CITY OF COLUMBIA, MISSOURI

COUNCIL-MANAGER FORM OF GOVERNMENT

ANNUAL BUDGET
FISCAL YEAR ENDED SEPTEMBER 30, 2005

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City of Columbia
Adopted Budget

FY 2005
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CERTIFICATION

The undersigned herby certify that the attached document is a true copy of the annual budget of the City of Columbia, Missouri for the Fiscal Year beginning on October 1, 2004 and ending on September 30, 2005, as finally adopted by the City Council on September 20, 2004.

IN WITNESS WHEREOF, I have executed this certification on this 23rd day of September, 2004.

_____
City Manager

IN WITNESS WHEREOF, I have executed this certification and affixed the corporate seal of the City on this 23rd day of September, 2004.

_____
Sheela Amin, City Clerk

FY 2005 Budget Amendments
As of September 20, 2004

Council Reserve Items for Consideration		
Amount of Reserve Available		**$75,000**
Overtime & to Put Council Packet on the web	see attached memo	
Historic Preservation Request for Matching Funds	$3,200	
Expand Midnight Hoops Program	$7,500	
Provide Low Income Adult Recreation Scholarships	$5,000	
Increase Social Services Funding for Centro Latino	$4,000	
Total Allocated	**$19,700**	
Balance	**$55,300**	

Administrative Issues:		
General Fund - Health:		
Increased Revenues from WIC Contract	$30,012	
Clerk: *(see attached memo)*		
Increased Cost for Elections	$41,520	
Electric - Share of Increased Cost for Election	$31,480	
	$73,000	
Transit:		
Increased Revenues - University Contract Expanded	$47,000	
Increased Expenses - University Contract Expanded	$47,000	
Net Impact:	$0	
Airport:		
Remove Request for Runway Marking - FAA will pay cost	($48,000)	
Storm Water:		
Remove Request for Buggy to carry camera equipment	($25,000)	
Public Improvement Fund:		
Increase transfer amount of Development Charge	$1,576,500	

CIP Changes:	Funding Source	
Streets and Sidewalks:		
SS #36. Blackfoot Road: Route E North 3500'		
*- Change **FY07-09** amount to*	Unfunded	$2,103,500
Parks and Recreation:		
PR#63. Cosmo Skate Park/Roller Hockey Boards	Unfunded Donat/Grant	($70,000)
- Change funding source from Unfunded Donations/Grant	PYA Grant	$14,727
- Change amount of project	PYA 1/4 99 Stax	$18,000

FY 2005 Budget Amendments
As of September 20, 2004

CIP Changes Continued:	Funding Source	
PR#49: Flat Branch Park Phase II		
- Delete grant funding, grant will not be received	Grant	($150,000)
- Appropriate Donations already received	Donations	$61,587
- Reflect remaining donations pledged	Unfund/Donat	$305,000
*- In **FY 2006**, increase Parks Stax to cover the remaining project amt.*	Parks Sales Tax	$105,013
- Total Project amount will not change		
PR#56 Parks Acquisition Neighborhood Parks		
Purchase of land in North Central Columbia	Parks Sales Tax	$150,000
Other General Government:		
GG#12: Replace Severe Weather Sirens	Cap FB	$54,000
*- move from **2006 to 2005** and fund with Public Safety Fund Balance*		
Transit:		
#3. Purchase and Install Benches,Shelters, Concrete Pads		
*- 2005 Changes - **Fund 1/3 in 2005 and move the rest to 2006***	Unfunded	($56,806)
	Ent Rev	$18,935
	FTA	($226,905)
- 2006 Changes	Unfunded	$37,871
Show the remaining project amount in 2006	FTA	$226,905
#4. Replace (6) Paratransit Vehicles	Unfunded	($24,000)
*-2005 Changes - **move out to 2006***	FTA	($96,000)
- 2006 Changes	Unfunded	$24,000
	FTA	$96,000
#11: (17) GFI Farebox M-Boards and Upgraded Systems	Unfunded	($27,810)
-2005 Changes - change funding from Unfunded to use of Fund Bal.	Ent Rev	$27,810
#16. (5) GFI Farebox Motherboards and Upgraded Systems	Unfunded	($3,914)
-2005 Changes - change funding from Unfunded to use of Fund Bal.	Ent Rev	$3,914
Airport:		
#9. Land Purchase West Side of Rwy 2-20	Unfunded	($15,000)
*-2005 Changes - **move out to 2006***	FAA Gr	($285,000)
- 2006 Changes	Unfunded	$15,000
	FAA Gr	$285,000
#16. Rehabilitation of Runway 13-31	Unfunded	($3,914)
-2005 Changes - change funding from Unfunded to use of PYA since the unfunded amount was appropriated during FY 2004	PYA Transp Stax	$3,914

FY 2005 Budget Amendments
As of September 20, 2004

CIP Changes Continued:	Funding Source	
Sewer:		
#5. H-21 Enlargement Project		
- Changes needed to current budget 2004 Column	PYA Ent Rev	(525,592)
- These funds have not yet been appropriated	BCRSD	($175,000)
-Changes needed to 2005 Column	97 Ballot	$650,000
	BCRSD	$175,000
Parking:		
#7. Replace 2 Multi-space Falcon-6th and Cherry		
-Changes needed to 2005 Column	Ent Rev	48,000

BUDGET MESSAGE

July 29, 2004

Honorable Mayor and City Council
City of Columbia, Missouri

Pursuant to Columbia's city charter, I am pleased to submit the 2004-2005 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. This year's budget message format has been reorganized to provide more emphasis on the outcomes supported by this budget.

BUDGET PROCESS

Role of the City Manager and City Council

The City Manager prepares a balanced budget 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. During the annual Council Retreat, the budget guidelines are discussed with the City Council as well as programs and 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 20th 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 16th, September 7th, and September 20th. 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 20th. 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, currently estimated at about 90,000), 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.

Columbia is a full-service city; therefore, 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

The City Manager's 2004 Annual Report on Programs and Priorities (which is required by the City Charter) identifies eight important strategies to ensure Columbia remains a quality city. These are:

- Assure our City's Comprehensive Planning remains current
- Identify and address major challenges and opportunities
- Maintain and strengthen our central City of Columbia
- Plan for the orderly growth of our City from the inside outward
- Provide sufficient community resources to carry out programs and priorities
- Continue to maintain and improve existing infrastructure; provide for new infrastructure as required
- Continue to deliver services and programs in a timely cost effective manner
- Maintain proactive two-way communication with our residents and community partners.

These eight strategies, along with detailed programs and priorities, were reviewed with Council at their annual retreat for general guidance. Input is also received from various other sources including city advisory commissions, departments, employee groups, organizations, and a citizen survey.

BUDGET HIGHLIGHTS

The FY 2005 budget of $277,555,419 is a 10.0% increase over amended FY 2004. A significant portion of this increase is due to the increased contract cost for purchased power in the Electric utility. **Without this increase in purchased power, the FY 2005 budget is 7.1% above amended FY 2004**. The City of Columbia has been responsive to the economic challenges of the past few years while addressing growth needs in the City. It appears that the Columbia economy is recovering, therefore we are proposing some items in this budget that had been deferred in previous budgets.

This budget addresses the eight strategies that have made Columbia a quality city by meeting the total transportation needs, continued investment in infrastructure including our utilities, and providing the resources to keep our city vibrant and vital. Our focus is on clean and safe neighborhoods, well-maintained roads and sidewalks/pedways, providing needed social services, and continuing to provide recreation and cultural opportunities through our parks, trails, and other programs. We will continue to enhance economic stability and growth by improving customer services to our citizens and partnering with the private sector to keep Columbia's economy strong. The City attempts to implement all of these strategies in the most efficient manner and continues to look for new initiatives to protect our limited resources.

Clean and Safe Neighborhoods

- To continue to improve the appearance of our city, better respond to citizen concerns, and address problem areas we have proposed the addition of a safety/cleanup crew.
- To address traffic safety issues in our neighborhoods and around our schools, we will expand the program for installing permanent radar signs in school zones and purchase temporary radar signs to allow for more flexibility in responding to citizen concerns.
- To allow the Police Department to provide better followup response to citizens during peak times, this budget proposes additional staff (2 Sergeants) as identified in the Police Strategic Plan.
- To address citizen complaints about the use of cinders on our streets during winter months, this budget provides funding for the engineering and design of a salt storage facility. The land for this facility was purchased during FY 2004.
- To continue the efforts to stabilize our central city neighborhoods, this budget provides continued funding for the Neighborhood Response Team and home ownership programs.
- To continue to invest in infrastructure improvements in neighborhoods, this budget provides funding for several storm water improvements throughout the city.

Well-maintained Total Transportation System, including Roads and Sidewalks/Pedways

- Provides over $325,000 in new funding for sidewalks/pedways throughout the City, with emphasis in the downtown and First Ward areas to continue our efforts in making Columbia a more walkable and accessible community.
- Provides over $225,000 in new funding for landscaping projects along roadways, with emphasis on the Old 63 corridor to improve the appearance of major intersections.
- Provides over $7.6 million in new funding for street projects, including major projects on Southampton and Chapel Hill.
- Continue the increased efforts funded in the FY 2004 budget in the areas of street maintenance, street striping, and street sweeping.

- Significant staff time and effort to work with the consultant selected in FY 2004 to update a transportation financing strategy and assist in receiving public input during this process.
- Complete the update of the sidewalk master plan.
- Continued use of Transportation Sales Taxes to support our Transit ($1,600,000) and Airport ($770,970) operations.

Continued Investment in Buildings and Infrastructure:

- Renovation of the Wabash Station, Gentry, and Howard Buildings in an effort to maintain and preserve our historic downtown City public buildings.
- Expansion of Public Buildings – continue the $700,000 funding for the consolidation and renovation of city downtown offices to address space needs.
- Allocation of over $17 million in Water, Electric, and Sewer capital projects to provide for needed system expansion and maintenance of the existing systems.

Provide Needed Social Services:

- Continues to provide over $800,000 in funding to address the needs of the most at-risk populations in our community through social service contracts with 33 organizations that support 48 different program services. This represents a 3% increase over FY 2004.
- Increases the funding to $371,500 for the Career Awareness and Related Experience (C.A.R.E.) program that provides career training to 180 disadvantaged youth ages 14 through 18. This budget includes funding for possible relocation of the office to a location near other job services for youth programs to better coordinate resources in our community.
- Continues the $35,000 funding for scholarships to assist over 400 participants at the Activity and Recreation Center (ARC) and other recreation service programs and actively seeks private donations through the "Share the Light" utility check-off program.
- Administer the $20,000 federal grant to provide funding and support for the Summer Food Program that provides over 8,000 lunches to low income children.
- Administer the $75,000 Emergency Shelter Grant which provides emergency shelter services to over 785 individuals in need.

Provide Recreation and Cultural Opportunities:

- Continue the efforts to enhance the Flat Branch Park by dedicating $150,000 of Parks Sales Tax funding, to be added to the grants and donations to fund over $650,000 in improvements in FY 2005.
- Continue our neighborhood park program by providing funding for the development of neighborhood parks at Smith-Manhasset, Fairview, and Mill Creek.
- Increasing recreational opportunities at Cosmo Park by adding a Roller Hockey area to the skate park.
- Funding for $190,000 in improvements at Cosmo-Bethel Park by adding a shelter and renovating the playground area.
- Continue to dedicate staff resources to the maintenance of 2,200 acres of parks and over 30 miles of trails.
- Open all areas at the newly developed Stephens' Park including swimming, fishing, and trails.
- Provides support for the annual arts funding process for 16 local art agencies with over $76,000 in funding.
- Administer the Festival and Event program which provides enhancement to many area festivals and has enabled the development of several first-time events with over $350,000 in available funding, with an average of $170,000 in annual festival and event allocations.

Enhance Economic Stability and Growth:

- To encourage shoppers in the downtown area and make it more convenient to conduct business, this budget funds an expansion of Prepaid Parking Meter Card program to include the entire downtown and campus areas, expanded use of crosswalk countdown timers downtown, and provide funding for downtown beautification efforts.
- Improve our service to the building community by providing more timely response with the addition of a building inspector and an engineering aide.
- Continue our E-government efforts through the expansion of services accessible through the City's website.
- Continue to review ordinances in an attempt to streamline licensing and permitting processes.
- Continues funding of approximately $330,000 in the City's Economic Development which provides integral support to the Regional Economic Development Corporation (R.E.D.I.) to promote positive economic growth in Columbia.
- Continued support of the Columbia Area Chamber of Commerce through staff memberships and senior recruitment programs.
- Continued staff and financial support for Show-Me State Games, Special Olympics, and other activities that attract visitors to our community.

Conserve/Preserve our Natural Resources:

- Increased emphasis on conservation programs in the Water and Electric utility by restructuring the rates to encourage reduced usage during peak times, creation of an Energy Star Building program, Building Operator program, Commercial Lighting program, and Ultrasonic Leak Detector Program.
- Funding provided to conduct a study of the recovery and possible uses of landfill methane gas as a source of energy for landfill operations and possible joint projects with business near the landfill.
- Continue the use of hybrid vehicles by adding one hybrid car in Protective Inspection to be used by Building Inspectors.
- Continue our efforts to develop and implement community acceptable storm water regulations and improvements by adding staff in the Storm Water utility.
- Continue the use of B-20 Biodiesel, which began in 2004.

FINANCIAL IMPACT OF BUDGET ON RESIDENTS/CUSTOMERS

Taxes:

- Sales Tax Rates (No increase)
- Property Tax Rates (No increase)
- Gross Receipt Tax Rates (No increase)

Utility Rate Changes:

- Solid Waste Rates (No Increase)
- Storm Water Rates (No Increase)
- 4.0% increase in Sewer rates (approximately $0.61/month) as presented during the 2003 ballot issue for funding of capital projects.
- 7.5% overall increase in Water revenue (approximately $0.81/month for an average user of 5ccf). This includes a rate restructuring to more accurately allocate operating costs of providing service as well fund capital projects approved during the 2003 ballot issue.
- 9.0% overall increase in Electric revenue (approximately $4.48/month to the average user of 750 kWh). This includes a rate restructuring to more accurately allocate operating costs of providing service as well as cover the significant increase in purchased power costs.
- **Total impact on averaged residential customer will be approx. $5.90/month**

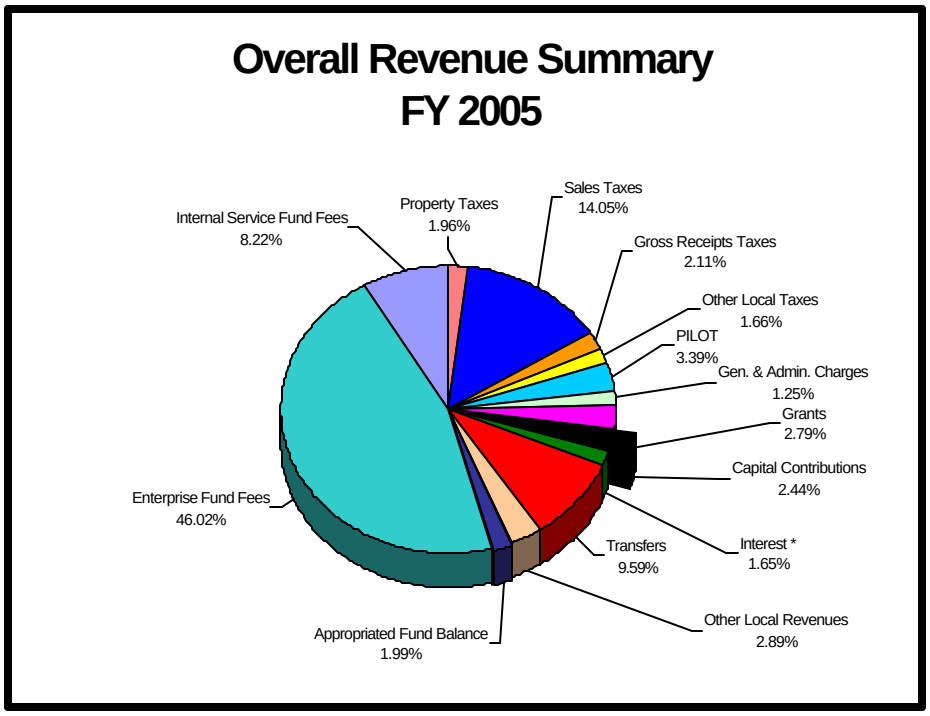
Because of the rate restructuring in water and electric, there will be a wide variance on the effect on households. Smaller users could experience a monthly change of less than $3, while larger users, especially during the peak summer months, could experience as much as $15/month increases. However, our rates remain competitive when compared to other cities. Refer to **Exhibit B** for a comparison of our utility rates to other cities and providers.

Fees and User Charges:

- No increase in License or Permit fees, Health fees, Planning and Zoning fees, Parking fees, or most Parks & Recreation fees.
- Small increases in Adult sports fees (softball, volleyball, and basketball)
- Increases in Golf Fees to cover costs of operations and still maintain competitive rates.
- Creation of a land disturbance permit fee of $200 to partially fund a position for land disturbance permitting and enforcement.
- Water Connection Fees will increase from $500 to $560 to cover the cost of the service.
- Require installation of auto read meters in all new construction which will increase the cost from $31 to $188 for 5/8" services and from $85 to $242 for 1 inch services.

REVENUE HIGHLIGHTS

Total Revenues of $247,238,033 are 7.5% above Estimated FY 2004 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 46.02% followed by Sales Tax 14.05% and smaller percentages from other sources (see graph).



- **Sales Tax Revenue** growth is projected at 4.5% which is higher than the growth rate in recent years. The monthly growth rate of Sales Taxes for FY 2004 has varied from 0% to 7%. Recent receipts have indicated sustained growth; however continued economic uncertainty requires caution in estimating for future revenue growth.

- **PILOT** from the Water & Light Department to the General Fund is projected to increase 8.3%. This projection is based upon the increase in water and electric rates and usage, including an increase in the number of customers.

- **Property taxes** are expected to grow at 4.0%. 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 approximately 4 cents below the maximum the Council is authorized to levy for city operations. Each one cent levied generates approximately $100,000 for the City. The City currently has no debt levy.

- **Gross Receipts Taxes** are projected to remain stable with overall growth at 1.5%.

- **Transfers (and Subsidies)** between funds are proposed to increase 24.4%. Much of the revenues collected on an annual basis in the special revenue funds are accumulated for use to fund projects in the Capital Improvement Plan (CIP). The FY 2005 CIP requires significant transfers of fund balance in the Transportation Sales Tax and Special Road District Tax Funds 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.

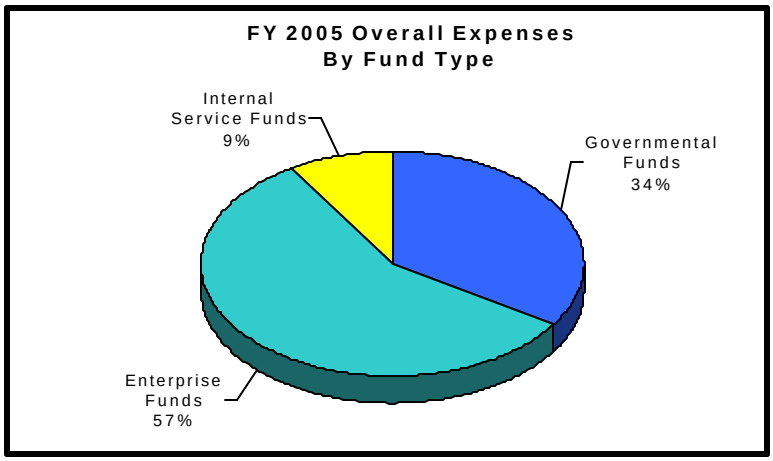
- **Capital Contributions** (grants and donations for capital purposes) are higher due to capital grants in the airport and transit operations.

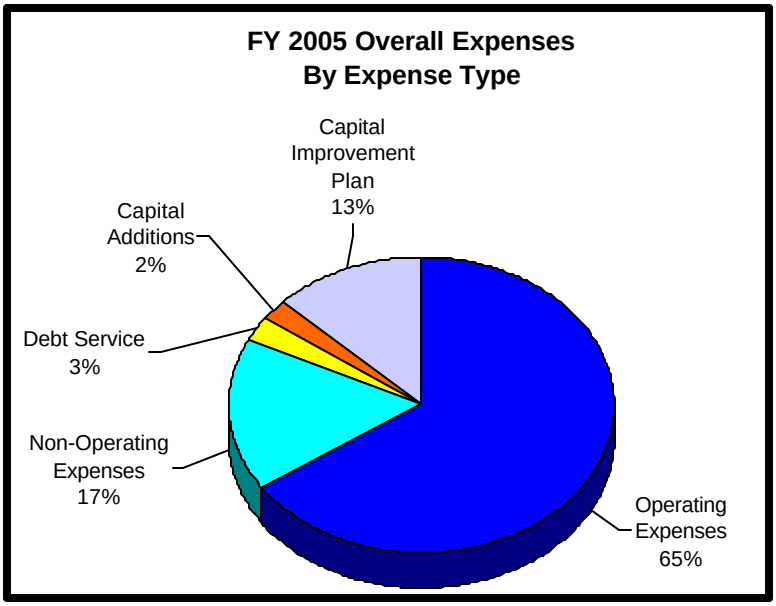
- **Utility Fee** increases are proposed for the Sanitary Sewer Utility (4.0%), Water Utility (7.5%), and Electric Utility (9.0%). This nine percent increase in electric revenues is calculated on the base rates that do not include the 9.5% summer fuel adjustment charge (which ends in October, 2004). Market volatility may necessitate the utilization of a fuel adjustment at some future date.

Staff is continuing to monitor closely economic indicators such as sales tax receipt, employment data and housing sales.

EXPENDITURE HIGHLIGHTS

The overall expenditures shown for all funds total $277,555,419; as compared to the amended FY 2004 amount of $252,361,295 an increase of 10.0%. An increase in the cost of purchased power is a significant portion of this increase. The overall expenditures without the purchased power increase is 7.1%. A 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 $181,730,129, up 10.0% from amended FY 2004.
- Operating budget increase for Enterprise Funds is 11.8%. Power supply costs are projected to increase 17.8%, due to changes in our supply contracts.
- Operating budget increase for Internal Service Funds is 12.2%. The increased cost for medical claims is the primary reason for this increase.
- Non-operating expenditures have increased 12.5% overall. This category includes all transfers and subsidies. The City continues to provide subsidies for transit operations ($1,600,000) and airport operations ($770,970) from Transportation Sales Tax proceeds. Recreation Services receives a subsidy from the General Fund ($1,620,000) as well as from Parks Sales Tax proceeds ($557,230). General Funds are also used to support our Cultural Affairs ($300,000), and Volunteer Services ($163,000). The General Fund is again transferring $700,000 to the Capital Projects Fund to fund the Public Building and Expansion project.
- Capital Improvement Plan projects of $35,682,498 are up 11.6% from the amended FY 2004 budget. This increase is due primarily to increases in Electric, Public Transportation, Airport, Sewer, and Storm Water projects.
- Total Personnel costs are increasing 6.9% 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 increased 1.1%. These fees are adjusted each year to take into account the four year average net income so fund balances do not become too large.
- Capital outlays (for vehicles, equipment, etc.) are shown at $5,628,632 which is an decrease of 2.3%. In FY 2004, an increase in carryforward money allowed us to increase the amount of money allocated to capital outlays.

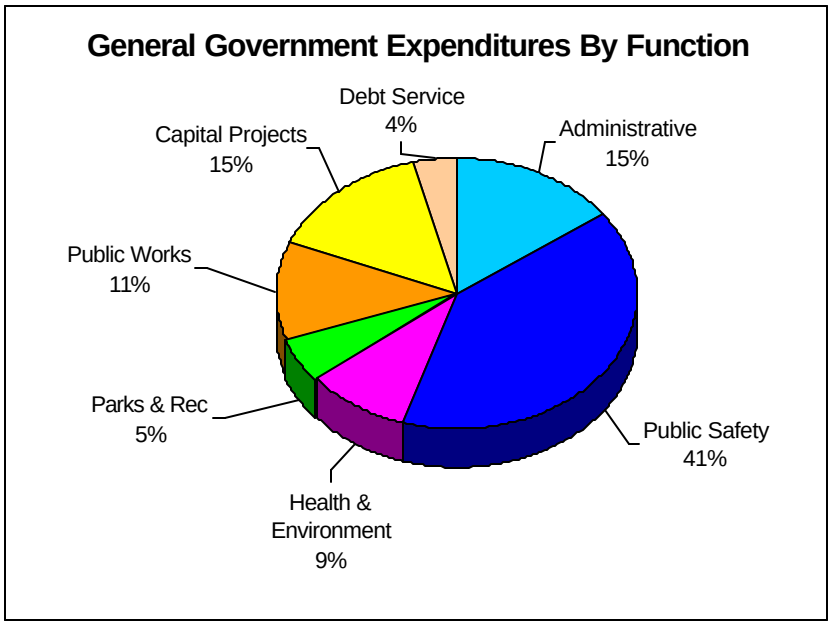
Staff has spent many hours reviewing and analyzing their needs in order to prioritize and limit their requests. Expenditures for capital items (vehicles, equipment, etc.) are prioritized and scheduled on a quarterly basis to ensure the City can be responsive to unexpected declines in revenues without affecting personnel or other program cuts. It was still not possible to fund approximately **$3.5 million** in department requests.

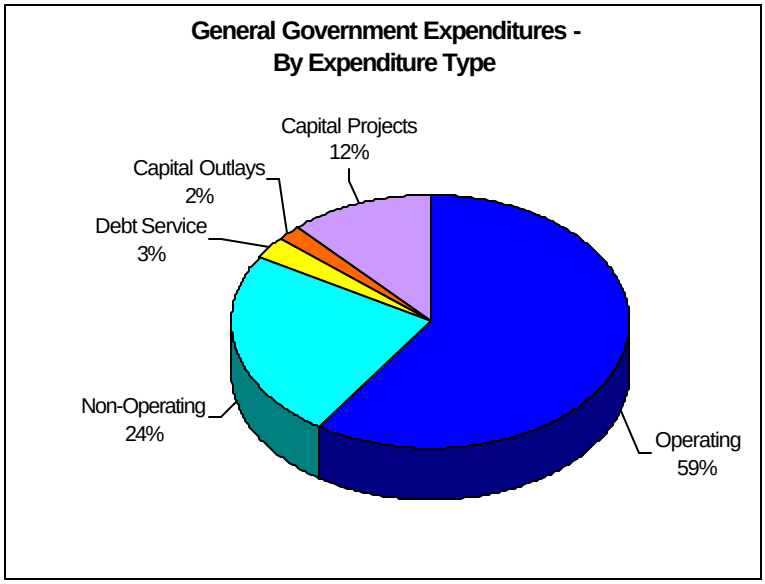
This budget continues to maintain or increase existing services provided to our citizens.

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 2005 expenditures by function (public safety, health, etc.), 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. The percentages allocated by function have remained fairly constant over the past five years.

The City Columbia was able to weather the recent economic downturn by limiting increases in past budgets. It appears that the Columbia economy is recovering. Sales tax receipts are stronger than originally forecasted and appear to be maintaining a higher growth. This budget includes some operating and personnel requests that had been delayed in previous budgets. We were also able to continue programs added last year in the areas of streets and traffic safety.





- The increase in the operating budget for General Governmental Funds is 6.1%.
- Subsidies, transfers, and other non-operating expenses have increased 14.0% from the FY 2004 amounts.
- General Government capital outlays (replacement of vehicles and equipment) are down 20.8% due to unusually large amount budgeted in FY 2004.
- General Government Capital Improvement Plan projects have decreased $4,240,419, or 27.5%, due to the reduced allocations from the 1999 Quarter Cent Capital Sales Tax ballot and reduced amount of state funds available for major street projects.

- As required by Council policy resolution, the General Fund balance is projected at 16%.
- Contingency Funds of $100,000 are available in the General Fund.
- A Council Reserve of $75,000 is included. These funds are available for Council to utilize to address budget requests from public and/or Council input without reducing the fund balance below the 16% guideline.
- A General Government Reserve of $150,000 has been set aside for funding of special projects the Council may want to address as opportunities present themselves during the year.
- This budget continues to set aside over $570,000 in 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 3% increase over FY 2004.

PERSONNEL HIGHLIGHTS

Our full service city has proposed 1,168.30 permanent positions with total personnel services being a major budget item, particularly in the General Fund where it is 66.02% of the budget. Overall personnel costs increased 6.9%. Much of this increase (2.05%) is due to increased pension and health insurance costs. The city's health insurance costs increased 15%. New employees make up approximately 1.65% of the overall increase. **Even though new programs have been added, these new positions will increase our number of employees per thousand population to 12.84 which is comparable to the number of employees per thousand in the early 1990s**.

New Positions Proposed: A total of 25 new permanent positions are proposed as shown below.
Public Safety: (7 new positions)
- 1 Police Officer (CAT Team)
- 2 Police Sergeants (Central City Beat)
- 2 Firefighters
- 1 Programmer Analyst in Emergency Communication and Management
- 1 Administrative Support Assistant III (Deputy Court Clerk) in Municipal Court

Administrative: 1Administrative Support Assistant II in City Prosecutor's Office

Health and Environment: 1 Administrative Support Assistant II in Health Department

Public Works: (10 new positions)
- 1 Public Works Supervisor II – to supervise the Safety/Cleanup Crew
- 1 Engineering Aide III to be split between Public Works Engineering and Storm Water
- 1 Building Inspector in Protective Inspection
- 1 Administrative Support Assistant III to support Protective Inspection and Building Maintenance areas
- 4 (0.75 FTE) Bus Drivers in Transit to convert temporary positions to part-time permanent positions
- 1 Engineering Aide IV in Storm Water to assist with EPA Phase II Work
- 1 Custodian to assist with cleaning at the new health facility
- 1 Vehicle Mechanic in Fleet Operations

Water and Electric: (6 new positions)
- 1 Chief Operator at the Water Treatment Plant
- 2 Chief Operators in Water Distribution
- 3 Apprentice Lineworkers in the Electric Department

Funds for temporary positions were added to the Prosecutor's Office, Purchasing, Community Services, Horticulture, Forestry, Park Safety, Parks Maintenance, and the Safety/Cleanup crew.

Personnel Pay/Benefit Package
- 3.5% COLA
- 2% merit, or $0.27/hour whichever is higher
- 15% increase in the Health insurance rates paid by the City and employees

The goals of this pay package are:
- Affordable for both our General Fund and Enterprise Accounts
- Provide competitive salary/benefits for the employees we train
- Be responsive to our Labor Representatives, Employee Benefit Committee, and employee requests to be as fair as possible
- Community acceptable pay/benefit package
- 6.5% – 7.0% total increase in personnel costs
- Meet the financial requirements of our health insurance
- No reduction in take-home pay for any employee
- Add employees for new programs, requirements, and growth

A significant increase in claims experience for medical and prescription plan costs has required a 15% increase for FY 2005. In addition, this budget also includes a one-time transfer from each fund to the Employee Benefit Fund to partially offset the health insurance increases that are required. Funds have been budgeted for an overall benefit review during FY 2005 to determine changes that may be implemented in FY 2006 to contain these rising costs. The City pays the full cost of health and dental insurance for employees. Employees who purchase family coverage will have a 15% increase in their costs, which was a factor in determining the 3.5% COLA for FY 2005.

DEPARTMENTAL BUDGET SUMMARY (WITHOUT CAPITAL 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. The departments noted with asterisks are those which had significant one-time grant/donations for FY 2004 or lower internal charges for FY 2005. Refer to Exhibit A for a detailed explanation of significant changes in the departments.

	Budget FY 2004	Projected FY 2005	Increase/ (Decrease)	Percent Change		5 Year Avg. Inc.
PUBLIC SAFETY DEPARTMENTS:						
Police	$14,331,104	$15,290,683	$959,579	6.7%		6.5%
Fire	$10,350,664	$10,765,710	$415,046	4.0%		5.7%
Municipal Court	$597,656	$610,628	$12,972	2.2%		6.2%
Emer. Mgmt & Communications	$2,230,634	$2,505,274	$274,640	12.3%		2.2%
Total Public Safety	**$27,510,058**	**$29,172,295**	**$1,662,237**	**6.0%**		**5.8%**
HEALTH AND ENVIRONMENT:						
Health	$4,712,412	$4,711,387	($1,025)	(0.0%)	*	7.9%
Planning	$669,638	$668,231	($1,407)	(0.2%)	*	4.5%
Economic Development	$315,799	$329,992	$14,193	4.5%		1.4%
Community Services	$1,264,237	$1,206,980	($57,257)	(4.5%)	*	2.2%
Total Health and Environment	**$6,962,086**	**$6,916,590**	**($45,496)**	**(0.7%)**		**6.0%**
PARKS & RECREATION DEPT:						
Parks & Recreation - General Fund	$3,696,822	$3,927,479	$230,657	6.2%		5.7%
Recreation Services Fund	$6,604,763	$6,775,768	$171,005	2.6%		11.0%
Total Excluding CIP Projects	**$10,301,585**	**$10,703,247**	**$401,662**	**3.9%**		**8.6%**
ADMINISTRATIVE DEPARTMENTS:						
City Council	$203,266	$208,084	$4,818	2.4%		3.9%
City Clerk	$199,770	$200,338	$568	0.3%		5.9%
City Manager	$749,384	$782,417	$33,033	4.4%		2.6%
Finance	$2,731,178	$2,865,016	$133,838	4.9%		2.6%
Human Resources	$678,645	$711,359	$32,714	4.8%		3.6%
Law	$764,414	$825,375	$60,961	8.0%		4.2%
Total Administrative	**$5,326,657**	**$5,592,589**	**$265,932**	**5.0%**		**3.1%**
General City (Nondepartmental)	**$4,462,472**	**$5,385,135**	**$922,663**	**20.7%**		**13.3%**
PUBLIC WORKS DEPARTMENT:						
Public Works - General Fund Oper.	$8,155,082	$8,372,619	$217,537	2.7%		6.2%
Public Transportation Fund	$3,615,219	$3,844,204	$228,985	6.3%		6.3%
Airport Fund	$1,861,683	$1,990,296	$128,613	6.9%		4.5%
Sanitary Sewer Utility Fund	$9,836,608	$10,287,737	$451,129	4.6%		5.0%
Parking Utility Fund	$1,746,270	$1,783,916	$37,646	2.2%		0.6%
Solid Waste Utility Fund	$11,938,167	$12,917,336	$979,169	8.2%		3.4%
Storm Water Utility Fund	$1,206,282	$1,536,649	$330,367	27.4%		12.6%
Custodial / Maintenance Fund	$1,145,416	$1,060,965	($84,451)	(7.4%)	*	6.1%
Fleet Operations Fund	$3,827,258	$4,253,373	$426,115	11.1%		5.7%
Total Public Works Dept. Excluding	**$43,331,985**	**$46,047,095**	**$2,715,110**	**6.3%**		**4.8%**
WATER AND ELECTRIC DEPT:						
Water Utility Fund	$12,215,817	$13,942,594	$1,726,777	14.1%		6.0%
Electric Utility Fund	$70,785,093	$79,739,215	$8,954,122	12.6%		6.5%
Tl. Water & Electric Dept. Excluding	**$83,000,910**	**$93,681,809**	**$10,680,899**	**12.9%**		**6.4%**
Railroad Fund Excluding CIP	**$727,833**	**$865,883**	**$138,050**	**19.0%**		**15.6%**
OTHER DEPARTMENTS:						
Cultural Affairs Fund	$362,978	$373,132	$10,154	2.8%		0.9%
Convention & Tourism Fund	$1,422,274	$1,486,675	$64,401	4.5%		12.8%
CDBG	$356,861	$338,407	($18,454)	(5.2%)	*	27.3%
Employee Benefit Fund	$8,053,865	$10,156,921	$2,103,056	26.1%		12.9%
Self Insurance Reserve Fund	$2,834,164	$2,531,027	($303,137)	(10.7%)	*	(5.0%)
Information Services Fund	$3,589,492	$3,890,919	$301,427	8.4%		2.5%
Public Communications Fund	$896,558	$985,743	$89,185	9.9%		5.9%
Utility Customer Services Fund	$1,355,490	$1,504,058	$148,568	11.0%		5.7%
Contributions Fund	$235,348	$180,109	($55,239)	(23.5%)	*	8.8%
Total Other Funds	**$18,871,682**	**$21,266,882**	**$2,395,200**	**12.7%**		**6.3%**

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 2005, 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 increased from $31,976,114 in FY 2004 to $35,682,498 which is an increase of 11.6%. Enterprise Capital Project funding has increased $7,946,803 or 47.9%. Significant new funding is included in Sewer projects that were approved in the recent ballot issue, Public Transportation grant for renovation of the Wabash Station and Airport grant for major renovation and repair to a runway.

This past year, Council held a series of work sessions to discuss a program for funding priority transportation, park, and public building needs as well as discussing the timing and projects to be included in a ballot to extend the quarter cent capital improvement sales tax that expires in December 2005. Council established priority projects for transportation and has selected a consultant to help develop a transportation financing strategy. Many of the transportation projects in FY 2005 are funded with balances accumulated in the Transportation Sales Tax, Special Road District Tax and Capital Funds in order to continue progress towards the transportation needs. Funding for the out years of the transportation CIP will be identified through the work of staff and consultant after receiving public input.

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. During FY 2004, Council authorized staff to engage an architect to complete detailed plans for the renovation of the Gentry and Howard Buildings. Previously appropriated funds will be utilized in FY 2005 to complete the renovation of these building in time to celebrate the 100th anniversary of the Gentry Building and utilize the space recently vacated by the Health Department's move to the Sanford-Kimpton Building.

The General Government CIP Plan appropriates $11,154,889 in new funds for improvements. This is a decrease from the $15,395,308 in FY 2004. This decrease is primarily in the areas of Streets and Sidewalks which included $4.6 million for the expansion of East Broadway from Old 63 to US 63 in the FY 2004 plan. This plan also includes funding for Phase II of Flat Branch Park, site acquisition for fire stations, and continued funding for downtown special projects. During the Council Retreat projects were reviewed prior to inclusion in the Capital Improvement Plan.

Major General Government Capital Projects Funded in FY 2005	
Streets and Sidewalks	
Southampton: Nifong to State Farm Chapel Hill Road: Scott Blvd to Gillespie Bridge Road Route K: Scott Blvd Intersection Landscaping of (2) Traffic Islands on Old 63 at Stadium and Broadway	Engineering Funds for: * Brown School Road: 763 to NW Loop * Scott Blvd: Rollins to Brookview * Vandiver Drive: Intersection ramps to Mexico Gravel Rd. Corridor Study to Extend 740 Eastward Significant increase in funding available for annual programs
Parks and Recreation	
Flat Branch Park Improvements Phase II Smith-Manhasset Neighborhood Park Development Fairview Park Improvements	New Shelter and Playground Renovation Cosmo-Bethel Park Cosmo Antimi Ballfield Improvements Cosmo Skate Park - Roller Hockey Boards
Fire	
Renovate Fire Station #2	Fire Station Site Acquisition
Other General Government Projects	
City Hall Office Space - Expansion and Renovations Acquire Rest of City Hall Block	Downtown Special Projects

Major Enterprise Fund Capital Projects Funded in FY 2005	
Electric	
Distribution System Maintenance and Expansion Underground Power Line Maintenance and Conversion	Load Management Systems
Water	
Provide a 2nd 36" Transmission Line from McBaine to City Limits NE Pressure Zone Improvements	Complete New SCADA Monitoring and Control System
Railroad	
COLT Railroad Corridor Project (near Rogers Street)	Rail Terminal Improvements
Sewer	
80-acre Point Trunks New Sewer Districts #131, 148, 149, 154, 150, 158, and 159	S. UMC Campus Relief Sewer Phase I & II S. Grindstone Outfall-El Chaparral Lagoon Interceptor
Storm Water	
Rutledge - Weymeyer Quail Drive West Blvd and Mary Jane	Brown School Road Culverts Greenwood-Stewart Brandon Road
Solid Waste	
Energy Recovery System from Landfill Methane Gas	Expand Landfill Operations to Landfill Cell #4
Transit / Airport	
Wabash Station Renovation	Rehabilitation of Runway 13-31

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. Due to changes in the Electric market, the bond rating for the Water and Electric utility was changed to AA-, which did not seem to have a significant impact on the interest rates of the revenue bonds issued in March of 2004.

The City retired 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 $101,050,000 in Revenue Bonds; $15,285,000 in Special Obligation Bonds; and $15,655,000 in Certificates of Participation (COPs).

The City is in the process of receiving public input on the financing of it transportation and 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 the future. 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 will evaluate the need for Special Obligation or Revenue bonds to fund future quarter cent capital sales tax projects which will be presented to voters during calendar year 2005. The City will continue to participate in the state revolving loan fund to finance sanitary sewer projects approved by the voters in 2003.

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.

- University Incubator
- Adult Low-Income Recreation Scholarships $5,000

FUTURE ISSUES

- **Continuation of Capital Improvement Sales Tax –** to support general government capital projects. The current quarter cent tax ends in December, 2005.

- **Continuation of the 1/8% Parks Sales Tax** – for implementation of the parks/recreation master plan. Of the current ¼% tax in effect, 1/8% expires in April, 2006.

- **Additional City Office Space Requirements and Building Renovations in the downtown area** – the process would include public hearings to prior to preparation of final plans/specificiations.

- **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**: The electric power supply contract with Ameren, that began on June 1, 2004, will end on December 31, 2007. At that time, the contract will represent 57 MW's of power supply. To insure adequate supplies in 2008, the electric utility must begin assessing long-term power supply options during FY05.

- **Homeland Security** – Continue to take advantage of opportunities provided by increased emphasis on Homeland Security. The City is currently working with FEMA to participate in a community wide training exercise at the National Emergency Training Center, Emergency Management Institute in Emmitsburg, Maryland.

- **Health Insurance Cost Containment** – In order for premium revenue to cover the rising health care costs, efforts must be made for cost containment that include a voluntary wellness program and other plan changes.

- **Increase Support for Private Sector Procurement of Grants and Donations** – Continue to be at the table and participate in community wide discussions to help coordinate efforts to bring resources to our community for a variety of programs that include assistance to at risk youth and other segments of the community that are disadvantaged.

- **Expand Use of Technology To Provide Better Customer Service** – Continue to expand citizen access to government service through use of the City's web site. Continue to develop and coordinate GIS applications.

- **Enhance Economic Stability and Growth Through Future Partnerships:** Our city will need to continue to partnership on projects and programs with other governmental agencies and private sources. Examples include the Missouri Incubator Project as well as museum/education facilities such as the Health/Adventure Center, Archaeology museum, Flat Branch Park and others. Partnership projects with MoDOT, Boone County, and private developers will be important for timely construction of roadway projects.

CONCLUSION

This budget provides the necessary resources to implement the programs and priorities discussed at the City Council Annual Retreat and which were used as general guidelines in preparing the budget. It meets our 16% General Fund Balance guideline, provides an adequate contingency fund, and provides funds for additional council budget considerations without adjusting proposed revenues or expenditures. Also, funds are included, and undesignated, to address special priority projects the Council may want to consider during the budget year.

Our city continues to be fiscally sound and, based upon our most recent revenue projections, this budget reflects enhancements to the level of services provided to our customers. Our resources not only include taxes and user fees, but also grants, donations, and volunteer services. Our property tax is relatively low, our utility rates (water, electric, solid waste, sewer) remain competitive. Columbia continues to be an award winning city and a great place to live. I am pleased that this budget, as presented, continues to reflect our expectations for a highly ranked quality 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.

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

Detailed below are individual departments and explanations of significant changes in the FY 2005 budget

PUBLIC SAFETY DEPARTMENTS:					
	Budget FY 2004	Projected FY 2005	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
Police	$14,331,104	$15,290,683	$959,579	6.7%	6.5%
Fire	$10,350,664	$10,765,710	$415,046	4.0%	5.7%
Municipal Court	$597,656	$610,628	$12,972	2.2%	6.2%
Emer. Mgmt & Communications	$2,230,634	$2,505,274	$274,640	12.3%	2.2%
Total Public Safety	**$27,510,058**	**$29,172,295**	**$1,662,237**	**6.0%**	**5.8%**

Police Department

- Overall budget increased 6.7% for FY 2005.
- Personnel added include a Police Officer for the CAT Team and two Sergeants to cover the Central City and Downtown Beats.
- Funds have been included to begin equipping officers with tasers. This new technology allows officers to take custody of resisting individuals with less force and therefore less injury than traditional methods.
- Funds to replace the outdated technology to ensure continued performance of mobile data terminals
- Funds to replace the obsolete Dictaphone system to continue to allow for the efficient filing of police reports without tying up valuable officer time.

Fire Department

- Overall budget is increased by 4.0 %
- Two Firefighters were added to assist in controlling overtime and begin staffing for future additional fire stations.
- Continue replacement schedule of significant equipment required to effectively provide service to our customers.

Municipal Court

- Overall budget increased 2.2%
- Personnel added include an Administrative Support Assistant III (Deputy Court Clerk) to handle the increasing caseload.

JCIC and Emergency Management

- Overall budget is increased by 12.3%
- A significant amount of supplemental requests have been approved for 2005 which are to be funded by a Homeland Security Grant. These funds will enable the City to begin Phase I of a restructure of our current communication system which will provide the ability to handle future enhancements and expansions purchased by user agencies and will ultimately result in better radio coverage and cost savings.
- Personnel added include a Programmer Analyst to coordinate our GIS mapping, territorial agreement and annexations, and perform radio site maintenance.

HEALTH AND ENVIRONMENT:					
	Budget FY 2004	Projected FY 2005	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
Health	$4,712,412	$4,711,387	($1,025)	(0.0%)	7.9%
Planning	$669,638	$668,231	($1,407)	(0.2%)	4.5%
Economic Development	$315,799	$329,992	$14,193	4.5%	1.4%
Community Services	$1,264,237	$1,206,980	($57,257)	(4.5%)	2.2%
Total Health and Environment	**$6,962,086**	**$6,916,590**	**($45,496)**	**(0.7%)**	**6.0%**

Health Department

- There is no overall increase shown in the budget for 2005. This is primarily due to the loss of $256,000 in grant funds received from the Missouri Department of Health. This was a one year smallpox grant administered by the Health Department to vaccinate first responders in the central Missouri area. The FY 2005 increase would have been 5.72%, if the smallpox money was not included in the 2004 budget amount.
- The Health Department moved in and began operations in their new facility, the Sanford-Kimpton Building, on June 1, 2004. This budget includes an entire year of operating costs at the new facility.
- An Administrative Support Assistant II position has been added to assist with the ever increasing number of incoming phone calls and outgoing correspondences associated with the nuisance ordinance, West Nile prevention, and food safety services.
- Supplemental requests include the purchase of Health alert network software which will utilize Homeland Security grant funds. This software will allow the City communicate more efficiently and timely with outside individuals and groups in emergency or cirtical situations. This will replace our current system of faxing information out on one fax machine which ties up the fax machine for hours at a time and results in a much slower notification. This new software would allow us to use our e-mail system to send out the faxes much quicker. The alert system is used frequently to pass on information from the Centers for Disease Control as well as notification of physicians of outbreaks such as Hepatitis A, Pertussis, etc. as well as West Nile information to veterinarians. The software will also allow us to set up groups to ensure we are getting timely information to the right group.

Planning (General Fund portion)

- No significant changes.

Economic Development

- No significant changes.

Community Services

- FY 2005 shows an overall decrease. This is due the receipt of over $98,000 for a Youth at Risk one-time grant during FY 2004. Without the grant amount included, the FY 2005 budget would have shown an increase of 3.22%.
- Includes a 3% increase in Social Service contractual agreements to address the needs of the most at-risk populations in our community through social service contracts with 33 organizations that support 48 different program services. This represents a 3% increase over FY 2004
- Includes the addition of temporary help dollars for a Continuum of Care Coordinator which will assist with the development and submission of the annual community homeless assistance plan and grant application to the Department of Housing and Urban Development.

PARKS & RECREATION DEPARTMENT:					
	Budget FY 2004	Projected FY 2005	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
Parks & Recreation - General Fund	$3,696,822	$3,927,479	$230,657	6.2%	5.7%
Recreation Services Fund	$6,604,763	$6,775,768	$171,005	2.6%	11.0%
Total P&R Excluding CIP Projects	**$10,301,585**	**$10,703,247**	**$401,662**	**3.9%**	**8.6%**

Parks and Recreation General Fund

- Overall budget shows a 6.2% increase over the amended FY 2004 budget.
- Temporary help was added in a number of areas including forestry, park maintenance, park safety and horticulture.
- Continued replacement of major equipment according to our replacement schedule.

Recreation Services Fund

- Total budget excluding CIP Projects increased 2.6% over the amended FY 2004 budget.
- Increased the subsidy from the General Fund by $100,000 to $1,620,000.
- $557,230 subsidy from Parks Sales Tax to support operations
- Fee increases are proposed in the areas of adult sports and golf.
- Replacement of Tee Time reservation system equipment at both golf courses.

PUBLIC WORKS DEPARTMENT:					
	Budget FY 2004	Projected FY 2005	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
Public Works - General Fund Oper.	$8,155,082	$8,372,619	$217,537	2.7%	6.2%
Public Transportation Fund	$3,615,219	$3,844,204	$228,985	6.3%	6.3%
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Storm Water Utility Fund	$1,206,282	$1,536,649	$330,367	27.4%	12.6%
Custodial / Maintenance Fund	$1,145,416	$1,060,965	($84,451)	(7.4%)	6.1%
Fleet Operations Fund	$3,827,258	$4,253,373	$426,115	11.1%	5.7%
Total Public Works Dept. Excluding CIP Projects	**$43,331,985**	**$46,047,095**	**$2,715,110**	**6.3%**	**4.8%**

Public Works General Fund

- Increase in the total budget is 2.7%.
- Personnel has been added in Engineering, Streets, and Protective Inspection.
- In Engineering, additional staff has been added for land disturbance permitting and enforcement. Funding for this position will be from a newly created $200 permit fee.
- Creation of a safety/cleanup crew to be responsive to citizens alerting the city of safety and other concerns along city streets as well as proactively locating areas requiring trash and brush cleanup.
- Additional pedestrian countdown timers to be located in the downtown areas.
- Expand the program of placement of permanent radar signs in school zones.
- Purchase temporary radar signs to allow for more flexibility in responding to citizen concerns
- A Building Inspector is being added in Protective Inspection to increase the number of daily field inspections.

Public Transportation (Transit)

- Expenses excluding CIP projects have increased 6.3%.
- Subsidy from Transportation Sales Tax Funds of $1,600,000 is to remain the same amount as FY 2004.
- Four temporary bus driver positions have been converted to four 0.75 FTE (permanent part-time) bus driver positions in an effort to stabilize the workforce.

Airport

- Expenses excluding CIP projects have increased 6.9%.
- The subsidy from Transportation Sales Taxes will be increased by $170,000 to $770,970.
- Supplemental requests include the repainting of runway markings and replacement of a vehicle.

Sanitary Sewer

- Expenses excluding CIP projects have increased 4.6%.
- A 4.0% rate increase is proposed for this fund which is approximately $0.61 per month for an average residential customer. This is the second of five increases which were presented at the time of the 2003 ballot issue for the upgrade and expansion of the sewer system.
- This budget includes $355,000 for replacement of vehicles and equipment which is according to our major maintenance and replacement schedule for this fund.
- Our rates and connection fees remain competitive when compared to other similar cities as shown in Exhibit B.

Parking Utility

- Expenses excluding CIP projects have increases 2.2%.
- Funding for the expansion of the area to be covered with Park-Card meters (1,000 meters) to include all of the downtown area and campus areas. These meters allow the purchase and use of "pre-paid" parking cards instead of inserting coins at the parking meters. This project began in 2004 and has been successful.
- Funds are budgeted for the repair of parking garage facades downtown.
- 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 8.2%.
- No rate increase proposed.
- We will be conducting an economic evaluation of the beneficial use of methane gas produced at the landfill. Possible uses for this gas may include use at the landfill or Materials Recovery Facility, or as a joint project with one of the business located close by for use in their boilers.
- Our rates remain competitive when compared to other similar cities as shown in Exhibit B.
- Continue to monitor our recycling contracts and evaluate the City's ability to perform these functions in house in a more cost effective manner.

Storm Water

- Expenses excluding CIP projects have increased 27.4%.
- No rate increase proposed.
- Funding for an additional Engineering Aide IV and temporary help for work on the EPA Phase II requirements. This will replace the money for contractual services that had been previously set aside for this purpose.
- The City will continue toward finalizing new storm water regulations to meet EPA requirements and be community acceptable.
- Includes funding for over $421,000 in storm water capital improvement projects.

Custodial & Building Maintenance Funds

- Decrease excluding CIP Projects was 7.4%.
- Rates charged to user departments were reduced using the average net income for this fund over the past four years.
- Funding for an additional Custodian to work at the new Sanford-Kimpton Health Facility.

Fleet Operations Fund (Vehicle Maintenance)

- Increase excluding CIP projects is 11.1%. A major portion of this increase is due to the projected increased cost of fuel.
- Labor rates charged to departments remain the same as FY 2004 and are still below rates charged at commercial garages.
- Funding for an additional Vehicle Mechanic position. This will help with the increased workload resulting from a 19% increase in the city fleet since 1999 and will reduce the amount of work that needs to be sent outside, which is charged a higher rate.
- Continue the use of B-20 Biodiesel, which began in 2004. However, budget constraints and increasing fuel costs may limit the amount of Biodiesel that may be purchased.

ADMINISTRATIVE DEPARTMENTS:					
	Budget FY 2004	Projected FY 2005	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
City Council	$203,266	$208,084	$4,818	2.4%	3.9%
City Clerk	$199,770	$200,338	$568	0.3%	5.9%
City Manager	$749,384	$782,417	$33,033	4.4%	2.6%
Finance	$2,731,178	$2,865,016	$133,838	4.9%	2.6%
Human Resources	$678,645	$711,359	$32,714	4.8%	3.6%
Law	$764,414	$825,375	$60,961	8.0%	4.2%
Total Administrative	**$5,326,657**	**$5,592,589**	**$265,932**	**5.0%**	**3.1%**
General City (Nondepartmental)	$4,462,472	$5,385,135	$922,663	20.7%	13.3%

City Council:

- No significant changes.

City Clerk:

- No significant changes.

City Manager:

- No significant changes.

Finance:

- Funding for the purchase of ACH conversion equipment which will allow us to convert checks to ACH transactions in an effort to improve the processing of customer payments.
- Temporary help funds were added in the Purchasing division.

Human Resources:

- No significant changes.

Law Department:

- Funding for an Additional Administrative Support Assistant and temporary help funds to increase prosecutor hours were added in the Prosecutor Division. This is in an effort to more efficiently handle the ever-growing caseload.

General City (Nondepartmental)

- Increase of 20.7%, or $922,663
- Continue to set aside funds for payment to the Boone County Fire Protection District, grant matching, and other grant activities.
- Subsidies have increased to the following funds: Recreation Services, Cultural Affairs, and Contributions.
- A one-time transfer of over $520,000 is being made to the Employee Benefit Fund to improve the financial position of that fund.
- An increase of over $111,000 is reflected in Street Lighting as a result of the proposed electric rate increase.
- A General Government Reserve of $150,000 has been set aside for funding of special projects the Council may want to address as opportunities present themselves during the year.
- An amount of $25,000 has been set aside to cover shared expenses in the common areas at the Sanford-Kimpton Health Facility which are the responsibility of the condo association.

WATER AND ELECTRIC DEPARTMENT:					
Water & Electric Department	**Budget FY 2004**	**Projected FY 2005**	**Increase/ (Decrease)**	**Percent Change**	**5 Year Avg. Inc.**
Water Utility Fund	$12,215,817	$13,942,594	$1,726,777	14.1%	6.0%
Electric Utility Fund	$70,785,093	$79,739,215	$8,954,122	12.6%	6.5%
Tl. Water & Electric Dept. Excluding CIP Projects	**$83,000,910**	**$93,681,809**	**$10,680,899**	**12.9%**	**6.4%**
Railroad Fund Excluding CIP Projects	**$727,833**	**$865,883**	**$138,050**	**19.0%**	**15.6%**

Water Utility

- Expenses excluding CIP projects have increased 14.1%.
- A 7.5% revenue increase is proposed. Of that amount, 3.5% is to address debt service requirements of the water bond issue passed by voters in November, 2003. The remaining 4% is to move the water utility toward fully funding all capital and debt requirements of the utility. The 7.5% revenue increase will be an increase of approximately $0.81 per month for the average residential customer whose usage is 5ccf.
- As was presented to the voters, a 3.5% rate increase each year for six years will be necessary to cover debt service requirements of the water bond issue. FY 2005 includes the first such increase.
- Water Connection Fees will increase from $500 to $560
- We will now require installation of auto read meters in all new construction. This will increase the cost from $31 to $188 for 5/8" services and from $85 to $242 for 1 inch services.
- Funding for (1) Chief Operator at the Water Treatment Plant to provide training, oversee the plan expansion, operation of the wells, treatment plant, and pumping stations.
- Funding for (2) Chief Operators for water distribution to supervise crews engaged in the construction and maintenance of water mains, services, fire hydrants, maintain records, and to assist in meeting more stringent DNR requirements in the field.
- Our rates and connection fees remain competitive when compared to other similar cities as shown in Exhibit B.
- Replace existing equipment and major maintenance on a variety of facilities.
- $8.3 million of projects in the FY 2005 are reflected in the capital improvement plan. These projects reflect the ones identified in the 2003 ballot issue passed by voters.

Electric Utility

- Expenses excluding CIP projects have increased 12.6%. Without the increase in purchased power, this budget would have increased only 2.2%.
- Purchased power is increasing $7,380,780 or 17.8%. The full impact of a new purchased power contract is reflected in the FY 2005 budget.
- A 9% revenue increase is being proposed for FY 2005 to partially offset the increase in purchased power. This will replace the 9.5% fuel adjustment instituted for the summer months of 2004. An additional rate increase will be needed in FY 2006 to address increased cost in purchased power, operational, maintenance, and capital needs. The 9% revenue increase will be an increase of approximately $4.48 per month for the average residential customer whose usage is 750kWh.
- Funding for (3) Apprentice Lineworkers is included to insure the availability of skilled lineworkers as existing lineworkers get closer to retirement.
- Over $4.2 million is budgeted for capital projects in FY 2005. Remaining funds from the 1997 bond issue have been appropriated. During FY 2005, plans should be developed to address future funding requirements for electric capital projects.
- Our rates remain competitive when compared to other similar cities as shown in Exhibit B.

Railroad Utility

- Expenses excluding CIP projects have increased 19.0%
- The new rail terminal held a grand opening on March 11, 2004. Traffic is projected to continue to increase in FY 2005.
- Funds are budgeted for interest payments to the electric utility for a loan to fund capital projects.

OTHER DEPARTMENTS:					
	Budget FY 2004	Projected FY 2005	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
Cultural Affairs Fund	$362,978	$373,132	$10,154	2.8%	0.9%
Convention & Tourism Fund	$1,422,274	$1,486,675	$64,401	4.5%	12.8%
CDBG Fund	$356,861	$338,407	($18,454)	(5.2%)	27.3%
Employee Benefit Fund	$8,053,865	$10,156,921	$2,103,056	26.1%	12.9%
Self Insurance Reserve Fund	$2,834,164	$2,531,027	($303,137)	(10.7%)	(5.0%)
Information Services Fund	$3,589,492	$3,890,919	$301,427	8.4%	2.5%
Public Communications Fund	$896,558	$985,743	$89,185	9.9%	5.9%
Utility Customer Services Fund	$1,355,490	$1,504,058	$148,568	11.0%	5.7%
Contributions Fund	$235,348	$180,109	($55,239)	(23.5%)	8.8%
Total Other Funds	**$18,871,682**	**$21,266,882**	**$2,395,200**	**12.7%**	**6.3%**

Cultural Affairs

- Funding of over $76,000 (a 3% increase) for the annual arts funding process which will provide support for 16 local art agencies.
- 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. In FY 2005 we anticipate completion of the project at Stephen's Park. The next Percent for the Arts project will be the Wabash Station Renovation.

Convention and Tourism

- Overall budget increase of 4.5%.
- Continue to administer the Festival and Event program which provides enhancement to many area festivals and has enabled the development of several first-time events with over $350,000 in available funding with an average of $170,000 in annual festival and event allocations.

CDBG Fund

- Overall decrease of 5.2% shown. The FY 2004 included a one-time appropriation of funds for a Housing Market Analysis. Without that amount, the FY 2005 increase would be 1.13%.

Employee Benefit Fund

- Increase for 2005 is 26.1%
- There has been a dramatic increase in the amount paid for claims and prescriptions.
- A 15% 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.
- There will be a one-time transfer into the Employee Benefit Fund from all other funds (based on the number of employees in the fund) in an effort to improve the financial position of this fund. This is merely a temporary fix for the declining fund balance.
- A complete review of the benefit package will be conducted in 2005 in an effort to identify plan changes that can be made to help contain costs
- As was the recommendation of the Employee Benefit Committee, funding has been added to begin a voluntary employee health screening program. This will allow for increased screenings to employees that do not currently receive physicals and will occur on a three year rotation.

Self-Insurance Reserve Fund

- Funding from city departments was increased by 3.75% for FY 2005 and can be anticipated to increase in future years.
- Favorable changes in the insurance market have allowed us to budget approximately $300,000 less for excess general liability insurance as compared to the double digit increases experienced over the past few years.
- Funding for additional temporary help has been added to assist with job safety analysis, accident investigations, driver safety, and related programs.

Information Services (Data Processing)

- Upgrade our AS400 software to Naviline which will allow easier, browser-based interaction with the HTE system.
- Provides funding for the second 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. Emphasis will be placed on Fire Stations 4,8, and the Fire Training academy.
- Purchase of security software that utilizes newer technology in an effort to curb the negative effects of today's fast moving viruses and other detrimental behaviors.
- 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 for web based services.
- Continue to play an important role in the development of G.I.S. applications throughout the City.

Public Communications Fund

- Purchase of a color photocopier and replacement of a high speed photocopier in the Print Shop.
- Purchase equipment to provide closed captioning on our government access station's edited programs.

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

- Fully implement all of the features of our recently purchased on-line utility account system including the ability to view and pay utilities on-line.
- To continue to improve collections on utility accounts, specifically in the accounts with non-metered services.
- Continue to utilize our recorded call system as a training tool and in an effort to provide better customer service.

Office of Volunteer Services (Contributions Fund)

- An overall decrease of 23.5% is projected for FY 2005. We anticipate funds will be appropriated during the year from donations; however, we do not adopt a budgeted amount for these. If the money appropriated mid year was not included, the actual increase would be an increase of 7.6%.
- 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.

Below is a table showing the budgeted percentage increases by department and a five year average.

	2001 Increase	2002 Increase	2003 Increase	2004 Increase	2005 Increase	5 Year Avg. Inc.
PUBLIC SAFETY:						
Police	7.9%	8.4%	4.3%	5.3%	6.7%	6.5%
Fire	5.3%	10.4%	5.0%	3.7%	4.0%	5.7%
Municipal Court	3.7%	9.7%	9.2%	6.4%	2.2%	6.2%
Emer. Mgmt & Communications	(6.1%)	(1.6%)	2.5%	4.0%	12.3%	2.2%
Total Public Safety	**5.4%**	**8.3%**	**4.5%**	**4.6%**	**6.0%**	**5.8%**
HEALTH AND ENVIRONMENT:						
Health	5.7%	13.5%	5.4%	14.6%	(0.0%)	7.9%
Planning	7.5%	8.9%	2.8%	3.5%	(0.2%)	4.5%
Economic Development	3.3%	(3.3%)	4.2%	(1.8%)	4.5%	1.4%
Community Services	0.3%	3.3%	2.1%	9.8%	(4.5%)	2.2%
Total Health and Environment	**4.6%**	**10.0%**	**4.4%**	**11.7%**	**(0.7%)**	**6.0%**
PARKS & RECREATION DEPARTMENT:						
Parks & Recreation - General Fund	20.3%	(5.7%)	3.3%	4.1%	6.2%	5.7%
Recreation Services Fund	6.8%	29.5%	16.0%	0.3%	2.6%	11.0%
Total P&R Excluding CIP Projects	**12.5%**	**13.5%**	**11.3%**	**1.7%**	**3.9%**	**8.6%**
Recreation Services CIP Projects	3313.0%	(98.7%)	107.7%	140.7%	(68.3%)	678.9%
Total Parks & Rec. Dept.	**152.5%**	**(50.8%)**	**12.7%**	**5.6%**	**(0.8%)**	**23.9%**
PUBLIC WORKS DEPARTMENT:						
Public Works - General Fund Oper.	1.1%	8.2%	1.5%	17.7%	2.7%	6.2%
Public Transportation Fund	6.8%	0.9%	7.5%	10.2%	6.3%	6.3%
Airport Fund	9.0%	(2.0%)	4.9%	3.6%	6.9%	4.5%
Sanitary Sewer Utility Fund	6.4%	3.8%	12.3%	(2.1%)	4.6%	5.0%
Parking Utility Fund	3.2%	(0.3%)	(0.6%)	(1.4%)	2.2%	0.6%
Solid Waste Utility Fund	(0.2%)	2.9%	(0.1%)	6.2%	8.2%	3.4%
Storm Water Utility Fund	9.1%	(0.5%)	13.3%	13.6%	27.4%	12.6%
Custodial / Maintenance Fund	1.8%	6.6%	4.6%	25.0%	(7.4%)	6.1%
Fleet Operations Fund	3.0%	2.5%	0.1%	12.0%	11.1%	5.7%
Total Public Works Dept.	**3.1%**	**3.4%**	**4.3%**	**7.1%**	**6.3%**	**4.8%**
Public Works CIP Projects	1.1%	(15.8%)	(64.8%)	8.6%	247.2%	35.3%
Total Public Works Dept.	**2.7%**	**(0.6%)**	**(8.0%)**	**7.2%**	**22.8%**	**4.8%**
WATER AND ELECTRIC DEPARTMENT:						
Water Utility Fund	5.9%	0.1%	5.9%	3.8%	14.1%	6.0%
Electric Utility Fund	6.5%	0.8%	9.2%	3.4%	12.6%	6.5%
Tl. Water & Electric Dept. Excluding CIP Projects	**6.4%**	**0.7%**	**8.7%**	**3.4%**	**12.9%**	**6.4%**
Water and Electric Capital Projects	0.2%	(51.1%)	46.5%	34.3%	2.2%	6.4%
Total Water & Electric Dept.	**5.4%**	**(7.0%)**	**11.7%**	**6.6%**	**11.5%**	**5.6%**
Railroad Fund Excluding CIP	**49.6%**	**(19.3%)**	**11.9%**	**16.9%**	**19.0%**	**15.6%**
Railroad CIP Projects	11.0%	(46.1%)	877.0%	(49.6%)	71.9%	172.8%
Total Railroad Fund	**41.8%**	**(23.5%)**	**107.9%**	**(17.8%)**	**35.9%**	**28.9%**
ADMINISTRATIVE DEPARTMENTS:						
Total Administrative	**2.6%**	**2.9%**	**3.5%**	**1.3%**	**5.0%**	**3.1%**
General City (Nondepartmental)	**2.7%**	**26.3%**	**5.0%**	**11.7%**	**20.7%**	**13.3%**
OTHER DEPARTMENTS:						
Total Other Funds	**8.3%**	**5.8%**	**2.3%**	**2.9%**	**12.2%**	**6.3%**

Below are utility rate comparison tables.

Water Residential Rate Comparison *Based on average usage of 7ccf*	
Consolidated # 1-Boone County, MO	$29.67
Water Dist. # 9-Boone County, MO	$22.92
St. Joseph, MO	$22.16
Jefferson City, MO	$20.51
Sedalia, MO	$19.12
St. Louis Co., MO	$16.83
Fulton, MO	$16.74
City of Columbia **(Proposed FY05)**	$15.73
Independence, MO	$12.63

Electric Residential Rate Comparison *Based on average usage of 750kWh*		
	Summer	**Non-Summer**
Empire (MO) proposed rate	$76.12	$72.11
Independence MO	$66.18	$61.84
Ameren (Eastern Missouri)	$64.55	$47.90
Boone Electric - Boone County, MO	$60.70	$60.70
City of Columbia **(Proposed FY 05)**	$55.25	$55.25
Springfield IL	$51.05	$42.95
Springfield MO	$47.00	$44.20

Sewer Residential Rate Comparison *Based on average usage of 7ccf*	
Lee's Summit, MO	$28.18
Des Moines, IA	$19.95
Independence, MO	$19.36
St. Louis, MO (MSD)	$18.92
Kansas City, MO	$16.94
St. Joseph, MO	$15.95
Jefferson City, MO	$15.55
Fulton, MO	$14.48
Springfield, MO	$13.77
Norman, OK	$12.86
Columbia, MO **(Proposed FY05)**	$10.79
Lawton, OK	$9.52
Cedar Rapids, IA	$9.45
Elgin, IL	$7.84

Refuse Residential Rate Comparison	
Superior/Onyx (Columbia, MO)	$14.25
Mid State (Jeff City, MO)	$13.75 - $15.95
Denton, TX	$12.00 - $20.00
Waco, TX	$11.95 - $15.95
College Station, TX	$11.70 - $19.95
Columbia, MO **(Proposed FY 05)**	$11.17
Fulton, MO	$10.00

Columbia Website Address: www.gocolumbiamo.com

"A Full Service City providing comprehensive services to our residents and customers"

City Clerk ***573-874-7208***
Records and maintains all city records.
City Clerk: Sheela Amin

City Manager ***573-874-7214***
Responsible for the general administration of the City of Columbia and all of its functions.
City Manager: Raymond Beck

Community Services ***573-874-7488***
Assesses the community's social service needs.
Manager: Phil Steinhaus

Convention & Visitor's ***573-875-1231***
Promotes Columbia as a tour destination.
Director: Lorah Steiner

Cultural Affairs ***573-874-6386***
Enhances the vitality of the city through creative expression.
Manager: Marie Hunter

Economic Development ***573-442-8303***
Supports and facilitates the growth of Economics in the City.
Director: Bernard Andrews

Finance ***573-874-7111***
Administers, directs, and coordinates all financial services for the City of Columbia.
Director: Lori Fleming

Fire ***573-874-7393***
Serves as the fire protection agency for the City of Columbia.
Fire Chief: Bill Markgraf

Health ***573-874-7347***
Assists to prevent disease and injury by promoting better health in the community.
Director: Stephanie Browning

Human Resources ***573-874-7235***
Coordinates all personnel issues regarding employment and benefits.
Director: Margrace Buckler

Information Services ***573-874-7284***
Provides administration and support of the City of Columbia's computer network.
Director: Robert Simms

JCIC ***573-874-6328***
Emergency contact for all citizens to all public safety entities.
Director: Jim McNabb

Law ***573-874-7223***
Manages all litigation and advises Council and all city related personnel on legal matters.
City Counselor: Fred Boeckmann

Municipal Court ***573-874-7231***
Processes violations of laws and City ordinances.
Judge: Robert Aulgur

Parks and Recreation ***573-874-7465***
Oversees and maintains acres of park land and a variety of sports and leisure programs.
Director: Mike Hood

Planning ***573-874-7239***
Provides planning, economic and community development support to the City of Columbia.
Director: Chuck Bondra - acting

Police ***573-874-7404***
Serves as the law enforcement agency for the City of Columbia.
Police Chief: Randy Boehm

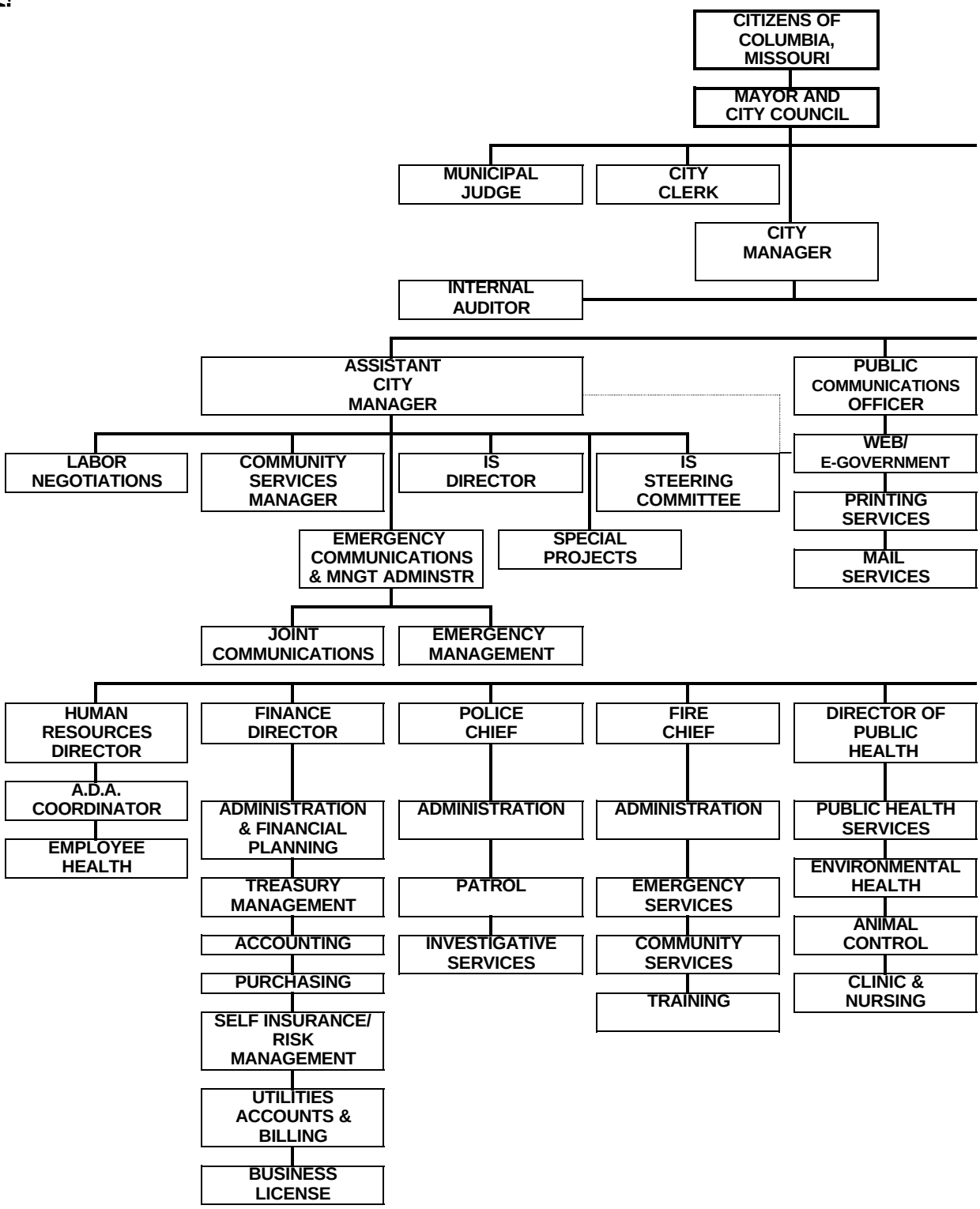
Public Communications ***573-874-7240***
Promotes the City of Columbia's public affairs.
Officer: Robert Ross

Public Works ***573-874-7253***
Encompasses all public utilities i.e. fleet, refuse, transportation, parking, airport, sewer, streets, protective inspection, engineering and and custodial/bldg maint.
Director: Lowell Patterson

Volunteer Services ***573-874-7499***
Manages donations made to the city in the form of volunteer time, cash, property and land.
Coordinator: Leigh Nutter

Water and Light ***573-874-7316***
Provides safe and dependable drinking water and electricity and operates COLT railroad
Director: Dan Dasho

FUNCTIONAL ORGANIZATIONAL CHART



Approved _____
date

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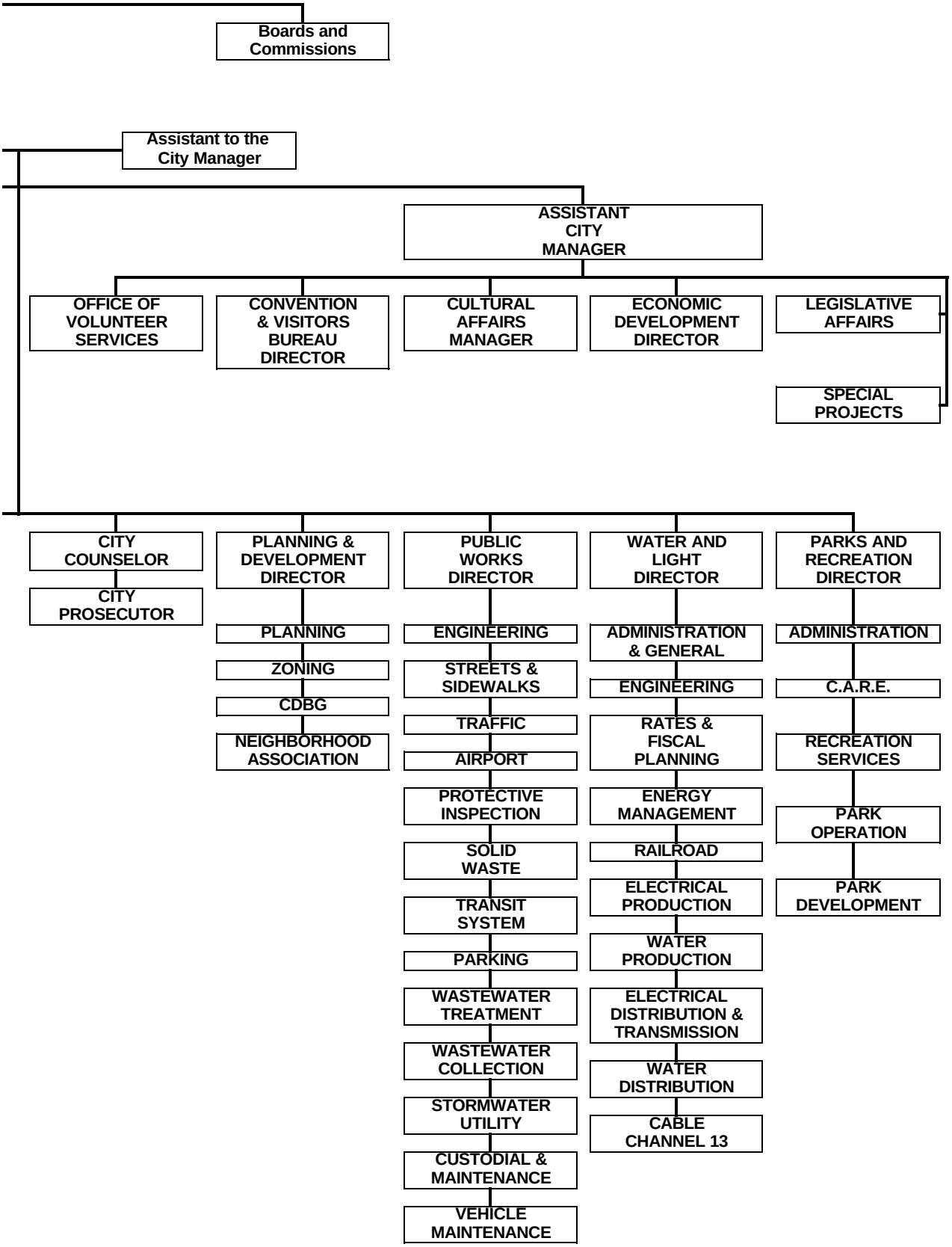
City Manager

CITY OF COLUMBIA, MISSOURI



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	16
Baseball/Softball Fields	23
Community Activity and Recreation 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 2,128)	40
Bowling Alleys	3
State Parks	4
Roller Rinks	1
Roller Hockey Facilities	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	965
Hotels/Motels	29
Hotel/Motel Rooms	3,100
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:	16,436
Elementary Schools	20
Middle Schools	3
Junior High Schools	3
Senior High Schools	4
Vocational Schools	1
Non-Public Schools	10
Stephens College Enrollment	700
Columbia College Enrollment (day, evening & ext)	8,000
Univ. Of Missouri-Columbia Enrollment	26,783

Libraries:

Ellis Library .....3 million volumes
Daniel Boone Library .....402,628 volumes
Columbia College .....80,000 volumes

City Streets: (Public Works 874-6230)

Paved (miles).....371.44
Unimproved (miles) 26.41

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

Sewers (miles) 526

Fire Protection: (874-7391)

Number of Stations..... 8
Number of employees 128
Number of vehicles.....34
Number of hydrants..... 4,440

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 1,703
Parking Lot Meters 497
Garage Attendant Parking.....878

Airport: (Public Works 442-9770)

Airport Facilities 1
Airlines: Transworld 1

City Employees (FTE for FY 2005): 1,142.30

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 August 2004 was 2.6%.

Top (5) Employers in Columbia:

University of Missouri 13,950
University Hospital & Clinics 5,501
Columbia Public Schools 3,000
Boone Hospital 2,039
City of Columbia 1,141

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 42 inches per year.
Annual Snowfall is approximately 15 inches per year.
Warmest month and average (July – 78.8 degrees)
Coolest month and average (January – 34.4 degrees)
Number of sunny days 105. Number of cloudy days 166.

Utilities:

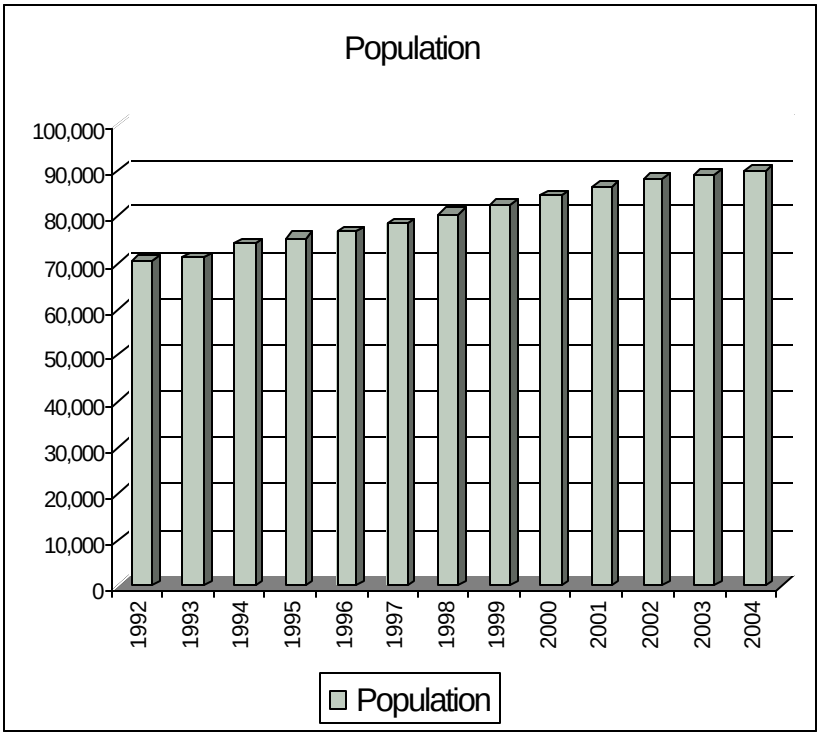
The City of Columbia is a full service city which means we provide a variety of services to the citizens of Columbia.

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.

Annual Unemployment Rates for Columbia	
Year	**Rate**
1999	1.2%
2000	1.2%
2001	1.8%
2002	2.2%
2003	2.3%



The city of Columbia has historically experienced a population growth rate of about 1.1%-2.0% over the course of the past 10 years. Columbia is a progressive city offering its citizens a wide variety of experiences from fine dining to theater to rides on the trail to exciting sporting events. Columbia offers it all. The City of Columbia works hard to help keep the city as one of the best places to live and raise a family!

The principal taxpayer information are the top 10 tax payers in the Columbia area based on a commercial assessed value of approximately 32% of the estimated actual value of the property. These are only a few of the numerous businesses both large and small, corporate and independently owned that offer an outstanding working environment for anyone interested in moving or re-locating to Columbia.

Principal Taxpayers

Taxpayer	Type of Manufacturer	Assessed Valuation	Percentage of Total Assessed Valuation
Minnesota Mining and Manufacturing (3M)	Office Products	$32,081,629	3.88%
State Farm Mutual Automobile Ins Company	Insurance	$11,669,454	1.41%
Columbia Mall Limited Partnership	Property/Developer	$8,211,183	0.99%
Shelter Mutual Insurance Co	Insurance	$8,161,209	0.99%
A B Chance Company	Manufacturer	$7,762,299	0.94%
Boone Electric Cooperative	Utility	$7,354,134	0.89%
Columbia Foods	Manufacturer	$5,429,620	0.50%
Dan Hagan	Property/Developer	$4,136,295	0.50%
Quaker Oats	Manufacturer	$4,097,431	0.50%
Rusk Rehabilitation Center	Health Care	$3,783,072	0.46%

Assessed Values of Taxable Property

Fiscal Year	State Assessed Value	Real Property	Personal Property	Merchants and Manufacturing	Total Assessed Value
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	6,967,420	891,032,480	217,649,475	0	1,115,649,375
2005	6,625,558	939,230,523	212,783,204	0	1,158,639,285

Property Tax Rates
(Per $100 Assessed Value)

	General Fund	G.O. Bond Fund	Total Fund
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
2005	0.41	0.00	0.41

FY 2005 BUDGET CALENDAR

	1st & 2nd Qtr	April 2004	May 2004	June 2004	July 2004	August 2004	Sept. 2004	Oct. 2004
Ten Year Financial Trend Data Prepared By Finance Dept.	♦♦♦♦♦							
Intragovermental Charges Calculated	♦♦♦	♦♦						
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 various components 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 related equipment in each department's possession. This inventory provides input to the IS Steering committee to assist with making decisions on minimum standards for computers, printers and monitors for the upcoming budget year, determine a replacement schedule as well as charge out for several intragovernmental charges.

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 items needing replacement in the next fiscal year.

Optimistic and Conservative Forecasting - Budget staff reviews historical information in conjunction with the latest current year financial statement to prepare a set of forecasts. Assumptions are developed in a model which forecasts general government revenues and expenditures over the next three years. Both optimistic and conservative forecasts are prepared. 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 is continually reviewed until the budget is adopted.

Intragovernmental Fee Process – During the months of January – April much time is spent working with internal service departments that charge out their functions to the other city departments. Budget staff prepares the fee assessments based on a model that takes into account the types of services provided. Departments are charged based on their usage of these services.

Capital Improvement Program Process - During the month of April capital projects and improvements are identified and discussed between departments and management. Funding sources are identified. A detailed discussion occurs at the council retreat. Priority projects are identified based on citizen and council input. The City Manager and Finance staff determines appropriate funding sources for the projects to be funded in the next year.

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. Departments are responsible for preparing estimates budgets for the current year and projections for the next year as well as submission of supplemental requests. Actual inputting of data concludes in mid-May for all the departments.

Budget Guidelines – Prior to establishing guidelines for the upcoming budget year, the City Manager reviews forecasts (see Optimistic and Conservative Forecasting) with the Finance Director. Based upon this review, budget guidelines are established. For FY 2005 a 2.5% increase was to be used, as a general guideline, for operating costs, and any increases above this amount required additional justification. The City Manager also requests that departments be prepared to change the operating cost increase to 1.5% if current trends warrant the change. Merit and COLA projections are not established until much later in the budget process. This enables the City Manger and finance staff to monitor actual revenues near the end of the current fiscal year. The City has established expenditures levels for supplemental requests for each department. Supplemental requests (capital items, supplies over $1,000 and computers excluding personnel) are reviewed and compared to the established department level and adjustments are made where appropriate. Personnel issues are also decided upon late in the budget process based on citizen requests/concerns and department need.

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 adjustments 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, and a press conference is held at the end of July.

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 expenses and revenues resulting from the provision of public transportation services by the Columbia Transit.

Regional Airport Fund - used to account for all 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 10-11.

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 2005 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 2005 Budget revenue and expenditure numbers appearing in this document include Appropriations, Transfers, and additional Revenues approved by the City Council from October 1, 2003 thru June 1, 2004.

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, contains 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 2003, Budgeted FY 2004, and Estimated FY 2005 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 the citizens of Columbia to view at the Columbia Public Library. The budget is also 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 develops 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.

- Balanced Budget - At the direction of the Council and the oversight of the City Manager, the General Fund portion of the budget is to be balanced. Expenditures equal to revenues with the use of appropriated fund balance. The use of fund balance cannot reduce the ending projected balance below the council's established guidelines of 16% of expenditures

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.

- Enterprise funds are required to establish rates that generate revenues sufficient to cover the cost of operations including debt expense and capital needs. Per City Charter, operating costs must include any intragovernmental charges such as, General and Administration Fees, and other internal service fees. Rate calculations also take into consideration any approved subsidies from General Government Funds.

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. In computing revenue requirements for rate setting purposes, the rate base should include such items as debt expense, interest expense, operating expense, prorated reserves (for lease/purchase arrangements) and depreciation expense or estimated capital outlay either of which are usually financed 100% internally through rates.

- If a large fund balance has occurred in excess of reasonable revenue requirements, rates should be adjusted in the next fiscal year based on a four year average of net income/loss. This allows the City to maintain appropriate levels of retained earnings without large swings in the rates charged out to departments in any given year.

ANNUAL PROGRAMS AND PRIORITIES

"State of the City" - Columbia, Missouri - Raymond A. Beck, P.E., City Manager May 19, 2004

It is with pleasure that I submit 'Programs and Priorities' to the Mayor, Council and citizens of Columbia. Columbia's City Charter requires the City Manager to present 'Programs and Priorities' on an annual basis. This is sometimes referred to as Columbia's State of the City report. This Charter provision provides an opportunity for the City Manager to communicate to the community goals for the upcoming year. I have traditionally presented this report prior to the Council's annual retreat and prior to the preparation of the annual city budget. The Council retreat is scheduled for May 21 and 22.

This year's report is being carried live on our Columbia Channel 13, and will be rebroadcast several dates and times to accommodate viewers' schedules. A copy is available on the city web page, www.GoColumbiaMO.com, and a hard copy is available at the Columbia Public Library. The Mayor and Council have been provided a copy and it will be publicly discussed during the upcoming retreat. I would like to thank the members of the press, who have also been provided a copy of the report, for covering this event. I will be pleased to answer your questions following the presentation.

In addition to presenting 'Programs and Priorities", I will be commenting on our State of the City, our strategies and accomplishments.

Columbia's local government is a unique combination of professional employees and dedicated volunteers working together to maintain our community's superior quality of life by assuring a safe, progressive, well managed community accessible to all. I am privileged and proud to be a part of it.

Columbia is what I frequently refer to as a "full service city" providing comprehensive services to our residents with an annual budget of about $238 million and over 1,150 permanent full-time employees. Your city government provides not only typical local government services such as, police, fire, public health, etc., but it also provides utilities, including water, electric, wastewater, solid waste, and storm water management. Our total transportation system includes a municipal airport, bus system, short line railroad, and vehicle and pedestrian facilities whose objective is to meet the needs of all our residents.

Columbia's current population is estimated at over 90,000 and continues to grow at an annual rate between 1-2%. Our present geographic area is 56.51 square miles. Last year, there were 21 voluntary annexations totaling 0.556 square miles with a growth area being slightly less than 1%. Within the city, building permits were issued for 1,682 dwelling units with 909 for single-family homes.

At the same time, about 1,153 dwelling unit permits were issued in Boone County outside the Columbia city limits. While some may believe this rate of growth is too fast, census figures show that Boone County's growth rate is not in the top ten fastest growing Counties in our state and is far less than Lincoln County and Christian County's growth rate of over 13%. I feel Columbia must maintain a moderate growth to sustain our quality of life.

In response to a comprehensive city-wide survey and the growth rate indicated above, our current city budget added 12 new positions, including two traffic officers and 3.5 positions for street maintenance and traffic control. These were the highest priorities indicated in the survey.

The city remains financially sound as evidenced by our excellent bond ratings, interest rates and the report submitted to the Council by the Council appointed Finance Committee. Through careful budgeting and budget management practices, we have avoided mid-year budget cuts experienced by many others during the recent economic downturns. Our city continues to receive budget awards through Government Finance Officer's Association. Much of the city's revenue sources, particularly sales tax, are impacted by the economy. As the economy begins to improve, we are hopeful that financial pressures will be somewhat less.

Sales tax, our primary source of general fund revenues, is also negatively impacted by internet sales and those sales that once were made in Columbia but are now being made in communities nearby. I feel it is important that states and cities, working with Congress, continue to find a fair and equitable method of taxing internet sales. Deliveries of merchandise into our city, purchased through the internet, has an impact on our streets and traffic systems and other city services we provide that are primarily funded from local sales tax. It is important that our retail outlets continually update and diversify our product mix to retain and expand our regional shopping base. We are pleased that Famous-Barr has joined our city and retailers such as Bass Pro, Best Buy, and others will be coming along with a wide variety of restaurants to diversify our retail offering and help keep Columbia a regional shopping hub.

In addition to retail, we are pleased to see many of our employers rebounding from the economic slump. 3M, a long time Columbia employer, recently announced they have called all of their laid off employees back to work. Another long time corporate citizen, State Farm, after carefully studying restructuring, announced that not only will they stay in Columbia, but add up to 300 jobs. Multi-million dollar construction projects at the University and Boone Hospital help keep our construction industry active. A new industry, Gates Rubber, has joined the Columbia community adding 100 good paying jobs. The city is working closely with the University and others in the area of biotechnology, partnering on an incubator and working to make property available for high tech research and development. In short, the economic outlook for our city looks strong into the foreseeable future. The strength of our employer base and retail sales base is significant to the quality of life we have come to expect.

Last year, our city accomplished many important tasks including securing voter approval of bonds for water and wastewater utility capital improvements. We began and will soon complete construction of our new Health Department facility. We completed a Strategic Plan for the Columbia Police Department. The Activities and Recreation Center (ARC) completed its first year of operation proving to be financially successful with a total of 7,200 memberships.

We are pleased that Columbia remains the host for major events; such as, the Show-Me State Games, the largest state games in the country, the Special Olympics, the air show and parade during Memorial Day weekend, high school tournaments, major sporting and cultural events, and the recently added Mid-Missouri Mavericks.

Our city will face a number of high profile issues and challenges during the next year. These include developing a fair and equitable way for funding our transportation system, park needs, and rehabbing and expanding our existing downtown office buildings. The Howard Building and the Gentry Building both need to be refurbished and brought up to our modern day codes. The Gentry Building will be 100 years old in 2006 and architectural work is proceeding on those two buildings. Preliminary plans are completed to expand the government office space on the Daniel-Boone block and is in need of a Council approved financial plan.

Other major issues include the upgrading of I-70 and beginning the process of reviewing our City-Boone Electric territorial agreement.

I hope residents and other interested parties will have and take time to read and discuss the 'Programs and Priorities' presented today. Participation of our residents is very important in helping to develop our city with the quality of life we all enjoy today. Our city continues to be an award-winning city. Sperling's Best Places and MSN internet service ranked Columbia 9th of 331 metropolitan areas as "best places to live in America". The rankings were based on 70 categories including cost of living, crime rate, education, housing, arts and culture, health, leisure, transportation, and weather. Also, the Forbes web site on May 7th, 2004 posted Columbia as being number 38 out of 168 small metro areas as the "best small places to do business". Money Magazine has ranked Columbia in their competition 13 of the past 15 years.

I will next present strategies or guidelines that have and are being used to help guide our city. These are strategies I feel will help keep our city a quality place to live and work. This will be followed by a status report on last year's priorities and proposed priorities for the next year. Also, attached is a detailed listing of accomplishments and goals for each department.

My thanks are extended to our volunteer Mayor and City Council, city staff and those who provided information which I used to prepare this annual report on 'Programs and Priorities'. I am privileged and proud to be a part of our city efforts in making our city what it is today.

Eight Important Strategies

- Assure our City's Comprehensive Planning remains current
- Identify and address major challenges and opportunities
- Maintain and strengthen our central city
- Plan for the orderly growth of our City from the inside outward
- Provide sufficient community resources to carry out programs and priorities
- Continue to maintain and improve existing infrastructure; provide for new infrastructure as required
- Continue to deliver services and programs in a timely cost effective manner.
- Maintain proactive two-way communication with our residents and community partners.

Major Elements of Comprehensive Plan

- Fire Station Master Plan
- Columbia Regional Airport Master Plan 1989
- Parks, Recreation & Open Space Master Plan

- Metro Greenbelt/Trail Plan
- City Sidewalk Plan
- City Bicycle Plan
- City of Columbia Land Use Plan - Metro 2020
- Major Thoroughfare Plan
- Consolidated Housing Plan
- Long Range Transit Plan
- Paratransit Plan
- Long Range Electrical Distribution
- Planning Report on Wastewater Collection & Treatment
- Long Range Water System Study

Status Report of Programs and Priorities for 2003 (last year - Not listed in priority order)

- Increase resources for traffic management and street maintenance program
    - included in FY 04 budget
- Renovation of the City/County Sanford-Kimpton Health Facility
    - being completed in May 2004
- Expansion and rehabilitation of municipal office space in downtown Columbia
    - architectural work beginning on Howard and Gentry building only
- Prepare for a revenue bond issue ballot for the expansion of the city's water plant and system
    - completed
- Prepare for a revenue bond issue ballot for wastewater improvements
    - completed
- Finalize purchase agreement for additional power for electric utility with consideration for purchase of some green power
    - completed
- Develop finance plan for future transportation projects. Consider extending present 1/4 percent capital improvement sales tax and other sources.
    - to do
- City/State Roadway projects: (projects in bold are funded)
    - **East Broadway from Old 63 to US 63** – underway
    - **US 63/I-70 Interchange Improvements – underway**
    - Stadium Blvd from US 63 to I-70 (Lake of the Woods) - to do
    - 763 widening northward to US 63 - final design being prepared
    - Scott Blvd (State/County/City project) - concept plans completed by consultant
    - I-70 Interchange Improvements between Stadium and Perche Creek and Connecting Roadways - being studied
    - US 63 Gans Road Interchange and Connecting Roadways - concept plan completed
    - Work with MoDOT on I-70 alternatives - final planning underway
- City street projects in development: (projects in bold are funded)
    - **Green Meadows Road extension (Providence to Route AC)** - final design being completed
    - **Garth Avenue extension northward (Thurman to Blueridge Road** - 2 projects) – contracted
    - **Rollins Road (Colonial Gardens to Rothwell Heights)** - being completed
    - **Blue Ridge Road Garth to 763** - being designed
    - **Forum Blvd, continued south to Old Plank Road** - being completed
    - **Roger Wilson Drive (partially funded)** - under construction
    - **South Hampton, extend north to AC** - under design
    - Brown School Road connection from US 763 to US 63 - partially complete
    - Lemone Blvd. extension northward to Stadium Blvd. extended - concept plans completed by consultant
    - Chapel Hill Road, Scott Boulevard to Gillespie Bridge Road - partially complete
    - Mexico Gravel Road - Vandiver Interchange to Route PP - planning started

- Continue to recruit quality businesses/industry and work with other partners toward office and technology park
    - being continued
- Emergency Preparedness/Homeland Security
    - grants received, equipment, etc being delivered.
- Council adoption of updated street, sidewalk and pedway standards
    - to do
- Implement EPA Storm water Phase II Permit Requirements
    - additional contracts awarded toward storm water management

- Purchase property for future fire stations
    - two sites being negotiated
- Complete the rail terminal project which will handle containers for mid-Missouri
    - completed
- Renovation and expansion of Historical Wabash Station
    - grant/local financing completed and architect being hired
- Renovation of the Blind Boone House
    - new grants received - work underway - additional funds needed
- Restore and upgrade the MLK Jr. Memorial
    - funding obtained and work underway
- Continue budgeting $800,000 plus for city social service funding
    - included in FY04 budget
- Continue development of the Stephens Lake Park
    - Phase I work is underway
- Initiate construction of two new softball fields at Antimi Youth Baseball Complex
    - construction underway
- Develop finance plan for future Park/Recreation purposes. Consider extension of present 1/8 percent parks sales tax for that purpose.
    - to do
- Continue to promote volunteer opportunities within the city and gifts to our city trust fund and "Share the Light"
    - ongoing programs - gifts continuing to be received
- Continue to pursue grant funding
    - substantial grant funding obtained this past year
- Update and adopt master plan for wastewater collection and treatment
    - Underway
- Promote development of city from inside outward to reduce infrastructure costs and cost of providing services.
    - voluntary annexation continuing
- Continue joint planning of the urban fringe area
    - underway by city/county planning commissions
- Complete master plan for undergrounding utilities
    - to do
- Business Loop 70 Improvements
    - sidewalk project to begin this year
- Construct a storm water detention basin in Meredith Branch drainage area
    - being designed
- 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, on-line building permits and other interactive applications.
    - partially completed
- Continue implementation of West Nile Virus prevention and control program
    - doing
- Complete and implement Convention and Visitor's Bureau Master Plan Revision
    - completed
- Market composted material from landfill site
    - program has been implemented
- Assure competitive wages and benefits for city employees
    - doing with financial resources available

Programs and Priorities – 2004 (not in priority order)

Meet the Transportation needs of the Community

- Council adoption of updated right of way, street, sidewalk and pedway standards.
- Develop and present transportation financing plan to our voters for highest priority projects.
- Present a new list of priority transportation projects to the MoDOT.
- Update city sidewalk master plan and review policies for sidewalk construction/maintenance.
- Continue to promote use of American Connection air service at Columbia Regional Airport.
- Continue planning for meeting parking needs north of Broadway.

Provide for Public Health and Safety Needs

- Develop plan for financing additional fire station and apparatus needs for the next five years.
- Purchase fire station sites.

- Implement RHAVE, a specialized fire department management information system.
- Continue to place a high priority on emergency preparedness/homeland security.
- Continue implementing the Police Department strategic plan to include a performance appraisal system related to community policing.
- Revise public health strategic plan and begin preparation for department accreditation
- Develop a chronic disease prevention and screening plan for low income and at risk populations.

Provide for the Renovation and Addition of Downtown City Office Space

- Rehabilitate the Howard and Gentry Buildings.
- Finalize financing plan for the renovation and expansion of the Daniel-Boone Building.
- Address additional interim space needs for the Police Department.

Address Major Parks and Recreation Requirements

- Update a finance plan for future implementation of the Parks and Recreation Master Plan.
- Consider extension of present one-eighth percent parks sales tax for that purpose.
- Determine the city's role and priority for the development of the Atkins/Fairground park area.
- Complete purchase of Philips Park property and purchase of Crane property for a future regional southeast park.
- Complete Phase I and plan for Phase II development of Stephens Park project.

Growth Issues

- Coordinate with Boone County Commission to standardize development policies and standards in the urbanizing area around Columbia.
- Roadway and storm water standards.
- Street/sidewalks and pedways.
- Continue policy of voluntary annexation
- Continue to promote orderly expansion from the inside outward.
- Revise procedures and requirements for planned zoning districts.
- Continue to recruit quality business/industry and work with partners toward incubator, office and technology park

Utilities and Services

- Plan for additional power source for our electric utility with consideration for purchase of some green power.
- Update and adopt master plan for wastewater collection and treatment.
- Implement EPA storm water phase II permit requirements.
- Develop priorities for underground electric utilities and a level of supportive funding.
- Integrate and coordinate our electric system with regional power grid.
- Begin discussions to extend territorial agreement between the city and Boone Electric.
- Plan for an additional cell at the landfill giving consideration to bio-reactor technology (accelerated decomposition of refuse).
- Develop plans at landfill for use of methane gas as fuel source.

Communications

- Complete implementation of on-line utility payment options, on-line building permits and other interactive applications on the city's web site.
- Conduct a second comprehensive city-wide survey.
- Expand promotion of city's web site.
- Review city policies and protocols to insure compliance with new open records legislation.

Listing of 2004 Major Construction Projects

- Renovate and provide improved facilities for our transit operation at the Wabash station using grant and local funds available.
- Water Utility - expand water plant, construct 36 inch transmission line from plant to city, northeast pumping station and continue replacing old lines.
- Wastewater Utility - continue construction of required trunk sewers, neighborhood replacement projects, and sewer line rehabilitation work.
- Continue expansion and improvements to our solid waste material recovery facility.

- Roadway Projects in development - Garth Avenue bridge over Bear Creek, Green Meadows Road, Providence to AC, Roger Wilson Drive extension in northeast Columbia, South Hampton - extension northward to AC, East Broadway from Old 63 to US 63 (city/state), US 63/I-70 interchange improvements (city/state), Route 763 widening in north central Columbia - plans to be finalized, I-70 widening through Columbia - plans to be finalized, and Blue Ridge Road - Garth to 763.
- Storm water - Meredith Branch Detention

Other Major Priorities:

- Continue placing emphasis on traffic management and our street maintenance program.
- Continue programs and projects to strengthen the central business district area including museum area (Boone House, Health Adventure Center), Flat branch Park, Avenue of the Columns, sidewalks and benches.
- Adopt Convention and Visitor's Bureau Master Plan Revision, including tourism development fund guidelines.
- Complete a new consolidated plan to guide the allocation of CDBG and home funds over the next five years.
- Continue to promote volunteer opportunities within the city and gifts.
- Continue to pursue grant funding.
- Continue emphasis for affordable housing.
- Continue funding and implementing 1% for the arts projects.
- Continue to fund, monitor and assist the network of social services in our community at the $800,000 plus level.
- Continue to maintain and upgrade the central neighborhoods utilizing the neighborhood response team.
- Place additional emphasis on coordinating and providing summer youth employment opportunities.
- Continue to implement the restoration of the MLK Jr. Memorial.
- Review and revise overtime categories for classification and pay plans to comply with federal changes to the fair labor standards act.

Expenditure Summaries

City of Columbia

Columbia, Missouri

OVERALL EXPENDITURES:

- **Personnel Services**: includes the addition of 25 permanent positions as well as a personnel package for existing employees of 2% merit, 3.5% COLA, and 15% increase in Health insurance rates paid by the City and employees. The 7.0% increase in this category falls within the guideline reviewed by Council.

- **Power Supply**: includes the cost the power plant must pay to purchase power. The 17.8% increase for FY 2005 includes a full year on a new contract that began in June of 2004.

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

- **Travel and Training**: FY 2005 shows a 1.2% increase which reflects a decision to hold these costs at near last year's level with the exception of a few additional requests for training during FY 2005.

- **Intragovernmental Charges**: These are charges for services between city departments. FY 2005 shows an increase of 1.1%. 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. In an few internal service funds costs increased due to higher utility costs and higher claims.

- **Utilities, Services & Miscellaneous**: FY 2005 shows an increase of 5.6%. The largest portion of this increase is for contractual work that will be done on capital projects. New funding for capital projects has increased for FY 2005 for Transportation, Airport and Sewer due to large amount of grants and capital contributions received.

- **Capital**: This category accounts for all items over $5,000 and includes vehicles, equipment, buildings, etc. FY 2005 shows an increase of 66.3%. Most of this increase is due scheduled capital improvements and projects needed in railroad, water and electric.

- **Other**: This category accounts for non-operating types of expenses including subsidies, transfers, interest payments, and depreciation. FY 2005 shows an increase of 14.2%. Most of this increase is due to increased amounts of transfers from the Transportation Sales Tax Fund, the Public Improvement Fund and Special Road District Fund into the Capital Projects Fund to fund the capital improvement plan. An additional transfer this year was done from all departments to the Employee Benefit Fund to improve the decreasing fund balance position.

- **Operating Expenses**: include those expenses which are directly related to the fund's primary service activity. FY 2005 shows a 10.1% increase. Part of this increase is due to the implementation of the personnel package listed above. The departments with increases in operating expenses include: Electric with increases in purchased power, Public Works General Fund operations continue to emphasize street maintenance and traffic flow, increases to various departments whose supplemental items cost under $5,000 and were moved to supplies and materials which falls into operating expenses as well as increased fuel costs and rising claims costs.

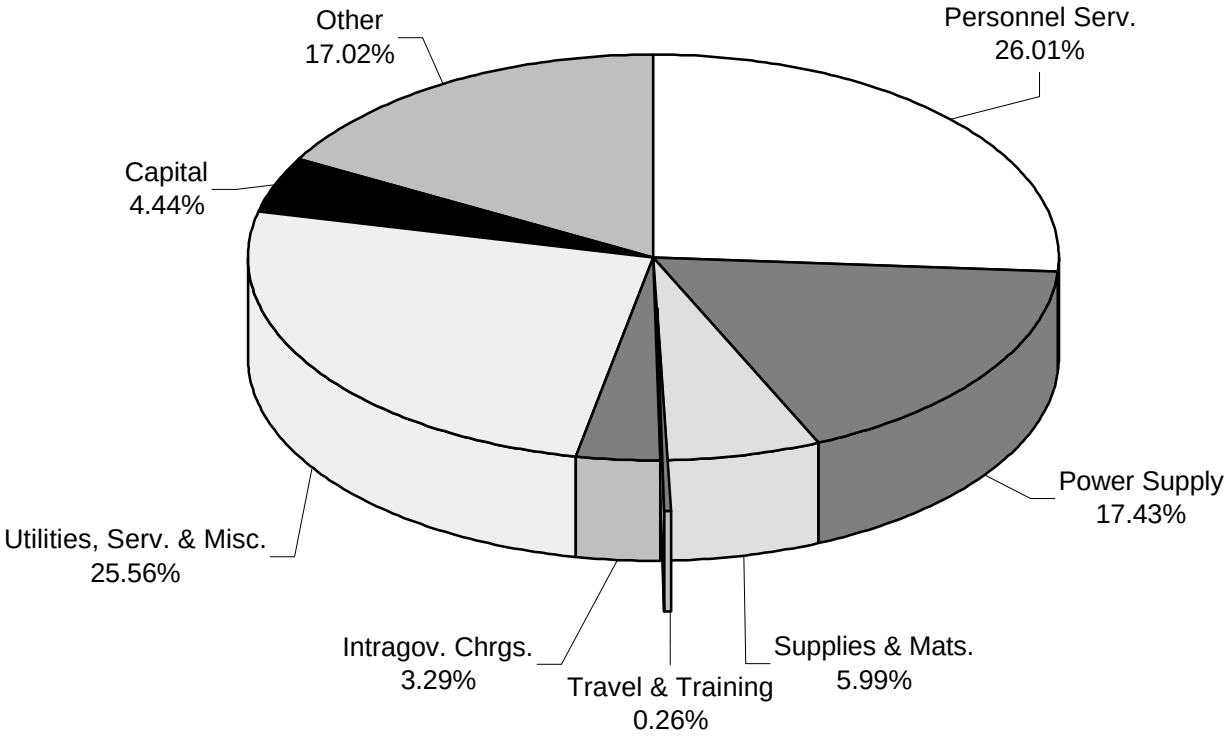
- **Non-Operating Expenses**: include those expenses incurred that are not directly related to the fund's primary service activities such as interest expense, depreciation, subsidies, and transfers. FY 2005 shows a 16.9% increase. Increased transfer amounts will come from the Transportation Sales Tax Fund, the Public Improvement Fund and Special Road District Fund into the Capital Projects Fund to fund the capital improvement plan as well as a one-time transfer from each fund to the Employee Benefit Fund to help improve that fund's financial position.

- **Debt Service**: includes those expenses incurred in the payment of long-term debt. FY 2005 shows a 1.1% decrease. This is mainly due to the decreasing number of years left to pay on our debt liability.

- **Capital Additions**: includes those expenses for items that cost over $5,000 each (our fixed asset limit) and include the replacement of fleet vehicles and other equipment. FY 2005 shows a 2.8% decrease. Most of this decrease is in the General Fund in Police and Fire. Fire had a budget amendment in FY 2004 for the use of the homeland security grant to purchase capital items which is not reflected in 2005. Many of the Police Department items such as the replacement of mobile data terminals and are less than $5,000 are reflected in supplies and materials instead of capital

- **Capital Improvement Plan**: FY 2005 shows a 12.9% increase. The departments with increases in their Capital Improvement Plan include: Railroad for capital projects and improvements for rail traffic, Electric with increases for their distribution expansion, Public Transportation for renovation of the Wabash Station and the Airport for rehabbing of runway 13-31.

