2003
3) Source: U.S. Bureau of Census, Census 2000-Table DP-3

NOTES:

- **Columbia, MO** City social service funding comes from the General Fund. 15-20% 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 (.1 FTE) with two Administrative Assistants (.1 FTE). 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 quarter-time clerical position. The Department also provides direct services through the Senior Services and Children, Youth and Families Division Funding for these divisions is $1,098,301 and $2,473,639 respectively. The Boulder County United Way recently merged with Broomfield County. The bulk of the United Way's funding stays in Boulder County.
- **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, 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 $834,300 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 Planning and Community Development 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	**89,174**	**51,870**	**97,502**	**113,587**	**74,583**
Human Rights Commission	Yes	Yes	Yes	Yes	No
Number of Direct Employees	.5 FTE	0 FTE	1.5 FTE	0 FTE	N/A
Number of Staff Liaisons/%FTE	2 / .33 FTE	2 / .2 FTE	0 / 0 FTE	1 / .05 FTE	N/A
Employees-Staff/1,000 Population	0.009	0.016	0.009	0.007	N/A
Human Rights Funding	$35,181	1,500	$155,803	$0.00	N/A
Human Rights Funding Per Capita	$0.39	$0.03	$1.60	$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 $118,680. The Commission also receives $37,123 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 5% (.05 FTE) of their time assisting the Commission. The Commission meets every other month and has no 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.

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 2003, 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 2004. The Commission on Human Rights will continue its community outreach and education efforts by conducting two annual "community rounds" of its Community Study Circles Program focusing on diversity called "LET'S TALK, COLUMBIA!" In addition, the commission is helping to sponsor student study circles at Hickman High School and is working with other community organizations and businesses to plan and implement additional study circles. 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. In addition, the commission has developed and will maintain a web page of links to resources on substance abuse related topics for youth, parents, educators, policy makers and the general public.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 156,915	$ 164,387	$ 166,329	$ 174,037	5.9%
Supplies and Materials	7,950	12,577	12,565	12,575	(0.0%)
Travel and Training	3,799	5,800	3,019	6,875	18.5%
Intragovernmental Charges	21,736	23,243	23,243	23,801	2.4%
Utilities, Services, & Misc.	60,371	64,775	63,821	52,961	(18.2%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 250,771**	**$ 270,782**	**$ 268,977**	**$ 270,249**	**(0.2%)**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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 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 2003, 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 2004. The most significant trend in the homeless and near-homeless populations is the increasing number of women, children and families seeking assistance from our local shelter and emergency food providers.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
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.	47,915	75,000	75,000	75,000	0.0%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **47,915**	$ **75,000**	$ **75,000**	$ **75,000**	**0.0%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes

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 $818,800 in social assistance funding for FY 2004. This funding represents a 2.5% increase in social assistance funding over the base budget of $798,800 for FY 2003. During the FY 2004 budget adoption process, the City Council added funds for the InterACT Teen-to-Teen Theatre program to maintain the same level of funding as in the previous year. This 2.5% funding increase reflects a commitment to be responsive to the needs of the most at-risk populations in our community. For FY 2004, the Boone County Community Services Advisory Commission has recommended funding assistance for 28 organizations providing a total of 41 different program services. In addition, vendor contract funding for child care services to low-income familiesand homemaker/personal care and respite care services to the elderly and the disabled are administrated through the Office of Community Services. In general, the Commission's funding priorities are to first meet the most basic needs of our community with high consideration also given to programs that address the needs of at-risk populations, particularly children, youth, families and the elderly. The local impact of welfare reform will continue to be monitored by the commission in an effort to meet the most critical needs in our community while allocating City resources in the most effective and efficient manner.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
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.	826,474	805,300	805,300	821,800	2.0%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 826,474**	**$ 805,300**	**$ 805,300**	**$ 821,800**	**2.0%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
There are no personnel assigned to this budget.					

(THIS PAGE INTENTIONALLY LEFT BLANK)

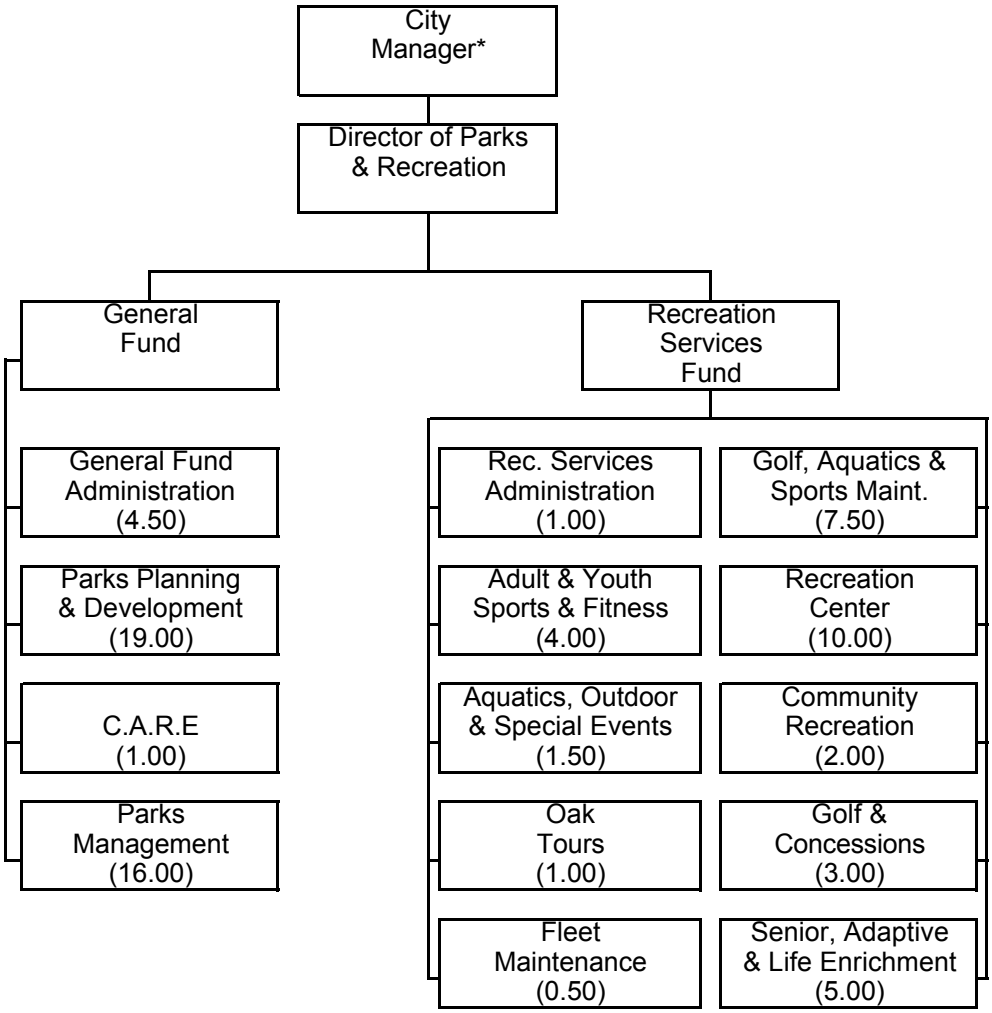
Parks and Recreation

City of Columbia

Columbia, Missouri

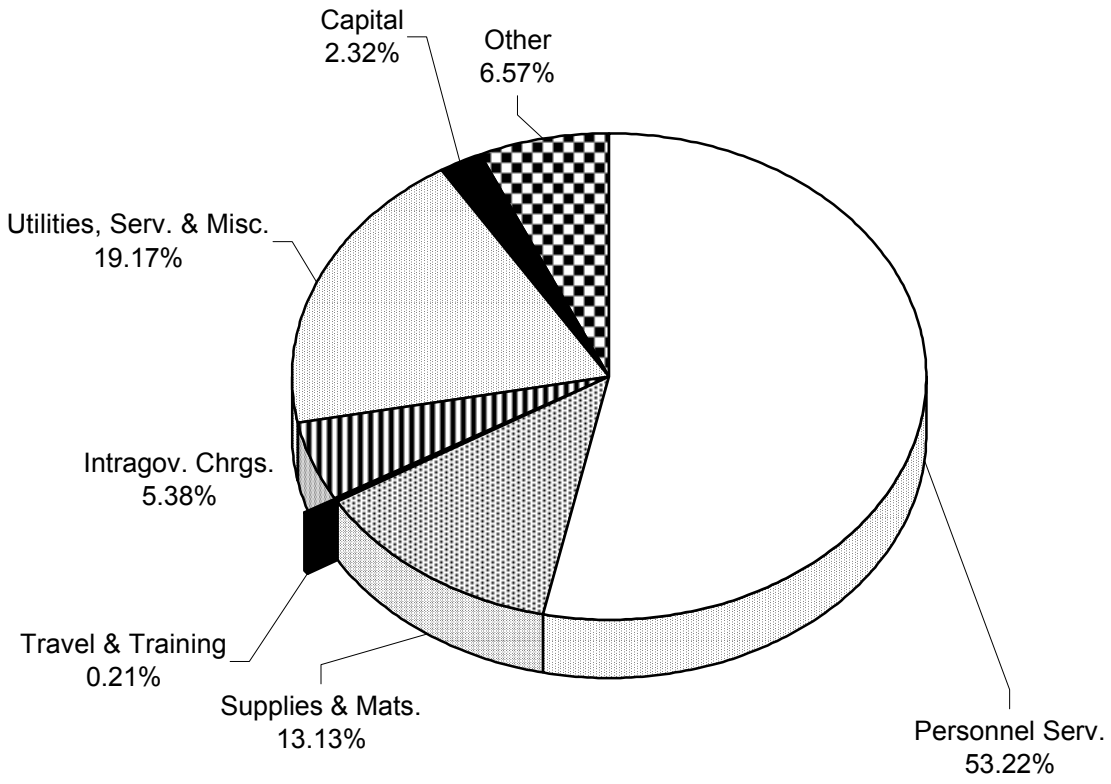
City of Columbia - Parks and Recreation Department

76.00 FTE Positions



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

Parks & Recreation Dept - Summary
FY 2004



APPROPRIATIONS

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
Personnel Services	$ 4,509,049	$ 5,617,526	$ 5,395,535	$ 5,856,113	4.2%
Supplies & Materials	1,135,962	1,461,891	1,367,198	1,444,379	(1.2%)
Travel & Training	10,852	23,086	19,244	23,193	0.5%
Intragovernmental Charges	519,312	578,312	578,312	591,640	2.3%
Utilities, Services & Misc.	8,155,427	1,663,830	1,622,260	2,109,641	26.8%
Capital	341,218	278,662	253,577	254,908	(8.5%)
Other	607,641	803,462	807,891	722,711	(10.1%)
Total	**15,279,461**	**10,426,769**	**10,044,017**	**11,002,585**	**5.5%**
Summary					
Operating Expenses	7,014,558	9,029,645	8,660,593	9,288,966	2.9%
Non-Operating Expenses	242,004	503,441	515,397	514,441	2.2%
Debt Service	188,944	320,021	319,450	234,270	(26.8%)
Capital Additions	341,218	278,662	253,577	254,908	(8.5%)
Capital Projects	7,492,737	295,000	295,000	710,000	140.7%
Total Expenses	$ **15,279,461**	$ **10,426,769**	$ **10,044,017**	$ **11,002,585**	**5.5%**

(THIS PAGE INTENTIONALLY LEFT BLANK)

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

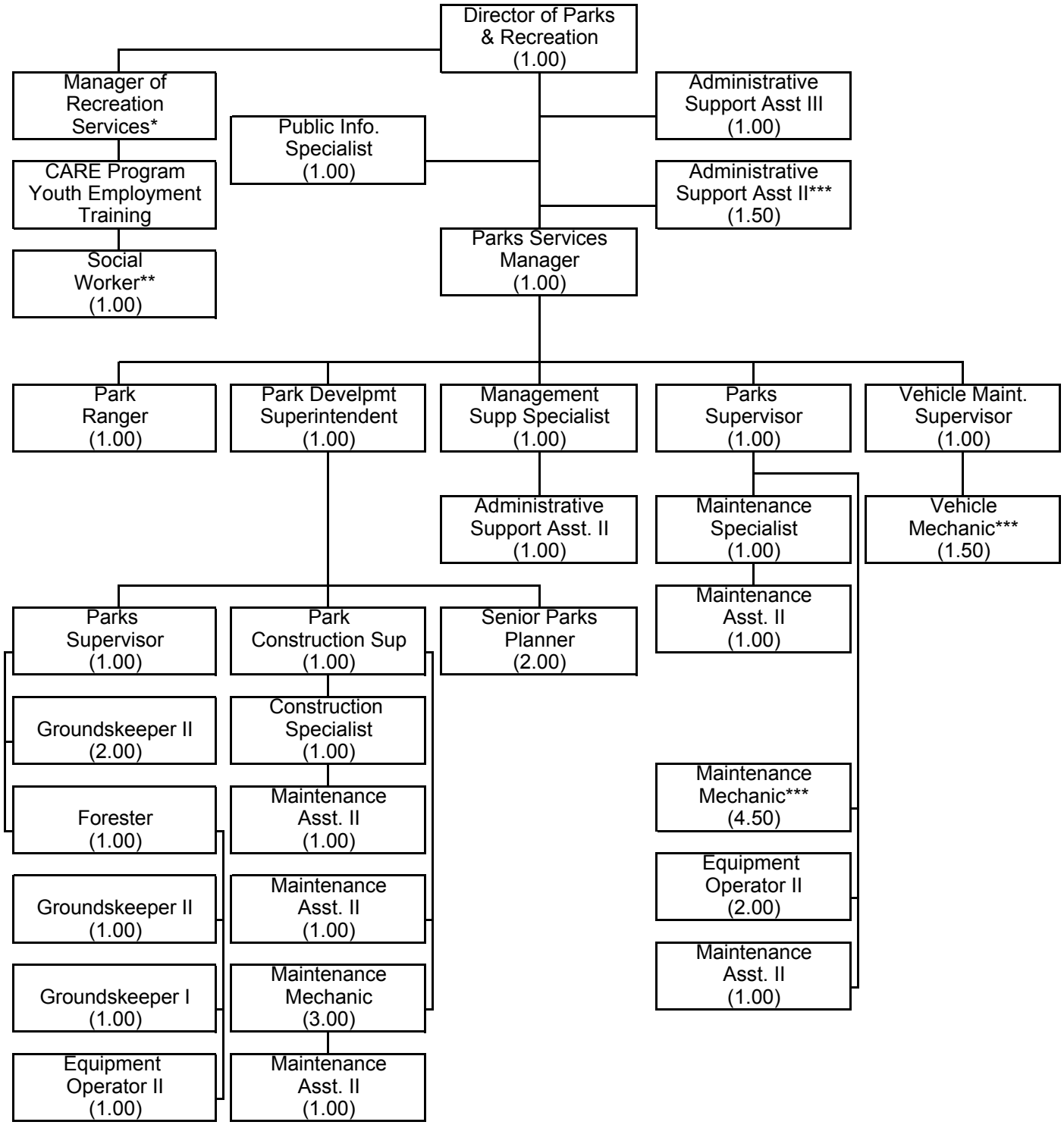
The General Fund component of this budget contains Department Administration, a portion of the Park Services Division's two principle programs, Park Management and Operations and Park Planning and Development, and the C.A.R.E. Program. The Recreation Services Fund includes funding for all recreation 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 first full year of operation of the Activity & Recreation Center (ARC).

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
General Fund Operations	37.75	38.50	38.50	40.50	2.00
Recreation Services Fund	35.75	35.25	35.25	35.50	0.25
Total Personnel	**73.50**	**73.75**	**73.75**	**76.00**	**2.25**
Permanent Full-Time	72.00	73.00	73.00	76.00	3.00
Permanent Part-Time	1.50	0.75	0.75	0.00	(0.75)
Total Permanent	**73.50**	**73.75**	**73.75**	**76.00**	**2.25**

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

40.50 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

Parks and Recreation - General Fund Operations

110-50 to 110-59

DESCRIPTION

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

HIGHLIGHTS / SIGNIFICANT CHANGES

This year's budget provides for the same quality of service as in previous years. One new maintenance mechanic is proposed for FY 2004. This is consistant with the Park Sales Tax plan developed at the time of the ballot issue. A Park Ranger position is also proposed. This position will assist with enforcement of park rules and regulations, visitor assistance, traffic control and facility security.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 2,124,423	$ 2,338,381	$ 2,255,512	$ 2,458,894	5.2%
Supplies & Materials	411,436	422,264	413,824	450,461	6.7%
Travel & Training	4,671	9,410	8,275	9,410	0.0%
Intragovernmental Charges	179,926	182,801	182,801	187,875	2.8%
Utilities, Services & Misc.	281,643	344,247	329,794	350,382	1.8%
Capital	301,110	252,812	227,777	231,900	(8.3%)
Other	0	0	0	0	
Total	**3,303,209**	**3,549,915**	**3,417,983**	**3,688,922**	**3.9%**
Summary					
Operating Expenses	3,002,099	3,297,103	3,190,206	3,457,022	4.9%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	301,110	252,812	227,777	231,900	(8.3%)
Capital Projects	0	0	0	0	
Total Expenses	**$ 3,303,209**	**$ 3,549,915**	**$ 3,417,983**	**$ 3,688,922**	**3.9%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
Administration	4.75	4.50	4.50	4.50	
Parks Planning & Development	17.00	17.00	17.00	19.00	2.00
C.A.R.E.	1.00	1.00	1.00	1.00	
Parks Management	15.00	16.00	16.00	16.00	
Total Personnel	**37.75**	**38.50**	**38.50**	**40.50**	**2.00**
Permanent Full-Time	37.75	38.50	38.50	40.50	2.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**37.75**	**38.50**	**38.50**	**40.50**	**2.00**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

Park Management & Operations:	Actual FY 2002	Budget FY 2003	Estimated FY 2004
No. of Hours Spent Mowing Parks	7,676	7,660	7,700
No. of Hours Spent Mowing Athletic/Golf:	6,642	6,750	6,800
No. of Athletic Fields Maintained	45	45	47
Pounds of Trash Collected*	406,300	375,000	400,000
Pounds of Construction Debris	2,464,500	400,000	500,000
No. of Shelter Reservations During Year	1,328	1,400	1,475

*FY-02 includes demolition debris from Stephens Lake Park, Smith-Manhasset & Dexheimer Shelter.

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS - Continued

	Actual FY 2002	Budget FY 2003	Estimated FY 2004
Park Planning & Development:			
No. of Projects Budgeted	15	13	13
No. of Projects Completed	14	20	15
No. of Trees Planted	338	350	375
*No. of Trees Maintained	2,352	2,050	2,300
Memorial/Heritage Trees Maintained	391	420	425
Right of Way Trees Maintained	890	840	950
Downtown Trees Maintained	463	435	475
Forestry Volunteer Hrs (TreeKeepers, Scouts, Schools....)	773	650	750
No. of Hazardous and Dead Tree Removals	119	375	200
No. of Landscape Areas Maintained	53	55	57
Total Sq. Feet of Landscape Beds Maintained**	349,455	350,000	402,436

*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.
**FY-04 includes potential landscape beds for Route B (10,726) & Grindstone Parkway (42,355).

COMPARATIVE DATA

	Columbia, MO	Springfield IL	Ft. Collins CO	Lawrence KS	Waterloo IA	Woodlands TX
Population	**89,174**	**113,433**	**131,183**	**85,405**	**69,454**	**70,765**
Number of Employees	43	60.0	69	44	35	29
Employees Per 1,000 Population	0.48	0.53	0.53	0.52	0.50	0.41
Park Planning & Development:						
Capital Improvement Budget (3 Year Average)	$1,915,080	$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	13.0	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	**89,174**	**113,433**	**131,183**	**57,728**	**74,583**	**85,405**
Number of Employees	43	60.0	69	30	46	51
Employees Per 1,000 Population	**0.48**	**0.53**	**0.53**	**0.52**	**0.62**	**0.60**
Parks Management & Operations:						
Total Park Acres	2,128	1,682	630	833	1,500	3,206
Number of Maintenance Employees	24.0	48.0	41	25	15	31
Park Acres Per Staff	88.67	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	4	1	0	2	6
Total Facilities	32	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.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 252,126	$ 260,978	$ 239,718	$ 259,854	(0.4%)
Supplies and Materials	17,866	17,605	17,580	20,555	16.8%
Travel and Training	800	3,400	2,500	3,400	0.0%
Intragovernmental Charges	59,845	61,637	61,637	58,921	(4.4%)
Utilities, Services, & Misc.	41,282	42,300	42,250	45,250	7.0%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 371,919**	**$ 385,920**	**$ 363,685**	**$ 387,980**	**0.5%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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	1.50	1.50	1.50	
Total Personnel	**4.75**	**4.50**	**4.50**	**4.50**	
Permanent Full-Time	4.75	4.50	4.50	4.50	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**4.75**	**4.50**	**4.50**	**4.50**	

(THIS PAGE INTENTIONALLY LEFT BLANK)

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, trails, public buildings, median strips and the downtown area.

HIGHLIGHTS / SIGNIFICANT CHANGES

Reassignment of responsibilities within the Park Services Division has resulted in the transfer of a maintenance mechanic and an equipment operator II to Planning and Development from Park Management.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 856,986	$ 934,310	$ 924,956	$ 1,029,769	10.2%
Supplies and Materials	77,005	76,498	74,408	86,190	12.7%
Travel and Training	1,069	3,025	2,835	3,025	0.0%
Intragovernmental Charges	39,723	40,190	40,190	39,798	(1.0%)
Utilities, Services, & Misc.	19,550	60,325	58,010	59,210	(1.8%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 994,333**	**$ 1,114,348**	**$ 1,100,399**	**$ 1,217,992**	**9.3%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
8710 - Parks Dev. 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	0.00	(1.00)
2415 - Park Supervisor	0.00	0.00	0.00	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	4.00	1.00
2402 - Maintenance Assistant II	3.00	3.00	3.00	3.00	
2300 - Equipment Operator II	0.00	0.00	0.00	1.00	1.00
Total Personnel	**17.00**	**17.00**	**17.00**	**19.00**	**2.00**
Permanent Full-Time	17.00	17.00	17.00	19.00	2.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**17.00**	**17.00**	**17.00**	**19.00**	**2.00**

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 fifth year of operation of the CARE Gallery Program.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 258,405	$ 307,518	$ 267,622	$ 309,086	0.5%
Supplies and Materials	6,844	7,582	7,582	7,656	1.0%
Travel and Training	26	0	0	0	
Intragovernmental Charges	3,012	2,981	2,981	2,995	0.5%
Utilities, Services, & Misc.	22,212	26,766	26,766	27,441	2.5%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 290,499**	**$ 344,847**	**$ 304,951**	**$ 347,178**	**0.7%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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 Parks and Recreation department's fleet is administered by program staff.

HIGHLIGHTS / SIGNIFICANT CHANGES

As a result of reassignment of responsibilities within Park Services, a maintenance mechanic and an equipment operator II have been transferred to Planning and Development. Two new positions, a maintenance mechanic, in accordance with the Park Sales Tax plan, and a park ranger are proposed for Park Management in FY 2004. Some supplemental funding has been budgeted to replace rolling stock equipment as per the City's replacement schedule.

BUDGET DETAIL

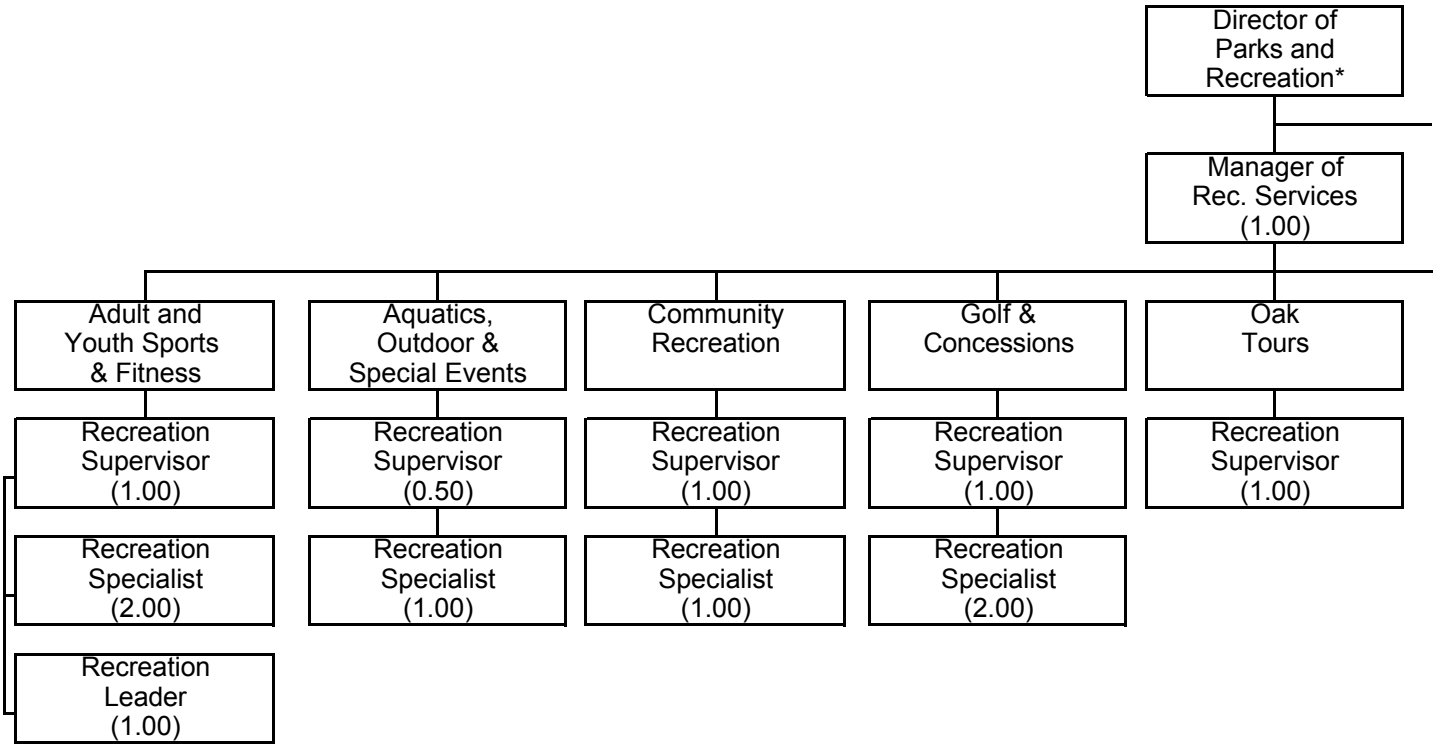
	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 756,906	$ 835,575	$ 823,216	$ 860,185	2.9%
Supplies and Materials	309,721	320,579	314,254	336,060	4.8%
Travel and Training	2,776	2,985	2,940	2,985	0.0%
Intragovernmental Charges	77,346	77,993	77,993	86,161	10.5%
Utilities, Services, & Misc.	198,599	214,856	202,768	218,481	1.7%
Capital	301,110	252,812	227,777	231,900	(8.3%)
Other	0	0	0	0	
Total	**$ 1,646,458**	**$ 1,704,800**	**$ 1,648,948**	**$ 1,735,772**	**1.8%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
8750 - Park Services Manager	1.00	1.00	1.00	1.00	
8690 - Park Ranger	0.00	0.00	0.00	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	3.50	3.50	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	2.00	(1.00)
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**	**16.00**	**16.00**	**16.00**	
Permanent Full-Time	15.00	16.00	16.00	16.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**15.00**	**16.00**	**16.00**	**16.00**	

City of Columbia - Recreation Services Fund

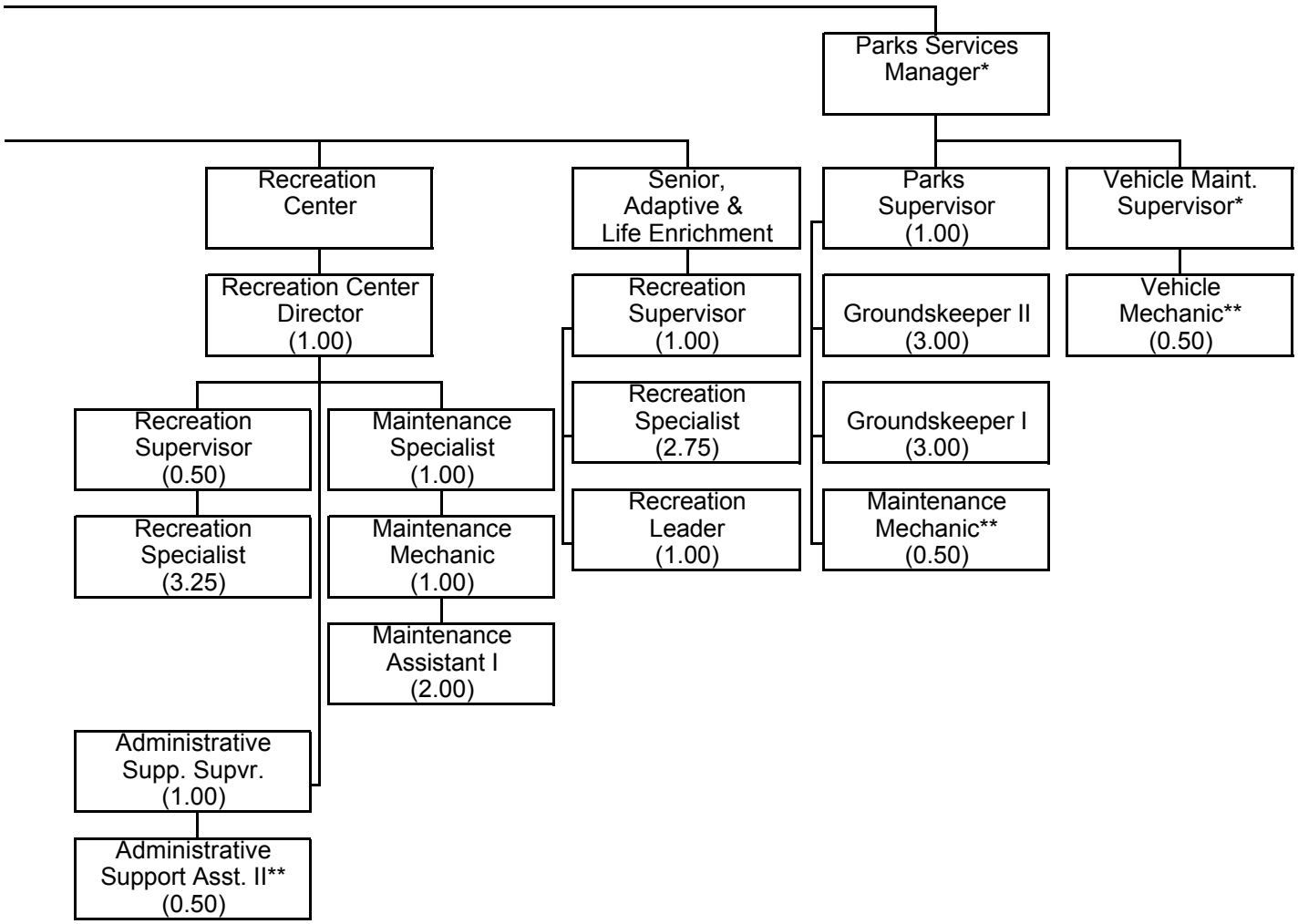
35.50 FTE Positions



* 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

35.50 FTE Positions



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

(THIS PAGE INTENTIONALLY LEFT BLANK)

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 & Recreation Center (ARC).

HIGHLIGHTS / SIGNIFICANT CHANGES

The operating budget has been based on maintaining existing services and includes 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 first full fiscal year of operation for the Activity & Recreation Center (ARC). The three quarter time recreation leader position assigned to the Armory has been increased to a full-time position.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 2,384,626	$ 3,279,145	$ 3,140,023	$ 3,397,219	3.6%
Supplies & Materials	724,526	1,039,627	953,374	993,918	(4.4%)
Travel & Training	6,181	13,676	10,969	13,783	0.8%
Intragovernmental Charges	339,386	395,511	395,511	403,765	2.1%
Utilities, Services & Misc.	7,873,784	1,319,583	1,292,466	1,759,259	33.3%
Capital	40,108	25,850	25,800	23,008	(11.0%)
Other	607,641	803,462	807,891	722,711	(10.1%)
Total	**11,976,252**	**6,876,854**	**6,626,034**	**7,313,663**	**6.4%**
Summary					
Operating Expenses	4,012,459	5,732,542	5,470,387	5,831,944	1.7%
Non-Operating Expenses	242,004	503,441	515,397	514,441	2.2%
Debt Service	188,944	320,021	319,450	234,270	-26.8%
Capital Additions	40,108	25,850	25,800	23,008	-11.0%
Capital Projects	7,492,737	295,000	295,000	710,000	140.7%
Total Expenses	**$ 11,976,252**	**$ 6,876,854**	**$ 6,626,034**	**$ 7,313,663**	**6.4%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
Parks and Maintenance	8.00	8.00	8.00	8.00	
Recreation	19.00	17.25	17.25	17.25	
Recreation Center	8.75	10.00	10.00	10.25	0.25
Total Personnel	**35.75**	**35.25**	**35.25**	**35.50**	**0.25**
Permanent Full-Time	34.25	34.50	34.50	35.50	1.00
Permanent Part-Time	1.50	0.75	0.75	0.00	(0.75)
Total Permanent	**35.75**	**35.25**	**35.25**	**35.50**	**0.25**

PERFORMANCE MEASUREMENT / SERVICE INDICATORS

	Actual FY 2002	Budget FY 2003	Estimated FY 2004
Sports (Youth & Adult):			
Annual Estimated Participants	138,323	136,000	136,000
Cost Per Participant	$4.43	$4.30	$4.40
Revenue Per Participant	$2.22	$2.15	$2.20
Percent of Program Subsidy	50.00%	50.00%	50.00%
Aquatics/Outdoor/Travel:			
Annual Estimated Participants	133,761	130,000	125,000
Cost Per Participant	$6.20	$7.00	$7.00
Revenue Per Participant	$3.58	$3.50	$3.50
Percent of Program Subsidy	42.30%	50.00%	50.00%
Golf:			
No. of Participants	66,505	72,000	69,000
Cost Per Participant	$15.06	$16.35	$18.50
Revenue Per Participant	$19.26	$16.35	$18.50
Senior Adults/Adaptive/Life Enrichment:			
No. of Participants	172,641	163,000	170,000
Cost Per Participants	$2.48	$2.55	$2.55
Revenue Per Participant	$0.32	$0.45	$0.45
Percent of Program Subsidy	87.10%	82.00%	82.00%
Oak Tours:			
No. of Participants	17,145	16,000	16,000
Cost Per Participant	$15.32	$14.50	$15.00
Revenue Per Participant	$15.06	$14.50	$15.00
Percent of Program Subsidy	1.70%	0.00%	0.00%
Community Recreation:			
Annual Estimated Participants	68,827	72,000	72,000
Cost Per Participant	$3.68	$3.25	$3.50
Revenue Per Participant	$0.04	$0.25	$0.28
Percent of Program Subsidy	98.90%	92.00%	92.00%

COMPARATIVE DATA

	Columbia, MO	Boulder, CO	Champaign, IL	Iowa City, IA	Springfield, MO	Topeka KS
Population	**89,174**	**97,502**	**68,799**	**62,996**	**155,168**	**123,141**
Number of Employees	25.25	61.00	34.00	22.00	24.00	49.00
Employees Per 1,000 Population	0.283	0.626	0.494	0.349	0.155	0.398

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 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 484,535	$ 509,269	$ 510,283	$ 524,611	3.0%
Supplies & Materials	214,670	317,896	293,498	305,701	(3.8%)
Travel & Training	390	1,173	1,115	1,189	1.4%
Intragovernmental Charges	12,499	34,037	34,037	30,768	(9.6%)
Utilities, Services & Misc.	242,970	266,142	272,670	287,408	8.0%
Capital	40,108	14,450	14,400	18,008	24.6%
Other	0	0	0	0	
Total	**$ 995,172**	**$ 1,142,967**	**$ 1,126,003**	**$ 1,167,685**	**2.2%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
2415 - Parks Supervisor	1.00	1.00	1.00	1.00	
2414 - Groundskeeper II	3.00	3.00	3.00	3.00	
2413 - Groundskeeper I	3.00	3.00	3.00	3.00	
2404 - Maintenance Mechanic	0.50	0.50	0.50	0.50	
2107 - Vehicle Mechanic	0.50	0.50	0.50	0.50	
Total Personnel	**8.00**	**8.00**	**8.00**	**8.00**	
Permanent Full-Time	8.00	8.00	8.00	8.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**8.00**	**8.00**	**8.00**	**8.00**	

Recreation Services - Recreation

Fund 552 - 5510 thru 552-5599

DESCRIPTION

The Recreation Services Fund, Recreation Services portion, includes expenses and revenues associated with the operation of Divisional programs and activities. The programming sections 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 Recreation Specialist position for Adaptive Recreation has been divided between the Recreation Services Fund (552-5571, [.75] FTE) and the Activity & Recreation Center (552-5650, [.25] FTE). The three-quarter time recreation leader position assigned to the Armory has been increaased to full-time.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 1,832,824	$ 1,840,836	$ 1,842,863	$ 1,843,045	0.1%
Supplies & Materials	383,692	576,148	521,288	527,296	(8.5%)
Travel & Training	4,286	5,103	4,804	5,344	4.7%
Intragovernmental Charges	325,887	317,543	317,543	299,126	(5.8%)
Utilities, Services & Misc.	446,648	502,441	474,872	483,571	(3.8%)
Capital	0	11,400	11,400	5,000	(56.1%)
Other	236,554	228,101	227,530	284,010	24.5%
Total	**$ 3,229,891**	**$ 3,481,572**	**$ 3,400,300**	**$ 3,447,392**	**(1.0%)**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
8600 - Recreation Services Manager	1.00	1.00	1.00	1.00	
8530 - Recreation Supervisor	5.75	5.50	5.50	5.50	
8520 - Recreation Specialist	9.75	9.00	9.00	8.75	(0.25)
8510 - Recreation Leader	2.50	1.75	1.75	2.00	0.25
Total Personnel	**19.00**	**17.25**	**17.25**	**17.25**	
Permanent Full-Time	17.50	16.50	16.50	17.25	0.75
Permanent Part-Time	1.50	0.75	0.75	0.00	(0.75)
Total Permanent	**19.00**	**17.25**	**17.25**	**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 Recreation Specialist position for Adaptive Recreation has been divided between the Recreation Services Fund (552-5571, [.75] FTE) and the Activity & Recreation Center (552-5650, [.25] FTE) The ARC opened for operation on December 16, 2002. The operating budget reflects its first full fiscal year of operation.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 67,267	$ 929,040	$ 786,877	$ 1,029,563	10.8%
Supplies & Materials	3,600	145,583	138,588	160,921	10.5%
Travel & Training	1,505	7,400	5,050	7,250	(2.0%)
Intragovernmental Charges	1,000	43,931	43,931	73,871	68.2%
Utilities, Services & Misc.	8,835	256,000	249,924	278,280	8.7%
Capital	0	0	0	0	
Other	176,245	575,361	580,361	438,701	(23.8%)
Total	**$ 258,452**	**$ 1,957,315**	**$ 1,804,731**	**$ 1,988,586**	**1.6%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
8610 - Recreation Center Director	1.00	1.00	1.00	1.00	
8530 - Recreation Supervisor	0.25	0.50	0.50	0.50	
8520 - Recreation Specialist	2.25	3.00	3.00	3.25	0.25
2404 - Maintenance Mechanic	1.00	1.00	1.00	1.00	
2403 - Maintenance Specialist	1.00	1.00	1.00	1.00	
2401 - Maintenance Assistant I	2.00	2.00	2.00	2.00	
1004 - Admin Support Supervisor	1.00	1.00	1.00	1.00	
1002 - Admin Support Assistant II	0.25	0.50	0.50	0.50	
Total Personnel	**8.75**	**10.00**	**10.00**	**10.25**	**0.25**
Permanent Full-Time	8.75	10.00	10.00	10.25	0.25
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**8.75**	**10.00**	**10.00**	**10.25**	**0.25**

MAJOR PROJECTS

Improvements to the L.A. Nickell golf cart and equipment storage building is the only Parks and Recreation capital project recommended for funding from the Recreation Services Fund this year.

FISCAL IMPACT

None

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies and Materials	122,564	0	0	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	7,175,331	295,000	295,000	710,000	140.7%
Capital	0	0	0	0	
Other	194,842	0	0	0	
Total	**$ 7,492,737**	**$ 295,000**	**$ 295,000**	**$ 710,000**	**140.7%**

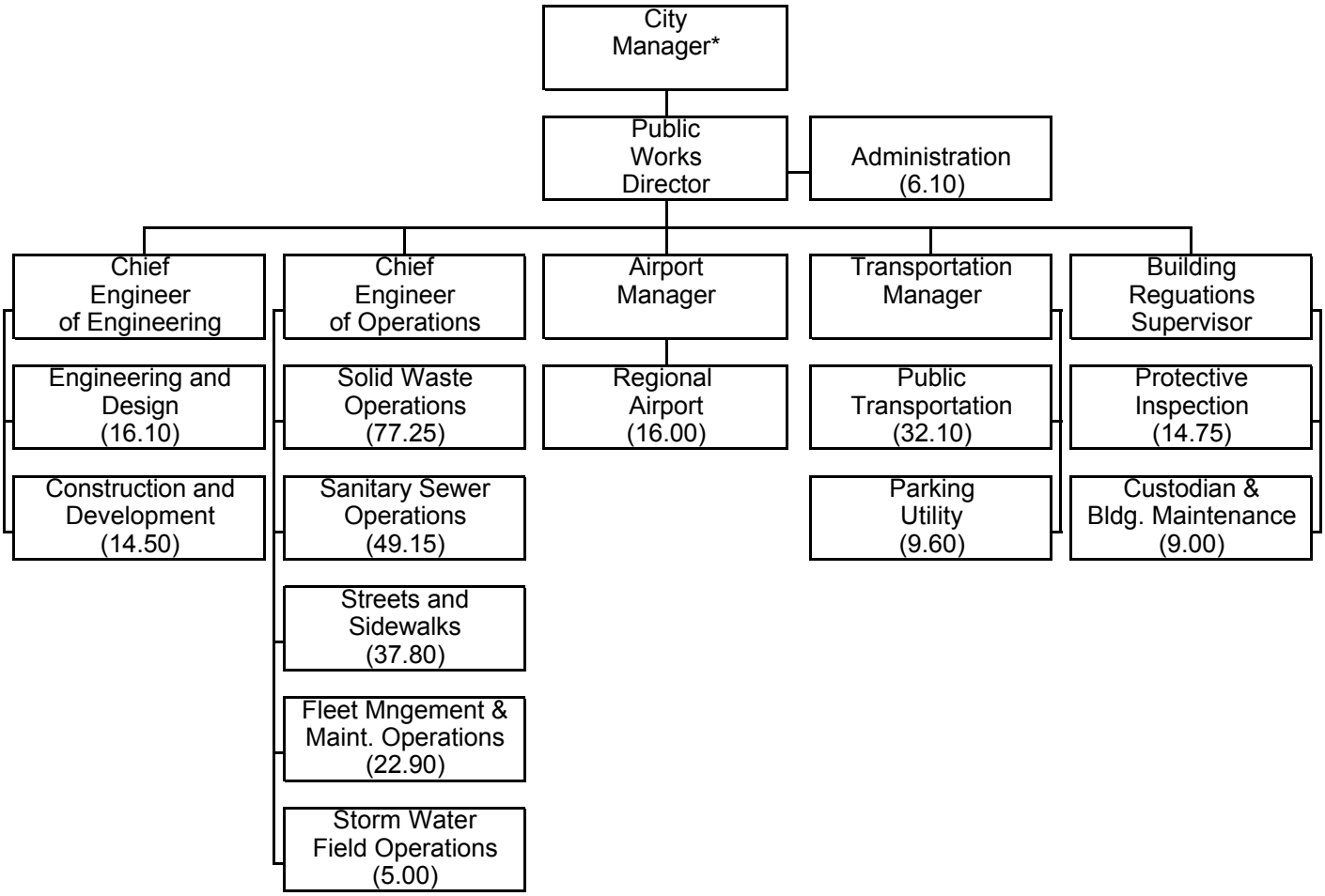
Public Works Department

City of Columbia

Columbia, Missouri

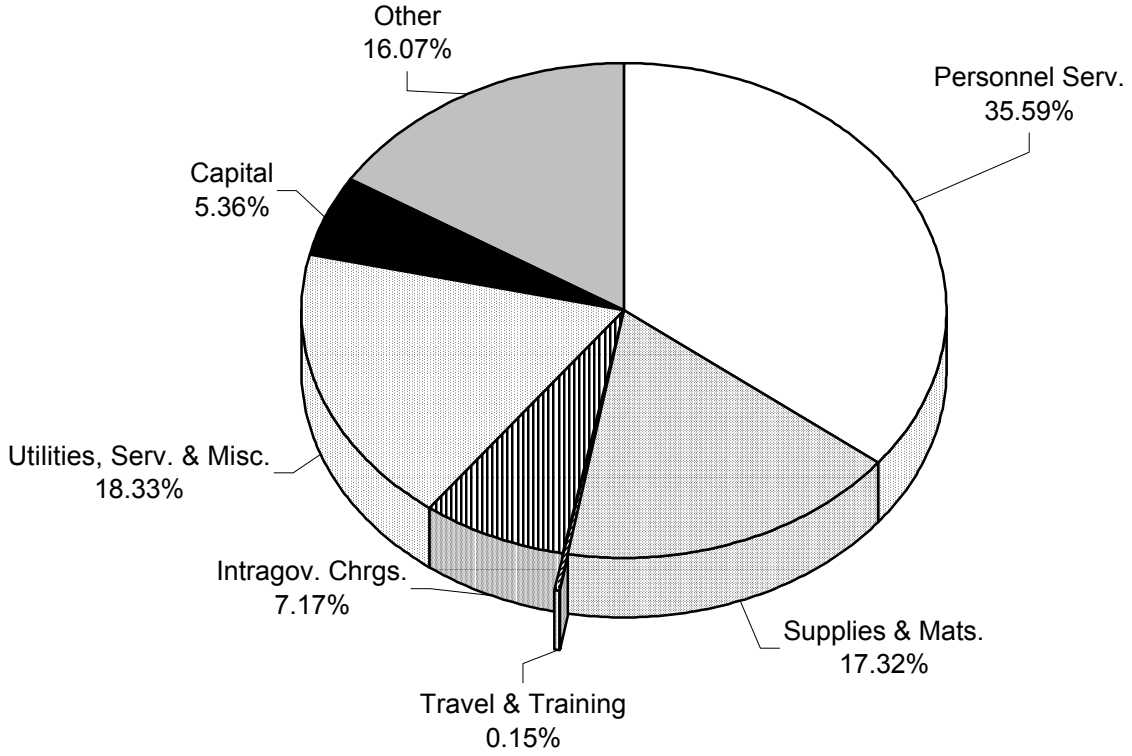
City of Columbia - Public Works Department

310.25 FTE Positions



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

Public Works Department - Summary
FY 2004



APPROPRIATIONS

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
Personnel Services	$ 14,569,552	$ 15,421,154	$ 15,301,014	$ 16,355,685	6.1%
Supplies & Materials	6,737,539	7,524,833	7,288,588	7,959,716	5.8%
Travel & Training	34,213	68,251	55,701	69,651	2.1%
Intragovernmental Charges	3,267,860	3,341,693	3,338,558	3,292,527	(1.5%)
Utilities, Services & Misc.	9,258,450	8,264,094	9,344,325	8,423,836	1.9%
Capital	3,954,088	1,147,215	1,099,338	2,464,334	114.8%
Other	7,502,807	7,636,725	7,311,218	7,385,736	(3.3%)
Total	**45,324,509**	**43,403,965**	**43,738,742**	**45,951,485**	**5.9%**
Summary					
Operating Expenses	29,037,895	31,620,306	31,153,168	33,178,415	4.9%
Non-Operating Expenses	5,670,364	5,629,100	5,563,960	5,577,500	(0.9%)
Debt Service	1,955,970	2,059,125	1,794,258	1,867,736	(9.3%)
Capital Additions	2,020,622	1,147,215	1,099,338	2,464,334	114.8%
Capital Projects	6,639,658	2,948,219	4,128,018	2,863,500	(2.9%)
Total Expenses	$ **45,324,509**	$ **43,403,965**	$ **43,738,742**	$ **45,951,485**	**5.9%**

(THIS PAGE INTENTIONALLY LEFT BLANK)

PUBLIC WORKS DEPARTMENT - SUMMARY

110-60 to 110-69, 553-558, 671, 672

DEPARTMENT DESCRIPTION

The Public Works Department operates and manages the Engineering, Street, Traffic, and Protective Inspection Divisions; Public Transportation; Columbia Regional Airport; Sanitary Sewer Utility; Parking Utility; Solid Waste; Storm Water Utility; Custodial and Building Maintenance Services; and Fleet Operations. Also, the Department is responsible for plans and specifications, contract management, and inspection of all public improvements made by the City of Columbia to ensure that the improvements are completed according to the specifications on a timely basis and in the most cost effective manner possible.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

Quality of life issues will continue to be a high priority for the Public Works Department. There will be considerable emphasis placed on protection of water quality from storm water run off with implementation of the EPA Phase II Storm Water Regulations. 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 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 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
General Fund Operations	$ 6,677,316	$ 6,927,075	$ 6,938,815	$ 8,155,082	17.7%
Public Transportation Fund	3,053,533	3,368,602	3,219,044	3,863,219	14.7%
Regional Airport Fund	2,850,789	1,948,694	1,898,454	2,001,683	2.7%
Sanitary Sewer Utility Fund	10,344,735	11,651,087	12,316,180	11,631,608	(0.2%)
Parking Facilities Fund	1,874,332	1,844,082	1,843,678	1,778,770	(3.5%)
Solid Waste Utility Fund	15,115,584	11,512,152	11,418,956	12,033,167	4.5%
Storm Water Utility Fund	1,214,024	1,818,342	1,695,182	1,759,282	(3.2%)
Custodial & Maint. Serv. Fund	759,088	916,077	824,722	1,145,416	25.0%
Fleet Operations Fund	3,435,108	3,417,854	3,583,711	3,583,258	4.8%
Total Expense	**$ 45,324,509**	**$ 43,403,965**	**$ 43,738,742**	**$ 45,951,485**	**5.9%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
General Fund Operations	77.73	78.73	78.73	82.23	3.50
Public Transportation Fund	30.60	30.60	30.60	32.10	1.50
Regional Airport Fund	16.00	16.00	16.00	16.00	
Sanitary Sewer Utility Fund	56.24	56.24	56.24	56.24	
Parking Facilities Fund	5.60	5.60	5.60	5.60	
Solid Waste Utility Fund	73.25	77.25	77.25	77.25	
Storm Water Utility Fund	8.93	8.93	8.93	8.93	
Custodial & Maintenance Serv. Fund	9.00	9.00	9.00	9.00	
Fleet Operations Fund	22.90	22.90	22.90	22.90	
Total Personnel	**300.25**	**305.25**	**305.25**	**310.25**	**5.00**
Permanent Full-Time	295.00	300.00	300.00	303.00	3.00
Permanent Part-Time	5.25	5.25	5.25	7.25	2.00
Total Permanent	**300.25**	**305.25**	**305.25**	**310.25**	**5.00**

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 in the City's enforcement areas. Enforce the no parking regulations in hazardous locations. Generally, enforce all parking ordinances in the central business district.