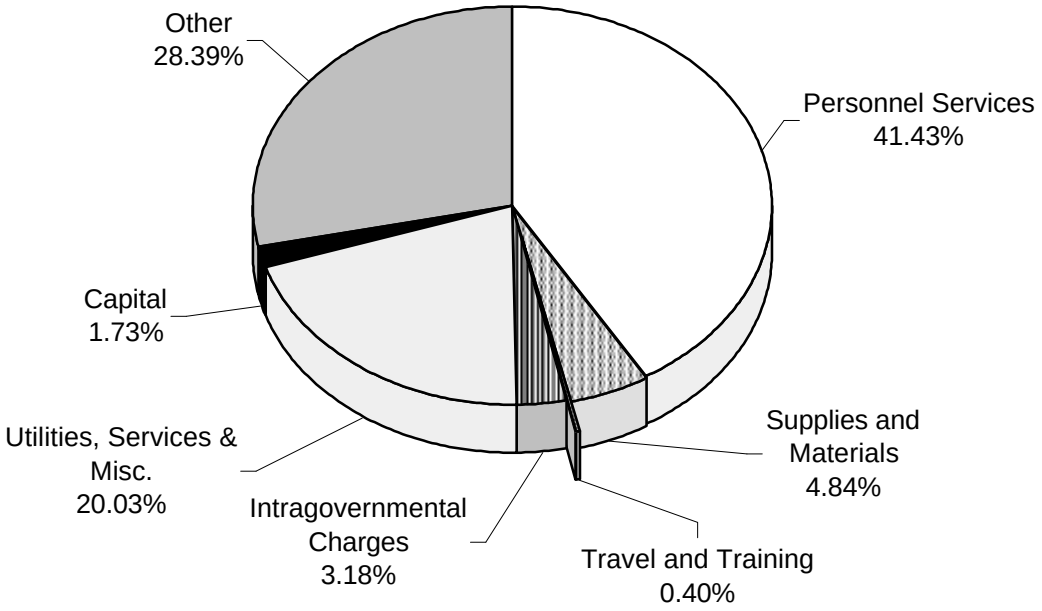
Overall Budget Summary
FY 2005



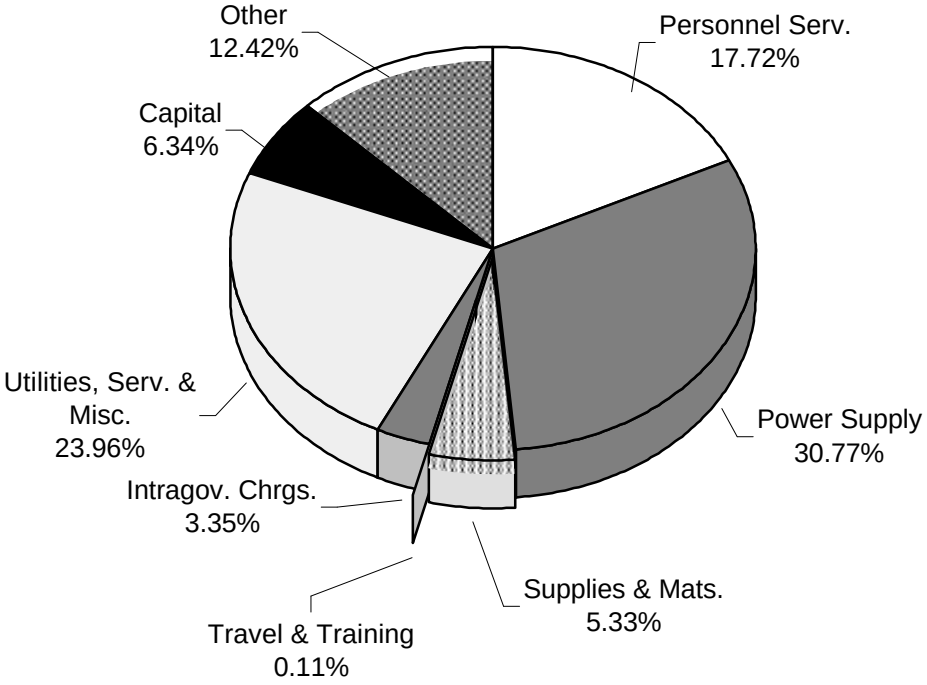
Overall Budget Summary

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
Personnel Services	$ 63,358,041	$ 68,023,165	$ 67,184,997	$ 72,786,039	7.0%
Power Supply	37,832,022	41,401,200	41,653,200	48,781,980	17.8%
Supplies and Materials	15,000,892	16,244,433	15,557,584	16,770,977	3.2%
Travel and Training	456,217	725,498	634,654	734,324	1.2%
Intragovernmental Charges	9,442,559	9,101,568	9,093,735	9,198,192	1.1%
Utilities,Services & Misc.	53,642,205	67,712,308	69,931,249	71,514,836	5.6%
Capital	11,070,641	7,475,067	6,346,573	12,429,439	66.3%
Other	40,165,571	41,678,056	41,912,142	47,616,973	14.2%
Total Appropriations	**230,968,148**	**252,361,295**	**252,314,134**	**279,832,760**	**10.9%**
Summary :					
Operating Expenses	153,159,563	165,181,308	164,048,504	181,802,129	10.1%
Non-Operating Expenses	39,743,723	41,235,604	41,737,290	48,201,168	16.9%
Debt Service	7,363,722	8,204,270	8,095,350	8,111,992	(1.1%)
Capital Additions	4,376,565	5,763,999	5,625,876	5,603,632	(2.8%)
Tl Excluding Cap Impr. Plan	**204,643,573**	**220,385,181**	**219,507,020**	**243,718,921**	**10.6%**
Capital Improvement Plan	26,324,575	31,976,114	32,807,114	36,113,839	12.9%
Total Appropriations	$ **230,968,148**	$ **252,361,295**	$ **252,314,134**	$ **279,832,760**	**10.9%**

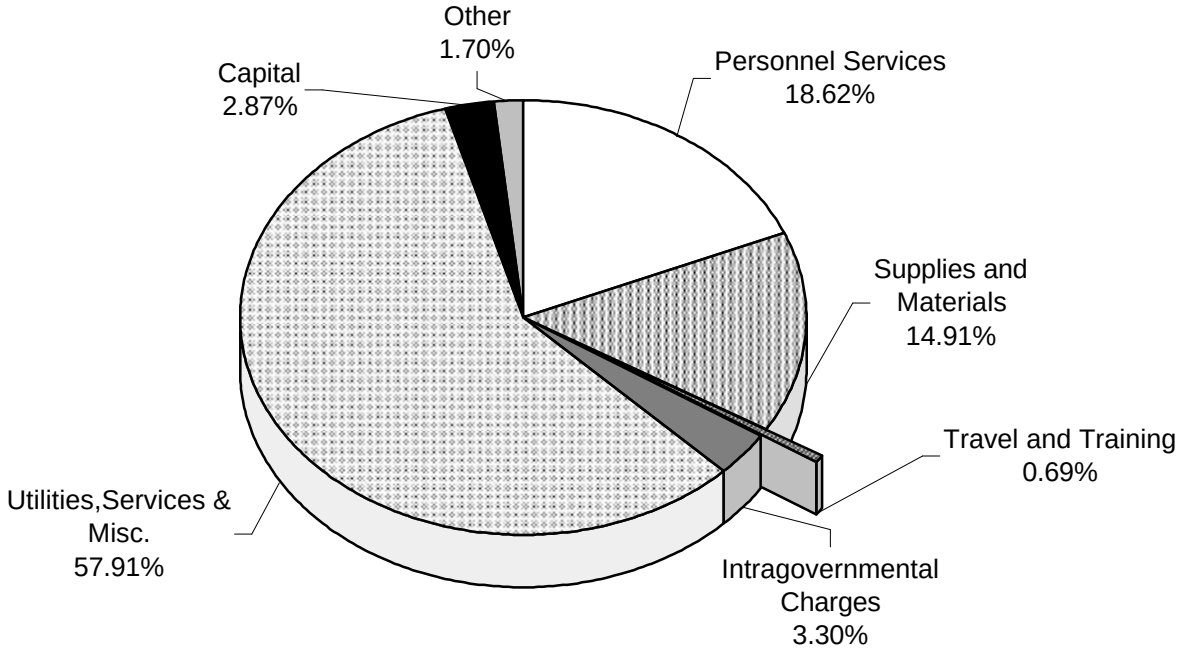
Expenditures - Gov. Fund Type
FY 2005



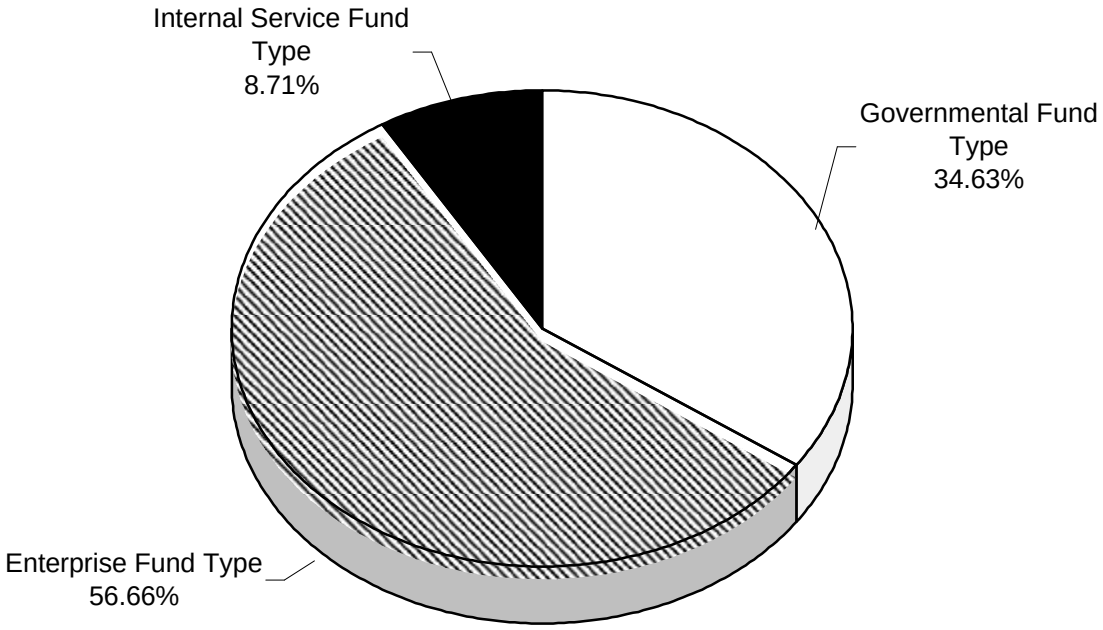
Expenditures - Enterprise Fund Type
FY 2005



Expenditures - Internal Service Funds FY 2005



Overall Expenditures by Fund Type FY 2005



Financial Summary - Highlights / Significant Changes

Governmental Fund Type

Personnel Services 7.2% Increase: Includes the addition of 12 permanent positions as well as a personnel package for existing employees of 2% merit, 3.5% COLA, and 15% increase in Health insurance rates paid by the City and employees.

Utilities, Services, and Miscellaneous (15.6%) Decrease: Most of this decrease is due to decreased funding in the Capital Projects Fund for General Government Projects for Parks and Recreation and Fire. Fire replaced a pumper and made improvements to Fire Station #1 in FY 2004. Parks and Recreation irrigated LA Nickell Golf Course in FY 2004.

Capital and Capital Additions (20.8%) Decrease: Most of this decrease is in Police, Fire and General Fund Public Works. Fire had a budget amendment in FY 2004 for the use of the homeland security grants to purchase additional capital items. Many of the Police Department items such as the replacement of mobile data terminals are less than $5,000 and thus reflected in the materials and supplies category for FY 2005 and not the capital category. The Street department added a cut crew last year that was in addition to the "normal" approved capital items.

Other 20.3% Increase and Non Operating Expenses 22.9% Increase: This is primarily due to increases in transfers to the Capital Projects Fund to fund the capital improvement plan.

Debt Service 1.0% Increase: This remains relatively unchanged from FY 2004.

Capital Improvement Plan (26.8%) Decrease: FY 2005 includes a lower amount of new funding amount for Fire, Parks and Recreation, Streets. This is due to reduced expenditures from the 1999 Quarter Cent Capital Sales Tax ballot and reduced amount of state funds available for major street projects.

Enterprise Fund Type

Power Supply 17.8% Increase: A new contract for a portion of our purchased power went into effect in June of 2004 which was significantly higher than the city's previous contract. FY 2005 will be the first full year with the new contract. A rate increase will be required in FY 2005 to partially offset this increased cost. Future increases can be anticipated.

Utilities, Services & Misc 16.5% Increase: primarily due to increases in contractual work that will be done on capital projects. New funding for capital projects has increased for FY 2005 in Transportation, Airport and Sewer due to large amount of grants and capital contributions received.

Capital 113.9% Increase: primarily due to an increased amount of new funding for capital projects and improvements in the Railroad, Water, and Electric funds.

Capital Improvement Plan 49.8% Increase: FY 2005 includes increases for new funding for Capital Projects in the following funds: Railroad for capital projects and improvements for rail traffic, Electric for the distribution expansion, Public Transportation for renovation of the Wabash Station and Airport for the rehabbing of runway 13-31.

Internal Service Fund Type

Supplies and Materials 6.9% Increase: primarily in the Fleet Operations due to increased fleet activity and the projected increase in fuel costs.

Utility Services and Miscellaneous 16.6% Increase: primarily in the Employee Benefit Fund for increased medical and prescription claims costs.

Capital and Capital Additions 6.8% Increase: primarily in Information Services. This department plans to use Homeland Security Grant funds to purchase several drives, servers, mount and electronic door locks for security purposes.

Other and Non-Operating 30.6% Increase: primarily in Public Communications. The transfer from this department to the Electric Utility for video services was increased in FY 2005.

Financial Summary - Expenditures By Fund Type

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
Governmental Fund Type					
Personnel Services	$ 34,785,273	$ 37,446,462	$ 36,998,569	$ 40,151,167	7.2%
Supplies and Materials	4,073,195	4,575,220	4,304,885	4,686,363	2.4%
Travel and Training	267,870	389,418	342,567	385,872	(0.9%)
Intragovernmental Charges	3,184,129	3,125,718	3,115,741	3,077,742	(1.5%)
Utilities, Services & Misc.	12,440,670	23,007,288	22,837,796	19,411,851	(15.6%)
Capital	1,660,153	2,122,097	2,099,235	1,680,521	(20.8%)
Other	21,345,443	22,874,308	22,838,733	27,511,297	20.3%
Total Appropriations	**77,756,733**	**93,540,511**	**92,537,526**	**96,904,813**	**3.6%**
Summary					
Operating	48,225,603	53,148,798	52,203,950	56,442,519	6.2%
Non Operating	18,395,011	20,124,615	20,089,040	24,733,794	22.9%
Debt Service	2,213,628	2,749,693	2,749,993	2,777,503	1.0%
Capital Additions	1,109,181	2,122,097	2,099,235	1,680,521	(20.8%)
Capital Improvement Plan	7,813,310	15,395,308	15,395,308	11,270,476	(26.8%)
Total Appropriations	**77,756,733**	**93,540,511**	**92,537,526**	**96,904,813**	**3.6%**
Enterprise Fund Type					
Personnel Services	24,603,007	26,337,482	25,993,442	28,094,756	6.7%
Power Supply	37,832,022	41,401,200	41,653,200	48,781,980	17.8%
Supplies and Materials	7,682,915	8,267,115	7,959,994	8,448,595	2.2%
Travel and Training	97,550	169,600	164,230	181,279	6.9%
Intragovernmental Charges	5,325,147	5,159,265	5,161,409	5,314,943	3.0%
Utilities, Services & Misc.	27,655,562	32,599,795	33,968,718	37,983,160	16.5%
Capital	9,033,328	4,696,970	3,592,670	10,048,212	113.9%
Other	18,544,333	18,487,114	18,757,575	19,692,016	6.5%
Total Appropriations	**130,773,864**	**137,118,541**	**137,251,238**	**158,544,941**	**15.6%**
Summary					
Operating	83,150,189	91,302,901	90,289,686	102,090,970	11.8%
Non Operating	21,075,326	20,794,355	21,332,416	23,053,714	10.9%
Debt Service	5,147,185	5,454,577	5,345,357	5,334,489	(2.2%)
Capital Additions	2,890,224	2,985,902	2,871,973	3,222,405	7.9%
Capital Improvement Plan	18,510,940	16,580,806	17,411,806	24,843,363	49.8%
Total Approprations	**130,773,864**	**137,118,541**	**137,251,238**	**158,544,941**	**15.6%**
Internal Service Fund Type					
Personnel Services	3,969,761	4,239,221	4,192,986	4,540,116	7.1%
Supplies and Materials	3,244,782	3,402,098	3,292,705	3,636,019	6.9%
Travel and Training	90,797	166,480	127,857	167,173	0.4%
Intragovernmental Charges	933,283	816,585	816,585	805,507	(1.4%)
Utilities,Services & Misc.	13,545,973	12,105,225	13,124,735	14,119,825	16.6%
Capital	377,160	656,000	654,668	700,706	6.8%
Other	275,795	316,634	315,834	413,660	30.6%
Total Appropriations	**22,437,551**	**21,702,243**	**22,525,370**	**24,383,006**	**12.4%**
Summary					
Operating	21,783,771	20,729,609	21,554,868	23,268,640	12.2%
Non Operating	273,386	316,634	315,834	413,660	30.6%
Debt Service	2,909	0	0	0	0.0%
Capital Additions	377,160	656,000	654,668	700,706	6.8%
Capital Improvement Plan	325	0	0	0	0.0%
Total Appropriations	**22,437,551**	**21,702,243**	**22,525,370**	**24,383,006**	**12.4%**
Total All Funds	$ **230,968,148**	$ **252,361,295**	$ **252,314,134**	$ **279,832,760**	**10.9%**

Financial Summary - Expenditures By Department Funding Source

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
CITY GENERAL (GF)	$ 3,702,994	$ 4,462,472	$ 4,546,103	$ 5,377,935	20.5%
CITY COUNCIL (GF)	174,235	203,266	194,723	211,284	3.9%
CITY CLERK (GF)	177,195	199,770	196,143	241,858	21.1%
CITY MANAGER (GF)	698,003	749,384	704,335	782,417	4.4%
FINANCE					
General Fund Operations (GF)	2,535,027	2,731,178	2,681,587	2,865,016	4.9%
Utility Customer Services Fund (ISF)	1,218,299	1,355,490	1,440,288	1,504,058	11.0%
Self Insurance Reserve Fund (ISF)	3,252,028	2,834,164	2,796,669	2,531,027	(10.7%)
HUMAN RESOURCES (GF)	624,648	678,645	669,281	711,359	4.8%
LAW DEPARTMENT (GF)	690,469	764,414	764,898	825,375	8.0%
MUNICIPAL COURT (GF)	544,800	597,656	579,413	610,628	2.2%
POLICE DEPARTMENT (GF)	13,272,194	14,331,104	14,292,903	15,290,683	6.7%
FIRE DEPARTMENT (GF)	9,650,972	10,350,664	10,062,549	10,765,710	4.0%
JCIC - EMERGENCY MGMT (GF)	1,992,194	2,230,634	2,186,748	2,505,274	12.3%
HEALTH DEPARTMENT (GF)	3,881,029	4,712,412	4,421,726	4,711,387	(0.0%)
PLANNING					
General Fund Operations (GF)	552,474	669,638	603,469	668,231	(0.2%)
CDBG Fund (SRF)	1,133,638	356,861	350,815	338,407	(5.2%)
ECONOMIC DEVELOPMENT (GF)	284,771	315,799	307,213	329,992	4.5%
COMMUNITY SERVICES (GF)	1,231,831	1,264,237	1,263,112	1,210,980	(4.2%)
PARKS & RECREATION					
General Fund Operations (GF)	3,428,616	3,696,822	3,668,499	3,927,479	6.2%
Recreation Services Fund (EF)	8,082,254	7,314,763	7,062,916	7,013,268	(4.1%)
PUBLIC WORKS					
General Fund Operations (GF)	6,282,258	8,155,082	8,066,577	8,372,619	2.7%
Public Transportation Fund (EF)	3,151,799	3,863,219	3,587,830	7,086,574	83.4%
Regional Airport Fund (EF)	1,800,857	1,963,867	1,868,916	3,037,296	54.7%
Sanitary Sewer Utility Fund (EF)	13,006,886	11,777,483	11,598,641	16,425,737	39.5%
Parking Facilities Fund (EF)	1,761,576	1,778,770	1,768,168	1,891,916	6.4%
Solid Waste Utility Fund (EF)	11,050,555	12,033,167	12,320,834	13,392,336	11.3%
Storm Water Utility Fund (EF)	2,258,360	1,989,896	1,866,108	1,932,835	(2.9%)
Custodial & Building Maint. Fund (ISF)	785,106	1,145,416	1,081,971	1,060,965	(7.4%)
Fleet Operations Fund (ISF)	3,915,173	3,827,258	3,823,547	4,253,373	11.1%
WATER & ELECTRIC					
Railroad Utility Fund (EF)	1,088,078	1,070,333	1,061,871	1,454,683	35.9%
Water Utility Fund (EF)	15,536,093	21,472,679	21,871,002	22,334,001	4.0%
Electric Utility Fund (EF)	$ 73,037,406	$ 73,854,364	$ 74,244,952	$ 83,976,295	13.7%

Financial Summary - Expenditures By Department Funding Source (Continued)

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
CONTRIBUTIONS FD (TF)	$ 234,791	$ 235,348	$ 224,737	$ 180,109	(23.5%)
PUBLIC COMM. FUND (ISF)	763,651	896,558	784,899	985,743	9.9%
INFORMATION SERV. FD (ISF)	3,158,078	3,589,492	3,560,041	3,890,919	8.4%
CULTURAL AFFAIRS FD (SRF)	329,912	362,978	354,675	373,132	2.8%
CONV. & TOURISM FUND (SRF)	1,138,044	1,422,274	1,383,422	1,486,675	4.5%
EMPLOYEE BENEFIT FD (ISF)	9,345,216	8,053,865	9,037,955	10,156,921	26.1%
99 QTR CNT SALES TX FD (SRF)	3,696,600	4,661,628	4,661,628	3,745,587	(19.7%)
TRANSP. SALES TAX FD (SRF)	7,597,235	7,401,520	7,401,520	9,131,067	23.4%
PARKS SALES TAX FD (SRF)	3,108,789	3,185,766	3,185,766	2,780,147	(12.7%)
PUBLIC IMPROV. FD (SRF)	655,645	610,150	574,575	2,705,058	343.3%
SPECIAL ROAD DIST. TX FD (SRF)	111,431	1,045,808	1,045,808	2,708,425	159.0%
CAPITAL PROJECTS FUND (CIP)	7,813,310	15,395,308	15,395,308	11,270,476	(26.8%)
DEBT SERVICE FUNDS (DSF)	2,213,628	2,749,693	2,749,993	2,777,503	1.0%
TOTAL	$ **230,968,148**	$ **252,361,295**	$ **252,314,134**	$ **279,832,760**	**10.9%**
TOTAL BY FUNDING SOURCE & FUND TYPE:					
General Fund (GF)	$ 49,723,710	$ 56,113,177	$ 55,209,279	$ 59,408,227	5.9%
Special Revenue Funds (SRF)	17,771,294	19,046,985	18,958,209	23,268,498	22.2%
Debt Service Fund (DSF)	2,213,628	2,749,693	2,749,993	2,777,503	1.0%
Trust Funds (TF)	234,791	235,348	224,737	180,109	(23.5%)
Capital Projects Fund (CIP)	7,813,310	15,395,308	15,395,308	11,270,476	(26.8%)
TOTAL GOVERNMENTAL FUNDS	**77,756,733**	**93,540,511**	**92,537,526**	**96,904,813**	**3.6%**
TL ENTERPRISE FUNDS (EF)	130,773,864	137,118,541	137,251,238	158,544,941	15.6%
TL INTERNAL SERVICE FDS (ISF)	22,437,551	21,702,243	22,525,370	24,383,006	12.4%
TOTAL FOR ALL FUNDS	$ **230,968,148**	$ **252,361,295**	$ **252,314,134**	$ **279,832,760**	**10.9%**

Financial Summary - Expenditures By Department and Category

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
CITY GENERAL (NON-DEPARTMENTAL):					
Operating Expenses	$ 805,779	$ 1,319,894	$ 1,403,525	$ 1,717,932	30.2%
Non-Operating Expenses	2,897,215	3,142,578	3,142,578	3,660,003	16.5%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**3,702,994**	**4,462,472**	**4,546,103**	**5,377,935**	**20.5%**
CITY COUNCIL:					
Operating Expenses	174,235	203,266	194,723	211,284	3.9%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**174,235**	**203,266**	**194,723**	**211,284**	**3.9%**
CITY CLERK:					
Operating Expenses	177,195	199,770	196,143	241,858	21.1%
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	**177,195**	**199,770**	**196,143**	**241,858**	**21.1%**
CITY MANAGER:					
Operating Expenses	698,003	749,384	704,335	782,417	4.4%
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	**698,003**	**749,384**	**704,335**	**782,417**	**4.4%**
FINANCE DEPARTMENT:					
General Fund Operations:					
Operating Expenses	2,535,027	2,731,178	2,681,587	2,865,016	4.9%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**2,535,027**	**2,731,178**	**2,681,587**	**2,865,016**	**4.9%**
Utility Customer Services Fund:					
Operating Expenses	1,214,658	1,291,147	1,376,745	1,465,124	13.5%
Non-Operating Expenses	3,641	28,434	27,634	38,934	36.9%
Debt Service	0	0	0	0	
Capital Additions	0	35,909	35,909	0	(100.0%)
Capital Projects	0	0	0	0	
Total Expenses	**1,218,299**	**1,355,490**	**1,440,288**	**1,504,058**	**11.0%**
Self Insurance Reserve Fund:					
Operating Expenses	3,252,028	2,834,164	2,796,669	2,529,277	(10.8%)
Non-Operating Expenses	0	0	0	1,750	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **3,252,028**	$ **2,834,164**	$ **2,796,669**	$ **2,531,027**	**(10.7%)**

Financial Summary - Expenditures By Department and Category (Continued)

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
HUMAN RESOURCES:	$	$	$	$	
Operating Expenses	617,848	678,645	669,281	711,359	4.8%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	6,800	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**624,648**	**678,645**	**669,281**	**711,359**	**4.8%**
LAW DEPARTMENT:					
Operating Expenses	690,469	764,414	764,898	825,375	8.0%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**690,469**	**764,414**	**764,898**	**825,375**	**8.0%**
MUNICIPAL COURT:					
Operating Expenses	544,800	562,656	544,413	610,628	8.5%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	35,000	35,000	0	(100.0%)
Capital Projects	0	0	0	0	
Total Expenses	**544,800**	**597,656**	**579,413**	**610,628**	**2.2%**
POLICE DEPARTMENT:					
Operating Expenses	12,835,976	13,724,185	13,687,789	14,770,151	7.6%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	436,218	606,919	605,114	520,532	(14.2%)
Capital Projects	0	0	0	0	
Total Expenses	**13,272,194**	**14,331,104**	**14,292,903**	**15,290,683**	**6.7%**
FIRE DEPARTMENT:					
Operating Expenses	9,535,342	10,128,959	9,842,529	10,710,215	5.7%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	115,630	221,705	220,020	55,495	(75.0%)
Capital Projects	0	0	0	0	
Total Expenses	**9,650,972**	**10,350,664**	**10,062,549**	**10,765,710**	**4.0%**
JOINT COMMUNICATIONS/EMERG. MGMT:					
Operating Expenses	1,984,334	2,189,400	2,145,514	2,283,610	4.3%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	7,860	41,234	41,234	221,664	437.6%
Capital Projects	0	0	0	0	
Total Expenses	**1,992,194**	**2,230,634**	**2,186,748**	**2,505,274**	**12.3%**
HEALTH DEPARTMENT:					
Operating Expenses	3,858,411	4,695,912	4,405,807	4,706,387	0.2%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	22,618	16,500	15,919	5,000	(69.7%)
Capital Projects	0	0	0	0	
Total Expenses	$ **3,881,029**	$ **4,712,412**	$ **4,421,726**	$ **4,711,387**	**(0.0%)**

Financial Summary - Expenditures By Department and Category (Continued)

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
PLANNING DEPARTMENT:					
General Fund Operations:					
Operating Expenses	$ 545,471	$ 669,638	$ 603,469	$ 668,231	(0.2%)
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	7,003	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**552,474**	**669,638**	**603,469**	**668,231**	**(0.2%)**
CDBG Fund:					
Operating Expenses	858,176	314,167	308,121	310,707	(1.1%)
Non-Operating Expenses	267,962	42,694	42,694	27,700	(35.1%)
Debt Service	0	0	0	0	
Capital Additions	7,500	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**1,133,638**	**356,861**	**350,815**	**338,407**	**(5.2%)**
ECONOMIC DEVELOPMENT:					
Operating Expenses	284,771	315,799	307,213	329,992	4.5%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**284,771**	**315,799**	**307,213**	**329,992**	**4.5%**
COMMUNITY SERVICES:					
Operating Expenses	1,231,831	1,264,237	1,263,112	1,210,980	(4.2%)
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**1,231,831**	**1,264,237**	**1,263,112**	**1,210,980**	**(4.2%)**
PARKS & RECREATION DEPARTMENT:					
General Fund Operations:					
Operating Expenses	3,087,870	3,464,922	3,437,399	3,681,129	6.2%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	340,746	231,900	231,100	246,350	6.2%
Capital Projects	0	0	0	0	
Total Expenses	**3,428,616**	**3,696,822**	**3,668,499**	**3,927,479**	**6.2%**
Recreation Services Fund:					
Operating Expenses	4,923,816	5,837,385	5,474,390	5,908,431	1.2%
Non-Operating Expenses	552,784	514,441	593,441	640,103	24.4%
Debt Service	228,262	234,270	267,085	177,234	(24.3%)
Capital Additions	58,108	18,667	18,000	62,500	234.8%
Capital Projects	2,319,284	710,000	710,000	225,000	(68.3%)
Total Expenses	**8,082,254**	**7,314,763**	**7,062,916**	**7,013,268**	**(4.1%)**
PUBLIC WORKS DEPARTMENT:					
General Fund Operations:					
Operating Expenses	6,117,452	7,186,243	7,115,729	7,741,139	7.7%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	164,806	968,839	950,848	631,480	(34.8%)
Capital Projects	0	0	0	0	
Total Expenses	$ **6,282,258**	$ **8,155,082**	$ **8,066,577**	$ **8,372,619**	**2.7%**

Financial Summary - Expenditures By Department and Category (Continued)

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
Public Transportation Fund:					
Operating Expenses	$ 2,616,304	$ 3,169,219	$ 2,893,830	$ 3,337,591	5.3%
Non-Operating Expenses	430,257	435,000	435,000	473,963	9.0%
Debt Service	0	0	0	0	
Capital Additions	0	11,000	11,000	79,650	624.1%
Capital Projects	105,238	248,000	248,000	3,195,370	1188.5%
Total Expenses	**3,151,799**	**3,863,219**	**3,587,830**	**7,086,574**	**83.4%**
Regional Airport Fund:					
Operating Expenses	1,175,054	1,338,955	1,252,365	1,398,496	4.4%
Non-Operating Expenses	504,976	484,000	485,676	499,000	3.1%
Debt Service	10,781	7,378	8,028	4,800	(34.9%)
Capital Additions	99,770	31,350	20,663	40,000	27.6%
Capital Projects	10,276	102,184	102,184	1,095,000	971.6%
Total Expenses	**1,800,857**	**1,963,867**	**1,868,916**	**3,037,296**	**54.7%**
Sanitary Sewer Utility Fund:					
Operating Expenses	5,501,961	5,962,946	5,858,029	6,299,274	5.6%
Non-Operating Expenses	2,538,887	2,488,500	2,476,606	2,678,940	7.7%
Debt Service	980,659	1,038,747	1,008,997	987,523	(4.9%)
Capital Additions	276,321	346,415	314,134	322,000	(7.0%)
Capital Projects	3,709,058	1,940,875	1,940,875	6,138,000	216.2%
Total Expenses	**13,006,886**	**11,777,483**	**11,598,641**	**16,425,737**	**39.5%**
Parking Facilities Fund:					
Operating Expenses	650,768	683,085	672,483	721,812	5.7%
Non-Operating Expenses	643,119	623,300	623,300	628,200	0.8%
Debt Service	461,917	439,885	439,885	419,904	(4.5%)
Capital Additions	5,499	0	0	14,000	
Capital Projects	273	32,500	32,500	108,000	232.3%
Total Expenses	**1,761,576**	**1,778,770**	**1,768,168**	**1,891,916**	**6.4%**
Solid Waste Utility Fund:					
Operating Expenses	8,688,487	9,494,081	9,544,604	10,021,293	5.6%
Non-Operating Expenses	1,423,431	1,258,500	1,570,745	1,626,594	29.2%
Debt Service	364,973	381,726	381,726	364,329	(4.6%)
Capital Additions	187,875	803,860	728,759	905,120	12.6%
Capital Projects	385,789	95,000	95,000	475,000	400.0%
Total Expenses	**11,050,555**	**12,033,167**	**12,320,834**	**13,392,336**	**11.3%**
Storm Water Utility Fund:					
Operating Expenses	730,083	916,052	793,872	1,050,700	14.7%
Non-Operating Expenses	262,120	260,000	258,392	275,814	6.1%
Debt Service	0	0	0	0	
Capital Additions	0	30,230	30,230	185,135	512.4%
Capital Projects	1,266,157	783,614	783,614	421,186	(46.3%)
Total Expenses	**2,258,360**	**1,989,896**	**1,866,108**	**1,932,835**	**(2.9%)**
Custodial & Bldg. Maintenance Fund:					
Operating Expenses	779,957	957,016	893,571	1,047,890	9.5%
Non-Operating Expenses	5,149	5,200	5,200	13,075	151.4%
Debt Service	0	0	0	0	
Capital Additions	0	183,200	183,200	0	(100.0%)
Capital Projects	0	0	0	0	
Total Expenses	$ **785,106**	$ **1,145,416**	$ **1,081,971**	$ **1,060,965**	**(7.4%)**

Financial Summary - Expenditures By Department and Category (Continued)

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
Fleet Operations Fund:					
Operating Expenses	$ 3,877,383	$ 3,748,258	$ 3,744,935	$ 4,134,335	10.3%
Non-Operating Expenses	24,356	23,000	23,000	43,038	87.1%
Debt Service	0	0	0	0	
Capital Additions	13,109	56,000	55,612	76,000	35.7%
Capital Projects	325	0	0	0	
Total Expenses	**3,915,173**	**3,827,258**	**3,823,547**	**4,253,373**	**11.1%**
WATER & ELECTRIC DEPARTMENT:					
Railroad Fund:					
Operating Expenses	419,246	504,216	493,270	561,684	11.4%
Non-Operating Expenses	234,319	197,374	197,374	238,500	20.8%
Debt Service	7,943	11,243	13,727	35,699	217.5%
Capital Additions	0	15,000	15,000	30,000	100.0%
Capital Projects	426,570	342,500	342,500	588,800	71.9%
Total Expenses	**1,088,078**	**1,070,333**	**1,061,871**	**1,454,683**	**35.9%**
Water Utility Fund:					
Operating Expenses	6,501,553	7,438,678	7,042,717	8,030,763	8.0%
Non-Operating Expenses	3,482,158	3,273,481	3,504,707	3,815,831	16.6%
Debt Service	1,347,148	1,322,658	1,610,909	1,860,000	40.6%
Capital Additions	333,873	181,000	185,807	236,000	30.4%
Capital Projects	3,871,361	9,256,862	9,526,862	8,391,407	(9.3%)
Total Expenses	**15,536,093**	**21,472,679**	**21,871,002**	**22,334,001**	**4.0%**
Electric Utility Fund:					
Operating Expenses	51,942,917	55,958,284	56,264,126	64,760,926	15.7%
Non-Operating Expenses	11,003,275	11,259,759	11,187,175	12,176,769	8.1%
Debt Service	1,745,502	2,018,670	1,615,000	1,485,000	(26.4%)
Capital Additions	1,928,778	1,548,380	1,548,380	1,348,000	(12.9%)
Capital Projects	6,416,934	3,069,271	3,630,271	4,205,600	37.0%
Total Expenses	**73,037,406**	**73,854,364**	**74,244,952**	**83,976,295**	**13.7%**
CULTURAL AFFAIRS FUND:					
Operating Expenses	329,912	362,978	354,675	370,507	2.1%
Non-Operating Expenses	0	0	0	2,625	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**329,912**	**362,978**	**354,675**	**373,132**	**2.8%**
CONVENTION & TOURISM FUND:					
Operating Expenses	1,116,946	1,419,429	1,380,577	1,480,398	4.3%
Non-Operating Expenses	21,098	2,845	2,845	6,277	120.6%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**1,138,044**	**1,422,274**	**1,383,422**	**1,486,675**	**4.5%**
EMPLOYEE BENEFIT FUND:					
Operating Expenses	9,345,216	8,053,865	9,037,955	10,154,296	26.1%
Non-Operating Expenses	0	0	0	2,625	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **9,345,216**	$ **8,053,865**	$ **9,037,955**	$ **10,156,921**	**26.1%**

Financial Summary - Expenditures By Department and Category (Continued)

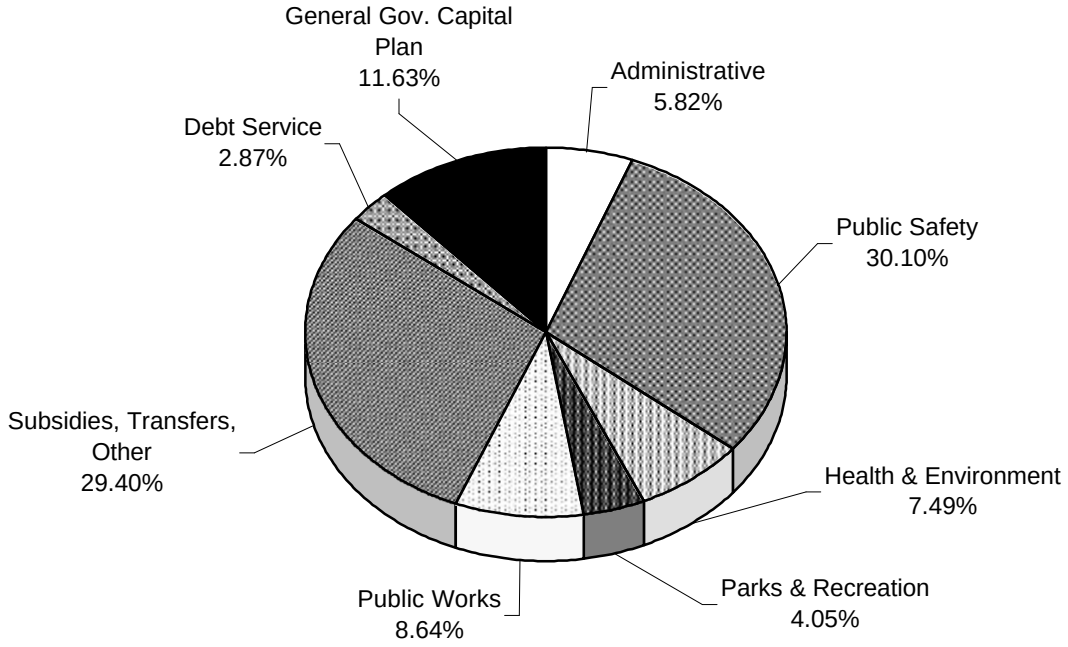
	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
INFORMATION SERVICES FUND:					
Operating Expenses	$ 2,610,459	$ 3,073,601	$ 3,025,094	$ 3,212,225	4.5%
Non-Operating Expenses	180,659	180,000	180,000	198,988	10.5%
Debt Service	2,909	0	0	0	
Capital Additions	364,051	335,891	354,947	479,706	42.8%
Capital Projects	0	0	0	0	
Total Expenses	**3,158,078**	**3,589,492**	**3,560,041**	**3,890,919**	**8.4%**
PUBLIC COMMUNICATIONS FUND:					
Operating Expenses	704,070	771,558	679,899	725,493	(6.0%)
Non-Operating Expenses	59,581	80,000	80,000	115,250	44.1%
Debt Service	0	0	0	0	
Capital Additions	0	45,000	25,000	145,000	222.2%
Capital Projects	0	0	0	0	
Total Expenses	**763,651**	**896,558**	**784,899**	**985,743**	**9.9%**
CONTRIBUTIONS FUND:					
Operating Expenses	151,371	167,331	156,720	178,359	6.6%
Non-Operating Expenses	83,420	68,017	68,017	1,750	(97.4%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**234,791**	**235,348**	**224,737**	**180,109**	**(23.5%)**
99 QUARTER CENT SALES TAX FUND:					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	3,696,600	4,661,628	4,661,628	3,745,587	(19.7%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**3,696,600**	**4,661,628**	**4,661,628**	**3,745,587**	**(19.7%)**
PARKS SALES TAX FUND:					
Operating Expenses	849	816	816	1,287	57.7%
Non-Operating Expenses	3,107,940	3,184,950	3,184,950	2,778,860	(12.8%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**3,108,789**	**3,185,766**	**3,185,766**	**2,780,147**	**(12.7%)**
TRANSPORTATION SALES TAX FUND:					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	7,597,235	7,401,520	7,401,520	9,131,067	23.4%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**7,597,235**	**7,401,520**	**7,401,520**	**9,131,067**	**23.4%**
PUBLIC IMPROVEMENT FUND:					
Operating Expenses	43,535	35,575	35,575	33,558	(5.7%)
Non-Operating Expenses	612,110	574,575	539,000	2,671,500	365.0%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **655,645**	$ **610,150**	$ **574,575**	$ **2,705,058**	**343.3%**

Financial Summary - Expenditures By Department and Category (Continued)

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
SPECIAL ROAD DISTRICT TAX FUND:					
Operating Expenses	$ 0	$ 0	$ 0	$ 0	
Non-Operating Expenses	111,431	1,045,808	1,045,808	2,708,425	159.0%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**111,431**	**1,045,808**	**1,045,808**	**2,708,425**	**159.0%**
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	7,813,310	15,395,308	15,395,308	11,270,476	(26.8%)
Total Expenses	**7,813,310**	**15,395,308**	**15,395,308**	**11,270,476**	**(26.8%)**
DEBT SERVICE FUND:					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	0	0	0	0	
Debt Service	2,213,628	2,749,693	2,749,993	2,777,503	1.0%
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**2,213,628**	**2,749,693**	**2,749,993**	**2,777,503**	**1.0%**
TOTAL FOR ALL FUNDS:					
OPERATING EXPENSES	**153,159,563**	**165,181,308**	**164,048,504**	**181,802,129**	**10.1%**
NON-OPERATING EXPENSES	**39,743,723**	**41,235,604**	**41,737,290**	**48,201,168**	**16.9%**
DEBT SERVICE	**7,363,722**	**8,204,270**	**8,095,350**	**8,111,992**	**(1.1%)**
CAPITAL ADDITIONS	**4,376,565**	**5,763,999**	**5,625,876**	**5,603,632**	**(2.8%)**
CAPITAL PROJECTS	**26,324,575**	**31,976,114**	**32,807,114**	**36,113,839**	**12.9%**
TOTAL EXPENSES	$ **230,968,148**	$ **252,361,295**	$ **252,314,134**	$ **279,832,760**	**10.9%**

General Government Expenditures By Function

FY 2005



General Government Expenditures By Function

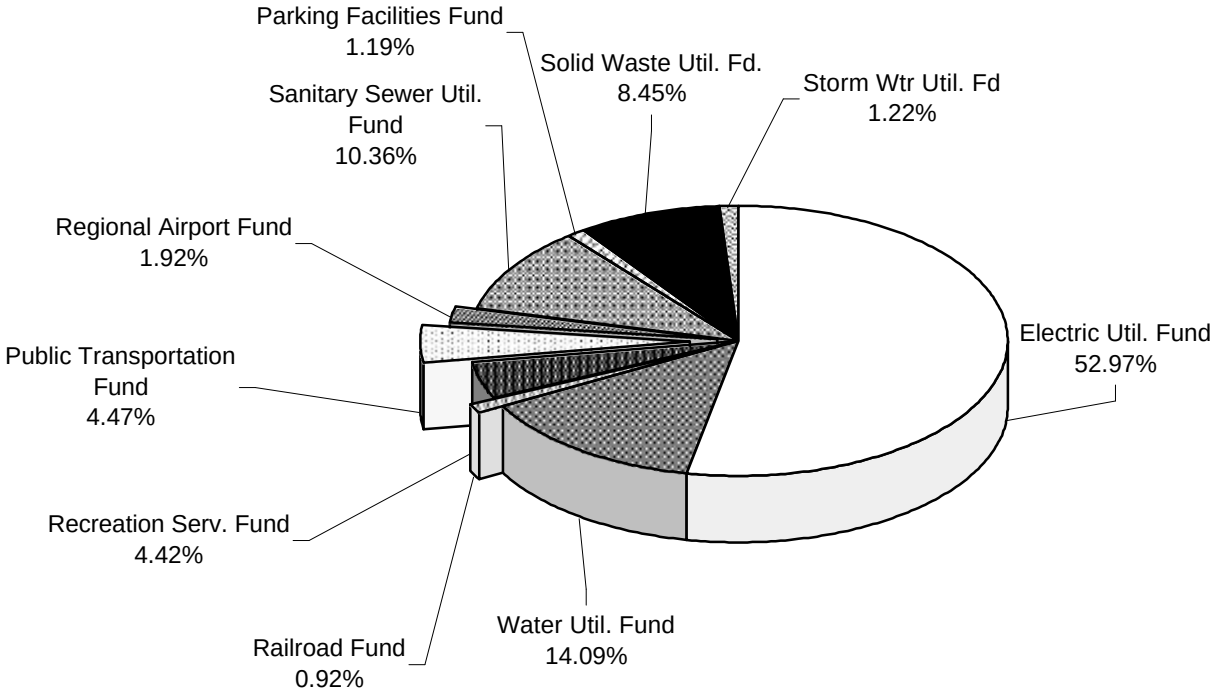
	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
Administrative	$ 4,899,577	$ 5,326,657	$ 5,210,967	$ 5,637,309	5.8%
Public Safety	25,460,160	27,510,058	27,121,613	29,172,295	6.0%
Health & Environment	7,083,743	7,318,947	6,946,335	7,258,997	(0.8%)
Parks & Recreation	3,428,616	3,696,822	3,668,499	3,927,479	6.2%
Public Works	6,282,258	8,155,082	8,066,577	8,372,619	2.7%
Subsidies/Transfers & Other	20,575,441	23,387,944	23,378,234	28,488,135	21.8%
Debt Service	2,213,628	2,749,693	2,749,993	2,777,503	1.0%
General Gov. Capital Plan	7,813,310	15,395,308	15,395,308	11,270,476	(26.8%)
Total Appropriations	**$ 77,756,733**	**$ 93,540,511**	**$ 92,537,526**	**$ 96,904,813**	**3.6%**

- **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 2005 transfers include a significant increase in transfers into the Capital Projects Fund for projects being funded for FY 2005 along with a one time transfer into the Employee Benefit Fund to partially offset the anticipated depletion of the fund balance due to higher claims costs.

- **Health and Environment:** decreased due to the elimination of the smallpox grant in the Health department.

- **General Government Capital Plan**: decreased in Fire and Parks and Recreation due to completed projects in FY 2004. Streets also decreased due to a reduced amount of state funds being available for major street projects.

Enterprise Fund Expenses By Fund
FY 2005



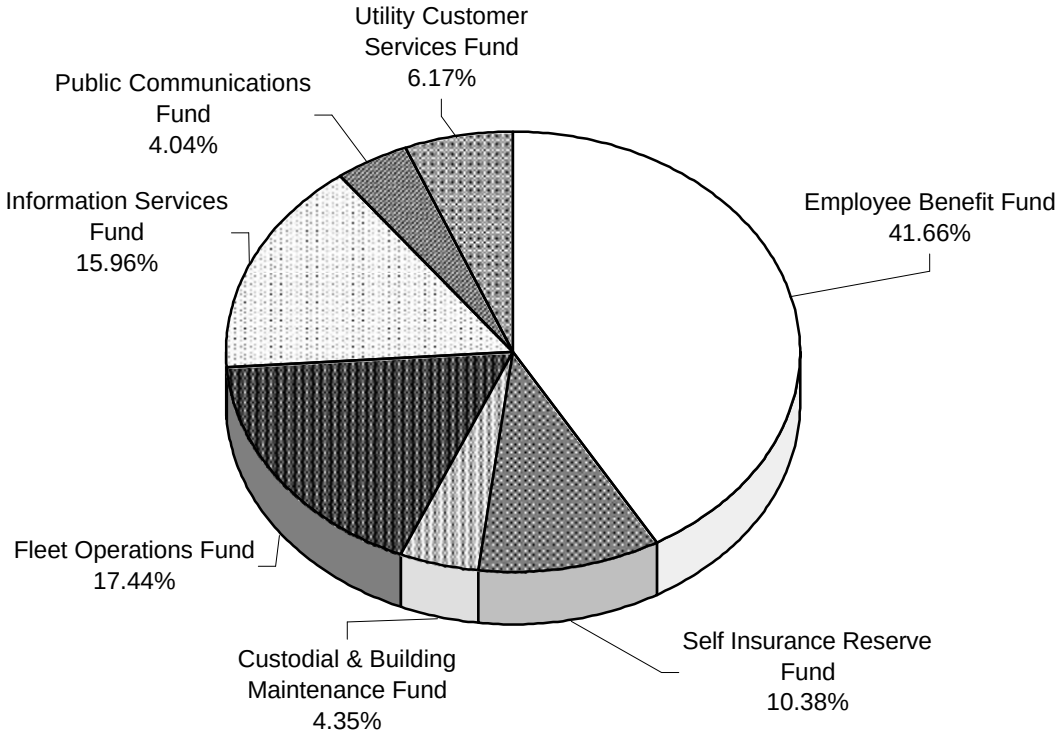
Enterprise Fund Expenses By Fund

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
Electric Utility Fund	$ 73,037,406	$ 73,854,364	$ 74,244,952	$ 83,976,295	13.7%
Water Utility Fund	15,536,093	21,472,679	21,871,002	22,334,001	4.0%
Railroad Fund	1,088,078	1,070,333	1,061,871	1,454,683	35.9%
Recreation Services Fund	8,082,254	7,314,763	7,062,916	7,013,268	(4.1%)
Public Transportation Fund	3,151,799	3,863,219	3,587,830	7,086,574	83.4%
Regional Airport Fund	1,800,857	1,963,867	1,868,916	3,037,296	54.7%
Sanitary Sewer Utility Fund	13,006,886	11,777,483	11,598,641	16,425,737	39.5%
Parking Facilities Fund	1,761,576	1,778,770	1,768,168	1,891,916	6.4%
Solid Waste Utility Fund	11,050,555	12,033,167	12,320,834	13,392,336	11.3%
Storm Water Utility Fund	2,258,360	1,989,896	1,866,108	1,932,835	(2.9%)
Total	$ **130,773,864**	$ **137,118,541**	$ **137,251,238**	$ **158,544,941**	**15.6%**

- **Electric Utility Fund**, **Water Utility Fund**, **Railroad Fund**, **Public Transportation**, **Regional Airport Fund, Sanitary Sewer** and **Solid Waste:** All have increases due to increases in the level of new funding for capital projects for FY 2005. In addition there is a substantial increase in the cost of purchased power in the Electric Fund.

- **Recreation Services Fund**: decrease due to the amount of debt the city is paying on and the decrease in the scheduled amount of Capital Projects for FY 2005.

Internal Service Fund Expenses By Fund
FY 2005



Internal Service Fund Expenses By Fund

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
Employee Benefit Fund	$ 9,345,216	$ 8,053,865	$ 9,037,955	$ 10,156,921	26.1%
Self Insurance Reserve Fd	3,252,028	2,834,164	2,796,669	2,531,027	(10.7%)
Custodial & Bldg Maint. Fd	785,106	1,145,416	1,081,971	1,060,965	(7.4%)
Fleet Operations Fund	3,915,173	3,827,258	3,823,547	4,253,373	11.1%
Information Services Fund	3,158,078	3,589,492	3,560,041	3,890,919	8.4%
Public Communications Fd	763,651	896,558	784,899	985,743	9.9%
Utility Customer Serv. Fd	1,218,299	1,355,490	1,440,288	1,504,058	11.0%
Total	$ **22,437,551**	$ **21,702,243**	$ **22,525,370**	$ **24,383,006**	**12.4%**

- **Employee Benefit Fund**: increase due to significant increase in medical and prescription claim costs.
- **Self Insurance Reserve Fd**: decrease in the cost of excess general liability coverage after several years of increases.
- **Fleet Operations Fund**: the increase reflects increased fleet activity along with increased fuel costs.
- **Utility Customer Services Fund**: the increase is due to more emphasis being placed on our after hours answering service and an increase to bad debt expense as we attempt to improve our collections on accounts with non-metered service.

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Overall Revenue Summaries

City of Columbia
Columbia, Missouri

OVERALL REVENUES:

- **Property Taxes**: The growth in Property Taxes is shown to be 4.0% over Estimated FY 2004. The growth of assessed valuation of real property is projected to be 5%, which is the same as in 2004. Personal property tax revenue is projected to be flat based on preliminary assessed valuation data. 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 4.5%. The projected rate of increase is higher than it has been in the past couple of years. While the actual growth rate of Sales Taxes from FY 2002 to FY 2003 was 2.88%, the current trend has indicated strong sustained growth for the past 6 months. City staff continues to be cautiously optimistic about the increases we are currently experiencing in sales taxes. At this time, the projected estimated increase reflects new projections based on the current trend.

- **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 8.3% over Estimated FY 2004 based upon recent growth trends, and the proposed rate increases in the Electric and Water Utilities.

- **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 1.3% increase over Estimated FY 2004.

- **Grants**: The decrease of 36.3% is due to the reduced amount of funds made available for major street projects and the elimination of the smallpox grant in the Health department.

- **Capital Contributions**: The increase of 225.5% reflects the amount of new capital grant funds in Airport to refurbish an existing runway, Public Transportation to construct new bus shelters and in Sewer for donated sewer lines.

- **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 2003 would have been $5,737,034. There is no way to accurately predict the amount of this adjustment for FY 2004 and FY 2005 therefore, no adjustment is reflected. Interest earnings have decreased 15.1% for FY 2005 due to smaller cash balances and continued low interest rate projections

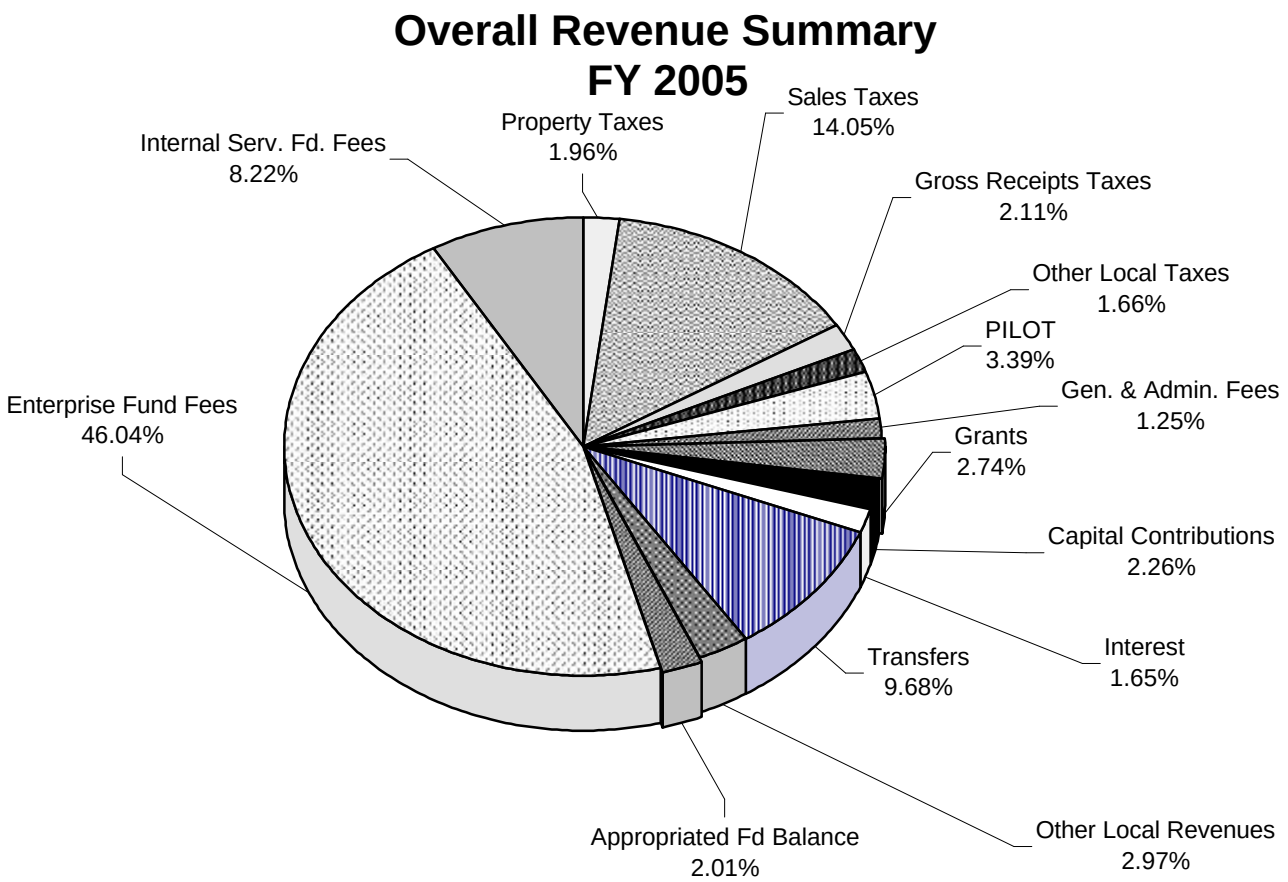
- **Transfers**: These include both subsidies and transfers between funds. FY 2005 reflects a 25.5% increase. This is primarily due to a larger number of transfers going into the Capital Projects Fund to fund General Government capital projects. Increases in General Fund subsidies also account for a portion of this increase.

- **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 2005, Other Local Revenues are showing a decrease of 16.8%. This decrease is primarily in revenues for Capital Projects and Developer Contributions.

- **Appropriated Fund Balance**: Due to careful analysis and a close watchful eye on expenditures and revenues for FY 2003 and estimated FY 2004, the appropriated fund balance is higher for FY 2005.

- **Enterprise Fund Fees**: These are fees charged to users for utility and other types of services. The 9.4% increase for FY 2005 reflects a growing number of customers as well as rate increases proposed in Water, Electric and Sewer.

- **Internal Service Fund Fees**: These are fees charged for providing services to other city departments. The 7.8% increase reflects increased medical and prescription costs and projected fuel costs.



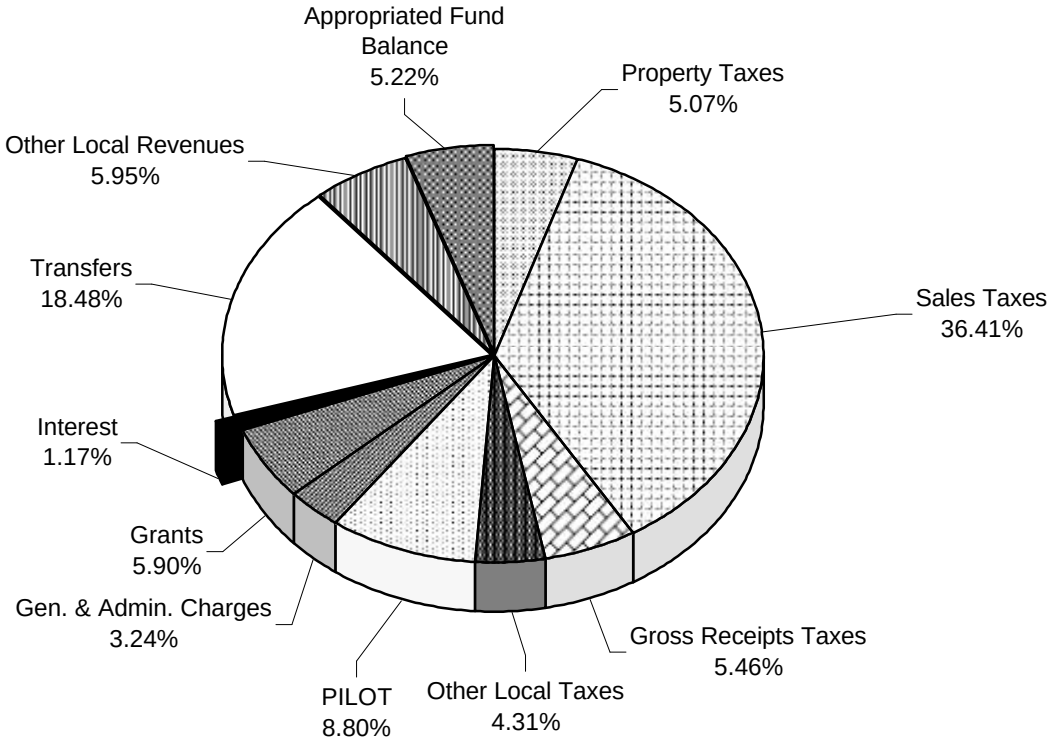
All Funds Revenue By Category

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Estimated FY 2004
Property Taxes	$ 4,474,339	$ 4,648,847	$ 4,648,847	$ 4,835,983	4.0%
Sales Taxes	31,612,249	32,021,610	33,254,000	34,738,070	4.5%
Gross Receipts Taxes	5,010,569	4,705,515	5,127,129	5,205,711	1.5%
Other Local Taxes	4,052,665	3,859,750	4,105,000	4,115,550	0.3%
PILOT	7,554,050	7,661,790	7,752,000	8,392,635	8.3%
Gen. & Admin. Charges	2,985,738	3,052,749	3,052,749	3,093,319	1.3%
Grants	6,729,527	10,725,302	10,616,246	6,766,092	(36.3%)
Capital Contributions	4,950,010	1,587,317	1,719,088	5,595,560	225.5%
Interest	3,104,568	4,882,500	4,812,719	4,084,500	(15.1%)
Transfers	19,092,196	19,078,206	19,068,606	23,937,586	25.5%
Other Local Revenues	9,106,850	7,242,134	8,826,857	7,346,642	(16.8%)
Appropriated Fund Balance	2,595,029	4,128,866	4,128,866	4,977,270	20.5%
Enterprise Fund Fees	101,507,811	104,418,090	104,021,757	113,825,629	9.4%
Internal Service Fund Fees	18,613,399	18,357,530	18,841,745	20,314,739	7.8%
Total	**$ 221,389,000**	**$ 226,370,206**	**$ 229,975,609**	**$ 247,229,286**	**7.5%**

Financial Summary - FY 2005 Revenue Summary By Category and Funding Source

	General Government	Enterprise	Internal Service	FY 2005 Total
TAXES:				
Property Taxes	$ 4,835,983	$ 0	$ 0	$ 4,835,983
Sales Tax	34,738,070	0	0	34,738,070
Gross Receipts Taxes	5,205,711	0	0	5,205,711
Other Local Taxes	4,115,550	0	0	4,115,550
TOTAL TAXES	**48,895,314**	**0**	**0**	**48,895,314**
INTRAGOVERNMENTAL REVENUES:				
PILOT	8,392,635	0	0	8,392,635
Gen. & Admin. Fees	3,093,319	0	0	3,093,319
TOTAL INTRAGOVERNMENTAL REV.	**11,485,954**	**0**	**0**	**11,485,954**
INTERGOVERNMENTAL REVENUES (Grant Revenue)	**5,630,092**	**1,130,000**	**6,000**	**6,766,092**
CAPITAL CONTRIBUTIONS	**0**	**5,433,018**	**162,542**	**5,595,560**
INVESTMENT REVENUE	**1,118,000**	**2,586,000**	**380,500**	**4,084,500**
OPERATING TRANSFERS	**17,628,920**	**5,306,350**	**1,002,316**	**23,937,586**
OTHER LOCAL REVENUE:	**5,679,592**	**1,437,650**	**229,400**	**7,346,642**
LEASE/BOND PROCEEDS	**0**	**0**	**0**	**0**
APPROPRIATED FUND BALANCE	**4,977,270**	**0**	**0**	**4,977,270**
ENTERPRISE FUND FEES:				
Railroad Utility Fees	0	727,390	0	727,390
Water Utility Fees	0	12,628,217	0	12,628,217
Electric Utility Fees	0	73,823,156	0	73,823,156
Recreation Fees	0	3,857,900	0	3,857,900
Public Transportation Fees	0	746,000	0	746,000
Airport Utility Fees	0	579,690	0	579,690
Sanitary Sewer Fees	0	7,578,300	0	7,578,300
Parking Fees	0	1,644,293	0	1,644,293
Solid Waste Utility Fees	0	11,125,683	0	11,125,683
Storm Water Utility Fees	0	1,115,000	0	1,115,000
TOTAL ENTERPRISE FUND FEES	**0**	**113,825,629**	**0**	**113,825,629**
INTERNAL SERVICE FEES:				
Locator Fees	0	126,425	0	126,425
Health Insurance Fees	0	0	8,651,712	8,651,712
Self Insurance Fees	0	0	1,825,000	1,825,000
Custodial & Bldg Maintenance Fees	0	0	687,758	687,758
Fleet Maintenance Fees	0	0	4,229,880	4,229,880
Information Services Fees	0	0	3,025,523	3,025,523
Print Shop & Mailroom Fees	0	0	769,597	769,597
Utility Customer Services Billing Fees	0	0	998,844	998,844
TOTAL INTERNAL SERVICE FUND FEES	**0**	**126,425**	**20,188,314**	**20,314,739**
TOTAL REVENUES AND OTHER SOURCES	**$ 95,415,142**	**$ 129,845,072**	**$ 21,969,072**	**$ 247,229,286**

General Government Revenues
FY 2005



General Government Revenues

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Estimated FY 2004
Property Taxes	$ 4,474,339	$ 4,648,847	$ 4,648,847	$ 4,835,983	4.0%
Sales Taxes	31,612,249	32,021,610	33,254,000	34,738,070	4.5%
Gross Receipts Taxes	5,010,569	4,705,515	5,127,129	5,205,711	1.5%
Other Local Taxes	4,052,665	3,859,750	4,105,000	4,115,550	0.3%
PILOT	7,554,050	7,661,790	7,752,000	8,392,635	8.3%
Gen. & Admin. Charges	2,985,738	3,052,749	3,052,749	3,093,319	1.3%
Grants	5,425,166	9,841,684	9,732,749	5,630,092	(42.2%)
Interest	983,865	1,037,500	1,850,580	1,118,000	(39.6%)
Transfers	12,045,799	14,116,481	14,098,481	17,628,920	25.0%
Other Local Revenues	6,643,665	6,169,183	6,328,448	5,679,592	(10.3%)
Appropriated Fund Balance	2,595,029	4,128,866	4,128,866	4,977,270	20.5%
Total	$ **83,383,134**	$ **91,243,975**	$ **94,078,849**	$ **95,415,142**	**1.4%**

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. Revenues highlighted below are those which are shown to change significantly from Estimated FY 2004 to Adopted FY 2005.

✧ **Property Taxes**: The growth in Property Taxes is shown to be 4.0% over Estimated FY 2004. The growth of assessed valuation of real property is projected to be 5%, which is the same as in 2004. Personal property tax revenue is projected to be flat based on preliminary assessed valuation data. 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 2005 General Fund Sales Tax is shown to increase 4.5% over Estimated FY 2004. The actual growth rate from FY 2002 to FY 2003 was 3.18%. The growth rate in our sales tax had been decreasing for the past several years and is closely watched by staff since it is a major revenue source of the General Fund. However, the current trend has indicated strong sustained growth for the past 6 months. City staff continues to be cautiously optimistic about the increases we are currently experiencing in sales taxes. At this time, the projected estimated increase reflects new projections based on the current trend.

✧ **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 2005 amount is projected to remain the same as the Estimated FY 2004 amount of $2,400,000. This estimate is in line with the Actual FY 2003 amount of $2,364,583.
- ◊ Cigarette Tax of 10 cents per package is collected on each package by the wholesaler. The FY 2005 amount is projected at the same amount as Estimated FY 2004. This is still slightly lower than the Actual FY 2003 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 2005 amount projects a 1% growth over Estimated FY 2004 which is based on current trends. This amount is higher than the FY 2003 actual amount due to the turn around we are experiencing in the economy and the increase in the sale of vehicles.

✧ **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 8.3% over Estimated FY 2004 based upon recent growth trends, and projected rate increases in the Electric Utility and Water Utility.

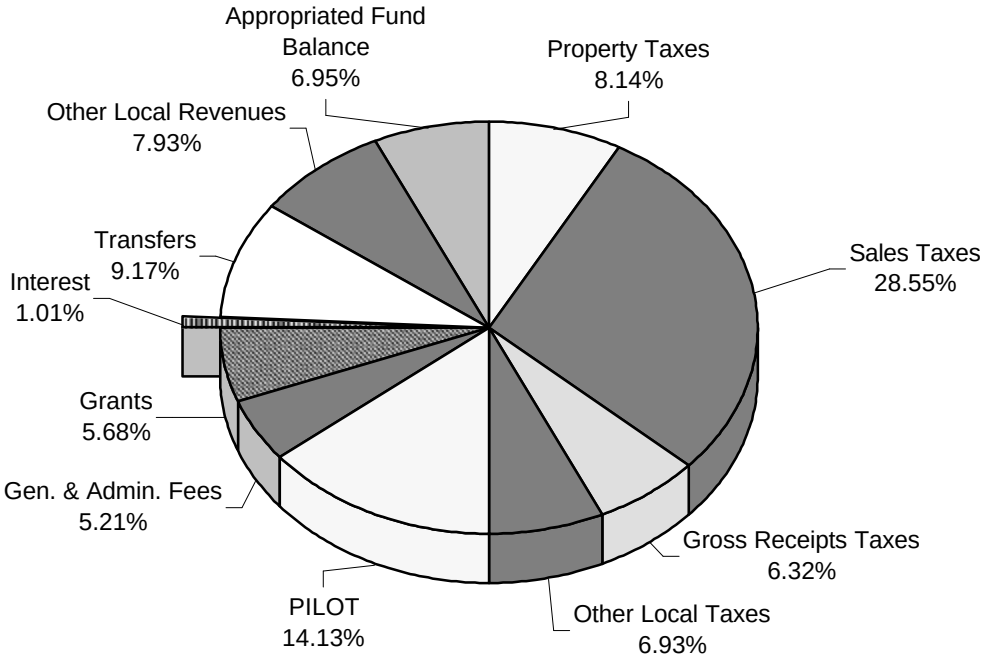
✧ **General and Administrative Fees**: (G&A) The City charges proportionately for all services performed by General Fund departments for enterprise, internal services, and other City funds. The charges are computed on the basis of an estimated allocation of time the various City departments contribute 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 1.3% increase over Estimated FY 2004.

✧ **Grants:** Grants are shown to decrease by 5.4% from Estimated FY 2004 due to the reduction in state and federal grants and specifically the elimination of the smallpox grant in the Health department.

✧ **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 2003 would have been $561,595. There is no way to accurately predict the amount of this adjustment for FY 2004 and FY 2005. therefore, no adjustment is reflected in those years.

✧ **Appropriated Fund Balance**: Due to careful analysis and a close watchful eye on expenditures and revenues for FY 2003 and estimated FY 2004, the appropriated fund balance is higher for FY 2005.

General Fund Revenues
FY 2005



General Fund Revenues

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Estimated FY 2004
Property Taxes	$ 4,473,073	$ 4,648,847	$ 4,648,847	$ 4,835,983	4.0%
Sales Taxes	15,421,714	15,670,000	16,231,000	16,961,000	4.5%
Gross Receipts Taxes	3,681,970	3,389,515	3,715,815	3,752,065	1.0%
Other Local Taxes	4,052,665	3,859,750	4,105,000	4,115,550	0.3%
PILOT	7,554,050	7,661,790	7,752,000	8,392,635	8.3%
Gen. & Admin. Fees	2,985,738	3,052,749	3,052,749	3,093,319	1.3%
Grants	3,204,318	3,673,984	3,564,549	3,371,628	(5.4%)
Interest	249,677	600,000	600,000	600,000	0.0%
Transfers	5,197,570	5,337,610	5,319,610	5,448,668	2.4%
Other Local Revenues	4,794,198	4,625,888	4,757,603	4,709,109	(1.0%)
Appropriated Fund Balance	2,595,029	3,587,694	3,587,694	4,128,270	15.1%
Total	**$ 54,210,002**	**$ 56,107,827**	**$ 57,334,867**	**$ 59,408,227**	**3.6%**

Financial Summaries - General Fund Revenue Detail

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Estimated FY 2004
TAXES:					
PROPERTY TAXES:					
Real Estate	$ 3,487,343	$ 3,661,710	$ 3,661,710	$ 3,844,796	5.0%
Personal Property	844,197	849,750	849,750	849,750	0.0%
Other	141,533	137,387	137,387	141,437	2.9%
Total Property Taxes	**4,473,073**	**4,648,847**	**4,648,847**	**4,835,983**	**4.0%**
SALES TAX	**15,421,714**	**15,670,000**	**16,231,000**	**16,961,000**	**4.5%**
GROSS RECEIPTS TAX:					
Telephone	1,033,171	950,000	1,000,000	1,010,000	1.0%
Natural Gas	2,220,164	1,975,000	2,225,000	2,247,250	1.0%
Electric	385,035	373,700	400,000	404,000	1.0%
CATV	43,600	90,815	90,815	90,815	0.0%
Total Gross Receipts Tax	**3,681,970**	**3,389,515**	**3,715,815**	**3,752,065**	**1.0%**
OTHER LOCAL TAXES:					
Cigarette Tax	658,429	625,000	650,000	650,000	0.0%
Gasoline Tax	2,364,583	2,250,000	2,400,000	2,400,000	0.0%
Motor Vehicle Tax	1,029,653	984,750	1,055,000	1,065,550	1.0%
Total Other Local Taxes	**4,052,665**	**3,859,750**	**4,105,000**	**4,115,550**	**0.3%**
TOTAL TAXES	**27,629,422**	**27,568,112**	**28,700,662**	**29,664,598**	**3.4%**
INTRAGOVERNMENTAL REVENUES:					
PILOT:					
PILOT - Electric	5,698,860	5,822,590	5,850,500	6,377,045	9.0%
PILOT - Water	1,855,190	1,839,200	1,901,500	2,015,590	6.0%
Total PILOT	**7,554,050**	**7,661,790**	**7,752,000**	**8,392,635**	**8.3%**
Gen. & Admin. Revenue	2,985,738	3,052,749	3,052,749	3,093,319	1.3%
TOTAL INTRAGOV. REV.	**10,539,788**	**10,714,539**	**10,804,749**	**11,485,954**	**6.3%**
INTERGOVERNMENTAL REVENUES:					
Federal / State Revenues	1,651,855	2,059,187	2,008,153	1,595,913	(20.5%)
County Revenues	1,552,463	1,614,797	1,556,396	1,775,715	14.1%
TOTAL INTERGOV. REV.	**3,204,318**	**3,673,984**	**3,564,549**	**3,371,628**	**(5.4%)**
INTEREST & INVESTMENT REVENUE:					
Investment Earnings & Interest	249,677	600,000	600,000	600,000	0.0%
Other Investment Income	0	0	0	0	
TOTAL INV. INCOME	**249,677**	**600,000**	**600,000**	**600,000**	**0.0%**
OPERATING TRANSFERS:					
Parks Sales Tax	240,000	246,000	246,000	253,380	3.0%
Transportation Sales Tax	4,554,200	4,668,055	4,668,055	4,808,097	3.0%
Public Improvement Fund	230,000	230,000	230,000	230,000	0.0%
Special Road District Tax	106,500	109,908	109,908	113,425	3.2%
Special Business District	7,500	7,500	7,500	7,500	0.0%
Capital Projects Fund	0	0	0	0	
Contributions Fund	40,620	18,000	0	0	
CDBG Fund	18,750	41,850	41,850	19,969	(52.3%)
Electric Fund	0	0	0	0	
Utility Customer Services Fund	0	16,297	16,297	16,297	0.0%
TOTAL OPER. TRANSF.	**$ 5,197,570**	**$ 5,337,610**	**$ 5,319,610**	**$ 5,448,668**	**2.4%**

Financial Summaries - General Fund Revenue Detail (Continued)

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Estimated FY 2004
OTHER LOCAL REVENUE:					
LICENSES & PERMITS:					
Business License	$ 523,347	$ 512,000	$ 525,000	$ 530,250	1.0%
Liquor License	117,721	111,000	118,000	119,180	1.0%
Animal License	31,275	28,000	28,000	28,280	1.0%
TOTAL LIC. & PERMITS	**672,343**	**651,000**	**671,000**	**677,710**	**1.0%**
FINES:					
Corporation Court Fines	1,077,474	1,024,000	1,121,000	1,124,000	0.3%
Uniform Ticket Fines	172,997	175,000	180,000	180,000	0.0%
Meter Fines	328,116	340,000	267,000	300,000	12.4%
Alarm Violations	19,200	20,200	20,200	20,402	1.0%
TOTAL FINES	**1,597,787**	**1,559,200**	**1,588,200**	**1,624,402**	**2.3%**
FEES:					
Construction Fees	890,542	748,173	790,830	729,080	(7.8%)
Street Maintenance Fees	374,609	380,000	310,500	365,000	17.6%
Animal Control Fees	15,450	13,320	13,320	13,320	0.0%
Health Fees	293,141	283,500	281,400	305,520	8.6%
Other Fees	297,542	314,100	284,537	299,517	5.3%
TOTAL FEES	**1,871,284**	**1,739,093**	**1,680,587**	**1,712,437**	**1.9%**
MISC. REVENUES *	**652,784**	**676,595**	**817,816**	**694,560**	(15.1%)
TOTAL OTR LOCAL REV.	**4,794,198**	**4,625,888**	**4,757,603**	**4,709,109**	**(1.0%)**
APPROP. FD BAL.	**2,595,029**	**3,587,694**	**3,587,694**	**4,128,270**	**15.1%**
TL REV. & OTR SOURCES	$ **54,210,002**	$ **56,107,827**	$ **57,334,867**	$ **59,408,227**	**3.6%**
* Inlcudes funds received from REDI Corportation previously shown as Operating Transfers	55,808	57,000	57,000	57,000	0.0%

ENTERPRISE FUND REVENUES:

The City of Columbia has ten enterprise funds that generate a total of $129,845,072 in revenues and $130,479,173 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. Revenues highlighted below are those which are shown to change significantly from Estimated FY 2004 to Adopted FY 2005.

- **Electric Fund**: The sale of electricity is a major revenue source for this fund. There are approximately 40,000 customers that receive electricity from the city. The growth rate in new customers is about 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 a 9% increase in revenue from the rate change proposed for FY 2005. Peak summer for electric usage requires the purchase of additional electric capacity and expensive energy. The new rate structure is designed to send a price signal that helps consumers recognize the need to implement summer conservation measures.

- **Water Fund**: The sale of water is the major revenue source for this fund. There are approximately 39,000 customers that receive water from the City. The growth rate in new customers is about 3.2% per year. A 7.5% increase in revenue from the rate change is proposed to address debt service requirements and to meet the capital requirements of the fund.

- **Railroad Fund:** Rail traffic is experiencing growth due to the opening of the new rail terminal. An increase in the budget for capital Improvements is due to increased rail traffic.

- **Recreation Services Fund**: This fund provides various recreational services for which participants are charged fees. These fees are expected to recover only 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. Fee increases are proposed for FY 2005 for golf and adult sport activity fees.

- **Public Transportation Fund**: Revenues have been increased due to the City receiving additional FTA grants. This revenue will be used to build additional bus shelters/benches, refurbish and expand the Wabash Station, and upgrade (22) GFI Fareboxes.

- **Regional Airport Fund**: Revenues were received from the FAA grant to purchase land and rehab runway 13-31 for FY 2005.

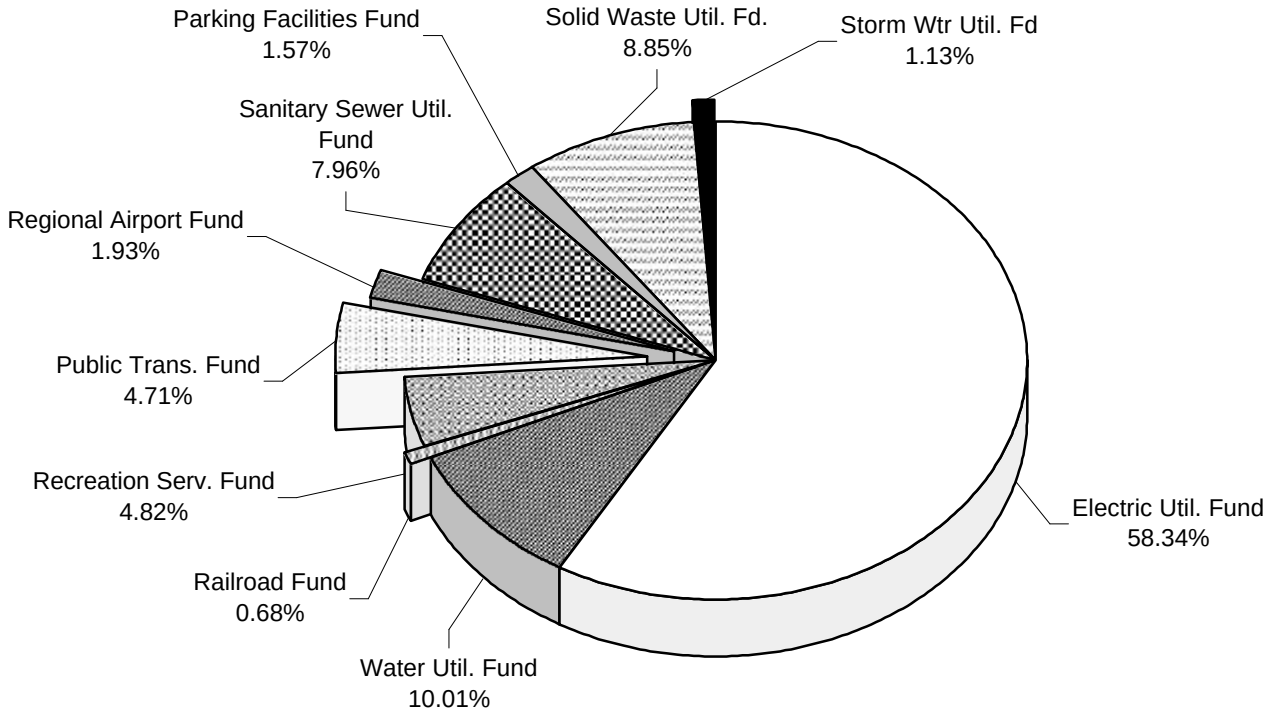
- **Sanitary Sewer Fund**: Sewer charges are the major revenue source for this fund. There are approximately 36,500 sewer utility customers. A 4.0% rate increase is proposed for FY 2005 to pay for the 2003 voter approved ballot issue revenue bonds used to fund capital improvements.

- **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 2005.

- **Solid Waste Utility Fund**: There are about 36,500 Solid Waste utility accounts served by the City. The average residential rate per month is $11.17 for a single family. 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 18% of total revenues. There are no proposed fee increases for FY 2005.

- **Storm Water Fund**: Storm water fees paid by utility customers as well as development charges are the major revenue sources for this fund. FY 2005 revenues reflect a 5.2% decrease in total revenues from Estimated FY 2004. Most of this decrease is in non-operating revenues.

Enterprise Fund Revenues By Fund
FY 2005



Enterprise Fund Revenues By Fund

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Estimated FY 2004
Electric Utility Fund	$ 66,259,834	$ 70,043,830	$ 69,391,210	$ 75,755,081	9.2%
Water Utility Fund	12,941,012	11,287,000	11,898,200	12,992,217	9.2%
Railroad Fund	529,772	880,775	775,760	887,390	14.4%
Recreation Services Fund	8,079,977	6,268,169	5,938,498	6,252,480	5.3%
Public Transportation Fund	3,410,018	3,340,400	3,369,400	6,118,418	81.6%
Regional Airport Fund	1,458,417	1,398,711	1,355,917	2,506,260	84.8%
Sanitary Sewer Utility Fund	10,622,465	8,667,703	8,963,790	10,340,000	15.4%
Parking Facilities Utility Fund	1,975,839	2,072,767	2,076,822	2,041,293	(1.7%)
Solid Waste Utility Fund	10,723,172	10,512,192	11,242,231	11,490,433	2.2%
Storm Water Utility Fund	1,538,622	1,430,284	1,540,941	1,461,500	(5.2%)
Total	$ **117,539,128**	$ **115,901,831**	$ **116,552,769**	$ **129,845,072**	**11.4%**

INTERNAL SERVICE FUND REVENUES:

The City of Columbia has seven internal service funds that generate a total of $21,969,072 in revenues and $23,682,300 in expenses (not including capital addition and capital project amounts). Once again, 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 Operations 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/Wellness (which consists of physicals, drug testing, Hepatitis B shots, etc.), employee recognition and post employment health benefits are included in this fund. In FY 2005 the fund shows a 25.9% increase which includes an increased number of participants as well as the proposed health insurance rate increase.

- **Self Insurance Reserve Fund**: This fund is used to account for the reserves established and held in trust for the City's self insurance program, and to account for the payment of property and casualty losses, and uninsured workers' compensation claims. The 4.6% increase in FY 2005 revenues over Estimated FY 2004 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 2005 revenues reflect an 0.8% increase. This fund has continued to increase its 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 remain the same at $42 for FY 2005. This fund also provides a fueling station for many of the departments. A 6.8% increase in total revenues is projected due to increased fleet activities and the rising cost of fuel.

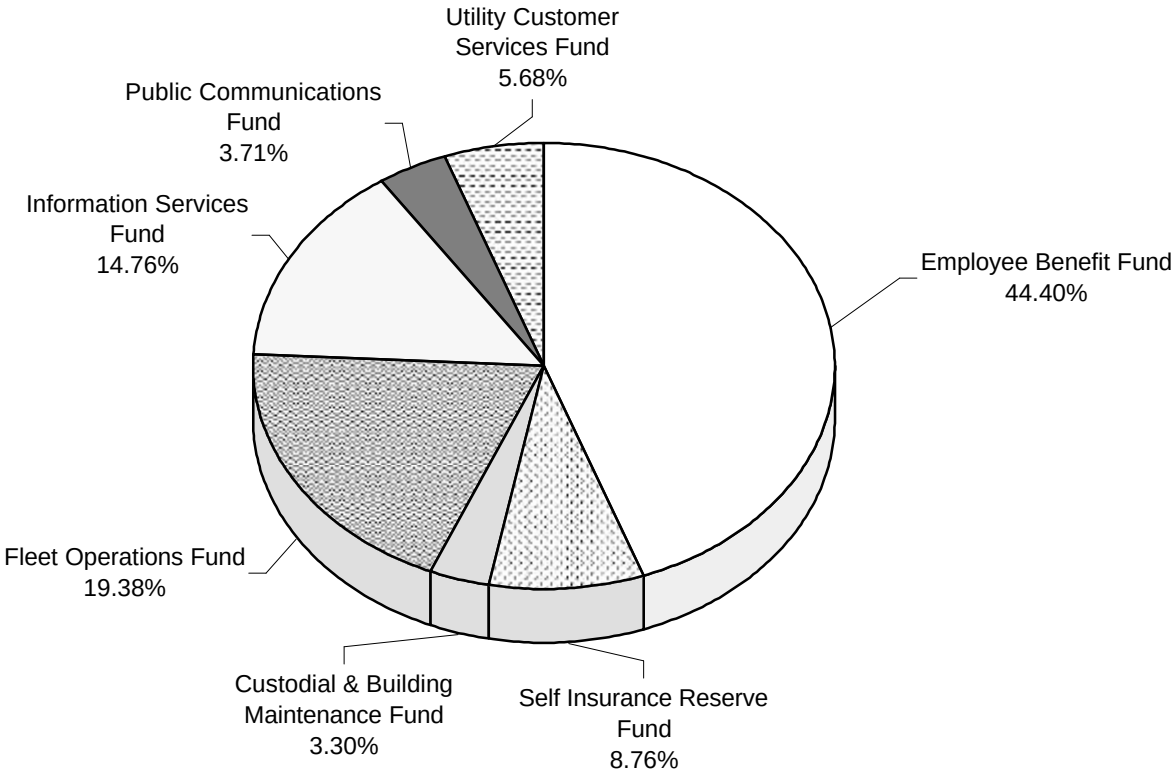
- **Information Services Fund**: This fund provides computer services to the other city departments including the support and administration of the AS/400 midrange computer, a Wide Area Network (WAN), Local Area Networks (LAN), telecommunications (PBX), personal computers, and workstations. Fees are assessed based upon each department's usage of the AS 400 and the number of computer workstations for all departments. The revenues for FY 2005 reflects a 7.6% increase due to receiving a large Homeland Security Grant used to purchase several drives, servers, mounts and electronic door locks for security purposes.

- **Public Communications Fund**: This fund provides public communications, web communications/electronic government, printing services, and mail services. FY 2005 revenues reflect a 1.8% increase.

- **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 2005 revenues reflect an 0.8% increase.

  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 2005



Internal Service Revenues By Fund

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Estimated FY 2004
Employee Benefit	$ 8,231,568	$ 7,304,506	$ 7,746,970	$ 9,754,028	25.9%
Self Insurance	1,793,813	2,159,500	1,839,500	1,925,000	4.6%
Custodial & Bldg Maint.	866,974	716,944	719,853	725,758	0.8%
Fleet Maintenance	4,048,397	3,968,400	3,984,967	4,257,780	6.8%
Information Services	3,065,525	3,003,755	3,013,327	3,243,065	7.6%
Public Communications	983,944	812,187	800,266	814,597	1.8%
Utility Customer Services	1,476,517	1,259,108	1,239,108	1,248,844	0.8%
Total	**$ 20,466,738**	**$ 19,224,400**	**$ 19,343,991**	**$ 21,969,072**	**13.6%**

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Summary, Trends and Fund Statements

City of Columbia

Columbia, Missouri

General Government Funds

Financial Summary of Estimated Sources and Uses

	General Fund			Special Revenue Funds		
Financial Sources	Actual FY 2003	Estimated FY 2004	Adopted FY 2005	Actual FY 2003	Estimated FY 2004	Adopted FY 2005
Property Taxes	$ 4,473,073	$ 4,648,847	$ 4,835,983	$ 0	$ 0	$ 0
Sales Taxes	15,421,714	16,231,000	16,961,000	16,190,535	17,023,000	17,777,070
Gross Receipts Taxes	3,681,970	3,715,815	3,752,065	1,328,599	1,411,314	1,453,646
Other Local Taxes	4,052,665	4,105,000	4,115,550	0	0	0
PILOT	7,554,050	7,752,000	8,392,635	0	0	0
Gen. & Admin. Charges	2,985,738	3,052,749	3,093,319	0	0	0
Grants	3,204,318	3,564,549	3,371,628	1,156,780	1,231,000	1,225,720
Interest	249,677	600,000	600,000	132,973	359,100	388,000
Other Local Revenues	4,794,198	4,757,603	4,709,109	708,954	507,845	516,483
Internal Service Fund Fees	0	0	0	0	0	0
Enterprise Fund Fees	0	0	0	0	0	0
	$ 46,417,403	$ 48,427,563	$ 49,831,289	$ 19,517,841	$ 20,532,259	$ 21,360,919
Other Funding Sources/Transfers	5,197,570	5,319,610	5,448,668	1,020,340	413,175	468,017
Total Financial Sources: Less Appropriated Fund Balance	**$ 51,614,973**	**$ 53,747,173**	**$ 55,279,957**	**$ 20,538,181**	**$ 20,945,434**	**$ 21,828,936**
Expenditures						
Operating Expenses	45,724,814	49,967,466	54,067,703	2,500,789	2,236,484	2,374,816
Non-Operating Expenses	2,897,215	3,142,578	3,660,003	15,497,796	16,946,462	21,073,791
Debt Service	0	0	0	0	0	0
Capital Additions	1,101,681	2,099,235	1,680,521	7,500	0	0
Capital Projects	0	0	0	0	0	0
Total Estimated Expenditures Uses	**$ 49,723,710**	**$ 55,209,279**	**$ 59,408,227**	**$ 18,006,085**	**$ 19,182,946**	**$ 23,448,607**
Increase in Capital Assets	N/A	N/A	N/A	N/A	N/A	N/A
Appropriated or Planned Net Increase (Decrease) in Fund Balances	**1,891,263**	**(1,462,106)**	**(4,128,270)**	**2,532,096**	**1,762,488**	**(1,619,671)**

General Government Funds

Financial Summary of Estimated Sources and Uses

Debt Service Funds			Capital Projects			Total Governmental Funds		
Actual FY 2003	Estimated FY 2004	Adopted FY 2005	Actual FY 2003	Estimated FY 2004	Adopted FY 2005	Actual FY 2003	Estimated FY 2004	Adopted FY 2005
$ 1,266	$ 0	$ 0	$ 0	$ 0	$ 0	$ 4,474,339	$ 4,648,847	$ 4,835,983
0	0	0	0	0	0	31,612,249	33,254,000	34,738,070
0	0	0	0	0	0	5,010,569	5,127,129	5,205,711
0	0	0	0	0	0	4,052,665	4,105,000	4,115,550
0	0	0	0	0	0	7,554,050	7,752,000	8,392,635
0	0	0	0	0	0	2,985,738	3,052,749	3,093,319
0	0	0	1,064,068	4,937,200	1,032,744	5,425,166	9,732,749	5,630,092
68,459	116,480	130,000	532,756	775,000	0	983,865	1,850,580	1,118,000
0	0	0	1,140,513	1,063,000	454,000	6,643,665	6,328,448	5,679,592
0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0
$ 69,725	$ 116,480	$ 130,000	$ 2,737,337	$ 6,775,200	$ 1,486,744	$ 68,742,306	$ 75,851,502	$ 72,808,952
2,720,833	2,749,693	2,777,503	3,107,056	5,616,003	8,934,732	12,045,799	14,098,481	17,628,920
2,790,558	**$ 2,866,173**	**$ 2,907,503**	**$ 5,844,393**	**$ 12,391,203**	**$ 10,421,476**	$ 80,788,105	$ 89,949,983	$ 90,437,872
0	0	0	0	0	0	48,225,603	52,203,950	56,442,519
0	0	0	0	0	0	18,395,011	20,089,040	24,733,794
0	0	0	0	0	0	0	0	0
2,213,628	2,749,993	2,777,503	0	0	0	3,322,809	4,849,228	4,458,024
0	0	0	0	0	0	0	0	0
0	0	0	7,813,310	15,395,308	11,270,476	7,813,310	15,395,308	11,270,476
$ 2,213,628	**$ 2,749,993**	**$ 2,777,503**	**$ 7,813,310**	**$ 15,395,308**	**$ 11,270,476**	$ 77,756,733	$ 92,537,526	$ 96,904,813
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
576,930	**116,180**	**130,000**	**(1,968,917)**	**(3,004,105)**	**(849,000)**	3,031,372	(2,587,543)	(6,466,941)

General Government Fund Balance

General Fund -The City of Columbia has consistently been able to utilize balances from previous years from unspent appropriation and revenues in excess of budget as a funding source in its budget process as "Appropriated Fund Balance". Tight budgetary controls and prudent revenue estimates have resulted in actual expenditures averaging between 96 % and 98% of budget and actual revenues averaging between 102% and 104% of budget. The City will only budget the amount of fund balance that will maintain the 16% of expenditure threshold required by City Council Policy Resolution. The chart below depicts the last 10 years use of fund balance.

Special Revenue Funds - The budgets for the City's Special Revenue Funds can vary greatly from year to year. By nature these funds are restricted for special use and will often allow a portion of these funds to accumulate until such time as sufficient resources are available for projects, typically capital projects. Then funds will be transferred out and a reduction in fund balance will occur.

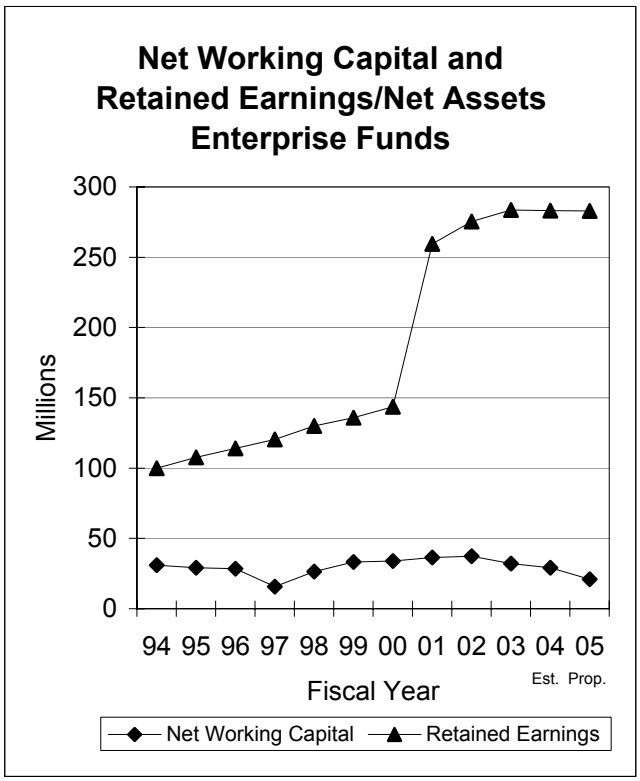
Debt Service Funds – Funds may accumulate or be utilized in any given budget year to meet the requirements for debt service reserves as outlined in various bond ordinances.

Capital Projects – The City will periodically budget funds that have accumulated from interest earnings or closed out/completed projects. The City does not allocate interest earnings to each project during their construction.

General Fund

Fiscal Year	Revenues	Expenditures	Unreserved, Undesignated Fund Balance	Fund Balance as a % of Expenditures
1994	$34,412,828	$32,382,118	$6,665,115	20.58%
1995	$36,945,336	$34,831,771	$7,151,470	20.53%
1996	$38,794,027	$36,233,996	$8,361,444	23.08%
1997	$41,207,631	$38,578,207	$8,560,657	22.19%
1998	$43,532,800	$40,870,715	$7,486,178	18.32%
1999	$43,416,652	$42,469,418	$7,673,988	18.07%
2000	$43,891,836	$41,975,779	$8,539,921	20.34%
2001	$48,665,665	$44,601,765	$10,274,719	23.04%
2002	$51,593,618	$48,626,769	$10,429,820	21.45%
2003	$54,210,002	$49,723,710	$11,489,854	23.11%
2004 **est**	$57,334,867	$55,209,279	$9,487,172	17.18%
2005 **prop**	$59,408,227	$59,408,227	$9,487,172	15.97%

Enterprise and Internal Service Funds - Net Working Capital and Retained Earning

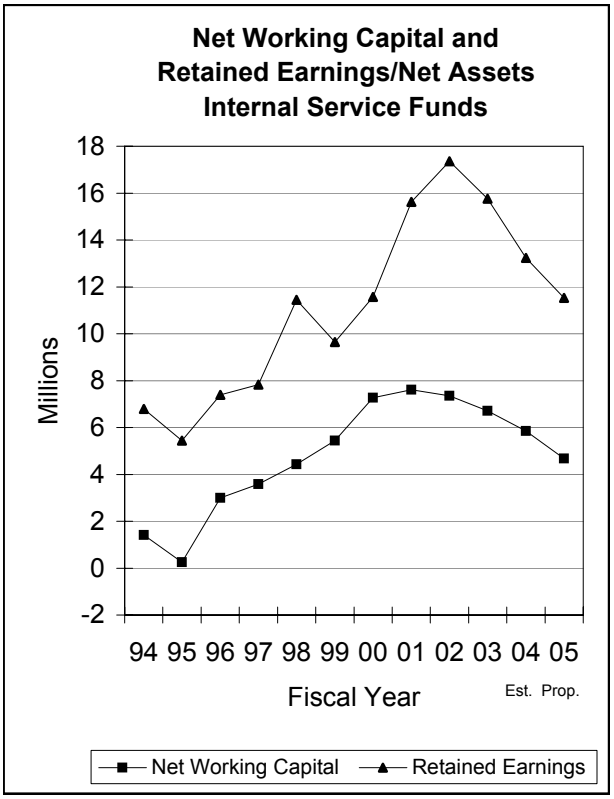


Enterprise Funds

User charges/rates are set in the City's Enterprise Funds to recuperate the costs of providing service and provide sufficient funds for the capital needs of the enterprise. The City also attempts to avoid significant rate increases in any given year. Periodically major changes in the cost of operations or major capital expansion will require large rate increases to cover these costs. The City has taken the approach where sufficient balances exist, to phase in these increases over a period of several years to minimize the effects on our citizens. The noticably large increase in retained earnings from 2000 to 2001 is due to GASB 34 which required the City to include contributions in Net Assets. The City also adjusted its capitalization threshold during this time frame.

Internal Service Funds

User charges/rates are set in the City's Internal Service Funds to recuperate the costs of providing service and provide sufficient funds for the capital needs of the operations. It has been typical for these funds to accumulate retained earnings over the years due to the fact that they are able to operate without expending their entire budget. When an internal service fund has accumulated excess retained earnings, the City will adjust the rate calculation for the three-year average of net income or loss. This allows the City to maintain appropriate levels of retained earnings without large swings in the rates charged out to departments in any given year. The noticably large increase in retained earnings from 2000 to 2001 is due to GASB 34 which required the City to include contributions in Net Assets. The City also adjusted its capitalization threshold during this time frame.



Enterprise and Internal Service Funds

Financial Summary of Estimated Sources and Uses

	Enterprise Funds			Internal Service Funds		
Financial Sources	**Actual FY 2003**	**Estimated FY 2004**	**Adopted FY 2005**	**Actual FY 2003**	**Estimated FY 2004**	**Adopted FY 2005**
Property Taxes	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0
Sales Taxes	0	0	0	0	0	0
Gross Receipts Taxes	0	0	0	0	0	0
Other Local Taxes	0	0	0	0	0	0
PILOT	0	0	0	0	0	0
Gen. & Admin. Charges	0	0	0	0	0	0
Grants	1,304,361	883,497	1,130,000	0	0	6,000
Interest	1,877,374	2,630,539	2,586,000	243,329	331,600	380,500
Other Local Revenues	770,562	2,238,710	1,437,650	1,692,623	259,699	229,400
Internal Service Fund Fees	122,233	126,830	126,425	18,491,166	18,714,915	20,188,314
Enterprise Fund Fees	101,507,811	104,021,757	113,825,629	0	0	0
	$ 105,582,341	**$ 109,901,333**	**$ 119,105,704**	**$ 20,427,118**	**$ 19,306,214**	**$ 20,804,214**
Other Financing Sources/Transfers	11,956,787	6,651,436	10,739,368	39,620	37,777	1,164,858
Total Financial Sources: Less Appropriated Fund Balance	**$ 117,539,128**	**$ 116,552,769**	**$ 129,845,072**	**$ 20,466,738**	**$ 19,343,991**	**$ 21,969,072**
Expenditures						
Operating Expenses	$ 83,150,189	$ 90,289,686	$ 102,090,970	$ 21,783,771	$ 21,554,868	$ 23,268,640
Non-Operating Expenses	21,075,326	21,332,416	23,053,714	0	0	0
Debt Service	5,147,185	5,345,357	5,334,489	273,386	315,834	413,660
Capital Additions	2,890,224	2,871,973	3,222,405	2,909	0	0
Capital Projects	18,510,940	17,411,806	24,843,363	377,160	654,668	700,706
Total Estimated Expenditures Uses	**$ 130,773,864**	**$ 137,251,238**	**$ 158,544,941**	**$ 22,437,226**	**$ 22,525,370**	**$ 24,383,006**
Increase in Capital Assets	21,401,164	20,283,779	28,065,768	380,069	654,668	700,706
Planned Net Increase (Decrease) in Retained Earnings	**8,166,428**	**(414,690)**	**(634,101)**	**(1,590,419)**	**(2,526,711)**	**(1,713,228)**

Overall Summary Total - All Funds Combined

Financial Summary of Estimated Sources and Uses

	Overall Summary Total		
	Actual	Estimated	Adopted
Financial Sources	FY 2003	FY 2004	FY 2005
Property Taxes	$ 4,474,339	$ 4,648,847	$ 4,835,983
Sales Taxes	31,612,249	33,254,000	34,738,070
Gross Receipts Taxes	5,010,569	5,127,129	5,205,711
Other Local Taxes	4,052,665	4,105,000	4,115,550
PILOT	7,554,050	7,752,000	8,392,635
Gen. & Admin. Charges	2,985,738	3,052,749	3,093,319
Grants	6,729,527	10,616,246	6,766,092
Interest	3,104,568	4,812,719	4,084,500
Other Local Revenues	9,106,850	8,826,857	7,346,642
Internal Service Fund Fees	18,613,399	18,841,745	20,314,739
Enterprise Fund Fees	101,507,811	104,021,757	113,825,629
	$ **194,751,765**	$ **205,059,049**	$ **212,718,870**
Other Financing Sources/Transfers	24,042,206	20,787,694	29,533,146
Total Financial Sources: Less Appropriated Fund Balance	**$ 218,793,971**	**$ 225,846,743**	**$ 242,252,016** $
Expenditures			
Operating Expenses	153,159,563	164,048,504	181,802,129
Non-Operating Expenses	21,075,326	21,332,416	23,053,714
Debt Service	23,815,582	25,750,231	30,481,943
Capital Additions	2,893,133	2,871,973	3,222,405
Capital Projects	22,210,909	22,915,702	30,002,093
Total Estimated Expenditures Uses	**$ 223,154,513**	**$ 236,918,826**	**$ 268,562,284**
Increase in Capital Assets	21,781,233	25,787,675	33,224,498
Planned Net Increase/(Decrease) in Fund Balances/Retained Earnings	**17,420,691**	**14,715,592**	**6,914,230**

Summary - FY 2005 Operating Statements For All Funds

	Estimated Beginning Balance	Revenues	Expenses *	Net Income/ (Loss)		Estimated Ending Balance
Governmental Funds:						
General Fund **	$13,615,442	$55,279,957	$59,408,227	($4,128,270)	^	$9,487,172
99 Quarter Cent Sales Tax	$1,642,448	$4,313,000	$3,745,587	$567,413		$2,209,861
Transportation Sales Tax Fund	$2,919,644	$8,591,500	$9,131,067	($539,567)	^	$2,380,077
Parks Sales Tax Fund	$1,941,442	$4,298,000	$2,780,147	$1,517,853		$3,459,295
Public Improvement Fund	$4,435,624	$1,284,570	$2,705,058	($1,420,488)		$3,015,136
Special Road District Tax Fund	$3,351,827	$1,275,000	$2,708,425	($1,433,425)	^	$1,918,402
Cultural Affairs Fund	$85,336	$374,108	$373,132	$976		$86,312
Convention & Tourism Fund	$1,054,023	$1,506,741	$1,486,675	$20,066		$1,074,089
Debt Service Funds (Combined)	$4,375,678	$2,907,503	$2,777,503	$130,000		$4,505,678
Capital Projects Fund	$21,757,785	$10,421,476	$11,270,476	($849,000)	^	$20,908,785
Contributions Fund	$391,165	$186,017	$180,109	$5,908		$397,073
Total Govt. Funds****	**$55,570,414**	**$90,437,872**	**$96,566,406**	**($6,128,534)**		**$49,441,880**
Enterprise Funds:						
Railroad Fund	$488,351	$887,390	$835,883	$51,507		$539,858
Water & Electric Funds (Combined) ***	$113,363,697	$88,747,298	$92,129,289	($3,381,991)	+ ~	$109,981,706
Recreation Services Fund	$8,358,764	$6,252,480	$6,725,768	($473,288)	~	$7,885,476
Public Transportation Fund	$3,329,722	$6,118,418	$3,811,554	$2,306,864		$5,636,586
Airport Fund	$2,406,643	$2,506,260	$1,902,296	$603,964		$3,010,607
Sanitary Sewer Utility Fund	$32,676,409	$10,340,000	$9,965,737	$374,263		$33,050,672
Parking Utility Fund	$8,984,114	$2,041,293	$1,769,916	$271,377		$9,255,491
Solid Waste Utility Fund	$5,844,052	$11,490,433	$12,012,216	($521,783)	~	$5,322,269
Storm Water Utility Fund	$7,216,842	$1,461,500	$1,326,514	$134,986		$7,351,828
Total Enterprise Funds	**$182,668,594**	**$129,845,072**	**$130,479,173**	**($634,101)**		**$182,034,493**
Internal Service Funds:						
Employee Benefit Fund	$780,437	$9,754,028	$10,156,921	($402,893)	+	$377,544
Self Insurance Reserve Fund	$6,682,171	$1,925,000	$2,531,027	($606,027)	^	$6,076,144
Custodial / Maintenance Fund	$470,519	$725,758	$1,060,965	($335,207)	^	$135,312
Fleet Operations Fund	$371,239	$4,257,780	$4,177,373	$80,407		$451,646
Information Services Fund	$1,214,993	$3,243,065	$3,411,213	($168,148)	^	$1,046,845
Public Communications Fund	$1,347,375	$814,597	$840,743	($26,146)	^	$1,321,229
Utility Customer Services Fund	$1,277,436	$1,248,844	$1,504,058	($255,214)	^	$1,022,222
Total Internal Service Funds	**$12,144,170**	**$21,969,072**	**$23,682,300**	**($1,713,228)**		**$10,430,942**
Total All Funds	**$250,383,178**	**$242,252,016**	**$250,727,879**	**($8,475,863)**		**$241,907,315**

^ Planned use of fund balance in accordance with budget strategies and guidelines.
~ Net income is negative; however, Total Resources Provided By Operations, Transfers and Subsidies 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	$12,992,217	$13,706,594	($714,377)	~
Electric Utility Fund	$75,755,081	$78,422,695	($2,667,614)	

****Does not include CDBG Revenues or Expenses

Summary - FY 2005 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 **	($5,916,935)	$1,788,665	$0	($4,128,270)	($4,128,270)
99 Quarter Cent Sales Tax	$4,313,000	($3,745,587)	$0	$567,413	$567,413
Transportation Sales Tax Fund	$8,591,500	($9,131,067)	$0	($539,567)	($539,567)
Parks Sales Tax Fund	$4,296,713	($2,778,860)	$0	$1,517,853	$1,517,853
Public Improvement Fund	$1,251,012	($2,671,500)	$0	($1,420,488)	($1,420,488)
Special Road District Tax Fund	$1,275,000	($2,708,425)	$0	($1,433,425)	($1,433,425)
Cultural Affairs Fund	($296,399)	$297,375	$0	$976	$976
Convention & Tourism Fund	$26,191	($6,125)	$0	$20,066	$20,066
Debt Service Funds (Combined)	($2,647,503)	$2,777,503	$0	$130,000	$130,000
Capital Projects Fund	($9,783,732)	$8,934,732	$0	($849,000)	($849,000)
Contributions Fund	($160,359)	$166,267	$0	$5,908	$5,908
Total Govt. Funds****	**$948,488**	**($7,077,022)**	**$0**	**($6,128,534)**	**($6,128,534)**
Enterprise Funds:					
Railroad Fund	$165,706	$150,500	($29,699)	$286,507	$286,507
Water & Electric Funds (Combined) ***	$13,786,109	($182,588)	($9,973,012)	$3,630,509	$3,668,009
Recreation Services Fund	($2,050,531)	$2,298,317	($146,074)	$101,712	$101,712
Public Transportation Fund	($2,591,591)	$1,571,912	$1,110,000	$90,321	$2,752,739
Airport Fund	($818,806)	$806,970	$10,200	($1,636)	$1,088,964
Sanitary Sewer Utility Fund	$1,279,026	($89,210)	$127,077	$1,316,893	$2,874,393
Parking Utility Fund	$922,481	$167,100	($213,204)	$876,377	$876,377
Solid Waste Utility Fund	$1,104,390	($67,594)	($18,579)	$1,018,217	$1,028,217
Storm Water Utility Fund	$64,300	$122,186	$141,500	$327,986	$402,986
Total Enterprise Funds	**$11,861,084**	**$4,777,593**	**($8,991,791)**	**$7,646,886**	**$13,079,904**
Internal Service Funds:					
Employee Benefit Fund	($1,492,584)	$999,691	$90,000	($402,893)	($402,893)
Self Insurance Reserve Fund	($704,277)	($1,750)	$100,000	($606,027)	($606,027)
Custodial / Maintenance Fund	($360,132)	($7,875)	$38,000	($330,007)	($330,007)
Fleet Operations Fund	$95,545	($20,038)	$27,900	$103,407	$103,407
Information Services Fund	($186,702)	($18,988)	$55,000	($150,690)	$11,852
Public Communications Fund	$44,104	($105,250)	$45,000	($16,146)	($16,146)
Utility Customer Services Fund	($466,280)	($34,934)	$250,000	($251,214)	($251,214)
Total Internal Service Funds	**($3,070,326)**	**$810,856**	**$605,900**	**($1,653,570)**	**($1,491,028)**
Total All Funds	**$9,739,246**	**($1,488,573)**	**($8,385,891)**	**($135,218)**	**$5,460,342**

* 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	$4,597,454	($69,338)	($3,592,493)	$935,623	935,623
Electric Utility Fund	$9,188,655	($113,250)	($6,380,519)	$2,694,886	2,732,386

****Does not include CDBG Revenues or Expenses

^ Includes Tranfers and Subsidies and Capital Contributions

General Fund Summary

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
REVENUES:				
Taxes	$ 27,629,422	$ 27,568,112	$ 28,700,662	$ 29,664,598
Other Local Revenue	4,141,414	3,949,293	3,939,787	4,014,549
Intragovernmental Revenue	10,539,788	10,714,539	10,804,749	11,485,954
Grant Revenue	3,168,318	3,673,984	3,564,549	3,371,628
Interest and Investment Revenue	249,677	600,000	600,000	600,000
Miscellaneous Revenue	688,784	676,595	817,816	694,560
Total Revenues	**46,417,403**	**47,182,523**	**48,427,563**	**49,831,289**
EXPENDITURES:				
Personnel Services	33,892,839	36,530,218	36,089,657	39,194,819
Supplies & Materials	3,570,841	4,453,800	4,203,891	4,555,981
Travel & Training	256,790	368,168	329,367	364,672
Intragovernmental Charges	3,011,711	2,942,247	2,932,270	2,900,803
Utilities, Services & Other Misc.*	4,992,633	6,554,069	6,412,281	7,051,428
Capital Additions	1,101,681	2,122,097	2,099,235	1,680,521
Total Expenditures	**46,826,495**	**52,970,599**	**52,066,701**	**55,748,224**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**(409,092)**	**(5,788,076)**	**(3,639,138)**	**(5,916,935)**
OTHER FINANCING SOURCES (USES):				
Operating Transfers From Other Funds	5,197,570	5,337,610	5,319,610	5,448,668
Operating Transfers To Other Funds	(2,897,215)	(3,142,578)	(3,142,578)	(3,660,003)
Total Otr. Financing Sources (Uses)	**2,300,355**	**2,195,032**	**2,177,032**	**1,788,665**
EXCESS (DEFICIENCY) OF REVENUES & OTHER FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES	**1,891,263**	**(3,593,044)**	**(1,462,106)**	**(4,128,270)** ^
Fund Balance - Beginning of Year	13,024,849	12,442,167	15,077,548	13,615,442
Adj. for Unrealized Gains & Reserves for Encumbrances	161,436	0	0	0
FUND BALANCE, END OF YEAR	$ **15,077,548**	$ **8,849,123**	$ **13,615,442**	$ **9,487,172**

* Includes contingency of $100,000 and Council Reserve of $75,000.
^ 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	49,723,710	15,077,548	30%
2004	55,209,279	13,615,442	25%
2005	$ 59,408,227	$ 9,487,172	16%

* Fund Balance Does NOT include Unrealized Gains or Encumbrances

99 Quarter Cent Sales Tax Fund

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
REVENUES:				
Sales Taxes	$ 3,882,994	$ 3,911,000	$ 4,084,500	$ 4,268,000
Investment Revenue	27,637	40,000	50,000	45,000
Total Revenues	**3,910,631**	**3,951,000**	**4,134,500**	**4,313,000**
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	**3,910,631**	**3,951,000**	**4,134,500**	**4,313,000**
OTHER FINANCING SOURCES (USES):				
Operating Transfers From Other Funds	21,576	0	0	0
Operating Transfers To Other Funds	(3,696,600)	(4,661,628)	(4,661,628)	(3,745,587)
Total Otr. Financing Sources (Uses)	**(3,675,024)**	**(4,661,628)**	**(4,661,628)**	**(3,745,587)**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**235,607**	**(710,628)**	**(527,128)**	**567,413**
Fund Balance, Beg. of Year	1,933,969	1,793,285	2,169,576	1,642,448
FUND BALANCE END OF YEAR	$ **2,169,576**	$ **1,082,657**	$ **1,642,448**	$ **2,209,861**

Parks Sales Tax Fund

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
REVENUES:				
Sales Taxes	$ 3,881,624	$ 3,911,000	$ 4,084,500	$ 4,268,000
Lease/Bond Proceeds	0	0	0	0
Investment Revenue	0	25,000	30,000	30,000
Total Revenues	**3,881,624**	**3,936,000**	**4,114,500**	**4,298,000**
EXPENDITURES:				
Personnel Services	0	0	0	0
Supplies & Materials	0	0	0	0
Travel & Training	0	0	0	0
Intragovernmental Charges	849	816	816	1,287
Utilities, Services & Misc.	0	0	0	0
Interest Expense	4,090	0	0	0
Total Expenditures	**4,939**	**816**	**816**	**1,287**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**3,876,685**	**3,935,184**	**4,113,684**	**4,296,713**
OTHER FINANCING SOURCES (USES):				
Operating Transfers To Other Funds	(3,103,850)	(3,184,950)	(3,184,950)	(2,778,860)
Total Otr. Financing Sources (Uses)	**(3,103,850)**	**(3,184,950)**	**(3,184,950)**	**(2,778,860)**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**772,835**	**750,234**	**928,734**	**1,517,853**
Fund Balance, Beg. of Year	239,873	473,172	1,012,708	1,941,442
FUND BALANCE END OF YEAR	$ **1,012,708**	$ **1,223,406**	$ **1,941,442**	$ **3,459,295**

Transportation Sales Tax Fund

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
REVENUES:				
Sales Taxes	$ 7,766,227	$ 7,865,000	$ 8,169,000	$ 8,536,500
Investment Revenue	29,036	50,000	30,000	55,000
Total Revenues	**7,795,263**	**7,915,000**	**8,199,000**	**8,591,500**
EXPENDITURES:				
Personnel Services	0	0	0	0
Supplies & Materials	0	0	0	0
Travel & Training	0	0	0	0
Intragovernmental Charges	0	0	0	0
Utilities, Services & Misc.	0	0	0	0
Capital	0	0	0	0
Total Expenditures	**0**	**0**	**0**	**0**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**7,795,263**	**7,915,000**	**8,199,000**	**8,591,500**
OTHER FINANCING SOURCES (USES):				
Operating Transfers From Other Funds	21,707	0	0	0
Operating Transfers To Other Funds	(7,597,235)	(7,401,520)	(7,401,520)	(9,131,067)
Total Otr. Financing Sources (Uses)	**(7,575,528)**	**(7,401,520)**	**(7,401,520)**	**(9,131,067)**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**219,735**	**513,480**	**797,480**	**(539,567)** ^
Fund Balance, Beg. of Year	1,902,429	1,068,701	2,122,164	2,919,644
Equity Transfers	0	0	0	0
FUND BALANCE END OF YEAR	$ **2,122,164**	$ **1,582,181**	$ **2,919,644**	$ **2,380,077**

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

Public Improvement Fund

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
REVENUES:				
Sales Tax	$ 659,690	$ 664,610	$ 685,000	$ 704,570
Development Fees	488,355	350,000	450,000	450,000
Investment Revenue	55,007	140,000	125,000	130,000
Total Revenues	**1,203,052**	**1,154,610**	**1,260,000**	**1,284,570**
EXPENDITURES:				
Personnel Services	0	0	0	0
Supplies & Materials	0	0	0	0
Travel & Training	0	0	0	0
Intragovernmental Charges	34,707	35,575	35,575	33,558
Utilities, Services & Misc.	8,828	0	0	0
Capital	0	0	0	0
Total Expenditures	**43,535**	**35,575**	**35,575**	**33,558**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**1,159,517**	**1,119,035**	**1,224,425**	**1,251,012**
OTHER FINANCING SOURCES (USES):				
Operating Transfers From Other Funds	1,557	0	0	0
Operating Transfers To Other Funds	(612,110)	(574,575)	(539,000)	(2,671,500)
Total Otr. Financing Sources (Uses)	**(610,553)**	**(574,575)**	**(539,000)**	**(2,671,500)**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**548,964**	**544,460**	**685,425**	**(1,420,488)**
Fund Balance, Beg. of Year	3,201,235	2,977,584	3,750,199	4,435,624
Equity Transers				
FUND BALANCE END OF YEAR	$ **3,750,199**	$ **3,522,044**	$ **4,435,624**	$ **3,015,136**

Cultural Affairs Fund

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
REVENUES:				
Festival and Other Event Revenue	$ 28,097	$ 26,400	$ 24,850	$ 27,100
Grant Revenue	36,301	30,500	31,000	25,720
Investment Revenue	1,403	3,500	3,100	3,000
Other Miscellaneous Revenues	25,646	18,000	15,000	18,288
Total Revenues	**91,447**	**78,400**	**73,950**	**74,108**
EXPENDITURES:				
Personnel Services	146,127	151,423	149,250	159,614
Supplies & Materials	20,031	24,450	23,201	24,023
Travel & Training	773	4,700	2,600	4,700
Intragovernmental Charges	37,313	36,655	36,655	34,973
Utilities Services & Other Misc.	125,668	145,750	142,969	147,197
Capital Additions	0	0	0	0
Total Expenditures	**329,912**	**362,978**	**354,675**	**370,507**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**(238,465)**	**(284,578)**	**(280,725)**	**(296,399)**
OTHER FINANCING SOURCES (USES):				
Operating Transfers From Other Fds.	247,500	265,975	265,975	300,000
Operating Transfers To Other Fds.	0	0	0	(2,625)
Total Otr. Financing Sources (Uses)	**247,500**	**265,975**	**265,975**	**297,375**
EXCESS (DEFICIENCY) OF REVENUES & OTHER FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES	**9,035**	**(18,603)**	**(14,750)**	**976**
Fund Balance Beg. of Year	91,051	52,480	100,086	85,336
FUND BALANCE END OF YEAR	$ **100,086**	$ **33,877**	$ **85,336**	$ **86,312**

Special Road District Tax Fund

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
REVENUES:				
County Revenues	$ 1,118,279	$ 1,200,000	$ 1,200,000	$ 1,200,000
Investment Revenue	0	40,000	70,000	75,000
Total Revenues	**1,118,279**	**1,240,000**	**1,270,000**	**1,275,000**
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
Interest Expense	4,931	0	0	0
Total Expenditures	**4,931**	**0**	**0**	**0**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**1,113,348**	**1,240,000**	**1,270,000**	**1,275,000**
OTHER FINANCING SOURCES (USES):				
Operating Transfers From Other Funds	600,000	0	0	0
Operating Transfers To Other Funds	(106,500)	(1,045,808)	(1,045,808)	(2,708,425)
Total Otr. Financing Sources (Uses)	**493,500**	**(1,045,808)**	**(1,045,808)**	**(2,708,425)**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**1,606,848**	**194,192**	**224,192**	**(1,433,425)** ^
Fund Balance, Beg. of Year	1,520,787	2,860,508	3,127,635	3,351,827
FUND BALANCE END OF YEAR	$ **3,127,635**	$ **3,054,700**	$ **3,351,827**	$ **1,918,402**

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

Convention and Tourism Fund

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
REVENUES:				
Hotel/Motel Tax	$ 1,328,599	$ 1,316,000	$ 1,411,314	$ 1,453,646
Grant Revenue	1,700	0	0	0
Investment Revenue	13,295	40,000	35,000	35,000
Restructure of Financing	0	0	0	0
Other Miscellaneous Revenues	7,898	17,895	17,895	18,095
Total Revenues	**1,351,492**	**1,373,895**	**1,464,209**	**1,506,741**
EXPENDITURES:				
Personnel Services	397,688	408,809	407,744	433,212
Supplies & Materials	33,307	64,770	49,795	67,326
Travel & Training	6,078	9,500	8,200	9,500
Intragovernmental Charges	57,383	57,387	57,387	56,158
Utilities, Services & Other Misc.	622,490	878,963	857,451	914,202
Capital Additions	0	0	0	0
Interest & Lease Payment	6,298	2,845	2,845	152
Total Expenditures	**1,123,244**	**1,422,274**	**1,383,422**	**1,480,550**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**228,248**	**(48,379)**	**80,787**	**26,191**
OTHER FINANCING SOURCES (USES):				
Operating Transfers To Other Funds	(14,800)	0	0	(6,125)
Total Otr. Financing Sources (Uses)	**(14,800)**	**0**	**0**	**(6,125)**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**213,448**	**(48,379)**	**80,787**	**20,066**
Fund Balance, Beg. of Year	759,788	515,895	973,236	1,054,023
Equity Transfers	0	0	0	0
FUND BALANCE, END OF YEAR*	$ **973,236**	$ **467,516**	$ **1,054,023**	$ **1,074,089**
* Amount of Restricted Tourism Funds	$ 701,716	$ 701,716	$ 698,472	$ 698,472

Debt Service Funds (combined)

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
REVENUES:				
Property Taxes	$ 1,266	$ 0	$ 0	$ 0
Lease/Bond Proceeds	0	0	0	0
Investment Revenue	68,459	81,000	116,480	130,000
Total Revenues	**69,725**	**81,000**	**116,480**	**130,000**
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.	4,295	0	300	0
Capital	0	0	0	0
Other	2,209,333	2,749,693	2,749,693	2,777,503
Total Expenditures	**2,213,628**	**2,749,693**	**2,749,993**	**2,777,503**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**(2,143,903)**	**(2,668,693)**	**(2,633,513)**	**(2,647,503)**
OTHER FINANCING SOURCES (USES):				
Operating Transfer From Other Funds	2,720,833	2,749,693	2,749,693	2,777,503
Operating Transfer To Other Funds	0	0	0	0
Total Other Financing Sources (Uses):	**2,720,833**	**2,749,693**	**2,749,693**	**2,777,503**
EXCESS (DEFICIENCY) OF REVENUES & OTHER FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES	**576,930**	**81,000**	**116,180**	**130,000**
Fund Balance as Restated	3,682,568	3,049,568	4,259,498	4,375,678
Equity Transfer to Other Funds	0	0	0	0
FUND BALANCE END OF PERIOD	**$ 4,259,498**	**$ 3,130,568**	**$ 4,375,678**	**$ 4,505,678**

Capital Projects Fund

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
REVENUES:				
Sales Taxes	$ 0	$ 0	$ 0	$ 0
Grant Revenues	1,064,068	4,937,200	4,937,200	1,032,744
Investment Revenue	532,756	0	775,000	0
Miscellaneous Revenue	1,140,513	1,113,000	1,063,000	454,000
Total Revenues	**2,737,337**	**6,050,200**	**6,775,200**	**1,486,744**
EXPENDITURES:				
Personnel Services	8,724	0	0	0
Supplies & Materials	419,262	0	0	0
Travel & Training	1,614	0	0	0
Intragovernmental Charges	2,325	0	0	0
Utilities, Services & Misc.	6,089,314	15,395,308	15,395,308	11,270,476
Capital	550,972	0	0	0
Other	0	150,000	0	0
Total Expenditures	**7,072,211**	**15,545,308**	**15,395,308**	**11,270,476**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**(4,334,874)**	**(9,495,108)**	**(8,620,108)**	**(9,783,732)**
OTHER FINANCING SOURCES (USES):				
Operating Transfers From Other Fds.	3,107,056	5,616,003	5,616,003	8,934,732
Operating Transfers To Other Funds	(741,099)	0	0	0
Lease/Bond Proceeds	0	0	0	0
Total Otr. Financing Sources/ (Uses)	**2,365,957**	**5,616,003**	**5,616,003**	**8,934,732**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**(1,968,917)**	**(3,879,105)**	**(3,004,105)**	**(849,000)** ^
Fund Balance, Beg. of Year	26,730,807	24,077,422	24,761,890	21,757,785
Equity Transfers From Other Funds	0	0	0	0
Equity Transfers To Other Funds	0	0	0	0
FUND BALANCE END OF YEAR	$ **24,761,890**	$ **20,198,317**	$ **21,757,785**	$ **20,908,785**

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

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Contributions Fund

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
REVENUES:				
Grant Revenue	$ 500	$ 0	$ 0	$ 0
Investment Revenue	6,595	18,000	16,000	15,000
Other Miscellaneous Revenues	158,958	18,000	100	3,000
Total Revenues	**166,053**	**36,000**	**16,100**	**18,000**
EXPENDITURES:				
Personnel Services	97,898	101,347	101,347	106,818
Supplies & Materials	24,828	27,600	23,498	33,933
Travel & Training	2,220	3,550	1,600	3,500
Intragovernmental Charges	17,400	19,914	19,914	19,188
Utilities, Services & Other Misc.	9,025	14,920	10,361	14,920
Capital Additions	0	0	0	0
Total Expenditures	**151,371**	**167,331**	**156,720**	**178,359**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**14,682**	**(131,331)**	**(140,620)**	**(160,359)**
OTHER FINANCING SOURCES (USES):				
Operating Transfers From Other Fds.	128,000	147,200	147,200	168,017
Operating Transfers To Other Funds	(83,420)	(68,017)	(68,017)	(1,750)
Total Otr. Financing Sources (Uses)	**44,580**	**79,183**	**79,183**	**166,267**
EXCESS (DEFICIENCY) OF REVENUES & OTHER FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES	**59,262**	**(52,148)**	**(61,437)**	**5,908**
Fund Balance, Beg. of Year As Restated	393,340	374,559	452,602	391,165
Equity Transfer	0	0	0	0
FUND BALANCE, END OF YEAR	**$ 452,602**	**$ 322,411**	**$ 391,165**	**$ 397,073**

Railroad Fund

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
OPERATING REVENUES:				
Switching Fees	$ 450,656	$ 654,775	$ 550,260	$ 707,890
User Charges	20,082	16,000	19,500	19,500
Total Operating Revenues	**470,738**	**670,775**	**569,760**	**727,390**
OPERATING EXPENSES:				
Personnel Services	173,269	216,825	207,958	233,580
Supplies & Materials	54,748	63,947	70,030	76,914
Travel & Training	1,324	3,100	3,100	3,100
Intragovernmental Charges	36,830	36,467	36,467	48,154
Utilities, Services & Other Misc.	153,075	183,877	175,715	199,936
Total Operating Expenses	**419,246**	**504,216**	**493,270**	**561,684**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**51,492**	**166,559**	**76,490**	**165,706**
Depreciation	(234,319)	(197,374)	(197,374)	(235,000)
OPERATING INCOME	**(182,827)**	**(30,815)**	**(120,884)**	**(69,294)**
NON-OPERATING REVENUES:				
Investment Revenue	6,621	10,000	6,000	6,000
Misc. Non-Operating Revenue	2,413	0	0	0
Total Non-Operating Revenues	**9,034**	**10,000**	**6,000**	**6,000**
NON-OPERATING EXPENSES:				
Loss on Disposal of Fixed Assets	0	0	0	0
Interest Expense	7,943	11,243	13,727	35,699
Total Non-Operating Expenses	**7,943**	**11,243**	**13,727**	**35,699**
OPERATING TRANSFERS				
Operating Transfers From Other Funds	50,000	200,000	200,000	154,000
Operating Transfers To Other Funds	0	0	0	(3,500)
	50,000	**200,000**	**200,000**	**150,500**
Capital Contribution	0	0	0	0
NET INCOME (LOSS)	**(131,736)**	**167,942**	**71,389**	**51,507**
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**(131,736)**	**167,942**	**71,389**	**51,507**
Retained Earnings, Beg. of Year	548,698	554,043	416,962	488,351
RETAINED EARNINGS END OF YEAR	$ **416,962**	$ **721,985**	$ **488,351**	$ **539,858**

Railroad Fund

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ (131,736)	$ 167,942	$ 71,389	$ 51,507
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	234,319	197,374	197,374	235,000
TOTAL RESOURCES PROVIDED BY OPERATIONS	**102,583**	**365,316**	**268,763**	**286,507**
OTHER SOURCES:				
Bond and Note Proceeds	0	0	0	0
Loan from Electric Utility	261,900	0	253,100	484,800
Total Other Sources	**261,900**	**0**	**253,100**	**484,800**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	428,972	227,500	357,500	618,800
Increase (Dec) in Restricted Assets	(3,244)	0	0	0
Reductions in Loans Payable	37,000	61,966	62,727	107,857
Total Uses	**462,728**	**289,466**	**420,227**	**726,657**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**(98,245)**	**75,850**	**101,636**	**44,650**
Working Capital Beginning of Year	345,210	187,617	246,965	348,601
WORKING CAPITAL END OF YEAR	$ **246,965**	$ **263,467**	$ **348,601**	$ **393,251**

Water and Electric Fund (Combined)

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
OPERATING REVENUES:				
Fees and Service Charges	$ 76,094,540	$ 78,520,830	$ 77,833,030	$ 86,577,798
Total Operating Revenues	**76,094,540**	**78,520,830**	**77,833,030**	**86,577,798**
OPERATING EXPENSES:				
Personnel Services	10,405,134	11,441,649	10,906,733	12,265,775
Power Supply	37,832,022	41,401,200	41,653,200	48,781,980
Supplies & Materials	2,699,079	2,739,872	2,747,337	2,805,569
Travel & Training	69,897	106,209	106,209	118,709
Intragovernmental Charges	2,357,808	2,221,645	2,221,789	2,310,094
Utilities, Services & Other Misc.	5,080,530	5,486,387	5,671,575	6,509,562
Total Operating Expenses	**58,444,470**	**63,396,962**	**63,306,843**	**72,791,689**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**17,650,070**	**15,123,868**	**14,526,187**	**13,786,109**
P.I.L.O.T.	(7,554,050)	(7,549,218)	(7,693,290)	(8,477,536)
Depreciation	(6,703,032)	(6,757,006)	(6,757,006)	(7,050,000)
OPERATING INCOME	**3,392,988**	**817,644**	**75,891**	**(1,741,427)**
NON-OPERATING REVENUES:				
Revenue From Other Gov't Units	0	0	0	0
Investment Revenue	896,385	1,985,000	1,335,000	1,292,000
Misc. Non-Operating Revenue	648,104	755,000	2,051,380	740,000
Total Non-Operating Revenues	**1,544,489**	**2,740,000**	**3,386,380**	**2,032,000**
NON-OPERATING EXPENSES:				
Bond Interest	3,092,650	3,341,328	3,225,909	3,345,000
Bank & Paying Agent Fees	49,385	127,100	127,100	130,051
Loss on Disposal Assets	46,697	0	6,224	0
Other Miscellaneous Expense	0	0	0	0
Amortization	43,526	49,916	58,262	52,425
Total Non-Operating Expenses	**3,232,258**	**3,518,344**	**3,417,495**	**3,527,476**
OPERATING TRANSFERS:				
Operating Transfers From Other Funds	79,017	70,000	70,000	100,000
Operating Transfers To Other Funds	(88,743)	(50,000)	(50,000)	(282,588)
Total Operating Transfers	**(9,726)**	**20,000**	**20,000**	**(182,588)**
Capital Contribution	1,482,800	0	0	37,500
NET INCOME (LOSS)	**3,178,293**	**59,300**	**64,776**	**(3,381,991)** ^
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**3,178,293**	**59,300**	**64,776**	**(3,381,991)**
Retained Earnings, Beg. of Year	110,120,628	106,387,004	113,298,921	113,363,697
RETAINED EARNINGS END OF YEAR	**$ 113,298,921**	**$ 106,446,304**	**$ 113,363,697**	**$ 109,981,706**

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

Water and Electric Fund (Combined)

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 3,178,293	$ 59,300	$ 64,776	$ (3,381,991)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	6,703,032	6,757,006	6,757,006	7,050,000
TOTAL RESOURCES PROVIDED BY OPERATIONS	**9,881,325**	**6,816,306**	**6,821,782**	**3,668,009**
OTHER SOURCES:				
Bond & Note Proceeds	8,950,000	8,660,000	17,095,000	0
Repayment of Loan - Railroad	37,000	61,966	62,727	107,857
Total Other Sources	**8,987,000**	**8,721,966**	**17,157,727**	**107,857**
FINANCIAL RESOURCES WERE USED FOR:				
Bond Retirement/Lease Reductions	18,910,000	3,685,000	3,685,000	3,870,000
Acquisition of Fixed Assets	13,987,051	21,708,300	23,785,258	15,450,407
Increase (Dec) in Restricted Assets	(1,841,806)	(2,746,285)	188,602	(9,160,807)
Increase (Dec) in Other Assets	(7,530,180)	(78,034)	489,843	202,047
Loan to Railroad	515,000	0	253,100	484,800
Total Uses	**24,040,065**	**22,568,981**	**28,401,803**	**10,846,447**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**(5,171,740)**	**(7,030,709)**	**(4,422,294)**	**(7,070,581)**
Working Capital Beginning of Year	27,081,207	24,310,593	21,909,467	17,487,173
WORKING CAPITAL END OF YEAR	$ **21,909,467**	$ **17,279,884**	$ **17,487,173**	$ **10,416,592**

Water Fund

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
OPERATING REVENUES:				
Fees and Service Charges	$ 11,157,275	$ 10,864,000	$ 11,525,200	$ 12,628,217
Total Operating Revenues	**11,157,275**	**10,864,000**	**11,525,200**	**12,628,217**
OPERATING EXPENSES:				
Personnel Services	3,126,481	3,643,434	3,330,132	3,937,342
Supplies & Materials	1,111,456	1,082,103	1,094,113	1,169,259
Travel & Training	12,955	18,227	18,227	18,227
Intragovernmental Charges	893,197	811,802	811,802	841,884
Utilities, Services & Other Misc.	1,357,464	1,883,112	1,788,443	2,064,051
Total Operating Expenses	**6,501,553**	**7,438,678**	**7,042,717**	**8,030,763**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**4,655,722**	**3,425,322**	**4,482,483**	**4,597,454**
P.I.L.O.T.	(1,855,190)	(1,698,128)	(1,922,200)	(2,071,567)
Depreciation	(1,561,948)	(1,555,609)	(1,555,609)	(1,650,000)
OPERATING INCOME	**1,238,584**	**171,585**	**1,004,674**	**875,887**
NON-OPERATING REVENUES:				
Revenue From Other Gov't Units	0	0	0	0
Investment Revenue	157,287	325,000	275,000	262,000
Misc. Non-Operating Revenue	114,633	98,000	98,000	102,000
Total Non-Operating Revenues	**271,920**	**423,000**	**373,000**	**364,000**
NON-OPERATING EXPENSES:				
Bond Interest	1,347,148	1,322,658	1,610,909	1,860,000
Bank & Paying Agent Fees	1,575	1,025	1,025	1,051
Loss on Disposal Assets	11,098	0	0	0
Other Miscellaneous Expenses	0	0	0	0
Amortization	18,122	18,719	25,873	23,875
Total Non-Operating Expenses	**1,377,943**	**1,342,402**	**1,637,807**	**1,884,926**
OPERATING TRANSFERS:				
Operating Transfers From Other Funds	29,017	0	0	0
Operating Transfers To Other Funds	(34,225)	0	0	(69,338)
Total Operating Transfers	**(5,208)**	**0**	**0**	**(69,338)**
Capital Contribution	1,482,800	0	0	0
NET INCOME (LOSS)	$ **1,610,153**	$ **(747,817)**	$ **(260,133)**	$ **(714,377)**

Electric Fund

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
OPERATING REVENUES:				
Fees and Service Charges	$ 64,815,032	$ 67,530,000	$ 66,181,000	$ 73,823,156
Locator Service Fees	122,233	126,830	126,830	126,425
Total Operating Revenues	**64,937,265**	**67,656,830**	**66,307,830**	**73,949,581**
OPERATING EXPENSES:				
Personnel Services	7,278,653	7,798,215	7,576,601	8,328,433
Power Supply	37,832,022	41,401,200	41,653,200	48,781,980
Supplies & Materials	1,587,623	1,657,769	1,653,224	1,636,310
Travel & Training	56,942	87,982	87,982	100,482
Intragovernmental Charges	1,464,611	1,409,843	1,409,987	1,468,210
Utilities, Services & Other Misc.	3,723,066	3,603,275	3,883,132	4,445,511
Total Operating Expenses	**51,942,917**	**55,958,284**	**56,264,126**	**64,760,926**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**12,994,348**	**11,698,546**	**10,043,704**	**9,188,655**
P.I.L.O.T.	(5,698,860)	(5,851,090)	(5,771,090)	(6,405,969)
Depreciation	(5,141,084)	(5,201,397)	(5,201,397)	(5,400,000)
OPERATING INCOME	**2,154,404**	**646,059**	**(928,783)**	**(2,617,314)**
NON-OPERATING REVENUES:				
Revenue From Other Govt Units	0	0	0	0
Investment Revenue	739,098	1,660,000	1,060,000	1,030,000
Misc. Non-Operating Revenue	533,471	657,000	1,953,380	638,000
Total Non-Operating Revenues	**1,272,569**	**2,317,000**	**3,013,380**	**1,668,000**
NON-OPERATING EXPENSES:				
Bond Interest	1,745,502	2,018,670	1,615,000	1,485,000
Bank & Paying Agent Fees	47,810	126,075	126,075	129,000
Loss on Disposal Assets	35,599	0	6,224	0
Other Miscellaneous Expenses	0	0	0	0
Amortization	25,404	31,197	32,389	28,550
Total Non-Operating Expenses	**1,854,315**	**2,175,942**	**1,779,688**	**1,642,550**
OPERATING TRANSFERS:				
Operating Transfers From Other Funds	50,000	70,000	70,000	100,000
Operating Transfers To Other Funds	(54,518)	(50,000)	(50,000)	(213,250)
Total Operating Transfers	**(4,518)**	**20,000**	**20,000**	**(113,250)**
Capital Contribution	0	0	0	37,500
NET INCOME (LOSS)	$ **1,568,140**	$ **807,117**	$ **324,909**	$ **(2,667,614)**

Recreation Services Fund

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
OPERATING REVENUES:				
Activity Fees	$ 2,379,445	$ 2,842,885	$ 2,610,260	$ 2,787,320
User Fees	127,236	150,509	125,309	133,000
Golf Improvement User Fee	109,180	112,000	110,000	112,000
Capital User Fee	43,215	0	45,000	45,000
Rentals	306,576	322,415	294,365	343,580
Sales	388,193	486,900	392,603	436,000
Other Misc. Operating Revnues	377	0	1,000	1,000
Total Operating Revenues	**3,354,222**	**3,914,709**	**3,578,537**	**3,857,900**
OPERATING EXPENSES:				
Personnel Services	2,915,324	3,397,219	3,218,826	3,467,928
Supplies & Materials	787,080	999,359	923,776	957,228
Travel & Training	4,397	13,783	12,861	13,652
Intragovernmental Charges	395,511	403,765	403,765	435,093
Utilities, Services & Other Misc.	821,504	1,023,259	915,162	1,034,530
Total Operating Expenses	**4,923,816**	**5,837,385**	**5,474,390**	**5,908,431**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**(1,569,594)**	**(1,922,676)**	**(1,895,853)**	**(2,050,531)**
Depreciation	(507,103)	(481,000)	(560,000)	(575,000)
OPERATING INCOME	**(2,076,697)**	**(2,403,676)**	**(2,455,853)**	**(2,625,531)**
NON-OPERATING REVENUES:				
Investment Revenue	49,370	60,000	50,000	50,000
Rev. from other governmental units	0	0	5,000	5,000
Misc. Non-Operating Revenue	15,928	7,200	10,301	10,200
Total Non-Operating Revenues	**65,298**	**67,200**	**65,301**	**65,200**
NON-OPERATING EXPENSES:				
Bank & Paying Agent Fees	34,284	26,000	26,000	26,600
Interest Expense	228,262	234,270	267,085	177,234
Amortization	7,441	7,441	7,441	7,440
Loss on Disposal Assets	3,956	0	0	0
Total Non-Operating Expenses	**273,943**	**267,711**	**300,526**	**211,274**
OPERATING TRANSFERS:				
Operating Transfers From Other Funds	4,498,420	2,286,260	2,294,660	2,329,380
Operating Transfers To Other Funds	0	0	0	(31,063)
	4,498,420	**2,286,260**	**2,294,660**	**2,298,317**
Capital Contribution	162,037	0	0	0
NET INCOME (LOSS)	**2,375,115**	**(317,927)**	**(396,418)**	**(473,288)**
Amortization of Contributions	0	0	0	0
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**2,375,115**	**(317,927)**	**(396,418)**	**(473,288)** ~
Retained Earnings, Beg. of Year	6,380,067	5,987,506	8,755,182	8,358,764
Equity Transfer	0	0	0	0
RETAINED EARNINGS END OF YEAR	$ **8,755,182**	$ **5,669,579**	$ **8,358,764**	$ **7,885,476**

~ Net income is negative; however, Total Resources Provided By Operations, Transfers and Subsidies is positive.

Recreation Services Fund

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 2,375,115	$ (317,927)	$ (396,418)	$ (473,288)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	507,103	481,000	560,000	575,000
TOTAL RESOURCES PROVIDED BY OPERATIONS	**2,882,218**	**163,073**	**163,582**	**101,712**
OTHER SOURCES:				
Municipal Contributions	0	2,088,008	2,083,000	2,278,000
Bond Proceeds/Loan from Designated Loan Fund	0	700,000	700,000	0
99 Quarter Cent Sales Tax/Park Sales Tax	0	200,000	200,000	100,000
Total Other Sources	**0**	**2,988,008**	**2,983,000**	**2,378,000**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	2,373,435	728,667	728,000	392,500
Reduction of LT Debt	2,069,979	2,188,273	2,155,459	2,310,199
Increase (Dec) in Restricted Assets (User/Improvement Fees)	(1,813,967)	120,227	148,027	157,718
Increase (Dec) in Other Assets	(7,441)	(7,441)	(7,441)	(7,441)
Total Uses	**2,622,006**	**3,029,726**	**3,024,045**	**2,852,976**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**260,212**	**121,355**	**122,537**	**(373,264)**
Working Capital Beginning of Year	659,984	293,369	920,196	1,042,733
WORKING CAPITAL END OF YEAR	$ **920,196**	$ **414,724**	$ **1,042,733**	$ **669,469**

Public Transportation Fund

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
OPERATING REVENUES:				
Fares	$ 166,625	$ 157,500	$ 158,500	$ 157,000
School Passes	12,528	3,500	10,000	11,500
Special	2,201	1,500	3,000	2,000
Paratransit	24,937	24,000	24,000	23,000
University Shuttle	290,345	505,500	505,500	552,500
Other Misc. Operating Revenues	0	0	0	0
Total Operating Revenues	**496,636**	**692,000**	**701,000**	**746,000**
OPERATING EXPENSES:				
Personnel Services	1,559,254	1,904,221	1,655,142	1,963,435
Supplies & Materials	494,794	570,716	564,654	681,162
Travel & Training	3,134	6,075	6,075	6,075
Intragovernmental Charges	315,570	330,834	330,834	329,498
Utilities Services & Other Misc.	243,552	357,373	337,125	357,421
Total Operating Expenses	**2,616,304**	**3,169,219**	**2,893,830**	**3,337,591**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**(2,119,668)**	**(2,477,219)**	**(2,192,830)**	**(2,591,591)**
Depreciation	(427,720)	(435,000)	(435,000)	(445,875)
OPERATING INCOME	**(2,547,388)**	**(2,912,219)**	**(2,627,830)**	**(3,037,466)**
NON-OPERATING REVENUES:				
Revenue From Other Gov't Units	1,133,823	800,000	800,000	1,050,000
Investment Revenue	17,108	50,000	70,000	60,000
Misc. Non-Operating Revenue	457	0	0	0
Total Non-Operating Revenues	**1,151,388**	**850,000**	**870,000**	**1,110,000**
NON-OPERATING EXPENSES:				
Interest Expense	0	0	0	0
Loss on Disposal Assets	0	0	0	0
Total Non-Operating Expenses	**0**	**0**	**0**	**0**
OPERATING TRANSFERS:				
Operating Transfers From Other Funds	1,600,000	1,600,000	1,600,000	1,600,000
Operating Transfers To Other Funds	(2,537)	0	0	(28,088)
Total Operating Transfers	**1,597,463**	**1,600,000**	**1,600,000**	**1,571,912**
Capital Contribution	161,994	198,400	198,400	2,662,418
NET INCOME (LOSS)	**363,457**	**(263,819)**	**40,570**	**2,306,864**
Amortization of Contributions	0	0	0	0
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**363,457**	**(263,819)**	**40,570**	**2,306,864**
Retained Earnings Beg. of Year	2,925,695	3,552,332	3,289,152	3,329,722
RETAINED EARNINGS END OF YEAR	$ **3,289,152**	$ **3,288,513**	$ **3,329,722**	$ **5,636,586**

Public Transportation Fund

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 363,457	$ (263,819)	$ 40,570	$ 2,306,864
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	427,720	435,000	435,000	445,875
TOTAL RESOURCES PROVIDED BY OPERATIONS	**791,177**	**171,181**	**475,570**	**2,752,739**
OTHER SOURCES:				
Municipal Contributions	0	0	0	0
Total Other Sources	**0**	**0**	**0**	**0**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	105,238	259,000	259,000	3,547,266
Inc (Dec) in Other Assets	0	0	0	0
Increase (Dec) in Restricted Assets	65,065	0	0	0
Total Uses	**170,303**	**259,000**	**259,000**	**3,547,266**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**620,874**	**(87,819)**	**216,570**	**(794,527)**
Working Capital Beginning of Year	1,366,862	1,656,975	1,987,736	2,204,306
WORKING CAPITAL END OF YEAR	$ **1,987,736**	$ **1,569,156**	$ **2,204,306**	$ **1,409,779**

Regional Airport Fund

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
OPERATING REVENUES:				
Commissions	$ 134,082	$ 135,524	$ 123,564	$ 123,564
Rentals	226,609	224,454	220,922	231,894
Landing Fees	125,407	131,664	124,000	124,164
Law Enforcement Fees	19,632	20,700	15,413	18,468
Passenger Facility Charge	45,620	70,720	60,000	81,600
Total Operating Revenues	**551,350**	**583,062**	**543,899**	**579,690**
OPERATING EXPENSES:				
Personnel Services	796,189	822,077	801,187	867,634
Supplies & Materials	82,899	151,399	119,538	161,312
Travel & Training	5,256	7,348	6,937	7,348
Intragovernmental Charges	135,492	142,193	142,193	140,496
Utilities, Services & Other Misc.	155,218	215,938	182,510	221,706
Total Operating Expenses	**1,175,054**	**1,338,955**	**1,252,365**	**1,398,496**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**(623,704)**	**(755,893)**	**(708,466)**	**(818,806)**
Depreciation	(483,486)	(484,000)	(485,676)	(485,000)
OPERATING INCOME	**(1,107,190)**	**(1,239,893)**	**(1,194,142)**	**(1,303,806)**
NON-OPERATING REVENUES:				
Revenue From Other Gov't Units	0	0	0	0
Investment Revenue	8,868	25,000	16,375	15,000
Misc. Non-Operating Revenue	3,988	4,000	0	0
Total Non-Operating Revenues	**12,856**	**29,000**	**16,375**	**15,000**
NON-OPERATING EXPENSES:				
Interest Expense	10,781	7,378	8,028	4,800
Loss on Disposal of Fixed Asset	1,750	0	0	0
Total Non-Operating Expenses	**12,531**	**7,378**	**8,028**	**4,800**
OPERATING TRANSFERS:				
Operating Transfers From Other Fds.	569,235	633,465	633,465	820,970
Operating Transfers To Other Funds	(19,740)	0	0	(14,000)
Total Operating Transfers	**549,495**	**633,465**	**633,465**	**806,970**
Capital Contribution	324,976	153,184	162,178	1,090,600
NET INCOME (LOSS)	**(232,394)**	**(431,622)**	**(390,152)**	**603,964**
Amortization of Contributions	0	0	0	0
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**(232,394)**	**(431,622)**	**(390,152)**	**603,964**
Retained Earnings, Beg. of Year	3,029,189	3,160,485	2,796,795	2,406,643
RETAINED EARNINGS END OF YEAR	**$ 2,796,795**	**$ 2,728,863**	**$ 2,406,643**	**$ 3,010,607**

Regional Airport Fund

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ (232,394)	$ (431,622)	$ (390,152)	$ 603,964
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	483,486	484,000	485,676	485,000
TOTAL RESOURCES PROVIDED BY OPERATIONS	**251,092**	**52,378**	**95,524**	**1,088,964**
OTHER SOURCES:				
Municipal Contributions	0	0	0	0
Total Other Sources	**0**	**0**	**0**	**0**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	108,296	133,534	122,847	1,420,000
Increase (Dec) in Restricted Assets	297,832	58,007	58,007	0
Increase (Dec) in Other Assets	(50,933)	0	0	0
Total Uses	**355,195**	**191,541**	**180,854**	**1,420,000**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**(104,103)**	**(139,163)**	**(85,330)**	**(331,036)**
Working Capital Beginning of Year	356,204	(105,433)	252,101	166,771
WORKING CAPITAL END OF YEAR	$ **252,101**	$ **(244,596)**	$ **166,771**	$ **(164,265)**

Sanitary Sewer Utility Fund

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
OPERATING REVENUES:				
Sewer Charges	$ 5,939,956	$ 6,114,553	$ 6,125,000	$ 6,390,000
M.U. Sewer Charges	488,974	532,450	465,661	484,300
Sharecropping	1,770	5,000	7,000	4,000
BCRSD Wholesale Revenue	161,480	133,000	165,000	171,600
Sewer Connection Fees	573,600	420,000	420,000	420,000
Other Misc. Operating Revenues	120,804	72,200	108,000	108,400
Total Operating Revenues	**7,286,584**	**7,277,203**	**7,290,661**	**7,578,300**
OPERATING EXPENSES:				
Personnel Services	2,775,688	2,921,446	2,880,309	3,050,063
Supplies & Materials	602,289	701,383	657,363	720,121
Travel & Training	5,257	9,905	7,950	9,215
Intragovernmental Charges	871,019	852,441	852,441	836,913
Utilities, Services & Other Misc.	1,247,708	1,477,771	1,459,966	1,682,962
Total Operating Expenses	**5,501,961**	**5,962,946**	**5,858,029**	**6,299,274**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**1,784,623**	**1,314,257**	**1,432,632**	**1,279,026**
Depreciation	(2,421,963)	(2,408,500)	(2,391,624)	(2,500,130)
OPERATING INCOME	**(637,340)**	**(1,094,243)**	**(958,992)**	**(1,221,104)**
NON-OPERATING REVENUES:				
Investment Revenue	637,088	375,000	592,755	650,000
Grant Revenue	108,852	0	0	0
Misc. Non-Operating Revenue	7,682	15,500	80,374	554,200
Total Non-Operating Revenues	**753,622**	**390,500**	**673,129**	**1,204,200**
NON-OPERATING EXPENSES:				
Interest Expense	980,659	1,038,747	1,008,997	987,523
Bank & Paying Agent Fees	40,459	58,000	55,000	60,000
Misc. Non-Operating Expenses	0	0	0	0
Loss on Disposal Assets	4,600	0	0	0
Amortization	27,896	22,000	29,982	29,600
Total Non-Operating Expenses	**1,053,614**	**1,118,747**	**1,093,979**	**1,077,123**
OPERATING TRANSFERS:				
Operating Transfers From Other Funds	20,000	0	0	0
Operating Transfers To Other Funds	(43,969)	0	0	(89,210)
Total Operating Transfers	**(23,969)**	**0**	**0**	**(89,210)**
Capital Contribution	2,562,259	1,000,000	1,000,000	1,557,500
NET INCOME (LOSS)	**1,600,958**	**(822,490)**	**(379,842)**	**374,263**
Amortization of Contributions	0	0	0	0
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**1,600,958**	**(822,490)**	**(379,842)**	**374,263**
Retained Earnings, Beg. of Year	31,455,293	30,614,390	33,056,251	32,676,409
Equity Transfer	0	0	0	0
RETAINED EARNINGS END OF YEAR	$ **33,056,251**	$ **29,791,900**	$ **32,676,409**	$ **33,050,672**

Sanitary Sewer Utility Fund

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 1,600,958	$ (822,490)	$ (379,842)	$ 374,263
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	2,421,963	2,408,500	2,391,624	2,500,130
TOTAL RESOURCES PROVIDED BY OPERATIONS	**4,022,921**	**1,586,010**	**2,011,782**	**2,874,393**
OTHER SOURCES:				
Municipal Contributions	0	0	0	0
Federal Contributions	0	0	0	0
Bond Proceeds	3,746,425	1,410,000	1,410,000	3,983,000
Total Other Sources	**3,746,425**	**1,410,000**	**1,410,000**	**3,983,000**
FINANCIAL RESOURCES WERE USED FOR:				
Bond Retirement/Lease Reductions	1,040,000	1,040,000	1,040,000	960,000
Acquisition of Fixed Assets	6,542,038	2,287,290	2,255,009	5,635,000
Increase (Dec) in Restricted Assets	1,311,804	0	0	0
Increase (Decrease) in Other Assets	49,027	(30,000)	(30,000)	(30,000)
Equity Transfer	0	0	0	0
Total Uses	**8,942,869**	**3,297,290**	**3,265,009**	**6,565,000**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**(1,173,523)**	**(301,280)**	**156,773**	**292,393**
Working Capital Beginning of Year	2,417,872	1,627,272	1,244,349	1,401,122
WORKING CAPITAL END OF YEAR	**$ 1,244,349**	**$ 1,325,992**	**$ 1,401,122**	**$ 1,693,515**

Parking Facilities Fund

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
OPERATING REVENUES:				
Meters	$ 862,751	$ 822,000	$ 824,270	$ 832,000
Garages	553,347	553,769	539,500	540,535
Reserved Lot Fees	271,269	279,854	275,090	251,425
Loading Zone Fees	2,600	2,600	2,600	2,600
Police & Fire Lot Maintenance	17,778	17,544	19,275	17,733
Total Operating Revenues	**1,707,745**	**1,675,767**	**1,660,735**	**1,644,293**
OPERATING EXPENSES:				
Personnel Services	315,735	345,923	342,999	358,594
Supplies & Materials	106,340	85,241	82,370	97,562
Travel & Training	0	300	300	300
Intragovernmental Charges	111,322	110,394	110,394	103,312
Utilities, Services & Other Misc.	117,371	141,227	136,420	162,044
Total Operating Expenses	**650,768**	**683,085**	**672,483**	**721,812**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**1,056,977**	**992,682**	**988,252**	**922,481**
Depreciation	(604,942)	(605,000)	(605,000)	(605,000)
OPERATING INCOME	**452,035**	**387,682**	**383,252**	**317,481**
NON-OPERATING REVENUES:				
Investment Revenue	95,399	225,000	244,077	225,000
Misc. Non-Operating Revenue	695	0	10	0
Total Non-Operating Revenues	**96,094**	**225,000**	**244,087**	**225,000**
NON-OPERATING EXPENSES:				
Interest Expense	461,917	439,885	439,885	419,904
Bank & Paying Agent Fees	449	1,500	1,500	1,500
Amortization	16,794	16,800	16,800	16,800
Loss on Disposal of Fixed Assets	20,934	0	0	0
Debt Payment	0	0	0	0
Total Non-Operating Expenses	**500,094**	**458,185**	**458,185**	**438,204**
OPERATING TRANSFERS:				
Operating Transfers From Other Funds	172,000	172,000	172,000	172,000
Operating Transfers To Other Funds	0	0	0	(4,900)
Total Operating Transfers	**172,000**	**172,000**	**172,000**	**167,100**
Capital Contribution	0	0	0	0
NET INCOME (LOSS)	**220,035**	**326,497**	**341,154**	**271,377**
Amortization of Contributions	0	0	0	0
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**220,035**	**326,497**	**341,154**	**271,377**
Retained Earnings, Beg. of Year	8,422,925	8,731,705	8,642,960	8,984,114
RETAINED EARNINGS END OF YEAR	$ **8,642,960**	$ **9,058,202**	$ **8,984,114**	$ **9,255,491**

Parking Facilities Fund

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 220,035	$ 326,497	$ 341,154	$ 271,377
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	604,942	605,000	605,000	605,000
TOTAL RESOURCES PROVIDED BY OPERATIONS	**824,977**	**931,497**	**946,154**	**876,377**
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	382,161	390,000	390,000	405,000
Acquisition of Fixed Assets	(15,162)	32,500	32,500	74,000
Increase (Dec) in Restricted Assets	463,345	0	0	0
Increase (Dec) In Other Assets	(16,794)	(16,793)	(16,793)	(16,793)
Total Uses	**813,550**	**405,707**	**405,707**	**462,207**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**11,427**	**525,790**	**540,447**	**414,170**
Working Capital Beginning of Year	2,965,009	3,447,704	2,976,436	3,516,883
WORKING CAPITAL END OF YEAR	$ **2,976,436**	$ **3,973,494**	$ **3,516,883**	$ **3,931,053**

Solid Waste Utility Fund

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
OPERATING REVENUES:				
Commercial Charges	$ 1,735,798	$ 1,680,000	$ 1,756,600	$ 1,763,000
Residential Charges	4,556,380	4,707,320	4,791,000	4,822,000
Roll-Off Service Charges	1,514,830	1,325,000	1,500,000	1,530,000
Landfill Fees	1,883,756	1,830,560	1,997,840	1,997,840
University Fees	369,024	340,000	345,000	350,000
Recycling	156,318	167,710	331,200	597,200
Other Misc. Operating Revenues	54,612	69,984	59,325	65,643
Total Operating Revenues	**10,270,718**	**10,120,574**	**10,780,965**	**11,125,683**
OPERATING EXPENSES:				
Personnel Services	3,636,230	3,887,726	4,067,713	4,318,413
Supplies & Materials	2,244,794	2,800,583	2,706,726	2,791,303
Travel & Training	6,610	19,630	18,773	19,630
Intragovernmental Charges	984,500	942,065	944,065	985,185
Utilities, Services & Other Misc.	1,816,353	1,844,077	1,807,327	1,906,762
Total Operating Expenses	**8,688,487**	**9,494,081**	**9,544,604**	**10,021,293**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**1,582,231**	**626,493**	**1,236,361**	**1,104,390**
Depreciation	(1,336,859)	(1,250,000)	(1,551,200)	(1,550,000)
OPERATING INCOME	**245,372**	**(623,507)**	**(314,839)**	**(445,610)**
NON-OPERATING REVENUES:				
Revenue From Other Gov't Units	61,686	83,618	78,497	75,000
Investment Revenue	118,537	250,000	234,969	213,000
Misc. Non-Operating Revenue	89,231	58,000	62,800	66,750
Total Non-Operating Revenues	**269,454**	**391,618**	**376,266**	**354,750**
NON-OPERATING EXPENSES:				
Interest Expense	364,973	381,726	381,726	364,329
Bank & Paying Agent Fees	581	0	409	500
Loss on Disposal Assets	31,110	0	10,675	0
Amortization	8,461	8,500	8,461	8,500
Total Non-Operating Expenses	**405,125**	**390,226**	**401,271**	**373,329**
OPERATING TRANSFERS:				
Operating Transfers From Other Funds	8,000	0	0	0
Operating Transfers To Other Funds	(19,350)	0	0	(67,594)
Total Operating Transfers	**(11,350)**	**0**	**0**	**(67,594)**
Capital Contribution	175,000	0	85,000	10,000
NET INCOME (LOSS)	**273,351**	**(622,115)**	**(254,844)**	**(521,783)**
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**273,351**	**(622,115)**	**(254,844)**	**(521,783)** ~
Retained Earnings, Beg. of Year	5,825,545	5,500,745	6,098,896	5,844,052
RETAINED EARNINGS END OF YEAR	$ **6,098,896**	$ **4,878,630**	$ **5,844,052**	$ **5,322,269**

~ Net income is negative; however, Total Resources Provided By Operations, Transfers and Subsidies is positive.

Solid Waste Utility Fund

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 273,351	$ (622,115)	$ (254,844)	$ (521,783)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	1,336,859	1,250,000	1,551,200	1,550,000
TOTAL RESOURCES PROVIDED BY OPERATIONS	**1,610,210**	**627,885**	**1,296,356**	**1,028,217**
OTHER SOURCES:				
Increase in Obligations under GASB 18 Requirement	262,237	150,000	150,000	150,000
Bond & Note Proceeds	0	0	0	0
Municipal Contributions	0	0	0	0
Total Other Sources	**262,237**	**150,000**	**150,000**	**150,000**
FINANCIAL RESOURCES WERE USED FOR:				
Bond Retirement/Lease Reduction	382,400	385,000	385,000	405,000
Acquisition of Fixed Assets	553,625	898,860	823,759	1,380,120
Increase (Dec) in Restricted Assets	655,067	(150,000)	(150,000)	(150,000)
Increase (Dec) in Other Assets	(8,461)	(8,461)	(8,461)	(8,461)
Total Uses	**1,582,631**	**1,125,399**	**1,050,298**	**1,626,659**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**289,816**	**(347,514)**	**396,058**	**(448,442)**
Working Capital Beginning of Year	1,355,039	1,409,252	1,644,855	2,040,913
WORKING CAPITAL END OF YEAR	$ **1,644,855**	$ **1,061,738**	$ **2,040,913**	$ **1,592,471**

Storm Water Utility Fund

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
OPERATING REVENUES:				
User Charges	$ 1,397,511	$ 1,090,000	$ 1,190,000	$ 1,115,000
Total Operating Revenues	**1,397,511**	**1,090,000**	**1,190,000**	**1,115,000**
OPERATING EXPENSES:				
Personnel Services	462,632	480,269	476,458	599,334
Supplies & Materials	64,767	154,615	87,200	157,424
Travel & Training	1,505	3,250	2,025	3,250
Intragovernmental Charges	117,095	119,461	119,461	126,198
Utilities, Services & Other Misc.	84,084	158,457	108,728	164,494
Total Operating Expenses	**730,083**	**916,052**	**793,872**	**1,050,700**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**667,428**	**173,948**	**396,128**	**64,300**
Depreciation	(259,595)	(260,000)	(258,392)	(268,000)
OPERATING INCOME	**407,833**	**(86,052)**	**137,736**	**(203,700)**
NON-OPERATING REVENUES:				
Investment Revenue	47,998	100,000	81,363	75,000
Misc. Non-Operating Revenue	2,064	4,551	33,845	66,500
Total Non-Operating Revenues	**50,062**	**104,551**	**115,208**	**141,500**
NON-OPERATING EXPENSES:				
Loss On Disposal Assets	0	0	0	0
Total Non-Operating Expenses	**0**	**0**	**0**	**0**
OPERATING TRANSFERS:				
Operating Transfers From Other Fds.	8,000	0	0	130,000
Operating Transfers To Other Funds	(2,525)	0	0	(7,814)
Total Operating Transfers	**5,475**	**0**	**0**	**122,186**
Capital Contribution	83,049	235,733	235,733	75,000
NET INCOME (LOSS)	**546,419**	**254,232**	**488,677**	**134,986**
Amortization of Contributions	0	0	0	0
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**546,419**	**254,232**	**488,677**	**134,986**
Retained Earnings, Beg. of Year	6,181,746	6,547,964	6,728,165	7,216,842
RETAINED EARNINGS END OF YEAR	$ 6,728,165	$ 6,802,196	$ 7,216,842	$ 7,351,828

Storm Water Utility Fund

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 546,419	$ 254,232	$ 488,677	$ 134,986
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	259,595	260,000	258,392	268,000
TOTAL RESOURCES PROVIDED BY OPERATIONS	**806,014**	**514,232**	**747,069**	**402,986**
OTHER SOURCES:				
Municipal Contributions	0	0	0	0
Total Other Sources	**0**	**0**	**0**	**0**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	1,266,156	813,844	813,844	631,321
Increase/(Decrease) in Restricted Assets	(591,224)	0	0	0
Equity Transfer	0	0	0	0
Total Uses	**674,932**	**813,844**	**813,844**	**631,321**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**131,082**	**(299,612)**	**(66,775)**	**(228,335)**
Working Capital Beginning of Year	812,723	682,541	943,805	877,030
WORKING CAPITAL END OF YEAR	$ **943,805**	$ **382,929**	$ **877,030**	$ **648,695**

Employee Benefit Fund

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
OPERATING REVENUES:				
Fees & Services Charges	$ 6,694,975	$ 7,119,506	$ 7,654,970	$ 8,651,712
Misc. Operating Revenue	1,413,874	10,000	10,000	10,000
Total Operating Revenues	**8,108,849**	**7,129,506**	**7,664,970**	**8,661,712**
OPERATING EXPENSES:				
Personnel Services	207,555	282,904	269,896	290,120
Supplies & Materials	28,868	56,975	45,418	62,995
Travel & Training	983	7,772	7,000	7,772
Intragovernmental Charges	46,728	43,569	43,569	41,989
Utilities, Services & Other Misc.	9,061,082	7,662,645	8,672,072	9,751,420
Total Operating Expenses	**9,345,216**	**8,053,865**	**9,037,955**	**10,154,296**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**(1,236,367)**	**(924,359)**	**(1,372,985)**	**(1,492,584)**
Depreciation	0	0	0	0
OPERATING INCOME	**(1,236,367)**	**(924,359)**	**(1,372,985)**	**(1,492,584)**
NON-OPERATING REVENUES:				
Investment Revenue	80,994	175,000	82,000	90,000
Total Non-Operating Revenues	**80,994**	**175,000**	**82,000**	**90,000**
OPERATING TRANSFERS:				
Transfers From Other Funds	41,725	0	0	1,002,316
Transfers To Other Funds	0	0	0	(2,625)
NET INCOME (LOSS)	**(1,113,648)**	**(749,359)**	**(1,290,985)**	**(402,893)**
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**(1,113,648)**	**(749,359)**	**(1,290,985)**	**(402,893)** +
Retained Earnings, Beg. of Year As Restated	3,185,070	2,838,221	2,071,422	780,437
RETAINED EARNINGS END OF YEAR	$ **2,071,422**	$ **2,088,862**	$ **780,437**	$ **377,544**

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

Self Insurance Reserve Fund

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
OPERATING REVENUES:				
User Charges	$ 1,705,501	$ 1,759,500	$ 1,759,500	$ 1,825,000
Total Operating Revenues	**1,705,501**	**1,759,500**	**1,759,500**	**1,825,000**
OPERATING EXPENSES:				
Personnel Services	102,421	110,388	111,825	126,712
Supplies & Materials	3,267	3,975	3,975	5,975
Travel & Training	4,876	6,382	6,450	6,350
Intragovernmental Charges	35,561	28,434	28,434	25,281
Utilities, Services & Other Misc.	3,105,903	2,684,985	2,645,985	2,364,959
Total Operating Expenses	**3,252,028**	**2,834,164**	**2,796,669**	**2,529,277**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**(1,546,527)**	**(1,074,664)**	**(1,037,169)**	**(704,277)**
Depreciation	0	0	0	0
OPERATING INCOME	**(1,546,527)**	**(1,074,664)**	**(1,037,169)**	**(704,277)**
NON-OPERATING REVENUES:				
Investment Revenue	88,312	400,000	80,000	100,000
Total Non-Operating Revenues	**88,312**	**400,000**	**80,000**	**100,000**
NON-OPERATING EXPENSES:				
Interest Expense	0	0	0	0
Amortization	0	0	0	0
Bond Interest	0	0	0	0
Total Non-Operating Expenses	**0**	**0**	**0**	**0**
OPERATING TRANSFERS TO OTHER FUNDS	0	0	0	(1,750)
NET INCOME (LOSS)	**(1,458,215)**	**(674,664)**	**(957,169)**	**(606,027)**
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**(1,458,215)**	**(674,664)**	**(957,169)**	**(606,027)** ^
Retained Earnings, Beg. of Year	9,097,555	8,528,873	7,639,340	6,682,171
RETAINED EARNINGS END OF YEAR	**$ 7,639,340**	**$ 7,854,209**	**$ 6,682,171**	**$ 6,076,144**

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

Custodial and Building Maintenance Fund

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
OPERATING REVENUES:				
Custodial User Charges	$ 256,243	$ 208,690	$ 208,690	$ 217,874
Bldg. Maint. User Charges	594,598	468,254	474,054	469,884
Total Operating Revenues	**850,841**	**676,944**	**682,744**	**687,758**
OPERATING EXPENSES:				
Personnel Services	392,982	441,504	409,902	509,571
Supplies & Materials	86,998	116,751	112,235	138,718
Travel & Training	666	900	800	900
Intragovernmental Charges	55,250	60,714	60,714	60,904
Utilities, Services & Other Misc.	244,061	337,147	309,920	337,797
Total Operating Expenses	**779,957**	**957,016**	**893,571**	**1,047,890**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**70,884**	**(280,072)**	**(210,827)**	**(360,132)**
Depreciation	(5,149)	(5,200)	(5,200)	(5,200)
OPERATING INCOME	**65,735**	**(285,272)**	**(216,027)**	**(365,332)**
NON-OPERATING REVENUES:				
Investment Revenue	15,863	40,000	37,000	38,000
Misc. Non-Operating Revenue	270	0	109	0
Total Non-Operating Revenues	**16,133**	**40,000**	**37,109**	**38,000**
NON-OPERATING EXPENSES:				
Loss on Disposal of Fixed Assets	0	0	0	0
Interest Expense	0	0	0	0
Total Non-Operating Expenses	**0**	**0**	**0**	**0**
OPERATING TRANSFERS				
Operating Transfers From Other Funds	**0**	**0**	**0**	**0**
Operating Transfers To Other Funds	**0**	**0**	**0**	**(7,875)**
NET INCOME (LOSS)	**81,868**	**(245,272)**	**(178,918)**	**(335,207)**
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**81,868**	**(245,272)**	**(178,918)**	**(335,207)** ^
Retained Earnings, Beg. of Year	567,569	628,118	649,437	470,519
Equity Transfer	0	0	0	0
RETAINED EARNINGS END OF YEAR	$ **649,437**	$ **382,846**	$ **470,519**	$ **135,312**

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

Custodial and Building Maintenance Fund

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 81,868	$ (245,272)	$ (178,918)	$ (335,207)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	5,149	5,200	5,200	5,200
TOTAL RESOURCES PROVIDED BY OPERATIONS	**87,017**	**(240,072)**	**(173,718)**	**(330,007)**
OTHER SOURCES:				
Municipal Contribution	0	0	0	0
	0	**0**	**0**	**0**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	0	183,200	183,200	0
Equity Transfer	0	0	0	0
Total Uses	**0**	**183,200**	**183,200**	**0**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**87,017**	**(423,272)**	**(356,918)**	**(330,007)**
Working Capital Beginning of Year	866,128	931,877	953,145	596,227
WORKING CAPITAL END OF YEAR	$ **953,145**	$ **508,605**	$ **596,227**	$ **266,220**

Fleet Operations Fund

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
OPERATING REVENUES:				
User Charges	$ 4,037,178	$ 3,949,700	$ 3,920,000	$ 4,229,880
Total Operating Revenues	**4,037,178**	**3,949,700**	**3,920,000**	**4,229,880**
OPERATING EXPENSES:				
Personnel Services	1,127,284	1,176,255	1,175,972	1,252,914
Supplies & Materials	2,406,453	2,230,283	2,231,731	2,562,007
Travel & Training	3,843	5,873	5,790	5,873
Intragovernmental Charges	294,515	279,140	279,140	253,550
Utilities, Services & Other Misc.	45,288	56,707	52,302	59,991
Total Operating Expenses	**3,877,383**	**3,748,258**	**3,744,935**	**4,134,335**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**159,795**	**201,442**	**175,065**	**95,545**
Depreciation	(22,826)	(23,000)	(23,000)	(23,000)
OPERATING INCOME	**136,969**	**178,442**	**152,065**	**72,545**
NON-OPERATING REVENUES:				
Revenue From Other Gov. Units	0	0	0	6,000
Investment Revenue	(3,852)	0	2,600	2,500
Misc. Non-Operating Revenue	15,071	18,700	24,590	19,400
Total Non-Operating Revenues	**11,219**	**18,700**	**27,190**	**27,900**
NON-OPERATING EXPENSES:				
Loss of Disposal Assets	500	0	0	0
Interest Expense	0	0	0	0
Debt Service Principal	0	0	0	0
Total Non-Operating Expenses	**500**	**0**	**0**	**0**
OPERATING TRANSFERS TO OTHER FUNDS	(1,030)	0	0	(20,038)
Capital Contributions	0	0	37,777	0
NET INCOME (LOSS)	**146,658**	**197,142**	**217,032**	**80,407**
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**146,658**	**197,142**	**217,032**	**80,407**
Retained Earnings, Beg. of Year	7,549	62,307	154,207	371,239
RETAINED EARNINGS END OF YEAR	$ **154,207**	$ **259,449**	$ **371,239**	$ **451,646**

Fleet Operations Fund

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 146,658	$ 197,142	$ 217,032	$ 80,407
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	22,826	23,000	23,000	23,000
Loss on Disposal of Fixed Assets	0	0	0	0
TOTAL RESOURCES PROVIDED BY OPERATIONS	**169,484**	**220,142**	**240,032**	**103,407**
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	12,935	56,000	55,612	76,000
Repayment of Loan	0	0	0	0
Total Uses	**12,935**	**56,000**	**55,612**	**76,000**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**156,549**	**164,142**	**184,420**	**27,407**
Working Capital Beginning of Year	63,301	134,434	219,850	404,270
WORKING CAPITAL END OF YEAR	$ **219,850**	$ **298,576**	$ **404,270**	$ **431,677**

Information Services Fund

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
OPERATING REVENUES:				
User Charges	$ 3,040,457	$ 2,943,755	$ 2,963,327	$ 3,025,523
Total Operating Revenues	**3,040,457**	**2,943,755**	**2,963,327**	**3,025,523**
OPERATING EXPENSES:				
Personnel Services	1,437,465	1,493,562	1,494,132	1,585,122
Supplies & Materials	203,357	428,069	385,221	337,419
Travel & Training	74,784	124,253	86,643	125,053
Intragovernmental Charges	131,010	115,503	115,503	114,270
Utilities, Services & Other Misc.	763,843	912,214	943,595	1,050,361
Total Operating Expenses	**2,610,459**	**3,073,601**	**3,025,094**	**3,212,225**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**429,998**	**(129,846)**	**(61,767)**	**(186,702)**
Depreciation	(180,659)	(180,000)	(180,000)	(180,000)
OPERATING INCOME	**249,339**	**(309,846)**	**(241,767)**	**(366,702)**
NON-OPERATING REVENUES:				
Investment Revenue	24,227	60,000	50,000	55,000
Misc. Non-Operating Revenue	841	0	0	0
Total Non-Operating Revenues	**25,068**	**60,000**	**50,000**	**55,000**
NON-OPERATING EXPENSES:				
Interest Expense	2,909	0	0	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	**2,909**	**0**	**0**	**0**
OPERATING TRANSFERS TO OTHER FUNDS	**0**	**0**	**0**	**(18,988)**
Capital Contributions	**0**	**0**	**0**	**162,542**
NET INCOME (LOSS)	**271,498**	**(249,846)**	**(191,767)**	**(168,148)**
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**271,498**	**(249,846)**	**(191,767)**	**(168,148)** ^
Retained Earnings, Beg. of Year	1,135,262	1,293,836	1,406,760	1,214,993
RETAINED EARNINGS END OF YEAR	$ **1,406,760**	$ **1,043,990**	$ **1,214,993**	$ **1,046,845**

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

Information Services Fund

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 271,498	$ (249,846)	$ (191,767)	$ (168,148)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	180,659	180,000	180,000	180,000
TOTAL RESOURCES PROVIDED BY OPERATIONS	**452,157**	**(69,846)**	**(11,767)**	**11,852**
OTHER SOURCES:				
Municipal Contributions	0	0	0	0
Financing Proceeds	0	0	0	0
Total Other Sources	**0**	**0**	**0**	**0**
FINANCIAL RESOURCES WERE USED FOR:				
Increase (Dec) in Other Assets	0	0	0	0
Reduction of Long Term Notes Payable/ Lease Reductions	0	147,000	147,000	0
Acquisition of Fixed Assets	364,051	354,947	354,947	479,706
Total Uses	**364,051**	**501,947**	**501,947**	**479,706**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**88,106**	**(571,793)**	**(513,714)**	**(467,854)**
Working Capital Beginning of Year	1,305,337	1,394,083	1,393,443	879,729
WORKING CAPITAL END OF YEAR	$ **1,393,443**	$ **822,290**	$ **879,729**	$ **411,875**

Public Communications Fund

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
OPERATING REVENUES:				
User Charges	$ 963,933	$ 767,187	$ 760,266	$ 769,597
Total Operating Revenues	**963,933**	**767,187**	**760,266**	**769,597**
OPERATING EXPENSES:				
Personnel Services	266,975	283,768	279,988	300,069
Supplies & Materials	274,472	279,849	219,929	228,720
Travel & Training	364	3,750	3,624	3,675
Intragovernmental Charges	55,068	54,224	54,224	55,944
Utilities, Services & Other Misc.	107,191	149,967	122,134	137,085
Total Operating Expenses	**704,070**	**771,558**	**679,899**	**725,493**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**259,863**	**(4,371)**	**80,367**	**44,104**
Depreciation	(9,581)	(10,000)	(10,000)	(10,000)
OPERATING INCOME	**250,282**	**(14,371)**	**70,367**	**34,104**
NON-OPERATING REVENUES:				
Investment Revenue	19,632	45,000	40,000	45,000
Misc. Non-Operating Revenue	379	0	0	0
Total Non-Operating Revenues	**20,011**	**45,000**	**40,000**	**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	**(50,000)**	**(70,000)**	**(70,000)**	**(105,250)**
NET INCOME (LOSS)	**220,293**	**(39,371)**	**40,367**	**(26,146)**
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**220,293**	**(39,371)**	**40,367**	**(26,146)** ^
Retained Earnings, Beg. of Year	1,086,715	1,122,342	1,307,008	1,347,375
RETAINED EARNINGS END OF YEAR	$ **1,307,008**	$ **1,082,971**	$ **1,347,375**	$ **1,321,229**

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

Public Communications Fund

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 220,293	$ (39,371)	$ 40,367	$ (26,146)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	9,581	10,000	10,000	10,000
Loss on Disposal of Fixed Assets	0	0	0	0
TOTAL RESOURCES PROVIDED BY OPERATIONS	**229,874**	**(29,371)**	**50,367**	**(16,146)**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	0	45,000	25,000	145,000
Total Uses	**0**	**45,000**	**25,000**	**145,000**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**229,874**	**(74,371)**	**25,367**	**(161,146)**
Working Capital Beginning of Year	1,033,242	1,070,869	1,263,116	1,288,483
WORKING CAPITAL END OF YEAR	$ **1,263,116**	$ **996,498**	$ **1,288,483**	$ **1,127,337**

Utility Customer Services Fund

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
OPERATING REVENUES:				
User Charges	$ 1,198,281	$ 1,014,108	$ 974,108	$ 998,844
Total Operating Revenues	**1,198,281**	**1,014,108**	**974,108**	**998,844**
OPERATING EXPENSES:				
Personnel Services	435,079	450,840	451,271	475,608
Supplies & Materials	241,367	286,196	294,196	300,185
Travel & Training	5,281	17,550	17,550	17,550
Intragovernmental Charges	315,151	235,001	235,001	253,569
Utilities, Services & Other Misc.	217,780	301,560	378,727	418,212
Total Operating Expenses	**1,214,658**	**1,291,147**	**1,376,745**	**1,465,124**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**(16,377)**	**(277,039)**	**(402,637)**	**(466,280)**
Depreciation	(3,641)	(4,000)	(3,200)	(4,000)
OPERATING INCOME	**(20,018)**	**(281,039)**	**(405,837)**	**(470,280)**
NON-OPERATING REVENUES:				
Investment Revenue	18,153	45,000	40,000	50,000
Misc. Non-Operating Revenues	262,188	200,000	225,000	200,000
Total Non-Operating Revenues	**280,341**	**245,000**	**265,000**	**250,000**
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**	**(24,434)**	**(24,434)**	**(34,934)**
Capital Contributions	(2,105)	0	0	0
NET INCOME (LOSS)	**258,218**	**(60,473)**	**(165,271)**	**(255,214)**
NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS	**258,218**	**(60,473)**	**(165,271)**	**(255,214)** ^
Retained Earnings, Beg. of Year	1,184,489	1,358,392	1,442,707	1,277,436
RETAINED EARNINGS END OF YEAR	$ **1,442,707**	$ **1,297,919**	$ **1,277,436**	$ **1,022,222**

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

Utility Customer Services Fund

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 258,218	$ (60,473)	$ (165,271)	$ (255,214)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	3,641	4,000	3,200	4,000
TOTAL RESOURCES PROVIDED BY OPERATIONS	**261,859**	**(56,473)**	**(162,071)**	**(251,214)**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	0	35,909	35,909	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	**0**	**35,909**	**35,909**	**0**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**261,859**	**(92,382)**	**(197,980)**	**(251,214)**
Working Capital Beginning of Year	1,148,839	1,326,742	1,410,698	1,212,718
WORKING CAPITAL END OF YEAR	$ **1,410,698**	$ **1,234,360**	$ **1,212,718**	$ **961,504**

Summary of Total Revenues by Fund

Fund	Revenues:	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
110	General Fund	$ 54,210,002	$ 56,107,827	$ 57,334,867	$ 59,408,227
219	99 Quarter Cent Sales Tax Fund	3,932,207	3,951,000	4,134,500	4,313,000
220	Parks Sales Tax Fund	3,881,624	3,936,000	4,114,500	4,298,000
221	Transportation Sales Tax Fund	7,816,970	7,915,000	8,199,000	8,591,500
222	Public Improvement Fund	1,204,609	1,154,610	1,260,000	1,284,570
226	Cultural Affairs Fund	338,947	344,375	339,925	374,108
227	Special Road District Tax Fund	1,718,279	1,240,000	1,270,000	1,275,000
229	Convention & Tourism Fund	1,351,492	1,373,895	1,464,209	1,506,741
3xx	Debt Service Funds (combined)	2,790,558	2,830,693	2,866,173	2,907,503
440	Capital Projects Fund	5,844,393	12,207,375	12,932,375	11,270,476
753	Contributions Fund	294,053	183,200	163,300	186,017
	Total Govt. Funds	**83,383,134**	**91,243,975**	**94,078,849**	**95,415,142**
Fund	**Enterprise Funds:**				
503	Railroad Fund	529,772	880,775	775,760	887,390
550	Water Utility Fund	12,941,012	11,287,000	11,898,200	12,992,217
551	Electric Utility Fund	66,259,834	70,043,830	69,391,210	75,755,081
552	Recreation Services Fund	8,079,977	6,268,169	5,938,498	6,252,480
553	Public Transportation Fund	3,410,018	3,340,400	3,369,400	6,118,418
554	Airport Fund	1,458,417	1,398,711	1,355,917	2,506,260
555	Sanitary Sewer Utility Fund	10,622,465	8,667,703	8,963,790	10,340,000
556	Parking Utility Fund	1,975,839	2,072,767	2,076,822	2,041,293
557	Solid Waste Utility Fund	10,723,172	10,512,192	11,242,231	11,490,433
558	Storm Water Utility Fund	1,538,622	1,430,284	1,540,941	1,461,500
	Total Enterprise Funds	**117,539,128**	**115,901,831**	**116,552,769**	**129,845,072**
Fund	**Internal Service Funds:**				
659	Employee Benefit Fund	8,231,568	7,304,506	7,746,970	9,754,028
669	Self Insurance Reserve Fund	1,793,813	2,159,500	1,839,500	1,925,000
671	Custodial / Maintenance Fund	866,974	716,944	719,853	725,758
672	Fleet Operations Fund	4,048,397	3,968,400	3,984,967	4,257,780
674	Information Services Fund	3,065,525	3,003,755	3,013,327	3,243,065
675	Public Communications Fund	983,944	812,187	800,266	814,597
676	Utility Customer Services Fund	1,476,517	1,259,108	1,239,108	1,248,844
	Total Internal Service Funds	**20,466,738**	**19,224,400**	**19,343,991**	**21,969,072**
	TOTAL CITY REVENUES	**$ 221,389,000**	**$ 226,370,206**	**$ 229,975,609**	**$ 247,229,286**

Summary of Total Expenditures by Fund

Fund	Expenditures / Expenses: *	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
110	General Fund	$ 49,723,710	$ 56,113,177	$ 55,209,279	$ 59,408,227
219	99 Quarter Cent Sales Tax Fund	3,696,600	4,661,628	4,661,628	3,745,587
220	Parks Sales Tax Fund	3,108,789	3,185,766	3,185,766	2,780,147
221	Transportation Sales Tax Fund	7,597,235	7,401,520	7,401,520	9,131,067
222	Public Improvement Fund	655,645	610,150	574,575	2,705,058
226	Cultural Affairs Fund	329,912	362,978	354,675	373,132
227	Special Road District Tax Fund	111,431	1,045,808	1,045,808	2,708,425
229	Convention & Tourism Fund	1,138,044	1,422,274	1,383,422	1,486,675
266	CDBG	1,133,638	356,861	350,815	338,407
3xx	Debt Service Funds (combined)	2,213,628	2,749,693	2,749,993	2,777,503
440	Capital Projects Fund	7,813,310	15,395,308	15,395,308	11,270,476
753	Contributions Fund	234,791	235,348	224,737	180,109
	Total Govt. Funds	**77,756,733**	**93,540,511**	**92,537,526**	**96,904,813**
Fund	**Enterprise Funds:**				
503	Railroad Fund	1,088,078	1,070,333	1,061,871	1,454,683
550	Water Utility Fund	15,536,093	21,472,679	21,871,002	22,334,001
551	Electric Utility Fund	73,037,406	73,854,364	74,244,952	83,976,295
552	Recreation Services Fund	8,082,254	7,314,763	7,062,916	7,013,268
553	Public Transportation Fund	3,151,799	3,863,219	3,587,830	7,086,574
554	Airport Fund	1,800,857	1,963,867	1,868,916	3,037,296
555	Sanitary Sewer Utility Fund	13,006,886	11,777,483	11,598,641	16,425,737
556	Parking Utility Fund	1,761,576	1,778,770	1,768,168	1,891,916
557	Solid Waste Utility Fund	11,050,555	12,033,167	12,320,834	13,392,336
558	Storm Water Utility Fund	2,258,360	1,989,896	1,866,108	1,932,835
	Total Enterprise Funds	**130,773,864**	**137,118,541**	**137,251,238**	**158,544,941**
Fund	**Internal Service Funds:**				
659	Employee Benefit Fund	9,345,216	8,053,865	9,037,955	10,156,921
669	Self Insurance Reserve Fund	3,252,028	2,834,164	2,796,669	2,531,027
671	Custodial / Maintenance Fund	785,106	1,145,416	1,081,971	1,060,965
672	Fleet Operations Fund	3,915,173	3,827,258	3,823,547	4,253,373
674	Information Services Fund	3,158,078	3,589,492	3,560,041	3,890,919
675	Public Communications Fund	763,651	896,558	784,899	985,743
676	Utility Customer Services Fund	1,218,299	1,355,490	1,440,288	1,504,058
	Total Internal Service Funds	**22,437,551**	**21,702,243**	**22,525,370**	**24,383,006**
	TOTAL CITY EXPENDITURES	$ **230,968,148**	$ **252,361,295**	$ **252,314,134**	$ **279,832,760**

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

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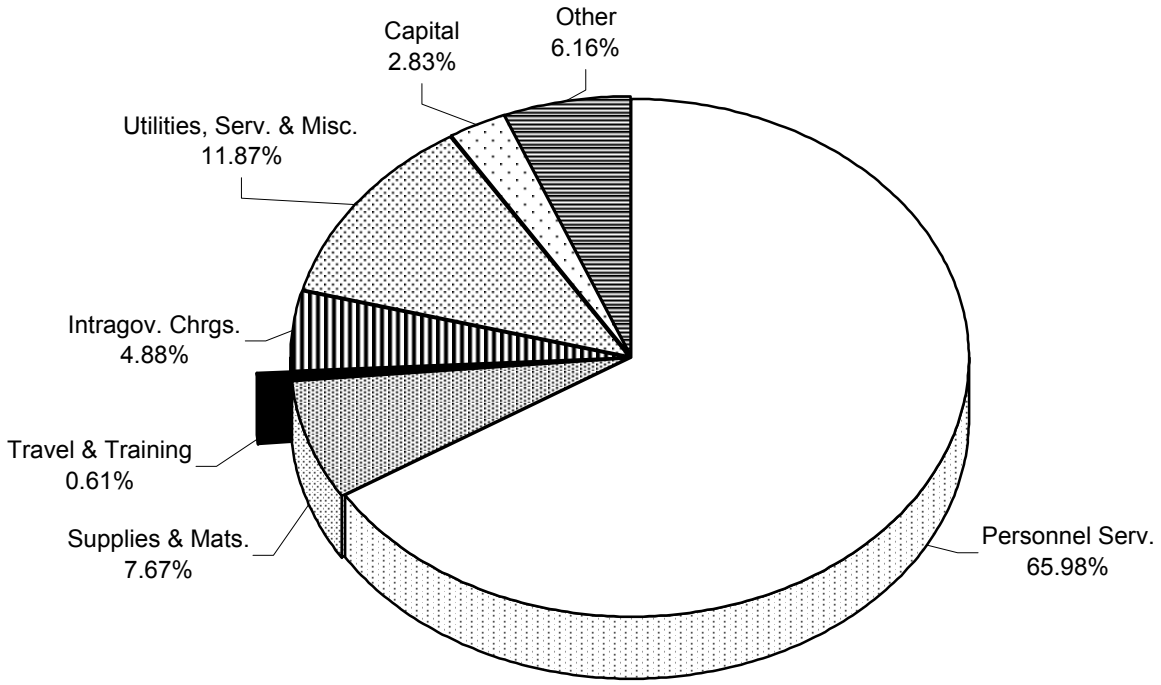
General Fund Summary

City of Columbia

Columbia, Missouri

General Fund Summary
FY 2005



APPROPRIATIONS

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
Personnel Services	$ 33,892,839	$ 36,530,218	$ 36,089,657	$ 39,194,819	7.3%
Supplies & Materials	3,570,841	4,453,800	4,203,891	4,555,981	2.3%
Travel & Training	256,790	368,168	329,367	364,672	(0.9%)
Intragovernmental Charges	3,011,711	2,942,247	2,932,270	2,900,803	(1.4%)
Utilities, Services & Misc.	4,992,633	6,554,069	6,412,281	7,051,428	7.6%
Capital	1,101,681	2,122,097	2,099,235	1,680,521	(20.8%)
Other	2,897,215	3,142,578	3,142,578	3,660,003	16.5%
Total	**49,723,710**	**56,113,177**	**55,209,279**	**59,408,227**	**5.9%**
Summary					
Operating Expenses	45,724,814	50,848,502	49,967,466	54,067,703	6.3%
Non-Operating Expenses	2,897,215	3,142,578	3,142,578	3,660,003	16.5%
Debt Service	0	0	0	0	
Capital Additions	1,101,681	2,122,097	2,099,235	1,680,521	(20.8%)
Capital Projects	0	0	0	0	
Total Expenses	$ **49,723,710**	$ **56,113,177**	$ **55,209,279**	$ **59,408,227**	**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 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
General City (Nondepartmental)	$ 3,702,994	$ 4,462,472	$ 4,546,103	$ 5,377,935	20.5%
City Council	174,235	203,266	194,723	211,284	3.9%
City Clerk	177,195	199,770	196,143	241,858	21.1%
City Manager	698,003	749,384	704,335	782,417	4.4%
Finance	2,535,027	2,731,178	2,681,587	2,865,016	4.9%
Human Resources	624,648	678,645	669,281	711,359	4.8%
Law	690,469	764,414	764,898	825,375	8.0%
Municipal Court	544,800	597,656	579,413	610,628	2.2%
Police	13,272,194	14,331,104	14,292,903	15,290,683	6.7%
Fire	9,650,972	10,350,664	10,062,549	10,765,710	4.0%
Emergency Mgmt & Com.	1,992,194	2,230,634	2,186,748	2,505,274	12.3%
Health	3,881,029	4,712,412	4,421,726	4,711,387	(0.0%)
Planning	552,474	669,638	603,469	668,231	(0.2%)
Economic Development	284,771	315,799	307,213	329,992	4.5%
Community Services	1,231,831	1,264,237	1,263,112	1,210,980	(4.2%)
Parks & Recreation	3,428,616	3,696,822	3,668,499	3,927,479	6.2%
Public Works	6,282,258	8,155,082	8,066,577	8,372,619	2.7%
TOTAL DEPTMNTL	**$ 49,723,710**	**$ 56,113,177**	**$ 55,209,279**	**$ 59,408,227**	**5.9%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
City Clerk	2.00	2.00	2.00	2.00	
City Manager	6.60	6.60	6.60	6.60	
Finance	34.25	34.25	34.25	34.25	
Human Resources	8.00	8.00	8.00	8.00	
Law	8.00	8.00	8.00	9.00	1.00
Municipal Court	7.90	7.90	7.90	8.90	1.00
Police	173.00	175.00	175.00	178.00	3.00
Fire	128.00	128.00	128.00	130.00	2.00
Emer, Mgmt & Communications	29.75	29.75	29.75	30.75	1.00
Health	55.35	56.75	58.55	59.55	1.00
Planning	7.20	7.20	7.20	7.30	0.10
Economic Development	4.00	4.00	4.00	4.00	
Community Services	2.20	2.20	2.20	2.20	
Parks & Recreation	38.50	40.50	40.50	40.50	
Public Works	78.73	82.23	82.23	85.23	3.00
Total Personnel	**583.48**	**592.38**	**594.18**	**606.28**	**12.10**
Permanent Full-Time	574.23	583.23	585.03	597.13	12.10
Permanent Part-Time	9.25	9.15	9.15	9.15	
Total Permanent	**583.48**	**592.38**	**594.18**	**606.28**	**12.10**

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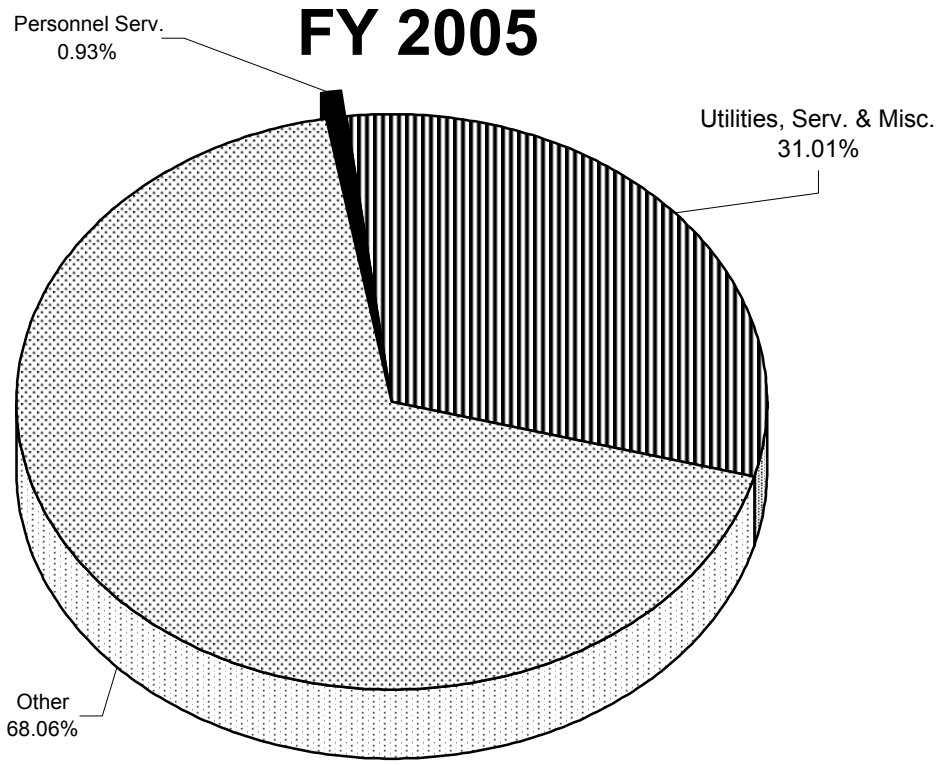
City General - Non Departmental Expenditures

City of Columbia

Columbia, Missouri



APPROPRIATIONS

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
Personnel Services	$ 11,327	$ 50,000	$ 50,000	$ 50,000	0.0%
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services & Misc.	794,452	1,269,894	1,353,525	1,667,932	31.3%
Capital	0	0	0	0	
Other	2,897,215	3,142,578	3,142,578	3,660,003	16.5%
Total	**3,702,994**	**4,462,472**	**4,546,103**	**5,377,935**	**20.5%**
Summary					
Operating Expenses	805,779	1,319,894	1,403,525	1,717,932	30.2%
Non-Operating Expenses	2,897,215	3,142,578	3,142,578	3,660,003	16.5%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **3,702,994**	$ **4,462,472**	$ **4,546,103**	$ **5,377,935**	**20.5%**

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 subsidies to Recreation Services, Cultural Affairs, and Contributions Funds have been increased from FY 2004. The following amounts have been set aside for specific purposes: Council Reserve of $55,300, Contingency of $100,000, General Government Reserve of $150,000, Grant Reserve of $50,000, and $36,000 for grant writing activities. This division also includes $25,000 set aside to cover shared costs at the newly opened Sanford-Kimpton Health Facility. The council can still spend the $55,300 Council Reserve and still maintain a 16% fund balance.

A transfer to the Employee Benefit Fund is being done to improve its financial position. Each fund is making a transfer to the Employee Benefit Fund based on the number of employees in that fund.

SUBSIDIES, TRANSFERS, AND OTHER (DETAIL)

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
SUBSIDIES:					
Recreation Services	$ 1,528,200	$ 1,520,000	$ 1,520,000	$ 1,632,500	7.4%
Cultural Affairs	239,000	265,975	265,975	300,000	12.8%
Contributions Trust Fund	128,000	147,200	147,200	168,017	14.1%
Total Subsidies	**1,895,200**	**1,933,175**	**1,933,175**	**2,100,517**	**8.7%**
TRANSFERS:					
Parking Facilities Utility	172,000	172,000	172,000	172,000	0.0%
Employee Benefit Fund	0	0	0	520,083	
Special Business District	17,500	17,500	17,500	17,500	0.0%
COPS Public Bldg/Fire DSF	99,903	99,903	99,903	99,903	0.0%
Capital Projects Fund	700,000	920,000	920,000	700,000	(23.9%)
TI Subsidies & Transfers	**2,884,603**	**3,142,578**	**3,142,578**	**3,610,003**	**14.9%**
OTHER:					
Health Facility - Condo Assoc.	0	0	0	25,000	
Street Lighting	731,119	738,425	738,425	850,000	15.1%
Miscellaneous Nonprogrammed	87,272	414,969	498,600	587,632	41.6%
Council Reserve	0	66,500	66,500	55,300	(16.8%)
Contingency	0	100,000	100,000	100,000	0.0%
General Government Reserve	0	0	0	150,000	
Total	$ **3,702,994**	$ **4,462,472**	$ **4,546,103**	$ **5,377,935**	**20.5%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes

There are no personnel assigned to this budget.

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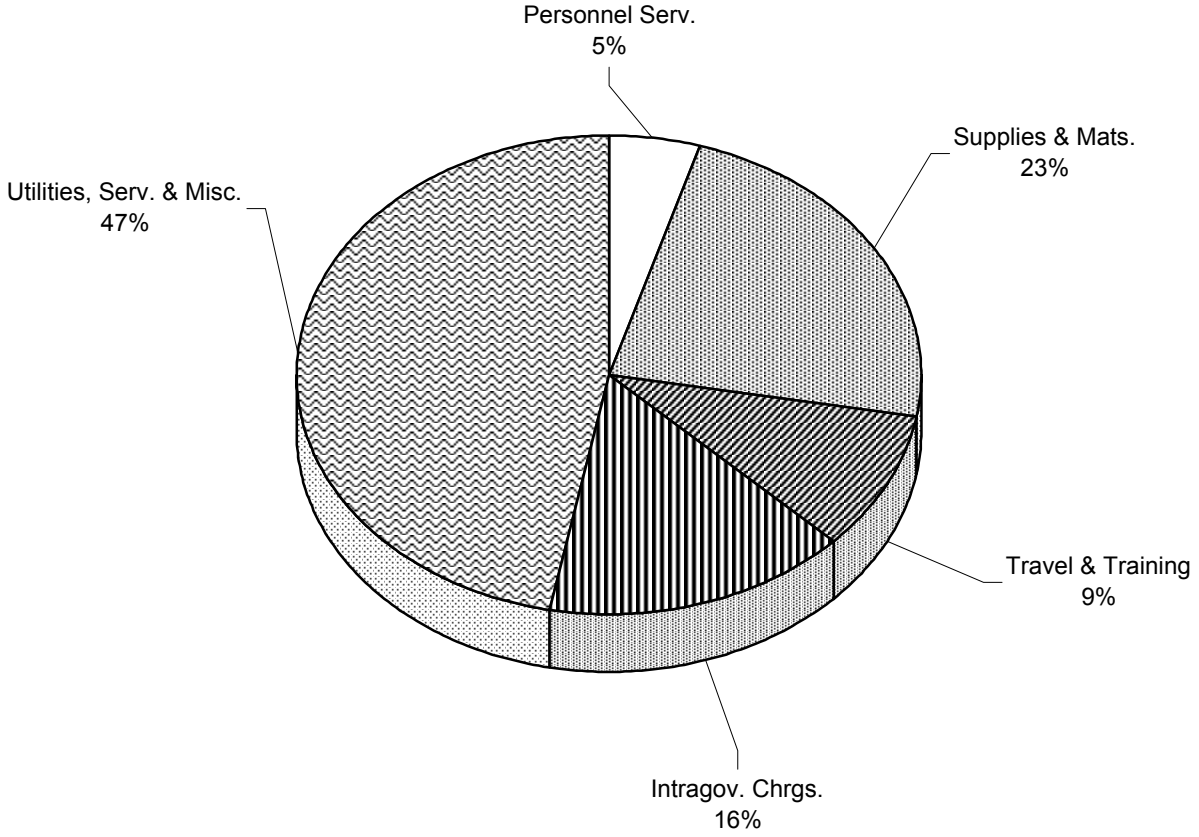
City Council

City of Columbia

Columbia, Missouri

City Council
FY 2005



APPROPRIATIONS

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
Personnel Services	$ 5,192	$ 10,049	$ 7,898	$ 10,083	0.3%
Supplies & Materials	39,970	44,978	42,482	48,461	7.7%
Travel & Training	17,233	21,870	21,870	19,870	(9.1%)
Intragovernmental Charges	38,249	33,620	33,620	33,794	0.5%
Utilities, Services & Misc.	73,591	92,749	88,853	99,076	6.8%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**174,235**	**203,266**	**194,723**	**211,284**	**3.9%**
Summary					
Operating Expenses	174,235	203,266	194,723	211,284	3.9%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **174,235**	$ **203,266**	$ **194,723**	$ **211,284**	**3.9%**

CITY COUNCIL - SUMMARY

110-01

DEPARTMENT DESCRIPTION

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

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

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

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005
There are no personnel assigned to this budget, however, there are 7 volunteer staff members - 1 Mayor and 6 Council members.				

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City Council - General

110-0110

DESCRIPTION

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

HIGHLIGHTS/SIGNIFICANT CHANGES

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

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 5,192	$ 10,049	$ 7,898	$ 10,083	0.3%
Supplies and Materials	33,561	30,573	29,637	32,621	6.7%
Travel and Training	14,951	15,105	15,105	13,105	(13.2%)
Intragovernmental Charges	38,148	31,670	31,670	32,791	3.5%
Utilities, Services, & Misc.	71,244	69,455	70,430	73,953	6.5%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **163,096**	$ **156,852**	$ **154,740**	$ **162,553**	**3.6%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies and Materials	6,409	14,405	12,845	15,840	10.0%
Travel and Training	2,282	6,765	6,765	6,765	0.0%
Intragovernmental Charges	101	1,950	1,950	1,003	(48.6%)
Utilities, Services, & Misc.	2,347	23,294	18,423	25,123	7.9%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **11,139**	$ **46,414**	$ **39,983**	$ **48,731**	**5.0%**

ACTIVITY LEVEL EXPENDITURES

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Board of Adjustment	$ 553	$ 5,555	$ 2,715	$ 5,600	0.8%
Airport Advisory Board	1,058	559	1,100	1,100	96.8%
Sister Cities	365	8,800	7,800	7,400	(15.9%)
Planning and Zoning	0	1,950	1,304	1,953	0.2%
Parks and Recreation Commission	2,749	4,264	4,489	4,270	0.1%
Bike Commission	1,120	1,082	1,332	1,190	10.0%
Other Boards	316	9,075	6,988	8,650	(4.7%)
Historic Preservation	2,026	7,695	7,294	10,906	41.7%
Mayor's Council on Physical Fitness	2,851	3,211	3,705	3,248	1.2%
Commissions - General	0	2,967	2,000	2,975	0.3%
Disabilities	0	1,200	1,200	1,300	8.3%
Recreational Programs	0	0	0	0	
Council Delivery	101	56	56	139	148.2%
Total	$ **11,139**	$ **46,414**	$ **39,983**	$ **48,731**	**5.0%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes

There are no personnel assigned to this budget.

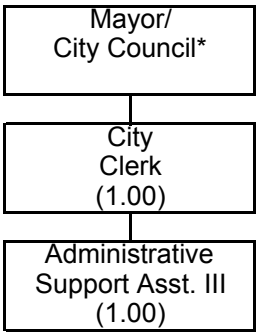
City Clerk and Elections

City of Columbia

Columbia, Missouri

City of Columbia - City Clerk

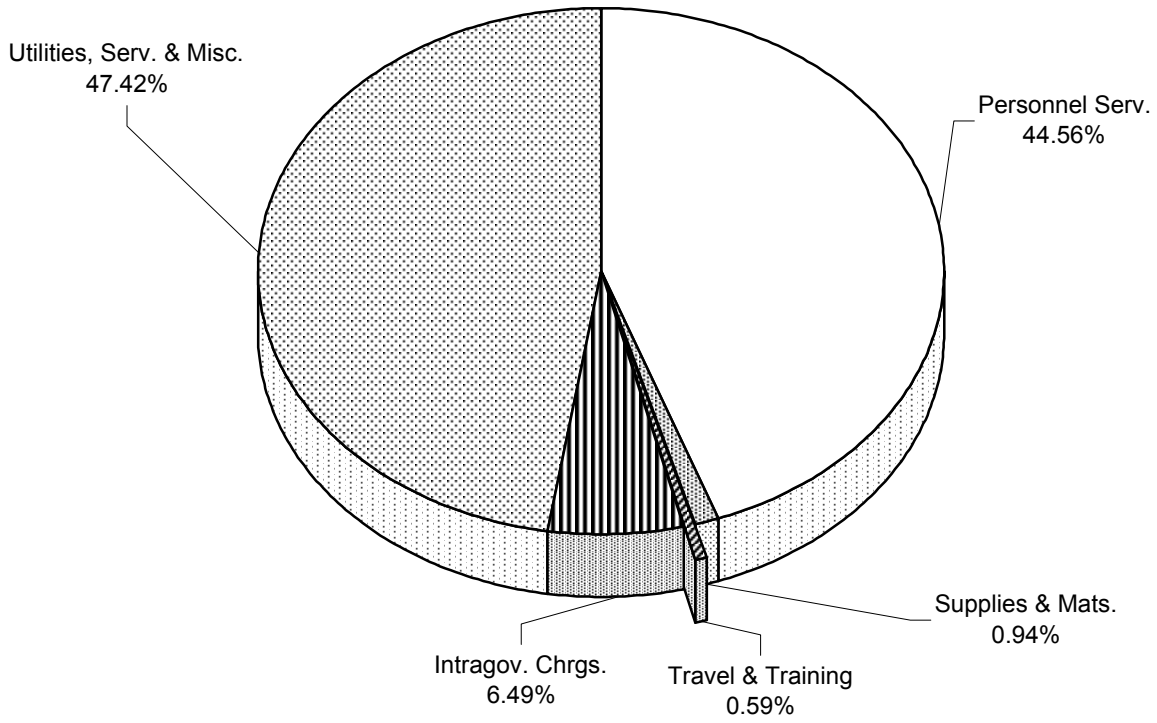
2.00 FTE Positions



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

City Clerk and Elections

FY 2005



APPROPRIATIONS

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
Personnel Services	$ 106,027	$ 108,009	$ 108,902	$ 107,772	(0.2%)
Supplies & Materials	793	2,668	1,768	2,275	(14.7%)
Travel & Training	0	1,425	1,425	1,425	0.0%
Intragovernmental Charges	16,881	16,172	16,172	15,693	(3.0%)
Utilities, Services & Misc.	53,494	71,496	67,876	114,693	60.4%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**177,195**	**199,770**	**196,143**	**241,858**	**21.1%**
Summary					
Operating Expenses	177,195	199,770	196,143	241,858	21.1%
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	$ **177,195**	$ **199,770**	$ **196,143**	$ **241,858**	**21.1%**

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CITY CLERK AND ELECTIONS - SUMMARY

110-02

DEPARTMENT DESCRIPTION

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

DEPARTMENT OBJECTIVES

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

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

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

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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 2003	Budget FY 2004	Estimated FY 2005
Council Meetings	26	26	26
Proclamations	57	65	65
Board of Adjustment Applications Processed	34	45	40

COMPARATIVE DATA

	Columbia, MO	Independence, MO	St. Joseph, MO	St. Charles, MO	Hazelwood, MO
Population	**90,066**	**113,686**	**74,781**	**62,871**	**33,650**
Number of Employees	2	6	3	3	2
Employees Per 1,000 Population	0.022	0.053	0.040	0.048	0.059
Number of Ordinances and Resolutions/Year	681	426	476	361	116

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

In FY 2005 council packets will be place on the internet prior to the council meetings. This will enable the public access to the information.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 106,027	$ 108,009	$ 108,902	$ 107,772	(0.2%)
Supplies and Materials	793	2,668	1,768	2,275	(14.7%)
Travel and Training	0	1,425	1,425	1,425	0.0%
Intragovernmental Charges	16,881	16,172	16,172	15,693	(3.0%)
Utilities, Services, & Misc.	1,017	6,156	2,536	6,200	0.7%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 124,718**	**$ 134,430**	**$ 130,803**	**$ 133,365**	**(0.8%)**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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

A significant increase is reflected in FY 2005 due to the increase special election cost in November. This increase cost is occuring due to fewer entities with issues on the ballot to share the cost. The council received three petitions for voter-initiated issues to be placed on the November ballot.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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.	52,477	65,340	65,340	108,493	66.0%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **52,477**	$ **65,340**	$ **65,340**	$ **108,493**	**66.0%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
There are no personnel assigned to this budget.					

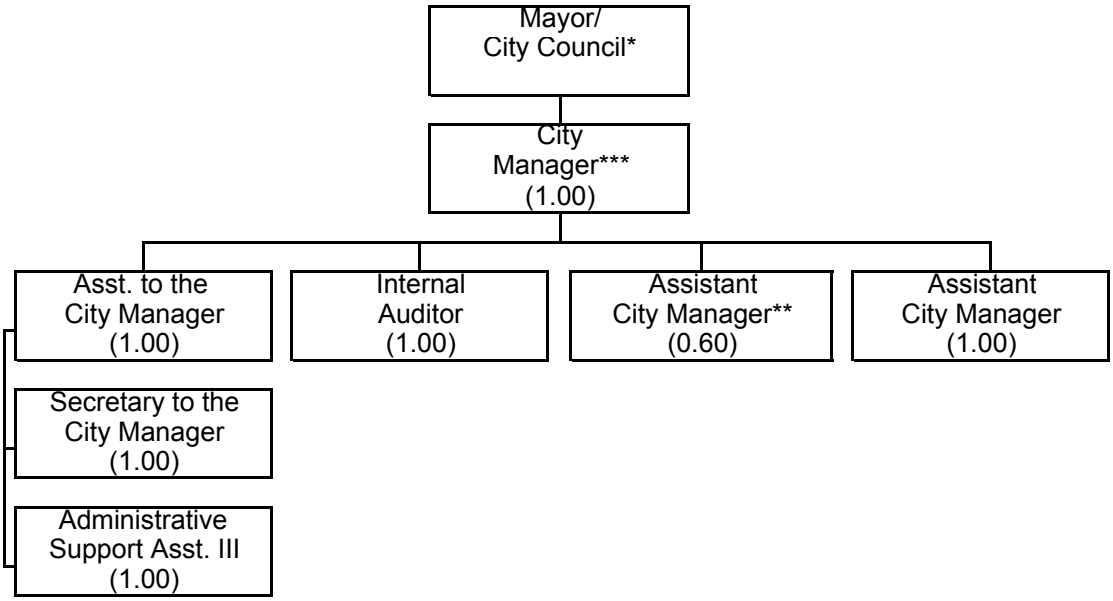
City Manager

City of Columbia

Columbia, Missouri

City of Columbia - City Manager

6.60 FTE Positions

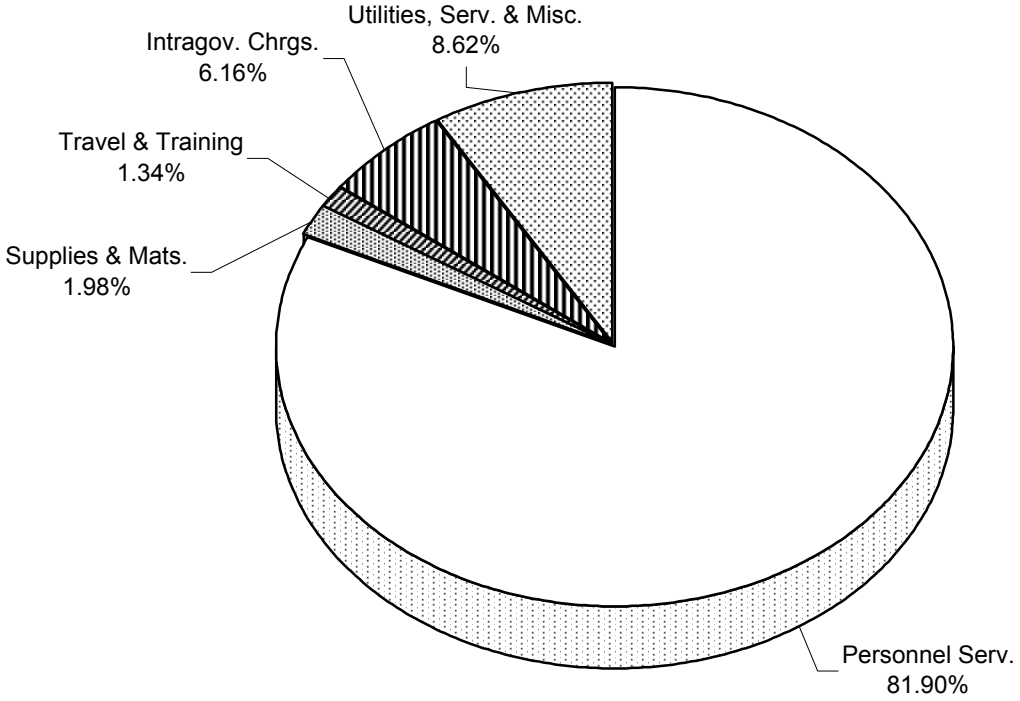


* Positions not included in City Manager's FTE count.

** 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 2005



APPROPRIATIONS

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
Personnel Services	$ 586,143	$ 606,277	$ 601,023	$ 640,817	5.7%
Supplies & Materials	7,196	17,860	11,529	15,460	(13.4%)
Travel & Training	7,111	10,475	8,500	10,475	0.0%
Intragovernmental Charges	51,573	47,333	47,333	48,226	1.9%
Utilities, Services & Misc.	45,980	67,439	35,950	67,439	0.0%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**698,003**	**749,384**	**704,335**	**782,417**	**4.4%**
Summary					
Operating Expenses	698,003	749,384	704,335	782,417	4.4%
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	$ **698,003**	$ **749,384**	$ **704,335**	$ **782,417**	**4.4%**

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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 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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	
4610 - Internal Auditor	1.00	1.00	1.00	1.00	
1102 - Secretary to City Manager	1.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00	
Total Personnel	**6.60**	**6.60**	**6.60**	**6.60**	
Permanent Full-Time	6.60	6.60	6.60	6.60	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**6.60**	**6.60**	**6.60**	**6.60**	

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2003	Budget FY 2004	Estimated FY 2005
Council Issues Processed: Resolutions/Staff Report	268	280	290
Ordinances/Staff Report	413	425	450
Agenda Reports	136	150	155
City Manager Press Conferences	26	27	27

COMPARATIVE DATA

	Columbia, MO	Springfield, MO	Ames, IA	Indepen-dence, MO	Boulder, CO	Lawrence, KS
Population	**90,066**	**156,364**	**52,250**	**113,686**	**98,445**	**87,174**
Number of Employees	7	5	12	10	10	6
Employees Per 1,000 Population	0.078	0.032	0.230	0.088	0.102	0.069
Total Annual Budget (Including Capital Improvements)*	236,178,554	211,594,752	119,714,733	187,917,449	182,731,000	110,678,698

* 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.

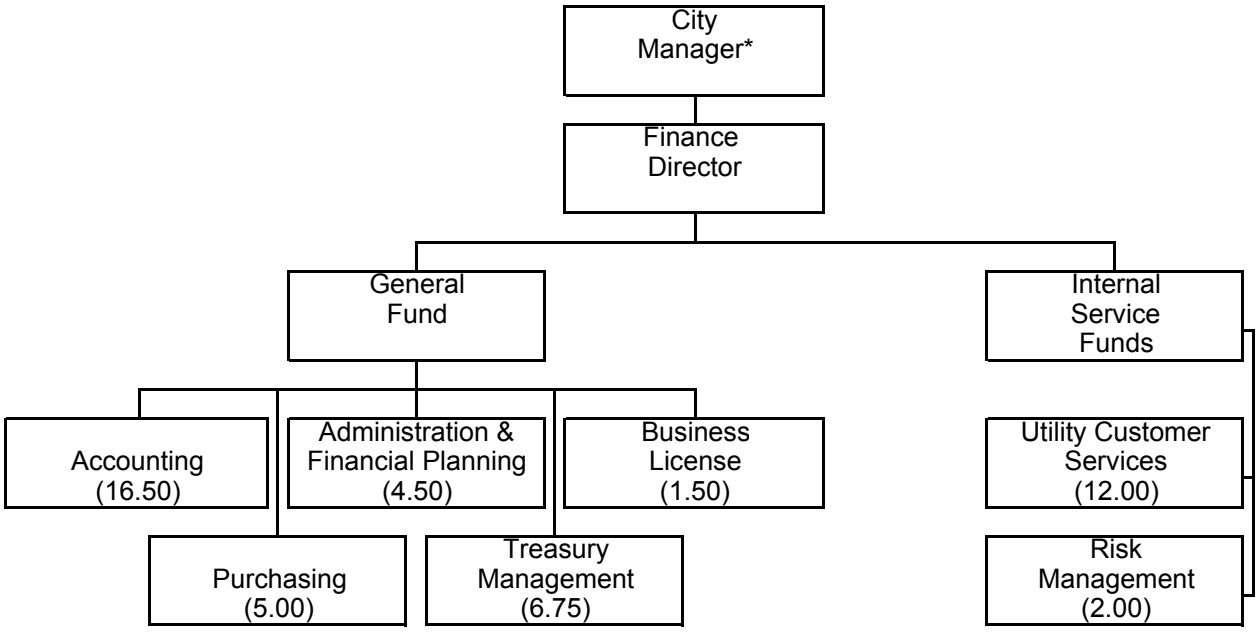
Finance Department

City of Columbia

Columbia, Missouri

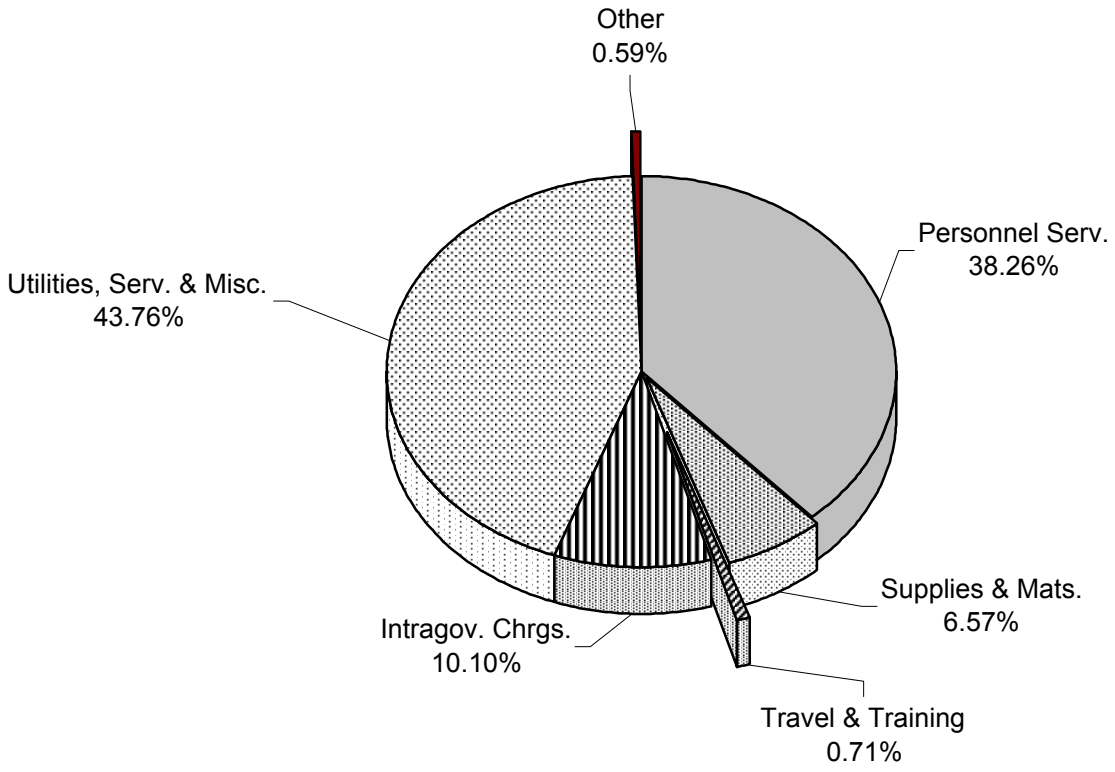
City of Columbia - Finance Department

48.25 FTE Positions



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

Finance Department - Summary
FY 2005



APPROPRIATIONS

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
Personnel Services	$ 2,321,066	$ 2,480,005	$ 2,446,492	$ 2,640,215	6.5%
Supplies & Materials	344,541	421,590	419,749	453,561	7.6%
Travel & Training	23,456	49,129	49,084	49,097	(0.1%)
Intragovernmental Charges	811,475	686,878	686,878	697,103	1.5%
Utilities, Services & Misc.	3,501,175	3,218,887	3,252,798	3,019,441	(6.2%)
Capital	0	35,909	35,909	0	(100.0%)
Other	3,641	28,434	27,634	40,684	43.1%
Total	**7,005,354**	**6,920,832**	**6,918,544**	**6,900,101**	**(0.3%)**
Summary					
Operating Expenses	7,001,713	6,856,489	6,855,001	6,859,417	0.0%
Non-Operating Expenses	3,641	28,434	27,634	40,684	43.1%
Debt Service	0	0	0	0	
Capital Additions	0	35,909	35,909	0	(100.0%)
Capital Projects	0	0	0	0	
Total Expenses	$ **7,005,354**	$ **6,920,832**	$ **6,918,544**	$ **6,900,101**	**(0.3%)**

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FINANCE DEPARTMENT - SUMMARY

DEPARTMENT DESCRIPTION

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

DEPARTMENT OBJECTIVES

General Finance Activities: The Finance Department will provide the support necessary to allow the City to conduct business in an efficient and effective manner. This includes performing the day to day processing activity, providing accurate and timely management information, external financial reports that adhere to professional standards, and managing the city's 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 2005 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 pronouncements required by the Governmental Accounting Standards Board (GASB). The department staff will continue to work towards enhancing its e-government presence on the City's website.

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
General Fund Operations	34.25	34.25	34.25	34.25	
Utility Customer Services Fund	11.75	12.00	12.00	12.00	
Self-Insurance Reserve Fund	2.00	2.00	2.00	2.00	
Total Personnel	**48.00**	**48.25**	**48.25**	**48.25**	
Permanent Full-Time	46.00	47.00	47.00	47.00	
Permanent Part-Time	2.00	1.25	1.25	1.25	
Total Permanent	**48.00**	**48.25**	**48.25**	**48.25**	

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2003	Budget FY 2004	Estimated FY 2005
No. of Accts. Payable Checks Written	27,158	27,151	23,634
No. of Formal and Informal Bids	475	480	500
No. of Annual Supply and Service Contracts	260	265	261
New Business License Applications Processed	535	605	650
No. of Other Licenses and Permits Processed	3,500	3,550	3,550
Portfolio Size	$240 Million	$220 Million	$228 Million
Total Portfolio Return	0.07	0.06	0.06
Amount Utility Accounts Written Off	$230,660	$287,935	$287,935
Percent Uncollected	0.32	0.32	0.32
New Utility Account Services	20,000	20,000	20,000
Number of Claims Processed:			
Property & Liability	70	70	70
Worker's Compensation	200	200	200

COMPARATIVE DATA

	Columbia, MO	Springfield, MO	Utilities of Springfield, MO	Denton, TX	Ames, IA	Gainesville, FL
Population	**90,066**	**156,364**	**158,134**	**87,472**	**52,250**	**96,620**
Number of Employees	41.5	53	197	89.75	38.75	35
Employees Per 1,000 Population	0.461	0.339	1.246	1.026	0.742	0.362
No. of Acctg. Entities Managed	54	34	2	23	65	51
No. of Purchase Orders Issued/Year	3,665	18,000	10,000	11,000	3,000	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	4,489	14,490	---	430*	---	5,819
No. of Liquor Licenses Issued	322	380	---	147**	144	---
Investment Portfolio (Book Value)	$217 Million	$102 Million	$203 Million	$154 Million	$64 Million	$333 Million
Self Insure All Other Ins. Coverages	Yes	Yes	Yes	Yes	Yes	Yes
No. of Utility Accounts	45,500	No	98,883	39,000	22,636	80,945
No, of Utitliy Staff Employees	9	Resonse	60	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 2005 will be to increase the City's internet capabilities through on-line transaction processing by completing the implementation of on-line processing of payments for utility billing information. The Finance Department will be working with other City staff to develop a financing strategy, and assist in the preparation of the capital improvement sales tax and parks sales tax ballot issues. This 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 and other technology to more efficiently perform functions.