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 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 3,900,390	$ 4,084,651	$ 4,118,237	$ 4,394,264	7.6%
Supplies & Materials	1,205,209	1,291,668	1,269,409	1,397,980	8.2%
Travel & Training	6,245	16,370	12,112	16,370	0.0%
Intragovernmental Charges	475,294	460,570	460,976	455,285	(1.1%)
Utilities, Services & Misc.	530,934	685,626	694,913	894,139	30.4%
Capital	559,244	388,190	383,168	997,044	156.8%
Other	0	0	0	0	
Total	**6,677,316**	**6,927,075**	**6,938,815**	**8,155,082**	**17.7%**
Summary					
Operating Expenses	6,118,072	6,538,885	6,555,647	7,158,038	9.5%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	559,244	388,190	383,168	997,044	156.8%
Capital Projects	0	0	0	0	
Total Expenses	**$ 6,677,316**	**$ 6,927,075**	**$ 6,938,815**	**$ 8,155,082**	**17.7%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
Administration & Engineering	25.18	25.18	25.18	25.68	0.50
Streets & Sidewalks	34.80	34.80	34.80	37.80	3.00
Protective Inspection	13.75	14.75	14.75	14.75	
Parking Enforcement	4.00	4.00	4.00	4.00	
Total Personnel	**77.73**	**78.73**	**78.73**	**82.23**	**3.50**
Permanent Full-Time	77.73	78.73	78.73	81.73	3.00
Permanent Part-Time	0.00	0.00	0.00	0.50	0.50
Total Permanent	**77.73**	**78.73**	**78.73**	**82.23**	**3.50**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2002	Budget FY 2003	Estimated FY 2004
Engineering: (1)			
Miles of Streets Constructed/Inspected in New Developments	3.98	7.00	7.00
Miles of Sanitary Sewers Constructed/Inspected in New Developments	14.37	10.00	10.00
Miles of Sanitary Sewers Constructed/Inspection for BCRSD	1.75	6.00	6.00
Miles of Streets Constructed/Rebuilt by City Contract (survey, design, contract admin., inspected)	0.76	1.80	1.80
Miles of Sanitary Sewers Constructed/Rebuilt by City Contract (survey, design, contract admin., inspected)	0.71	6.00	6.00
Miles of Storm Sewer Constructed/Rebuilt by City Contract (Survey, design, contract admin, inspected)	0.28	0.50	0.50
Miles of Sidewalk Constructed/Rebuilt by City Contract (survey, design, contract admin., inspected)	1.48	1.50	1.50
No. of Site Plans, Construction Plans, & Plats Reviewed	1641	700	700
No. of Excavation Permits Issued	1051	1000	1,000
No. of Flood Plain Development Permits Reviewed	50	50	50.00
Streets:			
Street Segments Resurfaced/Repaired	579	450	400
Service/Maintenance Cuts Repaired	253	300	300
Tons of Asphalt Used (2)	11,887	8,500	10,500
Snow Removal Hours	3,276	5,000	5,000
Tons of Salt & Cinders Used	1,456	3,000	3,000
Street Sweeping Miles/Tons	13,637/648	13,500/950	13,500/900
Special Projects for Other Depts/Division Hours	1,544	5,000	2,000
Traffic (Control Operations):			
Signs Installed	332	350	350
Signs Replaced	1,110	1,750	1,250
Signing Hours	4,736	4,650	4,650
Striping (Miles of painting)			
Contracted striping	0	100	100
In-house striping	287	300	300
Other Painting (gallons of paint)	722	800	800
Signal Maintenance/Installation Hours	1,656	1,800	1,800
Traffic Studies Hours	200	1,500	1,000
Parking Enforcement:			
Parking Tickets:			
Expired Meter Tickets	66,691	62,580	67,000
Uniform Tickets	12,045	15,100	15,100
Warnings Issued	129	200	140
Overtime Enforcement:			
Ticket Issued	1,569	2,200	1,650
Vehicles Chalked	23,054	30,000	25,000
SCOFFLAW Enforcement: Tows or Boots	308	150	400
Protective Inspection:			
No. of Permits Issued (Bldg., Elect., Plumb., Sign, ROW)	4,879	5,700	5,900
No. of Rental Inspections	4,444	4,750	5,000
No. of Building Inspections	27,606	24,456	25,000
Code Enforcement & Dilapidated Bldgs.	274	300	500
No. of Neighborhood Response Team inspections	794	600	1,126
No. of Violations Referred for Prosecution	26	50	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	**89,174**	**155,168**	**85,405**	**101,295**	**185,426**	**97,502**
Number of Employees	36	X	13	X	44	15
Employees Per 1,000 Population	0.40	X	0.15	X	0.24	0.15
Operating Budget	$2,794,499	X	$747,439	X	$3,693,768	$3,789,852
Capital Improvement Budget:		X		X		
Streets/Sidewalks	$2,279,619	X	$5,221,200	X	$8,066,403	$8,345,000
Sanitary Sewers	$2,380,000	X	$15,911,000	X	X	$550,000
Storm Water	$698,400	X	$5,708,000	X	$634,916	$3,800,000

X - Did not respond

NOTES:

Lawrence, KS:
1) Street, Sanitary Sewer, and Storm Sewer design and ROW acquisition are contracted.
2) No landscaping or land disturbance activities are done.
3) Traffic is a separate division.
4) Street repair and overlay is funded outside of engineering department, but has been included in street and sidewalk CIP.
5) Updated 2003.

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 2003.

Boulder, CO:
Five 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 2003.

COMPARATIVE DATA - STREET DIVISION

	Columbia, MO	Springfield, MO	Indepen-dence, MO	St. Charles, MO	Joplin, MO (2)	Ames, IA
Street Division:						
Population	**89,174**	**155,168**	**113,587**	**62,234**	**47,018**	**51,870**
Number of Employees	30.80	102.00	45.00	23.00	26.00	19.00
Employees Per 1,000 Population	0.35	0.66	0.40	0.37	0.55	0.37
No. of Seasonal Employees	11	12	0	0	13	3
Miles of Street (Centerline)	384	818	577	450	768	190
Employees per Centerline Mile	0.08	0.12	0.08	0.05	0.03	0.10
Traffic Division:						
No. of Signalized Intersections	36	136 (1)	43.00	43	45	60
Number of Employees	4	34	8.00	1	3	6
No. of Seasonal Employees	1	4	0	0	2	4
Feet of Striping Maintenance	1,200,000	2,851,200	1,170,048	640,000	528,000	850,000
Employees/100,000 ft of striping	0.33	1.19	0.68	0.16	0.57	0.71
Sign Inventory	20,000	50,000	28,000	--	10,000	8,800
Employees/1,000 signs	0.20	0.68	0.29	--	0.30	0.68

(1) Springfield has 239 signals - they only maintain 136 +20 flashers, MoDOT maintains the rest
(2) Joplin's centerline miles are as follows: 600 mi streets, 150 mi unpaved alleys, 18 mi gravel roads.

COMPARATIVE DATA - PARKING ENFORCEMENT

	Columbia, MO	Jefferson City, MO	Boulder, CO	Iowa City, IA	Lincoln, NE	Rochester MN
Parking Enforcement:						
Population	**89,174**	**41,036**	**97,502**	**62,996**	**237,429**	**91,286**
Number of Employees	4	3	10	5	5	3
Employees Per 1,000 Population	0.045	0.073	0.103	0.079	0.021	0.033
No. of Parking Spaces	3,815	4,567	3,489	3,910	22,820	4,462
No. of Parking Spaces per Employee	954	1,522	349	782	4,564	1,487

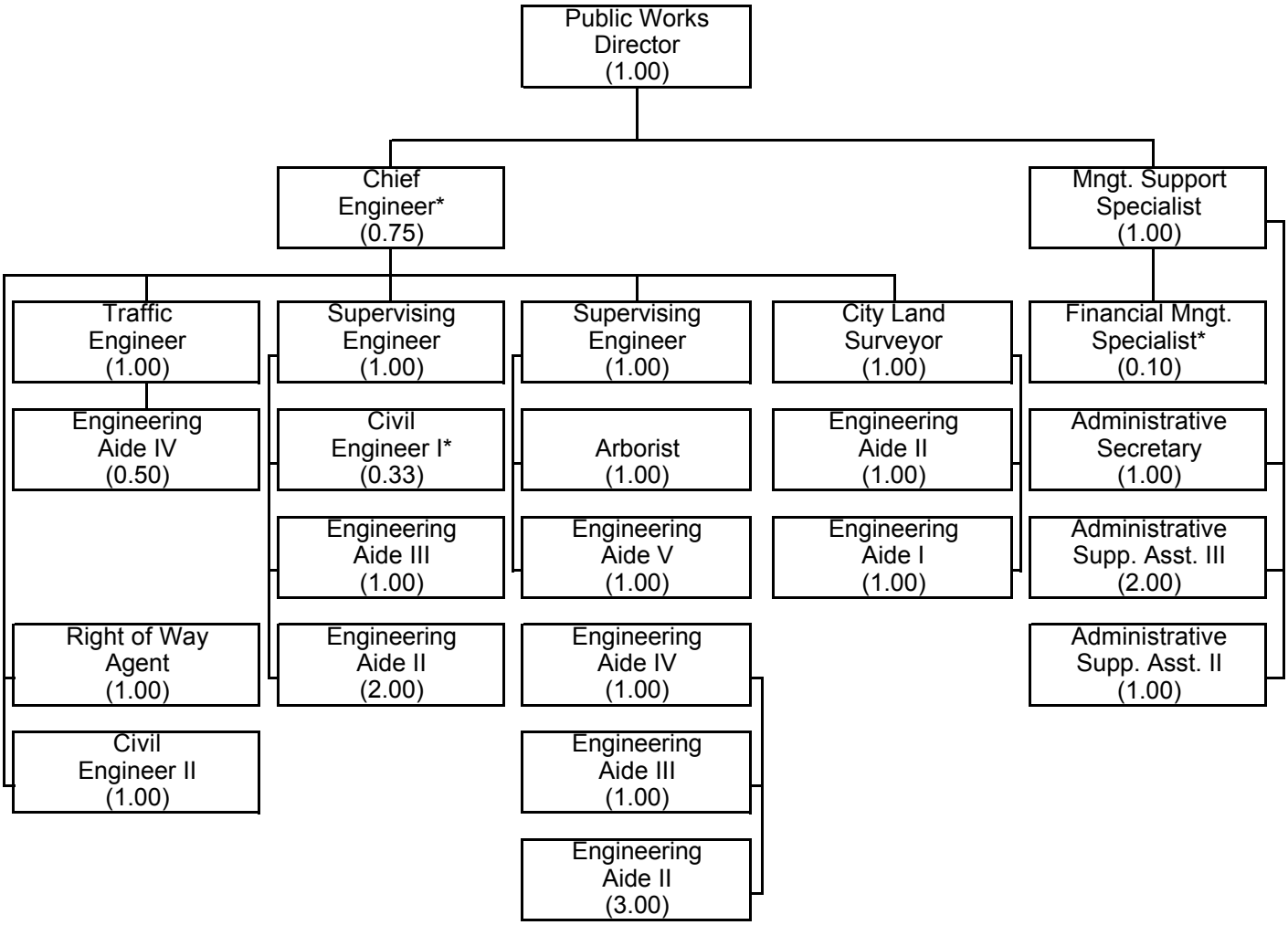
COMPARATIVE DATA - PROTECTIVE INSPECTION

	Columbia, MO	Springfield, MO	Ames, IA	St. Joseph, MO	Champaign, IL
Protective Inspection:					
Population	**89,174**	**155,168**	**51,870**	**74,583**	**68,799**
Number of Employees	15	26	11	10	10
Employees Per 1,000 Population	0.168	0.170	0.212	0.110	0.145
No. of Building Inspections	27,606	22,148	6,147	0*	2,650

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 totalled their inspections for FY02.

City of Columbia - Public Works Administration & Engineering

25.68 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 was completed during this fiscal year along with the 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. In addition, the construction of Green Meadows Road will occur during FY 2004. The Upper Hinkson 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 rest of FY 2003 and into FY 2004. Storm drainage projects are ongoing including the final few projects included in the $5.3 million voter-approved package of the early 1990's, as well as numerous additional projects including the construction of the regional dentention facility on the Merideth Branch

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 1,456,845	$ 1,550,875	$ 1,504,202	$ 1,582,066	2.0%
Supplies and Materials	67,041	87,429	84,464	98,602	12.8%
Travel and Training	4,389	7,805	6,150	7,805	0.0%
Intragovernmental Charges	162,354	164,866	164,866	167,348	1.5%
Utilities, Services, & Misc.	39,617	76,540	64,387	74,039	(3.3%)
Capital	74,720	18,000	16,693	0	(100.0%)
Other	0	0	0	0	
Total	**$ 1,804,966**	**$ 1,905,515**	**$ 1,840,762**	**$ 1,929,860**	**1.3%**

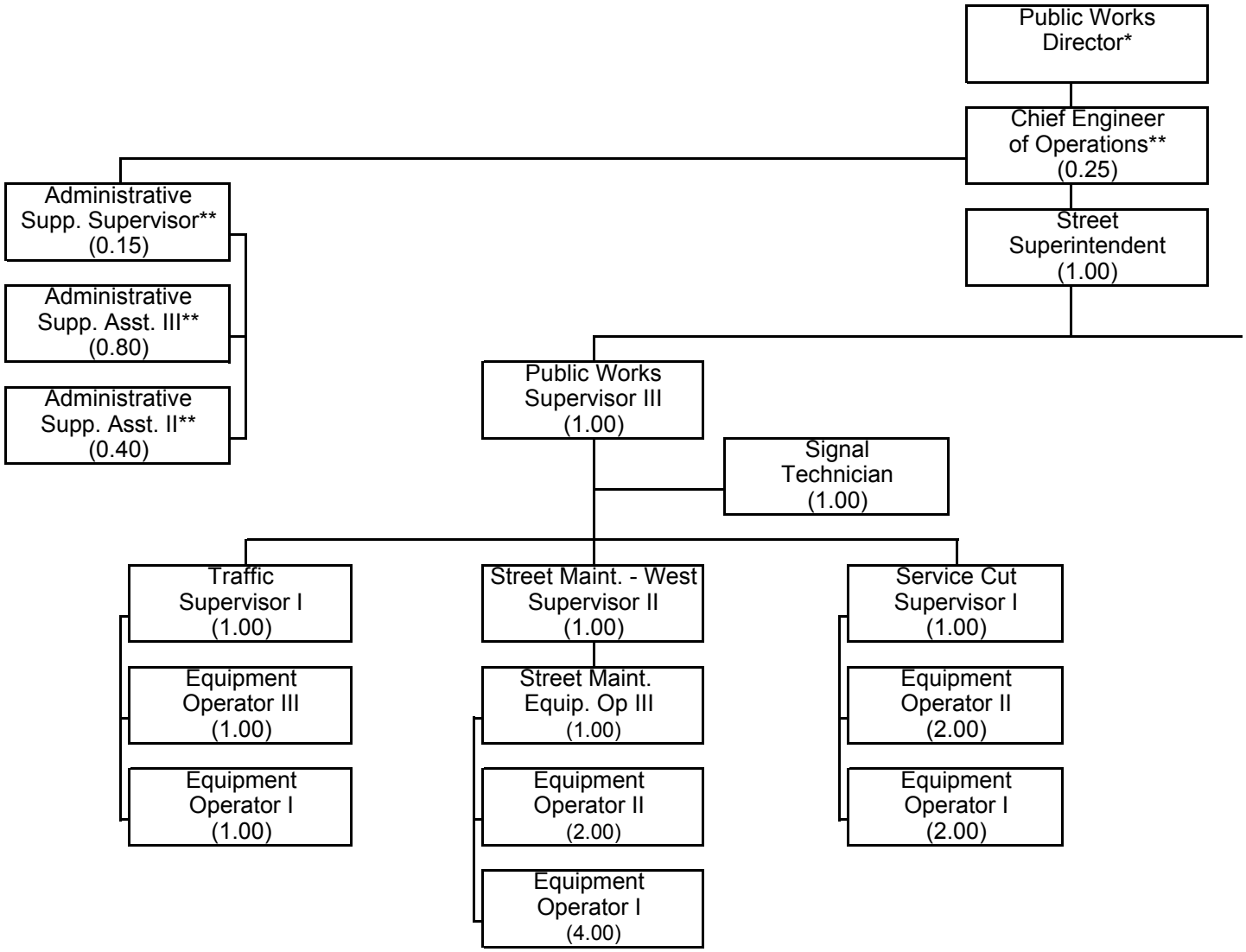
AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
5901 - Director of Public Works	1.00	1.00	1.00	1.00	
5105 - Supervising Engineer	2.00	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	1.00	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	1.50	0.50
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**	**25.68**	**0.50**
Permanent Full-Time	25.18	25.18	25.18	25.18	
Permanent Part-Time	0.00	0.00	0.00	0.50	0.50
Total Permanent	**25.18**	**25.18**	**25.18**	**25.68**	**0.50**

(THIS PAGE INTENTIONALLY LEFT BLANK)

City of Columbia - Public Works Streets Department

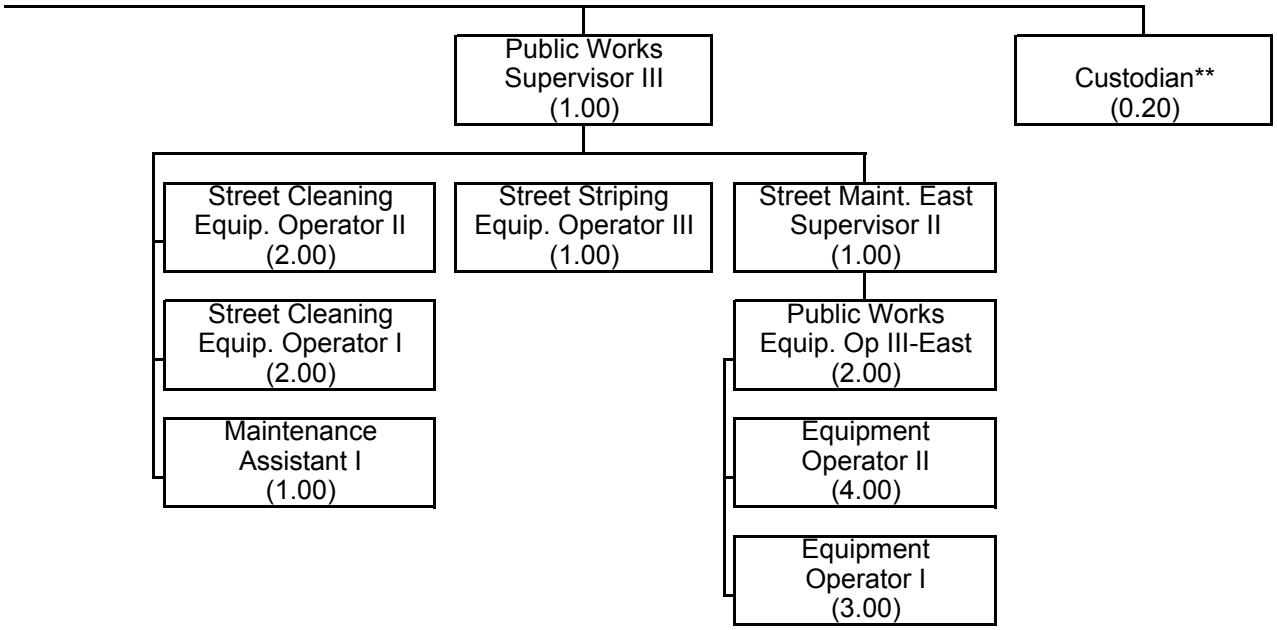
37.80 FTE Positions



* 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

37.80 FTE Positions



* Position not included in Street Department's FTE count.
** Positions are budgeted in various Public Works divisions and/or funds

DESCRIPTION

The Street Division provides maintenance of 51.0 miles of unimproved streets and 330.13 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. An additional $200,000 will be added to contractual street maintenance work to maintain the overall condition of Columbia's streets during FY 2004 increasing the total amount to $400,000. 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. During FY 2003, an additional service cut crew was added to assist in making repairs to service cut in a timely manner. A crew of (1.00) FTE Equipment Operator II and two temporary positions have been proposed in FY 2004. In addition to the service cut crew, a pavement striping and sign crew has been added. This crew consists of (1.00) FTE Equipment Operator III and three temporary positions. This addition will increase the amount of pavement striping on city streets and increase the response time for installing and replacing signs. An additional street sweeper with a (1.00) FTE Equipment Operator I will be added to the Street Division. Property acquisition and site preparation for a salt storage and loading facility will be a priority during FY 2004.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 1,643,932	$ 1,669,268	$ 1,765,537	$ 1,904,142	14.1%
Supplies and Materials	1,102,342	1,151,769	1,134,589	1,251,613	8.7%
Travel and Training	131	4,253	1,650	4,253	0.0%
Intragovernmental Charges	160,170	152,678	153,084	151,354	(0.9%)
Utilities, Services, & Misc.	449,889	535,877	558,339	747,191	39.4%
Capital	428,693	358,190	355,975	957,044	167.2%
Other	0	0	0	0	
Total	**$ 3,785,157**	**$ 3,872,035**	**$ 3,969,174**	**$ 5,015,597**	**29.5%**

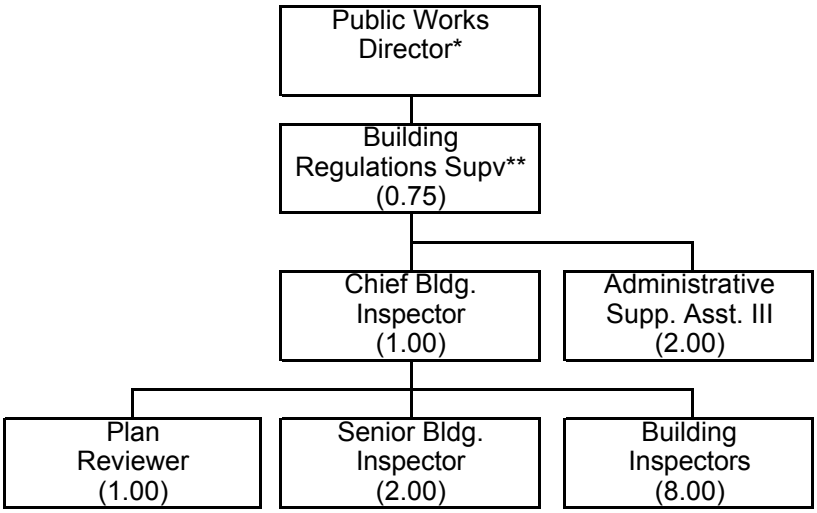
AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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	4.00	4.00	4.00	5.00	1.00
2300 - Equipment Operator II*	10.00	10.00	10.00	11.00	1.00
2299 - Equipment Operator I	10.00	10.00	10.00	11.00	1.00
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**	**37.80**	**3.00**
Permanent Full-Time	34.80	34.80	34.80	37.80	3.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**34.80**	**34.80**	**34.80**	**37.80**	**3.00**

*In FY 2002 one position was upgraded.

City of Columbia - Public Works Protective Inspection

14.75 FTE Positions



* Position not included in divisons' FTE count
**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, building alterations and rental inspection. Code enforcement inspection levels have and will continue to increase, with focused attention given to open or dangerous buildings. The increase in code enforcement is due to additional staffing. Protective Inspection has dedicated one staff position and crossed trained a second inspector for proper coverage of this operational area. We are aggressively seeking out open and other types of substandard structures through our increased involvement in NRT and intradivisional initiatives. Through the first two quarters of this year the Division has held more dangerous building hearings than in the previous three years. In all cases the buildings have been demolished through council action, have been purchased and rehabilitated through the building permit process or have worked with the Planning Department's rehab program.

As of January 1, 2003, the international codes series went into effect, culminating 2.5 years of work by the division, the Building Construction Codes Commission and community input. Considering the City adopted a new and unfamiliar code text the plan review and inspection staff have doubled their efforts in the code instruction and education to assist the design and home building business in Columbia.

BUDGET DETAIL

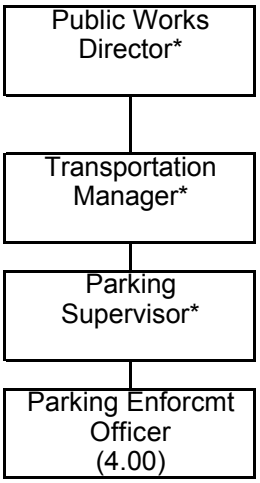
	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 671,582	$ 727,673	$ 714,527	$ 766,878	5.4%
Supplies and Materials	32,479	48,571	47,016	43,866	(9.7%)
Travel and Training	1,725	4,012	4,012	4,012	0.0%
Intragovernmental Charges	150,038	135,979	135,979	129,322	(4.9%)
Utilities, Services, & Misc.	39,717	71,570	69,885	70,807	(1.1%)
Capital	55,831	0	0	40,000	
Other	0	0	0	0	
Total	**$ 951,372**	**$ 987,805**	**$ 971,419**	**$ 1,054,885**	**6.8%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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	7.00	8.00	8.00	8.00	
1003 - Admin. Support Assistant III	2.00	2.00	2.00	2.00	
Total Personnel	**13.75**	**14.75**	**14.75**	**14.75**	
Permanent Full-Time	13.75	14.75	14.75	14.75	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**13.75**	**14.75**	**14.75**	**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

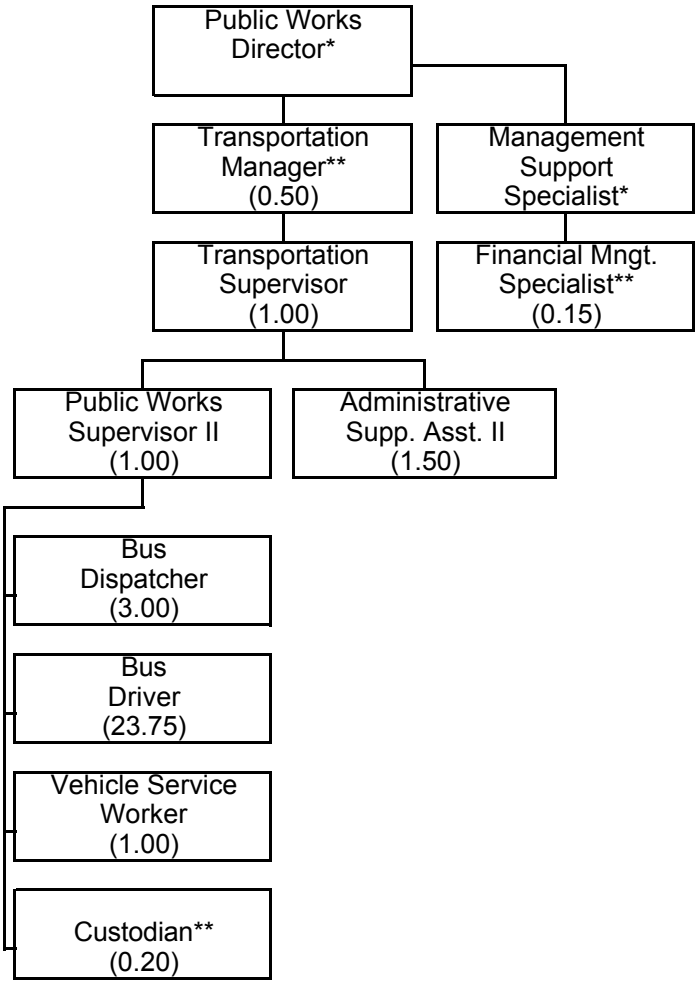
	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 128,031	$ 136,835	$ 133,971	$ 141,178	3.2%
Supplies and Materials	3,347	3,899	3,340	3,899	0.0%
Travel and Training	0	300	300	300	0.0%
Intragovernmental Charges	2,732	7,047	7,047	7,261	3.0%
Utilities, Services, & Misc.	1,711	1,639	2,302	2,102	28.2%
Capital	0	12,000	10,500	0	(100.0%)
Other	0	0	0	0	
Total	**$ 135,821**	**$ 161,720**	**$ 157,460**	**$ 154,740**	**(4.3%)**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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

32.10 FTE Positions



* Positions not included in Tranportation's FTE count.
** Positions are budgeted in various Public Works divisions and/or funds

(THIS PAGE INTENTIONALLY LEFT BLANK)

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 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 1,577,215	$ 1,663,270	$ 1,645,424	$ 1,886,221	13.4%
Supplies & Materials	364,461	510,244	435,963	570,716	11.9%
Travel & Training	2,000	6,005	5,179	6,075	1.2%
Intragovernmental Charges	319,679	315,444	315,444	330,834	4.9%
Utilities, Services & Misc.	317,255	448,639	387,034	623,373	38.9%
Capital	36,226	0	0	11,000	
Other	436,697	425,000	430,000	435,000	2.4%
Total	**3,053,533**	**3,368,602**	**3,219,044**	**3,863,219**	**14.7%**
Summary					
Operating Expenses	2,471,361	2,855,562	2,701,004	3,169,219	11.0%
Non-Operating Expenses	465,175	425,000	430,000	435,000	2.4%
Debt Service	66	0	0	0	
Capital Additions	0	0	0	11,000	
Capital Projects	116,931	88,040	88,040	248,000	181.7%
Total Expenses	**$ 3,053,533**	**$ 3,368,602**	**$ 3,219,044**	**$ 3,863,219**	**14.7%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
Columbia Transit	18.26	21.51	21.51	21.01	(0.50)
Paratransit System	9.73	8.48	8.48	10.48	2.00
University Shuttle	2.61	0.61	0.61	0.61	
Total Personnel	**30.60**	**30.60**	**30.60**	**32.10**	**1.50**
Permanent Full-Time	27.85	27.85	27.85	27.85	
Permanent Part-Time	2.75	2.75	2.75	4.25	1.50
Total Permanent	**30.60**	**30.60**	**30.60**	**32.10**	**1.50**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2002	Budget FY 2003	Estimated University FY 2003	Estimated Fixed Route FY 2003	Estimated FY 2004
Fixed Routes:					
Unlinked Passenger Trips	1,037,687	1,025,000	540,000	490,000	1,058,440
Total Actual Vehicle Miles (1)	484,000	438,000	45,540	392,460	484,000
Total Actual Vehicle Hours (2)	41,465	41,755	7,755	34,000	41,755
Total Actual Revenue Miles (3)	468,188	424,748	42,990	381,848	468,188
Total Actual Vehicle Revenue Hours (4)	41,390	39,168	7,392	31,776	41,390
Total Actual Scheduled Revenue Miles (5)	424,748	424,748	42,900	381,848	424,748
Number of Road calls	24	30	10	20	26
Fuel Consumptions (in Gallons)	109,909	86,000	10,100	75,900	112,000
Wheelchair Loadings	3,263	3,000	N/A	3,100	3,328
Lift Failures	0	0	N/A	0	0
Missed Routes	18	14	N/A	12	12
Average Cost/Revenue Mile	$3.55	$2.38	N/A	$2.38	$4.40
Average Cost Per Passenger	$3.24	$2.06	N/A	$2.06	$4.20
ParaTransit:					
Unlinked Passenger Trips	29,154	30,000	N/A	N/A	29,710
Total Actual Vehicle Miles	152,166	150,000	N/A	N/A	155,210
Total Vehicle Hours	14,352	15,500	N/A	N/A	15,500
Total Actual Revenue Miles	143,310	144,000	N/A	N/A	146,170
Number of Road Calls	11	12	N/A	N/A	12
Fuel Consumption	29,174	30,200	N/A	N/A	29,750
Average Cost/Revenue Mile	$3.90	$3.76	N/A	N/A	$3.79
Average Cost Per Passenger	$18.87	$18.21	N/A	N/A	$18.49

(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	**89,174**	**74,583**	**62,996**	**155,168**	**64,452**	**51,870**
Number of Employees*	31	53	39	51	46	73
Employees Per 1,000 Population	0.348	0.711	0.619	0.329	0.714	1.407
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***	512,085	411,244	1,314,791	1,500,000	1,200,000	3,950,000
Demand Responsive	29,683	N/A	48,734	18,000	7,000	15,000
Operating Cost Per Passenger:						
Regular Route	$2.24	$6.45	$2.19	$3.50	$0.76	$0.73
Demand Responsive	$18.87	N/A	$11.96	$30.00	$29.00	$19.62

* Full Time Equivalents
** $0.35 for I.S.U. Students
*** Reqular route only includes fixed route.

Public Transportation - Columbia Transit

553-6110

DESCRIPTION

This Division is responsible for all transit services except contracted University Shuttle and Para-transit services. Scheduled transit service is provided on four cross town routes and on a.m./p.m. commuter routes. Special services are offered during MU home football games.

HIGHLIGHTS / SIGNIFICANT CHANGES

Ridership has recently displayed a slight tendency toward decreasing back to a point just above average for the past four years. System efficiency continues to improve with added emphasis on customer service and policy enforcement. This has further enhanced Columbia Transit's pulse/timed system, optimizing travel throughout the city. Columbia Transit has obtained five (5) used buses, which will be placed into service in the coming FY. An estimated ridership of 460,000 is anticipated in FY 2004.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 976,939	$ 1,137,786	$ 1,085,146	$ 1,099,892	(3.3%)
Supplies and Materials	246,400	350,842	308,502	365,153	4.1%
Travel and Training	2,000	4,255	3,429	4,325	1.6%
Intragovernmental Charges	286,599	278,627	278,627	289,065	3.7%
Utilities, Services, & Misc.	173,339	290,060	242,194	295,186	1.8%
Capital	0	0	0	11,000	
Other	436,697	425,000	430,000	435,000	2.4%
Total	**$ 2,121,974**	**$ 2,486,570**	**$ 2,347,898**	**$ 2,499,621**	**0.5%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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	16.50	16.50	16.00	(0.50)
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**	**21.51**	**21.51**	**21.01**	**(0.50)**
Permanent Full-Time	16.01	20.01	20.01	18.01	(2.00)
Permanent Part-Time	2.25	1.50	1.50	3.00	1.50
Total Permanent	**18.26**	**21.51**	**21.51**	**21.01**	**(0.50)**

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. This service is supplemental to the fixed route service 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 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 remained steady at the 29,500 average for FY 00, 01, and 02. Due to tightening of the client recertification criteria, ridership for FY 2003 has dropped to approximately 25,000. For FY 2004, Columbia Transit is estimating ridership to conitnue to be approximately 25,000.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 433,354	$ 405,931	$ 419,671	$ 473,852	16.7%
Supplies and Materials	65,732	75,835	85,394	80,770	6.5%
Travel and Training	0	1,500	1,500	1,500	0.0%
Intragovernmental Charges	23,219	28,681	28,681	25,199	(12.1%)
Utilities, Services, & Misc.	37,607	42,620	35,400	43,685	2.5%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 559,912**	**$ 554,567**	**$ 570,646**	**$ 625,006**	**12.7%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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	5.75	5.75	7.75	2.00
2306 - Public Works Supervisor II	0.13	0.13	0.13	0.13	
2102 - Vehicle Service Worker	0.25	0.25	0.25	0.25	
1002 - Admin. Support Assistant II	1.50	1.50	1.50	1.50	
Total Personnel	**9.73**	**8.48**	**8.48**	**10.48**	**2.00**
Permanent Full-Time	9.23	7.23	7.23	9.23	2.00
Permanent Part-Time	0.50	1.25	1.25	1.25	
Total Permanent	**9.73**	**8.48**	**8.48**	**10.48**	**2.00**

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

A new contract with the University, for FY 2004, was approved by Council, along with a budget amendment to increase funds to provide all bus services to the University. This new contract will increase the hours of operation to seven days per week, providing bus services from the central campus area to the Hearnes and Trowbridge parking lots for both students and employees. In addition, daytime shuttle services, handicapped accessible service similar to what the City provides for Paratransit services and extended services on fixed routes will be provided. We are estimating ridership of over 500,000 students.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 166,922	$ 119,553	$ 140,607	$ 312,477	161.4%
Supplies and Materials	52,074	83,567	42,067	124,793	49.3%
Travel and Training	0	250	250	250	0.0%
Intragovernmental Charges	9,861	8,136	8,136	16,570	103.7%
Utilities, Services, & Misc.	25,859	27,919	21,400	36,502	30.7%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 254,716**	**$ 239,425**	**$ 212,460**	**$ 490,592**	**104.9%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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	0.00	0.00	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	**0.61**	**0.61**	**0.61**	
Permanent Full-Time	2.61	0.61	0.61	0.61	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**2.61**	**0.61**	**0.61**	**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. Two Paratransit buses will need to be replaced in FY 2004. Some of the upcoming projects should include replacing two additional Paratransit buses in FY 2005, constructing additional bus shelters/benches and slabs in FY 2004, plus refurbishing and expanding the Wabash Station operations center.

FISCAL IMPACT

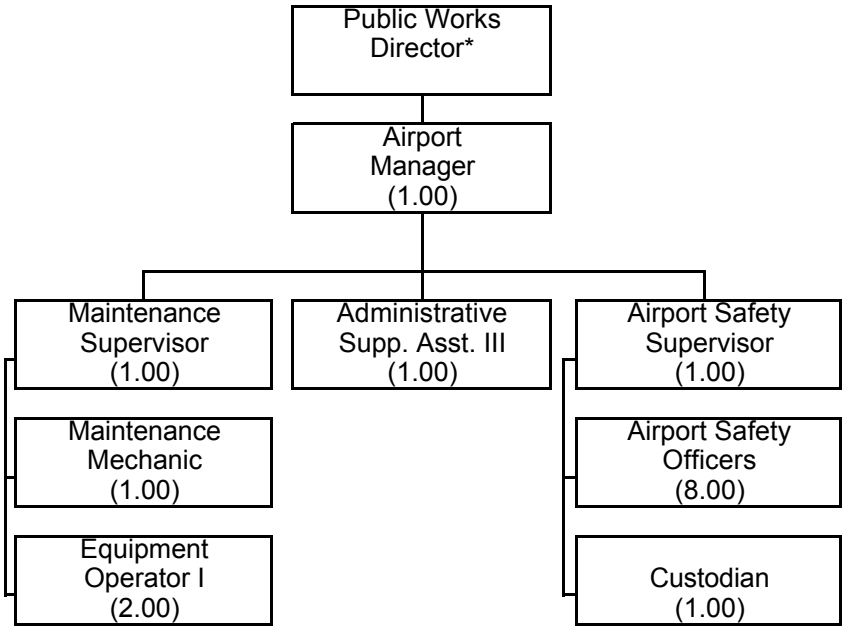
Columbia Transit attempts to maintain a prudent replacement schedule to ensure a fleet that does not require extensive resources to maintain. The replacement of vehicles is greatly influenced by the availability of federal funds as well as local dollars. For the past two fiscal years, FY 2002 and FY 2003, there has been no Federal funding available for either vehicle replacement or the Wabash Station refurbishment project.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies and Materials	255	0	0	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	80,450	88,040	88,040	248,000	181.7%
Capital	36,226	0	0	0	
Other	0	0	0	0	
Total	**$ 116,931**	**$ 88,040**	**$ 88,040**	**$ 248,000**	**181.7%**

City of Columbia - Public Works Regional Airport

16.00 FTE Positions



* Position not included in Airport's FTE count.

(THIS PAGE INTENTIONALLY LEFT BLANK)

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 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 781,626	$ 801,762	$ 792,779	$ 822,077	2.5%
Supplies & Materials	98,457	144,821	120,643	147,249	1.7%
Travel & Training	3,669	7,348	7,071	7,348	0.0%
Intragovernmental Charges	139,067	138,492	136,242	142,193	2.7%
Utilities, Services & Misc.	1,295,836	368,043	323,737	355,938	(3.3%)
Capital	83,684	35,500	22,200	35,500	0.0%
Other	448,450	452,728	495,782	491,378	8.5%
Total	**2,850,789**	**1,948,694**	**1,898,454**	**2,001,683**	**2.7%**
Summary					
Operating Expenses	1,152,644	1,308,866	1,228,872	1,334,805	2.0%
Non-Operating Expenses	434,322	430,000	485,000	484,000	12.6%
Debt Service	14,128	22,728	10,782	7,378	(67.5%)
Capital Additions	83,684	35,500	22,200	35,500	0.0%
Capital Projects	1,166,011	151,600	151,600	140,000	(7.7%)
Total Expenses	**$ 2,850,789**	**$ 1,948,694**	**$ 1,898,454**	**$ 2,001,683**	**2.7%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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 2002	Budget FY 2003	Estimated FY 2004
Airport Public Safety:			
No. of Annual Airfield Operations	32,867	45,000	45,000
No. of Based Aircraft	69	65	65
Annual No. of Enplaned Passengers	23,271	25,000	25,000
Annual No. of Deplaned Passengers	22,340	25,000	25,000
Airport Maintenance:			
Sq. Yards of Pavement Surface	464,950	464,950	464,950
Hours of Snow Removal Activities	139	800	800
Tons of Sand/Chemical Deicing Utilized	265	450	450

COMPARATIVE DATA

	Columbia, MO	Burlington, IA	Dubuque, IA	Mason City, IA	Tupelo, MS	Joplin, MO
Population *	**324,000**	**130,000**	**100,000**	**320,000**	**160,000**	**450,000**
Number of Employees	16	5	25	5	15	7
Employees Per 1,000 Population	0.049	0.038	0.250	0.016	0.094	0.016
No. of Annual Enplanements	23,271	8,739	51,590	13,961	16,719	30,867
No. of Carriers	1	1	2	1	1	1
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. Complicating the recovery has been the general economic malaise, the war with Iraq, and health concerns such as SARS. During this period, a concessionaire was contracted to provide a wide variety of food vending and automated teller machine services to replace restaurant and ATM providers previously terminating contracts with the City. 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 top priorities will continue to be maximizing use of existing commercial air service and obtaining additional air transportation to and from Columbia Regional Airport. On November 1, 2002, airlines began collecting the $4.50 passenger facility charge from each passenger enplaning in Columbia. The fee, which is credited against past and future airport capital projects, has been remitted to the City at below expected levels, but should begin to catch up with forecasts during the budget period. During FY 2003, the Transportation Security Administration upgraded the terminal security screening and baggage inspection facilities and began manning the operation full time with nine Federal screeners. TSA equipment, construction and manning is all at no cost to the City. TSA also entered into a lease with the City for office space in the North Terminal Building.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 114,958	$ 109,787	$ 120,474	$ 123,274	12.3%
Supplies and Materials	4,468	7,598	5,567	12,211	60.7%
Travel and Training	2,429	4,190	4,075	4,190	0.0%
Intragovernmental Charges	121,029	119,100	116,850	123,888	4.0%
Utilities, Services, & Misc.	22,529	42,512	42,638	45,169	6.3%
Capital	0	0	0	0	
Other	448,450	452,728	495,782	491,378	8.5%
Total	**$ 713,863**	**$ 735,915**	**$ 785,386**	**$ 800,110**	**8.7%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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**	

(THIS PAGE INTENTIONALLY LEFT BLANK)

Airport - Airfield Areas

554-6220

DESCRIPTION

The duties of the Airfield Area 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 division 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 division 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. The FAA awarded Columbia Regional Airport its third consecutive Safety Enhancement Award (each one representing three consecutive annual certification inspections with no deficiencies), based in large part on the superior maintenance efforts of City staff. During FY 2003, an airfield maintenance utility vehicle was replaced, greatly enhancing staff's response capability to airfield equipment problems. Continuing emphasis has been placed on vehicle and equipment maintenance.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 176,463	$ 188,014	$ 184,225	$ 192,269	2.3%
Supplies and Materials	32,360	57,403	41,180	62,477	8.8%
Travel and Training	0	510	679	510	0.0%
Intragovernmental Charges	9,027	6,923	6,923	6,499	(6.1%)
Utilities, Services, & Misc.	37,228	54,974	43,392	55,227	0.5%
Capital	5,603	30,000	16,700	35,500	18.3%
Other	0	0	0	0	
Total	**$ 260,681**	**$ 337,824**	**$ 293,099**	**$ 352,482**	**4.3%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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 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 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 43,311	$ 48,371	$ 43,264	$ 49,316	2.0%
Supplies and Materials	37,746	39,643	38,766	31,751	(19.9%)
Travel and Training	0	0	0	0	
Intragovernmental Charges	591	2,527	2,527	369	(85.4%)
Utilities, Services, & Misc.	58,410	102,356	72,900	95,497	(6.7%)
Capital	78,081	0	0	0	
Other	0	0	0	0	
Total	**$ 218,139**	**$ 192,897**	**$ 157,457**	**$ 176,933**	**(8.3%)**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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. During FY 2003, the FAA awarded Columbia Regional Airport its third consecutive Safety Enhancement Award (each one representing three consecutive annual certification inspections with no deficiencies), based in large part on the Safety Office training, emergency response and recordkeeping. In addition, national homeland security and counter-terrorism requirements have increased Safety Office responsibilities significantly. During FY 2003, application was made to the FAA for a grant to replace one of the aging, hard-to-maintain aircraft rescue fire fighting vehicles. Also, a closed circuit TV system was contracted for in order to provide visual security, 24 hours per day, on the commercial aircraft apron and two remote gates.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 440,571	$ 449,575	$ 437,100	$ 451,198	0.4%
Supplies and Materials	19,842	17,971	17,519	18,174	1.1%
Travel and Training	1,240	2,648	2,317	2,648	0.0%
Intragovernmental Charges	8,420	9,942	9,942	9,233	(7.1%)
Utilities, Services, & Misc.	9,859	8,018	7,173	8,215	2.5%
Capital	0	5,500	5,500	0	(100.0%)
Other	0	0	0	0	
Total	**$ 479,932**	**$ 493,654**	**$ 479,551**	**$ 489,468**	**(0.8%)**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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 2003, a new, FAA-funded, snow plow/spreader truck replaced an aging and unreliable vehicle, measurably improving our ability to keep the airport open in winter. 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 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 6,323	$ 6,015	$ 7,716	$ 6,020	0.1%
Supplies and Materials	4,014	22,206	17,611	22,636	1.9%
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	2,204	
Utilities, Services, & Misc.	1,826	8,583	6,034	11,830	37.8%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 12,163**	**$ 36,804**	**$ 31,361**	**$ 42,690**	**16.0%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
There are no personnel assigned to this division.					

Airport - Capital Projects

554-6288

MAJOR PROJECTS

The 2004 capital plan includes a project to perform environmental assessments for the terminal and runway improvement projects identified in the master plan update. A project previously slated for FY 2003 to fund passenger terminal upgrade architectural and engineering design work, recommended by the airport master plan, is being pushed back to later fiscal years due to the general state of the economy and air industry. A sewer extension project will be accomplished in FY 2004 to provide wastewater service to the site of the proposed Southern Boone County Fire Protection District fire station and to areas on the north side of the airport slated for future development.

FISCAL IMPACT

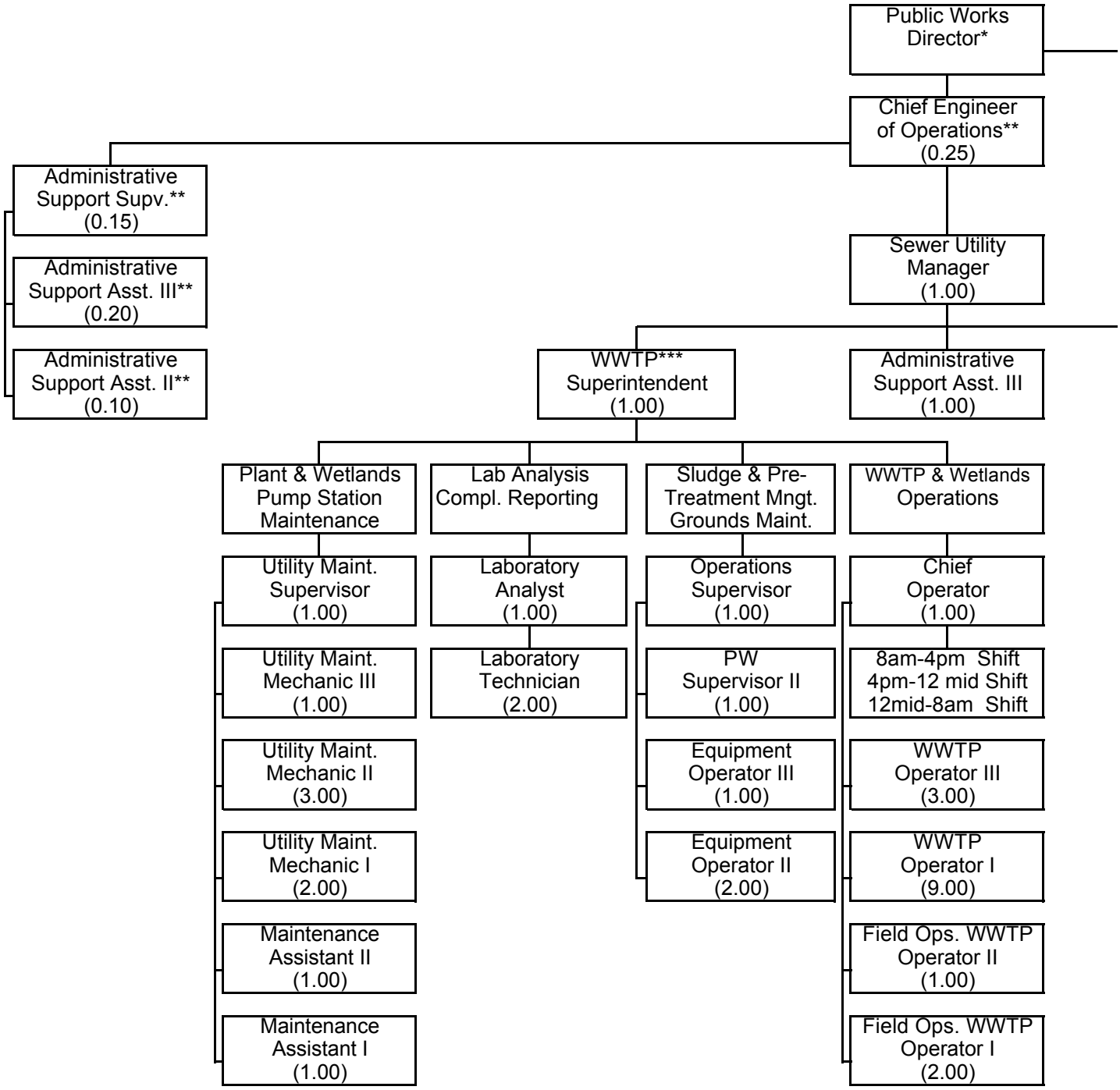
The Environmental assessment project will qualify for Federal funding under the Airport Improvement Program at levels up to 90%. The sewer extension project will be paid for out of airport improvement funds with one-third of the cost being reimbursed to the City by the Southern Boone County Fire Protection District. During FY 2003, a project was completed under which the City constructed a backup generator building for the FAA Automated Flight Service Station on the airfield. The FAA will reimburse the City's costs plus interest through rent payments. Also during FY 2003, the City has applied for an FAA grant to replace an aircraft rescue fire fighting vehicle, at the urging of FAA safety and standards officials. The vehicle will replace a much less robust and less capable vehicle that is eligible to be replaced with 90% Federal funding.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies and Materials	27	0	0	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, and Misc.	1,165,984	151,600	151,600	140,000	(7.7%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **1,166,011**	$ **151,600**	$ **151,600**	$ **140,000**	**(7.7%)**

City of Columbia - Public Works Sewer Utility

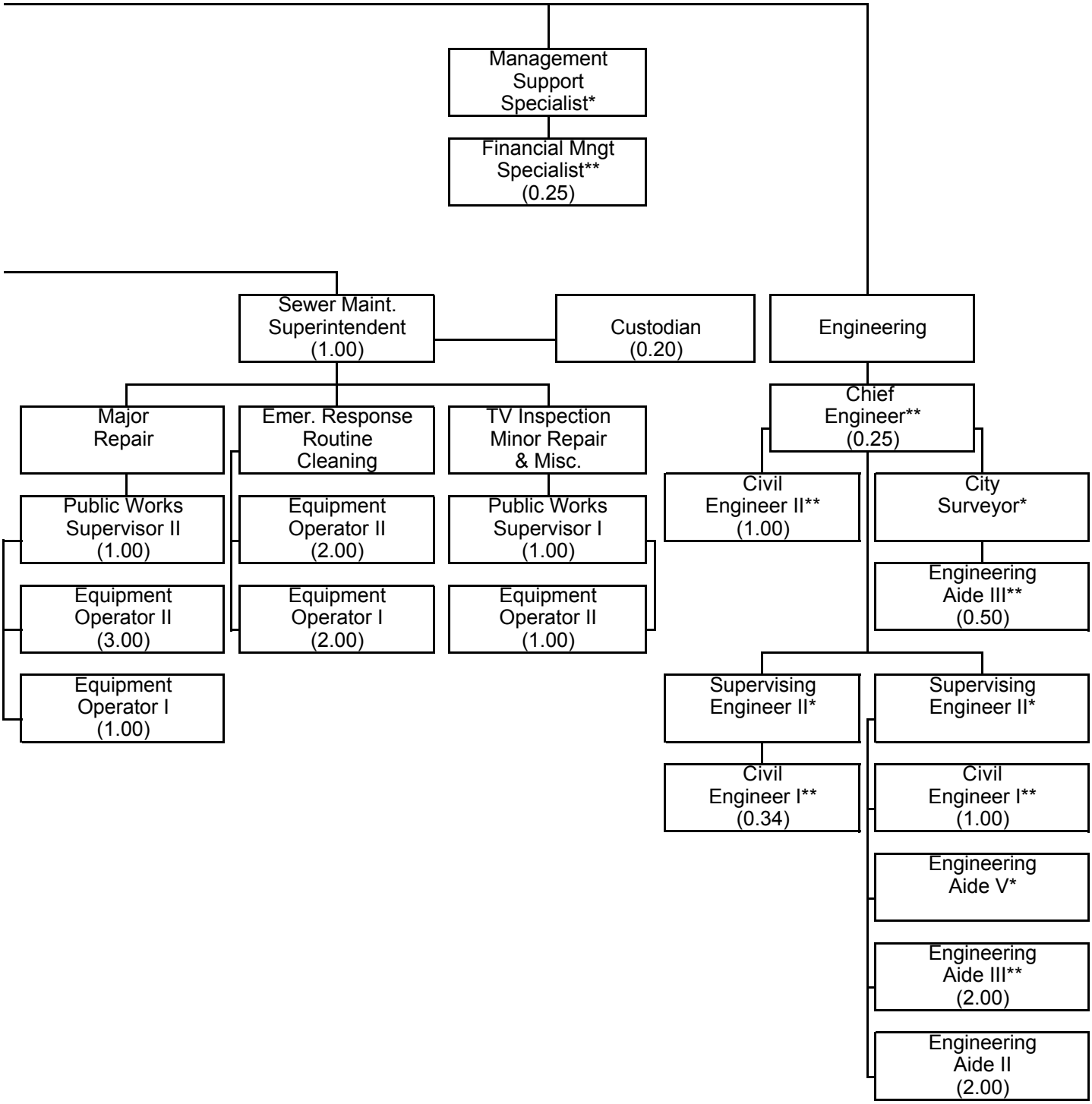
56.24 FTE Positions



* 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

(THIS PAGE INTENTIONALLY LEFT BLANK)

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 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 2,690,716	$ 2,842,391	$ 2,784,569	$ 2,921,446	2.8%
Supplies & Materials	634,737	760,596	721,551	700,298	(7.9%)
Travel & Training	5,643	9,205	7,426	9,905	7.6%
Intragovernmental Charges	818,649	871,020	870,929	852,441	(2.1%)
Utilities, Services & Misc.	2,109,444	3,276,868	4,290,222	3,330,771	1.6%
Capital	568,908	302,300	281,197	347,500	15.0%
Other	3,516,638	3,588,707	3,360,286	3,469,247	(3.3%)
Total	**10,344,735**	**11,651,087**	**12,316,180**	**11,631,608**	**(0.2%)**
Summary					
Operating Expenses	5,098,788	6,109,080	5,978,897	5,961,861	(2.4%)
Non-Operating Expenses	2,460,618	2,454,000	2,478,500	2,488,500	1.4%
Debt Service	1,118,206	1,179,707	926,786	1,038,747	(11.9%)
Capital Additions	364,160	302,300	281,197	347,500	15.0%
Capital Projects	1,302,963	1,606,000	2,650,800	1,795,000	11.8%
Total Expenses	**$ 10,344,735**	**$ 11,651,087**	**$ 12,316,180**	**$ 11,631,608**	**(0.2%)**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
Administration	4.65	4.65	4.65	4.65	
Engineering	7.09	7.09	7.09	7.09	
Treatment Plant/Field O & M	32.00	32.00	32.00	32.00	
Line Maintenance	12.50	12.50	12.50	12.50	
Total Personnel	**56.24**	**56.24**	**56.24**	**56.24**	
Permanent Full-Time	56.24	56.24	56.24	56.24	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**56.24**	**56.24**	**56.24**	**56.24**	

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2002	Budget FY 2003	Estimated FY 2004
Collection System - Total Length	459	450	470
Sewer Line Cleaned	674,932	800,000	700,000
Cleaning Cost	$0.21/ft	$0.18/ft	$0.21/ft
Sewer Line Televised	88,515	75,000	115,000
Televising Cost	$0.71/ft	$0.75/ft	$0.75/ft
Sewer Line Replaced	4,654	5,000	5,000
Replacement Cost In Street	$65/ft	$74/ft	$70/ft
Replacement Cost Off Street	$51/ft	$60/ft	$55/ft
Public Sewer Stoppages	23	28	25
Cost Per Response (All Calls)	$46.00	$42.00	$42.00
Wastewater Treatment Plant Average Daily Flow (Million Gallons Per Day)			
Fiscal Year	15.9	16.5	16
O&M Plant & Wetlands Cost Per 1,000 Gallons	$0.358	$0.375	$0.471
Sludge Injected for a Fiscal Year			
Million Gallons	13.6*	9.0	14*
Dry Tons	2,563	1,800	2,800
Cost Per Dry Ton	$150	$150	$150

* Contractual Assistance

COMPARATIVE DATA

	Columbia, MO	Norman, OK	Olathe, KS	Lawrence, KS	Fort Smith, AR	Boulder, CO
Population *	**89,174**	**101,295**	**105,997**	**85,405**	**82,737**	**97,502**
Number of Employees	56.24	48.00	35.50	34.00	Did	55.37
Employees Per 1,000 Population	0.631	0.474	0.335	0.398	Not	0.568
No. of Utility Accounts	35,389	28,214	24,793	29,000	Respond	27,026
Employees Per 1,000 Utility Accts	1.59	1.70	1.49	1.17		2.05
Total Utility Budget (Less Depreciation & Capital Items)	$6,569,286	$8,645,940	$4,522,004	$4,445,641	N/A	$7,542,809

* 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 average daily flow for FY 2004 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 construction of the Upper Hinkson Creek Outfall Relief Sewer project began in July 2002 and is scheduled to be complete by September of 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 in easement acquisition stage and it is anticipated that construction will begin the summer 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 under construction 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 2004.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 279,630	$ 297,310	$ 286,800	$ 287,285	(3.4%)
Supplies and Materials	13,975	22,952	21,665	19,331	(15.8%)
Travel and Training	1,037	1,490	2,190	2,190	47.0%
Intragovernmental Charges	644,921	613,950	613,950	595,575	(3.0%)
Utilities, Services, & Misc.	92,590	97,522	94,035	106,895	9.6%
Capital	28,350	0	0	23,500	
Other	2,628,268	2,701,707	2,433,786	2,535,747	(6.1%)
Total	**$ 3,688,771**	**$ 3,734,931**	**$ 3,452,426**	**$ 3,570,523**	**(4.4%)**

PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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 157 along Rollins & Burnam will be completed this year along with one or two others. It is anticipated that the Upper Hinkson Creek Outfall Relief Sewer, which will eliminate three shallow creek crossings and an air lift pump station on the Columbia Country Club golf course will be completed in September 2003. It is anticipated that the Grindstone Creek Outfall Sewer extending from near the Hollywood Theaters to the Lake of the Woods area will be completed late in May of 2004. The H-21 Relief Sewer to proved additional capacity to the Moon Valley Road area should be under contract in FY 2004 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 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 419,700	$ 440,661	$ 409,166	$ 456,826	3.7%
Supplies and Materials	11,776	25,903	19,708	26,912	3.9%
Travel and Training	794	2,355	700	2,355	0.0%
Intragovernmental Charges	12,634	25,028	25,027	43,106	72.2%
Utilities, Services, & Misc.	10,889	22,691	13,627	22,884	0.9%
Capital	28,533	0	0	0	
Other	14,824	16,000	16,000	16,000	0.0%
Total	$ **499,150**	$ **532,638**	$ **484,228**	$ **568,083**	**6.7%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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

In FY 2003, engineering work began to prepare a long term facilities planning report. The purpose of the report is to evaluate options to handle future wastewater collection and treatment needs. With the wastewater plant equipment exceeding its 20 year life, the significant maintenance replacement list continues to be the guideline for budgeting and scheduling replacement of equipment. The purpose is to maintain high quality effluent from the treatment plant. In the spring of 2002, local heavy flooding caused damage to the east berm at Wetland Treatment Unit #1. The damage was eligible for FEMA assistance funds. The work was included with other berm repair work that was already planned. Cattails that were inundated for several days at WTU #2 during the same storm event were also eligible for FEMA replacement funds. Berm repairs in WTU #1 will continue into FY 2004 and beyond. During FY 2003, one pump station was expected to be removed from service in the Columbia County Club area. One new pump station went on line in FY 2003 to serve a portion of Thornbrook Subdivision. Another new pump station will be ready for operation and maintenance in late FY03 that will serve the Cascades Subdivision in the southern most part of the City. As the City continues to expand outward, the number of pumping stations is expected to increase.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 1,425,107	$ 1,500,484	$ 1,499,062	$ 1,566,814	4.4%
Supplies and Materials	477,899	598,696	574,363	535,095	(10.6%)
Travel and Training	2,725	3,510	3,036	3,510	0.0%
Intragovernmental Charges	70,548	144,710	144,620	125,466	(13.3%)
Utilities, Services, & Misc.	834,002	1,483,028	1,463,773	1,337,702	(9.8%)
Capital	138,490	242,300	234,047	145,000	(40.2%)
Other	204,765	204,000	220,500	221,500	8.6%
Total	**$ 3,153,536**	**$ 4,176,728**	**$ 4,139,401**	**$ 3,935,087**	**(5.8%)**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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	2.00	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	2.00	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	**32.00**	**32.00**	**32.00**	**32.00**	
Permanent Full-Time	32.00	32.00	32.00	32.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**32.00**	**32.00**	**32.00**	**32.00**	

Sanitary Sewer - Line Maintenance

555-6330

DESCRIPTION

The Sewer Maintenance Section is responsible for the maintenance of approximately 493 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 43,600 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 2004.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 566,279	$ 603,936	$ 589,541	$ 610,521	1.1%
Supplies and Materials	129,760	113,045	105,815	118,960	5.2%
Travel and Training	1,087	1,850	1,500	1,850	0.0%
Intragovernmental Charges	90,546	87,332	87,332	88,294	1.1%
Utilities, Services, & Misc.	75,075	67,627	67,987	68,290	1.0%
Capital	168,787	60,000	47,150	179,000	198.3%
Other	668,781	667,000	690,000	696,000	4.3%
Total	**$ 1,700,315**	**$ 1,600,790**	**$ 1,589,325**	**$ 1,762,915**	**10.1%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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 2004.

FISCAL IMPACT

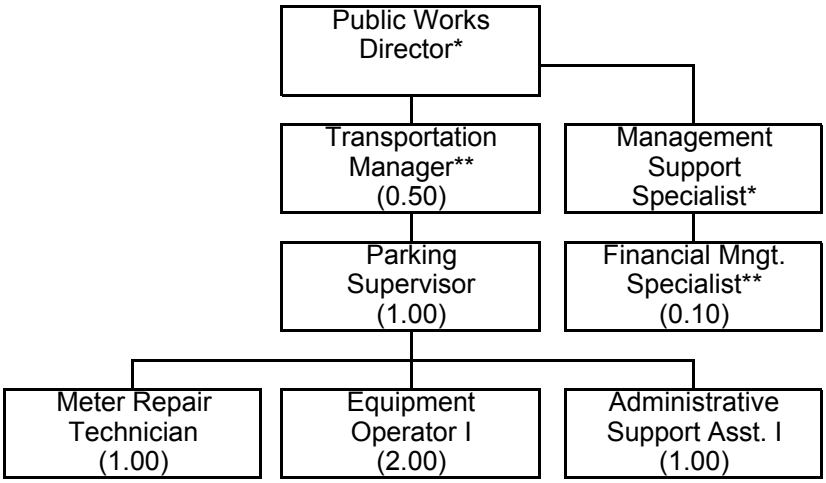
To pay back the revenue bonds, three rate increases of 3% each have been implemented. The third 3% rate increase became effective in June 2001.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies and Materials	1,327	0	0	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	1,096,888	1,606,000	2,650,800	1,795,000	11.8%
Capital	204,748	0	0	0	
Other	0	0	0	0	
Total	**$ 1,302,963**	**$ 1,606,000**	**$ 2,650,800**	**$ 1,795,000**	**11.8%**

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

(THIS PAGE INTENTIONALLY LEFT BLANK)

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 and data preparation of parking and parking facility studies, plus the installation and maintenance of the parking meters, gates, attendant buildings and other facilities.

DEPARTMENT OBJECTIVES

To provide and maintain convenient and adequate parking, both on-street and off-street, in the downtown business district. To collect income from parking facilities for the maintenance and operation of these facilities and provide financing to additional facilities, as needed.

APPROPRIATIONS

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 304,041	$ 309,401	$ 309,332	$ 345,923	11.8%
Supplies & Materials	228,115	120,443	120,311	85,241	(29.2%)
Travel & Training	0	300	300	300	0.0%
Intragovernmental Charges	115,282	109,322	110,397	110,394	1.0%
Utilities, Services & Misc.	121,854	213,354	212,576	175,227	(17.9%)
Capital	0	11,000	10,500	0	(100.0%)
Other	1,105,040	1,080,262	1,080,262	1,061,685	(1.7%)
Total	**1,874,332**	**1,844,082**	**1,843,678**	**1,778,770**	**(3.5%)**
Summary					
Operating Expenses	738,795	678,942	679,038	683,085	0.6%
Non-Operating Expenses	626,131	623,300	623,300	623,300	0.0%
Debt Service	479,883	458,462	458,462	439,885	(4.1%)
Capital Additions	0	11,000	10,500	0	(100.0%)
Capital Projects	29,523	72,378	72,378	32,500	(55.1%)
Total Expenses	**$ 1,874,332**	**$ 1,844,082**	**$ 1,843,678**	**$ 1,778,770**	**(3.5%)**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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 2002	Budget FY 2003	Estimated FY 2004
Parking Inventory:			
On-Street Meters	(1) 1,705	1,510	1,705
Surface Lots:			
Off-Street Meters	490	490	490
Permit Spaces	530	557	565
Parking Structures:			
Public Parking Spaces	325	375	321
Permit Spaces	813	833	878
Parking Permits Issued:			
Surface Lots	675	660	660
Parking Structures	802	940	960
Revenue Collected: (2)			
On-Street Meters	$630,184	$576,380	655,000
Off-Street Meters	$130,369	$94,000	135,000
Meter Covers	$54,603	$30,000	30,000
Parking Structures Metered Revenues: (2)			
Plaza	$52,989	$54,013	54,000
6th/Cherry	$11,495	$11,000	11,500
8th/Cherry	$24,437	$25,500	26,500
10th/Cherry	$16,127	$20,900	16,425
Parking Structures Permit Revenues: (2)			
Plaza	$168,251	$152,000	176,500
6th/Cherry	$184,532	$151,230	185,000
8th/Cherry	$94,234	$81,000	95,000
10th/Cherry	$80,166	$58,000	84,000
Meter Maintenance & Repair:			
Complaints Checked	7,451	4,600	4,500
Meters Requiring Work	3,929	1,900	1,800
Meters Replaced	1,118	400	400
Hours Worked	510	446	410

(1) Aded 251 New Parking Meters
(2) Paking rates increased 10/01/02

COMPARATIVE DATA

	Columbia, MO	Jefferson City, MO	Boulder, CO	Iowa City, IA*	Lincoln, NE	Rochester MN**
Population	**89,174**	**41,036**	**97,502**	**62,996**	**237,429**	**91,286**
Number of Employees	**5.6**	**2.0**	**6.5**	**7.0**	**12.0**	**2.0**
Employees Per 1,000 Population	0.063	0.049	0.067	0.111	0.051	0.022
No. of Parking Spaces:	3,815	4,567	3,489	3,910	22,820	4,462
On-Street	1,724	3,000	1,247	943	3,900	1,158
Off-Street	2,091	1,567	2,242	2,967	13,320	880
No. of Parking Structures	4	2	4	4	7	5

*Iowa City, IA added meters around hospital area to enable cleaning up the parking problems.
**Rochester, MN contracts day to day management of ramps and pay lots and may add another garage

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, plus the installation and maintenance of the 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. The expansion of the 5th & Cherry parking lot, along with the associated landscaping was completed in FY 2002. Between FY 2000 & FY 2003, 1,973 electronic parking meters were installed, completing all metered areas. The assessment for more metered parking near downtown is expected to continue. A security camera system for one garage, was installed during FY 2001 as a pilot project. The testing of the system continues and results have been favorable. It has been very helpful to both the Columbia Police Dept. and the Utility. Parking meter rates were increased in FY 2002. Major projects completed for FY 2003 were the renovation of the stairwell at the southwest corner of the 6th & Walnut The Parking Utility is pushing forward with Storm Water issues to ensure compliance with Phase II.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 303,248	$ 309,401	$ 309,332	$ 345,923	11.8%
Supplies and Materials	204,421	120,443	120,311	85,241	(29.2%)
Travel and Training	0	300	300	300	0.0%
Intragovernmental Charges	115,282	109,322	110,397	110,394	1.0%
Utilities, Services, & Misc.	116,818	140,976	140,198	142,727	1.2%
Capital	0	11,000	10,500	0	(100.0%)
Other	1,105,040	1,080,262	1,080,262	1,061,685	(1.7%)
Total	$ **1,844,809**	$ **1,771,704**	$ **1,771,300**	$ **1,746,270**	**(1.4%)**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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 2004 include a replace/build the oil/water separator to comply with Stormwater Phase II requirement at the Parking Plaza. The Parking Ramp renovation will continue with the addition of a roof over the Ramp stairwell. Landscaping projects at the northern end of 10th & Locust parking lot will continue with a general resurfacing. Some expansion of the metered areas is still being considered to better serve the downtown business district.

FISCAL IMPACT

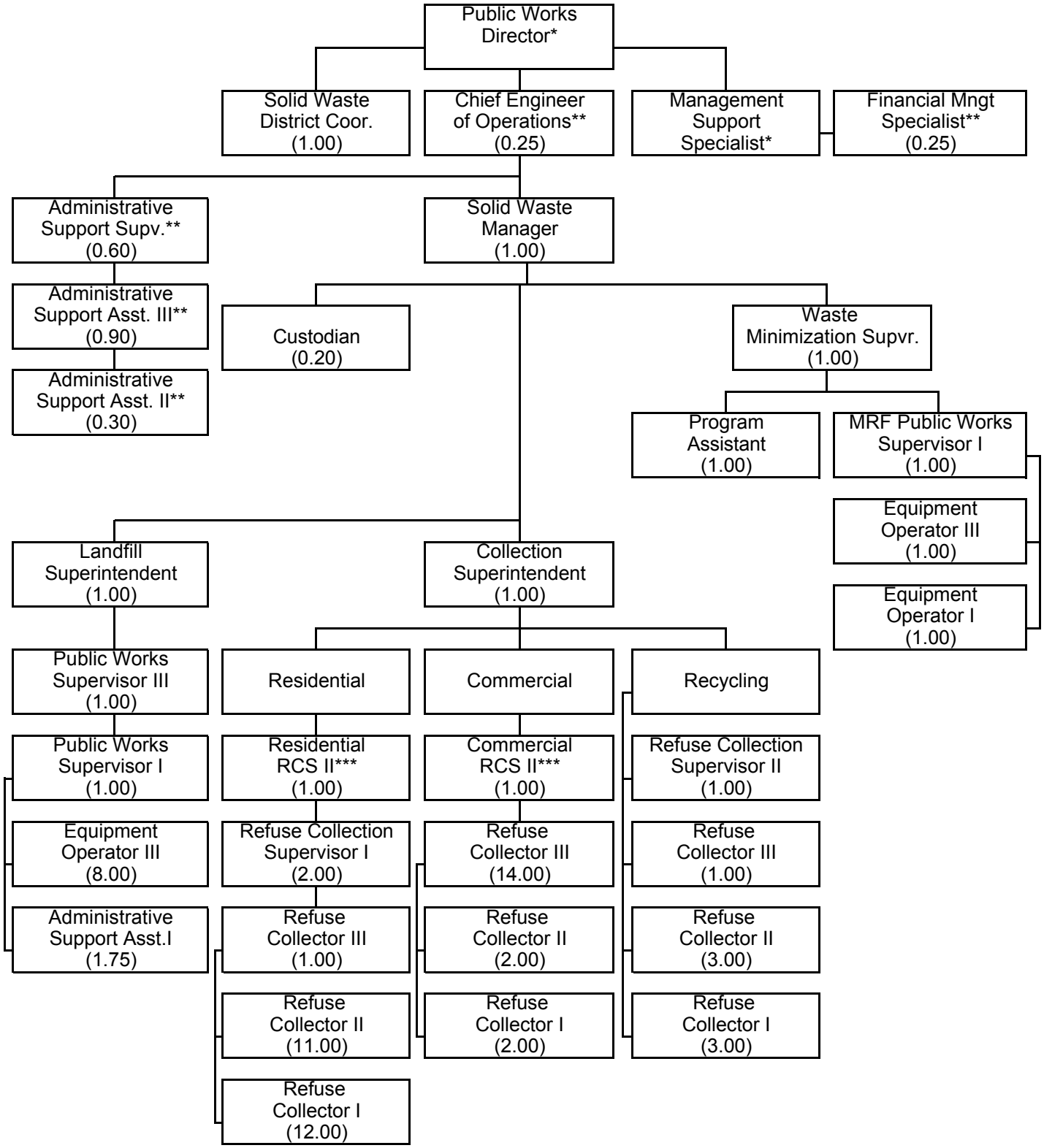
None

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 793	$ 0	$ 0	$ 0	
Supplies and Materials	23,694	0	0	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	5,036	72,378	72,378	32,500	(55.1%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 29,523**	**$ 72,378**	**$ 72,378**	**$ 32,500**	**(55.1%)**

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

(THIS PAGE INTENTIONALLY LEFT BLANK)

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 and recycling collection, material recovery, 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, material recovery, and disposal service while protecting the environment and public health.

APPROPRIATIONS

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 3,439,661	$ 3,688,273	$ 3,664,497	$ 3,887,726	5.4%
Supplies & Materials	2,055,976	2,558,532	2,364,059	2,800,583	9.5%
Travel & Training	10,544	19,280	16,848	19,630	1.8%
Intragovernmental Charges	939,402	981,380	983,505	942,065	(4.0%)
Utilities, Services & Misc.	4,264,961	2,054,759	2,337,711	1,939,077	(5.6%)
Capital	2,687,726	397,100	395,648	803,860	102.4%
Other	1,717,314	1,812,828	1,656,688	1,640,226	(9.5%)
Total	**15,115,584**	**11,512,152**	**11,418,956**	**12,033,167**	**4.5%**
Summary					
Operating Expenses	8,572,860	9,023,424	8,957,820	9,494,081	5.2%
Non-Operating Expenses	1,404,419	1,419,600	1,258,460	1,258,500	(11.3%)
Debt Service	343,590	398,228	398,228	381,726	(4.1%)
Capital Additions	995,286	397,100	395,648	803,860	102.4%
Capital Projects	3,799,429	273,800	408,800	95,000	(65.3%)
Total Expenses	**$ 15,115,584**	**$ 11,512,152**	**$ 11,418,956**	**$ 12,033,167**	**4.5%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
Administration	5.50	5.50	5.50	5.50	
Commercial	18.90	16.40	16.40	18.40	2.00
Residential	26.00	27.00	27.00	22.00	(5.00)
Landfill	12.75	12.75	12.75	12.75	
Larvaciding	0.50	0.00	0.00	0.00	
University	2.60	2.60	2.60	2.60	
Recycling	7.00	13.00	13.00	16.00	3.00
Total Personnel	**73.25**	**77.25**	**77.25**	**77.25**	
Permanent Full-Time	72.50	76.50	76.50	76.50	
Permanent Part-Time	0.75	0.75	0.75	0.75	
Total Permanent	**73.25**	**77.25**	**77.25**	**77.25**	

COMPARATIVE DATA

	Columbia, MO	Norman, OK	Olathe, KS	Lawrence, KS	Fort Smith, AR	Pine Bluff, AR
Population	**89,174**	**101,295**	**105,997**	**85,405**	**82,737**	**54,491**
Number of Employees	77.25	47.00	40.00	DID	80.00	Private
Employees Per 1,000 Population	0.866	0.464	0.377		0.967	Contract
Number of Part Time Employees	10	10	6	NOT	0	Waste
No. of Utility Accounts	35,071	31,873	30,000		26,500	Manag.
Avg. Residential Rate/Month	$10.75 (1)	$8.00	$12.70	RESPOND	$10.23	
Disposal Tipping Fee/Ton	$32.50	$21.00	$34.00		$28.85	
Out of County Disposal Fee	*	$33.00	*		$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 2002	Budget FY 2003	Estimated FY 2004
Tons of Waste Collected:			
Residential	25,423	25,600	25,900
Commercial/Roll-Off	53,703	53,000	52,600
University	6,290	6,200	6,200
From Outside Hauler	70,776	58,000	60,000
Total Tons of Material Deposited at Landfill	156,193	144,193	145,000
Tons of Recyclables Collected Curbside	3,475	3,800	3,900
Tons of Recyclables Collected at Drop Offs	1,915	1,915	1,975
Tons of Recyclables Collected Apartments	66	100	125
Tons of Recyclables Collected Commercial Customers	561	860	1,000
Tons of Material Processed at Material Recovery Facility	315	6,675	7,000
Tons of Yard Waste taken to Compost Facility	6,163	6,300	6,500
Number of Residential Units	33,310	33,600	33,800
Quantity of Black Trash Bags Delivered/Sold	2,369,175	2,400,000	2,400,000
Quantity of Blue Recycling Bags Delivered/Sold	1,450,260	1,450,000	1,450,000
Quantity of Clear Compost Bags Delivered/Sold	379,610	380,000	380,000
No. White Goods Collected Through Special Collection	2,596	2,700	3,000
State Landfill Fees Collected and Forwarded to State	$303,077	$288,386	297,250
Educational and Informational Presentations	109	110	115
Residential Hazardous Waste Collected/Disposed (lbs per calendar year)	179,241	180,000	181,000
No. of Vehicles Serviced at Hazardous Waste Facility(per calendar year)	3,130	3,190	3,300
Trash Out Early Violations	22	50	60

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, processing and marketing recyclables, landfilling and managing human resources.

HIGHLIGHTS / SIGNIFICANT CHANGES

New disposal cell #3 was completed and started accepting waste in January 2003. Eight new gas recovery wells are under contract and to be completed this fiscal year increasing the quantity of methane gas recovered making beneficial reuse of this energy source more attractive. Material recovery facility for processing and marketing recyclables was brought online and is being further developed utilizing grant funding for equipment necessary to process all recyclables. Two Public Works volunteers received city wide awards for their dedication and contributions for litter control and waste minimization.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 336,058	$ 343,951	$ 342,796	$ 361,955	5.2%
Supplies and Materials	14,960	32,247	22,425	31,898	(1.1%)
Travel and Training	5,680	6,350	5,619	6,420	1.1%
Intragovernmental Charges	715,487	705,098	705,148	676,432	(4.1%)
Utilities, Services, & Misc.	114,566	87,493	98,115	98,175	12.2%
Capital	20,323	0	0	4,000	
Other	353,600	409,228	411,688	396,426	(3.1%)
Total	**$ 1,560,674**	**$ 1,584,367**	**$ 1,585,791**	**$ 1,575,306**	**(0.6%)**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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. Additional efforts will be made managing the Solid Waste District in the downtown area. There are no significant changes planned for commercial collection.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 833,845	$ 934,004	$ 950,470	$ 943,188	1.0%
Supplies and Materials	461,372	622,545	524,259	720,699	15.8%
Travel and Training	360	2,021	2,021	2,021	0.0%
Intragovernmental Charges	72,949	80,346	80,346	73,171	(8.9%)
Utilities, Services, & Misc.	265,485	336,003	293,453	349,362	4.0%
Capital	91,862	18,000	18,000	244,005	1255.6%
Other	208,498	213,000	209,200	205,000	(3.8%)
Total	**$ 1,934,371**	**$ 2,205,919**	**$ 2,077,749**	**$ 2,537,446**	**15.0%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
2214 - Refuse Collector III	13.90	13.40	13.40	13.40	
2213 - Refuse Collector II	1.00	1.00	1.00	1.00	
2212 - Refuse Collector I	2.00	1.00	1.00	2.00	1.00
2204 - Refuse Collection Supv. II	1.00	1.00	1.00	1.00	
2203 - Refuse Collection Supv. I	1.00	0.00	0.00	1.00	1.00
Total Personnel	**18.90**	**16.40**	**16.40**	**18.40**	**2.00**
Permanent Full-Time	18.90	16.40	16.40	18.40	2.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**18.90**	**16.40**	**16.40**	**18.40**	**2.00**

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 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 784,127	$ 957,230	$ 783,323	$ 867,306	(9.4%)
Supplies and Materials	626,712	677,673	606,599	628,728	(7.2%)
Travel and Training	360	1,450	1,450	1,450	0.0%
Intragovernmental Charges	96,871	133,903	133,903	128,540	(4.0%)
Utilities, Services, & Misc.	218,284	213,297	278,839	199,504	(6.5%)
Capital	309,083	303,100	301,998	318,000	4.9%
Other	138,557	130,000	160,000	160,000	23.1%
Total	**$ 2,173,994**	**$ 2,416,653**	**$ 2,266,112**	**$ 2,303,528**	**(4.7%)**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
2214 - Refuse Collector III	1.00	1.00	1.00	1.00	
2213 - Refuse Collector II	13.00	11.00	11.00	10.00	(1.00)
2212 - Refuse Collector I	10.00	12.00	12.00	9.00	(3.00)
2204 - Refuse Collection Supv. II	2.00	1.00	1.00	1.00	
2203 - Refuse Collection Supv. I	0.00	2.00	2.00	1.00	(1.00)
Total Personnel	**26.00**	**27.00**	**27.00**	**22.00**	**(5.00)**
Permanent Full-Time	26.00	27.00	27.00	22.00	(5.00)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**26.00**	**27.00**	**27.00**	**22.00**	**(5.00)**

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 2002 was 156,192. Fiscal year 2003 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.

New disposal cell #3 of 6 was completed and started accepting waste in January 2003. It is expected to have enough airspace for 3.5 years. Eight new gas recovery wells are under contract and to be completed this fiscal year increasing the quantity of methane gas recovered making beneficial reuse of this energy source more attractive.

The Compost Facility continues to operate at or near capacity. Annual tonnage for FY 2002 was 6,163. Finished compost is sold to commercial users and marketing of the compost end products to other sectors is developing.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 776,317	$ 709,158	$ 760,077	$ 800,411	12.9%
Supplies and Materials	518,504	625,597	674,428	704,545	12.6%
Travel and Training	1,142	2,624	2,904	2,904	10.7%
Intragovernmental Charges	24,914	25,574	25,949	21,408	(16.3%)
Utilities, Services, & Misc.	1,243,314	824,118	924,007	844,149	2.4%
Capital	503,584	41,000	41,000	185,000	351.2%
Other	964,365	960,000	728,600	714,800	(25.5%)
Total	**$ 4,032,140**	**$ 3,188,071**	**$ 3,156,965**	**$ 3,273,217**	**2.7%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
2307 - Public Works Supervisor III	1.00	1.00	1.00	1.00	
2305 - Public Works Supervisor I	0.00	1.00	1.00	1.00	
2303 - Equipment Operator III	9.00	8.00	8.00	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 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 8,945	$ 0	$ 0	$ 0	
Supplies and Materials	18	0	0	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	0	0	0	0	
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **8,963**	$ **0**	$ **0**	$ **0**	

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
2214 - Refuse Collector III	0.50	0.00	0.00	0.00	
Total Personnel	**0.50**	**0.00**	**0.00**	**0.00**	
Permanent Full-Time	0.50	0.00	0.00	0.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**0.50**	**0.00**	**0.00**	**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 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 112,968	$ 105,792	$ 113,175	$ 105,947	0.1%
Supplies and Materials	27,691	39,816	36,650	38,575	(3.1%)
Travel and Training	0	0	0	0	
Intragovernmental Charges	5,020	6,627	6,627	5,945	(10.3%)
Utilities, Services, & Misc.	21,881	38,549	31,106	37,371	(3.1%)
Capital	0	0	0	0	
Other	14,019	14,600	12,200	13,000	(11.0%)
Total	$ **181,579**	$ **205,384**	$ **199,758**	$ **200,838**	**(2.2%)**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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	1.00	1.00	1.00	1.00	
Total Personnel	**2.60**	**2.60**	**2.60**	**2.60**	
Permanent Full-Time	2.60	2.60	2.60	2.60	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**2.60**	**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, special cleanups, and various other waste reduction projects.

HIGHLIGHTS / SIGNIFICANT CHANGES

- The Material Recovery Facility opened September, 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 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.
- Commingled recycling continues to increase weekly curbside set-out rates and tonnages. Last year total tons collected from curbside and drop-off was 5,457.36, up from 4,785 the prior year.
- Collection of commercial cardboard began during FY02. Over 561 tons were collected, with 900 tons projected for FY03.
- The household hazardous waste collection serviced 3,130 cars in 2002, and collected 179,240 pounds of material.
- The Volunteer Program continues to see increased interest in the Adopt-A-Spot Litter Control program, with 78 active groups and 62 ongoing volunteers who donate at least 4 hours per month doing waste reduction activities.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 579,699	$ 638,138	$ 714,656	$ 808,919	26.8%
Supplies and Materials	405,585	560,654	499,698	676,138	20.6%
Travel and Training	3,002	6,835	4,854	6,835	0.0%
Intragovernmental Charges	24,161	29,832	31,532	36,569	22.6%
Utilities, Services, & Misc.	303,278	281,499	303,391	315,516	12.1%
Capital	70,434	35,000	34,650	52,855	51.0%
Other	38,275	86,000	135,000	151,000	75.6%
Total	**$ 1,424,434**	**$ 1,637,958**	**$ 1,723,781**	**$ 2,047,832**	**25.0%**

Solid Waste - Recycling Personnel

557-6570 to 557-6579

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
4533 - Waste Minimization Superviso	1.00	1.00	1.00	1.00	
4615 - Program Assistant	0.00	1.00	1.00	1.00	
2305 - Public Works Supervisor I	0.00	1.00	1.00	1.00	
2303 - Equipment Operator III	0.00	1.00	1.00	1.00	
2299 - Equipment Operator I	0.00	1.00	1.00	1.00	
2214 - Refuse Collector III	1.00	1.00	1.00	1.00	
2213 - Refuse Collector II	1.00	3.00	3.00	4.00	1.00
2212 - Refuse Collector I	4.00	3.00	3.00	5.00	2.00
2204 - Refuse Collection Supv. II	0.00	1.00	1.00	1.00	
Total Personnel	**7.00**	**13.00**	**13.00**	**16.00**	**3.00**
Permanent Full-Time	7.00	13.00	13.00	16.00	3.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**7.00**	**13.00**	**13.00**	**16.00**	**3.00**

Solid Waste - Capital Projects

557-6588-881

MAJOR PROJECTS

Completion, in FY 2003, of Phase 3 gas recovery system with the installation of additional extraction wells.

Continue capital funding for waste handling systems for commercial recycling equipment.

FISCAL IMPACT

Phase 3 gas recovery system with the installation of additional extraction wells, will cost approximately $125,959.
There is continued capital funding, of $95,000, for waste handling systems for commercial recycling equipment.

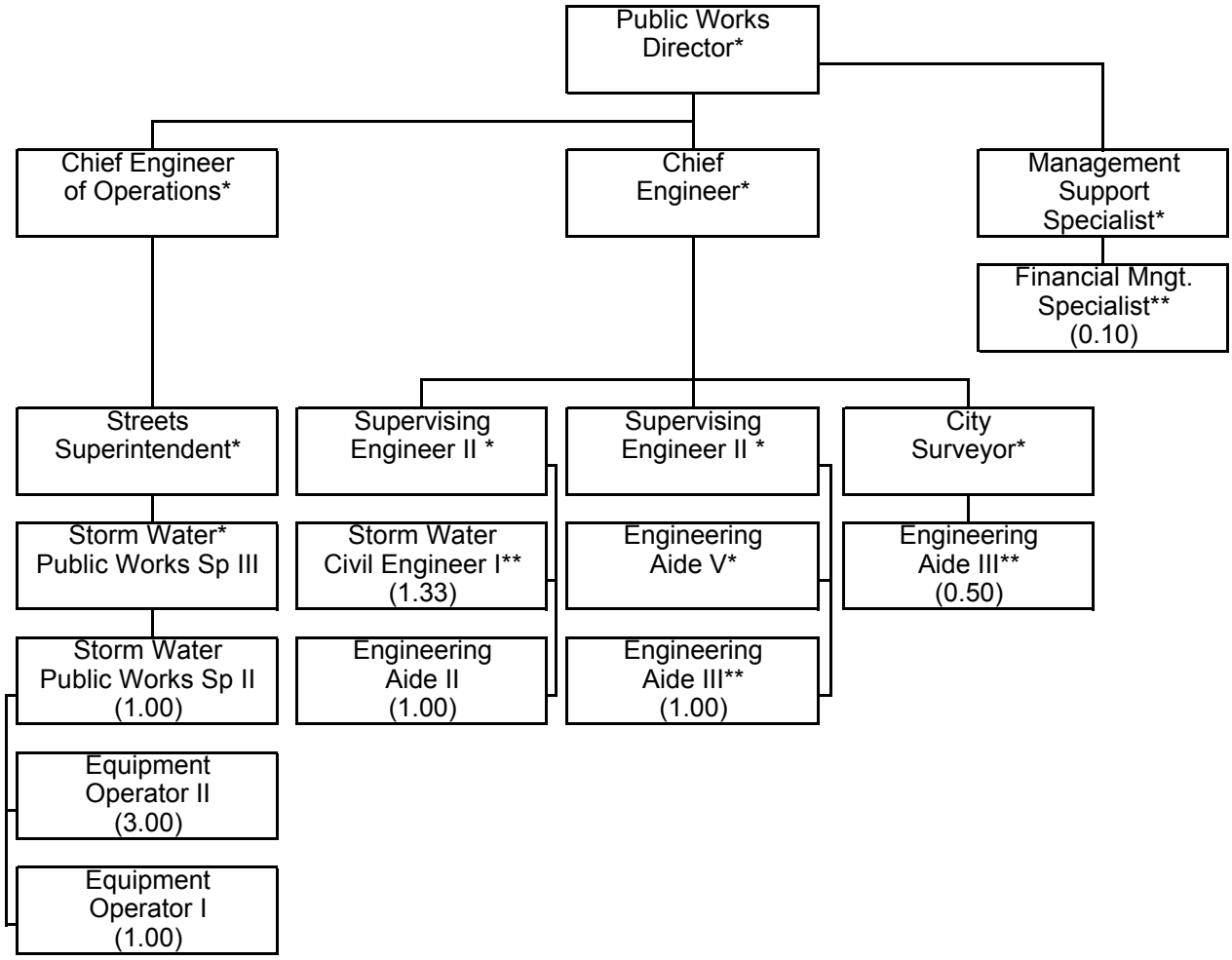
BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 7,702	$ 0	$ 0	$ 0	
Supplies and Materials	1,134	0	0	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	2,098,153	273,800	408,800	95,000	(65.3%)
Capital	1,692,440	0	0	0	
Other	0	0	0	0	
Total	**$ 3,799,429**	**$ 273,800**	**$ 408,800**	**$ 95,000**	**(65.3%)**

(THIS PAGE INTENTIONALLY LEFT BLANK)

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

(THIS PAGE INTENTIONALLY LEFT BLANK)

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 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 410,254	$ 462,248	$ 458,269	$ 480,269	3.9%
Supplies & Materials	90,411	144,779	81,290	154,615	6.8%
Travel & Training	125	3,250	565	3,250	0.0%
Intragovernmental Charges	109,091	117,095	117,095	119,461	2.0%
Utilities, Services & Misc.	343,062	840,970	777,963	711,457	(15.4%)
Capital	11,100	0	0	30,230	
Other	249,981	250,000	260,000	260,000	4.0%
Total	**1,214,024**	**1,818,342**	**1,695,182**	**1,759,282**	**(3.2%)**
Summary					
Operating Expenses	734,425	811,941	678,782	916,052	12.8%
Non-Operating Expenses	249,981	250,000	260,000	260,000	4.0%
Debt Service	0	0	0	0	
Capital Additions	11,048	0	0	30,230	
Capital Projects	218,570	756,401	756,400	553,000	(26.9%)
Total Expenses	**$ 1,214,024**	**$ 1,818,342**	**$ 1,695,182**	**$ 1,759,282**	**(3.2%)**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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 2002	Budget FY 2003	Estimated FY 2004
No. of Programmed Projects from Engineering Division	7	6	6
No. of Feet of Drainage Improvement	319	500	500
No. of Unscheduled Projects Completed	6	10	6
No. of Problem Investigations	164	195	175
No. of Inlets Rebuilt/Repaired	21	100	50

COMPARATIVE DATA

	Columbia, MO	Springfield, MO	Indepen-dence, MO	Joplin, MO	Ames, IA
Population	**89,174**	**155,168**	**113,587**	**47,018**	**51,870**
Number of Employees	5	6	13	4	2
Employees Per 1,000 Population	0.056	0.039	0.114	0.085	0.039
Drainage Area Served (sq. mi.)	55	80	78	32	22
Budget (thousands)	730	475 (2)	902	(1)	198

(1) No Separate Figures. Included in Street Budget
(2) Recently formed division - Proposed 2004 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 is being designed and should be constructed next 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 has received it's EPA Storm Water Phase II permit.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 200,700	$ 223,789	$ 210,992	$ 237,749	6.2%
Supplies and Materials	13,320	17,819	11,585	23,545	32.1%
Travel and Training	125	2,185	465	2,185	0.0%
Intragovernmental Charges	95,487	97,707	97,707	110,018	12.6%
Utilities, Services, & Misc.	65,806	17,113	7,087	18,435	7.7%
Capital	11,048	0	0	0	
Other	0	0	0	0	
Total	$ **386,486**	$ **358,613**	$ **327,836**	$ **391,932**	**9.3%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 207,201	$ 238,459	$ 247,277	$ 242,520	1.7%
Supplies and Materials	71,425	126,960	69,705	131,070	3.2%
Travel and Training	0	1,065	100	1,065	0.0%
Intragovernmental Charges	13,604	19,388	19,388	9,443	(51.3%)
Utilities, Services, & Misc.	66,757	67,456	14,476	140,022	107.6%
Capital	0	0	0	30,230	
Other	249,981	250,000	260,000	260,000	4.0%
Total	$ **608,968**	$ **703,328**	$ **610,946**	$ **814,350**	**15.8%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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 PARIS St./Ann St. area; in the Rollins/Rothwell area; West Boulevard/Mary Jean area; Rutledge-Weymeyer area; Ludwick Boulevard (city/county project) and on the regional detention facility in the Meredith Branch drainage area north of Gillespie Bridge Road.

FISCAL IMPACT

None

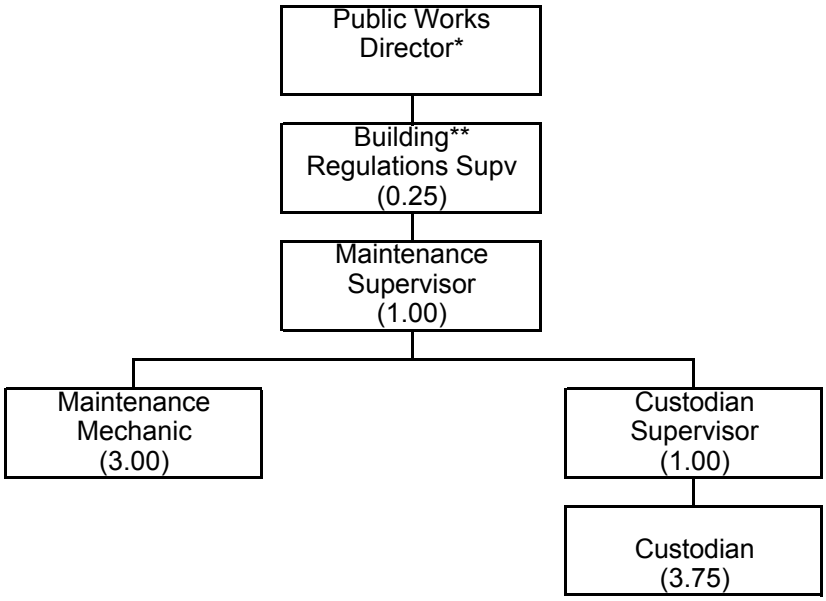
BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 2,353	$ 0	$ 0	$ 0	
Supplies and Materials	5,666	0	0	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	210,499	756,401	756,400	553,000	(26.9%)
Capital	52	0	0	0	
Other	0	0	0	0	
Total	$ **218,570**	$ **756,401**	$ **756,400**	$ **553,000**	**(26.9%)**

(THIS PAGE INTENTIONALLY LEFT BLANK)

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

(THIS PAGE INTENTIONALLY LEFT BLANK)

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 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 380,367	$ 425,346	$ 399,016	$ 441,504	3.8%
Supplies & Materials	87,909	108,677	95,518	116,751	7.4%
Travel & Training	557	900	500	900	0.0%
Intragovernmental Charges	58,641	55,250	55,250	60,714	9.9%
Utilities, Services & Misc.	226,369	320,704	269,238	337,147	5.1%
Capital	0	0	0	183,200	
Other	5,245	5,200	5,200	5,200	0.0%
Total	**759,088**	**916,077**	**824,722**	**1,145,416**	**25.0%**
Summary					
Operating Expenses	753,843	910,877	819,522	957,016	5.1%
Non-Operating Expenses	5,148	5,200	5,200	5,200	0.0%
Debt Service	97	0	0	0	
Capital Additions	0	0	0	183,200	
Capital Projects	0	0	0	0	
Total Expenses	**$ 759,088**	**$ 916,077**	**$ 824,722**	**$ 1,145,416**	**25.0%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
Building Maintenance	4.20	4.20	4.20	4.20	
Custodial Services	4.80	4.80	4.80	4.80	
Total Personnel	**9.00**	**9.00**	**9.00**	**9.00**	
Permanent Full-Time	8.25	8.25	8.25	8.25	
Permanent Part-Time	0.75	0.75	0.75	0.75	
Total Permanent	**9.00**	**9.00**	**9.00**	**9.00**	

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2002	Budget FY 2003	Estimated FY 2004
Custodial:			
Cost/Square Foot	3.52	3.55	3.55
No. Square Feet/Hours Worked	2,016	1,660	1,660
Maintenance:			
Cost/Square Foot	2.54	2.25	2.25
No. Square Feet/Hours Worked	10,130	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 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 207,375	$ 228,544	$ 221,923	$ 235,970	3.2%
Supplies and Materials	69,561	78,459	69,079	89,003	13.4%
Travel and Training	557	900	500	900	0.0%
Intragovernmental Charges	29,184	27,964	27,964	32,186	15.1%
Utilities, Services, & Misc.	215,216	309,633	257,688	326,076	5.3%
Capital	0	0	0	183,200	
Other	5,245	5,200	5,200	5,200	0.0%
Total	**$ 527,138**	**$ 650,700**	**$ 582,354**	**$ 872,535**	**34.1%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
3205 - Bldg. Regulations Supervisor	0.25	0.25	0.25	0.25	
2404 - Maintenance Mechanic	3.00	3.00	3.00	3.00	
2400 - Maintenance Supervisor	0.95	0.95	0.95	0.95	
Total Personnel	**4.20**	**4.20**	**4.20**	**4.20**	
Permanent Full-Time	4.20	4.20	4.20	4.20	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**4.20**	**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

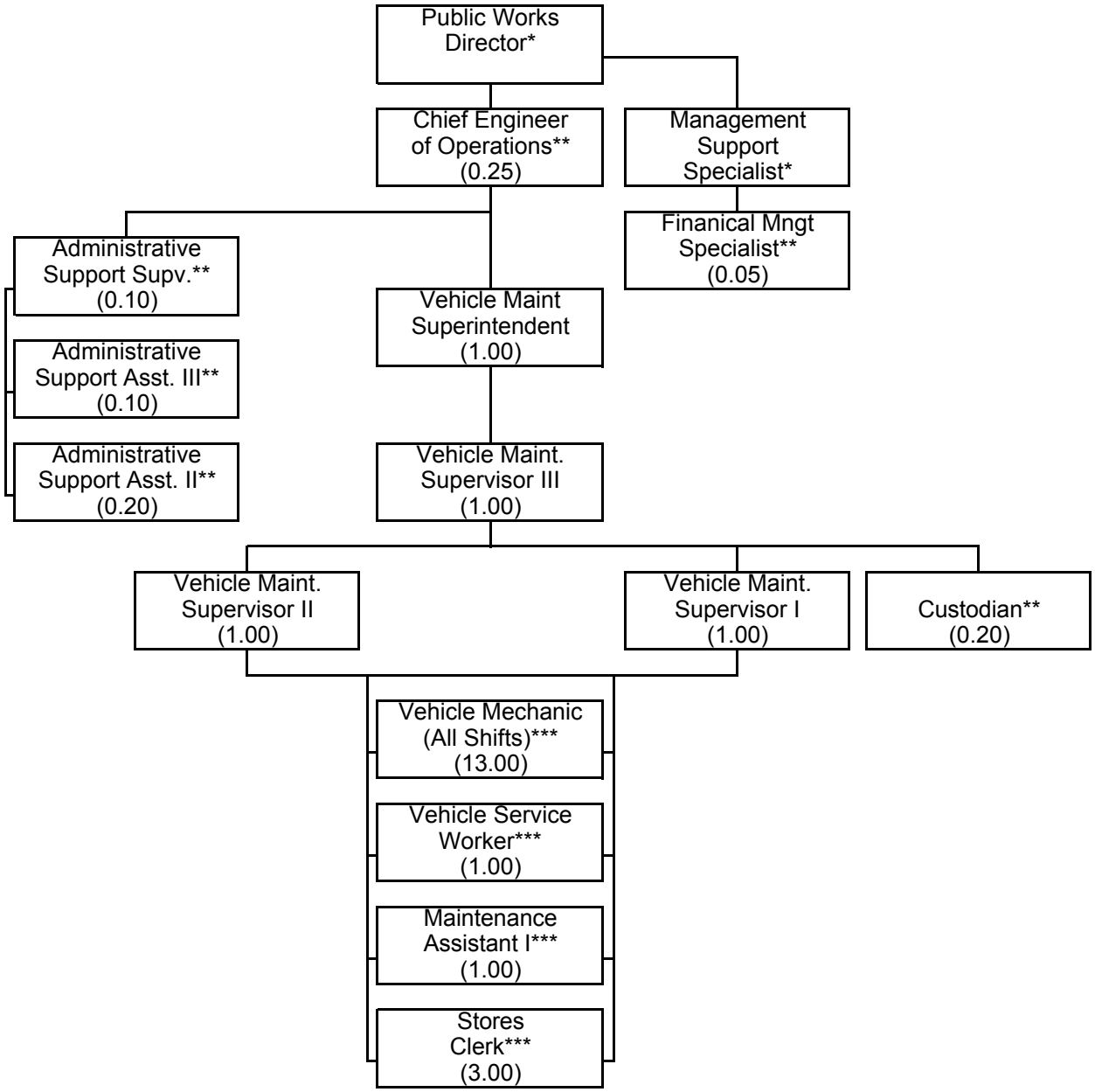
	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 172,992	$ 196,802	$ 177,093	$ 205,534	4.4%
Supplies and Materials	18,348	30,218	26,439	27,748	(8.2%)
Travel and Training	0	0	0	0	
Intragovernmental Charges	29,457	27,286	27,286	28,528	4.6%
Utilities, Services, & Misc.	11,153	11,071	11,550	11,071	0.0%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 231,950**	**$ 265,377**	**$ 242,368**	**$ 272,881**	**2.8%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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.