BUDGET DETAIL

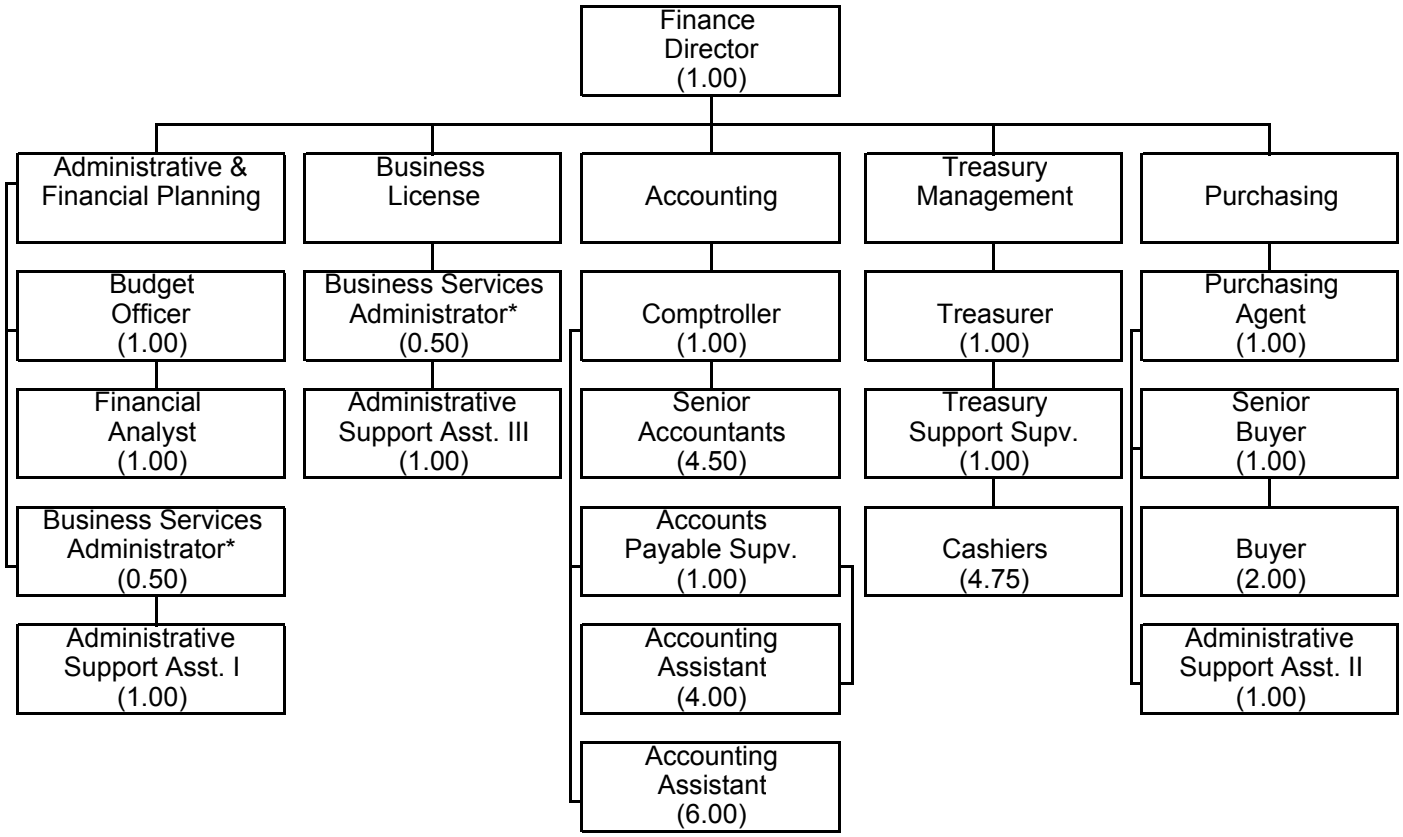
	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 1,783,566	$ 1,918,777	$ 1,883,396	$ 2,037,895	6.2%
Supplies & Materials	99,907	131,419	121,578	147,401	12.2%
Travel & Training	13,299	25,197	25,084	25,197	0.0%
Intragovernmental Charges	460,763	423,443	423,443	418,253	(1.2%)
Utilities, Services & Misc.	177,492	232,342	228,086	236,270	1.7%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**2,535,027**	**2,731,178**	**2,681,587**	**2,865,016**	**4.9%**
Summary					
Operating Expenses	2,535,027	2,731,178	2,681,587	2,865,016	4.9%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**$ 2,535,027**	**$ 2,731,178**	**$ 2,681,587**	**$ 2,865,016**	**4.9%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
Administration & Financial Planning	4.50	4.50	4.50	4.50	
Accounting	16.50	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	**34.25**	**34.25**	**34.25**	**34.25**	
Permanent Full-Time	33.00	33.00	33.00	33.00	
Permanent Part-Time	1.25	1.25	1.25	1.25	
Total Permanent	**34.25**	**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, the five-year Capital Improvement Program and the Ten Year Trend Manual. 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. Staff will continue to review pertinent sections of the City Code of Ordinances to identify areas of improvement in an effort to provide customer service to the citizens of Columbia in the most effective and efficient manner.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 336,327	$ 361,806	$ 362,061	$ 384,037	6.1%
Supplies and Materials	22,039	35,535	35,435	35,625	0.3%
Travel and Training	2,471	5,170	5,170	5,170	0.0%
Intragovernmental Charges	78,395	67,229	67,229	65,889	(2.0%)
Utilities, Services, & Misc.	107,202	108,939	108,924	114,720	5.3%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **546,434**	$ **578,679**	$ **578,819**	$ **605,441**	**4.6%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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

During FY 2005 the accounting staff will work with Information Services, E-Gov. Coordinator and various city departments to implement web-based transaction processing.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 827,960	$ 879,725	$ 843,977	$ 934,226	6.2%
Supplies and Materials	41,956	49,064	41,100	47,750	(2.7%)
Travel and Training	3,736	6,100	5,900	6,100	0.0%
Intragovernmental Charges	192,973	181,319	181,319	185,352	2.2%
Utilities, Services, & Misc.	16,746	40,141	37,700	37,700	(6.1%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 1,083,371**	**$ 1,156,349**	**$ 1,109,996**	**$ 1,211,128**	**4.7%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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	10.00	10.00	10.00	10.00	
Total Personnel	**16.50**	**16.50**	**16.50**	**16.50**	
Permanent Full-Time	16.00	16.00	16.00	16.00	
Permanent Part-Time	0.50	0.50	0.50	0.50	
Total Permanent	**16.50**	**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 banking functions underwent dramatic technology improvements during the last year. Manual and paper processes were replaced with online processes and communication, thereby creating greater efficiency and meeting growing workloads with existing staff. Payment mechanisms designed to enhance customer convenience will receive greater focus in the next year. The exponential growth in online payments from 3rd party services has placed demands on staffing levels and offset the workload saved through technological improvements. In FY 2005 we will be implementing technology that will reduce paper processing by converting checks into electronic ACH files.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 288,003	$ 331,654	$ 331,554	$ 344,649	3.9%
Supplies and Materials	11,591	11,900	11,952	27,760	133.3%
Travel and Training	65	5,500	5,500	5,500	0.0%
Intragovernmental Charges	98,993	87,507	87,507	81,361	(7.0%)
Utilities, Services, & Misc.	42,102	56,800	56,800	61,720	8.7%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **440,754**	$ **493,361**	$ **493,313**	$ **520,990**	**5.6%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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 2005 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. With implementation of the Procurement Card system having been completed, a travel card system will be proposed for employees who must travel frequently as a part of their official duties and for other employees who incur travel expenses frequently. During FY 2004, an online registration process was begun to allow vendors to receive notices of bids electronically, thus significantly reducing the cost of preparing, duplicating and mailing bids. This system will be further developed during FY 2005 so that all formal bids are distributed electronically to registered vendors.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 254,120	$ 263,482	$ 263,701	$ 288,336	9.4%
Supplies and Materials	13,254	20,760	18,935	22,100	6.5%
Travel and Training	5,774	6,950	6,950	6,950	0.0%
Intragovernmental Charges	64,662	62,853	62,853	61,749	(1.8%)
Utilities, Services, & Misc.	9,515	21,112	20,162	16,780	(20.5%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **347,325**	$ **375,157**	$ **372,601**	$ **395,915**	**5.5%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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 2005 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

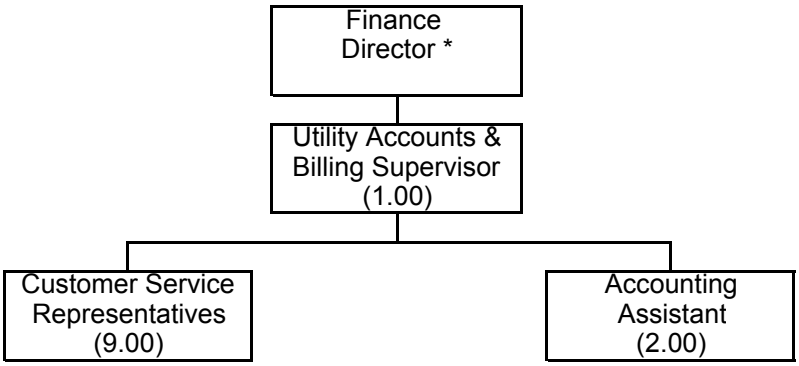
	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 77,156	$ 82,110	$ 82,103	$ 86,647	5.5%
Supplies and Materials	11,067	14,160	14,156	14,166	0.0%
Travel and Training	1,253	1,477	1,564	1,477	0.0%
Intragovernmental Charges	25,740	24,535	24,535	23,902	(2.6%)
Utilities, Services, & Misc.	1,927	5,350	4,500	5,350	0.0%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **117,143**	$ **127,632**	$ **126,858**	$ **131,542**	**3.1%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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

Monitor and further develop "After Hours Answering Service" for calls from Utility Customers to the Power Plant.
Monitor and further develop outsourcing of mail stuffing and mailing process to AAA Mailing.
Continue series of monthly Customer Service Workshops to train Representatives to deal with threatening abusive customers. We will also focus on improving service to all of City of Columbia customers.
Continue training through Sungard HTE.
Continue development of a Training Manual for new employees.
Continue Desk Documentation Manuals which document all of UCS work processes.
Resume Audit group meetings to address ordinance changes for residential and commercial deposits.
Liaison with Information Services and Sungard HTE to convert expensive "mods" to base. This will save money and time for IS and allow HTE to fully support the Customer Information Systems (CX)program.

BUDGET DETAIL

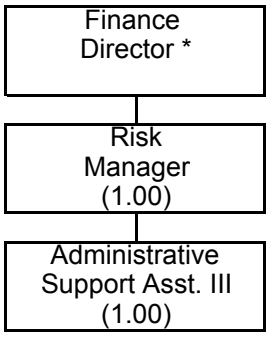
	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 435,079	$ 450,840	$ 451,271	$ 475,608	5.5%
Supplies & Materials	241,367	286,196	294,196	300,185	4.9%
Travel & Training	5,281	17,550	17,550	17,550	0.0%
Intragovernmental Charges	315,151	235,001	235,001	253,569	7.9%
Utilities, Services & Misc.	217,780	301,560	378,727	418,212	38.7%
Capital	0	35,909	35,909	0	(100.0%)
Other	3,641	28,434	27,634	38,934	36.9%
Total	**1,218,299**	**1,355,490**	**1,440,288**	**1,504,058**	**11.0%**
Summary					
Operating Expenses	1,214,658	1,291,147	1,376,745	1,465,124	13.5%
Non-Operating Expenses	3,641	28,434	27,634	38,934	36.9%
Debt Service	0	0	0	0	
Capital Additions	0	35,909	35,909	0	(100.0%)
Capital Projects	0	0	0	0	
Total Expenses	**$ 1,218,299**	**$ 1,355,490**	**$ 1,440,288**	**$ 1,504,058**	**11.0%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
1214 - Utility Accts & Billing Supv	1.00	1.00	1.00	1.00	
1212 - Customer Representative	8.00	9.00	9.00	9.00	
1203 - Accounting Assistant	2.00	2.00	2.00	2.00	
1001 - ASA I	0.75	0.00	0.00	0.00	
Total Personnel	**11.75**	**12.00**	**12.00**	**12.00**	
Permanent Full-Time	11.00	12.00	12.00	12.00	
Permanent Part-Time	0.75	0.00	0.00	0.00	
Total Permanent	**11.75**	**12.00**	**12.00**	**12.00**	

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 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 FY04 included Slip, Trip, and Fall Prevention, Supervisor Safety Training, Safe Food Handling, and Back Wellness and Safety. City insurance coverages are continuously reviewed to provide the best protection at the most economical cost.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 102,421	$ 110,388	$ 111,825	$ 126,712	14.8%
Supplies & Materials	3,267	3,975	3,975	5,975	50.3%
Travel & Training	4,876	6,382	6,450	6,350	(0.5%)
Intragovernmental Charges	35,561	28,434	28,434	25,281	(11.1%)
Utilities, Services & Misc.	3,105,903	2,684,985	2,645,985	2,364,959	(11.9%)
Capital	0	0	0	0	
Other	0	0	0	1,750	
Total	**3,252,028**	**2,834,164**	**2,796,669**	**2,531,027**	**(10.7%)**
Summary					
Operating Expenses	3,252,028	2,834,164	2,796,669	2,529,277	(10.8%)
Non-Operating Expenses	0	0	0	1,750	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**$ 3,252,028**	**$ 2,834,164**	**$ 2,796,669**	**$ 2,531,027**	**(10.7%)**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
6600 - Risk Manager	1.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	0.00	0.00	0.00	1.00	1.00
1002 - Admin. Support Assistant II*	1.00	1.00	1.00	0.00	(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**	

*In FY 2005 position was reclassifed to an Administrative Support Assistant III.

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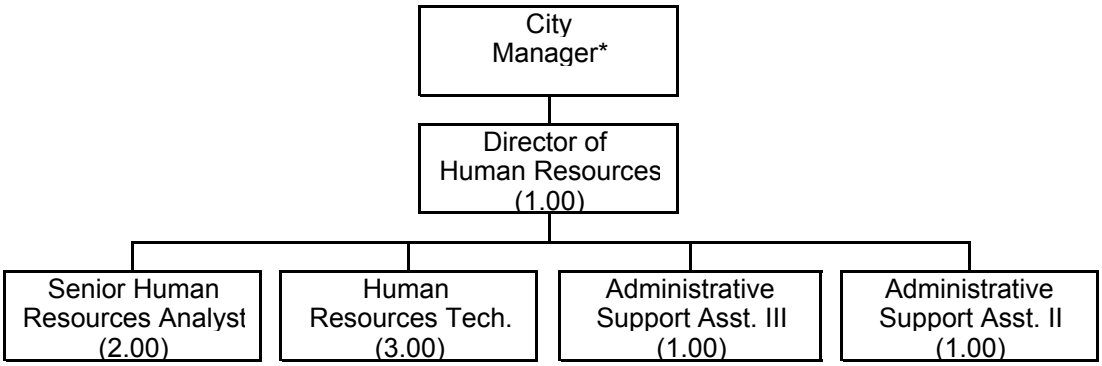
Human Resources

City of Columbia

Columbia, Missouri

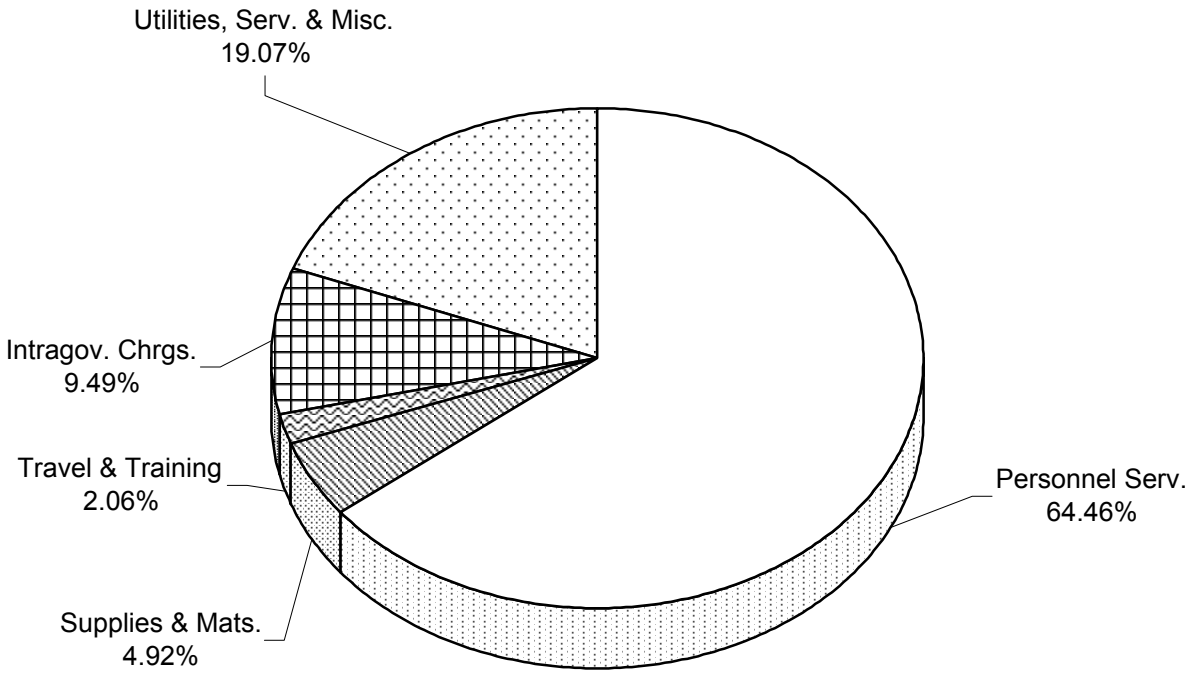
City of Columbia - Human Resources

8.00 FTE Positions



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

Human Resources Department
FY 2005



APPROPRIATIONS

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
Personnel Services	$ 421,956	$ 426,684	$ 428,054	$ 458,547	7.5%
Supplies & Materials	24,048	34,330	28,800	35,015	2.0%
Travel & Training	2,728	14,630	11,800	14,630	0.0%
Intragovernmental Charges	71,987	70,464	70,464	67,492	(4.2%)
Utilities, Services & Misc.	97,129	132,537	130,163	135,675	2.4%
Capital	6,800	0	0	0	
Other	0	0	0	0	
Total	**624,648**	**678,645**	**669,281**	**711,359**	**4.8%**
Summary					
Operating Expenses	617,848	678,645	669,281	711,359	4.8%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	6,800	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **624,648**	$ **678,645**	$ **669,281**	$ **711,359**	**4.8%**

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HUMAN RESOURCES DEPARTMENT

110-1210

DEPARTMENT DESCRIPTION

The Human Resources Department is responsible for coordinating the efforts of all City departments in the recruitment, selection, hiring, evaluation, promotion, training and development of a diverse staff of qualified and dedicated employees 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 was conducted in FY 2003 and FY 2004, addressing issues of plan cost, plan design, administrative services and network design. A new third party administrator and provider network were selected to process medical and dental claims. The Employee Benefit Committee, established in FY 2003, provided employee input in the review process. An additional benefit review will be conducted in FY 2005 to address plan cost and plan design issues.

HIPAA compliance, FLSA overtime rule changes, and administrative rule revisions will be priorities this year. Recruitment and retention strategies will be reviewed and modified where needed to reduce turnover, and to attract and retain qualified minorities and females. Employee training and employee benefit education program development will be emphasized.

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. Access to health screening services for all employees will be added in FY 2005. 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 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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 2003	Budget FY 2004	Estimated FY 2005
Applications Processed	3,246	3,500	3,500
Permanent Position Selection Processes	111	175	150
Permanent Position Selection Process Activity (Interviews and Tests)	1,526	1,500	1,600
Affirmative Action Job Announcements Mailed	3,053	5,000	4,500
Job Vacancy Ads Placed	340	500	500
Employee Mailings	5,000	3,500	5,000
Benefit Changes Processed	792	550	800
Personnel Requisitions Processed	2,509	3,500	3,500
Performance Evaluations Processed	1,107	1,500	1,500
Employee Meetings/Training	1,098	250	800
Bargaining Unit Activity	17	20	20
Employee Health Contacts	8,273	6,200	8,000

COMPARATIVE DATA

	Columbia, MO	Springfield, MO	Norman, OK	Ames, IA
Population	**90,066**	**156,364**	**103,163**	**52,250**
Number of Employees	8.00	17.00	9.00	5.00
Employees Per 1,000 Population	0.09	0.11	0.09	0.10
Number of Permanent City Employees	1,141.50	1,505.00	746.00	478.00
HR Staff Ratios Per City Employee	0.70	1.13	1.21	1.05
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

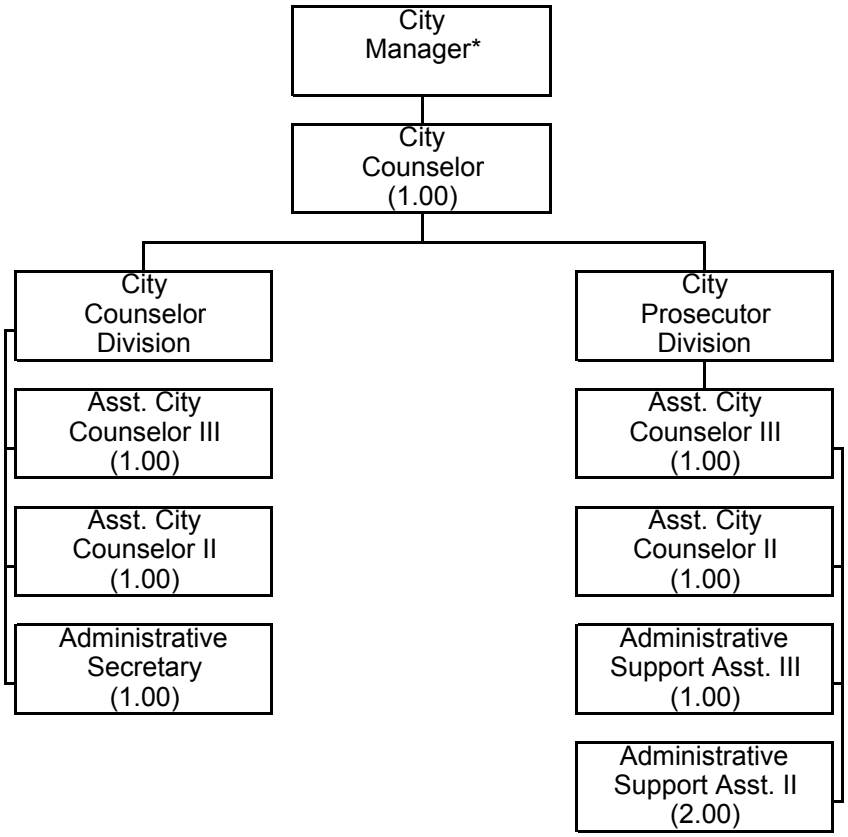
Law Department

City of Columbia

Columbia, Missouri

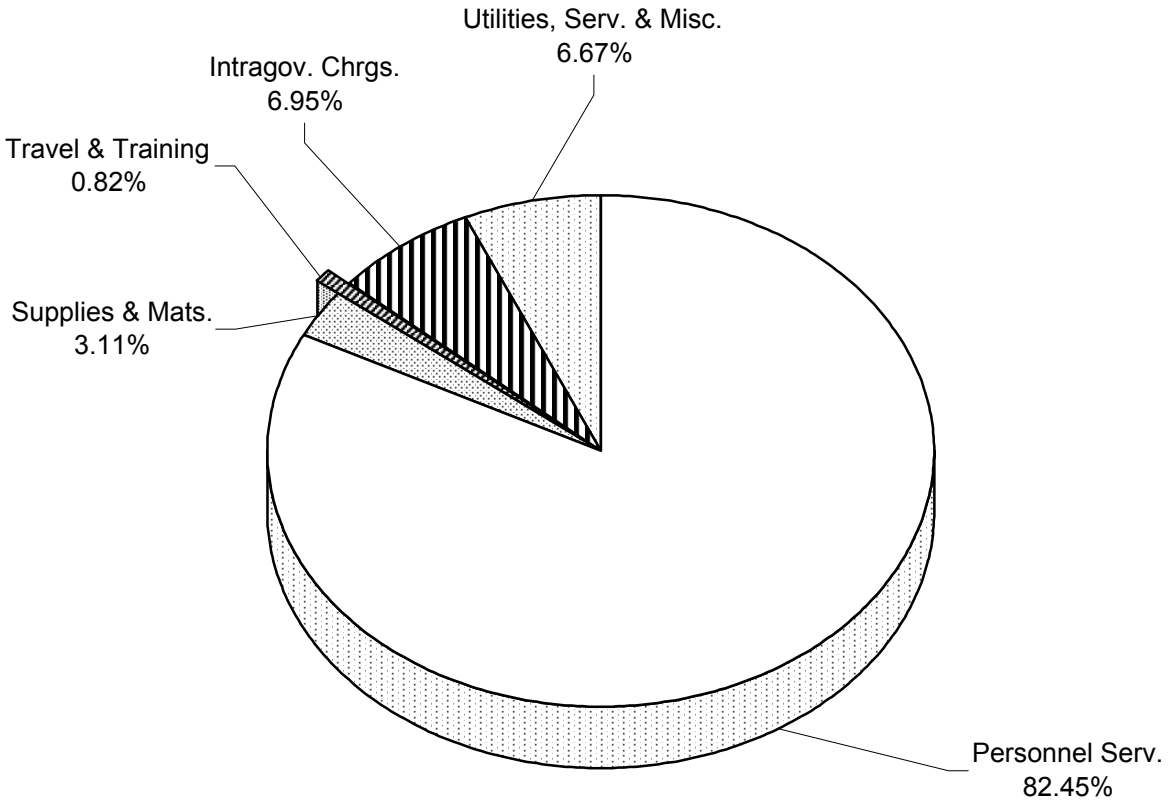
City of Columbia - Law Department

9.00 FTE Positions



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

Law Department
FY 2005



APPROPRIATIONS

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
Personnel Services	$ 575,548	$ 622,178	$ 623,493	$ 680,507	9.4%
Supplies & Materials	23,626	24,389	24,218	25,659	5.2%
Travel & Training	5,001	6,780	6,780	6,780	0.0%
Intragovernmental Charges	66,558	58,180	58,180	57,336	(1.5%)
Utilities, Services & Misc.	19,736	52,887	52,227	55,093	4.2%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**690,469**	**764,414**	**764,898**	**825,375**	**8.0%**
Summary					
Operating Expenses	690,469	764,414	764,898	825,375	8.0%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **690,469**	$ **764,414**	$ **764,898**	$ **825,375**	**8.0%**

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LAW DEPARTMENT - SUMMARY

DEPARTMENT DESCRIPTION

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

DEPARTMENT OBJECTIVES

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

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

The addition of funds for increasing the temporary prosecutor hours as well as the addition of a permanent Administrative Support Assistant II in the Prosecutor's office will greatly assist with an ever growing caseload.

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
City Counselor	4.00	4.00	4.00	4.00	
City Prosecutor	4.00	4.00	4.00	5.00	1.00
Total Personnel	**8.00**	**8.00**	**8.00**	**9.00**	**1.00**
Permanent Full-Time	8.00	8.00	8.00	9.00	1.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**8.00**	**8.00**	**8.00**	**9.00**	**1.00**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2003	Budget FY 2004	Estimated FY 2005
City Counselor:			
Ordinances Drafted	413	435	435
Resolutions Drafted	268	270	270
In-House Circuit Court Cases Pending	8	12	12
City Prosecutor:			
Municipal Court Files Received	17,058	22,000	23,000
Municipal Court First Trial Settings	2,576	2,700	2,800

LAW DEPARTMENT - SUMMARY

COMPARATIVE DATA

	Columbia, MO	Springfield, MO	Indepen-dence, MO	St. Charles, MO	Lee's Summit, MO
Population	**90,066**	**156,364**	**113,686**	**62,871**	**85,494**
No. of City Attorneys	5.25	13	4.5	2.5	5
City Attorneys Per 1,000 Pop.	0.058	0.083	0.040	0.040	0.058

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 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 348,702	$ 358,724	$ 360,358	$ 375,740	4.7%
Supplies and Materials	15,873	16,986	16,775	15,928	(6.2%)
Travel and Training	3,070	3,880	3,880	3,880	0.0%
Intragovernmental Charges	36,876	32,281	32,281	29,732	(7.9%)
Utilities, Services, & Misc.	17,133	42,716	42,356	43,332	1.4%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 421,654**	**$ 454,587**	**$ 455,650**	**$ 468,612**	**3.1%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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

An Administrative Support Assistant and temporary help funds to increase prosecutor hours were added in this division. The addition of these funds and position is an effort to more efficiently handle the ever-growing caseload.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 226,846	$ 263,454	$ 263,135	$ 304,767	15.7%
Supplies and Materials	7,753	7,403	7,443	9,731	31.4%
Travel and Training	1,931	2,900	2,900	2,900	0.0%
Intragovernmental Charges	29,682	25,899	25,899	27,604	6.6%
Utilities, Services, & Misc.	2,603	10,171	9,871	11,761	15.6%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 268,815**	**$ 309,827**	**$ 309,248**	**$ 356,763**	**15.1%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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	2.00	1.00
Total Personnel	**4.00**	**4.00**	**4.00**	**5.00**	**1.00**
Permanent Full-Time	4.00	4.00	4.00	5.00	1.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**4.00**	**4.00**	**4.00**	**5.00**	**1.00**

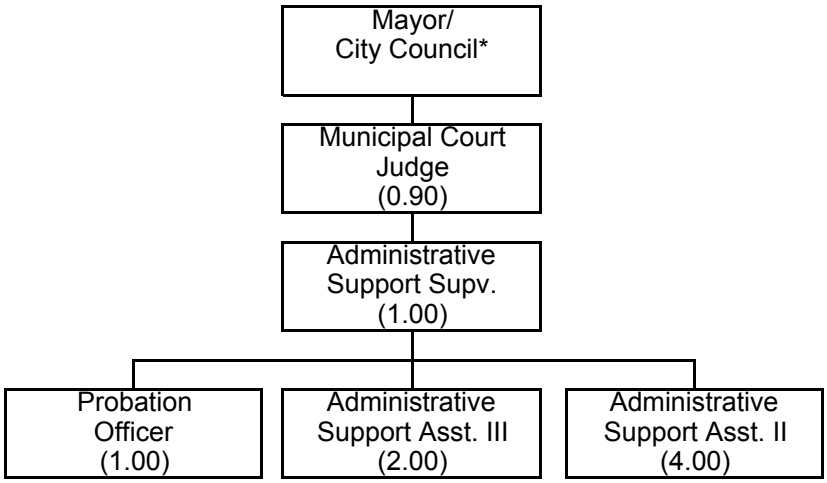
Municipal Court

City of Columbia

Columbia, Missouri

City of Columbia - Municipal Court

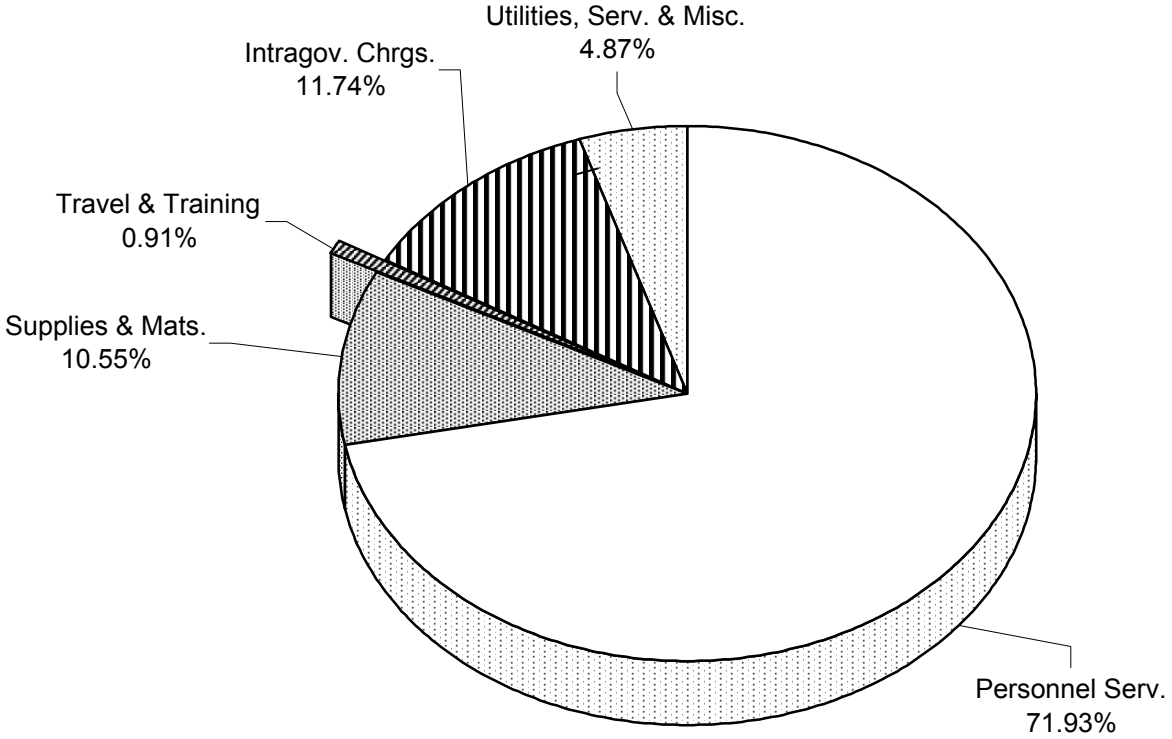
8.90 FTE Positions



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

Municipal Court

FY 2005



APPROPRIATIONS

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
Personnel Services	$ 378,783	$ 396,603	$ 375,535	$ 439,235	10.7%
Supplies & Materials	52,907	61,096	61,096	64,401	5.4%
Travel & Training	2,841	5,568	5,568	5,568	0.0%
Intragovernmental Charges	84,628	72,945	72,945	71,689	(1.7%)
Utilities, Services & Misc.	25,641	26,444	29,269	29,735	12.4%
Capital	0	35,000	35,000	0	(100.0%)
Other	0	0	0	0	
Total	**544,800**	**597,656**	**579,413**	**610,628**	**2.2%**
Summary					
Operating Expenses	544,800	562,656	544,413	610,628	8.5%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	35,000	35,000	0	(100.0%)
Capital Projects	0	0	0	0	
Total Expenses	$ **544,800**	$ **597,656**	$ **579,413**	$ **610,628**	**2.2%**

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DEPARTMENT DESCRIPTION

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

DEPARTMENT OBJECTIVES

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

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

The budget for FY2005 includes funds for an additional Deputy Court Clerk (ASA III) permanent position, Westlaw Software Package and replacement desks for court staff.

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
General Court Operations	3.90	3.90	3.90	4.90	1.00
Traffic Violations Bureau	4.00	4.00	4.00	4.00	
Total Personnel	**7.90**	**7.90**	**7.90**	**8.90**	**1.00**
Permanent Full-Time	7.00	7.00	7.00	8.00	1.00
Permanent Part-Time	0.90	0.90	0.90	0.90	
Total Permanent	**7.90**	**7.90**	**7.90**	**8.90**	**1.00**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2003	Budget FY 2004	Estimated FY 2005
Traffic:			
Cases Filed	10,000	11,000	12,000
Cases Disposed	9,500	9,500	10,500
Ordinance:			
Cases Filed	3,200	3,200	4,000
Cases Disposed	2,800	2,800	3,800
Parking Tickets	70,000	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.

MUNICIPAL COURT - SUMMARY

COMPARATIVE DATA

	Columbia, MO	Joplin, MO	Lee's Summit MO
Population	**90,066**	**47,523**	**85,494**
Number of Employees	6.90	9.00	9.00
Employees Per 1,000 Population	0.077	0.189	0.105
Cases Filed-2003 (Includes Traffic & Ordinances)	15,251	27,621	16,006
Parking Tickets	72,033	21,329	*
Cash Bonds Posted	$310,727	$250,787	No Info
Surety Bonds Posted	$263,270	$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

A support staff position was added to the FY 2005 budget. The position will serve as an additional deputy clerk. This new position will assist the judge in the courtroom with issuing warrants, subpoenas, summonses, court orders, court correspondence, notification of criminal history and driving convictions to the appropriate State agencies, monitors caseflow, certify court records and supervise court sessions working closely with the judge, prosecutor, and bailiff.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 242,987	$ 251,855	$ 236,252	$ 289,361	14.9%
Supplies and Materials	51,363	60,288	60,288	63,593	5.5%
Travel and Training	2,841	5,568	5,568	5,568	0.0%
Intragovernmental Charges	76,615	58,382	58,382	60,702	4.0%
Utilities, Services, & Misc.	25,641	25,769	28,594	29,060	12.8%
Capital	0	35,000	35,000	0	(100.0%)
Other	0	0	0	0	
Total	**$ 399,447**	**$ 436,862**	**$ 424,084**	**$ 448,284**	**2.6%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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	2.00	1.00
Total Personnel	**3.90**	**3.90**	**3.90**	**4.90**	**1.00**
Permanent Full-Time	3.00	3.00	3.00	4.00	1.00
Permanent Part-Time	0.90	0.90	0.90	0.90	
Total Permanent	**3.90**	**3.90**	**3.90**	**4.90**	**1.00**

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 2005.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 135,796	$ 144,748	$ 139,283	$ 149,874	3.5%
Supplies and Materials	1,544	808	808	808	0.0%
Travel and Training	0	0	0	0	
Intragovernmental Charges	8,013	14,563	14,563	10,987	(24.6%)
Utilities, Services, & Misc.	0	675	675	675	0.0%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 145,353**	**$ 160,794**	**$ 155,329**	**$ 162,344**	**1.0%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
1002 - Admin. Support Assistant II	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**	

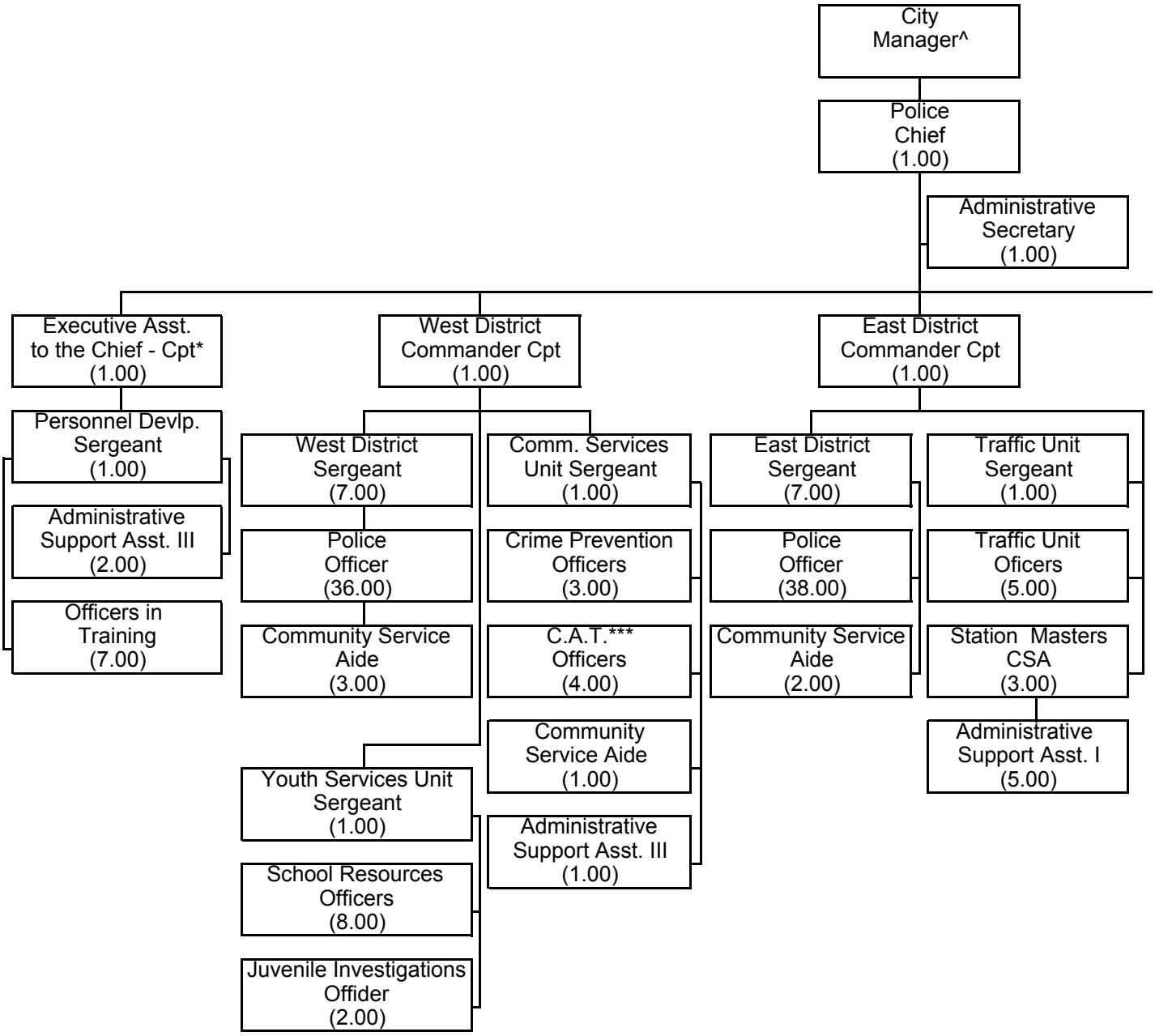
Police Department

City of Columbia

Columbia, Missouri

City of Columbia - Police Department

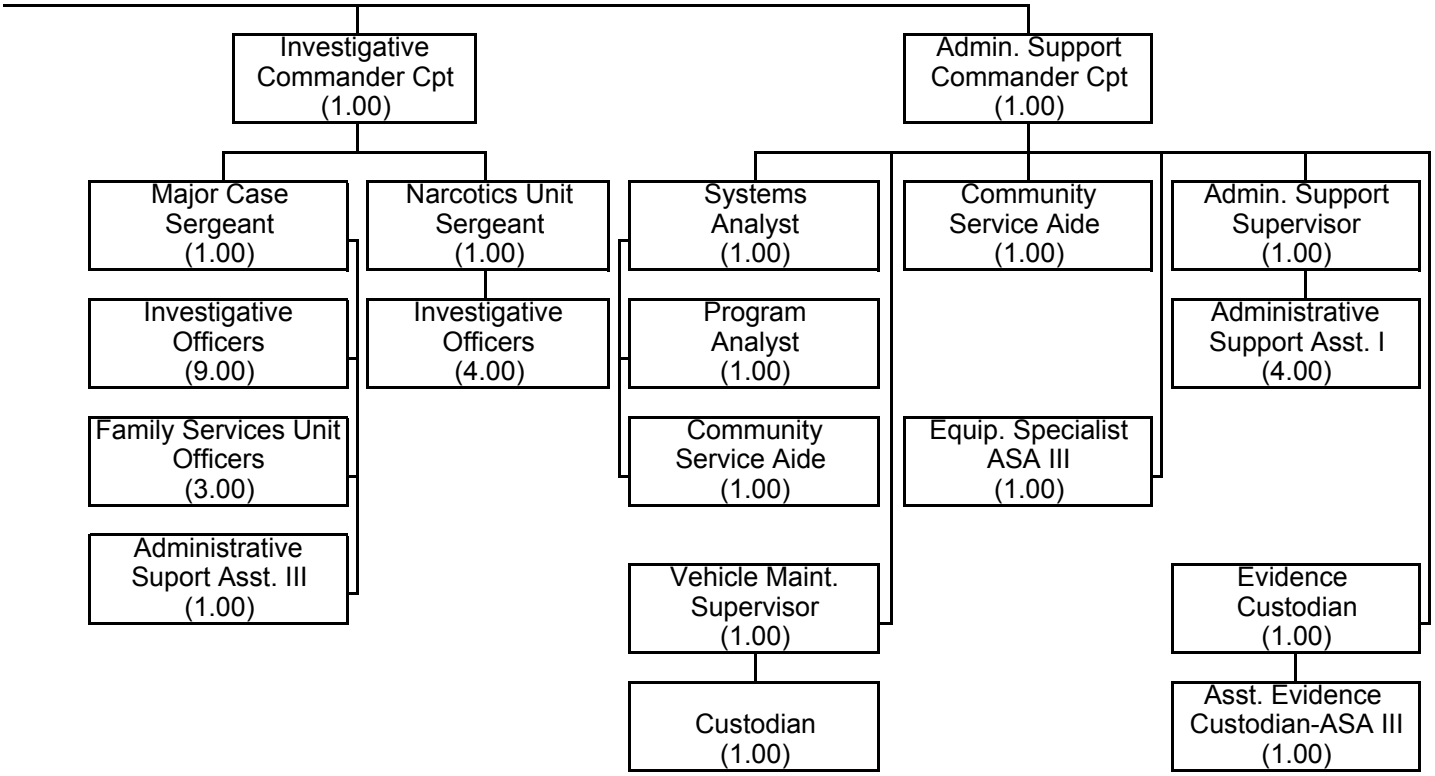
178.00 FTE Positions



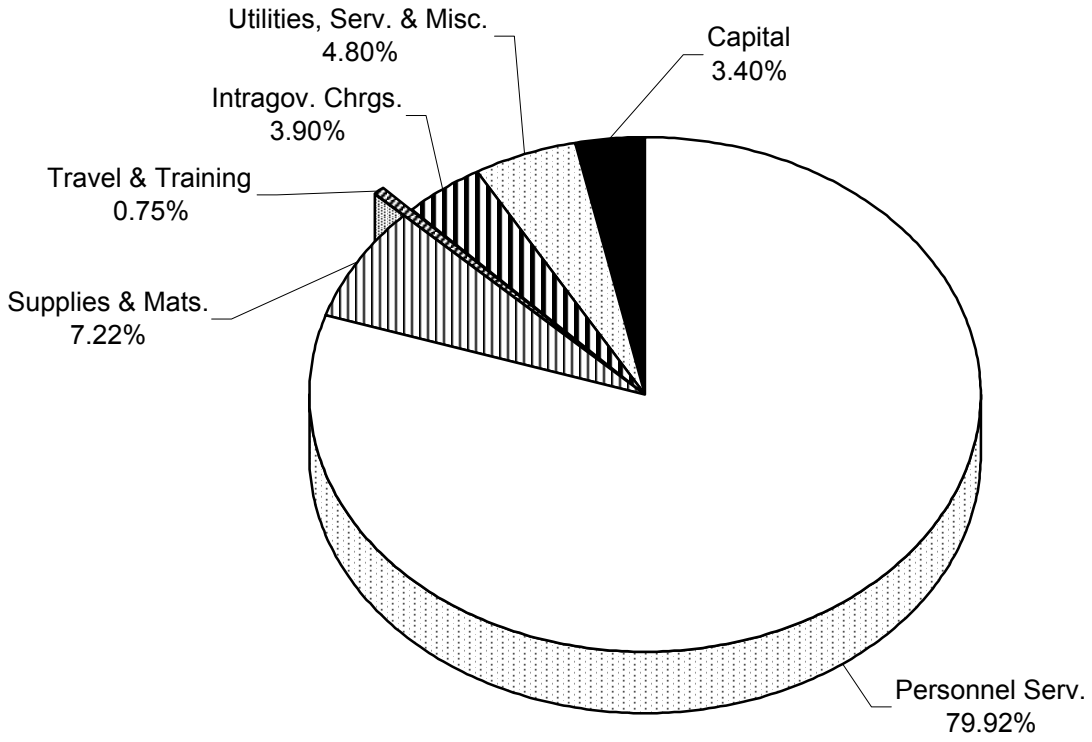
^ Position not included in Police Department's FTE Count.
* Cpt - Captain
** CSA - Community Service Aide
*** CAT - Community Action Team

City of Columbia - Police Department

178.00 FTE Positions



Police Department
FY 2005



APPROPRIATIONS

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
Personnel Services	$ 10,502,818	$ 11,266,251	$ 11,275,760	$ 12,220,035	8.5%
Supplies & Materials	970,325	1,001,314	982,634	1,104,178	10.3%
Travel & Training	104,661	115,055	105,985	114,986	(0.1%)
Intragovernmental Charges	603,664	613,397	613,997	596,782	(2.7%)
Utilities, Services & Misc.	654,508	728,168	709,413	734,170	0.8%
Capital	436,218	606,919	605,114	520,532	(14.2%)
Other	0	0	0	0	
Total	**13,272,194**	**14,331,104**	**14,292,903**	**15,290,683**	**6.7%**
Summary					
Operating Expenses	12,835,976	13,724,185	13,687,789	14,770,151	7.6%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	436,218	606,919	605,114	520,532	(14.2%)
Capital Projects	0	0	0	0	
Total Expenses	$ **13,272,194**	$ **14,331,104**	$ **14,292,903**	$ **15,290,683**	**6.7%**

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 demonstrating integrity in all our actions, treating all people with respect and creating partnerships with the community.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

During the FY 2004, the Police Department continued to implement our strategic plan. We enhanced our traffic unit by adding two officers on motorcycles to perform traffic enforcement. We also added a traffic sergeant to the unit. This doubled the size of that unit. We also updated our field training program for new officers to assure that it reflects our community policing philosophy. We also added one detective to the Youth Services Unit to enhance our efforts in dealing with juvenile crime. In FY 2005 we will be adding two Sergeants and one CAT officer to the budget which were identified as needs in our strategic plan.

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
Administration	3.00	4.00	4.00	4.00	
Operations	154.00	155.00	155.00	158.00	3.00
Services	16.00	16.00	16.00	16.00	
Total Personnel	**173.00**	**175.00**	**175.00**	**178.00**	**3.00**
Permanent Full-Time	173.00	175.00	175.00	178.00	3.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**173.00**	**175.00**	**175.00**	**178.00**	**3.00**
Sworn Officer Positions	139.00	141.00	141.00	144.00	3.00
Civilian Positions	34.00	34.00	34.00	34.00	
Total Positions	**173.00**	**175.00**	**175.00**	**178.00**	**3.00**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2003	Budget FY 2004	Estimated FY 2005
Operations/Crime Prevention:			
Adult Program Hours/Contacts	1,600/20,000	1,500/18,000	1,500/18,000
Youth-Program Hours/Contacts	2,800/65,000	3,200/100,000	3,200/100,000
Media Contact Hours	75	60	60
Volunteer Hours	3,500	5,000	5,000
Operations - Patrol:			
Calls for Service	65,093	60,000	60,000
Traffic Accidents Investigated	2,855	2,600	2,600
Moving Violations Issued	10,208	11,000	11,000
Warning Tickets Issued	6,540	7,000	7,000
D.W.I Arrests	426	500	500
Total Arrest Charges	14,133	14,500	14,500
Incident Cases Issued	17,304	17,000	17,000
Part I Crimes Reported	4,780	4,500	4,500

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2003	Budget FY 2004	Estimated FY 2005
Records Bureau:			
Arrest Reports Processed	9,548	10,000	10,000
Incident Reports Processed	23,146	24,000	25,000
Traffic Summons Processed	10,202	11,000	11,000
Accident Reports Processed	3,683	3,500	3,750

COMPARATIVE DATA
SWORN OFFICERS PER THOUSAND POPULATION

	Columbia, MO	Boulder, CO	Independence, MO	Norman OK	Springfield, MO	National Figures (2)
Population	**90,066**	**98,445**	**113,686**	**103,163**	**156,364**	**---**
Number of Officers	141	167	189	125	326	---
Officers Per 1,000 Population	1.57	1.70	1.66	1.21	2.08	2.50
Operating Budget Per Capita	$159.70	$221.99	$155.30	$155.70	$167.48	---
Crime Index (1)	3,837	3,743	8,843	3,769	12,066	4,119

	Columbia, MO	National Figures (2)
Percentage Clearance Rates: National 2001		
Murder	100%	64%
Rape	77%	45%
Robbery	52%	26%
Assault	79%	57%
Burglary	21%	13%
Larceny	31%	18%
Auto Theft	38%	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 2002 Uniform Crime Report. Figures for Columbia are actual 2003.

(2) From the 2002 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	**90,066**	**98,445**	**113,686**	**103,163**	**156,364**	**---**
Number of Employees	169	253	273	179	409	---
Employees Per 1,000 Population	1.88	2.57	2.40	1.74	2.62	3.40
Operating Budget Per Capita	$159.70	$221.99	$155.30	$155.70	$167.48	---
Crime Index (1)	3,837	3,743	8,843	3,769	12,066	4,119

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 2005 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 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 315,846	$ 327,592	$ 335,292	$ 350,740	7.1%
Supplies and Materials	20,022	20,782	21,755	23,552	13.3%
Travel and Training	2,849	3,893	3,010	3,893	0.0%
Intragovernmental Charges	41,202	31,772	31,772	17,764	(44.1%)
Utilities, Services, & Misc.	19,638	15,239	13,088	16,649	9.3%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **399,557**	$ **399,278**	$ **404,917**	$ **412,598**	**3.3%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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	1.00	1.00	1.00	
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**	

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 / GOALS

Calls for service in 2003 were 65,093, up from 58,402 in 2002. Also during 2003, there were 3,837 FBI Uniform Crime Report Part 1 crimes reported , which is down from 3,897 in 2002. Columbia Police Department clearance rate for 2003 was 35 percent, unchanged from 2002, and compares to a national clearance rate of 20% for 2002. (Latest year national data available.) This budget includes the addition of 2 Sergeants and 1 CAT officer.

FY 2005 Goal - The addtion of the two sergeants and one CAT officer supports the budget message goal of "Clean and Safe Neighborhoods". The two sergeants will allow the department to have permanent fourth shift supervisors. These additions will permit the department to more efficiently address issues in our Central city and Downtown area. The number of officers each sergeant is supervising will decrease, allowing for increased problem solving among staff. The addition of the CAT officer will allow team to work in two person teams which increases safety and efficiency. This unit spends a great deal of time dealing with issues in the Central city, Downtown and East Campus areas.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 9,368,023	$ 10,073,488	$ 10,082,286	$ 10,953,270	8.7%
Supplies and Materials	908,708	923,196	908,320	889,681	(3.6%)
Travel and Training	69,095	71,423	64,517	71,408	(0.0%)
Intragovernmental Charges	473,164	500,921	501,521	497,064	(0.8%)
Utilities, Services, & Misc.	368,870	399,707	404,575	398,047	(0.4%)
Capital	436,218	576,919	575,114	425,470	(26.3%)
Other	0	0	0	0	
Total	**$ 11,624,078**	**$ 12,545,654**	**$ 12,536,333**	**$ 13,234,940**	**5.5%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
3011 - Community Service Aide	11.00	10.00	10.00	10.00	
3004 - Police Captain	3.00	3.00	3.00	3.00	
3002 - Police Sergeant	16.00	17.00	17.00	19.00	2.00
3001 - Police Officer *	116.00	117.00	117.00	118.00	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	**154.00**	**155.00**	**155.00**	**158.00**	**3.00**
Permanent Full-Time	154.00	155.00	155.00	158.00	3.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**154.00**	**155.00**	**155.00**	**158.00**	**3.00**

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

FY 2005 includes funding for the replacement of our dictaphone dictation system which will greatly improve our ability to use new technology options in the generation of our reports.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 818,949	$ 865,171	$ 858,182	$ 916,025	5.9%
Supplies and Materials	41,595	57,336	52,559	190,945	233.0%
Travel and Training	32,717	39,739	38,458	39,685	(0.1%)
Intragovernmental Charges	89,298	80,704	80,704	81,954	1.5%
Utilities, Services, & Misc.	266,000	313,222	291,750	319,474	2.0%
Capital	0	30,000	30,000	95,062	216.9%
Other	0	0	0	0	
Total	**$ 1,248,559**	**$ 1,386,172**	**$ 1,351,653**	**$ 1,643,145**	**18.5%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
7922 - Systems Analyst	1.00	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	2.00	2.00	2.00	
3004 - Police Captain	1.00	1.00	1.00	1.00	
3002 - Police Sergeant	1.00	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	1.00	1.00	1.00	
1004 - Admin. Support Supervisor	1.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	3.00	1.00	1.00	1.00	
1001 - Admin. Support Assistant I	4.00	4.00	4.00	4.00	
Total Personnel	**16.00**	**16.00**	**16.00**	**16.00**	
Permanent Full-Time	16.00	16.00	16.00	16.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**16.00**	**16.00**	**16.00**	**16.00**	

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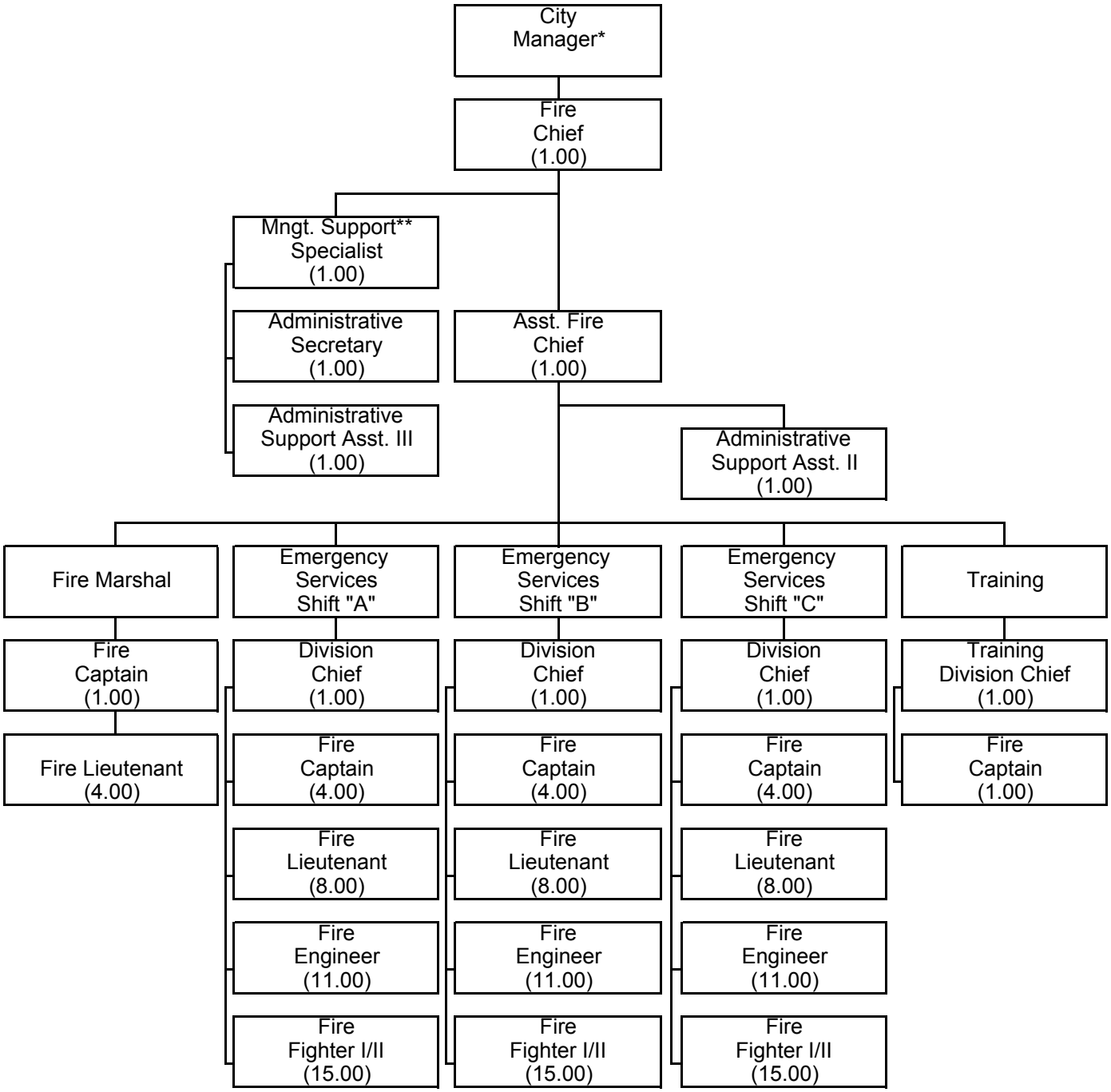
Fire Department

City of Columbia

Columbia, Missouri

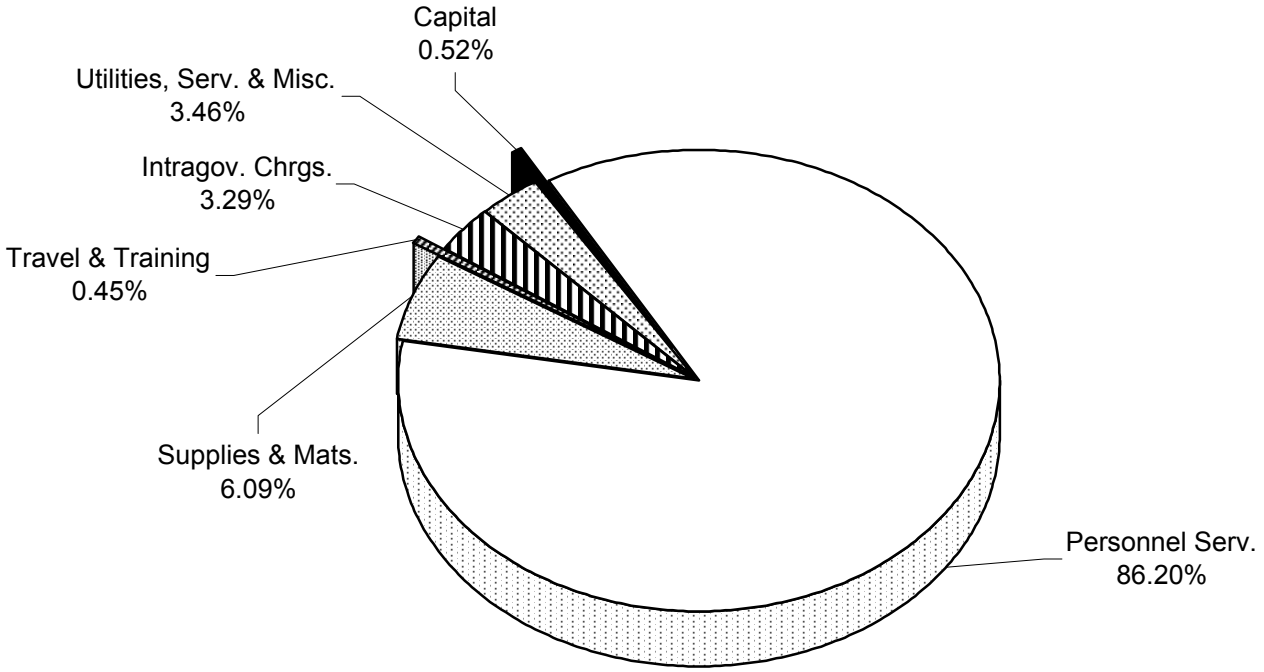
City of Columbia - Fire Department

130.00 FTE Positions



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

Fire Department
FY 2005



APPROPRIATIONS

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
Personnel Services	$ 8,224,803	$ 8,768,892	$ 8,549,460	$ 9,279,753	5.8%
Supplies & Materials	585,816	634,255	576,935	655,227	3.3%
Travel & Training	44,804	48,867	47,558	48,867	0.0%
Intragovernmental Charges	356,923	345,870	335,739	353,703	2.3%
Utilities, Services & Misc.	322,996	331,075	332,837	372,665	12.6%
Capital	115,630	221,705	220,020	55,495	(75.0%)
Other	0	0	0	0	
Total	**9,650,972**	**10,350,664**	**10,062,549**	**10,765,710**	**4.0%**
Summary					
Operating Expenses	9,535,342	10,128,959	9,842,529	10,710,215	5.7%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	115,630	221,705	220,020	55,495	(75.0%)
Capital Projects	0	0	0	0	
Total Expenses	$ **9,650,972**	$ **10,350,664**	$ **10,062,549**	$ **10,765,710**	**4.0%**

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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

Once again 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 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
Administration	5.00	5.00	5.00	5.00	
Emergency Services	115.00	115.00	115.00	117.00	2.00
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**	**130.00**	**2.00**
Permanent Full-Time	128.00	128.00	128.00	130.00	2.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**128.00**	**128.00**	**128.00**	**130.00**	**2.00**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

Emergency Services:	Actual FY 2003	Budget FY 2004	Estimated FY 2005
Summary of Incidents:			
Fire Calls (All Types)	446	530	500
Rescue Calls	4,204	4,000	4,300
Hazardous Calls	452	600	600
Service Calls	130	120	130
Good Intent Calls	499	600	550
False Alarms	703	800	760
Other (returned en route, etc.)	157	250	200
Total All Incidents	6,591	6,900	7,040
Est. Response Time (Per Emerg. Incident) in Minutes	4.75	4.75	4.75
Estimated Dollar Loss	$3,136,000	3,000,000	$3,000,000

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS - Continued

	Actual FY 2003	Budget FY 2004	Estimated FY 2005
Fire Marshals Division:			
Investigations	158	250	200
Inspections & Permits	2,359	2,200	2,400
Code Review/Research/Consultation	847	1,000	1,000
Public Education Presentations	353	1,000	400
Service Division:			
Total Contact Hours:			
SORT Team Training	2,700	2,700	2,500
Emergency Medical Services (12/100)*	2,300	2,000	2,000
Code Enforcement (3/100)*	1,150	800	1,000
Other Operations Training (5/100)*	460	1,000	800
Firefighter Competency Tr./Drill (12/100)*	5,060	4,000	5,000
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	**90,066**	**74,781**	**81,070**	**86,917**	**98,374**
Number of Employees	128	133	116	112	124
Employees Per 1,000 Population	1.42	1.78	1.43	1.29	1.26
Area in Square Miles	55.87	65.00	55.00	57.00	61.00
Operating Budget Per Capita	$107.45	$121.62	$121.28	$111.60	$73.75
Total Incidents Per 1,000 Pop.	74.15	87.33	88.45	68.46	60.36

Fire Administration

110-2310

DESCRIPTION

This Division of the Fire Department is responsible for the efficient organization and performance of the entire department. Along with preparing the budget, procurements, payroll, records, reports, and grant applications, this division plans and implements the 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. Work continues on an extensive self-assessment process, patterned after a nationally recognized accreditation program. As has been stated in previous years, personnel reorganization needs remain to be addressed.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 379,456	$ 381,180	$ 399,774	$ 403,775	5.9%
Supplies and Materials	11,180	13,336	12,500	13,247	(0.7%)
Travel and Training	8,586	7,996	7,923	7,996	0.0%
Intragovernmental Charges	24,450	22,695	22,695	22,897	0.9%
Utilities, Services, & Misc.	39,050	32,361	31,422	32,946	1.8%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 462,722**	**$ 457,568**	**$ 474,314**	**$ 480,861**	**5.1%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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 7 and a new Rescue Squad were placed in service. This budget includes the addition of two firefighters. This addition will assist in controlling overtime and will also begin to prepare the department for future staffing needs at new fire stations.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 7,241,219	$ 7,729,065	$ 7,505,646	$ 8,155,810	5.5%
Supplies and Materials	507,469	524,298	493,773	558,554	6.5%
Travel and Training	15,891	12,419	14,932	12,419	0.0%
Intragovernmental Charges	284,241	277,588	267,688	278,481	0.3%
Utilities, Services, & Misc.	232,847	238,637	246,230	272,244	14.1%
Capital	115,630	185,705	184,020	9,495	(94.9%)
Other	0	0	0	0	
Total	**$ 8,397,297**	**$ 8,967,712**	**$ 8,712,289**	**$ 9,287,003**	**3.6%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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	45.00	2.00
Total Personnel	**115.00**	**115.00**	**115.00**	**117.00**	**2.00**
Permanent Full-Time	115.00	115.00	115.00	117.00	2.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**115.00**	**115.00**	**115.00**	**117.00**	**2.00**

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 training grounds ensure the continued viability of the Training Academy.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 181,311	$ 211,444	$ 205,049	$ 230,582	9.1%
Supplies and Materials	21,392	35,556	26,844	32,927	(7.4%)
Travel and Training	12,511	15,690	12,750	15,690	0.0%
Intragovernmental Charges	14,289	13,465	13,234	14,139	5.0%
Utilities, Services, & Misc.	28,495	27,580	26,521	34,167	23.9%
Capital	0	0	0	10,000	
Other	0	0	0	0	
Total	**$ 257,998**	**$ 303,735**	**$ 284,398**	**$ 337,505**	**11.1%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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**	

Fire - Fire Marshal's Division

110-2341 to 110-2342

DESCRIPTION

This Division is responsible for coordinating the Department's efforts to improve the safety and well being of our 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 child safety seat and bike helmet programs have been appreciated by the public. The Division continues to help the public understand and comply with the 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 train 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 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 422,817	$ 447,203	$ 438,991	$ 489,586	9.5%
Supplies and Materials	45,775	61,065	43,818	50,499	(17.3%)
Travel and Training	7,816	12,762	11,953	12,762	0.0%
Intragovernmental Charges	33,943	32,122	32,122	38,186	18.9%
Utilities, Services, & Misc.	22,604	32,497	28,664	33,308	2.5%
Capital	0	36,000	36,000	36,000	0.0%
Other	0	0	0	0	
Total	$ **532,955**	$ **621,649**	$ **591,548**	$ **660,341**	**6.2%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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. I	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**	

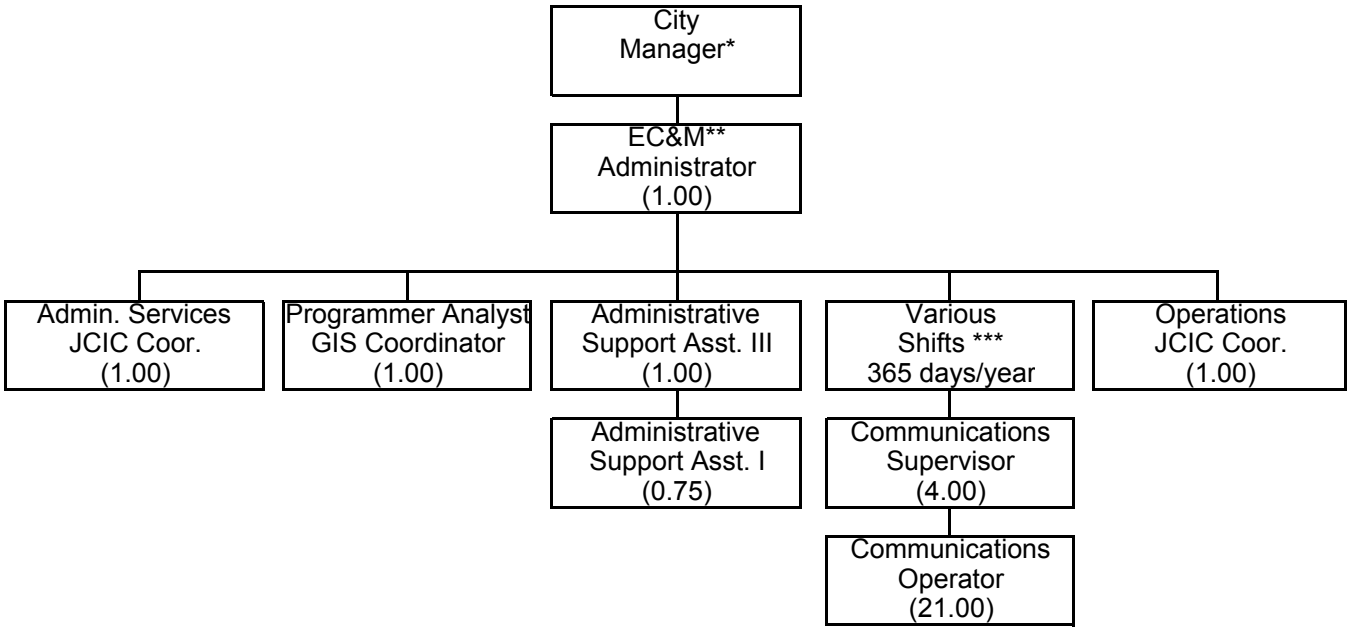
Emergency Communications and Management

City of Columbia

Columbia, Missouri

City of Columbia - Emergency Communications & Management

30.75 FTE Positions

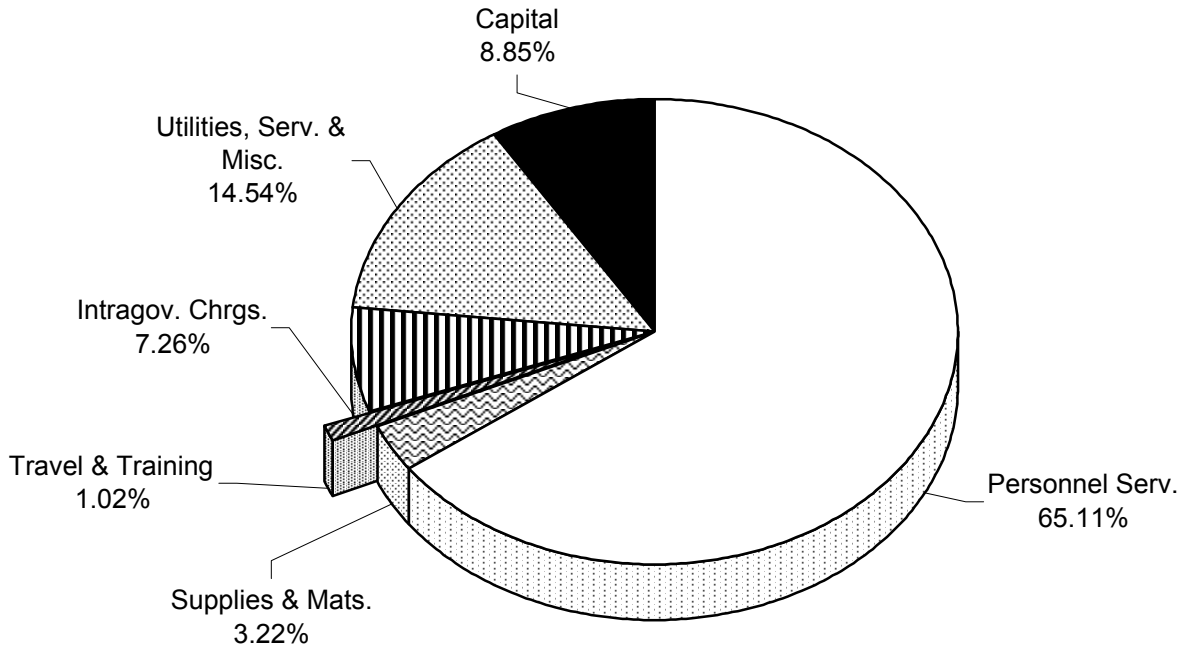


* Position not included in JCIC's FTE count.
** EC&M - Emergency Communications and Managment
*** Shifts:

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 2005



APPROPRIATIONS

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
Personnel Services	$ 1,393,388	$ 1,494,782	$ 1,483,270	$ 1,631,224	9.1%
Supplies & Materials	76,515	124,955	114,598	80,713	(35.4%)
Travel & Training	17,160	20,500	20,483	25,500	24.4%
Intragovernmental Charges	175,099	175,335	177,335	181,932	3.8%
Utilities, Services & Misc.	322,172	373,828	349,828	364,241	(2.6%)
Capital	7,860	41,234	41,234	221,664	437.6%
Other	0	0	0	0	
Total	**1,992,194**	**2,230,634**	**2,186,748**	**2,505,274**	**12.3%**
Summary					
Operating Expenses	1,984,334	2,189,400	2,145,514	2,283,610	4.3%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	7,860	41,234	41,234	221,664	437.6%
Capital Projects	0	0	0	0	
Total Expenses	$ **1,992,194**	$ **2,230,634**	$ **2,186,748**	$ **2,505,274**	**12.3%**

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Emergency Communication & Management

110-35, 110-38

DEPARTMENT DESCRIPTION

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

DEPARTMENT OBJECTIVES

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

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

Joint Communications continues to grow, expand and modernize its center, 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 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
Joint Communications	28.40	28.45	28.45	29.15	0.70
Emergency Management	1.35	1.30	1.30	1.60	0.30
Total Personnel	**29.75**	**29.75**	**29.75**	**30.75**	**1.00**
Permanent Full-Time	29.00	29.00	29.00	30.00	1.00
Permanent Part-Time	0.75	0.75	0.75	0.75	
Total Permanent	**29.75**	**29.75**	**29.75**	**30.75**	**1.00**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2003	Budget FY 2004	Estimated FY 2005
Total 911 Calls	70,282	74,350	80,250
Total MULES Inquiries	1,459,384	1,600,000	1,845,000
Total Radio Transmissions "Mainlaw"	1,045,270	1,220,150	1,425,000
Total Radio Transmissions Services	307,419	310,510	345,150
Total Radio Transmissions "BCSD 2"	146,485	149,235	154,820
Total Radio Transmissions "CFD"	134,258	136,725	141,290
Total Radio Transmissions "BCFPD"	96,799	98,700	101,100
Total Radio Transmissions "Ambulance"	79,561	81,230	86,980
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	**146,579**	**100,000**	**158,000**	**163,272**	**200,000**	**113,000**
Number of Full Time Employees	29.75	9	48	50	58	41
Optimum Staffing	5/7	3	6/10	9/10	8/12	7
Annual 9-1-1 Calls	70,282	44,400	69,039	99,827	108,136	100,649
Incoming 9-1-1 Phone Lines	42	8	9	14	14	10
Law Enforcement Service Calls	227,765	75,233	191,763	230,000	177,320	211,120
Fire Service Calls	12,084	5,683	12,733	21,000	15,432	15,146
Emergency Medical Service Calls	16,120	XXX	12,733	12,600	7,583	11,802

*Service area population is Boone County which includes Columbia and student population

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., Century Tel, Boone Electric, and Consolidated Water Districts, etc.

DEPARTMENT OBJECTIVES

Establish a definitive set of operating polices and procedures; Enhance statistical gathering and reporting methods; Improve and enhance the current radio communications system; Improve and enhance the current CAD system; Implement Geac CAD Parameterized Paging and Enroute Police & Fire I-Status capabilities; Implement First Watch Biosurveilance interface to Medical Priority Dispatch ProQA software; continue to improve the GIS program; continue efforts to identify and evaluate new technologies and best practices in order to remain a state-of-the art communications center

HIGHLIGHTS / SIGNIFICANT CHANGES

Implemented a state-of-the-art GIS Mapping System with integration to the Enhanced 9-1-1 Telephone and Computer-Aided Dispatch (CAD) Systems - We are one of the few 9-1-1 centers in the state currently 100% phase-II compliant with federal wireless 9-1-1 legislation; Evaluated both our radio communications system and our CAD systems and formulated plans to improve and enhance them; Created an in-house technical support redundancy for our CAD System; Established a a secure location with fixed antenna and power supply system to support our emergency backup communications trailer; Began negotiations with the University of Missouri Hospital to receive a retired ambulance to be used as an emergency backup communications vehicle.
This budget includes funds for a new programmer analyst which will specifically be used to handle GIS development and implementation. The new position will allow joint communications to create, update and maintain specific geographical data to support the "911" system and dispatching process. A significant increase in capital, to be funded with Homeland Security Grants funds, will be used to restructure our current communications system.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 1,314,913	$ 1,415,294	$ 1,404,185	$ 1,531,911	8.2%
Supplies and Materials	63,418	71,800	67,898	60,650	(15.5%)
Travel and Training	15,112	17,000	16,983	22,000	29.4%
Intragovernmental Charges	174,722	173,376	175,376	175,150	1.0%
Utilities, Services, and Misc.	288,107	333,478	314,478	313,960	(5.9%)
Capital	7,860	10,000	10,000	212,925	2029.3%
Other	0	0	0	0	
Total	**$ 1,864,132**	**$ 2,020,948**	**$ 1,988,920**	**$ 2,316,596**	**14.6%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
7911 - Programmer Analyst (GIS)	0.00	0.00	0.00	0.80	0.80
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	20.95	20.95	20.85	(0.10)
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**	**28.45**	**28.45**	**29.15**	**0.70**
Permanent Full-Time	27.65	27.70	27.70	28.40	0.70
Permanent Part-Time	0.75	0.75	0.75	0.75	
Total Permanent	**28.40**	**28.45**	**28.45**	**29.15**	**0.70**

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 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. We will continue to meet with the local Homeland Security work group in order to be prepared should the need arise for all Public Safety groups to respond

HIGHLIGHTS / SIGNIFICANT CHANGES

Completed the annual revision of the City/County Emergency Operation Plan; Applied for Homeland Security Grants; Applied for a Community wide exercise training program at the National Emergency Training Center, Emergency Management Institute in Emmetsburg, Maryland; Installed an emergency backup generator at the Emergency Operations Center (EOC); Enhanced the Tech/Info Center at the EOC with GIS capabilities, a new plotter for printing maps, and a communications system; applied for CDBG funding to replace outdoor warning sirens in qualifying areas. Recently achieved "Storm Ready Community Status" awarded by the National Weather Service.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 78,475	$ 79,488	$ 79,085	$ 99,313	24.9%
Supplies and Materials	13,097	53,155	46,700	20,063	(62.3%)
Travel and Training	2,048	3,500	3,500	3,500	0.0%
Intragovernmental Charges	377	1,959	1,959	6,782	246.2%
Utilities, Services, & Misc.	34,065	40,350	35,350	50,281	24.6%
Capital	0	31,234	31,234	8,739	(72.0%)
Other	0	0	0	0	
Total	**$ 128,062**	**$ 209,686**	**$ 197,828**	**$ 188,678**	**(10.0%)**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
7911 - Programmer Analyst (GIS)	0.00	0.00	0.00	0.20	0.20
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	0.05	0.05	0.15	0.10
1003 - Admin. Support Asst III	0.20	0.20	0.20	0.20	
Total Personnel	**1.35**	**1.30**	**1.30**	**1.60**	**0.30**
Permanent Full-Time	1.35	1.30	1.30	1.60	0.30
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**1.35**	**1.30**	**1.30**	**1.60**	**0.30**

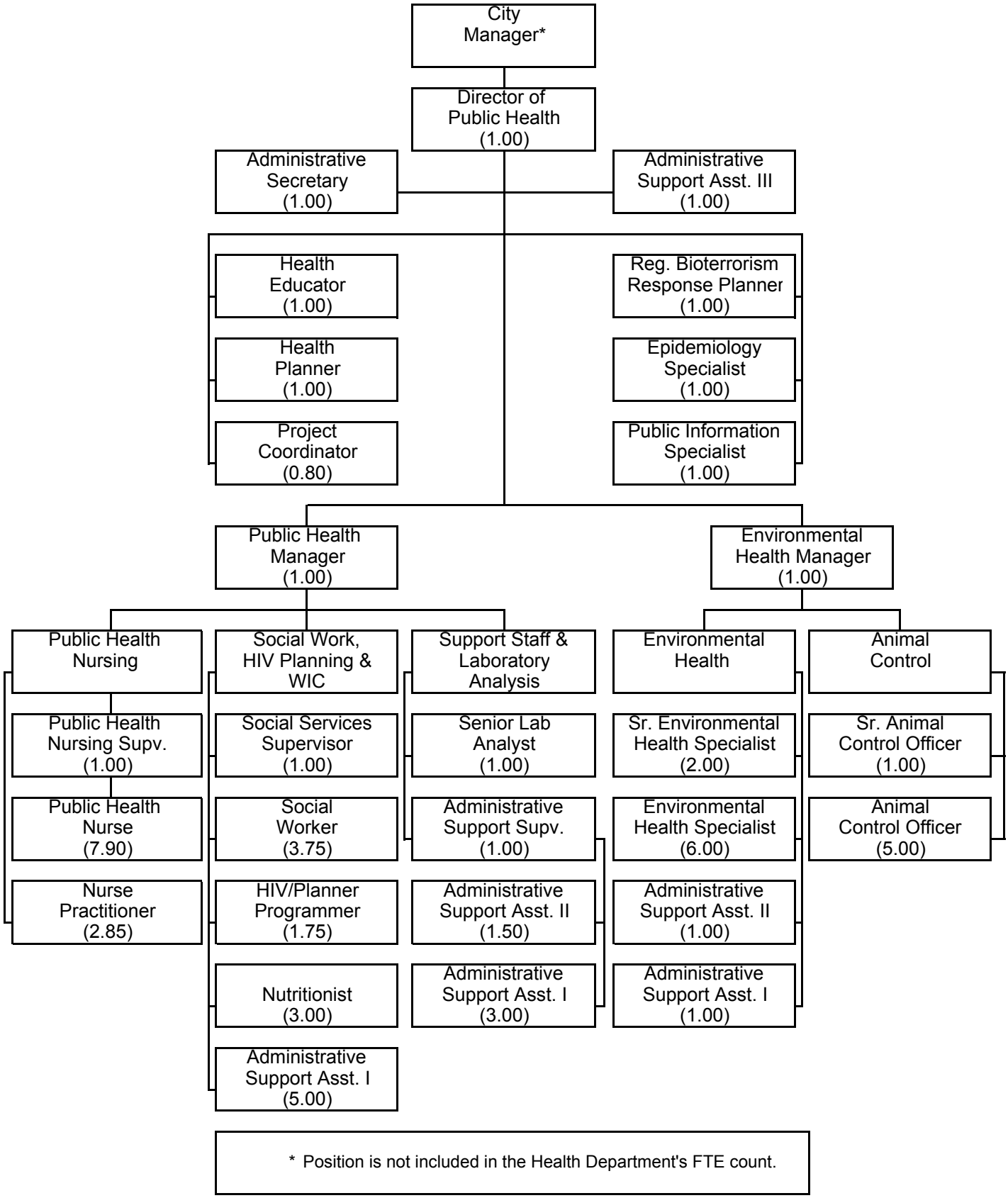
Health Department

City of Columbia

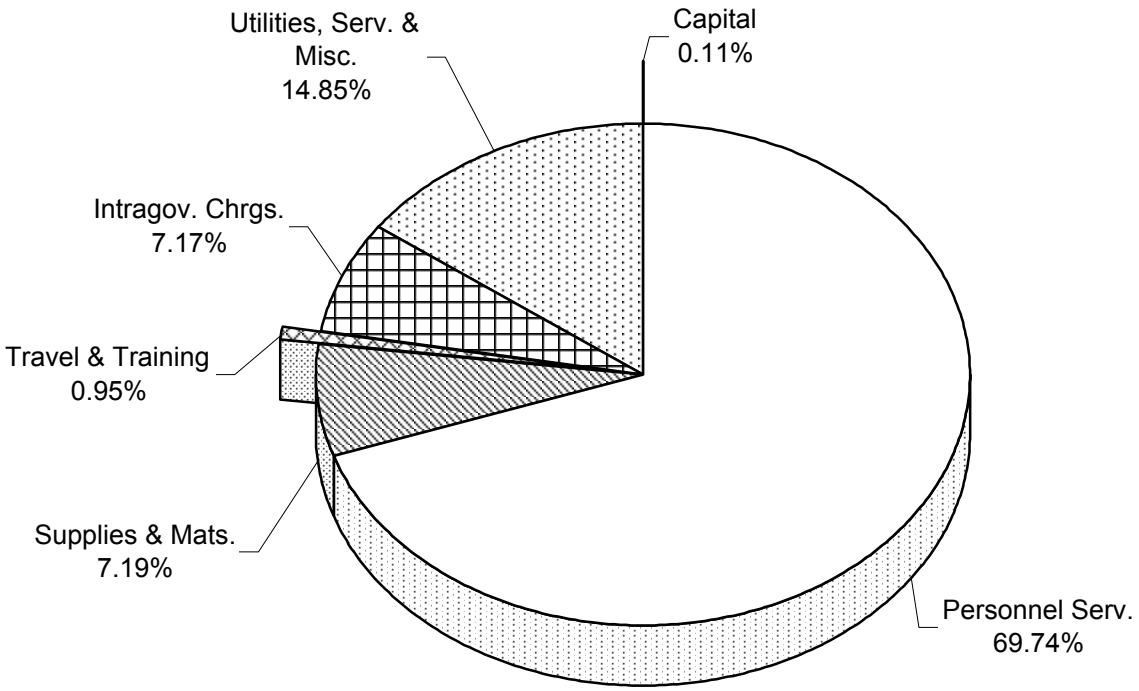
Columbia, Missouri

City of Columbia - Health Department

59.55 FTE Positions



Health Department
FY 2005



APPROPRIATIONS

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
Personnel Services	$ 2,796,021	$ 3,117,593	$ 2,988,012	$ 3,285,717	5.4%
Supplies & Materials	254,079	453,634	423,409	338,661	(25.3%)
Travel & Training	20,816	49,353	37,342	44,526	(9.8%)
Intragovernmental Charges	338,399	350,189	347,189	337,870	(3.5%)
Utilities, Services & Misc.	449,096	725,143	609,855	699,613	(3.5%)
Capital	22,618	16,500	15,919	5,000	(69.7%)
Other	0	0	0	0	
Total	**3,881,029**	**4,712,412**	**4,421,726**	**4,711,387**	**(0.0%)**
Summary					
Operating Expenses	3,858,411	4,695,912	4,405,807	4,706,387	0.2%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	22,618	16,500	15,919	5,000	(69.7%)
Capital Projects	0	0	0	0	
Total Expenses	$ **3,881,029**	$ **4,712,412**	$ **4,421,726**	$ **4,711,387**	**0.0%**

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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

On June 1, 2004 the Health Department relocated operations to the new Sanford-Kimpton Building. The additional space provides a greatly improved environment for customers and staff. The department will closely monitor all costs associated with operations in the new facility, particularly utility costs. The overall FY 2005 budget reflects no increase over FY 2004 due to the elimination of revenue and expenditures associated with a special one year smallpox vaccination grant targeted to first responders. The focus of the department for FY 2005 includes:

1) continued emphasis on CORE Public Health services including an assessment of local health status, strategic planning, and a review of department priorities;
2) emergency planning and preparedness;
3) assuring healthy and safe environments;
4) preventing communicable diseases and promoting healthy lifestyles.

During FY2005, the department will review all existing public health services and operations to assure that services delivered meet current public health priorities in a cost effective manner.

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
Administration	6.05	7.05	7.85	8.55	0.70
Animal Control	6.12	6.12	6.12	6.07	(0.05)
Environmental Health	10.88	10.88	10.88	11.23	0.35
Clinic and Nursing	25.30	25.70	26.70	26.70	
Women, Infants, and Children (WIC)	7.00	7.00	7.00	7.00	
Total Personnel	**55.35**	**56.75**	**58.55**	**59.55**	**1.00**
Permanent Full-Time	49.00	51.00	52.80	53.80	1.00
Permanent Part-Time	6.35	5.75	5.75	5.75	
Total Permanent	**55.35**	**56.75**	**58.55**	**59.55**	**1.00**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2003	Budget FY 2004	Estimated FY 2005
Administration:			
Certificates of Live Birth	3,336	3,250	3,300
Death Certificates	1,521	1,600	1,600
Fetal Deaths	13	12	10
Certificates of Birth (Computer Generated)	5,994	5,850	5,850
Certificates of Death (Computer Generated)	833	850	850
Personal Health Services:			
Pregnancy Tests	1,000	1,100	1,100
Immunizations	19,818	20,000	20,000
WIC Visits	21,500	23,000	23,000
Family Planning Clinic Visits	418	600	600
Tuberculosis Tests	2,642	2,700	2,700
STD Visits	1,621	1,800	2,000
Utility Assistance Interviews	513	650	650
Home Nursing Visits	1,508	1,550	1,550
Blood Pressure Screenings	772	1,000	1,000
HIV Visits	3,091	3,200	3,500
Environmental Health Services:			
Restaurant Inspections	2,058	2,700	2,200
New Construction Inspections/Plan Reviews	474	600	500
Itinerant Food Inspections	107	80	110
Weed Inspections	2,446	4,100	3,000
Other Nuisance Inspections	6,717	7,500	7,000
Hotel/Motel Inspections	53	58	58
Swimming Pool Inspections	757	840	800
Smoking Complaint Investigations	6	10	10
Continuing Education (Hours)	949	700	800
Food Handlers Training (Hours)	224	270	270
Liquid Waste	43	65	60
Solid Waste	2	25	10
County Sewage	1,315	1,200	1,200
Mosquito Control/West Nile Virus Activity	N/A	444 hrs.	444 hrs.
Animal Control:			
Bite Investigations	255	260	260
Dogs/Cats Impounded	1,265	1,200	1,200
No. of Complaints (Barking, Yard Damage, Into Trash, Running Loose, Vicious Animals)	3,397	3,800	3,500
Dead Animal Pick-Up	415	375	375
No. of Summons Issued	540	350	375

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)	**146,579**	**75,421**	**255,392**	**87,205**	**71,840**	**210,453**
Population (City)	**90,066**	**41,503**	**156,364**	**74,781**	**35,723**	**--**
No. of RNs	8	13	16	7	13	18
RNs Per 1,000 County Pop.	0.05	0.17	0.06	0.08	0.18	0.09
No. of Annual Immunizations Per 1,000 Pop.	165	29	78	119	152	116
No. of STD visits/1,000 Pop.	12.02	5.75	5.17	14	5	11
No. of WIC Visits / 1,000 Pop.	174	307	272.00	254	218	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	**146,579**	**267,466**	**87,174**	**325,388**	**113,686**	**156,364**
City Only:						
Number of Employees	10.88	22.75	4	30.00	16.00	23.00
Employees Per 1,000 Pop.	0.074	0.085	0.046	0.092	0.141	0.147
No. of Dollars Spent Per Capita	5.20	5.95	2.34	10.00	9.47	5.42
No. of Food Service Facilities	783	1,306	589	1,250	674	1,567

*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	**146,579**	**267,466**	**87,174**	**Information**	**113,686**	**156,364**
Number of AC Officers	6.12	17.00	3.00	**Not**	10.50	7.00
Employees Per 1,000 Pop.	0.042	0.064	0.034	**available**	0.092	0.045
No. of Dollars Spent Per Capita	2.63	5.46	1.64	**for**	4.72	2.79
No. of Bite Cases/1,000 Pop.	1.758	2.26	0.512	**FY2005**	1.37	1.435

*City Only

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Health - Administration

110-3010

DESCRIPTION

This division is responsible for all public health operations including planning, organizing, directing, budgeting, and evaluating the various operating sections of the Health Department.

HIGHLIGHTS / SIGNIFICANT CHANGES

The Administration Division will continue to work closely with the Board of Health and other community partners to assure that public health services are available to meet the needs of the local community. During FY 2005, the department will focus on analyzing local health data, strategic planning, evaluating program priorities and resources. Emergency preparedness activities will continue to be emphasized with a focus on training and exercises/drills. Homeland Security funding will be used to purchase special software to improve the health department's ability to rapidly communicate urgent health information to the medical community, first responders and other key providers using broadcast, fax, and e-mail systems.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 374,758	$ 494,783	$ 458,141	$ 531,893	7.5%
Supplies and Materials	29,499	73,700	60,823	39,685	(46.2%)
Travel and Training	5,721	8,724	8,724	8,724	0.0%
Intragovernmental Charges	101,444	109,981	106,981	61,222	(44.3%)
Utilities, Services, & Misc.	17,186	58,450	56,726	94,424	61.5%
Capital	0	15,000	14,419	5,000	(66.7%)
Other	0	0	0	0	
Total	**$ 528,608**	**$ 760,638**	**$ 705,814**	**$ 740,948**	**(2.6%)**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
7700 - Dir. of Pub Health/Adm Serv	1.00	1.00	1.00	1.00	
7320 - Project Coordinator	0.00	0.00	0.80	0.80	
7306 - Health Planner	1.00	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	1.00	1.00	1.00	
1101 - Administrative Secretary	0.55	0.55	0.55	1.00	0.45
1003 - Admin. Support Assistant III	0.50	0.50	0.50	0.75	0.25
Total Personnel	**6.05**	**7.05**	**7.85**	**8.55**	**0.70**
Permanent Full-Time	6.05	7.05	7.85	8.55	0.70
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**6.05**	**7.05**	**7.85**	**8.55**	**0.70**

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.
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.

HIGHLIGHTS / SIGNIFICANT CHANGES

FY 2005 includes funding for Equine Investigation Training. We have requested to receive this training in response to a marked increase in the number of neglect complaints related to horses.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 245,583	$ 262,180	$ 252,863	$ 270,588	3.2%
Supplies and Materials	16,959	22,983	22,662	18,467	(19.6%)
Travel and Training	330	1,618	1,618	3,768	132.9%
Intragovernmental Charges	12,370	11,530	11,530	13,918	20.7%
Utilities, Services, & Misc.	77,206	83,764	83,752	87,626	4.6%
Capital	15,118	0	0	0	
Other	0	0	0	0	
Total	**$ 367,566**	**$ 382,075**	**$ 372,425**	**$ 394,367**	**3.2%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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	0.00	(0.05)
Total Personnel	**6.12**	**6.12**	**6.12**	**6.07**	**(0.05)**
Permanent Full-Time	6.12	6.12	6.12	6.07	(0.05)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**6.12**	**6.12**	**6.12**	**6.07**	**(0.05)**
City Animal Control Officers	4.00	4.00	4.00	4.00	
County Animal Control Officers	2.00	2.00	2.00	2.00	
	6.00	**6.00**	**6.00**	**6.00**	

Note: County anicmal control officers are funded by the Boone County Commision thtough the annual contract.

Health - Environmental Health

110-3210

DESCRIPTION

This division provides County-wide Environmental Health programs including 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

Two temporary seasonal workers are used for weed abatement. One temporary employee has been hired to assist with mosquito control. Enforcement of the sewage ordinance and the public nuisance ordinance continues to be a priority. Increased activity related to the nuisance ordinance, West Nile Prevention and food safety have resulted in the need to request additional administrative support staff to keep pace with the public requests for services.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 526,748	$ 568,355	$ 568,891	$ 601,327	5.8%
Supplies and Materials	21,708	23,174	22,318	24,290	4.8%
Travel and Training	4,479	7,780	7,780	7,780	0.0%
Intragovernmental Charges	62,470	68,312	68,312	64,288	(5.9%)
Utilities, Services, & Misc.	59,530	86,734	88,958	89,304	3.0%
Capital	7,500	1,500	1,500	0	(100.0%)
Other	0	0	0	0	
Total	$ **682,435**	$ **755,855**	$ **757,759**	$ **786,989**	**4.1%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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	0.00	(0.40)
1003 - Admin. Support Assistant III	0.50	0.50	0.50	0.25	(0.25)
1002 - Admin. Support Assistant II	0.00	0.00	0.00	1.00	1.00
1001 - Admin. Support Assistant I	1.00	1.00	1.00	1.00	
Total Personnel	**10.88**	**10.88**	**10.88**	**11.23**	**0.35**
Permanent Full-Time	10.88	10.88	10.88	11.23	0.35
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**10.88**	**10.88**	**10.88**	**11.23**	**0.35**
City Funded Positions	8.28	8.28	8.28	8.63	0.35
County Funded Env. Health Spec.	2.60	2.60	2.60	2.60	
	10.88	**10.88**	**10.88**	**11.23**	**0.35**

Note: Costs of these positions are reimbursed by Boone County.

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 / GOALS

During FY 2005, the division will focus on improving child immunization rates. 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 reducing teen pregnancy and reducing the incidence of obesity in children. Hepatitis outreach and case management is a new grant funded initiative. The FY 2005 budget reflects a decrease in the revenues and expenditures associated with the one-year smallpox vaccination grant program for first responders. The program was completed in July, 2004.

FY 2005 Goal - This year marks the fourth year of sponsoring a Summer Food Program funded by the USDA and the Missouri Department of Health and Senior Services for children who qualify for free and reduced cost lunches during the school year. This program supports the budget message goal of "Provide Needed Social Services". This program will feed an estimated 100 children each day, approximately 8,000 lunches during the summer.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 1,379,715	$ 1,514,032	$ 1,433,098	$ 1,594,098	5.3%
Supplies and Materials	164,760	317,143	303,758	238,695	(24.7%)
Travel and Training	8,380	25,500	17,198	18,600	(27.1%)
Intragovernmental Charges	131,857	127,468	127,468	137,047	7.5%
Utilities, Services, & Misc.	287,718	482,951	371,369	415,015	(14.1%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 1,972,430**	**$ 2,467,094**	**$ 2,252,891**	**$ 2,403,455**	**(2.6%)**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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	7.90	7.90	
7502 - Employee Hlth/Wellness Nurse	0.00	0.00	0.00	0.00	
7403 - Nutritionist	1.00	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 - Social Services Supervisor	1.00	1.00	1.00	1.00	
7301 - Social Worker	3.35	3.75	3.75	3.75	
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	1.50	1.50	1.50	1.50	
1001 - Admin. Support Assistant I	3.00	3.00	3.00	3.00	
Total Personnel	**25.30**	**25.70**	**26.70**	**26.70**	
Permanent Full-Time	18.95	19.95	20.95	20.95	
Permanent Part-Time	6.35	5.75	5.75	5.75	
Total Permanent	**25.30**	**25.70**	**26.70**	**26.70**	

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 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 269,217	$ 278,243	$ 275,019	$ 287,811	3.4%
Supplies and Materials	21,153	16,634	13,848	17,524	5.4%
Travel and Training	1,906	5,731	2,022	5,654	(1.3%)
Intragovernmental Charges	30,258	32,898	32,898	61,395	86.6%
Utilities, Services, & Misc.	7,456	13,244	9,050	13,244	0.0%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 329,990**	**$ 346,750**	**$ 332,837**	**$ 385,628**	**11.2%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
7450 - W.I.C. Program Manager	0.00	0.00	0.00	0.00	
7403 - Nutritionist	2.00	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	**7.00**	**7.00**	**7.00**	**7.00**	
Permanent Full-Time	7.00	7.00	7.00	7.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**7.00**	**7.00**	**7.00**	**7.00**	

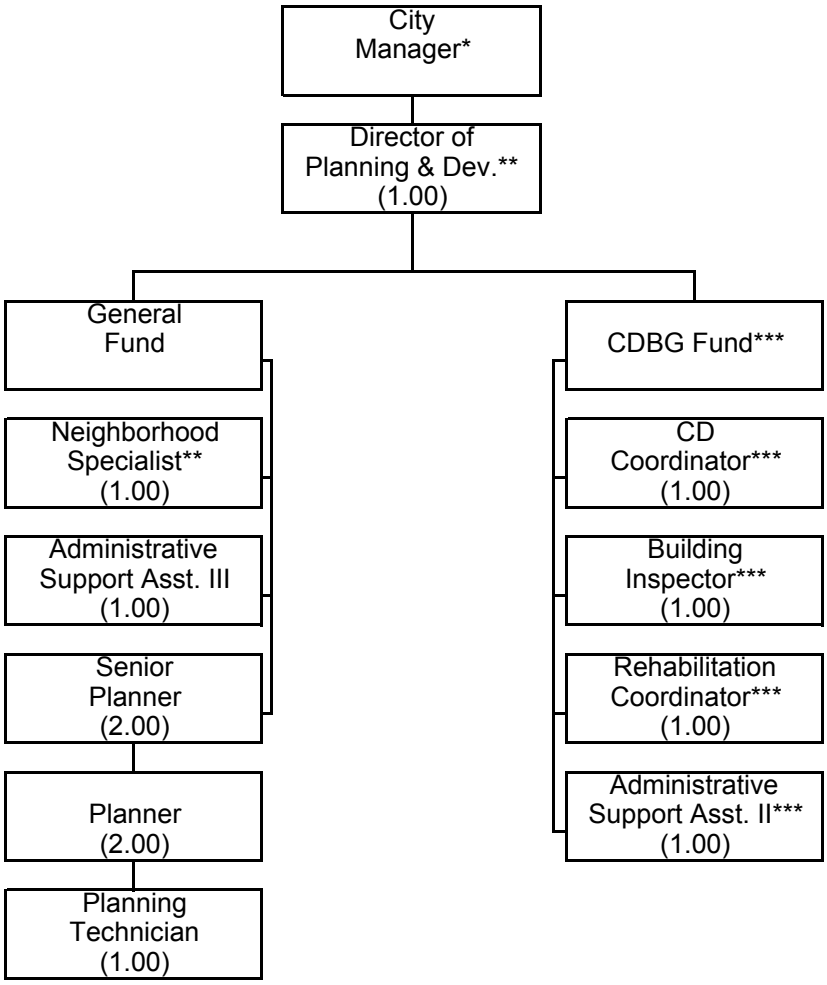
Planning and Development

City of Columbia

Columbia, Missouri

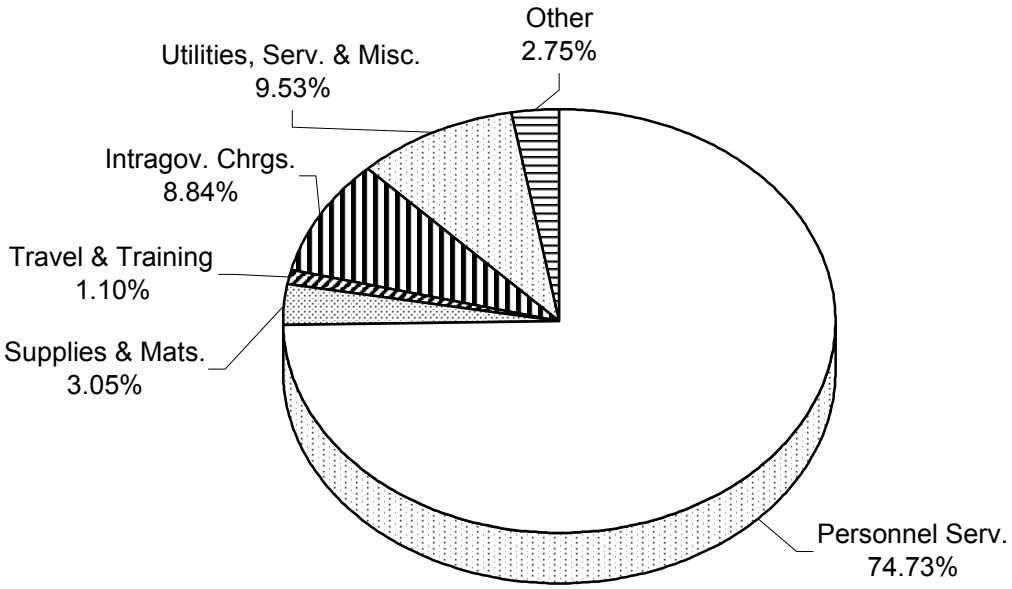
City of Columbia - Planning Department

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 2005



APPROPRIATIONS

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
Personnel Services	$ 671,516	$ 709,429	$ 698,120	$ 752,237	6.0%
Supplies & Materials	36,703	36,200	28,340	30,700	(15.2%)
Travel & Training	2,483	12,700	2,310	11,100	(12.6%)
Intragovernmental Charges	83,799	84,420	84,420	89,017	5.4%
Utilities, Services & Misc.	609,146	141,056	98,400	95,884	(32.0%)
Capital	14,503	0	0	0	
Other	267,962	42,694	42,694	27,700	(35.1%)
Total	**1,686,112**	**1,026,499**	**954,284**	**1,006,638**	**(1.9%)**
Summary					
Operating Expenses	1,403,647	983,805	911,590	978,938	(0.5%)
Non-Operating Expenses	267,962	42,694	42,694	27,700	(35.1%)
Debt Service	0	0	0	0	
Capital Additions	14,503	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **1,686,112**	$ **1,026,499**	$ **954,284**	$ **1,006,638**	**(1.9%)**

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PLANNING AND DEVELOPMENT - SUMMARY

110-40, 266-40

DEPARTMENT DESCRIPTION

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

DEPARTMENT OBJECTIVES

Perform the above responsibilities, duties and assignments in an effective and efficient manner.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

Emphasis in the coming year will be on completing the new Five-Year Consolidated Plan to guide the allocation of CDBG and HOME funds, completing the Broadway Corridor Plan to enhance pedestrian and bicycle use, continuing to assist with implementing the Business Loop 70 Revitalization Plan, updating the Sidewalk Master Plan, developing revisions to planned district regulations, and preparation of an access management policy. Work will continue on integrating storm water management requirements into zoning and subdivision regulations, developing GIS applications using digital aerial photos, and amending the Major Roadway Plan to achieve consistency with I-70 Plans. The Community Development Division will work on continuing with redevelopment of neighborhoods in the NRT area, pursuing implementation of affordable housing activities, and improving the housing rehabilitation program.

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
General Fund Operations	7.20	7.20	7.20	7.30	0.10
Community Development	4.80	4.80	4.80	4.70	(0.10)
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 2003	Budget FY 2004	Estimated FY 2005
No. of Rezoning Cases	48	38	43
No. of Subdivision Plats	99	60	70
No. of Housing Rehabs	11	17	15
No. of Voluntary Annexations	21	15	20
No. of Emer. Home Repairs	21	20	25
CDBG Grant Amount	$1,037,000	$1,037,000	1,010,000
No. Agency Applications Monitored & Processed	11	11	15
No. of DP Assistance Grants	30	30	25
No. of Neighborhood Meetings	35.0	35	55
No. of HUD Reports	10	11	10

COMPARATIVE DATA

	Columbia, MO	Springfield, MO	St. Joseph, MO	Ames, IA	Lawrence, KS	Iowa City, IA
Population	**90,066**	**156,364**	**74,781**	**52,250**	**87,174**	**63,254**
Number of Employees	12.0	27.0	9.0	14.0	17.5	18.5
Employees Per 1,000 Population	0.133	0.173	0.120	0.268	0.201	0.292

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 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 429,519	$ 454,764	$ 447,549	$ 495,533	9.0%
Supplies & Materials	31,777	31,600	23,840	25,600	(19.0%)
Travel & Training	2,088	9,200	1,510	7,600	(17.4%)
Intragovernmental Charges	61,358	51,296	51,296	57,242	11.6%
Utilities, Services & Misc.	20,729	122,778	79,274	82,256	(33.0%)
Capital	7,003	0	0	0	
Other	0	0	0	0	
Total	**552,474**	**669,638**	**603,469**	**668,231**	**(0.2%)**
Summary					
Operating Expenses	545,471	669,638	603,469	668,231	(0.2%)
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	7,003	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**$ 552,474**	**$ 669,638**	**$ 603,469**	**$ 668,231**	**(0.2%)**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
Planning	6.90	6.90	6.90	7.00	0.10
Economic Planning	0.30	0.30	0.30	0.30	
Total Personnel	**7.20**	**7.20**	**7.20**	**7.30**	**0.10**
Permanent Full-Time	7.20	7.20	7.20	7.30	0.10
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**7.20**	**7.20**	**7.20**	**7.30**	**0.10**

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Planning & Development - Planning

110-4010

DESCRIPTION

The Planning Division is organized into Current Planning and Long-Range Planning. Current Planning is 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, preparing an access management policy, and assisting with implementation of the 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 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 410,500	$ 423,017	$ 415,802	$ 462,526	9.3%
Supplies and Materials	31,777	30,950	23,840	25,100	(18.9%)
Travel and Training	2,088	8,500	1,510	7,000	(17.6%)
Intragovernmental Charges	61,332	51,268	51,268	57,214	11.6%
Utilities, Services, & Misc.	20,729	92,778	69,274	52,256	(43.7%)
Capital	7,003	0	0	0	
Other	0	0	0	0	
Total	$ **533,429**	$ **606,513**	$ **561,694**	$ **604,096**	**(0.4%)**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
4105 - Dir. of Planning & Dev.	0.40	0.40	0.40	0.50	0.10
4104 - Neighborhood Specialist*	0.50	0.50	0.50	0.50	
4103 - Senior Planner	2.00	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	**6.90**	**6.90**	**6.90**	**7.00**	**0.10**
Permanent Full-Time	6.90	6.90	6.90	7.00	0.10
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**6.90**	**6.90**	**6.90**	**7.00**	**0.10**

* In FY 2005 position was upgraded.

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 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 19,019	$ 31,747	$ 31,747	$ 33,007	4.0%
Supplies and Materials	0	650	0	500	(23.1%)
Travel and Training	0	700	0	600	(14.3%)
Intragovernmental Charges	26	28	28	28	0.0%
Utilities, Services, & Misc.	0	30,000	10,000	30,000	0.0%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 19,045**	**$ 63,125**	**$ 41,775**	**$ 64,135**	**1.6%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 241,997	$ 254,665	$ 250,571	$ 256,704	0.8%
Supplies & Materials	4,926	4,600	4,500	5,100	10.9%
Travel & Training	395	3,500	800	3,500	0.0%
Intragovernmental Charges	22,441	33,124	33,124	31,775	(4.1%)
Utilities, Services & Misc.	588,417	18,278	19,126	13,628	(25.4%)
Capital	7,500	0	0	0	
Other	267,962	42,694	42,694	27,700	(35.1%)
Total	**1,133,638**	**356,861**	**350,815**	**338,407**	**(5.2%)**
Summary					
Operating Expenses	858,176	314,167	308,121	310,707	(1.1%)
Non-Operating Expenses	267,962	42,694	42,694	27,700	(35.1%)
Debt Service	0	0	0	0	
Capital Additions	7,500	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**$ 1,133,638**	**$ 356,861**	**$ 350,815**	**$ 338,407**	**(5.2%)**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
4105 - Dir. of Planning & Dev.	0.30	0.30	0.30	0.20	(0.10)
4104 - Neighborhood Specialist*	0.50	0.50	0.50	0.50	
4103 - Senior Planner	0.00	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	**4.80**	**4.80**	**4.80**	**4.70**	**(0.10)**
Permanent Full-Time	4.80	4.80	4.80	4.70	(0.10)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**4.80**	**4.80**	**4.80**	**4.70**	**(0.10)**

* In FY 2005 position was upgraded.

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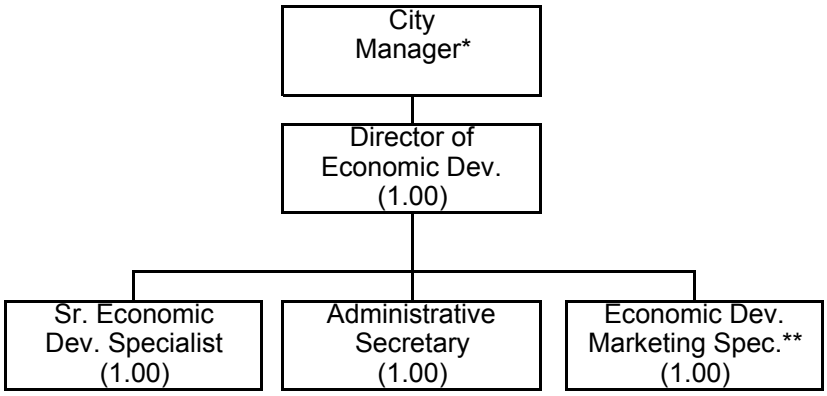
Department of Economic Development

City of Columbia

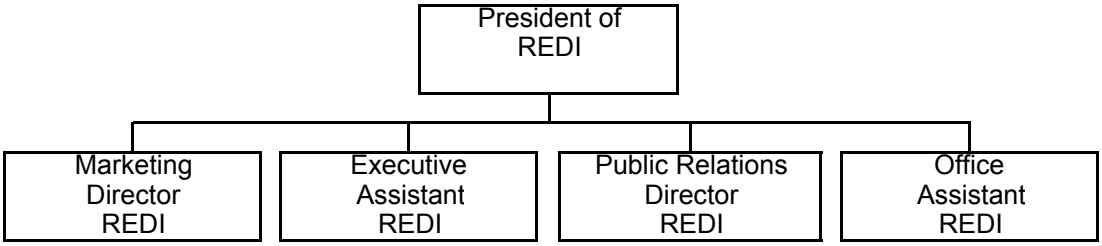
Columbia, Missouri

City of Columbia - Economic Development

4.00 FTE Positions



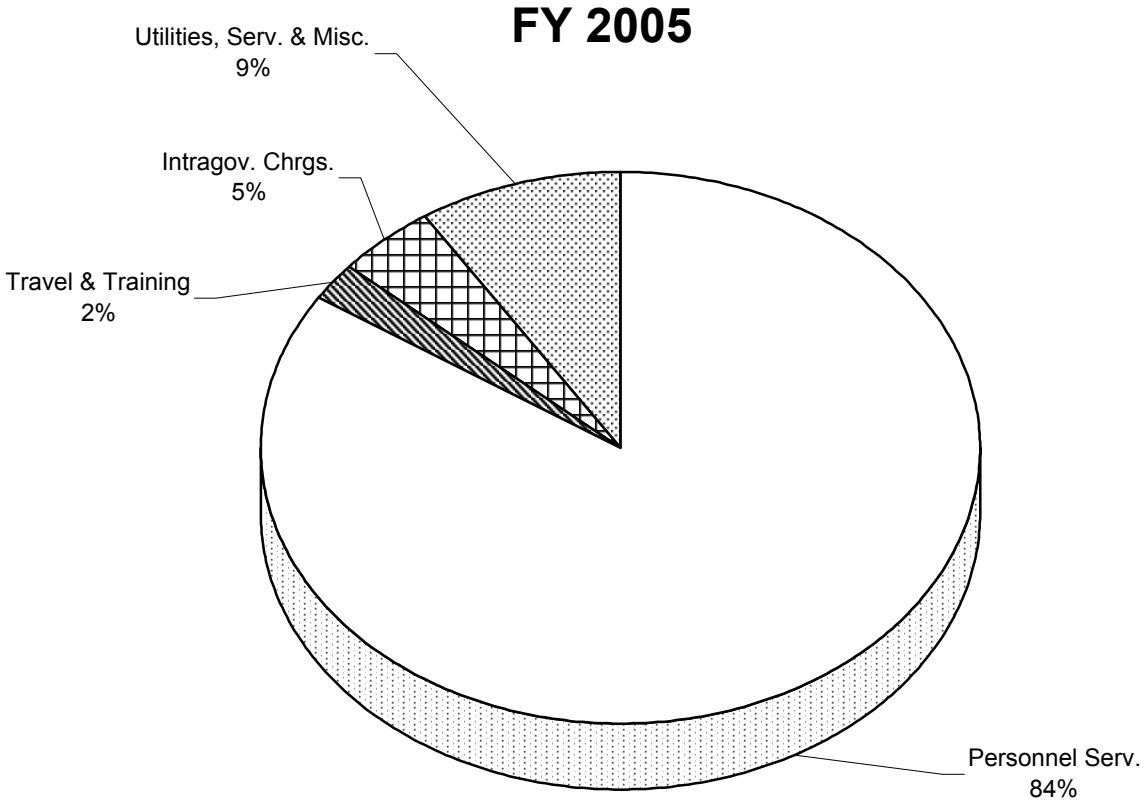
These positions serve additionally for REDI
(Regional Economic Development Incorporated)



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

Department of Economic Development

FY 2005



APPROPRIATIONS

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
Personnel Services	$ 231,572	$ 262,164	$ 255,326	$ 278,026	6.1%
Supplies & Materials	0	0	0	0	
Travel & Training	4,703	6,593	4,845	6,593	0.0%
Intragovernmental Charges	18,496	17,042	17,042	15,373	(9.8%)
Utilities, Services & Misc.	30,000	30,000	30,000	30,000	0.0%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**284,771**	**315,799**	**307,213**	**329,992**	**4.5%**
Summary					
Operating Expenses	284,771	315,799	307,213	329,992	4.5%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **284,771**	$ **315,799**	$ **307,213**	$ **329,992**	**4.5%**

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DEPARTMENT OF ECONOMIC DEVELOPMENT

110-4210

DEPARTMENT DESCRIPTION

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

DEPARTMENT OBJECTIVES

The staff's goal is to promote positive economic growth while maintaining Columbia's exceptional quality of life. The department and REDI promote 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 to promote Columbia's strong business climate and exceptional quality of life through placement of positive articles in regional and national media. An additional emphasis has also been placed on life sciences and technology development through collaborative efforts between the business community and University of Missouri.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

The department wrapped up a membership campaign that increased the amount of private sector support of economic development efforts. Staff continues to put an emphasis in the area of life sciences by hosting the Life Sciences Business Coalition, and by sponsoring SPARC, the Scientific Partnership and Resource Connection event. Progress is being made towards a technology incubator and a research/technology park. Staff has also assisted in business retention and expansion efforts with State Farm Insurance, 3M, and other local industries. Staff has also been assisting the Incentives Subcommittee with the development of an incentives policy.