(THIS PAGE INTENTIONALLY LEFT BLANK)

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. The B-20 initiative which will consist of converting ti rgw yaw id 20% Biodiesel fuel in all city operation equipment will be implemented in FY 2004. This will result in cleaner exhaust emissions and is of significant environmental impact.

APPROPRIATIONS

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 1,085,282	$ 1,143,812	$ 1,128,891	$ 1,176,255	2.8%
Supplies & Materials	1,972,264	1,885,073	2,079,844	1,986,283	5.4%
Travel & Training	5,430	5,593	5,700	5,873	5.0%
Intragovernmental Charges	292,755	293,120	288,720	279,140	(4.8%)
Utilities, Services & Misc.	48,735	55,131	50,931	56,707	2.9%
Capital	7,200	13,125	6,625	56,000	326.7%
Other	23,442	22,000	23,000	23,000	4.5%
Total	**3,435,108**	**3,417,854**	**3,583,711**	**3,583,258**	**4.8%**
Summary					
Operating Expenses	3,397,107	3,382,729	3,553,586	3,504,258	3.6%
Non-Operating Expenses	24,570	22,000	23,500	23,000	4.5%
Debt Service	0	0	0	0	
Capital Additions	7,200	13,125	6,625	56,000	326.7%
Capital Projects	6,231	0	0	0	
Total Expenses	**$ 3,435,108**	**$ 3,417,854**	**$ 3,583,711**	**$ 3,583,258**	**4.8%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
6100 - Stores Clerk	3.00	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	0.20	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**	

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2002	Budget FY 2003	Estimated FY 2004
No. of Billable Employees	15.0	15.0	15.0
Billable Hours	31,200	31,200	31,200
Hours Actually Billed	26,578	24,960	26,000
Avg. Annual Labor Hours Per Vehicle Services at Grissum/Fleet Operations*	--	--	
Police Department	22	20	22
Street	47	35	40
Fire Department	50	48	48
Sewer	22	18	20
Solid Waste	128	142	142
Transit (1)	134	110	120
Outside Work (OWA's)	$189,640	$175,000	$200,000
Backlog (Number of items waiting for repair per day)	51	56	58
Gasoline Sold (Gallons)	276,566	280,000	280,000
Diesel Sold (Gallons)	413,339	425,000	430,000

(1) Hours decreased due to new fleet of buses under warranty.

COMPARATIVE DATA

	Columbia, MO(1)	Cape Girardeau, MO	St. Joseph, MO	University City, MO	Ames, IA	Lawrence, KS
Population	**89,174**	**35,630**	**74,583**	**36,683**	**51,870**	**85,405**
Number of Employees	12.00 (1)	11.00	8.00	9.00	9.00	14.00
Employees Per 1,000 Population	0.135	0.309	0.107	0.245	0.174	0.164
No. of Vehicles/Equip. Maintained	605(1)	360	260(3,8)	163	271(5,8)	595
Shop Labor Rate	40.00	$17.75(2)	N/A (4)	Mechanic's Wage (2)	$45.50+(6)	$50.00 (7)
Parts Inventory Value	$290,000(1)	$125000	200,000	$40000	37,000	138,000

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

No projects programmed for FY 2004.

FISCAL IMPACT

None

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
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.	4,539	0	0	0	
Capital	0	0	0	0	
Other	1,692	0	0	0	
Total	$ **6,231**	$ **0**	$ **0**	$ **0**	

(THIS PAGE INTENTIONALLY LEFT BLANK)

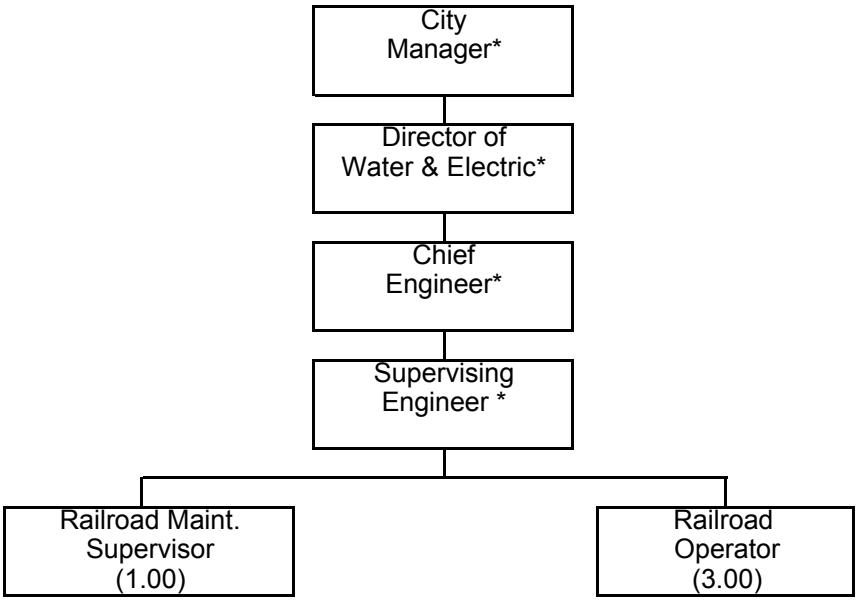
Railroad Fund

City of Columbia

Columbia, Missouri

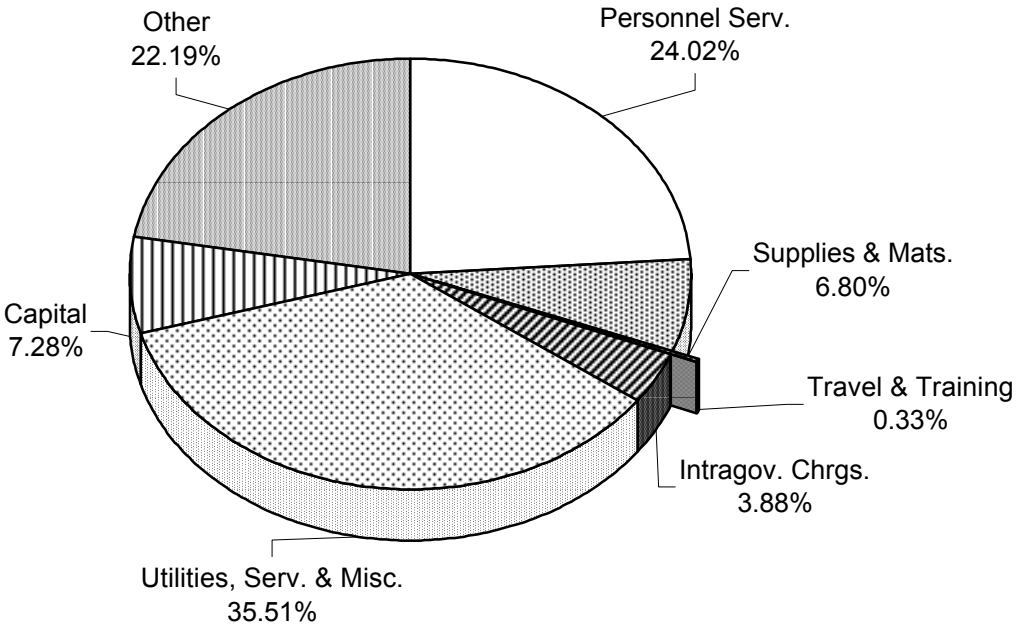
City of Columbia - Water & Electric Railroad

4.00 FTE Positions



* Postions not included in Railroad's FTE count

Railroad Fund
FY 2004



APPROPRIATIONS

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
Personnel Services	$ 167,224	$ 180,679	$ 180,517	$ 225,825	25.0%
Supplies & Materials	45,215	56,455	56,534	63,947	13.3%
Travel & Training	900	1,100	1,100	3,100	181.8%
Intragovernmental Charges	25,929	36,830	36,830	36,467	(1.0%)
Utilities, Services & Misc.	106,191	159,854	168,784	333,877	108.9%
Capital	210,907	669,000	665,100	68,500	(89.8%)
Other	192,888	197,853	197,853	208,617	5.4%
Total	**749,254**	**1,301,771**	**1,306,718**	**940,333**	**(27.8%)**
Summary					
Operating Expenses	336,053	424,918	429,865	504,216	18.7%
Non-Operating Expenses	186,793	191,625	191,625	197,374	3.0%
Debt Service	6,816	6,228	6,228	11,243	80.5%
Capital Additions	0	0	0	15,000	
Capital Projects	219,592	679,000	679,000	212,500	(68.7%)
Total Expenses	$ **749,254**	$ **1,301,771**	$ **1,306,718**	$ **940,333**	**(27.8%)**

(THIS PAGE INTENTIONALLY LEFT BLANK)

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 is expected to grow significantly as the new rail terminal, currently under construction, is placed into service. Railroad operations will be modified as necessary to support new rail terminal, including the addition of one additional Railroad Operator.

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
Railroad Fund Operations	3.00	3.00	3.00	4.00	1.00
Total Personnel	**3.00**	**3.00**	**3.00**	**4.00**	**1.00**
Permanent Full-Time	3.00	3.00	3.00	4.00	1.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**3.00**	**3.00**	**3.00**	**4.00**	**1.00**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2002	Budget FY 2003	Estimated FY 2004
Carloads	1,536	2,120	2,300
No. of Customers	10	9	12
No. of Commodities Carried	9	10	11
Revenue Tons	129,718	172,517	190,252
Revenue Ton - Miles	2,392,716	3,022,706	3,320,361
Gross Tons	231,969	316,176	346,286
Gross Ton - Miles	4,260,473	5,512,458	6,009,082
Miles of Main Track	21.34	21.34	21.34
Miles of Secondary Track	2.63	3.38	3.18
No. of Locomotives	2	2	2
No. of Employees	3	3	4
No. of Public Highway - Rail Crossings	38	39	39
No. of Private Crossings	23	23	23
No. of Public Crossings with Active Devices	12	12	13
No. of Highway - Rail Crossing Accidents	0	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.
One additional Railroad Operator is proposed in order to support additional traffic from the new rail terminal.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 158,539	$ 170,679	$ 170,517	$ 216,825	27.0%
Supplies and Materials	45,215	56,455	56,534	63,947	13.3%
Travel and Training	900	1,100	1,100	3,100	181.8%
Intragovernmental Charges	25,929	36,830	36,830	36,467	(1.0%)
Utilities, Services, & Misc.	106,191	159,854	164,884	183,877	15.0%
Capital	0	0	0	15,000	
Other	192,888	197,853	197,853	208,617	5.4%
Total	**$ 529,662**	**$ 622,771**	**$ 627,718**	**$ 727,833**	**16.9%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
2629 - Railroad Maintenance Supv.	1.00	1.00	1.00	1.00	
2626 - Railroad Operator	2.00	2.00	2.00	3.00	1.00
Total Personnel	**3.00**	**3.00**	**3.00**	**4.00**	**1.00**
Permanent Full-Time	3.00	3.00	3.00	4.00	1.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**3.00**	**3.00**	**3.00**	**4.00**	**1.00**

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

CDBG funds in the amount of $150,000 have been requested for the Rail Corridor project between Rogers and College.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 8,685	$ 10,000	$ 10,000	$ 9,000	(10.0%)
Supplies and Materials	0	0	0	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	0	0	3,900	150,000	
Capital	210,907	669,000	665,100	53,500	(92.0%)
Other	0	0	0	0	
Total	$ **219,592**	$ **679,000**	$ **679,000**	$ **212,500**	**(68.7%)**

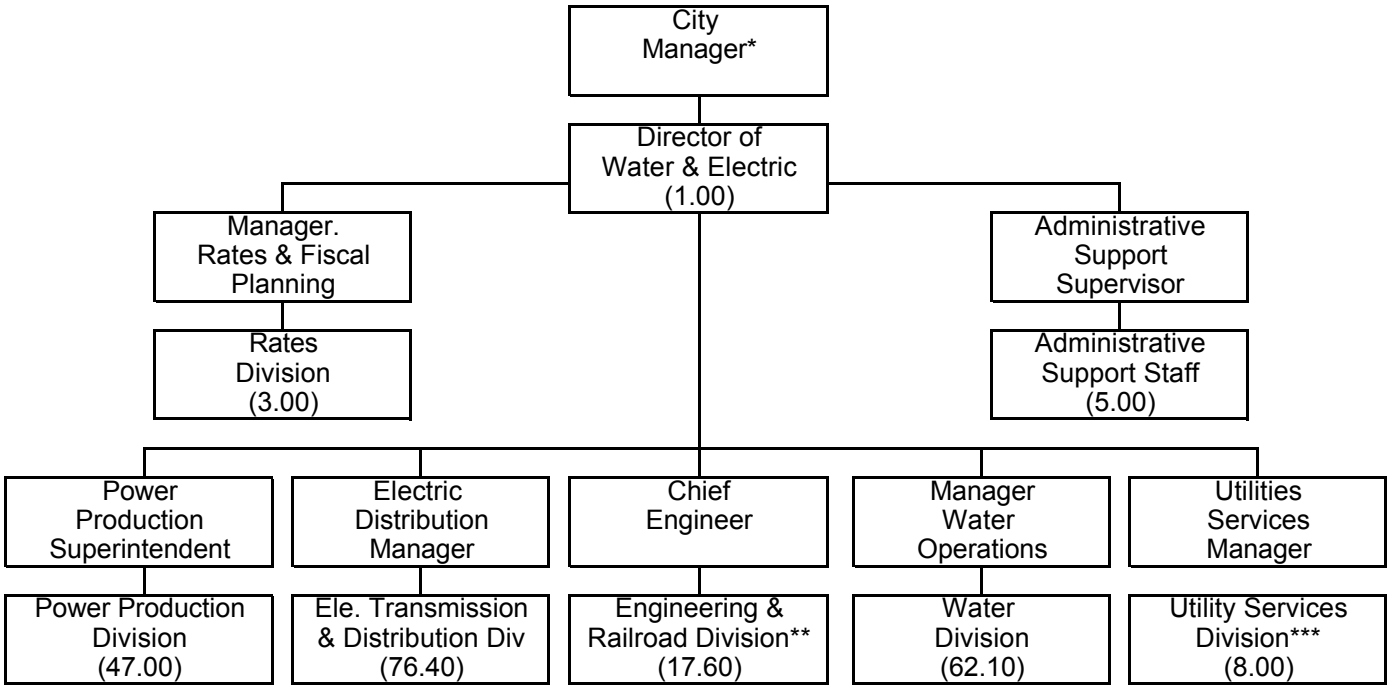
Water & Electric Utility Fund

City of Columbia

Columbia, Missouri

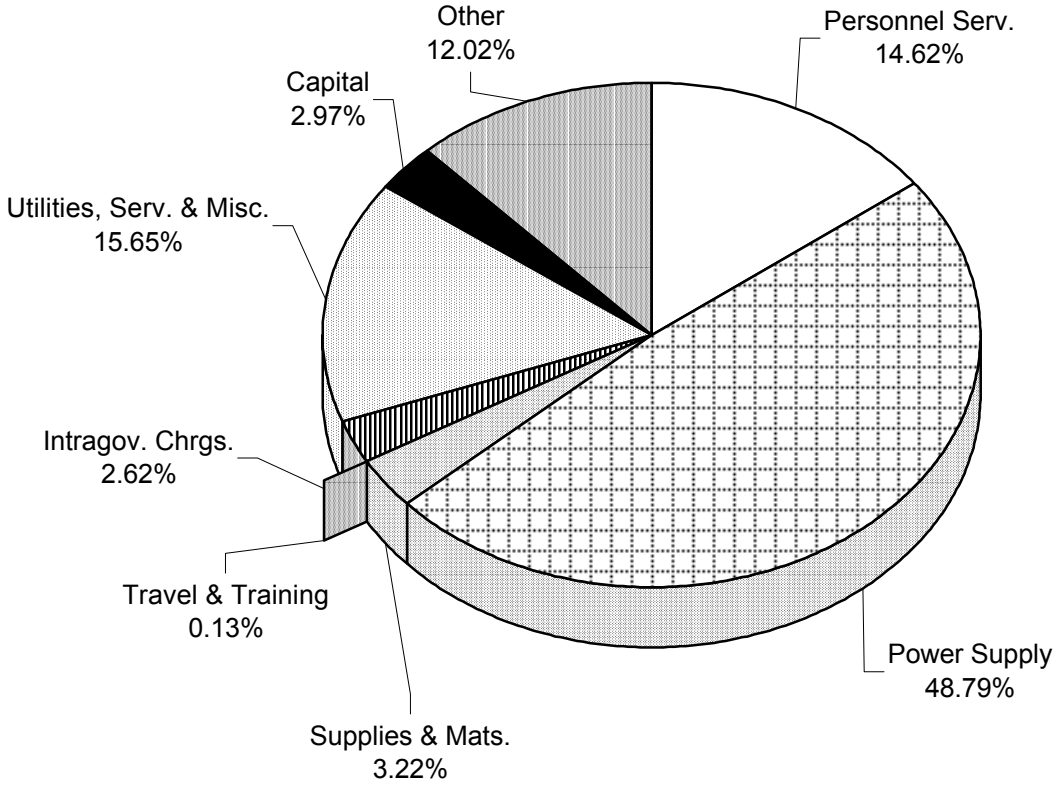
City of Columbia - Water and Electric Department

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 2004



APPROPRIATIONS

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
Personnel Services	$ 11,804,638	$ 12,260,390	$ 12,266,295	$ 12,401,649	1.2%
Power Supply	35,121,193	39,003,400	38,985,948	41,401,200	6.1%
Supplies & Materials	2,440,429	2,741,657	2,772,257	2,728,552	(0.5%)
Travel & Training	52,540	98,027	102,267	106,209	8.3%
Intragovernmental Charges	2,318,502	2,356,785	2,357,985	2,221,645	(5.7%)
Utilities, Services & Misc.	15,816,494	16,294,704	15,279,846	13,275,805	(18.5%)
Capital	7,369,052	6,752,820	7,237,961	2,517,047	(62.7%)
Other	9,358,064	9,922,670	9,922,670	10,198,250	2.8%
Total	**84,280,912**	**89,430,453**	**88,925,229**	**84,850,357**	**(5.1%)**
Summary					
Operating Expenses	54,840,910	60,541,856	60,332,291	63,387,742	4.7%
Non-Operating Expenses	13,749,212	14,167,752	14,196,952	14,533,240	2.6%
Debt Service	2,939,376	3,244,008	3,244,008	3,341,328	3.0%
Capital Additions	2,671,533	2,295,875	2,268,016	1,727,500	(24.8%)
Capital Projects	10,079,881	9,180,962	8,883,962	1,860,547	(79.7%)
Total Expenses	$ **84,280,912**	$ **89,430,453**	$ **88,925,229**	$ **84,850,357**	**(5.1%)**

(THIS PAGE INTENTIONALLY LEFT BLANK)

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 best possible cost.

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
Water Utility	71.30	71.30	71.30	70.10	(1.20)
Electric Utility	146.80	148.80	148.80	150.00	1.20
Total Personnel	**218.10**	**220.10**	**220.10**	**220.10**	**0.00**
Permanent Full-Time	216.00	218.00	218.00	218.00	
Permanent Part-Time	2.10	2.10	2.10	2.10	
Total Permanent	**218.10**	**220.10**	**220.10**	**220.10**	

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2002	Budget FY 2003	Estimated FY 2004
Water:			
Fire hydrants installed	100	79	110
Services/meters installed	1,056	1,200	1,100
Total mains built (feet)	54,902	79,500	71,000
Developer built mains (feet)	41,979	56,300	40,000
Electric:			
New Distribution Transformers Installed	442	400	400
Electric Meters Installed	813	985	1,000
Overhead Lines Installed (Miles)	2.23	3.99	3.90
Underground Lines Installed (Miles)	11.77	13.95	12.00

COMPARATIVE DATA

	Columbia, MO	Springfield, MO	Indepen-dence, MO	Denton, TX	Springfield, IL	Marshall, MO
Population of Service Area	**90,234**	**158,134**	**115,000**	**90,280**	**151,566**	**12,400**
Water:						
Number of Employees	71.30	92.00	96.00	67.71	133.00	22.00
Employees Per 1,000 Population	0.790	0.582	0.835	0.750	0.878	1.774
Number of Customers	36,301	73,199	46,654	24,054	51,138	4,851
Population Per Customer	2.49	2.16	2.46	3.75	2.96	2.56
Customers Per Employee	509	796	486	355	384	221
Miles of Water Mains	566.91	1,096.00	696.00	435.00	606.80	50
Customers/Mile of Water Main	64.03	66.79	67.03	55.30	84.27	97.02
Miles of Water Main/Employee	8	12	7	6	5	2
Population of Service Area	**90,234**	**198,650**	**115,000**	**86,550**	**132,617**	**12,400**
Electric:						
Number of Employees	148.80	292.00	212.00	108.50	576.00	39.00
Employees per 1,000 Population	1.649	1.470	1.843	1.254	4.343	3.145
Number of Customers	37,516	95,877	54,255	36,591	68,836	5,844
Population per Customer	2.41	2.07	2.12	2.37	1.93	2.12
Customers per Employee	252	328	256	337	120	150
Circuit Miles of Distribution Lines	604.62	1,822.00	745.00	576.00	939.43	114.00
Customers/Mile of Line	62.05	52.62	72.83	63.53	73.27	51.26
Miles of Line Per Employee	4	6	4	5	2	3

Water Utility - Summary

Fund 550

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. The Water Utility serves over 37,000 customers.

HIGHLIGHTS / SIGNIFICANT CHANGES

A 4.5 percent rate increase is proposed to address operation expenses that were not covered by previous rate increases. The proposed increase is to help cover cash requirements for debt service, for normal operations, and to cover funding of two capital projects--the expansion of the South Pump Station constructed using a loan from the electric utility, and construction of a new Water Distribution Operation Center, using funding from bond refinancing. This budget also includes a change in the backflow device testing policy to change responsibility for testing from the utility to the customer. The one-time connection fee for installation of water service for new buildings is also proposed to increase. A Water & Light revenue bond election is under consideration by Council to expand production facilities and upgrade and replace distribution facilities.

BUDGET DETAIL

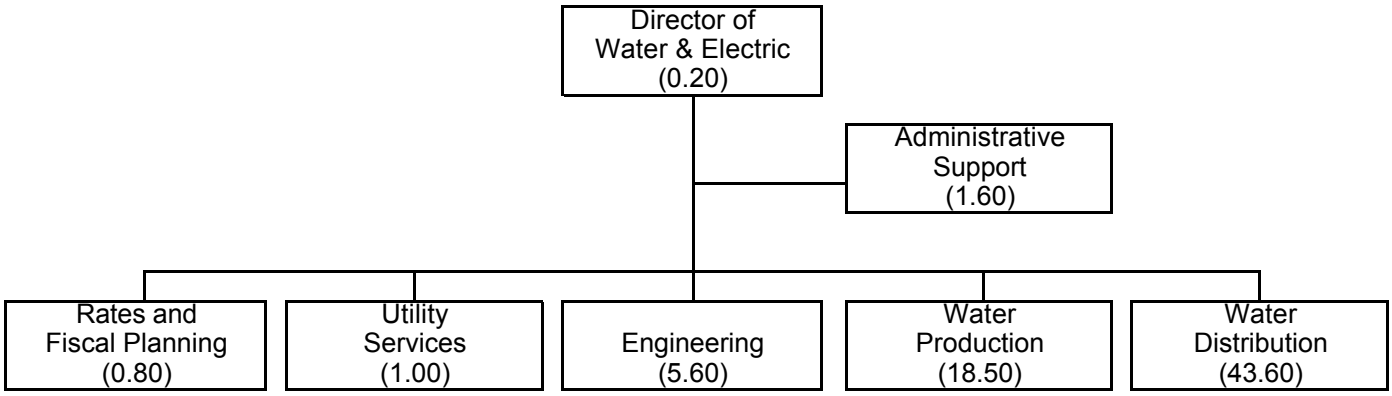
	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 3,653,175	$ 3,656,646	$ 3,656,646	$ 3,643,434	(0.4%)
Supplies & Materials	994,104	1,062,620	1,079,206	1,080,003	1.6%
Travel & Training	14,578	17,070	18,295	18,227	6.8%
Intragovernmental Charges	940,202	893,197	893,197	811,802	(9.1%)
Utilities, Services & Misc.	5,929,304	5,918,635	5,443,835	3,584,365	(39.4%)
Capital	1,388,422	551,645	1,022,859	231,547	(58.0%)
Other	2,732,291	2,832,608	2,832,608	2,896,986	2.3%
Total	**15,652,076**	**14,932,421**	**14,946,646**	**12,266,364**	**(17.9%)**
Summary					
Operating Expenses	6,585,516	6,941,441	6,979,452	7,438,678	7.2%
Non-Operating Expenses	3,221,297	3,206,184	3,206,184	3,273,481	2.1%
Debt Service	1,257,478	1,284,134	1,284,134	1,322,658	3.0%
Capital Additions	194,049	332,500	300,714	181,000	(45.6%)
Capital Projects	4,393,736	3,168,162	3,176,162	50,547	(98.4%)
Total Expenses	**$ 15,652,076**	**$ 14,932,421**	**$ 14,946,646**	**$ 12,266,364**	**(17.9%)**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
Administration and General	9.20	9.20	9.20	10.20	1.00
Production	18.50	18.50	18.50	18.50	
Distribution	43.60	43.60	43.60	41.40	(2.20)
Total Personnel	**71.30**	**71.30**	**71.30**	**70.10**	**(1.20)**
Permanent Full-Time	71.30	71.30	71.30	70.10	(1.20)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**71.30**	**71.30**	**71.30**	**70.10**	**(1.20)**

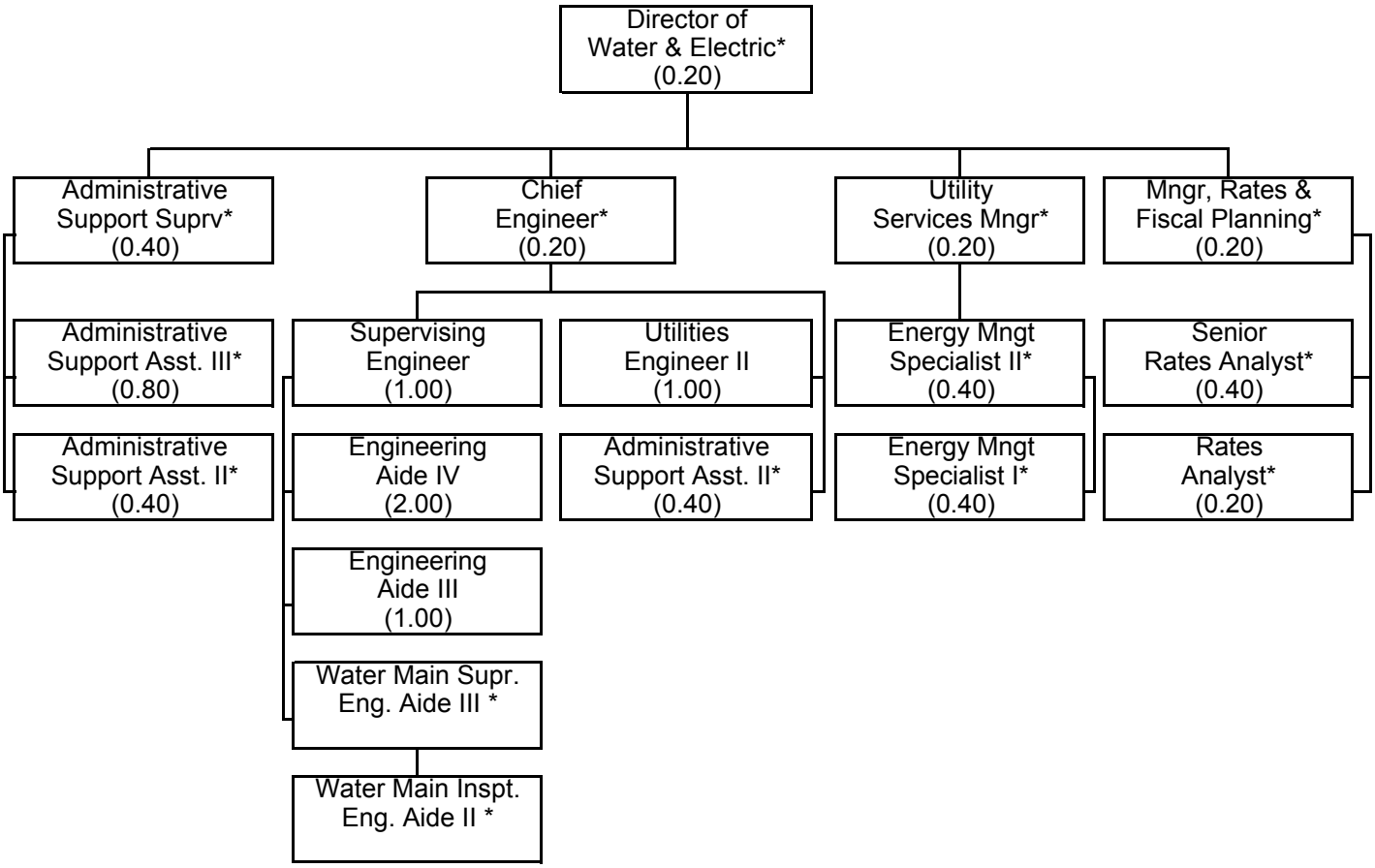
City of Columbia - Water and Electric (Water Summary)

71.30 FTE Positions



City of Columbia - Water Administration & General

9.20 FTE Positions



* Positions are budgeted in various Water and Electric divisions.

(THIS PAGE INTENTIONALLY LEFT BLANK)

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

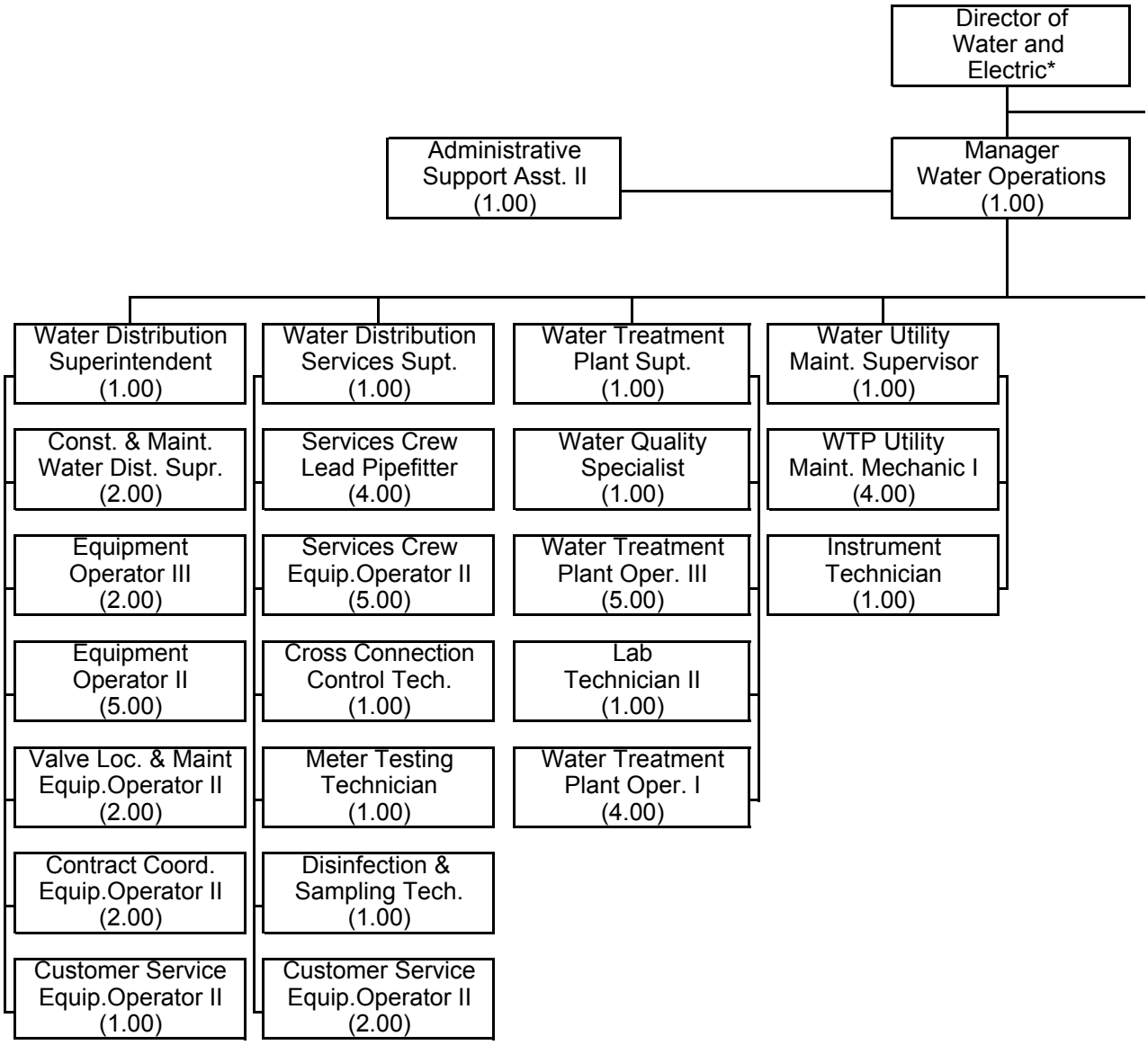
	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 585,140	$ 555,216	$ 555,216	$ 650,101	17.1%
Supplies and Materials	27,413	27,544	30,040	31,119	13.0%
Travel and Training	1,705	2,906	2,906	4,314	48.5%
Intragovernmental Charges	814,519	764,244	764,244	681,075	(10.9%)
Utilities, Services, & Misc.	1,843,189	1,770,350	1,770,350	1,818,392	2.7%
Capital	0	30,000	20,470	0	(100.0%)
Other	2,732,291	2,812,608	2,812,608	2,896,986	3.0%
Total	**$ 6,004,257**	**$ 5,962,868**	**$ 5,955,834**	**$ 6,081,987**	**2.0%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
5112 - Utility Engineer II	2.00	1.00	1.00	1.00	
5105 - Supervising Engineer	0.00	1.00	1.00	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	
5002 - Engineering Aide II	0.00	0.00	0.00	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**	**10.20**	**1.00**
Permanent Full-Time	9.20	9.20	9.20	10.20	1.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**9.20**	**9.20**	**9.20**	**10.20**	**1.00**

City of Columbia - Water Production & Distribution

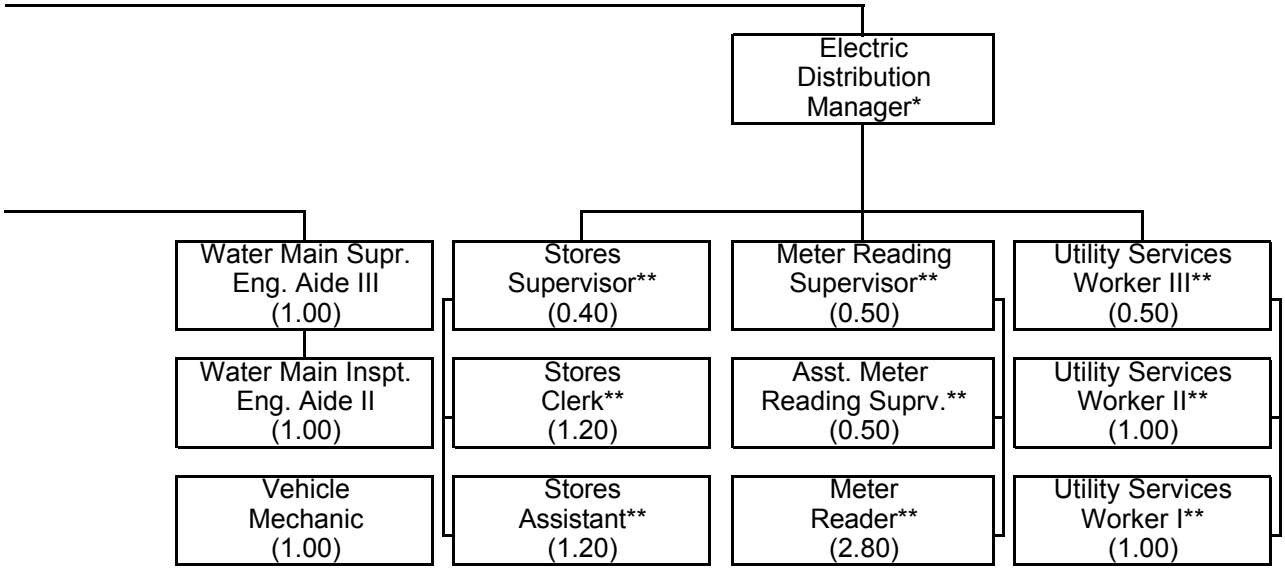
62.10 FTE Positions



* Position not included in Production or Distribution's FTE counts.
** Positions are budgeted in various Water and Electric divisions and supervised by the Electric Distribution 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 Distribution 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 is being scheduled to begin expansion of production facilities during FY 2004.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 1,027,756	$ 1,020,490	$ 1,020,490	$ 1,024,142	0.4%
Supplies and Materials	606,469	554,134	555,731	570,751	3.0%
Travel and Training	6,297	6,731	7,431	6,936	3.0%
Intragovernmental Charges	17,952	17,332	17,332	17,198	(0.8%)
Utilities, Services, & Misc.	1,041,773	1,129,855	1,177,855	1,224,863	8.4%
Capital	37,141	122,500	121,543	68,000	(44.5%)
Other	0	20,000	20,000	0	(100.0%)
Total	**$ 2,737,388**	**$ 2,871,042**	**$ 2,920,382**	**$ 2,911,890**	**1.4%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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

A bond issue is being scheduled to cover capital costs of upgrades and replacements of designated portions of existing facilities. A change in the backflow device testing policy is proposed to require the customer with such a device to have it tested annually. The one-time connection fee for installation of water services to a new building is also proposed to increase.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 1,506,504	$ 1,610,940	$ 1,610,940	$ 1,969,191	22.2%
Supplies and Materials	360,222	480,942	488,435	478,133	(0.6%)
Travel and Training	6,576	7,433	7,958	6,977	(6.1%)
Intragovernmental Charges	107,731	111,621	111,621	113,529	1.7%
Utilities, Services, & Misc.	378,754	539,413	516,613	541,110	0.3%
Capital	156,908	180,000	158,701	113,000	(37.2%)
Other	0	0	0	0	
Total	**$ 2,516,695**	**$ 2,930,349**	**$ 2,894,268**	**$ 3,221,940**	**10.0%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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	0.00	(1.00)
5002 - Engineering Aide II	1.00	1.00	1.00	0.00	(1.00)
2883 - Utility Service Worker III	0.50	0.50	0.50	0.50	
2882 - Utility Service Worker II	1.00	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	0.40	(0.10)
2875 - Asst. Meter Reading Supv.	0.50	0.50	0.50	0.40	(0.10)
2870 - Meter Reader	2.80	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	
2298 - 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	**43.60**	**43.60**	**43.60**	**41.40**	**(2.20)**
Permanent Full-Time	43.60	43.60	43.60	41.40	(2.20)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**43.60**	**43.60**	**43.60**	**41.40**	**(2.20)**

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. 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 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 533,775	$ 470,000	$ 470,000	$ 0	(100.0%)
Supplies and Materials	0	0	5,000	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	2,665,588	2,479,017	1,979,017	0	(100.0%)
Capital	1,194,373	219,145	722,145	50,547	(76.9%)
Other	0	0	0	0	
Total	$ **4,393,736**	$ **3,168,162**	$ **3,176,162**	$ **50,547**	**(98.4%)**

Electric Utility - Summary

Fund 551

DESCRIPTION

The Electric Utility is to provide the citizens of Columbia with electricity in the most effective and efficient manner possible to assure a dependable supply at the lowest possible cost. This requires the Department to operate and maintain the electric generating and distribution system to serve over 38,000 customers.

HIGHLIGHTS / SIGNIFICANT CHANGES

An existing contract for purchased power expires on May 31, 2004. That contract was at a rate which was exceptionally beneficial to Columbia. A new contract will go into effect, which is at current market cost.
In addition, the Electric Utility must join the Midwest Independent System Operator (MISO). The result of these two events will be a significant increase in cost to the utility. No rate changes are proposed for FY2004.

BUDGET DETAIL

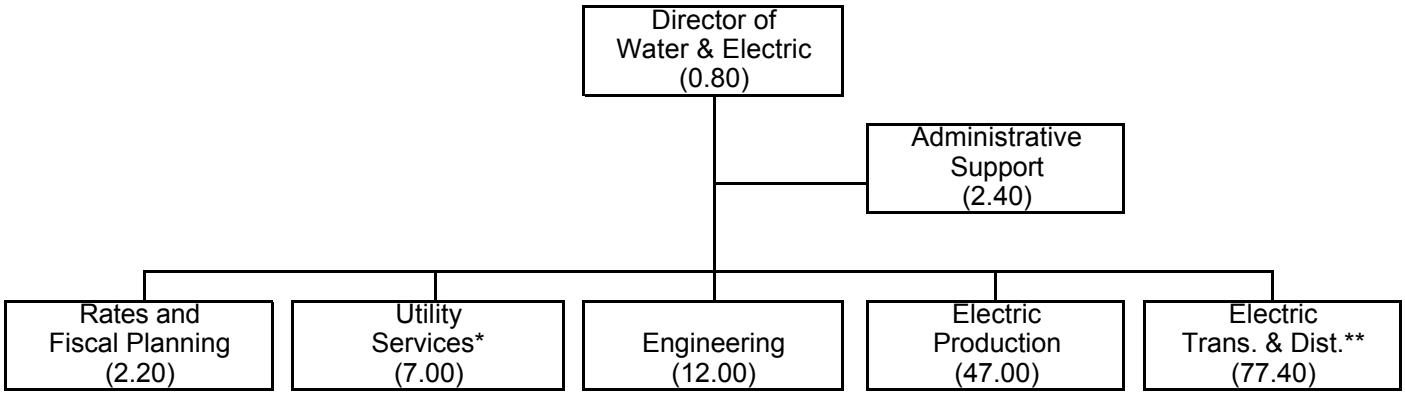
	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 8,151,463	$ 8,603,744	$ 8,609,649	$ 8,758,215	1.8%
Power Supply	35,121,193	39,003,400	38,985,948	41,401,200	6.1%
Supplies & Materials	1,446,325	1,679,037	1,693,051	1,648,549	(1.8%)
Travel & Training	37,962	80,957	83,972	87,982	8.7%
Intragovernmental Charges	1,378,300	1,463,588	1,464,788	1,409,843	(3.7%)
Utilities, Services & Misc.	9,887,190	10,376,069	9,836,011	9,691,440	(6.6%)
Capital	5,980,630	6,201,175	6,215,102	2,285,500	(63.1%)
Other	6,625,773	7,090,062	7,090,062	7,301,264	3.0%
Total	**68,628,836**	**74,498,032**	**73,978,583**	**72,583,993**	**(2.6%)**
Summary					
Operating Expenses	48,255,394	53,600,415	53,352,839	55,949,064	4.4%
Non-Operating Expenses	10,527,915	10,961,568	10,990,768	11,259,759	2.7%
Debt Service	1,681,898	1,959,874	1,959,874	2,018,670	3.0%
Capital Additions	2,477,484	1,963,375	1,967,302	1,546,500	(21.2%)
Capital Projects	5,686,145	6,012,800	5,707,800	1,810,000	(69.9%)
Total Expenses	$ **68,628,836**	$ **74,498,032**	$ **73,978,583**	$ **72,583,993**	**(2.6%)**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
Administration and General	21.40	22.40	22.40	23.40	1.00
Production	46.00	46.00	46.00	46.00	
Transmission and Distribution	79.40	80.40	80.40	80.60	0.20
Total Personnel	**146.80**	**148.80**	**148.80**	**150.00**	**1.20**
Permanent Full-Time	144.70	146.70	146.70	147.90	1.20
Permanent Part-Time	2.10	2.10	2.10	2.10	
Total Permanent	**146.80**	**148.80**	**148.80**	**150.00**	**1.20**

City of Columbia - Water and Electric (Electric Summary)

148.80 FTE Positions

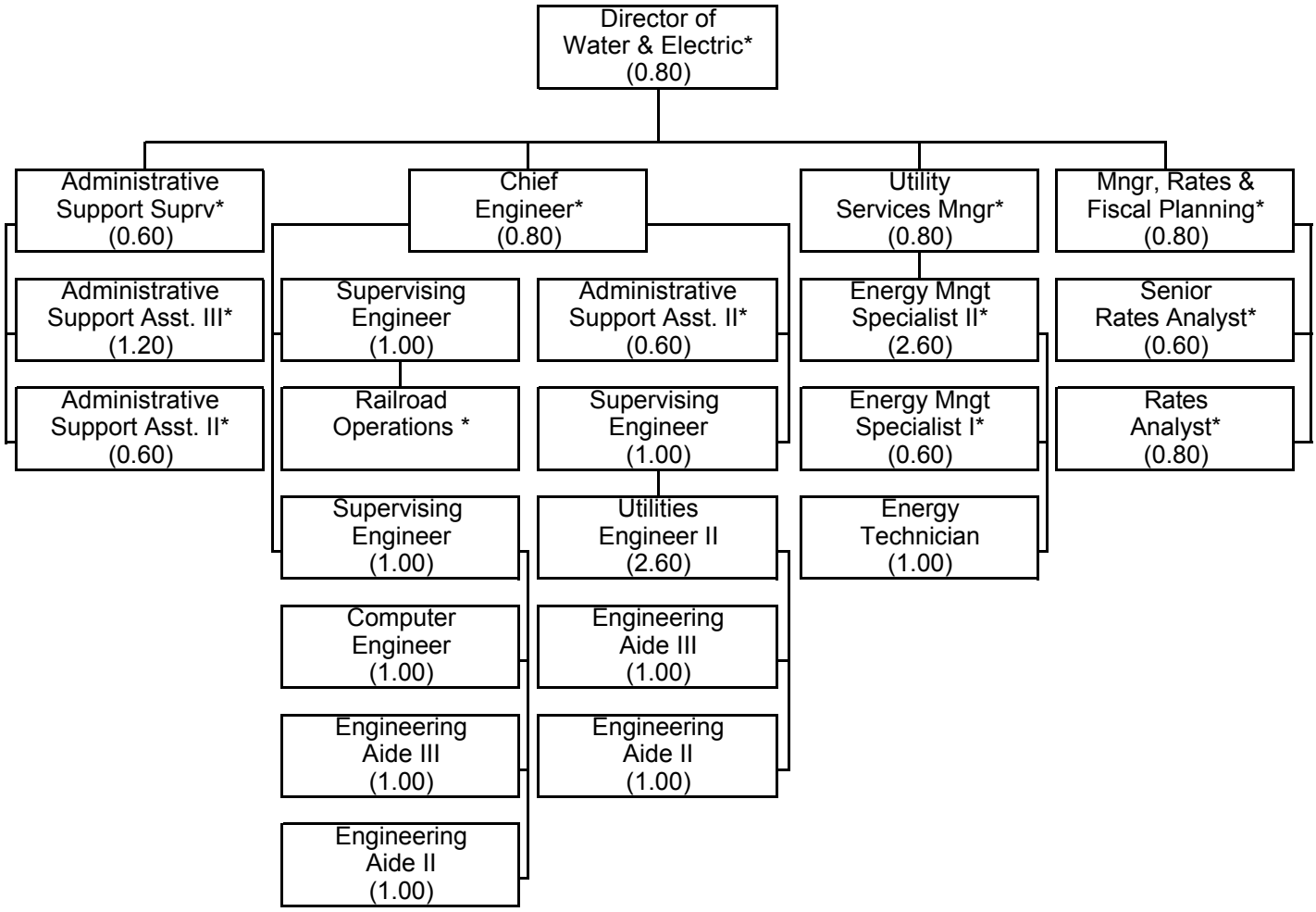


* A portion of Utility Services' FTE's are budgeted in Transmission and Distribution (3.5 FTE's)

** Trans. & Dist. - Transmission and Distribution

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 works on the development of computer models which will provide load forecasting, budget projections, revenue and production requirements, rate design and cost of service studies. Also included in Administration is the Utility Services Division that is responsible for conservation and demand management programs, and marketing in general, including the operation of CABLE Channel 13.

HIGHLIGHTS / SIGNIFICANT CHANGES

This budget includes funds for the normal operation of the division.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 1,353,839	$ 1,343,498	$ 1,347,396	$ 1,543,516	14.9%
Power Supply	0	0	0	0	
Supplies and Materials	267,837	254,040	252,612	279,111	9.9%
Travel and Training	19,853	35,680	33,080	41,202	15.5%
Intragovernmental Charges	1,279,407	1,361,160	1,362,360	1,302,533	(4.3%)
Utilities, Services, & Misc.	6,310,639	6,707,445	6,690,207	6,789,008	1.2%
Capital	25,878	33,500	36,241	25,000	(25.4%)
Other	6,625,773	7,090,062	7,090,062	7,301,264	3.0%
Total	**$ 15,883,226**	**$ 16,825,385**	**$ 16,811,958**	**$ 17,281,634**	**2.7%**

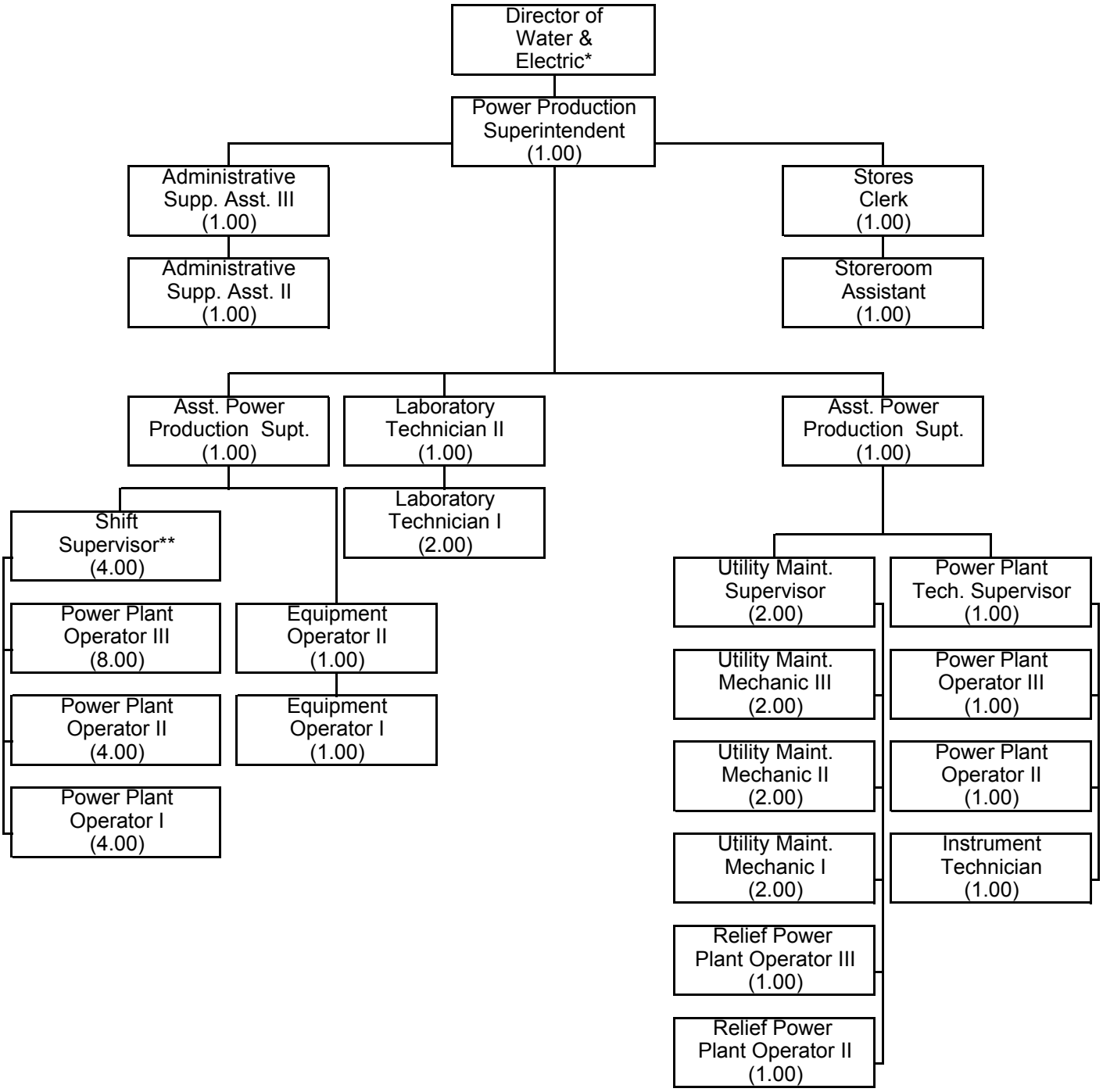
AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
5112 - Utility Engineer II	5.60	2.60	2.60	2.60	
5112 - Computer Engineer	1.00	1.00	1.00	1.00	
5105 - Supervising Engineer	0.00	3.00	3.00	3.00	
5104 - Chief Engineer	0.80	0.80	0.80	0.80	
5003 - Engineering Aide III	2.00	2.00	2.00	3.00	1.00
5002 - Engineering Aide II	2.00	2.00	2.00	2.00	
5001 - Engineering Aide I*	0.00	0.00	0.00	0.00	
4521 - Energy Technician	1.00	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	2.60	2.60	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	**21.40**	**22.40**	**22.40**	**23.40**	**1.00**
Permanent Full-Time	20.80	21.80	21.80	22.80	1.00
Permanent Part-Time	0.60	0.60	0.60	0.60	
Total Permanent	**21.40**	**22.40**	**22.40**	**23.40**	**1.00**

*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 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 anticipated increased cost due to a new purchased power contract and the requirement to join MISO.

BUDGET DETAIL

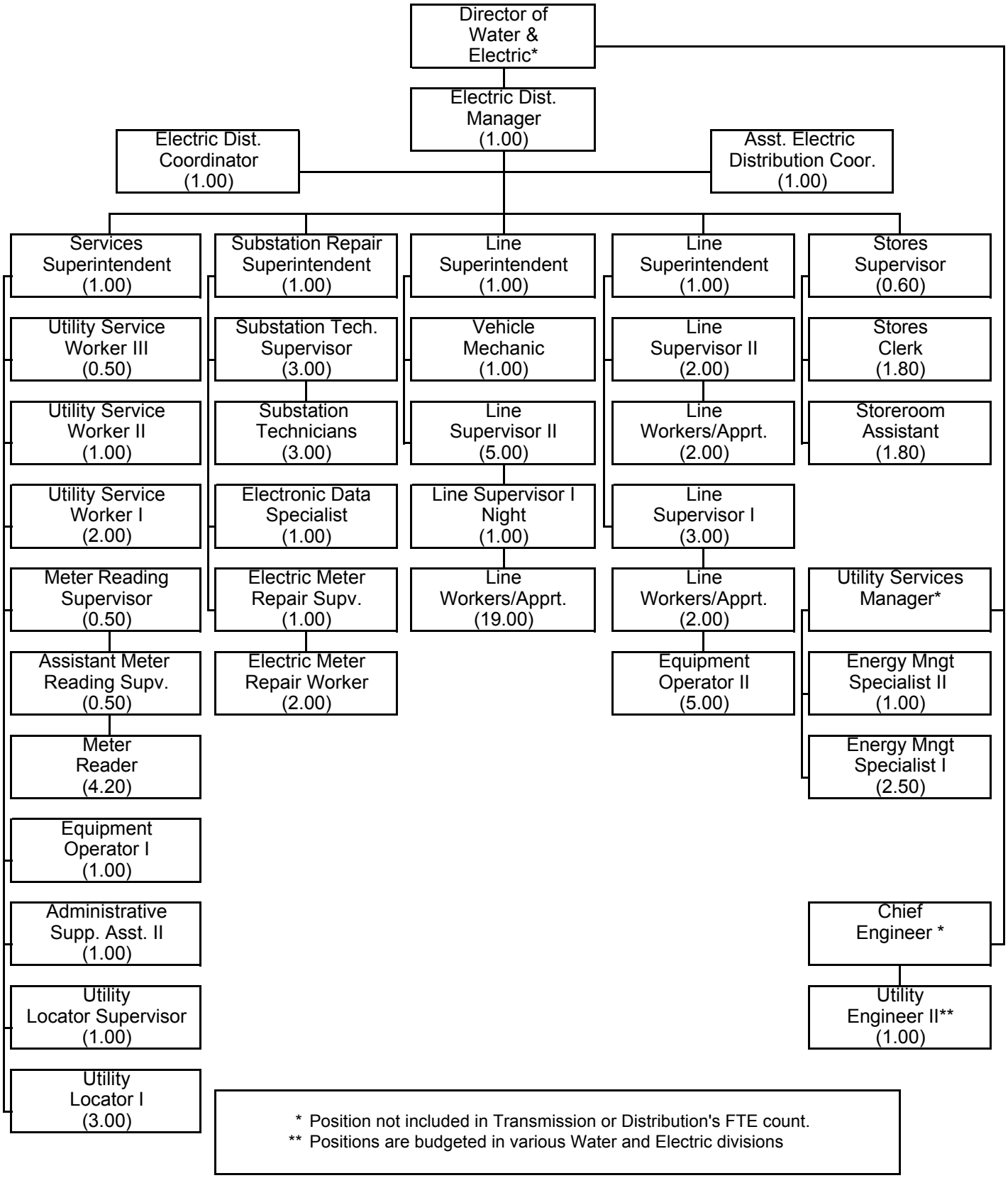
	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 2,448,739	$ 2,627,096	$ 2,627,096	$ 2,520,340	(4.1%)
Power Supply	35,121,193	39,003,400	38,985,948	41,401,200	6.1%
Supplies and Materials	437,050	629,771	637,695	605,513	(3.9%)
Travel and Training	3,511	10,107	15,722	17,390	72.1%
Intragovernmental Charges	27,758	27,812	27,812	28,871	3.8%
Utilities, Services, & Misc.	589,126	999,496	791,624	879,805	(12.0%)
Capital	1,718,688	1,377,498	1,419,917	757,500	(45.0%)
Other	0	0	0	0	
Total	**$ 40,346,065**	**$ 44,675,180**	**$ 44,505,814**	**$ 46,210,619**	**3.4%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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	0.00	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 Oper. 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	**46.00**	**46.00**	**46.00**	**46.00**	
Permanent Full-Time	46.00	46.00	46.00	46.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**46.00**	**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

The budget includes funds for the normal operation and maintenance of the division.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 3,456,740	$ 3,683,150	$ 3,685,157	$ 3,734,359	1.4%
Power Supply	0	0	0	0	
Supplies and Materials	741,438	795,226	802,744	763,925	(3.9%)
Travel and Training	14,598	35,170	35,170	29,390	(16.4%)
Intragovernmental Charges	71,135	74,616	74,616	78,439	5.1%
Utilities, Services, & Misc.	1,696,571	1,844,128	1,844,180	1,911,627	3.7%
Capital	732,918	552,377	511,144	764,000	38.3%
Other	0	0	0	0	
Total	$ **6,713,400**	$ **6,984,667**	$ **6,953,011**	$ **7,281,740**	**4.3%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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 Mgmt Specialist II	1.00	1.00	1.00	1.00	
4511 - Energy Mgmt 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	1.00	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	0.60	0.10
2875 - Asst. Meter Reading Supv.	0.50	0.50	0.50	0.60	0.10
2870 - Meter Reader	4.20	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 Lineworke	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	3.00	3.00	3.00	
2333/2334 Substation Technician/App	4.00	3.00	3.00	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	**79.40**	**80.40**	**80.40**	**80.60**	**0.20**
Permanent Full-Time	77.90	78.90	78.90	79.10	0.20
Permanent Part-Time	1.50	1.50	1.50	1.50	
Total Permanent	**79.40**	**80.40**	**80.40**	**80.60**	**0.20**

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 2004.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 892,145	$ 950,000	$ 950,000	$ 960,000	1.1%
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.	1,290,854	825,000	510,000	111,000	(86.5%)
Capital	3,503,146	4,237,800	4,247,800	739,000	(82.6%)
Other	0	0	0	0	
Total	$ **5,686,145**	$ **6,012,800**	$ **5,707,800**	$ **1,810,000**	**(69.9%)**

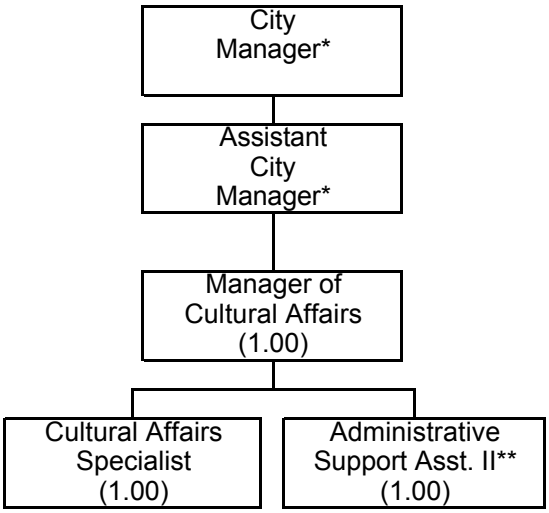
Cultural
Affairs Fund

City of Columbia

Columbia, Missouri

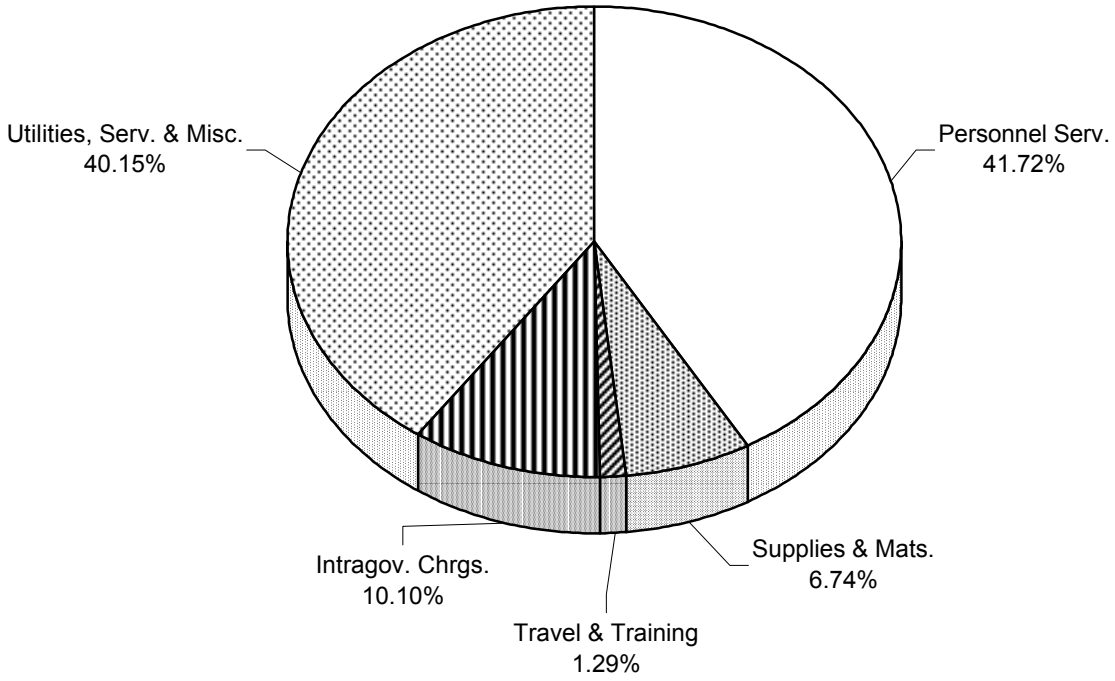
City of Columbia - Cultural Affairs

3.00 FTE Positions



* Positions not included in Cultural Affairs's FTE count.
** 20% of this position is funded by MACAA

Cultural Affairs Fund
FY 2004



APPROPRIATIONS

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
Personnel Services	$ 134,818	$ 146,766	145,059	151,423	3.2%
Supplies & Materials	24,135	24,840	23,300	24,450	(1.6%)
Travel & Training	2,524	4,958	1,300	4,700	(5.2%)
Intragovernmental Charges	36,710	37,313	37,313	36,655	(1.8%)
Utilities, Services & Misc.	132,303	148,698	139,254	145,750	(2.0%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**330,490**	**362,575**	**346,226**	**362,978**	**0.1%**
Summary					
Operating Expenses	330,490	362,575	346,226	362,978	0.1%
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	$ **330,490**	$ **362,575**	**346,226**	**362,978**	**0.1%**

(THIS PAGE INTENTIONALLY LEFT BLANK)

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 accessibility 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 36 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.
- Growth in the Columbia Festival of the Arts will be limited due to state budget cuts (Missouri Arts Council). Despite that, applications from visual and performing artists will likely increase due to growing interest in the event. This will insure a quality event. Marketing efforts will again focus on increasing out-of-town visitors.
- The Percent for Art project at the City-County Health Department will likely be installed and dedicated.
- The Percent for Art project at Stephens Lake Park will get underway.
- Requests from local arts organizations for arts funding totaled $110,325. This was a decrease from FY 2003 but was due to new policies requiring organizations to submit one application only and that requests be capped at a reasonable level due to the limited funds available. Additionally, a funding formula will be researched by the Commission.
- Greater participation in the CARE Gallery (a collaboration with P&R) will continue. Securing additional outside funding sources like the FY 2003 grant received from the Mid-America Arts Alliance will continue to be an emphasis.
- Phase one (of three) of restoration of the Martin Luther King, Jr. Memorial will be initiated. Fundraising for the work, including grant writing, will continue in this collaboration with P&R and the Office of Volunteer Services.
- 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 their volunteers and event planners to interact include the regularly scheduled Arts Roundtable meetings and the Cultural Tourism Collaborative.
- Research on new funding sources will continue given the forecast for continued cuts at the Missouri Arts Council.
- The Arts Express newsletter will be redesigned after five years with it's current basic design. Subscription to the on-line version will continue to be emphasized in an effort to cut printing and postage costs.
- Efforts to revisit the OCA's cultural plan "Creative Columbia" for appropriate updates will be initiated.
- 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, an expanded section on the Columbia Festival of the Arts and e-mail subscription options for the Arts Express newsletter and Cultural Affairs Commission agenda.

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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**	

*** 20% funded by MACAA for FY 2004**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2002	Budget FY 2003	Estimated FY 2004
Programs:			
Columbia Festival of the Arts	1	1	1
Funding of Local Arts Agencies: $1,000+/under $500	16/7	24/8	**20/10
Percent for Art Projects	2	2	2
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	***4
Arts Express Newsletter	18,000*	19,000*	23,000*
Creative Artist Resource Directory	N/A	100	100
C.A.R.E. Gallery (collaboration with Parks and Recreation)	N/A	10	12
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	10
Workshops & Technical Assistance	200	250	300

*Reflects a full year; approximately 1,800 newsletters are sent monthly. Number of on-line subscribers is not included.
**A new policy requires that organizations combine their education and presentation programming in one application.
***Roundtable meetings are now scheduled quarterly rather than monthly.

COMPARATIVE DATA

	Columbia, MO*	Gainesville FL*	Boulder CO*	Salina, KS*	St. Joseph, MO**
Population	**89,174**	**96,327**	**97,502**	**46,683**	**74,583**
Population: Service Area	**84,537**	**200,000**	**287,000**	**150,000**	**287,000**
Number of Full-Time Employees	2	16	1	5	2
Number of Part-Time Employees	1	9	2	4	1
Employees Per 1,000 Population	.	.	.	.	.
Art Center	no	yes	yes	yes	no
Festival(s)/Budget(s)	1/$40,000	5/$501,869	no	1/$391,000	1/$275,000
Funding to Local Arts Agencies &	yes	yes	yes	yes	yes+
Amount Awarded in Last FY	$73,750	$145,000	$176,000	$60,000	$175,000
Funding from Tourism and/or CVB	yes	yes	yes	yes	yes
Online Artists' Registry	yes	yes	yes	yes	yes
Percent for Art/Public Art Program	yes++	yes++	yes	yes***	no
Total Budget	$330,490	$1.7 million	$470,000	$900,000	$525,000

* City Department
** 501(c)(3) organization
*** Funded, in part, by private dollars
\+ United Arts Fund (donations from local businesses and individuals)
++ Funded entirely by city dollars

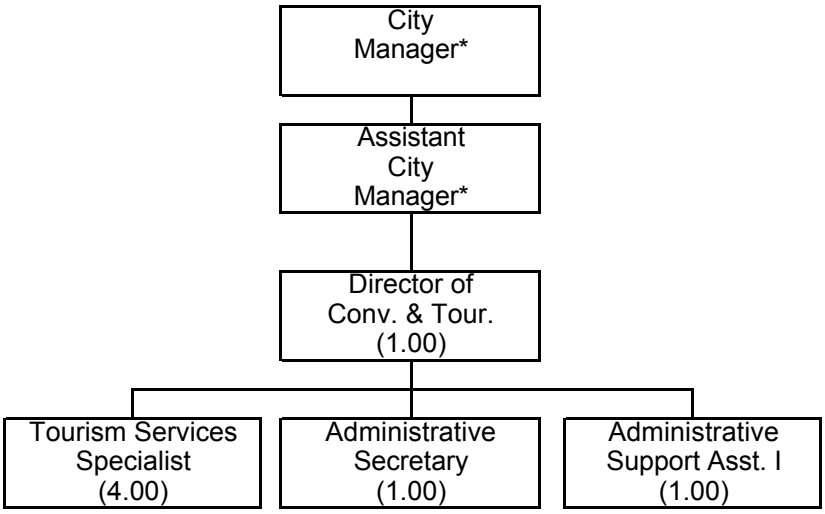
Convention and Tourism Fund

City of Columbia

Columbia, Missouri

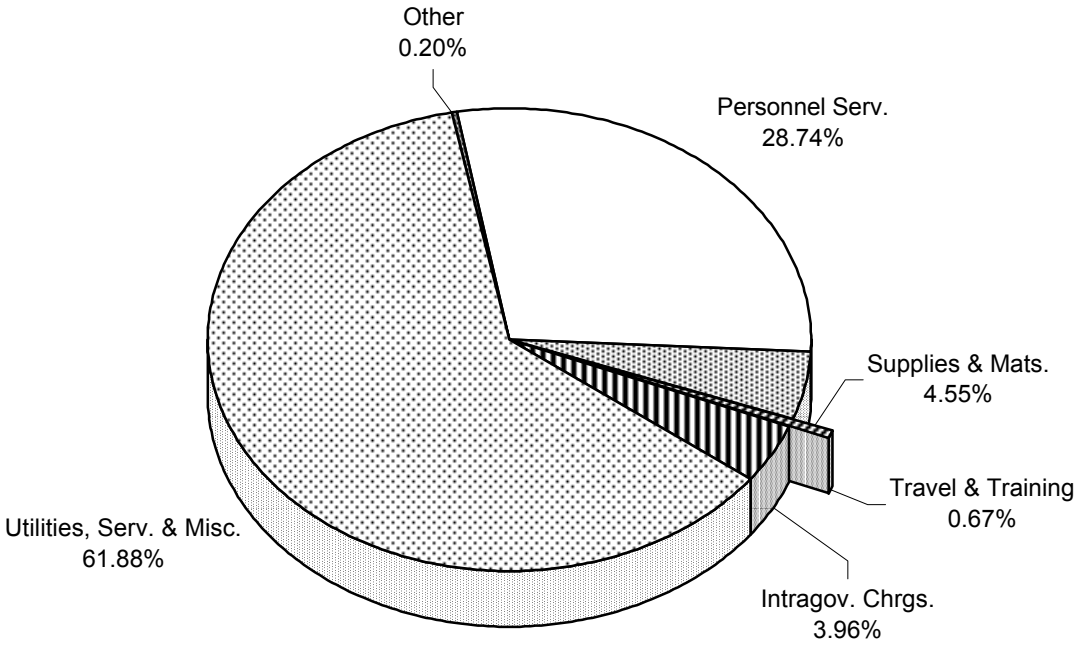
City of Columbia - Convention and Tourism

7.00 FTE Positions



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

Convention & Tourism Fund
FY 2004



APPROPRIATIONS

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
Personnel Services	$ 370,773	$ 403,241	$ 381,226	$ 408,809	1.4%
Supplies & Materials	63,109	63,200	55,175	64,770	2.5%
Travel & Training	3,746	10,100	9,875	9,500	(5.9%)
Intragovernmental Charges	56,419	57,483	57,483	56,275	(2.1%)
Utilities, Services & Misc.	523,743	812,083	690,510	880,075	8.4%
Capital	6,995	0	0	0	
Other	58,841	222,423	21,098	2,845	(98.7%)
Total	**1,083,626**	**1,568,530**	**1,215,367**	**1,422,274**	**(9.3%)**
Summary					
Operating Expenses	1,017,790	1,346,107	1,194,269	1,419,429	5.4%
Non-Operating Expenses	58,841	222,423	21,098	2,845	(98.7%)
Debt Service	0	0	0	0	
Capital Additions	6,995	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **1,083,626**	$ **1,568,530**	$ **1,215,367**	$ **1,422,274**	**(9.3%)**

(THIS PAGE INTENTIONALLY LEFT BLANK)

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

State budget cuts, a weakened economy and the continued instability internationally has negatively impacted tourism. Government travel and meetings have been substantially curtailed and convention and meeting business has become more rate sensitive. In 2003, 280 new hotel rooms will come into a softened Columbia tourism market. Although Columbia has weathered the economic downturn better than most of the state, revenue increase will struggle to reach 3% this year over FY 2002. Changes made to the CVB web site in 2003 include the addition of an on-line hotel availability program; pages for festival and events with links to hotel availability; a sports page; revised group tour pages and area itineraries and an area map with a hotel and restaurant locator.

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
Operations	6.00	7.00	7.00	7.00	
Tourism	0.00	0.00	0.00	0.00	
Total Personnel	**6.00**	**7.00**	**7.00**	**7.00**	
Permanent Full-Time	6.00	7.00	7.00	7.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**6.00**	**7.00**	**7.00**	**7.00**	

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2002	Budget FY 2003	Estimated FY 2004
Convention Services:			
No. of Meetings Serviced	101	105	115
No. of Convention Welcomes & Promotions	21	25	15
Visitor Services:			
No. of Inquiries	13,778	13,800	18,800
No. of Visitors to Information Center*	5,800	4,500	5,200
Records Section:			
Sales Leads Generated	49	56	64
Definite Bookings	34	39	45
Economic Impact	$4,203,797	$4,667,188	$5,403,125
Group Tours:			
No. of Group Tours Serviced	30	30	30
No. Leads Generated	145	140	100
No. of Proposals/Itineraries	150	150	120
Media/PR	30	30	30
Press Generation	5	7	8

* Increased advertising has generated more inquiries.

COMPARATIVE DATA

	Columbia, MO	Springfield, MO	St. Joseph, MO	Joplin, MO	Lake Ozarks, MO
Population	**89,174**	**155,168**	**74,583**	**47,018**	**2,019**
Number of Employees	7	13.4	9.1	5.3	13
Employees Per 1,000 Population	0.078	0.086	0.122	0.113	6.439
Advertising Budget	$365,000	$1,127,165	$350,000	$100,000	$1,750,000
Number of Rooms	2,650	5,600	1,200	1,700	7,500

DESCRIPTION

The Convention and Visitors Bureau has four 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 Convention & Visitors Bureau will continue its emphasis on building a destination image through the development of an advertising and promotional campaign that includes the creation of a "brand" for the city. Development is slated for late August 2003 and implementation will begin in September 2003. The "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. Work continues on the web site. A "one stop shop" for meeting planners to receive registrations through the CVB website. A media site for press release distribution and a photo library are also planned for the site. We will continue our emphasis on driving leisure and "get away" business to Columbia. Our on-line availability program has been designed to allow hotels to post packages, special rates and promotions directly on the site.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 370,773	$ 403,241	$ 381,226	$ 408,809	1.4%
Supplies and Materials	63,109	63,200	55,175	64,770	2.5%
Travel and Training	3,746	10,100	9,875	9,500	(5.9%)
Intragovernmental Charges	56,419	57,483	57,483	56,275	(2.1%)
Utilities, Services, & Misc.	400,163	487,083	506,079	551,075	13.1%
Capital	6,995	0	0	0	
Other	24,341	222,423	6,298	2,845	(98.7%)
Total	**$ 925,546**	**$ 1,243,530**	**$ 1,016,136**	$ **1,093,274**	**(12.1%)**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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	1.00	1.00	1.00	
1002 - Admin. Support Assistant II	1.00	1.00	1.00	1.00	
Total Personnel	**6.00**	**7.00**	**7.00**	**7.00**	
Permanent Full-Time	6.00	7.00	7.00	7.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**6.00**	**7.00**	**7.00**	**7.00**	

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 fourth year of applications. The Convention and Visitors Bureau received 19 applications for funding for FY 2003 and recommended $184,000 in allocations which were approved by the Council. The fund has provided allocations which were approved by the Council. 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.
In 2003, the CVB presented to the Council revised guidelines which cap the allocation for a single application at $15,000 and provide for CVB advertising support, for each funded event. The revisions also included the implementation of professional surveys of each event to determine economic impact, overnight stays and demographics of event attendees. The revised guidelines were approved by Council for FY 2004 TDF applications.
The second program of the Tourism Development Fund is the Attraction Development Program. The program provides funding for capital projects that have substantial potential to generate overnight visitation. The CVB will include in its Master Plan update, a process for developing a community vision for attraction development.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
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.	123,580	325,000	184,431	329,000	1.2%
Capital	0	0	0	0	
Other	34,500	0	14,800	0	
Total	**$ 158,080**	**$ 325,000**	**$ 199,231**	**$ 329,000**	**1.2%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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**	

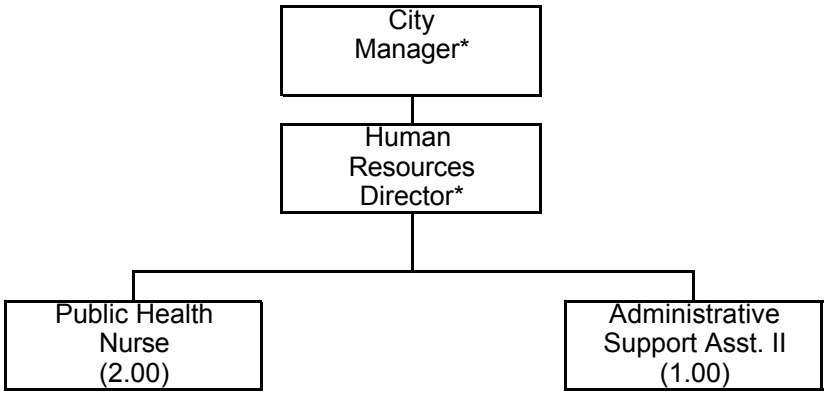
Employee Benefit Fund

City of Columbia

Columbia, Missouri

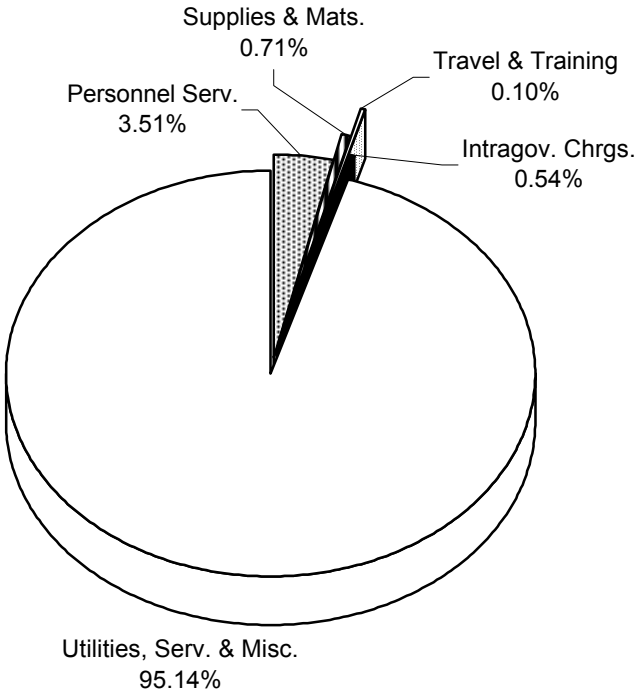
City of Columbia - Employee Benefit Fund

3.00 FTE Positions



* Positions not included in the Employee Benefit Fund's FTE count.

Employee Benefit Fund
FY 2004



APPROPRIATIONS

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
Personnel Services	$ 233,261	$ 275,420	$ 268,147	$ 282,904	2.7%
Supplies & Materials	34,732	91,324	54,646	56,975	(37.6%)
Travel & Training	1,926	14,742	5,000	7,772	(47.3%)
Intragovernmental Charges	47,920	46,728	46,728	43,569	(6.8%)
Utilities, Services & Misc.	7,766,535	7,414,858	7,255,450	7,662,645	3.3%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**8,084,374**	**7,843,072**	**7,629,971**	**8,053,865**	**2.7%**
Summary					
Operating Expenses	8,084,374	7,843,072	7,629,971	8,053,865	2.7%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **8,084,374**	$ **7,843,072**	$ **7,629,971**	$ **8,053,865**	**2.7%**

(THIS PAGE INTENTIONALLY LEFT BLANK)

EMPLOYEE BENEFIT FUND

Fund 659

DEPARTMENT DESCRIPTION

The Employee Benefit Fund accounts for the transactions and reserves associated with the City's medical, dental, prescription drug, life and long-term disability programs for City employees, plus other benefits such as safety and service awards and sick leave buyback. Employee health and wellness programs are also managed through this fund. Coverage for health, dental, and prescription drug plans are self-insured. Other coverage 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 six 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 FY 2004, and will address issues of plan cost, plan design, administrative services and network design. An employee benefit committee was established in FY 2003 and will provide employee input in the review process. 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 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
7503 - Public Health Nurse	0.00	0.00	1.00	2.00	1.00
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	(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**	

(THIS PAGE INTENTIONALLY LEFT BLANK)

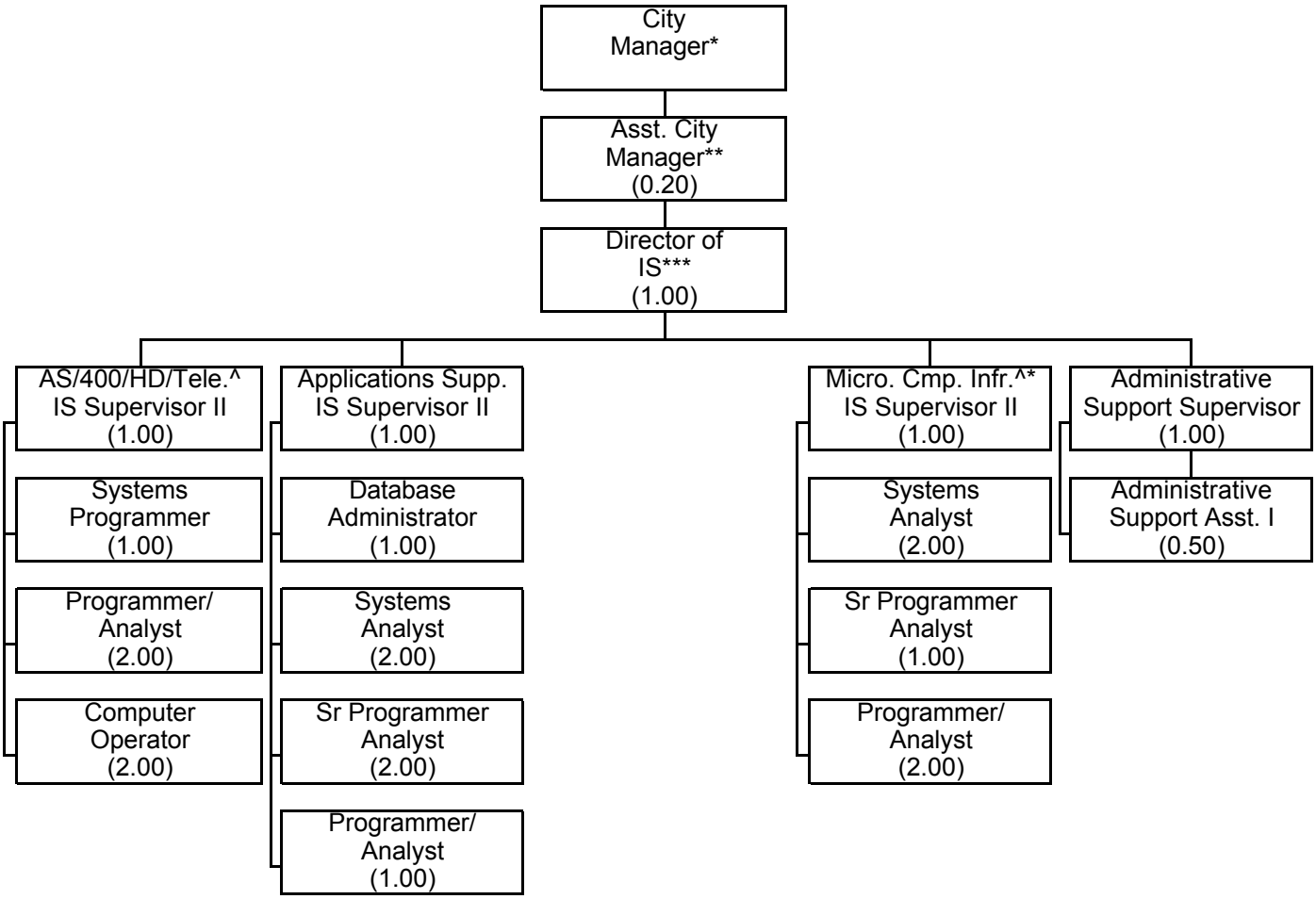
Information Services Fund

City of Columbia

Columbia, Missouri

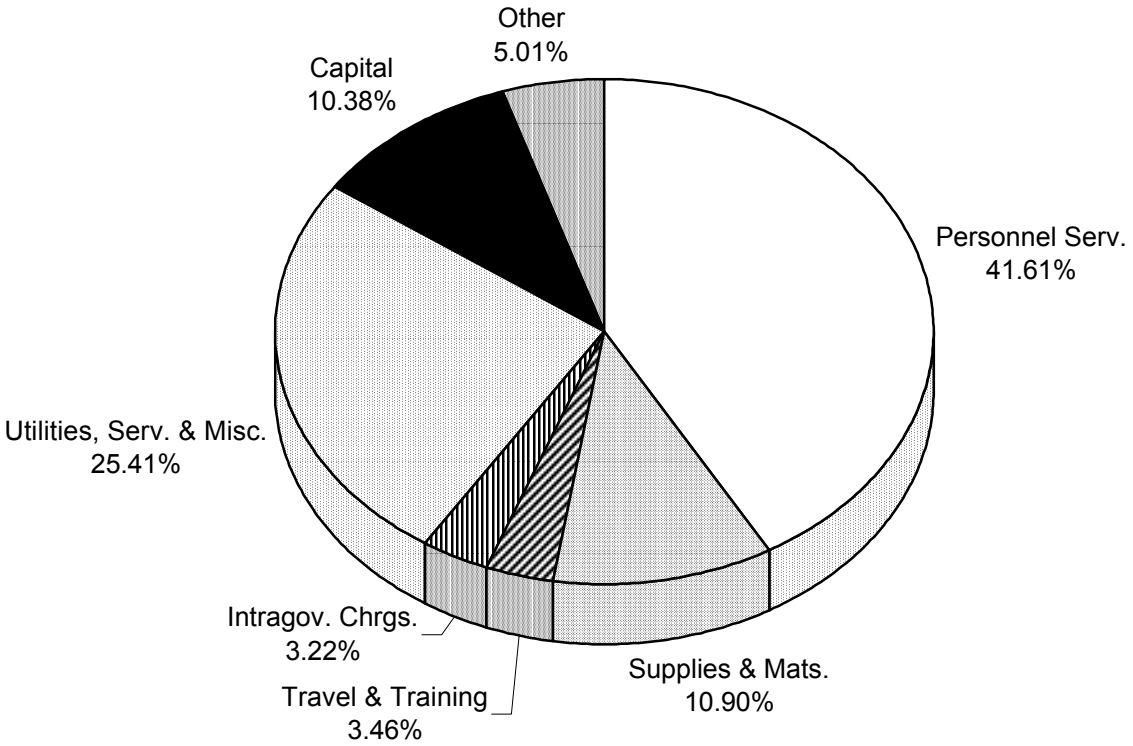
City of Columbia - Information Services

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 2004



APPROPRIATIONS

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
Personnel Services	$ 1,390,695	$ 1,448,231	$ 1,443,826	$ 1,493,562	3.1%
Supplies & Materials	188,869	281,704	243,080	391,192	38.9%
Travel & Training	56,351	124,327	86,727	124,253	(0.1%)
Intragovernmental Charges	129,186	130,097	130,097	115,503	(11.2%)
Utilities, Services & Misc.	803,976	864,718	845,177	912,214	5.5%
Capital	135,339	397,478	396,828	372,768	(6.2%)
Other	184,462	207,000	182,910	180,000	(13.0%)
Total	**2,888,878**	**3,453,555**	**3,328,645**	**3,589,492**	**3.9%**
Summary					
Operating Expenses	2,569,077	2,849,077	2,748,907	3,036,724	6.6%
Non-Operating Expenses	180,980	207,000	180,000	180,000	(13.0%)
Debt Service	3,482	0	2,910	0	
Capital Additions	135,339	397,478	396,828	372,768	(6.2%)
Capital Projects	0	0	0	0	
Total Expenses	$ **2,888,878**	$ **3,453,555**	$ **3,328,645**	$ **3,589,492**	**3.9%**

(THIS PAGE INTENTIONALLY LEFT BLANK)

INFORMATION SERVICES FUND

Fund 674

DEPARTMENT DESCRIPTION

Information Services (IS) is responsible for support and administration of an AS/400 midrange computer, a Wide Area Network (WAN), Local Area Networks (LANs), telecommunications (PBX) 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 second year of its computer replacement plan. The I.S. department installed a new AS/400, replaced 13 servers and deployed over 120 PCs. Security was tightened with a new firewall and updated PC/Network Computing Policies. The I.S. department implemented new software to run and manage the new Columbia Area Recreation Center.

The Information Services department priorities include implementation of the third year of the computer replacement plan, finishing the migration to Windows 2000/XP and completing the conversion from Corel Office to the Microsoft Office suite. Two new web applications should go on-line:

WebTrac – Parks & Recreation Scheduling system
Utility Billing – Online payments and history of utility bills and usage

The I.S. department will continue to play an important role in the development of G.I.S. applications throughout the City.

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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	3.00	3.00	
7925 - Information Services Supervisor I*	1.00	0.00	0.00	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	0.00	0.00	
1004 - Administrative Support Supervisor	0.00	1.00	1.00	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 2002	Budget FY 2003	Estimated FY 2004
No. of Production Programs	17,200	20,260	22,000
No. of Support Requests:			
a. Applications	1,600	1,509	1,584
b. HELP Desk Calls	5,157	4,896	5,001
No. of Hardware Supported			
a. Micro Computer	615	681	687
No. of Users Supported			
a. AS/400	629	641	649
b. Micro Computer	760	703	750
No. of Application Systems Supported			
a. AS/400	45	55	57
b. Micro Comptuer	116	223	250

COMPARATIVE DATA

	Columbia, MO	Ames, IA	New Port Richey, FL	Stockton, CA	LaPorte, TX
Population	**89,174**	**51,870**	**16,831**	**255,152**	**36,000**
Number of Employees	22	27	10	42	6
Employees Per 1,000 Population	0.247	0.521	0.594	0.165	0.167
Capital Budget	256,803	181,000	256,334	1,022,000	85,000
Budget - Operating	2,842,752	1,754,000	868,191	6,245,000	640,000
Budget Dollar Per Employee	$129,216	$64,963	$86,819	$148,690	$106,667
Mainframe/AS/400 Applications	47	28	7	30	15
Micro Computer Networks/Servers	39	31	25	22	14
Micro Computers	62	93	400	1,500	180
Utility Accounts	47,082	17,000	93,703	77,106	11,000

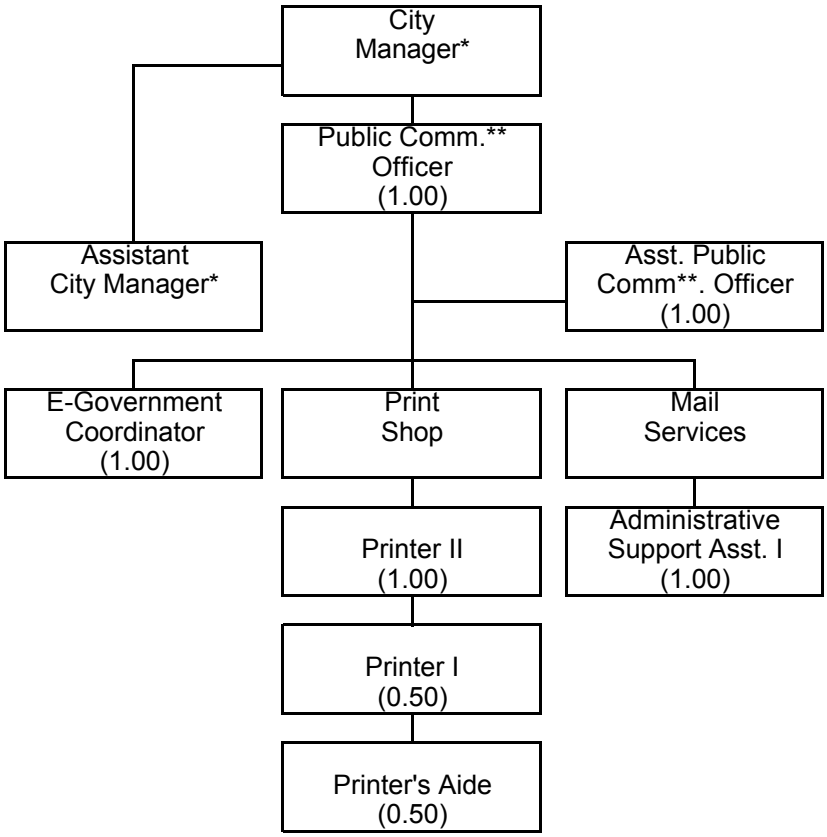
Public
Communications Fund

City of Columbia

Columbia, Missouri

City of Columbia - Public Communications

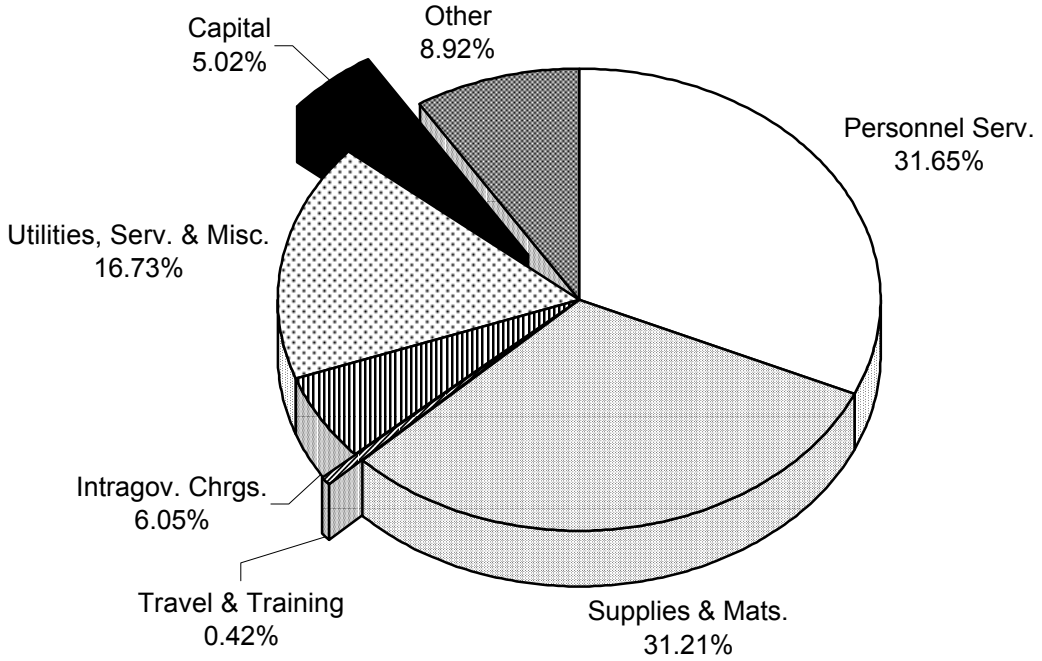
6.00 FTE Positions



* Position not included in Public Communication's FTE count.
** Comm - Communications

Public Communications Fund

FY 2004



APPROPRIATIONS

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
Personnel Services	$ 265,138	$ 315,527	$ 277,389	$ 283,768	(10.1%)
Supplies & Materials	257,698	272,531	262,485	279,849	2.7%
Travel & Training	667	3,750	2,950	3,750	0.0%
Intragovernmental Charges	48,598	55,068	55,068	54,224	(1.5%)
Utilities, Services & Misc.	76,022	134,589	134,487	149,967	11.4%
Capital	1,374	8,000	8,000	45,000	462.5%
Other	36,015	60,000	60,000	80,000	33.3%
Total	**685,512**	**849,465**	**800,379**	**896,558**	**5.5%**
Summary					
Operating Expenses	648,123	781,465	732,379	771,558	(1.3%)
Non-Operating Expenses	36,015	60,000	60,000	80,000	33.3%
Debt Service	0	0	0	0	
Capital Additions	1,374	8,000	8,000	45,000	462.5%
Capital Projects	0	0	0	0	
Total Expenses	$ **685,512**	$ **849,465**	$ **800,379**	$ **896,558**	**5.5%**

(THIS PAGE INTENTIONALLY LEFT BLANK)

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 utilize Internet technology to enhance communication with citizens and to encourage use of electronic government applications for online transactions. 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 utilizes web technology to better communicate with the public and to enhance efficiency through online transactions.

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
Public Communications Office	2.00	2.00	2.00	2.00	
E-Government	1.00	1.00	1.00	1.00	
Print Shop	1.00	1.50	1.50	1.50	
Mail Room	1.50	1.50	1.50	1.50	
Total Personnel	**5.50**	**6.00**	**6.00**	**6.00**	
Permanent Full-Time	5.00	5.50	5.50	5.50	
Permanent Part-Time	0.50	0.50	0.50	0.50	
Total Permanent	**5.50**	**6.00**	**6.00**	**6.00**	

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2002	Budget FY 2003	Estimated FY 2004
Public Communications Office:			
Monthly Newsletters	12	12	12
Press Releases/Advisories	215	200	225
Community Line Accesses	10,179	11,000	11,500
Print Shop:			
No. of Photocopy Jobs	1,350	1,400	1,400
No. Photocopy Impressions	1,345,000	1,336,000	1,400,000
Desk Top Publishing	350	325	350
Mail Room:			
Outbound Mail Pieces	450,000	460,000	465,000
Outbound Packages	700	700	720
Electronic Gov't/Web			
Number sessions	436,264	450,000	500,000
Number page views	5,209,419	5,500,000	6,000,000
Online services			2

COMPARATIVE DATA

	Columbia, MO	Springfield, MO	Indepen-dence, MO	Ames, IA	Kirkwood, MO
Population	**89,174**	**155,168**	**113,587**	**51,870**	**27,334**
Public Communications Office:					
No. of Employees	2	12	1	4	1
No. of Press Releases	215	171	75	52	40
No. of Speaking Engagements	10	12	N/A	6	2
Print Shop:					
No. of Employees	2	3	1	1	N/A
No. of Photocopy Impressions	1,335,337	8,000,000	3,200,000	1,399,603	N/A
Mail Services:					
Number of Employees	1	1	1	1	N/A
Outbound Mail	450,000	384,000	1,100,000	207,729	N/A
No. of Packages Handled	700	N/A	N/A	700	N/A
E-Gov Services					
Sessions	436,264	N/A	193,483	N/A	124,860
Page views	5,209,419	N/A	1,028,580	N/A	221,400
Online payment services	1	N/A	3	1	N/A
No. employees	1	N/A	1	1	2

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. Unveiled a new web site design in first quarter. Design incorporates better graphics and navigation tools.

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 of the local newspapers. Public Communications publishes a monthly employee newsletter. Public Communications Assistant position was reclassified to an Assistant Public Communications Officer with increased duties being assigned.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 181,465	$ 160,549	$ 122,607	$ 123,519	(23.1%)
Supplies and Materials	40,713	41,536	41,936	49,981	20.3%
Travel and Training	667	1,500	1,500	1,500	0.0%
Intragovernmental Charges	31,889	37,027	37,027	34,497	(6.8%)
Utilities, Services, & Misc.	49,559	74,497	74,467	84,760	13.8%
Capital	0	8,000	8,000	0	(100.0%)
Other	26,468	50,000	50,000	70,000	40.0%
Total	**$ 330,761**	**$ 373,109**	**$ 335,537**	**$ 364,257**	**(2.4%)**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
9921 - Public Communications Officer	1.00	1.00	1.00	1.00	
7811 - Public Communications Assistant*	1.00	1.00	1.00	0.00	(1.00)
7811 - Asst. Public Communications Officer*	0.00	0.00	0.00	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**	

*FY 2004 position was reclassified

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 a Staff committee.