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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 2003	Budget FY 2004	Estimated FY 2005
Expenditure Summary:			
Personnel Expenditures	$231,572	$262,164	$278,026
Other Expenditures	$53,199	$53,635	$51,966
Total Expenditures	$284,771	$315,799	$329,992

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS - Continued

	Actual FY 2003	Budget FY 2004	Estimated FY 2005
Lead Generation:			
Community Presentations	15/650	10/500	10/500
Presentation Materials Sent	4,500	6,500	4,500
Targeted Marketing Efforts	10/2,000	10/2,000	10/2,000
Inquiries Received	400	500	600
Business Attraction/Retention/Expansion Contacts	1,800	1,800	1,500
Job Fairs	1/400	1/500	1/350
Trade Shows/Marketing Events	10	10	6
Web Site Hits	3,000	15,000	15,000
Community Committee Meetings	100	100	150

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 Commission; Missouri Economic Development Council; the Life Sciences Business Coalition; Mid-MO Bio; and the Chamber of Commerce's Manufacturing Council

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	12.0	4.0	5.0	3.0	2.0
Employees Per 1,000 Population	0.033	0.046	0.039	0.048	0.019	0.043
City Only:						
City Population (1)	90,066	241,378	87,174	74,781	156,364	47,523
Number of Employees	3.0	2.0	N/A	N/A	3.0	2.0
Annual Expenditures(2) (3)	$247,095	$986,130	$89,943	$135,000	$150,937	$150,000
City's Per Capita Investment	$1.824	$3.806	$0.88	$1.283	$0.976	$3.232
Total Community:						
Total Investment(4) (5)	$441,095	$2,348,000	$597,819	$780,000	$750,937	$330,000
Total Per Capita Investment	$3.256	$9.061	$5.880	$7.415	$4.857	$7.110

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 FY04 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.

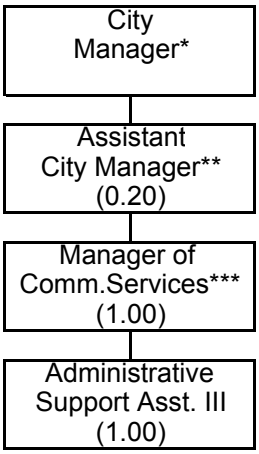
Community Services

City of Columbia

Columbia, Missouri

City of Columbia - Community Services

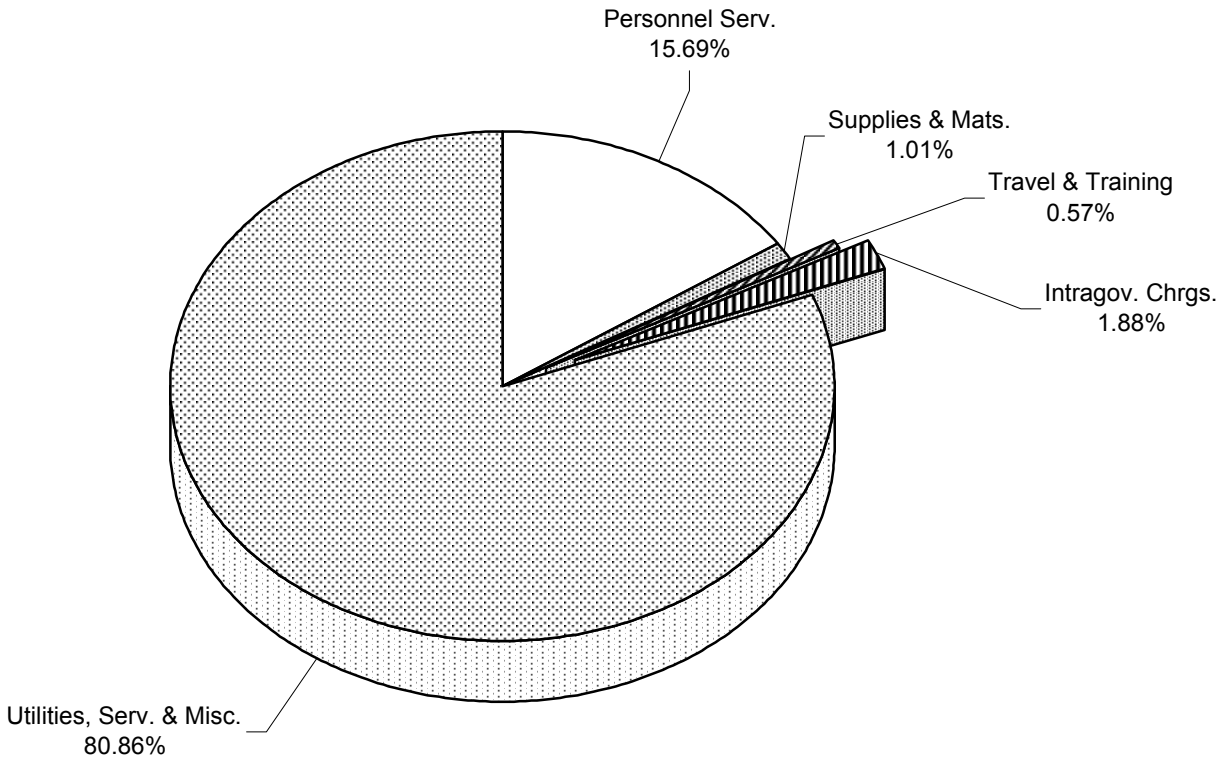
2.20 FTE Positions



* 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 2005



APPROPRIATIONS

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
Personnel Services	$ 164,538	$ 174,037	$ 173,322	$ 189,962	9.2%
Supplies & Materials	11,792	12,575	11,163	12,231	(2.7%)
Travel & Training	1,839	6,875	6,829	6,875	0.0%
Intragovernmental Charges	23,243	23,801	23,801	22,735	(4.5%)
Utilities, Services & Misc.	1,030,419	1,046,949	1,047,997	979,177	(6.5%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**1,231,831**	**1,264,237**	**1,263,112**	**1,210,980**	**(4.2%)**
Summary					
Operating Expenses	1,231,831	1,264,237	1,263,112	1,210,980	(4.2%)
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **1,231,831**	$ **1,264,237**	$ **1,263,112**	$ **1,210,980**	**(4.2%)**

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DEPARTMENT DESCRIPTION

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

DEPARTMENT OBJECTIVES

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

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

The Office of Community Services will provide staff assistance to the Boone County Community Service Advisory Commission in its annual social service allocation process. The Commission uses a well developed process that includes monthly presentations and information 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 2004, 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 2005.

A new temporary 1/4 time Continuum of Care Coordinator position has been added for FY 2005 that will assist the Office of Community Services and the Columbia-Boone County Basic Needs Coalition with the implementation of a community- wide plan to reduce homelessness in our community.

The Commission on Human Rights will continue its community outreach and education efforts by conducting its annual "LET'S TALK, COLUMBIA!" Community Study Circles Program through facilitated discussion groups on diversity. Monthly "Community Circle" programs have also been initiated in 2004 to offer additional opportunities for dialogue. 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. The commission also helps to sponsor and support 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. The commission has developed and maintains 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 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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 2003	Budget FY 2004	Estimated FY 2005
Boone County Community Services Advisory Commission			
Commission Meetings	14	14	14
Social Service Proposals Reviewed and Summarized	48	50	52
Social Service Contracts Prepared and Administered	40	40	42
Senior/Disabled Care Vendor Contracts Prepared & Admin.	7	7	7
Child Care Vendor Contracts Prepared and Administered	5	5	5
Social Service Programs Evaluated	8	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	8
Community Study Circles Action Team Meetings	12	12	12
Study Circle Sponsor Action Teams Supported	1	3	4
Sponsor Study Circles Conducted	3	5	5
Community-Wide Study Circles Conducted	2	1	1
Monthly "Community Circle" Education Programs Conducted	0	10	12
Total Study Circle and "Community Circle" Participants	105	288	350
Human Rights Complaint Inquiries	245	590	650
Human Rights Complaints Filed	9	12	18
Substance Abuse Advisory Commission			
Commission Meetings	10	10	10
Substance Abuse Web Links Page Developed & Maintained	1	1	1
Columbia Values Diversity Celebration			
Celebration Planning Meetings	8	8	8
Annual Celebration	1	1	1
Celebration Attendance: Number of People Registered	1160	1090	1120
Number of Community Sponsors Supporting the Celebration	62	56	58
Grant Submission and Administration			
Emergency Shelter Grant (ESG) Submitted and Received	1	1	1
ESG Agency Sub-Contracts Prepared and Administered	3	3	3
Title V - Tutoring & Mentoring Grant Submitted and Received	0	1	0
Title V - Sub-Contracts Prepared and Administered	0	3	0
HUD Continuum of Care Plan and Funding Application Submitted	1	1	1
Community Collaboration Meetings			
Boone Early Childhood Partners Advisory Board Meetings	10	10	10
Columbia-Boone County Basic Needs Coalition Meetings	12	12	10
MU Service/Learning Advisory Board	1	1	1
Title V Grant - Prevention Policy Board Meetings	6	9	0
Community Needs Assessment Planning Committee Meetings	0	8	12
Faith and Community-Based Grant Committee Meetings	3	12	6

SOCIAL ASSISTANCE COMPARATIVE DATA

	Columbia, MO	Ames, IA	Boulder, CO	Lawrence KS	St. Joseph, MO
Population	**90,066**	**52,250**	**98,445**	**87,174**	**74,781**
Number of Employees	1.2	0.4	1.25	0.0	1.0
Employees Per 1,000 Population	0.013	0.008	0.013	0.000	0.013
City Social Service Funding: (1)					
Total Agency/Program Funding	$821,800	$806,863	$2,245,892	$761,861	$475,000
Per Capita (City Level)	$9.12	$15.44	$22.81	$8.74	$6.35
United Way Funding: (2)					
Total Agency Allocations	$1,928,650	$650,749	$1,100,000	$1,300,000	$2,404,976
Per Capita (County Level)	$21.41	$12.45	$11.17	$14.91	$32.16
City Population Below Poverty: (3)					
Families: Number/Percent	1,658 / 9.4%	683 / 7.6%	1,084 / 6.4%	1,157 / 7.3%	1,686 / 9.1%
Individuals: Number/Percent	14,670/19.2%	8,507/20.4%	15,095/17.4%	13,650 / 18.9%	9,022/13.0%
County Population Below Poverty: (3)	Boone Co.	Story Co.	Boulder Co.	Douglas Co.	Buchanan Co.
Families: Number/Percent	2,391 / 7.6%	933 / 5.5%	3,190 / 4.6%	3,169 / 6.7%	1,888 / 8.5%
Individuals: Number/Percent	18,366/14.5%	9,921/14.1%	26,818/9.5%	9,410/10.1%	9,978/12.2%

1) For Fiscal Year 2004
2) For Calendar Year 2004
3) Source: U.S. Bureau of Census, Census 2000-Table DP-3

NOTES:

Columbia, MO Columbia's 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 Ames' social service 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 the support of two administrative assistants (.1 FTE each) and one accounting technician (.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 Boulder's social service 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 divisions. City funding for these divisions is $1,055,772 and $2,534,669 respectively. The Boulder County United Way merged with Broomfield County. The bulk of the United Way's funding stays in Boulder County.

Lawrence, KS Lawrence's social service funding come from the city's general fund ($267,013) and the "Special Alcohol Fund" ($494,848). Citizen commission's oversee the allocation of both budgets and no direct staff support is provided to support the process. The "Special Alcohol Fund" receives funding through a state-wide tax on alcohol sales. This fund provides support for a variety of alcohol and other drug abuse prevention and treatment programs.

St. Joseph, MO St. Joseph's social service funding comes from CDBG funds (19.8% of the total) in the form of direct grants. Theses 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.

HUMAN RIGHTS COMMISSION COMPARATIVE DATA

	Columbia, MO	Ames, IA	Boulder, CO	Lawrence KS	St. Joseph, MO
Population	**90,066**	**52,250**	**98,445**	**87,174**	**74,781**
Human Rights Commission	Yes	Yes	Yes	Yes	No
Number of Direct Employees	1.125	0 FTE	1.5 FTE	5 FTE	N/A
Number of Staff Liaisons/%FTE	3 / .83 FTE	2 / .2 FTE	0 / 0 FTE	0	N/A
Employees-Staff/1,000 Population	0.022	0.004	0.015	0.057	N/A
Human Rights Funding	$35,181	3,000	$35,233	$301,070	N/A
Human Rights Funding Per Capita	$0.39	$0.06	$0.36	$3.45	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. An Administrative Assistant (.5 FTE) and an Assistant Human Rights Investigator internship position (.375 FTE) is also funded through the Office of Community Services. This intern assists the Human Rights Investigator/Educator in the investigation of complaints of discrimination. Funding for this support is included in the respective budgets of these departments. The Commission's budget includes funding for a part-time (.75 FTE) Human Rights Investigator/Community Educator. The Commission's budget supports the investigation of complaints of discrimination as well as funding for the "Let's Talk, Columbia!" Community Study Circles Program. The Commission also provides funding for community organizations conducting human rights educational programs.

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 Office of Human Rights has 1.5 FTE direct staff with an office budget of $149,207. For FY2004, the Human Relations Commission, which is separate from the Office of Human Rights, has a budget of $35,233 which included funding for grants to the community for cultural celebrations and educational programs.

Lawrence, KS The Human Relations Department has 5 FTE full-time staff persons and is charged with investigating complaints of discrimination and conducting community education and outreach. The department is "substantially equivalent" with the Kansas Commission on Human Rights, the Federal Department of Housing and Urban Development and the Equal Employment Opportunity Commission. Being "substantially equivalent" allows the department to receive payment from HUD and EEOC to investigate local complaints of discrimination. This designation also qualifies them for the HUD Fair Housing Assistance Program which provides grant funding for fair housing education, outreach and enforcement. In addition, the department receives HUD funding to conduct continuing legal education programs and in-service training for city employees. The City of Lawrence also budgets for a variety of community education programs provided by the department.

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 2004, 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 2005.

The newly added Continuum of Care Coordinator will work with the Office of Community Services and the Boone County Basic needs coalition to coordinate and provide housing as well as supportive services including substance abuse treatment, mental health services and employment services to the homeless. In FY 2005, the Continuum of Care plan will be updated and a funding application will be submitted to the Department of Housing and Urban Development.

The Commission on Human Rights will continue its community outreach and education efforts by conducting its annual "LET'S TALK, COLUMBIA!" Community Study Circles Program through facilitated discussion groups on diversity. Monthly "Community Circle" programs have also been initiated in 2004 to offer additional opportunities for dialogue. 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. The commission also helps to sponsor and support 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. The commission has developed and maintains 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 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 164,538	$ 174,037	$ 173,322	$ 189,962	9.2%
Supplies and Materials	11,792	12,575	11,163	12,231	(2.7%)
Travel and Training	1,839	6,875	6,829	6,875	0.0%
Intragovernmental Charges	23,243	23,801	23,801	22,735	(4.5%)
Utilities, Services, & Misc.	66,488	151,799	151,197	56,817	(62.6%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 267,900**	**$ 369,087**	**$ 366,312**	**$ 288,620**	**(21.8%)**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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 / GOALS

Populations being served with Emergency Shelter Grant funds include homeless families and individuals, battered and abused women, and U.S. military veterans. In 2004, 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 2005. 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.

FY 2005 Goal - the continued support of the Emergency Shelter Grant supports the budget message goal of "Provide Needed social Services". The administration of this money provides emergency shelter services to over 785 individuals in need in the Boone County area.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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.	65,729	75,000	75,000	75,000	0.0%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **65,729**	$ **75,000**	$ **75,000**	$ **75,000**	**0.0%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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 $843,350 in social assistance funding for FY2005. This funding represents a 3% increase in social assistance funding over the base budget of $818,800 for FY2004. During the FY2004 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. During the FY 2005 budget process, the City Council added $4,000 in funding for the Centro Latino program. This 3% funding increase reflects a commitment to be responsive to the needs of the most at-risk populations in our community. For FY2005, the Boone County Community Services Advisory Commission has recommended funding assistance for 33 organizations providing a total of 48 different program services. In addition, vendor contract funding for homemaker/personal care and respite care services to the elderly and 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 Commission will continue to monitor community needs in order to target social service funding for the most critical needs and at-risk populations in the most effective and efficient manner.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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.	898,202	820,150	821,800	847,360	3.3%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 898,202**	**$ 820,150**	**$ 821,800**	**$ 847,360**	**3.3%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
There are no personnel assigned to this budget.					

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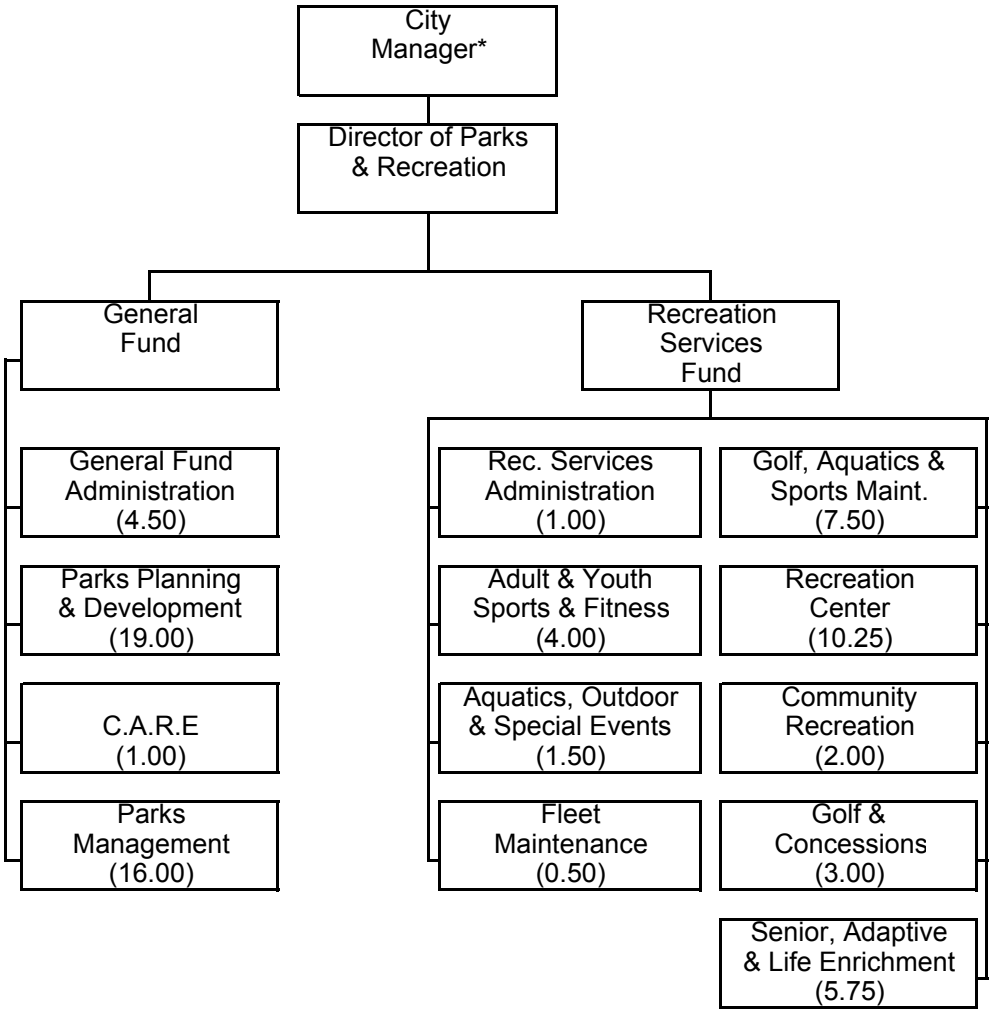
Parks and Recreation

City of Columbia

Columbia, Missouri

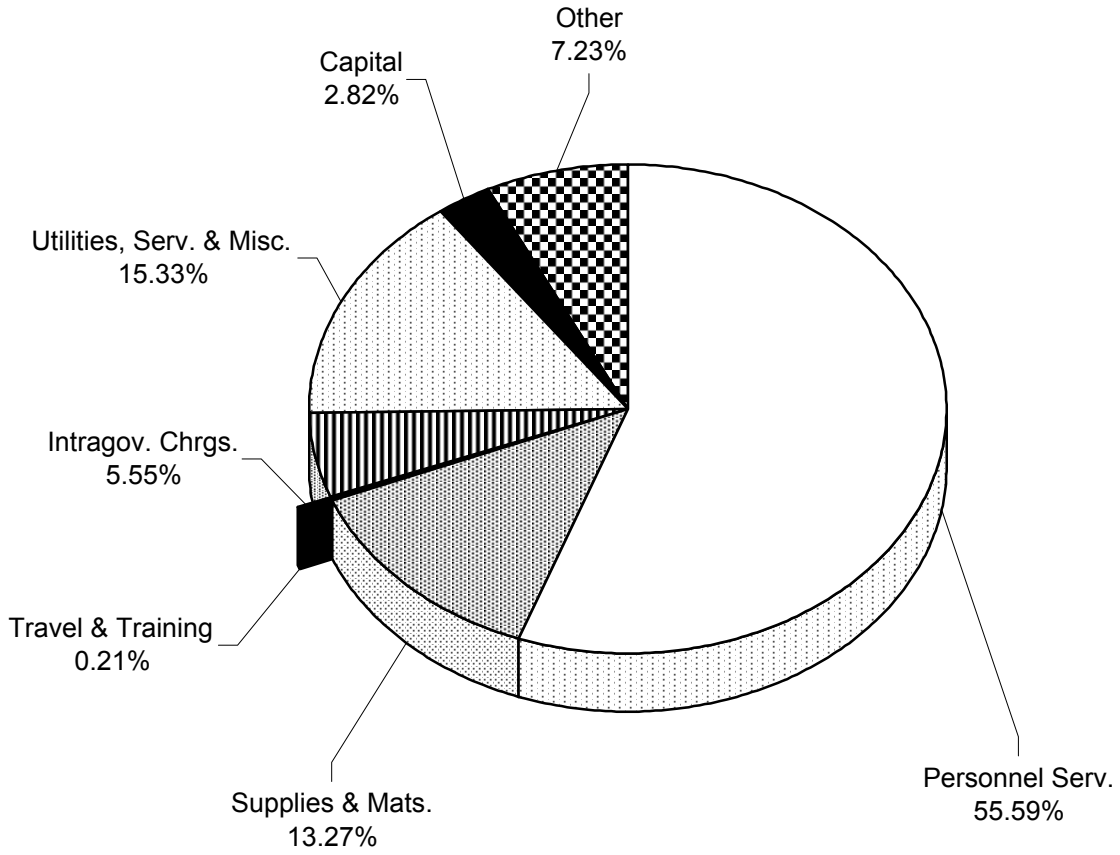
City of Columbia - Parks and Recreation Department

76.00 FTE Positions



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

Parks & Recreation Dept - Summary
FY 2005



APPROPRIATIONS

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
Personnel Services	$ 5,106,864	$ 5,856,113	$ 5,648,617	$ 6,082,386	3.9%
Supplies & Materials	1,729,706	1,457,720	1,391,570	1,452,003	(0.4%)
Travel & Training	9,354	23,193	21,190	23,062	(0.6%)
Intragovernmental Charges	578,312	591,640	591,640	606,902	2.6%
Utilities, Services & Misc.	2,868,055	2,109,641	1,994,772	1,676,807	(20.5%)
Capital	398,854	250,567	249,100	308,850	23.3%
Other	819,725	722,711	834,526	790,737	9.4%
Total	**11,510,870**	**11,011,585**	**10,731,415**	**10,940,747**	**(0.6%)**
Summary					
Operating Expenses	8,011,686	9,302,307	8,911,789	9,589,560	3.1%
Non-Operating Expenses	552,784	514,441	593,441	640,103	24.4%
Debt Service	228,262	234,270	267,085	177,234	(24.3%)
Capital Additions	398,854	250,567	249,100	308,850	23.3%
Capital Projects	2,319,284	710,000	710,000	225,000	(68.3%)
Total Expenses	$ **11,510,870**	$ **11,011,585**	$ **10,731,415**	$ **10,940,747**	**(0.6%)**

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DEPARTMENT DESCRIPTION

The Columbia Parks and Recreation Department oversees approximately 2,200 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

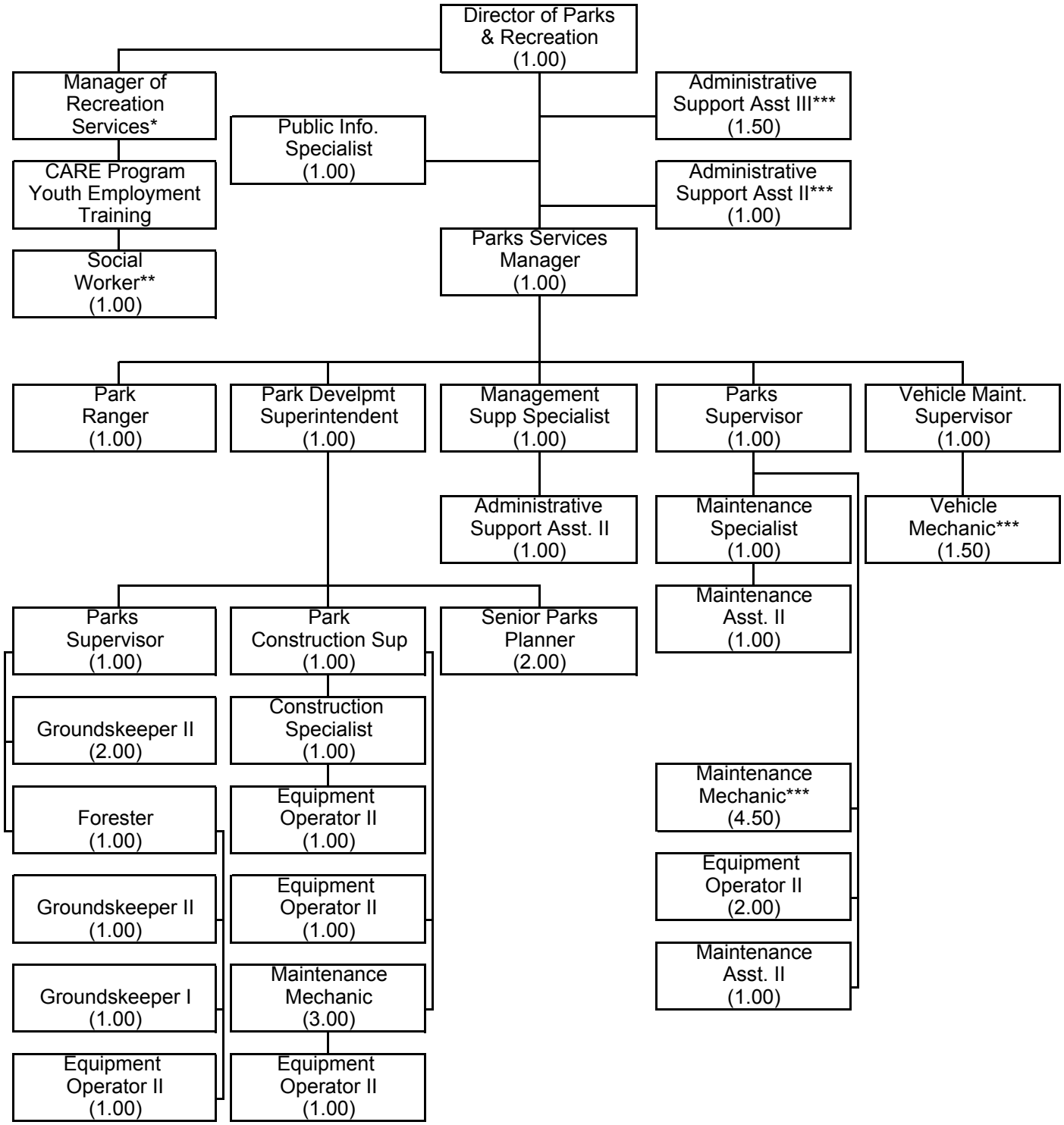
The General Fund component of this budget contains Department Administration, a portion of the Park Services Division's two principle programs, Park Management and Operations and Park Planning and Development, and the C.A.R.E. Program. The Recreation Services Fund includes funding for all recreation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

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
General Fund Operations	38.50	40.50	40.50	40.50	
Recreation Services Fund	35.25	35.50	35.50	35.50	
Total Personnel	**73.75**	**76.00**	**76.00**	**76.00**	
Permanent Full-Time	73.00	76.00	76.00	76.00	
Permanent Part-Time	0.75	0.00	0.00	0.00	
Total Permanent	**73.75**	**76.00**	**76.00**	**76.00**	

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. Significant increases are related to anticipated higher fuel and utility costs.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 2,191,540	$ 2,458,894	$ 2,429,791	$ 2,614,458	6.3%
Supplies & Materials	406,447	458,361	467,794	494,775	7.9%
Travel & Training	4,787	9,410	8,329	9,410	0.0%
Intragovernmental Charges	182,801	187,875	187,875	171,809	(8.6%)
Utilities, Services & Misc.	302,295	350,382	343,610	390,677	11.5%
Capital	340,746	231,900	231,100	246,350	6.2%
Other	0	0	0	0	
Total	**3,428,616**	**3,696,822**	**3,668,499**	**3,927,479**	**6.2%**
Summary					
Operating Expenses	3,087,870	3,464,922	3,437,399	3,681,129	6.2%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	340,746	231,900	231,100	246,350	6.2%
Capital Projects	0	0	0	0	
Total Expenses	**$ 3,428,616**	**$ 3,696,822**	**$ 3,668,499**	**$ 3,927,479**	**6.2%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
Administration	4.50	4.50	4.50	4.50	
Parks Planning & Development	17.00	19.00	19.00	19.00	
C.A.R.E.	1.00	1.00	1.00	1.00	
Parks Management	16.00	16.00	16.00	16.00	
Total Personnel	**38.50**	**40.50**	**40.50**	**40.50**	
Permanent Full-Time	38.50	40.50	40.50	40.50	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**38.50**	**40.50**	**40.50**	**40.50**	

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

Park Management & Operations:	Actual FY 2003	Budget FY 2004	Estimated FY 2005
No. of Hours Spent Mowing Parks	7,470	7,500	7,800
No. of Hours Spent Mowing Athletic/Golf:	8,505	8,550	8,700
No. of Athletic Fields Maintained	45	45	47
Pounds of Trash Collected	952,780	960,000	975,000
Pounds of Construction Debris	922,460	950,000	500,000
[1]No. of Shelter Reservations During Year	1,211	1,225	1,400

[1]Starting in FY-03, Stephens & CCRA Harris Shelters were not available for reservations due to construction.

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS - Continued

	Actual FY 2003	Budget FY 2004	Estimated FY 2005
Park Planning & Development:			
[1]No. of Projects Budgeted	12	16	13
No. of Projects Completed	8	14	15
No. of Trees Planted	214	240	200
[2]No. of Trees Maintained	2,228	2,468	2,668
Memorial/Heritage Trees Maintained	395	436	466
Downtown Trees Maintained	463	473	480
Forestry Volunteer Hrs (TreeKeepers, Scouts, Schools....)	1,228	1,300	1,450
No. of Hazardous and Dead Tree Removals	244	120	100
No. of Landscape Areas Maintained	56	59	62
Total Sq. Feet of Landscape Beds Maintained	354,601	369,967	375,467

[1]Sewer Plant II Nature Area Project was not funded by grant.
[2]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.

COMPARATIVE DATA

	Columbia, MO	Springfield IL	Ft. Collins CO	Lawrence KS	Waterloo IA	Woodlands TX
Population	**90,066**	**114,092**	**135,360**	**87,174**	**69,690**	**75,804**
Number of Employees	44	61.0	69	51	37	29
Employees Per 1,000 Population	0.49	0.53	0.51	0.59	0.53	0.38
Park Planning & Development:						
Capital Improvement Budget (3 Year Average)	$1,907,780	$750,000	$3,275,000	$3,000,000	$475,000	$2,000,000
% Capital Improvement Projects Completed w/Force Acct Labor	75%	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	7	1	1	13	7	5

	Columbia, MO	Springfield IL	Ft. Collins CO	Dubuque IA	St. Joseph, MO	**Lawrence KS
Population	**90,066**	**114,092**	**135,360**	**57,742**	**74,781**	**87,174**
Number of Employees	44	61.0	69	30	46	51
Employees Per 1,000 Population	**0.49**	**0.53**	**0.51**	**0.52**	**0.62**	**0.59**
Parks Management & Operations:						
Total Park Acres	2,220	1,682	630	833	1,500	(1) 3,206
Number of Maintenance Employees	24.0	48.0	41	25	15	31
Park Acres Per Staff	92.50	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
(2) Athletic Fields	25	10	10	7	15	19
Rec/Nature Centers	1	4	1	0	2	6
Total Facilities	33	17	16	9	21	27

(1)30-40% of acreage is natural, unmaintained.
(2) Athletic Fields include all athletic fields that have lights and/or irrigation systems.
Number of Employees does not include ranger or related law enforcement staff.

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 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 238,405	$ 259,854	$ 256,147	$ 275,948	6.2%
Supplies and Materials	18,510	20,555	19,432	18,010	(12.4%)
Travel and Training	2,154	3,400	2,500	3,400	0.0%
Intragovernmental Charges	61,637	58,921	58,921	49,216	(16.5%)
Utilities, Services, & Misc.	48,497	45,250	43,597	46,450	2.7%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 369,203**	**$ 387,980**	**$ 380,597**	**$ 393,024**	**1.3%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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	1.50	0.50
1002 - Admin. Support Assistant II*	1.50	1.50	1.50	1.00	(0.50)
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**	

* In FY 2005 (1) 1.00 FTE was reclassified to an Administrative Support Assistant III. The position is split between General Fund and the (ARC) activities and recreation center.

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Parks & Rec - Parks Planning & Development

110-52

DESCRIPTION

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

HIGHLIGHTS / SIGNIFICANT CHANGES

This year's budget provides for the same quality of service as in previous years. Significant increases are related to utility rate increase. Funding for additional temporary help for the forestry and horticulture programs has been budgeted.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 904,441	$ 1,029,769	$ 1,022,301	$ 1,098,372	6.7%
Supplies and Materials	81,243	100,090	98,779	99,991	(0.1%)
Travel and Training	1,672	3,125	3,024	3,125	0.0%
Intragovernmental Charges	40,190	39,798	39,798	32,276	(18.9%)
Utilities, Services, & Misc.	54,090	59,210	57,888	63,883	7.9%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 1,081,636**	**$ 1,231,992**	**$ 1,221,790**	**$ 1,297,647**	**5.3%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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	0.00	0.00	0.00	
2415 - Park Supervisor	0.00	1.00	1.00	1.00	
2414 - Groundskeeper II	3.00	3.00	3.00	3.00	
2413 - Groundskeeper I	1.00	1.00	1.00	1.00	
2406 - Construction Supervisor	1.00	1.00	1.00	1.00	
2405 - Construction Specialist	1.00	1.00	1.00	1.00	
2404 - Maintenance Mechanic	3.00	4.00	4.00	4.00	
2402 - Maintenance Assistant II*	3.00	3.00	3.00	0.00	(3.00)
2300 - Equipment Operator II	0.00	1.00	1.00	4.00	3.00
Total Personnel	**17.00**	**19.00**	**19.00**	**19.00**	
Permanent Full-Time	17.00	19.00	19.00	19.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**17.00**	**19.00**	**19.00**	**19.00**	

* In FY 2005 all Maintenance Assistant II's in Park Planning and Development were reclassified to Equipment Operator II's.

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 / GOALS

This budget contains funds to maintain the program at its current level including the fifth year of operation of the CARE Gallery Program. Funds have been included for the possible relocation of CARE program.

FY 2005 Goal - The 7% increase in funding for the CARE program supports the budget message goal of "Provide Needed Social Services". This program provides for career training to 180 disadvantaged youth and the increase includes funding for possible relocation of the current office to a location near other job services for youth programs, to better coordinate resources in our community.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 262,696	$ 309,086	$ 290,184	$ 313,476	1.4%
Supplies and Materials	7,181	7,656	7,821	8,818	15.2%
Travel and Training	0	0	0	0	
Intragovernmental Charges	2,981	2,995	2,995	2,781	(7.1%)
Utilities, Services, & Misc.	24,197	27,441	27,372	46,494	69.4%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 297,055**	**$ 347,178**	**$ 328,372**	**$ 371,569**	**7.0%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
7301 - Social Services Specialist	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, 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

This year's budget provides for the same quality of service as in previous years. Significant increases are related to anticipated higher fuel and utility costs. Some supplemental funding has been budgeted to replace rolling stock equipment as per the City's replacement schedule. Funding for additional temporary help for the park ranger and park maintenance programs has been budgeted.

BUDGET DETAIL

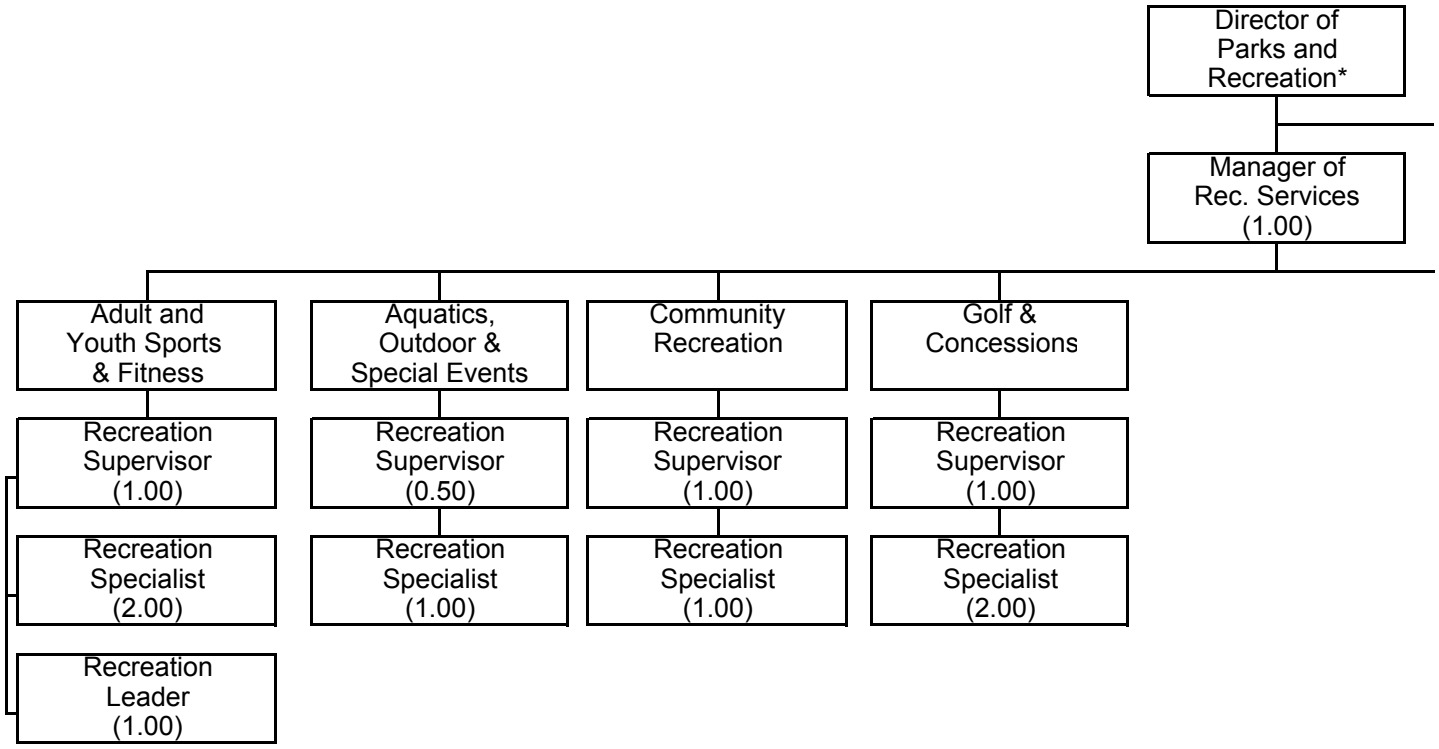
	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 785,998	$ 860,185	$ 861,159	$ 926,662	7.7%
Supplies and Materials	299,513	330,060	341,762	367,956	11.5%
Travel and Training	961	2,885	2,805	2,885	0.0%
Intragovernmental Charges	77,993	86,161	86,161	87,536	1.6%
Utilities, Services, & Misc.	175,511	218,481	214,753	233,850	7.0%
Capital	340,746	231,900	231,100	246,350	6.2%
Other	0	0	0	0	
Total	**$ 1,680,722**	**$ 1,729,672**	**$ 1,737,740**	**$ 1,865,239**	**7.8%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
8750 - Park Services Manager	1.00	1.00	1.00	1.00	
8690 - Park Ranger	0.00	1.00	1.00	1.00	
4203 - Management Support Specialist	1.00	1.00	1.00	1.00	
2415 - Parks Supervisor	1.00	1.00	1.00	1.00	
2404 - Maintenance Mechanic	3.50	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	2.00	2.00	2.00	
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	**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**	

City of Columbia - Recreation Services Fund

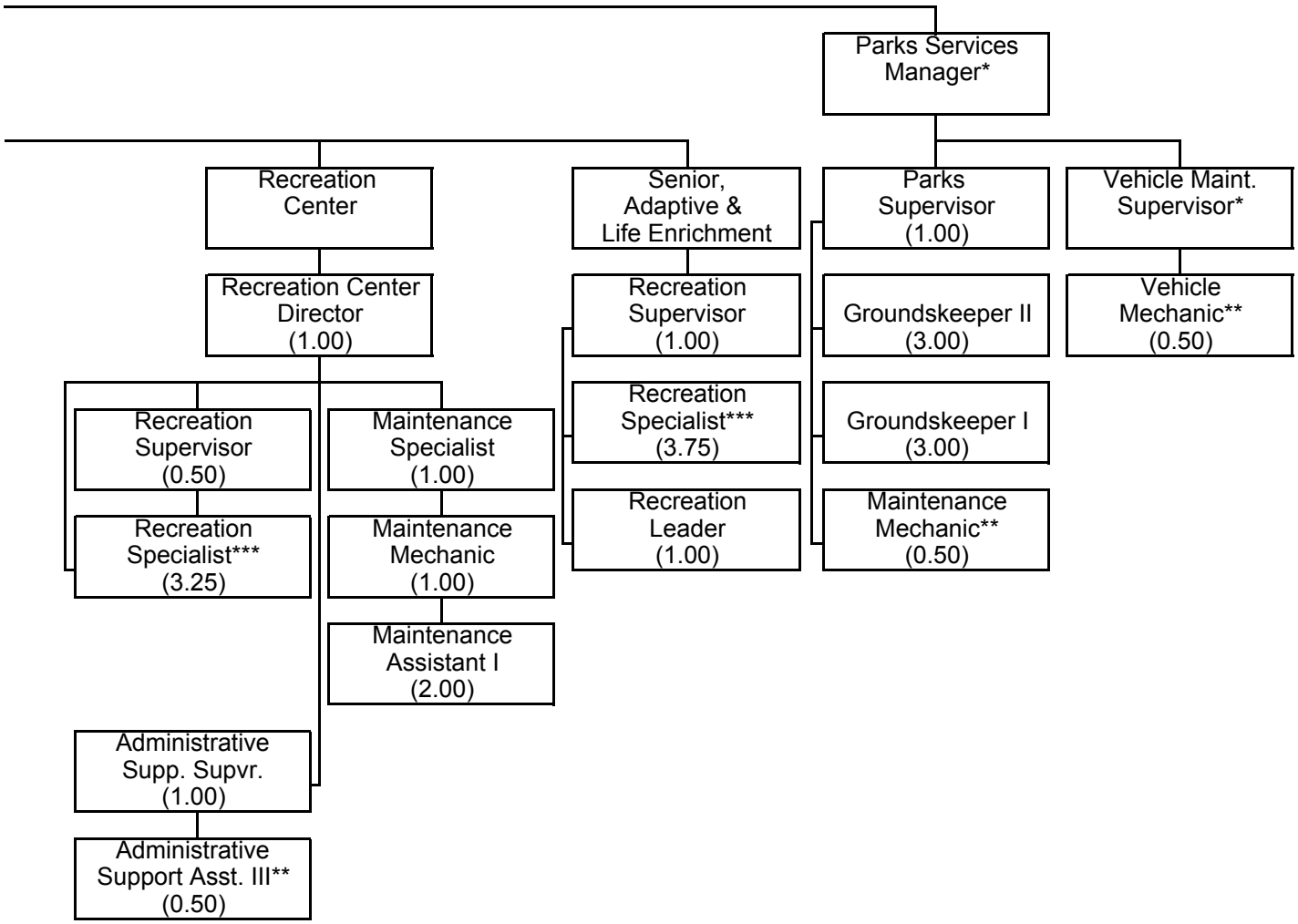
35.50 FTE Positions



* Positions not included in Recreation Services's FTE count.
** A portion of these positions are also budgeted in the General Fund.
*** (1) Recreation Specialist is split .75 ARC/.25 SALE and reports to the ARC Director

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.
*** (1) Recreation Specialist is split .25 ARC/.75 SALE and reports to the ARC Director

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Recreation Services Fund

Fund 552

DESCRIPTION

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

HIGHLIGHTS / SIGNIFICANT CHANGES

The operating budget has been based on maintaining existing services and includes the costs for operation of the Activity & Recreation Center (ARC). Some monies are budgeted to replace capital equipment as per the City's replacement schedule. The Oak Tours program has been assimilated into the Senior Adult Program area

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 2,915,324	$ 3,397,219	$ 3,218,826	$ 3,467,928	2.1%
Supplies & Materials	1,323,259	999,359	923,776	957,228	(4.2%)
Travel & Training	4,567	13,783	12,861	13,652	(1.0%)
Intragovernmental Charges	395,511	403,765	403,765	435,093	7.8%
Utilities, Services & Misc.	2,565,760	1,759,259	1,651,162	1,286,130	(26.9%)
Capital	58,108	18,667	18,000	62,500	234.8%
Other	819,725	722,711	834,526	790,737	9.4%
Total	**8,082,254**	**7,314,763**	**7,062,916**	**7,013,268**	**(4.1%)**
Summary					
Operating Expenses	4,923,816	5,837,385	5,474,390	5,908,431	1.2%
Non-Operating Expenses	552,784	514,441	593,441	640,103	24.4%
Debt Service	228,262	234,270	267,085	177,234	(24.3%)
Capital Additions	58,108	18,667	18,000	62,500	234.8%
Capital Projects	2,319,284	710,000	710,000	225,000	(68.3%)
Total Expenses	**$ 8,082,254**	**$ 7,314,763**	**$ 7,062,916**	**$ 7,013,268**	**(4.1%)**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
Parks and Maintenance	8.00	8.00	8.00	8.00	
Recreation	17.25	17.25	17.25	17.25	
Recreation Center	10.00	10.25	10.25	10.25	
Total Personnel	**35.25**	**35.50**	**35.50**	**35.50**	
Permanent Full-Time	34.50	35.50	35.50	35.50	
Permanent Part-Time	0.75	0.00	0.00	0.00	
Total Permanent	**35.25**	**35.50**	**35.50**	**35.50**	

PERFORMANCE MEASUREMENT / SERVICE INDICATORS

	Actual FY 2003	Budget FY 2004	Estimated FY 2005
Sports (Youth & Adult):			
Annual Estimated Participants	120,634	136,000	136,000
Cost Per Participant	$6.42	$4.40	$5.00
Revenue Per Participant	$2.74	$2.20	$2.50
Percent of Program Subsidy	57.30%	50.00%	50.00%
Aquatics/Outdoor/Travel:			
Annual Estimated Participants	105,735	125,000	125,000
Cost Per Participant	$6.14	$7.00	$7.00
Revenue Per Participant	$3.65	$3.50	$3.50
Percent of Program Subsidy	40.50%	50.00%	50.00%
Golf:			
No. of Participants	62,827	69,000	69,000
Cost Per Participant	$17.53	$18.50	$19.00
Revenue Per Participant	$19.07	$18.50	$19.00
Senior Adults/Adaptive/Life Enrichment:			
No. of Participants	132,353	170,000	135,000
Cost Per Participants	$3.28	$2.55	$2.60
Revenue Per Participant	$0.54	$0.45	$0.47
Percent of Program Subsidy	83.40%	82.00%	82.00%
***Oak Tours:**			
No. of Participants	16,926	16,000	N/A
Cost Per Participant	$11.75	$15.00	N/A
Revenue Per Participant	$9.07	$15.00	N/A
Percent of Program Subsidy	22.90%	0.00%	N/A
Community Recreation:			
Annual Estimated Participants	69,313	72,000	72,000
Cost Per Participant	$3.46	$3.50	$3.50
Revenue Per Participant	$0.06	$0.28	$0.28
Percent of Program Subsidy	98.20%	92.00%	92.00%
****Activity & Recreation Center:**			
Annual Estimated Participants	208,385	258,000	258,000
Cost Per Participant	$5.22	$5.20	$5.20
Revenue Per Participant	$5.60	$5.20	$5.20
Percent of Program Subsidy	(7.20%)	0.00%	0.00%

* Oak Tours is being phased out
** ARC opened 12/16/02, 9.5 mos. - FY03

COMPARATIVE DATA

	Columbia, MO	Boulder, CO	Champaign, IL	Iowa City, IA	Springfield, MO	Topeka KS
Population	**90,066**	**98,445**	**69,226**	**63,254**	**156,364**	**123,395**
Number of Employees	27.50	61.00	34.00	22.00	28.00	49.00
Employees Per 1,000 Population	0.305	0.620	0.491	0.348	0.179	0.397

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 / GOALS

The operating budget has been based on maintaining existing services.

FY 2005 Goal - With the completion of the Stephen's Park project the city will open all areas of the newly developed park which includes swimming, fishing and trails supporting the budget message goal of "provide recreation and cultural opportunities".

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 484,557	$ 524,611	$ 518,689	$ 540,198	3.0%
Supplies & Materials	258,406	305,701	296,435	293,698	(3.9%)
Travel & Training	620	1,189	1,160	1,189	0.0%
Intragovernmental Charges	34,037	30,768	30,768	29,344	(4.6%)
Utilities, Services & Misc.	260,128	287,408	287,958	335,020	16.6%
Capital	11,876	18,008	18,000	56,000	211.0%
Other	0	0	0	0	
Total	**$ 1,049,624**	**$ 1,167,685**	**$ 1,153,010**	**$ 1,255,449**	**7.5%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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/Paquin/Life Enrichment Programs; and Special Olympics/Adaptive.

HIGHLIGHTS / SIGNIFICANT CHANGES

The Recreation Specialist position for Special Olympics/Adaptive Recreation has been divided between the Special Oympics area (75%) and the Activity & Recreation Center (25%). Oak Tours has been eliminated as a stand alone program, however a more limited travel/tour program has been assimilated into the Senior Adult program area.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 1,663,952	$ 1,843,045	$ 1,748,352	$ 1,906,860	3.5%
Supplies & Materials	415,819	532,737	498,899	512,796	(3.7%)
Travel & Training	3,064	5,344	5,636	5,213	(2.5%)
Intragovernmental Charges	317,543	299,126	299,126	322,590	7.8%
Utilities, Services & Misc.	417,134	483,571	407,973	440,279	(9.0%)
Capital	46,232	659	0	6,500	886.3%
Other	292,626	284,010	321,825	361,897	27.4%
Total	**$ 3,156,370**	**$ 3,448,492**	**$ 3,281,811**	**$ 3,556,135**	**3.1%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
8600 - Recreation Services Manager	1.00	1.00	1.00	1.00	
8530 - Recreation Supervisor	5.50	5.50	5.50	5.50	
8520 - Recreation Specialist	9.00	8.75	8.75	8.75	
8510 - Recreation Leader	1.75	2.00	2.00	2.00	
Total Personnel	**17.25**	**17.25**	**17.25**	**17.25**	
Permanent Full-Time	16.50	17.25	17.25	17.25	
Permanent Part-Time	0.75	0.00	0.00	0.00	
Total Permanent	**17.25**	**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

This budget represents the second full fiscal year of operation for the ARC and maintains services at the current level of operation.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 766,815	$ 1,029,563	$ 951,785	$ 1,020,870	(0.8%)
Supplies & Materials	112,855	160,921	128,442	150,734	(6.3%)
Travel & Training	713	7,250	6,065	7,250	0.0%
Intragovernmental Charges	43,931	73,871	73,871	83,159	12.6%
Utilities, Services & Misc.	182,482	278,280	245,231	285,831	2.7%
Capital	0	0	0	0	
Other	450,180	438,701	512,701	428,840	(2.2%)
Total	**$ 1,556,976**	**$ 1,988,586**	**$ 1,918,095**	**$ 1,976,684**	**(0.6%)**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
8610 - Recreation Center Director	1.00	1.00	1.00	1.00	
8530 - Recreation Supervisor	0.50	0.50	0.50	0.50	
8520 - Recreation Specialist	3.00	3.25	3.25	3.25	
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	
1003 - Admin Support Assistant III	0.00	0.00	0.00	0.50	0.50
1002 - Admin Support Assistant II*	0.50	0.50	0.50	0.00	(0.50)
Total Personnel	**10.00**	**10.25**	**10.25**	**10.25**	
Permanent Full-Time	10.00	10.25	10.25	10.25	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**10.00**	**10.25**	**10.25**	**10.25**	

* In FY 2005 (1) 1.00 FTE was reclassified to an Administrative Support Assistant III. The position is split between General Fund and the (ARC) activities and recreation center.

MAJOR PROJECTS

Improvements to the Antimi baseball/softball complex is the only parks & recreation capital project recommended for funding from the Recreation Services Fund this year.

FISCAL IMPACT

The rennovation will include replacing the current bathrooms and concession area with a larger one. There will not be any increase in operating costs associated with the project. The new facilities will provide a much nicer concession and bathroom area for our patrons.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies and Materials	536,179	0	0	0	
Travel and Training	170	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	1,706,016	710,000	710,000	225,000	(68.3%)
Capital	0	0	0	0	
Other	76,919	0	0	0	
Total	**$ 2,319,284**	**$ 710,000**	**$ 710,000**	**$ 225,000**	**(68.3%)**

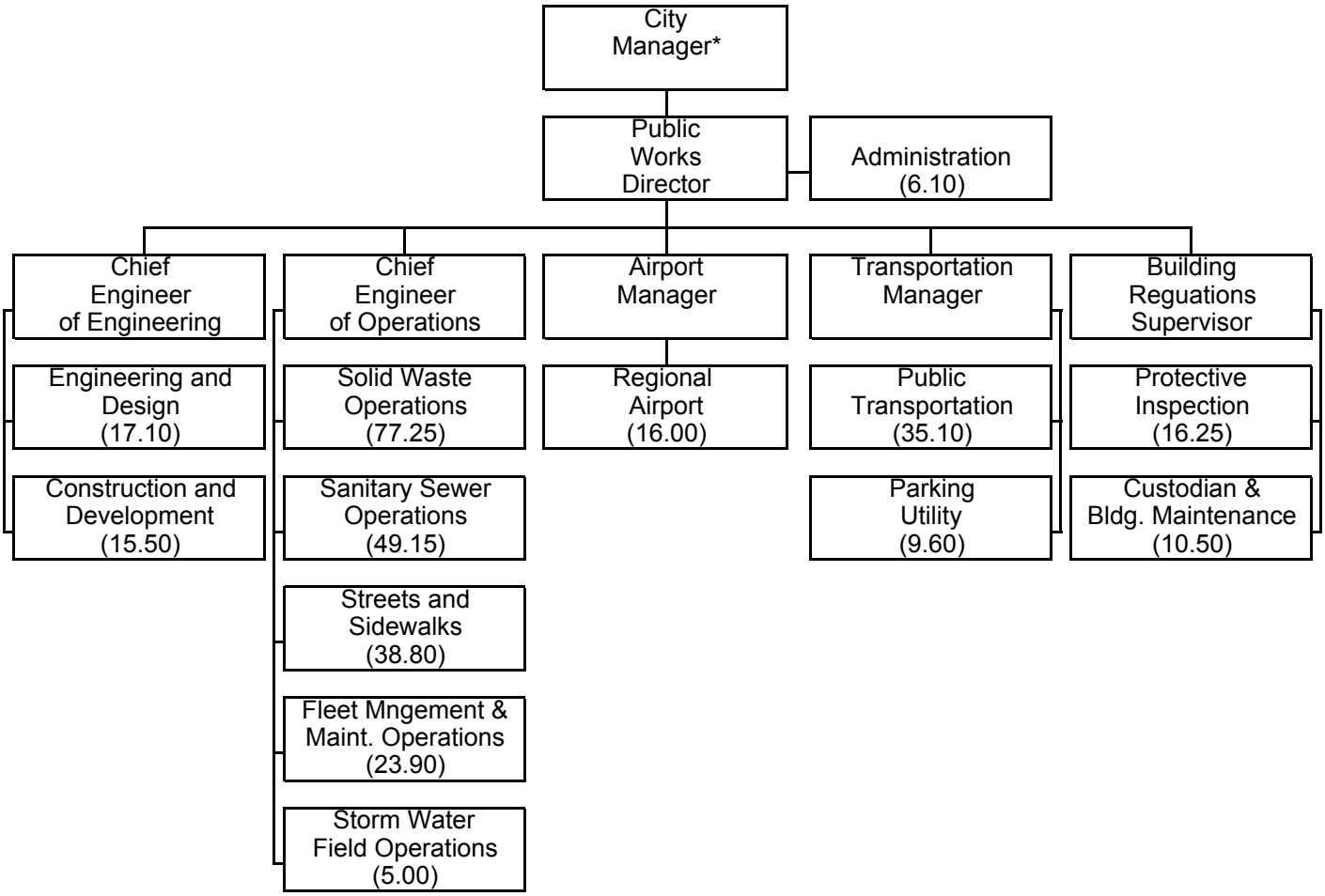
Public Works Department

City of Columbia

Columbia, Missouri

City of Columbia - Public Works Department

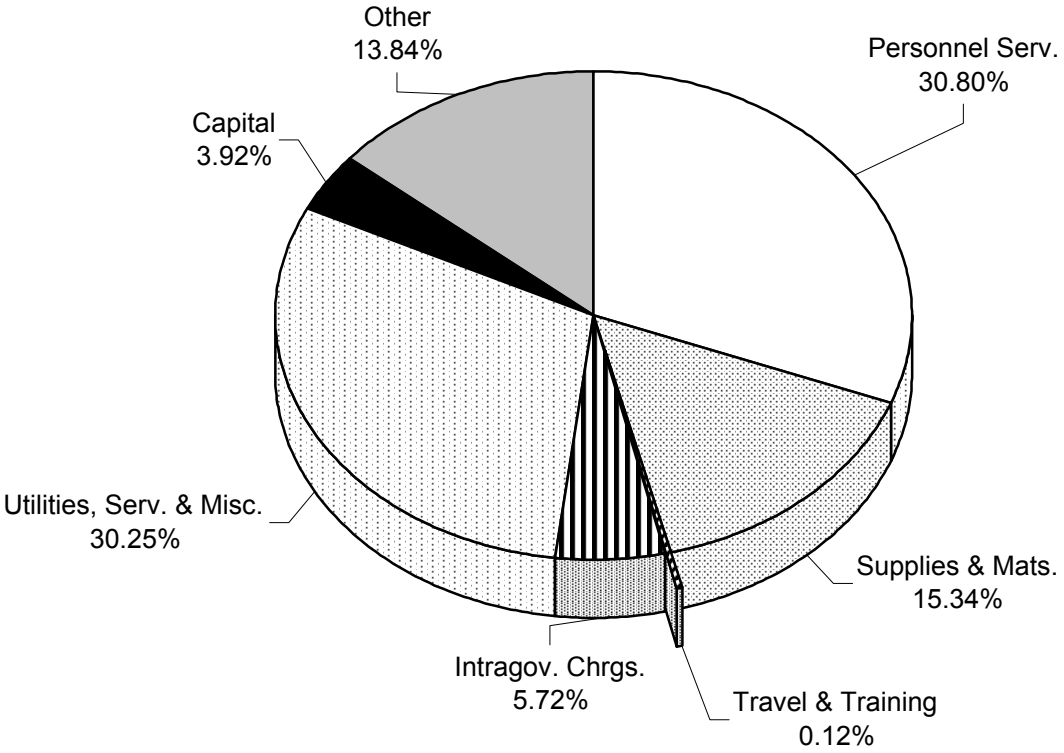
320.25 FTE Positions



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

Public Works Department - Summary

FY 2005



APPROPRIATIONS

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
Personnel Services	$ 15,157,451	$ 16,373,685	$ 16,218,548	$ 17,695,213	8.1%
Supplies & Materials	7,079,165	8,231,337	7,873,864	8,815,533	7.1%
Travel & Training	33,990	69,651	64,109	68,961	(1.0%)
Intragovernmental Charges	3,345,852	3,292,527	3,295,081	3,286,930	(0.2%)
Utilities, Services & Misc.	9,834,522	8,750,328	8,587,573	17,380,449	98.6%
Capital	978,190	2,430,894	2,294,446	2,253,385	(7.3%)
Other	7,583,400	7,385,736	7,648,971	7,953,180	7.7%
Total	**44,012,570**	**46,534,158**	**45,982,592**	**57,453,651**	**23.5%**
Summary					
Operating Expenses	30,137,449	33,455,855	32,769,418	35,752,530	6.9%
Non-Operating Expenses	5,832,295	5,577,500	5,877,919	6,238,624	11.9%
Debt Service	1,818,330	1,867,736	1,838,636	1,776,556	(4.9%)
Capital Additions	747,380	2,430,894	2,294,446	2,253,385	(7.3%)
Capital Projects	5,477,116	3,202,173	3,202,173	11,432,556	257.0%
Total Expenses	$ **44,012,570**	$ **46,534,158**	$ **45,982,592**	$ **57,453,651**	**23.5%**

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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 continued emphasis placed on protection of water quality from storm water run off with the EPA Phase II Storm Water Regulations. A couple of major roadway alignments and reconstructions will be underway, at Grindstone Parkway to Southampton Drive and Blue Ridge Road to State Route 763, during FY05. Highlights of the coming year are to be the continued implementation of the 5 year street Capital Improvement Plan, continued work on various sewer districts throughout the city to eliminate private sewers, on-site septic tanks and lagoons, implementation of the 5 year sewer bond issue passed in November 2003, conversion of 1,000 additional parking meters in the downtown business district to accept park cards, which will better serve the public, produce a system that will recover energy from landfill methane gas and to start the design work for the next landfill cell. 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.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
General Fund Operations	$ 6,282,258	$ 8,155,082	$ 8,066,577	$ 8,372,619	2.7%
Public Transportation Fund	3,151,799	3,863,219	3,587,830	7,086,574	83.4%
Regional Airport Fund	1,800,857	1,963,867	1,868,916	3,037,296	54.7%
Sanitary Sewer Utility Fund	13,006,886	11,777,483	11,598,641	16,425,737	39.5%
Parking Facilities Fund	1,761,576	1,778,770	1,768,168	1,891,916	6.4%
Solid Waste Utility Fund	11,050,555	12,033,167	12,320,834	13,392,336	11.3%
Storm Water Utility Fund	2,258,360	1,989,896	1,866,108	1,932,835	(2.9%)
Custodial & Maint. Serv. Fund	785,106	1,145,416	1,081,971	1,060,965	(7.4%)
Fleet Operations Fund	3,915,173	3,827,258	3,823,547	4,253,373	11.1%
Total Expense	**$ 44,012,570**	**$ 46,534,158**	**$ 45,982,592**	**$ 57,453,651**	**23.5%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
General Fund Operations	78.73	82.23	82.23	85.23	3.00
Public Transportation Fund	30.60	32.10	32.10	35.10	3.00
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	77.25	77.25	77.25	77.25	
Storm Water Utility Fund	8.93	8.93	8.93	10.43	1.50
Custodial & Maintenance Serv. Fund	9.00	9.00	9.00	10.50	1.50
Fleet Operations Fund	22.90	22.90	22.90	23.90	1.00
Total Personnel	**305.25**	**310.25**	**310.25**	**320.25**	**10.00**
Permanent Full-Time	300.00	303.00	303.00	313.00	10.00
Permanent Part-Time	5.25	7.25	7.25	7.25	
Total Permanent	**305.25**	**310.25**	**310.25**	**320.25**	**10.00**

Public Works - General Fund Operations

110-60 to 110-69

DEPARTMENT DESCRIPTION

The General Fund Public Works Operations are charged with the traditional municipal public works functions of street, sidewalk, traffic system maintenance and operations, as well as building and construction inspections. In addition, engineering, survey, and right-of-way responsibilities are located in this office. Coordination, inspection and management of all public improvements are done through this office.

DEPARTMENT OBJECTIVES

Administration & Engineering: Design, construction and management of the public infrastructure in a professional and cost effective manner.

Streets: To ensure all city streets are safe and passable to the traveling public.

Traffic: Provide, improve and maintain traffic control devices to allow the safe and efficient movement on city streets.

Parking Enforcement: Create and assure parking turnover 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 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 4,090,098	$ 4,394,264	$ 4,408,866	$ 4,775,255	8.7%
Supplies & Materials	985,643	1,420,366	1,312,047	1,505,924	6.0%
Travel & Training	7,719	16,370	15,459	16,370	0.0%
Intragovernmental Charges	461,089	455,285	455,839	450,874	(1.0%)
Utilities, Services & Misc.	572,903	899,958	923,518	992,716	10.3%
Capital	164,806	968,839	950,848	631,480	(34.8%)
Other	0	0	0	0	
Total	**6,282,258**	**8,155,082**	**8,066,577**	**8,372,619**	**2.7%**
Summary					
Operating Expenses	6,117,452	7,186,243	7,115,729	7,741,139	7.7%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	164,806	968,839	950,848	631,480	(34.8%)
Capital Projects	0	0	0	0	
Total Expenses	**$ 6,282,258**	**$ 8,155,082**	**$ 8,066,577**	**$ 8,372,619**	**2.7%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
Administration & Engineering	25.18	25.68	25.68	26.18	0.50
Streets & Sidewalks	34.80	37.80	37.80	38.80	1.00
Protective Inspection	14.75	14.75	14.75	16.25	1.50
Parking Enforcement	4.00	4.00	4.00	4.00	
Total Personnel	**78.73**	**82.23**	**82.23**	**85.23**	**3.00**
Permanent Full-Time	78.73	81.73	81.73	84.73	3.00
Permanent Part-Time	0.00	0.50	0.50	0.50	
Total Permanent	**78.73**	**82.23**	**82.23**	**85.23**	**3.00**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2003	Budget FY 2004	Estimated FY 2005
Engineering: (1)			
Miles of Streets Constructed/Inspected in New Developments	7.97	7.00	7.00
Miles of Sanitary Sewers Constructed/Inspected in New Developments	15.95	10.00	10.00
Miles of Sanitary Sewers Constructed/Inspection for BCRSD	1.88	6.00	2.50
Miles of Streets Constructed/Rebuilt by City Contract (survey, design, contract admin., inspected)	0.79	1.80	2.25
Miles of Sanitary Sewers Constructed/Rebuilt by City Contract (survey, design, contract admin., inspected)	2.00	6.00	5.00
Miles of Storm Sewer Constructed/Rebuilt by City Contract (Survey, design, contract admin, inspected)	1.02	0.50	1.50
Miles of Sidewalk Constructed/Rebuilt by City Contract (survey, design, contract admin., inspected)	1.49	1.50	2.50
No. of Site Plans, Construction Plans, & Plats Reviewed	1,984	700	1,500
No. of Excavation Permits Issued	1,336	1,000	1,200
No. of Flood Plain Development Permits Reviewed	65	50.00	50
Streets:			
Street Segments Resurfaced/Repaired	232	400	450
Service/Maintenance Cuts Repaired	308	300	315
Tons of Asphalt Used (2)	3,460	10,500	9,000
Snow Removal Hours	8,216	5,000	8,020
Tons of Salt & Cinders Used	4,323	3,000	4,600
Street Sweeping Miles/Tons	16,429/1179	13,500/900	16,429/1179
Special Projects for Other Depts/Division Hours	1,675	2,000	1,500
Traffic (Control Operations):			
Signs Installed	350	350	200
Signs Replaced	1,750	1,250	2,015
Signing Hours	4,650	4,650	5,125
Striping (Miles of painting)			
Contracted striping	100	100	100
In-house striping	300	300	300
Other Painting (gallons of paint)	800	800	800
Signal Maintenance/Installation Hours	1,800	1,800	1,500
Traffic Studies Hours	1,500	1,000	630
Parking Enforcement:			
Parking Tickets:			
Expired Meter Tickets	48,100	67,000	67,500
Uniform Tickets	8,916	15,100	15,150
Warnings Issued	85	140	150
Overtime Enforcement:			
Ticket Issued	1,738	1,650	1,700
Vehicles Chalked	27,788	25,000	27,000
SCOFFLAW Enforcement: Tows or Boots	518	400	300
Protective Inspection:			
No. of Permits Issued (Bldg., Elect., Plumb., Sign, ROW)	5,584	5,900	6,100
No. of Rental Inspections	4,720	5,000	4,850
No. of Building Inspections	24,268	25,000	27,000
Code Enforcement & Dilapidated Bldgs.	300	500	500
No. of Neighborhood Response Team inspections	1,338	1,126	2,000
No. of Violations Referred for Prosecution	0	50	10

(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	**90,066**	**156,364**	**87,174**	**103,163**	**186,191**	**98,445**
Number of Employees	36	38	13	X	X	X
Employees Per 1,000 Population	0.40	0.24	0.15	X	X	X
Operating Budget	$2,889,860	$2,432,770	$670,902	X	X	X
Capital Improvement Budget:				X	X	X
Streets/Sidewalks	$8,457,100	$25,624,217	$4,795,000	X	X	X
Sanitary Sewers	$1,795,000	$33,288,500	$16,389,000	X	X	X
Storm Water	$620,000	$14,920,500	$300,000	X	X	X

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 2004.

Springfield, MO
1) Street, Sanitary Sewer, and Storm Sewer inspections are done by separate divisions.
2) Land disturbance and landscaping are reviewed and inspected by a separate division.
3) Eight administrative personnel in an adminisrative division with the Director of Public Works (included in budget $'s).
4) Updated 2004

COMPARATIVE DATA - STREET DIVISION

	Columbia, MO	Springfield, MO	Indepen-dence, MO	St. Charles, MO	Joplin, MO (2)	Ames, IA
Street Division:						
Population	**90,066**	**156,364**	**113,686**	**62,871**	**47,523**	**52,250**
Number of Employees	31.80	120.00	DID	36.00	22.00	22.00
Employees Per 1,000 Population	0.35	0.77	NOT	0.57	0.46	0.42
No. of Seasonal Employees	8	10	RESPOND	0	10	3
Miles of Street (Centerline)	397	840		260	1,000	195
Employees per Centerline Mile	0.08	0.14		0.14	0.02	0.11
Traffic Division:						
No. of Signalized Intersections	36	137 (1)	DID	43	50	62
Number of Employees	6	33	NOT	3	3	7
No. of Seasonal Employees	1	3	RESPOND	0	2	3
Feet of Striping Maintenance	1,200,000	3,696,000		421,084	528,000	654,720
Employees/100,000 ft of striping	0.50	0.89	DID	0.71	0.57	1.07
Sign Inventory	20,000	50,000	NOT	41,000	8,000	8,800
Employees/1,000 signs	0.30	0.66	RESPOND	--	0.38	0.80

(1) Springfield has 262 signals - they only maintain 137 +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	**90,066**	**41,503**	**98,445**	**63,254**	**241,378**	**93,113**
Number of Employees	4	3	11	Did	10	3
Employees Per 1,000 Population	0.044	0.072	0.112	Not	0.041	0.032
No. of Parking Spaces	3,824	1,581	4,090	Respond	8,600	4,560
No. of Parking Spaces per Employee	956	527	372		860	1,520

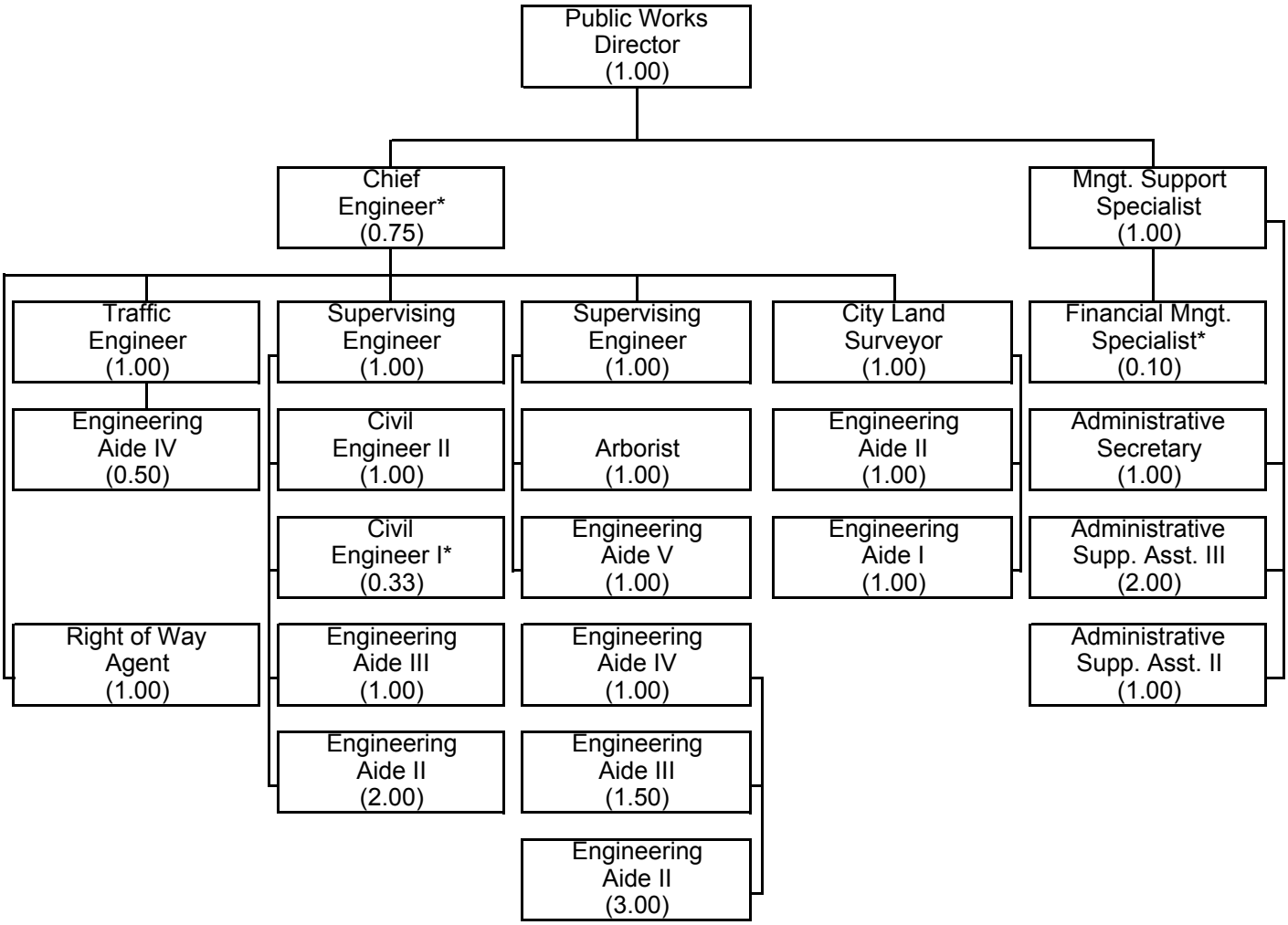
COMPARATIVE DATA - PROTECTIVE INSPECTION

	Columbia, MO	Springfield, MO	Ames, IA	St. Joseph, MO	Champaign, IL
Protective Inspection:					
Population	**90,066**	**156,364**	**52,250**	**74,781**	**69,226**
Number of Employees	15	29	11	10	10
Employees Per 1,000 Population	0.160	0.180	0.210	0.130	0.140
No. of Building Inspections	30,626	22,764	14,128	0*	7,006

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 does not track quantity/type of inspections.

City of Columbia - Public Works Administration & Engineering

26.18 FTE Positions



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

Public Works - Administration and Engineering

110-6010 to 110-6019

DESCRIPTION

The Administration section provides management of all divisions and functions of the Department including Engineering, Protective Inspection, Streets, 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

Major roadways on new alignment such as Rollins Road connecting Colonial Gardens with Rothwell Heights, and Forum Boulevard south to Old Plank Road were constructed during this fiscal year. Roger I Wilson Drive which will connect Route 63 to Brown School Road as the main east-west corridor in the north part of the city is under construction. The combined Garth Avenue Bridge over Bear Creek which includes reconstruction of Garth Avenue south of Bear Creek to Thurman Avenue and also north of Bear Creek to Blueridge is also under construction. In addition, the construction of Green Meadows Road will begin during FY 2004. FY 2005 projects include the East Broadway widening project, Southampton Drive, a major roadway on new alignment from Grindstone Parkway to east terminus of Southampton Drive, as well as the reconstruction of Blue Ridge Road west of State Route 763 will be constructed after substantial completion of the Garth Projects. Continued emphasis will be placed on sidewalk construction, including removing sidewalk barriers in the downtown area. A sidewalk along the north side of Business Loop 70 from Creasy Springs Road to Garth Avenue will be constructed in FY 2005 as a state discretionary enhancement project.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 1,513,092	$ 1,582,066	$ 1,588,463	$ 1,682,284	6.3%
Supplies and Materials	80,981	98,602	91,366	94,920	(3.7%)
Travel and Training	7,137	7,805	7,330	7,805	0.0%
Intragovernmental Charges	164,816	167,348	167,773	153,809	(8.1%)
Utilities, Services, & Misc.	44,039	74,039	67,815	75,540	2.0%
Capital	16,693	0	0	0	
Other	0	0	0	0	
Total	$ **1,826,758**	$ **1,929,860**	$ **1,922,747**	$ **2,014,358**	**4.4%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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	1.50	1.50	1.50	
5003 - Engineering Aide III	2.00	2.00	2.00	2.50	0.50
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**	**25.68**	**25.68**	**26.18**	**0.50**
Permanent Full-Time	25.18	25.18	25.18	25.68	0.50
Permanent Part-Time	0.00	0.50	0.50	0.50	
Total Permanent	**25.18**	**25.68**	**25.68**	**26.18**	**0.50**

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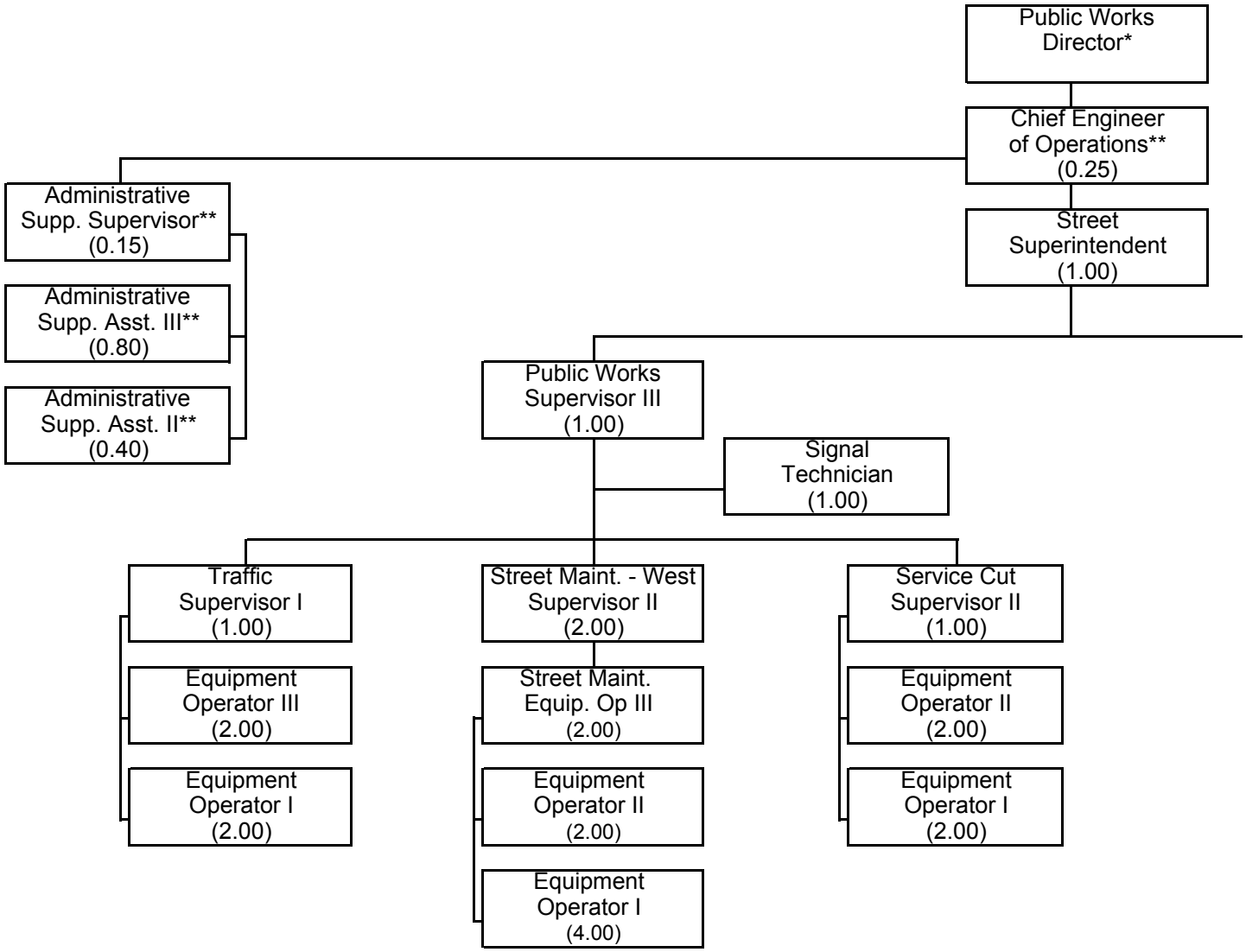
City of Columbia - Public Works Streets Department

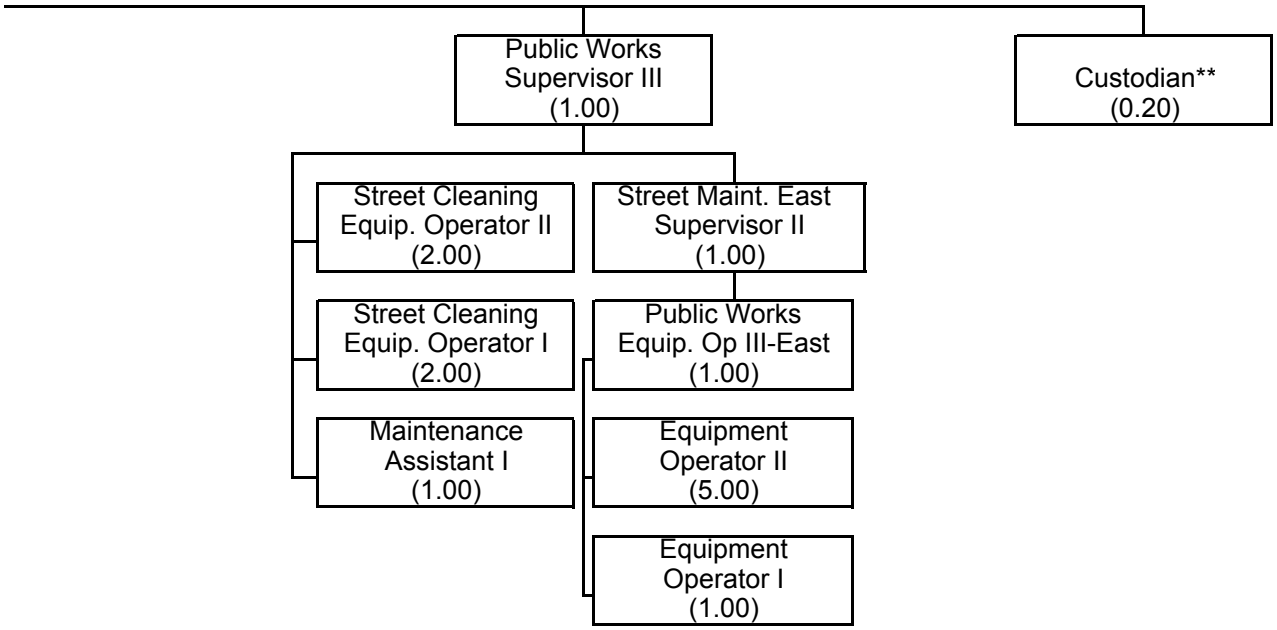
38.80 FTE Positions



* 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

38.80 FTE Positions



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

Public Works - Streets & Sidewalks

110-6020 to 110-6029

DESCRIPTION

The Street Division provides maintenance of 26.41 miles of unimproved streets and 371.44 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 / GOALS

Continued emphasis will be given to our normal street maintenance program, including asphalt overlay and sealcoating of improved streets. A total $400,000 is available for 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. In FY 2004, an additional service cut crew was approved to assist in making repairs to service cuts in a timely manner. In addition to the service cut crew, a pavement striping and sign crew was added. 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, for bike lanes, was received in April 2004. Property acquisition and site preparation for a salt storage and loading facility is underway with estimated completion at the end of FY2005.
FY 2005 Goal - The addition of a safety clean-up crew and the approval of $325,000 in new funding for sidewalks, supports the budget message goals of "Clean and Safe Neighborhoods" and a "Well-Maintained Total Transportation System" respectively. The crew will be responsive to citizens alerting the city of safety and other concerns along city streets as well as, proactively locating areas requiring trash and brush clean-up. The additional sidewalk funds, with emphasis in the downtown area, will continue the City's efforts in making Columbia a more walkable and accessible community.

BUDGET DETAIL

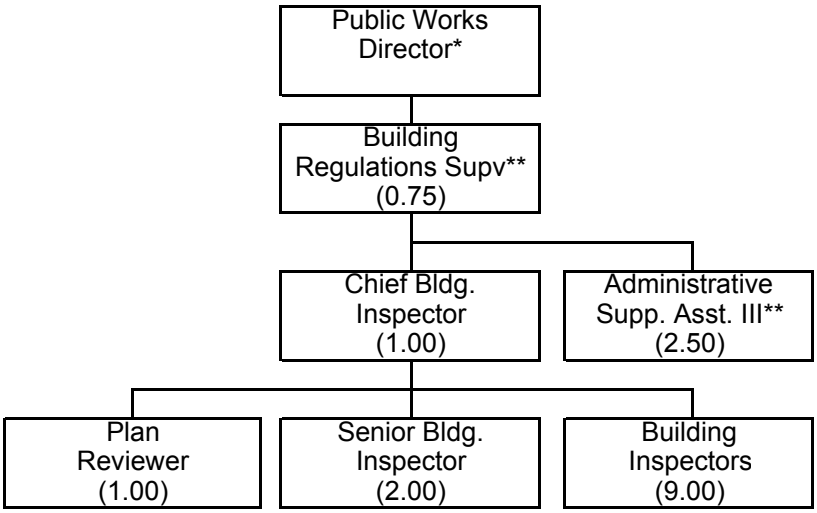
	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 1,726,633	$ 1,904,142	$ 1,921,672	$ 2,065,436	8.5%
Supplies and Materials	867,618	1,274,544	1,175,717	1,360,230	6.7%
Travel and Training	100	4,253	3,959	4,253	0.0%
Intragovernmental Charges	153,247	151,354	151,483	158,290	4.6%
Utilities, Services, & Misc.	491,243	753,010	788,040	840,410	11.6%
Capital	137,613	928,294	910,303	565,480	(39.1%)
Other	0	0	0	0	
Total	**$ 3,376,454**	**$ 5,015,597**	**$ 4,951,174**	**$ 4,994,099**	**(0.4%)**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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-773	2.00	2.00	2.00	3.00	1.00
2309 - Public Works Supervisor I-773	1.00	0.00	0.00	0.00	
2308 - Streets Superintendent	1.00	1.00	1.00	1.00	
2307 - Public Works Supervisor III	2.00	2.00	2.00	2.00	
2306 - Public Works Supervisor II	0.00	1.00	1.00	1.00	
2305 - Public Works Supervisor I	1.00	1.00	1.00	1.00	
2303 - Equipment Operator III-773	4.00	5.00	5.00	5.00	
2300 - Equipment Operator II-773	10.00	11.00	11.00	11.00	
2299 - Equipment Operator I-733	10.00	11.00	11.00	11.00	
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**	**37.80**	**37.80**	**38.80**	**1.00**
Permanent Full-Time	34.80	37.80	37.80	38.80	1.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**34.80**	**37.80**	**37.80**	**38.80**	**1.00**

City of Columbia - Public Works Protective Inspection

16.25 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 / GOALS

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. In addition Administrative Support Assistant (50%) was added to allow for increased clerical help in the office.

FY 2005 Goal - The addition of a building inspector and the purchase of 2 hybrid cars supports the budget message goals of "Enhance Economic Stability and Growth" and "Conserve and Preserve our Natural Resources" respectively. The addition of a building inspector will allow for more inspections to be done each day and will improve the City's service to the building community. One of the hybrid cars purchased will be used by the building inspectors which will help city staff to minimize the strain on limited resources.

BUDGET DETAIL

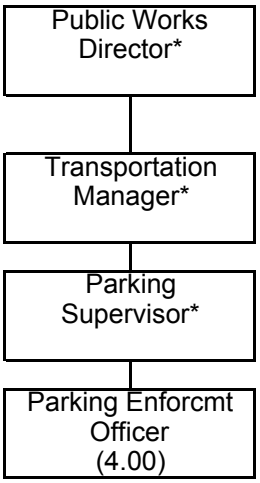
	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 715,984	$ 766,878	$ 758,372	$ 878,093	14.5%
Supplies and Materials	34,384	43,321	41,355	45,240	4.4%
Travel and Training	482	4,012	3,600	4,012	0.0%
Intragovernmental Charges	135,979	129,322	129,322	132,141	2.2%
Utilities, Services, & Misc.	35,375	70,807	65,261	71,109	0.4%
Capital	0	40,545	40,545	66,000	62.8%
Other	0	0	0	0	
Total	**$ 922,204**	**$ 1,054,885**	**$ 1,038,455**	**$ 1,196,595**	**13.4%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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	8.00	8.00	8.00	9.00	1.00
1003 - Admin. Support Assistant III	2.00	2.00	2.00	2.50	0.50
Total Personnel	**14.75**	**14.75**	**14.75**	**16.25**	**1.50**
Permanent Full-Time	14.75	14.75	14.75	16.25	1.50
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**14.75**	**14.75**	**14.75**	**16.25**	**1.50**

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 via parking control enforcement in the central business district and the metered University 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. Works with the City Prosecutor's, office, 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 continue toward 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 that parking is enforced during those hours Monday through Saturday.

BUDGET DETAIL

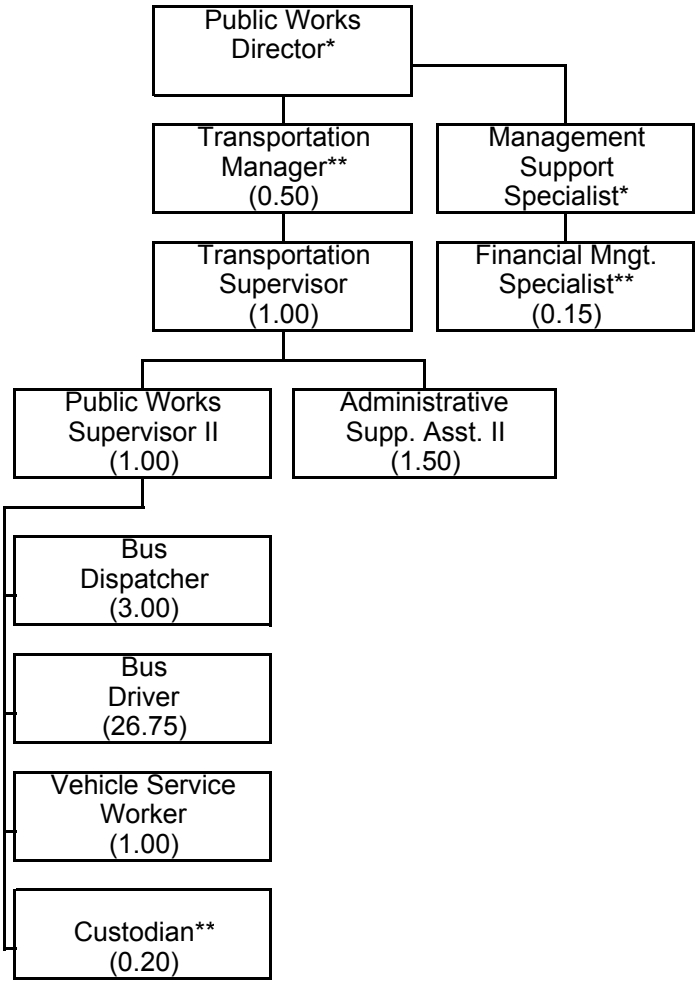
	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 134,389	$ 141,178	$ 140,359	$ 149,442	5.9%
Supplies and Materials	2,660	3,899	3,609	5,534	41.9%
Travel and Training	0	300	570	300	0.0%
Intragovernmental Charges	7,047	7,261	7,261	6,634	(8.6%)
Utilities, Services, & Misc.	2,246	2,102	2,402	5,657	169.1%
Capital	10,500	0	0	0	
Other	0	0	0	0	
Total	**$ 156,842**	**$ 154,740**	**$ 154,201**	**$ 167,567**	**8.3%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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

35.10 FTE Positions



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

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Public Transportation - Summary

Fund 553

DEPARTMENT DESCRIPTION

Columbia Transit (CT) operates to provide public transportation to as many citizens as possible at the lowest possible cost, while maintaining timely and dependable service.

DEPARTMENT OBJECTIVES

To provide mass transportation to as many citizens as possible, at the lowest possible cost, while maintaining timely and dependable service.

APPROPRIATIONS

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 1,559,254	$ 1,904,221	$ 1,655,142	$ 1,963,435	3.1%
Supplies & Materials	494,794	570,716	564,654	681,162	19.4%
Travel & Training	3,134	6,075	6,075	6,075	0.0%
Intragovernmental Charges	315,570	330,834	330,834	329,498	(0.4%)
Utilities, Services & Misc.	348,790	605,373	585,125	3,552,791	486.9%
Capital	0	11,000	11,000	79,650	624.1%
Other	430,257	435,000	435,000	473,963	9.0%
Total	**3,151,799**	**3,863,219**	**3,587,830**	**7,086,574**	**83.4%**
Summary					
Operating Expenses	2,616,304	3,169,219	2,893,830	3,337,591	5.3%
Non-Operating Expenses	430,257	435,000	435,000	473,963	9.0%
Debt Service	0	0	0	0	
Capital Additions	0	11,000	11,000	79,650	624.1%
Capital Projects	105,238	248,000	248,000	3,195,370	1188.5%
Total Expenses	$ **3,151,799**	$ **3,863,219**	$ **3,587,830**	$ **7,086,574**	**83.4%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
Columbia Transit	21.51	21.01	21.01	22.14	1.13
Paratransit System	8.48	10.48	10.48	10.48	
University Shuttle	0.61	0.61	0.61	2.48	1.87
Total Personnel	**30.60**	**32.10**	**32.10**	**35.10**	**3.00**
Permanent Full-Time	27.85	27.85	27.85	30.85	3.00
Permanent Part-Time	2.75	4.25	4.25	4.25	
Total Permanent	**30.60**	**32.10**	**32.10**	**35.10**	**3.00**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2003	Budget FY 2004	Estimated University FY 2004	Estimated Fixed Route FY 2004	Estimated FY 2005
Fixed Routes:					
Unlinked Passenger Trips	993,188	1,058,440	539,340	482,000	1,041,400
Total Actual Vehicle Miles (1)	489,654	484,000	68,165	472,093	553,073
Total Actual Vehicle Hours (2)	41,465	41,755	11,119	42,276	54,617
Total Actual Revenue Miles (3)	468,188	468,188	63,761	446,865	522,745
Total Actual Vehicle Revenue Hours (4)	39,168	41,390	10,826	40,594	52,596
Total Actual Scheduled Revenue Miles (5)	464,020	424,748	70,652	429,542	511,982
Number of Road calls	32	26	2	50	54
Fuel Consumptions (in Gallons)	129,109	112,000	22,306	125,891	151,676
Wheelchair Loadings	4,667	3,328	N/A	5,227	5,358
Lift Failures	0	0	N/A	0	0
Missed Routes	2	12	N/A	6	7
Average Cost/Revenue Mile	$3.93	$4.40	N/A	$4.38	$4.25
Average Cost Per Passenger	$4.04	$4.20	N/A	$3.90	$4.15
ParaTransit:					
Unlinked Passenger Trips (6)	24,888	29,710	N/A	N/A	24,450
Total Actual Vehicle Miles	104,328	155,210	N/A	N/A	129,769
Total Vehicle Hours	13,988	15,500	N/A	N/A	14,744
Total Actual Revenue Miles	156,346	146,170	N/A	N/A	163,000
Number of Road Calls	9	12	N/A	N/A	11
Fuel Consumption	28,997	29,750	N/A	N/A	29,500
Average Cost/Revenue Mile	$3.53	$4.28	N/A	N/A	$3.74
Average Cost Per Passenger	$22.35	$30.49	N/A	N/A	$29.77

(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.
(6) The Unlinked Passenger Trips are paid trips only.

COMPARATIVE DATA

	Columbia, MO	St. Joseph, MO	Iowa City, IA	Springfield, MO	Fayetteville, AR	Ames, IA
Population	**90,066**	**74,781**	**63,254**	**156,364**	**66,548**	**52,250**
Number of Employees*	32	Did	Did	57	31	44
Employees Per 1,000 Population	0.355	Not	Not	0.365	0.466	0.842
Regular Route Fare	$0.50	Respond	Respond	$0.75	FREE	$0.75**
Trips Per Employee	14,745			26,550	38,710	105,171
Annual Ridership:						
Regular Route***	471,843			1,513,329	1,200,000	4,627,537
Demand Responsive	24,888			18,324	5,000	13,706
Operating Cost Per Passenger:						
Regular Route	$2.09			$4.30	$0.69	$0.76
Demand Responsive	$22.22			$30.00	$43.60	$17.56

* 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 refelcted an increasing trend. 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. Additionally, Columbia Transit implemented route enhancements (June, 2004) throughout the system which will increase efficiencies and better align the route system with the changing community. Passengers will enjoy a transit system that operates on schedule as well as taking them to more popular destinations. An estimated ridership of 460,000 is anticipated in FY 2005.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 999,802	$ 1,117,892	$ 1,035,653	$ 1,100,205	(1.6%)
Supplies and Materials	360,865	365,153	395,542	461,889	26.5%
Travel and Training	2,634	4,325	4,325	4,325	0.0%
Intragovernmental Charges	278,753	289,065	289,065	296,944	2.7%
Utilities, Services, & Misc.	186,415	277,186	262,712	276,340	(0.3%)
Capital	0	11,000	11,000	79,650	624.1%
Other	428,290	435,000	435,000	473,963	9.0%
Total	**$ 2,256,759**	**$ 2,499,621**	**$ 2,433,297**	**$ 2,693,316**	**7.7%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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	1.80	(0.50)
2502 - Bus Driver	16.50	16.00	16.00	18.25	2.25
2306 - Public Works Supervisor II	0.62	0.62	0.62	0.62	
2102 - Vehicle Service Worker	0.62	0.62	0.62	0.00	(0.62)
2003 - Custodian	0.20	0.20	0.20	0.20	
Total Personnel	**21.51**	**21.01**	**21.01**	**22.14**	**1.13**
Permanent Full-Time	20.01	18.01	18.01	19.14	1.13
Permanent Part-Time	1.50	3.00	3.00	3.00	
Total Permanent	**21.51**	**21.01**	**21.01**	**22.14**	**1.13**

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. Due to tightening of the client recertification criteria, ridership for FY 2004 continued to drop to approximately 25,000. For FY 2005, Columbia Transit is estimating ridership to continue to be approximately 25,000.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 399,968	$ 473,852	$ 390,252	$ 486,498	2.7%
Supplies and Materials	83,993	80,770	82,132	87,472	8.3%
Travel and Training	500	1,500	1,500	1,500	0.0%
Intragovernmental Charges	28,681	25,199	25,199	26,115	3.6%
Utilities, Services, & Misc.	39,929	43,685	42,413	44,579	2.0%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 553,071**	**$ 625,006**	**$ 541,496**	**$ 646,164**	**3.4%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
2505 - Transportation Supervisor	0.25	0.25	0.25	0.25	
2504 - Bus Dispatcher	0.60	0.60	0.60	1.10	0.50
2502 - Bus Driver	5.75	7.75	7.75	7.50	(0.25)
2306 - Public Works Supervisor II	0.13	0.13	0.13	0.13	
2102 - Vehicle Service Worker	0.25	0.25	0.25	0.00	(0.25)
1002 - Admin. Support Assistant II	1.50	1.50	1.50	1.50	
Total Personnel	**8.48**	**10.48**	**10.48**	**10.48**	
Permanent Full-Time	7.23	9.23	9.23	9.23	
Permanent Part-Time	1.25	1.25	1.25	1.25	
Total Permanent	**8.48**	**10.48**	**10.48**	**10.48**	

Public Transportation - University Shuttle

553-6130

DESCRIPTION

This service provides transportation service from outlying University parking facilities to designated University campus areas, and is reimbursed via contractual agreement with the University.

HIGHLIGHTS / SIGNIFICANT CHANGES

The new contract for shuttle service with the University of Missouri began in FY 2004. 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 early 2005 the daytime shuttle service will be increased to six vehicles from the current four. 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 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 159,484	$ 312,477	$ 229,237	$ 376,732	20.6%
Supplies and Materials	49,936	124,793	86,980	131,801	5.6%
Travel and Training	0	250	250	250	0.0%
Intragovernmental Charges	8,136	16,570	16,570	6,439	(61.1%)
Utilities, Services, & Misc.	17,208	36,502	32,000	36,502	0.0%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 234,764**	**$ 490,592**	**$ 365,037**	**$ 551,724**	**12.5%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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	0.00	0.00	0.00	1.00	1.00
2306 - Public Works Supervisor II	0.25	0.25	0.25	0.25	
2102 - Vehicle Service Worker	0.13	0.13	0.13	1.00	0.87
	0.61	**0.61**	**0.61**	**2.48**	**1.87**
Permanent Full-Time	0.61	0.61	0.61	2.48	1.87
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**0.61**	**0.61**	**0.61**	**2.48**	**1.87**

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. Some of the upcoming projects will include refurbishing and expanding the Wabash Station operations center, and upgrading approximately 22 GFI Fareboxes.

HIGHLIGHTS / SIGNIFICANT CHANGES / GOALS

FY 2005 Goal - The approval of $2.9 million for the renovation and expansion of the Wabash Station supports the budget message goal of "Continued Investment in Buildings and Infrastructure". This renovation will help to preserve our historic downtown City public buildings and make the Wabash station more appealing to customers/citizens.

FISCAL IMPACT

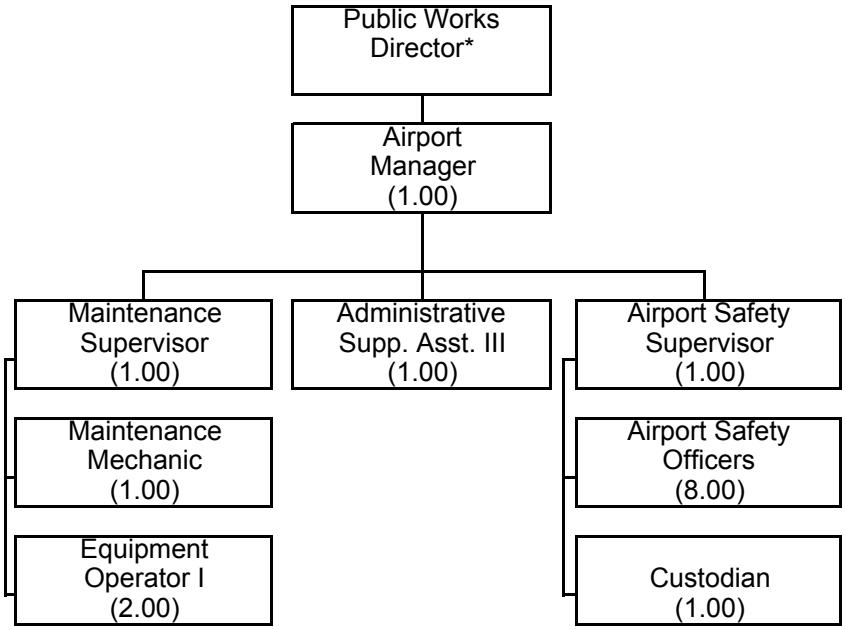
Columbia Transit attempts to maintain a prudent replacement schedule to ensure a fleet that does not require extensive resources to maintain. The replacement of vehicles is greatly influenced by the availability of federal funds as well as local dollars.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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.	105,238	248,000	248,000	3,195,370	1188.5%
Capital	0	0	0	0	
Other	1,967	0	0	0	
Total	**$ 107,205**	**$ 248,000**	**$ 248,000**	**$ 3,195,370**	**1188.5%**

City of Columbia - Public Works Regional Airport

16.00 FTE Positions



* Position not included in Airport's FTE count.

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Regional Airport Fund - Summary

Fund 554

DEPARTMENT DESCRIPTION

The purpose of the Columbia Regional Airport is to provide safe and usable Airport facilities for the operation of commercial, general aviation and military aircraft, and to foster and create a healthy environment so that the community may access the national air transportation system and promote the economic growth of the region.

DEPARTMENT OBJECTIVES

To prudently protect the taxpayers' investment by managing the Airport in strict accordance with Federal Aviation Administration and Transportation Security Administration regulations by providing a certified airport which consists of a fully staffed fire and law enforcement office, maintenance, and administration. To offer a safe, serviceable, and attractive place for air travelers, commercial airlines, general aviation, charter services, air cargo, and supporting tenants; and to implement innovative ways to increase revenues, procure new airline services, and increase the traffic flow through the facility.

APPROPRIATIONS

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 796,189	$ 822,077	$ 801,187	$ 867,634	5.5%
Supplies & Materials	82,899	151,399	119,538	161,312	6.5%
Travel & Training	5,256	7,348	6,937	7,348	0.0%
Intragovernmental Charges	135,492	142,193	142,193	140,496	(1.2%)
Utilities, Services & Misc.	167,244	318,122	284,694	1,316,706	313.9%
Capital	99,770	31,350	20,663	40,000	27.6%
Other	514,007	491,378	493,704	503,800	2.5%
Total	**1,800,857**	**1,963,867**	**1,868,916**	**3,037,296**	**54.7%**
Summary					
Operating Expenses	1,175,054	1,338,955	1,252,365	1,398,496	4.4%
Non-Operating Expenses	504,976	484,000	485,676	499,000	3.1%
Debt Service	10,781	7,378	8,028	4,800	(34.9%)
Capital Additions	99,770	31,350	20,663	40,000	27.6%
Capital Projects	10,276	102,184	102,184	1,095,000	971.6%
Total Expenses	$ **1,800,857**	$ **1,963,867**	$ **1,868,916**	$ **3,037,296**	**54.7%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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 2003	Budget FY 2004	Estimated FY 2005
Airport Public Safety:			
No. of Annual Airfield Operations	33,371	45,000	45,000
No. of Based Aircraft	59	65	65
Annual No. of Enplaned Passengers	21,079	25,000	20,000
Annual No. of Deplaned Passengers	20,484	25,000	20,000
Airport Maintenance:			
Sq. Yards of Pavement Surface	464,950	464,950	464,950
Hours of Snow Removal Activities	331	800	800
Tons of Sand/Chemical Deicing Utilized	230	450	450

COMPARATIVE DATA

	Columbia, MO	Burlington, IA	Dubuque, IA	Mason City, IA	Tupelo, MS	Joplin, MO
Population *	**434,000**	**130,000**	**406,000**	**320,000**	**160,000**	**450,000**
Number of Employees	16	5	22	5	15	7
Employees Per 1,000 Population	0.037	0.038	0.054	0.016	0.094	0.016
No. of Annual Enplanements	21,079	8,027	38,599	14,464	19,449	14,719
No. of Carriers	1	1	1	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 (MoDOT), the Transportation Security Administration, 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 updated airport master plan was approved by City Council on November 17, 2003, having last been updated in 1989. During the time the master plan was being updated, the events of September 11, 2001, the general economic malaise, SARS, and the war in Iraq all severely impacted 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 approach levels prior to September 2001. Complicating the recovery, American Airlines reduced its passenger flights by more than 50% into and out of St. Louis on November 1, 2003, drastically reducing service to Columbia Regional Airport. As a result of concentrated efforts to publicize the advantages of flying from Columbia, using the support of such organizations as the Mid Missouri Tourism Council, enplanement percentages are at all time highs for the market, although total numbers are still below desired levels. 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 used to fund City match requirements for capital projects, had been initially collected at below forecasted levels, but has now begun to catch up with amounts that are appropriate to current enplanement numbers. On June 1, 2004, the airport's restaurant facilities were leased to a successful area catering company.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 121,030	$ 123,274	$ 121,290	$ 129,619	5.1%
Supplies and Materials	5,359	12,211	10,314	7,832	(35.9%)
Travel and Training	2,651	4,190	3,800	4,190	0.0%
Intragovernmental Charges	116,100	123,888	123,888	121,711	(1.8%)
Utilities, Services, & Misc.	43,166	45,169	40,916	49,300	9.1%
Capital	0	0	0	0	
Other	514,007	491,378	493,704	503,800	2.5%
Total	**$ 802,313**	**$ 800,110**	**$ 793,912**	**$ 816,452**	**2.0%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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**	

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Airport - Airfield Areas

554-6220

DESCRIPTION

The duties of this Program are to assure that the runways, taxiways and other airfield operating areas are maintained in accordance with FAA standards with regard to safety and airfield maintenance. This includes airfield lighting, pavement maintenance and marking, snow removal, and safety area maintenance. In addition, this Program is responsible for the overall maintenance and upkeep of the City-owned Airport buildings, including two terminal buildings, the Automated Flight Service Station and backup generator building, maintenance buildings, roads, fences and adjacent land areas. The Program also maintains Airport vehicles and equipment, and is responsible for training operating personnel. During aircraft emergencies and fire fighting, the maintenance personnel assist Airport Public Safety personnel.

HIGHLIGHTS / SIGNIFICANT CHANGES

Airfield Maintenance has been able to maintain the operating areas of the airfield (runways, taxiways and aprons) in accordance with FAA standards, and has continued to maintain the 30-year old terminal buildings in good condition. During the December 2003 annual FAA certification inspection, the need for immediate replacement of some runway and taxiway panels was identified, and a high-priority FAA-funded project is underway to make needed repairs. During FY 2004, a project was completed to eliminate water seepage in the FAA Automated Flight Service Station building. Also in 2004, an airfield maintenance utility vehicle was replaced, greatly enhancing staff's response capability to respond to and solve airfield equipment problems. Continuing emphasis has been placed on vehicle and equipment maintenance.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 187,130	$ 192,269	$ 189,438	$ 202,365	5.3%
Supplies and Materials	24,591	66,627	50,517	57,588	(13.6%)
Travel and Training	475	510	500	510	0.0%
Intragovernmental Charges	6,923	6,499	6,499	6,986	7.5%
Utilities, Services, & Misc.	38,257	55,227	49,666	56,057	1.5%
Capital	16,700	31,350	20,663	0	(100.0%)
Other	0	0	0	0	
Total	**$ 274,076**	**$ 352,482**	**$ 317,283**	**$ 323,506**	**(8.2%)**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 39,759	$ 49,316	$ 40,388	$ 50,534	2.5%
Supplies and Materials	32,284	31,751	31,079	52,373	64.9%
Travel and Training	0	0	0	0	
Intragovernmental Charges	2,527	369	369	630	70.7%
Utilities, Services, & Misc.	62,084	95,497	77,413	95,647	0.2%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 136,654**	**$ 176,933**	**$ 149,249**	**$ 199,184**	**12.6%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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 (TSA) 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 commissioned 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. Current TSA requirements mandate increased presence of law enforcement personnel whenever airline passenger and baggage screening operations are being conducted in preparation for commercial flights, greatly increasing the demands on the Public Safety Office. In addition, national homeland security and counter-terrorism requirements have significantly increased Safety Office responsibilities in all areas of general airport and property security. During FY 2003, an FAA grant was received in order to replace one of the Airport's aging, hard-to-maintain aircraft rescue fire fighting vehicles. That vehicle is being delivered and will become operational during the summer of 2004.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 440,555	$ 451,198	$ 442,548	$ 479,057	6.2%
Supplies and Materials	12,871	18,174	17,717	20,883	14.9%
Travel and Training	2,130	2,648	2,637	2,648	0.0%
Intragovernmental Charges	9,942	9,233	9,233	8,946	(3.1%)
Utilities, Services, & Misc.	7,369	8,215	8,215	8,872	8.0%
Capital	5,500	0	0	40,000	
Other	0	0	0	0	
Total	**$ 478,367**	**$ 489,468**	**$ 480,350**	**$ 560,406**	**14.5%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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

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 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 7,715	$ 6,020	$ 7,523	$ 6,059	0.6%
Supplies and Materials	7,794	22,636	9,911	22,636	0.0%
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	2,204	2,204	2,223	0.9%
Utilities, Services, & Misc.	6,092	11,830	6,300	11,830	0.0%
Capital	77,570	0	0	0	
Other	0	0	0	0	
Total	$ **99,171**	$ **42,690**	$ **25,938**	$ **42,748**	**0.1%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
There are no personnel assigned to this division.					