HIGHLIGHTS / SIGNIFICANT CHANGES

The existing site was completely redesigned to incorporate a user friendly graphic presentation and improved navigation. Among improvements are help resources such as an online question/comment/feedback form; revamped content section for better communication; services spotlight and activity calendar; interactive online submission forms; etc. Management and maintenance were enhanced by new web standards and policies; a quality assurance schedule and continuing dialog with web masters. Site usage has increased 357 %; site visits by 19 %. In the first half of the fiscal year. The new E-Gov Coordinator updates the main page frequently, making the site more current and appealing to users. A goal continues to be moving toward online transactions that will allow customers to access their accounts and to make payments and conduct other transactions online. Assisted with the installation and implementation of online services for Parks and Recreation.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 195	$ 51,114	$ 50,918	$ 52,692	3.1%
Supplies and Materials	0	4,090	4,190	3,830	(6.4%)
Travel and Training	0	2,000	1,200	2,000	0.0%
Intragovernmental Charges	0	0	0	2,032	
Utilities, Services, & Misc.	0	22,110	22,114	26,210	18.5%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 195**	**$ 79,314**	**$ 78,422**	**$ 86,764**	**9.4%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
9941 - E-Government Coordinator	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**	

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 added a .5 printer's aide in FY 2003 to assist with print shop and mail services production. The Print Shop concentrates its efforts on high-speed photocopy jobs and emphasizes quick turnaround times.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 37,858	$ 55,732	$ 55,732	$ 57,799	3.7%
Supplies and Materials	12,805	25,945	15,302	15,723	(39.4%)
Travel and Training	0	250	250	250	0.0%
Intragovernmental Charges	16,523	16,193	16,193	15,444	(4.6%)
Utilities, Services, & Misc.	20,408	31,411	31,411	32,322	2.9%
Capital	0	0	0	0	
Other	9,547	10,000	10,000	10,000	0.0%
Total	**$ 97,141**	**$ 139,531**	**$ 128,888**	**$ 131,538**	**(5.7%)**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
7810 - Printer I	0.25	0.25	0.25	0.25	
7809 - Printer II	0.75	0.75	0.75	0.75	
1001 - Admin. Support Assistant I	0.00	0.50	0.50	0.50	
Total Personnel	**1.00**	**1.50**	**1.50**	**1.50**	
Permanent Full-Time	1.00	1.25	1.25	1.25	
Permanent Part-Time	0.50	0.25	0.25	0.25	
Total Permanent	**1.50**	**1.50**	**1.50**	**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 continues to monitor security and has modified some procedures to minimize potential hazards. Mail services will add a folding/stuffing machine to its operations.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 45,620	$ 48,132	$ 48,132	$ 49,758	3.4%
Supplies and Materials	204,180	200,960	201,057	210,315	4.7%
Travel and Training	0	0	0	0	
Intragovernmental Charges	186	1,848	1,848	2,251	21.8%
Utilities, Services, & Misc.	6,055	6,571	6,495	6,675	1.6%
Capital	1,374	0	0	45,000	
Other	0	0	0	0	
Total	**$ 257,415**	**$ 257,511**	**$ 257,532**	**$ 313,999**	**21.9%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
1001 - Admin. Support Assistant I	1.00	1.00	1.00	1.00	
7810 - Printer I	0.25	0.25	0.25	0.25	
7809 - Printer II	0.25	0.25	0.25	0.25	
Total Personnel	**1.50**	**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**	

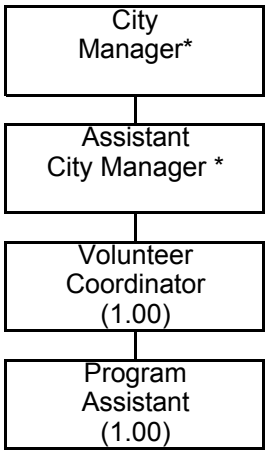
Contributions Fund

City of Columbia

Columbia, Missouri

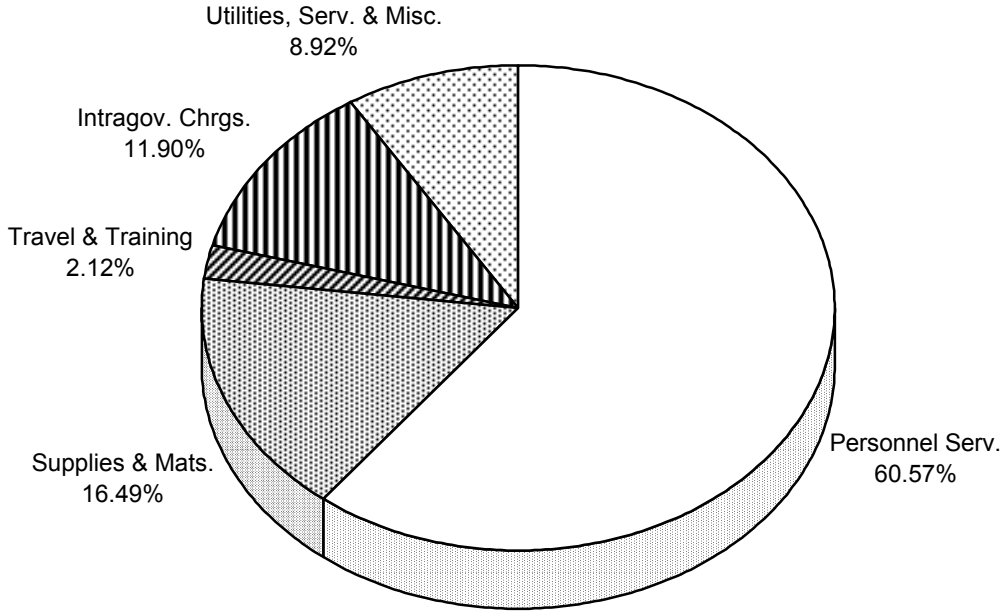
City of Columbia - Contributions Fund

2.00 FTE Positions



* Positions not included in Contribution's FTE count.

Contributions Fund
FY 2004



APPROPRIATIONS

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
Personnel Services	$ 91,983	$ 97,401	$ 97,401	$ 101,347	4.1%
Supplies & Materials	19,409	32,770	29,630	27,600	(15.8%)
Travel & Training	2,538	3,550	2,950	3,550	0.0%
Intragovernmental Charges	18,389	17,400	17,400	19,914	14.4%
Utilities, Services & Misc.	9,183	14,655	11,500	14,920	1.8%
Capital	0	0	0	0	
Other	67,424	8,900	8,900	0	(100.0%)
Total	**208,926**	**174,676**	**167,781**	**167,331**	**(4.2%)**
Summary					
Operating Expenses	141,502	165,776	158,881	167,331	0.9%
Non-Operating Expenses	67,424	8,900	8,900	0	(100.0%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **208,926**	$ **174,676**	$ **167,781**	$ **167,331**	**(4.2%)**

(THIS PAGE INTENTIONALLY LEFT BLANK)

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. Donations include volunteer time, and gifts of cash, property and land. 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 2003, over 40,000 volunteer hours were reported at a value of over $660,000 not including hours contributed by boards and commissions. Highlights during 2003 include the graduation of a sixth TreeKeepers program, the continuation of the Park Patrol (a community policing program for Columbia's trails), a volunteer recognition in the spring, and the seventh city-wide "Cleanup Columbia" including sponsorship by local media and businesses. The Adopt a Spot beautification continued with over 45 projects throughout the community. The Office sponsored it's second year of Youth In Action, a summer volunteer program for youth ages 12-15. The Office of Volunteer Services has received a grant from the State Emergency Management Agency to begin Citizen Corps, a federal program to promote volunteer opportunities in Neighborhood Watch, the Police Department, Community Emergency Response Teams (CERT) and Medical Reserve Corps.

The Columbia Trust continued with the Share the Light program, publishing a newsletter promoting giving to the City and by publishing an annual report of gifts to the City of Columbia. The New Century Fund continued by holding a successful fundraising campaign for the Martin Luther King, Jr. Memorial Restoration, a fundraising event for ARC youth recreation scholarships, and receiving other gifts and grants on behalf of the City.

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
Office of Volunteer Services	2.00	2.00	2.00	2.00	
Trust	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**	

(THIS PAGE INTENTIONALLY LEFT BLANK)

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.

HIGHLIGHTS / SIGNIFICANT CHANGES

During fiscal year 2003, over 40,000 volunteer hours were reported at a value of over $660,000 not including hours contributed by boards and commissions. Highlights during 2003 include the graduation of a sixth TreeKeepers program, the continuation of the Park Patrol (a community policing program for Columbia's trails), a volunteer recognition in the spring, and the seventh city-wide "Cleanup Columbia" including sponsorship by local media and businesses. The Adopt a Spot beautification continued with over 45 projects throughout the community. The Office sponsored it's second year of Youth In Action, a summer volunteer program for youth ages 12-15. The Office of Volunteer Services has received a grant from the State Emergency Management Agency to begin Citizen Corps, a federal program to promote volunteer opportunities in Neighborhood Watch, the Police Department, Community Emergency Response Teams (CERT) and Medical Reserve Corps.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 91,983	$ 97,401	$ 97,401	$ 101,347	4.1%
Supplies and Materials	15,073	25,670	22,530	20,500	(20.1%)
Travel and Training	807	1,550	1,100	1,550	0.0%
Intragovernmental Charges	18,389	17,400	17,400	19,702	13.2%
Utilities, Services, & Misc.	4,088	5,405	5,250	5,670	4.9%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 130,340**	**$ 147,426**	**$ 143,681**	$ **148,769**	**0.9%**

AUTHORIZED PERSONNEL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
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**	

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. Other programs under the umbrella of the Trust include the New Century Fund, Inc. and Share the Light.

HIGHLIGHTS / SIGNIFICANT CHANGES

In Fiscal Year 2003, the Share the Light 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. To date, nearly $23,000 has been raised since Share the Light, with nearly $12,000 appropriated to programs. The Columbia Trust has received $34,600 for the 8th Street/Ave. of the Columns Project.

The Columbia Trust has used the New Century Fund, Inc., a 501c3 organization, to receive gifts on behalf of the City. The New Century Fund is currently half way towards raising $100,000 to repair the Martin Luther King, Jr. Memorial and has also raised $1,200 for ARC Scholarships and has received $1,000 for the Police Department and $75,000 for the construction of the ARC.

Promotion of the Trust and opportunities to give to the City continue. A newsletter, annual report of giving, and information in the City Source and Columbia Channel have all been used as avenues to get information to the public about gifts and opportunities to make donations.

Staff with the Office of Volunteer Services track donations to the city and prepare acknowledgements and thank you notes for the Columbia Trust, Share the Light and the New Century Fund, Inc.

BUDGET DETAIL

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Percent Change
Personnel Services	$ 0	0	$ 0	$ 0	
Supplies and Materials	4,336	7,100	7,100	7,100	0.0%
Travel and Training	1,731	2,000	1,850	2,000	0.0%
Intragovernmental Charges	0	0	0	212	
Utilities, Services, & Misc.	5,095	9,250	6,250	9,250	0.0%
Capital	0	0	0	0	
Other	67,424	8,900	8,900	0	(100.0%)
Total	**$ 78,586**	**$ 27,250**	**$ 24,100**	**$ 18,562**	**(31.9%)**

AUTHORIZED PERSONNEL

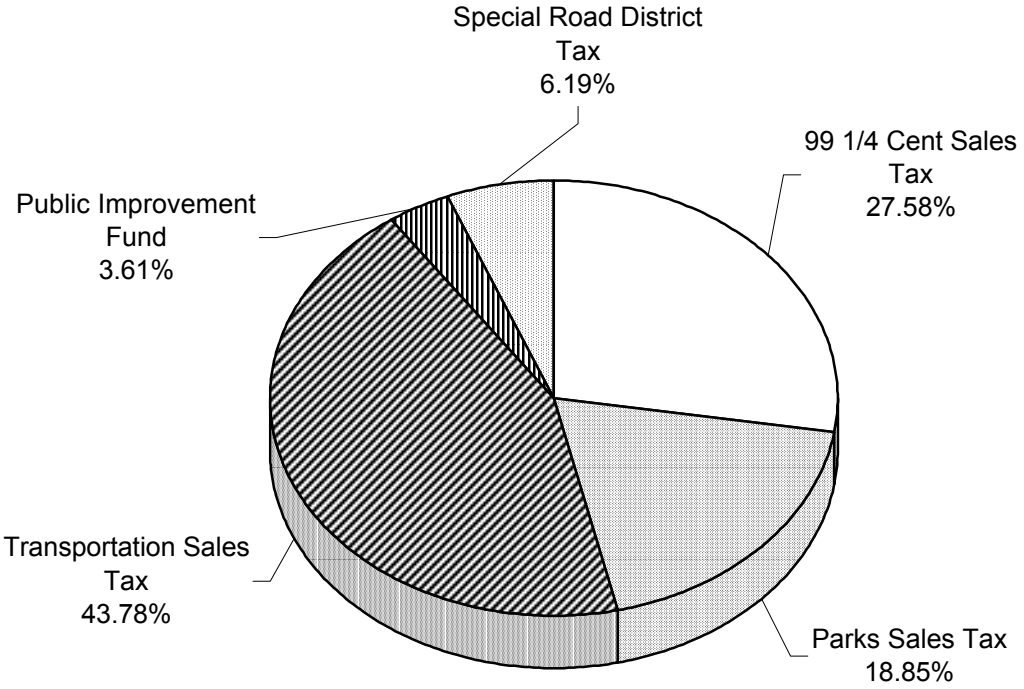
	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
There are no personnel assigned to this budget.					

Other Special Revenue Funds

City of Columbia

Columbia, Missouri

Other Special Revenue Funds
FY 2004



APPROPRIATIONS

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
99 1/4 Cent Sales Tax	$ 3,657,323	$ 3,696,600	$ 3,696,600	$ 4,661,628	26.1%
Parks Sales Tax	3,418,250	3,104,699	3,104,699	3,185,766	2.6%
Transportation Sales Tax	6,804,315	7,257,235	7,257,235	7,401,520	2.0%
Public Improvement Fund	640,830	646,817	646,817	610,150	(5.7%)
Special Road District Tax	1,361,600	106,500	106,500	1,045,808	882.0%
Total	**15,882,318**	**14,811,851**	**14,811,851**	**16,904,872**	**14.1%**

DEPARTMENT DESCRIPTION

Special Revenue Funds are established to track the receipts and disbursement 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 Improvement 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 2004. The other special revenue funds are used for standard transfers for capital and operating transportation uses.

APPROPRIATIONS

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	41,094	35,556	35,556	36,391	2.3%
Utilities, Services & Misc.	9,789	0	0	0	
Capital	0	0	0	0	
Other	15,831,435	14,776,295	14,776,295	16,868,481	14.2%
Total	**15,882,318**	**14,811,851**	**14,811,851**	**16,904,872**	**14.1%**
Summary					
Operating Expenses	50,883	35,556	35,556	36,391	2.3%
Non-Operating Expenses	15,831,435	14,776,295	14,776,295	16,868,481	14.2%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**$ 15,882,318**	**$ 14,811,851**	**$ 14,811,851**	**$ 16,904,872**	**14.1%**

(THIS PAGE INTENTIONALLY LEFT BLANK)

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 2004
99 1/4 Cent Sales Tax Receipts	$	3,911,000
Investment Revenue		40,000
Total Resources		**3,951,000**

EXPENDITURES

99 1/4 Cent Sales Tax Transfer - CIP		1,389,828
COPS Public Building/Fire DSF		981,540
COPS Recreation Center		2,290,260
Total Expenditures		**4,661,628**
Revenues Under Expenditures	$	**(710,628)**

APPROPRIATIONS

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
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	3,657,323	3,696,600	3,696,600	4,661,628	26.1%
Total	**3,657,323**	**3,696,600**	**3,696,600**	**4,661,628**	**26.1%**
Summary					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	3,657,323	3,696,600	3,696,600	4,661,628	26.1%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **3,657,323**	$ **3,696,600**	$ **3,696,600**	$ **4,661,628**	**26.1%**

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 thereafter, on retail sales made in the City. The collection of this tax commenced on April 1, 2001. These funds must be used for parks purposes. The majority of the Parks Sales Tax will be used for the first five years for the purchase and development of the Stephens Lake property, to purchase additional and replacement equipment, and other maintenance costs associated with existing and new parks.

RESOURCES

	Adopted FY 2004
FY 2004 Parks Sales Taxes Receipts	$ 3,911,000
Investment Revenue	25,000
Total Resources	**3,936,000**

EXPENDITURES

General Fund	246,000
Lease Debt Service	1,668,250
Capital Projects	729,700
Recreation Services Fund	541,000
General & Administrative Fee	816
Total Expenditures	**3,185,766**
Revenues Over Expenditures	$ **750,234**

APPROPRIATIONS

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	0	849	849	816	(3.9%)
Utilities, Services & Misc.	0	0	0	0	
Capital	0	0	0	0	
Other	3,418,250	3,103,850	3,103,850	3,184,950	2.6%
Total	**3,418,250**	**3,104,699**	**3,104,699**	**3,185,766**	**2.6%**
Summary					
Operating Expenses	0	849	849	816	(3.9%)
Non-Operating Expenses	3,418,250	3,103,850	3,103,850	3,184,950	2.6%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **3,418,250**	$ **3,104,699**	$ **3,104,699**	$ **3,185,766**	**2.6%**

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 2004
FY 2004 Transportation Sales Taxes Receipts	$ 7,865,000
Investment Revenue	50,000
Total Resources	**7,915,000**

EXPENDITURES

Bus Subsidy	1,600,000
Airport Subsidy	583,465
Street and Sidewalk Related	4,668,055
CIP	550,000
Total Expenditures	**7,401,520**
Revenues Over Expenditures	$ **513,480**

APPROPRIATIONS

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
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	6,804,315	7,257,235	7,257,235	7,401,520	2.0%
Total	**6,804,315**	**7,257,235**	**7,257,235**	**7,401,520**	**2.0%**
Summary					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	6,804,315	7,257,235	7,257,235	7,401,520	2.0%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **6,804,315**	$ **7,257,235**	$ **7,257,235**	$ **7,401,520**	**2.0%**

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 2004
FY 2004 Sales Taxes Receipts	$ 664,610
Development Fees	350,000
Investment Revenue	140,000
Total Resources	**1,154,610**

EXPENDITURES

General and Administrative Fees	35,575
Capital Projects	344,575
Engineering Transfer	230,000
Total Expenditures	**610,150**
Revenues Over Expenditures	$ **544,460**

APPROPRIATIONS

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	41,094	34,707	34,707	35,575	2.5%
Utilities, Services & Misc.	9,789	0	0	0	
Capital	0	0	0	0	
Other	589,947	612,110	612,110	574,575	(6.1%)
Total	**640,830**	**646,817**	**646,817**	**610,150**	**(5.7%)**
Summary					
Operating Expenses	50,883	34,707	34,707	35,575	2.5%
Non-Operating Expenses	589,947	612,110	612,110	574,575	(6.1%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **640,830**	$ **646,817**	$ **646,817**	$ **610,150**	**(5.7%)**

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 2004
County Revenues	$ 1,200,000
Investment Revenue	40,000
Total Resources	**1,240,000**
EXPENDITURES	
Capital Projects Transfer	935,900
General Fund Transfer	109,908
Total Expenditures	**1,045,808**
Revenues Over Expenditures	$ **194,192**

APPROPRIATIONS

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
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	1,361,600	106,500	106,500	1,045,808	882.0%
Total	**1,361,600**	**106,500**	**106,500**	**1,045,808**	**882.0%**
Summary					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	1,361,600	106,500	106,500	1,045,808	882.0%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **1,361,600**	$ **106,500**	$ **106,500**	$ **1,045,808**	**882.0%**

(THIS PAGE INTENTIONALLY LEFT BLANK)

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:

- Major road project East Broadway $4,660,000 with State funding.
- Other Major road projects include Blue Ridge Road; Garth to Route 763 Heather Lane.
- 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 expansion of the Grindstone Substation and new Electric SCADA system in the Electric Utility
- Funding the Rail Terminal project in the Railroad Fund
- City continues to work with Special Business District to fund a portion of the improvement in the downtown beautification projects.

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 2004 in the Water Utility. Council has requested that Revenue Bond Ballot issues be placed on the November 2003 ballot to fund projects identified as future financing in the Water and Sewer Utilities. Current Water projects listed in the FY 2004 Capital Projects section will increase if the ballot issue is successful.

OPERATING IMPACT

The FY 2004 operating budget has the increased cost of a full year of operations of the Recreation Center which opened in December of 2002. The renovation of the Health Department Facility and relocation of the department is anticipated mid year in FY 2004. Additional operational increases have been included in the Health Department's budget. Staff has been added to the Railroad Utility budget to operate the new Rail Terminal Facility.

CAPITAL PROJECTS FUNDING SOURCES

Abbreviations	Funding Source Descriptions
1997 Ballot	1997 Ballot - Funds authorized by public vote via a ballot issue.
1/4% 99 S Tax	99 1/4% Sales Tax - Funds generated from the 1999 1/4 Cent Capital Improvement Sales tax issue
All	Accumulated Investment Income - Interest earnings on all projects
BCRSD	Funding source from Boone County Regional Sewer District for their cost of joint projects.
Bond Balance	Remaining balance of bond issues available to be appropriated.
Bond Refinance	Funds made available through the refinancing of bonds.
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.
Col. Trust Donations	Columbia Trust Donations - Donations received through the City's trust fund.
Contrib. From Utilities	Contributions from Utilities - Funds transferred from City utilitiy funds for projects from which they will benefit.
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.
Dev. Contributions	Developer Contributions - Funds received from various entities or organizations benefit from a particular project. We have various current types of contributors: Developer, County and Utilities.
Donations	Monies or gifts donated from non-governmental entities.
DLF	Designated Loan Fund -This fund was established to up front money designated for specifc projects. Repayment sources and terms must be identified.
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 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.
FTA Enh	Federal Transit Administration Enhancement grant funds

CAPITAL PROJECTS FUNDING SOURCES

Abbreviations	Funding Source Descriptions
Future Financing	Funds to be generated by bonds presented to the voters in the future or by other identified sources.
Gen Fd Transfer	General Fund Transfer - Funds transferred from the General Fund.
Gen Fd/PI	General Fund/Public Improvement - Local funds generated through the sales tax.
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.
Grants	Grants - Monies received from from local, state, county or federal entities.
Local	Monies received from street department for work performed by Water and Light
MODOT	Missouri Highway Transportation Department - Monies the City receives from the Mo. Hwy. Trans. Dept. for transportation related projects.
Park Sales Tax	Funds generated from the 2000 Local Parks Tax issue for the amount of one-quarter for five years and one-eighth therafter.
Prior Yr App (PYA)	Prior Year Appropriation- Funds approved in previous years.
Pub Bldg Bond Prc	Public Building Bond Proceeds - Bond proceeds for the acquisition/improvement/development of public buildings.
Rec Trail Grant	Recreation Trail Grant - Grant money from state or federal governments for trails.
Rental Income	Income received by the city for rental of city building space.
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.
Sale of Assets/Equipment	Funds generated throught the sale of equipment or assets owned and depreciated by a particular fund.
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.

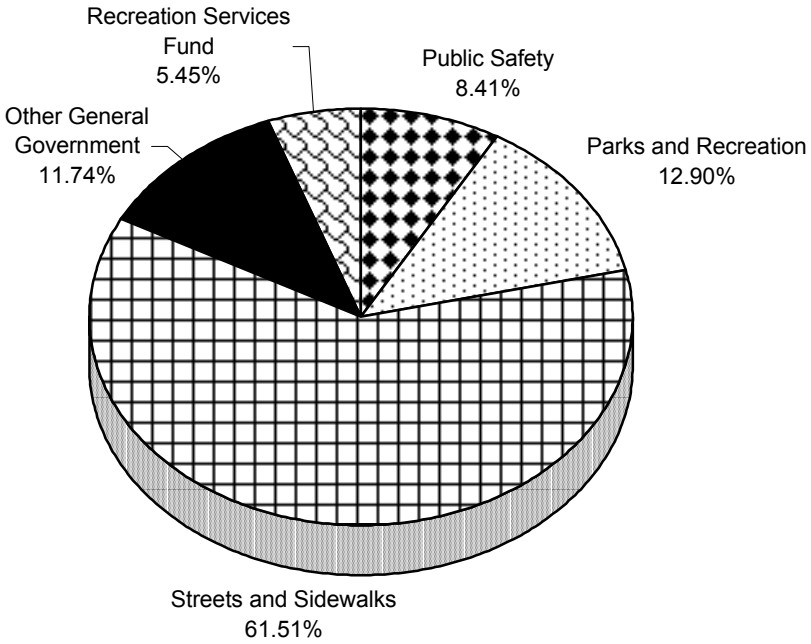
Abbreviations	Funding Source Descriptions
Unfunded	Unfunded - Projects beyond current FY which have no definite funding commitment.
Unfunded/Ballot	Unfunded/Ballot - Projects beyond current FY which will go before the voters in a ballot issue.

Capital Projects - General Government

City of Columbia

Columbia, Missouri

General Government Capital Projects
FY 2004



GENERAL GOVERNMENT CAPITAL PROJECT EXPENDITURES

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Projected FY 2004	% Change From Budget FY 2003
Capital Project Expenditures					
Public Safety	$ 1,930,953	$ 1,450,100	$ 1,450,100	$ 1,097,000	(24.4%)
Parks and Recreation	833,969	1,661,300	1,779,300	1,681,400	1.2%
Health	54,221	0	0	0	
Streets and Sidewalks	2,771,222	1,289,680	1,743,281	8,020,100	521.9%
Other General Government	153,739	1,059,570	1,106,071	1,530,575	44.5%
Total	**5,744,104**	**5,460,650**	**6,078,752**	**12,329,075**	**125.8%**
Gen. Gov. CIP Budgeted in Otr. Fds:					
Recreation Services Fund	7,492,737	295,000	295,000	710,000	140.7%
Total Current Year Appr.	**$ 13,236,841**	**$ 5,755,650**	**$ 6,373,752**	**$ 13,039,075**	**126.5%**
Prior Year Appropriations		1,083,119	1,083,119	476,800	
Total General Gov. CIP		**6,838,769**	**7,456,871**	**13,515,875**	

CAPITAL PROJECTS - GENERAL GOVERNMENT - SUMMARY

PURPOSE

This budget adopts the FY 2004 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

		Projected FY 2004
General Governement Capital:		
FY 2004 Sales Tax Allocation (1%)	$	574,575
1999 CIP Sales Tax (1/4%) - Bonds Proceeds		1,567,000
Transportation Sales Tax (½%) - Operating Transfer		500,000
Parks Sales Tax (1/4%)		729,700
DLF		700,000
Capital Fund Balance		50,000
Grant - Parks and Recreation		160,000
Community Development Block Grant - Operating Transfer		445,000
Development Contribution - Miscellaneous Revenue		560,000
Tax Bills - Miscellaneous Revenue		378,000
General Fund Transfer		920,000
Columbia Trust and Other Donations		114,200
Rental Income		50,000
AII - Accumulated Investment Income		400,000
MoDOT		4,666,000
County Road Tax Rebate		935,900
Grants: Federal Hwy Admin. Surface Transp. Program (STP) & Enhancement Program (STP Enh)		111,200
		12,861,575
Resources in Other Funds:		
Force Account Labor (FAL)		167,500
Recreational Services Fund		10,000
TOTAL AVAILABLE RESOURCES	$	**13,039,075**

EXPENDITURES

		Projected FY 2004
Parks and Recreation	$	2,391,400
Public Safety		1,097,000
Streets and Sidewalks		8,020,100
Other General Government:		1,530,575
TOTAL BUDGETED EXPENDITURES	$	**13,039,075**

APPROPRIATIONS

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Projected FY 2004	Percent Change
Personnel Services	$ 14,337	$ 0	$ 0	$ 0	
Supplies & Materials	295,832	0	0	0	
Travel & Training	2,245	0	0	0	
Intragovernmental Charges	1,360	0	0	0	
Utilities, Services & Misc.	3,844,678	5,460,650	6,078,752	12,329,075	125.8%
Capital	865,854	0	0	0	
Other	719,798	0	0	0	
Total	**5,744,104**	**5,460,650**	**6,078,752**	**12,329,075**	**125.8%**
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	5,744,104	5,460,650	6,078,752	12,329,075	125.8%
Total Expenses	$ **5,744,104**	$ **5,460,650**	$ **6,078,752**	$ **12,329,075**	**125.8%**

FY 2004 FUNDING SOURCES

Capital Projects Detail Budget	Projected FY 2004	Prior Year Appr.	Current Year Appr.	Gen Fd/ PI	1/4% 99 S Tax	FAL	RSR FD	Parks Sales Tax	DLF
FIRE DEPARTMENT									
1. Additions to Fire Station	443,000		443,000		443,000				
4. Replace 1988 1500 GPM pumper apparatus	499,000		499,000		499,000				
6. Remodel Fire Station #2 - Worley	155,000		155,000		155,000				
TOTAL FIRE	1,097,000	0	1,097,000	0	1,097,000	0	0	0	0
PARKS & RECREATION									
3. Nifong Park Restroom & Buildings	161,000		161,000		146,000	15,000			
5. Cosmo Rec Area Roads & Parking	105,000		105,000			5,000		100,000	
18. LAN Golf Course Irrigation	607,500		607,500			7,500			600,000
22. Stephens Lake Park Development	604,700		604,700					604,700	
23. Antimi Ballfield Complex Expansion	105,000		105,000		75,000	30,000			
25. Gillespie Bridge Road Neigh. Park Devlpmt	124,000		124,000		89,000	35,000			
27. Smith-Manhasset Neighborhood Park Dev.	35,000		35,000			35,000			
29. City/School Park Improvement	15,000		15,000	15,000					
34. Martin Luther King Memorial Restoration	90,000	10,800	79,200						
35. Annual P&R Major Maint/Programs	49,000		49,000		49,000				
38. Cosmo-Bethel park Playground Renov.	35,000		35,000			10,000		25,000	
41. L.A. Nickell Cart & Equip. Storage Bldg Ren.	10,000		10,000				10,000		
42. Paquin Park Renovation	70,000		70,000			10,000			
46. Flat Branch Park Phase II	220,000	29,000	191,000		11,000	20,000			
52. LAN Golf Course Fairway Renov/Imprvmnt	100,000		100,000						100,000
55. Greenbelt/Openspace/Trails	100,000		100,000		100,000				
TOTAL PARKS	2,431,200	39,800	2,391,400	15,000	470,000	167,500	10,000	729,700	700,000
STREETS & SIDEWALKS									
2. BLoop 70 Sdwlks: N Creasy Sprg-Garth	295,000	295,000	0						
3. Broadway Sidewalk McBaine to West Blvd	124,500	124,500	0						
7. Annual Sidewalk Maintenance	75,000		75,000	50,000					
8. Downtown Sidewalk Improvements	150,000		150,000						
11. First Ward Sidewalks	50,000		50,000						
12. Annual Street Program	360,000		360,000						
13. Annual Landscaping C40163	17,500	17,500	0						
14. Annual Traffic Safety & Calming	25,000		25,000						
19. Roger I. Wilson Dr - Realign & North Sec	580,000		580,000						
21a. Green Meadows Rd. State 163 to Nifong	275,500		275,500						
23. E. Broadway: US 63 to Old 63	4,666,000		4,666,000						
25. Blue Ridge Road: Garth to Route 763	300,000		300,000						
28. Brown School Rd@ Hwy 763 Interchange	400,000		400,000						
30. Garth Ave. Thurman to Bear Creek & Brdg	541,600		541,600						
35. Stearman Street	300,000		300,000						
45. Donnelly Avenue Improvements	137,000		137,000						
53. Hardin Street & Hope Place Reconstruction	130,000		130,000						
57. Landscaping Route AC	30,000		30,000	30,000					
TOTAL STREETS & SIDEWALKS	8,457,100	437,000	8,020,100	80,000	0	0	0	0	0
OTHER GENERAL GOVERNMENT									
2. Engineering Transfer	230,000		230,000	230,000					
3. G & A Fees	35,575		35,575	35,575					
5. City Office Space	700,000		700,000						
6. Acquire remainder of City Hall Block	50,000		50,000						
8. Salt Storage Bldg at Satellite location	125,000		125,000						
9. Contingency	119,000		119,000	119,000					
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	96,000		96,000						
14. Downtown Special Projects C00140	80,000		80,000						
TOTAL OTHER GENERAL GOVT	1,530,575	0	1,530,575	479,575	0	0	0	0	0
TOTAL GENERAL GOVERNMENT CIP	13,515,875	476,800	13,039,075	574,575	1,567,000	167,500	10,000	729,700	700,000

FY 2004 FUNDING SOURCES

Transp. Sales Tax	General Fund Transfer	Dev Contr	CAP FB	County Rd Tax Rebate	STP	CDBG	Grant	Tax Bill	All	MoDOT	Rental Income	Col. Trust Donations	Donations
0	0	0	0	0	0	0	0	0	0	0	0	0	0
													79,200
						60,000							
							160,000						
0	0	0	0	0	0	60,000	160,000	0	0	0	0	0	79,200
25,000													
	50,000					50,000		50,000					
						50,000							
250,000		110,000											
25,000													
		450,000		130,000									
				164,300	111,200								
										4,666,000			
				300,000									
									400,000				
200,000				341,600									
								300,000					
						109,000		28,000					
						130,000							
500,000	50,000	560,000	0	935,900	111,200	339,000	0	378,000	400,000	4,666,000	0	0	0
	700,000												
											50,000		
	125,000												
			50,000			46,000							
	45,000											35,000	
0	870,000	0	50,000	0	0	46,000	0	0	0	0	50,000	35,000	0
500,000	920,000	560,000	50,000	935,900	111,200	445,000	160,000	378,000	400,000	4,666,000	50,000	35,000	79,200

(THIS PAGE INTENTIONALLY LEFT BLANK)

General Government Summary

	Funding Source	Total	Current Budget FY03	Projected Budget FY04	Requested Budget FY05	Priority Needs FY06-08
Funding Source Summary	Gen Fd/PI	$2,984,339	$736,764	$574,575	$461,000	$1,212,000
	1/4 99 S Tax	$3,811,253	$1,817,253	$1,567,000	$427,000	$0
	Transp S Tax	$4,270,200	$596,200	$500,000	$1,619,000	$1,555,000
	Park Sales Tax	$1,550,000	$670,300	$729,700	$150,000	$0
	Gen Fd Transfer	$1,815,000	$895,000	$920,000	$0	$0
	CAP FB	$361,100	$211,100	$50,000	$50,000	$50,000
	AII	$2,306,100	$388,000	$400,000	$0	$1,518,100
	CDBG	$1,400,000	$25,000	$445,000	$638,000	$292,000
	Pub Bldg Bond Proc	$14,029,000	$0	$0	$14,029,000	$0
	Co rd tax reb	$8,720,900	$211,000	$935,900	$1,171,000	$6,403,000
	MODOT	$4,988,400	$322,400	$4,666,000	$0	$0
	Dev charge	$2,509,000	$0	$0	$0	$2,509,000
	STP	$1,586,200	$781,000	$111,200	$694,000	$0
	FAL	$1,133,500	$171,000	$167,500	$130,000	$665,000
	Tax Bill	$1,041,400	$147,800	$378,000	$245,500	$270,100
	GCIF	$100,000	$0	$0	$0	$100,000
	Bond Bal	$533,000	$0	$0	$0	$533,000
	Grant	$235,253	$75,253	$160,000	$0	$0
	Sale of Equipment	$225,000	$225,000	$0	$0	$0
	Dev Contrib	$590,000	$30,000	$560,000	$0	$0
	Contrib from Utilities	$120,450	$0	$0	$0	$120,450
	RSR	$95,000	$85,000	$10,000	$0	$0
	Rec Trail Grant	$93,000	$93,000	$0	$0	$0
	Rental Income	$50,000	$0	$50,000	$0	$0
	Col. Trust Donations	$35,000	$0	$35,000	$0	$0
	DLF	$700,000	$0	$700,000	$0	$0
	STPEnh	$0	$0	$0	$0	$0
	County Grant	$0	$0	$0	$0	$0
	Donation	$79,200	$0	$79,200	$0	$0
	Subtotal	**$55,362,295**	**$7,481,070**	**$13,039,075**	**$19,614,500**	**$15,227,650**
	PYA GF/PI	$477,800	$467,000	$10,800	$0	$0
	PYA Park S Tax	$1,225,000	$1,225,000	$0	$0	$0
	PYA 1/4 99 ST	$976,000	$976,000	$0	$0	$0
	PYA 1/4 96 ST	$2,374,004	$2,138,504	$200,500	$17,500	$17,500
	PYA Transp S Tax	$613,100	$613,100	$0	$0	$0
	PYA Gen Fd Transfer	$318,170	$318,170	$0	$0	$0
	PYA AII	$191,000	$191,000	$0	$0	$0
	PYA/CDBG	$720,000	$720,000	$0	$0	$0
	PYA RSR	$125,000	$125,000	$0	$0	$0
	PYA PB Bond Proc	$473,830	$473,830	$0	$0	$0
	PYA Co rd tax	$2,050,000	$2,050,000	$0	$0	$0
	PYA/County Contrib	$1,870,000	$1,870,000	$0	$0	$0
	PYA STP	$1,500,000	$1,500,000	$0	$0	$0
	PYA STPEnh	$65,000	$0	$65,000	$0	$0
	PYA CAP FB	$361,866	$361,866	$0	$0	$0
	PYA Tax Bill	$270,000	$98,500	$171,500	$0	$0
	PYA Ann Traf Saf	$0	$0	$0	$0	$0
	Prior Year App	$91,000	$62,000	$29,000	$0	$0
	Subtotal	**$13,701,770**	**$13,189,970**	**$476,800**	**$17,500**	**$17,500**
	Future Financing	$7,166,000	$0	$0	$0	$7,166,000
	Unfund/Donat/Grant	$2,590,000	$0	$0	$70,000	$2,520,000
	Unfunded	$112,752,300	$0	$0	$10,737,500	$102,014,800
	Subtotal	**$122,508,300**	**$0**	**$0**	**$10,807,500**	**$111,700,800**
	Total	**$191,572,365**	**$20,671,040**	**$13,515,875**	**$30,439,500**	**$126,945,950**

PROJECTS	Funding Source	Total	Current Budget FY03	Projected Budget FY04	Requested Budget FY05	Priority Needs FY06-08
Streets & Sidewalks	Gen Fd/PI	$8,500,000	$14,500	$80,000	$0	$0
	Transp S Tax	$0	$596,200	$500,000	$1,619,000	$1,555,000
	Gen Fd Transfer	$11,960,000	$0	$50,000	$0	$0
	AII	$11,960,000	$388,000	$400,000	$0	$1,518,100
	CDBG	$0	$0	$339,000	$353,000	$100,000
	Co rd tax reb	$0	$211,000	$935,900	$1,171,000	$6,403,000
	MODOT	$0	$322,400	$4,666,000	$0	$0
	Dev charge	$60,000	$0	$0	$0	$2,509,000
	STP	$90,000	$781,000	$111,200	$694,000	$0
	Tax Bill	$94,500	$147,800	$378,000	$245,500	$270,100
	Bond Bal	$4,270,200	$0	$0	$0	$533,000
	Dev Contrib	$50,000	$30,000	$560,000	$0	$0
	STPEnh	$2,306,100	$0	$0	$0	$0
	County Grant	$792,000	$0	$0	$0	$0
	Subtotal	**$40,082,800**	**$2,490,900**	**$8,020,100**	**$4,082,500**	**$12,888,200**
	PYA GF/PI	$209,000	$209,000	$0	$0	$0
	PYA 1/4 96 ST	$2,374,004	$2,138,504	$200,500	$17,500	$17,500
	PYA Transp S Tax	$613,100	$613,100	$0	$0	$0
	PYA AII	$191,000	$191,000	$0	$0	$0
	PYA/CDBG	$220,000	$220,000	$0	$0	$0
	PYA Co rd tax	$2,050,000	$2,050,000	$0	$0	$0
	PYA STP	$1,500,000	$1,500,000	$0	$0	$0
	PYA STPEnh	$65,000	$0	$65,000	$0	$0
	PYA CAP FB	$361,866	$361,866	$0	$0	$0
	PYA Tax Bill	$270,000	$98,500	$171,500	$0	$0
	PYA Ann Traf Saf	$0	$0	$0	$0	$0
	Prior Year App	$35,000	$35,000	$0	$0	$0
	Subtotal	**$7,888,970**	**$7,416,970**	**$437,000**	**$17,500**	**$17,500**
	Unfunded	**$86,523,800**	**$0**	**$0**	**$9,267,000**	**$77,256,800**
	Total	**$134,495,570**	**$9,907,870**	**$8,457,100**	**$13,367,000**	**$90,162,500**

Parks & Recreation Summary	1/4 99 S Tax	$1,418,253	$521,253	$470,000	$427,000	$0
	Park Sales Tax	$1,550,000	$670,300	$729,700	$150,000	$0
	CDBG	$412,000	$25,000	$60,000	$135,000	$192,000
	FAL	$1,133,500	$171,000	$167,500	$130,000	$665,000
	GCIF	$100,000	$0	$0	$0	$100,000
	Grant	$235,253	$75,253	$160,000	$0	$0
	RSR	$95,000	$85,000	$10,000	$0	$0
	Rec Trail Grant	$93,000	$93,000	$0	$0	$0
	DLF	$700,000	$0	$700,000	$0	$0
	Gen Fd/PI	$15,000	$0	$15,000	$0	$0
	Donation	$79,200	$0	$79,200	$0	$0
	Subtotal	**$5,831,206**	**$1,640,806**	**$2,391,400**	**$842,000**	**$957,000**
	Prior Year App	$0	$27,000	$29,000	$0	$0
	PYA GF/PI	$56,000	$0	$10,800	$0	$0
	PYA RSR	$10,800	$125,000	$0	$0	$0
	PYA Park S Tax	$125,000	$1,225,000	$0	$0	$0
	PYA 1/4 99 ST	$1,225,000	$704,000	$0	$0	$0
	Subtotal	**$1,416,800**	**$2,081,000**	**$39,800**	**$0**	**$0**
	Unfund/Donat/Grant	$0	$0	$0	$70,000	$2,520,000
	Unfunded	$2,590,000	$0	$0	$367,000	$22,563,000
	Subtotal	**$2,590,000**	**$0**	**$0**	**$437,000**	**$25,083,000**
	Total	**$9,838,006**	**$3,721,806**	**$2,431,200**	**$1,279,000**	**$26,040,000**

PROJECTS	Funding Source	Total	Current Budget FY03	Projected Budget FY04	Requested Budget FY05	Priority Needs FY06-08
Fire	Gen Fd/PI	$202,000	$202,000	$0	$0	$0
	1/4 99 S Tax	$2,393,000	$1,296,000	$1,097,000	$0	$0
	CAP FB	$105,000	$105,000	$0	$0	$0
	CDBG	$150,000	$0	$0	$150,000	$0
	Sale of Equipment	$225,000	$225,000	$0	$0	$0
	Subtotal	**$3,075,000**	**$1,828,000**	**$1,097,000**	**$150,000**	**$0**
	PYA GF/PI	$135,000	$135,000	$0	$0	$0
	PYA 1/4 99 ST	$272,000	$272,000	$0	$0	$0
	Subtotal	**$407,000**	**$407,000**	**$0**	**$0**	**$0**
	Future Financing	$7,166,000	$0	$0	$0	$7,166,000
	Unfunded	$1,503,500	$0	$0	$1,003,500	$500,000
	Subtotal	**$8,669,500**	**$0**	**$0**	**$1,003,500**	**$7,666,000**
	Total	**$12,151,500**	**$2,235,000**	**$1,097,000**	**$1,153,500**	**$7,666,000**

Other General Government	Gen Fd/PI	$2,672,839	$520,264	$479,575	$461,000	$1,212,000
	Pub Bldg Bond Proc	$14,029,000	$0	$0	$14,029,000	$0
	County Contrib	$0	$0	$0	$0	$0
	Contrib from Utilities	$120,450	$0	$0	$0	$120,450
	CDBG	$46,000	$0	$46,000	$0	$0
	CAP FB	$256,100	$106,100	$50,000	$50,000	$50,000
	Col. Trust Donations	$35,000	$0	$35,000	$0	$0
	Transp S Tax	$0	$0	$0	$0	$0
	Gen Fd Transfer	$1,765,000	$895,000	$870,000	$0	$0
	Rental Income	$50,000	$0	$50,000	$0	$0
	Subtotal	**$18,974,389**	**$1,521,364**	**$1,530,575**	**$14,540,000**	**$1,382,450**
	PYA GF/PI	$123,000	$123,000	$0	$0	$0
	PYA Gen Fd Transfer	$318,170	$318,170	$0	$0	$0
	PYA/CDBG	$500,000	$500,000	$0	$0	$0
	PYA PB Bond Proc	$473,830	$473,830	$0	$0	$0
	PYA/County Contrib	$1,870,000	$1,870,000	$0	$0	$0
	Subtotal	**$3,285,000**	**$3,285,000**	**$0**	**$0**	**$0**
	Unfunded	**$1,795,000**	**$0**	**$0**	**$100,000**	**$1,695,000**
	Total	**$24,054,389**	**$4,806,364**	**$1,530,575**	**$14,640,000**	**$3,077,450**

PROJECTS	Funding Source	Total	Current Budget FY03	Projected Budget FY04	Requested Budget FY05	Priority Needs FY06-08
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	$100,000		$100,000		
Sidewalks; north side,	PYA STPEnh	$65,000		$65,000		
Creasy Springs to Garth	PYA Tax Bill	$130,000		$130,000		
C00108	Total	$295,000	$0	$295,000	$0	$0
3. Broadway Sidewalks;	PYA 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	$0	$124,500	$0	$0
4. Texas Avenue Sidewalks;	Tax Bill	$59,000			$59,000	
north side, Garth to	Unfunded	$59,000			$59,000	
Providence	Total	$118,000	$0	$0	$118,000	$0
5. Oakland Gravel Rd Sidewalks	Tax Bill	$30,000				$30,000
Blue Ridge Rd to the South	Unfunded	$40,500			$0	$40,500
of Oakland Park C00157	Total	$70,500	$0	$0	$0	$70,500
6. Business Loop 70	Tax Bill	$53,000			$53,000	
Sidewalks; Candlelight	Unfunded	$53,000			$53,000	
Lodge to Cosmo Park	Total	$106,000	$0	$0	$106,000	$0
7. Annual Sidewalks	PYA 1/4 96 ST	$81,285	$81,285			
(New construction and	Unfunded	$200,000			$50,000	$150,000
reconstruction)	Transp S Tax	$50,000	$25,000	$25,000		
C40162	Gen Fd/PI	$64,500	$14,500	$50,000		
	PYA/CDBG	$75,000	$75,000			
	PYA Gen Fd/PI	$0				
	Total	$470,785	$195,785	$75,000	$50,000	$150,000
8. Downtown Sidewalks	Tax Bill	$100,000	$50,000	$50,000	$0	$0
Improvements	Gen Fd Transfer	$50,000		$50,000		
C40074	CDBG	$250,000	$0	$50,000	$100,000	$100,000
	Unfunded	$150,000	$0		$50,000	$100,000
	Total	$550,000	$50,000	$150,000	$150,000	$200,000
9. Jefferson Commons Ped	PYA 1/4 96 ST	$10,000	$10,000			
Crossing C00158	Total	$10,000	$10,000	$0	$0	$0
10. Garth/Business Loop	CDBG	$23,000			$23,000	
Pedestrian Imprv. C00159	Total	$23,000	$0	$0	$23,000	$0
11. First Ward	CDBG	$50,000		$50,000		
Sidewalks C00160	Total	$50,000	$0	$50,000	$0	$0
Streets						
12. Annual Street Program	PYA 1/4 96 ST	$6,334	$6,334			
C40158	Co rd tax reb	$211,000	$211,000			
	Transp S Tax	$2,076,000	$304,000	$250,000	$250,000	$1,272,000
	Dev Contrib	$110,000		$110,000		
	Total	$2,403,334	$521,334	$360,000	$250,000	$1,272,000
13. Annual	Unfunded	$165,000			$32,500	$132,500
Landscaping	PYA 1/4 96 ST	$70,000	$17,500	$17,500	$17,500	$17,500
C40163	PYA 82/86 Bonds	$0				
	Total	$235,000	$17,500	$17,500	$50,000	$150,000
14. Annual Traffic Safety	Unfunded	$150,000				$150,000
and Traffic Calming	PYA Transp S Tax	$58,000	$58,000			
C40159	Transp S Tax	$125,000		$25,000	$25,000	$75,000
	Total	$333,000	$58,000	$25,000	$25,000	$225,000
15. State Projects	PYA GF/PI	$209,000	$209,000			
C40160	PYA 1/4 96 ST	$0				
	Total	$209,000	$209,000	$0	$0	$0
16b. 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	$215,000				$215,000
	Total	$760,000	$35,000	$0	$0	$725,000
16c. Brown Station Road:	Tax Bill	$39,000				$39,000
Rutledge to Waco	All	$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

PROJECTS	Funding Source	Total	Current Budget FY03	Projected Budget FY04	Requested Budget FY05	Priority Needs FY06-08
17. Lemone Industrial Blvd; N to	PYA Co rd tax	$70,000	$70,000			
Stadium Blvd & Stadium Ext.	Co rd tax reb	$2,506,000				$2,506,000
(Two Bridges) - C00128	Unfunded	$5,294,000				$5,294,000
	Total	$7,870,000	$70,000	$0	$0	$7,800,000
18. Rock Quarry Road;	All	$652,100				$652,100
Nifong to new Route AC	Tax Bill	$29,100				$29,100
C00069	Unfunded	$26,000				$26,000
	Total	$707,200	$0	$0	$0	$707,200
19. Roger I. Wilson Drive;	PYA 1/4 96 ST	$320,000	$320,000			
Realign & north section	Co rd tax reb	$130,000		$130,000		
C00070	Dev Contrib	$450,000		$450,000		
	Total	$900,000	$320,000	$580,000	$0	$0
20. Forum Boulevard;	PYA 1/4 96 ST	$565,000	$565,000			
S to Old Plank Road	PYA Co rd tax	$119,000	$119,000			
C00071	PYA Tax Bill	$11,000	$11,000			
	Transp S Tax	$135,000	$135,000			
	Total	$830,000	$830,000	$0	$0	$0
21a. Green Meadows Road;	PYA Tax bill	$47,500	$47,500			
State Route 163 to Nifong	PYA STP	$1,500,000	$1,500,000			
C00103	PYA All	$191,000	$191,000			
	STP	$111,200		$111,200		
	Co rd tax reb	$164,300		$164,300		
	Total	$2,014,000	$1,738,500	$275,500	$0	$0
21b. Southampton; Nifong	Tax Bill	$47,500			$47,500	
south to existing pavement	STP	$694,000			$694,000	
@ State Farm	Co rd tax reb	$700,000			$700,000	
	Unfunded	$538,500			$538,500	
	Total	$1,980,000	$0	$0	$1,980,000	$0
22. 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	Total	$663,500	$663,500	$0	$0	$0
23. East Broadway; US 63	MODOT	$4,327,256		$4,327,256		
to Old 63 C00072	MoDOT Enhancment	$338,744		$338,744		
	PYA 1/4 96 ST	$400,000	$400,000			
	Total	$5,066,000	$400,000	$4,666,000	$0	$0
24. Providence Road; Vandiver	Unfunded	$5,560,000				$5,560,000
to Brown School	Total	$5,560,000	$0	$0	$0	$5,560,000
25. Blue Ridge Road;	Tax Bill	$48,000	$48,000			$0
Garth to Hwy 763	STP	$781,000	$781,000			
C00094	PYA Co rd tax	$80,000	$80,000			
	Co rd tax reb	$300,000		$300,000		
	Total	$1,209,000	$909,000	$300,000	$0	$0
26. Smiley Lane; Northwest	Unfunded	$1,586,000				$1,586,000
Loop to Providence	Total	$1,586,000	$0	$0	$0	$1,586,000
27. Mexico Gravel Road;	Unfunded	$2,334,000				$2,334,000
US 63 to Vandiver	Total	$2,334,000	$0	$0	$0	$2,334,000
28. Auborn Hills @ Hwy 763 Inter.	All	$400,000		$400,000		
south (Sdwlk & Acquire Land)						
C00053	Total	$400,000	$0	$400,000	$0	$0
29. St. Charles Road; Keene	Unfunded	$4,560,000				$4,560,000
to Grace Lane	Total	$4,560,000	$0	$0	$0	$4,560,000
30. Garth Avenue; Thurman to	PYA Tax Bill	$10,000	$10,000			
Bear Creek and Bridge	PYA Transp S Tax	$196,000	$196,000			
over Bear Creek- C00129	MODOT BRM	$322,400	$322,400			
	Co rd tax reb	$341,600		$341,600		
	Transp S Tax	$200,000		$200,000		
	Total	$1,070,000	$528,400	$541,600	$0	$0
31. Northwest Loop; Creasy	Unfunded	$2,900,000				$2,900,000
Springs to Brown School	Total	$2,900,000	$0	$0	$0	$2,900,000
32. Brown School Road; Rte.	Unfunded	$5,940,000				$5,940,000
763 to NW Loop Extension	Total	$5,940,000	$0	$0	$0	$5,940,000
33. I-70 Drive SW at West	PYA 1/4 96 ST	$292,885	$292,885			
Boulevard C00073	Total	$292,885	$292,885	$0	$0	$0

PROJECTS	Funding Source	Total	Current Budget FY03	Projected Budget FY04	Requested Budget FY05	Priority Needs FY06-08
34. Garth Avenue; Bear Creek	PYA Transp S Tax	$337,100	$337,100			
to Blue Ridge	PYA Co rd tax	$417,500	$417,500			
C00041	PYA 1/4 96 ST	$76,500	$76,500			
	Total	$831,100	$831,100	$0	$0	$0
35. Stearman Street	Tax Bill	$300,000		$300,000		
C00180	Total	$300,000	$0	$300,000	$0	$0
36. Blackfoot Road;	PYA Co rd tax	$745,000	$745,000			
Route E north 3500'	Unfunded	$1,335,000				$1,335,000
C00130	Total	$2,080,000	$745,000	$0	$0	$1,335,000
37. Scott Blvd (Route TT);	Transp S Tax	$1,344,000			$1,344,000	
Rollins Road to Brookview	Tax Bill	$86,000			$86,000	
Terrace	PYA 1/4 96 ST	$369,000	$369,000			
C00149	County grant	$0				
	STP	$0				
	Co rd tax reb	$471,000			$471,000	
	Unfunded	$7,730,000			$7,730,000	
	Total	$10,000,000	$369,000	$0	$9,631,000	$0
38. Chapel Hill Road; Scott to	Unfunded	$2,279,000				$2,279,000
Old Gillespie Bridge	Total	$2,279,000	$0	$0	$0	$2,279,000
39. East Boulevard; East	Unfunded	$2,975,000				$2,975,000
Bus Loop 70 to Conley	Total	$2,975,000	$0	$0	$0	$2,975,000
40. Vandiver Drive;	Co rd tax reb	$2,126,000				$2,126,000
Intersection Ramps east	Transp S Tax	$208,000				$208,000
to Mexico Gravel	Unfunded	$566,000				$566,000
	Total	$2,900,000	$0	$0	$0	$2,900,000
41. Mexico Gravel Road;	Tax Bill	$55,000				$55,000
Vandiver to Route PP	Co rd tax reb	$945,000				$945,000
	All	$180,000				$180,000
	Unfunded	$755,000				$755,000
	Total	$1,935,000	$0	$0	$0	$1,935,000
42. Waco Road Extension;	Tax Bill	$84,000				$84,000
Brown Station to	Dev charge	$809,000				$809,000
Oakland Gravel	Co rd tax reb	$349,000				$349,000
	All	$386,000				$386,000
	Unfunded	$756,000				$756,000
	Total	$2,384,000	$0	$0	$0	$2,384,000
43. Roadway Corridor	PYA CAP FB	$361,866	$361,866			
Preservation	Unfunded	$1,500,000			$500,000	$1,000,000
C00010	All	$388,000	$388,000			
	Total	$2,249,866	$749,866	$0	$500,000	$1,000,000
44. Bluff Creek Drive	Dev charge	$1,700,000				$1,700,000
Bridge	Total	$1,700,000	$0	$0	$0	$1,700,000
45. Donnelly Avenue	PYA/CDBG	$125,000	$125,000			
Improvements C00147	CDBG	$109,000		$109,000		
	Tax Bill	$28,000		$28,000		
	Total	$262,000	$125,000	$137,000	$0	$0
46. Ballenger Lane @	Transp S Tax	$45,000	$45,000			
Aztec - Sight Distance	Dev Contrib	$15,000	$15,000			
Improvements	Unfunded	$45,000			$45,000	
C00121	Total	$105,000	$60,000	$0	$45,000	$0
47. Heather Lane;	Transp S Tax	$87,200	$87,200			
Broadway to Ash	Tax Bill	$49,800	$49,800			
C00119	Total	$137,000	$137,000	$0	$0	$0
48. Grace Lane; terminus to	Unfunded	$316,800				$316,800
Richland Road	Total	$316,800	$0	$0	$0	$316,800
49. Gillespie Bridge Road;	Unfunded	$2,500,000				$2,500,000
replace Perche Creek	Total	$2,500,000	$0	$0	$0	$2,500,000
Bridge						
50. Wilson Avenue;	Unfunded	$130,000				$130,000
Reconstruct Curbs &	Total	$130,000	$0	$0	$0	$130,000
Gutters - College						
to William						

Note: Developer Contributions in out years are not firm commitments.