Airport - Capital Projects

554-6288

MAJOR PROJECTS

The 2005 capital plan includes a project to fund purchase of land adjoining the southwestern edge of the airport, which is identified in the airport master plan for future aviation development. Also in the FY 2005 plan is a project for the complete rehabilitation of Runway 13-31. Actual execution of this project will depend on the results of a pavement condition survey currently in progress and the consultant's recommendations following its completion. As of this year, these qualifying capital projects are eligible for 95% Federal funding (as opposed to 90% previously). Previous projects slated for FY 2004 to fund an environmental assessment and passenger terminal upgrade architectural and engineering design work, recommended by the airport master plan, are being pushed back to later fiscal years due to the general state of the economy and air industry.

FISCAL IMPACT

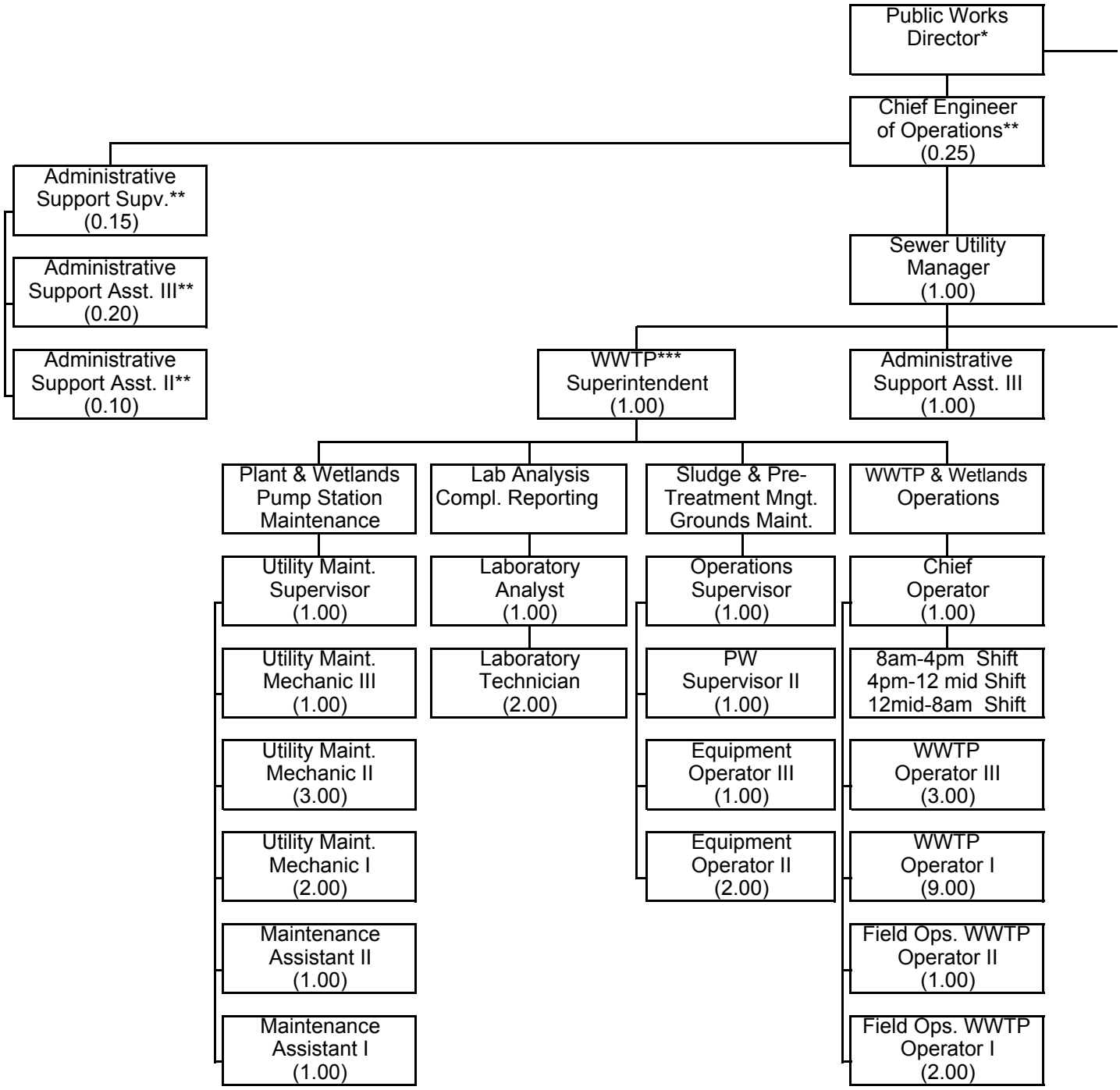
The land acquisition project requires that the City provide the funds up front for the purchase. Application can then be made to the FAA for a grant to cover 95% of the actual cost of the land and administrative expenses. If the runway rehabilitation project does occur, grant funding would be available to cover 95% of the costs prior to paying for the construction. During FY 2003, the City received an FAA grant to replace an aircraft rescue fire fighting vehicle at the urging of FAA safety and standards officials. The vehicle will be received in the summer of 2004 and will replace a much less robust and less capable vehicle that is eligible to be replaced with 90% Federal funding.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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, and Misc.	10,276	102,184	102,184	1,095,000	971.6%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **10,276**	$ **102,184**	$ **102,184**	$ **1,095,000**	**971.6%**

City of Columbia - Public Works Sewer Utility

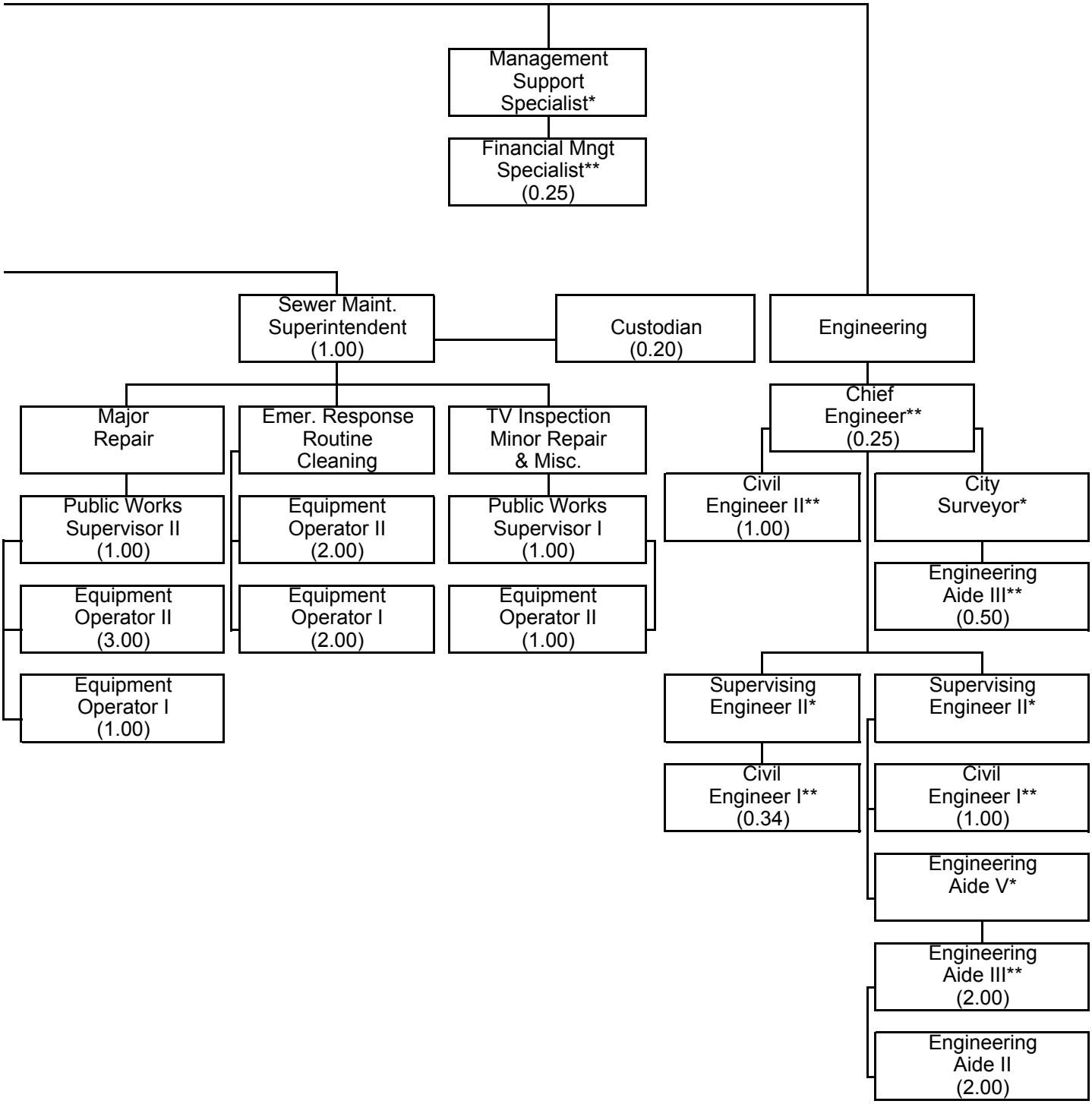
56.24 FTE Positions



* Positions not included in Sanitary Sewer's FTE count.
** Positions are budgeted in various Public Works divisions and/or funds
*** WWTP - Waste Water Treatment Plant

City of Columbia - Public Works Sewer Utility

56.24 FTE Positions



* Positions not included in Sanitary Sewer's FTE count.
** Positions are budgeted in various Public Works divisions and/or funds
*** WWTP - Waste Water Treatment Plant

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Sanitary Sewer Utility Fund - Summary

Fund 555

DEPARTMENT DESCRIPTION

The Sewer Utility is charged with the responsibility to protect the public health and to ensure minimal impact upon the aquatic environment by adequate collection and treatment of wastewater within a regional area including Columbia. This is achieved by engineering review of proposed and existing facilities and through effective and economical operation and maintenance of collection and treatment systems.

DEPARTMENT OBJECTIVES

To ensure new construction meets current Federal, State and City requirements. To provide the lowest practical cost for maintaining sanitary sewer facilities and resources. To provide proper treatment of wastewater by complying with the standards imposed for effluent discharge to the environment. To provide a prudent, reasonable, and responsible approach to meeting the objectives through careful management of the material and human resources provided for that purpose.

APPROPRIATIONS

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 2,775,688	$ 2,921,446	$ 2,880,309	$ 3,050,063	4.4%
Supplies & Materials	603,936	701,383	657,363	720,121	2.7%
Travel & Training	5,257	9,905	7,950	9,215	(7.0%)
Intragovernmental Charges	871,019	852,441	852,441	836,913	(1.8%)
Utilities, Services & Misc.	4,977,082	3,476,646	3,455,841	7,880,962	126.7%
Capital	299,417	346,415	314,134	322,000	(7.0%)
Other	3,474,487	3,469,247	3,430,603	3,606,463	4.0%
Total	**13,006,886**	**11,777,483**	**11,598,641**	**16,425,737**	**39.5%**
Summary					
Operating Expenses	5,501,961	5,962,946	5,858,029	6,299,274	5.6%
Non-Operating Expenses	2,538,887	2,488,500	2,476,606	2,678,940	7.7%
Debt Service	980,659	1,038,747	1,008,997	987,523	(4.9%)
Capital Additions	276,321	346,415	314,134	322,000	(7.0%)
Capital Projects	3,709,058	1,940,875	1,940,875	6,138,000	216.2%
Total Expenses	$ **13,006,886**	$ **11,777,483**	$ **11,598,641**	$ **16,425,737**	**39.5%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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 2003	Budget FY 2004	Estimated FY 2005
Collection System - Total Length	509	514	520
Sewer Line Cleaned	644,000	700,000	700,000
Cleaning Cost	$0.28/ft	$0.25/ft	$0.25
Sewer Line Televised	83,000	80,000	80,000
Televising Cost	$0.76/ft	$0.75/ft	$0.75/ft
Sewer Line Replaced	3,139	3,500	3,500
Replacement Cost In Street	$112/ft	$120/ft	120/ft
Replacement Cost Off Street	$59/ft	$59/ft	$59/ft
Public Sewer Stoppages	17	30	25
Cost Per Response (All Calls)	$49.00	$49.00	$49.00
Wastewater Treatment Plant Average Daily Flow (Million Gallons Per Day)			
Fiscal Year	14.9	15	16
O&M Plant & Wetlands Cost Per 1,000 Gallons	$0.439	$0.458	$0.472
Sludge Injected for a Fiscal Year			
Million Gallons	12.7*	14*	14*
Dry Tons	2,339	2,800	2,800
Cost Per Dry Ton	$150	$150	$150

* Contractual Assistance

COMPARATIVE DATA

	Columbia, MO	Norman, OK	Olathe, KS	Lawrence, KS	Boulder, CO
Population *	**90,066**	**103,163**	**110,342**	**87,174**	**98,445**
Number of Employees	56.24	47.00	36.50	31.00	55.73
Employees Per 1,000 Population	0.624	0.456	0.331	0.356	0.566
No. of Utility Accounts	36,443	29,307	25,323	29,650	27,429
Employees Per 1,000 Utility Accts	1.54	1.60	1.49	1.05	2.03
Total Utility Budget (Less Depreciation & Capital Items)	$7,459,906	$8,191,922	$4,714,813	$4,970,000	$7,634,945

* 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 2005 is expected to be about 16 million gallons per day. Black & Veatch Consulting Engineers completed the Sewer Utility master plan in FY 2004. The master plan provided recommendations for the future expansion of the Columbia Regional Wastewater Treatment Plant and evaluated the City's sewer collection system. The master plan included an electronic sewer map and sewer system model. The sewer system model will allow staff to identify sewer lines that lack the necessary capacity for current and future loading conditions in order to evaluate the impact of future proposed developments and determine when gravity sewer improvements are necessary. Development in the Hominy Branch watershed will require construction of a parallel sewer around Moon Valley Lake. This sewer is anticipated to be under construction in early 2005. O&M management assistance to the Boone County Regional Sewer District under an agreement executed in August 1990 is expected to continue through FY 2005.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 284,712	$ 287,285	$ 287,764	$ 301,342	4.9%
Supplies and Materials	19,974	19,331	17,176	15,971	(17.4%)
Travel and Training	1,041	2,190	2,190	1,500	(31.5%)
Intragovernmental Charges	613,950	595,575	595,575	585,820	(1.6%)
Utilities, Services, & Misc.	104,997	106,895	117,969	123,150	15.2%
Capital	0	23,500	20,764	20,000	(14.9%)
Other	2,539,043	2,535,747	2,460,715	2,552,513	0.7%
Total	**$ 3,563,717**	**$ 3,570,523**	**$ 3,502,153**	**$ 3,600,296**	**0.8%**

PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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 private sewers, on-site septic tanks and lagoons. It is expected that Sewer District 150 along Mexico Gravel Road will be completed this year along with one or two others. The H-21 Relief Sewer to provide additional capacity from the Moon Valley Road area to the upper end of the Hominy Branch watershed in the Lake of the Woods area should be under contract in FY 2005 with completion in late 2005. Other similar 80-acre point sewers will be worked on as necessary. The ongoing sanitary sewer rehabilitation program will continue with rehabilitation of existing sewers by "no dig" methods.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 424,782	$ 456,826	$ 437,664	$ 480,977	5.3%
Supplies and Materials	19,069	26,912	17,625	21,771	(19.1%)
Travel and Training	441	2,355	1,800	2,355	0.0%
Intragovernmental Charges	25,028	43,106	43,106	37,371	(13.3%)
Utilities, Services, & Misc.	13,909	22,884	14,812	23,850	4.2%
Capital	0	0	0	0	
Other	15,969	16,000	16,000	56,700	254.4%
Total	$ **499,198**	$ **568,083**	$ **531,007**	$ **623,024**	**9.7%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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 2004, engineering work continued on the long term facilities planning report to evaluate options to handle future wastewater collection and treatment needs. The engineering study identified wastewater plant deficiencies that will need to be addressed with new equipment or facilities going forward into the next twenty year period. The engineering review emphasized the need to replace two large centrifuges with larger capacity machines. The estimated cost to replace one of the machines was included with the FY 2003 operating budget funds, which have been carried over. The replacement of the second machine was included with the successful 2003 bond issue election for capital projects. These replacements should be under contract during the later portion of FY 2004 for installation in FY 2005. The twenty year plan will provide a guideline for new additions and equipment which will be coupled to the growing population of Columbia and needs for increased capacity for wastewater treatment. For the present, the third phase of repairs to the flood protection berms at Wetland Treatment Unit #1 will be completed in FY 2004. The berm repair work is expected to continue into FY 2005. The significant maintenance replacement list continues to be the guideline for budgeting and scheduling replacement of Plant equipment that has exceeded its 20 year life. The purpose is to maintain high quality effluent from the treatment units at the mechanical plant to maximize the capabilities of the constructed wetlands.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 1,482,973	$ 1,566,814	$ 1,545,476	$ 1,642,477	4.8%
Supplies and Materials	442,268	536,180	504,514	561,868	4.8%
Travel and Training	2,686	3,510	3,510	3,510	0.0%
Intragovernmental Charges	144,710	125,466	125,466	125,642	0.1%
Utilities, Services, & Misc.	1,098,336	1,337,702	1,307,365	1,506,580	12.6%
Capital	229,171	143,915	127,235	290,000	101.5%
Other	221,729	221,500	231,084	241,750	9.1%
Total	**$ 3,621,873**	**$ 3,935,087**	**$ 3,844,650**	**$ 4,371,827**	**11.1%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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 533 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 by annual 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 the 1997 Sewer Bond issue. The rehab work will continue into FY 2005 after passage of the November 2003 Sewer Bond Issue.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 583,221	$ 610,521	$ 609,405	$ 625,267	2.4%
Supplies and Materials	120,978	118,960	118,048	120,511	1.3%
Travel and Training	1,089	1,850	450	1,850	0.0%
Intragovernmental Charges	87,331	88,294	88,294	88,080	(0.2%)
Utilities, Services, & Misc.	75,525	68,290	74,820	89,382	30.9%
Capital	47,150	179,000	166,135	12,000	(93.3%)
Other	697,746	696,000	722,804	755,500	8.5%
Total	**$ 1,613,040**	**$ 1,762,915**	**$ 1,779,956**	**$ 1,692,590**	**(4.0%)**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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 18.5 million dollar revenue bond issue in November 2003. Several improvement projects will be funded by the bond issue over the next five years. Projects include repair and rehabilitation of older sewers, replacement of 20 year old plant equipment, extending main sewer trunk lines to the 80 acre point in developing drainage basins, and relief sewers providing additional capacity in existing service areas and elimination of lagoons discharging into creeks flowing through the city.

HIGHLIGHTS/GOALS

FY 2005 Goals - The approval of nearly $5.3 million in Sewer Projects supports the budget message goal of "continued investment in Buildings and Infrastructure". Some of the projects are the 80 acre point trunks revolving fund (to extend outfall, trunk and interceptor sewer lines), the Centrifuge replacement at the Waste Water Treatment Plant, extension of City sewer into private common collector sewers, and the UMC Campus relief sewer project in its second phase. These capital investments in our sewer system will provide for much needed expansion and maintenace.

FISCAL IMPACT

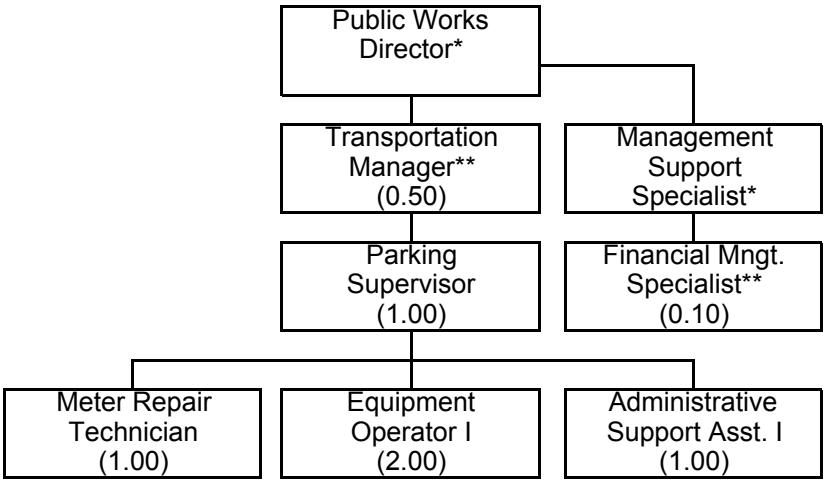
To pay back the revenue bonds, rate increases of 4% in FY05 and FY06 and 3% increases in FY07 and FY08 will be implemented.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies and Materials	1,647	0	0	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	3,684,315	1,940,875	1,940,875	6,138,000	216.2%
Capital	23,096	0	0	0	
Other	0	0	0	0	
Total	**$ 3,709,058**	**$ 1,940,875**	**$ 1,940,875**	**$ 6,138,000**	**216.2%**

City of Columbia - Public Works Parking Facilities

5.60 FTE Positions



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

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Parking Facilities Fund - Summary

Fund 556

DEPARTMENT DESCRIPTION

The Parking Utility operates, maintains and administers four parking facilities, 15 surface lots as well as on-street parking meters. It is responsible for the collection of income from the facilities, the collection 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 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 315,735	$ 345,923	$ 342,999	$ 358,594	3.7%
Supplies & Materials	106,340	85,241	82,370	97,562	14.5%
Travel & Training	0	300	300	300	0.0%
Intragovernmental Charges	111,322	110,394	110,394	103,312	(6.4%)
Utilities, Services & Misc.	139,027	175,227	170,420	271,544	55.0%
Capital	5,499	0	0	14,000	
Other	1,083,653	1,061,685	1,061,685	1,046,604	(1.4%)
Total	**1,761,576**	**1,778,770**	**1,768,168**	**1,891,916**	**6.4%**
Summary					
Operating Expenses	650,768	683,085	672,483	721,812	5.7%
Non-Operating Expenses	643,119	623,300	623,300	628,200	0.8%
Debt Service	461,917	439,885	439,885	419,904	(4.5%)
Capital Additions	5,499	0	0	14,000	
Capital Projects	273	32,500	32,500	108,000	232.3%
Total Expenses	**$ 1,761,576**	**$ 1,778,770**	**$ 1,768,168**	**$ 1,891,916**	**6.4%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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 2003	Budget FY 2004	Estimated FY 2005
Parking Inventory:			
On-Street Meters	1,708	1,705	1,710
Surface Lots:			
Off-Street Meters	497	490	497
Permit Spaces	528	565	560
Parking Structures:			
Hourly Parking Spaces	318	321	318
Permit Spaces	878	878	878
Parking Permits Issued:			
Surface Lots	682	660	670
Parking Structures	759	960	990
Revenue Collected:			
On-Street Meters	$682,993	655,000	685,000
Off-Street Meters	$99,484	135,000	110,000
Meter Covers	$20,939	30,000	32,000
Parking Structures Metered Revenues:			
Plaza	$46,955	54,000	53,500
6th/Cherry	$13,483	11,500	11,600
8th/Cherry	$26,450	26,500	26,550
10th/Cherry	$19,403	16,425	18,500
Parking Structures Permit Revenues:			
Plaza	$173,055	176,500	177,000
6th/Cherry	$158,538	185,000	178,000
8th/Cherry	$85,876	95,000	97,000
10th/Cherry	$82,040	84,000	85,000
Meter Maintenance & Repair:			
Complaints Checked	4,446	4,500	4,450
Meters Requiring Work	1,656	1,800	1,600
Meters Replaced	504	400	380
Hours Worked	463	410	420

(1) Pilot project FY 2004- Converted 320 meters adding Debit card convenience.

COMPARATIVE DATA

	Columbia, MO	Jefferson City, MO	Boulder, CO	Iowa City, IA	Lincoln, NE	Rochester MN**
Population	**90,066**	**41,503**	**98,445**	**63,254**	**241,378**	**93,113**
Number of Employees	5.6	3.0	11.0	No	25.6	2.0
Employees Per 1,000 Population	0.062	0.072	0.112	Response	0.106	0.021
No. of Parking Spaces:	3,824	1,581	4,090		8,600	4,560
On-Street	1,708	161	1,629		3,800	1,158
Off-Street	2,015	1,420	2,461		4,800	880
No. of Parking Structures	4	1	4	4	7	5

** Rochester, MN has installed one pay by space system in a parking lot on a trial basis.
**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. In FY 2004, 320 EZ Park Card conversion kits were added to selected meters in the business district and University campus. This modification to the electronic meters allow them to accept prepaid parking cards. The Parking Utility sells the reloadable cards. Public acceptance has been strong and the Utility plans to convert 1,000 more meters in the downtown and campus area. Funding is included to repair the facades at each of the downtown parking garages.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 315,735	$ 345,923	$ 342,999	$ 358,594	3.7%
Supplies and Materials	106,340	85,241	82,370	97,562	14.5%
Travel and Training	0	300	300	300	0.0%
Intragovernmental Charges	111,322	110,394	110,394	103,312	(6.4%)
Utilities, Services, & Misc.	138,754	142,727	137,920	163,544	14.6%
Capital	5,499	0	0	14,000	
Other	1,083,653	1,061,685	1,061,685	1,046,604	(1.4%)
Total	**$ 1,761,303**	**$ 1,746,270**	**$ 1,735,668**	**$ 1,783,916**	**2.2%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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 2005 include installation of a oil/water separator at the 7th and Walnut garage to comply with Stormwater Phase II requirements. The landscaping project at the northern end of the 10th & Locust parking lot will continue. Efforts to replace the five multi-space "pay on foot" paystations continues, with two machines at the 10th and Cherry garage and the 6trh and Cherry garage being replaced in FY2005.

FISCAL IMPACT

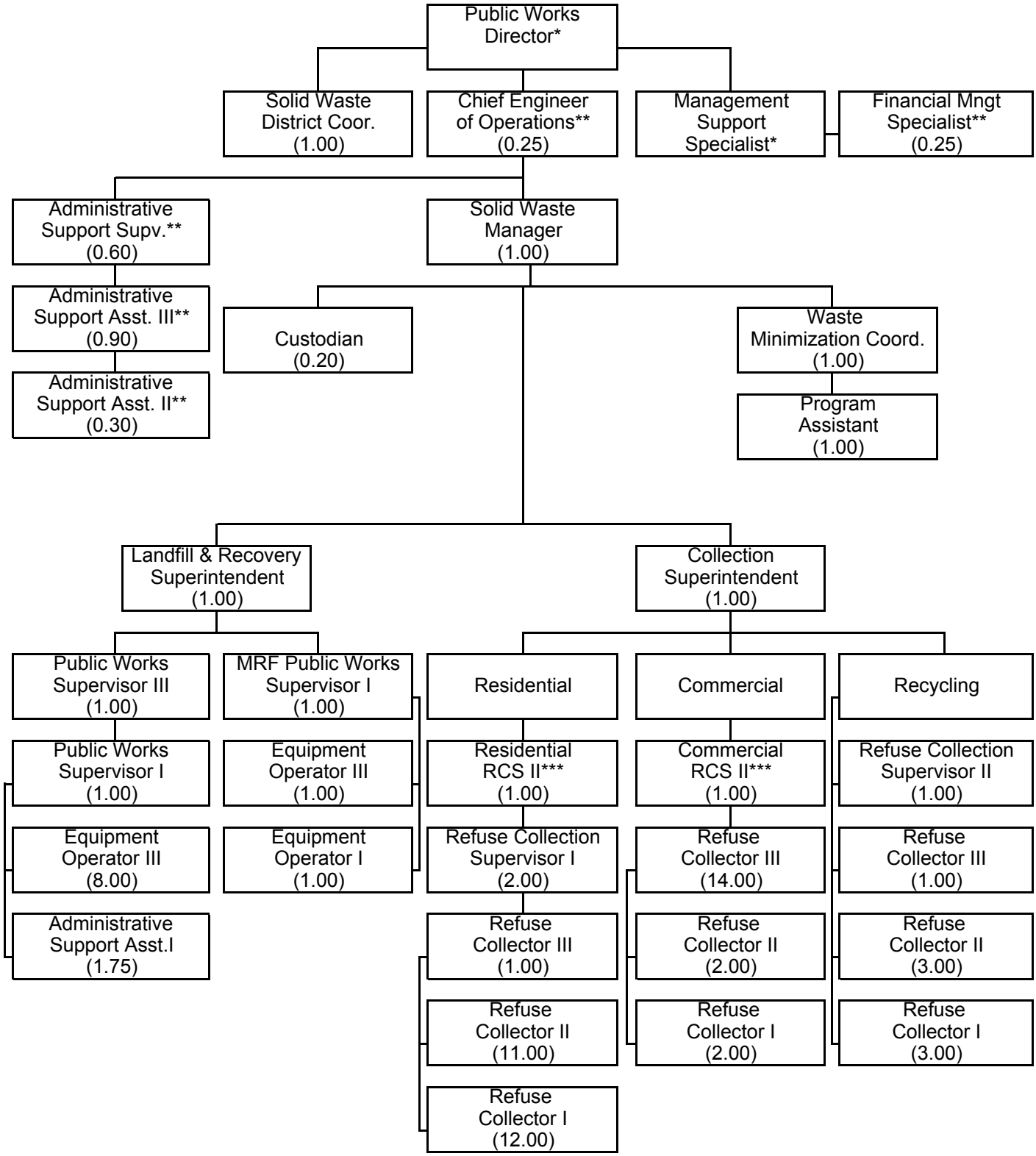
None

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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.	273	32,500	32,500	108,000	232.3%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 273**	**$ 32,500**	**$ 32,500**	**$ 108,000**	**232.3%**

City of Columbia - Public Works Solid Waste

77.25 FTE Positions



* Positions not included in Solid Waste's FTE count.
** Positions are budgeted in various Public Works divisions and/or funds
*** RCS - Refuse Collection Supervisor

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Solid Waste Fund - Summary

Fund 557

DEPARTMENT DESCRIPTION

This utility is dedicated to the management of resources for the protection of public health. Human resources are managed to provide efficient trash 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 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 3,636,230	$ 3,887,726	$ 4,067,713	$ 4,318,413	11.1%
Supplies & Materials	2,244,794	2,800,583	2,706,726	2,791,303	(0.3%)
Travel & Training	6,610	19,630	18,773	19,630	0.0%
Intragovernmental Charges	984,500	942,065	944,065	985,185	4.6%
Utilities, Services & Misc.	2,124,563	1,939,077	1,913,411	2,382,262	22.9%
Capital	263,987	803,860	728,759	905,120	12.6%
Other	1,789,871	1,640,226	1,941,387	1,990,423	21.4%
Total	**11,050,555**	**12,033,167**	**12,320,834**	**13,392,336**	**11.3%**
Summary					
Operating Expenses	8,688,487	9,494,081	9,544,604	10,021,293	5.6%
Non-Operating Expenses	1,423,431	1,258,500	1,570,745	1,626,594	29.2%
Debt Service	364,973	381,726	381,726	364,329	(4.6%)
Capital Additions	187,875	803,860	728,759	905,120	12.6%
Capital Projects	385,789	95,000	95,000	475,000	400.0%
Total Expenses	**$ 11,050,555**	**$ 12,033,167**	**$ 12,320,834**	**$ 13,392,336**	**11.3%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
Administration	5.50	5.50	5.50	5.50	
Commercial	16.40	18.40	18.40	18.80	0.40
Residential	27.00	22.00	22.00	21.00	(1.00)
Landfill	12.75	12.75	12.75	12.50	(0.25)
University	2.60	2.60	2.60	2.20	(0.40)
Recycling	13.00	16.00	16.00	17.25	1.25
Total Personnel	**77.25**	**77.25**	**77.25**	**77.25**	
Permanent Full-Time	76.50	76.50	76.50	76.50	
Permanent Part-Time	0.75	0.75	0.75	0.75	
Total Permanent	**77.25**	**77.25**	**77.25**	**77.25**	

COMPARATIVE DATA

	Columbia, MO	Norman, OK	Olathe, KS	Lawrence, KS	Fort Smith, AR
Population	**90,066**	**103,163**	**110,342**	**87,174**	**83,560**
Number of Employees	77.25	21.00	42.00	94.00	75.00
Employees Per 1,000 Population	0.858	0.204	0.381	1.078	0.898
Number of Part Time Employees	10	10	6	0	0
No. of Utility Accounts	35,071	29,727	31,300	27,950	26,500
Avg. Residential Rate/Month	$11.17 (1)	$8.00	$12.95	$11.48	$10.85
Disposal Tipping Fee/Ton	$32.50	$14.16	$34.00	$19.15	$26.00
Out of County Disposal Fee	*		*		

(1) Rate change took effect 10/1/03

*-These cities do not have an out of county disposal fee/ton

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2003	Budget FY 2004	Estimated FY 2005
Tons of Waste Collected:			
Residential	26,467	27,000	27,300
Commercial/Roll-Off	54,877	55,000	55,200
University	5,886	5,900	6,000
From Outside Hauler	66,956	67,000	67,500
Total Tons of Material Deposited at Landfill	154,186	154,900	156,000
Tons of Recyclables Collected Curbside	3,793	3,900	4,000
Tons of Recyclables Collected at Drop Offs	1,871	2,200	2,300
Tons of Recyclables Collected Apartments	107	115	120
Tons of Recyclables Collected Commercial Customers	891	1,000	1,200
Tons of Material Processed at Material Recovery Facility	6,662	7,265	7,720
Tons of Yard Waste taken to Compost Facility	6,436	6,500	6,600
Number of Residential Units	34,119	34,800	35,000
Quantity of Black Trash Bags Delivered/Sold	2,716,720	2,800,000	2,850,000
Quantity of Blue Recycling Bags Delivered/Sold	1,500,098	1,550,000	1,600,000
Quantity of Clear Compost Bags Delivered/Sold	423,085	425,000	429,000
No. White Goods Collected Through Special Collection	2,952	3,000	3,100
State Landfill Fees Collected and Forwarded to State	$302,205	309,676	317,990
Educational and Informational Presentations	124	146	150
Residential Hazardous Waste Collected/Disposed (lbs per calendar year)	146,057	147,000	149,000
No. of Vehicles Serviced at Hazardous Waste Facility(per calendar year)	3,247	3,300	3,400
Trash Out Early Violations	164	180	200

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

Two exciting landfill projects are currently under evaluation. First, an economic evaluation will be conducted to determine the beneficial use of methane gas produced from the decomposition of garbage. Second, the evaluation will be conducted to determine if adding water to the landfill will accelerate decomposition. This process is referred to as bioreactor landfills.

Compost sales to the public will enter its second year with marginal level sales.

Non-Residential/Commercial recycling will enter its second year for collection.

Material Recovery Facility continues to process more and more recyclables and will be adding a small single product baler and conveyors to improve efficiencies. Partially funded by a grant, equipment will be purchased for baling whitegoods. Glass crushing equipment was installed this year and approximately 350-400 tons of glass will be crushed annually.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 344,892	$ 361,955	$ 361,713	$ 381,154	5.3%
Supplies and Materials	14,820	31,898	28,876	29,981	(6.0%)
Travel and Training	3,610	6,420	6,420	6,420	0.0%
Intragovernmental Charges	705,218	676,432	676,432	669,031	(1.1%)
Utilities, Services, & Misc.	115,925	98,175	107,160	100,801	2.7%
Capital	0	4,000	4,000	0	(100.0%)
Other	397,223	396,426	396,387	444,176	12.0%
Total	**$ 1,581,688**	**$ 1,575,306**	**$ 1,580,988**	**$ 1,631,563**	**3.6%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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 and recycling 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 non-residential recycling opportunities. There are no significant changes planned for commercial collection.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 929,109	$ 943,188	$ 962,783	$ 1,012,583	7.4%
Supplies and Materials	546,394	720,699	703,288	690,959	(4.1%)
Travel and Training	120	2,021	2,021	2,021	0.0%
Intragovernmental Charges	80,346	73,171	73,171	86,786	18.6%
Utilities, Services, & Misc.	330,487	349,362	347,697	358,857	2.7%
Capital	153,225	244,005	244,005	90,825	(62.8%)
Other	207,541	205,000	208,000	204,336	(0.3%)
Total	**$ 2,247,222**	**$ 2,537,446**	**$ 2,540,965**	**$ 2,446,367**	**(3.6%)**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
2214 - Refuse Collector III	13.40	13.40	13.40	13.40	
2213 - Refuse Collector II	1.00	1.00	1.00	1.20	0.20
2212 - Refuse Collector I	1.00	2.00	2.00	2.20	0.20
2204 - Refuse Collection Supv. II	1.00	1.00	1.00	1.00	
2203 - Refuse Collection Supv. I	0.00	1.00	1.00	1.00	
Total Personnel	**16.40**	**18.40**	**18.40**	**18.80**	**0.40**
Permanent Full-Time	16.40	18.40	18.40	18.80	0.40
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**16.40**	**18.40**	**18.40**	**18.80**	**0.40**

Solid Waste - Residential

557-6530 to 557-6539

DESCRIPTION

Residential solid waste services include collection of refuse, recycling, yard waste and white goods from single family and multiple residential units.

HIGHLIGHTS / SIGNIFICANT CHANGES

Residential route efficiencies will be the focus this year.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 780,895	$ 867,306	$ 791,353	$ 898,951	3.6%
Supplies and Materials	630,963	628,728	626,120	660,629	5.1%
Travel and Training	220	1,450	1,450	1,450	0.0%
Intragovernmental Charges	133,903	128,540	128,540	128,754	0.2%
Utilities, Services, & Misc.	263,461	199,504	192,398	199,065	(0.2%)
Capital	0	318,000	301,998	172,000	(45.9%)
Other	158,235	160,000	186,000	188,505	17.8%
Total	**$ 1,967,677**	**$ 2,303,528**	**$ 2,227,859**	**$ 2,249,354**	**(2.4%)**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
2214 - Refuse Collector III	1.00	1.00	1.00	1.00	
2213 - Refuse Collector II	11.00	10.00	10.00	10.00	
2212 - Refuse Collector I	12.00	9.00	9.00	8.00	(1.00)
2204 - Refuse Collection Supv. II	1.00	1.00	1.00	1.00	
2203 - Refuse Collection Supv. I	2.00	1.00	1.00	1.00	
Total Personnel	**27.00**	**22.00**	**22.00**	**21.00**	**(1.00)**
Permanent Full-Time	27.00	22.00	22.00	21.00	(1.00)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**27.00**	**22.00**	**22.00**	**21.00**	**(1.00)**

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. A 15-acre Compost Facility is operated on the landfill property and two half-acre mulch drop-off sites are maintained in town.

HIGHLIGHTS / SIGNIFICANT CHANGES

Total tons received at the landfill for fiscal year 2003 was 154,186. Fiscal year 2004 tonnage is expected to be slightly higher.

The next waste disposal cell will need to be constructed by 2007. Analysis will be conducted to compare a bioreactor cell to our Subtitle D cell to determine which one more efficiently utilizes air space.

The Compost Facility continues to operate at or near capacity. Annual tonnage for FY 2003 was 6,436. Finished compost is sold to customers @ $12/cubic yard + tax, or $8/cubic yard + tax for quantities greater than 100 cubic yards purchased within each calendar month.

The Landfill to the west of old HWY 63 landfill at Finger Lakes State Park received official notice of closure this year.

FY 2005 Goal - Additional funding is provided to conduct a study of the recovery and possible uses of landfill methane gas as a source of energy for landfill operations supporting the budget message goal of "Conserve and Preserve our Natural Resources". This study will help to determine the most beneficial option for utilizing gas produced at the landfill which is currently being flared off.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 729,408	$ 800,411	$ 769,549	$ 811,784	1.4%
Supplies and Materials	551,214	704,545	675,436	714,179	1.4%
Travel and Training	-532	2,904	2,904	2,904	0.0%
Intragovernmental Charges	26,049	21,408	21,408	26,597	24.2%
Utilities, Services, & Misc.	775,506	844,149	835,899	886,398	5.0%
Capital	0	185,000	134,868	443,000	139.5%
Other	817,714	714,800	977,000	985,510	37.9%
Total	**$ 2,899,359**	**$ 3,273,217**	**$ 3,417,064**	**$ 3,870,372**	**18.2%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
2307 - Public Works Supervisor III	1.00	1.00	1.00	1.00	
2305 - Public Works Supervisor I	1.00	1.00	1.00	1.00	
2303 - Equipment Operator III	8.00	8.00	8.00	8.00	
2207 - Landfill Superintendent	1.00	1.00	1.00	0.75	(0.25)
1000 - Admin. Support Assistant I	1.75	1.75	1.75	1.75	
Total Personnel	**12.75**	**12.75**	**12.75**	**12.50**	**(0.25)**
Permanent Full-Time	12.00	12.00	12.00	11.75	(0.25)
Permanent Part-Time	0.75	0.75	0.75	0.75	
Total Permanent	**12.75**	**12.75**	**12.75**	**12.50**	**(0.25)**

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 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 116,530	$ 105,947	$ 109,032	$ 91,646	(13.5%)
Supplies and Materials	39,759	38,575	40,978	41,722	8.2%
Travel and Training	0	0	0	0	
Intragovernmental Charges	7,377	5,945	5,945	4,345	(26.9%)
Utilities, Services, & Misc.	34,301	37,371	33,730	34,173	(8.6%)
Capital	0	0	0	52,295	
Other	38,273	13,000	13,000	9,565	(26.4%)
Total	**$ 236,240**	**$ 200,838**	**$ 202,685**	**$ 233,746**	**16.4%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
2214 - Refuse Collector III	0.60	0.60	0.60	0.60	
2213 - Refuse Collector II	1.00	1.00	1.00	0.80	(0.20)
2212 - Refuse Collector I	1.00	1.00	1.00	0.80	(0.20)
Total Personnel	**2.60**	**2.60**	**2.60**	**2.20**	**(0.40)**
Permanent Full-Time	2.60	2.60	2.60	2.20	(0.40)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**2.60**	**2.60**	**2.60**	**2.20**	**(0.40)**

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), 8 apartment drop-off containers rotated among 24 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 2,800 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 received 6,662 tons of recyclables during FY 2003. As additional screening and sorting equipment has been installed, approximately half of that material was processed locally and that percentage is expected to rise with the hiring of more temporary help.

A grant for a scrap metal baler has been received from the solid waste district and will be put in service at the MRF for baling old appliances to sell for scrap revenue.

Non-residential recycling services were implemented during FY04. This program is currently servicing 17 businesses and continues to be developed.

Convenience store recycling was added during FY03 and the program has expanded to include over 117 containers placed at 34 locations around the city. Approximately 1/2 ton per week is collected from these containers.

The household hazardous waste collection serviced 3,247 cars in 2003, and collected 146,057 pounds of material.

The Volunteer Program continues to see increased interest in the Adopt-A-Spot Litter Control program, with 79 active groups and 78 ongoing volunteers who donate at least 4 hours per month doing waste reduction activities.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 735,396	$ 808,919	$ 1,073,283	$ 1,122,295	38.7%
Supplies and Materials	461,644	676,138	632,028	653,833	(3.3%)
Travel and Training	3,192	6,835	5,978	6,835	0.0%
Intragovernmental Charges	31,607	36,569	38,569	69,672	90.5%
Utilities, Services, & Misc.	328,364	315,516	301,527	327,968	3.9%
Capital	34,650	52,855	43,888	147,000	178.1%
Other	137,727	151,000	161,000	158,331	4.9%
Total	**$ 1,732,580**	**$ 2,047,832**	**$ 2,256,273**	**$ 2,485,934**	**21.4%**

Solid Waste - Recycling Personnel

557-6570 to 557-6579

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
4533 - Waste Minimization Coord.	1.00	1.00	1.00	1.00	
4615 - Program Assistant	1.00	1.00	1.00	1.00	
2305 - Public Works Supervisor I	1.00	1.00	1.00	1.00	
2303 - Equipment Operator III	1.00	1.00	1.00	1.00	
2299 - Equipment Operator I	1.00	1.00	1.00	1.00	
2214 - Refuse Collector III	1.00	1.00	1.00	1.00	
2213 - Refuse Collector II	3.00	4.00	4.00	4.00	
2212 - Refuse Collector I	3.00	5.00	5.00	6.00	1.00
2207 - Landfill Superintendent	0.00	0.00	0.00	0.25	0.25
2204 - Refuse Collection Supv. II	1.00	1.00	1.00	1.00	
Total Personnel	**13.00**	**16.00**	**16.00**	**17.25**	**1.25**
Permanent Full-Time	13.00	16.00	16.00	17.25	1.25
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**13.00**	**16.00**	**16.00**	**17.25**	**1.25**

Solid Waste - Capital Projects

557-6588-881

MAJOR PROJECTS

Construct a gas collection header along the southern end of the landfill to increase capacity and provide for redundancy in the system. Install the second gas blower to increase capacity as the landfill grows.

The first half of a gas to energy project will be completed this year followed by the second half in FY 2006. Consulting and design work for the next landfill cell (4) will be completed in FY 2005.

FISCAL IMPACT

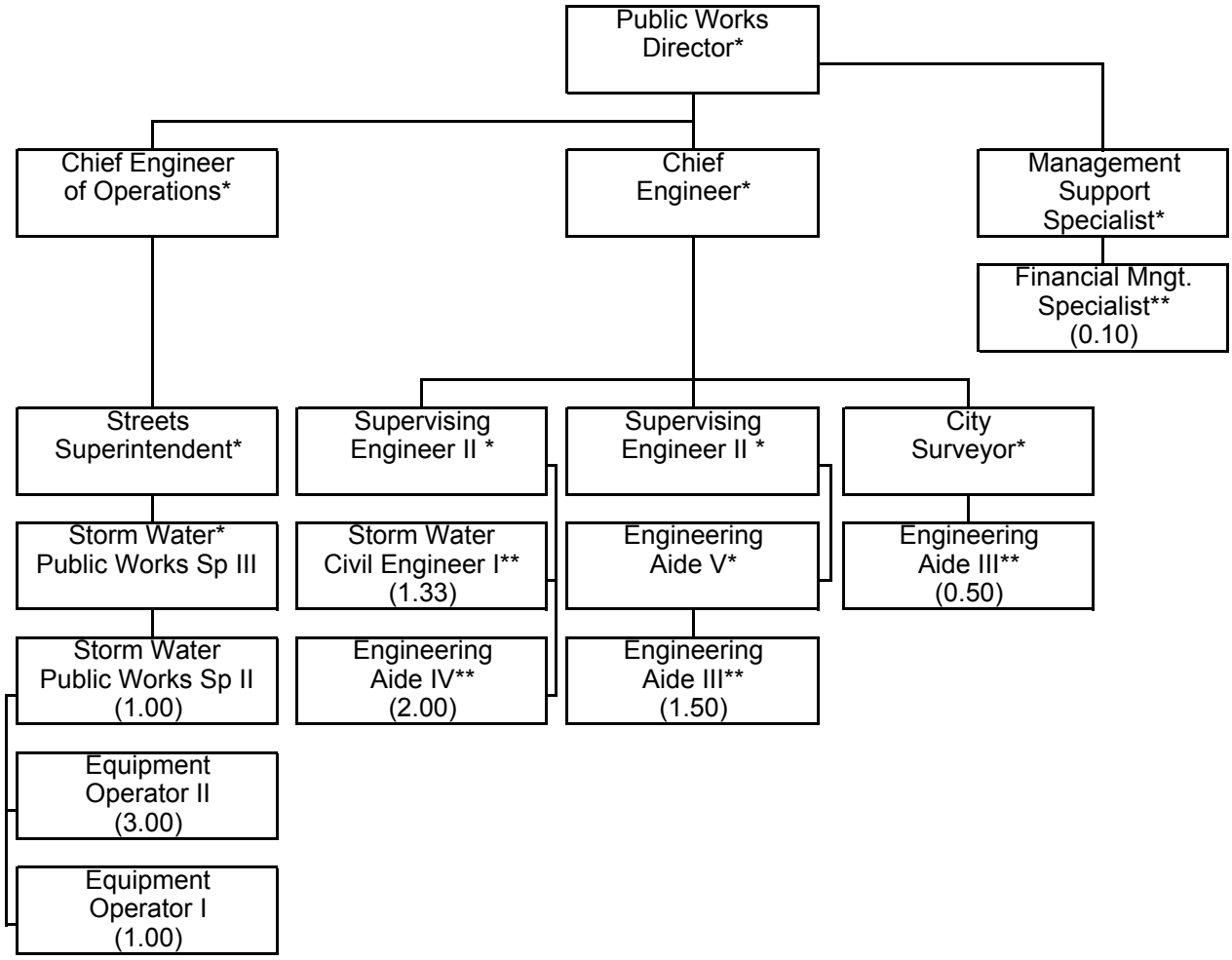
The fiscal impact will be approximately $475,000, with the continued capital funding of $95,000 for waste handling systems for commercial recycling equipment.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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.	276,519	95,000	95,000	475,000	400.0%
Capital	76,112	0	0	0	
Other	33,158	0	0	0	
Total	$ **385,789**	$ **95,000**	$ **95,000**	$ **475,000**	**400.0%**

City of Columbia - Public Works Storm Water Utility

10.43 FTE Positions



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

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Storm Water Utility Fund - Summary

Fund 558

DEPARTMENT DESCRIPTION

The Storm Water Utility operates through funding approved by voters in April of 1993. Funding sources include development charges on new construction and Storm Water Utility charges on existing improved properties. The Storm Water Utility was established to provide funding for the implementation of storm water management projects, maintenance of existing storm water drainage facilities, and modeling of developing drainage basins with an eye toward implementation of regional detention facilities to control run off from developing areas.

DEPARTMENT OBJECTIVES

To assure the movement of emergency vehicles during storm periods, to protect the public from rapidly flowing water or flash floods, to minimize losses and property damage resulting from uncontrolled storm water runoff, and establish requirements for construction of storm water management facilities in newly developed areas.

APPROPRIATIONS

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 463,991	$ 480,269	$ 476,458	$ 599,334	24.8%
Supplies & Materials	67,308	154,615	87,200	157,424	1.8%
Travel & Training	1,505	3,250	2,025	3,250	0.0%
Intragovernmental Charges	117,095	119,461	119,461	126,198	5.6%
Utilities, Services & Misc.	1,214,739	942,071	892,342	585,680	(37.8%)
Capital	131,602	30,230	30,230	185,135	512.4%
Other	262,120	260,000	258,392	275,814	6.1%
Total	**2,258,360**	**1,989,896**	**1,866,108**	**1,932,835**	**(2.9%)**
Summary					
Operating Expenses	730,083	916,052	793,872	1,050,700	14.7%
Non-Operating Expenses	262,120	260,000	258,392	275,814	6.1%
Debt Service	0	0	0	0	
Capital Additions	0	30,230	30,230	185,135	512.4%
Capital Projects	1,266,157	783,614	783,614	421,186	(46.3%)
Total Expenses	**$ 2,258,360**	**$ 1,989,896**	**$ 1,866,108**	**$ 1,932,835**	**(2.9%)**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
Administration/Engineering	3.93	3.93	3.93	5.43	1.50
Field Operations	5.00	5.00	5.00	5.00	
Total Personnel	**8.93**	**8.93**	**8.93**	**10.43**	**1.50**
Permanent Full-Time	8.93	8.93	8.93	10.43	1.50
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**8.93**	**8.93**	**8.93**	**10.43**	**1.50**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2003	Budget FY 2004	Estimated FY 2005
No. of Programmed Projects from Engineering Division	4	6	4
No. of Feet of Drainage Improvement	300	500	350
No. of Unscheduled Projects Completed	14	6	10
No. of Problem Investigations	180	175	175
No. of Inlets Rebuilt/Repaired	17	50	20

COMPARATIVE DATA

	Columbia, MO	Springfield, MO	Indepen-dence, MO	Joplin, MO	Ames, IA
Population	**90,066**	**156,364**	**113,686**	**47,523**	**52,250**
Number of Employees	5	6	DID	4	2
Employees Per 1,000 Population	0.056	0.038	NOT	0.084	0.038
Drainage Area Served (sq. mi.)	55	80	RESPOND	35	21
Budget (thousands)	730	600		130	169

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

Public Works continues to work through the design and construction of a long list of capital improvement projects. Improvements are expected to be constructed in the Paris and Ann neighborhood, the Maupin/Edgewood neighborhood and the Woodside Drive neighborhood. Planning and design is underway for Brandon Road Culvert, Rock Quarry Road Culverts, Quail Drive, Middlebush Drive and the Rutledge and Weyemeyer area among others. The MDNR Storm Water Grant Program is on hold so that source of funding is unavailable this year.

The storm water complaint process has been moved from Public Works Engineering Inspection to Engineering Design. It is expected that this move will help streamline the process of addressing complaints.

The City continues to strive to meet the goals of the EPA Storm Water Phase II permit. Public education and outreach efforts for the permit are expected to be moved into Public Works at the end of the 2004 calendar year. In the past, education and outreach has been contracted through the University of Missouri with the University and Boone County participating in the contract.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 213,581	$ 237,749	$ 237,121	$ 348,115	46.4%
Supplies and Materials	11,266	23,545	20,980	18,691	(20.6%)
Travel and Training	1,505	2,185	1,250	2,185	0.0%
Intragovernmental Charges	97,707	110,018	110,018	117,385	6.7%
Utilities, Services, & Misc.	70,001	93,435	90,828	23,523	(74.8%)
Capital	0	0	0	0	
Other	2,525	0	0	7,814	
Total	**$ 396,585**	**$ 466,932**	**$ 460,197**	**$ 517,713**	**10.9%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
5101 - Civil Engineer I	1.33	1.33	1.33	1.33	
5004 - Engineering Aide IV	0.00	0.00	0.00	2.00	2.00
5003 - Engineering Aide III	1.50	1.50	1.50	2.00	0.50
5002 - Engineering Aide II*	1.00	1.00	1.00	0.00	(1.00)
4201 - Financial Mgmt Spec.	0.10	0.10	0.10	0.10	
Total Personnel	**3.93**	**3.93**	**3.93**	**5.43**	**1.50**
Permanent Full-Time	3.93	3.93	3.93	5.43	1.50
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**3.93**	**3.93**	**3.93**	**5.43**	**1.50**

*In FY 2005 the position was reclassifed to an Engineering Aide IV.

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 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 249,051	$ 242,520	$ 239,337	$ 251,219	3.6%
Supplies and Materials	53,501	131,070	66,220	138,733	5.8%
Travel and Training	0	1,065	775	1,065	0.0%
Intragovernmental Charges	19,388	9,443	9,443	8,813	(6.7%)
Utilities, Services, & Misc.	14,083	65,022	17,900	140,971	116.8%
Capital	0	30,230	30,230	185,135	512.4%
Other	259,595	260,000	258,392	268,000	3.1%
Total	**$ 595,618**	**$ 739,350**	**$ 622,297**	**$ 993,936**	**34.4%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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; Maupin/Edgewood area; Rutledge-Weymeyer area; Woodside Drive area. Design work is underway for Brandon Road Culvert, Rock Quarry Road Culverts, Quail Drive and Middlebush Drive.

FISCAL IMPACT

None

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 1,359	$ 0	$ 0	$ 0	
Supplies and Materials	2,541	0	0	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	1,130,655	783,614	783,614	421,186	(46.3%)
Capital	131,602	0	0	0	
Other	0	0	0	0	
Total	$ **1,266,157**	$ **783,614**	$ **783,614**	$ **421,186**	**(46.3%)**

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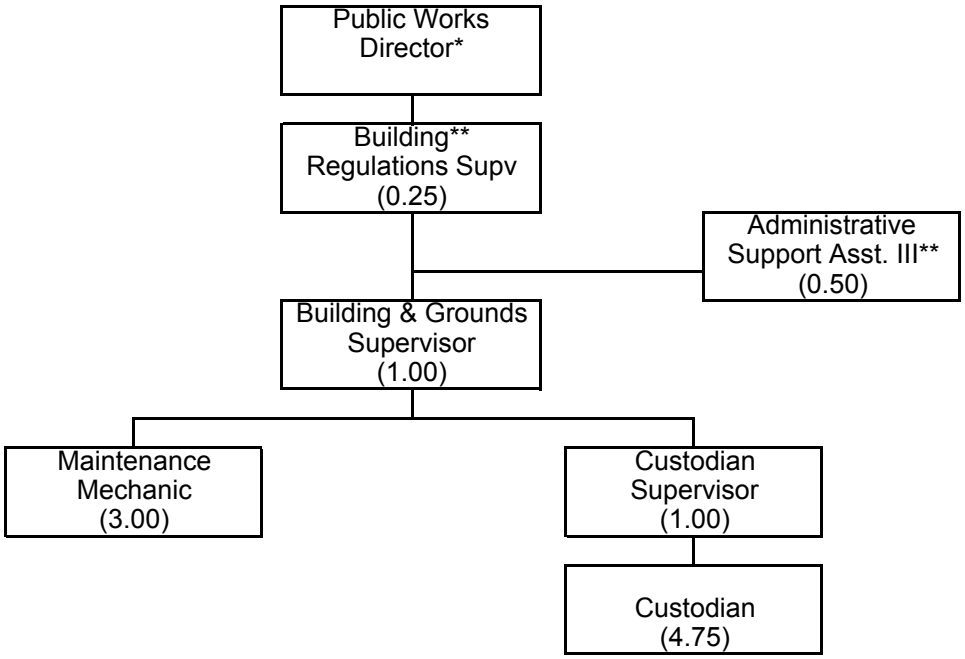
City of Columbia - Public Works Custodial & Building Maint.

10.50 FTE Positions



* Position not incuded in Custodial and Building Maintenance's FTE count.
** Positions are budgeted in various Public Works divisions and/or funds

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Custodial & Maintenance Services Fund - Summary

Fund 671

DEPARTMENT DESCRIPTION

Custodial and Maintenance Services Fund provides custodial services to the City Hall Building, Howard Building, Gentry Building, Gates Building and City Hall Annex. Building maintenance for these facilities as well as all fire stations, Grissum Building, Walton Building, Fire and Police Building and other City facilities is provided.

HIGHLIGHTS / SIGNIFICANT CHANGES

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

APPROPRIATIONS

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 392,982	$ 441,504	$ 409,902	$ 509,571	15.4%
Supplies & Materials	86,998	116,751	112,235	138,718	18.8%
Travel & Training	666	900	800	900	0.0%
Intragovernmental Charges	55,250	60,714	60,714	60,904	0.3%
Utilities, Services & Misc.	244,061	337,147	309,920	337,797	0.2%
Capital	0	183,200	183,200	0	(100.0%)
Other	5,149	5,200	5,200	13,075	151.4%
Total	**785,106**	**1,145,416**	**1,081,971**	**1,060,965**	**(7.4%)**
Summary					
Operating Expenses	779,957	957,016	893,571	1,047,890	9.5%
Non-Operating Expenses	5,149	5,200	5,200	13,075	151.4%
Debt Service	0	0	0	0	
Capital Additions	0	183,200	183,200	0	(100.0%)
Capital Projects	0	0	0	0	
Total Expenses	$ **785,106**	$ **1,145,416**	$ **1,081,971**	$ **1,060,965**	**(7.4%)**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
Building Maintenance	4.20	4.20	4.20	4.70	0.50
Custodial Services	4.80	4.80	4.80	5.80	1.00
Total Personnel	**9.00**	**9.00**	**9.00**	**10.50**	**1.50**
Permanent Full-Time	8.25	8.25	8.25	9.75	1.50
Permanent Part-Time	0.75	0.75	0.75	0.75	
Total Permanent	**9.00**	**9.00**	**9.00**	**10.50**	**1.50**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2003	Budget FY 2004	Estimated FY 2005
Custodial:			
Cost/Square Foot	3.55	3.55	4.33
No. Square Feet/Hours Worked	1,660	1,660	2,024
Maintenance:			
Cost/Square Foot	2.25	2.25	2.00
No. Square Feet/Hours Worked	10,500	10,500	9,333

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 HTE software system for managing work orders and maintenance activities is still 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. An Administrative Support Assistant III has been added to be split between Building Maintenance and Protective Inspection to assist with processing of payments, purchase orders, work orders and other organizational practices.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 216,232	$ 235,970	$ 211,267	$ 264,570	12.1%
Supplies and Materials	66,048	89,003	91,569	108,120	21.5%
Travel and Training	666	900	800	900	0.0%
Intragovernmental Charges	27,964	32,186	32,186	32,203	0.1%
Utilities, Services, & Misc.	234,119	326,076	298,849	326,726	0.2%
Capital	0	183,200	183,200	0	(100.0%)
Other	5,149	5,200	5,200	13,075	151.4%
Total	**$ 550,178**	**$ 872,535**	**$ 823,071**	**$ 745,594**	**(14.5%)**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
3205 - Bldg. Regulations Supervisor	0.25	0.25	0.25	0.25	
2407 - Building & Grounds Supervisor	0.00	0.00	0.00	0.95	0.95
2404 - Maintenance Mechanic	3.00	3.00	3.00	3.00	
2400 - Maintenance Supervisor*	0.95	0.95	0.95	0.00	(0.95)
1003 - Admin. Suppt. Asst. III	0.00	0.00	0.00	0.50	0.50
Total Personnel	**4.20**	**4.20**	**4.20**	**4.70**	**0.50**
Permanent Full-Time	4.20	4.20	4.20	4.70	0.50
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**4.20**	**4.20**	**4.20**	**4.70**	**0.50**

*In FY 2005 position was reclassifed to a Building and Grounds Supervisor

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. An additional custodian has been added to provide the custodian services at the newly opened Sanford-Kimpton Health Facility.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 176,750	$ 205,534	$ 198,635	$ 245,001	19.2%
Supplies and Materials	20,950	27,748	20,666	30,598	10.3%
Travel and Training	0	0	0	0	
Intragovernmental Charges	27,286	28,528	28,528	28,701	0.6%
Utilities, Services, & Misc.	9,942	11,071	11,071	11,071	0.0%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 234,928**	**$ 272,881**	**$ 258,900**	**$ 315,371**	**15.6%**

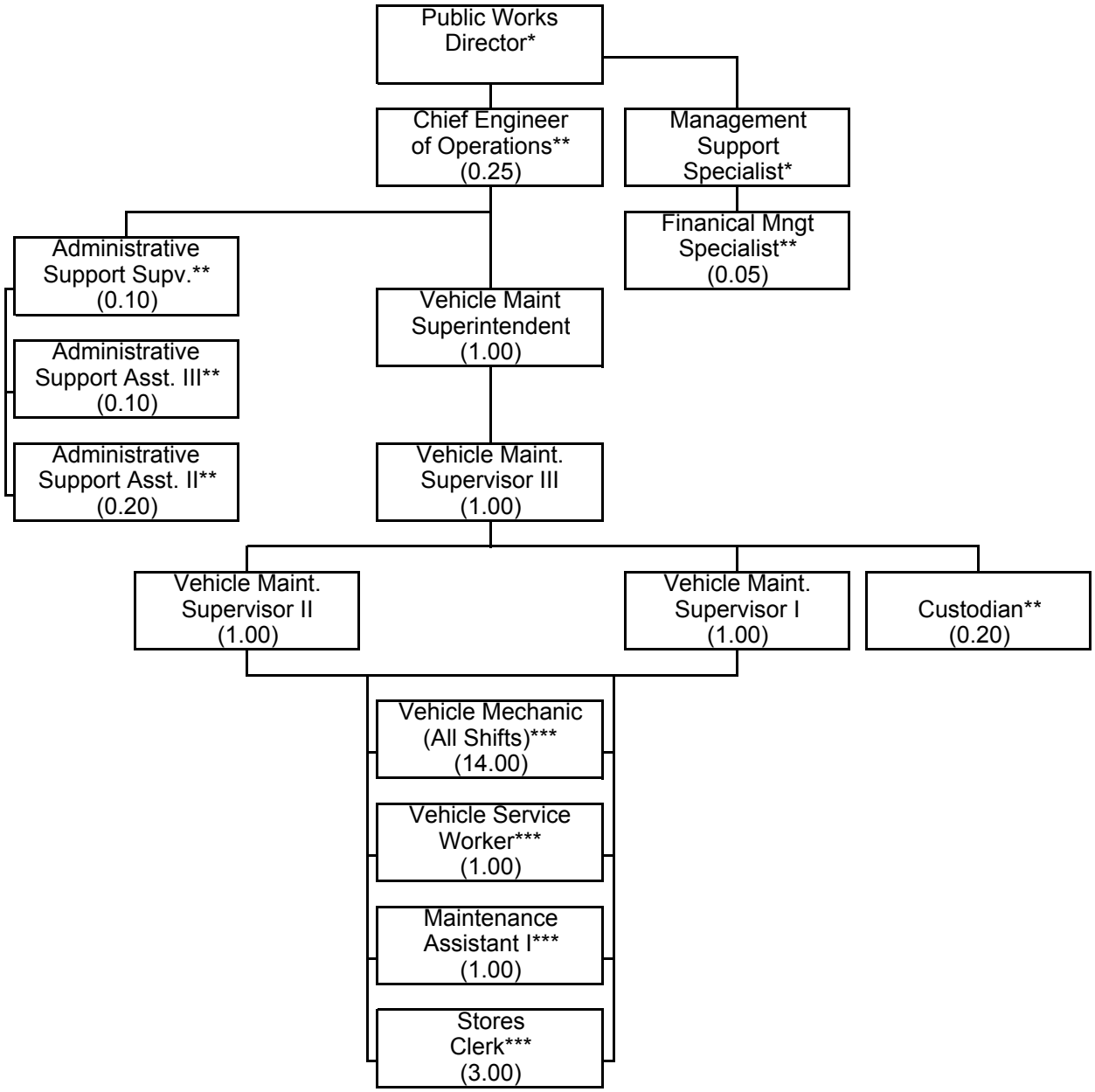
AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
2407 - Building & Grounds Supervisor	0.05	0.05	0.05	0.00	(0.05)
2400 - Maintenance Supervisor*	0.00	0.00	0.00	0.05	0.05
2003 - Custodian	3.75	3.75	3.75	4.75	1.00
2002 - Custodian Supervisor	1.00	1.00	1.00	1.00	
Total Personnel	**4.80**	**4.80**	**4.80**	**5.80**	**1.00**
Permanent Full-Time	4.05	4.05	4.05	5.05	1.00
Permanent Part-Time	0.75	0.75	0.75	0.75	
Total Permanent	**4.80**	**4.80**	**4.80**	**5.80**	**1.00**

*In FY 2005 position was reclassifed to a Building and Grounds Supervisor

City of Columbia - Public Works Fleet Operations

23.90 FTE Positions



* Positions not included in Fleet Operation's FTE count.
** Positions are budgeted in various Public Works divisions and/or funds.
*** Due to various shifts the noted positions report to the supervisor on duty.

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Fleet Operations Fund

Fund 672

DEPARTMENT DESCRIPTION

The Fleet Operations Division provides preventive maintenance, mechanical repair, repair parts, acquisition support, and fuel for the vehicles and equipment belonging to the Public Works Department, the Police Department, the Fire Department and other City departments.

HIGHLIGHTS / SIGNIFICANT CHANGES

The Fleet Operations Division is continuing to evolve with the advent of hybrid vehicles and other electronic enhancements to boost the fuel efficiency and environmental compliance for vehicles and equipment. The division is planning to upgrade existing fueling site to incorporate overhead canopies and increased lighting. The City will continue to use Biodiesel fuel in the fleet fueling system as allowed by budgetary constraints. An additional vehicle mechanic has been added to allow more in-house repair of City fleet vehicles.

APPROPRIATIONS

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 1,127,284	$ 1,176,255	$ 1,175,972	$ 1,252,914	6.5%
Supplies & Materials	2,406,453	2,230,283	2,231,731	2,562,007	14.9%
Travel & Training	3,843	5,873	5,790	5,873	0.0%
Intragovernmental Charges	294,515	279,140	279,140	253,550	(9.2%)
Utilities, Services & Misc.	46,113	56,707	52,302	59,991	5.8%
Capital	13,109	56,000	55,612	76,000	35.7%
Other	23,856	23,000	23,000	43,038	87.1%
Total	**3,915,173**	**3,827,258**	**3,823,547**	**4,253,373**	**11.1%**
Summary					
Operating Expenses	3,877,383	3,748,258	3,744,935	4,134,335	10.3%
Non-Operating Expenses	24,356	23,000	23,000	43,038	87.1%
Debt Service	0	0	0	0	
Capital Additions	13,109	56,000	55,612	76,000	35.7%
Capital Projects	325	0	0	0	
Total Expenses	**$ 3,915,173**	**$ 3,827,258**	**$ 3,823,547**	**$ 4,253,373**	**11.1%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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	14.00	1.00
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**	**23.90**	**1.00**
Permanent Full-Time	22.90	22.90	22.90	23.90	1.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**22.90**	**22.90**	**22.90**	**23.90**	**1.00**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2003	Budget FY 2004	Estimated FY 2005
No. of Billable Employees	15.0	15.0	15.0
Billable Hours	31,200	31,200	31,200
Hours Actually Billed	27,374	26,000	26,000
Avg. Annual Labor Hours Per Vehicle Services at Grissum/Fleet Operations*	--		
Police Department	20	22	22
Street	42	40	42
Fire Department	51	48	55
Sewer	23	20	22
Solid Waste	136	142	160
Transit (1)	136	120	140
Outside Work (OWA's)	$303,792	$200,000	$300,000
Backlog (Number of items waiting for repair per day)	56	58	60
Gasoline Sold (Gallons)	275,463	280,000	282,000
Diesel Sold (Gallons)	433,317	430,000	440,000

(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	**90,066**	**35,723**	**74,781**	**36,435**	**52,250**	**87,174**
Number of Employees	12.00	11.00	8.00	9.00	10.00	14.00
Employees Per 1,000 Population	0.133	0.308	0.107	0.247	0.191	0.161
No. of Vehicles/Equip. Maintained	605(1)	380	329(3,8)	163	271(5,8)	595
Shop Labor Rate	$42.00	$47.00	N/A (4)	Mechanic's Wage (2)	$45.50+(6)	$50.00 (7)
Parts Inventory Value	$350,000(1)	$130,000	$210,000	$40000	$40,000	$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 ($65 an hour) or if a service call is required ($70 an hour).
8) City does not have a City owned/operated Solid Waste/Mixed Refuse Department.

FLEET OPERATIONS - CAPITAL PROJECTS

Fund 672

MAJOR PROJECTS

No projects programmed for FY 2005.

FISCAL IMPACT

None

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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.	325	0	0	0	
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **325**	$ **0**	$ **0**	$ **0**	

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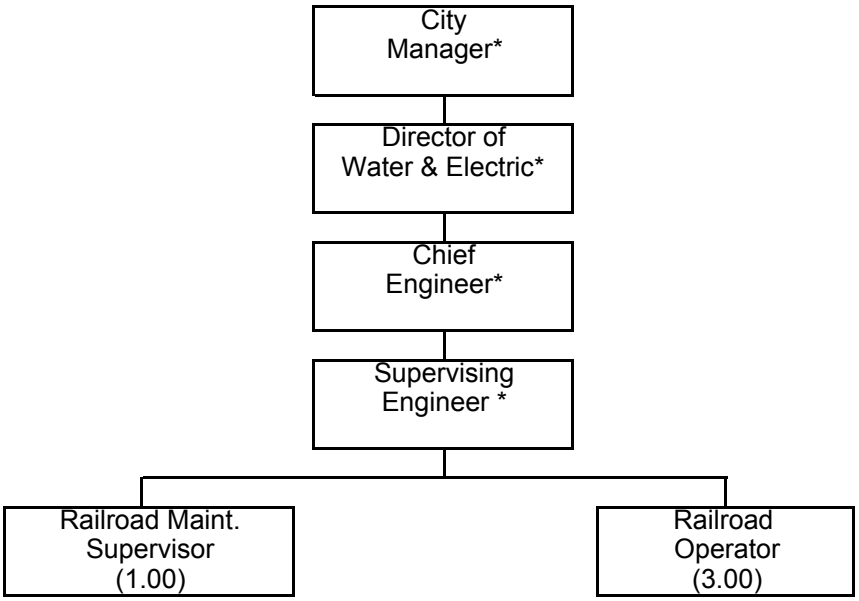
Railroad Fund

City of Columbia

Columbia, Missouri

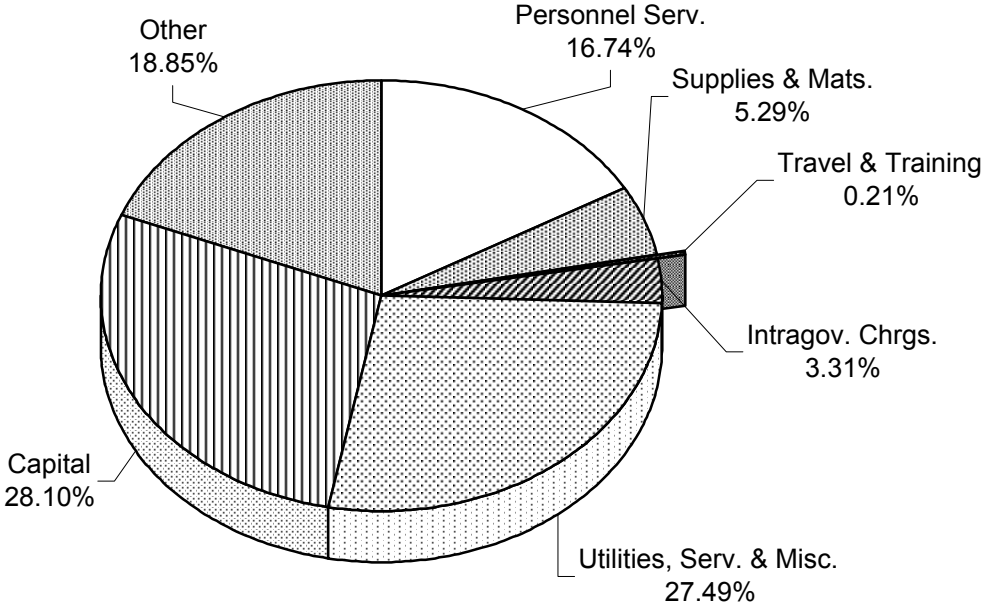
City of Columbia - Water & Electric Railroad

4.00 FTE Positions



* Postions not included in Railroad's FTE count

Railroad Fund
FY 2005



APPROPRIATIONS

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
Personnel Services	$ 177,458	$ 225,825	$ 216,958	$ 243,580	7.9%
Supplies & Materials	54,748	63,947	70,030	76,914	20.3%
Travel & Training	1,324	3,100	3,100	3,100	0.0%
Intragovernmental Charges	36,830	36,467	36,467	48,154	32.0%
Utilities, Services & Misc.	157,355	328,359	325,715	399,936	21.8%
Capital	418,101	204,018	198,500	408,800	100.4%
Other	242,262	208,617	211,101	274,199	31.4%
Total	**1,088,078**	**1,070,333**	**1,061,871**	**1,454,683**	**35.9%**
Summary					
Operating Expenses	419,246	504,216	493,270	561,684	11.4%
Non-Operating Expenses	234,319	197,374	197,374	238,500	20.8%
Debt Service	7,943	11,243	13,727	35,699	217.5%
Capital Additions	0	15,000	15,000	30,000	100.0%
Capital Projects	426,570	342,500	342,500	588,800	71.9%
Total Expenses	$ **1,088,078**	$ **1,070,333**	$ **1,061,871**	$ **1,454,683**	**35.9%**

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RAILROAD FUND - SUMMARY

Fund 503

DEPARTMENT DESCRIPTION

This fund is responsible for the operation and maintenance of the short line Columbia Terminal Railroad (COLT).

DEPARTMENT OBJECTIVES

To provide the customers of the Columbia Terminal Railroad with safe, reliable, and efficient rail service.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

Rail traffic has increased. The new rail terminal held a grand opening in March 2004. Traffic is projected to continue to increase in FY 2005.

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
Railroad Fund Operations	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**	

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2003	Budget FY 2004	Estimated FY 2005
Carloads	1,627	2,300	2,500
No. of Customers	13	12	15
No. of Commodities Carried	10	11	11
Revenue Tons	139,656	190,252	210,434
Revenue Ton - Miles	2,588,035	3,320,361	3,664,226
Gross Tons	248,098	346,286	377,767
Gross Ton - Miles	4,576,216	6,009,082	6,454,404
Miles of Main Track	21.34	21.34	21.34
Miles of Secondary Track	2.87	3.18	3.16
No. of Locomotives	2	2	2
No. of Employees	4	4	4
No. of Public Highway - Rail Crossings	39	39	39
No. of Private Crossings	23	23	23
No. of Public Crossings with Active Devices	12	13	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 additional funds for interest payments. This increase is due to Capital Improvement Program (CIP) loan from the electric utility for the FY05 CIP. The budget also includes funds to meet the operation and maintenance requires of the increased traffic rail.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 173,269	$ 216,825	$ 207,958	$ 233,580	7.7%
Supplies and Materials	54,748	63,947	70,030	76,914	20.3%
Travel and Training	1,324	3,100	3,100	3,100	0.0%
Intragovernmental Charges	36,830	36,467	36,467	48,154	32.0%
Utilities, Services, & Misc.	153,075	183,877	175,715	199,936	8.7%
Capital	0	15,000	15,000	30,000	100.0%
Other	242,262	208,617	211,101	274,199	31.4%
Total	**$ 661,508**	**$ 727,833**	**$ 719,371**	**$ 865,883**	**19.0%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
2629 - Railroad Maintenance Supv.	1.00	1.00	1.00	1.00	
2626 - Railroad Operator	2.00	3.00	3.00	3.00	
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**	

Railroad Fund - Capital Projects

503-7310-881

MAJOR PROJECTS

Due to the increased traffic, Capital Improvements Program (CIP) projects are budgeted to separate the costs of rail replacement, tie replacement and surface maintenance. All projects are outlined in the CIP.

FISCAL IMPACT

A loan of $484,800, from the electric utility, is requested for FY 2005. A study of track conditions was performed in FY 2004. Funding is requested to implement recommendations from that study as well as other needed capital projects. CDBG funds in the amount of $104,000 have been requested for the Rail Corridor project between Rogers and College.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 4,189	$ 9,000	$ 9,000	$ 10,000	11.1%
Supplies and Materials	0	0	0	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	4,280	144,482	150,000	200,000	38.4%
Capital	418,101	189,018	183,500	378,800	100.4%
Other	0	0	0	0	
Total	$ **426,570**	$ **342,500**	$ **342,500**	$ **588,800**	**71.9%**

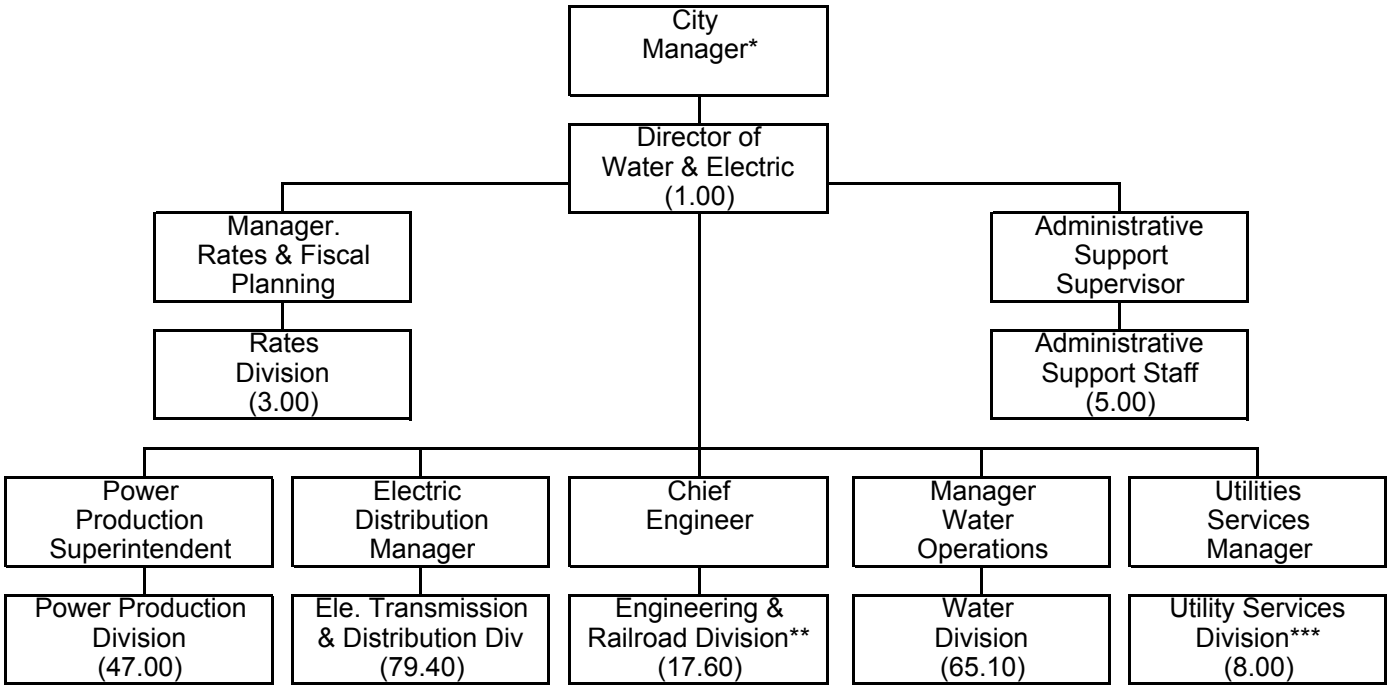
Water & Electric Utility Fund

City of Columbia

Columbia, Missouri

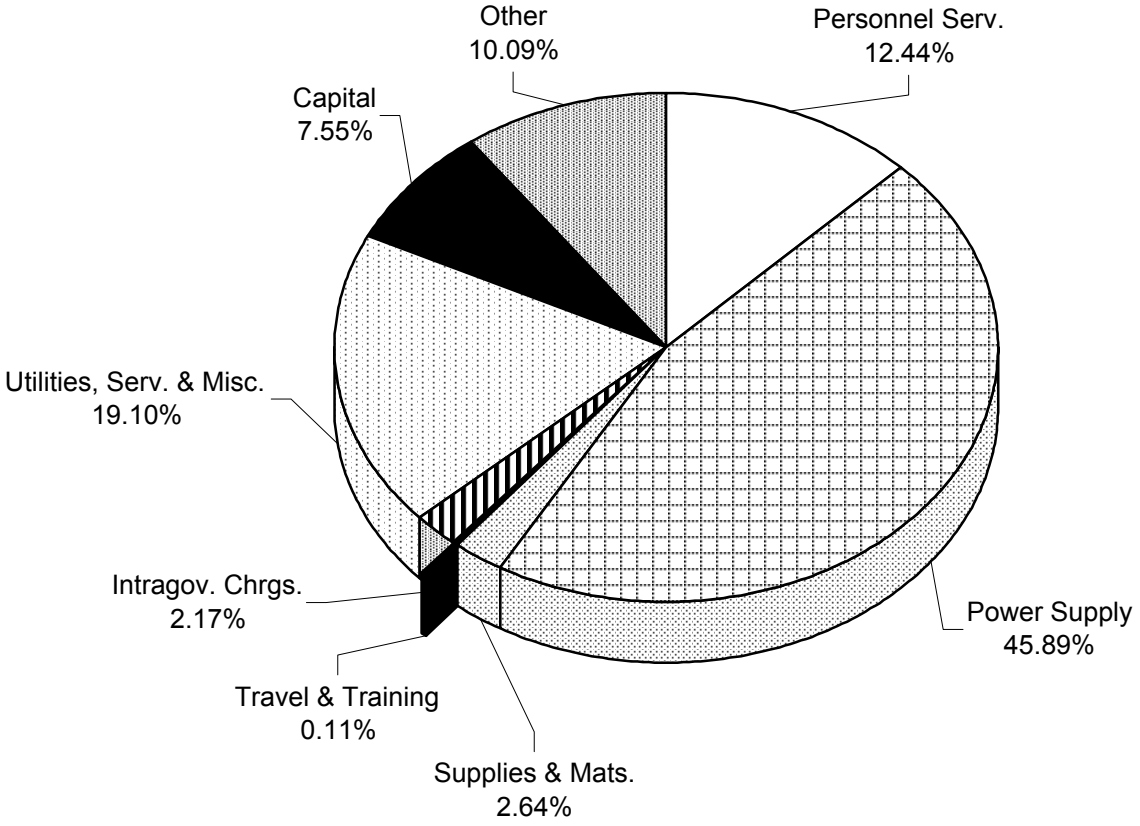
City of Columbia - Water and Electric Department

226.10 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 2005



APPROPRIATIONS

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
Personnel Services	$ 11,963,138	$ 12,352,776	$ 12,333,850	$ 13,225,775	7.1%
Power Supply	37,832,022	41,401,200	41,653,200	48,781,980	17.8%
Supplies & Materials	2,704,837	2,739,872	2,748,337	2,805,569	2.4%
Travel & Training	69,897	106,209	106,209	118,709	11.8%
Intragovernmental Charges	2,357,808	2,221,645	2,221,789	2,310,094	4.0%
Utilities, Services & Misc.	15,961,002	23,055,661	24,690,008	20,307,149	(11.9%)
Capital	7,756,844	3,251,430	2,271,384	8,031,007	147.0%
Other	9,927,951	10,198,250	10,091,177	10,730,013	5.2%
Total	**88,573,499**	**95,327,043**	**96,115,954**	**106,310,296**	**11.5%**
Summary					
Operating Expenses	58,444,470	63,396,962	63,306,843	72,791,689	14.8%
Non-Operating Expenses	14,485,433	14,533,240	14,691,882	15,992,600	10.0%
Debt Service	3,092,650	3,341,328	3,225,909	3,345,000	0.1%
Capital Additions	2,262,651	1,729,380	1,734,187	1,584,000	(8.4%)
Capital Projects	10,288,295	12,326,133	13,157,133	12,597,007	2.2%
Total Expenses	$ **88,573,499**	$ **95,327,043**	$ **96,115,954**	$ **106,310,296**	**11.5%**

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WATER & ELECTRIC UTILITY FUND - SUMMARY

Fund 550, Fund 551

DEPARTMENT DESCRIPTION

The Water and Electric Utility provides the citizens of Columbia with a safe and dependable supply of drinking water and electricity.

DEPARTMENT OBJECTIVES

To provide the citizens of Columbia with service in the most effective and efficient manner possible to assure a dependable supply at the best possible cost.

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
Water Utility	71.30	70.10	70.10	73.10	3.00
Electric Utility	148.80	150.00	150.00	153.00	3.00
Total Personnel	**220.10**	**220.10**	**220.10**	**226.10**	**6.00**
Permanent Full-Time	218.00	218.00	218.00	224.00	6.00
Permanent Part-Time	2.10	2.10	2.10	2.10	
Total Permanent	**220.10**	**220.10**	**220.10**	**226.10**	**6.00**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2003	Budget FY 2004	Estimated FY 2005
Water:			
Fire hydrants installed	206	110	216
Services/meters installed	1,442	1,100	1,514
Total mains built (feet)	80,741	71,000	84,778
Developer built mains (feet)	62,378	40,000	65,496
Electric:			
New Distribution Transformers Installed	434	400	440
Electric Meters Installed	1,152	1,000	1,209
Overhead Lines Installed (Miles)	7.72	3.90	8.00
Underground Lines Installed (Miles)	24.22	12.00	25.00

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	70.10	92.00	92.00	68.75	90.00	22.00
Employees Per 1,000 Population	0.777	0.582	0.800	0.762	0.594	1.774
Number of Customers	38,075	74,549	47,143	24,976	49,369	4,926
Population Per Customer	2.37	2.12	2.44	3.61	3.07	2.52
Customers Per Employee	543	810	512	363	549	224
Miles of Water Mains	582.20	1,111.00	704.41	478.00	610.67	50
Customers/Mile of Water Main	65.40	67.10	66.93	52.25	80.84	98.52
Miles of Water Main/Employee	8	12	8	7	7	2
Population of Service Area	**90,234**	**198,650**	**115,000**	**86,550**	**132,617**	**12,400**
Electric:						
Number of Employees	150.00	294.00	210.00	108.50	385.00	39.00
Employees per 1,000 Population	1.662	1.480	1.826	1.254	2.903	3.145
Number of Customers	39,106	97,788	54,798	37,058	68,614	5,881
Population per Customer	2.31	2.03	2.10	2.34	1.93	2.11
Customers per Employee	261	333	261	342	178	151
Circuit Miles of Distribution Lines	670.50	1,855.00	729.14	585.56	1,003.73	114.00
Customers/Mile of Line	58.32	52.72	75.15	63.29	68.36	51.59
Miles of Line Per Employee	4	6	3	5	3	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 39,000 customers.

HIGHLIGHTS / SIGNIFICANT CHANGES

A 7.5 % revenue increase is proposed. Of that amount, 3.5% is to address debt service requirements of the water bond issue passed by voters in November 2003. The remaining 4.0% is to move the water utility toward fully funding all capital and debt requirements of the utility. In previous years, the overall funding needs of the water utility has been supported by the electric utility. While the Columbia Charter recognizes “Water & Light” as one utility, in future years the rates of each utility will be designed so that each rate structure supports the capital and debt requirements of the individual utility. To complete this process for the water utility, an additional rate increase will be proposed in FY06. This budget also includes appropriation of funds from the revenue bond election for construction of major water projects. Additional staff have been added to address the operation and maintenance needs of the expanding water utility. The one-time connection fee for installation of water service for new buildings will increase, as well as associated water meter fee.

BUDGET DETAIL

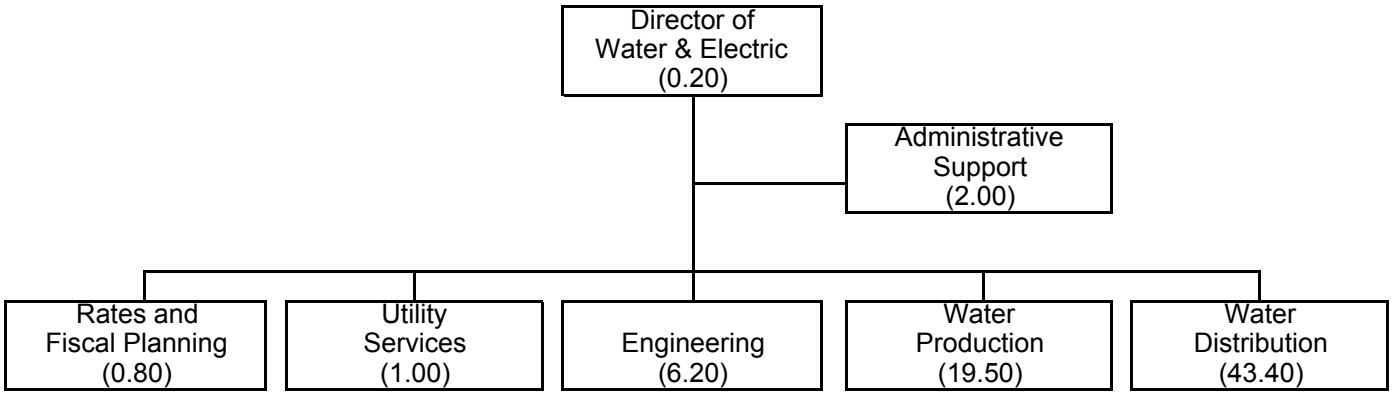
	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 3,701,067	$ 4,150,551	$ 3,837,249	$ 3,937,342	(5.1%)
Supplies & Materials	1,117,214	1,082,103	1,095,113	1,169,259	8.1%
Travel & Training	12,955	18,227	18,227	18,227	0.0%
Intragovernmental Charges	893,197	811,802	811,802	841,884	3.7%
Utilities, Services & Misc.	5,781,615	12,142,448	12,683,216	8,026,669	(33.9%)
Capital	1,068,602	370,562	233,004	4,737,407	1178.4%
Other	2,961,443	2,896,986	3,192,391	3,603,213	24.4%
Total	**15,536,093**	**21,472,679**	**21,871,002**	**22,334,001**	**4.0%**
Summary					
Operating Expenses	6,501,553	7,438,678	7,042,717	8,030,763	8.0%
Non-Operating Expenses	3,482,158	3,273,481	3,504,707	3,815,831	16.6%
Debt Service	1,347,148	1,322,658	1,610,909	1,860,000	40.6%
Capital Additions	333,873	181,000	185,807	236,000	30.4%
Capital Projects	3,871,361	9,256,862	9,526,862	8,391,407	(9.3%)
Total Expenses	**$ 15,536,093**	**$ 21,472,679**	**$ 21,871,002**	**$ 22,334,001**	**4.0%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
Administration and General	9.20	10.20	10.20	10.20	
Production	18.50	18.50	18.50	19.50	1.00
Distribution	43.60	41.40	41.40	43.40	2.00
Total Personnel	**71.30**	**70.10**	**70.10**	**73.10**	**3.00**
Permanent Full-Time	71.30	70.10	70.10	73.10	3.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**71.30**	**70.10**	**70.10**	**73.10**	**3.00**

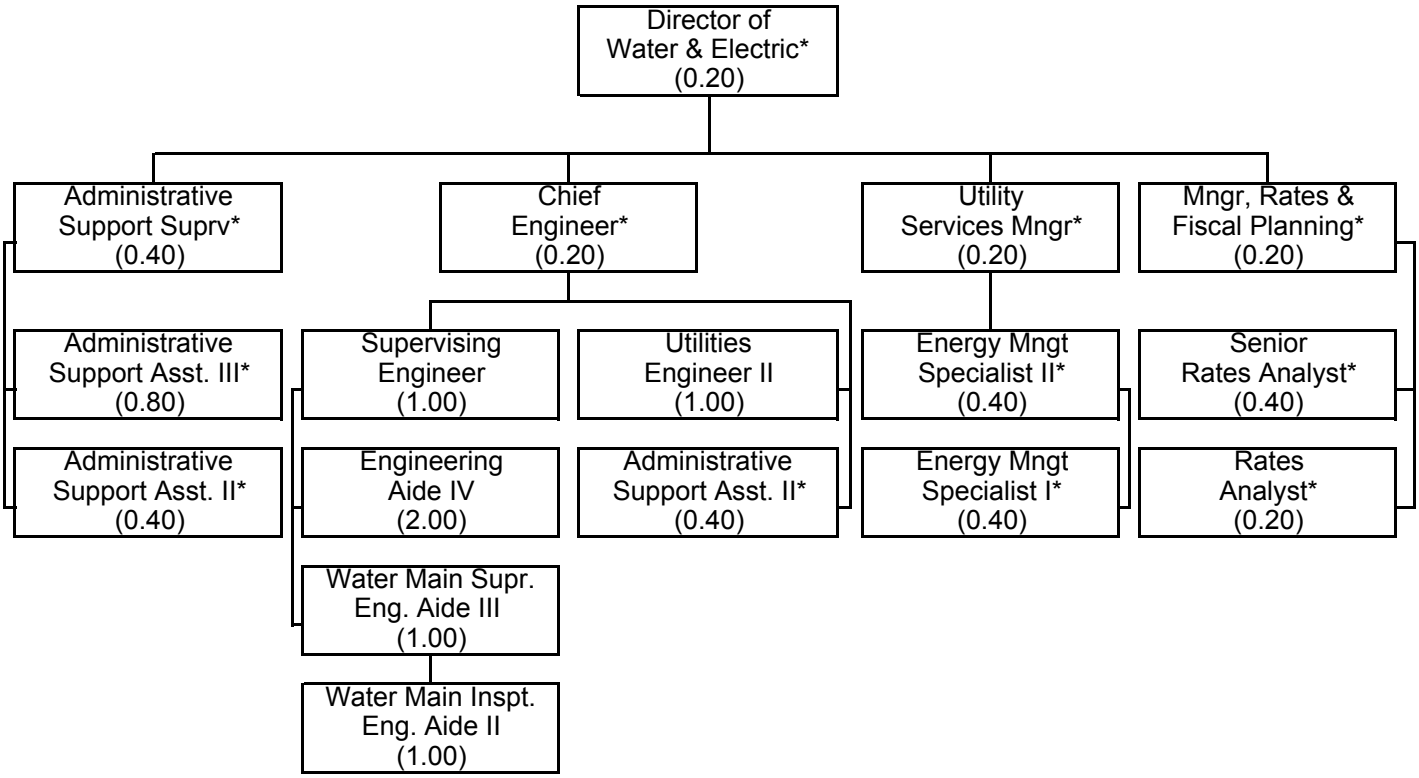
City of Columbia - Water and Electric (Water Summary)

73.10 FTE Positions



City of Columbia - Water Administration & General

10.20 FTE Positions



* Positions are budgeted in various Water and Electric divisions.

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Water - Administration and General

550-7000 to 550-7099

DESCRIPTION

The Administrative Office is responsible for all operations of the utility. This office also includes the engineering section which is responsible for all extensions, planning, and layouts for construction crews, review of subdivision plans, and field review of all contract work.

HIGHLIGHTS / SIGNIFICANT CHANGES

The budget includes normal operation and maintenance for the division.

BUDGET DETAIL

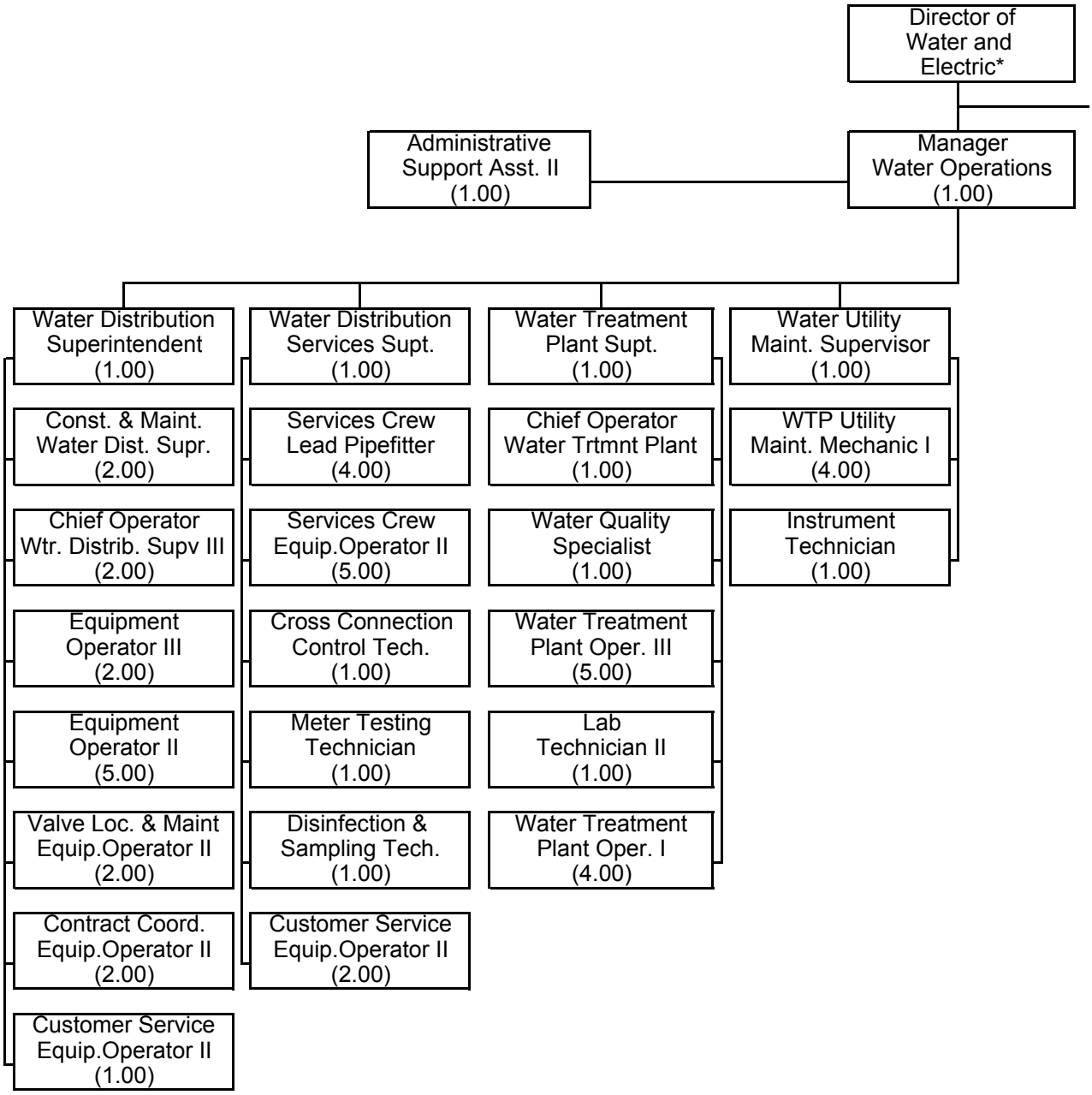
	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 599,173	$ 650,101	$ 608,984	$ 683,865	5.2%
Supplies and Materials	18,252	31,119	33,033	43,032	38.3%
Travel and Training	2,130	4,314	4,314	4,314	0.0%
Intragovernmental Charges	764,244	681,075	681,075	715,025	5.0%
Utilities, Services, & Misc.	2,009,397	1,818,392	2,063,588	2,226,422	22.4%
Capital	20,470	0	0	0	
Other	2,941,443	2,896,986	3,192,391	3,603,213	24.4%
Total	$ **6,355,109**	$ **6,081,987**	$ **6,583,385**	$ **7,275,871**	**19.6%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
5112 - Utility Engineer II	1.00	1.00	1.00	1.00	
5105 - Supervising Engineer	1.00	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	1.00	1.00	1.00	
4514 - Utilities Services Manager	0.20	0.20	0.20	0.20	
4512 - Energy Management Spec. II	0.40	0.40	0.40	0.40	
4511 - Energy Management Spec. I	0.40	0.40	0.40	0.40	
4503 - Mgr. Rates/Fiscal Planning	0.20	0.20	0.20	0.20	
4502 - Senior Rate Analyst	0.40	0.40	0.40	0.40	
4501 - Rate Analyst	0.20	0.20	0.20	0.20	
2990 - Director of Water and Light	0.20	0.20	0.20	0.20	
1004 - Administrative Support Supv.	0.40	0.40	0.40	0.40	
1003 - Admin. Support Assistant III	0.80	0.80	0.80	0.80	
1002 - Admin. Support Assistant II	0.80	0.80	0.80	0.80	
Total Personnel	**9.20**	**10.20**	**10.20**	**10.20**	
Permanent Full-Time	9.20	10.20	10.20	10.20	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**9.20**	**10.20**	**10.20**	**10.20**	

City of Columbia - Water Production & Distribution

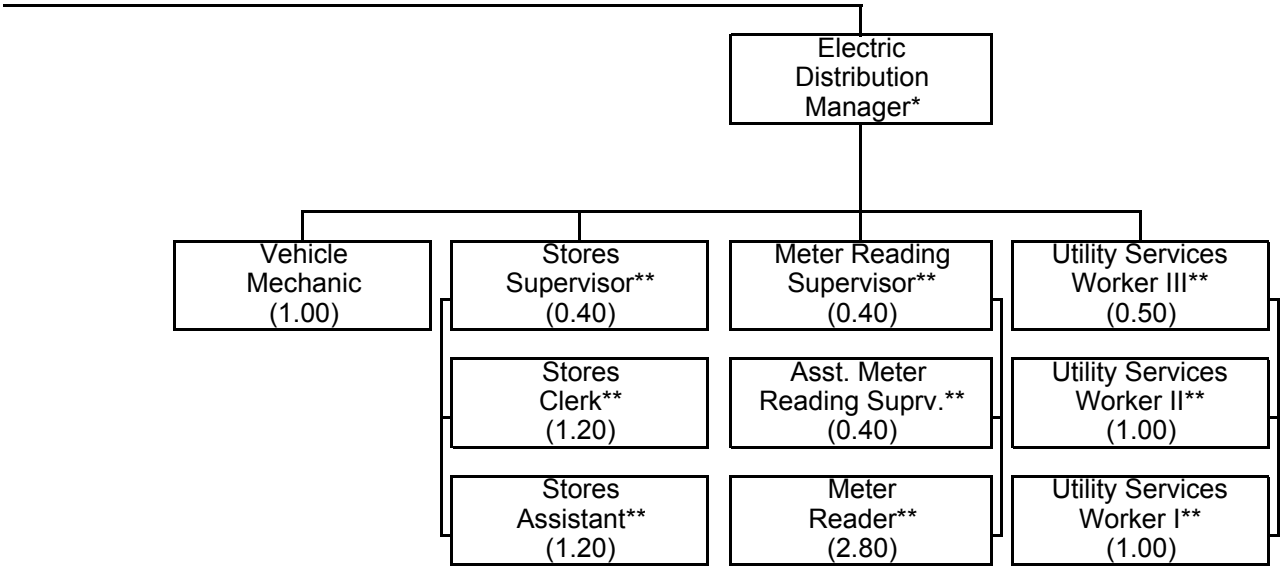
62.90 FTE Positions



* 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

62.90 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. Water treatment plant personnel are also responsible for monitoring and operating the distribution system pump stations and storage facilities.

HIGHLIGHTS / SIGNIFICANT CHANGES

The budget includes an aditional Chief Operator position for the water treatment plant. This position is needed to assist the water plant superintendent in planning, organizing, scheduling, and evaluating the work of the shift operators. This position will be the onsite project lead person for the plant expansion as well as, be responsible for developing expertise in the new equipment and systems being installed. This person will be directly in charge of the training of the shift operators, assuring that they have the necessary skills to operate and monitor the system. The person would oversee the operating of the wells, treatment plant, and pumping stations. The water treatment plant expansion was funded by the water bond election, design is near completion, and construction will begin in FY05. Budget also includes funding for normal operation and maintenance.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 1,055,450	$ 1,024,142	$ 1,027,242	$ 1,096,195	7.0%
Supplies and Materials	708,692	572,851	569,972	590,516	3.1%
Travel and Training	7,846	6,936	6,936	6,936	0.0%
Intragovernmental Charges	17,332	17,198	17,198	15,702	(8.7%)
Utilities, Services, & Misc.	872,070	1,222,763	1,193,063	1,358,522	11.1%
Capital	170,531	61,000	61,000	52,000	(14.8%)
Other	20,000	0	0	0	
Total	**$ 2,851,921**	**$ 2,904,890**	**$ 2,875,411**	**$ 3,119,871**	**7.4%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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	
2645 - Wtr Trtmnt Plant Chief Oper.	0.00	0.00	0.00	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**	**19.50**	**1.00**
Permanent Full-Time	18.50	18.50	18.50	19.50	1.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**18.50**	**18.50**	**18.50**	**19.50**	**1.00**

Water - Distribution

550-7200 to 550-7299

DESCRIPTION

This division is responsible for providing an adequate supply of water for individual consumption as well as fire protection to the citizens of Columbia. This task is accomplished through the operation of the West Ash and South Pump Stations, elevated water towers, and the distribution systems. This division tests and sets meters, installs and maintains fire hydrants, maintains all towers, lines and service valves and responds to customer service calls. Although some water main extensions are done by this division, most are contracted due to the specialized machinery and personnel required.

HIGHLIGHTS / SIGNIFICANT CHANGES

The budget includes the additiona of 2 permanet Chief Operator positions for water distribution. The water utility is growing by about 1,500 new customers per year. These two positions are needed to supervise crews engaged in the construction and maintenance of water mains, services, fire hydrants and associated appurtenances; as well as to maintain records and prepare reports related to the work; investigate and prepare incident reports, prepare insurance documents for liability claims, injuries and vehicle or equipment accidents; and, assure work is completed according to proper standards. This budget includes a proposal for an increase in the one-time connection fee for installation of water services to a new building. In addition, it is proposed that all new meters be of the electronic remote read type and that meter fees for new construction reflect this change.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 1,471,858	$ 1,969,191	$ 1,693,906	$ 2,157,282	9.6%
Supplies and Materials	384,512	478,133	491,108	535,711	12.0%
Travel and Training	2,979	6,977	6,977	6,977	0.0%
Intragovernmental Charges	111,621	113,529	113,529	111,157	(2.1%)
Utilities, Services, & Misc.	343,860	541,110	455,017	551,725	2.0%
Capital	142,872	120,000	124,807	184,000	53.3%
Other	0	0	0	0	
Total	**$ 2,457,702**	**$ 3,228,940**	**$ 2,885,344**	**$ 3,546,852**	**9.8%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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	0.00	0.00	0.00	
5002 - Engineering Aide II	1.00	0.00	0.00	0.00	
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	0.40	0.40	0.40	
2875 - Asst. Meter Reading Supv.	0.50	0.40	0.40	0.40	
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	
2317 - Water Dist. Supervisor III	0.00	0.00	0.00	2.00	2.00
2315 - Wtr Distribution Supervisor I	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**	**41.40**	**41.40**	**43.40**	**2.00**
Permanent Full-Time	43.60	41.40	41.40	43.40	2.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**43.60**	**41.40**	**41.40**	**43.40**	**2.00**

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).

HIGHLIGHTS / GOALS

FY 2005 Goals - The approval of nearly $8.4 million in Water Projects supports the budget message goal of "Continued Investment in Buildings and Infrastructure". Some of the projects are a new service connections, North East pressure zone, and 36" transmission line from McBaine. These capital investments in our water system will provide for much needed expansion and maintenance.

FISCAL IMPACT

This includes the major capital improvements that are outlined in the Capital Improvement Program (CIP). Projects identified in the bond issue ballot are scheduled as presented to the voters. The only change is that full funding for the second 36" transmission main is requested in FY 2005. This is to facilitate routing and construction to match construction schedule of the water plant addition. As was presented to voters, six 3.5% rate increases will be necessary to cover debt service requirements of the full water bond issue. For FY 2005, the first 3.5% increase is reflected as part of in the overall increase requested for the water utility.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 574,586	$ 507,117	$ 507,117	$ 0	(100.0%)
Supplies and Materials	5,758	0	1,000	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	2,556,288	8,560,183	8,971,548	3,890,000	(54.6%)
Capital	734,729	189,562	47,197	4,501,407	2274.6%
Other	0	0	0	0	
Total	**$ 3,871,361**	**$ 9,256,862**	**$ 9,526,862**	**$ 8,391,407**	**(9.3%)**

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 40,000 customers.

HIGHLIGHTS / SIGNIFICANT CHANGES

The full impact of a new purchased power contract is reflected in the FY 2005 budget. Purchased power expense is projected to increase by $7.4 million. A 9.0% revenue increase is proposed to offset this increase in expense. A rate structure will be set so as to encourage conservation especially during peak usage times. An additional rate increase will be needed in FY 2006 to address operational, maintenance and capital needs. Three new apprentice lineworkers are included to insure the availability of skilled lineworkers. An apprenticeship is four years. This budget includes an appropriation of working capital for Capital Improvement Program (CIP) projects. Previous CIP bond funding has been fully appropriated. During FY 2005, planning for future funding of the electric CIP should be developed.

BUDGET DETAIL

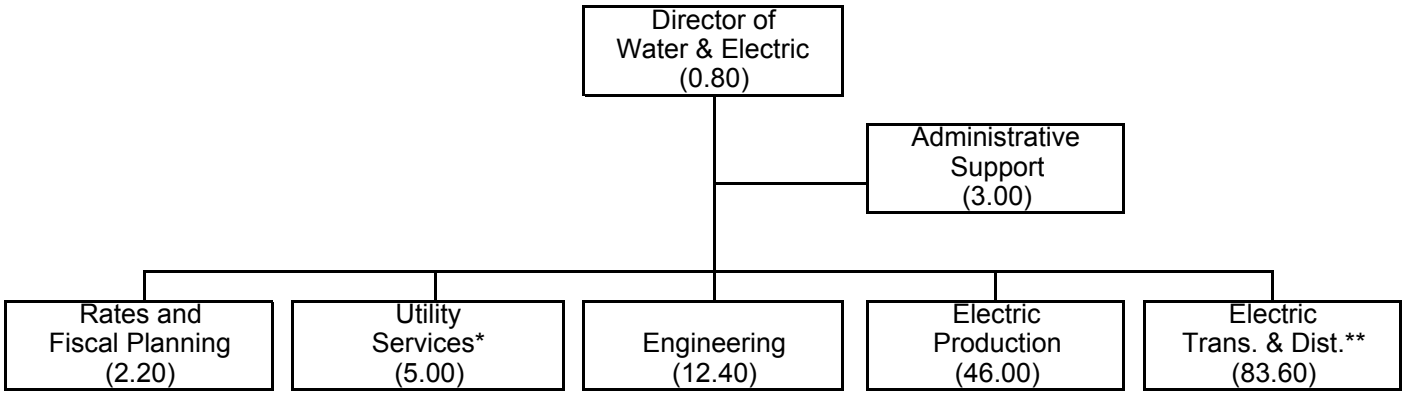
	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 8,262,071	$ 8,202,225	$ 8,496,601	$ 9,288,433	13.2%
Power Supply	37,832,022	41,401,200	41,653,200	48,781,980	17.8%
Supplies & Materials	1,587,623	1,657,769	1,653,224	1,636,310	(1.3%)
Travel & Training	56,942	87,982	87,982	100,482	14.2%
Intragovernmental Charges	1,464,611	1,409,843	1,409,987	1,468,210	4.1%
Utilities, Services & Misc.	10,179,387	10,913,213	12,006,792	12,280,480	12.5%
Capital	6,688,242	2,880,868	2,038,380	3,293,600	14.3%
Other	6,966,508	7,301,264	6,898,786	7,126,800	(2.4%)
Total	**73,037,406**	**73,854,364**	**74,244,952**	**83,976,295**	**13.7%**
Summary					
Operating Expenses	51,942,917	55,958,284	56,264,126	64,760,926	15.7%
Non-Operating Expenses	11,003,275	11,259,759	11,187,175	12,176,769	8.1%
Debt Service	1,745,502	2,018,670	1,615,000	1,485,000	(26.4%)
Capital Additions	1,928,778	1,548,380	1,548,380	1,348,000	(12.9%)
Capital Projects	6,416,934	3,069,271	3,630,271	4,205,600	37.0%
Total Expenses	**$ 73,037,406**	**$ 73,854,364**	**$ 74,244,952**	**$ 83,976,295**	**13.7%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
Administration and General	22.40	23.40	23.40	23.40	
Production	46.00	46.00	46.00	46.00	
Transmission and Distribution	80.40	80.60	80.60	83.60	3.00
Total Personnel	**148.80**	**150.00**	**150.00**	**153.00**	**3.00**
Permanent Full-Time	146.70	147.90	147.90	150.90	3.00
Permanent Part-Time	2.10	2.10	2.10	2.10	
Total Permanent	**148.80**	**150.00**	**150.00**	**153.00**	**3.00**

City of Columbia - Water and Electric (Electric Summary)

153.00 FTE Positions

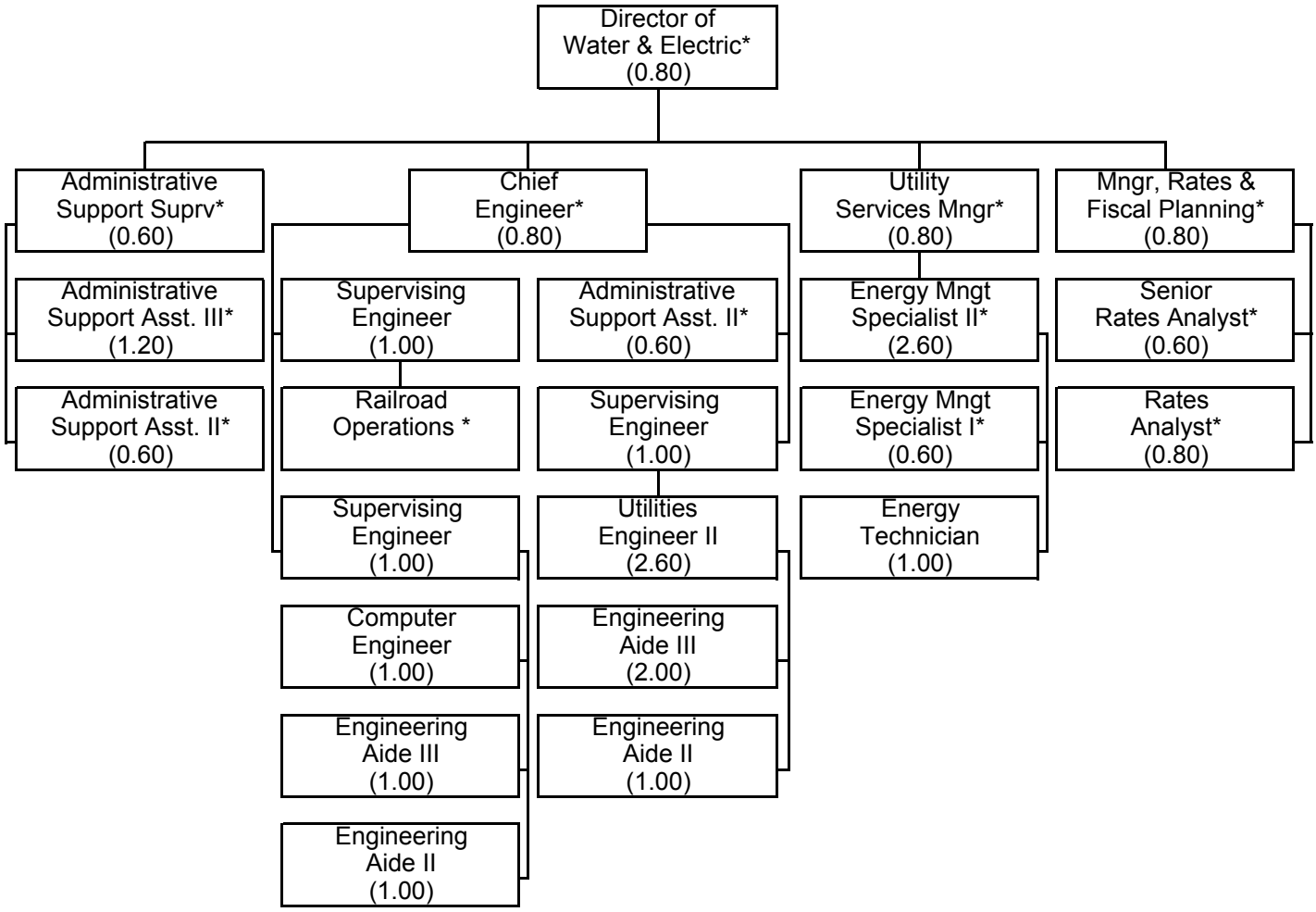


* A portion of Utility Services' FTE's are budgeted in Transmission and Distribution (3.5 FTE's)

** Trans. & Dist. - Transmission and Distribution

City of Columbia - Electric Administration & General

23.40 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 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 1,377,257	$ 1,543,516	$ 1,547,382	$ 1,616,858	4.8%
Power Supply	0	0	0	0	
Supplies and Materials	166,888	279,111	288,112	251,288	(10.0%)
Travel and Training	21,486	41,202	41,202	53,702	30.3%
Intragovernmental Charges	1,362,183	1,302,533	1,302,677	1,365,797	4.9%
Utilities, Services, & Misc.	6,521,656	6,789,008	7,281,796	7,990,885	17.7%
Capital	30,531	25,000	25,000	52,500	110.0%
Other	6,966,508	7,301,264	6,898,786	7,126,800	(2.4%)
Total	**$ 16,446,509**	**$ 17,281,634**	**$ 17,384,955**	**$ 18,457,830**	**6.8%**

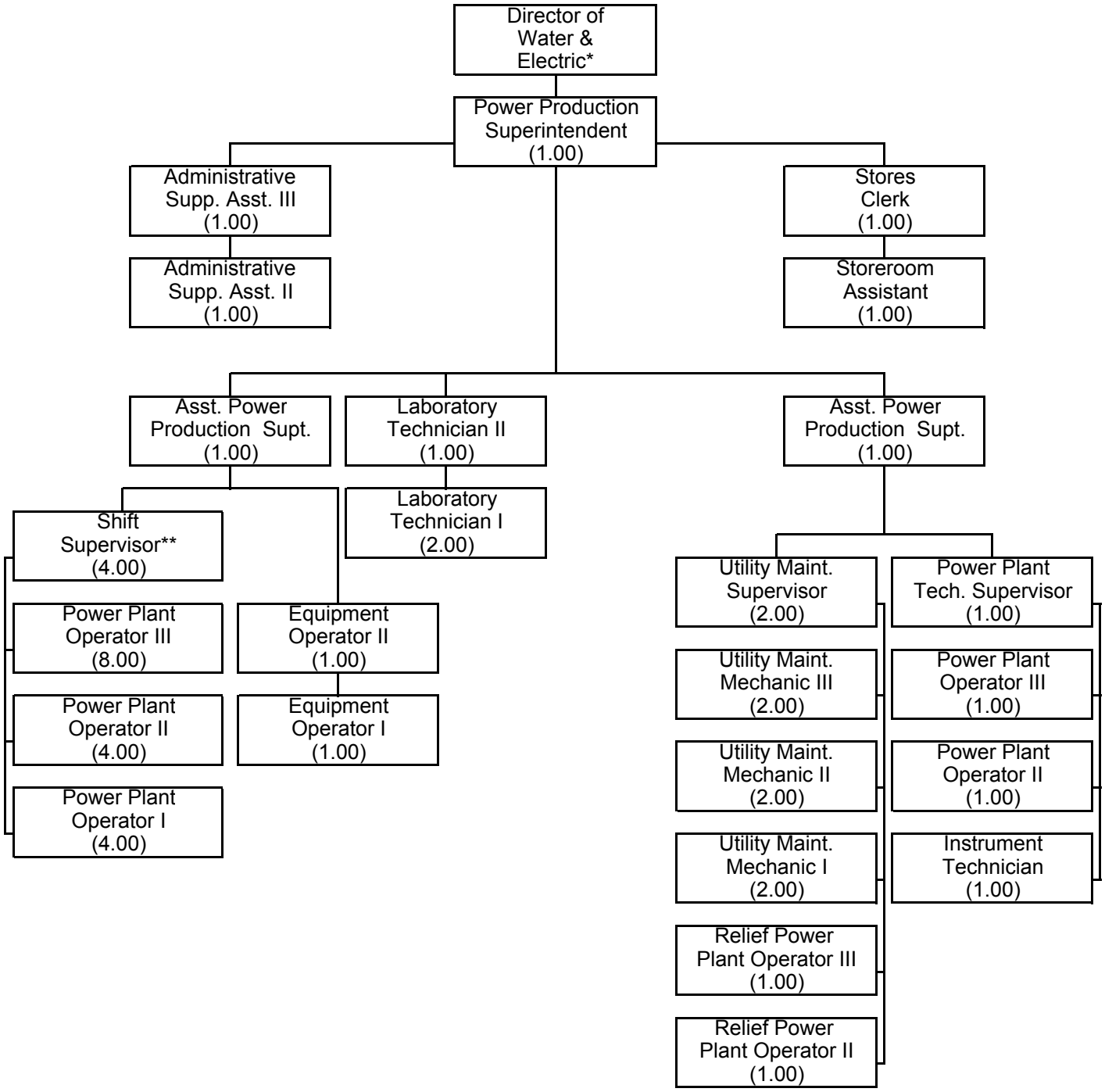
AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
5112 - Utility Engineer II	2.60	2.60	2.60	2.60	
5112 - Computer Engineer	1.00	1.00	1.00	1.00	
5105 - Supervising Engineer	3.00	3.00	3.00	3.00	
5104 - Chief Engineer	0.80	0.80	0.80	0.80	
5003 - Engineering Aide III	2.00	3.00	3.00	3.00	
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	2.60	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	**22.40**	**23.40**	**23.40**	**23.40**	
Permanent Full-Time	21.80	22.80	22.80	22.80	
Permanent Part-Time	0.60	0.60	0.60	0.60	
Total Permanent	**22.40**	**23.40**	**23.40**	**23.40**	

*In FY 2002 the position was upgraded.

City of Columbia - Electric Production Power Plant

46.00 FTE Positions



* Position not included in Power Plant's FTE count.

** Shifts consist of 8:00am-4:00pm, 4:00pm-12:00midnight,12:00-8:00am and a relief shift

Electric - Production

551-7100 to 551-7199

DESCRIPTION

This division is responsible for the production of electricity for the citizens and the operation of the Municipal Power Plant. Personnel staff 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 the full impact of a new purchased power contract that began on June 1, 2004. The projected increase for purchased power is $7.4 million. Funds have been requested to study the future long- term power supply needs of the utility. The budget also includes normal operation and maintenance for the division.

BUDGET DETAIL

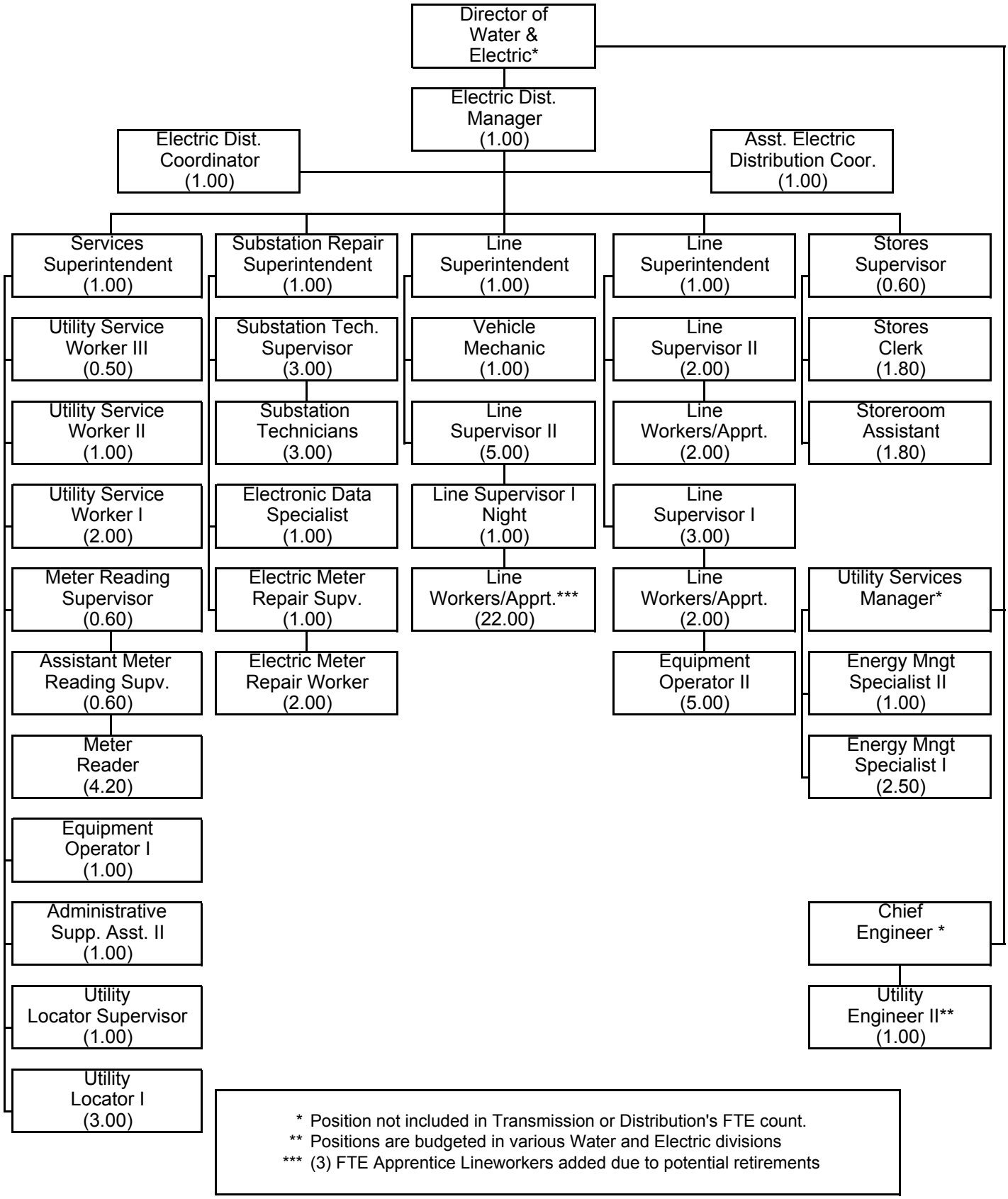
	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 2,491,404	$ 2,520,340	$ 2,531,189	$ 2,670,351	6.0%
Power Supply	37,832,022	41,401,200	41,653,200	48,781,980	17.8%
Supplies and Materials	669,388	614,733	580,580	612,598	(0.3%)
Travel and Training	17,771	17,390	17,390	17,390	0.0%
Intragovernmental Charges	27,812	28,871	28,871	27,165	(5.9%)
Utilities, Services, & Misc.	947,494	879,805	717,293	1,011,271	14.9%
Capital	1,293,578	759,380	759,380	867,500	14.2%
Other	0	0	0	0	
Total	**$ 43,279,469**	**$ 46,221,719**	**$ 46,287,903**	**$ 53,988,255**	**16.8%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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

83.60 FTE Positions



* Position not included in Transmission or Distribution's FTE count.
** Positions are budgeted in various Water and Electric divisions
*** (3) FTE Apprentice Lineworkers added due to potential retirements

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 three additional apprentice lineworkers. The electric utility has lost several skilled workers to retirement and to higher paid positions at other utilities. There is a four-year apprenticeship for lineworkers. These positions are needed to insure the utility can maintain the required number of skilled lineworkers. In addition to these positions, the budget includes funds for the normal operation and maintenance of the division.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 3,409,992	$ 3,734,359	$ 3,498,030	$ 4,041,224	8.2%
Power Supply	0	0	0	0	
Supplies and Materials	751,347	763,925	784,532	772,424	1.1%
Travel and Training	17,685	29,390	29,390	29,390	0.0%
Intragovernmental Charges	74,616	78,439	78,439	75,248	(4.1%)
Utilities, Services, & Misc.	2,036,185	1,911,627	1,787,432	1,978,324	3.5%
Capital	604,669	764,000	764,000	428,000	(44.0%)
Other	0	0	0	0	
Total	$ **6,894,494**	$ **7,281,740**	$ **6,941,823**	$ **7,324,610**	**0.6%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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	0.60	0.60	0.60	
2875 - Asst. Meter Reading Supv.	0.50	0.60	0.60	0.60	
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	26.00	3.00
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.	3.00	3.00	3.00	3.00	
2333/2334 Substation Technician/App	3.00	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	**80.40**	**80.60**	**80.60**	**83.60**	**3.00**
Permanent Full-Time	78.90	79.10	79.10	82.10	3.00
Permanent Part-Time	1.50	1.50	1.50	1.50	
Total Permanent	**80.40**	**80.60**	**80.60**	**83.60**	**3.00**

*In FY 2005 - (3) FTE Apprentice Lineworkers were added for a limited time (4 years) due to potential retirements that may occur in the Lineworker position.

Electric - Capital Projects

551-881

MAJOR PROJECTS

This budget provides funds for the capital improvements in the Electric Utility.

HIGHLIGHTS / GOALS

FY 2005 Goals - The approval of nearly $4.2 million in Electric Projects supports the budget message goal of "Continued Investment in Buildings and Infrastructure". Some of the projects are the expansion of the distribution system, the maintenance and conversion of undergroun powerlines, new electric connections, and transmission maintenance. These capital investments in our electric system will provide for much needed expansion and maintenance.

FISCAL IMPACT

This includes the major capital improvements that are outlined in our Capital Improvement Program. Remaining funds from the 1997 bond issue have been appropriated. During FY 2005, plans should be developed to address future funding requirements for the electric CIP.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 983,418	$ 404,010	$ 920,000	$ 960,000	137.6%
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.	674,052	1,332,773	2,220,271	1,300,000	(2.5%)
Capital	4,759,464	1,332,488	490,000	1,945,600	46.0%
Other	0	0	0	0	
Total	$ **6,416,934**	$ **3,069,271**	$ **3,630,271**	$ **4,205,600**	**37.0%**

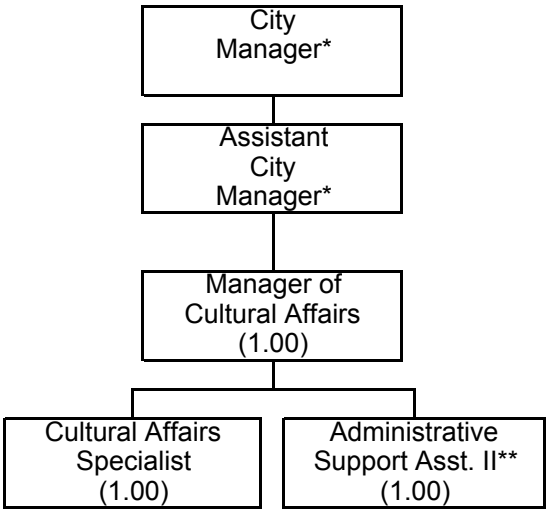
Cultural
Affairs Fund

City of Columbia

Columbia, Missouri

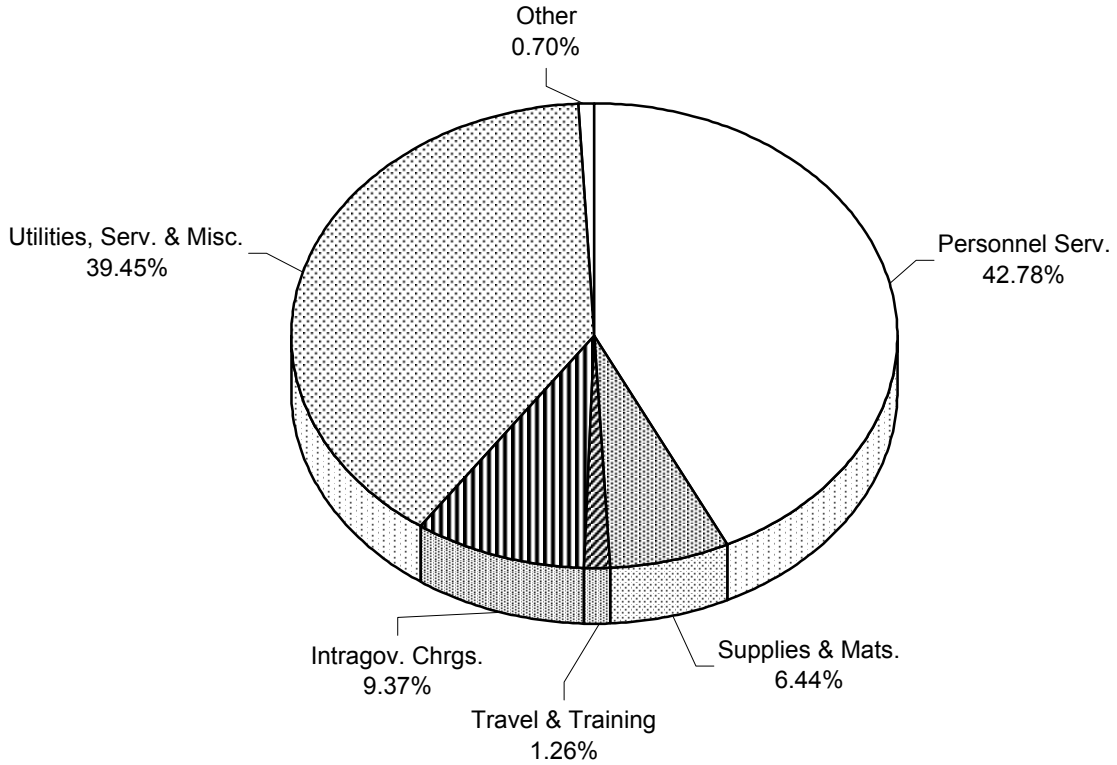
City of Columbia - Cultural Affairs

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 2005



APPROPRIATIONS

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
Personnel Services	$ 146,127	$ 151,423	149,250	159,614	5.4%
Supplies & Materials	20,031	24,450	23,201	24,023	(1.7%)
Travel & Training	773	4,700	2,600	4,700	0.0%
Intragovernmental Charges	37,313	36,655	36,655	34,973	(4.6%)
Utilities, Services & Misc.	125,668	145,750	142,969	147,197	1.0%
Capital	0	0	0	0	
Other	0	0	0	2,625	
Total	**329,912**	**362,978**	**354,675**	**373,132**	**2.8%**
Summary					
Operating Expenses	329,912	362,978	354,675	370,507	2.1%
Non-Operating Expenses	0	0	0	2,625	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **329,912**	$ **362,978**	**354,675**	**373,132**	**2.8%**

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CULTURAL AFFAIRS FUND

Fund 226

DEPARTMENT DESCRIPTION

The Office of Cultural Affairs' (OCA) mission is to enhance the vitality of the city and the quality of life for all citizens by creating an environment wherein artists and cultural organizations can thrive by fostering opportunities for creative expression and the preservation and celebration of the City's multi-cultural heritage. 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 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.
- To raise awareness of accessibility to, participation in and support for Columbia's rich array of artists and cultural offerings.
- To place new works of public art in Columbia with the goals of enhancing the public environment and civic pride while maintaining works currently owned by the City.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

- The OCA's Community Arts Program grant ranked in the top three statewide in the Missouri Arts Council's 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 continues to be limited due to state budget cuts (Missouri Arts Council). Despite that, interest from visual and performing artists is strong which will insure a quality event. Marketing efforts will again focus on increasing out-of-town visitors.
- The Percent for Art project at Stephens Lake Parks will be finalized; installation may take place as well.
- The Percent for Art project at the Wabash Station will get underway.
- Requests from local arts organizations for arts funding totaled $141,600, an increase of more than $30,000 from FY 2004. A new formula for determining funding levels was researched and implemented by the Commission on Cultural Affairs. It will continue to be assessed as will all funding policies.
- Greater participation in the CARE Gallery (a collaboration with P&R) will continue. Securing additional outside funding sources like the FY 2004 grant from the Missouri Arts Council's Arts Education program will continue to be an emphasis.
- Restoration of the Martin Luther King, Jr. Memorial will continue, a collaboration with P&R and the Office of Volunteer Services. Planning for re-dedication of the Memorial will occur as well.
- Collaborations with downtown improvement efforts include continued support of the Twilight Festivals and the 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.
- Attempts to secure new funding sources will continue given the anticipated cuts at the Missouri Arts Council.
- The Arts Express newsletter new mailing schedule (bi-monthly) will continue in an effort to cut printing and postage costs. Subscription to the online version will be emphasized in an effort to cut costs as well.
- Updates to the OCA's cultural plan "Creative Columbia" will be addressed by the Commission on Cultural Affairs.
- 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 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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 2003	Budget FY 2004	Estimated FY 2005
Programs:			
Columbia Festival of the Arts	1	1	1
Funding of Local Arts Agencies: $1,000+/under $500	24/8	**20/10	**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	75	100	100
Arts Administrators Roundtable	12	***4	4
Arts Express Newsletter	19,000	23,000	12000*
Creative Artist Resource Directory (CARD)	100	100	****N/A
C.A.R.E. Gallery (collaboration with Parks and Recreation)	10	12	15
Cultural Tourism Collaborative	6	6	6
Gallery Crawl (collaboration with Downtown Business Associations)	3	2	2
Marketing Initiatives	20+	25+	30+
Partners in Education Programming	10	10	10
Workshops & Technical Assistance	250	300	325

*In Jan. '04 Arts Express became a bi-monthly newsletter to save postage & printing; in previous yrs. It was monthly.
**A new policy requires that organizations combine their education and presentation programming in one application.
***Roundtable meetings are scheduled quarterly rather than monthly.
****CARD is now handled by the Mo. Assoc. of Community Arts Agencies.

COMPARATIVE DATA

	Columbia, MO*	Gainesville FL*	Boulder CO*	Salina, KS*	St. Joseph, MO**
Population	**90,066**	**96,620**	**98,445**	**47,018**	**74,781**
Population: Service Area	**84,537**	**200,000**	**287,000**	**150,000**	**287,000**
Number of Full-Time (FT) Employees	2	18	1	5	2
Number of Part-Time (PT) Employees	3 #	9	2	3	2
FT Employees Per 1,000 Population	0.022	0.186	0.010	0.106	0.027
Art Center(s)	no	yes	yes	yes	no
Festival(s)/Budget(s)	1/$43,000	5+/$500,000	no	1/$391,000	1/$300,000
Funding to Local Arts Agencies &	yes	yes	yes	yes	yes+
Amount Awarded in Last FY	$74,000	$145,000	$198,000	$60,000	$180,000
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		$2.232,000	$430,000	$900,000	$480,000

* 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
\# Two are completely grant-funded; both work less than 10 hours per week.

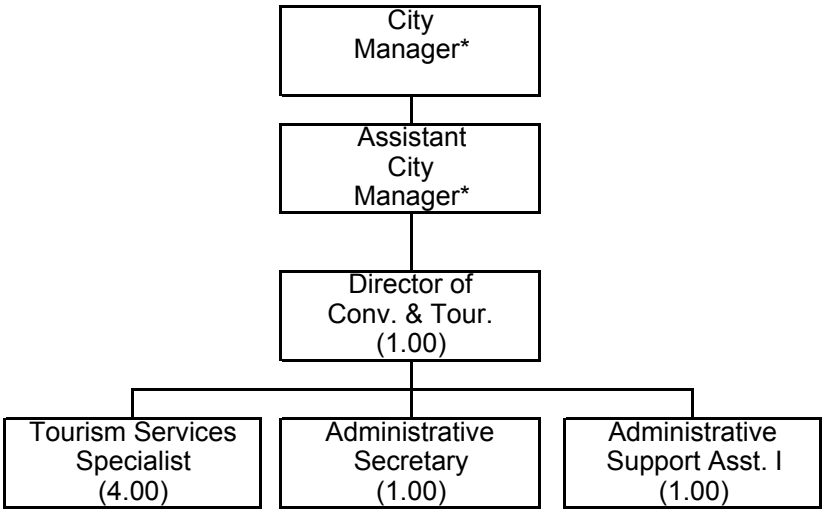
Convention and Tourism Fund

City of Columbia

Columbia, Missouri

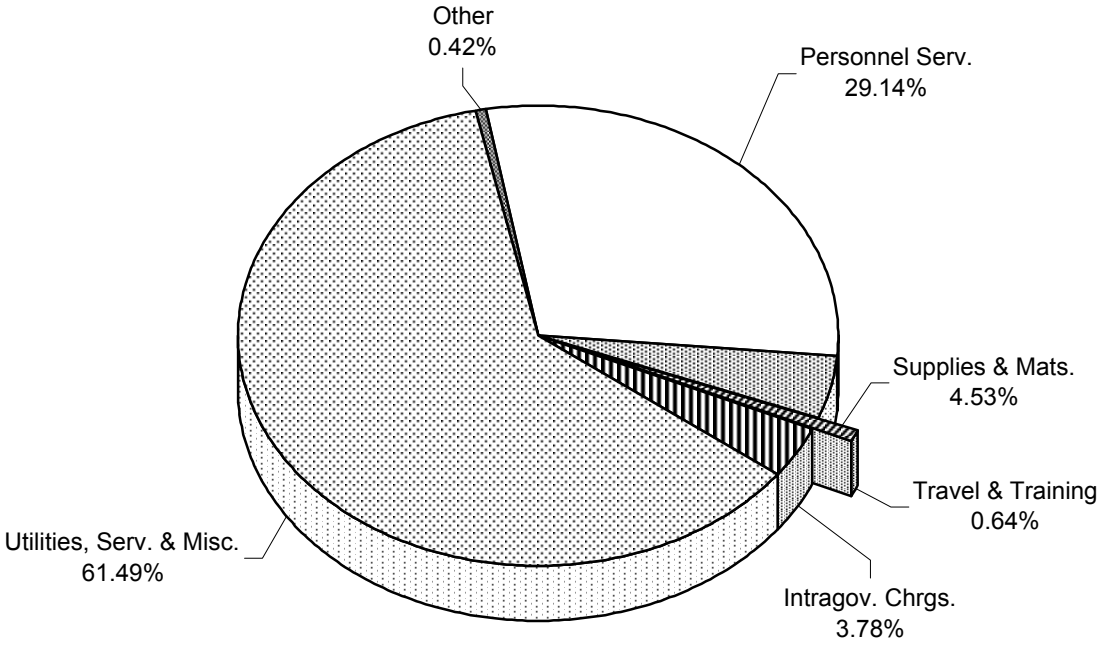
City of Columbia - Convention and Tourism

7.00 FTE Positions



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

Convention & Tourism Fund
FY 2005



APPROPRIATIONS

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
Personnel Services	$ 397,688	$ 408,809	$ 407,744	$ 433,212	6.0%
Supplies & Materials	33,307	64,770	49,795	67,326	3.9%
Travel & Training	6,078	9,500	8,200	9,500	0.0%
Intragovernmental Charges	57,383	57,387	57,387	56,158	(2.1%)
Utilities, Services & Misc.	622,490	878,963	857,451	914,202	4.0%
Capital	0	0	0	0	
Other	21,098	2,845	2,845	6,277	120.6%
Total	**1,138,044**	**1,422,274**	**1,383,422**	**1,486,675**	**4.5%**
Summary					
Operating Expenses	1,116,946	1,419,429	1,380,577	1,480,398	4.3%
Non-Operating Expenses	21,098	2,845	2,845	6,277	120.6%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **1,138,044**	$ **1,422,274**	$ **1,383,422**	$ **1,486,675**	**4.5%**

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DEPARTMENT DESCRIPTION

The Convention and Visitors Bureau (CVB) promotes Columbia as a meeting, leisure and group tour destination through direct solicitations, tradeshow attendance, advertising and marketing.

DEPARTMENT OBJECTIVES

To increase the number of regional and national conventions held in Columbia; to increase the number of Sunday through Thursday visitors and lodgers while retaining existing weekend business; to increase leisure travel visitation through the enhancement and development of festivals, events and attractions; to provide exceptional service to our convention and meeting customers; to increase awareness of tourism as a viable form of economic development.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

Travel forecasts for the first quarter of FY 05 are positive. Although we are optimistic about revenue projections for FY 05, we remain conservative in our projections due to some concerns about the impact of state budget cuts on government related conferences. The lingering threat of another terrorist act is also a concern as travel is the first industry to be negatively impacted by such events.

An additional 200 hotel rooms were added to the market during the past two years and another 150 will be added in FY 05. The market needs continued improvement to create enough new demand to keep the additional room inventory from causing rate depression.

If the economy remains stable and continues the steady improvement seen in the past six months, revenues should continue to improve at a 3% growth rate or better.

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
Operations	7.00	7.00	7.00	7.00	
Tourism	0.00	0.00	0.00	0.00	
Total Personnel	**7.00**	**7.00**	**7.00**	**7.00**	
Permanent Full-Time	7.00	7.00	7.00	7.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**7.00**	**7.00**	**7.00**	**7.00**	

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2003	Budget FY 2004	Estimated FY 2005
Convention Services:			
No. of Meetings Serviced	102	120	120
No. of Convention Welcomes & Promotions	17	20	20
Visitor Services:			
No. of Inquiries	12,300	18,800	15,500
No. of Visitors to Information Center	7,700	5,200	8,500
Records Section:			
Sales Leads Generated	29	43	57
Definite Bookings	20	30	39
Economic Impact	$7,543,124	$5,403,125	$7,800,000
Group Tours:*			
No. of Group Tours Serviced	27	25	25
No. Leads Generated	110	80	80
No. of Proposals/Itineraries	110	90	90
Media/PR	29	45	50
Press Generation	7	10	15

*Group tour numbers are down because we have reduced the leve of group tour marketing and have concentrated more on travel media. There is, however, a corresponding increase in the amount of press we have generated for Columbia in state, regional and national publications.

COMPARATIVE DATA

	Columbia, MO	Springfield, MO	St. Joseph, MO	Joplin, MO	Lake Ozarks, MO
Population	**90,066**	**156,364**	**74,781**	**47,523**	**2,196**
Number of Employees	7	13.4	9.1	5.2	13
Employees Per 1,000 Population	0.078	0.086	0.122	0.109	5.921
Advertising Budget	$365,000	$1,120,000	$350,000	$100,000	$1,750,000
Number of Rooms	3,082	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 continued development of our advertising and promotional campaign and our web site. The addition of a hospitality volunteer program, in partnership with the office of Volunteer Services last year, has been very successful and continues to grow. In 2003, the CVB also opened a visitor information center at the Lake of the Woods exit. We will continue to work to enhance operations at the center. A major focus for FY 2005 will be air service and continued support of the Mid Missouri Tourism Council's work in that area. The CVB will also be focusing on the implementation of our Master Plan with emphasis on attraction development and the partnership between arts and tourism.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 397,688	$ 408,809	$ 407,744	$ 433,212	6.0%
Supplies and Materials	33,307	64,770	49,795	67,326	3.9%
Travel and Training	6,078	9,500	8,200	9,500	0.0%
Intragovernmental Charges	57,383	57,387	57,387	56,158	(2.1%)
Utilities, Services, & Misc.	456,916	549,963	511,386	557,756	1.4%
Capital	0	0	0	0	
Other	6,298	2,845	2,845	6,277	120.6%
Total	**$ 957,670**	**$ 1,093,274**	**$ 1,037,357**	**$ 1,130,229**	**3.4%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
8950 - Director Convention & Tourism*	1.00	1.00	1.00	1.00	
4300 - Tourism Services Specialist	4.00	4.00	4.00	4.00	
1101 - Administrative Secretary	1.00	1.00	1.00	1.00	
1002 - Admin. Support Assistant II	1.00	1.00	1.00	1.00	
Total Personnel	**7.00**	**7.00**	**7.00**	**7.00**	
Permanent Full-Time	7.00	7.00	7.00	7.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**7.00**	**7.00**	**7.00**	**7.00**	

*In FY 2005 position was upgraded.

Tourism Development

Fund 229 -4820

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 fifth year of applications. The fund has provided enhancements to many area festivals and has enabled the development of several first-time events such as the 2004 “True False Film Festival.” Festivals and events often expose visitors to a destination for the first time and create a positive image of our community in the mind of the visitor which often leads to future visits for other leisure activities. In 2004, the CVB sponsored a seminar, for all interested festival/event applicants, on developing sponsorships and event partnerships. We will continue to provide educational opportunities in festival development and management for applicants in 2005.

The second program of the Tourism Development Fund is Attraction Development. The CVB’s Master Plan sub-committee on Attraction Development recently submitted to the City Council a set of recommendations for near-term and long-term use of Attraction Development funding. The committee recommended an initial focus on developing our existing attractions. They recommended that a consultant in the field of attraction development be retained to assist the city in determining what type of major or “destination level” attraction would be most appropriate for Columbia in the long-term.

The CVB will work with our existing attractions to develop a cooperative advertising and promotional plan.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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.	165,574	329,000	346,065	356,446	8.3%
Capital	0	0	0	0	
Other	14,800	0	0	0	
Total	**$ 180,374**	**$ 329,000**	**$ 346,065**	**$ 356,446**	**8.3%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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**	

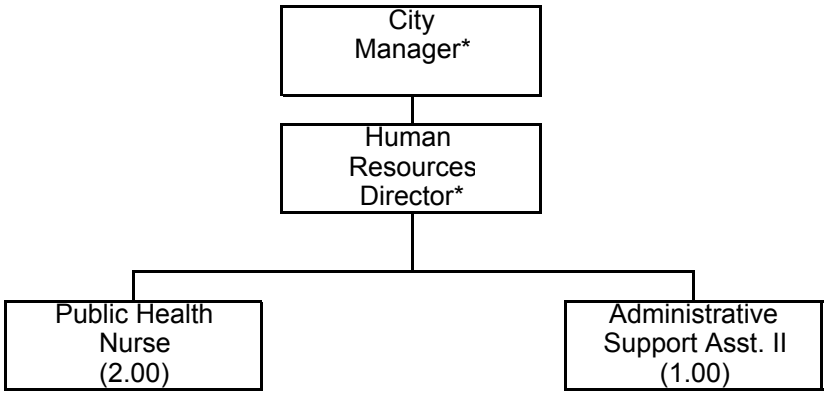
Employee Benefit Fund

City of Columbia

Columbia, Missouri

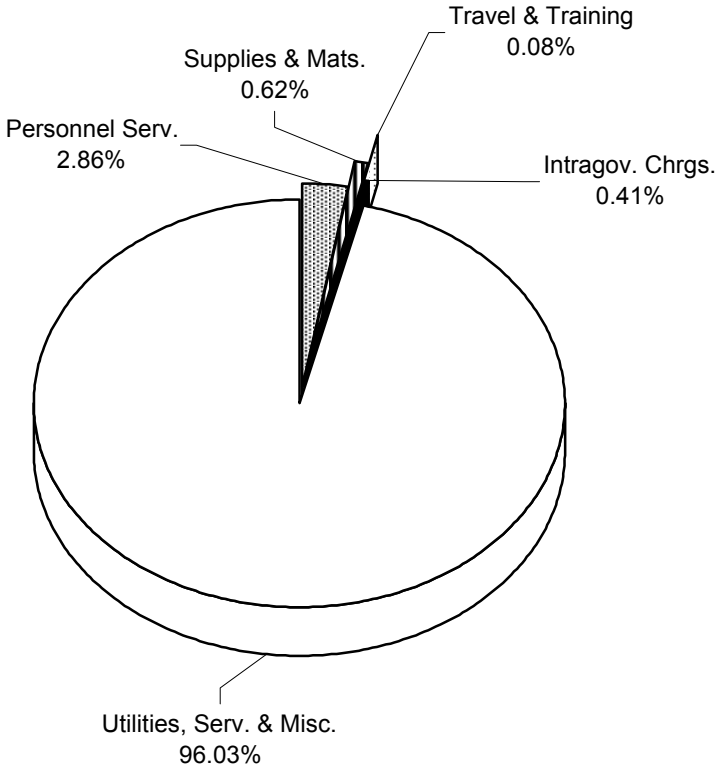
City of Columbia - Employee Benefit Fund

3.00 FTE Positions



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

Employee Benefit Fund
FY 2005



APPROPRIATIONS

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
Personnel Services	$ 207,555	$ 282,904	$ 269,896	$ 290,120	2.6%
Supplies & Materials	28,868	56,975	45,418	62,995	10.6%
Travel & Training	983	7,772	7,000	7,772	0.0%
Intragovernmental Charges	46,728	43,569	43,569	41,989	(3.6%)
Utilities, Services & Misc.	9,061,082	7,662,645	8,672,072	9,751,420	27.3%
Capital	0	0	0	0	
Other	0	0	0	2,625	
Total	**9,345,216**	**8,053,865**	**9,037,955**	**10,156,921**	**26.1%**
Summary					
Operating Expenses	9,345,216	8,053,865	9,037,955	10,154,296	26.1%
Non-Operating Expenses	0	0	0	2,625	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **9,345,216**	$ **8,053,865**	$ **9,037,955**	$ **10,156,921**	**26.1%**

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EMPLOYEE BENEFIT FUND

Fund 659

DEPARTMENT DESCRIPTION

The Employee Benefit Fund accounts for the transactions and reserves associated with the City's medical, dental, prescription drug, life and long-term disability programs for City employees, plus other benefits such as safety and service awards and sick leave buyback. Employee health and wellness programs are also managed through this fund. Coverage for health, dental, and prescription drug plans are self-insured. Other coverages are with commercial insurance carriers.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

The City's self-funded health insurance plan has experienced a sharp increase in claims in the past seven years. The highest rate of increase continues to be in the prescription drug portion of the plan. Claims experience will continue to be closely monitored. A comprehensive review of the entire health care plan and administration was conducted in FY 2003 and FY 2004 to address issues of plan cost, plan design, administrative services and network design. As a result, a new third party administrator and provider network were selected to process medical and dental claims. The Employee Benefit Committee, established in FY 2003, provided employee input in the review process. An additional benefit review will be conducted in FY 2005 to address plan cost and plan design issues. Life insurance, AD&D and disability insurance plans will be rebid in FY 2005.

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. Access to health screening services for all employees will be added in FY 2005. 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 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
7503 - Public Health Nurse	1.00	2.00	2.00	2.00	
7502 - Employee Hlth/Wellness Nurse	0.00	0.00	0.00	0.00	
7402 - Occupational Hlth Specialist	1.00	0.00	0.00	0.00	
1002 - Admin. Support Assistant II	1.00	1.00	1.00	1.00	
Total Personnel	**3.00**	**3.00**	**3.00**	**3.00**	
Permanent Full-Time	3.00	3.00	3.00	3.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**3.00**	**3.00**	**3.00**	**3.00**	

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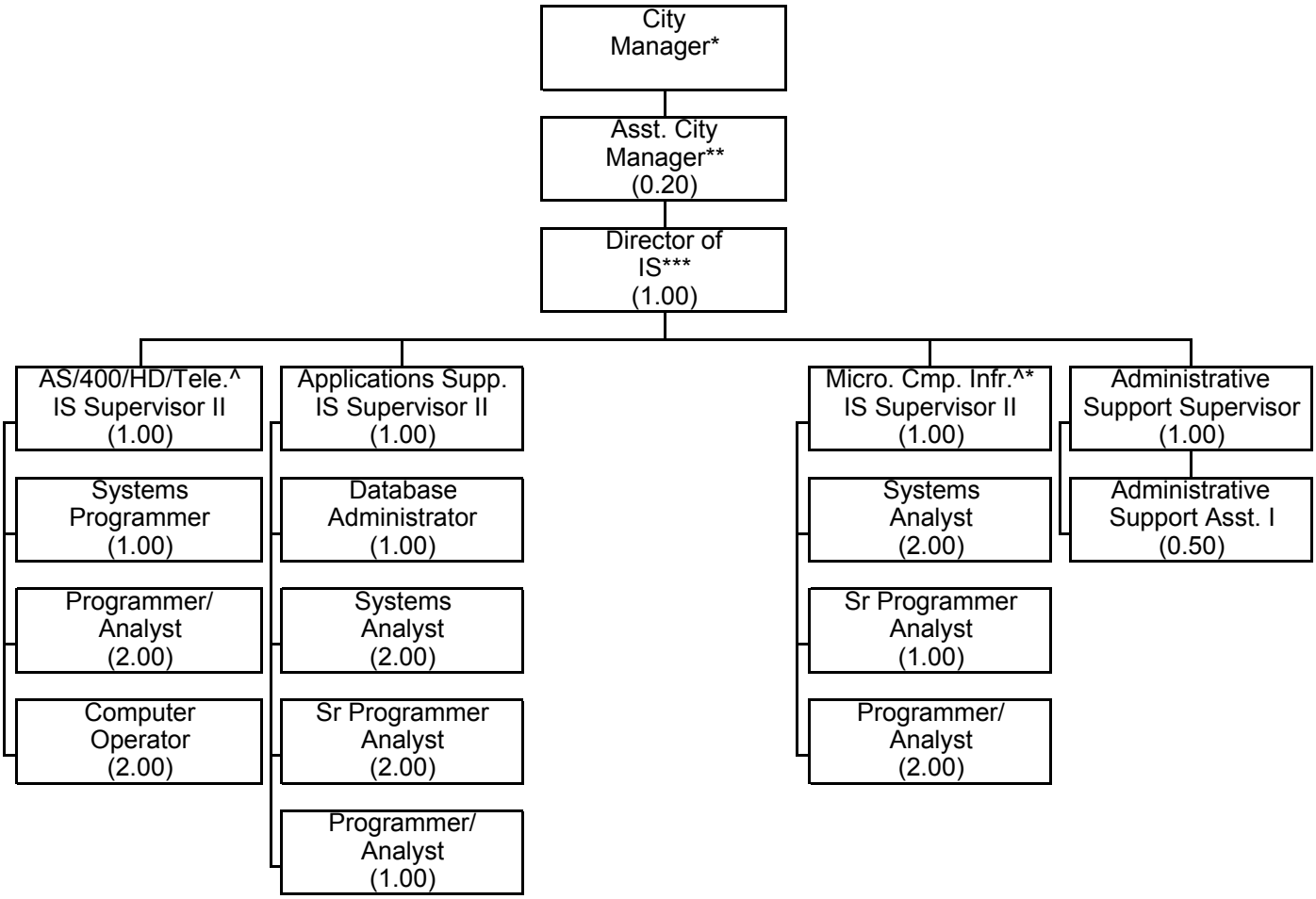
Information Services Fund

City of Columbia

Columbia, Missouri

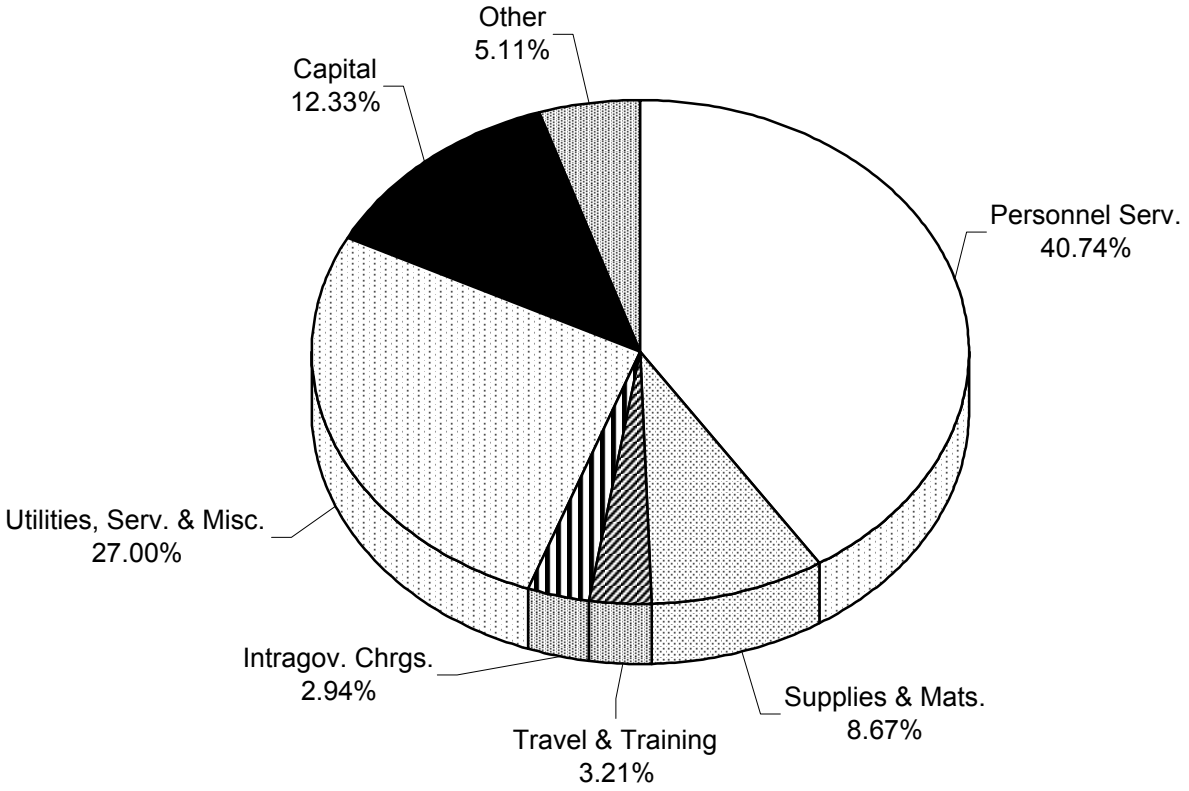
City of Columbia - Information Services

21.70 FTE Positions



* Position not included in Information Services's FTE count.
** Assistant City Manager position is split between:
(60%) City Manager's Office, (20%) Office of Community Services and (20%) Information Services
*** IS - Information Services
^ HD - Help Desk
^* Micro. Cmp. Infr. - Micro Computer Infrastructure

Information Services Fund
FY 2005



APPROPRIATIONS

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
Personnel Services	$ 1,437,465	$ 1,493,562	$ 1,494,132	$ 1,585,122	6.1%
Supplies & Materials	203,357	428,069	385,221	337,419	(21.2%)
Travel & Training	74,784	124,253	86,643	125,053	0.6%
Intragovernmental Charges	131,010	115,503	115,503	114,270	(1.1%)
Utilities, Services & Misc.	763,843	912,214	943,595	1,050,361	15.1%
Capital	364,051	335,891	354,947	479,706	42.8%
Other	183,568	180,000	180,000	198,988	10.5%
Total	**3,158,078**	**3,589,492**	**3,560,041**	**3,890,919**	**8.4%**
Summary					
Operating Expenses	2,610,459	3,073,601	3,025,094	3,212,225	4.5%
Non-Operating Expenses	180,659	180,000	180,000	198,988	10.5%
Debt Service	2,909	0	0	0	
Capital Additions	364,051	335,891	354,947	479,706	42.8%
Capital Projects	0	0	0	0	
Total Expenses	$ **3,158,078**	$ **3,589,492**	$ **3,560,041**	$ **3,890,919**	**8.4%**

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INFORMATION SERVICES FUND

Fund 674

DEPARTMENT DESCRIPTION

Information Services (IS) is responsible for support and administration of an AS/400 midrange computer, a Wide Area Network (WAN), Local Area Networks (LANs), 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 third year of its computer replacement plan. The I.S. department replaced 11 servers and deployed over 120 PCs. Security was tightened with a firewall update and the addition of a content services switch. The I.S. department upgraded its email system and completed the migration to the Microsoft Office Suite. In addition the Web Trac online scheduling system went on-line.

The Information Services department priorities include implementation of the fourth year of the computer replacement plan, finishing the migration to Windows 2000/XP and implementing the new On-line Utility Billing system.

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 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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	3.00	3.00	3.00	3.00	
7925 - Information Services Supervisor I*	0.00	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*	0.00	0.00	0.00	0.00	
1004 - Administrative Support Supervisor	1.00	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 2003	Budget FY 2004	Estimated FY 2005
No. of Production Programs	20,260	21,317	22,000
No. of Support Requests:			
a. Applications	1,509	1,307	1,372
b. HELP Desk Calls	4,896	5,728	5,995
No. of Hardware Supported			
a. PC's	681	687	687
No. of Users Supported			
a. AS/400	641	730	745
b. PC's	703	711	750
No. of Application Systems Supported			
a. AS/400	55	67	72
b. PC's	223	231	250

COMPARATIVE DATA

	Columbia, MO	Ames, IA	New Port Richey, FL	Stockton, CA	LaPorte, TX
Population	**90,066**	**52,250**	**17,069**	**258,946**	**36,000**
Number of Employees	22	27	10	42	6
Employees Per 1,000 Population	0.244	0.517	0.586	0.162	0.167
Capital Budget	479,706	181,000	256,334	1,022,000	85,000
Budget - Operating	3,212,225	1,754,000	868,191	6,245,000	640,000
Budget Dollar Per Employee	$146,010	$64,963	$86,819	$148,690	$106,667
Mainframe/AS/400 Applications	47	28	7	30	15
Micro Computer Networks/Servers	41	31	25	22	14
Micro Computers	760	93	400	1,500	180
Utility Accounts	48,710	17,000	93,703	77,106	11,000

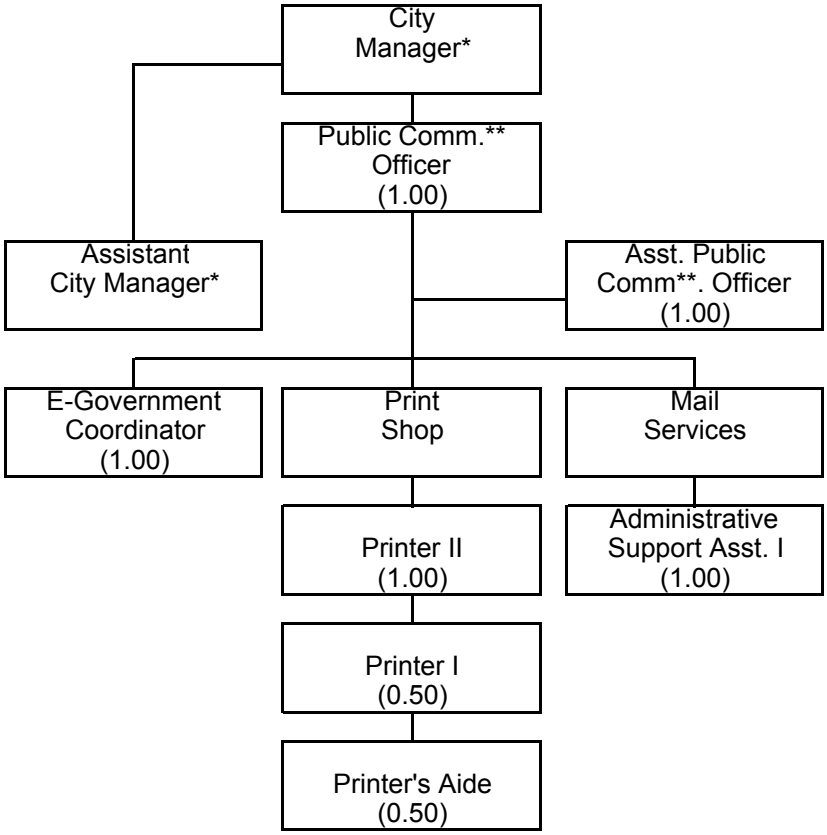
Public
Communications Fund

City of Columbia

Columbia, Missouri

City of Columbia - Public Communications

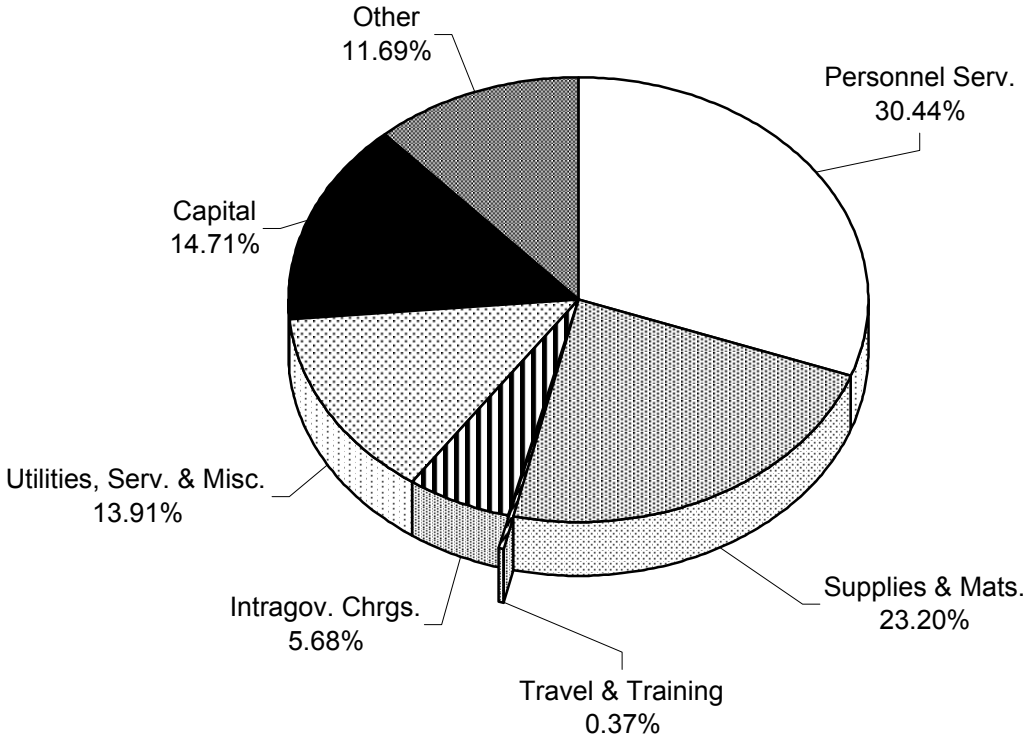
6.00 FTE Positions



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

Public Communications Fund

FY 2005



APPROPRIATIONS

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
Personnel Services	$ 266,975	$ 283,768	$ 279,988	$ 300,069	5.7%
Supplies & Materials	274,472	279,849	219,929	228,720	(18.3%)
Travel & Training	364	3,750	3,624	3,675	(2.0%)
Intragovernmental Charges	55,068	54,224	54,224	55,944	3.2%
Utilities, Services & Misc.	107,191	149,967	122,134	137,085	(8.6%)
Capital	0	45,000	25,000	145,000	222.2%
Other	59,581	80,000	80,000	115,250	44.1%
Total	**763,651**	**896,558**	**784,899**	**985,743**	**9.9%**
Summary					
Operating Expenses	704,070	771,558	679,899	725,493	(6.0%)
Non-Operating Expenses	59,581	80,000	80,000	115,250	44.1%
Debt Service	0	0	0	0	
Capital Additions	0	45,000	25,000	145,000	222.2%
Capital Projects	0	0	0	0	
Total Expenses	$ **763,651**	$ **896,558**	$ **784,899**	$ **985,743**	**9.9%**

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PUBLIC COMMUNICATIONS FUND - SUMMARY

Fund 675

DEPARTMENT DESCRIPTION

The Public Communications Office has four primary areas of responsibility: public communications, web communications/ electronic government, printing services, and mail services. The Public Communications Division oversees or coordinates the City's public communications program which includes Community Line, Columbia Online Information Network, Partners in Education, facility tours, speaking engagements, an employee newsletter, a citizen newsletter, media relations and distributes press releases, etc. The Web Communications/Electronic Government function is responsible for all facets of the web site including design and maintenance. The Public Communications Officer supervises the overall operation and reports to the City Manager.

DEPARTMENT OBJECTIVES

To facilitate better two-way communications between Columbia citizens and City government. To 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 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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	1.50	1.50	1.50	1.50	
Mail Room	1.50	1.50	1.50	1.50	
Total Personnel	**6.00**	**6.00**	**6.00**	**6.00**	
Permanent Full-Time	5.00	5.00	5.00	5.00	
Permanent Part-Time	1.00	1.00	1.00	1.00	
Total Permanent	**6.00**	**6.00**	**6.00**	**6.00**	

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2003	Budget FY 2004	Estimated FY 2005
Public Communications Office:			
Monthly Newsletters	12	12	12
Press Releases/Advisories	221	212	224
Community Line Accesses	11,000	11,500	11,500
Print Shop:			
No. of Photocopy Jobs	1,398	1,346	1,475
No. Photocopy Impressions	1,427,776	1,410,000	1,500,000
Desk Top Publishing	350	325	350
Mail Room:			
Outbound Mail Pieces	440,344	245,748	300,000
Outbound Packages	606	650	740
Electronic Gov't/Web			
Number sessions	468,505	486,557	538,781
Number page views	2,079,649	1,754,978	2,391,596
Online services	0	1	2

COMPARATIVE DATA

	Columbia, MO	Springfield, MO	Indepen-dence, MO	Ames, IA	Kirkwood, MO
Population	**90,066**	**156,364**	**113,686**	**52,250**	**27,337**
Public Communications Office:					
No. of Employees	2	12	1	4	1
No. of Press Releases	221	242	75	52	40
No. of Speaking Engagements	10	5	N/A	6	2
Print Shop:					
No. of Employees	2	3	1	1	N/A
No. of Photocopy Impressions	1,427,776	8,000,000	3,100,000	1,650,732	N/A
Mail Services:					
Number of Employees	1	1	1	1	N/A
Outbound Mail	440,344	480,000	1,100,000	365,000	N/A
No. of Packages Handled	606	N/A	N/A	460	N/A
E-Gov Services					
Sessions	468,505	1,042,163	325,039	N/A	175,932
Page views	2,079,649	2,007,639	1,729,625	N/A	359,544
Online payment services	1	1	6	1	N/A
No. employees	1	2	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

Produced, along with other departments, 12 editions of the City Source citizens newsletter that was distributed with utility bills. Also produced 12 editions of City Insider, the employee newsletter. During this period, the Citizen Handbook was produced and distributed. The handbook received a Certificate of Excellence from the Missouri City Management Association for this publication. The former public communications assistant position was upgraded to an assistant public communications officer in FY 2004. Community Line, a series of pre-recorded telephone messages continues to provide callers with information about services and programs of the city. A new online service, WebTrac, was activated in 2004. Public Communications sponsored a high school intern through the Partners In Education program. The Intern was supervised by the assistant public communications officer.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 117,658	$ 123,519	$ 123,519	$ 130,483	5.6%
Supplies and Materials	47,712	49,981	50,355	56,625	13.3%
Travel and Training	364	1,500	1,500	1,500	0.0%
Intragovernmental Charges	37,027	34,497	34,497	35,057	1.6%
Utilities, Services, & Misc.	76,718	84,760	70,467	83,195	(1.8%)
Capital	0	0	0	50,000	
Other	50,000	70,000	70,000	105,250	50.4%
Total	$ **329,479**	$ **364,257**	$ **350,338**	$ **462,110**	**26.9%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
9921 - Public Communications Officer	1.00	1.00	1.00	1.00	
7811 - Public Communications Assistant*	1.00	0.00	0.00	0.00	
7811 - Asst. Public Communications Officer*	0.00	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**	

*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 / GOALS

Implemented WebTrac, an online application that allows Parks and Recreation customers to pay for activities and programs electronically with a credit card. This is the city's first totally interactive online payment service. Implemented an online subscription service that allows customers to request e-mail delivery of news and information. The number of subscriptions types expanded to 17 and usage has climbed 385 percent, increasing from 298 subscriptions to 1,446. Site navigation was improved with the addition of a "GoWord" search feature that follows the theme of the Web Site name. "GoWords" are averaging a 48 percent increase each month. Site visitation increased by 15 percent in 2003.

FY 2005 Goal - Continued progress and expansion of services accessible on the City's website supports the budget message goal of "Enhance Economic Stability and Growth". E-Government enhances the connection and communication between our city services and citizens.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 52,255	$ 52,692	$ 52,187	$ 57,013	8.2%
Supplies and Materials	2,416	3,830	3,100	3,930	2.6%
Travel and Training	0	2,000	1,999	2,000	0.0%
Intragovernmental Charges	0	2,032	2,032	1,844	(9.3%)
Utilities, Services, & Misc.	500	26,210	13,910	15,210	(42.0%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 55,171**	**$ 86,764**	**$ 73,228**	**$ 79,997**	**(7.8%)**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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 concentrates its efforts on high-speed photocopy jobs and strives for prompt completion of jobs. Printing services requested the addition of a color photocopier to fill department needs for full-color photocopying services. This will be a new service. In addition to, the print shop is requesting funding for a high-speed photocopier to replace the existing photocopier that was ten years old.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 50,170	$ 57,799	$ 54,629	$ 60,170	4.1%
Supplies and Materials	20,864	15,723	14,527	17,085	8.7%
Travel and Training	0	250	125	175	(30.0%)
Intragovernmental Charges	16,193	15,444	15,444	17,029	10.3%
Utilities, Services, & Misc.	23,793	32,322	31,082	31,782	(1.7%)
Capital	0	0	0	95,000	
Other	9,581	10,000	10,000	10,000	0.0%
Total	**$ 120,601**	**$ 131,538**	**$ 125,807**	**$ 231,241**	**75.8%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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	0.50	0.50	0.50	0.50	
Total Personnel	**1.50**	**1.50**	**1.50**	**1.50**	
Permanent Full-Time	0.75	0.75	0.75	0.75	
Permanent Part-Time	0.75	0.75	0.75	0.75	
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.

BUDGET DETAIL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 46,892	$ 49,758	$ 49,653	$ 52,403	5.3%
Supplies and Materials	203,480	210,315	151,947	151,080	(28.2%)
Travel and Training	0	0	0	0	
Intragovernmental Charges	1,848	2,251	2,251	2,014	(10.5%)
Utilities, Services, & Misc.	6,180	6,675	6,675	6,898	3.3%
Capital	0	45,000	25,000	0	(100.0%)
Other	0	0	0	0	
Total	**$ 258,400**	**$ 313,999**	**$ 235,526**	**$ 212,395**	**(32.4%)**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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	1.25	1.25	1.25	1.25	
Permanent Part-Time	0.25	0.25	0.25	0.25	
Total Permanent	**1.50**	**1.50**	**1.50**	**1.50**	

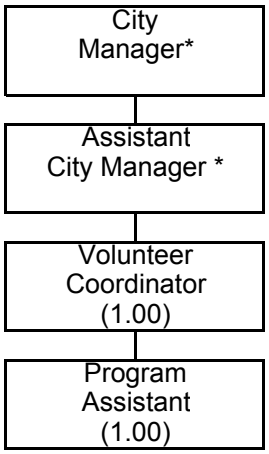
Contributions Fund

City of Columbia

Columbia, Missouri

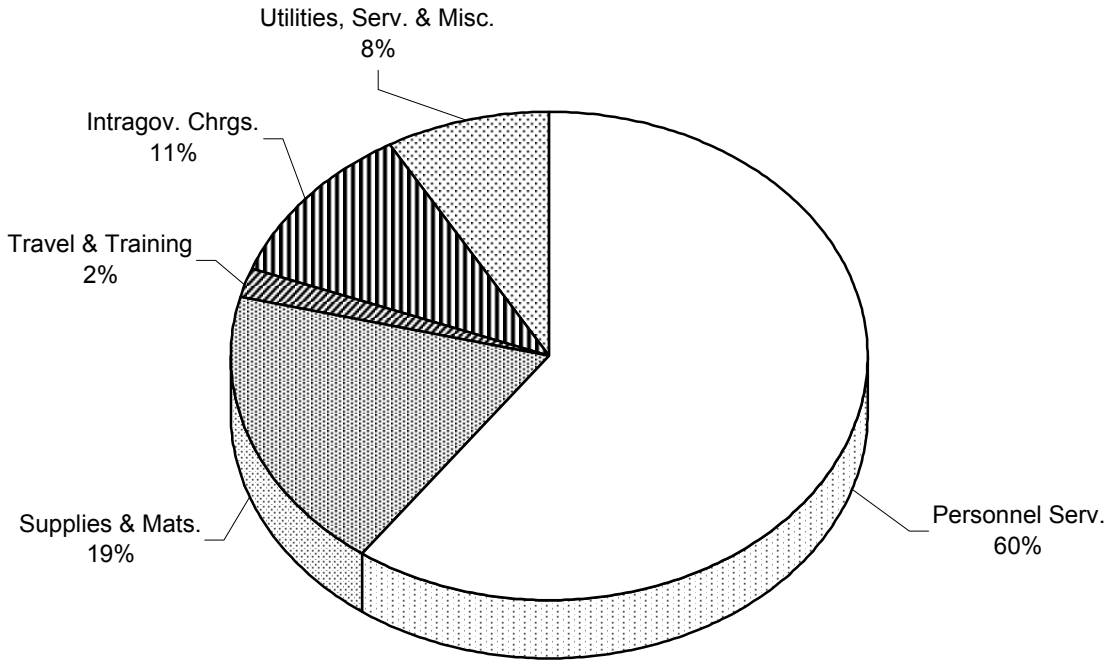
City of Columbia - Contributions Fund

2.00 FTE Positions



* Positions not included in Contribution's FTE count.

Contributions Fund
FY 2005



APPROPRIATIONS

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
Personnel Services	$ 97,898	$ 101,347	$ 101,347	$ 106,818	5.4%
Supplies & Materials	24,828	27,600	23,498	33,933	22.9%
Travel & Training	2,220	3,550	1,600	3,500	(1.4%)
Intragovernmental Charges	17,400	19,914	19,914	19,188	(3.6%)
Utilities, Services & Misc.	9,025	14,920	10,361	14,920	0.0%
Capital	0	0	0	0	
Other	83,420	68,017	68,017	1,750	(97.4%)
Total	**234,791**	**235,348**	**224,737**	**180,109**	**(23.5%)**
Summary					
Operating Expenses	151,371	167,331	156,720	178,359	6.6%
Non-Operating Expenses	83,420	68,017	68,017	1,750	(97.4%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **234,791**	$ **235,348**	$ **224,737**	$ **180,109**	**(23.5%)**

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CONTRIBUTIONS FUND - SUMMARY

Fund 753

DEPARTMENT DESCRIPTION

The Contributions Fund is a trust fund that was established to process donations and contributions given to the City. 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 2004, about 40,000 volunteer hours were reported at a value of over $685,000 not including hours contributed by boards and commissions. Highlights during 2004 include the graduation of a seventh TreeKeepers program, the continuation of the Park Patrol (a community policing program for Columbia's trails), a volunteer recognition in the spring, and the eighth city-wide "Cleanup Columbia" including sponsorship by local media and businesses. The Adopt a Spot beautification continued with over 55 projects throughout the community. The Office sponsored it's third 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 continue 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 Office also plays a leadership role with the Mid-Missouri VOAD (Volunteer Organizations Active in Disaster), a group that works on planning for volunteer and donations management in the event of a disaster.

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, scholarships, and receiving other gifts and grants on behalf of the City.

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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**	

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Office of Volunteer Services

753-0710

DESCRIPTION

This office coordinates the promotion of volunteer opportunities within City Government. Advised by a Volunteer Working Group made up of city staff from a variety of departments, the office recruits volunteers, matches them with projects that compliment their interest and experience, and tracks their volunteer hours. The office also works on volunteer recognition activities and public relations events to promote volunteerism for City government.

In addition to general volunteer coordination, the Office of Volunteer Services coordinates a number of specific programs including the Park Patrol, the Adopt a Spot Beautification program, Cleanup Columbia, Youth in Action, and TreeKeepers, a program conducted in conjunction with the Parks & Recreation Department.

HIGHLIGHTS / SIGNIFICANT CHANGES

During fiscal year 2004, about 40,000 volunteer hours were reported at a value of over $685,000 not including hours contributed by boards and commissions. Highlights during 2003 include the graduation of a seventh TreeKeepers program, the continuation of the Park Patrol (a community policing program for Columbia's trails), a volunteer recognition in the spring, and the eighth city-wide "Cleanup Columbia" including sponsorship by local media and businesses.

The Adopt a Spot beautification continued with over 55 projects throughout the community. The Office sponsored it's third 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 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 97,898	$ 101,347	$ 101,347	$ 106,818	5.4%
Supplies and Materials	18,425	20,500	17,073	26,833	30.9%
Travel and Training	742	1,550	1,400	1,550	0.0%
Intragovernmental Charges	17,400	19,702	19,702	19,008	(3.5%)
Utilities, Services, & Misc.	5,305	5,670	5,561	5,670	0.0%
Capital	0	0	0	0	
Other	0	0	0	1,750	
Total	**$ 139,770**	**$ 148,769**	**$ 145,083**	**$ 161,629**	**8.6%**

AUTHORIZED PERSONNEL

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	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 2004, 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 $40,000 has been raised since Share the Light, was created with over $27,600 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 was successful in raising over $84,000 to repair the Martin Luther King, Jr. Memorial and has also raised $1,200 for ARC Scholarship, received $1,000 for the Police Department and $1,000 for the Columbia Fire Department.

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 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 0	0	$ 0	$ 0	
Supplies and Materials	6,403	7,100	6,425	7,100	0.0%
Travel and Training	1,478	2,000	200	1,950	(2.5%)
Intragovernmental Charges	0	212	212	180	(15.1%)
Utilities, Services, & Misc.	3,720	9,250	4,800	9,250	0.0%
Capital	0	0	0	0	
Other	83,420	68,017	68,017	0	(100.0%)
Total	**$ 95,021**	**$ 86,579**	**$ 79,654**	$ **18,480**	**(78.7%)**

AUTHORIZED PERSONNEL

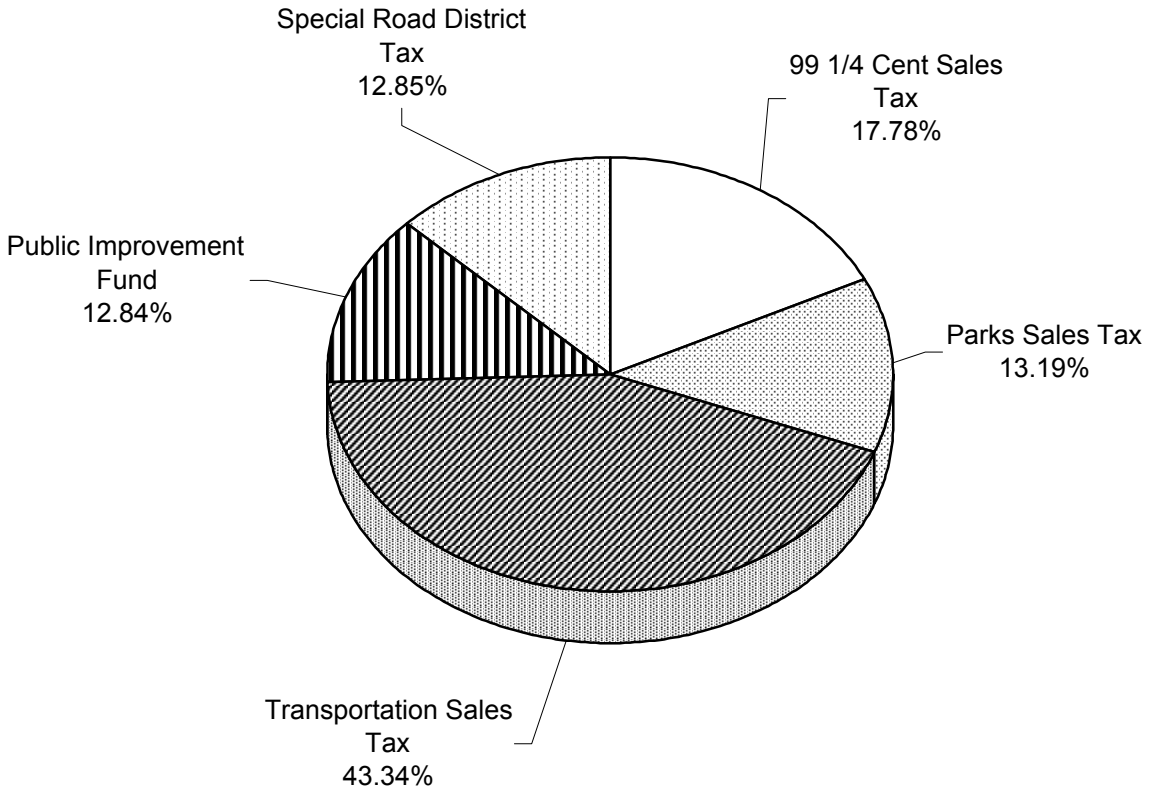
	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
There are no personnel assigned to this budget.					

Other Special Revenue Funds

City of Columbia

Columbia, Missouri

Other Special Revenue Funds
FY 2005



APPROPRIATIONS

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
99 1/4 Cent Sales Tax	$ 3,696,600	$ 4,661,628	$ 4,661,628	$ 3,745,587	(19.7%)
Parks Sales Tax	3,108,789	3,185,766	3,185,766	2,780,147	(12.7%)
Transportation Sales Tax	7,597,235	7,401,520	7,401,520	9,131,067	23.4%
Public Improvement Fund	655,645	610,150	574,575	2,705,058	343.3%
Special Road District Tax	111,431	1,045,808	1,045,808	2,708,425	159.0%
Total	**15,169,700**	**16,904,872**	**16,869,297**	**21,070,284**	**24.6%**

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

Much of the revenues collected on an annual basis in the special revenue funds are accumulated for use to fund projects in the Capital Improvement Plan (CIP) . They FY 2005 CIP requires significant draw downs of fund balance in the Transportation Sales Tax and Special Road District Tax Funds. The Park Sales Tax Fund is accumulating over $1.5 million that will be utilized to fund the Master Parks Plan in future capital improvement plans.

APPROPRIATIONS

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	35,556	36,391	36,391	34,845	(4.2%)
Utilities, Services & Misc.	8,828	0	0	0	
Capital	0	0	0	0	
Other	15,125,316	16,868,481	16,832,906	21,035,439	24.7%
Total	**15,169,700**	**16,904,872**	**16,869,297**	**21,070,284**	**24.6%**
Summary					
Operating Expenses	44,384	36,391	36,391	34,845	(4.2%)
Non-Operating Expenses	15,125,316	16,868,481	16,832,906	21,035,439	24.7%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **15,169,700**	$ **16,904,872**	$ **16,869,297**	$ **21,070,284**	**24.6%**

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99 1/4 CENT SALES TAX FUND

Fund 219

DESCRIPTION

On November 8, 1999, Columbia voters passed a five year extension of the one quarter cent capital improvement sales tax. This vote extended the tax from January 1, 2001 to December 31, 2005. Projects approved included a new Recreation Center, additional Fire Station, new and replacement fire equipment, and other park funding. The 2005 CIP completes appropriations of all ballot projects.

RESOURCES

		Adopted FY 2005
99 1/4 Cent Sales Tax Receipts	$	4,268,000
Investment Revenue		45,000
Total Resources		**4,313,000**

EXPENDITURES

99 1/4 Cent Sales Tax Transfer - CIP		381,087
COPS Public Building/Fire DSF		1,009,350
COPS Recreation Center		2,355,150
Total Expenditures		**3,745,587**
Revenues Over Expenditures	$	**567,413**

APPROPRIATIONS

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
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	3,696,600	4,661,628	4,661,628	3,745,587	(19.7%)
Total	**3,696,600**	**4,661,628**	**4,661,628**	**3,745,587**	**(19.7%)**
Summary					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	3,696,600	4,661,628	4,661,628	3,745,587	(19.7%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **3,696,600**	$ **4,661,628**	$ **4,661,628**	$ **3,745,587**	**(19.7%)**

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. The 2005 CIP completes appropriations for the development of Stephen's Park.

RESOURCES

	Adopted FY 2005
FY 2005 Parks Sales Taxes Receipts	$ 4,268,000
Investment Revenue	30,000
Total Resources	**4,298,000**

EXPENDITURES

General Fund	253,380
Lease Debt Service	1,668,250
Capital Projects	300,000
Recreation Services Fund	557,230
General & Administrative Fee	1,287
Total Expenditures	**2,780,147**
Revenues Over Expenditures	$ **1,517,853**

APPROPRIATIONS

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	849	816	816	1,287	57.7%
Utilities, Services & Misc.	0	0	0	0	
Capital	0	0	0	0	
Other	3,107,940	3,184,950	3,184,950	2,778,860	(12.8%)
Total	**3,108,789**	**3,185,766**	**3,185,766**	**2,780,147**	**(12.7%)**
Summary					
Operating Expenses	849	816	816	1,287	57.7%
Non-Operating Expenses	3,107,940	3,184,950	3,184,950	2,778,860	(12.8%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **3,108,789**	$ **3,185,766**	$ **3,185,766**	$ **2,780,147**	**(12.7%)**

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 2005
FY 2005 Transportation Sales Taxes Receipts	$ 8,536,500
Investment Revenue	55,000
Total Resources	**8,591,500**

EXPENDITURES

Bus Subsidy	1,600,000
Airport Subsidy	770,970
Street and Sidewalk Related	4,808,097
CIP	1,952,000
Total Expenditures	**9,131,067**
Revenues Under Expenditures	$ **(539,567)**

APPROPRIATIONS

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services & Misc.	0	0	0	0	
Capital	0	0	0	0	
Other	7,597,235	7,401,520	7,401,520	9,131,067	23.4%
Total	**7,597,235**	**7,401,520**	**7,401,520**	**9,131,067**	**23.4%**
Summary					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	7,597,235	7,401,520	7,401,520	9,131,067	23.4%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **7,597,235**	$ **7,401,520**	$ **7,401,520**	$ **9,131,067**	**23.4%**

PUBLIC IMPROVEMENT FUND

Fund 222

DESCRIPTION

The Public Improvement Fund was established to account for and disburse monies the City receives from the city sales tax that it allocates for the Capital Improvement Plan. This fund receives a portion of the city sales tax and is allocated for a wide range of public improvements to the City which includes general government projects in the Capital Improvement Plan. The amount of the General Fund Sales Tax allocated for FY 2005 is 4.1%.

RESOURCES

	Adopted FY 2005
FY 2005 Sales Taxes Receipts	$ 704,570
Development Fees	450,000
Investment Revenue	130,000
Total Resources	**1,284,570**

EXPENDITURES

General and Administrative Fees	33,558
Capital Projects	2,441,500
Engineering Transfer	230,000
Total Expenditures	**2,705,058**
Revenues Under Expenditures	$ **(1,420,488)**

APPROPRIATIONS

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	34,707	35,575	35,575	33,558	(5.7%)
Utilities, Services & Misc.	8,828	0	0	0	
Capital	0	0	0	0	
Other	612,110	574,575	539,000	2,671,500	365.0%
Total	**655,645**	**610,150**	**574,575**	**2,705,058**	**343.3%**
Summary					
Operating Expenses	43,535	35,575	35,575	33,558	(5.7%)
Non-Operating Expenses	612,110	574,575	539,000	2,671,500	365.0%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **655,645**	$ **610,150**	$ **574,575**	$ **2,705,058**	**343.3%**

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 2005
County Revenues	$ 1,200,000
Investment Revenue	75,000
Total Resources	**1,275,000**
EXPENDITURES	
Capital Projects Transfer	2,595,000
General Fund Transfer	113,425
Total Expenditures	**2,708,425**
Revenues Under Expenditures	$ **(1,433,425)** ^

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

APPROPRIATIONS

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
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	111,431	1,045,808	1,045,808	2,708,425	159.0%
Total	**111,431**	**1,045,808**	**1,045,808**	**2,708,425**	**159.0%**
Summary					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	111,431	1,045,808	1,045,808	2,708,425	159.0%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **111,431**	$ **1,045,808**	$ **1,045,808**	$ **2,708,425**	**159.0%**

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CAPITAL PROJECTS SUMMARY

DESCRIPTION

The City prepares a five year capital plan to address the capital needs of current and future years. The Capital Improvement Plan (CIP) is coordinated by the Planning Department. This plan contains two distinct sections: General Government and Enterprise. General government capital needs are funded primarily with Sales Taxes that are set aside, either by Council policy for general capital needs or voter referendum for specific projects. Enterprise capital projects are funded primarily through revenues generated by the enterprise.

MAJOR CAPITAL PROJECTS

This year's budget shows continued funding from the 1999 1/4 cent capital improvement sales tax , which will expire in Dec. of 2005, STP Grants and Local Parks Sales Tax. Our continued emphasis will be maintaining the facilities and infrastructure we have and to construct new infrastructure needed for a growing community. The City hired a consultant to develope a financing strategy for transportation. Therefore most of the funding sources for the 2006 and beyond projects are designated as unfunded. Major projects for next year include:

- Major road project Southhampton, South of Nifong $1,980,000
- Design work on several projects including Scott Blvd., Vandiver, and Brown School Road
- Funding of $668,990 for Phase II of Flatbranch Park
- Funding for the Public Building Expansion Project with a $700,000 transfer of General Funds as per the financing plan and continued funding for additional fire station sites $400,000.
- Continued major expansion of the Water Treatment Plant and addition of 36" transmission line from McBaine as approved by voters in the 2003 Ballot issue.
- Rehabilitation of Runway 13-31 utilizing a grant from the FAA.
- 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 2005 in the Water Utility, Electric and Sanitary Sewer. Revenue Bond Ballot issues be placed on the November 2003 ballot to fund projects Water and Sewer Utilities pass by a wide margin.

OPERATING IMPACT

The FY 2005 operating budget has the increased cost of a full year of operations of the Health Facility (Sandford-Kimpton Building) which opened in June of 2004. With the opening of the Health Facility the internal service fee methodology for Building Maintenance and Custodial changed slightly for FY 2005. The fees are assessed based on square footage, where as in the past they have been assessed based on time spent in each building. In FY 2006 staff anticipates increases to the allocation as there will be a year's worth of information to once again asses charges based on time spent. Funding that had previously been appropriated for public building expansions will now be used to renovate and prepare the Howard Building which will be used as an interim location during various building renovations and will eventually house the parking division.

CAPITAL PROJECTS FUNDING SOURCES

Abbreviations	Funding Source Descriptions
97 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 Proc	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.

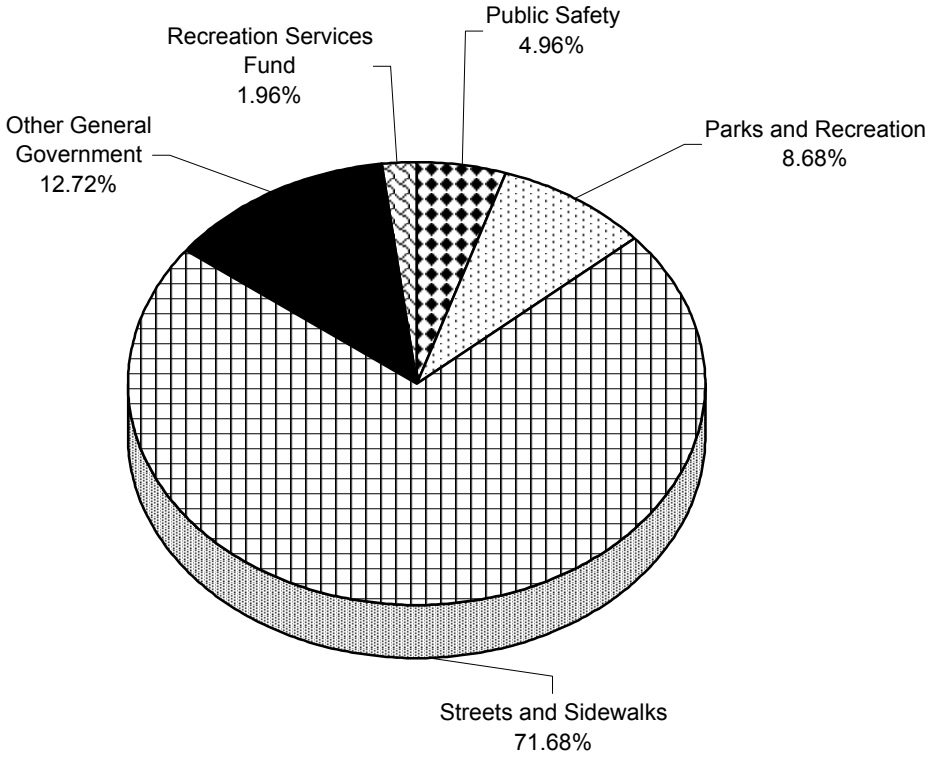
Abbreviations	Funding Source Descriptions
Unfunded	Unfunded - Projects beyond current FY which have no definite funding commitment.
Unfunded/Ballot	Unfunded/Ballot - Projects beyond current FY which will go before the voters in a ballot issue.

Capital Projects - General Government

City of Columbia

Columbia, Missouri

General Government Capital Projects
FY 2005



GENERAL GOVERNMENT CAPITAL PROJECT EXPENDITURES

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
Capital Project Expenditures					
Public Safety	$ 1,060,448	$ 1,247,000	$ 1,247,000	$ 570,000	(54.3%)
Parks and Recreation	1,512,793	1,801,282	1,801,282	997,674	(44.6%)
Health	1,754,701	0	0	0	
Streets and Sidewalks	3,316,123	10,816,451	10,816,451	8,240,244	(23.8%)
Other General Government	169,245	1,530,575	1,530,575	1,462,558	(4.4%)
Total	**7,813,310**	**15,395,308**	**15,395,308**	**11,270,476**	**(26.8%)**
Gen. Gov. CIP Budgeted in Otr. Fds:					
Recreation Services Fund	2,319,284	710,000	710,000	225,000	(68.3%)
Total Current Year Appr.	**$ 10,132,594**	**$ 16,105,308**	**$ 16,105,308**	**$ 11,495,476**	**(28.6%)**
Prior Year Appropriations		476,800	476,800	2,751,056	
Total General Gov. CIP		**16,582,108**	**16,582,108**	**14,246,532**	

CAPITAL PROJECTS - GENERAL GOVERNMENT - SUMMARY

PURPOSE

This budget adopts the FY 2005 portion of the capital improvements plan as the general government capital budget fo
the fiscal year. This budget accounts for funds from the Public Improvement Fund, Community Development Block Gran
Special Road District Fund, Special Assessments (tax bills), and related state and federal grants. After the projects ar
completed, improvements are capitalized per GASB 34 requirements

RESOURCES

		Adopted FY 2005
General Governement Capital:		
FY 2005 Sales Tax Allocation (1%	$	708,558
1999 CIP Sales Tax (1/4%) - Bonds Proceeds		381,087
Transportation Sales Tax (½%) - Operating Transfe		1,902,000
Parks Sales Tax (1/4%)		450,000
Capital Fund Balance		849,000
Developer Contributior		210,000
Developer Charge		1,786,500
Donation		61,587
Community Development Block Grant - Operating Transfe		350,000
Tax Bills - Miscellaneous Revenu		139,000
General Fund Transfer		700,000
County Road Tax Rebate		2,595,000
Grants: Federal Hwy Admin. Surface Transp. Program (STP) & Enhancement Program (STP Enh		1,032,744
		11,165,476
Resources in Other Funds:		
Force Account Labor (FAL)		105,000
Recreational Services Func		225,000
TOTAL AVAILABLE RESOURCES	$	**11,495,476**

EXPENDITURES

		Adopted FY 2005
Parks and Recreation	$	1,222,674
Public Safety		570,000
Streets and Sidewalks		8,240,244
Other General Government:		1,462,558
TOTAL BUDGETED EXPENDITURES	$	**11,495,476**

APPROPRIATIONS

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Percent Change
Personnel Services	$ 8,724	$ 0	$ 0	$ 0	
Supplies & Materials	419,262	0	0	0	
Travel & Training	1,614	0	0	0	
Intragovernmental Charges	2,325	0	0	0	
Utilities, Services & Misc	6,089,314	15,395,308	15,395,308	11,270,476	(26.8%)
Capital	550,972	0	0	0	
Other	741,099	0	0	0	
Total	**7,813,310**	**15,395,308**	**15,395,308**	**11,270,476**	**(26.8%)**
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	7,813,310	15,395,308	15,395,308	11,270,476	(26.8%)
Total Expenses	**$ 7,813,310**	**$ 15,395,308**	**$ 15,395,308**	**$ 11,270,476**	**(26.8%)**

FY 2005 FUNDING SOURCES

Capital Projects Detail Budget	Adopted FY 2005	Prior Year Appr.	Current Year Appr.	Gen Fd/ PI	1/4% 99 S Tax	FAL	RSR FD
FIRE DEPARTMENT							
1. Remodel Fire Station #2 - Worle	120,000		120,000				
10. Fire Station Sites	450,000		450,000				
TOTAL FIRE	570,000	0	570,000	0	0	0	0
PARKS & RECREATION							
5. Cosmo Rec Area Roads & Parkin	105,000		105,000			5,000	
7. Cosmo Rec Area Antimi Ballfield Improvmt	225,000		225,000				225,000
13. Fairview Park Improvement	110,000		110,000		75,000	35,000	
14. Mill Creek School/Park Developmer	15,000		15,000		15,000		
15. Smith-Manhasset Neighborhood Park De	102,000		102,000		77,000	25,000	
16. Oakland Park East Parking Lo	16,000		16,000		16,000		
40. Cosmo-Bethel - New Shelte	130,000		130,000		100,000	30,000	
41. Cosmo-Bethel Park Playground Renovatic	60,000		60,000			10,000	
49. Flat Branch Park Phase I	258,976	47,389	211,587				
55. Annual Major Maintenance Program	44,000		44,000		44,000		
56. Parks Acquisition Neighborhood Park	150,000		150,000				
63. Cosmo Skate Park/ Roller Hockey Board	32,727	32,727	0				
65. Greenbelt/Openspace/Trails Acquire/Devl	54,087		54,087		54,087		
TOTAL PARKS	1,302,790	80,116	1,222,674	0	381,087	105,000	225,000
STREETS & SIDEWALKS							
2. BLoop 70 Sdwlks: N Creasy Sprg-Gartl	295,000	295,000	0				
3. Broadway Sidewalk McBaine to West Blv	124,500	83,000	41,500				
7. Annual Sidewalk/Pedways (Const & Maint	127,000		127,000				
8. Downtown Sidewalk Improvement	150,000		150,000				
10. Garth/Business Loop Pedestrian Imprv	23,000	23,000	0				
11. First Ward Sidewalks	50,000		50,000				
13. Annual Street Program	1,245,000		1,245,000				
14. Annual Landscaping C40163	33,440		33,440				
15. Annual Pedestrian/Bicycle/Traffic Safet	100,000		100,000				
16a. City/State Projects	200,000		200,000				
16b. City/County Projects	200,000		200,000				
22a. Green Meadows Road (163 to Nifong	210,000		210,000				
22b. Southhampton: Nifong South to State Farr	1,980,000	538,500	1,441,500				
24. East Broadway: US 63 to Old 63	338,744		338,744				
33. Brown School Rd@ Hwy 763 Interchang	200,000		200,000				
37. Scott Blvd. Rollins Road to Brookvie	250,000		250,000				
38. Chapel Hill Rd:Scott to Gillespie Bridge R	2,186,500		2,186,500				
40. Vandiver: Intersct. Ramp E. to Mex. Grave	300,000		300,000				
46. Donnelly Avenue Improvement	28,000	28,000	0				
47. Ballenger Lane @ Aztec Sight Dist. Impr	45,000		45,000				
49. Traffic Islands - Old 63	125,000	58,440	66,560				
50. Traffic Islands: Stadium & Old 63	95,000		95,000				
53. Hope Place Reconstructior	130,000		130,000				
57. Landscaping Route AC	30,000		30,000				
59. Route K-Scott Blvd Intersectior	300,000		300,000				
60. 740 Eastward Extension Corridor Stud	500,000		500,000				
TOTAL STREETS & SIDEWALKS	9,266,184	1,025,940	8,240,244	0	0	0	0
OTHER GENERAL GOVERNMENT							
1. Engineering Transfer	230,000		230,000	230,000			
2. G & A Fees	33,558		33,558	33,558			
3. City Office Space - Bldg Expnsn & Renov	700,000		700,000				
4. City Office Space - Gentry Building	640,000	640,000	0				
5. City Office Space - Howard Building	1,005,000	1,005,000	0				
6. Acquire remainder of City Hall Bloc	200,000		200,000	200,000			
9. Contingency	100,000		100,000	100,000			
10. Pre-lim Project Studies	20,000		20,000	20,000			
12. Replace Severe Weather Siren	54,000		54,000				
11. Public Bldgs Major Maint/Renovation	75,000		75,000	75,000			
13. Downtown Special Projects C0014	50,000		50,000	50,000			
TOTAL OTHER GENERAL GOVT	3,107,558	1,645,000	1,462,558	708,558	0	0	0
TOTAL GENERAL GOVERNMENT CIP	14,246,532	2,751,056	11,495,476	708,558	381,087	105,000	225,000

FY 2005 FUNDING SOURCES

Parks Sales Tax	Transp. Sales Tax	General Fund Transfer	CAP FB	County Rd Tax Rebate	STP	CDBG	Donation	Tax Bill	STP Enh	Dev Contr	Dev Charge
						120,000					
			450,000								
0	0	0	450,000	0	0	120,000	0	0	0	0	0
100,000											
50,000											
150,000							61,587				
150,000											
450,000	0	0	0	0	0	0	61,587	0	0	0	0
								41,500			
	127,000										
	50,000					50,000		50,000			
						50,000					
	900,000		345,000								
	33,440										
	100,000										
				200,000							
				200,000							
										210,000	
					694,000			47,500			700,000
									338,744		
				200,000							
				250,000							
				1,100,000							1,086,500
				300,000							
				45,000							
	66,560										
	95,000										
						130,000					
	30,000										
				300,000							
	500,000										
0	1,902,000	0	345,000	2,595,000	694,000	230,000	0	139,000	338,744	210,000	1,786,500
		700,000									
			54,000								
0	0	700,000	54,000	0	0	0	0	0	0	0	0
450,000	1,902,000	700,000	849,000	2,595,000	694,000	350,000	61,587	139,000	338,744	210,000	1,786,500

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General Government Summary

	Funding Source	Total	Current Budget FY04	Projected Budget FY05	Requested Budget FY06	Priority Needs FY07-09
Funding Source Summary	Gen Fd/PI	$2,920,633	$539,075	$708,558	$461,000	$1,212,000
	1/4 99 S Tax	$1,884,087	$1,503,000	$381,087	$0	$0
	Transp S Tax	$2,671,000	$739,000	$1,902,000	$30,000	$0
	Park Sales Tax	$3,044,513	$1,969,700	$450,000	$624,813	$0
	Gen Fd Transfer	$825,000	$125,000	$700,000	$0	$0
	CAP FB	$1,194,000	$345,000	$849,000	$0	$0
	All	$968,000	$788,000	$0	$0	$180,000
	CDBG	$1,580,000	$156,000	$350,000	$596,000	$478,000
	Pub Bldg Bond Proc	$12,151,353	$0	$0	$12,151,353	$0
	Co rd tax reb	$4,686,900	$1,146,900	$2,595,000	$0	$945,000
	MODOT	$4,649,256	$4,649,256	$0	$0	$0
	Dev charge	$1,786,500	$0	$1,786,500	$0	$0
	STP	$1,421,200	$727,200	$694,000	$0	$0
	FAL	$1,180,909	$283,909	$105,000	$90,000	$702,000
	Tax Bill	$877,100	$98,000	$139,000	$278,000	$362,100
	Bond Bal	$0	$0	$0	$0	$0
	Grant	$299,000	$299,000	$0	$0	$0
	Sale of Equipment	$225,000	$225,000	$0	$0	$0
	Dev Contrib	$7,685,000	$575,000	$210,000	$0	$6,900,000
	Contrib from Utilities	$120,450	$0	$0	$0	$120,450
	RSR	$225,000	$0	$225,000	$0	$0
	Rental Income	$50,000	$50,000	$0	$0	$0
	Col. Trust Donations	$35,000	$35,000	$0	$0	$0
	DLF	$600,000	$600,000	$0	$0	$0
	STPEnh	$338,744	$0	$338,744	$0	$0
	County Grant	$292,500	$292,500	$0	$0	$0
	Donation	$137,587	$76,000	$61,587	$0	$0
	Subtotal	**$51,848,732**	**$15,222,540**	**$11,495,476**	**$14,231,166**	**$10,899,550**
	PYA GF/PI	$586,500	$546,000	$0	$40,500	$0
	PYA Park S Tax	$10,000	$10,000	$0	$0	$0
	PYA 1/4 99 ST	$1,568,000	$1,568,000	$0	$0	$0
	PYA 1/4 96 ST	$2,584,659	$2,320,219	$264,440	$0	$0
	PYA Transp S Tax	$798,100	$798,100	$0	$0	$0
	PYA Gen Fd Transfer	$1,695,817	$50,817	$1,645,000	$0	$0
	PYA All	$782,000	$782,000	$0	$0	$0
	PYA/CDBG	$254,000	$254,000	$0	$0	$0
	PYA Dev Contrib	$15,000	$15,000	$0	$0	$0
	PYA PB Bond Proc	$361,830	$361,830	$0	$0	$0
	PYA Co rd tax	$2,380,000	$1,841,500	$538,500	$0	$0
	PYA Cont. from Utilities	$1,250,000	$0	$0	$1,250,000	$0
	PYA STP	$1,611,200	$1,611,200	$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	$284,500	$126,500	$158,000	$0	$0
	Prior Year App	$64,480	$17,091	$47,389	$0	$0
	Subtotal	**$14,672,952**	**$10,664,123**	**$2,718,329**	**$1,290,500**	**$0**
	Future Financing	$6,403,415	$0	$0	$828,821	$5,574,594
	Unfund/Donat/Grant	$5,020,000	$0	$305,000	$0	$4,715,000
	Unfunded	$127,746,248	$0	$0	$17,116,148	$110,630,100
	Subtotal	**$139,169,663**	**$0**	**$305,000**	**$17,944,969**	**$120,919,694**
	Total	**$205,691,347**	**$25,886,663**	**$14,518,805**	**$33,466,635**	**$131,819,244**

PROJECTS	Funding Source	Total	Current Budget FY04	Projected Budget FY05	Requested Budget FY06	Priority Needs FY07-09
Streets & Sidewalks	Gen Fd/PI	$44,500	$44,500	$0	$0	$0
	Transp S Tax	$2,671,000	$739,000	$1,902,000	$30,000	$0
	AII	$968,000	$788,000	$0	$0	$180,000
	CDBG	$760,000	$50,000	$230,000	$330,000	$150,000
	Co rd tax reb	$4,686,900	$1,146,900	$2,595,000	$0	$945,000
	MODOT	$4,327,256	$4,327,256	$0	$0	$0
	Dev charge	$1,786,500	$0	$1,786,500	$0	$0
	STP	$1,421,200	$727,200	$694,000	$0	$0
	Tax Bill	$877,100	$98,000	$139,000	$278,000	$362,100
	Bond Bal	$0	$0	$0	$0	$0
	CAP FB	$345,000	$0	$345,000	$0	$0
	Dev Contrib	$7,685,000	$575,000	$210,000	$0	$6,900,000
	STPEnh	$338,744	$0	$338,744	$0	$0
	County Grant	$292,500	$292,500	$0	$0	$0
	MODOT BRM	$322,000	$322,000	$0	$0	$0
	Subtotal	**$26,525,700**	**$9,110,356**	**$8,240,244**	**$638,000**	**$8,537,100**
	PYA GF/PI	$249,500	$209,000	$0	$40,500	$0
	PYA 1/4 96 ST	$2,584,659	$2,320,219	$264,440	$0	$0
	PYA Transp S Tax	$798,100	$798,100	$0	$0	$0
	PYA AII	$782,000	$782,000	$0	$0	$0
	PYA/CDBG	$254,000	$254,000	$0	$0	$0
	PYA Co rd tax	$2,380,000	$1,841,500	$538,500	$0	$0
	PYA STP	$1,611,200	$1,611,200	$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	$284,500	$126,500	$158,000	$0	$0
	PYA Dev Contrib	$15,000	$15,000	$0	$0	$0
	Subtotal	**$9,385,825**	**$8,319,385**	**$1,025,940**	**$40,500**	**$0**
	Unfunded	**$98,942,100**	**$0**	**$0**	**$15,175,000**	**$83,767,100**
	Total	**$134,853,625**	**$17,429,741**	**$9,266,184**	**$15,853,500**	**$92,304,200**

Parks & Recreation Summary	1/4 99 S Tax	$787,087	$406,000	$381,087	$0	$0
	Park Sales Tax	$3,044,513	$1,969,700	$450,000	$624,813	$0
	CDBG	$654,000	$60,000	$0	$266,000	$328,000
	FAL	$1,180,909	$283,909	$105,000	$90,000	$702,000
	Grant	$299,000	$299,000	$0	$0	$0
	RSR	$225,000	$0	$225,000	$0	$0
	DLF	$600,000	$600,000	$0	$0	$0
	Gen Fd/PI	$15,000	$15,000	$0	$0	$0
	Donation	$137,587	$76,000	$61,587	$0	$0
	Subtotal	**$6,943,096**	**$3,709,609**	**$1,222,674**	**$980,813**	**$1,030,000**
	Prior Year App	$64,480	$17,091	$47,389	$0	$0
	PYA Grants	$14,727	$0	$14,727	$0	$0
	PYA 1/4 99 S Tax	$18,000	$0	$18,000	$0	$0
	PYA Park S Tax	$10,000	$10,000	$0	$0	$0
	Subtotal	**$107,207**	**$27,091**	**$80,116**	**$0**	**$0**
	Unfund/Donat/Grant	$5,020,000	$0	$305,000	$0	$4,715,000
	Unfunded	$26,058,000	$0	$0	$440,000	$25,618,000
	Subtotal	**$31,078,000**	**$0**	**$305,000**	**$440,000**	**$30,333,000**
	Total	**$38,128,303**	**$3,736,700**	**$1,607,790**	**$1,420,813**	**$31,363,000**

PROJECTS	Funding Source	Total	Current Budget FY04	Projected Budget FY05	Requested Budget FY06	Priority Needs FY07-09
Fire	1/4 99 S Tax	$1,097,000	$1,097,000	$0	$0	$0
	CAP FB	$555,000	$105,000	$450,000	$0	$0
	CDBG	$120,000	$0	$120,000	$0	$0
	Sale of Equipment	$225,000	$225,000	$0	$0	$0
	Subtotal	**$1,997,000**	**$1,427,000**	**$570,000**	**$0**	**$0**
	PYA GF/PI	$337,000	$337,000	$0	$0	$0
	PYA 1/4 99 ST	$1,568,000	$1,568,000	$0	$0	$0
	Subtotal	**$1,905,000**	**$1,905,000**	**$0**	**$0**	**$0**
	Future Financing	$6,403,415	$0	$0	$828,821	$5,574,594
	Unfunded	$1,851,148	$0	$0	$1,351,148	$500,000
	Subtotal	**$8,254,563**	**$0**	**$0**	**$2,179,969**	**$6,074,594**
	Total	**$12,156,563**	**$3,332,000**	**$570,000**	**$2,179,969**	**$6,074,594**

Other General Government	Gen Fd/PI	$2,861,133	$479,575	$708,558	$461,000	$1,212,000
	Pub Bldg Bond Proc	$12,151,353	$0	$0	$12,151,353	$0
	Contrib from Utilities	$120,450	$0	$0	$0	$120,450
	CDBG	$46,000	$46,000	$0	$0	$0
	CAP FB	$294,000	$240,000	$54,000	$0	$0
	Col. Trust Donations	$35,000	$35,000	$0	$0	$0
	Gen Fd Transfer	$825,000	$125,000	$700,000	$0	$0
	Rental Income	$50,000	$50,000	$0	$0	$0
	Subtotal	**$16,382,936**	**$975,575**	**$1,462,558**	**$12,612,353**	**$1,332,450**
	PYA Cont. from Utilities	$1,250,000	$0	$0	$1,250,000	$0
	PYA Gen Fd Transfer	$1,695,817	$50,817	$1,645,000	$0	$0
	PYA PB Bond Proc	$361,830	$361,830	$0	$0	$0
	Subtotal	**$3,307,647**	**$412,647**	**$1,645,000**	**$1,250,000**	**$0**
	Unfunded	**$895,000**	**$0**	**$0**	**$150,000**	**$745,000**
	Total	**$20,585,583**	**$1,388,222**	**$3,107,558**	**$14,012,353**	**$2,077,450**

PROJECTS	Funding Source	Total	Current Budget FY04	Projected Budget FY05	Requested Budget FY06	Priority Needs FY07-09
Streets & Sidewalks						
Sidewalks						
1. Sidewalk Construction						
Paris Road to Old 63 at	PYA Transp S Tax	$32,000	$32,000			
Business Loop 70 - C00127	Total	$32,000	$32,000	$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
2a. Bus. Loop 70 Sidewalk,	Unfunded	$25,000			$25,000	
Sexton to West Blvd.	Total	$25,000	$0	$0	$25,000	$0
3. Broadway Sidewalks;	Tax Bill	$41,500		$41,500		
McBaine to West Blvd, north	PYA 1/4 96 ST	$83,000		$83,000		
side C00068	Total	$124,500	$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	$0
Blue Ridge Rd to the South	PYA GF/PI	$40,500			$40,500	$0
of Oakland Park C00157	Total	$70,500	$0	$0	$70,500	$0
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/Pedways	PYA 1/4 96 ST	$58,285	$58,285			
(New construction and	Unfunded	$824,000			$204,000	$620,000
reconstruction)	Transp S Tax	$152,000	$25,000	$127,000		
C40162	Gen Fd/PI	$14,500	$14,500			
	Total	$1,048,785	$97,785	$127,000	$204,000	$620,000
8. * Downtown Sidewalks	Tax Bill	$300,000	$50,000	$50,000	$50,000	$150,000
Improvements	CDBG	$250,000	$0	$50,000	$50,000	$150,000
	Unfunded	$200,000	$0		$50,000	$150,000
C00171	Transp S Tax	$50,000	$0	$50,000		
	Total	$800,000	$50,000	$150,000	$150,000	$450,000
8a. Broadway and 5th	Unfunded	$338,000				$338,000
Intersection Improvements	Total	$338,000	$0	$0	$0	$338,000
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	PYA 1/4 96 ST	$23,000		$23,000		
Pedestrian Imprv. C00159	Total	$23,000	$0	$23,000	$0	$0
11. First Ward	CDBG	$150,000	$50,000	$50,000	$50,000	
Sidewalks C00160	CAP FB	$0		$0		
	Total	$150,000	$50,000	$50,000	$50,000	$0
12. Fairview Road Sidewalks;	Unfunded	$206,600				$206,600
School to N of Rollins	Total	$206,600	$0	$0	$0	$206,600
Streets						
13. Annual Streets/Corridor	PYA 1/4 96 ST	$6,334	$6,334			
Preservation C40158	Co rd tax reb	$211,000	$211,000			
	Transp S Tax	$1,204,000	$304,000	$900,000		
	Dev Contrib	$110,000	$110,000			
	Unfunded	$3,784,000			$918,000	$2,866,000
	PYA Cap FB	$361,866	$361,866			
	CAP FB	$345,000		$345,000		
	AII	$388,000	$388,000			
	Total	$6,410,200	$1,381,200	$1,245,000	$918,000	$2,866,000
14. Annual Landscaping	Transp S Tax	$33,440		$33,440	$0	$0
C40163	Unfunded	$412,000			$102,000	$310,000
	PYA 1/4 96 ST	$17,500	$17,500			
	Total	$462,940	$17,500	$33,440	$102,000	$310,000
15. Annual Pedestrian/bicycle/	Transp S Tax	$100,000		$100,000	$0	$0
Traffic safety	Unfunded	$412,000			$102,000	$310,000
C40159	PYA Transp S Tax	$58,000	$58,000			
	Total	$570,000	$58,000	$100,000	$102,000	$310,000
16a. City/State Projects	PYA GF/PI	$209,000	$209,000			
C40160	Co rd tax reb	$200,000		$200,000		
	Unfunded	$824,000			$204,000	$620,000
	Total	$1,233,000	$209,000	$200,000	$204,000	$620,000
16b. City/County Projects	Unfunded	$824,000			$204,000	$620,000
C40161	Co rd tax reb	$200,000		$200,000		
	Total	$1,024,000	$0	$200,000	$204,000	$620,000

* Projects funded from annual sidewalk allocation

PROJECTS	Funding Source	Total	Current Budget FY04	Projected Budget FY05	Requested Budget FY06	Priority Needs FY07-09
17b. Brown Station Road;	Tax Bill	$33,000				$33,000
Starke Ave to Rutledge	Unfunded	$692,000				$692,000
	Total	$725,000	$0	$0	$0	$725,000
17c. Brown Station Road:	Tax Bill	$39,000				$39,000
Rutledge to Waco	Unfunded	$999,000				$999,000
	Total	$1,038,000	$0	$0	$0	$1,038,000
18. Lemone Industrial Blvd; N to	PYA Co rd tax	$400,000	$400,000			
Stadium Blvd & Stadium Ext.	Unfunded	$7,800,000				$7,800,000
(Two Bridges) - C00128	Total	$8,200,000	$400,000	$0	$0	$7,800,000
19. Rock Quarry Road;	Unfunded	$87,000				$87,000
Nifong to new Route AC	PYA AII	$591,000	$591,000			
C00069	Tax Bill	$1,100				$1,100
	PYA Tax Bill	$28,000	$28,000			
	Total	$707,100	$619,000	$0	$0	$88,100
20. 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	$900,000	$0	$0	$0
21. Forum Boulevard;	PYA 1/4 96 ST	$670,000	$670,000			
S to Old Plank Road	PYA Co rd tax	$119,000	$119,000			
C00071	PYA Tax Bill	$11,000	$11,000			
	Transp S Tax	$210,000	$210,000			
	Total	$1,010,000	$1,010,000	$0	$0	$0
22a. Green Meadows Road;	PYA Tax bill	$47,500	$47,500			
State Route 163 to Nifong	PYA STP	$1,611,200	$1,611,200			
C00103	PYA AII	$191,000	$191,000			
	Dev Contrib	$210,000		$210,000		
	Co rd tax reb	$164,300	$164,300			
	Total	$2,224,000	$2,014,000	$210,000	$0	$0
22b. * Southampton; Nifong	Tax Bill	$47,500		$47,500		
south to existing pavement	STP	$694,000		$694,000		
@ State Farm	Dev charge	$700,000		$700,000		
C00209	PYA Co rd tax	$538,500		$538,500		
	Total	$1,980,000	$0	$1,980,000	$0	$0
23. 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	PYA Transp S Tax	$130,000	$130,000			
	Total	$793,500	$793,500	$0	$0	$0
24. East Broadway; US 63	MODOT	$4,327,256	$4,327,256			
to Old 63 C00072	STPEnh	$338,744		$338,744		
	PYA 1/4 96 ST	$419,000	$419,000			
	Total	$5,085,000	$4,746,256	$338,744	$0	$0
25a. Providence Road;	Unfunded	$3,200,000			$400,000	$2,800,000
Vandiver to Blue Ridge	Total	$3,200,000	$0	$0	$400,000	$2,800,000
25b. Providence Road; Blue	Unfunded	$2,360,000				$2,360,000
Ridge to Brown School	Total	$2,360,000	$0	$0	$0	$2,360,000
26. Blue Ridge Road;	Tax Bill	$48,000	$48,000			$0
Garth to Hwy 763	STP	$727,200	$727,200			
C00094	PYA Co rd tax	$80,000	$80,000			
	Co rd tax reb	$300,000	$300,000			
	Total	$1,155,200	$1,155,200	$0	$0	$0
27. Smiley Lane; Northwest	Unfunded	$1,586,000				$1,586,000
Loop to Providence	Total	$1,586,000	$0	$0	$0	$1,586,000
28. Mexico Gravel Road;	Unfunded	$2,334,000				$2,334,000
US 63 to Vandiver	Total	$2,334,000	$0	$0	$0	$2,334,000
29. Auburn Hills@Hwy 763 Inter.	AII	$400,000	$400,000			
south (Sidewalk & Land	PYA 1/4 96 ST	$58,100	$58,100			
Acquisition) C00053	Total	$458,100	$458,100	$0	$0	$0
30. St. Charles Road; Keene	Unfunded	$4,560,000			$475,000	$4,085,000
to Grace Lane	Total	$4,560,000	$0	$0	$475,000	$4,085,000