PROJECTS	Funding Source	Total	Current Budget FY03	Projected Budget FY04	Requested Budget FY05	Priority Needs FY06-08
51. Traffic Islands - Stadium	Unfunded	$95,000			$95,000	
& Old 63	Total	$95,000	$0	$0	$95,000	$0
52. Traffic Islands - Stadium	Unfunded	$84,000			$84,000	
& Broadway	Total	$84,000	$0	$0	$84,000	$0
53. Hardin Street & Hope	PYA/CDBG	$20,000	$20,000			
Place Reconstruction	CDBG	$360,000		$130,000	$230,000	
C00161	Total	$380,000	$20,000	$130,000	$230,000	$0
54. Gans Road Interchange	Unfunded	$8,500,000				$8,500,000
at 63	Total	$8,500,000	$0	$0	$0	$8,500,000
55. Gans Road - Providence	Unfunded	$11,960,000				$11,960,000
to 63 Interchange	Total	$11,960,000	$0	$0	$0	$11,960,000
56. I-70	Unfunded	$15,000,000				$15,000,000
Interchange	Total	$15,000,000	$0	$0	$0	$15,000,000
57. Landscaping	Gen Fd/PI	$30,000		$30,000		
Route AC	Unfunded	$60,000			$30,000	$30,000
C00183	Total	$90,000	$0	$30,000	$30,000	$30,000
	Gen Fd/PI	$8,500,000	$14,500	$80,000	$0	$0
Streets & Sidewalks	Transp S Tax	$0	$596,200	$500,000	$1,619,000	$1,555,000
Summary	Gen Fd Transfer	$11,960,000	$0	$50,000	$0	$0
	AII	$11,960,000	$388,000	$400,000	$0	$1,518,100
	CDBG	$0	$0	$339,000	$353,000	$100,000
	Co rd tax reb	$0	$211,000	$935,900	$1,171,000	$6,403,000
	MODOT	$0	$322,400	$4,666,000	$0	$0
	Dev charge	$60,000	$0	$0	$0	$2,509,000
	STP	$90,000	$781,000	$111,200	$694,000	$0
	Tax Bill	$94,500	$147,800	$378,000	$245,500	$270,100
	Bond Bal	$4,270,200	$0	$0	$0	$533,000
	Dev Contrib	$50,000	$30,000	$560,000	$0	$0
	STPEnh	$2,306,100	$0	$0	$0	$0
	County Grant	$792,000	$0	$0	$0	$0
	Subtotal	**$40,082,800**	**$2,490,900**	**$8,020,100**	**$4,082,500**	**$12,888,200**
	PYA GF/PI	$209,000	$209,000	$0	$0	$0
	PYA 1/4 96 ST	$2,374,004	$2,138,504	$200,500	$17,500	$17,500
	PYA Transp S Tax	$613,100	$613,100	$0	$0	$0
	PYA AII	$191,000	$191,000	$0	$0	$0
	PYA/CDBG	$220,000	$220,000	$0	$0	$0
	PYA Co rd tax	$2,050,000	$2,050,000	$0	$0	$0
	PYA STP	$1,500,000	$1,500,000	$0	$0	$0
	PYA STPEnh	$65,000	$0	$65,000	$0	$0
	PYA CAP FB	$361,866	$361,866	$0	$0	$0
	PYA Tax Bill	$270,000	$98,500	$171,500	$0	$0
	PYA Ann Traf Saf	$0	$0	$0	$0	$0
	Prior Year App	$35,000	$35,000	$0	$0	$0
	Subtotal	**$7,888,970**	**$7,416,970**	**$437,000**	**$17,500**	**$17,500**
	Unfunded	**$86,523,800**	**$0**	**$0**	**$9,267,000**	**$77,256,800**
	Total	**$134,495,570**	**$9,907,870**	**$8,457,100**	**$13,367,000**	**$90,162,500**

PROJECTS	Funding Source	Total	Current Budget FY03	Projected Budget FY04	Requested Budget FY05	Priority Needs FY06-08
Parks & Recreation						
1. Twin Lakes Rec Area	Unfunded	$965,000				$965,000
	FAL	$30,000				$30,000
	Total	$995,000		$0	$0	$995,000
2. Twin Lakes Rec Area	Unfunded	$110,000				$110,000
Roads, Parking & Lighting	FAL	$15,000				$15,000
	Total	$125,000	$0	$0	$0	$125,000
3. Nifong Park Restroom	1/4 99 S Tax	$146,000		$146,000		
and Buildings	FAL	$15,000		$15,000		
C00184	Total	$161,000	$0	$161,000		$0
4. Park Management	Unfunded	$210,000				$210,000
Center Renovation	Total	$210,000	$0	$0	$0	$210,000
5. Cosmo Rec Area	1/4 99 S Tax	$35,000	$35,000			
Roads & Parking	Unfunded	$100,000				$100,000
C46030	Park Sales Tax	$200,000		$100,000	$100,000	
	FAL	$25,000	$10,000	$5,000	$5,000	$5,000
	Total	$360,000	$45,000	$105,000	$105,000	$105,000
6. Cosmo Rec Area-Phase II	Unfunded	$145,000				$145,000
Hard-surface Trail	FAL	$10,000				$10,000
	Total	$155,000	$0	$0	$0	$155,000
7. Smithton Neighborhood	1/4 99 S Tax	$36,000	$36,000			
Park Development	PYA 1/4 99 ST	$50,000	$50,000			
C00131	FAL	$35,000	$35,000			
	Total	$121,000	$121,000		$0	$0
8. Fairview Park	1/4 99 S Tax	$75,000			$75,000	
Improvements	FAL	$35,000			$35,000	
	Total	$110,000	$0	$0	$110,000	$0
9. Park Acquisition	Unfunded	$600,000				$600,000
Neighborhood Parks C40145	PYA 1/4 99 ST	$554,000	$554,000			$0
	Total	$1,154,000	$554,000	$0	$0	$600,000
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	$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. Bethel Tennis Courts (Four	Unfunded	$120,000				$120,000
Court Tennis Complex)	Total	$120,000	$0	$0	$0	$120,000
13. Armory Sports Center	CDBG	$75,000			$75,000	
Improvements	Unfunded	$500,000				$500,000
	Total	$575,000	$0	$0	$75,000	$500,000
14. Oakland Park	1/4 99 S Tax	$16,000			$16,000	
East Parking Lot	Total	$16,000	$0	$0	$16,000	$0
15. Rainbow Softball	RSR	$25,000	$25,000			
Center Improvement	PYA RSR	$125,000	$125,000			
C46057	Unfunded	$250,000				$250,000
	FAL	$86,000	$26,000			$60,000
	Total	$486,000	$176,000	$0	$0	$310,000
16. South Regional	Unfunded	$5,000,000				$5,000,000
Park Acquisition	Total	$5,000,000	$0	$0	$0	$5,000,000
17. Garth Nature Area	Unfunded	$180,000				$180,000
Improvements	FAL	$90,000				$90,000
	Total	$270,000	$0	$0	$0	$270,000
18. LAN Golf Course Irrigation	DLF	$600,000		$600,000		
C46066	FAL	$7,500		$7,500		
	Total	$607,500	$0	$607,500	$0	$0
19. Skate Park	Unfund/Donat/Grant	$60,000				$60,000
Lighting	FAL	$7,000				$7,000
	Total	$67,000	$0	$0		$67,000
20. Rock Quarry Park	Unfunded	$140,000				$140,000
Development	FAL	$18,000				$18,000
	Total	$158,000	$0	$0		$158,000
21. Douglass Park Baseball	CDBG	$55,000				$55,000
Field Improvements	Total	$55,000	$0	$0	$0	$55,000
22. Stephens Lake Park	Park Sales Tax	$1,275,000	$670,300	$604,700		
Development	PYA Park S Tax	$1,225,000	$1,225,000			
C00095	Total	$2,500,000	$1,895,300	$604,700	$0	$0

PROJECTS	Funding Source	Total	Current Budget FY03	Projected Budget FY04	Requested Budget FY05	Priority Needs FY06-08
23. Antimi Ballfield Complex	1/4 99 S Tax	$250,000	$175,000	$75,000		
Expansion C46065	FAL	$120,000	$50,000	$30,000		$40,000
	Unfunded	$400,000			$200,000	$200,000
	Total	$770,000	$225,000	$105,000	$200,000	$240,000
24. Skate Park/Roller Hockey	Unfund/Donat/Grant	$70,000			$70,000	
Boards	FAL	$5,000			$5,000	
	Total	$75,000	$0	$0	$75,000	$0
25. Gillespie Bridge Road	1/4 99 S Tax	$89,000		$89,000		
Neighborhood Park	FAL	$35,000		$35,000		
Development C00185	Total	$124,000	$0	$124,000	$0	$0
26. Field Neighborhood Park	Unfunded	$140,000				$140,000
Acquisition	Total	$140,000	$0	$0	$0	$140,000
27. Smith-Manhasset	Unfunded	$92,000			$92,000	
Neighborhood Park	FAL	$35,000		$35,000		
Development C00186	Total	$127,000	$0	$35,000	$92,000	$0
28. Outdoor Ice Skating	Unfunded	$450,000				$450,000
Facility	FAL	$15,000				$15,000
	Total	$465,000	$0	$0	$0	$465,000
29. City/School Park	Gen Fd/PI	$15,000		$15,000		
Improvement C00193	CDBG	$30,000				$30,000
	Total	$45,000	$0	$15,000	$0	$30,000
30. Indian Hills Park	CDBG	$25,000	$25,000			
Improvements C00113	Unfunded	$126,000				$126,000
	Total	$151,000	$25,000	$0	$0	$126,000
31. Russell Property Park						
Development--W/O Nature	Unfunded	$950,000				$950,000
Center	Total	$950,000	$0	$0	$0	$950,000
32. Bear Creek Boardwalk	Unfunded	$85,000				$85,000
Reconstruction	FAL	$20,000				$20,000
	Total	$105,000	$0	$0	$0	$105,000
33. ARC Gym	Unfunded	$550,000				$550,000
Expansion	Total	$550,000	$0	$0	$0	$550,000
34. Martin Luther King	Donation	$79,200		$79,200		
Memorial Restoration	PYA GF/PI	$10,800	$0	$10,800		$0
C00067	Total	$90,000	$0	$90,000	$0	$0
35. Annual P&R Major Maint./	1/4 99 S Tax	$118,000	$25,000	$49,000	$44,000	
Programs C00056	Unfunded	$300,000				$300,000
	Total	$418,000	$25,000	$49,000	$44,000	$300,000
36. Cosmo-Bethel Restroom/	Unfunded	$255,000				$255,000
Shelter renovation	FAL	$60,000				$60,000
	Total	$315,000	$0	$0	$0	$315,000
37. Cosmo-Bethel - new	1/4 99 S Tax	$100,000			$100,000	
shelter	FAL	$30,000			$30,000	
	Total	$130,000	$0	$0	$130,000	$0
38. Cosmo-Bethel Park	Park Sales Tax	$75,000		$25,000	$50,000	$0
Playground Renovation	FAL	$20,000		$10,000	$10,000	$0
C00187	Total	$95,000	$0	$35,000	$60,000	$0
39. Cosmo-Bethel Trail	Unfund/Donat/Grant	$95,000				$95,000
Improvement	FAL	$25,000				$25,000
	Total	$120,000	$0	$0	$0	$120,000
40. Cosmo-Bethel Park/RBHS	Unfunded	$75,000			$75,000	
Baseball/Softball Restroom						
City/School Joint Project	Total	$75,000			$75,000	
41. L. A. Nickell Cart &	RSR	$10,000		$10,000		
Equipment Storage Building	Prior Year App	$27,000	$27,000			
Renovation C46063	Total	$37,000	$27,000	$10,000	$0	$0
42. Paquin Park	CDBG	$152,000		$60,000	$60,000	$32,000
Renovation	FAL	$20,000		$10,000	$10,000	
C00188	Total	$172,000	$0	$70,000	$70,000	$32,000
43. Renovation of Fairview	Unfunded	$100,000				$100,000
Tennis Courts	Total	$100,000	$0	$0	$0	$100,000
44. Sports Complex	Unfunded	$7,000,000				$7,000,000
Development	Total	$7,000,000	$0	$0	$0	$7,000,000
45. Highpointe Park	1/4 99 S Tax	$50,000	$50,000			
Improvement	FAL	$25,000	$25,000			
C00163	Total	$75,000	$75,000	$0	$0	$0

PROJECTS	Funding Source	Total	Current Budget FY03	Projected Budget FY04	Requested Budget FY05	Priority Needs FY06-08
46. Flat Branch Park Phase II	Grant	$160,000		$160,000		
C00133	Unfund/Donat/Grant	$690,000				$690,000
	Prior Year App	$29,000		$29,000		
	1/4 99 S Tax	$11,000		$11,000		
	FAL	$20,000		$20,000		
	Total	$910,000	$0	$220,000	$0	$690,000
47. 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
48. Indoor Basketball Courts	Unfunded	$1,400,000				$1,400,000
	Total	$1,400,000	$0	$0	$0	$1,400,000
49. Auburn Hills Neighborhood	Unfunded	$92,000				$92,000
Park Development	FAL	$35,000				$35,000
	Total	$127,000	$0	$0	$0	$127,000
50. Douglass Park Water	CDBG	$75,000				$75,000
Sprayground	FAL	$20,000				$20,000
	Total	$95,000	$0	$0	$0	$95,000
51. LOW Golf Course	RSR	$60,000	$60,000			
Fairway Renovation &	GCIF	$100,000				$100,000
Course Imprv. C46064	Total	$160,000	$60,000	$0	$0	$100,000
52. LAN Golf Course Fairway	DLF	$100,000		$100,000		
Renovtn/Imprmt. C46067	Total	$100,000	$0	$100,000	$0	$0
53. Cosmo Soccer Field	Unfunded	$70,000				$70,000
Improvements	FAL	$30,000				$30,000
	Total	$100,000	$0	$0	$0	$100,000
54. Grasslands Neighborhood	Unfunded	$350,000				$350,000
Park Development	FAL	$35,000				$35,000
	Total	$385,000	$0	$0	$0	$385,000
Greenbelt/Trails						
55. MKT Parkway Improvements	1/4 99 S Tax	$100,000	$100,000			
& bridge repair C00034	Rec Trail Grant	$93,000	$93,000			
	PYA 1/4 99 ST	$100,000	$100,000			
	Unfunded	$200,000				$200,000
	Total	$493,000	$293,000	$0	$0	$200,000
56. Greenbelt/OpenSpace/Trail	Unfunded	$875,000				$875,000
Acquisition/Development	1/4 99 S Tax	$225,000	$25,000	$100,000	$100,000	
C40113	Total	$1,100,000	$25,000	$100,000	$100,000	$875,000
57. Providence Road/Stewart	1/4 99 S Tax	$75,253	$75,253			
Road Underpass C00118	Grant	$75,253	$75,253			
	FAL	$25,000	$25,000			
	Total	$175,506	$175,506	$0	$0	$0
58. MKT Trail Forum/Scott	Unfunded	$200,000				$200,000
Restrooms	FAL	$50,000				$50,000
	Total	$250,000	$0	$0	$0	$250,000
59. Hinkson Creek Greenbelt	Unfund/Donat/Grant	$1,350,000				$1,350,000
Ped/Bike Trail Phase III	Total	$1,350,000	$0	$0	$0	$1,350,000
60. Bear Creek Greenbelt	Unfunded	$450,000				$450,000
Pedestrian/Bicycle Trail						
Blackfoot Rd. Extension	Total	$450,000	$0	$0	$0	$450,000

PROJECTS	Funding Source	Total	Current Budget FY03	Projected Budget FY04	Requested Budget FY05	Priority Needs FY06-08
Parks & Recreation Summary	1/4 99 S Tax	$1,418,253	$521,253	$470,000	$427,000	$0
	Park Sales Tax	$1,550,000	$670,300	$729,700	$150,000	$0
	CDBG	$412,000	$25,000	$60,000	$135,000	$192,000
	FAL	$1,133,500	$171,000	$167,500	$130,000	$665,000
	GCIF	$100,000	$0	$0	$0	$100,000
	Grant	$235,253	$75,253	$160,000	$0	$0
	RSR	$95,000	$85,000	$10,000	$0	$0
	Rec Trail Grant	$93,000	$93,000	$0	$0	$0
	DLF	$700,000	$0	$700,000	$0	$0
	Gen Fd/PI	$15,000	$0	$15,000	$0	$0
	Donation	$79,200	$0	$79,200	$0	$0
	Subtotal	**$5,831,206**	**$1,640,806**	**$2,391,400**	**$842,000**	**$957,000**
	Prior Year App	$0	$27,000	$29,000	$0	$0
	PYA GF/PI	$56,000	$0	$10,800	$0	$0
	PYA RSR	$10,800	$125,000	$0	$0	$0
	PYA Park S Tax	$125,000	$1,225,000	$0	$0	$0
	PYA 1/4 99 ST	$1,225,000	$704,000	$0	$0	$0
	Subtotal	**$1,416,800**	**$2,081,000**	**$39,800**	**$0**	**$0**
	Unfund/Donat/Grant	$0	$0	$0	$70,000	$2,520,000
	Unfunded	$2,590,000	$0	$0	$367,000	$22,563,000
	Subtotal	**$2,590,000**	**$0**	**$0**	**$437,000**	**$25,083,000**
	Total	**$9,838,006**	**$3,721,806**	**$2,431,200**	**$1,279,000**	**$26,040,000**

PROJECTS	Funding Source	Total	Current Budget FY03	Projected Budget FY04	Requested Budget FY05	Priority Needs FY06-08
Fire						
1. Additions to Fire Station	1/4 99 S Tax	$443,000		$443,000		
#1 (hose tower/bay) 00189	Total	$443,000	$0	$443,000	$0	$0
2. Replace 1988 1500 GPM	1/4 99 S Tax	$500,000	$500,000			
pumper apparatus C00165	Total	$500,000	$500,000	$0	$0	$0
3. Replace 1990	1/4 99 S Tax	$499,000	$499,000			
Ladder Truck	Sale of Equipment	$225,000	$225,000			
	Total	$724,000	$724,000	$0	$0	$0
4. Replace 1988 1500 GPM	1/4 99 S Tax	$499,000		$499,000		
pumper apparatus C00190	Total	$499,000	$0	$499,000	$0	$0
5. Replace HVAC Systems	Gen Fd/PI	$60,000	$60,000			
at Stations 4 & 6 - C00138	Total	$60,000	$60,000	$0	$0	$0
6. Remodel Fire Station #2	1/4 99 S Tax	$155,000		$155,000		
1212 W. Worley	CDBG	$150,000			$150,000	
C00191	Total	$305,000	$0	$155,000	$150,000	$0
7. Emergency Generators	PYA GF/PI	$60,000	$60,000			
for Stations 4 & 6	CDBG	$0				
C00080	Total	$60,000	$60,000	$0	$0	$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. 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
10. Fire Station sites	PYA 1/4 99 ST	$272,000	$272,000			
C40173	Unfunded	$500,000				$500,000
	Total	$772,000	$272,000	$0	$0	$500,000
11. Refurbish Training Academy	Cap FB	$90,000	$90,000			
Tower & Grounds C00166	Total	$90,000	$90,000	$0	$0	$0
12. Training Academy	Cap FB	$15,000	$15,000			
storage facility C00167	Total	$15,000	$15,000	$0	$0	$0
13. Mobile Data Terminals	Unfunded	$142,500			$142,500	
	Total	$142,500	$0	$0	$142,500	$0
14. Structural Repairs at	Unfunded	$100,000			$100,000	
Station #7	Total	$100,000	$0	$0	$100,000	$0
15. Stat.# 5 Improvement: Rpl.	Gen Fd/PI	$67,000	$67,000			
HVAC, add emer generator						
& exhaust removal C00139	Total	$67,000	$67,000	$0	$0	$0
16. Replace 1988 1250 GPM	Unfunded	$561,000			$561,000	
Pumper Apparatus	Total	$561,000	$0	$0	$561,000	$0
17. Replace 1978 Bus	Unfunded	$200,000			$200,000	
	Total	$200,000	$0	$0	$200,000	$0
18. Replace 1991 Ladder	Future Financing	$800,000				$800,000
Truck	Total	$800,000	$0	$0	$0	$800,000
19. WMD Incident Response	Future Financing	$500,000				$500,000
Vehicle	Total	$500,000	$0	$0	$0	$500,000
20. Replace 1991 Pumper	Future Financing	$561,000				$561,000
Apparatus	Total	$561,000	$0	$0	$0	$561,000
21. Additional Fire	Future Financing	$1,400,000				$1,400,000
Station	Total	$1,400,000	$0	$0	$0	$1,400,000
22. Fire Apparatus for	Future Financing	$561,000				$561,000
Additional Station	Total	$561,000	$0	$0	$0	$561,000
23. Replace 1997 Pumper	Future Financing	$561,000				$561,000
Apparatus	Total	$561,000	$0	$0	$0	$561,000
24. Replace 1996 Rescue	Future Financing	$400,000				400000
Squad	Total	$400,000	$0	$0	$0	$400,000

PROJECTS	Funding Source	Total	Current Budget FY03	Projected Budget FY04	Requested Budget FY05	Priority Needs FY06-08
25. Replace 1994 Pumper Apparatus	Future Financing	$561,000				$561,000
	Total	$561,000	$0	$0	$0	$561,000
26. Replace 1997 Pumper Apparatus	Future Financing	$561,000				$561,000
	Total	$561,000	$0	$0	$0	$561,000
27. Replace 1993 Air Truck	Future Financing	$400,000				$400,000
	Total	$400,000	$0	$0	$0	$400,000
28. Replace 1997 Pumper Apparatus	Future Financing	$561,000				$561,000
	Total	$561,000	$0	$0	$0	$561,000
29. Replace 1999 Foam Apparatus	Future Financing	$250,000				$250,000
	Total	$250,000	$0	$0	$0	$250,000
30. Replace 2002 Foam CAFS Unit	Future Financing	$50,000				$50,000
	Total	$50,000	$0	$0	$0	$50,000
Fire Summary	Gen Fd/PI	$202,000	$202,000	$0	$0	$0
	1/4 99 S Tax	$2,393,000	$1,296,000	$1,097,000	$0	$0
	CAP FB	$105,000	$105,000	$0	$0	$0
	CDBG	$150,000	$0	$0	$150,000	$0
	Sale of Equipment	$225,000	$225,000	$0	$0	$0
	Subtotal	**$3,075,000**	**$1,828,000**	**$1,097,000**	**$150,000**	**$0**
	PYA GF/PI	$135,000	$135,000	$0	$0	$0
	PYA 1/4 99 ST	$272,000	$272,000	$0	$0	$0
	Subtotal	**$407,000**	**$407,000**	**$0**	**$0**	**$0**
	Future Financing	$7,166,000	$0	$0	$0	$7,166,000
	Unfunded	$1,503,500	$0	$0	$1,003,500	$500,000
	Subtotal	**$8,669,500**	**$0**	**$0**	**$1,003,500**	**$7,666,000**
	Total	**$12,151,500**	**$2,235,000**	**$1,097,000**	**$1,153,500**	**$7,666,000**

PROJECTS	Funding Source	Total	Current Budget FY03	Projected Budget FY04	Requested Budget FY05	Priority Needs FY06-08
Other General Government						
1. Public Health Clinic *	PYA/CDBG	$500,000	$500,000			
C40151	PYA/County Contrib	$1,870,000	$1,870,000			
	PYA PB Bond Proc	$112,000	$112,000			
	Total	$2,482,000	$2,482,000	$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	$283,282	$34,707	$35,575	$36,000	$177,000
	Total	$283,282	$34,707	$35,575	$36,000	$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;	PYA GF/PI	$75,000	$75,000			
Building Expansion and	PYA Ent Rev ***	$0				
Renovations	Gen Fd Transfer	$1,400,000	$700,000	$700,000		
C00099	PYA Gen Fd Transfer	$293,170	$293,170			
	PYA PB Bond Proc	$361,830	$361,830			
	Pub Bldg Bond Proc **	$14,029,000			$14,029,000	
	Total	$16,159,000	$1,430,000	$700,000	$14,029,000	$0
6. Acquire rest of City Hall	Rental Income	$50,000		$50,000		
block - C00079 ****	Gen Fd Transfer	$195,000	$195,000			
	Total	$245,000	$195,000	$50,000	$0	$0
7. Satellite Operations	Unfunded	$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	Gen Fd Transfer	$125,000		$125,000		
at Satellite location	Unfunded	$240,000				$240,000
C00192	Total	$365,000	$0	$125,000	$0	$240,000
9. Contingency	Gen Fd/PI	$421,610	$102,610	$119,000	$100,000	$100,000
C40138	Total	$421,610	$102,610	$119,000	$100,000	$100,000
10. Preliminary project	Gen Fd/PI	$80,000	$20,000	$20,000	$20,000	$20,000
studies (appraisals,						
surveys) C40140	Total	$80,000	$20,000	$20,000	$20,000	$20,000
11. Public Buildings: Major	Gen Fd/PI	$412,947	$37,947	$75,000	$75,000	$225,000
Maintenance/						
Renovations C00021	Total	$412,947	$37,947	$75,000	$75,000	$225,000
12. Replace Severe	PYA GF/PI	$48,000	$48,000			
Weather Sirens	CDBG	$46,000		$46,000		
C00078	Cap FB	$150,000		$50,000	$50,000	$50,000
	Total	$244,000	$48,000	$96,000	$50,000	$50,000
13. Replacement of Police/	Cap FB	$106,100	$106,100			
JCIC built-up roof C00168	Total	$106,100	$106,100	$0	$0	$0
14. Downtown - Special	PYA 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			
	Gen Fd Transfer	$45,000		$45,000		
	Unfunded	$400,000			$100,000	$300,000
	Total	$600,000	$120,000	$80,000	$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 FY03	Projected Budget FY04	Requested Budget FY05	Priority Needs FY06-08
Other General Government Summary	Gen Fd/PI	$2,672,839	$520,264	$479,575	$461,000	$1,212,000
	Pub Bldg Bond Proc	$14,029,000	$0	$0	$14,029,000	$0
	County Contrib	$0	$0	$0	$0	$0
	Contrib from Utilities	$120,450	$0	$0	$0	$120,450
	CDBG	$46,000	$0	$46,000	$0	$0
	CAP FB	$256,100	$106,100	$50,000	$50,000	$50,000
	Col. Trust Donations	$35,000	$0	$35,000	$0	$0
	Transp S Tax	$0	$0	$0	$0	$0
	Gen Fd Transfer	$1,765,000	$895,000	$870,000	$0	$0
	Rental Income	$50,000	$0	$50,000	$0	$0
	Subtotal	**$18,974,389**	**$1,521,364**	**$1,530,575**	**$14,540,000**	**$1,382,450**
	PYA GF/PI	$123,000	$123,000	$0	$0	$0
	PYA Gen Fd Transfer	$318,170	$318,170	$0	$0	$0
	PYA/CDBG	$500,000	$500,000	$0	$0	$0
	PYA PB Bond Proc	$473,830	$473,830	$0	$0	$0
	PYA/County Contrib	$1,870,000	$1,870,000	$0	$0	$0
	Subtotal	**$3,285,000**	**$3,285,000**	**$0**	**$0**	**$0**
	Unfunded	**$1,795,000**	**$0**	**$0**	**$100,000**	**$1,695,000**
	Total	**$24,054,389**	**$4,806,364**	**$1,530,575**	**$14,640,000**	**$3,077,450**

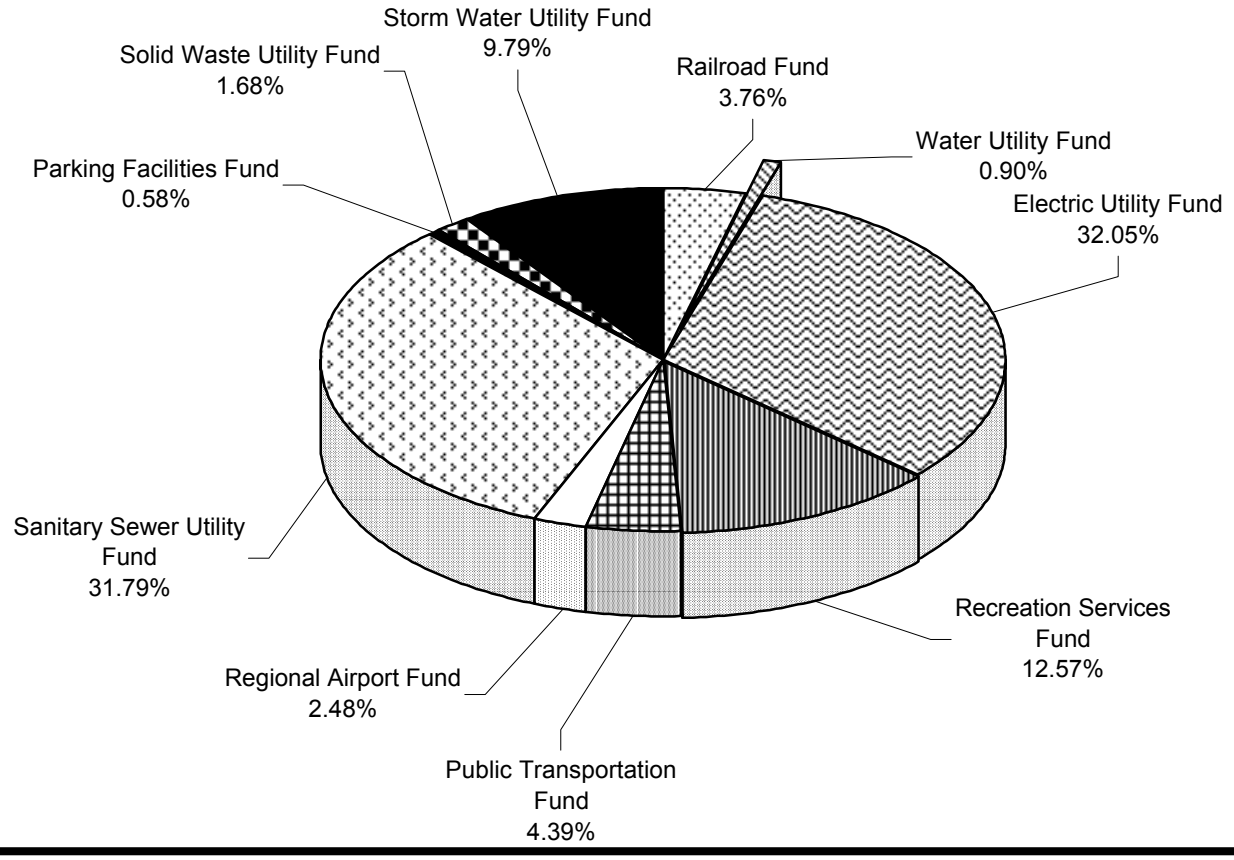
(THIS PAGE LEFT INTENTIONALLY BLANK)

Capital Projects - Enterprise Funds

City of Columbia

Columbia, Missouri

Enterprise Fund Capital Projects
FY 2004



ENTERPRISE FUNDS CAPITAL PROJECT EXPENSES

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Projected FY 2004	% Change From Budget FY 2003
Capital Project Expenditures					
Railroad Fund	$ 219,592	$ 679,000	$ 679,000	$ 212,500	(68.7%)
Water Utility Fund	4,393,736	3,168,162	3,176,162	50,547	(98.4%)
Electric Utility Fund	5,686,145	6,012,800	5,707,800	1,810,000	(69.9%)
Recreation Services Fund	7,492,737	295,000	295,000	710,000	140.7%
Public Transportation Fund	116,931	88,040	88,040	248,000	181.7%
Regional Airport Fund	1,166,011	151,600	151,600	140,000	(7.7%)
Sanitary Sewer Utility Fund	1,302,963	1,606,000	2,650,800	1,795,000	11.8%
Parking Facilities Fund	29,523	72,378	72,378	32,500	(55.1%)
Solid Waste Utility Fund	3,799,429	273,800	408,800	95,000	(65.3%)
Storm Water Utility Fund	218,570	756,401	756,400	553,000	(26.9%)
Fleet Operations Fund	6,231	0	0	0	
Total	**24,431,868**	**13,103,181**	**13,985,980**	**5,646,547**	**(56.9%)**
LESS:					
Items Reflected in Gen. Gov. CIP					
Recreation Services Fund	7,492,737	295,000	295,000	710,000	140.7%
Total Enterprise Fund CIP	**16,939,131**	**12,808,181**	**13,690,980**	**4,936,547**	**(61.5%)**

PROJECTS	Funding Source	Total	Current Budget FY03	Projected Budget FY04	Requested Budget FY05	Priority Needs FY06-08
Enterprise Fund Summary						
Funding Source Summary	Ent Rev	$44,910,097	$6,729,400	$3,038,147	$7,040,400	$28,102,150
	FTA Enh	$436,805	$0	$0	$436,805	$0
	Bond Refinance	$2,000,000	$2,000,000	$0	$0	$0
	EU Loan	$912,500	$515,000	$0	$197,500	$200,000
	97 Ballot	$6,557,145	$5,062,145	$1,410,000	$85,000	$0
	BCRSD	$175,000	$175,000	$0	$0	$0
	Transp STax	$546,798	$151,600	$50,000	$135,170	$210,028
	Sale of Assets	$114,000	$114,000	$0	$0	$0
	CDBG	$275,000	$0	$150,000	$125,000	$0
	Local	$29,017	$29,017	$0	$0	$0
	FAA Gr	$10,103,992	$675,000	$90,000	$5,469,610	$3,869,382
	FTA	$3,163,835	$550,784	$198,400	$2,324,251	$90,400
	Subtotal	**$69,224,189**	**$16,001,946**	**$4,936,547**	**$15,813,736**	**$32,471,960**
	PYA GF/PI	$88,040	$88,040	$0	$0	$0
	Future Financing	$44,875,500	$0	$8,660,000	$4,445,500	$31,770,000
	PYA Transp S Tax	$301,603	$301,603	$0	$0	$0
	PYA 97 Ballot	$11,545,155	$5,396,855	$6,148,300	$0	$0
	PYA Ent Rev	$8,087,453	$4,643,500	$3,378,953	$65,000	$0
	Subtotal	**$64,897,751**	**$10,429,998**	**$18,187,253**	**$4,510,500**	**$31,770,000**
	Unfunded	**$55,934,730**	**$0**	**$0**	**$1,435,784**	**$54,498,946**
	Total	**$190,056,670**	**$26,431,944**	**$23,123,800**	**$21,760,020**	**$118,740,906**

PROJECTS	Funding Source	Total	Current Budget FY03	Projected Budget FY04	Requested Budget FY05	Priority Needs FY06-08
Enterprise Fund Summary						
Electric Utility Summary	Ent Rev	26,537,800	4,012,800	1,810,000	4,880,000	15,835,000
	Sub Total	**26,537,800**	**4,012,800**	**1,810,000**	**4,880,000**	**15,835,000**
	PYA Ent Rev	3,075,000	785,000	2,225,000	65,000	0
	PYA 97 Ballot	8,100,000	3,000,000	5,100,000	0	0
	Total	**37,712,800**	**7,797,800**	**9,135,000**	**4,945,000**	**15,835,000**
Water Summary	Ent Rev	3,323,997	535,000	50,547	615,600	2,122,850
	Local	29,017	29,017	0	0	0
	Bond Refinance	2,000,000	2,000,000	0	0	0
	97 Ballot	612,145	612,145	0	0	0
	SubTotal	**5,965,159**	**3,176,162**	**50,547**	**615,600**	**2,122,850**
	Future Financing	27,870,000	0	8,660,000	2,390,000	16,820,000
	PYA Ent Rev	1,612,953	526,000	1,086,953	0	0
	PYA 97 Ballot	2,675,155	1,626,855	1,048,300	0	0
	SubTotal	**32,158,108**	**2,152,855**	**10,795,253**	**2,390,000**	**16,820,000**
	Total	**38,123,267**	**5,329,017**	**10,845,800**	**3,005,600**	**18,942,850**
Railroad Summary	Ent Rev	1,692,400	60,000	62,500	504,600	1,065,300
	EU Loan	912,500	515,000	0	197,500	200,000
	CDBG	275,000	0	150,000	125,000	0
	Sale of Assets	114,000	114,000	0	0	0
	Total	**2,993,900**	**689,000**	**212,500**	**827,100**	**1,265,300**
Sewer Summary	Ent Rev	1,490,000	1,105,000	385,000	0	0
	BCRSD	175,000	175,000	0	0	0
	97 Ballot	5,945,000	4,450,000	1,410,000	85,000	0
	Subtotal	**7,610,000**	**5,730,000**	**1,795,000**	**85,000**	**0**
	PYA Ent Rev	2,330,500	2,330,500	0	0	0
	Future Financing	17,005,500	0	0	2,055,500	14,950,000
	PYA 97 Ballot	770,000	770,000	0	0	0
	Subtotal	**20,106,000**	**3,100,500**	**0**	**2,055,500**	**14,950,000**
	Unfunded	**51,750,000**	**0**	**0**	**0**	**51,750,000**
	Total	**79,466,000**	**8,830,500**	**1,795,000**	**2,140,500**	**66,700,000**
Stormwater Summary	Ent Rev	4,464,400	678,400	553,000	574,000	2,659,000
	Subtotal	**4,464,400**	**678,400**	**553,000**	**574,000**	**2,659,000**
	PYA Ent Rev	919,000	852,000	67,000	0	0
	Total	**5,383,400**	**1,530,400**	**620,000**	**574,000**	**2,659,000**
Solid Waste	PYA Ent Rev	150,000	150,000	0	0	0
	Subtotal	**150,000**	**150,000**	**0**	**0**	**0**
	Ent Rev	1,895,800	265,800	95,000	415,000	1,120,000
	Subtotal	**1,895,800**	**265,800**	**95,000**	**415,000**	**1,120,000**
	Unfunded	**255,000**	**0**	**0**	**255,000**	**0**
	Total	**2,300,800**	**415,800**	**95,000**	**670,000**	**1,120,000**
Parking	Ent Rev	5,456,100	72,400	32,500	51,200	5,300,000
	Total	**5,456,100**	**72,400**	**32,500**	**51,200**	**5,300,000**
Transportation	FTA	3,163,835	550,784	198,400	2,324,251	90,400
	FTA Enh	436,805	0	0	436,805	0
	Ent Rev	49,600	0	49,600	0	0
	Subtotal	**3,650,240**	**550,784**	**248,000**	**2,761,056**	**90,400**
	PYA GF/PI	88,040	88,040	0	0	0
	PYA Transp S Tax	127,700	127,700	0	0	0
	Subtotal	**215,740**	**215,740**	**0**	**0**	**0**
	Unfunded	**680,820**	**0**	**0**	**658,220**	**22,600**
	Total	**4,546,800**	**766,524**	**248,000**	**3,419,276**	**113,000**
Airport	Transp STax	546,798	151,600	50,000	135,170	210,028
	FAA Gr	10,103,992	675,000	90,000	5,469,610	3,869,382
	Subtotal	**10,650,790**	**826,600**	**140,000**	**5,604,780**	**4,079,410**
	PYA Ent Rev	0	0	0	0	0
	PYA Transp S Tax	173,903	173,903	0	0	0
	Subtotal	**173,903**	**173,903**	**0**	**0**	**0**
	Unfunded	**3,248,910**	**0**	**0**	**522,564**	**2,726,346**
	Total	**14,073,603**	**1,000,503**	**140,000**	**6,127,344**	**6,805,756**

PROJECTS	Funding Source	Total	Current Budget FY03	Projected Budget FY04	Requested Budget FY05	Priority Needs FY06-08
Electric						
1. Distribution	Ent Rev	$4,419,600	$799,600	$0	$840,000	$2,780,000
Transformers (#21)	PYA Ent Rev	$1,000,000	$200,000	$800,000	$0	$0
& Capacitors	Total	$5,419,600	$999,600	$800,000	$840,000	$2,780,000
2. Distribution System	Ent Rev	$8,690,000	$0	$0	$2,000,000	$6,690,000
Expansion (#22)	PYA 97 Ballot	$7,300,000	$2,200,000	$5,100,000		$0
	Total	$15,990,000	$2,200,000	$5,100,000	$2,000,000	$6,690,000
3. Underground Pwr lines	Ent Rev	$4,800,000	$800,000	$800,000	$800,000	$2,400,000
Maint/Conversion (#27)	PYA Ent Rev	$0			$0	$0
	Total	$4,800,000	$800,000	$800,000	$800,000	$2,400,000
4. Load Management	Ent Rev	$0	$0	$0	$0	$0
System (#49)	PYA Ent Rev	$175,000	$85,000	$90,000		
	Total	$175,000	$85,000	$90,000	$0	$0
5. Street Light	Ent Rev	$660,000	$85,000		$95,000	$480,000
Additions (#52)	PYA Ent Rev	$800,000	$200,000	$535,000	$65,000	$0
	Total	$1,460,000	$285,000	$535,000	$160,000	$480,000
6. New Electric	Ent Rev	$4,033,200	$628,200		$820,000	$2,585,000
Connections (#53)	PYA Ent Rev	$1,100,000	$300,000	$800,000	$0	$0
	Total	$5,133,200	$928,200	$800,000	$820,000	$2,585,000
7. Conversion of 2.4 Kv	Ent Rev	$150,000	$75,000	$75,000		
lines (#54)	Total	$150,000	$75,000	$75,000	$0	$0
8. Fiber Optics Cable	Ent Rev	$475,000	$50,000	$200,000	$75,000	$150,000
(#82)	Total	$475,000	$50,000	$200,000	$75,000	$150,000
9. Power Plant Office/	Ent Rev	$300,000		$300,000	$0	$0
Maintenance Bldg (#97)	Total	$300,000	$0	$300,000	$0	$0
10. Grindstone Substn	PYA 97 Ballot	$800,000	$800,000		$0	$0
Expansion (#99)	Total	$800,000	$800,000	$0	$0	$0
11. Coal Bunkers (#100)	Ent Rev	$185,000		$185,000	$0	$0
	Total	$185,000	$0	$185,000	$0	$0
12. Transmission	Ent Rev	$1,500,000	$250,000	$250,000	$250,000	$750,000
Maintenance (#101)	Total	$1,500,000	$250,000	$250,000	$250,000	$750,000
13. New Electric SCADA	Ent Rev	$1,000,000	$1,000,000			
(#102)	Total	$1,000,000	$1,000,000	$0	$0	$0
14. Distributed Generation	Ent Rev	$325,000	$325,000			
at Dana (#103)	Total	$325,000	$325,000	$0	$0	$0
	Ent Rev	$26,537,800	$4,012,800	$1,810,000	$4,880,000	$15,835,000
	Sub Total	**$26,537,800**	**$4,012,800**	**$1,810,000**	**$4,880,000**	**$15,835,000**
Electric Utility Summary	PYA Ent Rev	$3,075,000	$785,000	$2,225,000	$65,000	$0
	PYA 97 Ballot	$8,100,000	$3,000,000	$5,100,000	$0	$0
	Total	**$37,712,800**	**$7,797,800**	**$9,135,000**	**$4,945,000**	**$15,835,000**

PROJECTS	Funding Source	Total	Current Budget FY03	Projected Budget FY04	Requested Budget FY05	Priority Needs FY06-08
Water						
1. Water Main	Future Financing	$1,200,000			$300,000	$900,000
Replacements	PYA 97 Ballot	$623,300	$504,000	$119,300		$0
(#10)	Ent Rev	$228,100	$0	$0	$34,600	$193,500
	Total	$2,051,400	$504,000	$119,300	$334,600	$1,093,500
2. Fire Hydrants/Valve	Ent Rev	$0				
Repalcements (#16)	PYA Ent Rev	$271,000	$171,000	$100,000		
	Future Financing	$1,000,000			$250,000	$750,000
	Total	$1,271,000	$171,000	$100,000	$250,000	$750,000
3. New Service Connections-	Ent Rev	$2,257,850		$47,500	$506,000	$1,704,350
Install/Replace (#19)	Future Financing	$1,000,000			$250,000	$750,000
	PYA Ent Rev	$250,000		$250,000		
	PYA 97 Ballot	$1,120,000	$693,000	$427,000	$0	$0
	Total	$4,627,850	$693,000	$724,500	$756,000	$2,454,350
4. Downtown, upgrade	Future Financing	$510,000	$0	$240,000	$0	$270,000
4" mains (#55)	Total	$510,000	$0	$240,000	$0	$270,000
5. Deep Wells (#8)	Future Financing	$250,000		$250,000	$0	$0
Rehabilitate for ASR (#68)	Total	$250,000	$0	$250,000	$0	$0
6. Former PWD #1	PYA 97 Ballot	$200,000	$200,000	$0	$0	$0
Water Main Upgrade (#71)	Total	$200,000	$200,000	$0	$0	$0
7. Main: 8" University Ave,	97 Ballot	$85,145	$85,145	$0	$0	$0
College to Ninth (#74)	PYA 97 Ballot	$173,855	$173,855	$0	$0	$0
	Total	$259,000	$259,000	$0	$0	$0
8. Main: 12" Oakland Gravel	97 Ballot	$527,000	$527,000	$0	$0	$0
Road, NE Booster Station	PYA 97 Ballot	$73,000		$73,000	$0	$0
to Grace Ellen (#78)	Total	$600,000	$527,000	$73,000	$0	$0
9. 8" Main-Holly Ave	PYA 97 Ballot	$29,000		$29,000	$0	$0
(#79)	Total	$29,000	$0	$29,000	$0	$0
10. Former PWD #2	PYA Ent Rev	$745,000	$355,000	$390,000	$0	$0
Upgrades (#92)	Total	$745,000	$355,000	$390,000	$0	$0
11. Oakland Gravel Rd, 16"						
main, Starke Ave to	Ent Rev	$185,000	$185,000	$0	$0	$0
Gregory Hts 4000' (#97)	Total	$185,000	$185,000	$0	$0	$0
12. Scott Blvd, 12" main	Ent Rev	$0	$0	$0	$0	$0
Nifong Ave to Thornbrook	Local	$29,017	$29,017	$0	$0	$0
6000' (#98)	Total	$29,017	$29,017	$0	$0	$0
13. Drill wells #15 & 16	Future Financing	$350,000	$0	$0	$0	$350,000
(#108)	Total	$350,000	$0	$0	$0	$350,000
14. WTP Addition (8m gal.)	Bond Refinance	$1,000,000	$1,000,000	$0		$0
(#109)	Future Financing	$6,300,000		$6,300,000		
	Total	$7,300,000	$1,000,000	$6,300,000	$0	$0
15. NE Pressure Zone (#110)	Future Financing	$6,400,000	$0	$1,260,000	$540,000	$4,600,000
	Total	$6,400,000	$0	$1,260,000	$540,000	$4,600,000
16. Well Supply Main	Future Financing	$1,400,000	$0	$0		$1,400,000
(6600' of 30") (#111)	Total	$1,400,000	$0	$0	$0	$1,400,000
17. Paint Shepard Tower	Future Financing	$310,000	$0	$310,000		$0
In/Out sides (#113)	Total	$310,000	$0	$310,000	$0	$0
18. New Water Distribution	Bond Refinance	$1,000,000	$1,000,000	$0		
Building (#118)	Total	$1,000,000	$1,000,000	$0	$0	$0
19. Highway Crossings	Ent Rev	$253,047	$250,000	$3,047		
(#119)	PYA Ent Rev	$246,953		$246,953		
	Future Financing	$250,000			$250,000	
	Total	$750,000	$250,000	$250,000	$250,000	$0

PROJECTS	Funding Source	Total	Current Budget FY03	Projected Budget FY04	Requested Budget FY05	Priority Needs FY06-08
20. 36" transmission line	Future Financing	$6,000,000	$0	$0	$0	$6,000,000
from McBaine (#120)	Total	$6,000,000	$0	$0	$0	$6,000,000
21. Close Loops &	Ent Rev	$400,000	$100,000	$0	$75,000	$225,000
Differential Payments	PYA Ent Rev	$100,000	$0	$100,000	$0	$0
(#123)	PYA 97 Ballot	$56,000	$56,000	$0	$0	$0
	Future Financing	$400,000	$0	$0	$100,000	$300,000
	Total	$956,000	$156,000	$100,000	$175,000	$525,000
22. New Water SCADA	Future Financing	$600,000	$0	$300,000	$300,000	$0
(#124)	Total	$600,000	$0	$300,000	$300,000	$0
23. Main Relocations for	PYA 97 Ballot	$400,000	$0	$400,000	$0	$0
Street & Highway (#128)	Future Financing	$1,900,000	$0	$0	$400,000	$1,500,000
	Total	$2,300,000	$0	$400,000	$400,000	$1,500,000
Water Utility Summary	Ent Rev	$3,323,997	$535,000	$50,547	$615,600	$2,122,850
	Local	$29,017	$29,017	$0	$0	$0
	Bond Refinance	$2,000,000	$2,000,000	$0	$0	$0
	97 Ballot	$612,145	$612,145	$0	$0	$0
	SubTotal	**$5,965,159**	**$3,176,162**	**$50,547**	**$615,600**	**$2,122,850**
	Future Financing	$27,870,000	$0	$8,660,000	$2,390,000	$16,820,000
	PYA Ent Rev	$1,612,953	$526,000	$1,086,953	$0	$0
	PYA 97 Ballot	$2,675,155	$1,626,855	$1,048,300	$0	$0
	SubTotal	**$32,158,108**	**$2,152,855**	**$10,795,253**	**$2,390,000**	**$16,820,000**
	Total	**$38,123,267**	**$5,329,017**	**$10,845,800**	**$3,005,600**	**$18,942,850**

PROJECTS	Funding Source	Total	Current Budget FY03	Projected Budget FY04	Requested Budget FY05	Priority Needs FY06-08
Railroad						
1. Capital Maintenance	Ent Rev	$333,400	$60,000	$51,500	$53,000	$168,900
(#45)	Total	$333,400	$60,000	$51,500	$53,000	$168,900
2. Tie Program (#12) *	Ent Rev	$444,000			$106,100	$337,900
	Total	$444,000	$0	$0	$106,100	$337,900
3. Surfacing Program *	Ent Rev	$304,100			$72,700	$231,400
(#13)	Total	$304,100	$0	$0	$72,700	$231,400
4. Rail Replacement *	Ent Rev	$221,900			$53,000	$168,900
Program (#14)	Total	$221,900	$0	$0	$53,000	$168,900
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	$37,100	$0
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	$22,200			$22,200	$0
Crossing (#20)	Total	$22,200	$0	$0	$22,200	$0
10. Waco Rd Crossing	Ent Rev	$53,000			$53,000	$0
Surface (#51)	Total	$53,000	$0	$0	$53,000	$0
11. N Browns Station Drive	Ent Rev	$29,900				$29,900
Crossing (#24)	Total	$29,900	$0	$0	$0	$29,900
12. Elm St Crossing	Ent Rev	$21,900			$21,900	
(#32)	Total	$21,900	$0	$0	$21,900	$0
13. Wright Drive	Ent Rev	$21,900			$21,900	
Crossing (#34)	Total	$21,900	$0	$0	$21,900	$0
14. Heuchan Siding	EU Loan	$200,000				$200,000
(#26)	Total	$200,000	$0	$0	$0	$200,000
15. Brown Station Drive	Ent Rev	$29,900				$29,900
South Crossing (#35)	Total	$29,900	$0	$0	$0	$29,900
16. Rehab Downtown	Ent Rev	$30,900			$30,900	
Pass (#40)	Total	$30,900	$0	$0	$30,900	$0
17. Replace ETI Turnout	Ent Rev	$32,800			$32,800	$0
(#41)	Total	$32,800	$0	$0	$32,800	$0
18. Remove Central Rail	Ent Rev	$11,000		$11,000		
Terminal Spur (#42)	Total	$11,000	$0	$11,000	$0	$0
19. COLT Railroad	CDBG	$275,000		$150,000	$125,000	
Corridor Project (#44)	Total	$275,000	$0	$150,000	$125,000	$0
20. Rail Terminal	Sale of Assets	$114,000	$114,000			
(#46)	EU Loan	$370,800	$236,900		$133,900	
	Total	$484,800	$350,900	$0	$133,900	$0
21. Extend Broad Bldg.	EU Loan	$341,700	$278,100		$63,600	
Spur (#50) *	Total	$341,700	$278,100	$0	$63,600	$0
	Ent Rev	$1,692,400	$60,000	$62,500	$504,600	$1,065,300
Railroad	EU Loan	$912,500	$515,000	$0	$197,500	$200,000
Summary	CDBG	$275,000	$0	$150,000	$125,000	$0
	Sale of Assets	$114,000	$114,000	$0	$0	$0
	Total	**$2,993,900**	**$689,000**	**$212,500**	**$827,100**	**$1,265,300**

*** - Contingent on increased traffic at terminal**

PROJECTS	Funding Source	Total	Current Budget FY03	Projected Budget FY04	Requested Budget FY05	Priority Needs FY06-08
Sewer						
1. Sewer Main & Manhole	97 Ballot	$800,000	$500,000	$300,000		
Rehab	PYA 97 Ballot	$0				
C43100	Future Financing	$2,500,000			$500,000	$2,000,000
	Total	$3,300,000	$500,000	$300,000	$500,000	$2,000,000
2. 80-acre Point Trunks	97 Ballot	$600,000		$600,000		
Revolving Fund	PYA 97 Ballot	$500,000	$500,000			
C43111	Future Financing	$6,000,000				$6,000,000
	97 Ballot	$550,000	$550,000			
	Total	$7,650,000	$1,050,000	$600,000	$0	$6,000,000
3. Private Common	97 Ballot	$350,000		$350,000		
Collectors	PYA 97 Ballot	$270,000	$270,000			
C43112	Future Financing	$750,000			$250,000	$500,000
	Total	$1,370,000	$270,000	$350,000	$250,000	$500,000
4. Expansion of Airport	PYA Ent Rev	$225,000	$225,000			
Sewer System C43136	Total	$225,000	$225,000	$0	$0	$0
5. H-21 Enlargement	Ent Rev	$100,000	$100,000			
C43137	PYA Ent Rev	$650,000	$650,000			
	BCRSD	$175,000	$175,000	$0	$0	$0
	Total	$925,000	$925,000	$0	$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	$150,000	$150,000			
System Mapping-C43145	PYA Ent Rev	$150,000	$150,000			
	Total	$300,000	$300,000	$0	$0	$0
9. Centrifuge	Future Financing	$1,305,500			$1,305,500	
Replacement at WWTP	PYA Ent Rev	$1,305,500	$1,305,500			
C43144	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						
Phase 1 C43154	Total	$135,000	$135,000	$0	$0	$0
11. Cow Branch Outfall Ext.	Ent Rev	$120,000	$120,000			
JJC Pump Station						
Interceptor C43155	Total	$120,000	$120,000	$0	$0	$0
12. Hinkson Creek Stream	Ent Rev	$100,000	$100,000			
Bank Stabilization C43156	Total	$100,000	$100,000	$0	$0	$0
13. Facility Plan	Ent Rev	$500,000	$500,000			
Update C43157	Total	$500,000	$500,000	$0	$0	$0
14. SD 150	97 Ballot	$160,000		$160,000		
C43148	Total	$160,000	$0	$160,000	$0	$0
15. SD 158	Ent Rev	$50,000		$50,000		
C43163	Total	$50,000	$0	$50,000	$0	$0
16. SD 159	Ent Rev	$150,000		$150,000		$0
C43163	Total	$150,000	$0	$150,000	$0	$0
17. S. UMC Campus Relief	Ent Rev	$185,000		$185,000		$0
Sewer Phase 1 C43165	Total	$185,000	$0	$185,000	$0	$0
18. Clear Creek Pump	Future Financing	$1,200,000				$1,200,000
Station Upgrade Ph. 1	Total	$1,200,000	$0	$0	$0	$1,200,000
19. Clear Creek Pump	Unfunded	$1,300,000				$1,300,000
Station Upgrade Ph.2	Total	$1,300,000	$0	$0	$0	$1,300,000
20. Mill Creek Outfall	Future Financing	$1,650,000				$1,650,000
Relief Sewer Ph.1	Total	$1,650,000	$0	$0	$0	$1,650,000
21. Mill Creek Outfall	Unfunded	$2,700,000				$2,700,000
Relief Sewer Ph. 2	Total	$2,700,000	$0	$0	$0	$2,700,000
22. Bear Creek Outfall	Future Financing	$1,550,000				$1,550,000
Extension	Total	$1,550,000	$0	$0	$0	$1,550,000
23. South UMC Campus	Future Financing	$500,000				$500,000
Relief Sewer - Ph. 2	Total	$500,000	$0	$0	$0	$500,000

PROJECTS	Funding Source	Total	Current Budget FY03	Projected Budget FY04	Requested Budget FY05	Priority Needs FY06-08
24. County House Branch (Southwest Outfall) Enlargement Phase 2	Future Financing	$1,550,000				$1,550,000
	Total	$1,550,000	$0	$0	$0	$1,550,000
25. Upper Hinkson Outfall Relief (eliminate Mex. Gravel Rd. pump stat.)	Unfunded	$1,850,000				$1,850,000
	Total	$1,850,000	$0	$0	$0	$1,850,000
26. Upper Hinkson Creek Outfall Ext. Ph.1	Unfunded	$2,700,000				$2,700,000
	Total	$2,700,000	$0	$0	$0	$2,700,000
27. Upper Hinkson Creek Outfall Ext. Ph.2	Unfunded	$4,700,000				$4,700,000
	Total	$4,700,000	$0	$0	$0	$4,700,000
28. Bear Creek Outfall Relief	Unfunded	$3,700,000				$3,700,000
	Total	$3,700,000	$0	$0	$0	$3,700,000
29. Cow Branch Outfall - Remove Pump Station	Unfunded	$2,850,000				$2,850,000
	Total	$2,850,000	$0	$0	$0	$2,850,000
30. Hominy Branch Outfall Extension	Unfunded	$2,100,000				$2,100,000
	Total	$2,100,000	$0	$0	$0	$2,100,000
31. Hominy Branch Outfall Relief	Unfunded	$2,900,000				$2,900,000
	Total	$2,900,000	$0	$0	$0	$2,900,000
32. North Grindstone Outfall Extension	Unfunded	$2,400,000				$2,400,000
	Total	$2,400,000	$0	$0	$0	$2,400,000
33. South Grindstone Outfall - El Chaparral Lagoon Interceptor	Unfunded	$1,450,000				$1,450,000
	Total	$1,450,000	$0	$0	$0	$1,450,000
34. South Grindstone Outfall Extension Ph.1	Unfunded	$2,900,000				$2,900,000
	Total	$2,900,000	$0	$0	$0	$2,900,000
35. South Grindstone Outfall Extension Ph.2	Unfunded	$1,750,000				$1,750,000
	Total	$1,750,000	$0	$0	$0	$1,750,000
36. Rocky Fork Outfall Sewer	Unfunded	$8,700,000				$8,700,000
	Total	$8,700,000	$0	$0	$0	$8,700,000
37. Little Bonne Femme Reg. Pump Station	Unfunded	$7,750,000				$7,750,000
	Total	$7,750,000	$0	$0	$0	$7,750,000
38. Henderson Branch (Midway)	Unfunded	$2,000,000				$2,000,000
	Total	$2,000,000	$0	$0	$0	$2,000,000
Sewer Summary	Ent Rev	$1,490,000	$1,105,000	$385,000	$0	$0
	BCRSD	$175,000	$175,000	$0	$0	$0
	97 Ballot	$5,945,000	$4,450,000	$1,410,000	$85,000	$0
	Subtotal	**$7,610,000**	**$5,730,000**	**$1,795,000**	**$85,000**	**$0**
	PYA Ent Rev	$2,330,500	$2,330,500	$0	$0	$0
	Future Financing	$17,005,500	$0	$0	$2,055,500	$14,950,000
	PYA 97 Ballot	$770,000	$770,000	$0	$0	$0
	Subtotal	**$20,106,000**	**$3,100,500**	**$0**	**$2,055,500**	**$14,950,000**
	Unfunded	**$51,750,000**	**$0**	**$0**	**$0**	**$51,750,000**
	Total	**$79,466,000**	**$8,830,500**	**$1,795,000**	**$2,140,500**	**$66,700,000**

PROJECTS	Funding Source	Total	Current Budget FY03	Projected Budget FY04	Requested Budget FY05	Priority Needs FY06-08
Stormwater						
1. Ludwick Boulevard	Ent Rev	$77,000		$77,000		
C49054	Total	$77,000	$0	$77,000	$0	$0
2. Harmony Branch	PYA Ent Rev	$20,000	$20,000			
Detention Basin C49049	Total	$20,000	$20,000	$0	$0	$0
3. UMC Contract - Public	Ent Rev	$52,000	$52,000			
Educ & Outreach C49044	Total	$52,000	$52,000	$0	$0	$0
4. Range Line Street	Ent Rev	$130,000			$80,000	$50,000
Smith Street	Total	$130,000	$0	$0	$80,000	$50,000
5. Quail Drive	Ent Rev	$343,500				$343,500
	Total	$343,500	$0	$0	$0	$343,500
6. Concordia Drive at	Ent Rev	$92,700				$92,700
Walter Court	Total	$92,700	$0	$0	$0	$92,700
7. Rollins at Rothwell	Ent Rev	$176,000	$176,000			
C49047	Total	$176,000	$176,000	$0	$0	$0
8. Annual Projects	Ent Rev	$950,000	$190,000	$190,000	$190,000	$380,000
C49017	PYA Ent Rev	$470,000	$470,000			
	Total	$1,420,000	$660,000	$190,000	$190,000	$380,000
9. Paris - Ann	PYA Ent Rev	$67,000		$67,000		
C49038	Total	$67,000	$0	$67,000	$0	$0
10. Lawrence Place	Ent Rev	$86,000				$86,000
	Total	$86,000	$0	$0	$0	$86,000
11. Brandon Road	Ent Rev	$108,000			$108,000	
Culvert	Total	$108,000	$0	$0	$108,000	$0
12. Maryland Avenue	Ent Rev	$177,000		$27,000		$150,000
C49055	Total	$177,000	$0	$27,000	$0	$150,000
13. Middlebush - C49039	Ent Rev	$43,500				$43,500
	Total	$43,500	$0	$0	$0	$43,500
14. 3510 Woodside-	PYA Ent Rev	$76,800	$76,800			
Nazarene Church	Ent Rev	$206,200	$10,400			$195,800
C49031	Total	$283,000	$87,200	$0	$0	$195,800
15. West Boulevard &	PYA Ent Rev	$135,200	$135,200			
Mary Jean C49026	Total	$135,200	$135,200	$0	$0	$0
16. Rutledge-Weymeyer	Ent Rev	$186,000			$186,000	
C49040	Total	$186,000	$0	$0	$186,000	$0
17. Maupin-Edgewood	Ent Rev	$188,000		$188,000		
C49056	Total	$188,000	$0	$188,000	$0	$0
18. Mill Creek Drainage	Ent Rev	$156,000				$156,000
Basin Phase II	Total	$156,000	$0	$0	$0	$156,000
19. 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	$165,000	$0	$0	$0
20. 505 Mary Street	Ent Rev	$60,000	$60,000			
C49048	Total	$60,000	$60,000	$0	$0	$0
21. Merideth Branch	Ent Rev	$175,000	$175,000			
Detention Basin C49042	Total	$175,000	$175,000	$0	$0	$0
22. Richmond Avenue	Ent Rev	$407,000		$43,600		$363,400
Box Culvert C49057	Total	$407,000	$0	$43,600	$0	$363,400
23. Greenwood-Stewart	Ent Rev	$118,000				$118,000
	Total	$118,000	$0	$0	$0	$118,000
24. Old Plank Storm	Ent Rev	$129,600				$129,600
Drainage - S side	Total	$129,600	$0	$0	$0	$129,600
25. Wayne Road	Ent Rev	$65,000				$65,000
	Total	$65,000	$0	$0	$0	$65,000
26. Valley Trailer Park	Ent Rev	$120,000				$120,000
floodplain purchase	Total	$120,000	$0	$0	$0	$120,000

PROJECTS	Funding Source	Total	Current Budget FY03	Projected Budget FY04	Requested Budget FY05	Priority Needs FY06-08
27. Stewart Park	Ent Rev	$92,000				$92,000
Drainage	Total	$92,000	$0	$0	$0	$92,000
28. Martinshire Drive	Ent Rev	$66,000				$66,000
	Total	$66,000	$0	$0	$0	$66,000
29. Grissum Building	Ent Rev	$120,000		$20,000		$100,000
C49058	Total	$120,000	$0	$20,000	$0	$100,000
30. Royal Lytham -	Ent Rev	$57,500				$57,500
Fallwood	Total	$57,500	$0	$0	$0	$57,500
31. Flat Branch RCB	Ent Rev	$17,400		$7,400	$10,000	
C49059	Total	$17,400	$0	$7,400	$10,000	$0
32. Mill Creek Detention	Ent Rev	$50,000				$50,000
Study	Total	$50,000	$0	$0	$0	$50,000
Stormwater	Ent Rev	$4,464,400	$678,400	$553,000	$574,000	$2,659,000
Summary	**Subtotal**	**$4,464,400**	**$678,400**	**$553,000**	**$574,000**	**$2,659,000**
	PYA Ent Rev	$919,000	$852,000	$67,000	$0	$0
	Total	**$5,383,400**	**$1,530,400**	**$620,000**	**$574,000**	**$2,659,000**

PROJECTS	Funding Source	Total	Current Budget FY03	Projected Budget FY04	Requested Budget FY05	Priority Needs FY06-08
Solid Waste						
1. Waste Handling	Ent Rev	$510,000	$95,000	$95,000	$95,000	$225,000
Systems C48021	Total	$510,000	$95,000	$95,000	$95,000	$225,000
2. Fueling Station	Ent Rev	$120,000			$120,000	
for Landfill	Total	$120,000	$0	$0	$120,000	$0
3. Methane Gas	Ent Rev	$470,800	$170,800		$0	$300,000
Extraction Wells C48031	PYA Ent Rev	$150,000	$150,000			
	Total	$620,800	$320,800	$0	$0	$300,000
4. System to Recover	Unfunded	$255,000			$255,000	
Energy from Landfill	Ent Rev	$245,000				$245,000
Methane Gas	Total	$500,000	$0	$0	$255,000	$245,000
5. Refuse Bag Storage	Ent Rev	$200,000			$200,000	
Building	Total	$200,000	$0	$0	$200,000	$0
6. HHW Building	Ent Rev	$350,000			$0	$350,000
	Total	$350,000	$0	$0	$0	$350,000
	PYA Ent Rev	$150,000	$150,000	$0	$0	$0
	Subtotal	**$150,000**	**$150,000**	**$0**	**$0**	**$0**
	Ent Rev	$1,895,800	$265,800	$95,000	$415,000	$1,120,000
	Subtotal	**$1,895,800**	**$265,800**	**$95,000**	**$415,000**	**$1,120,000**
Solid Waste Summary	**Unfunded**	**$255,000**	**$0**	**$0**	**$255,000**	**$0**
	Total	**$2,300,800**	**$415,800**	**$95,000**	**$670,000**	**$1,120,000**

PROJECTS	Funding Source	Total	Current Budget FY03	Projected Budget FY04	Requested Budget FY05	Priority Needs FY06-08
Parking						
1. Repair Walls in 6th & Walnut	Ent Rev	$20,000	$20,000			$0
Ramp Stairwell C45038	Total	$20,000	$20,000	$0	$0	$0
2. Landscaping Miller Lot	Ent Rev	$22,200	$22,200			$0
Tenth & Locust C45039	Total	$22,200	$22,200	$0	$0	$0
3. Repair Storm Drains	Ent Rev	$14,000	$14,000			
City Ramp C45040	Total	$14,000	$14,000	$0	$0	$0
4. Re-roof Plaza Garage	Ent Rev	$52,000	$0			$52,000
Canopy (FY07)	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	$10,000	$0	$0	$0
7. Seal City Ramp	Ent Rev	$6,200	$6,200			
	Total	$6,200	$6,200	$0	$0	$0
8. 7th & Walnut - Rpl/Bld Oil	Ent Rev	$8,500	$0	$8,500		
Water Sep. IAW C645043	Total	$8,500	$0	$8,500	$0	$0
9. Replace Multi-space Falcon	Ent Rev	$24,000		$24,000		
8th & Cherry C45044	Total	$24,000	$0	$24,000	$0	$0
10. Replace 2 multi-space	Ent Rev	$48,000			$48,000	
Falcon - 10th & Cherry	Total	$48,000	$0	$0	$48,000	$0
11. Replace 2 multi-space	Ent Rev	$48,000				$48,000
Falcon - 6th & Cherry (FY06)	Total	$48,000	$0	$0	$0	$48,000
12. Future Parking Garage	Ent Rev	$5,200,000				$5,200,000
	Total	$5,200,000	$0	$0	$0	$5,200,000
Parking	Ent Rev	$5,456,100	$72,400	$32,500	$51,200	$5,300,000
Summary	**Total**	**$5,456,100**	**$72,400**	**$32,500**	**$51,200**	**$5,300,000**

PROJECTS	Funding Source	Total	Current Budget FY03	Projected Budget FY04	Requested Budget FY05	Priority Needs FY06-08
Transportation						
1.Replace (6) Paratransit	PYA Transp S Tax	$21,300	$21,300			
Vehicles	Unfunded	$66,600			$44,000	$22,600
C47014	FTA	$351,600	$85,200		$176,000	$90,400
	Total	$439,500	$106,500	$0	$220,000	$113,000
2. Purchase and Install	PYA Transp S Tax	$43,500	$43,500			
(10) Bus Shelters, (20)	Unfunded	$121,700			$121,700	
Benches, (40) Concrete	FTA	$660,800			$660,800	
Pads C47004	Total	$826,000	$43,500	$0	$782,500	$0
3. Wabash Station	PYA GF/PI	$88,040	$88,040			
Renovation Project	PYA Transp S Tax		$46,000			
C47003	Unfunded	$461,720			$461,720	
	FTA	$1,762,235	$397,984		$1,364,251	
	FTA Enh	$436,805			$436,805	
	Total	$2,794,800	$532,024	$0	$2,262,776	$0
4. (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
5. Four (4) Garage Doors	Ent Rev	$11,000		$11,000		
with Electric Openers	FTA	$44,000		$44,000		
C47015	Total	$55,000	$0	$55,000	$0	$0
6. Two (2) Solar Security	Ent Rev	$700		$700		
Lighting Systems for	FTA	$2,800		$2,800		
Bus Shelters C47016	Total	$3,500	$0	$3,500	$0	$0
7. Eight (8) Video	Ent Rev	$10,400		$10,400		
Security Systems for	FTA	$41,600		$41,600		
Paratransit Vans C47017	Total	$52,000	$0	$52,000	$0	$0
8. Seventeen (17) GFI	Ent Rev	$3,800		$3,800		
Farebox Upgrades	FTA	$15,200		$15,200		
for Card Swipes C47018	Total	$19,000	$0	$19,000	$0	$0
9. Seventeen (17) GFI	Unfunded	$27,000			$27,000	
Farebox M-Boards and	FTA	$108,000			$108,000	
Upgraded Systems	Total	$135,000	$0	$0	$135,000	$0
10. Five (5) Bus	Ent Rev	$700		$700		
Radio Systems	FTA	$2,800		$2,800		
C47019	Total	$3,500	$0	$3,500	$0	$0
11. Painting Five (5)	Ent Rev	$6,000		$6,000		
New Buses	FTA	$24,000		$24,000		
C47020	Total	$30,000	$0	$30,000	$0	$0
12. Five (5) Basic GFI	Ent Rev	$11,000		$11,000		
Fareboxes w/ Cardswipe	FTA	$44,000		$44,000		
Capability C47021	Total	$55,000	$0	$55,000	$0	$0
13. Five (5) Video	Ent Rev	$6,000		$6,000		
Surveillance Camera	FTA	$24,000		$24,000		
Systems C47022	Total	$30,000	$0	$30,000	$0	$0
14. Five (5) GFI Farebox	Unfunded	$3,800			$3,800	
Motherboards and	FTA	$15,200			$15,200	
Upgraded Systems	Total	$19,000	$0	$0	$19,000	$0
Transportation	FTA	$3,163,835	$550,784	$198,400	$2,324,251	$90,400
Summary	FTA Enh	$436,805	$0	$0	$436,805	$0
	Ent Rev	$49,600	$0	$49,600	$0	$0
	Subtotal	**$3,650,240**	**$550,784**	**$248,000**	**$2,761,056**	**$90,400**
	PYA GF/PI	$88,040	$88,040	$0	$0	$0
	PYA Transp S Tax	$127,700	$127,700	$0	$0	$0
	Subtotal	**$215,740**	**$215,740**	**$0**	**$0**	**$0**
	Unfunded	**$680,820**	**$0**	**$0**	**$658,220**	**$22,600**
	Total	**$4,546,800**	**$766,524**	**$248,000**	**$3,419,276**	**$113,000**

PROJECTS	Funding Source	Total	Current Budget FY03	Projected Budget FY04	Requested Budget FY05	Priority Needs FY06-08
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	PYA Transp S Tax	$7,303	$7,303			
	Total	$107,303	$17,303	$0	$0	$90,000
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	PYA Transp S Tax	$10,000	$10,000			
	Total	$110,000	$20,000	$90,000	$0	$0
7. ARFF Relocation	Unfunded	$23,278				$23,278
	FAA Gr	$209,502				$209,502
	Total	$232,780	$0	$0	$0	$232,780
8. Rental Car	Unfunded	$18,643				$18,643
Area Overlay	Total	$18,643	$0	$0	$0	$18,643
9. Land Purchase	Unfunded	$30,000			$30,000	
West side of Rwy 2-20	FAA Gr	$270,000			$270,000	
	Total	$300,000	$0	$0	$300,000	$0
10. Tee 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	$851,700	$0
11. Terminal Renovation	Unfunded	$15,000				$15,000
Preliminary Design	FAA Gr	$135,000				$135,000
C44066	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	$492,564			$492,564	
Crosswind Runway	FAA Gr	$4,433,080			$4,433,080	
	Total	$4,925,644	$0	$0	$4,925,644	$0
14. Cargo Apron	Transp STax	$81,600	$81,600			
w / Taxiway C44067	FAA Gr	$734,000				$734,000
	PYA Transp S Tax	$81,600	$81,600			
	Total	$897,200	$163,200	$0	$0	$734,000
15. Land Purchase - Rwy	Unfunded	$17,500				$17,500
Safety Areas	FAA Gr	$157,500				$157,500
	Total	$175,000	$0	$0	$0	$175,000
16. Fire Truck	PYA Transp S Tax	$75,000	$75,000			
	FAA Gr	$675,000	$675,000			
	Total	$750,000	$750,000	$0	$0	$0
Airport	Transp STax	$546,798	$151,600	$50,000	$135,170	$210,028
Summary	FAA Gr	$10,103,992	$675,000	$90,000	$5,469,610	$3,869,382
	Subtotal	**$10,650,790**	**$826,600**	**$140,000**	**$5,604,780**	**$4,079,410**
	PYA Ent Rev	$0	$0	$0	$0	$0
	PYA Transp S Tax	$173,903	$173,903	$0	$0	$0
	Subtotal	**$173,903**	**$173,903**	**$0**	**$0**	**$0**
	Unfunded	**$3,248,910**	**$0**	**$0**	**$522,564**	**$2,726,346**
	Total	**$14,073,603**	**$1,000,503**	**$140,000**	**$6,127,344**	**$6,805,756**

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 currently has no General Obligation debt outstanding.

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 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	% Change From Budget FY 2003
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services & Misc.	3,555	1,900	500	0	(100.0%)
Capital	0	0	0	0	
Other	3,062,327	3,459,333	3,459,333	2,749,693	(20.5%)
Total	**3,065,882**	**3,461,233**	**3,459,833**	**2,749,693**	**(20.6%)**
Summary					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	0	0	0	0	
Debt Service	3,065,882	3,461,233	3,459,833	2,749,693	(20.6%)
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**$ 3,065,882**	**$ 3,461,233**	**$ 3,459,833**	**$ 2,749,693**	**(20.6%)**

COMPUTATION OF LEGAL DEBT MARGIN

Assessed Value FY 2003*				$ 1,116,692,677
Constitutional Debt Limit**	(20% Assessed Value)			223,338,535
Total Bonded Debt			122,980,000	
Less:				
Revenue Bonds		88,305,000		
Special Obligation Bonds		16,070,000		
Certificates of Participation		18,605,000		
			122,980,000	
Total Amount of Debt Applicable to Debt Limit				0
Legal Debt Margin				$ 223,338,535

* All tangible property
** Section 95.115 of the 1978 Missouri Revised Statutes

SUMMARY OF OUTSTANDING DEBT
As of 09/30/2003

	Original Issue	Interest Rate	Maturity Date	Amount Outstanding
GENERAL OBLIGATION BONDS:				
Paid off In FY 2003				$ **0**
REVENUE BONDS:				
'92 Water & Electric (7/1/92)	34,140,000	2.75% - 5.70%	10/01/12	10,500,000
'98 Water & Electric (3/1/98)	28,295,000	3.75% - 6.00%	10/01/22	28,070,000
'02 Water & Elec Imprvmnt Bond (02/01/02)	16,490,000	3.00% - 6.00%	10/01/26	16,285,000
'03 Water & Elec Refunding bond (02/15/03)	8,950,000	2.00% - 5.00%	12/01/15	8,950,000
'79 San. Sewer Revenue Bonds (8/1/79)	3,500,000	5.00% - 7.00%	10/01/04	560,000
'92 San. Sewer SeriesB (6/1/92)	870,000	4.25% - 6.55%	01/01/13	560,000
'92 San. Sewer Refunding (8/1/92)	795,000	5.6%	10/01/02	0
'99 San. Sewer Bonds Series A (6/1/99)	3,730,000	3.625% - 5.25%	01/01/20	3,240,000
'99 San. Sewer Bonds Series B (12/1/99)	1,420,000	4.125%-6.00%	07/01/20	1,240,000
'00 San. Sewer Bonds Series B (11/11/00)	2,445,000	4.35% - 5.625%	07/01/21	2,235,000
'02 San. Sewer Bonds Series A (05/01/02)	2,230,000	3.00% - 5.375%	01/01/23	2,230,000
'02 San. Sewer Refunding (09/15/02)	7,940,000	2.00% - 4.00%	01/01/17	7,940,000
'03 San. Sewer Bonds Series B (04/01/03)	3,620,000	2.00% - 5.25%	01/01/24	3,620,000
'95 Parking Revenue Bonds (9/5/95)	3,400,000	3.80% - 6.00%	10/01/20	2,875,000
Total Revenue Bonds				**88,305,000**
SPECIAL OBLIGATION BONDS:				
'01 Refuse Special Oblig. Bonds (11/13/01)	4,640,000	3.65% - 4.80%	02/01/21	4,465,000
'96 Refuse Special Oblig. Bonds (8/1/96)	4,955,000	3.75% - 5.50%	02/01/16	3,735,000
'96 Parking Special Oblig. Bonds (8/1/96)	7,120,000	3.75% - 5.50%	02/01/16	5,285,000
'01Sewer Special Oblig. Bonds (11/13/01)	2,685,000	3.65% - 4.80%	02/01/21	2,585,000
Total Special Obligation Bonds				**16,070,000**
CERTIFICATES OF PARTICIPATION:				
'01 Recreation Center COPS (05/01/01)	10,500,000	4% - 5.215%	02/01/06	6,730,500
'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	4,874,500
Total Certificates of Participation				**18,605,000**
TOTAL:				$ **122,980,000**

GENERAL OBLIGATION BONDS

GENERAL INFORMATION

General obligation bonds are supported by a pledge of the City's full faith and credit. Paid the last of the General Obligation Debt off in FY 2003.

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	$ 0	0.00%	0

DEBT SERVICE REQUIREMENTS
1992 General Obligation Refunding Bonds

Year	Original Requirements	Interest Requirements	Total Requirements
2004	0	0	0
Total	$ **0**	$ **0**	$ **0**

WATER AND ELECTRIC REVENUE BONDS

GENERAL INFORMATION

07/01/92 Water and Electric Series A Revenue Bonds (Interest rates: 2.75% - 5.70%)
Original Issue - $34,140,000
Balance As of 09/30/2003 - $10,500,000
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 09/30/2003 - $28,070,000
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.

02/01/02 Water and Electric Improvement Bonds (Interest rates: 3.00% - 6.00%)
Original Issue - $16,490,000
Balance As of 09/30/2003 - $16,285,000
Maturity Date - 10/1/2026

In February of 2002 the City issued $16,490,000 in Water and Electric 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. The bonds were issued to provide funding for improvements to the Water and Electric Utility system.

02/15/03 Water and Electric Series A Refunding Bonds (Interest rates: 2.00% - 5.00%)
Original Issue - $8,950,000
Balance As of 09/30/2003 - $8,950,000
Maturity Date - 12/1/2015

In February of 2003 the City issued $8,950,000 in Water and Electric Refunding bonds. The bonds are payable solely from, and secured by a pledge of the revenues of the Water and Electric system. The bonds were issued to refund the 1985 Series B Water and Electric Bonds.

DEBT SERVICE REQUIREMENTS

Fiscal Year	Principal Requirements	Interest Requirements	Total Requirements
2004	$ 3,685,000	$ 2,992,679	$ 6,677,679
2005	3,870,000	2,791,650	6,661,650
2006	4,265,000	2,572,544	6,837,544
2007	2,785,000	2,393,513	5,178,513
2008	2,915,000	2,260,806	5,175,806
2009	3,010,000	2,110,409	5,120,409
2010	3,130,000	1,963,316	5,093,316
2011	3,265,000	1,828,337	5,093,337
2012	3,405,000	1,679,548	5,084,548
2013	3,560,000	1,521,288	5,081,288
2014	2,760,000	1,381,788	4,141,788
2015	2,885,000	1,257,458	4,142,458
2016	3,015,000	1,124,766	4,139,766
2017	2,090,000	1,004,880	3,094,880
2018	2,200,000	899,830	3,099,830
2019	2,310,000	788,746	3,098,746
2020	2,425,000	671,628	3,096,628
2021	2,550,000	547,750	3,097,750
2022	2,680,000	417,000	3,097,000
2023	2,820,000	279,500	3,099,500
2024	970,000	184,750	1,154,750
2025	1,015,000	135,125	1,150,125
2026	1,070,000	83,000	1,153,000
2027	1,125,000	28,125	1,153,125
Total	$ **63,805,000**	$ **30,918,436**	$ **94,723,436**

SANITARY SEWER BONDS

GENERAL INFORMATION

08/01/79 Sanitary Sewerage System Revenue Bonds (Interest rates: 5.00% - 7.00%)
Original Issue - $3,500,000
Balance As of 09/30/2003 - $560,000
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 Series B (Interest rates: 4.25% - 6.55%)
Original Issue - $870,000
Balance As of 09/30/2003 - $560,000
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 09/30/2003 - $0
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 09/30/2003 - $3,240,000
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 09/30/2003 - $1,240,000
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 09/30/2003 - $2,235,000
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 09/30/2003 - $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 As of 09/30/2003 - $2,585,000
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.

09/15/02 Sanitary Sewerage System Revenue Refunding Bonds (Interest rates: 2.00% - 4.00%)
Original Issue - $7,940,000
Balance As of 09/30/2003 - $7,940,000
Maturity Date - 1/1/2017

In September of 2002 the City issued $7,940,000 of Sewerage System Revenue Refunding Bonds. 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 1992 Sewerage System Revenue Bonds.

04/01/03 Sanitary Sewerage System SRevenue Bonds (Interest rates: 2.00% - 5.25%)
Original Issue - $3,620,000
Balance As of 09/30/2003 - $3,620,000
Maturity Date - 1/1/2024

In 2003, the City participated in the State Revolving Loan Program to issue $3,620,000 in bonds. Voters approved the issuance of these bonds in November of 1997.

DEBT SERVICE REQUIREMENTS
Sewer Revenue Bonds

Year	Original Requirements	Interest Requirements	Total Requirements
2004	$ 1,040,000	1,038,747	2,078,747
2005	1,245,000	960,400	2,205,400
2006	1,255,000	918,141	2,173,141
2007	1,270,000	877,802	2,147,802
2008	1,295,000	834,534	2,129,534
2009	1,325,000	787,440	2,112,440
2010	1,355,000	736,742	2,091,742
2011	1,400,000	682,441	2,082,441
2012	1,425,000	623,458	2,048,458
2013	1,470,000	562,477	2,032,477
2014	1,430,000	499,427	1,929,427
2015	1,475,000	433,612	1,908,612
2016	1,520,000	365,569	1,885,569
2017	1,560,000	295,016	1,855,016
2018	1,615,000	221,761	1,836,761
2019	945,000	160,325	1,105,325
2020	980,000	111,129	1,091,129
2021	690,000	66,103	756,103
2022	340,000	35,930	375,930
2023	350,000	19,002	369,002
2024	225,000	5,288	230,288
Total	$ **24,210,000**	$ **10,235,344**	$ **34,445,344**

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 09/30/2003 - $3,735,000
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 09/30/2003 - $4,465,000
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
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	**$ 8,200,000**	**$ 3,472,959**	**$ 11,672,959**

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 09/30/2003 - $2,875,000
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 09/30/2003 - $5,285,000
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
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	**$ 8,160,000**	**$ 4,052,398**	**$ 12,212,398**

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 09/30/2003 - $6,730,500
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
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	$ **6,730,500**	$ **412,580**	$ **7,143,080**

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 09/30/2003 - $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
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**	**$ 1,463,875**	**$ 8,463,875**

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 09/30/2003 - $4,874,500
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
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	$ **4,874,500**	$ **1,339,627**	$ **6,214,127**

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 2004.

In 2002 the City Council adopted the following guidelines for the expenditure of the annual allocation of Community Development Block Grant funds: 20-30% for Housing Programs, 45-50% for Public Improvements , 10-20% for Community Facilities, 0-5% for Community Services and 10-15% for Planning and Administration.

RESOURCES

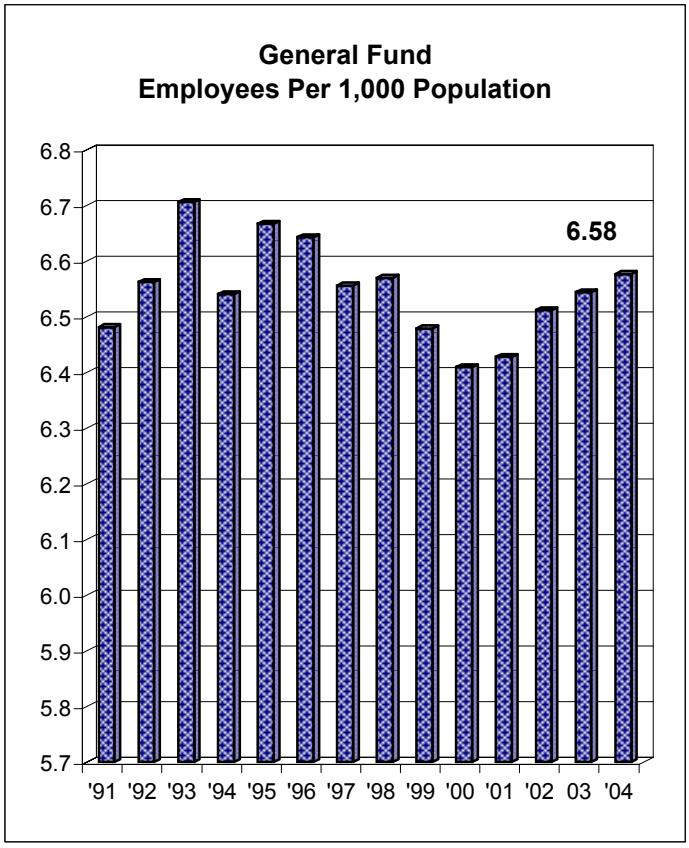
		Adopted FY 2004
Entitlement Amount Estimate	$	1,037,000
Total Resources	$	1,037,000

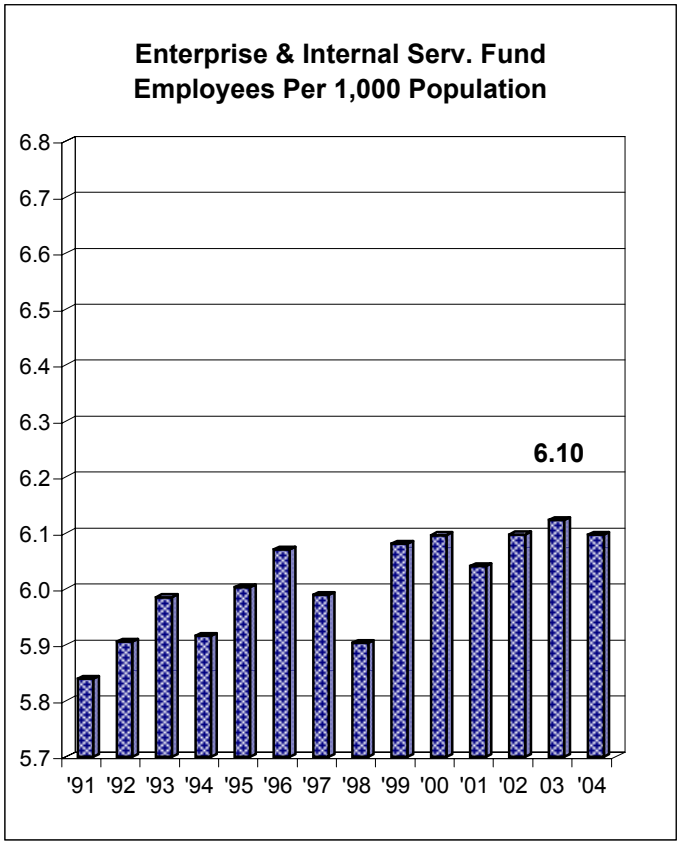
EXPENDITURES

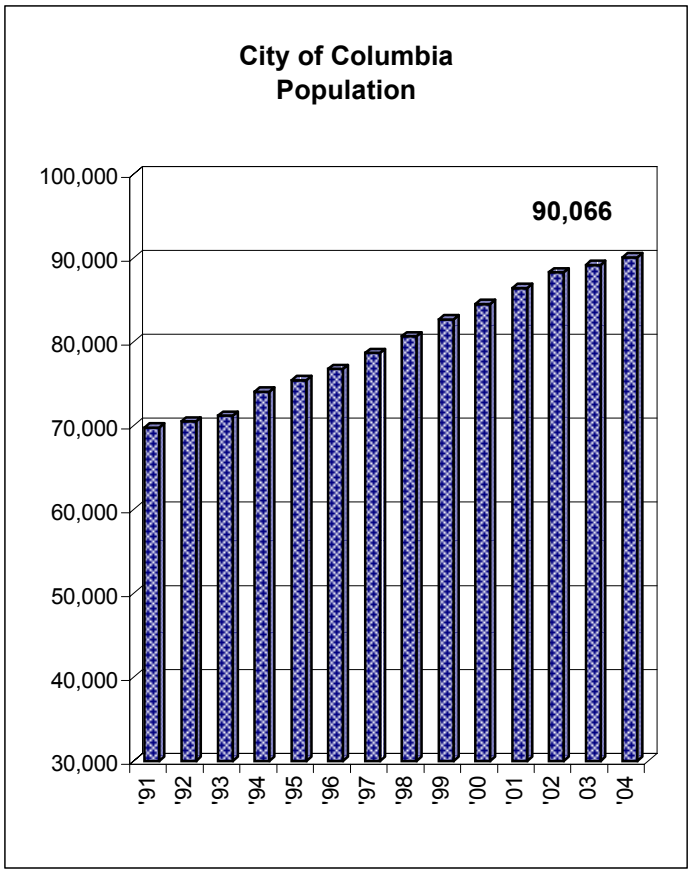
	Staff and Agency Requests	Community Development Commission Proposal	City Manager Recommended	Council Adopted
Housing Programs:				
Housing Rehabilitation	25,000	25,000	25,000	25,000
Emergency Home Repair	75,000	75,000	75,000	75,000
Code Deficiency Abatement	25,000	25,000	25,000	25,000
Home Ownership Assistance	25,000	25,000	25,000	25,000
NRT Demolition	30,000	30,000	30,000	30,000
NRT Code Enforcement	50,000	50,000	50,000	50,000
Boone Co. Group Homes - Home Repair	25,825	25,000	25,000	25,000
Serv. Indep. Living-Home Accessibility	39,000	34,500	34,500	34,500
Subtotal (Council Policy 20-30%)	**294,825**	**289,500**	**289,500**	**289,500**
	17.9%	27.9%	27.9%	27.9%
Public Improvements:				
Downtown Sidewalks ADA	50,000	0	0	50,000
Emergency Warning Sirens	186,000	96,000	96,000	46,000
Paquin Park Improvements	60,000	60,000	60,000	60,000
Armory Recreation Center	25,000	0	0	0
Donnelly Avenue Reconstruction	109,000	109,000	109,000	109,000
Hardin Street Reconstruction	230,000	0	0	0
Hope Street Reconstruction	130,000	130,000	130,000	130,000
COLT Railroad Corridor	150,000	150,000	150,000	150,000
Fire Station #2 Renovation	150,000	0	0	0
Ward 1 Sidewalks	50,000	50,000	50,000	50,000
Garth/Business Loop Crosswalks	23,000	0	0	0
Subtotal (Council Policy 45-50%)	**1,163,000**	**595,000**	**595,000**	**595,000**
	70.5%	57.4%	57.4%	57.4%
Community Facilities:				
Grace Covenant Church - Trail/Ball Court	38,000	0	0	0
Subtotal (Council Policy 10-20%)	**38,000**	**0**	**0**	**0**
	2.3%	0.0%	0.0%	0.0%
Community Services:				
Cen. Mo. Co. HDC - Individual Dev. Accts.	20,000	20,000	20,000	20,000
Ridgeway Neigh. Assn. - Alley Planning	4,460	2,500	2,500	2,500
Subtotal (Council Policy 0-5%)	**24,460**	**22,500**	**22,500**	**22,500**
	1.5%	2.2%	2.2%	2.2%
Administration and Planning				
Planning	45,000	45,000	45,000	45,000
Administration	85,000	85,000	85,000	85,000
Subtotal (Council Policy 10-15%)	**130,000**	**130,000**	**130,000**	**130,000**
	7.9%	12.5%	12.5%	12.5%
Total	**1,650,285**	**$ 1,037,000**	**$ 1,037,000**	**$ 1,037,000**

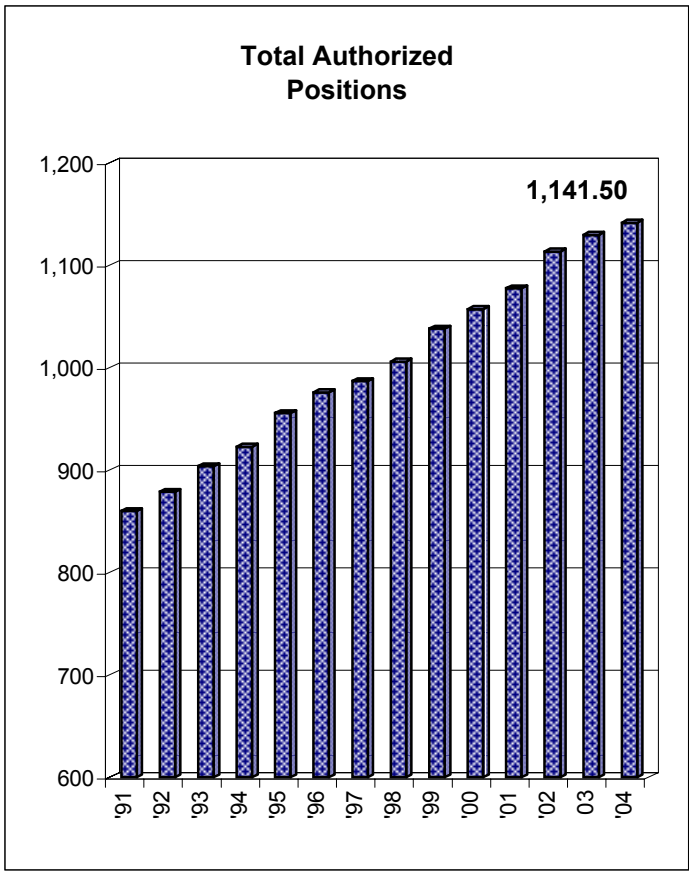
(THIS PAGE INTENTIONALLY LEFT BLANK)

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 2004

	Number Of Positions	Position Added
General Fund:		
Police - Patrol	1.00	Traffic Sgt.
Police - Patrol	1.00	Juvenile Detective Officer
Health - Clinic & Nursing	1.00	Public Information Specialist (100% Grant Funded)
Health - Social Work	0.40	Inc. Utility Assistance Social Worker from .60 to 1.00 FTE
Public Works - Streets	1.00	Equipment Operator II (Add'l Service Cut Crew)
Public Works - Streets	1.00	Equipment Operator I (Add'l Street Sweeping)
Public Works - Streets	1.00	Equipment Operator III (Add'l Paint Striping)
Public Works - Engineering	0.50	Engineering Aide IV (Assist Traffic Engineer)
Parks & Recreation	1.00	Park Ranger
Parks & Recreation	1.00	Maintenance Mechanic (Per Parks Stax Plan)
	8.90	**NET GENERAL FUND POSITIONS ADDED**
Other Funds:		
Railroad	1.00	Railroad Operator
Utility Customer Services	(0.75)	ASA I
Utility Customer Services	1.00	Customer Service Representative
Recreation Services	0.25	Recreation Leader
Transportation	0.75	Bus Driver
Transportation	0.75	Bus Driver
	3.00	**NET OTHER FUND POSITIONS ADDED**
	11.90	**TOTAL NUMBER OF POSITIONS ADDED FOR FY 2004**

PERSONNEL POSITION SUMMARY

	Actual FY 2002	Budget FY 2003	Estimated FY 2003	Adopted FY 2004	Position Changes
TOTAL PERSONNEL					
PERMANENT					
FULL-TIME POSITIONS:					
City Clerk and Elections	2.00	2.00	2.00	2.00	
City Manager	7.60	6.60	6.60	6.60	
Finance Department	44.00	46.00	46.00	47.00	1.00
Human Resources	8.00	8.00	8.00	8.00	
Law Department	8.00	8.00	8.00	8.00	
Municipal Court	6.00	7.00	7.00	7.00	
Police Department	169.00	173.00	173.00	175.00	2.00
Fire Department	128.00	128.00	128.00	128.00	
Health Department	48.00	49.00	49.00	51.00	2.00
Joint Communications/Emerg Mgt.	29.00	29.00	29.00	29.00	
Planning and Development	12.00	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	72.00	73.00	73.00	76.00	3.00
Public Works Department	295.00	300.00	300.00	303.00	3.00
Railroad Fund	3.00	3.00	3.00	4.00	1.00
Water & Electric Utility Fund	216.00	218.00	218.00	218.00	
Cultural Affairs Fund	3.00	3.00	3.00	3.00	
Convention & Tourism Fund	6.00	7.00	7.00	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	5.00	5.50	5.50	5.50	
Contributions Fund	2.00	2.00	2.00	2.00	
Total Full-Time Perm.	**1,094.00**	**1,110.50**	**1,110.50**	**1,122.50**	**12.00**
PERMANENT PART-TIME POSITIONS					
Finance Department	2.00	2.00	2.00	1.25	(0.75)
Municipal Court	0.90	0.90	0.90	0.90	
Health Department	5.85	6.35	6.35	5.75	(0.60)
Joint Communications	0.75	0.75	0.75	0.75	
Parks & Recreation	1.50	0.75	0.75	0.00	(0.75)
Public Works	5.25	5.25	5.25	7.25	2.00
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	0.50	
Total Perm. Part-Time Pos.	**19.35**	**19.10**	**19.10**	**19.00**	**(0.10)**
TOTAL PERSONNEL	**1,113.35**	**1,129.60**	**1,129.60**	**1,141.50**	**11.90**
Summary By Fund Type:					
General Fund Positions	575.01	583.48	583.48	592.38	8.90
Enterprise Fund Positions	447.47	452.97	452.97	455.72	2.75
Internal Service Fund Positions	74.85	76.35	76.35	76.60	0.25
Special Revenue Fund Positions	14.02	14.80	14.80	14.80	
Trust Fund Positions	2.00	2.00	2.00	2.00	
TOTAL PERSONNEL	**1,113.35**	**1,129.60**	**1,129.60**	**1,141.50**	**11.90**

(THIS PAGE INTENTIONALLY LEFT BLANK)

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 ,Special Road 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.