* Reallocated from Blackfoot Project #C00130

PROJECTS	Funding Source	Total	Current Budget FY04	Projected Budget FY05	Requested Budget FY06	Priority Needs FY07-09
31. 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	$322,000	$322,000			
	Co rd tax reb	$341,600	$341,600			
	Transp S Tax	$200,000	$200,000			
	Total	$1,069,600	$1,069,600	$0	$0	$0
32. Northwest Loop; Creasy	Unfunded	$2,900,000				$2,900,000
Springs to Brown School	Total	$2,900,000	$0	$0	$0	$2,900,000
33. Brown School Road; Rte.	Unfunded	$5,740,000			$400,000	$5,340,000
763 to NW Loop Extension	Co rd tax reb	$200,000		$200,000		
C00210	Total	$5,940,000	$0	$200,000	$400,000	$5,340,000
34. I-70 Drive SW at West	PYA 1/4 96 ST	$314,500	$314,500			
Boulevard C00073	Total	$314,500	$314,500	$0	$0	$0
35. 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
36. * Blackfoot Road;	PYA Co rd tax	$206,500	$206,500			
Route E north 3500'	Unfunded	$2,103,500				$2,103,500
C00130	Total	$2,310,000	$206,500	$0	$0	$2,103,500
37. Scott Blvd (Route TT);	Unfunded	$9,295,000			$9,295,000	
Rollins Road to Brookview	Tax Bill	$86,000			$86,000	
Terrace	PYA 1/4 96 ST	$370,000	$370,000			
C00149	Co rd tax reb	$250,000		$250,000		
	Total	$10,001,000	$370,000	$250,000	$9,381,000	$0
38. Chapel Hill Road; Scott to	Co rd tax reb	$1,100,000		$1,100,000		
Gillespie Bridge Road	Dev charge	$1,086,500		$1,086,500		
C00202	County Grant	$292,500	$292,500			
	Total	$2,479,000	$292,500	$2,186,500	$0	$0
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	$300,000		$300,000		
Intersection Ramps east	Transp S Tax	$0				
to Mexico Gravel	Unfunded	$2,600,000			$2,600,000	
C00211	Total	$2,900,000	$0	$300,000	$2,600,000	$0
41. Mexico Gravel Road;	Tax Bill	$55,000				$55,000
Vandiver to Route PP	Co rd tax reb	$945,000				$945,000
	AII	$180,000				$180,000
	Unfunded	$755,000				$755,000
	Total	$1,935,000	$0	$0	$0	$1,935,000
42. Waco Road Extension;	Tax Bill	$84,000				$84,000
Brown Station to	Unfunded	$2,300,000				$2,300,000
Oakland Gravel	Total	$2,384,000	$0	$0	$0	$2,384,000
43. Historic Brick Street	Unfunded	$500,000				$500,000
Renovation	Total	$500,000	$0	$0	$0	$500,000
44. Neighborhood Curb	Unfunded	$750,000				$750,000
& Gutter Restoration	Total	$750,000	$0	$0	$0	$750,000
45. Bluff Creek Drive	Unfunded	$1,700,000				$1,700,000
Bridge	Total	$1,700,000	$0	$0	$0	$1,700,000
46. Donnelly Avenue	PYA/CDBG	$234,000	$234,000			
Improvements C00147	PYA Tax Bill	$28,000		$28,000		
	Total	$262,000	$234,000	$28,000	$0	$0
47. Ballenger Lane @	PYA Transp S Tax	$45,000	$45,000			
Aztec - Sight Distance	PYA Dev Contrib	$15,000	$15,000			
Improvements	Co rd tax reb	$45,000		$45,000		
C00121	Total	$105,000	$60,000	$45,000	$0	$0
48. Gillespie Bridge Road;	Unfunded	$2,500,000				$2,500,000
replace Perche Creek						
bridge	Total	$2,500,000	$0	$0	$0	$2,500,000
49. Traffic Islands; Old 63	Transp S Tax	$66,560		$66,560		
& Broadway	PYA 1/4 96 ST	$58,440		$58,440		
C00212	Total	$125,000	$0	$125,000	$0	$0

* Reallocated to South Hampton

PROJECTS	Funding Source	Total	Current Budget FY04	Projected Budget FY05	Requested Budget FY06	Priority Needs FY07-09
50. Traffic Islands; Stadium	Transp S Tax	$95,000		$95,000		
& Old 63 C00213	Total	$95,000	$0	$95,000	$0	$0
51. Traffic Islands: Stadium	Unfunded	$84,000			$84,000	
& Broadway	Total	$84,000	$0	$0	$84,000	$0
52. Hardin Street	CDBG	$230,000			$230,000	
Reconstruction	Total	$230,000	$0	$0	$230,000	$0
53. Hope Place	PYA/CDBG	$20,000	$20,000			
Reconstruction	CDBG	$130,000		$130,000		
C00161	Total	$150,000	$20,000	$130,000	$0	$0
54. Gans Road Interchange	Unfunded	$4,000,000				$4,000,000
at 63	Dev Contrib	$4,500,000				$4,500,000
	Total	$8,500,000	$0	$0	$0	$8,500,000
55. Gans Road - Providence	Unfunded	$9,560,000				$9,560,000
to 63 Interchange	Dev Contrib	$2,400,000				$2,400,000
	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	Transp S Tax	$60,000		$30,000	$30,000	
C00183	Total	$90,000	$30,000	$30,000	$30,000	$0
58. Rollins - Providence	Unfunded	$950,000				$950,000
Intersection C00214	Total	$950,000	$0	$0	$0	$950,000
59. Route K-Scott Blvd	Co rd tax reb	$300,000		$300,000		
Intersection	Total	$300,000	$0	$300,000	$0	$0
60. 740 Eastward Extension	Transp S Tax	$500,000		$500,000		
Corridor Study	Total	$500,000	$0	$500,000	$0	$0
61. Sinclair: Nifong to Rte K	Unfunded	$2,400,000				$2,400,000
	Total	$2,400,000	$0	$0	$0	$2,400,000
62. Clark Ln: Rte PP to LOW	Unfunded	$1,250,000				$1,250,000
	Total	$1,250,000	$0	$0	$0	$1,250,000
	Gen Fd/PI	$44,500	$44,500	$0	$0	$0
Streets & Sidewalks	Transp S Tax	$2,671,000	$739,000	$1,902,000	$30,000	$0
Summary	All	$968,000	$788,000	$0	$0	$180,000
	CDBG	$760,000	$50,000	$230,000	$330,000	$150,000
	Co rd tax reb	$4,686,900	$1,146,900	$2,595,000	$0	$945,000
	MODOT	$4,327,256	$4,327,256	$0	$0	$0
	Dev charge	$1,786,500	$0	$1,786,500	$0	$0
	STP	$1,421,200	$727,200	$694,000	$0	$0
	Tax Bill	$877,100	$98,000	$139,000	$278,000	$362,100
	Bond Bal	$0	$0	$0	$0	$0
	CAP FB	$345,000	$0	$345,000	$0	$0
	Dev Contrib	$7,685,000	$575,000	$210,000	$0	$6,900,000
	STPEnh	$338,744	$0	$338,744	$0	$0
	County Grant	$292,500	$292,500	$0	$0	$0
	MODOT BRM	$322,000	$322,000	$0	$0	$0
	Subtotal	**$26,525,700**	**$9,110,356**	**$8,240,244**	**$638,000**	**$8,537,100**
	PYA GF/PI	$249,500	$209,000	$0	$40,500	$0
	PYA 1/4 96 ST	$2,584,659	$2,320,219	$264,440	$0	$0
	PYA Transp S Tax	$798,100	$798,100	$0	$0	$0
	PYA All	$782,000	$782,000	$0	$0	$0
	PYA/CDBG	$254,000	$254,000	$0	$0	$0
	PYA Co rd tax	$2,380,000	$1,841,500	$538,500	$0	$0
	PYA STP	$1,611,200	$1,611,200	$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	$284,500	$126,500	$158,000	$0	$0
	PYA Dev Contrib	$15,000	$15,000	$0	$0	$0
	Subtotal	**$9,385,825**	**$8,319,385**	**$1,025,940**	**$40,500**	**$0**
	Unfunded	**$98,942,100**	**$0**	**$0**	**$15,175,000**	**$83,767,100**
	Total	**$134,853,625**	**$17,429,741**	**$9,266,184**	**$15,853,500**	**$92,304,200**

PROJECTS	Funding Source	Total	Current Budget FY04	Projected Budget FY05	Requested Budget FY06	Priority Needs FY07-09
Parks & Recreation						
1. Twin Lakes Rec Area	Unfunded	$995,000				$995,000
	FAL	$30,000				$30,000
	Total	$1,025,000		$0	$0	$1,025,000
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	$161,000	$0		$0
4. Park Management	Unfunded	$210,000				$210,000
Center Renovation	Total	$210,000	$0	$0	$0	$210,000
5. Cosmo Rec Area	Park Sales Tax	$300,000	$100,000	$100,000	$100,000	
Roads & Parking	FAL	$15,000	$5,000	$5,000	$5,000	
C46030	Total	$315,000	$105,000	$105,000	$105,000	$0
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. Cosmo Rec Area Antimi	RSR	$225,000		$225,000		
Ballfield Improvements	Unfunded	$200,000	$0		$0	$200,000
C46065	FAL	$40,000				$40,000
	Total	$465,000	$0	$225,000	$0	$240,000
8. Cosmo Rec Area Tennis	Unfunded	$450,000				$450,000
Court Renovation	FAL	$20,000				$20,000
	Total	$470,000	$0	$0	$0	$470,000
9. Cosmo Rec Area Harris	Unfunded	$125,000			$125,000	
Shelter and Parking	FAL	$20,000			$20,000	
	Total	$145,000	$0	$0	$145,000	$0
10. Cosmo Rec Area Soccer	Unfunded	$70,000				$70,000
Improvements	FAL	$30,000				$30,000
	Total	$100,000	$0	$0	$0	$100,000
11. Cosmo Rec Area Rainbow	Unfunded	$250,000	$0	$0		$250,000
Softball Center Improv	FAL	$30,000				$30,000
	Total	$280,000	$0	$0	$0	$280,000
12. Renovation of Fairview	Unfunded	$100,000	$0	$0	$100,000	
Tennis Courts	FAL	$5,000			$5,000	
	Total	$105,000	$0	$0	$105,000	$0
13. Fairview Park	1/4 99 S Tax	$75,000		$75,000		
Improvements	FAL	$35,000		$35,000		
C00215	Total	$110,000	$0	$110,000	$0	$0
14. Mill Creek School/Park	1/4 99 S Tax	$15,000		$15,000		
Development C00216	Total	$15,000	$0	$15,000	$0	$0
15. Smith-Manhasset	1/4 99 S Tax	$77,000		$77,000		
Neighborhood Park	FAL	$35,000	$10,000	$25,000		$0
Development C00186	Park Sales Tax	$40,000			$40,000	
	Total	$152,000	$10,000	$102,000	$40,000	$0
16. Oakland Park	1/4 99 S Tax	$16,000		$16,000		
East Parking Lot C00217	Total	$16,000	$0	$16,000	$0	$0
17. Oakland Park Bathhouse	Unfunded	$50,000			$50,000	
Improvements	FAL	$15,000			$15,000	
	Total	$65,000	$0	$0	$65,000	$0
18. Oakland Pool Water	Unfunded	$125,000				$125,000
Slide	Total	$125,000	$0	$0	$0	$125,000
19. LAN Golf Course Irrigation	DLF	$600,000	$600,000			
C46066	FAL	$75,000	$75,000			
	Total	$675,000	$675,000	$0	$0	$0
20. LAN Golf Course Fairway	FAL	$100,000	$100,000			
Improv/Renovation C46067	Total	$100,000	$100,000	$0	$0	$0
21. LAN Golf Course Tee	Unfunded	$100,000				$100,000
Improvements	FAL	$15,000				$15,000
	Total	$115,000	$0	$0		$115,000
22. LAN Golf Course Driving	Unfunded	$50,000				$50,000
Range Improvements	FAL	$7,000				$7,000
	Total	$57,000	$0	$0		$57,000
23. LAN Golf Course	Unfunded	$75,000				$75,000
Restroom & Storage	FAL	$7,000	$0	$0	$0	$7,000
Renovation	Total	$82,000	$0	$0	$0	$82,000
24. LAN Cart/Equipment	PYA Park S Tax	$10,000	$10,000			
Bldg. Renovation C46063	Total	$10,000	$10,000	$0	$0	$0

PROJECTS	Funding Source	Total	Current Budget FY04	Projected Budget FY05	Requested Budget FY06	Priority Needs FY07-09
25. LOW Golf Course Tee	Unfunded	$100,000				$100,000
Improvements	FAL	$15,000				$15,000
	Total	$115,000	$0	$0	$0	$115,000
26. LOW Golf Course New	Unfunded	$85,000	$0	$0	$0	$85,000
Restroom	FAL	$12,000				$12,000
	Total	$97,000	$0	$0	$0	$97,000
27. LOW Golf Course	Unfunded	$68,000				$68,000
New Shelter	FAL	$10,000				$10,000
	Total	$78,000	$0	$0	$0	$78,000
28. Garth Nature Area	Unfunded	$180,000	$0	$0	$0	$180,000
Improvements	FAL	$90,000				$90,000
	Total	$270,000	$0	$0	$0	$270,000
29. Rock Quarry Park	Unfunded	$170,000				$170,000
Tennis/Basketball	FAL	$20,000				$20,000
	Total	$190,000	$0	$0	$0	$190,000
30. Rock Quarry Park	Unfunded	$181,000				$181,000
Building & Trail	FAL	$20,000				$20,000
Improvement	Total	$201,000	$0	$0	$0	$201,000
31. Douglas Park	CDBG	$75,000				$75,000
Spray Grounds	FAL	$20,000				$20,000
	Total	$95,000	$0	$0	$0	$95,000
32. Douglass Pool	CDBG	$249,000			$99,000	$150,000
Improvements	Total	$249,000	$0	$0	$99,000	$150,000
33. Douglass Park	CDBG	$55,000				$55,000
Baseball Improvements	Total	$55,000	$0	$0	$0	$55,000
34. Indian Hills Park	Unfunded	$130,000				$130,000
Improvements	Total	$130,000	$0	$0	$0	$130,000
35. Gillespie Bridge Road '	1/4 99 S Tax	$89,000	$89,000			
Neighborhood Park	FAL	$35,000	$35,000			
Development C00185	Total	$124,000	$124,000	$0	$0	$0
36. Skate/Bike Park	Unfunded	$425,000				$425,000
Improvements	Total	$425,000	$0	$0	$0	$425,000
37. South Regional	Unfunded	$3,800,000				$3,800,000
Park Acquisition	Park Sales Tax	$1,240,000	$1,240,000			
	Total	$5,040,000	$1,240,000	$0	$0	$3,800,000
38. Outdoor Ice Skating	Unfunded	$550,000				$550,000
Facility	FAL	$15,000				$15,000
	Total	$565,000	$0	$0	$0	$565,000
39. City/School Park	Unfunded	$30,000			$15,000	$15,000
Improvement	Gen Fd/PI	$15,000	$15,000			
	Total	$45,000	$15,000	$0	$15,000	$15,000
40. Cosmo-Bethel - new	1/4 99 S Tax	$100,000		$100,000		
shelter	FAL	$30,000		$30,000		
C00218	Total	$130,000	$0	$130,000	$0	$0
41. 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	$35,000	$60,000	$0	$0
42. Cosmo-Bethel Trail	Unfund/Donat/Grant	$95,000				$95,000
Improvement	FAL	$30,000				$30,000
	Total	$125,000	$0	$0	$0	$125,000
43. Cosmo-Bethel/RBHS	Unfunded	$75,000				$75,000
BBI/SB Restroom						
City/School Joint Project	Total	$75,000	$0	$0	$0	$75,000
44. Cosmo-Bethel Restroom	Unfunded	$255,000				$255,000
& Shelter Renovation	FAL	$60,000				$60,000
	Total	$315,000	$0	$0	$0	$315,000
45. Bethel Four Court	Unfunded	$120,000				$120,000
Tennis Complex	Total	$120,000	$0	$0	$0	$120,000
46. Paquin Park	CDBG	$152,000	$60,000		$92,000	
Renovation	FAL	$20,000	$10,000		$10,000	
C00188	Total	$172,000	$70,000	$0	$102,000	$0
47. Sports Complex	Unfunded	$7,000,000				$7,000,000
Development	Total	$7,000,000	$0	$0	$0	$7,000,000
48. Grasslands Neighborhood	Unfunded	$350,000				$350,000
Park Development	FAL	$35,000				$35,000
	Total	$385,000	$0	$0	$0	$385,000

PROJECTS	Funding Source	Total	Current Budget FY04	Projected Budget FY05	Requested Budget FY06	Priority Needs FY07-09
49. Flat Branch Park Phase II	Grant	$200,000	$200,000			
C00133	Donation	$61,587		$61,587		
	Unfund/Donat/Grant	$305,000		$305,000		
	Prior Year App	$64,480	$17,091	$47,389		
	1/4 99 S Tax	$11,000	$11,000			
	FAL	$11,909	$11,909			
	Park Sales Tax	$484,813		$150,000	$334,813	
	Total	$1,138,789	$240,000	$563,976	$334,813	$0
50. ARC Gym Expansion	Unfunded	$600,000				$600,000
	Total	$600,000	$0	$0	$0	$600,000
51. Indoor Basketball Courts	Unfunded	$1,400,000				$1,400,000
	Total	$1,400,000	$0	$0	$0	$1,400,000
52. Auburn Hills	Unfunded	$92,000			$92,000	
Neighborhood Park	FAL	$35,000			$35,000	
Development	Total	$127,000	$0	$0	$127,000	$0
53. 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
54. MLK Memorial	Grant	$99,000	$99,000			
Restoration	Donation	$76,000	$76,000			
C00067	1/4 99 S Tax	$11,000	$11,000			
	FAL	$12,000	$12,000			
	Total	$198,000	$198,000	$0	$0	$0
55. Annual Major	Unfunded	$232,000			$58,000	$174,000
Maintenance Programs	1/4 99 S Tax	$93,000	$49,000	$44,000		
C00056	Total	$325,000	$49,000	$44,000	$58,000	$174,000
56. Parks Acquisition	Unfunded	$450,000				$450,000
Neighborhood Parks	Park Sales Tax	$300,000		$150,000	$150,000	
C40145	Total	$750,000	$0	$150,000	$150,000	$450,000
57. Russell Property Park	Unfunded	$950,000				$950,000
Develop W/O Nature Ctr.	Total	$950,000	$0	$0	$0	$950,000
58. Again Park	CDBG	$48,000				$48,000
Improvements	FAL	$6,000				$6,000
	Total	$54,000	$0	$0	$0	$54,000
59. Kiwanis Park	Unfunded	$115,000				$115,000
Restroom	FAL	$15,000				$15,000
	Total	$130,000	$0	$0	$0	$130,000
60. Stephens Lake Park	Park Sales Tax	$604,700	$604,700			
Development C00095	Total	$604,700	$604,700	$0	$0	$0
61. Field Neighborhood	Unfunded	$140,000				$140,000
Park Acquisition	Total	$140,000	$0	$0	$0	$140,000
62. Armory Sports Center	CDBG	$75,000			$75,000	
Improvements	Unfunded	$500,000				$500,000
	Total	$575,000	$0	$0	$75,000	$500,000
63. Cosmo Skate Park/Roller	PYA Grants	$14,727		$14,727		
Hockey Boards C00179	PYA 1/4 99 ST	$18,000		$18,000		
Hockey Boards C00179	Total	$32,727	$0	$32,727	$0	$0
Greenbelt/Trails						
64. MKT Trail Improvemt	Unfunded	$200,000				$200,000
& bridge repair C00034	Total	$200,000	$0	$0	$0	$200,000
65. Greenbelt/OpenSpace/	Unfunded	$900,000				$900,000
Trail Acquire/Develop	1/4 99 S Tax	$154,087	$100,000	$54,087		
C40113	Total	$1,054,087	$100,000	$54,087	$0	$900,000
66. Bear Creek Boardwalk	Unfunded	$85,000				$85,000
Renovation	FAL	$20,000				$20,000
	Total	$105,000	$0	$0	$0	$105,000
67. MKT Trail Forum/Scott	Unfunded	$200,000				$200,000
Restrooms	FAL	$50,000				$50,000
	Total	$250,000	$0	$0	$0	$250,000
68. Hinkson Creek Trail	Unfund/Donat/Grant	$2,895,000	$0	$0	$0	$2,895,000
Stephens to Fairgrounds	Total	$2,895,000	$0	$0	$0	$2,895,000
69. Hinkson Creek Trail	Unfund/Donat/Grant	$1,400,000				$1,400,000
Grindstone to Stephens	Total	$1,400,000	$0	$0	$0	$1,400,000
70. Hominy Branch Trail	Unfunded	$1,320,000				$1,320,000
Stephens to Woodridge	Total	$1,320,000	$0	$0	$0	$1,320,000
71. Bear Creek Trail	Unfunded	$1,850,000				$1,850,000
Blue Ridge to Fairground	Total	$1,850,000	$0	$0	$0	$1,850,000
72. Bear Creek Trail	Unfunded	$450,000				$450,000
Blackfoot Rd. Extension	Total	$450,000	$0	$0	$0	$450,000

PROJECTS	Funding Source	Total	Current Budget FY04	Projected Budget FY05	Requested Budget FY06	Priority Needs FY07-09
Parks & Recreation Summary	1/4 99 S Tax	$787,087	$406,000	$381,087	$0	$0
	Park Sales Tax	$3,044,513	$1,969,700	$450,000	$624,813	$0
	CDBG	$654,000	$60,000	$0	$266,000	$328,000
	FAL	$1,180,909	$283,909	$105,000	$90,000	$702,000
	Grant	$299,000	$299,000	$0	$0	$0
	RSR	$225,000	$0	$225,000	$0	$0
	DLF	$600,000	$600,000	$0	$0	$0
	Gen Fd/PI	$15,000	$15,000	$0	$0	$0
	Donation	$137,587	$76,000	$61,587	$0	$0
	Subtotal	**$6,943,096**	**$3,709,609**	**$1,222,674**	**$980,813**	**$1,030,000**
	Prior Year App	$64,480	$17,091	$47,389	$0	$0
	PYA Grants	$14,727	$0	$14,727	$0	$0
	PYA 1/4 99 S Tax	$18,000	$0	$18,000	$0	$0
	PYA Park S Tax	$10,000	$10,000	$0	$0	$0
	Subtotal	**$107,207**	**$27,091**	**$80,116**	**$0**	**$0**
	Unfund/Donat/Grant	$5,020,000	$0	$305,000	$0	$4,715,000
	Unfunded	$26,058,000	$0	$0	$440,000	$25,618,000
	Subtotal	**$31,078,000**	**$0**	**$305,000**	**$440,000**	**$30,333,000**
	Total	**$38,128,303**	**$3,736,700**	**$1,607,790**	**$1,420,813**	**$31,363,000**

PROJECTS	Funding Source	Total	Current Budget FY04	Projected Budget FY05	Requested Budget FY06	Priority Needs FY07-09
Fire						
1. Additions to Fire Station	1/4 99 S Tax	$443,000	$443,000			
#1 (hose tower/bay) 00189	Total	$443,000	$443,000	$0	$0	$0
2. Replace 1991 1500 GPM	PYA 1/4 99 ST	$500,000	$500,000			
pumper apparatus C00165	Total	$500,000	$500,000	$0	$0	$0
3. Replace 1990	PYA 1/4 99 ST	$499,000	$499,000			
Ladder Truck	Sale of Equipment	$225,000	$225,000			
C00174	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	$499,000	$0	$0	$0
5. Replace HVAC Systems	PYA GF/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	$120,000		$120,000		
C00191	Total	$275,000	$155,000	$120,000	$0	$0
7. Emergency Generators	PYA GF/PI	$60,000	$60,000			
for Stations 4 & 6						
C00080	Total	$60,000	$60,000	$0	$0	$0
8. Replace 1991 rescue	PYA 1/4 99 ST	$297,000	$297,000			
squad - C00137	Total	$297,000	$297,000	$0	$0	$0
9. Retrofit Station Exhaust	PYA GF/PI	$150,000	$150,000			
System, 3 stations,						
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	Cap FB	$450,000		$450,000		
	Unfunded	$500,000			$0	$500,000
	Total	$1,222,000	$272,000	$450,000	$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.	PYA GF/PI	$67,000	$67,000			
HVAC, add emer generator						
& exhaust removal C00139	Total	$67,000	$67,000	$0	$0	$0
16. Replace 1988 1500 GPM	Unfunded	$493,203			$493,203	
Pumper Apparatus	Total	$493,203	$0	$0	$493,203	$0
17. Replace 1978 Bus	Unfunded	$300,000			$300,000	
	Total	$300,000	$0	$0	$300,000	$0
18. Replace 1991 Ladder	Future Financing	$734,582				$734,582
Truck	Total	$734,582	$0	$0	$0	$734,582
19. WMD Incident Response	Future Financing	$325,754			$325,754	
Vehicle	Total	$325,754	$0	$0	$325,754	$0
20. Replace 1988 1250 GPM	Future Financing	$503,067			$503,067	
Pumper Apparatus	Total	$503,067	$0	$0	$503,067	$0
21. Additional Fire	Future Financing	$1,500,000				$1,500,000
Station	Total	$1,500,000	$0	$0	$0	$1,500,000
22. Fire Apparatus for	Future Financing	$513,129				$513,129
Additional Station	Total	$513,129	$0	$0	$0	$513,129
23. Replace 1997 Pumper	Future Financing	$533,859				$533,859
Apparatus	Total	$533,859	$0	$0	$0	$533,859
24. Replace 1996 Rescue	Unfunded	$315,445			$315,445	
Squad	Total	$315,445	$0	$0	$315,445	$0

PROJECTS	Funding Source	Total	Current Budget FY04	Projected Budget FY05	Requested Budget FY06	Priority Needs FY07-09
25. Replace 1994 Pumper	Future Financing	$503,067				$503,067
Apparatus	Total	$503,067	$0	$0	$0	$503,067
26. Replace 1997 Pumper	Future Financing	$544,536				$544,536
Apparatus	Total	$544,536	$0	$0	$0	$544,536
27. Replace 1993 Air Truck	Future Financing	$334,752				$334,752
	Total	$334,752	$0	$0	$0	$334,752
28. Replace 1997 Pumper	Future Financing	$555,427				$555,427
Apparatus	Total	$555,427	$0	$0	$0	$555,427
29. Replace 2003 Squad	Future Financing	$355,242				$355,242
	Total	$355,242	$0	$0	$0	$355,242
Fire Summary	1/4 99 S Tax	$1,097,000	$1,097,000	$0	$0	$0
	CAP FB	$555,000	$105,000	$450,000	$0	$0
	CDBG	$120,000	$0	$120,000	$0	$0
	Sale of Equipment	$225,000	$225,000	$0	$0	$0
	Subtotal	**$1,997,000**	**$1,427,000**	**$570,000**	**$0**	**$0**
	PYA GF/PI	$337,000	$337,000	$0	$0	$0
	PYA 1/4 99 ST	$1,568,000	$1,568,000	$0	$0	$0
	Subtotal	**$1,905,000**	**$1,905,000**	**$0**	**$0**	**$0**
	Future Financing	$6,403,415	$0	$0	$828,821	$5,574,594
	Unfunded	$1,851,148	$0	$0	$1,351,148	$500,000
	Subtotal	**$8,254,563**	**$0**	**$0**	**$2,179,969**	**$6,074,594**
	Total	**$12,156,563**	**$3,332,000**	**$570,000**	**$2,179,969**	**$6,074,594**

PROJECTS	Funding Source	Total	Current Budget FY04	Projected Budget FY05	Requested Budget FY06	Priority Needs FY07-09
Other General Government						
1. 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
2. Gen. & Admin. Fees	Gen Fd/PI	$282,133	$35,575	$33,558	$36,000	$177,000
	Total	$282,133	$35,575	$33,558	$36,000	$177,000
3. City Office Space;	Gen Fd Transfer	$700,000		$700,000		
Building Expansion and	PYA Gen Fd Transfer	$50,817	$50,817			
Renovations	PYA PB Bond Proc	$361,830	$361,830			
C00099	PYA Cont. from Utilities	$1,250,000			$1,250,000	
	Pub Bldg Bond Proc *	$12,151,353			$12,151,353	
	Total	$14,514,000	$412,647	$700,000	$13,401,353	$0
4. City Office Space:	PYA Gen Fd Transfer	$640,000		$640,000		
Gentry Building C00219	Total	$640,000	$0	$640,000	$0	$0
5. City Office Space:	PYA Gen Fd Transfer	$1,005,000		$1,005,000		
Howard Building C00220	Total	$1,005,000	$0	$1,005,000	$0	$0
6. Acquire rest of City Hall	Rental Income	$50,000	$50,000			
block - C00079 **	Gen Fd/PI	$200,000		$200,000		
	Total	$250,000	$50,000	$200,000	$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			
Columbia C00077	Cap FB	$190,000	$190,000			
at Satellite location	Unfunded	$240,000				$240,000
C00192	Total	$555,000	$315,000	$0	$0	$240,000
9. Contingency	Gen Fd/PI	$419,000	$119,000	$100,000	$100,000	$100,000
C40138	Total	$419,000	$119,000	$100,000	$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	$450,000	$75,000	$75,000	$75,000	$225,000
Maintenance/						
Renovations C00021	Total	$450,000	$75,000	$75,000	$75,000	$225,000
12. Replace Severe	CDBG	$46,000	$46,000			
Weather Sirens	Unfunded	$100,000			$50,000	$50,000
	Cap FB	$104,000	$50,000	$54,000		
	Total	$250,000	$96,000	$54,000	$50,000	$50,000
13. Downtown - Special	Col. Trust Donations	$35,000	$35,000		$0	$0
Projects C00140	Gen Fd/PI	$50,000		$50,000		
	Unfunded	$400,000			$100,000	$300,000
	Total	$485,000	$35,000	$50,000	$100,000	$300,000

* 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.

** Need to determine whether to acquire; if so, appraise & program funding.

PROJECTS	Funding Source	Total	Current Budget FY04	Projected Budget FY05	Requested Budget FY06	Priority Needs FY07-09
Other General Government Summary	Gen Fd/PI	$2,861,133	$479,575	$708,558	$461,000	$1,212,000
	Pub Bldg Bond Proc	$12,151,353	$0	$0	$12,151,353	$0
	Contrib from Utilities	$120,450	$0	$0	$0	$120,450
	CDBG	$46,000	$46,000	$0	$0	$0
	CAP FB	$294,000	$240,000	$54,000	$0	$0
	Col. Trust Donations	$35,000	$35,000	$0	$0	$0
	Gen Fd Transfer	$825,000	$125,000	$700,000	$0	$0
	Rental Income	$50,000	$50,000	$0	$0	$0
	Subtotal	**$16,382,936**	**$975,575**	**$1,462,558**	**$12,612,353**	**$1,332,450**
	PYA Cont. from Utilities	$1,250,000	$0	$0	$1,250,000	$0
	PYA Gen Fd Transfer	$1,695,817	$50,817	$1,645,000	$0	$0
	PYA PB Bond Proc	$361,830	$361,830	$0	$0	$0
	Subtotal	**$3,307,647**	**$412,647**	**$1,645,000**	**$1,250,000**	**$0**
	Unfunded	**$895,000**	**$0**	**$0**	**$150,000**	**$745,000**
	Total	**$20,585,583**	**$1,388,222**	**$3,107,558**	**$14,012,353**	**$2,077,450**

Estimated Operating Impact of Significant Capital Projects in FY 2005

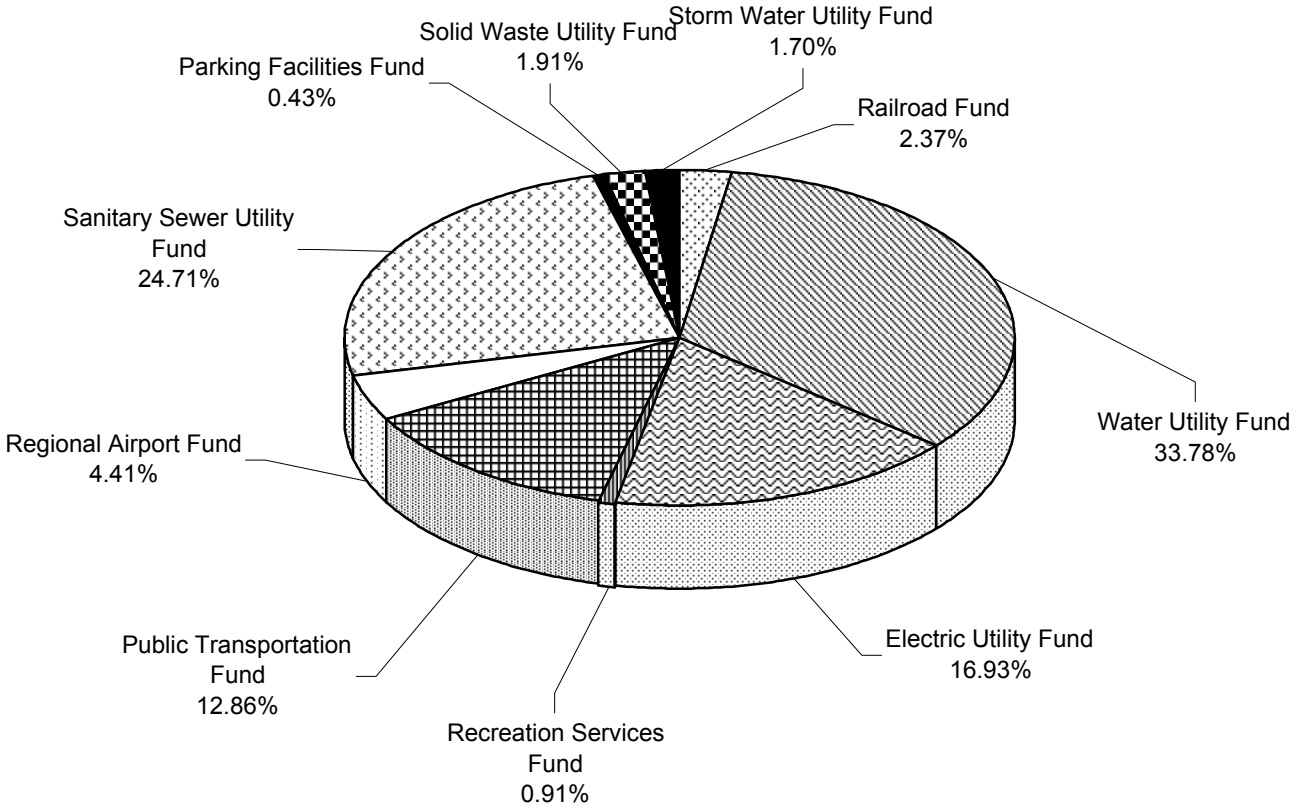
Projects	Descriptions	Estimated Operating Costs
Parks and Recreation		
5. Cosmo Rec Area Roads & Parking C46030	Renovation and/or replacement of this park which is older and is i poor condition. This park has high maintenance and repair costs The renovation of this facility will be with high quality improvments.	Improvements will result in lower operating expenses for this facility
7. Cosmo Rec Area Antimi Ballfield Improvements C46065	Renovation and/or replacement of this park which is older and is in poor condition. This park has high maintenance and repair costs. The renovation of this facility will be with high quality improvments.	Improvements will result in lower operating expenses for this facility.
13. Fairview Park Improvements C00215	Installation of a new restroom at this park which previously did not have one.	Increase of $2,000 - $3,000 for maint. and upkeep of restrooms. Additional revenue should be generated due to increase use of the shelter with bathroom facilities.
15. Smith-Manhasset Neighborhood Park Development C00186	Development of a new neighorhood park.	Estimated annual maintenance costs for this park is $7,800
16. Oakland Park East Parking Lot C00217	Renovation and/or replacement of this park which is older and is in poor condition. This park has high maintenance and repair costs The renovation of this facility will be with high quality improvments.	Improvements will result in lower operating expenses for this facility
40. Cosmo-Bethel - new shelter C00218	Construction of a new shelter in the Cosmo-Park area.	Increase of $2,000 - $3,000 for maint. costs of the shelter. The shelter shoulc generate additional revenue approximatel equal to the estimated maint. costs.
41. Cosmo-Bethel Park Playground Renovation C00187	Renovation and/or replacement of this park which is older and is i poor condition. This park has high maintenance and repair costs. The renovation of this facility will be with high quality improvments.	Improvements will result in lower operating expenses for this facility.
49. Flat Branch Park Phase II	Phase II furthers the development of our downtowı urban Flat Branch Park.	Estimated annual maintenance costs for this park is similar to the maint. required on a neighborhood park $6,000-$8,000.
Fire		
6. Remodel Fire Station #2 1212 W. Worley C00191	45 year old structure, the oldest fire station in the City of Columbia will be remodeled during FY 2005. Currently, the overhead doors are not large enough for newer appartus to be housed at Station #2.	Minimal operating impact as the station is already in existance. However, once complete, newer trucks will service the Station 2 area.
10. Fire Station sites C40173	A great deal of assessment is needed to determine the location of a new fire station. Growth of the City has a large impact on location.	Currently, operating cost are minimal as the process is in the locating stage. Once a fire station is opened then increased costs will occur
Streets		
3. Broadway Sidewalks; McBaine to West Blvd, north side C00068	Sidewalk project that is on the north side o Broadway from McBaine to West Boulevard	The operating costs of removing vegitation and to seal the joints for the sidewalks will be betweein $8,000 - $9,50C
22a. Green Meadows Road; State Route 163 to Nifong C00103	This street project is for Green Meadows road from Providence Road running eastward to Grindstone Parkway. This will connect into the new AC Route.	Estimated maintenance costs on new or existing roads costs approximately $16,800/mile.
Other General Government		
3. City Office Space; Building Expansion anc Renovations C00099	This project is for the expansion of the downtown offices	Additional maintenance costs and utility costs will be associated with the expansion of the city buidling.
4. City Office Space: Gentry Building C0021S	The project is the renovation of the 120 plus year old building. This renovation will better utilize limited office space.	May help to reduce operation and maintenance costs for the aging building.
5. City Office Space: Howard Building C00220	This project is the renovation of the Howard building recently vacated due to the opening of the Sanford-Kimpton Health Building This renovation will better utilize limited office space.	May help to reduce operation and maintenance costs for the aging building.

Capital Projects - Enterprise Funds

City of Columbia

Columbia, Missouri

Enterprise Fund Capital Projects
FY 2005



ENTERPRISE FUNDS CAPITAL PROJECT EXPENSES

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
Capital Project Expenditures					
Railroad Fund	$ 426,570	$ 342,500	$ 342,500	$ 588,800	71.9%
Water Utility Fund	3,871,361	9,256,862	9,526,862	8,391,407	(9.3%)
Electric Utility Fund	6,416,934	3,069,271	3,630,271	4,205,600	37.0%
Recreation Services Fund	2,319,284	710,000	710,000	225,000	(68.3%)
Public Transportation Fund	107,205	248,000	248,000	3,195,370	1188.5%
Regional Airport Fund	10,276	102,184	102,184	1,095,000	971.6%
Sanitary Sewer Utility Fund	3,709,058	1,940,875	1,940,875	6,138,000	216.2%
Parking Facilities Fund	273	32,500	32,500	108,000	232.3%
Solid Waste Utility Fund	385,789	95,000	95,000	475,000	400.0%
Storm Water Utility Fund	1,266,157	783,614	783,614	421,186	(46.3%)
Fleet Operations Fund	325	0	0	0	
Total	**18,513,232**	**16,580,806**	**17,411,806**	**24,843,363**	**49.8%**
LESS:					
Items Reflected in Gen. Gov. CIP					
Recreation Services Fund	2,319,284	710,000	710,000	225,000	(68.3%)
Total Enterprise Fund CIP	**16,193,948**	**15,870,806**	**16,701,806**	**24,618,363**	**55.1%**

PROJECTS	Funding Source	Total	Current Budget FY04	Projected Budget FY05	Requested Budget FY06	Priority Needs FY07-09
Enterprise Fund Summary						
Funding Source Summary	Ent Rev	$51,294,081	$3,670,847	$5,847,138	$10,687,096	$31,089,000
	FTA Enh	$436,805	$0	$436,805	$0	$0
	2003 Ballot	$45,470,000	$9,260,000	$11,773,000	$6,375,850	$18,061,150
	EU Loan	$748,400	$0	$484,800	$63,600	$200,000
	97 Ballot	$2,442,007	$1,250,000	$1,107,007	$85,000	$0
	BCRSD	$940,000	$0	$557,500	$382,500	$0
	Tax Bill	$532,500	$0	$532,500	$0	$0
	Dev Contrib	$75,000	$0	$75,000	$0	$0
	Deferred TB	$380,000	$0	$380,000	$0	$0
	Transp STax	$445,198	$50,000	$50,000	$50,000	$295,198
	State Reimburse	$460,350	$0	$0	$460,350	$0
	State Highway	$130,000	$130,000	$0	$0	$0
	CDBG	$338,100	$150,000	$104,000	$84,100	$0
	SO2 Sales	$3,620,271	$1,220,271	$0	$1,200,000	$1,200,000
	FAA Gr	$10,678,163	$0	$1,045,000	$5,698,362	$3,934,801
	FTA	$3,914,769	$328,520	$2,225,613	$421,785	$938,851
	Subtotal	**$121,905,644**	**$16,059,638**	**$24,618,363**	**$25,508,643**	**$55,719,000**
	PYA GF/PI	$88,040	$88,040	$0	$0	$0
	Future Financing	$0	$0	$0	$0	$0
	PYA Grants	$28,514	$0	$28,514	$0	$0
	PYA Transp S Tax	$363,171	$149,971	$50,000	$163,200	$0
	PYA 97 Ballot	$7,187,700	$6,148,300	$1,039,400	$0	$0
	PYA Ent Rev	$7,296,461	$6,305,861	$990,600	$0	$0
	Subtotal	**$14,963,886**	**$12,692,172**	**$2,108,514**	**$163,200**	**$0**
	Unfunded	**$54,796,687**	**$0**	**$0**	**$619,616**	**$54,177,071**
	Total	**$191,666,217**	**$28,751,810**	**$26,726,877**	**$26,291,459**	**$109,896,071**

PROJECTS	Funding Source	Total	Current Budget FY04	Projected Budget FY05	Requested Budget FY06	Priority Needs FY07-09
Enterprise Fund Summary						
Electric Utility Summary	Ent Rev	$28,375,000	$1,810,000	$3,850,000	$5,732,500	$16,982,500
	97 Ballot	$355,600	$0	$355,600	$0	$0
	SO2 Sales	$3,620,271	$1,220,271	$0	$1,200,000	$1,200,000
	Sub Total	**$32,350,871**	**$3,030,271**	**$4,205,600**	**$6,932,500**	**$18,182,500**
	PYA Ent Rev	$3,100,000	$2,475,000	$625,000	$0	$0
	PYA 97 Ballot	$5,744,400	$5,100,000	$644,400	$0	$0
	Total	**$41,195,271**	**$10,605,271**	**$5,475,000**	**$6,932,500**	**$18,182,500**
Water Utility Summary	Ent Rev	$5,040,547	$50,547	$500,000	$765,000	$3,725,000
	97 Ballot	$101,407	$0	$101,407	$0	$0
	2003 Ballot	$27,870,000	$9,260,000	$7,790,000	$2,650,000	$8,170,000
	State Reimburse	$460,350	$0	$0	$460,350	$0
	SubTotal	**$33,472,304**	**$9,310,547**	**$8,391,407**	**$3,875,350**	**$11,895,000**
	PYA Ent Rev	$1,086,953	$1,086,953	$0	$0	$0
	PYA 97 Ballot	$1,048,300	$1,048,300	$0	$0	$0
	Total	**$35,607,557**	**$11,445,800**	**$8,391,407**	**$3,875,350**	**$11,895,000**
Railroad Summary	Ent Rev	$541,800	$62,500	$0	$214,200	$265,100
	EU Loan	$748,400	$0	$484,800	$63,600	$200,000
	CDBG	$338,100	$150,000	$104,000	$84,100	$0
	Unfunded	$1,058,896	$0	$0	$253,100	$805,796
	State Highway	$130,000	$130,000	$0	$0	$0
	Total	**$2,817,196**	**$342,500**	**$588,800**	**$615,000**	**$1,270,896**
Sewer Summary	Ent Rev	$290,000	$255,000	$35,000	$0	$0
	Tax Bill	$532,500	$0	$532,500	$0	$0
	Deferred TB	$380,000	$0	$380,000	$0	$0
	2003 Ballot	$17,600,000	$0	$3,983,000	$3,725,850	$9,891,150
	BCRSD	$940,000	$0	$557,500	$382,500	$0
	97 Ballot	$1,985,000	$1,250,000	$650,000	$85,000	$0
	Subtotal	**$21,727,500**	**$1,505,000**	**$6,138,000**	**$4,193,350**	**$9,891,150**
	PYA Ent Rev	$1,939,908	$1,754,908	$185,000	$0	$0
	PYA 97 Ballot	$395,000	$0	$395,000	$0	$0
	Subtotal	**$2,334,908**	**$1,754,908**	**$580,000**	**$0**	**$0**
	Unfunded	**$50,300,000**	**$0**	**$0**	**$0**	**$50,300,000**
	Total	**$74,362,408**	**$3,259,908**	**$6,718,000**	**$4,193,350**	**$60,191,150**
Stormwater Summary	Dev Contrib	$75,000	$0	$75,000	$0	$0
	Ent Rev	$5,223,086	$1,194,400	$346,186	$1,437,100	$2,245,400
	Subtotal	**$5,298,086**	**$1,194,400**	**$421,186**	**$1,437,100**	**$2,245,400**
	PYA Grants	$28,514	$0	$28,514	$0	$0
	PYA Ent Rev	$1,019,600	$839,000	$180,600	$0	$0
	Total	**$6,346,200**	**$2,033,400**	**$630,300**	**$1,437,100**	**$2,245,400**
Solid Waste	Ent Rev	$4,275,800	$265,800	$475,000	$2,460,000	$1,075,000
	Subtotal	**$4,275,800**	**$265,800**	**$475,000**	**$2,460,000**	**$1,075,000**
	PYA Ent Rev	$150,000	$150,000	$0	$0	$0
	Unfunded	**$150,000**	**$0**	**$0**	**$0**	**$150,000**
	Total	**$4,575,800**	**$415,800**	**$475,000**	**$2,460,000**	**$1,225,000**
Parking	Ent Rev	$6,982,296	$0	$108,000	$78,296	$6,796,000
	Total	**$6,982,296**	**$0**	**$108,000**	**$78,296**	**$6,796,000**
Transportation	FTA	$3,914,769	$328,520	$2,225,613	$421,785	$938,851
	FTA Enh	$436,805	$0	$436,805	$0	$0
	Ent Rev	$565,552	$32,600	$532,952	$0	$0
	Subtotal	**$4,917,126**	**$361,120**	**$3,195,370**	**$421,785**	**$938,851**
	PYA GF/PI	$88,040	$88,040	$0	$0	$0
	PYA Transp S Tax	$112,668	$112,668	$0	$0	$0
	Subtotal	**$200,708**	**$200,708**	**$0**	**$0**	**$0**
	Unfunded	**$328,052**	**$0**	**$0**	**$86,591**	**$241,461**
	Total	**$5,445,886**	**$561,828**	**$3,195,370**	**$508,376**	**$1,180,312**
Airport	Transp STax	$445,198	$50,000	$50,000	$50,000	$295,198
	FAA Gr	$10,678,163	$0	$1,045,000	$5,698,362	$3,934,801
	Subtotal	**$11,123,361**	**$50,000**	**$1,095,000**	**$5,748,362**	**$4,229,999**
	PYA Ent Rev	$0	$0	$0	$0	$0
	PYA Transp S Tax	$250,503	$37,303	$50,000	$163,200	$0
	Subtotal	**$250,503**	**$37,303**	**$50,000**	**$163,200**	**$0**
	Unfunded	**$2,959,739**	**$0**	**$0**	**$279,925**	**$2,679,814**
	Total	**$14,333,603**	**$87,303**	**$1,145,000**	**$6,191,487**	**$6,909,813**

PROJECTS	Funding Source	Total	Current Budget FY04	Projected Budget FY05	Requested Budget FY06	Priority Needs FY07-09
Electric						
1. Distribution	Ent Rev	$4,500,000	$0	$700,000	$882,000	$2,918,000
Transformers (#21)	PYA Ent Rev	$900,000	$800,000	$100,000	$0	$0
& Capacitors	Total	$5,400,000	$800,000	$800,000	$882,000	$2,918,000
2. Distribution System	Ent Rev	$10,690,000	$0	$1,500,000	$2,100,000	$7,090,000
Expansion (#22)	97 Ballot	$355,600	$0	$355,600		$0
	PYA 97 Ballot	$5,744,400	$5,100,000	$644,400		$0
	Total	$16,790,000	$5,100,000	$2,500,000	$2,100,000	$7,090,000
3. Underground Pwr lines	Ent Rev	$4,800,000	$800,000	$800,000	$800,000	$2,400,000
Maint/Conversion (#27)	Total	$4,800,000	$800,000	$800,000	$800,000	$2,400,000
4. Load Management	PYA Ent Rev	$180,000	$90,000	$90,000	$0	$0
System (#49)	Total	$180,000	$90,000	$90,000	$0	$0
5. Street Light	Ent Rev	$640,000	$0	$0	$160,000	$480,000
Additions (#52)	PYA Ent Rev	$695,000	$535,000	$160,000	$0	$0
	Total	$1,335,000	$535,000	$160,000	$160,000	$480,000
6. New Electric	Ent Rev	$4,085,000	$0	$600,000	$840,500	$2,644,500
Connections (#53)	PYA Ent Rev	$1,000,000	$800,000	$200,000	$0	$0
	Total	$5,085,000	$800,000	$800,000	$840,500	$2,644,500
7. Conversion of 2.4 Kv	Ent Rev	$325,000	$75,000	$0	$250,000	$0
lines (#54)	Total	$325,000	$75,000	$0	$250,000	$0
8. Power Plant Fire	PYA Ent Rev	$250,000	$250,000	$0	$0	$0
Suppression (#70)	Total	$250,000	$250,000	$0	$0	$0
9. Fiber Optics Cable	Ent Rev	$400,000	$200,000	$0	$50,000	$150,000
(#82)	PYA Ent Rev	$75,000		75,000		
	Total	$475,000	$200,000	$75,000	$50,000	$150,000
10. Administration Bldg (#92)	Ent Rev	$800,000	$0	$0	$400,000	$400,000
	Total	$800,000	$0	$0	$400,000	$400,000
11. Power Plant Office/	Ent Rev	$300,000	$300,000	$0	$0	$0
Maintenance Bldg (#97)	Total	$300,000	$300,000	$0	$0	$0
12. Coal Bunkers (#100)	Ent Rev	$185,000	$185,000	$0	$0	$0
	Total	$185,000	$185,000	$0	$0	$0
13. 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
14. Boiler 7 Rehab	SO2 Sales	$3,620,271	$1,220,271	$0	$1,200,000	$1,200,000
(#104)	Total	$3,620,271	$1,220,271	$0	$1,200,000	$1,200,000
15. Hulen Substn Retirement	Ent Rev	$150,000	$0	$0	$0	$150,000
(#105)	Total	$150,000	$0	$0	$0	$150,000
	Ent Rev	$28,375,000	$1,810,000	$3,850,000	$5,732,500	$16,982,500
	97 Ballot	$355,600	$0	$355,600	$0	$0
	SO2 Sales	$3,620,271	$1,220,271	$0	$1,200,000	$1,200,000
Electric Utility Summary	**Sub Total**	**$32,350,871**	**$3,030,271**	**$4,205,600**	**$6,932,500**	**$18,182,500**
	PYA Ent Rev	$3,100,000	$2,475,000	$625,000	$0	$0
	PYA 97 Ballot	$5,744,400	$5,100,000	$644,400	$0	$0
	Total	**$41,195,271**	**$10,605,271**	**$5,475,000**	**$6,932,500**	**$18,182,500**

PROJECTS	Funding Source	Total	Current Budget FY04	Projected Budget FY05	Requested Budget FY06	Priority Needs FY07-09
Water						
1. Water Main Replacements (#10)	2003 Ballot	$1,200,000	$0	$300,000	$300,000	$600,000
	97 Ballot	$101,407		101,407		
	PYA 97 Ballot	$526,444	$526,444	$0	$0	$0
	Ent Rev	$300,000	$0	$0	$0	$300,000
	Total	$2,127,851	$526,444	$401,407	$300,000	$900,000
2. Fire Hydrants/Valve Repalcements (#16)	Ent Rev	$250,000	$0	$0	$0	$250,000
	PYA Ent Rev	$100,000	$100,000	$0	$0	$0
	2003 Ballot	$1,000,000	$0	$250,000	$250,000	$500,000
	Total	$1,350,000	$100,000	$250,000	$250,000	$750,000
3. New Service Connections-Install/Replace (#19)	Ent Rev	$2,797,500	$47,500	$500,000	$500,000	$1,750,000
	2003 Ballot	$1,000,000		$250,000	$250,000	$500,000
	PYA Ent Rev	$233,750	$233,750	$0	$0	$0
	PYA 97 Ballot	$331,856	$331,856	$0	$0	$0
	Total	$4,363,106	$613,106	$750,000	$750,000	$2,250,000
4. Main: 12" Oakland Gravel Road, NE Booster Station to Grace Ellen (#78)	PYA 97 Ballot	$161,000	$161,000	$0	$0	$0
	Total	$161,000	$161,000	$0	$0	$0
5. 8" Main-Holly Ave (#79)	PYA 97 Ballot	$29,000	$29,000	$0	$0	$0
	Total	$29,000	$29,000	$0	$0	$0
6. Former PWD #2 Upgrades (#92)	PYA Ent Rev	$390,000	$390,000	$0	$0	$0
	Total	$390,000	$390,000	$0	$0	$0
7. Drill wells #15 & 16 (#108)	2003 Ballot	$350,000	$0	$0	$0	$350,000
	Total	$350,000	$0	$0	$0	$350,000
8. WTP Addition (8m gal.) (#109)	2003 Ballot	$6,300,000	$6,300,000	$0	$0	$0
	Total	$6,300,000	$6,300,000	$0	$0	$0
9. NE Pressure Zone (#110)	Ent Rev	$825,000	$0	$0	$0	$825,000
	2003 Ballot	$6,400,000	$1,260,000	$540,000	$1,250,000	$3,350,000
	PYA Ent Rev	$16,250	$16,250	$0	$0	$0
	Total	$7,241,250	$1,276,250	$540,000	$1,250,000	$4,175,000
10. Well Supply Main (6600' of 30") (#111)	2003 Ballot	$1,400,000	$0	$0	$0	$1,400,000
	Total	$1,400,000	$0	$0	$0	$1,400,000
11. Paint Shepard Tower In/Out sides (#113)	2003 Ballot	$310,000	$310,000	$0	$0	$0
	Total	$310,000	$310,000	$0	$0	$0
12. Highway Crossings (#119)	Ent Rev	$3,047	$3,047	$0	$0	$0
	PYA Ent Rev	$246,953	$246,953	$0	$0	$0
	2003 Ballot	$250,000	$0	$250,000	$0	$0
	Total	$500,000	$250,000	$250,000	$0	$0
13. 36" transmission line from McBaine (#120)	2003 Ballot	$6,000,000	$600,000	$5,400,000	$0	$0
	Total	$6,000,000	$600,000	$5,400,000	$0	$0
14. Close Loops & Differential Payments (#123)	Ent Rev	$100,000	$0	$0	$0	$100,000
	PYA Ent Rev	$100,000	$100,000	$0	$0	$0
	2003 Ballot	$400,000	$0	$100,000	$100,000	$200,000
	Total	$600,000	$100,000	$100,000	$100,000	$300,000
15. New Water SCADA (#124)	2003 Ballot	$600,000	$300,000	$300,000	$0	$0
	Total	$600,000	$300,000	$300,000	$0	$0
16. Main Relocations (#125)	Ent Rev	$500,000	$0	$0	$0	$500,000
	2003 Ballot	$1,900,000	$0	$400,000	$500,000	$1,000,000
	Total	$2,400,000	$0	$400,000	$500,000	$1,500,000
17. Aquifer Storage (#126)	2003 Ballot	$250,000	$250,000	$0	$0	$0
	Total	$250,000	$250,000	$0	$0	$0
18. Upgrade Downtown Mains (#129)	2003 Ballot	$510,000	$240,000	$0	$0	$270,000
	Total	$510,000	$240,000	$0	$0	$270,000
19. Route 763 Relocation (#131)	Ent Rev	$265,000	$0	$0	$265,000	$0
	State Reimburse	$460,350	$0	$0	$460,350	$0
	Total	$725,350	$0	$0	$725,350	$0
Water Utility Summary	Ent Rev	$5,040,547	$50,547	$500,000	$765,000	$3,725,000
	97 Ballot	$101,407	$0	$101,407	$0	$0
	2003 Ballot	$27,870,000	$9,260,000	$7,790,000	$2,650,000	$8,170,000
	State Reimburse	$460,350	$0	$0	$460,350	$0
	SubTotal	**$33,472,304**	**$9,310,547**	**$8,391,407**	**$3,875,350**	**$11,895,000**
	PYA Ent Rev	$1,086,953	$1,086,953	$0	$0	$0
	PYA 97 Ballot	$1,048,300	$1,048,300	$0	$0	$0
	Total	**$35,607,557**	**$11,445,800**	**$8,391,407**	**$3,875,350**	**$11,895,000**

PROJECTS	Funding Source	Total	Current Budget FY04	Projected Budget FY05	Requested Budget FY06	Priority Needs FY07-09
Railroad						
1. Tie Program (#12) *	EU Loan	$120,000	$0	$120,000	$0	$0
	Unfunded	$517,096	$0	$0	$123,600	$393,496
	Total	$637,096	$0	$120,000	$123,600	$393,496
2. Surfacing Program *	EU Loan	$72,700	$0	$72,700	$0	$0
(#13)	Unfunded	$313,200	$0	$0	$74,900	$238,300
	Total	$385,900	$0	$72,700	$74,900	$238,300
3. Rail Replacement *	EU Loan	$53,000	$0	$53,000	$0	$0
Program (#14)	Unfunded	$228,600	$0	$0	$54,600	$174,000
	Total	$281,600	$0	$53,000	$54,600	$174,000
4. Browns Station	Ent Rev	$31,300	$0	$0	$0	$31,300
Retaining Wall (#15)	Total	$31,300	$0	$0	$0	$31,300
5. N Davis Road	EU Loan	$22,200	$0	$22,200	$0	$0
Crossing (#20)	Total	$22,200	$0	$22,200	$0	$0
6. O'Rear Road	Ent Rev	$30,000	$0	$0	$30,000	$0
Crossing (#23)	Total	$30,000	$0	$0	$30,000	$0
7. N Browns Station Drive	Ent Rev	$29,900	$0	$0	$0	$29,900
Crossing (#24)	Total	$29,900	$0	$0	$0	$29,900
8. Heuchan Siding	EU Loan	$200,000	$0	$0	$0	$200,000
(#26)	Total	$200,000	$0	$0	$0	$200,000
9. Fay St Crossing	CDBG	$47,000	$0		$47,000	$0
(#31)	Total	$47,000	$0	$0	$47,000	$0
10. Elm St Crossing	Ent Rev	$21,900		$0	$21,900	$0
(#32)	Total	$21,900	$0	$0	$21,900	$0
11. Wilkes Blvd.	CDBG	$37,100	$0	$0	$37,100	$0
Crossing (#33)	Total	$37,100	$0	$0	$37,100	$0
12. Wright Drive	Ent Rev	$21,900		$0	$21,900	$0
Crossing (#34)	Total	$21,900	$0	$0	$21,900	$0
13. Brown Station Drive	Ent Rev	$29,900	$0	$0	$0	$29,900
South Crossing (#35)	Total	$29,900	$0	$0	$0	$29,900
14. Rehab Downtown	EU Loan	$30,000		$30,000	$0	$0
Pass (#40)	Total	$30,000	$0	$30,000	$0	$0
15. Replace ETI Turnout	Ent Rev	$32,800		$0	$32,800	$0
(#41)	Total	$32,800	$0	$0	$32,800	$0
16. Remove Central Rail	Ent Rev	$11,000	$11,000	$0	$0	$0
Terminal Spur (#42)	Total	$11,000	$11,000	$0	$0	$0
17. COLT Railroad	CDBG	$254,000	$150,000	$104,000	$0	$0
Corridor Project (#44)	Total	$254,000	$150,000	$104,000	$0	$0
18. Capital Maintenance	Ent Rev	$280,100	$51,500	$0	$54,600	$174,000
(#45)	EU Loan	$53,000		$53,000	$0	$0
	Total	$333,100	$51,500	$53,000	$54,600	$174,000
19. Rail Terminal	EU Loan	$133,900	$0	$133,900	$0	$0
(#46)	Total	$133,900	$0	$133,900	$0	$0
20. Extend Broad Bldg.	EU Loan	$63,600	$0	$0	$63,600	$0
Spur (#50) *	Total	$63,600	$0	$0	$63,600	$0
21. Waco Rd Crossing	Ent Rev	$53,000	$0	$0	$53,000	$0
Surface (#51)	Total	$53,000	$0	$0	$53,000	$0
22. Rogers Street Signals	State Highway	$130,000	$130,000	$0	$0	$0
(#52)	Total	$130,000	$130,000	$0	$0	$0
	Ent Rev	$541,800	$62,500	$0	$214,200	$265,100
	EU Loan	$748,400	$0	$484,800	$63,600	$200,000
Railroad	CDBG	$338,100	$150,000	$104,000	$84,100	$0
Summary	Unfunded	$1,058,896	$0	$0	$253,100	$805,796
	State Highway	$130,000	$130,000	$0	$0	$0
	Total	**$2,817,196**	**$342,500**	**$588,800**	**$615,000**	**$1,270,896**

*** - Contingent on increased traffic at terminal**

PROJECTS	Funding Source	Total	Current Budget FY04	Projected Budget FY05	Requested Budget FY06	Priority Needs FY07-09
Sewer						
1. Sewer Main & Manhole	97 Ballot	$300,000	$300,000			
Rehab	2003 Ballot	$2,500,000		$500,000	$500,000	$1,500,000
C43100	Total	$2,800,000	$300,000	$500,000	$500,000	$1,500,000
2. 80-acre Point Trunks	97 Ballot	$600,000	$600,000			
Revolving Fund	2003 Ballot	$6,000,000		$1,200,000	$1,200,000	$3,600,000
C43111	Total	$6,600,000	$600,000	$1,200,000	$1,200,000	$3,600,000
3. Private Common	97 Ballot	$350,000	$350,000			
Collectors	2003 Ballot	$750,000		$150,000	$150,000	$450,000
C43112	Total	$1,100,000	$350,000	$150,000	$150,000	$450,000
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	97 Ballot	$650,000		$650,000		
C43137	PYA Ent Rev	$224,408	$224,408			
	BCRSD	$175,000	$0	$175,000	$0	$0
	Total	$1,049,408	$224,408	$825,000	$0	$0
6. H-21-B Interceptor	97 Ballot	$85,000			$85,000	
	Total	$85,000	$0	$0	$85,000	$0
9. Centrifuge	2003 Ballot	$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	$1,305,500	$0	$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. SD 141	Tax Bill	$15,000		$15,000		
C43142	Deferred TB	$15,000		$15,000		
	Total	$30,000	$0	$30,000	$0	$0
13. SD 148	Tax Bill	$57,500		$57,500		
C43171	PYA 97 Ballot	$65,000		$65,000		
	Total	$122,500	$0	$122,500	$0	$0
14. SD 149	Tax Bill	$70,000		$70,000		
C43172	PYA 97 Ballot	$70,000		$70,000		
	Deferred TB	$15,000		$15,000	$0	$0
	Total	$155,000	$0	$155,000	$0	$0
15. SD 154	Tax Bill	$240,000		$240,000		
C43170	PYA 97 Ballot	$260,000		$260,000		
	Deferred TB	$40,000		$40,000		
	Total	$540,000	$0	$540,000	$0	$0
16. SD 150	Tax Bill	$50,000		$50,000		
	Deferred TB	$160,000		$160,000		
C43148	Total	$210,000	$0	$210,000	$0	$0
17. SD 158	Tax Bill	$40,000		$40,000		
C43163	Deferred TB	$40,000	$0	$40,000	$0	
	Total	$80,000	$0	$80,000	$0	$0
18. SD 159	Tax Bill	$60,000	$0	$60,000	$0	$0
C43164	Deferred TB	$110,000	$0	$110,000	$0	$0
	Total	$170,000	$0	$170,000	$0	$0
17. S. UMC Campus Relief	PYA Ent Rev	$185,000		$185,000		$0
Sewer Phase 1 C43165	Total	$185,000	$0	$185,000	$0	$0
18. Clear Creek Pump	2003 Ballot	$1,195,500				$1,195,500
Station Upgrade Ph. 1	Total	$1,195,500	$0	$0	$0	$1,195,500
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	2003 Ballot	$1,612,300				$1,612,300
Relief Sewer Ph.1	Total	$1,612,300	$0	$0	$0	$1,612,300
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	2003 Ballot	$1,534,400			$767,200	$767,200
Extension	Total	$1,534,400	$0	$0	$767,200	$767,200
23. S. UMC Campus Relief	2003 Ballot	$485,000		$485,000		
Sewer - Ph. 2 C43173	Total	$485,000	$0	$485,000	$0	$0

PROJECTS	Funding Source	Total	Current Budget FY04	Projected Budget FY05	Requested Budget FY06	Priority Needs FY07-09
24. County House Branch	2003 Ballot	$1,532,300			$766,150	$766,150
(Southwest Outfall)						
Enlargement Phase 2	Total	$1,532,300	$0	$0	$766,150	$766,150
25. Upper Hinkson Outfall	Unfunded	$1,850,000				$1,850,000
Relief (eliminate Mex.						
Gravel Rd. pump stat.)	Total	$1,850,000	$0	$0	$0	$1,850,000
26. Upper Hinkson Creek	Unfunded	$2,700,000				$2,700,000
Outfall Ext. Ph.1	Total	$2,700,000	$0	$0	$0	$2,700,000
27. Upper Hinkson Creek	Unfunded	$4,700,000				$4,700,000
Outfall Ext. Ph.2	Total	$4,700,000	$0	$0	$0	$4,700,000
28. Bear Creek Outfall	Unfunded	$3,700,000				$3,700,000
Relief	Total	$3,700,000	$0	$0	$0	$3,700,000
29. Cow Branch Outfall -	Unfunded	$2,850,000				$2,850,000
Remove Pump Station	Total	$2,850,000	$0	$0	$0	$2,850,000
30. Hominy Branch	Unfunded	$2,100,000				$2,100,000
Outfall Extension	Total	$2,100,000	$0	$0	$0	$2,100,000
31. Hominy Branch	Unfunded	$2,900,000				$2,900,000
Outfall Relief	Total	$2,900,000	$0	$0	$0	$2,900,000
32. North Grindstone	Unfunded	$2,400,000				$2,400,000
Outfall Extension	Total	$2,400,000	$0	$0	$0	$2,400,000
33. South Grindstone Outfall	2003 Ballot	$685,000		$342,500	$342,500	
El Chaparral Lagoon	BCRSD	$765,000		$382,500	$382,500	
Interceptor C43167	Total	$1,450,000	$0	$725,000	$725,000	$0
34. South Grindstone	Unfunded	$2,900,000				$2,900,000
Outfall Extension Ph.1	Total	$2,900,000	$0	$0	$0	$2,900,000
35. South Grindstone	Unfunded	$1,750,000				$1,750,000
Outfall Extension Ph.2	Total	$1,750,000	$0	$0	$0	$1,750,000
36. Rocky Fork Outfall	Unfunded	$8,700,000				$8,700,000
Sewer	Total	$8,700,000	$0	$0	$0	$8,700,000
37. Little Bonne Femme	Unfunded	$7,750,000				$7,750,000
Reg. Pump Station	Total	$7,750,000	$0	$0	$0	$7,750,000
38. Henderson Branch	Unfunded	$2,000,000				$2,000,000
(Midway)	Total	$2,000,000	$0	$0	$0	$2,000,000
39. MLK Sewer Digestor	Ent Rev	$35,000		$35,000		
Removal C43174	Total	$35,000	$0	$35,000	$0	$0
	Ent Rev	$290,000	$255,000	$35,000	$0	$0
	Tax Bill	$532,500	$0	$532,500	$0	$0
	Deferred TB	$380,000	$0	$380,000	$0	$0
	2003 Ballot	$17,600,000	$0	$3,983,000	$3,725,850	$9,891,150
	BCRSD	$940,000	$0	$557,500	$382,500	$0
	97 Ballot	$1,985,000	$1,250,000	$650,000	$85,000	$0
	Subtotal	**$21,727,500**	**$1,505,000**	**$6,138,000**	**$4,193,350**	**$9,891,150**
Sewer Summary						
	PYA Ent Rev	$1,939,908	$1,754,908	$185,000	$0	$0
	PYA 97 Ballot	$395,000	$0	$395,000	$0	$0
	Subtotal	**$2,334,908**	**$1,754,908**	**$580,000**	**$0**	**$0**
	Unfunded	**$50,300,000**	**$0**	**$0**	**$0**	**$50,300,000**
	Total	**$74,362,408**	**$3,259,908**	**$6,718,000**	**$4,193,350**	**$60,191,150**

PROJECTS	Funding Source	Total	Current Budget FY04	Projected Budget FY05	Requested Budget FY06	Priority Needs FY07-09
Stormwater						
1. Ludwick Boulevard	Ent Rev	$77,000	$77,000			
C49054	Total	$77,000	$77,000	$0	$0	$0
2. Harmony Branch	PYA Ent Rev	$20,000	$20,000			
Detention Basin C49049	Total	$20,000	$20,000	$0	$0	$0
3. Range Line Street	Ent Rev	$130,000			$20,000	$110,000
Smith Street	Total	$130,000	$0	$0	$20,000	$110,000
4. Quail Drive	Ent Rev	$687,000		$50,000	$293,500	$343,500
C49067	Total	$687,000	$0	$50,000	$293,500	$343,500
5. Concordia Drive at	Ent Rev	$92,700			$92,700	
Walter Court	Total	$92,700	$0	$0	$92,700	$0
6. Rollins at Rothwell	Ent Rev	$176,000	$176,000			
C49047	Total	$176,000	$176,000	$0	$0	$0
7. 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
8. Paris - Ann	PYA Ent Rev	$67,000	$67,000			
C49038	Total	$67,000	$67,000	$0	$0	$0
9. Lawrence Place	Ent Rev	$86,000				$86,000
	Total	$86,000	$0	$0	$0	$86,000
10. Brandon Road	Ent Rev	$108,000		$21,600	$86,400	
Culvert C49068	Total	$108,000	$0	$21,600	$86,400	$0
11. Maryland Avenue	Ent Rev	$177,000	$27,000		$150,000	
C49055	Total	$177,000	$27,000	$0	$150,000	$0
12. Middlebush - C49039	Ent Rev	$43,500				$43,500
	Total	$43,500	$0	$0	$0	$43,500
13. 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
14. West Boulevard &	Ent Rev	$51,486		$51,486		
Mary Jean C49026	PYA Grants	$28,514		$28,514		
	PYA Ent Rev	$55,200	$55,200			
	Total	$135,200	$55,200	$80,000	$0	$0
15. Rutledge-Weymeyer	Ent Rev	$5,400		$5,400		
C49040	PYA Ent Rev	$180,600		$180,600		
	Total	$186,000	$0	$186,000	$0	$0
16. Maupin-Edgewood	Ent Rev	$188,000	$188,000			
C49056	Total	$188,000	$188,000	$0	$0	$0
17. Mill Creek Drainage	Ent Rev	$156,000			$156,000	
Basin Phase II	Total	$156,000	$0	$0	$156,000	$0
18. 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
19. Sexton Road at	Ent Rev	$300,000				$300,000
Jackson	Total	$300,000	$0	$0	$0	$300,000
20. Merideth Branch	Ent Rev	$350,000	$350,000			
Detn Basin C49042	Total	$350,000	$350,000	$0	$0	$0
21. Richmond Avenue	Ent Rev	$407,000	$43,600		$363,400	
Box Culvert C49057	Total	$407,000	$43,600	$0	$363,400	$0
22. Greenwood-Stewart	Ent Rev	$209,300		$17,700	$73,600	$118,000
C49069	Total	$209,300	$0	$17,700	$73,600	$118,000
23. Old Plank Storm	Ent Rev	$129,600				$129,600
Drainage - S side	Total	$129,600	$0	$0	$0	$129,600
24. Wayne Road	Ent Rev	$65,000				$65,000
	Total	$65,000	$0	$0	$0	$65,000
25. 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 FY04	Projected Budget FY05	Requested Budget FY06	Priority Needs FY07-09
26. Maryland Ave. &	Ent Rev	$90,000	$90,000			
Richmond Phase I	Total	$90,000	$90,000	$0	$0	$0
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	$20,000	$0	$0	$100,000
30. Royal Lytham -	Ent Rev	$57,500			$11,500	$46,000
Fallwood	Total	$57,500	$0	$0	$11,500	$46,000
31. Flat Branch RCB	Ent Rev	$17,400	$7,400	$10,000		
C49059	Total	$17,400	$7,400	$10,000	$0	$0
32. Mill Creek Detention	Ent Rev	$50,000				$50,000
Study	Total	$50,000	$0	$0	$0	$50,000
33. Brown School Road	Dev Contrib	$75,000		$75,000		
Culverts C49070	Total	$75,000	$0	$75,000	$0	$0
	Dev Contrib	$75,000	$0	$75,000	$0	$0
Stormwater	Ent Rev	$5,223,086	$1,194,400	$346,186	$1,437,100	$2,245,400
Summary	**Subtotal**	**$5,298,086**	**$1,194,400**	**$421,186**	**$1,437,100**	**$2,245,400**
	PYA Grants	$28,514	$0	$28,514	$0	$0
	PYA Ent Rev	$1,019,600	$839,000	$180,600	$0	$0
	Total	**$6,346,200**	**$2,033,400**	**$630,300**	**$1,437,100**	**$2,245,400**

PROJECTS	Funding Source	Total	Current Budget FY04	Projected Budget FY05	Requested Budget FY06	Priority Needs FY07-09
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	Ent Rev	$500,000		$255,000	$245,000	
Energy from Landfill						
Methane Gas C48037	Total	$500,000	$0	$255,000	$245,000	$0
5. Refuse Bag Storage	Ent Rev	$200,000				$200,000
Building	Total	$200,000	$0	$0	$0	$200,000
6. HHW Building	Ent Rev	$350,000			$0	$350,000
	Total	$350,000	$0	$0	$0	$350,000
7. Landfill Cell # 4	Ent Rev	$2,125,000		$125,000	$2,000,000	
C48038	Total	$2,125,000	$0	$125,000	$2,000,000	$0
8. Add Maintenance Bay to	Unfunded	$150,000				$150,000
LOC Building	Total	$150,000	$0	$0	$0	$150,000
	PYA Ent Rev	$150,000	$150,000	$0	$0	$0
	Subtotal	**$150,000**	**$150,000**	**$0**	**$0**	**$0**
	Ent Rev	$4,275,800	$265,800	$475,000	$2,460,000	$1,075,000
	Subtotal	**$4,275,800**	**$265,800**	**$475,000**	**$2,460,000**	**$1,075,000**
Solid Waste Summary	**Unfunded**	**$150,000**	**$0**	**$0**	**$0**	**$150,000**
	Total	**$4,575,800**	**$415,800**	**$475,000**	**$2,460,000**	**$1,225,000**

PROJECTS	Funding Source	Total	Current Budget FY04	Projected Budget FY05	Requested Budget FY06	Priority Needs FY07-09
Parking						
1. Structural Inspection	Ent Rev	$12,000		$12,000		$0
Three Garages C45045	Total	$12,000	$0	$12,000	$0	$0
2. Re-roof Plaza Garage	Ent Rev	$52,000				$52,000
Canopy (FY07)	Total	$52,000	$0	$0	$0	$52,000
3. Seal Plaza Decking	Ent Rev	$14,000	$0		$14,000	
7th & Walnut	Total	$14,000	$0	$0	$14,000	$0
4. Replace 2 ticket splitters	Ent Rev	$24,000				$24,000
@ 7th & Walnut w/barcode	Total	$24,000	$0	$0	$0	$24,000
5. Add floor to Plaza	Ent Rev	$1,500,000				$1,500,000
7th & Walnut	Total	$1,500,000	$0	$0	$0	$1,500,000
6. Rpl. 2 multi-space Falcon	Ent Rev	$48,000		$48,000		
10th & Cherry C45046	Total	$48,000	$0	$48,000	$0	$0
7. Replace 2 multi-space	Ent Rev	$48,000		$48,000		
Falcon - 6th & Cherry	Total	$48,000	$0	$48,000	$0	$0
8. Future Parking Garage	Ent Rev	$5,200,000				$5,200,000
	Total	$5,200,000	$0	$0	$0	$5,200,000
9. Connect Garage to LAN	Ent Rev	$39,096			$39,096	
8th & Cherry	Total	$39,096	$0	$0	$39,096	$0
10. Connect Garage to LAN	Ent Rev	$20,000			$20,000	
10th & Cherry	Total	$20,000	$0	$0	$20,000	$0
11. Connect Garage to LAN	Ent Rev	$20,000				$20,000
6th & Cherry	Total	$20,000	$0	$0	$0	$20,000
12. Paint Stairwell & Tower	Ent Rev	$5,200			$5,200	
6th & Cherry	Total	$5,200	$0	$0	$5,200	$0
Parking	Ent Rev	$6,982,296	$0	$108,000	$78,296	$6,796,000
Summary	**Total**	**$6,982,296**	**$0**	**$108,000**	**$78,296**	**$6,796,000**

PROJECTS	Funding Source	Total	Current Budget FY04	Projected Budget FY05	Requested Budget FY06	Priority Needs FY07-09
Transportation						
1.Replace (2) Paratransit	PYA Transp S Tax	$21,300	$21,300			
Vehicles	Unfunded	$0				
C47014	FTA	$85,200	$85,200			
	Total	$106,500	$106,500	$0	$0	$0
2. Purchase and Install	PYA Transp S Tax	$28,284	$28,284			
(10) Bus Shelters, (20)	Unfunded	$83,263				$83,263
Benches, (40) Concrete	FTA	$333,052				$333,052
Pads C47004	Total	$444,599	$28,284	$0	$0	$416,315
3. Purchase & Install	Unfunded	$37,871			$37,871	
	Ent Rev	$18,935		$18,935		
Benches, Shelters,	FTA	$340,358		$113,453	$226,905	
Concrete Pads C47023	Total	$397,164	$0	$132,388	$264,776	$0
4. Replace (6) Paratransit	Unfunded	$74,181			$48,720	$25,461
Vehicles	FTA	$296,727			$194,880	$101,847
C47024	Total	$370,908	$0	$0	$243,600	$127,308
5. Wabash Station	PYA GF/PI	$88,040	$88,040			
Renovation Project	PYA Transp S Tax	$35,184	$35,184			
C47003	Ent Rev	$482,293		$482,293		
	FTA	$1,985,264		$1,985,264		
	FTA Enh	$436,805		$436,805		
	Total	$3,027,586	$123,224	$2,904,362	$0	$0
6. (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
7. (4) Garage Doors	PYA Transp S Tax	$11,000	$11,000			
with Electric Openers	FTA	$45,320	$45,320			
C47015	Total	$56,320	$56,320	$0	$0	$0
8. (2) Solar Security	Ent Rev	$700	$700			
Lighting Systems for	FTA	$2,800	$2,800			
Bus Shelters C47016	Total	$3,500	$3,500	$0	$0	$0
9. (8) Video Security	Ent Rev	$10,400	$10,400			
Systems for Paratransit	FTA	$41,600	$41,600			
Vans C47017	Total	$52,000	$52,000	$0	$0	$0
10. (17) GFI Farebox	Ent Rev	$3,800	$3,800			
Upgrades for Card	FTA	$15,200	$15,200			
Swipes C47018	Total	$19,000	$19,000	$0	$0	$0
11. (17) GFI Farebox	Ent Rev	$27,810		$27,810		
M-Boards and Upgraded	FTA	$111,240		$111,240		
Systems C47018	Total	$139,050	$0	$139,050	$0	$0
12. (5) Bus Radio	Ent Rev	$700	$700			
Systems	FTA	$2,800	$2,800			
C47019	Total	$3,500	$3,500	$0	$0	$0
13. Two New 40' NewFlyer	Unfunded	$132,737				$132,737
Transit Buses w/GFI	FTA	$503,952				$503,952
Cardswipe F-boxes,etc.	Total	$636,689	$0	$0	$0	$636,689
14. (5) Basic GFI	Ent Rev	$11,000	$11,000			
Fareboxes w/ Cardswipe	FTA	$44,000	$44,000			
Capability C47021	Total	$55,000	$55,000	$0	$0	$0
15. (5) Video	Ent Rev	$6,000	$6,000			
Surveillance Camera	FTA	$24,000	$24,000			
Systems C47022	Total	$30,000	$30,000	$0	$0	$0
16. (5) GFI Farebox Mother-	Ent Rev	$3,914		$3,914		
boards and Upgraded	FTA	$15,656		$15,656		
Systems C47021	Total	$19,570	$0	$19,570	$0	$0
Transportation	FTA	$3,914,769	$328,520	$2,225,613	$421,785	$938,851
Summary	FTA Enh	$436,805	$0	$436,805	$0	$0
	Ent Rev	$565,552	$32,600	$532,952	$0	$0
	Subtotal	**$4,917,126**	**$361,120**	**$3,195,370**	**$421,785**	**$938,851**
	PYA GF/PI	$88,040	$88,040	$0	$0	$0
	PYA Transp S Tax	$112,668	$112,668	$0	$0	$0
	Subtotal	**$200,708**	**$200,708**	**$0**	**$0**	**$0**
	Unfunded	**$328,052**	**$0**	**$0**	**$86,591**	**$241,461**
	Total	**$5,445,886**	**$561,828**	**$3,195,370**	**$508,376**	**$1,180,312**

PROJECTS	Funding Source	Total	Current Budget FY04	Projected Budget FY05	Requested Budget FY06	Priority Needs FY07-09
Airport						
1. General Improvement	Transp STax	$300,000	$50,000	$50,000	$50,000	$150,000
C44008	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	FAA Gr	$95,000				$95,000
Renovation Study	PYA Transp S Tax	$17,303	$17,303			
(Preliminary) C44066	Total	$112,303	$17,303	$0	$0	$95,000
5. Parking Lot for	Transp STax	$55,208				$55,208
FBO Hangar	Total	$55,208	$0	$0	$0	$55,208
6. Environmental	FAA Gr	$95,000		$95,000		
Assessment	PYA Transp S Tax	$20,000	$20,000			
C44070	Total	$115,000	$20,000	$95,000	$0	$0
7. ARFF Relocation	Unfunded	$11,639				$11,639
	FAA Gr	$221,141				$221,141
	Total	$232,780	$0	$0	$0	$232,780
8. Rental Car	Unfunded	$18,643			$18,643	
Area Overlay	Total	$18,643	$0	$0	$18,643	$0
9. Land Purchase	Unfunded	$15,000			$15,000	
West side of Rwy 2-20	FAA Gr	$285,000			$285,000	
C44075	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	$0	$851,700
11. Terminal Renovation	Unfunded	$7,500				$7,500
Preliminary Design	FAA Gr	$142,500				$142,500
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	$246,282			$246,282	
Crosswind Runway	FAA Gr	$4,679,362			$4,679,362	
	Total	$4,925,644	$0	$0	$4,925,644	$0
14. Cargo Apron	FAA Gr	$734,000			$734,000	
w / Taxiway C44067	PYA Transp S Tax	$163,200			$163,200	
	Total	$897,200	$0	$0	$897,200	$0
15. Land Purchase - Rwy	Unfunded	$8,750				$8,750
Safety Areas	FAA Gr	$166,250				$166,250
	Total	$175,000	$0	$0	$0	$175,000
16. Rehabilitation of	PYA Transp S Tax	$50,000		$50,000		
Runway 13-31	FAA Gr	$950,000		$950,000		
C44076	Total	$1,000,000	$0	$1,000,000	$0	$0
Airport	Transp STax	$445,198	$50,000	$50,000	$50,000	$295,198
Summary	FAA Gr	$10,678,163	$0	$1,045,000	$5,698,362	$3,934,801
	Subtotal	**$11,123,361**	**$50,000**	**$1,095,000**	**$5,748,362**	**$4,229,999**
	PYA Ent Rev	$0	$0	$0	$0	$0
	PYA Transp S Tax	$250,503	$37,303	$50,000	$163,200	$0
	Subtotal	**$250,503**	**$37,303**	**$50,000**	**$163,200**	**$0**
	Unfunded	**$2,959,739**	**$0**	**$0**	**$279,925**	**$2,679,814**
	Total	**$14,333,603**	**$87,303**	**$1,145,000**	**$6,191,487**	**$6,909,813**

Operating Impact of Significant Capital Projects in FY 2005

Projects	Descriptions	Estimated Operating Costs
Water		
13. 36" transmission line from McBaine (#120) *Additional 36" Transmission Main From Water Treatment Plant To Distribution System.*	Build new transmission main from the water treatment plant to tie in to the distribution system. This is in addition to existing 36" main on a different route - provides increased capacity and redundancy.	Will not impact operating cost.
1. Water Main Replacements (#10) *Annual Main Replacements*	Annual replacement program to replace and upgrade old water mains.	Will reduce operating cost because of replacement of old mains that leak and/or break more frequently.
Electric		
2. Distribution System Expansion (#22)	Annual project to expand electric distribution system to meet growth.	Long-term increase in operating costs as new lines require maintenance.
4. Load Management System (#49)	Program to install switches on air conditioners to control load during summer peaks.	Reduces operating cost by eliminating the need to purchase capacity.
Railroad		
1. Tie Program (#12) *	Project to replace old railroad ties. ***Contingent upon increase traffic at terminal***	Reduces operating cost by reducing maintenance of old track sections and increases speed of train delivers.
3. Rail Replacement * Program (#14)	Project to replace old rail. ***Contingent upon increase traffic at terminal***	Reduces operating cost by reducing maintenance of old track sections and increases speed of train delivers.
Sewer		
9. Centrifuge Replacement at WWTP C43144	This project involves replacing existing equipment at the City's waste water treatment facility	Estimated operating costs for cleaning and televising is approximately $13,500
15. SD 154 C43170	This project includes; West Broadway, Glenwood Avenue, Westwood Avenue, and Maupin Avenue Sewer District. The project will involve extending City sewer to the properties that are currently served by a private common collection sewer.	Estimated operating costs for cleaning and televising new constructed lines is approximately $4,130
Solid Waste		
7. Landfill Cell # 4 C48038	At the current rate of space use, Cell #4 must be ready for use by January 2007. The cell phone and specifications will be developed to allow for construction during summer and fall of 2006	Estimated costs for operation, administration, depreciation, state fee and interest expense will be $3.9 million (Ave. tonnage/year * cost/ton
Parking		
6. Rpl. 2 multi-space Falcon 10th & Cherry C45046	The falcons are obsolete and no longer supported by the manufacturer. Approval has been made to replace both at the 10th & Cherry garage.	The estimated annual cost for dail maintenance is approximately $2,500.
Transportation		
3. Purchase & Install Benches, Shelters, Concrete Pads C47023	Benches and shelters will be installed at various highly utilitized bus stops. The transit department has been systematically installing enroute passenger waiting shelters over the past few years.	Estimated operating costs for cleaning and maintaining the shelters is approximately $9,000 annually.
11. (17) GFI Farebox M-Boards and Upgraded Systems C47018	This upgrade will purchase a card programming capability, update the motherboards in each farebox, purchase a new Windows-based operating system which will allow Transit personnel to electronically interface the GFI database with Excel so that CT no longer has to manually extract the data and enter it into Excel. This upgrade will also include the new computer and training package. With a Federal grant, Columbia Transit anticipates this purchase to be in FY05.	Estimated operating costs will be the necessary upgrades for the motherboards and system in the futre. Estimated costs are approximately $4,500

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 on the following page. 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 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	% Change From Budget FY 2004
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.	4,295	0	300	0	
Capital	0	0	0	0	
Other	2,209,333	2,749,693	2,749,693	2,777,503	1.0%
Total	**2,213,628**	**2,749,693**	**2,749,993**	**2,777,503**	**1.0%**
Summary					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	0	0	0	0	
Debt Service	2,213,628	2,749,693	2,749,993	2,777,503	1.0%
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**$ 2,213,628**	**$ 2,749,693**	**$ 2,749,993**	**$ 2,777,503**	**1.0%**

COMPUTATION OF LEGAL DEBT MARGIN

Assessed Value FY 2004*				$ 1,158,639,285
Constitutional Debt Limit**	(20% Assessed Value)			231,727,857
Total Bonded Debt			131,990,000	
Less:				
Revenue Bonds		101,050,000		
Special Obligation Bonds		15,285,000		
Certificates of Participation		15,655,000		
			131,990,000	
Total Amount of Debt Applicable to Debt Limit				0
Legal Debt Margin				$ 231,727,857

* All tangible property
** Section 95.115 of the 1978 Missouri Revised Statutes

SUMMARY OF OUTSTANDING DEBT
As of 09/30/2004

	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%	10/01/05	7,185,000
'98 Water & Electric (3/1/98)	28,295,000	3.75% - 6.00%	10/01/22	28,010,000
'02 Water & Elec Imprvmnt Bond (02/01/02)	16,490,000	3.00% - 6.00%	10/01/26	16,025,000
'03 Water & Elec Refunding Bond (02/15/03)	8,950,000	2.00% - 5.00%	12/01/15	8,900,000
'04 Water & Elec Imprvmnt Bond (03/30/04)	17,095,000	2.00% - 4.25%	10/01/28	17,095,000
'92 San. Sewer SeriesB (6/1/92)	870,000	4.25% - 6.55%	01/01/13	520,000
'99 San. Sewer Bonds Series A (6/1/99)	3,730,000	3.625% - 5.25%	01/01/20	3,075,000
'99 San. Sewer Bonds Series B (12/1/99)	1,420,000	4.125%-6.00%	07/01/20	1,175,000
'00 San. Sewer Bonds Series B (11/11/00)	2,445,000	4.35% - 5.625%	07/01/21	2,130,000
'02 San. Sewer Bonds Series A (05/01/02)	2,230,000	3.00% - 5.375%	01/01/23	2,130,000
'02 San. Sewer Refunding (09/15/02)	7,940,000	2.00% - 4.00%	01/01/17	7,755,000
'03 San. Sewer Bonds Series B (04/01/03)	3,620,000	2.00% - 5.25%	01/01/24	3,620,000
'04 San. Sewer Bonds Series B (05/28/04)	650,000	2.00% - 5.25%	01/01/25	650,000
'95 Parking Revenue Bonds (9/5/95)	3,400,000	3.80% - 6.00%	10/01/20	2,780,000
Total Revenue Bonds				**101,050,000**
SPECIAL OBLIGATION BONDS:				
'01 Refuse Special Oblig. Bonds (11/13/01)	4,640,000	3.65% - 4.80%	02/01/21	4,285,000
'96 Refuse Special Oblig. Bonds (8/1/96)	4,955,000	3.75% - 5.50%	02/01/16	3,530,000
'96 Parking Special Oblig. Bonds (8/1/96)	7,120,000	3.75% - 5.50%	02/01/16	4,990,000
'01Sewer Special Oblig. Bonds (11/13/01)	2,685,000	3.65% - 4.80%	02/01/21	2,480,000
Total Special Obligation Bonds				**15,285,000**
CERTIFICATES OF PARTICIPATION:				
'01 Recreation Center COPS (05/01/01)	10,500,000	4% - 5.215%	02/01/06	4,665,500
'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	3,989,500
Total Certificates of Participation				**15,655,000**
TOTAL:				$ **131,990,000**

GENERAL OBLIGATION BONDS

GENERAL INFORMATION

General obligation bonds are supported by a pledge of the City's full faith and credit. The City paid the last of the General Obligation Debt off in FY 2003. There is currently no plans for issuing General Obligation Bonds for FY 2005.

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 09/30/2004 - $7,185,000
Maturity Date - 10/1/2005

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 09/30/2004 - $28,010,000
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 tc 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 09/30/2004 - $16,025,000
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 09/30/2004 - $8,900,000
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.

03/30/04 Water and Electric Series A Improvement Bonds (Interest rates: 2.00% - 4.25%)
Original Issue - $17,095,000
Balance As of 09/30/2004 - $17,095,000
Maturity Date - 10/1/2028

In March of 2004 the City issued $17,095,000 in Water and Electric Improvement 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 provide funding for improvements to the Water Utility system.

DEBT SERVICE REQUIREMENTS

Fiscal Year	Principal Requirements	Interest Requirements	Total Requirements
2005	$ 3,870,000	$ 3,449,264	$ 7,319,264
2006	4,265,000	3,228,336	7,493,336
2007	3,265,000	3,049,306	6,314,306
2008	3,415,000	2,904,498	6,319,498
2009	3,525,000	2,744,052	6,269,052
2010	3,665,000	2,581,221	6,246,221
2011	3,820,000	2,428,454	6,248,454
2012	3,975,000	2,260,015	6,235,015
2013	4,150,000	2,081,405	6,231,405
2014	3,365,000	1,918,006	5,283,006
2015	3,515,000	1,768,975	5,283,975
2016	3,665,000	1,610,684	5,275,684
2017	2,765,000	1,464,297	4,229,297
2018	2,900,000	1,331,748	4,231,748
2019	3,040,000	1,192,063	4,232,063
2020	3,185,000	1,045,146	4,230,146
2021	3,340,000	890,267	4,230,267
2022	3,505,000	727,218	4,232,218
2023	3,690,000	555,382	4,245,382
2024	1,880,000	424,143	2,304,143
2025	1,965,000	335,912	2,300,912
2026	2,065,000	242,694	2,307,694
2027	2,165,000	144,575	2,309,575
2028	1,085,000	71,294	1,156,294
2029	1,135,000	24,119	1,159,119
Total	$ **77,215,000**	$ **38,473,074**	$ **115,688,074**

GENERAL INFORMATION

08/01/79 Sanitary Sewerage System Revenue Bonds (Interest rates: 5.00% - 7.00%)
Original Issue - $3,500,000
Balance As of 09/30/2004 - $285,000
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. The final principal and interest payment to bondholders due 10/01/2004, was paid in FY 2004, by the City to the Paying Agent and placed in an escrow account. Therefore, the principal and interest due on 10/01/2004 is not included in the debt service requirements for FY 2005.

06/01/92 Sanitary Sewerage System Series B (Interest rates: 4.25% - 6.55%)
Original Issue - $870,000
Balance As of 09/30/2004 - $520,000
Maturity Date - 01/01/13

In June 1992, the City participated in the State Revolving Loan program to issue $870,000 in Bonds.

06/01/99 Sanitary Sewerage System Series A (Interest rate: 3.625% - 5.25%)
Original Issue - $3,730,000
Balance As of 09/30/2004 - $3,075,000
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 09/30/2004 - $1,175,000
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 09/30/2004 - $2,130,000
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.

05/01/02 Sanitary Sewerage System Series A (Interest rates: 3.00% - 5.375%)
Original Issue - $2,230,000
Balance As of 09/30/2004 - $2,130,000
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 09/30/2004 - $2,480,000
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.

SANITARY SEWER BONDS

GENERAL INFORMATION

09/15/02 Sanitary Sewerage System Revenue Refunding Bonds (Interest rates: 2.00% - 4.00%)
Original Issue - $7,940,000
Balance As of 09/30/2004 - $7,755,000
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 Revenue Bonds (Interest rates: 2.00% - 5.25%)
Original Issue - $3,620,000
Balance As of 09/30/2004 - $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.

05/28/04 Sanitary Sewerage System Revenue Bonds (Interest rates: 2.00% - 5.25%)
Original Issue - $650,000
Balance As of 09/30/2004 - $650,000
Maturity Date - 1/1/2025

In 2004, the City participated in the State Revolving Loan Program to issue $650,000 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
2005	$ 960,000	$ 987,523	$ 1,947,523
2006	1,280,000	949,264	2,229,264
2007	1,295,000	908,049	2,203,049
2008	1,320,000	863,532	2,183,532
2009	1,355,000	815,025	2,170,025
2010	1,385,000	762,752	2,147,752
2011	1,430,000	707,108	2,137,108
2012	1,455,000	646,783	2,101,783
2013	1,500,000	584,227	2,084,227
2014	1,460,000	519,602	1,979,602
2015	1,505,000	452,355	1,957,355
2016	1,550,000	382,879	1,932,879
2017	1,595,000	310,751	1,905,751
2018	1,650,000	235,790	1,885,790
2019	980,000	172,630	1,152,630
2020	1,015,000	121,754	1,136,754
2021	725,000	74,978	799,978
2022	375,000	43,055	418,055
2023	390,000	24,252	414,252
2024	270,000	8,413	278,413
2025	40,000	1,000	41,000
Total	$ **23,535,000**	$ **9,571,722**	$ **33,106,722**

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 09/30/2004 - $3,530,000
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 09/30/2004 - $4,285,000
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
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	**$ 7,815,000**	**$ 3,091,233**	**$ 10,906,233**

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 09/30/2004 - $2,780,000
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 09/30/2004 - $4,990,000
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 and Special Obligation Bonds

Year	Original Requirements	Interest Requirements	Total Requirements
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	$ **7,770,000**	$ **3,612,513**	$ **11,382,513**

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 09/30/2004 - $4,665,500
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
2005	$ 2,215,500	$ 139,650	$ 2,355,150
2006	2,450,000	47,670	2,497,670
Total	$ **4,665,500**	$ **187,320**	$ **4,852,820**

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 09/30/2004 - $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
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**	**$ 1,045,625**	**$ 8,045,625**

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 09/30/2004 - $3,989,500
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
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	**$ 3,989,500**	**$ 1,143,184**	**$ 5,132,684**

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

PURPOSE

This fund accounts for and disburses funds received by the City from the Dept. of Housing and Urbar Development's Community Development Block Grant Program. These funds are to be used to provide facilities an assistance to low and moderate income citizens of the City such as housing programs, neighborhoo improvements and community facilities. After receiving recommendations from the Community Developme Commission, the staff, and public hearings, the Council adopts this budget and submits it to HUD for final approva Following that approval, the funds become available in the spring of 2005

In 2002 the City Council adopted the following guidelines for the expenditure of the annual allocation of Communi Development Block Grant funds: 20-30% for Housing Programs, 45-50% for Public Improvements , 10-20% fo Community Facilities, 0-5% for Community Services and 10-15% for Planning and Administratior

RESOURCES

		Adopted FY 2005
Entitlement Amount Estimate	$	1,010,000
Total Resources	$	1,010,000

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	24,000	24,000	24,000	24,000
NRT Demolition	30,000	30,000	30,000	30,000
NRT Code Enforcement	50,000	50,000	50,000	50,000
Serv. Indep. Living-Home Accessibility	39,000	28,000	20,000	20,000
Subtotal (Council Policy 20-30%)	**268,000**	**257,000**	**249,000**	**249,000**
	16.3%	25.4%	24.7%	24.7%
Public Improvements:				
Downtown Sidewalks ADA	50,000	0	50,000	50,000
Emergency Warning Sirens	54,000	54,000	0	0
Paquin Park Improvements	25,000	0	0	0
Armory Recreation Center	50,000	0	0	0
Hardin Street Reconstruction	230,000	0	0	0
Hope Street Reconstruction	130,000	130,000	130,000	130,000
COLT Railroad Corridor	104,000	104,000	104,000	104,000
Fire Station #2 Renovation	120,000	120,000	120,000	120,000
Ward 1 Sidewalks	50,000	0	50,000	50,000
Subtotal (Council Policy 45-50%)	**813,000**	**408,000**	**454,000**	**454,000**
	49.5%	40.4%	45.0%	45.0%
Community Facilities:				
Community Service Center - Covenant CDC	100,000	0	0	0
Sub. Abuse Treatment Facility - Phoenix	175,000	175,000	125,000	125,000
Subtotal (Council Policy 10-20%)	**275,000**	**175,000**	**125,000**	**125,000**
	16.7%	17.3%	12.4%	12.4%
Community Services:				
Youthbuild Instructor - Advent	56,347	40,000	40,000	40,000
Park Avenue Planning - Columbia Housing Auth.	50,000	0	0	0
Microloan Program - Enterprise Dev. Corp	50,000	0	12,000	12,000
Subtotal (Council Policy 0-5%)	**156,347**	**40,000**	**52,000**	**52,000**
	9.5%	4.0%	5.1%	5.1%
Administration and Planning				
Planning	85,000	85,000	85,000	85,000
Administration	45,000	45,000	45,000	45,000
Subtotal (Council Policy 10-15%)	**130,000**	**130,000**	**130,000**	**130,000**
	7.9%	12.9%	12.9%	12.9%
Total	**1,642,347**	**$ 1,010,000**	**$ 1,010,000**	**$ 1,010,000**

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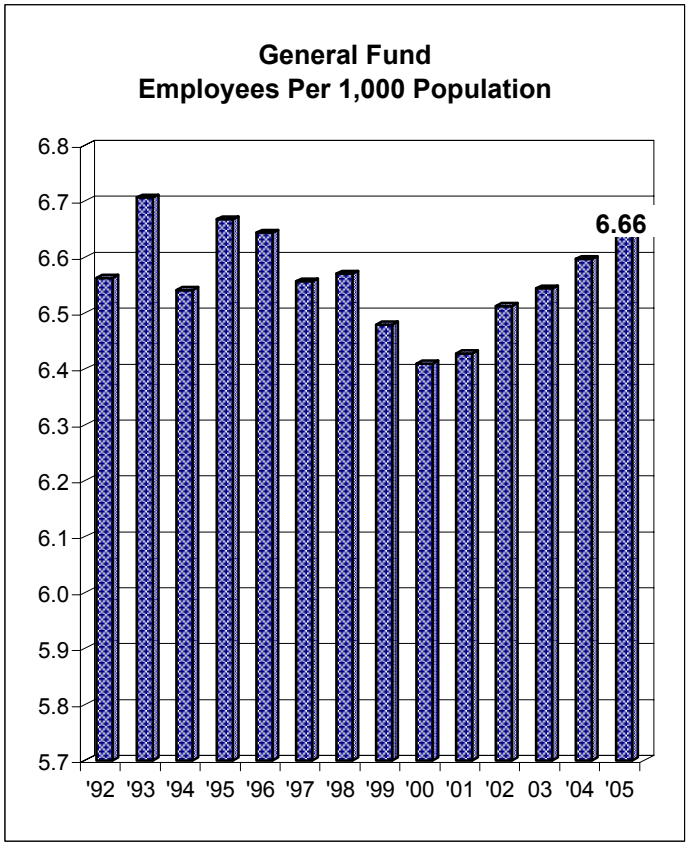
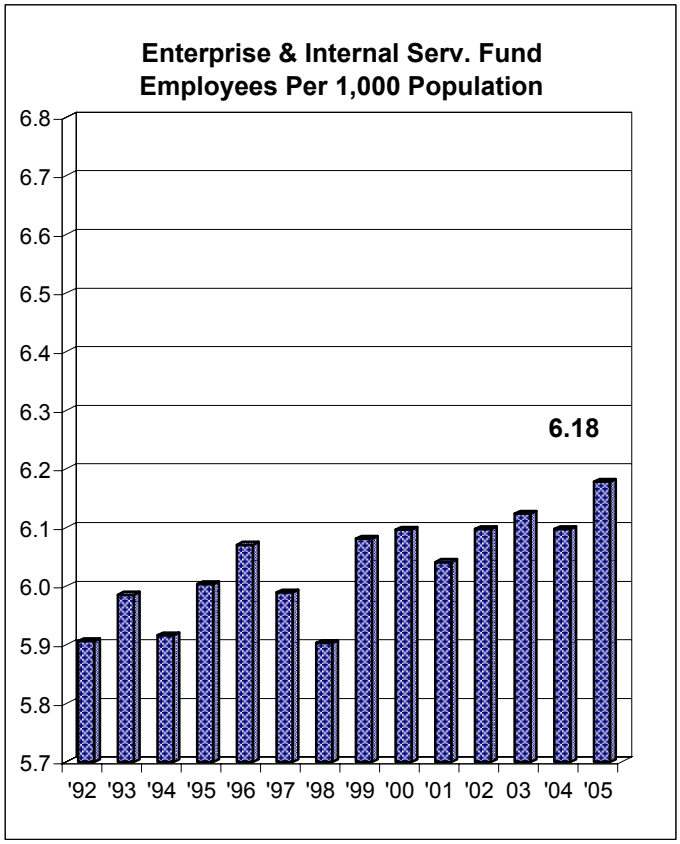
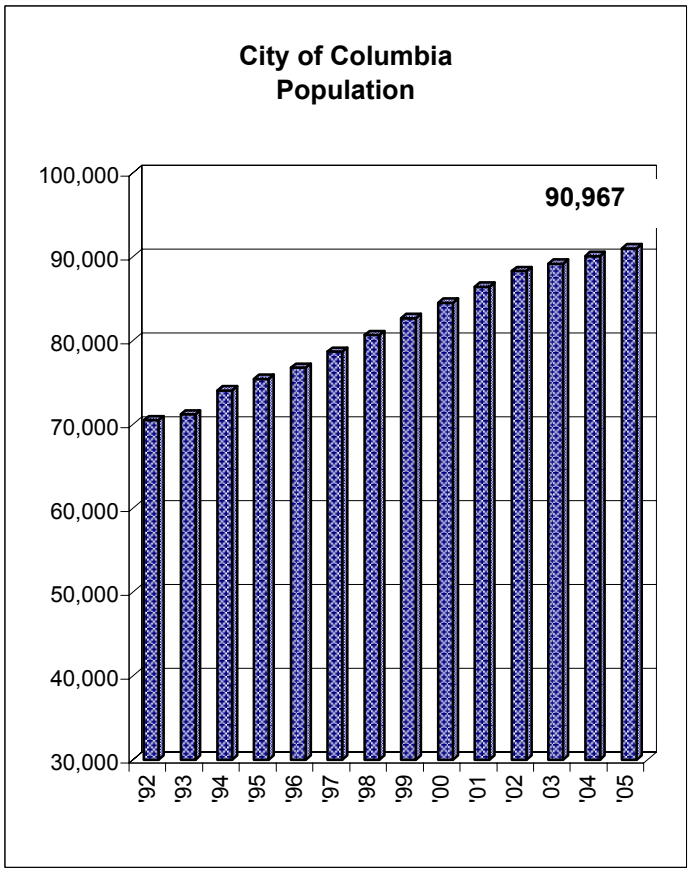
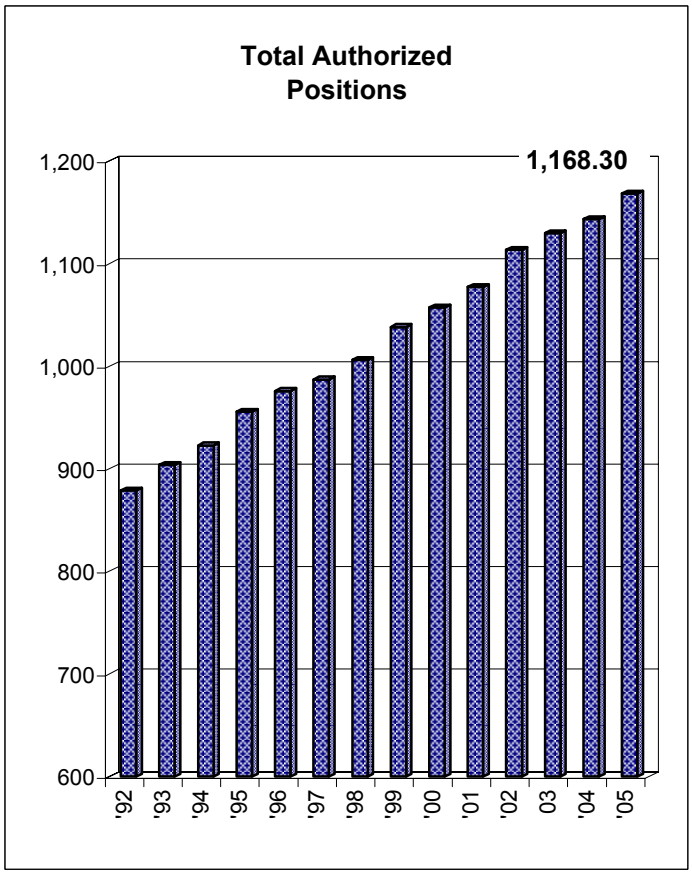
PERSONNEL SUMMARY INFORMATION









* During the past 10 years it has been the City's practice to maintain a growth rate in total authorized positions that is simliar to the growth rate in the City's population.

Additional Positions
Adopted FY 2005

	Number Of Positions	Position Added
General Fund:		
Law - City Prosecutor	1.00	ASA II
Municipal Court - Operations	1.00	ASA III (Deputy Court Clerk)
Police - Patrol	2.00	Police Sergeants - Central City and Downtown Beats
Police - CAT Team	1.00	Police Officer - CAT Team (9 months)
Fire - Emergency Servies	2.00	Fire Fighter II (7 months)
JCIC	0.80	Programmer Analyst - GIS
Emergency Management	0.20	Programmer Analyst - GIS
Health - Environmental Health	1.00	ASA II
PW - Engineering	0.50	Engineering Aide II
PW - Streets	1.00	PW Supervisor II - Safety/Cleanup Crew
PW - Protective Inspection	1.00	Building Inspector
PW - Protective Inspection	0.50	ASA III
	12.00	**NET GENERAL FUND POSITIONS ADDED**
	2.02%	
Other Funds:		
Water - Water Plant	1.00	Chief Operator- Water Treatment Plant
Water - Distribution	2.00	(2) Chief Operator- Supervisor III WTF
Electric - Transmission & Distribution	3.00	(3) Apprentice Lineworker - 6 months
Transportation	3.00	(4) 0.75 Bus Drivers - convert temp. help to permanent
Storm Water - Engineering	1.00	Engineering Aide IV - EPA Phase II Work
Storm Water - Engineering	0.50	Engineering Aide II
Building Maintenance	0.50	ASA III
Custodial Services	1.00	Custodian - to cover new Health Facility
Fleet Maitenance	1.00	(1) Vehicle Mechanic
	13.00	**NET OTHER FUND POSITIONS ADDED**
	25.00	**TOTAL NUMBER OF POSITIONS ADDED**
	2.19%	**FOR FY 2005**

PERSONNEL POSITION SUMMARY

	Actual FY 2003	Budget FY 2004	Estimated FY 2004	Adopted FY 2005	Position Changes
TOTAL PERSONNEL					
PERMANENT					
FULL-TIME POSITIONS:					
City Clerk and Elections	2.00	2.00	2.00	2.00	
City Manager	6.60	6.60	6.60	6.60	
Finance Department	46.00	47.00	47.00	47.00	
Human Resources	8.00	8.00	8.00	8.00	
Law Department	8.00	8.00	8.00	9.00	1.00
Municipal Court	7.00	7.00	7.00	8.00	1.00
Police Department	173.00	175.00	175.00	178.00	3.00
Fire Department	128.00	128.00	128.00	130.00	2.00
Health Department	49.00	51.00	52.80	53.80	1.00
Joint Communications/Emerg Mgt.	29.00	29.00	29.00	30.00	1.00
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	73.00	76.00	76.00	76.00	
Public Works Department	300.00	303.00	303.00	313.00	10.00
Railroad Fund	3.00	4.00	4.00	4.00	
Water & Electric Utility Fund	218.00	218.00	218.00	224.00	6.00
Cultural Affairs Fund	3.00	3.00	3.00	3.00	
Convention & Tourism Fund	7.00	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	5.00	5.00	5.00	
Contributions Fund	2.00	2.00	2.00	2.00	
Total Full-Time Perm.	**1,110.00**	**1,122.00**	**1,123.80**	**1,148.80**	**25.00**
PERMANENT PART-TIME POSITIONS					
Finance Department	2.00	1.25	1.25	1.25	
Municipal Court	0.90	0.90	0.90	0.90	
Health Department	6.35	5.75	5.75	5.75	
Joint Communications	0.75	0.75	0.75	0.75	
Parks & Recreation	0.75	0.00	0.00	0.00	
Public Works	5.25	7.25	7.25	7.25	
Water and Electric Utility Fund	2.10	2.10	2.10	2.10	
Information Services Fund	0.50	0.50	0.50	0.50	
Public Communications Fund	1.00	1.00	1.00	1.00	
Total Perm. Part-Time Pos.	**19.60**	**19.50**	**19.50**	**19.50**	**0.00**
TOTAL PERSONNEL	**1,129.60**	**1,141.50**	**1,143.30**	**1,168.30**	**25.00**
Summary By Fund Type:					
General Fund Positions	583.48	592.38	594.18	606.28	12.10
Enterprise Fund Positions	452.97	455.72	455.72	466.22	10.50
Internal Service Fund Positions	76.35	76.60	76.60	79.10	2.50
Special Revenue Fund Positions	14.80	14.80	14.80	14.70	(0.10)
Trust Fund Positions	2.00	2.00	2.00	2.00	
TOTAL PERSONNEL	**1,129.60**	**1,141.50**	**1,143.30**	**1,168.30**	**25.00**

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GLOSSARY

Accrual Basis of Accounting - Internal Service Fund and Enterprise Fund revenues and expenses are recognized on the accrual basis. Under this method of accounting, revenues are recognized in the accounting period in which they are earned, and expenses are recognized in the period occurred

Account Number - A system of numbering or otherwise designating accounts, entries, invoices, vouchers, in such a manner that the number sequence 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/fiscal year.

Appropriation - The legal authorizations made by the City Council (who approve department budgets) to the departments, offices and agencies of of the City, allowing the departments 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 fiscal year.

Budgetary Control - The control or management of a government or enterprise fund/entity 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 director. 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.

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.

GLOSSARY

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 a City check or by an 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 1st through the following September 30th.

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. Any amount left over after expenditures are subtracted from resources is then added to the 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 a fund balance.

Fund Type - In governmental accounting, all funds are classified into seven generic fund types: General, Special Revenues, Debt Service, Capital Projects, Enterprise, Internal Service, and Trust and Agency.

GAAP - Generally Accepted Accounting Principals

General Fund - The fund used to account for all City activities not required to be accounted for elsewhere. The General Fund of a governmental unit is made up of the resources available for the purpose of carrying on the unit's operating activities. The General Fund includes the following departments: City Council, City Clerk and Elections, City Manager, Municipal Court, Human Resources, Law, Planning, Economic Development, Finance, Fire, Police, Health, Joint Communications, Emergency Management, Community Services, Divisions of Public Works (Administration and Engineering, Streets, Traffic, and Protective Inspection), and Divisions of Parks and Recreation (Administration, C.A.R.E. Program, and Parks).

General Obligation Bonds - Bonds backed by the full faith and credit of the City.

Governmental/Trust Funds - Includes the General Fund, Expendable Trust Funds, Non-Expendable Trust Funds, Special Revenue Funds, and Capital Project Fund.

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.

Intragovernmental Charges - Charges assesed to all other departments i.e. Enterprise, Special Revenue, Governmental and other Internal Service funds for services provided to those various departments. Some of the services include, delivery of mail, vehicle repair, custodial and building maintenance & computer support.

Modified Accrual Basis - General Fund, Special Revenue, Debt Service, Capital Projects, and Expendable Trust Funds are recognized on the modified accrual basis of accounting. Under this method, revenues are recognized in the accounting period in which they become both available and measurable. Expenditures are recognized in the accounting period in which the fund liability is incurred. This basis measures resources available to the City.

Net Income - The excess of revenues over expenses. Net income is calculated for Internal Service Funds and Enterprise Funds. Net income is not calculated for a governmental fund.

Non-Expendable Trust Funds - A trust fund whose principal must be preserved intact. Revenues earned on the principal may be expended.

Non-Operating Expenses - Expenses incurred by Enterprise and Internal Service Funds that are not directly related to the fund's primary service activities. Examples of non-operating expenses include Interest Expense, Loss on Disposal of Fixed Assets, and Miscellaneous Expenses.

Non-Operating Revenues - Enterprise and Internal Service Fund revenues that are not directly related to the fund's primary service activities. Examples of non-operating revenues include Interest revenue, gain on disposal of fixed assets, and miscellaneous revenue.

Operating Budget - The annual budget and process which provide a financial plan for the operation of government and the provision of services for the year. Excluded from the operating budget are capital projects which are determined by a separate, but interrelated process.

Property Tax - This refers to the property tax placed on property. The tax income is determined by multiplying the tax rate by each $100 of assessed valuation.

Proposed Budget - The recommended City budget submitted by the City Manager to the City Council in late July each year.

Revenue Bonds - Bonds whose principal and interest are payable exclusively from earnings of an enterprise fund. In addition, these bonds may contain a mortgage on the enterprise fund's property.

Revenues - Money generated through taxes, charges, licenses and other sources to fund City operations

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.

Supplementals - A list of requests by each department which include computers, all other equipment, vehicles, trucks (capital items) and personnel. Requests are listed in priority order and then reveiwed and amended by the City Manager and the Department Director based on the budget year's spending limitations.

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 benefiting from the service.

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